

Resources and Fire & Rescue Overview and Scrutiny Committee

19 September 2018

One Organisational Plan Quarterly Progress Report: Period under review: April to June 2018

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 as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan Quarterly Progress Report for the period April 1st to June 30th 2018 was considered and approved by Cabinet on 13th September 2018. It provides 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 and financial information on Business Units.
- 1.2. This report draws on information extracted from the Cabinet report to provide this Committee with information relevant to its remit.

2. One Organisational Plan 2020: Strategic Context

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. These are measured through 62 Key Business Measures (KBMs) which are grouped under, and reported against, the seven agreed policy areas.

For the outcome Warwickshire's communities and individuals are supported to be safe, healthy and independent there is a total of 35 Key Business Measures included in four Policy area dashboards:

- Children are Safe - 15 Key Business Measures
- Adult Social Care - 8 Key Business Measures
- Health & Wellbeing - 6 Key Business Measures
- Community Safety and Fire- 6 Key Business Measures

For the outcome Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure there is a total of 13 Key Business Measures included in two Policy area dashboards:

- Economy, Infrastructure and Environment including 10 Key Business Measures
- Education & Learning including 3 Key Business Measures

To demonstrate OOP delivery by ensuring that WCC makes the best use of its resources a total of 14 Key Business Measures have been developed.

2.2 The tables below provides an overview and Key Lines of Enquiry regarding performance for a total of 18 KBMs across 2 policy areas as appropriate for this Committee;

Community Safety and Fire (4 KBMs)

Areas of Good Progress

Over the last 2 months the performance for the first fire appliance response time has improved with both months (76.92% in May, 76% in June) achieving target (75%) following a lower level of performance in April. Monthly performance for this measure is variable and can be impacted by a number of reasons including geographical location of incidents and over the last 3 years the trend is decreasing. Retained Duty System availability also plays a key part in maintaining response standards and levels of availability have declined in the last couple of months, partly as a result of very high levels of operational activity leading to staff requiring rest periods. Continuing scrutiny is maintained within the Service as it is a key measure to ensuring an effective response to emergency incidents and to keeping the public safe.

Overall numbers of emergency incident types are at a similar level compared to the same period last year including fires where property or vehicles are involved and deliberate fire setting. This is as a result of continuing focus on monitoring of emerging trends, understanding risk across the county and effective safety activities including Safe and Well Checks and Fire Safety Inspections.

Areas of concern including remedial action

With the recent hot, dry period and subsequent increase in fires where there is not any property or vehicle involved there has been a significant rise in overall incidents attended, including supporting other Fire and Rescue Services in line with normal mutual aid arrangements. There are already a number of incident types for Warwickshire Fire and Rescue Service (WFRS) that are increasing including Accidental Dwelling Fires, Special Services, Road Traffic Collisions and False Alarms. Focus should be maintained by both the Service and the OSC on understanding the reasons for the rises and to identify emerging trends in order that relevant and proactive preventative activities can be implemented.

In addition there has been a suspected domestic fire related death and an increase in the number of fire related injuries across the first quarter. WFRS investigate every death or injury to fully understand the individual circumstances to inform their future preventative activity.

Warwickshire makes the best use of its resources (14 KBMs)

Areas of Good Progress

With regards to the use of resources, although investments fluctuate quarter on quarter, overall the Council is on track with its finances, with the Quarter 1 return on investment exceeding the target set of 0.36%.

Sickness absence is steady, currently running at 9.66 days per FTE, which is consistent with the same time last year. In order to ensure that the trajectory remains in the right direction, the County Council continues to monitor sickness absence and take a proactive approach to absence management. There will be a specific detailed breakdown of sickness absence included within the Annual Sickness Absence report, which will be presented to Staff and Pensions Committee on 10th September. There should be maintained focus on sickness absence to ensure that it carries on in the right direction and consideration of how the Warwickshire County Council compares to other local authorities.

Of the four capital projects due to be completed this year, one, Shipston High School, has been completed during Quarter 1. It was completed early, the original date for completion was September. The three remaining capital projects are:

- Old Shire Hall/Judges House - Preparation of Asset as an events venue
- Coleshill CE Primary School - Classroom Extension
- Barford St Peters Primary School - Kitchen Extension

An [update report](#) was taken to Resources, Fire and Rescue OSC on 11th July on the Digital by Design programme. There is now a dedicated Digital by Design team, which is part of the Corporate Transformation team.

Areas of concern including remedial action

There have been six upheld following complaints made to the Ombudsman, Information Commissioner and the courts (judicial review proceedings). 4 were Ombudsman decisions and 2 were ICO decisions. In order to mitigate any further upheld complaints to the Ombudsman, which compares against a target of 12 for the year. In order to mitigate against any further complaints, the Service shares Ombudsman digests, reviews complaints regularly to understand if there are any lessons which can be learned and continues to monitor the information centrally in order to pick up any patterns and trends.

Areas to note

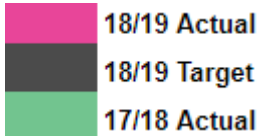
The Performance Framework for Resources Directorate has been recently reviewed and a number of new measures have been developed and therefore there isn't any trend data available at this point in time.

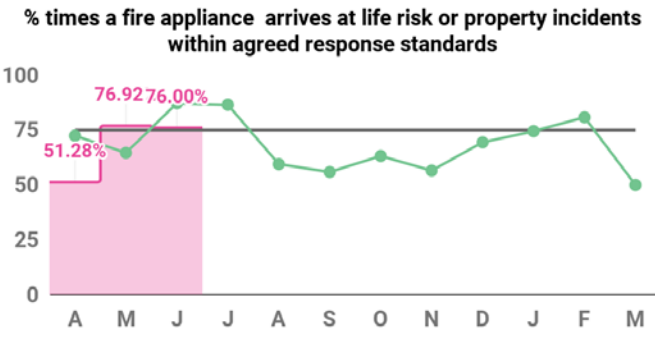
The Staff Engagement Score will be available in September 2018, and therefore reported in the Quarter 2 report, following an analysis of the 'You Say' Survey which was conducted in early Summer 2018.

The '% level of assurance based on the audit outcomes' measure will be updated in the Quarter 2 report. An update report will be presented to Audit and Standards Committee on 29th November.

2.3 More detailed progress on the 18 KBMs relevant to this Committee is reported through the Scorecards in the following pages.

One Organisational Plan Key Business Measures Scorecard

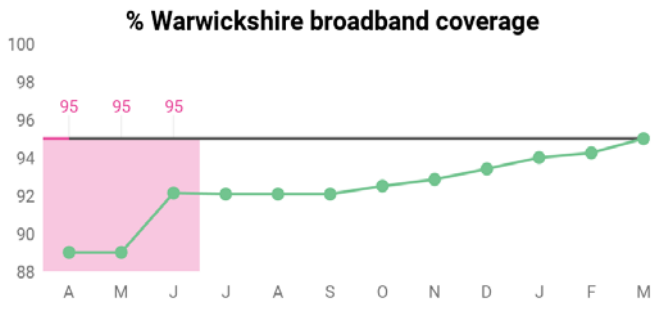

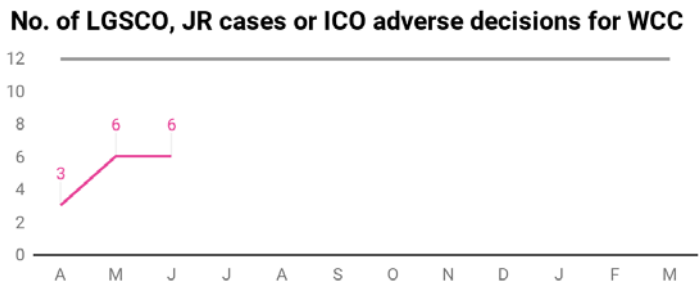
	Direction of travel (DoT) of performance (compared to trend)	
	↑	Positive improved
	↓	Positive decline
	↑ ↓	Decline
	↔	Steady

	15/16	16/17	17/18	DoT
	75%	72.8%	68.36%	↓
<p>% times a fire appliance arrives at life risk or property incidents within agreed response standards</p> 	<p>Within the first quarter the first appliance attending life risk incidents was at an average of 68.07% this is below the expected target of 75%. The performance in April was below the target of 75% but May and June have seen performance exceeding the target which is encouraging. Where WFRS were unsuccessful in meeting its 10 minute response standard the Service have increased preventative activity in these areas to promote fire safety. There were a number of incidents where both the 1st and 2nd appliance did not attend within the response standard, these incidents were primarily to road traffic collisions on motorway networks. Typically this is due to access issues and traversing motorway networks. This is monitored on a monthly basis by the Service.</p>			

<p>No. of incidents attended by WFRS</p>	15/16	16/17	17/18	DoT
	3306	3076	3491	↑
	<p>Overall levels of fires for quarter 1 have increased compared to the previous year with the Service being extremely busy since mid June where the average number of daily incidents attended has doubled and those fires which do not involve property or vehicles has tripled. The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities.</p>			
<p>No. of fire related deaths and injuries</p>	15/16	16/17	17/18	DoT
	0	3	2	↓
	<p>During the first quarter of this year there has been 1 suspected fire related death and the final Coroner's verdict on cause of death is awaited. Every fire related death is comprehensively investigated by the Service to identify any learnings which will, in turn, inform proactive and targeted fire safety campaigns across the County.</p>			
<p>No. of fire related deaths and injuries</p>	15/16	16/17	17/18	DoT
	21	14	23	↑
	<p>To date there have been 6 fire related injuries during period 1, which is slightly over the level recorded last year. When compared nationally Warwickshire continues to experience low levels of fire related injuries although over the last few years Warwickshire levels have been increasing slightly year on year. All incidents where an injury have occurred are fully investigated and any findings regarding emerging trends which, in turn, will inform proactive targeted fire safety campaigns across the County.</p>			

<p>% call abandonment rate - Mainstream and Adult Supporting</p>	<table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>DoT</th> </tr> </thead> <tbody> <tr> <td>6.32</td> <td>2.9</td> <td>3.5</td> <td>↔</td> </tr> </tbody> </table>	15/16	16/17	17/18	DoT	6.32	2.9	3.5	↔			
15/16	16/17	17/18	DoT									
6.32	2.9	3.5	↔									
<p>% of online customer services transactions</p>	<table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>DoT</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>54.9%</td> <td>62.3%</td> <td>↑</td> </tr> </tbody> </table>	15/16	16/17	17/18	DoT	N/A	54.9%	62.3%	↑			
15/16	16/17	17/18	DoT									
N/A	54.9%	62.3%	↑									
<p>Value of the return on WCC investment (%)</p>	<table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>DoT</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>	15/16	16/17	17/18	DoT	N/A	N/A	N/A	N/A			
15/16	16/17	17/18	DoT									
N/A	N/A	N/A	N/A									
<p>Value of total pension fund investment (£m)</p>	<table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>DoT</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>	15/16	16/17	17/18	DoT	N/A	N/A	N/A	N/A			
15/16	16/17	17/18	DoT									
N/A	N/A	N/A	N/A									
	<p>The pension fund value as of 30th June 2018 - £2,124,957,921.24</p>											

<p>% Employee engagement scores</p>	<p>2012</p>	<p>2014</p>	<p>2016</p>	<p>DoT</p>
	<p>66%</p>	<p>67%</p>	<p>70%</p>	<p>↑</p>
<p>This is taken from the staff Survey results, which will be published in September 2018</p>				
<p>No of days sickness per FTE</p>	<p>15/16</p>	<p>16/17</p>	<p>17/18</p>	<p>DoT</p>
	<p>10.26</p>	<p>9.65</p>	<p>9.87</p>	<p>↓</p>
<p>Absence is running at an average of 9.6 days per fte which is consistent with the same period last year. The Service have set up a sickness absence monitoring group and continue to take a proactive approach to absence management.</p>				
<p>No. of Health and Safety reportable incidents in the workplace</p>	<p>15/16</p>	<p>16/17</p>	<p>17/18</p>	<p>DoT</p>
	<p>N/A</p>	<p>N/A</p>	<p>33</p>	<p>N/A</p>
<p>The Service is tracking the trend, however, it is at a lower level than last year</p>				
<p>% of network availability</p>	<p>15/16</p>	<p>16/17</p>	<p>17/18</p>	<p>DoT</p>
	<p>100%</p>	<p>99%</p>	<p>99%</p>	<p>↔</p>
<p>A high level of network availability of 99.5% has been achieved. Recent improvements include a direct fibre connection to Budbrooke which was completed in June, this will positively impact availability figures, as well as improve performance for users at the site.</p>				

	15/16	16/17	17/18	DoT
	89%	92.02%	95%	
	15/16	16/17	17/18	DoT
	N/A	N/A	13	N/A
<p>% level of assurance based on the audit outcomes</p>	15/16	16/17	17/18	DoT
	N/A	N/A	N/A	N/A
	Completed audits in Q1 were certifications which do not include an assurance level, therefore no relevant data for Quarter 1.			

	15/16	16/17	17/18	DoT																										
	N/A	N/A	N/A	N/A																										
<p>No. of critical programmes with financial benefits</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>A</td><td>3</td></tr> <tr><td>M</td><td>12</td></tr> <tr><td>J</td><td>12</td></tr> <tr><td>J</td><td>34</td></tr> <tr><td>A</td><td>34</td></tr> <tr><td>S</td><td>34</td></tr> <tr><td>O</td><td>34</td></tr> <tr><td>N</td><td>34</td></tr> <tr><td>D</td><td>34</td></tr> <tr><td>J</td><td>34</td></tr> <tr><td>F</td><td>34</td></tr> <tr><td>M</td><td>34</td></tr> </tbody> </table>	Month	Count	A	3	M	12	J	12	J	34	A	34	S	34	O	34	N	34	D	34	J	34	F	34	M	34	<p>Our existing critical projects are being reviewed and assimilated into the new transformation governance arrangements, with business cases and associated financial benefits assessed and agreed. The overall number of critical/ key projects has reduced from 39 to 34 as projects have closed and resources have been redirected to other priority areas where applicable. The 34 is based on reporting on 19 Critical projects to Corporate Board and 15 key projects.</p>			
Month	Count																													
A	3																													
M	12																													
J	12																													
J	34																													
A	34																													
S	34																													
O	34																													
N	34																													
D	34																													
J	34																													
F	34																													
M	34																													

	15/16	16/17	17/18	DoT										
	N/A	N/A	£2,706,540	N/A										
<p>Value of sales received (£m)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (£m)</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>5.8</td></tr> <tr><td>Q2</td><td>24.5</td></tr> <tr><td>Q3</td><td>27.5</td></tr> <tr><td>Q4</td><td>31.0</td></tr> </tbody> </table>	Quarter	Value (£m)	Q1	5.8	Q2	24.5	Q3	27.5	Q4	31.0	<p>The sale of Meadow Farm and Unit 4G Racemeadow Road completed on programme and to the target receipt anticipated.</p>			
Quarter	Value (£m)													
Q1	5.8													
Q2	24.5													
Q3	27.5													
Q4	31.0													

	15/16	16/17	17/18	DoT																										
	N/A	N/A	27	N/A																										
<p>No. of property services capital projects delivered on time</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>A</td><td>0</td></tr> <tr><td>M</td><td>0</td></tr> <tr><td>J</td><td>1</td></tr> <tr><td>J</td><td>1</td></tr> <tr><td>A</td><td>1</td></tr> <tr><td>S</td><td>3</td></tr> <tr><td>O</td><td>3</td></tr> <tr><td>N</td><td>3</td></tr> <tr><td>D</td><td>4</td></tr> <tr><td>J</td><td>4</td></tr> <tr><td>F</td><td>4</td></tr> <tr><td>M</td><td>4</td></tr> </tbody> </table>	Month	Count	A	0	M	0	J	1	J	1	A	1	S	3	O	3	N	3	D	4	J	4	F	4	M	4	<p>1 project, Shipston High School, has been completed during quarter 1. It was completed early, the original date for completion was September.</p>			
Month	Count																													
A	0																													
M	0																													
J	1																													
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Financial Commentary – relevant finance information taken from Cabinet report

4.1 Revenue Budget

4.1.1 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. The following table shows the forecast position for the Business Units concerned.

	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	9,106	9,185	79 0.87% overspend	(654)	(575)
Finance	3,702	3,720	18 0.49% overspend	(880)	(862)
HR & OD	4,577	4,880	303 6.2% overspend	(638)	(335)
ICT Services	9,116	9,121	5 0.05% overspend	(20)	(15)
Law & Governance	1,000	787	(213) -21.30% underspend	(213)	(426)
Performance	4,782	4,710	(72) -1.51%underspend	(25)	(97)
Property Services	10,528	10,092	(436) 4.14% underspend	0	(436)
Fire & Rescue	19,121	19,482	361 1.89% overspend	(2,027)	(1,666)

4.1.2 Heads of Service commentary on their forecast revenue positions are given below.

- **Customer Services**

There are no significant financial issues to highlight at this time

- **Finance**

Although there are a number of spend variations within the service (to support various projects), overall the bottom line is a very small forecast variation, which if it materialises will be funded from within the Business Unit reserves.

- **Human Resources & Organisational Development**

The overspend is largely attributable to implementation of Your HR. A service specific reserve was set up at project inception for this purpose and project costs associated with implementation will be funded from this reserve. Main area of underspend is in HR advisory due to staffing vacancies.

- **IT Services**

Following on after the June forecast, we have been notified that there will be a potential fall of income of circa £0.100 million in Schools Traded Services with a number of academies from a Trust looking to leave the ICT service. We are working on the options to resolve this situation including cost reductions and utilising underspends in other areas of the business unit.

- **Law & Governance**

The underspend is largely due to increased Legal Services external income. Net position forecast has increased by £0.202 million, due to GDPR work for schools and new childcare work from another authority. Implications of Worcs CC decision to bring audit back in-house need to be worked through with associated changes made to future budget forecasts.

- **Performance**

Expenditure on the transformation programme is in line with the agreed budget and anticipated activity in the Design Phase of the programme. Any further drawdowns will be presented to the JMD's for approval through the submission of an Outline Business Case for consideration as part of the new transformation governance arrangements.

- **Property Services**

This forecast is based on the revised savings plan for approved by Cabinet on 24th July 2018. The savings plan continues to rely on achieving over £0.800 million of savings from the disposal of surplus properties as capital receipts

4.2 Reserves

4.2.1 The following Business Units are seeking approval to from reserves to support the delivery of their plans in the current financial year:

Fire & Rescue (£0.273 million)

- £0.041 million to support the ongoing costs of the Joint Control project
- £0.156 million to support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity
- £0.076 million to support the replacement of critical IT systems

4.2.2 Business Units are also seeking members' approval to put money into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

Property Services (£0.203 million)

- £0.164 million of net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
- £0.039 million to return previously approved use of reserves for the Switch & Save scheme to be used in 2019/20

4.3. Delivery of the 2017-20 Savings Plan

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

	2018/19 Target £' 000	2018/19 Actual to Date £'000	2018/19 Forecast Outturn £'000	2018-2020 Implementation Status	Comments
Customer Service	10	10	10	Green	
Finance	65	65	65	Green	The savings for 2018/19 have already been delivered. There is still an additional £95k to identify for 2019/20, but the service is confident that this is deliverable.

HR & OD	75	0	75	Green	
ICT Services	363	363	363	Green	All savings are on target except reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members. The saving on the reduction in staffing is on schedule. However the savings on personal computing costs is currently Amber. Work is under way around a broader review of end user computing (£130k of savings in 18/19 and £80k of savings in 19/20) - looking at alignment with New Operating Model as part of the Digital by Design Programme. Areas include devices, Office tools and more broadly unified comms; EDRMS and business intelligence. Revised proposal with budget implications to be presented to JMD for Resources in August 2018.
Law & Governance	49	39	49	Green	
Performance	55	55	55	Green	The savings for 2018/19 have been delivered.
Property Services	1583	1061	1583	Green	The savings for 2018/19 have already been delivered. However, there is a carried forward of £1.2m of savings from previous years not shown in these figures. This carry forward is reliant on two major capital receipts. One of those was delivered on 3rd May, the second is on track for Q3 2018. The restructure of the property services business unit delivers a long term financially sustainable service as agreed at Cabinet on 24th July 2018 which incorporates making good this underachievement

Fire & Rescue	0	0	0	Amber	The collaboration work with the West Midlands Fire Service is progressing well and discussions have taken place between WFRS and Finance regarding short term and longer term savings options for 2019/20. The RAG rating remains at amber given the timescales associated with some savings options or the organisational acceptability of others.
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4.4 Capital Programme

4.4.1. The table below shows the approved capital budget for the business units, any slippage into future years and the RAG status at Quarter 1.

	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years £'000	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)
Fire & Rescue	10,456	(4,027)	-58%	597	9,542
Customer Service	2,518	52	10%	0	2518
ICT Services	22,171	(411)	-5%	1,531	23,702
Property Services	26,789	(934)	-6%	0	26,789

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

- **Fire & Rescue**

£4.027 million of slippage is due to the re-phasing of the Training Centre new build which has been paused pending the outcome of the Memorandum of Understanding with the West Midlands Fire and Rescue Service.

- **Customer Services**

£0.052 million of spending has been brought forward on the Alcester Library project; this increase reduces the overall slippage in the quarter.

- **IT Services**

£0.411 million of slippage is due to the consolidation of the three lots within the BDUK project, the lots represent geographical areas. All lots have been awarded to a single supplier which has reduced management and production costs. The remaining funds will be reinvested and remodelled in the project by 2021/22.

- **Property Services**

£0.934 million of slippage relates to strategic site planning applications, a further £1.368 million was added to the capital programme in 2017/18 Q4 for this project following cabinet approval in February 2018. This was all allocated incorrectly to 2018/19, the Strategic Asset Management team now have a Project Manager in place who has re-profiled the spend across the financial years based on expected delivery.

5 Supporting Papers

5.1 A copy of the full report and supporting documents that went to Cabinet on the 13th September 2018 is available via the following [link](#) and in each of the Group Rooms.

6 Background Papers

None

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