Resources and Fire & Rescue Overview & Scrutiny Committee

20 December 2017

One Organisational Plan Quarterly Progress Report: April - September 2017

Recommendation

That the Overview and Scrutiny Committee:

Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period of April-September 2017 as contained in the report.

1. Introduction

1.1. The One Organisational Plan Quarterly Progress Report April -September 2017 was considered and approved by Cabinet on 9 November 2017. It provides Members with an overview of progress of the key elements of the OOP, specifically in relation to performance against key business measures, strategic risks, workforce management, revenue and capital budgets, reserves and savings targets. The report also provides detailed information on the financial aspects at a Business Unit level.

1.2. This report draws on performance and financial information extracted from the Cabinet report and provides Members of this Committee with information relevant to the remit of the Committee.

2. One Organisational Plan 2020:Strategic Context

2.1 The One Organisational Plan 2020 is the Council's Corporate Plan which sets out its ambitions to make Warwickshire the best it can be. This Plan describes the Council's vision for shaping the future of a very different County Council and different public service provision in Warwickshire by 2020 as it faces the challenge of making further savings of £67 million. It sets out the key priorities for Warwickshire, the Council's vision and journey for its services and relationship with its communities and partners. To achieve this, the Council acknowledges that services will need to be more efficient, integrated and that it makes the best possible use of new technologies and innovation to improve access and information.

2.2 The OOP 2020 Plan aims to achieve three high level Outcomes, which are:

Outcome 1: Warwickshire's Communities and Individuals are supported to be safe, healthy and independent
Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training and skills.
Outcome 3: WCC makes the best use of available resources.

2.3 The achievement of these Outcomes is measured through 83 Key Business Measures (KBMs) which underpin the 3 Outcomes and the progress of all 83 is reported to Cabinet.

2.4	The 83 KBMs are attributed to the seven policy/service areas as follows:

OOP Outcome 1: Warwickshire's communities and individuals are supported to be safe, healthy and independent		
Policy/service area	Number of KBM	Resources, F & R OSC KBMs
Children are safe	11 KBMs	
Adult Social Care	6 KBMs	
Health & Wellbeing	6 KBMs	
Fire & Community Safety	15 KBMs	9 KBMs
OOP Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training,skills and infrastructure.		
Economy,infrastructure,& environment	18 KBMs	1 KBM
Education & Learning	8 KBMs	
OOP Outcome 3: WCC makes the best use of available resources.		
Using resources well	19 KBMs	19 KBMs
Total	83	29 KBMs

2.5	For this Committee, we report in detail on 29 KBMs. Each KBM has a target which the relevant service will aim to attain by the year end. Each KBM is rated through a RAG system at each quarter and at year-end. For Quarters 1-3 of the year, the RAG rating is based on a forecast by the service of the likely year-end position. At the year-end, the RAG rating is based on the actual performance. A very small number of KBMs do not have confirmed year-end figures until after the Cabinet meeting in July; however these are usually available by the time each Overview & Scrutiny Committee considers the year-end reports.

2.6	A Green rating indicates that the KBM has attained or exceeded its target; an Amber rating indicates that the target was missed/within a tolerance level, generally of 5% of the target (though a few KBMs have a tolerance level of 2% or none) and a Red rating indicates that the target has not been attained. In exceptional cases, a RAG rating may not be available for a variety of reasons- usually due to the data not being available or a target not having been established.

2.7	At the end of quarter 2, the RAG rating for the individual components of the OOP is as shown in the chart below and overall delivery of the Plan is rated as Amber.
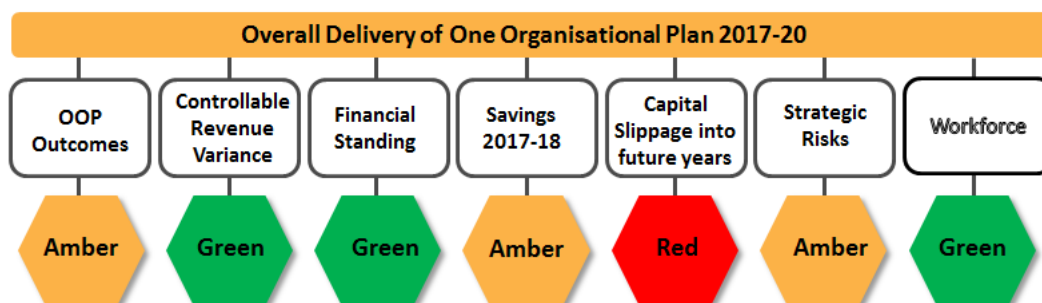
2.8	Appendix A to this report also provides, summary high level information at mid-year, on:

- Selected KBMs, Key aspects of HR management , Strategic Risks and the Financial position in relation to Revenue budgets, Savings and Capital funds.

3.0 OOP Outcomes –Progress on performance

3.1 This Committee's remit is:

To review and scrutinise the provision of council relating to the fire and rescue service, budget, medium term financial plan, corporate business plan, planning and performance arrangements, finance, property, information technology, facilities management, workforce strategy and development, law and governance, libraries, customer service and communications.

3.2 Overall Performance

At the end of quarter 2, the forecast year-end RAG rating for all 3 OOP Outcomes and the underlying KBMs is as follows:
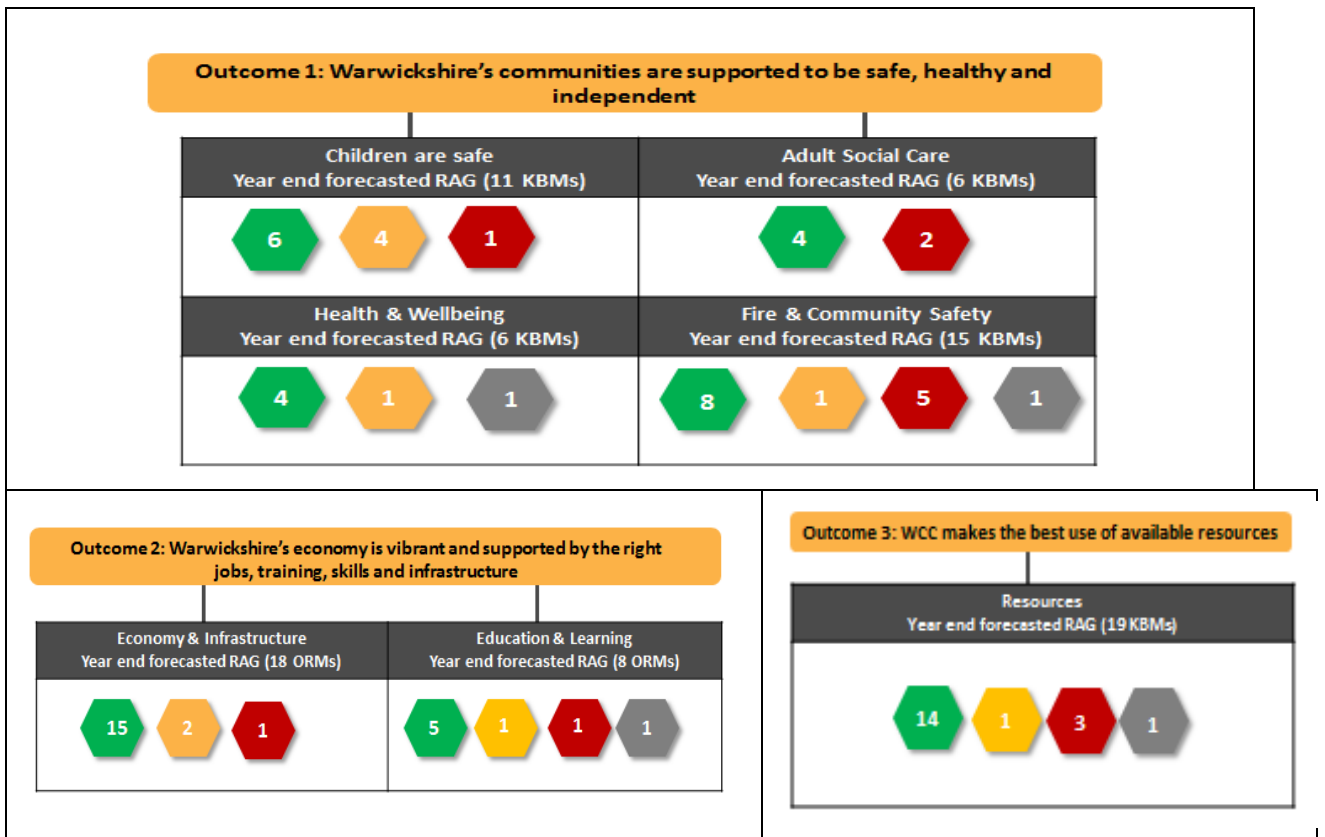
3.3 Detailed information on all the KBMs used to measure the OOP Outcomes and 7 policy areas are provided within the Annex R of the Cabinet Report of 9 November , which can be accessed through this link: OOP Q2 2017/18 Report

3.5 Progress on the 29 KBMs relevant to this Committee is reported through the Scorecards in the following pages which draw on longer term trends and Quarter 2 data in the attached Annex R.

Resources Scorecard

KBM trend data

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	
Customer Services -Aims to ensure that Library usage is maintained and delivery of the Customer service Strategy- which aims to provide services which are easily accessible, simple to use, streamlined, convenient, cost effective (including through digital means) & reliable, so that customers have a seamless journey & experience.				
CS: No. of visits to Libraries (per population). The 2017/18 dip in performance is unusual and due to refurbishment works at Stratford and other libraries but is expected to recover next year. Promotional events are used to publicise the re-opening of such libraries and re-attract users.	2.66 (2.8)	2.8	2.8	**No. of visits to Libraries (per pop)** 2.9 2.8 2.8 2.66 2014/15 2015/16 2016/17 2017/18 Q2 **Total no. of visits to libraries** 1.57m 1.54m 0.7m 2015/16 2016/17 2017/18 Q2
CS: Call abandonment rate (through Call Centre)	5% (5%)	2.9%	6.32%	These are calls abandoned by the customer before speaking to an advisor as a % of inbound calls.

Call abandonment: Figures are monitored separately for the mainstream & Supporting People CSCs. The mainstream CSC handles all calls (exc. Social Care) and about 90% of these are for Highways, Libraries, Registrars, Blue Badge and Concessionary travel. The 5% forecast for calls abandoned for 2017/18 is within target though slightly higher than the 2016/17 rate. This is due to pressures on the Supporting People CSC as a result of the move to Mosaic and a current high vacancy rate but the situation is being actively managed to mitigate the impact on customers and calls.

Call abandonment rate

No. of calls received			
Year	Main	SP	Total
2015 /16	200933	27610	228543
2016 /17	245110	53959	299454
2017 /18	112100	25436	138561* Forecast for year-end

Measure	Forecast (Target)	Actual	Description
CS: Increase in digital assistance to customers (1)	16% (20%)	14.59%	This measures people supported to get on-line in our libraries, visits to the Warwickshire Directory & no of people signing up for e alerts system (GovDelivery)
CS: On-line transactions (2)	61% (60%)	54.9%	These are % of customers using an on-line service where it is available.

	CS: Compliance with Corporate timescales in responding to complaints (3)	75% (75%)	73.25%	The overall target of 75% is an average from the targets of 80% for Resources, Communities and Fire & Rescue and 60% for People Group (reflecting the volume & complexity of cases). The compliance rate at Q2 is: People Group 42%; Resources & Communities: 88% Fire & Rescue-100%.
	This chart shows trends in above 3 KBMs. Key: 1-increase in Digital assistance 2- On-line transactions 3-Complaince with complaints response timescales			

Finance Measures: Aims to ensure that finance reporting meets the Council & statutory requirements and that investments are effectively managed and yield increased returns.

	F: Statutory Reports are unqualified for both WCC Statement of Accounts & Pension Fund (2 KBMS)	100% (100%)	100%	100%
	F: Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Mgmt Strategy), and Other County Council Benchmark	566.6% (100%)	545%	300%

Property Services: Aims to ensure that the return from the strategic management of property portfolio is increased and that capital projects are delivered on time

	PS: Target asset receipts received	100% (100%)	33.38%	106%
	PS: Actual Project delivery time to planned delivery time	92% (92%)	96%	90%
	PS: WCC Property footprint	100% (100%)	186.3%	100%

ICT- Aims to ensure that IT is available & accessible to staff and customers through effective management of ICT infrastructure and systems.

	ICT: Availability of IT key systems through core infrastructure to users	100% (99%)	99%	99%

HR: Aims are to ensure that the Service meets senior managers' expectations, improves business decision making, employee engagement is improved and transactional costs are lowered

	HR: Positive employee engagement score	70% (70%)	70%	68%
	HR: Staff turnover	16.01% (10 - 20%)	15.07%	15.19%
	HR: Telephone contact resolved at first point of contact	95.12% (80%)	-	-

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HR: Staff sickness	9.75 (9.5)	9.65	10.26	

Law & Governance: Aims to ensure that WCC's organisational exposure to risks is reduced through improved legal and governance activities ; that strategic decion making is enhanced and that the Council's business objectives are achieved with legal services delivered at a reduced cost.

L&G: No. of complaints upheld by the Ombudsman	8 (10)	11	4	
L&G: No. of Legal challenges/adverse judgements	1 (0)	1	9	

Performance Business Unit: Aims to contribute to the successful delivery of corporate outcomes through improved planning and performance management arrangements, that transformation outcomes are successfully delivered and that decision making is improved through business intelligence and insight.

PBU: % Benefits derived from high priority projects and programmes	* (90%)	100%	-	*Good progress has been made to identify all the measureable benefits for all critical projects, which will be reported in Q3 & allow a forecast to be set.

Fire & Rescue Scorecard 2017/18

Commentary:

Availability of Key stations on the Retained Duty Systems is improving gradually due mainly to the flexible use of whole-time & retained firefighters covering short term availability gaps at Retained Stations and other similar flexible working practices. Overall the number of Retained Firefighter vacancies and subsequent Fire Crew unavailability remains a long standing concern and work is underway to improve the level of proactive recruitment and outreach work necessary to attract and support candidates.
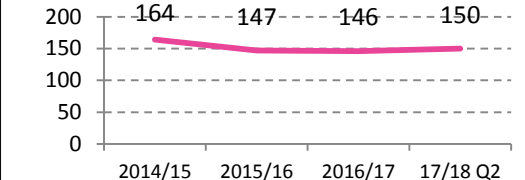
No. of Incidents attended

This is forecasting a year-end position at 'Red'. The level of incidents in quarter 2 are 5.3% higher than the same period last year but have decreased by 18% since quarter 1 of 2017/18. This is in part due to seasonal trends but also a specific change in policies such as non-life risk rescues and entrapments which resulted in the Service mobilising to more incidents.

No. of regulatory reform order risk-based inspections and the No. of preventable fire related deaths.

Both these KBMs have a year-end forecast at 'Red'. The former has been impacted due to the decision to focus on completing high-rise inspections after the Grenfell tragedy and suspending other protection inspections. Although other inspections have now resumed, the Service is unlikely to be able to meet its yearly target for these risk-based inspections. The target for fire related deaths is zero and this has been missed due to two fire related fatalities which were in relation to an aircraft incident.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	
No. of incidents attended by WFRS	3,200 (3013)	3,076	3,306	

| Measure	Value (Target)			Chart / Notes
No. of accidental dwelling fires	150 (152)	146	147	
% times a 1st appliance arrives at life risk/property incidents within agreed response standards	75% (75%)	72.83%	75%	
% times 2nd appliance arrives…within agreed response standards	86% (90%)	74.69%	78%	
% RDS availability at specific key stations	93% (90%)	89.92%	n/a	
No. of Retained Duty System Firefighter Vacancies (FTE)	n/a* (20)	36	32.9	* At Q2 2017/18, actual vacancies (FTE) were 32.
No. of preventable fire related deaths	2 (0)	3	0	These 2 deaths in Q2 were in the same aircraft incident.
No. of community safety contacts	22,000 (22,000)	New measure – no historic data available		
No. of major training exercises undertaken at risk premises	12 (12)	17	33	
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	650 (720)	599	532	

How do we compare? *The table provides comparative data for those Fire Service KBMs where such data is available*

Measure	2016/17			2015/16
	Warks	Average**	England*	
Total No. of incidents per 10,000 population*1	54.80	98.30	100.92	Not available
Total no. of accidental dwelling fires per 10,000 Warwickshire's position (2 of 45 participating)	6.00 2/45	10.50	11.50	Not available

*1 No. of incidents per 10,000 population

Across England, despite an increase in incidents attended during 2016/17, there has been a declining trend since 2003/04 in these attended by Fire and Rescue Services. The longer term trend for incidents attended is also apparent within Warwickshire. However in contrast to the national increase last year, Warwickshire had an overall reduction of 7% in 2016/17 compared to 2015/16. When compared with other F&R Services, Warwickshire attends the lowest levels of incidents per 10,000 population due to its call challenge procedures, its attendance policies and the fact that emergency medical responding is not yet widely practiced in Warwickshire, unlike some other areas of the country. The overall rate for total incidents in Warwickshire per 10,000 population has improved from 60.90 in 2015/16 to 54.80 in 2016/17. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services.
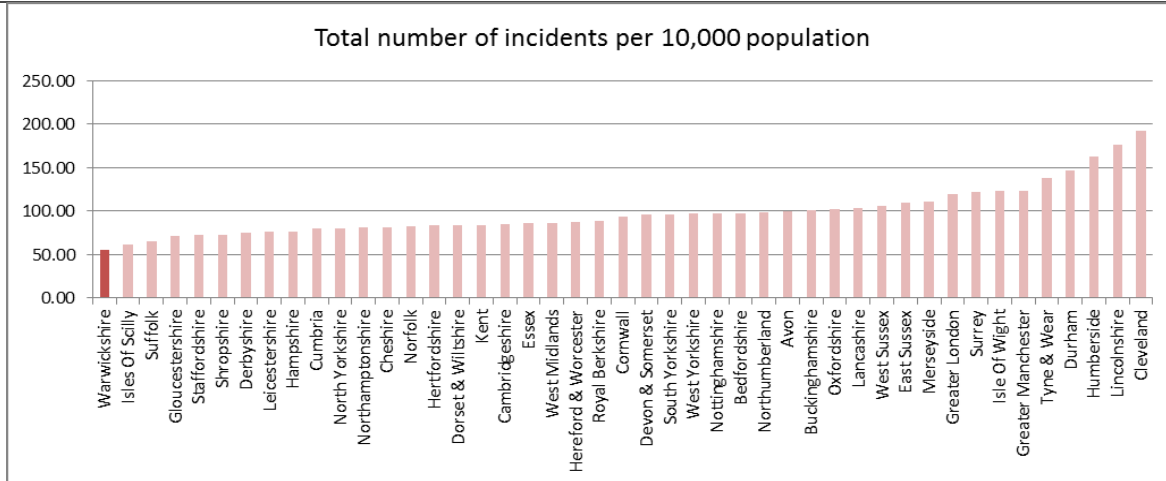
**2 Accidental Dwelling Fires per 10,000 population

The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2016/17 compared to 2015/16. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second positon from 2015/16 and by further reducing the rate of accidental dwelling fires from 6.21 to 6.0. For the first quarter of 2017/18 the low levels of accidental dwelling fires remain low and at a similar level to 2016/17.

4. Financial Commentary

Revenue Budget

4.1.1 The approved net revenue budget for 2017/18 is £264.383 million. Against this, at Quarter 2, an under-spend of £0.045 million or 0.02% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.

4.1.2 The overall revenue position of the authority is favourable. Any overspends are planned to be funded from reserves in the short term. Additionally, good progress is being made towards delivering the new savings plan, any savings which are falling short of delivery are being managed by Business Units and actions are in place to either find alternative savings or services are working to deliver the required savings in future years. Further details are included in the Cabinet Report and Appendix A.

4.1.3 The table below shows the overall forecast on the revenue budget for Resources, Fire & Rescue

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance		Retained Reserves £'000	Financial Standing £'000
			£'000	%		
Resources Group	41,094	40,934	(160)	0.39% underspend	(6,961)*	(7,121)
Fire & Rescue	18,717	19,977	1,260	6.73% Overspend	(2,737)	(1,477)

Fire & Rescue commentary

4.1.4   Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs

4.2   Reserves

4.2.1   Business Units were approved to draw down £0.469 million from reserves to support the delivery of their plans in the current year which included:

Resources Group-Performance (£0.439 million)
Drawdown from the Resources Transformation Fund set aside to fund work to support transformation activity both across the Council and within the Resources Group in the short to medium term.

4.2.2.   The authority currently holds reserves of £125.188 million. The approved movement from reserves of £0.469 million combined with the effect of the forecast outturn underspend of £0.045 million means total reserves of £124.764 million are forecast for the end of the financial year.

4.2.3.   Of this funding over half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a healthy position as we face the challenge of the new plan through to 2020.

4.3.   Delivery of the 2017-20 Savings Plan

4.3.1.   The savings targets and progress at quarter 2 is as follows:

Service	2017/18 Target £'000	2017/18 Actual to date £'000	2017/18 Forecast Outturn £'000
Whole Authority	31,935	24,747	30,502
Resources Group	4,707	3,302	4,655
Fire & Rescue	368	368	368

4.3.2 Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.052 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service. Appendix A provides full details for all the business units within Resources Group and the Fire & Rescue service.

4.4 Capital Programme

4.4.1. The total forecasted level of planned capital spend is £112.760 million in 2017/18, with a further £137.430 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £30.980 million for 2017/18 with a further £14.955 million over the medium term.

4.4.2. Managers' forecasts indicate that £14.349 million (11%) of the planned spend for 2017/18 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2017/18 of £1.929 million resulting in the overall decrease to the programme for 2017/18 of £12.419 million.

4.4.3. The main reasons for the £14.349 million slippage in the quarter compared to the approved budget include:

- Fire and Rescue - £0.750 million of slippage is due to slower than expected progress on the new training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.

4.4.4. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures in the background documentation of the report to Cabinet.

4.4.6. In relation to the Old Shire Hall, Cabinet approved the increase in the scheme cost of £935,900 and the proposals for how this should be funded. The costs of establishing the Old Shire Hall have increased due to conditions and restrictions of listed building status and ensuring compliance with the licence and planning requirements. Additional improvements have also been identified to provide flexibility and increased scope to the venue going forward including:

- Changing the kitchen from a facility capable of producing lunch buffets and the occasional dining event to a facility that has the capacity to provide a fine dining experience for large numbers on a regular basis.
- Improvements to toilet facilities which are currently inadequate for large events and which has resulted in potential bookings being lost.

The total additional estimated cost of all additional work is £935,900 and are to be financed via contributions from uncommitted capital maintenance schemes and revenue monies within Property Services (£615,900) and utilising funding previously approved for improving the customer experience (£320,000) within the Customer Services Business Unit.

5 Supporting Papers

5.1 A copy of the full report and supporting documents that went to Cabinet on the 9 November 2017 is available via the following link: One Organisational Plan Mid Year Progress Report April 2017- September 2017 and in each of the Group Rooms.

6   Background Papers

None

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