

## Resources and Fire & Rescue Overview & Scrutiny Committee

15 September 2016

### One Organisational Plan Year End Progress Report: April 2015 – March 2016

#### Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee:-

Considers the key messages set out in the report and asks questions in relation to its content and make recommendations as consider appropriate.

#### 1. Introduction

- 1.1. The One Organisational Plan Progress Report for April 2015 – March 2016 was considered by Cabinet on 4 July 2016 and reported on the overall progress for the Authority.
- 1.2. The following report provides specific commentary in relation to each of the areas within the OOP that come under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and have been drawn from the Cabinet report.

#### 2. Resources and Fire & Rescue: Outcomes Framework

- 2.1 Progress on the delivery of the 5 OOP outcomes, and the 22 supporting themes, is also being tracked; their year-end status, and the two year direction of travel, is shown in Appendix A of the Cabinet report. This shows that over the last two years of the OOP, 13 (59%) of the themes are maintaining a steady level of performance, 2 (9%) have improving performance and 7 (32%) have a downward trend.

- 2.2 Overall cumulative savings of £31.1m have been achieved by year end against the target of £29.7m indicating that we are ahead of target in delivering the savings plan.
- 2.3 At the year-end, key achievements against the Outcomes specific to the remit of this Committee are given below.

### Resources Achievements

#### **Outcome: Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.**

- By the end of the second year, the Authority is ahead of its target in delivering the savings plan.
- Service standards are published for all services.
- Significant risks are being managed actively and there is only one net red risk in the corporate risk register.
- 45% of resident in Warwickshire are satisfied that they are able to influence decision making in their local area.
- Customer Service is continuing to maintain the Customer Excellence Accreditation which ensures effective management of customer expectations.
- 100% of Corporate Learning and Development Plans were delivered in 2015/16.
- 100% of risks identified across the Resources Business Units are managed & reviewed monthly.
- Overall availability of ICT Network is exceeding the set target.
- The Property Rationalisation Programme continues to be delivered on time & to budget.

#### **Outcome: Warwickshire's communities are supported by excellent communications and transport infrastructure**

- CBPM - WCC Contribution to Rural Broadband Development continues to remain on target
- The number of premises enabled in Coventry, Solihull and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16) remains on track to be delivered by the end of the contract.

## Fire and Rescue Achievements

**Outcome: Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.**

- Customer satisfaction is at 95% for Fire and Rescue, who have set a target to reach of 100%

**Outcome: The Health & Wellbeing of all in Warwickshire is protected.**

- Managers are completing 100% of the required competency checks
- 100% of risk critical equipment is being replaced within 24 hours
- In 2015/16 There was 9 RIDDOR reports, (*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013*) compared to a target of 2.
- There were 33 Level 3 and Major Risks exercises and training events undertaken in 2015/16, meeting the set target.
- In 75% of occasions, fire appliances arrived at life risk or property incidents within 10 mins matching the set target
- There were no preventable fire related deaths during 2015/16
- The total number of accidental dwelling fires (147) have also fallen against a target of (159).

### **3. OOP Outcomes, Key Business Measures (KBMs) & Performance for Resources and Fire & Rescue**

**3.1** The following section provides an update on progress to date on the key performance measures that support the delivery of the outcomes that come under the remit of this committee. Trend information has been provided for the current financial year. The table shows that there are a significant number of key achievements as defined by the number of KBMs which have a Green rating at year end.

OUTCOME	2015/16 PERFORMANCE						
	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership							
Service standards are published for all services	100	100	G	G	G	G	
% Staff expressing satisfaction with their manager as a leader	-	52	G	n/a	A	A	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results.
% Resident satisfaction that they are able to influence decision making in their local area	40	45	G	G	G	G	Data drawn from Living in Warwickshire survey and this rating is based on a forecast for 2015/16 which will be reported on from the 2016 survey results - available by August 2016. The actual here refers to 2014-15 survey results.
% staff satisfaction with access to resources and information which allows them to do their job	74.74	76.21	G	n/a	A	A	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results.
% staff satisfied with the Council as an employer	73.18	72.9	G	G	G	A	This is based on pulse survey results
The Customer Journey programme is delivered on time and to budget	50	50	G	R	R	R	The timetable has slipped due to resourcing and staff availability at service level.
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations	1	1	G	G	G	G	
Standards for complaint handling are met	0.7	1	R	R	R	R	This assessment is based on consideration of volume of customer feedback, absorption of the new recording system requirements across the different Groups, timeliness of responses and average time taken to respond.

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
			Q1	Q2	Q3	Q4	
<b>KEY BUSINESS MEASURES</b>							
% Delivery of Corporate Learning and Development Plans	100	100	G	G	G	G	
All Resources Group change activity is delivered on time & within budget	98.6	100	A	G	G	A	
Risks identified are managed & reviewed monthly	100	100	G	G	G	G	
Overall availability of ICT Network	12	14	G	G	G	G	
CBPM - WCC Contribution to Rural Broadband Development	89	90	n/a	G	G	G	This is due to unavoidable delay in deployment from the supplier has led to a slight overrun. However remedial action has been taken and target is due to be hit by contract closure date.
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16)	89	90	n/a	G	G	G	This is due to unavoidable delay in deployment from the supplier has led to a slight overrun. However remedial action has been taken and target is due to be hit by contract closure date.
Savings are delivered to plan	100	100	G	G	G	G	
Net Variation to budget	-3.48	-2	R	R	R	R	Details of those Business Units who have not met the net variation to budget target ( between 0% and -2%) are set out in section 4 of this report
% Customer Satisfaction Levels (Fire & Rescue)	100	95	G	G	G	G	
Resources Group demonstrates value for money	96.42	100	A	A	A	A	This measure is made up of a composite of 3 performance measures: - Net Variation to Budget, Proportion of Service Standards Met and All Business Unit Key Activities are Delivered on Time and within Budget.

OUTCOME	2015/16 PERFORMANCE						
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
Traded Services meet budgetary targets	87.5	100	R	R	A	R	Customer Service - within SLS there was a last minute adjustment of grading error for a member of staff which affected out turn with no time to make up short-fall on such a tight margin. Information Assets delivered £290,000, short of the £390,000 primarily due to an issue in Q4. However full target was delivered to Traded Reserve. Finance - sickness insurance and School Finance have met their targets, but not payroll, primarily due to one-off spend for improvements to the Payroll system and a continued loss of schools custom.
Capital Programme Delivered on time & to budget (Educational & Corporate Programmes)	90	100	R	R	R	R	At an overall level, the Council's Capital programme had slippage against budget; the main reasons are outlined in the Cabinet report of 4 July 2016. However, the Council's plans show that the slippage of schemes is incorporated into future capital programme plans and do not require any additional use of corporate capital resources.
The Property Rationalisation Programme is delivered on time & time budget	-1017134	-1017134	G	G	G	G	Savings delivered to 31st March 16, revised plan to be developed to support savings target to March 18
% increase in staff engagement	69.5	75.04	A	R	R	R	The figures quoted are based on the results of the 2015/16 Staff Pulse survey. Action plans are being implemented to improve the scores. A full staff survey will be undertaken in 2016/17.

OUTCOME	2015/16 PERFORMANCE						
	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership							
% of services that are commissioned to deliver against clearly defined set of outcomes (Org Health)			R	n/a	n/a	n/a	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all KBMs for Resources Group.
Capital Programme - % Variance to Budget (Fire and Rescue)	16	0	G	R	n/a	G	The overall capital programme was underspent by £424k or 16% compared to the estimated expenditure forecast at Q3. The majority of this variance relates to slippage against one individual project.

OUTCOME	2015/16 PERFORMANCE						
	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
The health & wellbeing of all in Warwickshire is protected							
No of whole time firefighter vacancies (Full Time Equivalent)	11	11	n/a	R	R	R	The number of whole time firefighters is being managed closely. As WFRS enters the phase 2 of our Transformation programme and a new duty system is established these vacant posts will be protected and contribute to the savings reducing the possibility of compulsory job losses.
% competency checks completed by Managers	100	100	G	G	G	G	

OUTCOME	2015/16 PERFORMANCE						
The health & wellbeing of all in Warwickshire is protected	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
% risk critical equipment replaced within 24 hours	100	100	G	G	G	G	
No of RIDDOR adverse events	2	9	G	G	G	G	
No of Level 3 and Major Risks exercises and training events undertaken	33	33	G	G	G	G	

OUTCOME	2015/16 PERFORMANCE						
Our communities & individuals are safe and protected from harm and are able to remain independent for longer	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
% RDS appliance availability	76	85	R	R	R	R	Attracting and maintaining RDS personnel continues to be a challenge at both a national and a local level. Recent recruit campaigns have successfully recruited a number of new recruits for key stations at key times and when they are fully operational there will be a resulting improvement in RDS availability.
% of Home Fire Safety Checks delivered to vulnerable and targeted persons	67	85	R	R	R	R	As reported throughout the year the priority for the Service has been addressing new legislation requirements regarding landlords ensuring all privately owned accommodation has a working smoke alarm. Therefore the right levels of HFSC's being conducted is correct but they a number may not be delivered to our target groups



OUTCOME	2015/16 PERFORMANCE						
Our communities & individuals are safe and protected from harm and are able to remain independent for longer	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
			Q1	Q2	Q3	Q4	
KEY BUSINESS MEASURES							
No of fire related injuries	21	18	G	G	G	R	The level of fire related injuries have remained at consistently low levels across this year at 21. All incidents where an injury has been sustained are investigated to identify any potential learning to inform fire safety prevention activity.
No. of incidents attended	3306	2789	R	A	R	R	The overall number of incidents is over target at year end; this has been forecast throughout the year. This is due to a rise in the number of deliberate secondary fires, where no property or vehicle is involved, experience across the County over the period of early summer when there was a hot, dry spell of weather.
% times an appliance arrives at life risk or property incidents within 10 mins	75	75	G	G	G	G	
No. of people extricated from RTCs	147	145	G	G	G	A	WFRS attended 147 Road Traffic Collisions where we performed 1 or more extrications. Although this is more than target there has been a 9% reduction on the previous year.
No. of preventable fire related deaths	0	0	G	G	G	G	
Total no of accidental dwelling fires	147	159	G	G	G	G	
Total no of fires in non-domestic premises	93	83	G	G	G	R	Across the year there have been 93 recorded fires in non-domestic properties, missing target by 12%. These levels are low when compared to other fire services nationally, in 2014/15 WFRS were the second best performing service.

OUTCOME	2015/16 PERFORMANCE						
Warwickshire's communities are supported by excellent communications and transport infrastructure	YE Actual	Target	Quarterly Forecasts 2015-16				Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	Q4	
CBPM - WCC Contribution to Rural Broadband Development	89	90	n/a	G	G	G	This is due to unavoidable delay in deployment from the supplier has led to a slight overrun. However remedial action has been taken and target is due to be hit by contract closure date.
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16)	89	90	n/a	G	G	G	This is due to unavoidable delay in deployment from the supplier has led to a slight overrun. However remedial action has been taken and target is due to be hit by contract closure date.

#### 4. Resources and Fire & Rescue Revenue Position

4.1 The Council has set the following performance threshold in relation to revenue spend. A tolerance has been set of zero overspend and no more than a 2% underspend. Table 1 shows the absolute and percentage variation to the approved budget in relation to those Business Units whose services come under the remit of this committee who are either reporting a year end overspend or underspend against the budget allocation for 2015/16.

Extracted from Table 1 in the Cabinet Report 4 <sup>th</sup> July 2016						
Business Unit Revenue Spending for Resources & Fire and Rescue Overview & Scrutiny Committee	Budget After Q3 £m	Agreed Changes £m	Revised Budget £m	Outturn Spending £m	Over (Under) Spend £m	Variation %
Customer Service	8.508	(0.242)	8.266	8.143	(0.123)	-1.49%
Finance	4.210	0	4.210	3.876	(0.334)	-7.93%
Human Resources	5.157	0.001	5.158	5.008	(0.150)	-2.91%
Information Assets	9.589	0.453	10.042	10.035	(0.007)	-0.07%
Law and Governance	0.780	(0.063)	0.717	0.654	(0.063)	-8.79%
Physical Assets	11.250	(0.078)	11.172	10.658	(0.514)	-4.60%
Performance Business Unit	2.056	0.344	2.400	2.508	0.108	4.50%
Fire and Rescue	19.944	(0.153)	19.791	18.939	(0.852)	-4.30%
<b>Totals</b>	<b>61.494</b>	<b>0.262</b>	<b>61.756</b>	<b>59.821</b>	<b>-1.935</b>	

4.2 The following financial commentary is in relation to those Business Units whose services come under the remit of this committee that are either reporting a year end underspend in excess of 2% or any overspend against the budget allocation for 2015/16.

4.3 Performance Business Unit – The end of year financial position for the PBU is an overspend of £108,000, or 4.50%. This is due to expenditure on Resources Group transformation projects originally anticipated to occur in 2016-17 having been accelerated and incurred in 2015-16. This expenditure will be met from Group Reserves. PBU (formerly SI & CM) outturn excluding transformation projects is £45k favourable (1.9% variance to budget).

- 4.5 Finance – The end of year financial position for Finance is an underspend of £334,000 or -7.93%. The majority of variations are the result of maintaining ongoing vacancies that will contribute towards future years savings targets, although there has also been increasing difficulty in recruiting to vacancies. The anticipated surplus on schools traded areas is due primarily to additional income from schools. There has been an overspend on non-schools payroll trading, reflecting the need for one-off investment to secure longer term custom. We have generated additional one-off income from HMRC for a successful VAT refund claim and also from greater than anticipated contract rebates. Lastly, there was also slippage in planned work for the replacement Social Care system, together with one-off Care Act monies which are no longer required as implementation has been delayed.
- 4.6 Human Resources – The end of year financial position for HR&OD is an underspend of £150,000 or -2.91%. The underspend relates to posts held for future years savings and other vacancies as well as lower than anticipated expenditure from the training levy as a result of delays to programme development which will be delivered next year.
- 4.7 Law & Governance – The end of year financial position for L&G is an underspend of £63,000 or -8.79%. The underspend is largely due to staffing vacancies in Democratic Services and more income generated from Legal Services. Although the % under-spend is greater than 2% of the net budget it is just 1% of the Gross budget reflecting the highly traded nature of the Business Unit.
- 4.8 Physical Assets – The end of year financial position for PA is an underspend of £514,000 or -4.60%. The underspend is due to three main reasons. First is due to better than forecasted levels of income in the sum of £224,000 from trading with schools, from rebates from Scape, from fees from the capital programme and from FM contracts. Second is due to £171,000 underspends in maintenance and renewable energy schemes across construction and FM. Third is the £119,000 underspend on strategic sites planning applications whilst negotiations continue with local planning authorities
- 4.9 Fire & Rescue – the end of year financial position for F&R is an underspend of £852,000 or -4.30%. The Service ended the financial year with an underspend of £852k. £451k of this relates the Fire Control Project and the reason for this is primarily due to contractual issues with the main service provider. These issues have since been ironed out and this funding will be carried forward into 2016/17 to support the continuation of the project. The remaining £401k underspend is made up of a number of relatively small variances across budgets including staff vacancies and the training underspend of £118k resulting from contract re-negotiation.

## 5. Resources and Fire & Rescue: Delivery of Year 2 (2015/16) Savings

5.1 All of the Business Units concerned have met their second year savings target as shown by the table below.

Business Unit	2015/16 Target (£'000)	2015/16 Qtr.1 Forecast (£'000)	2015/16 Mid-year Forecast (£'000)	2015/16 Qtr.3 Forecast (£'000)	2015/16 YE (£'000)	2 Year Trend
Customer Service	650	650	650	650	650	Achieved
Physical Assets	1,092	1,092	1,092	1,092	1,092	
Information Assets	1,067	1,067	1,067	1,067	1,067	
Law & Governance	57	57	57	57	57	
Human Resources & Organisational Development	561	561	561	561	561	
Finance	501	501	501	501	501	
Performance Business Unit	540	540	540	540	540	
Fire and Rescue	1,129	1,077	1,077	1,129	1,129	

## 6. Resources and Fire & Rescue: Use of Reserves:

- 6.1 The level of reserves at the end of the year for the Authority as a whole has increased to £132.504 million. Reserves are held at both Business Unit and Group level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units plans for managing the financial risks and demands facing services over the next three years.
- 6.2 The business unit reserves relevant to this committee are shown in the table below (extracted from Appendix C to the Cabinet Report 4<sup>th</sup> July 2016), including what the reserves are held for. Further details on why they are appropriate are outlined in the same Appendix C. As part of reviewing the level of reserves held, all Groups have taken the opportunity to redistribute their reserves to support service needs and financial risk.

Extracted from Appendix C of the Cabinet Report 4 <sup>th</sup> July 2016							
Balance on Reserves at 31 March 2016 in hand (Overdrawn) and reasons for reserves							
	£'000		£'000		£'000		£'000
Customer Services	£1,127	Finance	£429	HR & OD	£867	Information Assets	£1,423
Warwickshire Local Welfare Scheme	£665	Financial Training	£95	Growing for Growth – Apprenticeship Scheme	£689	PFI for Schools	£5
Service Savings	£200	Service Savings	£334	Service Savings	£178	Service Savings	£62
Care Act	£126					Going for Growth – BDUK	£1,031
Customer Journey Reserve	£136					WAN Investment	£325
Law & Governance	£174	Physical Assets	£1,345	Performance Business Unit	£82	Fire and Rescue	£1,713
Counter Fraud Grant Reserve	£111	Catering Equalisation Account	£401	Project Management	£190	Pensions	£91
Service Savings	£63	Service Savings	£514	Service Specific Resource	(£108)	Service Savings	£704
		Planning Reserve	£430			Operational Training	£318
						RSFRS Project	£70
						Fire Control Project	£530

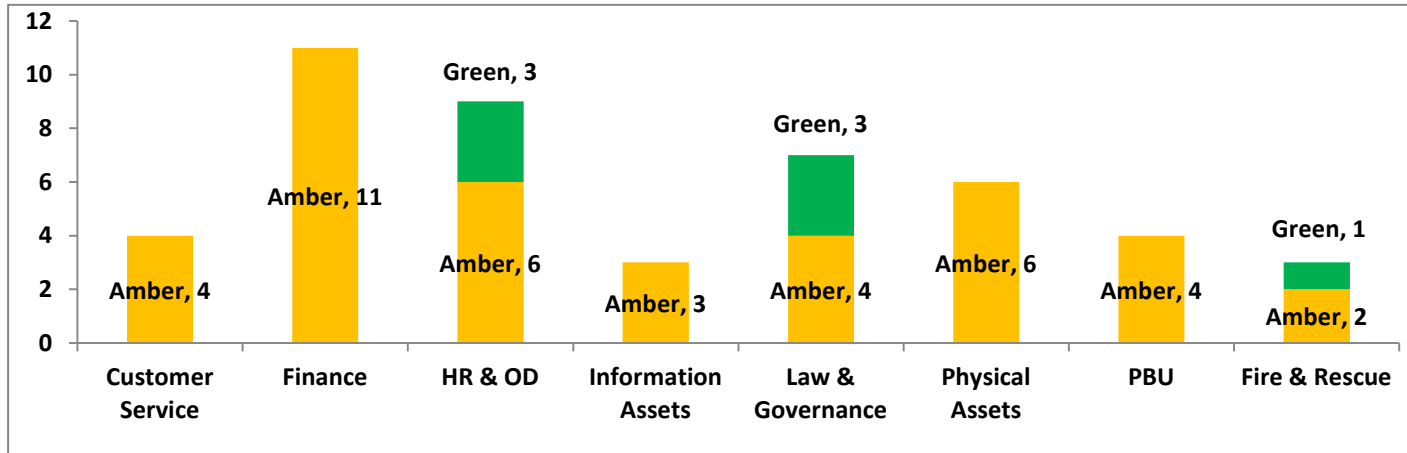
## 7. Resources and Fire & Rescue: Capital Spend & Capital Slippage:

7.1 The outturn position for the Business Units concerned is shown below (this information is extracted from Annexes A-S of 4 July 2016 Cabinet report). All of the Business Units ate forecasting full spend by the end of 2018/19.

Business Unit	Total current and future years approved budget £'000	2015/16 Approved Budget £'000	2015/16 Forecast & out-turn £'000	2015/16 Variance in year (underspend) £,000	Approved Budget 2016/17 £'000	Forecast 2016/17 £'000	Forecast 2017/18 and later years £'000	Total years Forecast £'000
Customer Service	3,931	419	143	<b>(266) G</b>	3,190	3,528	0	<b>3,958</b>
Physical Assets	56,169	15,267	15,023	<b>(244) G</b>	11,022	12,785	20,624	<b>64,999</b>
Information Assets	32,191	6,041	2,829	<b>(3,212) G</b>	7,323	4,625	20,014	<b>33,259</b>
Fire and Rescue	12,875	2,581	2,160	<b>(421) G</b>	5,658	6,230	3,635	<b>12,875</b>

## 8. Resources and Fire & Rescue: Management of Risk

8.1 The table below provides an over-view of the risk position in relation to the Business Units that come under the remit of this Committee. A further 18 risks are also monitored on a monthly basis for these Business Units. .



8.2 There are no red strategic net risks in the Resources and Fire & Rescue Overview and Scrutiny Committee remit.

8.3 The council's amber strategic risks that are relevant to this committee are:

- **R0839** Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term
- **R0842** Loss or corruption of personal or protected data held by the Council
- **R0844** Inability to sustain risk critical fire and rescue functions



## 9. Supporting Papers

- 9.1 A copy of the full report that went to Cabinet on the 4<sup>th</sup> July and is available via the following link: [OOP Year End Progress Report Cabinet 4<sup>th</sup> July 2016](#) and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 4<sup>th</sup> July and is available in each of the Group Rooms.

## 10. Background Papers

None

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Portfolio Holder	Councillor Kam Kaur
	Councillor John Horner