

Resources and Fire & Rescue Overview & Scrutiny Committee

27 February 2019

One Organisational Plan Quarterly Progress Report: April to December 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 (OOP) Quarterly Progress Report for the period April 1st to December 31st 2018 was considered and approved by Cabinet on 22nd January 2019. 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

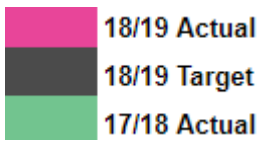



- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. Performance is assessed against 62 Key Business Measures (KBM's) which are grouped under, and reported against, the seven agreed policy areas.

Outcome	Policy Area	No. of KBM's
Warwickshire's communities and individuals are supported to be safe, healthy and independent	Adult Social Care	8
	Children are Safe	15
	Community Safety and Fire	6
	Health and Wellbeing	6
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	Economy, Infrastructure and Environment	10
	Education & Learning	3

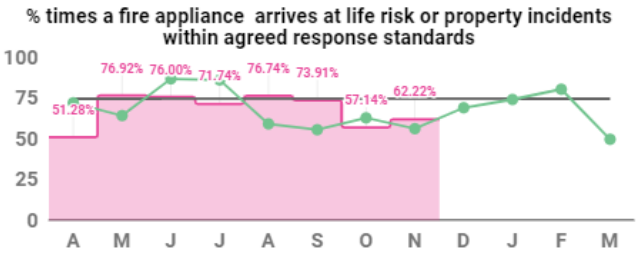


To demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources** a total of 14 Key Business Measures have been presented on 1 dashboard.

- 2.2 At this point in time it is considered that 62.5% (10) of KBMs are currently achieving target while the remainder 37.5% (6) of KBMs are behind target. 2 KBMs do not have a target set.
- 2.3 This section presents KBMs where significant good performance or areas of concern need to be highlighted for 18 KBMs across 2 policy areas as appropriate for this Committee;

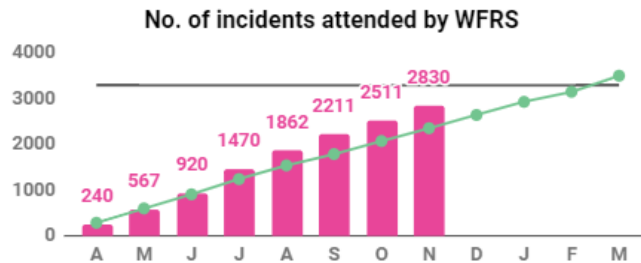
One Organisational Plan Key Business Measures Scorecard

	Trend	Trend over longer time period
	DoT	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady

NB performance reporting is based on latest available data for the period 1st April to 30th November 2018.

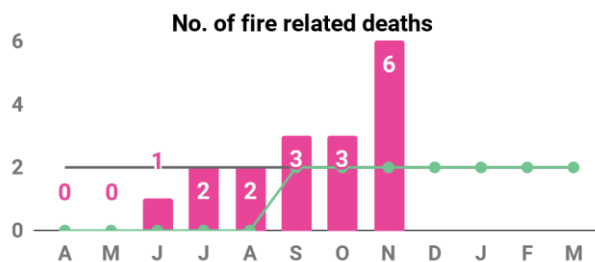
Community Safety and Fire				
Areas of concern and remedial action				
				
15/16	16/17	17/18	Trend	DoT
75%	72.8%	68.36%		
<p>This year to date the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 68.24% and this is below the expected target of 75%. The latest period has seen a significant reduction in the response standards achieved with an average of 59.68%, which has reduced from 74.19% in the previous quarter. Response standards are monitored on a monthly basis by the Service and trends for unsuccessful incidents investigated. When investigating response standards 40% (31 out of 77 incidents) of road traffic collision incidents are unsuccessful in terms of first appliance attendances within 10 mins, particularly on the motorway network where access issues and travel distances can prove challenging.</p>				

The Service is proactively delivering road safety awareness initiatives with partner agencies at key locations across the County. In areas where the Service has been typically unsuccessful in meeting the 10 minute response standard preventative activity has been increased e.g. Safe and Well visits in the home. Performance for the month of December was similar to November with 57.89% of life risk and property incidents meeting the agreed response time of 10 minutes.



15/16	16/17	17/18	Trend	DoT
3306	3076	3491	↔	↑

Comparing 2018/19 to the same period in 2017/18 there has been an increase in the number of incidents attended of 20% (482 incidents) and compared to last year levels have increased by 24%. The extended period of hot, dry weather during July accounts for the overall increase as the average number of daily incidents attended doubled and those fires which do not involve property or vehicles tripled. Overall levels of incident activity in all key headline categories have increased compared to the same period last year; fires involving property or vehicles 8% (39 incidents), fires not involving property or vehicles 23% (110 incidents), false alarms 23% (255 incidents), road traffic collisions 16% (33 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and affecting entry, 14% (46 incidents). The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities.

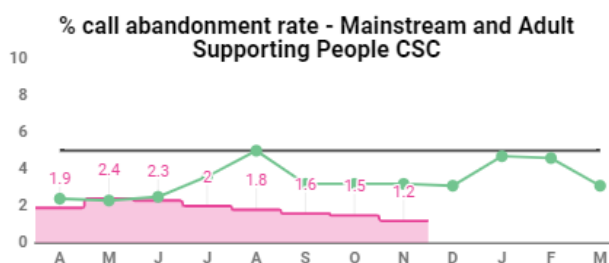


15/16	16/17	17/18	Trend	DoT
0	3	2	↓	↑

At the end of November there have been 2 confirmed fire related deaths in the home. In addition, there have been 4 more suspected fire related deaths; 1 as a result of an incident on the M40 in September, 3 were recorded during November: 1 at a caravan used as a home and the other 2 were in the home during separate incidents. The official Coroner's verdict is awaited for these deaths. Every fire related death in the home is comprehensively investigated by the Service and partners to identify any learnings which will, in turn, inform proactive and targeted fire safety campaigns across the County.

Warwickshire makes the best use of its resources

Areas of good progress



15/16	16/17	17/18	Trend	DoT
6.32	2.9	3.5	↑	↓

The average abandonment rate during October and November has been 1.35% against a target of 5%. The average for the same period last year was 3.2%. The service continues to closely monitor this measure.

Areas of concern and remedial action

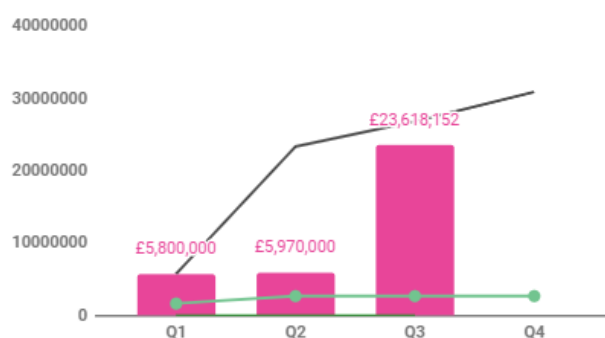
No. of LGSCO, JR cases or ICO adverse decisions for WCC



15/16	16/17	17/18	Trend	DoT
New measure		13	N/A	↑

So far this year there have been 10 adverse decisions made against the Council, 8 upheld decisions by the Local Government & Social Care Ombudsman (LGSCO) and 2 upheld decisions by the Information Commissioner - there have been no adverse Judicial Review findings. The corporate target is no more than 12 adverse decisions and therefore the Council is still within this target with the final quarter to go. Of the 8 upheld decisions by the LGSCO 4 related to the People Directorate (3 Adult Social Care and 1 Blue Badge) and 4 related to the Communities Directorate (2 Education and Learning and 2 Transport & Economy (Highways)). A Corporate Customer Feedback report was presented to Resources, Fire and Rescue Overview and Scrutiny Committee in December, which included key activities to address areas raised.

Value of sales received (£m)



15/16	16/17	17/18	Trend	DoT
New measure		£2,706,540	N/A	↑

Four target receipts have been delivered to the value of £23,618,152. The initial Europa Way receipt has been received to the value of £17,577,252 and will be followed by a further receipt on 29/11/2020 to the value of £6,023,000. The savings target from land sales is £854,048 and £746,346 has been achieved to date. The Eastborough Way receipt is now unlikely to be achieved this year resulting in a shortfall in the savings target this year (£107,702).

2.4 More detailed progress on the remaining KBMs relevant to this Committee is reported through the Scorecards in Appendix A.

Financial Commentary – relevant finance information taken from Cabinet report

3. Revenue Budget

3.1.1 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 Reserve s £'000	Financial Standing £'000
Customer Service	9,106	9,090	(16) -0.18	(654)	(670)
No financial issues to highlight					
Finance	3,746	3,589	(157) -4.19	(880)	(1,037)
Overall there is a small underspend being forecast. This may reduce if investments in improvements to financial systems (which were originally to be funded from reserves) can be implemented before the end of the financial year.					
HR & OD	4,914	4,926	12 0.24%	(335)	(323)
The overall position for HROD once the corrections have been made would result in an underspend of c£134k. Staffing vacancies/gaps pending recruitment continue to result in underspends in advisory and HSW. However these are offset by costs associated with implementation of Your HR					
ICT Services	8920	8664	(256) -2.87%	(220)	(476)
The impact on subscriptions target due to withdrawal of a Multi Academy Trust in the Schools Traded Services has been partly addressed through reduction in expenditure. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends. The Project Connect underspend will be required to fund the contract going forward. The forecast for Production Services is dependent on estimates of contract costs which are under negotiation.					
Law & Governance	1,000	507	(493) -49.3%	(213)	(706)
The assumption for the remainder of 2018/19 is that trading activity will remain healthy. New external income has been generated for legal services this financial year and internal demand remains high. Underspends in Democratic Services are as a result of staffing vacancies.					

Performance	5,303	5,602	299 5.64%	(25)	274
The forecast overspend reflects the significant progress on various transformation projects, the funding for which was always planned to be funded from specific reserves held for this purpose. The effect of this proposed action will be to restore the Business Unit to an underspend position, as was always the case excluding transformation.					
Property Services	10,635	10,495	(140) -1.32%	(501)	(641)
Increased trading activity within Enabling Services has improved the overall budget position. The Eastborough Way capital receipt is a risk which would impact on savings targets and negotiations are ongoing with the developer					
Fire & Rescue	19,838	19,314	(524) -2.64%	(1,516)	(2,040)
There is an underspend at quarter 3 of £524k, the reasons for the majority of this underspend; £151k relates to FF Pensions and is a result on no ill-health retirements, £164k is against the FF pay award which was awarded at 1% less than budgeted for, £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At quarter 3 the Service will request to transfer a net £440k of this £524k into earmarked reserves to support a number of anticipated pressures in 2019/20 including the replacement of ICT equipment and to provide breathing apparatus training for 2019/20 while confirming the collaboration arrangements with West Midlands Fire Service. Based on the current forecast, following the quarter 3 transfers to and from reserves the service would end the year with an underspend of £84k.					

3.2 Reserves

3.2.1 The following Business Units are seeking approval from Cabinet to draw from reserves to support delivery of their plans in the current year as follows

Fire & Rescue (£0.196 million)

- £0.046 million from the Fire Control Project reserve to support the final stages of the Joint Control Project with Northamptonshire FRS.
- £0.150 million from the Emergency Services Mobile Communications Programme reserve. This reserve includes £0.150 million of service savings that are not ring-fenced for this project. The Service would like to transfer £0.150 million from this reserve in to the RSFRS reserves to support IT replacement projects in 2019/20.

3.2.2 Business Units are also seeking Cabinet approval to put money into reserves, mostly from current underspends, for use in future years as follows:

Fire & Rescue (£0.636 million)

- £0.023 million added to service savings reserve to support spending pressures in 2019/20.
- £0.414 million added to the RSFRS reserve as the Service has two major pieces of IT equipment due for replacement in 2019/20, Station End equipment and Mobile Data Terminals. This transfer will go towards supporting these spending pressures in 2019/20.
- £0.186 million added to the Fire Service Training reserve as the Service is currently considering options for the provision of future training facilities. Once plans have been finalised there will be an interim period whereby the Service will have to outsource some of the operational training. Transferring this funding into the training reserve will provide support for funding the interim arrangements.
- £0.013 million added to Emergency Services Mobile Communications Programme reserve from current year underspends in the project.

Property Services (£0.007 million)

- £0.007 million contribution to the One Public Estate reserve as a result of the delayed start in delivering One Public Estate.

3.3 Delivery of the 2017-20 Savings Plan

3.3.1. 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
Customer Service	10	10	10	G
Finance	65	65	65	G
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 and it will form part of the Finance functional operating model considerations.				
HR & OD	75	75	75	G
The savings for 2018/19 have already been delivered. Plans are in place to achieve the 2019/20 savings linked in part to the implementation of Your HR				

ICT Services	363	363	363	G
2018/19 savings have already been delivered. Delivery of the 2019/20 savings is subject to clarity in relation to approach for new operating model and end user computing strategy.				
Law & Governance	49	49	49	G
Savings in Legal due to be delivered via external legal income.				
Performance	55	55	55	G
Property Services	1,583	1,432	1,475	R
Strategic Sites - Savings of £732,432 have been secured for 2018/19 against the target of £854,048. It is anticipated that £746,346 will be received in 18/19. The remaining £107,702 was planned to be delivered from the receipt at Eastborough Way. The RAG status for Eastborough Way has however been amended to red to reflect the current uncertainty regarding phased payments as a result of the planning requirement for a toucan crossing. 2019/20 savings of c£576k for Top Farm are currently at risk due to underestimated infrastructure charges via S.106. The impact has yet to be fully assessed and mitigation measures exhausted.				
Fire & Rescue	0	0	0	A
Savings options for 2019/20 are being considered and as such there is uncertainty on how these might be delivered, as a result the RAG rating remains Amber.				

3.4 Capital Programme

3.4.1. The table below shows the approved capital budget for the business units, any slippage into future years and the RAG status at Quarter 3.

	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)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Fire & Rescue	9585	(9)	0	0	27	9,612
Slippage caused by minor amendments to the timing of payments on schemes.						
Customer Service	2518	0	0	0	0	2518
ICT Services	23,734	(4,348)	-45%	32	14	23,780
Slippage has occurred on BDUK due to civil engineering complications, this has resulted in the need for a revised delivery programme.						
Property Services	29,221	(2,109)	-14%	419	0	29,640
£0.473 million relates to Rationalisation of County Storage / Montague Road project, due to the requirement of re-scoping work at Budbrooke to meet the service requirements of highways. Rural Services Capital Maintenance has slippage of £0.611 million as a result of staff changes and prioritisation of projects. There is also slippage on the strategic land sites of £1.024 million, due to the inaccurate forecast of contingency funds.						

4. Supporting Papers

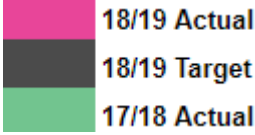



4.1 A copy of the full report and supporting documents that went to Cabinet on the 22nd January 2019 is available via the following [link](#) and in each of the Group Rooms.

5. Background Papers

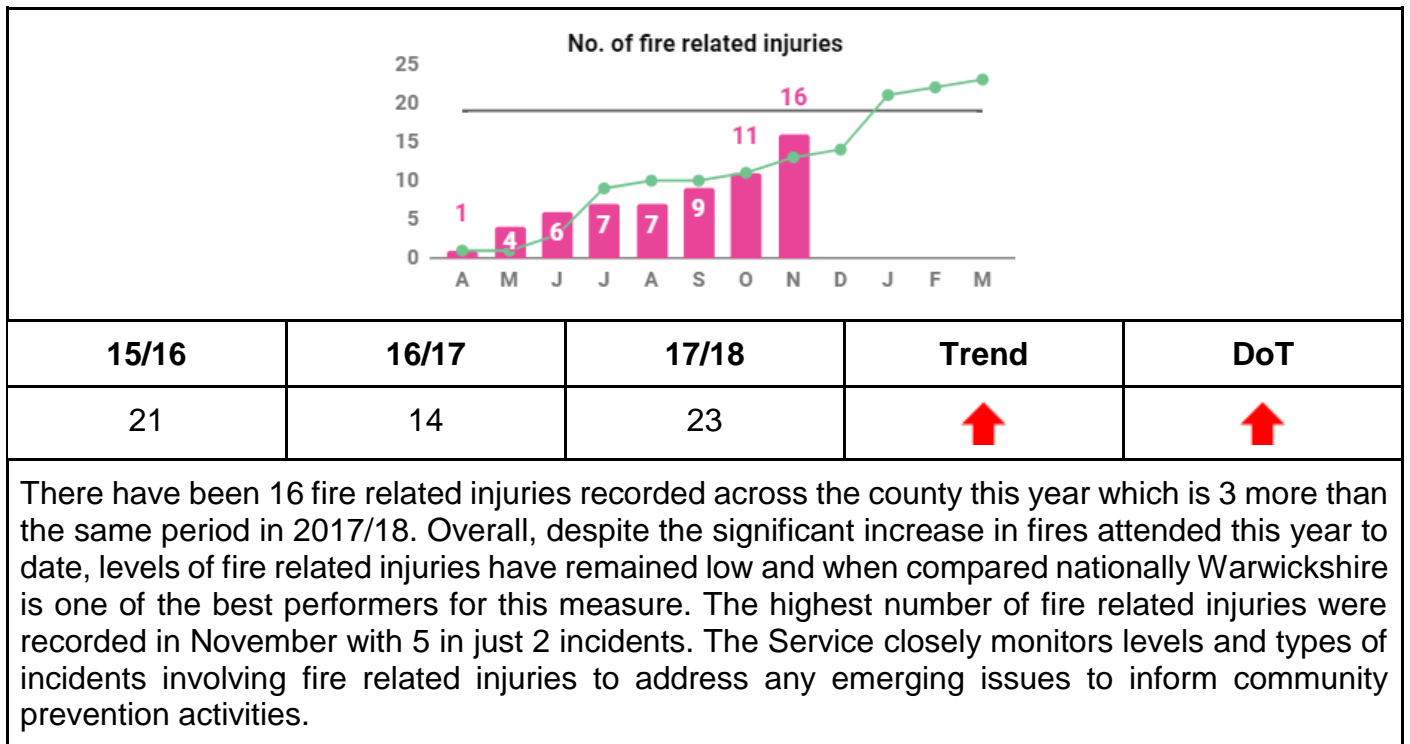
None

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Appendix A One Organisational Plan Key Business Measures Scorecard

	Trend	Trend over longer time period
	DoT	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady

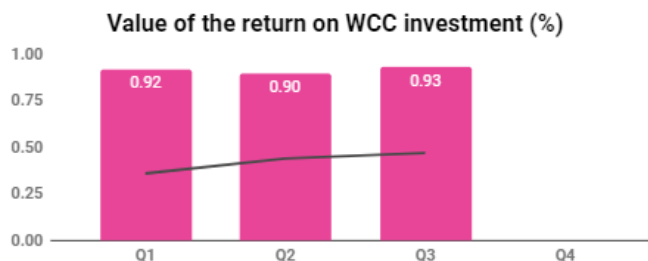
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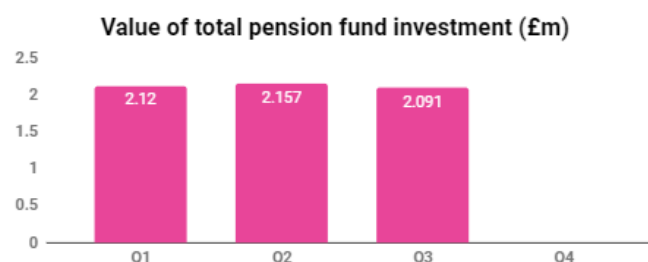
15/16	16/17	17/18	Trend	DoT
N/A	54.9%	62.3%	↑	↔

This figure shows the percentage digital take-up for those services where there is a digital offer for customers. The outturn for October and November is an average of 65.55%, against a target of 65%. The average for the same period last year was 62.9%.



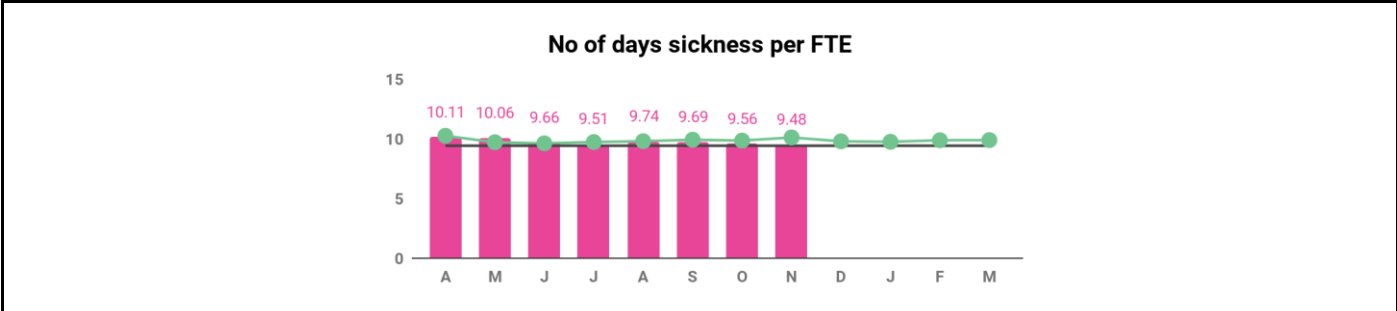
15/16	16/17	17/18	Trend	DoT
New measure			N/A	↔

Investment income continues to track above the target. There have been no significant changes in the overall rate of return.



15/16	16/17	17/18	Trend	DoT
New measure			N/A	↔

Equity market volatility is reflected in the fund value through the year to date. However, the fund is made up of a mixture of higher risk/return investments such as equities and also lower risk lower return investments such as bonds in order to diversify risk overall.



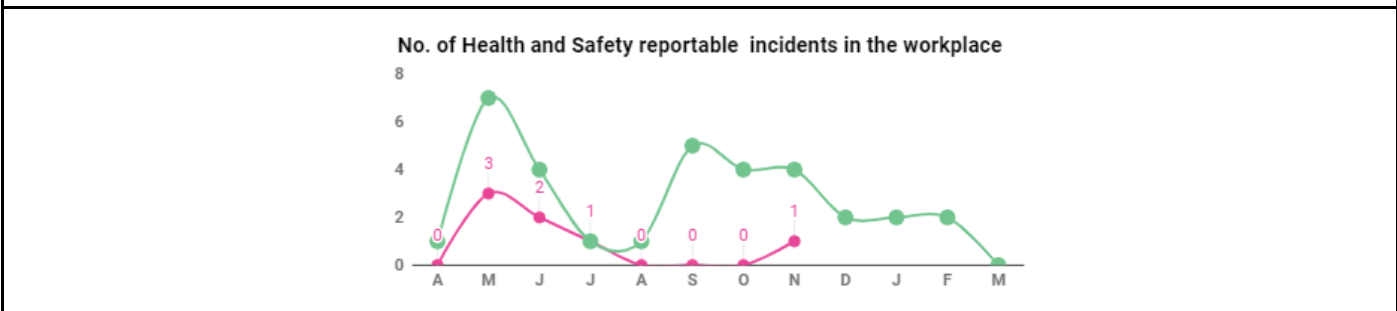
2012	2014	2016	Trend	DoT
10.26	9.9	9.87	↓	↓

The rolling 12 months figure for absence is 9.48 days per fte (against a target of 9.4) which is a reduction on the figure for the same period last year (10.09). Sickness absence has been considered by the Staff and Pensions Committee. Focus continues to be on proactive interventions around wellbeing, the new Occupational Health Contract and targeted action on high absence rates/ common reasons for absence. The Service has set up a sickness absence monitoring group and continue to take a proactive approach to absence management.



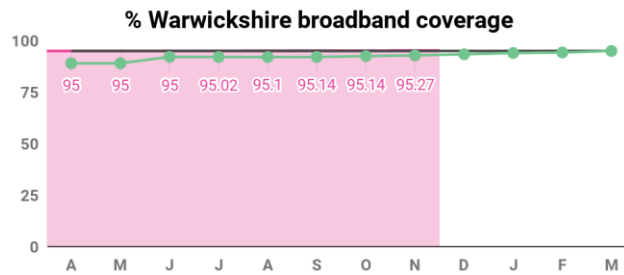
15/16	16/17	17/18	Trend	DoT
66%	67%	70%	↑	↑

75% achieved in 2018 sees a 5% increase from 2016 and is 8% above the local authority benchmark of 67%. The score is calculated from six employee engagement questions within the Your Say survey, five of these questions have seen an increase since 2016 which is excellent.



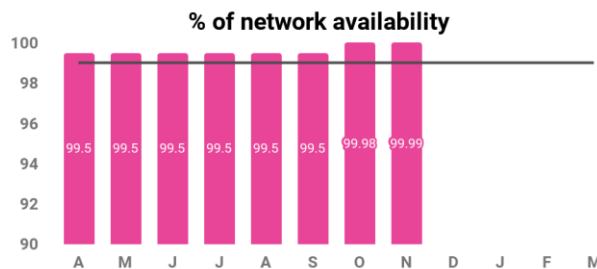
15/16	16/17	17/18	Trend	DoT
New measure		33	N/A	↑

The number of incidents in 2018/19 have been considerably lower than 2017/18. The Service is continuing to track the trend.



15/16	16/17	17/18	Trend	DoT
89%	92.02%	95%	↑	↑

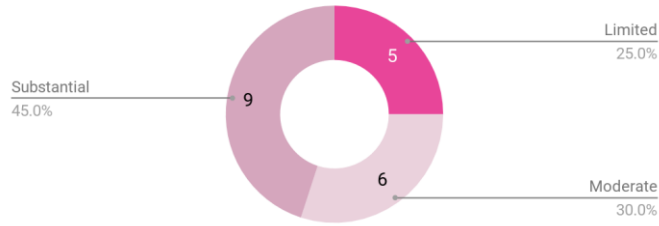
Contract 2 (there are three contracts of work that have been issued under the Coventry, Solihull and Warwickshire (CSW)/ Broadband Delivery UK programme) is in its final two quarters and will deliver according to plan. This means that now over 65,000 properties across CSW are able to connect to the fibre network as a result of works carried out, currently 96.54% Coverage. The CSW Broadband Project has been successful with a Department for Digital, Culture, Media and Sport (DCMS) bid for new publicity funding. The CSW bid was the top scoring bid nationwide and this extra funding will help to ensure that take-up in the area is maximised and that residents are able to take full advantage of superfast broadband services for both business and home.



15/16	16/17	17/18	Trend	DoT
100%	99%	99%	↔	↑

Network availability has been consistently high throughout the quarter (99.9% availability). Ongoing patching work to both the Alcatel switching and Cisco routing environments has continued to enhance reliability of the network.

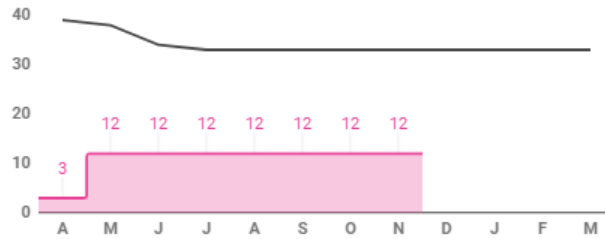
% level of assurance based on the audit outcomes



15/16	16/17	17/18	Trend	DoT
New measure			N/A	N/A

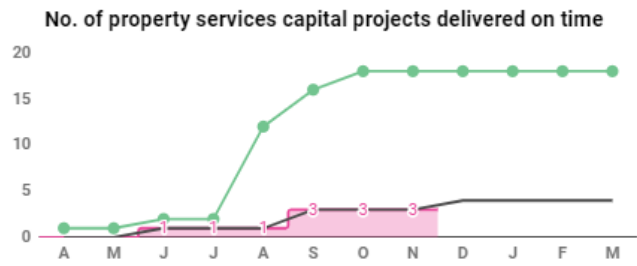
The proportion of audits resulting in a positive opinion is lower than the 2017/18 year end position (75% compared to 67%) and limited opinions being higher. A number of limited opinion audits are to be expected each year especially as the audit planning process means that only high risk topics are included in the work plan and the audit plan includes different audits each year. The current position may not be indicative of the final year end position but broadly at this stage of the year the picture remains positive.

No. of critical programmes with financial benefits



15/16	16/17	17/18	Trend	DoT
New measure			N/A	↔

Existing critical projects have been reviewed and assimilated into the new transformation governance arrangements, with the objective of improving on the delivery of robust business cases with associated financial benefits. The process is ongoing and it is predicted that performance against this target will have improved by year end with resources redirected to other priority areas where applicable.



15/16	16/17	17/18	Trend	DoT
	New measure	27	N/A	↔

The target was for 4 capital projects to be delivered this year, 3 (including Shipston High School and Macintyre Academy) have been completed, Macintyre Academy was an addition to the original programme. Coleshill Primary was due for completion in September 2018 but was delayed by late funding approval and planning requirements so is now forecast to complete in February 2019 whilst temporary arrangements were put in place ready for this September. A fifth project (Barford St Peters) is due to be completed by the end of the year.