

Resources and Fire & Rescue Overview & Scrutiny Committee

14 December 2016

One Organisational Plan Quarter 2 Progress Report: April- September 2016

Recommendation

That the Resources and Fire & Rescue Overview & Scrutiny Committee:

Considers and comments on the quarterly OOP performance progress report.

1. Introduction

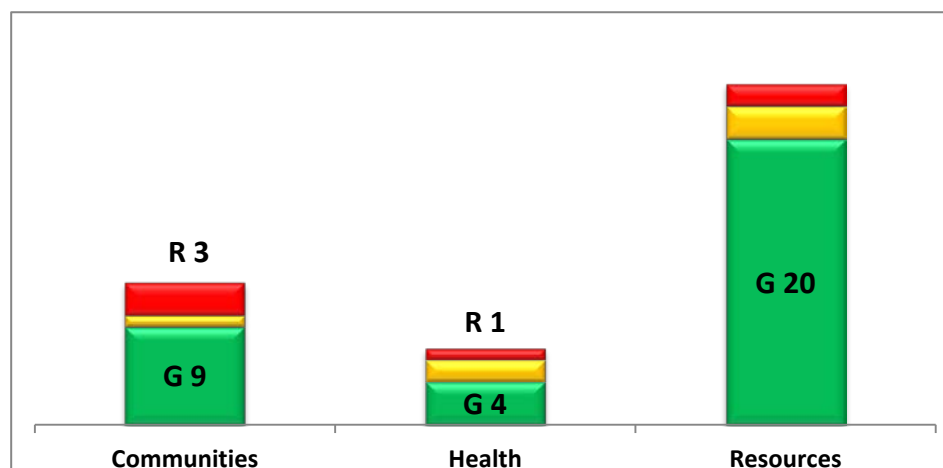
- 1.1. The One Organisational Plan Progress Report for April - September 2016/17 was considered and approved by Cabinet on 10 November 2016.
- 1.2. This report provides specific information which falls under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and draws on financial and performance information extracted from the Cabinet report.
- 1.3. The content and style of this report has been revised and will continue to be improved in response to previous member feedback and aims to provide:
 - (i) Improved contextual information on service outcomes/strategic context in order to enable a better understanding of performance measures, including where appropriate the key interventions being taken to achieve specific outcomes.
 - (ii) Quarterly (most up-to date) performance information of the relevant key business measures.
 - (iii) A more detailed look through longer term trend information, at specific service areas within each quarterly report, including where available, comparative information.
 - (iv) Improved commentary on key business measures which are/not performing well to enable a better understanding of the reasons, the actions being taken to address these and comparative information where appropriate.

2. Resources and Fire & Rescue Overview & Scrutiny Committee: Context

2.1 This report covers services which are the responsibility of the Resources Group and Fire & Rescue business units.

3. OOP Outcomes - Progress on performance for Resources and Fire & Rescue

3.1.1 The OOP Outcome Framework contains 5 specific key outcomes, deliveries of which are dependent on the achievement of supporting Key Business Measures (KBM). The table below provides an overview of the year-end forecast (at quarter 2) of the performance of the Outcomes and their Key Business Measures which support the remit of this Committee. All 3 Outcomes have a majority of Green forecasted KBMs, confirming that all the Outcomes are on target to be delivered by the year-end.



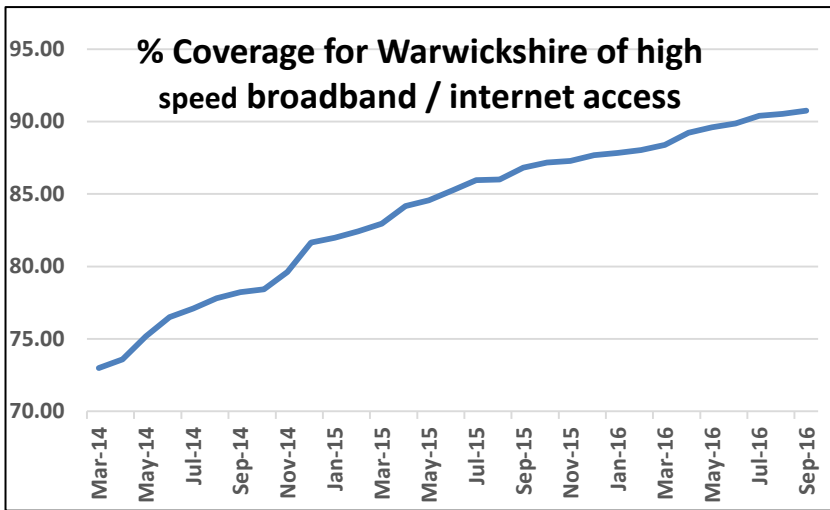
3.1.2 This quarterly report focuses on Information Assets and Customer Service as well as reporting on other relevant KBMs in that order.

Information Assets

3.2.1 Information Assets provide the core ICT and related services to enable the Council to deliver its services to the citizens and businesses of Warwickshire. Increasingly, ICT and Information Management play a key part in helping the Council to meet the challenges of the One Organisational Plan by maximising the use of Digital services to deliver more cost effective and customer focussed services where appropriate and by releasing resources for other non-digital services. The importance of this can be seen through the fact that currently 10 key systems are being reviewed or implemented which include: replacement of systems for Social

Care, HR & Payroll and Telephony; implementation of first fully integrated Education & Learning system; a regional Adoption Agency approach system; joint ICT to support new Homefirst initiative with South Warwickshire Foundation Trust; a move to a managed Highways service; upgrade of our Financial system; replacment/upgrade of Fire & Rescue systems and moving the intranet to a new platform. This represents the highest number of key projects worked on at any time in the last decade, demonstrating the roel of ICT in delivering the Council’s transformation agenda.

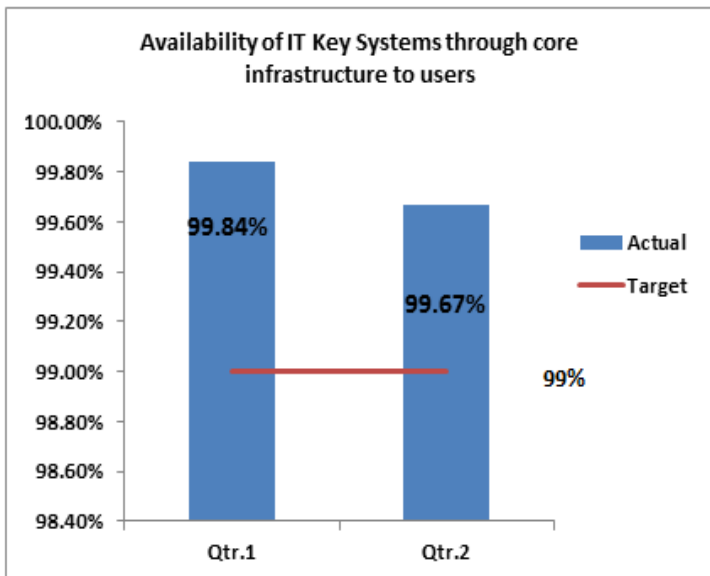
3.2.3 The following graphs and accompanying commentary show the longer term performance of the 4 Key Business Measures used to assess Information Assets.



% Coverage for Warwickshire of high speed broadband / internet access

This measures our progress with the Broadband UK programme which we lead for the Coventry, Sol hull & Warwickshire Partnership. **Contract 1** was signed in May 2013 & ended in March 2016 and **aimed to achieve 91% superfast availability** across the CSW area (the national target was 90%). **Contract 2 (Part 1)** in was signed in Jan 2015, for completion by summer 2018 and **aims to achieve 95% coverage**. A further **Contract 2, Part 2** is currently being negotiated, with the aim of **achieving 98% coverage**. Overall:

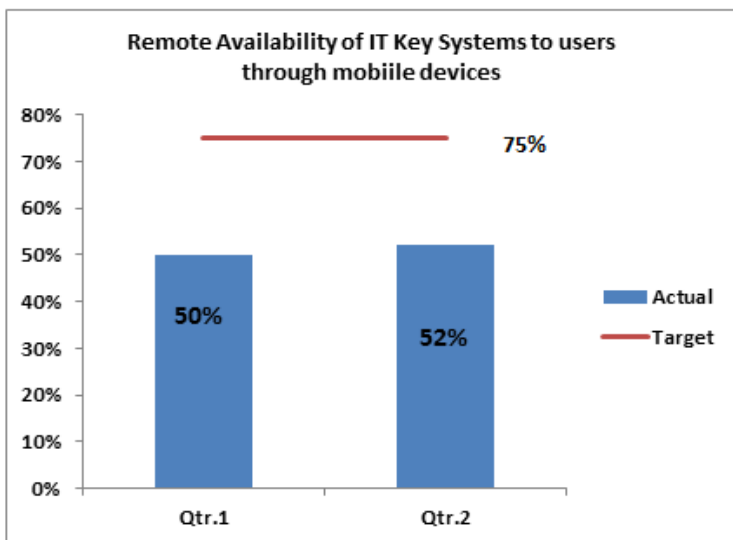
- The BDUK is a successful project with coverage rates as shown by the graph. Contract 1 achieved 90.4% coverage (against 90% national & 91% local targets). The project has a forecast underspend of £2.1m which will be reinvested to meet future targets.
- The 2016/17 target is 91.5% coverage; at the end of Q2 we had achieved 91% and thus the full year target is likely to be met.
- Public take up of superfast broadband has exceeded expectations; latest figures indicate a take up of 38.27%, higher than both BT’s commercial roll out & BDUK national take. Consequently, the project will benefit from a ‘gainshare’ of funding as it has exceeds 20% take up.
- It is considered an exemplary project by BDUK and a top 5 of 44 such projects nationally, achieving good value for money and strong partnership working.
- The project expects to achieve the 98% coverage target for Contract 2, Part 2 which would exceed the Government target of 95%.



Availability of IT Key Systems through core infrastructure to users

This measures the extent to which the IT technology needed to deliver Council services is available to staff and customer and is reported as a combined percentage availability for six critical services. Availability is measured on a 24 hour, 7 days basis (which relies on normal working arrangements plus out of hours rotas and call out of staff). This measure has changed from previous reporting-now focusing on key systems whereas previously it measured hours of non-availability of all ICT facilities. **The target is 99% availability.** Overall:

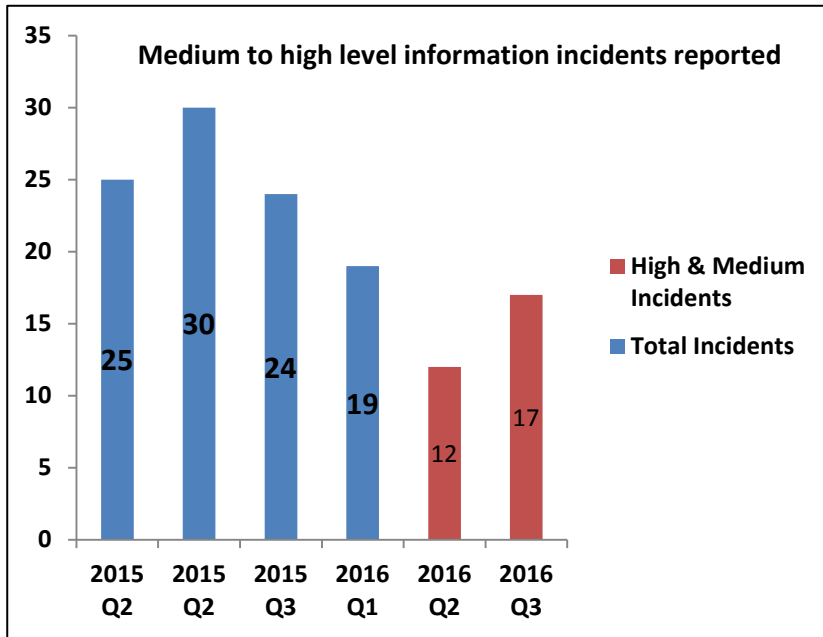
- We have achieved over 99% availability for the first two quarters and as reflected in our customer satisfaction surveys.
- Previous years would have achieved 99.86% using the same criteria.
- This high availability is maintained through active management of our systems and IT components, including: designing in resilient components, replacing components in time, monitoring key components, with automatic alerts, to ensure issues are identified and dealt with quickly; keeping systems programs up to date, and having appropriate support contracts with external suppliers.



Remote Availability of IT Key Systems to users through mobile devices

This new indicator, measures the availability of 25 key systems through mobile devices used by staff to enable smarter working i.e. on a more mobile and flexible basis. **The target is to achieve 75% availability.** Overall: The Q1 achieved was 50% and Q2 data is not available.

- Following the recent upgrade to the firewall, access to the system is being redesigned to enable secure and more controlled access for mobile devices. This is to be implemented by March 2017 and it is forecasted that the 75% target is likely to be met by the year-end.
- It should be noted that 100% of our systems are available remotely using the Council’s laptop PCs and our virtual Private Network facility.



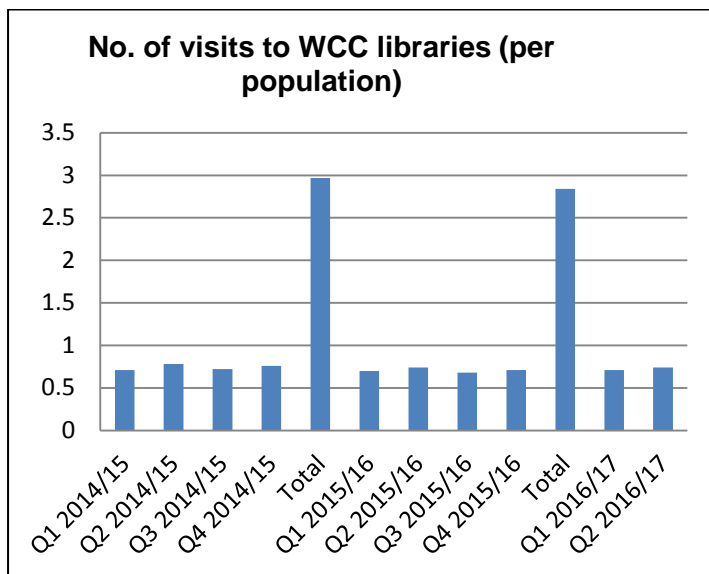
Medium to high level information incidents reported

This measures recorded medium and high level security and potential incidents across the whole Council as part of our approach to information security. **The target for the full year is 50.** The graph shows the trends since 2015. Overall:

- By Q1 & 2 of 2016-17, we have already recorded 31 incidents-which represent over 50% of the full year target but this may be due to improved awareness by staff. However, the graph shows that there is no clear pattern and so the target is still likely to be achieved.
- The previous year's figures recorded all incidents as opposed to medium/high level ones.
- Fortunately, none of the incidents this year were serious enough to require reporting to the Information Commissioner's Office.
- Positively also, there have been no information losses due to cyber security attacks over the last 18 months.
- Incident avoidance is a key part of our management through lessons learnt, staff training and awareness campaigns and improved technical security controls.

3.3.1 The following section provides takes an in-depth look at Customer Service.

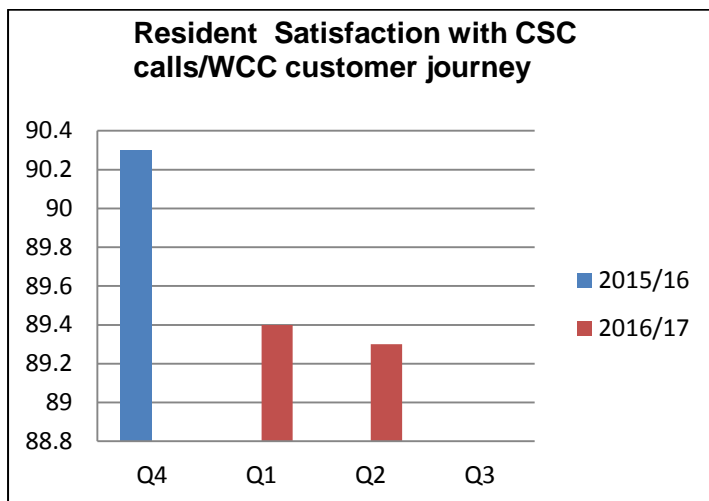
3.3.2 The Council's Customer Service Strategy aims to increase customers' control over their experience with the Council whilst utilising digital channels to deliver services in the most efficient way. Customers who are able to self-serve will be encouraged to do so and local ambassadors are used to provide support/build capacity to help those less confident or do not have access to technology whilst targeting and utilising our most expensive delivery methods to support those who need most help. Customers' feedback and experience is used to make real differences to services. Services should be easily accessible, simple to use, streamlined, convenient, cost effective and reliable. The following graphs and accompanying commentary show the longer term performance of the 4 KBMs for the service.



Number of visits to WCC libraries (per population)

This measures the number of visits to a library premises per head of population data; **the target is to achieve 2.8 visits per head in a full year.** Overall:

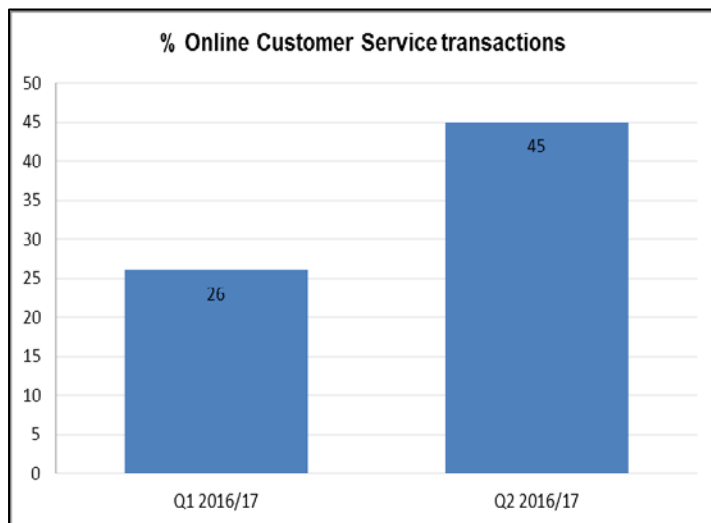
- We are on target to achieve this in 2016/17; physical visits to libraries had been reducing steadily over recent years though Q2 figures suggest a slight reversal of this due to the re-opening of revamped libraries and expansion of services.
- Customer numbers are increasing through the digital channel, utilizing e-books, e-magazines, renewals, requests and new membership applications.
- The range of activities and services available at each outlet has been expanded in the last 2 years- including weekly activities for under 5's, a range of volunteer led clubs/sessions for all ages expanding skills, improving socialisation and decreasing isolation.
- There is an increasing focus on targeted activities, small group support and providing locations for community self-help services; examples include increased partnership working to support the Armed Forces Community Covenant.
- A continued priority is to expand the range of services under one roof and signposting e.g. to Warwickshire Police services.



Resident satisfaction with CSC Calls/WCC customer journey

This measure is specifically in relation to customer satisfaction with the service delivered by the Customer Service Centre; customers complete a survey once a call is completed. **The target is to achieve 85% either satisfied or very satisfied** with the service provided by the CSC. Since 2015 the survey covers all main stream calls, including the highest volume services thereby enabling a more representative account of customer feedback.

- Overall, we are exceeding our target of having 85% or above of satisfied or very satisfied customers; at Q4 2015/16, we achieved just over 90% and are also exceeding above the target for the half year to September 2016.
- Service specific surveys are also being undertaken such as one recently of callers for the Highways service to establish customer feedback on their digital preferences and experience of the service.



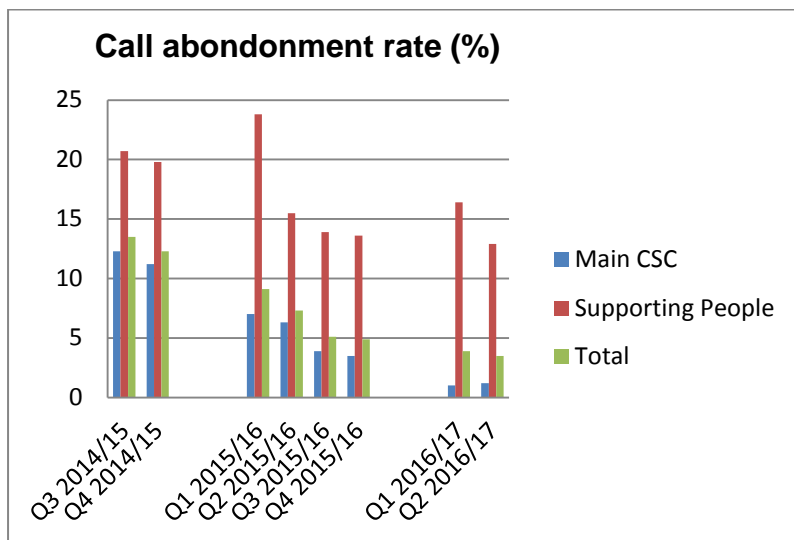
On-line customer service transactions

This is a new measure in line with the Customer Service Strategy aimed at promoting digital first and self-help to support the public to access services when they need them. It measures the number of completed online transactions (those managed by the Customer Service Business Unit) as a percentage of total transactions (online, phone, F2F). **The full year target is to enable customers to undertake 80% of transactions on-line.**

- During the first 6 months, 45% of all online services have been completed digitally; this was achieved prior to the launch of a promotional campaign.
- The greatest influence on this measure will be the proactive switch off of other channels by teams and the development of their services digitally. An internal promotional campaign is underway to encourage teams to think digital first and promote good practice.
- The full year target of 80% may not be achieved this year as the digital option is not yet being pro-actively marketed to customers and existing service channels are still in place.

On-line service development

1. The following high volume transactional services are currently available digitally:
 - Resources Group : library books- renewals, reservations & E-book downloads, library volunteer applications, library membership, library computer booking; blue badge application, financial assessment form for adult social care team, customer feedback, copy certificates, online booking for birth and death registration.
 - Communities Group: bridges and culverts fault reporting, concessionary travel renewals, faulty street lighting, explosives storage license.
 - People Group: currently there are no services available digitally.
 - Fire and Rescue Service: the Home fire safety check service
2. Service developments have resulted in:
 - 29% of blue badge applications shifting to the online process and Web chat are now live supporting the Blue Badge service.
 - 37% of customers who visit a services landing page go on to start the online service offer and of these 56.5% complete the form.
 - The WCC website been awarded 4* by SOCITM, the highest standard for any website based on ease of use for customers.
 - Over 73% of all customer feedback received through the Contact Us system is responded to within the published service levels.
 - **Overall customer satisfaction of digital services is 74% and 99.84% of customers have found what they were looking for on the web site.**
3. Other actions to promote on line services include:
 - Implementation of GovDelivery: 7,687 customers have signed up to receive service information, advice and newsletters.
 - Redesign of Web pages to ensure that the website is the main place for service information and advice as a single digital source.



Call abandonment rate

This is recorded by the telephony system as calls abandoned by the customer; **the target is to have less than 5%**. Figures are monitored separately for the mainstream & Supporting People CSC. The mainstream CSC handles all calls except Social Care and about 90% of these are for Highways, Libraries, Registrars, Blue Badge and Concessionary travel. At busy times calls are prioritised e.g. Adult Social Care and other customers can ask for a call back.

- The chart shows that the mainstream CS has been steadily improving since 2014/15 & now achieves its target of less than 5% of call being abandoned. This has been the result of improved processes, the CSC being adequately resourced and the repatriation of Warwick District Council calls (whose services were not fully automated and so more time consuming).

Call abandonment rate- Supporting People CSC

Call abandonment rates for the Supporting People CSC are improving steadily though they remain a challenge; the key reasons and actions to address this include:

- In April 2015, the CSC Supporting People team transferred to a new operating model (previously calls were logged and a Social worker would call back. Under the new system, the CSC deals with all Adult Social Care calls as a first point of contact and undertake some initial screening) which has resulted in the following service delivery improvements and benefits for customers:
 - Redesigned processes which have removed inefficiencies such as double entry of data
 - The number of steps in the customer journey has been reduced. At the first point of contact the customer will now be taken through screening by a customer service advisor rather than being placed on a waiting list and this screening process has reduced from taking 57 minutes to 23 minutes.
 - An email referral system has been implemented with South Warwickshire GP Federation, and Intermediate Care Teams.
- The results show steady improvements; in 2015-16 for Q2: **14,657 calls were received, 17% were abandoned & average wait time was 2.14minutes.** During Q2 2016-17, total calls increased to **14,864, abandoned calls reduced to 13%- thus an improvement of 4% & wait time averaged 1.58minutes.**
- Performance on this KBM is impacted in part by the resourcing of the CSC. The resourcing model for Supporting People is still being determined due to the ongoing development of the process used (trying to get right the resources needed to deal with the volume of calls). This is made more challenging due to calls surging on Mondays (18% more calls) and the time taken for call advisors to be properly trained (3-6 months), retention of trained staff and processes changing continually as teams streamline their processes to improve services and the customer experience.
- Additionally, the team has been operating with a number of vacancies (which had been held pending the launch of Mosaic which would have impacted on how calls were dealt with). Due to issues with recruitment and due to the complexity of the process it takes considerable time (3-6 months) for advisors to become sufficiently experienced and efficient to enable calls to be answered more quickly.

3.4 The following section provides progress to date (September 2016) on the key performance measures (KBMs) which support the delivery of the OOP Outcomes relevant to the remit of this committee.






OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
CS	Resident satisfaction with WCC customer journey	84.40	88.8	85	G	G			↔	
CS	Call abandonment rate	3.60	3.8	5	G	G			↔	
CS	On-line customer service transactions	44.95	80	80	G	A			↔	
CS	Number of visits (per population)	1.45	2.8	2.8	G	G			↔	
IA	Medium and high level information incidents reported	29	50	50	G	G			↔	
IA	Availability of IT key systems through core infrastructure to users	99.84	99.67	99	G	G			↔	
IA	Remote availability of IT key systems to users through mobile devices	52	75	75	G	G			↔	
IA	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	91	91.5	91.5	G	G			↔	






OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	100	100	100	G	G			↔	Unaudited accounts were published by the deadline of 30 June.
F	Statutory reports are unqualified by External Auditors (WCC)	100	100	100	G	G			↔	Accounts have not been qualified, but Objection to Accounts means process is not yet closed.
F	WCC's statutory reports (Pension Fund) are produced to deadline	100	100	100	G	G			↔	Unaudited accounts were published by the deadline of 30 June.
F	Financial reports considered by Corporate Board, GLT, Cabinet & Council (on the budget, quarterly monitoring & the Statement of Accounts) produced on the agreed dates	94.44	94.44	100	G	R			↓	All reports for Cabinet and Council on the budget, quarterly monitoring & the Statement of Accounts were produced on time. However, there was 1 late monitoring report for Resources GLT. This related to difficulties in obtaining & manipulating detailed forecasting & spending data. Work is ongoing to improve the process for generating financial information automatically from the financial system to prevent this from recurring.
F	Amount of Cash Return on Invested Capital, expressed as ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Councils Benchmark	101.12	373.33	100	G	G			↔	




OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F	Statutory reports (Pension Fund) are unqualified by Ext auditors	100	100	100	G	G				
L&G	Number of complaints upheld by the Ombudsman	6	8	8	G	G				5 upheld complaints in relation to Adult Care Services1 upheld complaint in relation to Children's Services (safeguarding)
L&G	Audit recommendations implemented vs recommended	-	64.93	66.04	A	A				Not yet due to be measured. Will be collected during Q3.
L&G	Legal challenges / adverse judgments	0	0	0	G	G				
HROD	Average no. of days lost due to staff sickness per fte	10.27	10.27	10.05	A	A				
HROD	Staff turnover	14.57	14.57	14.57		G				
HROD	Positive employee engagement score	70%	70%	70%	G	G				EE Index calculated as a result of the Your Say survey. Target met
HROD	Compliance with statutory requirements or maintain 100% compliance	100%	100%	100%	G	G				On target.
PA	Target asset receipts received (as %)	11.3 %	12.1%	12.1%	G	G				Target amended to achieve min. of £90M receipts for period 1.4.2016 to 31.3.2020. Target for 2016/17 is 0.121 (12.1%)
PA	WCC Council property footprint (sq mtrs)	12.3 %	12.3%	12.3%	G	G				Target is to reduce floor space of centralized property by 6750 sq m by 31.3.2020. Target up to 31.3.2017 is 0.123 (12.3%) Elizabeth House, Stratford upon Avon (834 sq m)





OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
PA	Non-compliance per £1m of operational property expenditure	0	4	4	G	G				
PA	Actual project delivery time to planned delivery time	95	90	90	G	G				
PBU	Benefits delivered from high priority projects & programmes (as agreed by CTB)	100	90	90	G	G				
PBU	Variance between actual quarterly milestones & planned quarterly milestones	22.62	19.71	10	G	R				Across the 18 key projects identified for this measure, 7 projects missed more than 10% of their milestones. Project Managers have identified a number of reasons for not meeting milestones, including change of organisational and local priorities and use of a more flexible project management approach (Agile) to better meet customer needs. We are engaging with project managers to review the Programme Management framework and we are looking to adopt a more standardised approach to milestone management and delivery across the organisation
F&R	% Customer satisfaction level for County	99	95	95	G	G				

OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr-End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	£K forecast savings at Yr End	825	860	860	G	G				The establishment has been reduced to achieve this saving, however due to a delay in the Fire Control Project the Service has had to extend some fixed term contracts.
F&R	Revenue outturn -% forecast variance to budget for County	-	-0.61	-2	R	G				The forecast under-spend is related to annual provision for ill-health retirements not being expected to be required and some under-spend from Operational Response, partially netted off by overspends in Fire Control due to project delays, capacity required for the Peer Challenge and the Replacement Systems project.
F&R	Capital programme -% variance to budget for County	-	0	0	R	G				

OUTCOME		2016/17 PERFORMANCE								
Our communities and individuals are safe and protected from harm and are able to remain independent for longer		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	No. of HFSCs delivered for County	2039	4000	4000	G	G				
F&R	No. of P1 Incidents Attended	68	152	201	G	G				
F&R	No. of P2 Incidents Attended	171	350	301	G	R				The number of P2 incidents which pose a serious hazard & high risk threat to life attended has increased however the no of P1 incidents which are the highest priority incidents which pose an immediate threat to human life have decreased in an equal proportion. Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
F&R	No. of P3 Incidents Attended	527	1100	1380	G	G				
F&R	No. of P4 Incidents Attended	474	900	875	G	A				These incidents are those which pose a potential hazard to human life and include secondary fires. There was an increase in the number of deliberately started fires due to the extended period of dry, warm weather across the school holidays. Closer monitoring in place.




OUTCOME		2016/17 PERFORMANCE								
Our communities and individuals are safe and protected from harm and are able to remain independent for longer		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	No. of P5 Incidents Attended	422	582	327	G	R				These incidents are the lowest priority incidents which pose a confirmed low hazard to human life & include fires already believed to be out and to Automated Fire Alarms (AFAs). This type of incident has increased during the first half of the year due to a Service policy change in mobilising to AFAs which are only in sleeping risk and life risk premises. Close monitoring of the number & types of incidents being attended by the Service to identify current and emerging trends across the County.
F&R	No. of preventable fire related deaths	0	0	0	G	G				
F&R	No. of site specific inspections delivered	458	700	600	G	G				
F&R	No. of students receiving Fatal Four Education Sessions for the County	385	1500	1500	G	G				
F&R	No. of fire related injuries	7	18	22	G	G				

OUTCOME		2016/17 PERFORMANCE								
Our communities and individuals are safe and protected from harm and are able to remain independent for longer		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	% of time an appliance arrives at life risk or property incidents within agreed response standards	73.7	75	75	G	G				The year to date figure has dipped slightly below 75%. However, close scrutiny assist the service to move resources around quickly to improve the overall operational response model. Weekly monitoring of response standards and causes of missing the first appliance attendance time.
F&R	% of time a 2 nd appliance arrives at life risk or property incidents within agreed response standards	75.9	78	90	R	R				O&S have requested a briefing note regarding the current levels of performance of the second appliance; this will be presented at the December meeting. Weekly monitoring of response standards and causes of missing the second appliance attendance time. Review of performance at the fortnightly and monthly performance meetings.
F&R	% Retained Duty System (RDS) appliance availability at key stations	89.21	90	85	G	G				Recognising the pressures facing RDS staff this is an encouraging level of performance.

OUTCOME		2016/17 PERFORMANCE								
The health and wellbeing of all in Warwickshire is protected		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	% of incident command competency amongst Flexi Duty Officers	96.5	98	100	A	A				1 Officer had not completed his competency levels assessment which has had an impact on the year to date. All Officers will be reminded in advance of the need to complete their assessment within required timescales.
F&R	% competency level for WDS and RDS staff in 8 risk critical competency areas	96.22	96	100	A	A				In reality 100% is an aspirational target due to recently recruited RDS personnel undergoing their development courses. In addition some wholtime firefighters returning from sickness will take time to regain full competency. Both the recently recruited RDS and returning Wholtime personnel will be supported by Training and Development and at station level to become fully competent in as short a timescale as possible.
F&R	No. of RIDDOR (reporting of injuries, Diseases & Dangerous Occurrence regulations) accidents	1	6	6	G	G				
F&R	Average days sickness per FTE	4.08	8	7	G	R				It is likely that the yr end will be a minimum of 8 days lost per FTE. This compares to the figures for yr end Sept 2015 of 3.47 A no of long term sick are now returning on light/full duties. These have impacted on the absence figures. An amended sickness absence policy is launched in mid Nov & will provide a more streamlined & effective way of managing sickness.

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The health and wellbeing of all in Warwickshire is protected		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	No. of RDS (Retained Duty System) firefighter vacancies (FTE) for County	31	23	40	R	G			↑	Currently the level of RDS vacancies is running at 31 and the Service continues to deal with the challenges of the RDS system. A further RDS recruitment campaign has been planned for this year. The DRASP team who coordinate the process will support the potential recruits throughout with a target of reducing the RDS vacancy levels to circa 23.
F&R	No. of WDS (Wholetime Duty System) firefighter vacancies (FTE) for County	6	0	0	G	G			↑	The number of wholetime firefighter vacancies is being managed closely and is currently running at 6. As WFRS enters phase 2 of our Transformation programme and a new duty Close management of the vacancy situation and any effect on wholetime availability through the monthly performance meetings.
F&R	No. of major training events & exercises undertaken at risk premises	10	20	12	G	G			↔	

Key to Direction of Travel (DoT): The DoT is based on an assessment of the forecasted RAG rating of the KBM at each quarter its lifetime

 <p>-indicates that the KBM has maintained a constant direction of travel, (which may be Green, Amber or Red) for at least 70% over its lifetime; the rating for new KBM's will be assessed on the available quarters' RAG.</p>	 <p>-indicates that the KBM forecasted RAG has achieved an improvement for at least two consecutive periods following a dip of two consecutive periods. New KBM's will be assessed on the available quarters' RAG.</p>	 <p>-indicates that the KBM forecasted RAG has dipped for two or more consecutive quarters. New KBM's will be assessed on the available quarters' RAG.</p>
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4. Financial Commentary

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.

	2016/7 Budget	2016/17 Outturn	Revenue Variance		Retained reserve	Balance/Financial Standing
	£'000	£'000	£'000	%	£'000	£'000
Customer Services	8,924	8,845	(79)	0.89% underspent	624	(703)
Finance	3,620	3,177	(443)	12.24% underspent	(551)	(994)
HR & OD	6,051	5,144	(907)	14.99% underspent	(549)	(1,456)
Information Assets	10,926	10,353	(573)	5.24% underspent	(63)	(636)
Law & Gov	933	803	(130)	13.93% underspent	(20)	(150)
Performance	3,948	3,827	(121)	3.05% underspent	(3)	(124)
Physical Assets	10,459	9,431	(1,028)	9.83% underspent	(402)	(1430)
Fire & Rescue	19,686	19,565	(121)	0.61% underspent	(444)	(565)

4.1.2 The reasons for any over-spends and under-spend of more than 2% are given below.

Underspends (above -2% Tolerance)

- Finance – The forecast underspend of £0.443 million is due to holding vacancies in order to fund future savings targets and additional one-off income generated from contractual rebates.
- Human Resources – The forecast underspend of £0.907 million is due to the Human Resources Management System Project budget which will be considered for allocation to 2017/18 in Quarter 3.
- Information Assets – The forecast underspend of £0.573 million (now reduced from the forecast overspend of £0.067 million at Quarter 1) is mainly due to money set aside for the replacement systems which is now intended for use in 2017/18.

- Law & Governance – The forecast underspend of £0.130 million is due to increased demand for legal services from both internal and external customers.
- Performance – The forecast underspend of £0.121 million is due to vacant posts being held for future savings and in anticipation of the redesign of the business unit.
- Physical Assets – The forecast underspend of £1.028 million is due to additional trading surpluses, holding vacancies to enable the Cleaning Service restructure and a reduction in rates charged on County buildings.
- Other Services – The forecast underspend of £3.402 million is due to slippage in the delivery of the approved capital programme reducing the need to borrow and the effect of the continued low interest rates.

4.2 Reserves

- 4.2.1 Business Units sought and obtained Cabinet’s approval to put funds into reserves to support the delivery of services in future years. The specific proposals which Cabinet approved are:

Customer Service (£0.054 million)

- To fund the Sunday opening hours of libraries in 2017/18.

Physical Assets (£0.548 million)

- £0.080 million to tackle fuel poverty via own Energy Service Company.
- £0.234 million to the Resources Group Transformation Fund to support the redesign of the service.
- £0.234 million to the Resources Systems Development Fund to help fund the associated changes to systems that will facilitate the effective delivery of the service redesign.

Finance (£0.150 million)

- £0.150 million to be invested in the Council’s replacement payroll system.

Human Resources & Organisational Development (£0.640 million)

- £0.640 million to Resources Group Systems Replacement Reserve to fund the costs of the new HR Management System.

Information Assets (£0.525 million)

- £0.525 million to the Resources Group Systems Development Fund to fund replacement systems including specifically the telephone system in 2017/18.

4.3. Delivery of the Savings Plan

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

	2016/17 Target	2016/17 Actual to Date	2016/17 Forecast Outturn	Implementation Status	Commentary
	£'000	£'000	£'000		
Customer Services	402	0	402	A	The Registration Service has a target to deliver an additional £100,000 income next year as part of the agreed savings plan, this will be a challenge & the Service is taking the opportunity to continue to market the service to attract more customers to get married in Warwickshire
Finance	250	0	250	G	
HR & OD	347	0	347	G	
Information Assets	567	0	567	G	
Law & Governance	30	29	30	G	
Performance	200	200	200	G	
Physical Assets	1,061	389	1,061	G	
Fire & Rescue	860	825	860	G	

4.4 Capital Programme

4.4.1 The table below shows the approved capital budget for the business units concerned and the year-end forecasted position for the business units concerned.

	All current & Future Years Approved Budget	New approved funding/ Schemes	All Current & Future Years Forecast	2016/17 Approved Budget	Slippage from 2016/17 into future years
	£'000	£'000	£'000	£'000	£'000
Customer Services	3,528	0	3,528	631	(314)
Finance	0	0	0	0	
HR & OD	0	0	0	0	
Information Assets	24,709	423	25,132	4,695	0
Law & Governance	0	0	0	0	
Performance	0	0	0	0	
Physical Assets	39,475	67	39,542	15,022	(1,029)
Fire & Rescue	11,586	110	11,696	4,970	0

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

- Customer Service - The slippage of £314,000 is due to the service having reassessed ongoing priorities and realigned project spend to reflect this.
- Physical Assets – The slippage of £1.029 million is across several projects caused mainly by problems obtaining planning permission and land access issues. Additionally, some delays have been necessary in order to ensure that the full impact of OOP 2020 has been considered fully.

5. Supporting Papers

5.1 A copy of the full report that went to Cabinet on the 10th November is available via the following link: [One Organisational Plan Quarterly Progress Report April-September 2016](#) and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 10th November, is available in each of the Group Rooms.

6. Background Papers

None.

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