Resources and Fire & Rescue Overview & Scrutiny Committee

15th September 2016

One Organisational Plan Quarter 1 Progress Report: April - June 2016

Recommendation

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

Considers and comments on the quarterly OOP performance progress report.

1. Introduction

1.1. The One Organisational Plan Progress Report for April – June 2016/17 was considered and approved by Cabinet on 8th September 2016.

1.2. This report provides specific information which falls under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and draws on financial and performance information extracted from the Cabinet report.

1.3. The content and style of this report has been revised and will continue to be improved in response to previous member feedback and aims to provide:

(i) Improved contextual information on service outcomes/strategic context in order to enable a better understanding of performance measures, including where appropriate the key interventions being taken to achieve specific outcomes.
(ii) Quarterly (most up-to date) performance information of the relevant key business measures.
(iii) A more detailed look through longer term trend information, at specific service areas within each quarterly report, including where available, comparative information.
(iv) Improved commentary on key business measures which are/not performing well to enable a better understanding of the reasons, the actions being taken to address these and comparative information where appropriate.

2.   Resources and Fire & Rescue Overview & Scrutiny Committee: Strategic Context

2.1   This report covers services which are the responsibility of the Resources & Fire & Rescue business units.

2.2   The key outcomes and objectives which these business units aim to achieve are contained in Appendix A; these in turn support the achievement of the OOP Outcomes. Progress on these objectives is reported through the Key Business Measures to Cabinet and Overview and Scrutiny Committees on a quarterly basis.
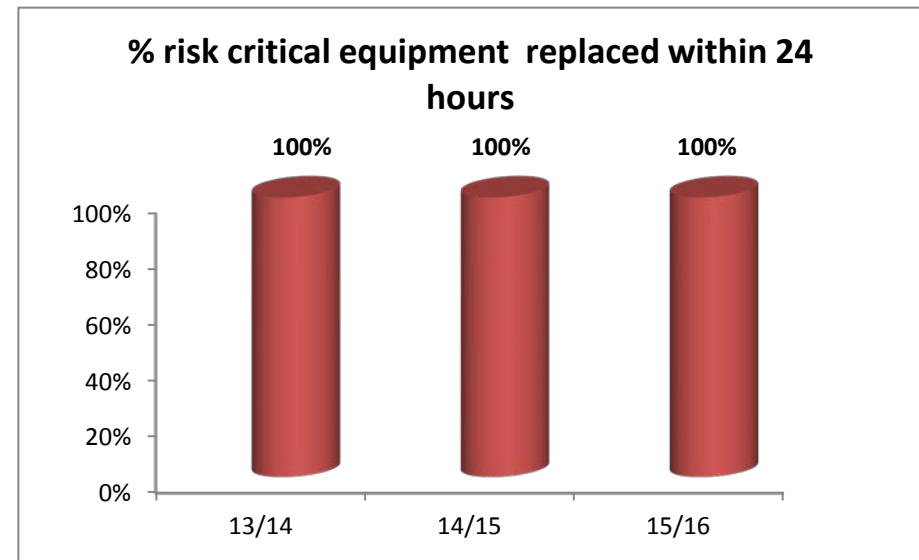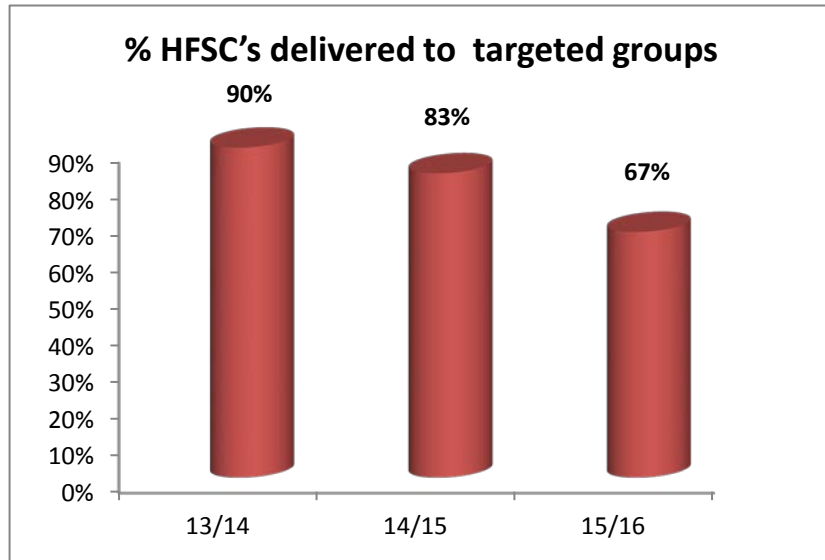
3.   OOP Outcomes - Progress on performance for Resources and Fire & Rescue

3.1   The OOP Outcome Framework contains 5 specific key outcomes and their delivery is dependent on the achievement of supporting Key Business Measures (KBMs). The table below provides an overview of the year end forecast (at quarter 1) of the performance of the Key Business Measures which support the remit of this Committee.
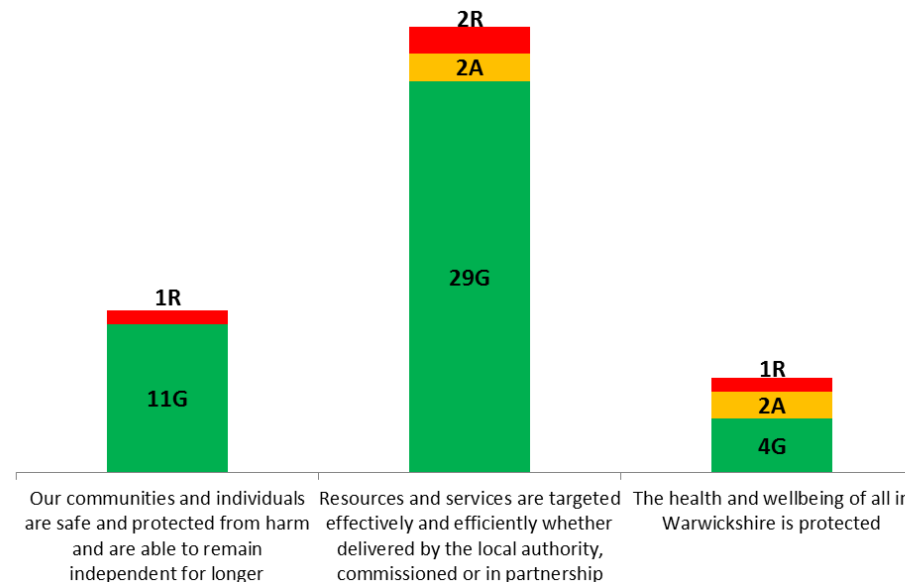
* Two measures are not included in the table as one is for monitoring purposes and the information is not available for the other.

3.2   This quarterly report provides longer trend data on some fire and rescue service measures as seen through the charts below and which contribute towards the OOP Outcomes.

% RDS appliance availability

13/14: 81.80%
14/15: 80%
15/16: 76%

No. of incidents attended

13/14: 2613
14/15: 2659
15/16: 3306

% HFSC's delivered to targeted groups

13/14: 90%
14/15: 83%
15/16: 67%

% risk critical equipment replaced within 24 hours

13/14: 100%
14/15: 100%
15/16: 100%

No. of preventable fire related deaths and injuries

	13/14	14/15	15/16
Deaths	0	1	0
Injuries	22	22	21

■ No. of preventable fire related deaths   ■ No. of fire related injuries

3.3 The table and graphs indicate that there is consistent good performance against these key measures. The Retained Duty System (RDS) continues to be a challenge for the Service. Innovative solutions are being trialed alongside the established targeted recruitment campaigns to maintain levels of RDS availability. Changes in some of the mobilising policies, such as an increase in attendance to Road Traffic Collisions, have resulted in an increase in the number of incidents attended during 2015/16. The number of fire related deaths and injuries remain low and the Service compares favourably when compared nationally to other Fire Services. These low levels indicate that the targeting strategy for Home Fire Safety Checks (HFSCs) is effective. In addition, the process of replacing risk critical equipment is effective with an item being replaced within a 24 hour period 100% of the time to ensure firefighters are equipped correctly when they tackle emergency incidents.

3.4 The following section provides progress to date (June 2016) on the key performance measures (KBMs) that support the delivery of the outcomes that come under the remit of this committee. For Fire and Rescue service measures, the table includes data on actual achievement at Quarter 1; it is intended that from quarter 2, data on actual achievement will also be provided for all Resource Group measures.

OUTCOME	2016/17 PERFORMANCE							
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	**Year End Forecast at Q1**	**Target**	**Quarterly Year-End Forecasts 2016-17**				**Commentary**	
			Q1	Q2	Q3	Q4		
KEY BUSINESS MEASURES								
CS	Resident satisfaction with WCC customer journey	88.8	85	G				
CS	Call abandonment rate	3.8	5	G				
CS	On-line customer service transactions	80	80	G				
CS	Number of visits (per population)	2.8	2.8	G				
IA	Medium and high level information incidents reported	50	50	G				New baseline target for 2016/17
IA	Availability of IT key systems through core infrastructure to users	99.67	99	G				
IA	Remote availability of IT key systems to users through mobile devices	75	75	G				
IA	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	91.5	91.5	G				
F	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	100	100	G				Unaudited accounts were published by the deadline of 30 June.
F	Statutory reports are unqualified by External Auditors (WCC)	100	100	G				Accounts are not finalised until 30 September
F	WCC's statutory reports (Pension Fund) are produced to deadline	100	100	G				Unaudited accounts were published by the deadline of 30 June.

OUTCOME	2016/17 PERFORMANCE							
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	**Year-end Forecast at Q1**	**Target**	**Quarterly Year-End Forecasts 2016-17**					**Commentary**
KEY BUSINESS MEASURES			**Q1**	**Q2**	**Q3**	**Q4**		
F	Financial reports considered by Corporate Board, GLT, Cabinet & Council (on the budget, quarterly monitoring & the Statement of Accounts) produced on the agreed dates	100	100	G					Process for recording performance on this measure is currently being put in place
F	Amount of Cash Return on Invested Capital, expressed as ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Councils Benchmark	373.333.	100	G					
F	Statutory reports (Pension Fund) are unqualified by Ext auditors	100	100	G					Accounts are not finalised until 30 September
L&G	Number of complaints upheld by the Ombudsman	8	8	G					
L&G	Audit recommendations implemented vs recommended	64.93	66.04	A					Will be measured during Q3
L&G	Legal challenges / adverse judgments	0	0	G					
HROD	Staff sickness	10.27	10.05	A					
HROD	Staff turnover	15.18%							
HROD	Positive employee engagement score	70%	70%	G					

OUTCOME		2016/17 PERFORMACE						
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		**Year-end Forecast at Q1**	**Target**	**Quarterly Year-End Forecasts 2016-17**				**Commentary**
KEY BUSINESS MEASURES				**Q1**	**Q2**	**Q3**	**Q4**	
HROD	Compliance with statutory requirements or maintain 100% compliance	100%	100%	G				
PA	Target asset receipts received (as %)	145.7	100	G				Forecasted total receipts for 2016/17 (i.e. by year end) are £15.886M i.e. above target BUT this is dependent on an initial payment resale of land at Europa Way (Forecast £7.5M) before 31.3.2017 which is at risk. If sale of land at Europa Way is not completed before 31.3.2017 the revised estimate receipts for his year is £8.386M which is below target.
PA	WCC Council property footprint (sq. mtrs)	12.36	100	G				
PA	Non-compliance per £1m of operational property expenditure	4	4	G				Based on a centralised property budget of £5.3million
PA	Actual project delivery time to planned delivery time	96	90	G				
PBU	Benefits delivered from high priority projects & programmes (as agreed by CTB)	90	90	G				
PBU	Variance between actual quarterly milestones & planned quarterly milestones	10	10	G				

OUTCOME	2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	**Q1 Actual**	**Year-end Forecast At Q1**	**Target**	**Quarterly Year-end Forecasts 2016-17**				**Commentary**	
KEY BUSINESS MEASURES				**Q1**	**Q2**	**Q3**	**Q4**		
F&R	Number of justified complaints	0	0	0	**G**				
F&R	Number of complaints received for County	1	12	12	**G**				
F&R	% Customer satisfaction level for County	98.3	95	95	**G**				
F&R	£K forecast savings at Year End for County	860	860	860	**G**				
F&R	Revenue outturn -% forecast variance to budget for County	0.4	0.4	-2	**R**				If the pensions underspend is excluded from the Q1 position the Service is 0.4% overspent as highlighted in the Revenue Summary Table in section 4.
F&R	Capital programme -% variance to budget for County	20	20	0	**R**				Capital slippage is a result of delays in the commencement of the Training Centre construction due to environment issues which will result in much of the expenditure planned for this year being delayed until the next financial year.

OUTCOME				2016/17 PERFORMANCE					
Our communities and individuals are safe and protected from harm and are able to remain independent for longer	Q1 Actual	Year-end Forecast at Q1	Target	Quarterly Year-end Forecasts 2016-17				Commentary	
				Q1	Q2	Q3	Q4		
KEY BUSINESS MEASURES									
F &R	Number of P1 Incidents Attended	28	200	201	**G**				
F&R	Number of P2 Incidents Attended	90	300	301	**G**				
F&R	Number of P3 Incidents Attended	191	1300	1380	**G**				
F&R	Number of P4 Incidents Attended	259	850	875	**G**				
F&R	Number of P5 Incidents Attended	235	320	327	**G**				
F&R	Total number of preventable fire related deaths	0	0	0	**G**				
F&R	Number of delivered HFSCs for County	588	4000	4000	**G**				
F&R	Number of students receiving Fatal Four Education Sessions for the County	205	1500	1500	**G**				
F&R	Total number of fire related injuries	4	20	22	**G**				
F&R	Number of site specific inspections delivered	235	600	600	**G**				
F&R	% of time an appliance arrives at life risk or property incidents within 10 mins of mobilisation based on revised type	79.58%	75%	75%	**G**				
F&R	% of time a 2nd appliance arrives at life risk or property incidents within 15 mins of mobilisation based on revised type	77.61%	80%	90%	**R**				Response standards performance for the second attending appliance is currently performing below target and is forecast to miss yearend target. Analysis of causes indicate that the locations of the incidents has been a challenge with many occurring within rural or hard to reach places such as the motorway where access is difficult. Availability of RDS appliances is also a factor with some appliances having to travel further.

OUTCOME				2016/17 PERFORMANCE					
The health and wellbeing of all in Warwickshire is protected		Q1 Actual	Year-end Forecast as at Q1	Target	Quarterly Year-end Forecasts 2016-17				Commentary
KEY BUSINESS MEASURES					Q1	Q2	Q3	Q4	
F&R	% of IC competency amongst Flexi Duty Officers	98	98	100	A				During June 1 Officer had not completed his competency levels assessment which has had an impact on the year to date
F&R	Averaged competency level (in %) for WDS and RDS staff in 8 risk critical competency areas	92	96	100	A				In reality 100% is an aspirational target due to recently recruited RDS personnel undergoing their development courses
F&R	Number of RIDDOR reportable accidents for County	0	6	6	G				
F&R	Average sick days per FTE for County	2.28	7	7	G				Absence level year to date stands at 2.28 average per FTE at end of June. YTD absence for 15/16 at this point was 1.79. Overall absence at the end of 15/16 was 8 days per FTE. The target this year is no more than 7 days per FTE. There are currently some long terms sickness absence which are being managed through occupational health with regular assessment to ensure that individuals are able to return to work as soon as possible.
F&R	Number of days lost as a result of an adverse event (within reporting period) for County	N/A	N/A	586	N/A				HR and Occupational Health have been working together to create a new robust and accurate reporting process across the year. However, information is not available for Q1 reporting
F&R	Number of RDS firefighter vacancies (FTE) for County	34	23	20	R				Currently the level of RDS vacancies is running at 34 and the Service continues to deal with the challenges of the RDS system.
F&R	Number of WDS firefighter vacancies (FTE) for County	6	0	0	G				The number of whole time firefighter vacancies is being managed closely and is currently running at 6. As WFRS enters phase 2 of our Transformation programme and a new duty system is established these vacant posts will be protected and contribute to the savings without the need for compulsory job losses. In order to maintain availability of fire engines temporary fixed term contracts will be used and the year-end estimate takes this into account.
F&R	Number of exercises and training events in preparation for major events	9	30	12	G				

4.   Financial Commentary

4.1   Revenue Budget

4.1.1   The Council has set the following performance threshold in relation to revenue spends: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Business Units concerned.

	2016/7 Budget	2016/17 Outturn	Revenue Variance		Retained reserve	Balance/Financial Standing
	£'000	£'000	£'000	%	£'000	£'000
Customer Services	8,890	9,042	152	1.71% overspent	665	(513)
Finance	4,019	3,240	(778)	19.38% underspent	(96)	(875)
HR & OD	6,005	5,804	(201)	3.35% underspent	(549)	(750)
Information Assets	9,893	9,960	67	0.68% overspent	(1,099)	(1,032)
Law & Gov	935	905	(30)	3.25% underspent	(20)	(50)
Performance	3,882	3,848	(34)	0.88% underspent	(3)	(37)
Physical Assets	10,475	10,335	(140)	1.34% underspent	(402)	(542)
Fire & Rescue	19,686	19,613	(73)	0.37% underspent	(444)	(517)

4.1.2   The reasons for any over-spends and under-spend of more than 2% are given below.

Overspends

4.1.3   Customer Service –The forecast overspend of £0.152 million is due to the Supporting People Programme and will be partly funded from underspends in other service areas. The Supporting People is a programme which aims to enable vulnerable people to maintain or achieve independence through the provision of housing-related support and is delivered by all top tier authorities, in partnership with housing, health, adult social care and probation.

4.1.4   Information Assets – The forecast overspend of £0.067 million is a result of the service traded with schools potentially not meeting its full trading target.

Underspends (above -2% Tolerance)

4.1.5   <u>Finance</u> – The main reason for the forecast underspend of £0.779 million is the receipt of additional income from a VAT claim, which is a one off receipt. Underspends have also been delivered by holding vacancies in order to fund future savings targets.

4.1.6   <u>Human Resources</u> – The forecast underspend of £0.201 million is due to holding open staff vacancies against future savings plans.

4.1.7   <u>Law & Governance</u> – The forecast underspend of £0.030 million is due to a number of small savings across a number of services.

4.2   Reserves

4.2.1   Business Units are seeking Members' approval to put funds into reserves to support the delivery of services in future years. The specific proposals which Cabinet were asked to approve are:

Resources Group (£0.652 million)
To support Resources Transformation programme in future years, including support for major projects with a technical finance dimension (e.g. West Midlands Combined Authority, 100% local retention of Business Rates etc.)

4.2.2   Business Units also sought approval to drawdown from reserves to support the delivery of their plans in the current financial year as follows:

Customer Service (£0.041 million)
To provide additional grants under the Welfare Scheme.

Information Assets (£1.036 million)
- £1.031 million as revenue contribution the BDUK Project.
- £0.005 million as contribution to the development of the schools IT service.

Resources Group (£0.067 million)
This will fund a fixed term appointment of someone with bidding expertise, to help develop our traded services and strengthen or competitiveness in tendering for work.

4.3. Delivery of the Savings Plan

4.3.1 The savings targets for the Business Units concerned are shown in the table below.

	2016/17 Target £'000	2016/17 Actual to Date £'000	2016/17 Forecast Outturn £'000	Implementation Status
Customer Services	402	0	402	G
Finance	250	0	250	G
HR & OD	347	0	347	G
Information Assets	567	0	567	G
Law & Governance	30	29	30	G
Performance	200	200	200	G
Physical Assets	1,061	389	1,061	G
Fire & Rescue	860	825	860	G

4.4 Capital Programme

4.4.1 The table below shows the approved capital budget for the business units concerned and the year-end forecasted position

	All current & Future Years Approved Budget £'000	New approved funding/ schemes	All Current & Future Years Forecast £'000	2016/17 Approved Budget £'000	Slippage from 2016/17 into future years
Customer Services	3,528	0	3,528	3,528	(2,897)
Finance	0	0	0	0	
HR & OD	0	0	0	0	
Information Assets	24,639	70	24,709	4,625	0
Law & Governance	0	0	0	0	
Performance	0	0	0	0	
Physical assets	33,408	6,067	39,475	12,785	(788)
Fire & Rescue	9,865	1,721	11,586	6,230	(1,260)

4.4.2   The reasons for the slippage compared to the approved budget are:

- Customer Service - The slippage of £2.897 million is due to the correction of prior year profiling errors on the Improving the Customer Experience/One Front door project.

- Physical Assets – The slippage of £0.788 million is due to the 2017/18 Rural Services Capital Maintenance allocation being moved out of 2016/17 and into the correct year.

- Fire and Rescue - The slippage of £1.260 million is due to spending on the new training centre which has slipped into later years. Details of the new spend profile are in the Cabinet report of 19th July 2016.

5.   Supporting Papers

5.1   A copy of the full report that went to Cabinet on the 8th September is available via the following link: OOP Progress Report Cabinet 8 September 2016OOP 2016/17 Q1 Progress Report Cabinet 8th September 2016 and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 8th September, is available in each of the Group Rooms.

6.   Background Papers
None.

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Appendix A - Resources & Fire & Rescue Outcomes

Service	Outcomes
Customer Services	- Customer experience of WCC Registration service is maintained and the service is delivered at a reduced cost. - WCC's Library usage is maintained and residents' access to WCC services through them is improved. - Residents' access to WCC's customer services is improved and their end-to-end customer journeys are seamless. - The Public and WCC Staff understanding of WCC's services, as well as marketing and communications support for WCC activities are both increased.
Finance	- Strategic finances are managed to ensure that strategic risks are reduced and the Council's objectives are delivered. - The cost of transactional support to Council Cost Centre Managers is reduced and the Council's requirements are delivered. - Financial reporting meets both the Council's and statutory requirements. - The Council's financial investments are effectively managed to reduce risk and increase financial return.
HR & OD	- Strategic HR service meets WCC Senior Manager's expectations and improves business decision making. - Employee Relations service improves employee engagement and delivers statutory requirements. - The cost of HR transactions for WCC is lowered. - L&OD activities improve staff knowledge and skills and are aligned to WCC's cultural and service improvement agenda.
Information Assets	- Warwickshire Superfast Broadband project supports economic growth and residents' access to the internet is improved. - Information Assets manages its ICT infrastructure & systems to ensure that IT is available and accessible to staff and customers. - IA ensures that WCC meets its information management & security requirements. - IA realises improved service delivery outcomes for Groups and Business Units through the use of new technology at a reduced cost.
Law & Governance	- The Council's business objectives are achieved *with Legal services delivered* at a reduced cost. - WCC's strategic decision making is enhanced and statutory requirements are met. - WCC's organisational exposure to risk is reduced through improved legal and governance activities.
Performance	- The successful delivery of Corporate outcomes is increased through improved planning and performance management arrangements across WCC. - The WCC decision making process is improved through the more timely provision of accurate business intelligence and insight which is relevant to the decisions being taken. - The Council's transformation outcomes are successfully

	delivered. • The cost of providing business support services to the Resources Group and core partners is reduced.
Physical Assets	• WCC's financial return from the strategic management of its property portfolio and assets including the smallholdings estate is increased. • Hard and soft facilities management services operate effectively to enables business continuity for the council and its partners and are delivered at reduced cost to WCC. • Capital projects are delivered on time and to budget.
Fire & Rescue	**The Public is kept safe** • We understand and proactively manage the risk in our county • We help our businesses and communities, particularly the most vulnerable, to be safe • We provide an effective response to fires and other emergencies **Firefighters are kept safe** • We are operationally assertive, confident and safe • Our staff feel supported, valued and engaged **We do our very best** • We are organisationally efficient and constantly seek improvements