

## Resources and Fire & Rescue Overview & Scrutiny Committee

26 September 2019

### One Organisational Plan Quarterly Progress Report: Period under review: April 2018 to March 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 Progress Report for the period April 1st 2018 to March 31st 2019 was considered and approved by Cabinet on 11th June 2019. It provides an overview of the 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

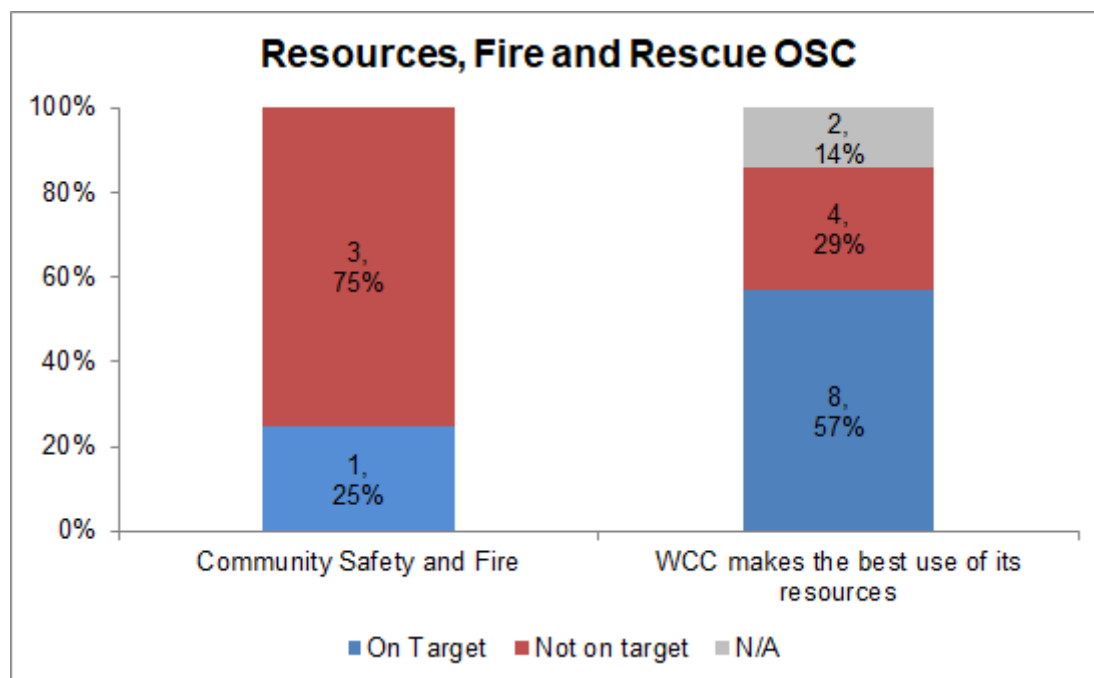
- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. Performance is assessed against 62 Key Business Measures (KBM)s, 48 of which are grouped under, and reported against, the agreed policy areas.

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

## Item 5

In addition, 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 the year-end position, 56% (9) of KBMs have achieved target while 44% (7) of KBMs are behind target. 2 KBMs do not have a target set.



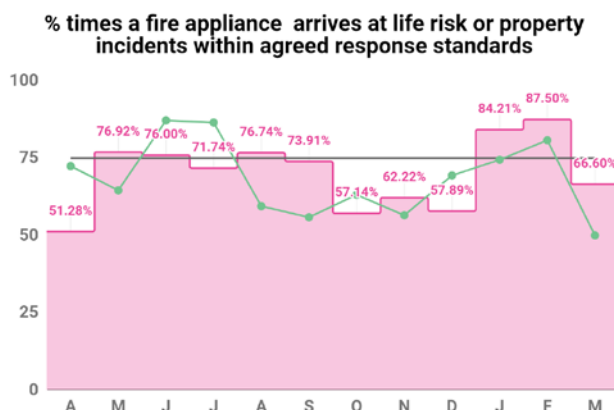
- 2.3 This section presents KBMs where significant good performance or areas of concern need to be highlighted for 18 KBMs across 2 policy areas as appropriate for this Committee;

### One Organisational Plan Key Business Measures Scorecard

<p>18/19 Actual 18/19 Target 17/18 Actual</p>	<b>Trend</b>	Trend over longer time period
	<b>DoT</b>	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady

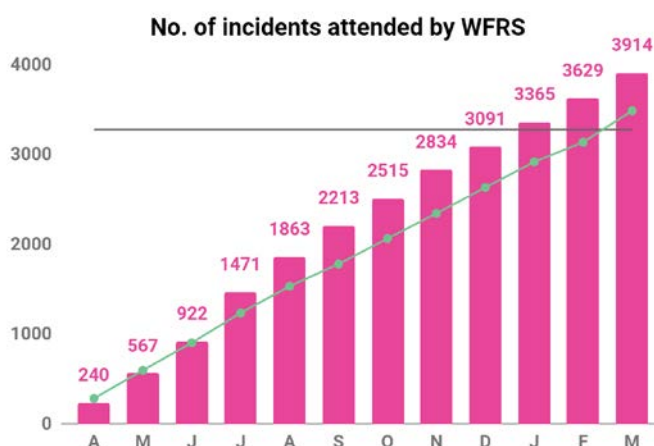
## Community Safety and Fire

### Areas of concern and remedial action



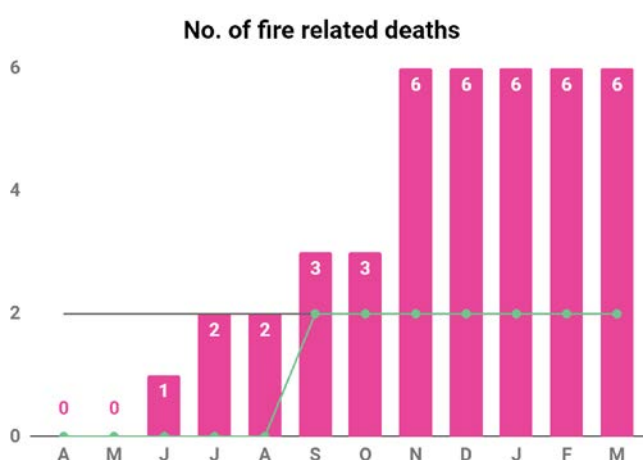
15/16	16/17	17/18	18/19	Trend	DoT
75%	72.8%	68.36%	70.18%	↓	↓

At year end the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 70.18% which is below the expected target of 75%. However, this is a slight increase in performance since 2017/18, where the Service performed at 68.36%. 64% of the incidents which failed the response standard (for the first attending appliance) was to a primary fire. Overall for 2018/19 there was a total of 132 life risk incidents which failed to attend within the 10 minutes set for this measure. Response standards are monitored continuously by the local District Commanders and by Senior Managers on a monthly basis, where trends for unsuccessful incidents investigated with an aim to provide targeted prevention activity in those harder to reach areas. The Service Asset Management Plan provides an overall aspiration to relocate some of the response points across the County to improve response to emergency incidents.



15/16	16/17	17/18	18/19	Trend	DoT
3306	3076	3491	3914	↑	↑

Comparing 2018/19 to the previous year there has been an increase in the number of incidents attended of 12% (423 incidents) and over target by 29.9% (901 incidents). The extended period of hot, dry weather during July accounts for the overall increase as during that period 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 1.6% (11 incidents), fires not involving property or vehicles 21.5% (133 incidents), false alarms 19% (249 incidents), road traffic collisions 4.1% (14 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and affecting entry, 2.9% (16 incidents). The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities.

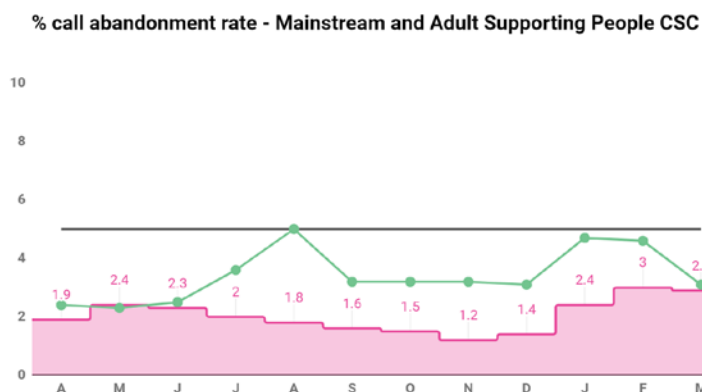


15/16	16/17	17/18	18/19	Trend	DoT
0	3	2	6	↑	↑

There have been 4 confirmed fire related deaths recorded during this year 3 were as a result of accidental fires in the home and the other was as a result of a vehicle fire. There are a further 2 deaths in accidental fires in the home that are suspected to be fire related but the Coroner's official verdict is awaited. 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.

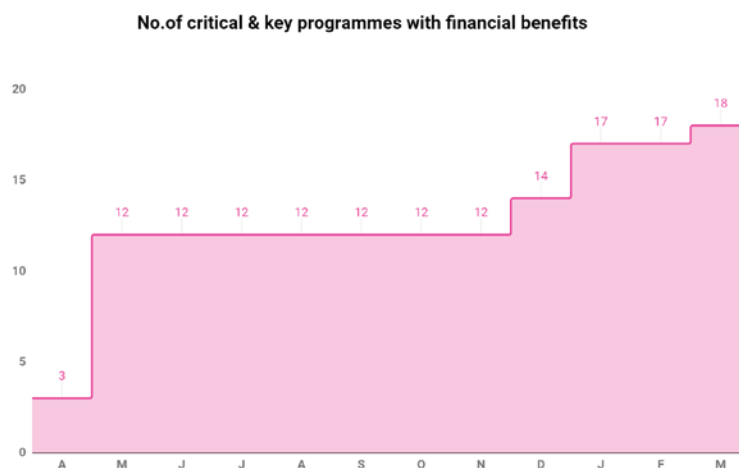
**Warwickshire makes the best use of its resources**

**Areas of good progress**



15/16	16/17	17/18	18/19	Trend	DoT
6.32	2.9	3.5	2.9	↔	↔

The average abandonment rate throughout 2018/19 has been 2% against a target of 5%. The average for 2017/18 was 3.4%. The service continues to closely monitor this measure. The Service has also taken on additional services including non-safeguarding calls for MASH (multi-agency safeguarding hub).

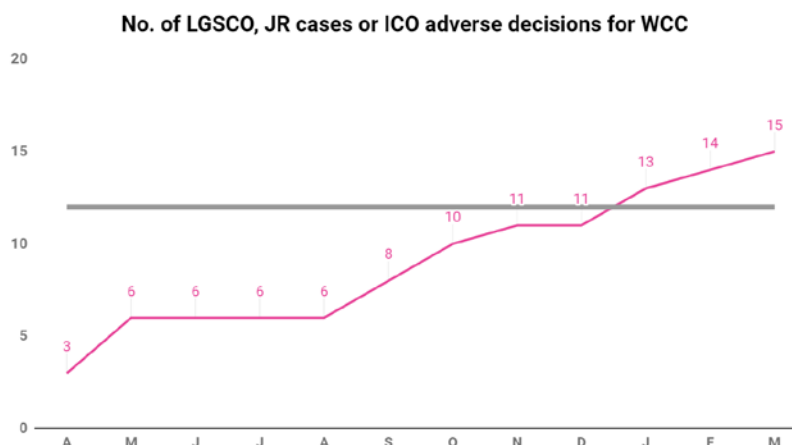


15/16	16/17	17/18	18/19	Trend	DoT
New measure			18	N/A	↑

The overall number of critical/ key projects has reduced to 24 at year end as projects have closed and resources have been redirected to other priority areas where applicable. 18 of these have

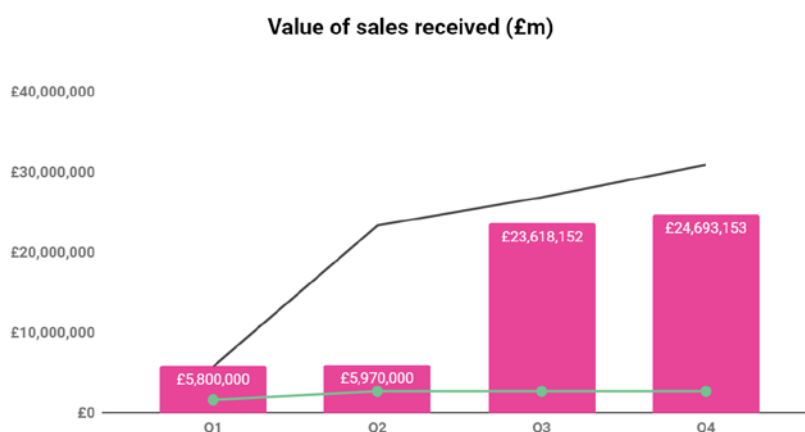
clear financial benefits identified, which is a significant improvement from the initial 3 projects at the start of the year. It is anticipated that with the introduction of the new project management software Verto from the 1st April 2019, and the implementation of the change management framework that performance in this area will continue to improve.

**Areas of concern and remedial action**




15/16	16/17	17/18	18/19	Trend	DoT
	New measure	13	15	↑	↑

At the end of the 2018/19 year 15 adverse decisions had been made against WCC; by the Local Government & Social Care Ombudsman (12) the Information Commissioner's Office (2) and the First Tier Tribunal (1). There were no successful Judicial Reviews against the Council. The target for all adverse decisions was 12 so the target has been exceeded by 3. In terms of the LGSCO adverse decisions 7 of the upheld decisions related to the People Directorate (Adult Social Care = 5; Blue Badge = 1; Children's Safeguarding = 1) and 5 related to the Communities Directorate (Education & Learning = 3; Transport & Economy = 2). 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.



**Item 5**

<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>Trend</b>	<b>DoT</b>
New measure		£2,706,540	£24,693,153	N/A	
<p>Six receipts have been delivered to the value of £24,693,153. The target for value to sales received is £30,927,271. 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. Receipts for Atherstone 2 Racemeadow Road; Rugby land at Meadow Farm have also been received; deposits associated with Grendon Household Waste Site, former Ridgeway School and Former Marie Correlli Playing field have also been received. The Eastboro Way, and remainder of Nuneaton Manor Park sites are anticipated to complete in 2019/20.</p>					

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

### 3.1 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 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	9,115	9,180	65 0.71%	(654)	(589)
No financial issues to report					
Finance	3,768	3,578	(190) -5.04%	(880)	(1,070)
HR & OD	5,215	4,860	(355) -6.81%	(335)	(690)
Staffing fluctuations in HROD over the year have impacted on the year-end financial position for the service. Implementation of the new operating model for HROD across Governance and Policy and Enabling will seek to address this.					
ICT Services	9,131	8,619	(512) -5.61%	(220)	(732)
The Schools Traded Services met their surplus target despite significant pressures from changes in the customer base. The target was met through managing expenditure and a large shift in hardware turnover to schools. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends for Corporate ICT Development and Network Service. Vacant position held to assist with staffing pressures in 19/20.					
Law & Governance	1,000	398	(602) -60.20%	(213)	(815)
Trading activity for 2018-19 has remained healthy. New external income has been generated for legal services as well as additional income from existing customers by Internal Income. Internal demand remains high. Underspends in Democratic Services and Audit are as a result of staffing vacancies.					



Performance	5,842	5,702	(140) -2.40%	(25)	(165)
Property Services					
Property Services	10,797	9,450	(1,347) -12.48%	(508)	(1,855)
Outturn underspent position is largely as a result of a combination of reduced expenditure on maintenance (due to the mild winter), increased landlord income and trading activity.					
Fire & Rescue	19,427	19,892	465 2.39%	(1,957)	(1,492)
The final outturn position for the service is an overspend of £465,000. This does however include the abortive capital costs of £731,000 relating to the Southam training project. It has been approved that these costs will be funded from WCC general reserves which will therefore reduce the service outturn position to an underspend of £266,000.					

### 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:

	2018/19 Target £'000	2018/19 Forecast Outturn £'000
Customer Service	10	10
Finance		
Finance	65	65
HR & OD		
HR & OD	75	75
ICT Services		
ICT Services	363	363
Law & Governance		
Law & Governance	49	49

Performance	55	55
Property Services	1,583	1,649
Additional saving delivered from the reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings to reduce long term debt		
Fire & Rescue	0	0

### 3.3 Capital Programme

3.3.1. 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	9,612	(785)	-17%	(3,491)	(277)	5,844
Slippage relates to the vehicle replacement programme where delivery of the aerial turntable ladder has been delayed until May 2019.						
Customer Service	2,518	(161)	-25%	(38)	0	2,480
Overall cost of the library refurbishment project less than estimated						
ICT Services	23,780	614	12%	(13)	0	23,767
There has been a greater amount of expenditure on information assets of £0.614 million, this reduces the overall slippage figure. This relates to the development of rural broadband project, there has been an upturn in build in Q4.						

Property Services	29,640	(968)	-7%	4,562	3	34,205
There have been a number of delays to project dates. These delays mostly relate to schools and non-schools maintenance schemes, due to programme / access arrangements and economical use of contractor resource. Please see annexes for further details.						

#### 4. Supporting Papers

- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 11th June 2019 is available via the following [link](#) and in each of the Group Rooms.

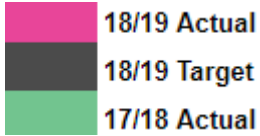



#### 5. Background Papers

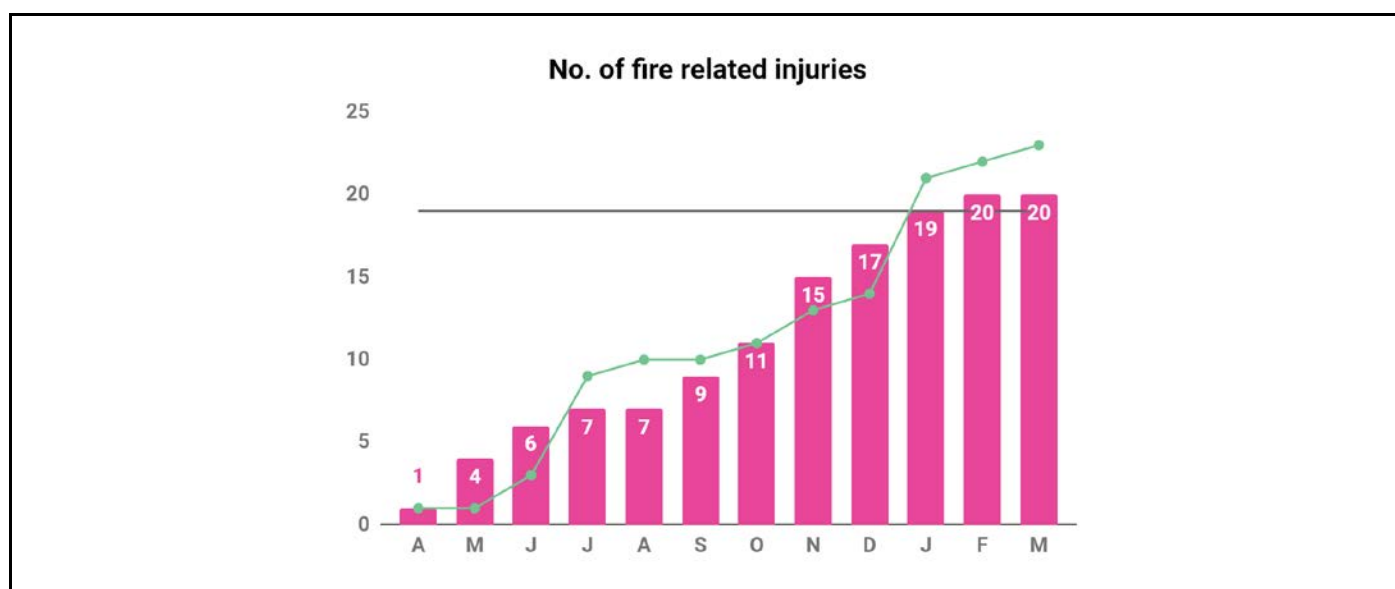
None



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	Cllr K Kaur, Portfolio Holder for Customer and Transformation; <a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a>

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[andycrump@warwickshire.gov.uk](mailto:andycrump@warwickshire.gov.uk)

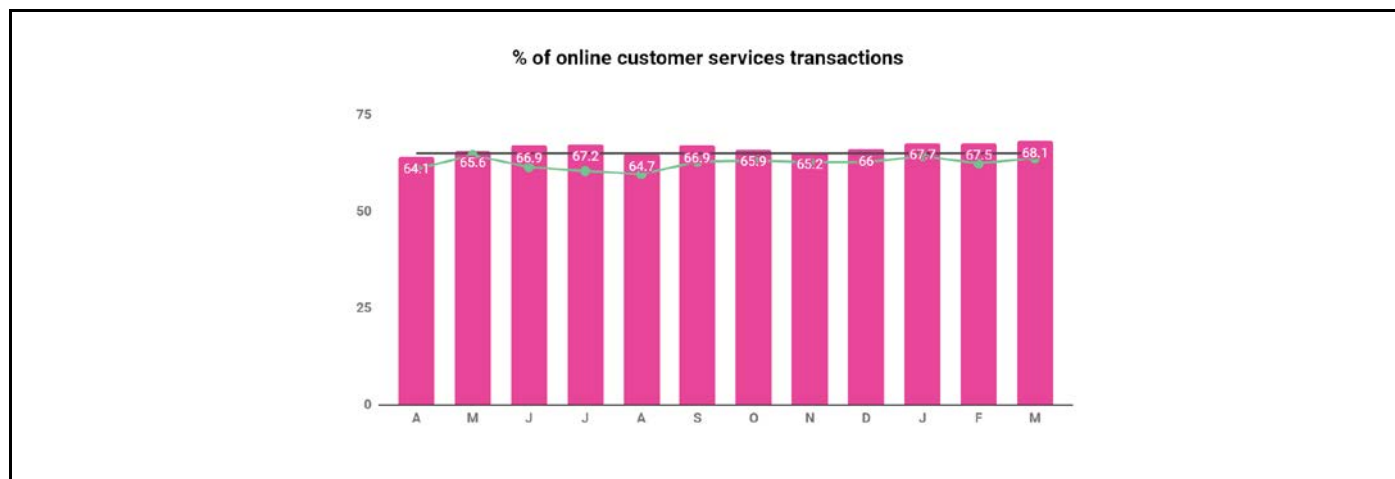
**Appendix A One Organisational Plan Key Business Measures Scorecard**

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



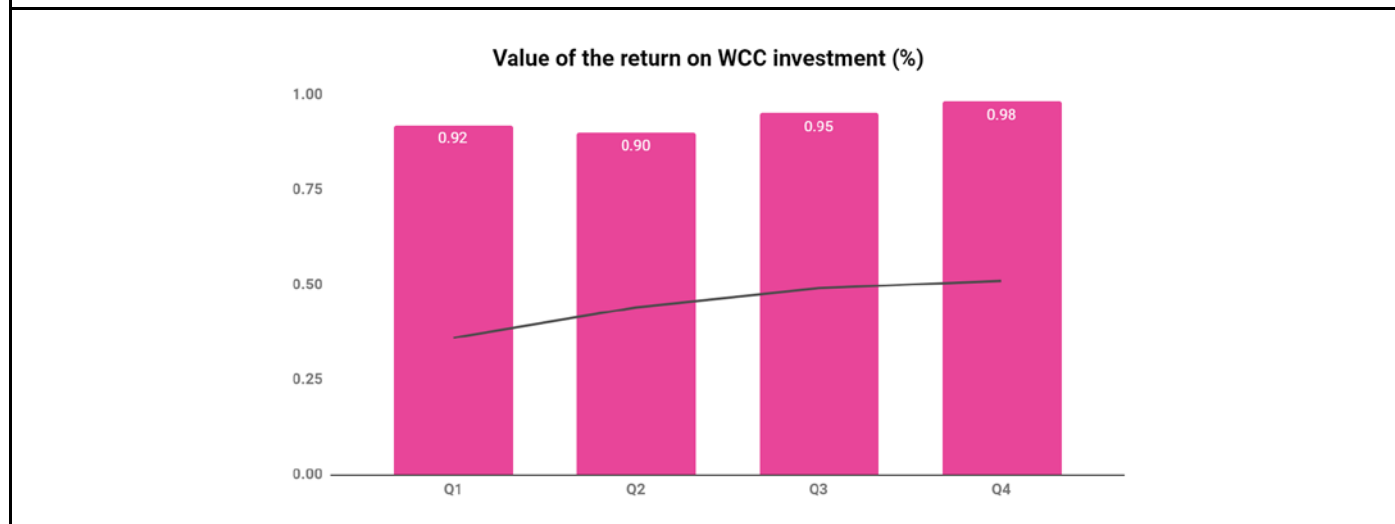
15/16	16/17	17/18	18/19	Trend	DoT
21	14	23	20		

There have been 20 fire related injuries recorded across the county this year which is 3 less than in 2017/18. Overall, despite the significant increase in fires attended this year to date, levels of fire related injuries have remained low and when compared nationally Warwickshire is one of the best performers for this measure. The highest number of fire related injuries were recorded in November with 5 in just 2 incidents. The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities.



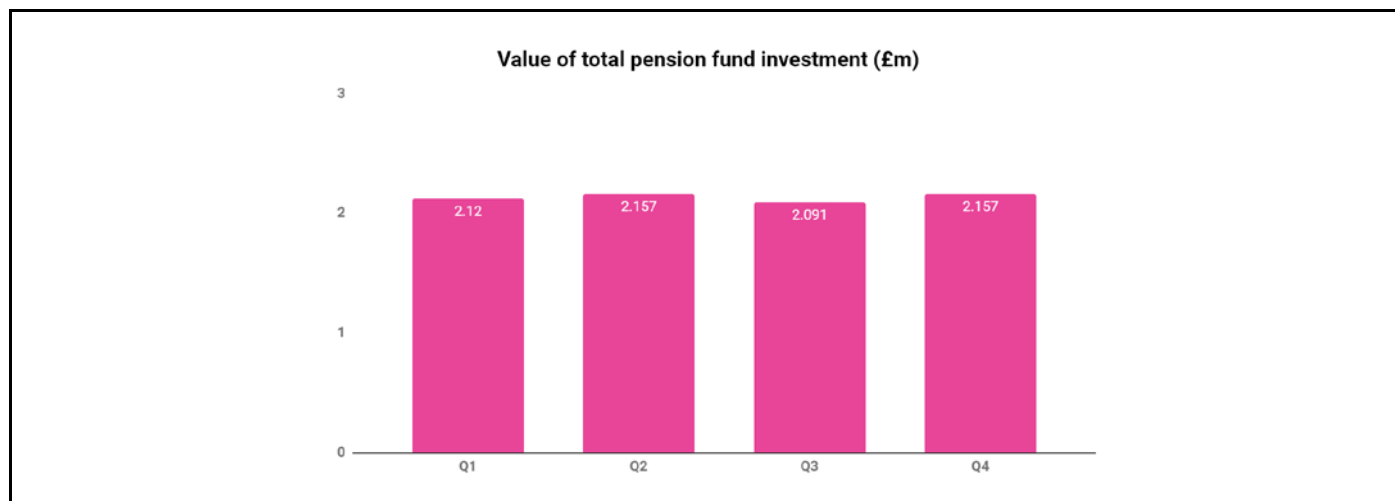
15/16	16/17	17/18	18/19	Trend	DoT
N/A	54.9%	62.3%	68.1%	↑	↑

This figure shows the percentage digital take-up for those services where there is a digital offer for customers. The outturn for 2018/19 is 66.3%, against a target of 65%. The average for 2017/18 was 62.3%.



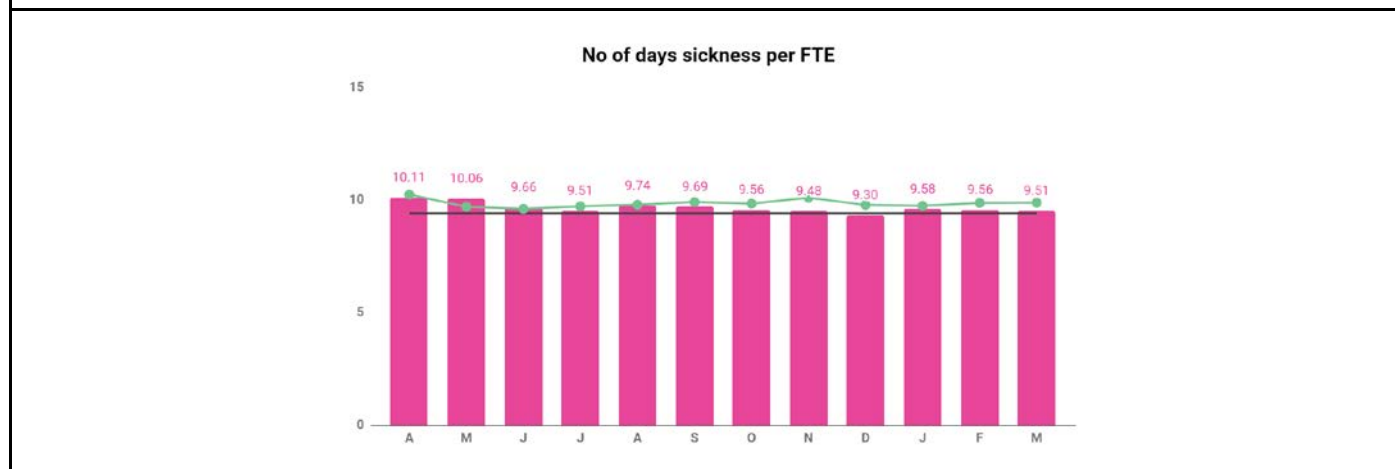
15/16	16/17	17/18	18/19	Trend	DoT
New measure			0.98%	N/A	↑

Rate of return has continued to stay above the target, with the target (0.51%) and the rate of return (0.98%) increasing slightly towards the year end as a result of bank rate increases.



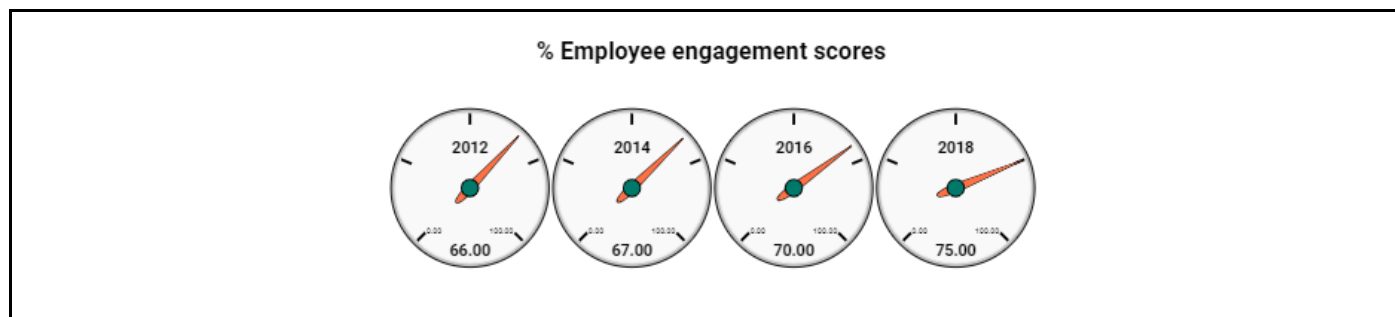
15/16	16/17	17/18	18/19	Trend	DoT
New measure			£2.157m	N/A	↔

2018/19 has seen significant volatility in the markets, but this included better performance in the last quarter. 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. The next triennial valuation is under way in 2019 and will inform employer contributions from April 2020 onwards.



2012	2014	2016	18/19	Trend	DoT
10.26	9.9	9.87	9.51	↓	↔

The rolling 12-month figure for absence is 9.5 which is a reduction on the figure for the same period last year (9.9). This is the lowest reported year end figure since 2011/12 and is the third year that a reduction in the absence figure has been reported. A full report on absence will be presented to Staff and Pensions in September 2019. Focus will continue to be on proactive interventions around wellbeing, the new Occupational Health Contract and targeted action on high absence rates/ common reasons for absence in order to achieve the 9.4 target. The HROD Service has set up a sickness absence monitoring group and continue to take a proactive approach to absence management.



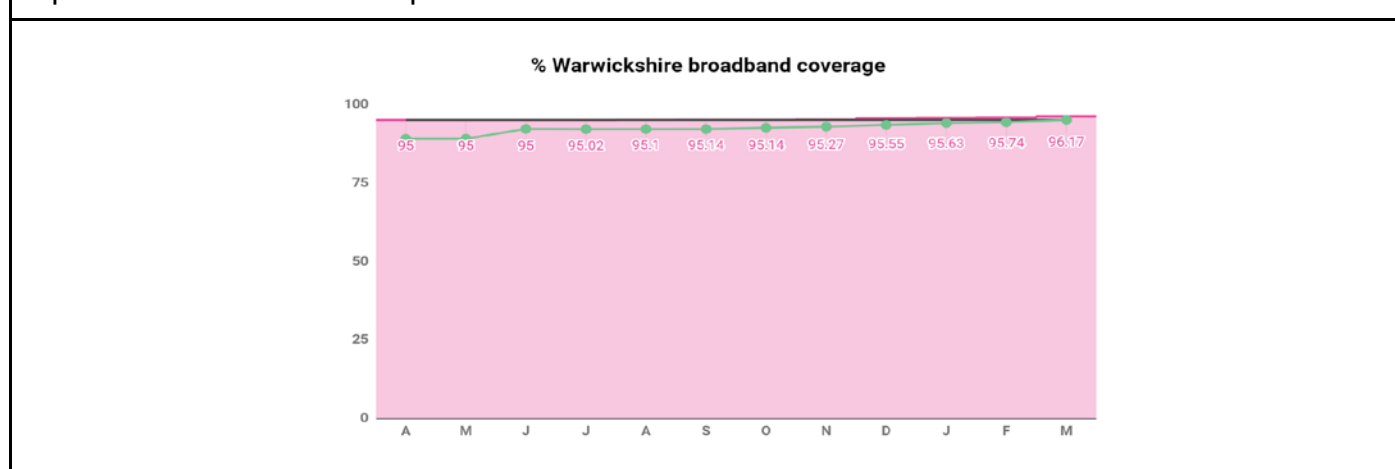
15/16	16/17	17/18	18/19	Trend	DoT
66%	67%	70%	75%	↑	↑

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.



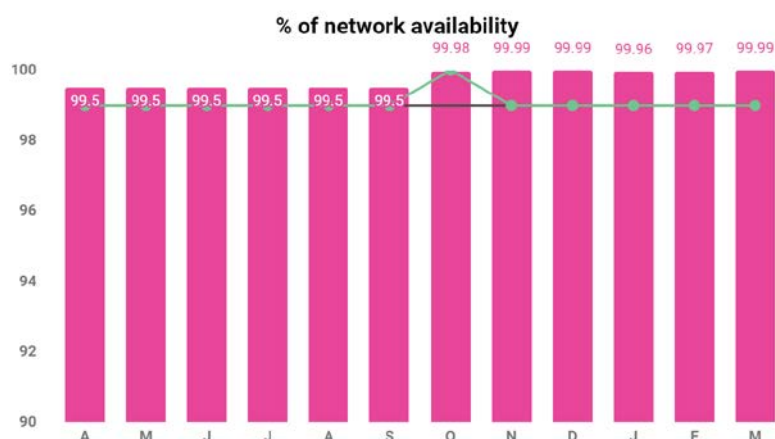
15/16	16/17	17/18	18/19	Trend	DoT
New measure		33	7	↓	↓

The number of reportable incidents for 18/19 has been considerably lower than 17/18 with only 7 reported in 18/19 and 33 reported in 17/18.



15/16	16/17	17/18	18/19	Trend	DoT
89%	92.02%	95%	96.17%	↑	↑

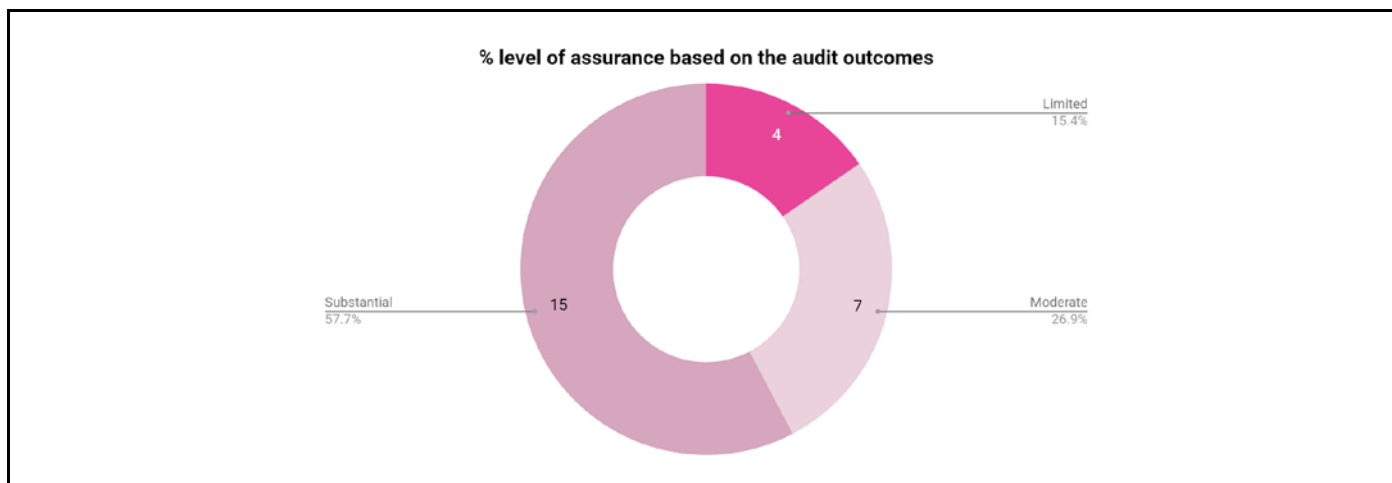
Contract 2 has now officially completed and Openreach are in closure with all remaining work to be completed within 40 days after 31/03/19. The contract delivered 22209 Total Homes Passed (THP) versus 20954 as originally planned. This figure will rise as the service assures the works. This means that since Broadband Delivery UK (BDUK) has started, over 68,000 properties across Coventry, Solihull and Warwickshire (CSW) are now able to connect to the fibre network due to the CSW Broadband Programme. The service finished the Department for Digital, Culture, Media and Sport (DCMS) Take-Up Fund Project campaign activities and were successful in obtaining extra funding from DCMS to cover this work. This means that the service has been able to conduct its biggest ever demand stimulation campaign, targeting over 12000 properties in areas where take-up has been lower or slower than expected without costing the CSW Project any expense. The service is now working on Contract 3 which is the next phase of BDUK rollouts plus the Local Full Fibre Network programme which will deliver a further 15000+ premises delivery and 400+ public sector sites. In addition, the service has received positive reviews and data from the independent website Thinkbroadband. Detailed analysis can be found here for Warwickshire as a whole or each sub area with the CSW programme: <https://labs.thinkbroadband.com/local/E1000031>



15/16	16/17	17/18	18/19	Trend	DoT
100%	99%	99%	99.99%	↔	↑

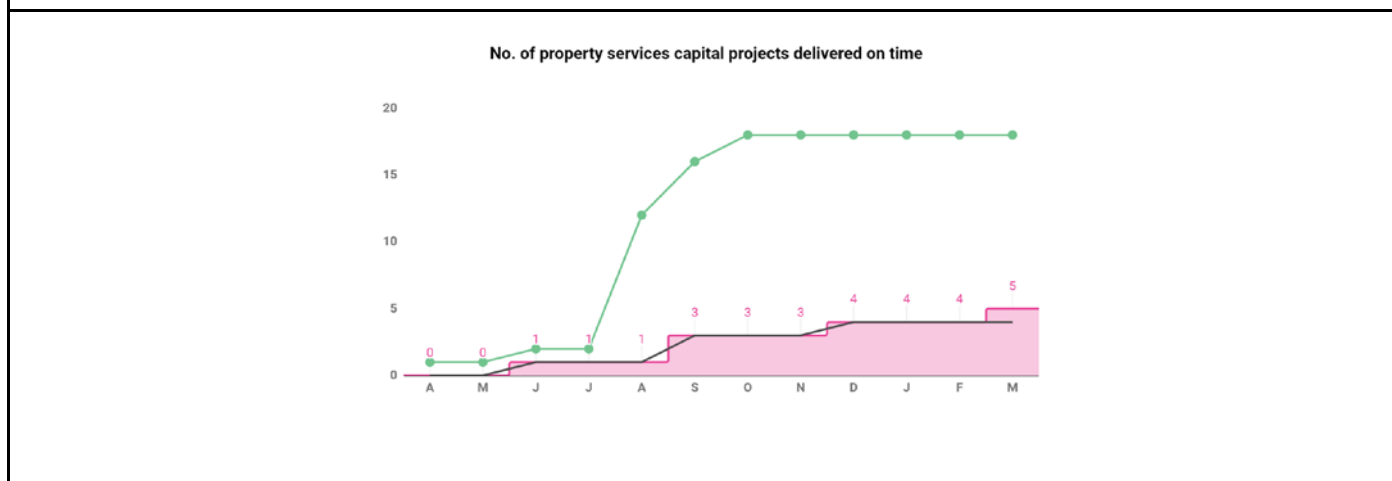
Network availability results (99.99% at year-end). An ongoing project has now been completed, future proofing the infrastructure for the next 5 years.





15/16	16/17	17/18	18/19	Trend	DoT
New measure			Substantial - 57.7% Moderate - 26.9% Limited - 15.4%	N/A	N/A

As at the end of March over half of the opinions have been substantial (57.7%) and 15% Limited. NB. Substantial makes reference to where No more than 1 or 2 significant recommendations possibly with some merits attention, whereas limited is 1 or 2 fundamental recommendations (may also have some substantial recommendations) OR 6 or more significant recommendations. There are further reports which are being finalised and will be completed before the Annual Report is produced for the May Audit and Standards Committee. At this stage the spread of opinions provides a positive picture of the control environment, with a higher proportion of Substantial opinions than for 2017/18.



15/16	16/17	17/18	18/19	Trend	DoT
New measure		27	5	N/A	↑

All 4 projects identified at Year-Start have been completed (Shipston High School; Barford St Peter's Primary School; Coleshill CE Primary School and Old Shire Hall/ Judge's house) and an additional 1 project which was added within Year has been completed (Macintyre Academy).