

Resources and Fire & Rescue Overview & Scrutiny Committee

26 September 2019

One Organisational Plan Quarterly Progress Report:

Period under review: April 2019 to June 2019

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 Performance Progress Report for the period April 1st 2019 to June 30th 2019 was considered and approved by Cabinet on 12th September 2019. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same meeting.
- 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:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 58 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	24
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	17

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In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 17 KBMs are monitored.

2.2 Of the 58 KBMs, 22 are in the remit of this Overview and Scrutiny Committee. At the Quarter 1 position, 50% (11) of KBMs are currently on track and achieving target while the 23% (5) of KBMs are not on track and behind target and 27% (6) are not applicable as the data is currently unavailable or it is not appropriate to have a target set. Chart 1 below summarises KBM performance by outcome.

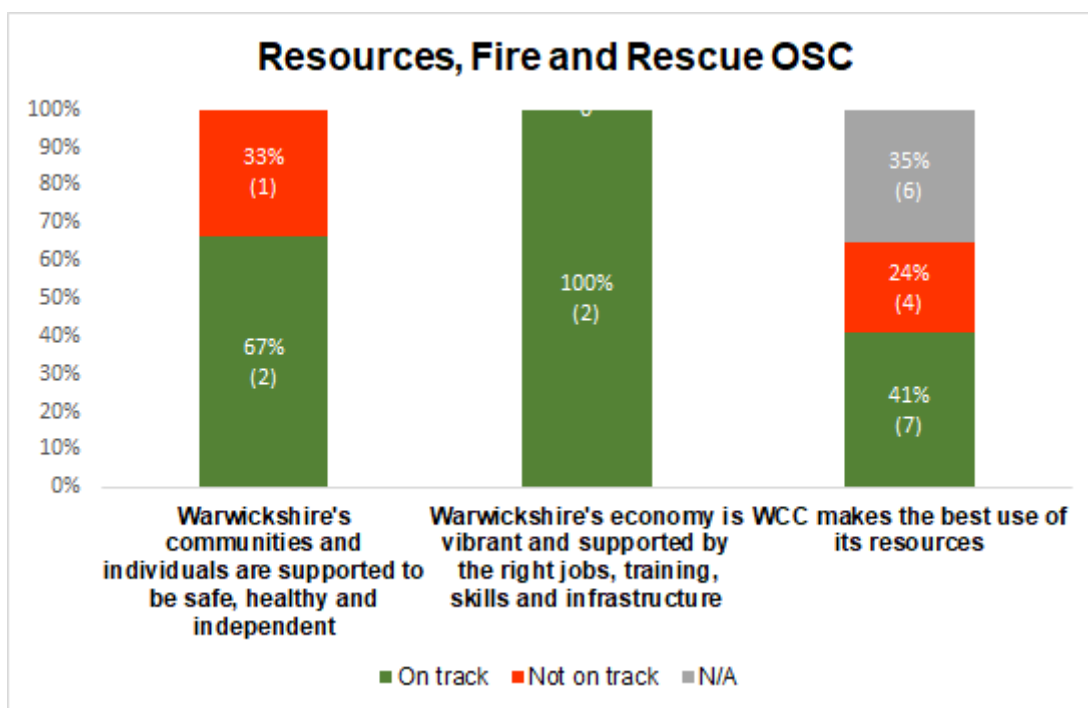


Chart 1

2.3 Of the 50% (11) KBMs achieving target there are several measures where performance is of particular note, including:

- No. of referrals to the Local Government and Social Care Ombudsman upheld, where there has been 1 complaint upheld (although related to last year), compared to 4 for the same period in 2018/19;
- Value of the return on WCC investment where the Quarter 1 figure of 1.09% is positively above the target set of 0.57%.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

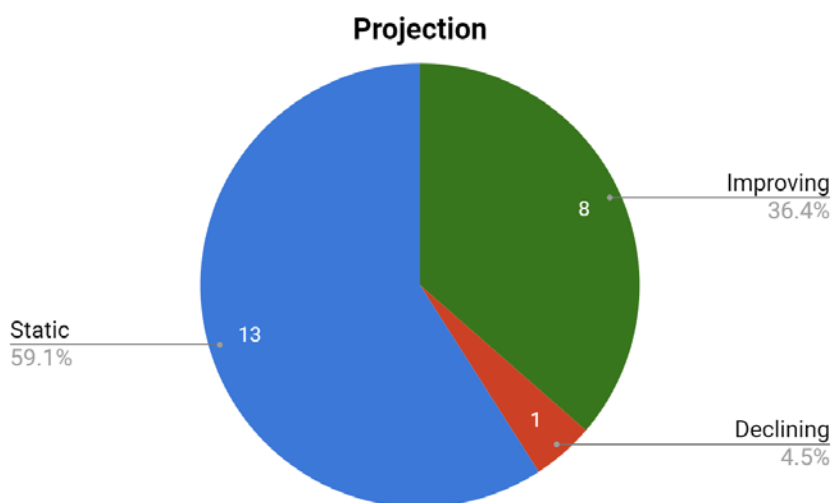


Chart 2

Of the 22 performance measures, 5 KBMs are not on track and behind target, however the following 4 are projected to improve over the next reporting period:

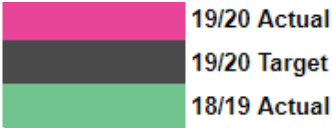



- % times an appliance arrives at a life risk or property incidents within agreed response standards;
- % of projects on track;
- Average days sickness per full time equivalent; and,
- % reduction in agency spend.

The 5th measure ‘% traded income against target’ is projected to remain static.

The measure which is projected to decline is % Capital ‘Major’ Projects delivered on time. Currently this measure is achieving 100%, compared to the target set of 80%. The service considers that the projection for this measure may decline over the next period as more projects are delivered but should remain above the target set.

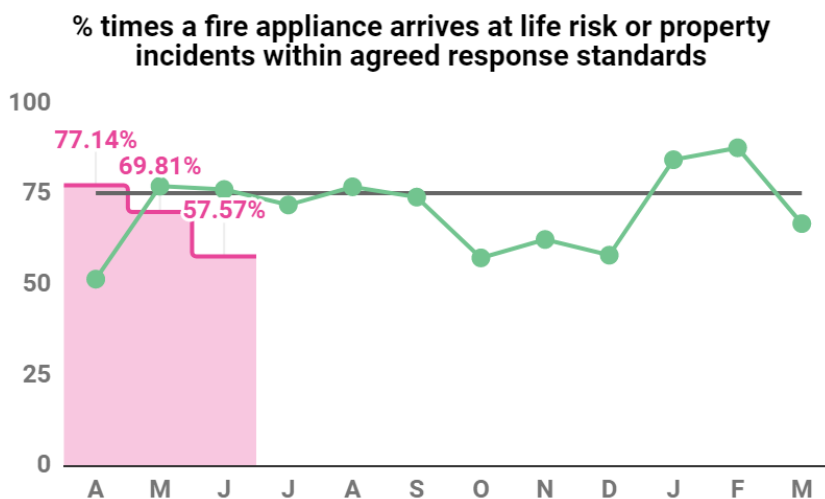
2.5 The following section presents KBMs where significant good performance or areas of concern need to be highlighted for the 22 KBMs across the 2 high level outcomes as appropriate for this Committee. Performance for all other measures is included in Appendix A.




One Organisational Plan Key Business Measures Scorecard

	Projection	Is the expected performance projected to improve, decline or remain static over the next reporting period
	DoT	Direction of Travel (DoT) over recent period
	Trend	Trend over longer time period
		Performance Improving
		Performance Declining
		Performance is Steady

Warwickshire’s communities and individuals are supported to be safe, healthy and independent

Areas of concern and remedial action



16/17	17/18	18/19	Trend	DoT	Projection
72.8%	68.36%	70.18%			

During Quarter 1 the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 69.13% which is below the expected target of 75%. However, this is a slight increase in performance since the year end, where the Service performed at 68.07%.

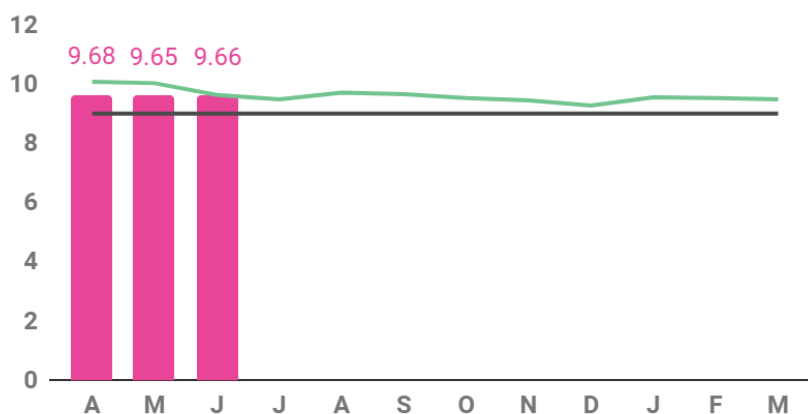
Of the 43 incidents where the response standard wasn't achieved during Quarter 1, 63% (27 incidents) were fires involving property or vehicles, 30% (13 incidents) were RTC's and 7% (3 incidents) were to Special Services. Response standards are monitored continuously by the local District Commanders and by Senior Managers monthly and trends for unsuccessful incidents are identified and considered. The Service works flexibly across all the crewing systems working to provide optimum operational crewing, e.g. on call staff will be utilised to support whole-time crewing when needed and vice versa. This increases financial pressures on the Service and has a negative effect for on call availability. Recruitment and retention of on call firefighters is an ongoing challenge which reflects the national picture, but the Service has seen significant improvements in on call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered in remote rural areas which the Service knows it will struggle to reach within the 10-minute response time.

The Service Asset Management Plan sets out the intention to relocate some whole time response points onto transport nodes across the County with the intention of improving response to emergency incidents, particularly those on the motorway network.

Warwickshire makes the best use of its resources

Areas of concern and remedial action

No. of days sickness per FTE



16/17	17/18	18/19	Trend	DoT	Projection
9.9	9.87	9.51	↓	↔	↓

The average days sickness is currently running at 9.66 days, rolling 12 months, which is tracking Quarter 1 performance from 2018/19. Absence continues to reduce with 9.5 days in 2018/19 being the lowest absence has been since 2012/13, however the low rate of reduction remains a concern. The Staff and Pensions Committee in September will set the 2019/20 target,

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recommended 5% reduction on the 2018/19 out turn. The proposed target for 19/20 is 9.04 days per Full Time Equivalent (FTE). The workplace health and wellbeing strategy was launched in June 2018 and a steering group has been established to ensure the strategy is implemented. The steering group works with Public Health, the focus is on proactive interventions and ways to wellbeing, particularly mental health and wellbeing champions. Sickness absence surgeries are in place for managers and bespoke training and support has been provided in targeted areas. Sickness absence levels continue to be reported to managers monthly and the HR Advisory service provides support and guidance to managers to manage long and short-term sickness absence. Corporate Board has asked for sessions to be arranged with each Strategic Director to review levels of sickness absence by Directorate. HROD also continues to liaise with the highest performing authorities to learn lessons from their approach.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 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 outturn position for the Services concerned.

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Business and Customer Services	11,142	11,151	10 0.09%	(1,067)	(1,057)
No financial issues to report					
Commissioning Support Unit	3,296	3,055	(241) -7.31%	(357)	(598)
Vacancies held pending outcome of the Service redesign/ new structure					
Enabling Services	21,450	20,410	(1,040) -4.85%	(593)	(1,633)
Revenue assumptions in Enabling Services continue to be built on vacancies being filled by year end. As the year progresses this assumption may no longer be valid. Risks continue to the income generated by trading and fees for capital programmes. Further risk will compound should Tier 3 management positions not be filled, requiring interim staff to continue in post.					
Finance	4,572	4,342	(230) -5.03%	(1,086)	(1,316)
<ul style="list-style-type: none"> - £0.147m increased recharge to the Pension Fund - remaining underspend forecast is predominantly due to vacancies pending restructure Subsequent forecast likely to be closer to budget due to costs of interim and agency staff and allocation of savings.					
Governance and Policy	2,561	2,711	150 5.86%	(2,693)	(5,543)
Projected overspends within Property Management are under review in the context of the costs for major project - Hawkes Point/ Montague Road					

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Fire and Rescue	20,352	20,507	155 0.76%	(2,223)	(2,068)
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No further commentary in respect of the declared forecast summary. In respect of key risks in revenue forecast: Although not substantively alive risk nor indicated here, it is important to note the high potential risk associated with probable National legal and or industrial action taken in respect of the Day Crewing System, which if realised will create an ongoing revenue pressure of circa £750k to £1m to address.

3.2 Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below and all are expected to be delivered by the end of the financial year:

	2019/20 Target £'000	2019/20 Actual to Date £'000	2019/20 Forecast Outturn £'000
Business and Customer Services	125	125	125
Commissioning Support Unit	150	150	150
Enabling Services	704	704	704
Finance	95	95	95
Governance and Policy	886	-267	886
Fire and Rescue	369	369	369

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units, any slippage into future years

	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years £'000	Slippage from 2019/20 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)
Business and Customer Services	2,057	0	0%	0	0	2,057
Enabling Services	30,141	1	0%	160	0	30,301
Increased cost in ICT Software Development £0.2m - Schedule of projects is more heavily Digital focussed than anticipated from budget setting in 2018-19. To be funded from revenue.						
Governance and Policy	9,324	(341)	0%	0	997	10,321
£0.341m slippage in Rural Services Capital Maintenance Programme due to staff turnover delaying implementation. £0.997m additional cost of Hawkes Point.						
Fire and Rescue	6,407	10	0%	0	10	6,417
£0.01m added to programme for a breathing apparatus washing machine funded from revenue						

3.3.2. At the meeting on 12th September, Fire and Rescue Service asked Cabinet to approve an allocation of £602k from general reserves to address the issues identified by the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report related to the work of the fire protection team.

4. Supporting Papers

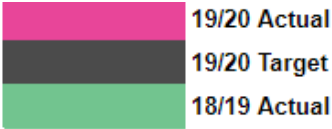



4.1 A copy of the full report and supporting documents that went to Cabinet on the 12th September 2019 is available via the following links ([performance](#) and [finance](#)) and in each of the Group Rooms.

5. Background Papers

None




Authors	<p>Vanessa Belton, Performance and Planning Business Partner vanessabelton@warwickshire.gov.uk</p> <p>Mandeep Kalsi, Performance Officer mandeepkalsi@warwickshire.gov.uk</p> <p>Jane Alsop, Performance Officer janealsop@warwickshire.gov.uk</p>
Assistant Directors	<p>Kushal Birla, Assistant Director Business and Customer Services; kushalbirla@warwickshire.gov.uk</p>
	<p>Lisa Kitto, Assistant Director Finance lisakitto@warwickshire.gov.uk</p>
	<p>Sarah Duxbury, Assistant Director Governance and Policy; sarahduxbury@warwickshire.gov.uk</p>
	<p>Steve Smith, Assistant Director Commissioning Support Unit; stevesmith@warwickshire.gov.uk</p>
	<p>Craig Cusack, Assistant Director Enabling Services craigcusack@warwickshire.gov.uk</p>
	<p>Kieran Amos, Chief Fire Officer; kieranamos@warwickshire.gov.uk</p>
Strategic Directors	<p>Rob Powell, Strategic Director for Resources; robpowell@warwickshire.gov.uk</p>
Portfolio Holders	<p>Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property; cllrbutlin@warwickshire.gov.uk</p>
	<p>Cllr K Kaur, Portfolio Holder for Customer and Transformation; cllrkaur@warwickshire.gov.uk</p>
	<p>Cllr A Crump, Cabinet Portfolio Holder for Fire & Community Safety; andycrump@warwickshire.gov.uk</p>

Appendix A One Organisational Plan Key Business Measures Scorecard

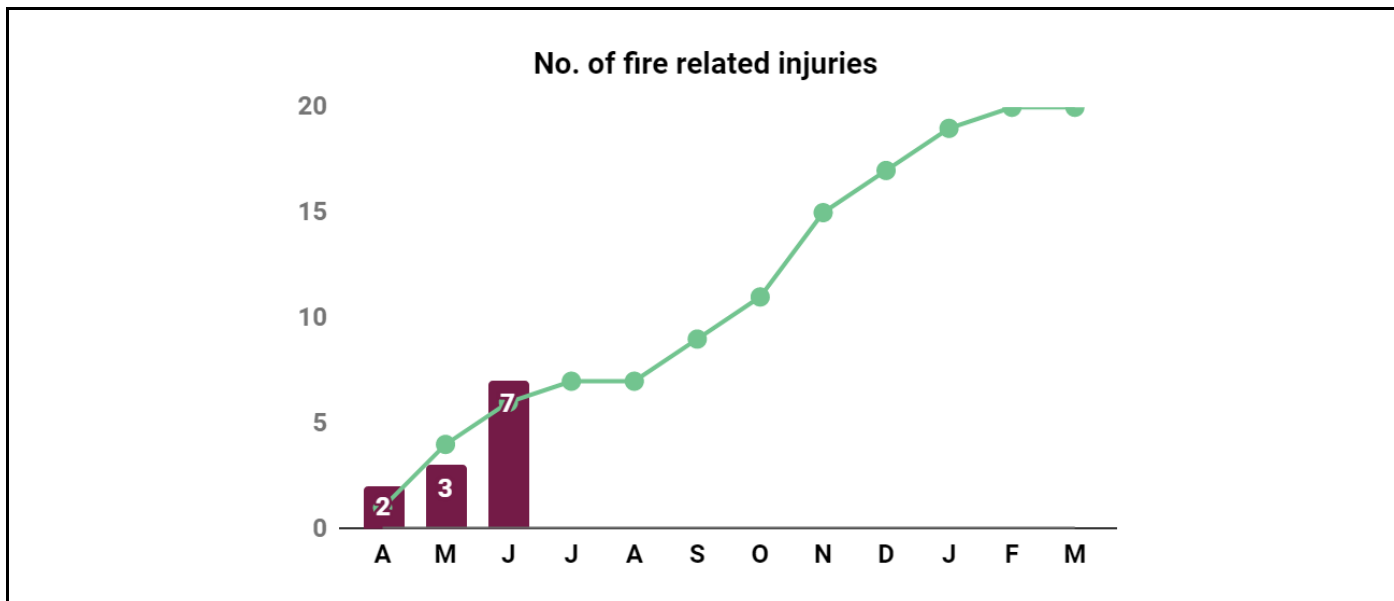
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Warwickshire’s communities and individuals are supported to be safe, healthy and independent



16/17	17/18	18/19	Trend	DoT	Projection
3	2	6			

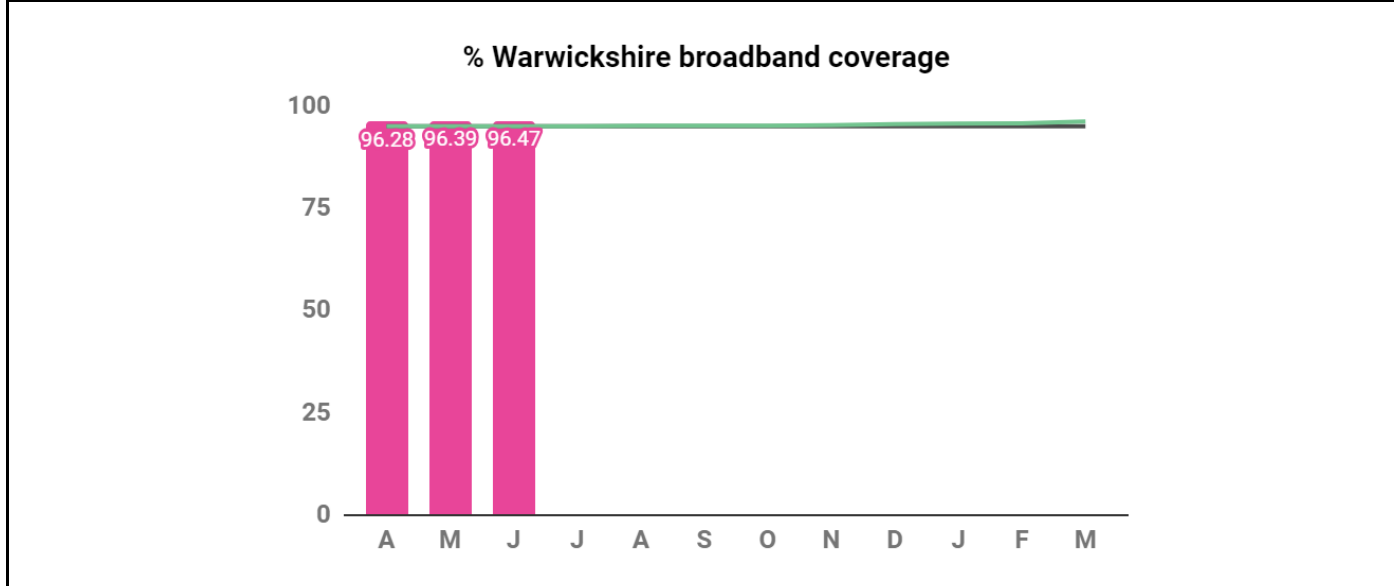
During Quarter 1 of the 2019/20 period there have been zero fire related deaths recorded, this is an improvement on the same period last year when there had been 1 fire related death recorded.



16/17	17/18	18/19	Trend	DoT	Projection
14	23	20	↔	↑	↔

During Quarter 1 there have been 7 fire related injuries recorded across the county which is 1 more than during the same period in 2018/19. Historically levels of fire related injuries in Warwickshire have remained low and when compared nationally Warwickshire is one of the best performers for this measure. Of the 7 fire related injuries, 1 was considered serious in nature, 4 were slight injuries and 2 casualties received first aid at the scene. The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities. Similarly, to the fire related deaths measure, the Service will work with partners to better understand any underlying causal factors (such as mental health issues or alcohol / drug dependencies etc.) in the endeavour of preventing similar incidents and injuries in the future.

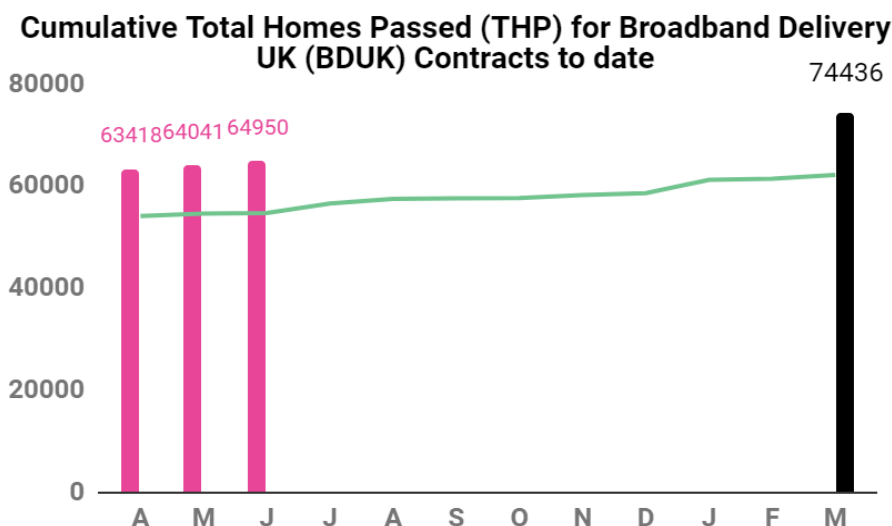
Warwickshire’s economy is vibrant and supported by the right jobs, training and skills and infrastructure



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16/17	17/18	18/19	Trend	DoT	Projection
92.02%	95%	96.17%	↑	↔	↔

The Service is continuing to make steady progress on delivery targets for each Contract. Contracts 1 & 2 are now complete, and Contract 3 is now in build. This will complete the BDUK programme by March 2021 and take coverage percentages for Warwickshire to 98%. The Service is working on rescoping areas and a number of pilot schemes for partners, Stratford for example, to assist in areas which would not commercially be viable or covered using part local body funding and part government funding strategies. The Service is now actively engaged with the Department for Digital, Culture, Media and Sports (DCMS) and West Midlands 5G (WM5G) in looking at utilising Coventry, Solihill and Warwickshire’s nationally recognised mapping expertise for 5G works in the Warwickshire area alongside the West Midlands Combined Authority.

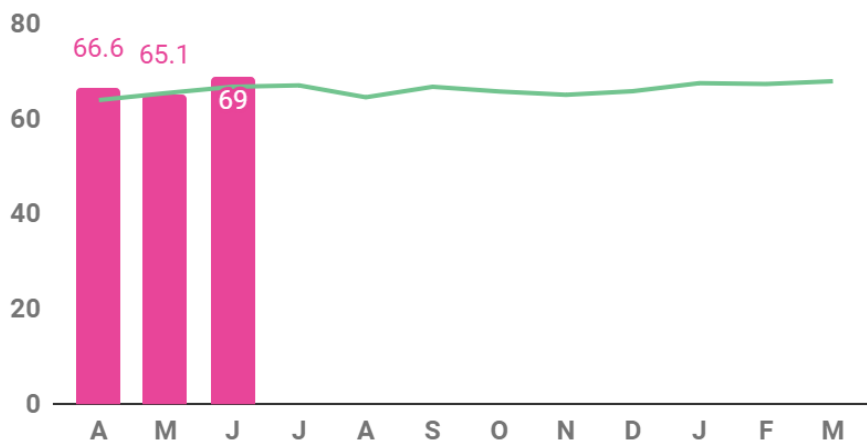


16/17	17/18	18/19	Trend	DoT	Projection
New measure				↑	↑

During June a further 26 cabinets / structures went live across the region meaning that Openreach have now achieved their contractual targets for both coverage and speed in terms of Total Homes Passed (THP). The Service is now in build on Contract 3 with a further 11,000 premises identified for upgrade to full fibre, 1,900 of which have already been delivered.

Warwickshire makes the best use of its resources

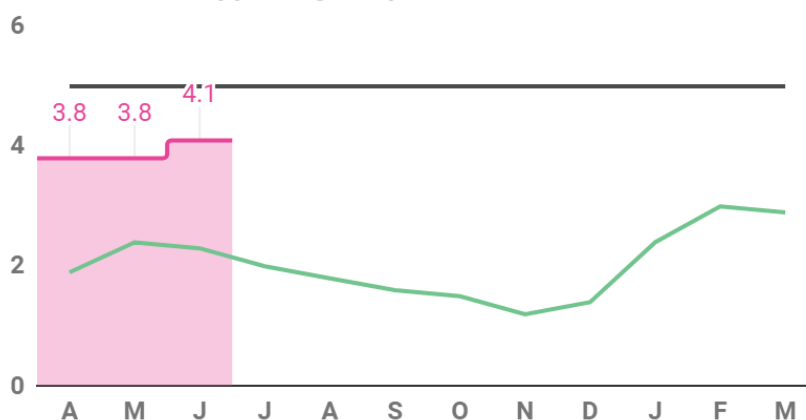
% of online customer service transactions completed



16/17	17/18	18/19	Trend	DoT	Projection
54.9%	62.3%	68.1%	↑	↔	↔

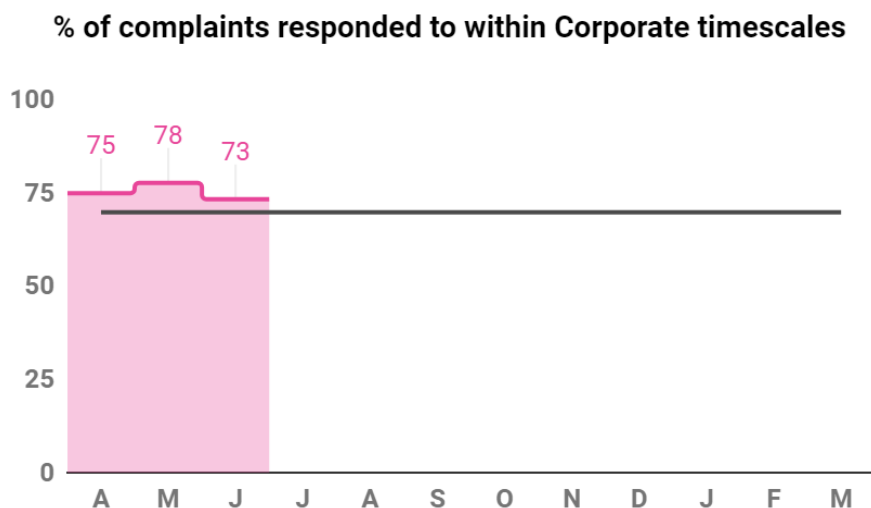
Performance against this measure shows the percentage digital take-up for those services where there is a digital offer for customers. The outturn for Quarter 1 is an average of 66.6% which is an improvement on Quarter 1 last year with an outturn of 65.5%. Although this measure currently doesn't have a target, the performance is good as the aim is high is best. This measure needs to be reviewed based on the transformation programme and the move to providing digital services to members of the public to manage demand.

% call abandonment rate for customers calling the Mainstream and Adult Supporting People Customer Service Centre



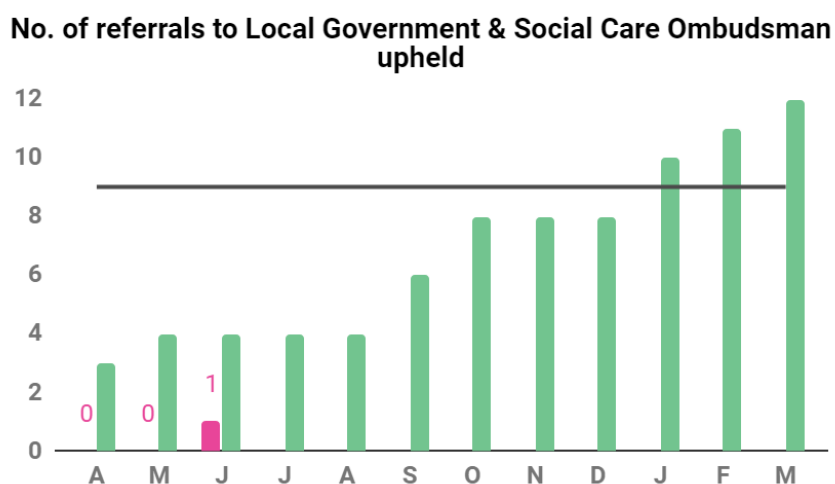
16/17	17/18	18/19	Trend	DoT	Projection
2.9	3.5	2.9	↔	↑	↔

The average abandonment rate for Quarter 1 is 3.9% against a target of 5% and the average for 2018/19 for the same period was 2.2%. The service has taken on additional services including non-safeguarding calls for MASH (multi-agency safeguarding hub). These calls have high average handling time which has impacted on the number of advisors available to take calls as they are occupied for longer. The service continues to closely monitor this measure.



16/17	17/18	18/19	Trend	DoT	Projection
73.25%	75.62%	N/A	↑	↔	↔

This measure shows the percentage of all complaints that are resolved within the Service Level Agreement. The outturn for Quarter 1 is encouraging with an average of 75.66% against a target of 70%.

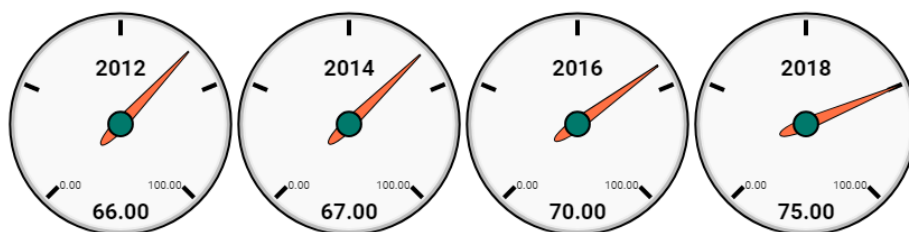


16/17	17/18	18/19	Trend	DoT	Projection
11	11	15	↑	↑	↔

By Quarter 1 last year there were 4 upheld LGSCO complaints. For the same period this year, there has been 1, although it is related to a complaint which was referred to the LGSCO last year. The one upheld complaint this year related to the manner in which a parking fine complaint was dealt with. It is early in the year and the Service will need to wait to see how referrals towards last quarter of last year progress, however, the signs are encouraging.

Service areas are kept up to date in relation to relevant Ombudsman cases and the Ombudsman produces a regular case digest which is shared with relevant officers. Learning from cases (whether WCC cases or otherwise) is also shared across the organisation through Assistant Directors and more locally with other relevant officers, based on the nature of the case concerned. Any specific recommendations are referred to the relevant Assistant Director.

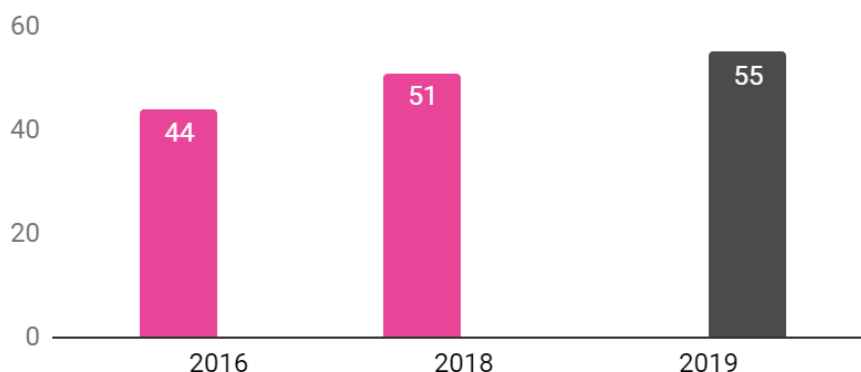
% Employee engagement scores



16/17	17/18	18/19	Trend	DoT	Projection
67%	70%	75%	↑	↑	↔

This is an annual measure based on the 'Your Say' staff survey, which was undertaken June/ July 2019. The results will not be known until September and will be reported at mid-year.

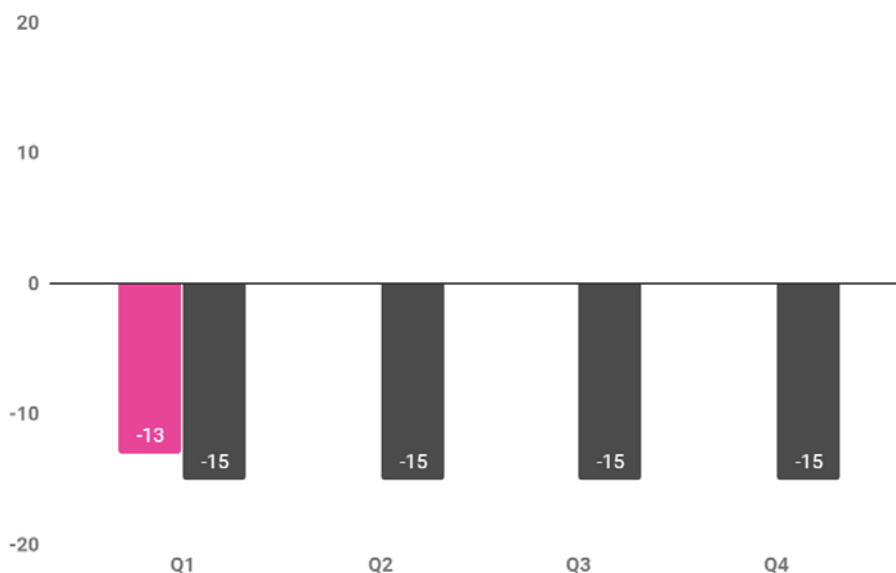
% think that poor performance is dealt with in my team



16/17	17/18	18/19	Trend	DoT	Projection
44%	N/A	51%	↑	↑	↑

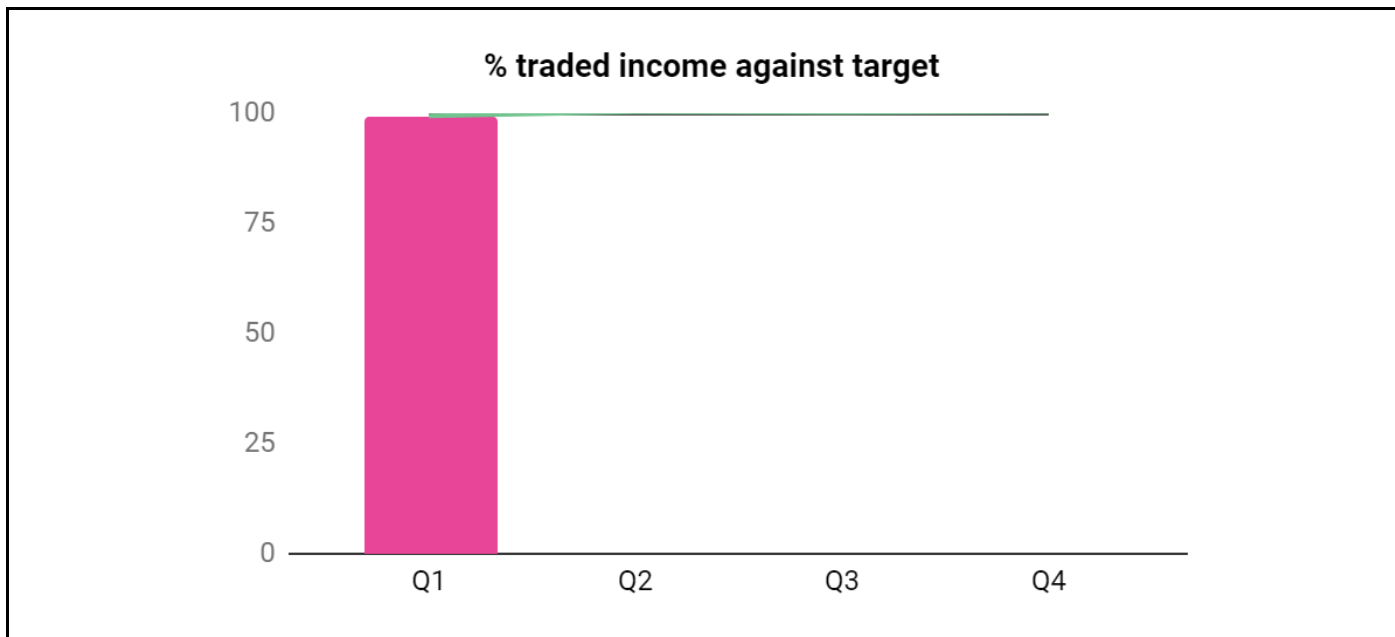
This is an annual measure based on the 'Your Say' staff survey, which was undertaken June/ July 2019. The results will not be known until September and will be reported at mid-year.

% reduction in agency spend



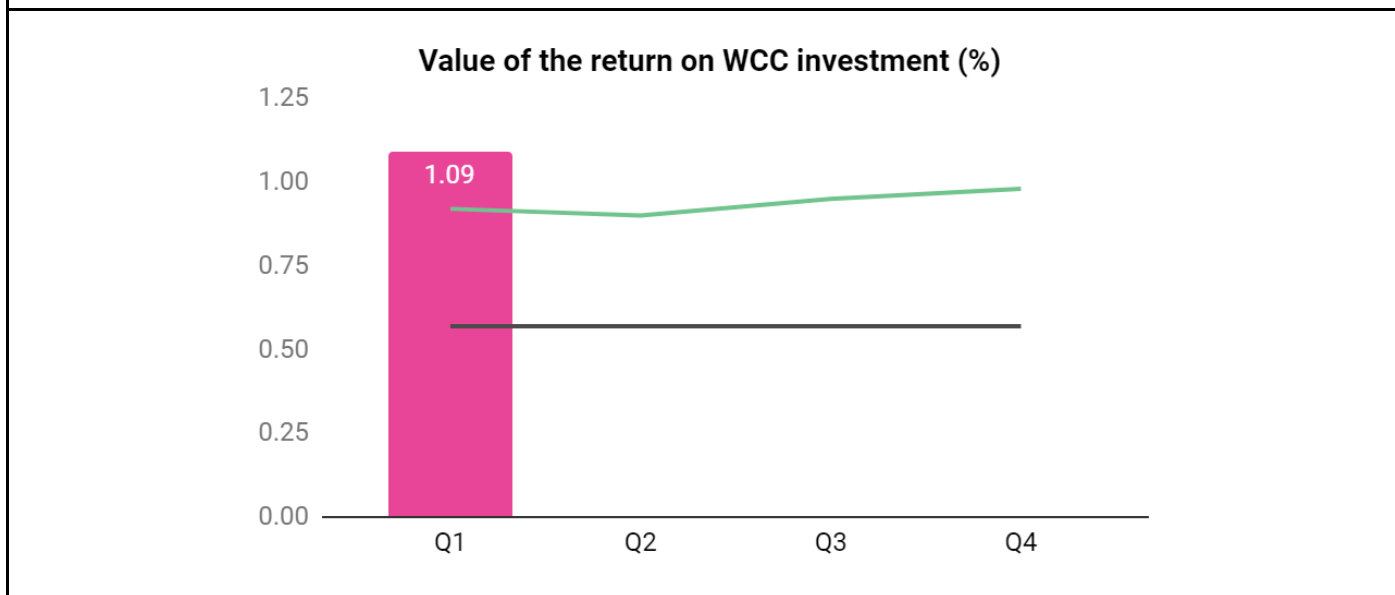
16/17	17/18	18/19	Trend	DoT	Projection
New measure				N/A	↔

This measure is currently subject to further discussions at Corporate Board. Quarter 1 forecast performance for the authority is at -13%, compared to a target of -15%.



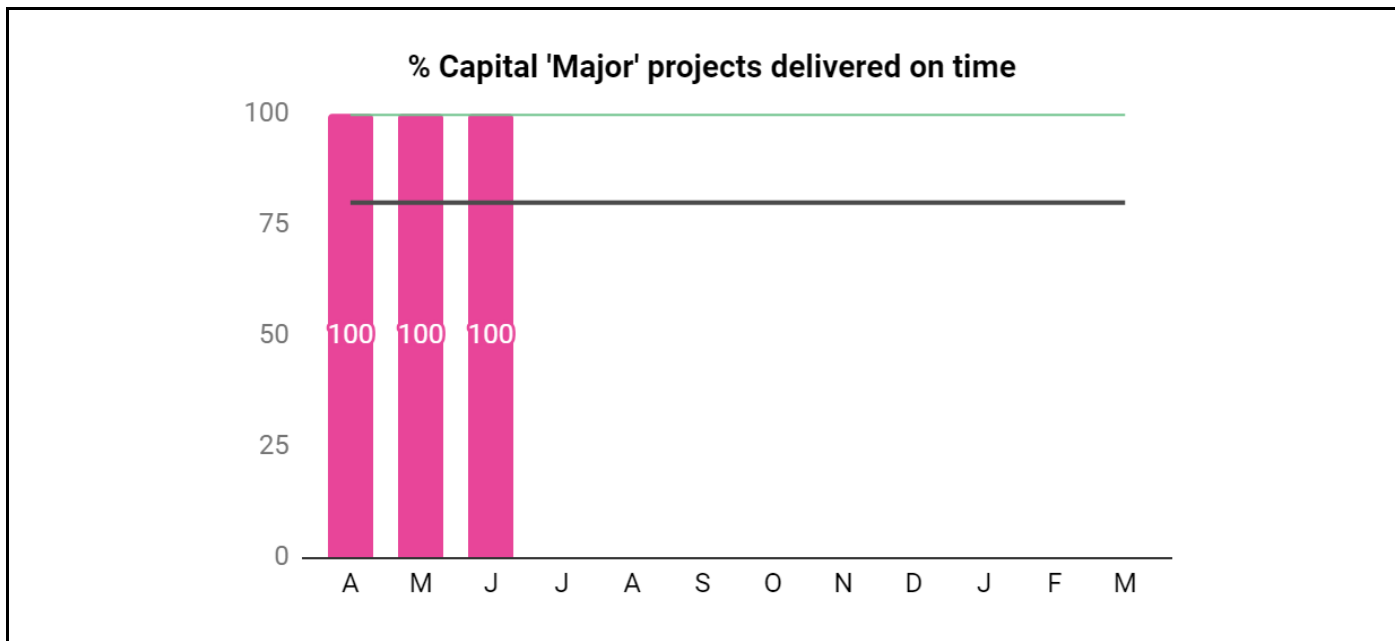
16/17	17/18	18/19	Trend	DoT	Projection
				N/A	↔

Forecast income against budgeted data is running at 99% for Quarter 1.



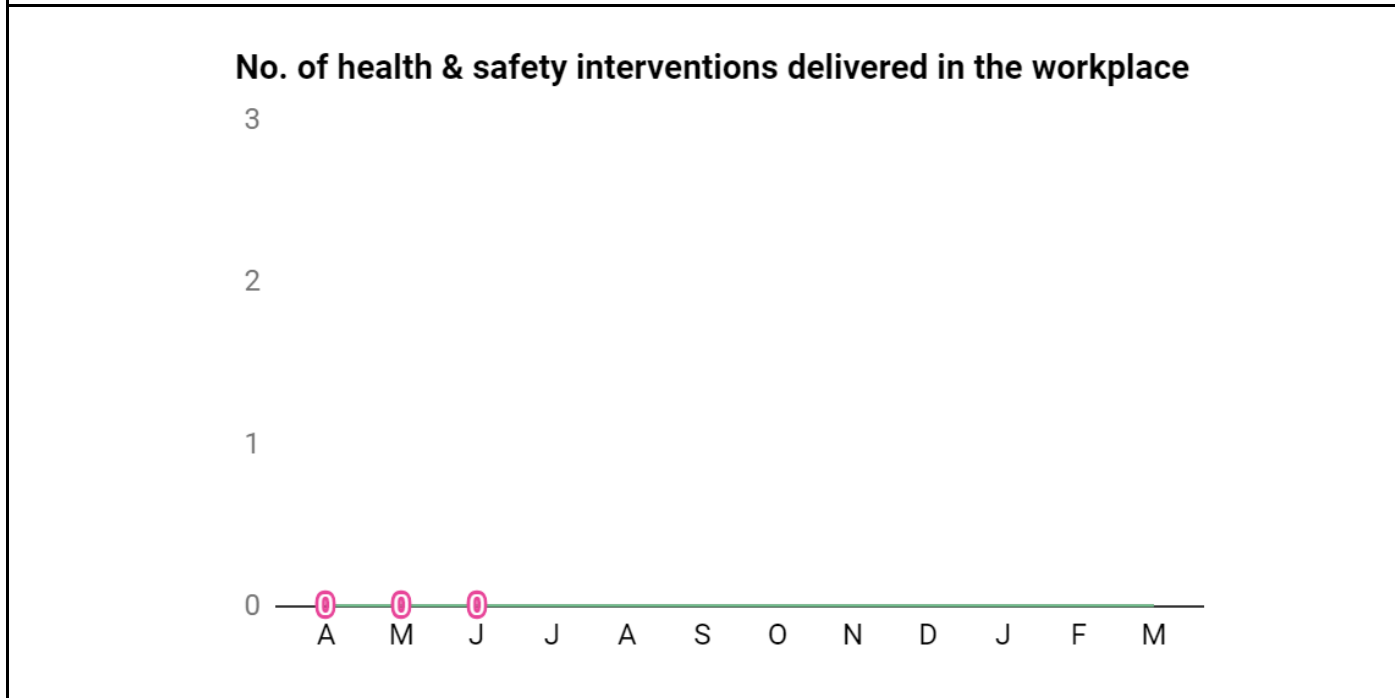
16/17	17/18	18/19	Trend	DoT	Projection
New measure	0.87%	0.98%	N/A	↑	↔

Rate of return has increased to 1.09%, as would be expected in line with gradually increasing base rates. In addition, a change in mix of investments in the last year has helped to increase the rate of return. The overall return in 2017/18 was 0.87% and in 2018/19 was 0.98%.



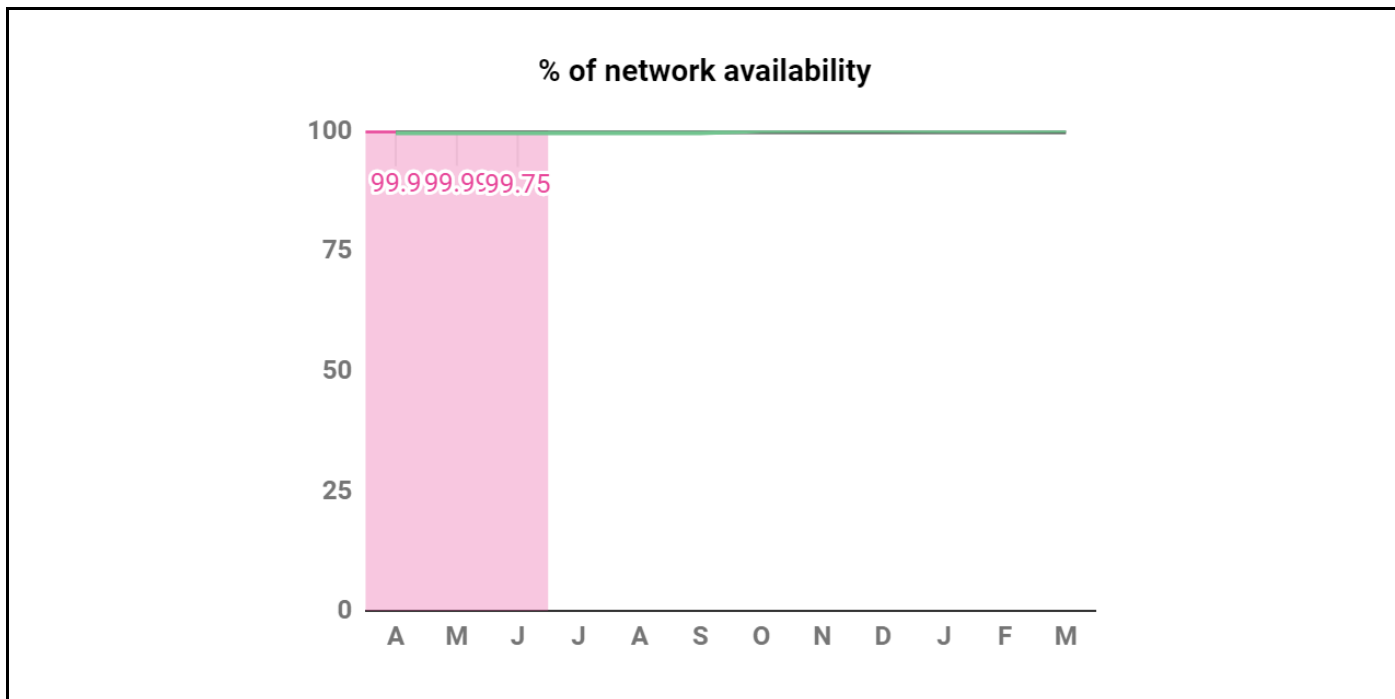
16/17	17/18	18/19	Trend	DoT	Projection
New measure		125%	N/A	↔	↓

The performance for Quarter 1 is 100% as 1 out of 1 major capital projects (Long Lawford Primary School) was completed as forecast in this period. The measure may decline over the next period as more projects are delivered but remaining above the target score of 80%.



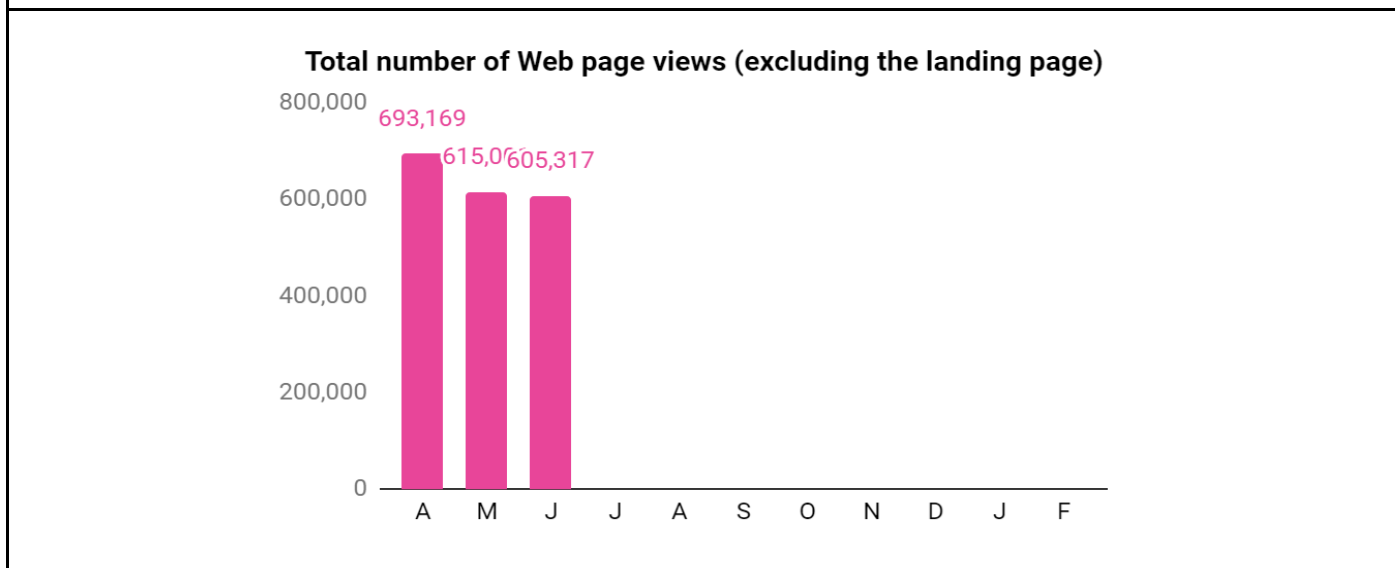
16/17	17/18	18/19	Trend	DoT	Projection
New measure	1	0	↓	↔	↔

On target - there have been zero health and safety interventions delivered in the workplace



16/17	17/18	18/19	Trend	DoT	Projection
99%	99%	99.99%	↔	↔	↔

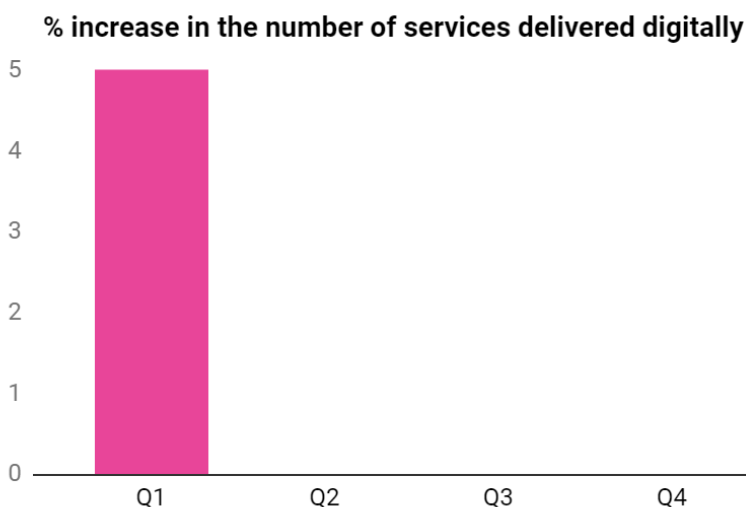
Overall network availability continues to be excellent on a month by month basis.



16/17	17/18	18/19	Trend	DoT	Projection
New measure				↓	↑

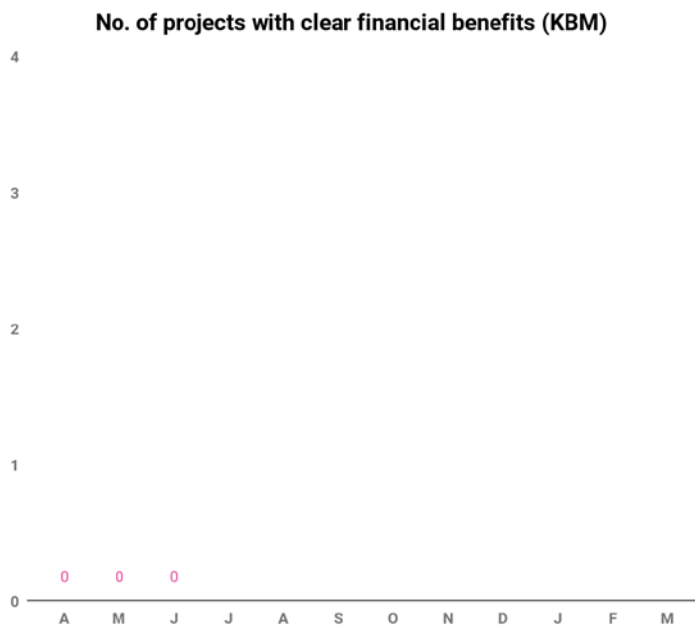
A total of 1,913,487 page views were recorded in this quarter, equating to 3.14 page views per visit. This period saw a peak in mid-April correlating to primary school admissions results offer day.

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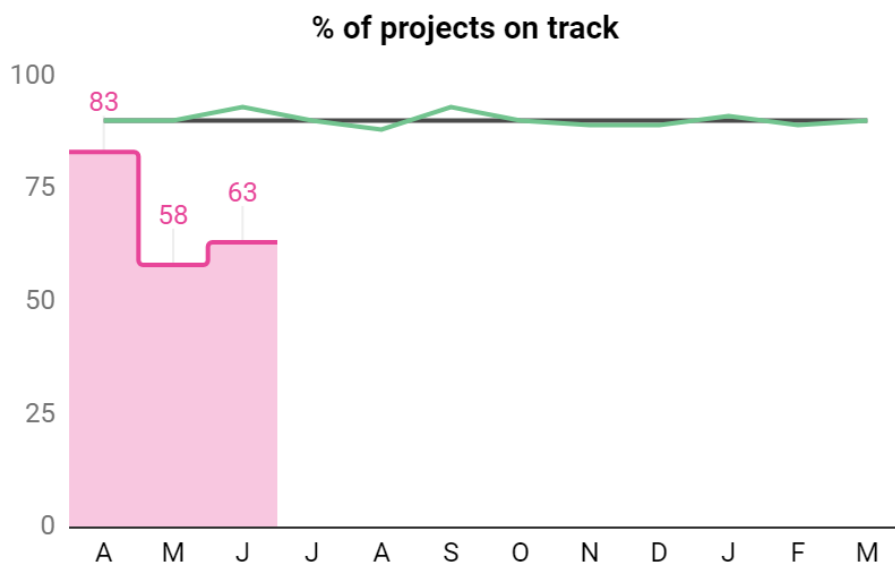
16/17	17/18	18/19	Trend	DoT	Projection
New measure				N/A	↑

6 services have been digitally delivered during Quarter 1, which equates to a 10.5% increase, compared to approximately 57 services which were offered at the end of 18/19. These are school bus pass payments; renewal of concessionary travel passes; replacement of concessionary travel passes; referral to adult weight management and physical activity (Fitter Futures) referral to family weight management (Fitter Futures) and in year transfers.



16/17	17/18	18/19	Trend	DoT	Projection
New Measure		18	N/A	↔	↑

Verto, the new project management system is beginning to improve the reporting on financial benefits and the performance is expected to steadily improve over the coming quarters, from what has historically been a low base. The system, along with better governance and processes, is enabling the Commissioning Support Unit to capture and monitor this information properly as the Project Management community becomes fully conversant with both the system and the new Governance processes.



16/17	17/18	18/19	Trend	DoT	Projection
New measure	85%	90%	↑	↔	↑

Verto, the project management system, went live in April. The Commissioning Support Unit has worked closely with the Project Management community and senior managers to ensure that the information held is properly reflective of the current status of projects resulting in more accurate forecasting of status and where resources need to be targeted to get those that are not on track, back on track.

Now that the Project Management community are comfortable with the system, the Service is beginning to work with those projects managers whose projects are compromised (red) or at risk of compromise (amber). The current priority is to understand what is causing these projects to be off track and come up with a plan to bring them back into line. This includes consideration of resourcing, mitigation of risk and issues and ensuring that Programme Managers are driving projects forward by removing obstacles to delivery.

A longer term plan looks at ways to upskill all project staff particularly in areas such as risk and issue identification and escalation to ensure that items that could derail project timescales are dealt with soon enough to prevent the project becoming at risk of compromise.