

Resources and Fire & Rescue Overview & Scrutiny Committee 22 February 2017

One Organisational Plan Quarter 3 Progress Report: April- December 2016

Recommendation

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

Considers and comments on the quarterly OOP performance progress report.

1. Introduction

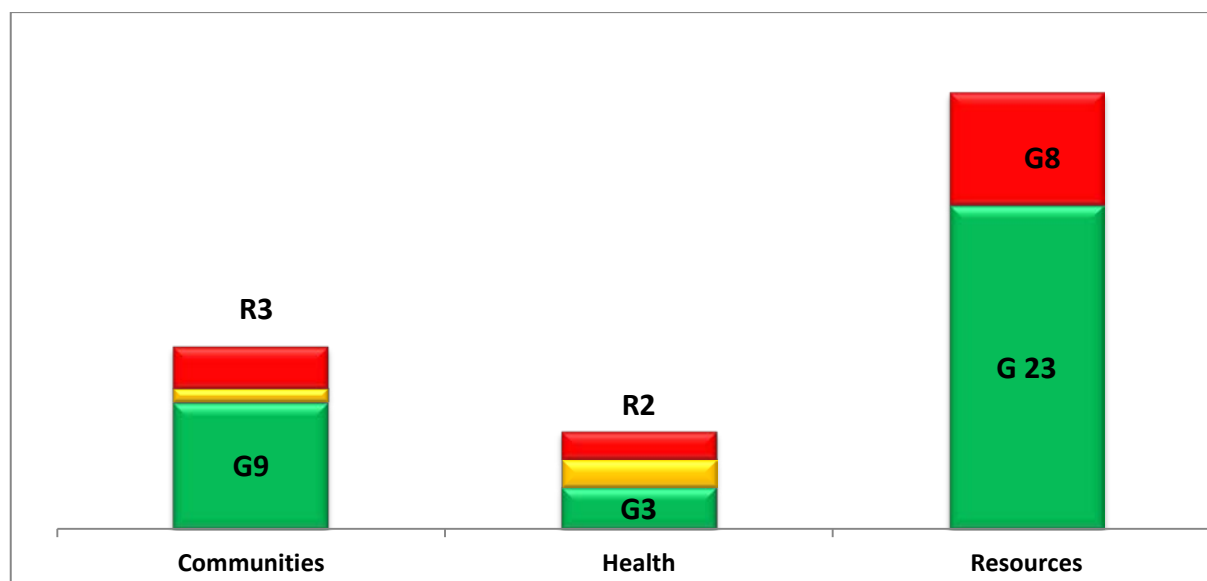
- 1.1. The One Organisational Plan Progress Report for April - December 2016/17 was considered and approved by Cabinet on 24 January 2017.
- 1.2. This report provides specific information which falls under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and draws on financial 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. 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 3) of the performance of the Key Business Measures for the three Outcomes relevant to this Committee. All three Outcomes have a majority of Green forecasted KBMs, confirming they are on target to be delivered by the year-end.



3.2 The section below reports on those Key Business Measures that are assessed as Red exceptions; these are ones with a current Red RAG and have had a Red RAG rating for 50% or more over their lifetime, based on a minimum of 4 quarters.

Fire & Rescue service- average number of sick days per full time equivalent (FTE) staff

The Service has set itself a stretching yearly target of 7 average sick days per FTE staff which is considerably lower than the WCC target of 10 days per FTE. The figures to the end of November show an average of 5.40 days per FTE suggesting that the year-end performance will be 8 days lost per FTE. In part this has been due to a number of staff who were on long term sick leave (but

are now returning to light or full duties) and have impacted on the target. An amended sickness absence policy was launched in November 2016 which aims to improve the management of this issue.

3.3 At the end of Quarter 3, a number of services are forecasting that they will exceed their yearly target as follows:

Outcome: Our Communities & Individuals are safe and protected from harm and are able to remain independent for longer.

- Fire and Rescue service are forecasting that they will outperform a number of their performance measures including:
 - they will attend fewer (1000) Priority 3 incidents (those posing potential threat to life) than the target of 1380 (and have attended 651 such incidents by the end of Q3).
 - they will attend 150 Priority 1 (these are the highest priority incidents which are a threat to life) incidents compared to the target of 201 (and have attended 100 such incidents by the end of Q3).
 - there will be fewer fire related injuries than the target of 22 (there have been 12 at the end of Q3).
 - they will deliver 200 more site specific inspections than the target of 600 (having already delivered 587 by the end of Q3).

Outcome: The Health & Wellbeing of all in Warwickshire is protected.

- Fire and Rescue also expect to out-perform in relation to:
 - the number of vacancies for Retained Duty Service firefighters (forecasting this will be 23 against the target of 40).
 - the number of major training events/exercises at high risk premises and will undertake 20 of these, thus exceeding their target of 12 (having already undertaken 12 by Q3).
 - the fewer numbers of reportable accidents under the Reporting of Injuries, Diseases and Dangerous Occurrences regulations will remain less than the target of 6 (with only 1 such accident at the end of Q3).
 - the target for the availability of Retained Duty System appliance at key stations will be (95% forecast) above the yearly target (85%).

Outcome: Resources & services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.

- The IT service is forecasting to:

- slightly outperform on their target of delivering the high speed broadband/internet access for all premises and small businesses (91.58% forecast against target of 91.5%).
- improve on their target of the availability of IT key systems through the core infrastructure for users, forecasting 99.5% achievement against a target of 99%

- Customer Service is forecasting to:

- increase customer satisfaction with the Customer Service Centre by 5% (achieving 90%) above the yearly target of 85% and
- reduce the call abandonment rate of calls through the Customer Service centre to 4%, so that it is better than the target of 5%.

- The Law and Governance service is forecasting that 90% of Audit recommendations will have been implemented against the target of 66% (with Q3 performance being 89%).
- Human Resources and Organisational Development services are forecasting that staff sickness levels overall will be less than the target of 10.05 days average per employee.

3.4 The section below provides an indepth view of Finance and Physical Assets services, including their performance, through their Key Business Measures, over a longer period of time.

Finance Business Unit

3.4.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs. The Finance Business Unit largely discharges this responsibility. The key outcomes the Unit contributes to are around reducing cost and ensuring openness, transparency and accountability. It does this by focusing on the following four key long-term objectives:

- Effective financial planning, management and reporting framework
- Meeting fiduciary and statutory duties
- Providing accessible, accurate and up to date financial information
- Enabling decision-making based on sound financial understanding and an assessment of financial risk

3.4.2 The Finance Business Unit provides the following services:

- Financial Advice
- Budget setting and Medium Term Financial Planning
- Budget Monitoring (capital and revenue)

- Production of the Final Accounts
- Pension Service (including managing the Pension Fund)
- Treasury Management
- Defines and monitors financial processes & procedures for the authority
- Statutory and Non-statutory Grant and other Returns (including Tax)
- Procurement
- Produces financial assessments for adult social care clients
- Ensures payments to suppliers
- Collects and pays in income & Debt Recovery

3.4.3 It supports the Council's delivery of its outcomes and services by:

- Focusing on being an enabler for the authority (adding value by identifying the most effective way of using financial resource to deliver the key outcomes of the authority)
- Providing cost effective stewardship of these resources (by providing effective financial analysis to support governance and ensure financial accountability)
- Working to improve the financial literacy of the organisation (by providing a robust financial system in line with the needs of the Authority and by commissioning all aspects of training related to finance activity for the finance community and its internal customers).

3.4.4 The table below shows the current Key Performance Measures for the service and those applied at the start of the current OOP. Green indicates that the performance measure is forecast to be achieved or was achieved whilst Red indicates the target will not be achieved or was not achieved.

2016/17 Key Business Measures	2013/14 Performance Measures
WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	Corporate revenue and capital spending plans published by due date
Statutory reports are unqualified by External Auditors (WCC)	Treasury Management strategy supports the Medium Term Financial Plan
WCC's statutory reports (Pension Fund) are produced to deadline	Medium Term Financial Plan milestones met
Statutory reports (Pension Fund) are unqualified by Ext auditors	Year End Variance of Authority Spend
Financial reports considered by Corporate Board, GLT, Cabinet & Council (on the budget, quarterly monitoring & the Statement of Accounts) produced on the agreed dates	

3.4.5 Performance has generally been positive, in terms of both customer satisfaction and staff engagement. In 2013/14 the Authority (as a whole) generated a late, large underspend. As a result, monitoring processes have been tightened up and the variance in forecasting between quarters has reduced, indicating increased accuracy and reliability. The resulting improvement was seen in 2015/16 when the overall revenue outturn was within the target of 2% for the Council. There have been similar issues with slippage on capital programmes and large variances are now reported to Overview & Scrutiny committees for further consideration.

3.4.6 The Business Unit itself had a large underspend last year, mainly due to difficulties in recruitment and its traded services (schools finance, schools sickness insurance and – at the time – payroll) did not collectively hit their target. Services are on track this year. The service has also been instrumental in delivering access to cheaper capital (through being a founder member of the Local Capital Finance Company) and working in partnership with the private sector to improve cash flow, payments and supplier management through the Premier Supplier Service.

3.4.7 Key Developments for Finance Service

The key development will be the production of the 2017 to 2020 Medium Term Financial Plan. This is a financial expression of the One Organisation Plan 2020 and will include the need to rigorously monitor the delivery of savings as well as contribute and invest in the generation of innovative service delivery models. As part of this, there will be changes to the way that the Authority creates, generates and presents financial information for decision making in a timely manner. The other key challenge will be starting the transfer of the £1.8 billion of assets in the Warwickshire Pension Fund to the Border to Coast Pension Partnership.

Physical Assets

3.5.1 The objectives of the Physical Assets Business Unit are to:

- Formulate and promote the strategic plan for the council's assets and deliver rationalisation so that service needs are met and resource efficiency is maximised.
- As the corporate landlord, to deliver a fit for purpose, safe, secure and comfortable environment so that the council can operate efficiently and effectively through the use of its assets.
- To deliver valued support services and facilities to customers and property users so that the council's front-line service delivery is the best it can be.
- To deliver investment opportunities so that assets contribute to the wealth and health of Warwickshire communities.

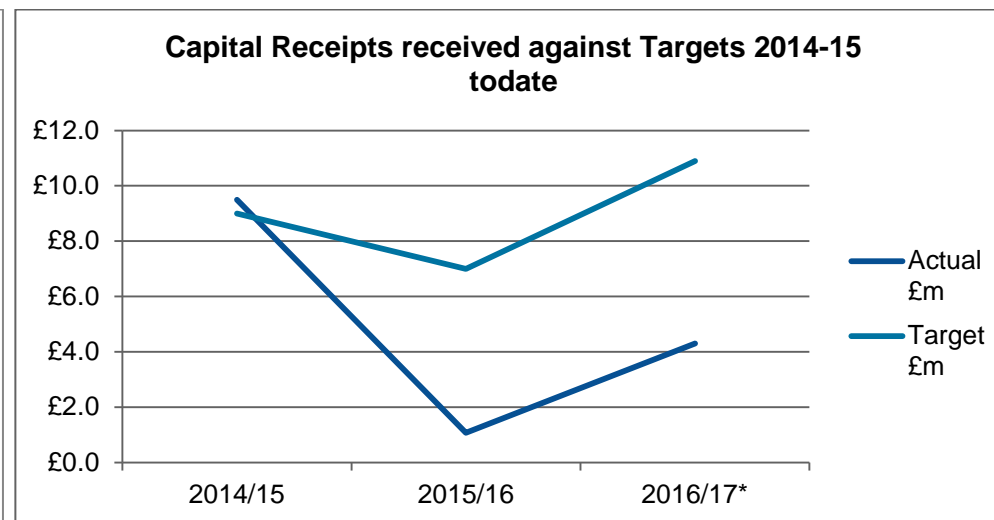
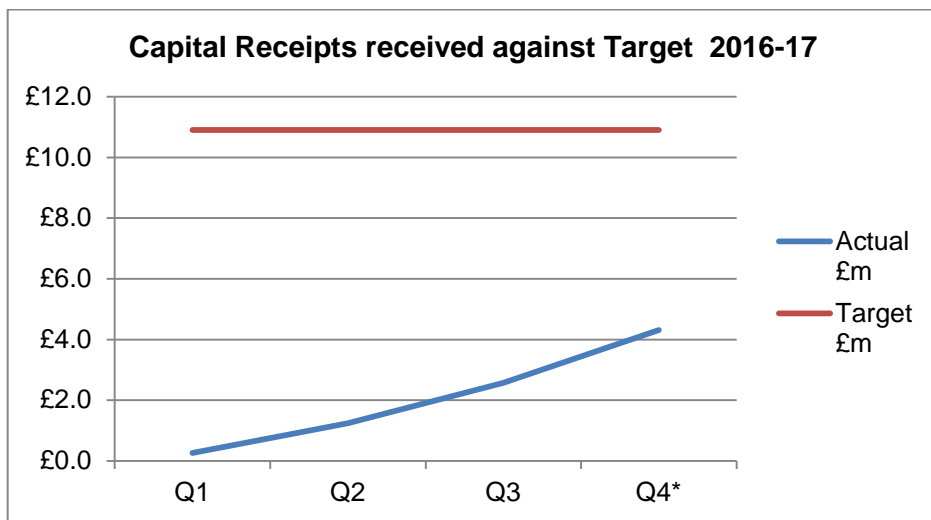
3.5.2 The Service is organised into the following five key functions:

- Asset Strategy –prepares and advises on policy and strategy, including on property performance, asset management planning, capital programming, asset planning for growth and sustainable development.
- Programme Management- responsible for the Property Rationalisation Programme to ensure the Authority has the right properties in the right place which provide a modern and flexible working environment and deliver value to customers and staff.
- Estates and Smallholdings- which supports the delivery of the Councils' objectives by efficiently managing the property portfolio via appropriate investment, maximising the rate of return.
- Construction Services- responsible for keeping the Council's buildings open, safe and serviceable; delivering capital building projects and refurbishment works on time and within budget and helping the Council to reduce carbon emissions and cost reduction /avoidance through on-going investment in energy efficiency, awareness raising, the development of renewable energy systems and increased security of supply.
- Facilities Management- providing a safe and secure physical environment for staff to work through the management of day to day operations such as car parking, security, catering etc.

3.5.3 Trading by the Service provides a significant source of income to support corporate activity and in 2015-16, turnover was almost £18 million, with a net trading surplus of over £200,000, £150,000 of which came through activity with schools.

3.5.4 The graphs and accompanying commentary below show the longer term performance of the four Key Business Measures used to assess Physical Assets services.

3.5.4 Physical Assets- Key Business Measures



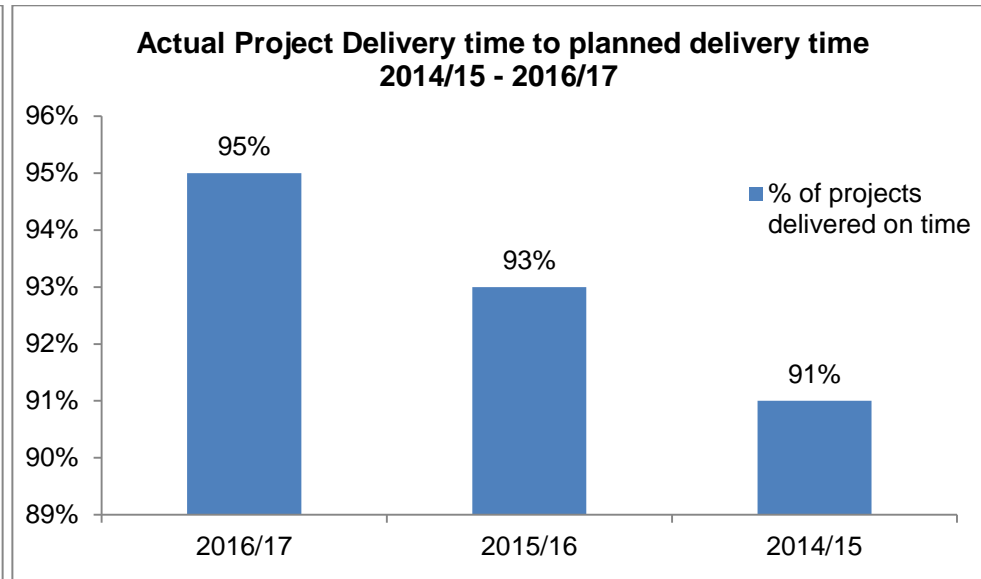
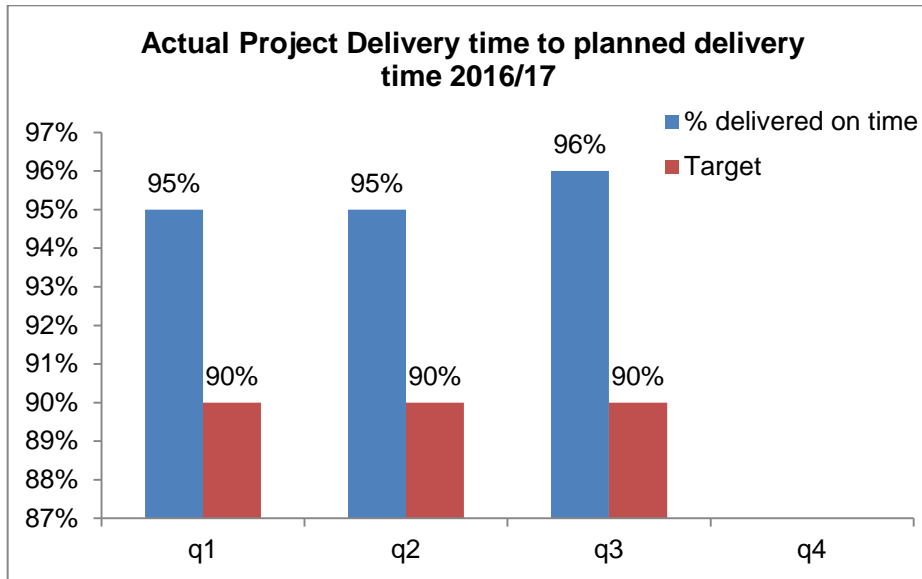
3.5.4 Physical Assets-Key Business Measures

Capital Receipts target & actual current year			
2016/17	Actual £m	Target £m	%
Q1	£0.260	£10.900	2%
Q2	£1.244	£10.900	11%
Q3	£2.575**	£10.900	24%
Q4*(forecast)	£4.311**	£10.900	40%

Capital Receipts target & actual - 2014/15 to present.			
	Actual £m	Target £m	%
2014/15	£9.50	£9.00	106%
2015/16	£1.08	£7.00	15%
2016/17*	£4.31**	£10.90	40%

Capital Receipts received against Target (commentary)

The graphs above show that the Service exceeded its target in 2014/15 by £0.5million. However, in 2015/16 and at the end of Quarter 3 2016/17, performance is below the target set. The realisation of Capital Receipts often involves the disposal of sites, including complex issues and negotiations, and often due to external factors, may cause delays which then impact on the target set. Thus the delays in receiving the target Capital receipts in 2015/16 and in the current year are due to a) planning issues affecting conditional contracts and options, b) delays in relocating to Hawkes point to release sites at Montague Road and c) delay in the disposal of land at Europa Way (and the initial payment of approximately £7.5m in 2015/16) with continued negotiations involving Warwick District Council. **Figures include internal receipts.

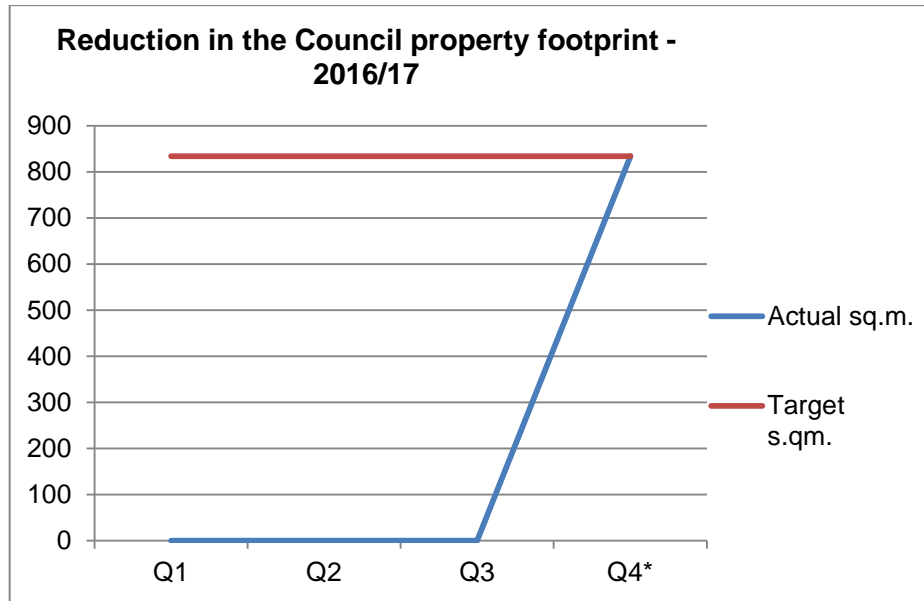


Actual Project Delivery Time to Planned Delivery Time-Commentary

The purpose of this measure is to monitor whether Capital Programme projects are being delivered on time and help the management of delays and over-runs resulting in additional costs. The timeframe is aligned to Royal Institute of Building Architects (RIBA) standards, monitoring the planned project duration against the actual duration. The graph above shows that performance on this has been at 90% or above since 2014/15 and in the current year is exceeding the set target comfortably.

Currently, this is monitoring delivery of 45 construction projects which range from the delivery of acoustic enhancements within Schools to the delivery of significant classroom extensions. The delivery of such projects makes a valuable contribution to trading activity by the Service and helps support the overall corporate property activity and asset strategy. The Service has also won a number of awards for its delivery of such projects recently; in 2015, the Design and Construction team provided project assurance on the Aylesford Primary School building and collaborated with Ashe Construction and Lungfish Architects and the whole project was awarded a West Midlands Celebrating Construction Award for Integration & Collaborative Working. In 2016, Construction services supported the Quinton Primary School building works and the project received the Stratford District Council Building Excellence Award for Best Public Building.

3.5.4- Physical Assets Key Business Measures



Reduction in Council Property footprint-Commentary

The Council's Property Rationalisation Programme aims to improve the utilisation of the Council's core offices. Utilisation is currently being assessed and results so far indicate that the average utilisation is circa 41%. The aim is to improve utilisation to over 60% on average with a programme of moves prior to 2020. To enable this to be achieved, the Service is working with HR & OD and ICT to ensure that the moves programme is aligned to the Council's Smarter Working Programme and ICT Strategy.

Based on its assessment, the Service has set a target of reducing the Council's property footprint by 834 sq. m in 2016/17 and by 6750 sq.m. by 2020. The 2016/17 target has now been achieved, following the release of Elizabeth House in Stratford upon Avon.

During the first phase of 2011-2015, a total of 139 assets were sold, transferred, returned, or demolished as part of the Property Rationalisation Programme, delivering over £4 million of savings.

Non-Compliance per £1m of operational property expenditure

The fourth key business measure for the Service monitors the number of incidents each year which breach the Council's control mechanisms for statutory items such as Asbestos, Fire and Water Hygiene and are aimed at ensuring we meet our obligations as landlord and employer and ensure the health and safety of all users of our buildings and projects. The Council has policies and procedures to manage statutory compliance and incidents of breakdowns in these procedures would result in a non-conformity being raised- an example would be if there was a release in asbestos as a result of works being carried out in WCC buildings.

This measure was introduced in the current year and the aim is to keep such incidents to an absolute minimum. It is worth noting that there have been no such incidents of non-compliance so far during 2016/17 (against a forecast of 4) which is a testament to the strong policies and procedures in place to avoid these.






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




Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership											
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
Customer Service	Resident satisfaction with WCC customer journey	High	92	90	85	G	G	G		↔	
Customer Service	Call abandonment rate	Low	2.5	4	5	G	G	G		↔	
Customer Service	On-line customer service transactions	High	31	35	80	G	A	R		↔	This measures number of transactions completed digitally for services available as a% of the total. The no. of services available online is increasing, helped by internal awareness campaigns. However, the greatest influence on this measure will be the switching off of channels such as telephone, face to face, to encourage customers to switch to online.
Customer Service	Number of visits to WCC libraries (per population)	High	1.7	2.8	2.8	G	G	G		↔	
Information Assets	Medium and high level information incidents reported	Low	37	55	50	G	G	R		↔	Q3 actuals only has 2 months of data; we are running slightly above average but will continue to raise awareness. Training is planned for Q4
Information Assets	Availability of IT key systems through core infrastructure to users	High	100	99.5	99	G	G	G		↔	
Information Assets	Remote availability of IT key systems to users through mobile devices	High	56	65	65	G	G	G		↔	
Information Assets	% Coverage Warwickshire of high speed broadband access for all	High	91.58	91.58	91.5	G	G	G		↔	


Outcome	Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership										
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
	premises & small businesses										
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	High	100	100	100	G	G	G		↔	Unaudited accounts were published by the deadline of 30 June.
Finance	Statutory reports are unqualified by External Auditors (WCC)	High	100	100	100	G	G	G		↔	Accounts have not been qualified, but Objection to Accounts means process is not yet closed.
Finance	WCC's statutory reports (Pension Fund) are produced to deadline	High	100	100	100	G	G	G		↔	Unaudited accounts were published by the deadline of 30 June.
Finance	Financial reports considered by Corporate Board, GLT, Cabinet & Council (on the budget, quarterly monitoring & the Statement of Accounts) produced on the agreed dates	High	88.88	94.44	100	G	R	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, caused by 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.
Finance	Amount of Cash Return on Invested Capital, expressed as ratio over LIBID (or other target	High	100	373.33	100	G	G	G		↔	LIBID- refers to London Inter-Bank Bid rate

Outcome	Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership										
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
	agreed in the Council's Treasury Management Strategy), and Other County Councils Benchmark										
Finance	Statutory reports (Pension Fund) are unqualified by Ext auditors	High	100	100	100	G	G	G			
Law & Governance	No. of complaints upheld by the Ombudsman	Low	8	10	8	G	G	R			5 of these were in relation to Social Care & Support, 1 in relation to Strategic Commissioning, 2 in relation to Children's safeguarding. All 8 will be reviewed to identify trends & lessons for improvements will be raised with HoS/S Director
Law & Governance	Audit recommendations implemented vs recommended	High	89	90	66	A	A	G			
Law & Governance	Legal challenges / adverse judgments	Low	1	1	0	G	G	R			1 upheld compliant by the Information Commissioner in relation to a request made under Environmental Information regulations where it found that the exception to disclosure relied on by WCC was not appropriate & has ordered us to make the information available.
HR & OD	Staff sickness	Low	8.91	10.0	10.05	A	A	G			Average no. of days lost per fte due to sickness.
HR & OD	Staff turnover	Low	15.07	14	15.19		G	G			(NB- Shown incorrectly as Amber in the Cabinet report)
HR& OD	Positive employee engagement score as %	High	70	70	70	G	G	G			Employee Engagement score is calculated using the results of the Your Say survey. Target met

Outcome	Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership										
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
HROD	%Compliance with statutory requirements or maintain 100% compliance	High	100	100	100	G	G	G		↔	On target.
Physical Assets	Target asset receipts received (as %)	High	23.82	35.28	100	G	G	R		↓	Target shortfall due primarily to delay in receipt from Kenilworth Greenway - option not triggered by developer and Delay in first payment from sale of land at Europa Way - ongoing negotiations with WDC. Sale of 1 Northgate Street and land at Warton have also been delayed.
Physical Assets	WCC Council property footprint (sq. mtrs) reduction achievement	High	0	100	100	G	G	G		↔	Target is to reduce floor space of centralized property by 834 sq. m by 31.3.2017 & to achieve this fully (100%). Our longer term target is a reduction of 6750 sq. m by 31.3.2020. Closure of Elizabeth House, Stratford upon Avon in Jan 2017 will mean achievement of 2016/17 target.
Physical Assets	Non-compliance per £1m of operational property expenditure	Low	0	4	4	G	G	G		↔	This measures the number of incidents which breach our control mechanisms for statutory items such as Asbestos, Fire & Water Hygiene. WCC has policies & procedures in place to comply with regulations & manage in case of breakdown. An example would be where there was a release in asbestos fibre as a result of works being carried out in WCC buildings. The target is not to have more than 4 such incidents in a year. To date, we have had none. The measure is based on a budget of £5.3m of centralised property holding by WCC
Physical	Actual project	High	95	90	90	G	G	G		↔	



Outcome	Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership										
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
Assets	delivery time to planned delivery time										
Performance	Variance between actual quarterly milestones & planned quarterly milestones	Low	22.26	19.71	10	G	R	R			In Jan 2016, Customer & Transformation Board identified 18 key projects/programmes. 192 of 247 milestones were completed on time for Q1-Q3. 7 projects including, Accommodation with Care & Adults Transportation missed more than 10% of their milestones in Q3. However, at the end of Q3, all projects with the exception of Improved Transitions, Home First Service Project (Phase 1) & Adults Transport are on schedule to be delivered by the original project end date. Monitoring will continue to help identify issues & where additional support is needed
Performance	Benefits delivered from high priority projects & programmes (as agreed by CTB)	High	100	90	90	G	G	G			This refers to benefits derived from closed projects. 1 project has closed so far & two of two benefits for this have been achieved to date.
Fire & Rescue	% Customer satisfaction level for County	High	96.25	95	95	G	G	G			
Fire & Rescue	£K forecast savings at Year End	High	825	860	860	G	G	G			The establishment has been reduced to achieve this, but due to a delay in the Fire Control Project, some fixed term contracts have been extended.
Fire & Rescue	Revenue outturn -% forecast variance to budget for County	Plan	3.92	1.25	-2	R	G	G			The forecast underspend is due to vacancies which are now being filled, budgeting for ill health retirement which will now not be required & funding for future projects and training in





Outcome	Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership										
2016/17 PERFORMANCE											
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						Q1	Q2	Q3	Q4		
											2017/18, partially offset by a small overspend in Fire Control.
Fire & Rescue	Capital programme -% variance to budget for County	Plan	0.04	20	0	R	G	R			This is due to a small increase in expenditure on the Joint Control project, for which funding is in place.
Outcome	Our communities and individuals are safe and protected from harm and are able to remain independent for longer										
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
Fire & Rescue	No. of HFSCs delivered for County	High	2690	4000	4000	G	G	G			These are free Home Fire Safety Checks provided to residents.
Fire & Rescue	No. of P1 Incidents Attended	Low	100	150	201	G	G	G			These are highest priority incidents which pose a threat to human life



Fire & Rescue	No. of P2 Incidents Attended (those posing a serious hazard/high risk to life Building fire or explosion)	Low	214	320	301	G	R	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. The Community Fire Safety Team and Arson Reduction Team work closely with stations to deliver targeted fire safety initiatives within communities. Partnership working through forum such as Community Safety Partnerships is essential to reduce risk within the communities of Warwickshire.
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Outcome Our communities and individuals are safe and protected from harm and are able to remain independent for longer





2016/17 PERFORMANCE

BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
Fire & Rescue	No. of P3 Incidents Attended -those posing potential threat	Low	651	1000	1380	G	G	G			These are incidents posing potential threat to life e.g.- fires in cars, chimneys, railway embankments
Fire & Rescue	No. of P4 Incidents Attended	Low	680	900	875	G	A	A			These incidents are those which pose a potential hazard to human life & 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 to identify trends plus targeted fire safety initiatives & partnership working within communities is in place.

Fire & Rescue	No. of P5 Incidents Attended (lowest priority incidents which pose a confirmed low hazard threat to human life & include fires already believed to be out and to Automated Fire Alarms).	Low	522	800	327	G	R	R			This type of incident has increased during the period due to a Service policy change in mobilising to Automatic Fire Alarms which are only in sleeping risk and life risk premises. Close monitoring is done of the number & types of incidents being attended by the Service to identify current and emerging trends across the County. Action is taken by local officers to work with premises managers to reduce automatic fire alarms at premises where there is a high occurrence of alarms.
Fire & Rescue	No. of preventable fire related deaths	Low	0	0	0	G	G	G			
Fire & Rescue	No. of site specific inspections delivered	High	587	800	600	G	G	G			
Fire & Rescue	No. of students receiving Fatal Four Education Sessions for the County	High	891	1500	1500	G	G	G			

Outcome	Our communities and individuals are safe and protected from harm and are able to remain independent for longer											
2016/17 PERFORMANCE												
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken	
						Q1	Q2	Q3	Q4			
Fire & Rescue	No. of fire related injuries	Low	12	18	22	G	G	G				
Fire & Rescue	% of time an appliance arrives at life risk or property incidents within agreed response standards	High	73.94	75	75	G	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.

Fire & Rescue	% of time a 2 nd appliance arrives at life risk or property incidents within agreed response standards	High	76.06	78	90	R	R	R		<p>This measure related to the attendance time taken for a second fire engine to attend an emergency incident.</p> <p>The location of an incident such as on a motorway or the location and availability of a fire engine, particularly in rural areas impacts on the performance of this measure.</p> <p>Weekly monitoring is undertaken to identify responses & causes of missing target; action is taken to improve this, where necessary, such as re-deploying available resources across the County.</p>
Fire & Rescue	% Retained Duty System (RDS) appliance availability at key stations	High	89.88	90	85	G	G	G		<p>Key stations are those RDS units geographically positioned to meet the 10 minute response standard. Recognising the pressures facing RDS staff this is an encouraging level of performance.</p> <p>Although the recruitment of RDS staff is important across all stations, where spare or resilience staff are re-deployed on a daily basis- the RDS key stations will be the first to receive any resources.</p>

Outcome	The health and wellbeing of all in Warwickshire is protected										
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
Fire & Rescue	% of incident command competency amongst Flexi Duty Officers	High	97.38	98	100	A	A	A			Earlier in year 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.
Fire & Rescue	% competency level for WDS and RDS staff in 8 risk critical competency areas	High	95.92	96	100	A	A	A			The performance against this target is affected due to recently recruited Retained Duty System (p/t) personnel undergoing their development courses which can take some time due to their limited availability to attend courses. In addition there are some whole-time firefighters returning from sickness who will take time to regain full competency. All will be supported to become fully competent through Training & Development and at station level in as short a timescale as possible.
Fire & Rescue	No. of RIDDOR (reporting of injuries, Diseases & Dangerous Occurrence regulations) accidents	Low	1	5	6	G	G	G			
Fire & Rescue	Average days sickness per FTE	Low	5.4	8.5	7	G	R	R			Year to date sickness absence for 2016/17 is 5.40 at end of November (compares to 4.93 days to end of Nov 2015) and means the year end will be a minimum of 8 days lost. A number of long term sick are now returning on light/full duties. These have impacted on the absence figures. An amended sickness absence policy was launched in mid-November & will provide a more streamlined & effective way of managing sickness. The 7 day target is lower than that for other WCC services.

Outcome											
The health and wellbeing of all in Warwickshire is protected											
2016/17 PERFORMANCE											
BU	Key Business Measures	Aim	Q3 Actual	Y/End Forecast Q3	Target	RAG Year End Forecasts				DoT 2014-16	Commentary Including Action to be taken
						Q1	Q2	Q3	Q4		
Fire & Rescue	No. of RDS (Retained Duty System) firefighter vacancies (FTE) for County	Low	36	23	20	R	G	R		↓	Currently the level of RDS vacancies is running at 36 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. The recruitment process has been improved; the no of applicants successfully completing the process has increased & a new recruitment drive is underway.
Fire & Rescue	No. of WDS (Whole-time Duty System) firefighter vacancies (FTE) for County	Low	8	0	0	G	G	G		↑	The number of whole-time firefighter vacancies is being managed closely & currently running at 8. As WFRS enters phase 2 of our Transformation programme and a new duty system is established these vacant posts will be protected & contribute to the savings without the need for compulsory job losses. In order to maintain availability of fire engines temporary fixed term contracts will be used & the year-end estimate takes this into account. A recruitment campaign is planned for early 2017.
Fire & Rescue	No. of major training events & exercises undertaken at risk premises	High	13	20	12	G	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

↔	-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.	↑	-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.	↓	-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.
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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	8,870	8,801	(69)	0.78% underspent	678	(747)
Finance	3,470	3,224	(246)	7.09% underspent	(551)	(797)
HR & OD	5,411	4,905	(506)	9.35% underspent	(549)	(1,056)
Information Assets	10,401	10,248	(153)	1.47% underspent	(63)	(216)
Law & Governance	933	704	(229)	24.54% underspent	(20)	(249)
Performance	3,948	3,387	(561)	14.21% underspent	(3)	(564)
Physical Assets	9,911	9,897	(14)	0.14% underspent	(482)	(496)
Fire & Rescue	19,685	18,925	(760)	3.86% underspent	(444)	(1,204)

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 £0.246 million is due to holding vacancies in order to fund future savings targets and additional one-off income generated from contractual rebates. The underspend is partly offset by the cost of a review designed to improve financial information available to the organisation.
- Human Resources – The forecast underspend of £0.506 million is due to being unable to recruit apprentices into positions and vacancies not filled to deliver 2017/18 savings.
- Law & Governance – The forecast underspend of £0.229 million is due to increased demand for legal services from both internal and external customers, together with staffing vacancies held in anticipation of future savings delivery.
- Performance – The forecast underspend of £0.561 million is due to vacant posts being held for future savings and in anticipation of the redesign of the business unit.

- **Fire & Rescue** – The forecast underspend of £0.760 million is due to vacant posts (being held for future savings and in anticipation of the redesign of the business unit), funding for the new Integrated Risk Management Plan which is currently out to consultation and therefore costs will not be incurred until 2017/18 and slippage in project funding due to external factors.

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:

Human Resources & Organisational Development (£0.485 million)

- £0.290 million to be used in 2017/18 for additional support for HR transformation and wider County Council transformation projects.
- £0.195 million for apprenticeship spend to be used in future years.

Finance (£0.176 million)

- £0.176 million to support investment in one-off projects.

Information Assets (£0.100 million)

- £0.100 million to support the Corporate System Replacement Project.

Physical Assets (£0.014 million)

- £0.014 million for the Community Energy scheme to be spent in 2017/18.

Performance (£0.005 million)

- £0.005 million for Resources Group Traded Services Fund.
- £0.150 million to fund fixed term contract posts which will support delivery of transformation in 2017/18.
- £0.264 million for Resources Group Transformation Fund.

Fire & Rescue (£0.460 million)

- £0.080 million for training courses to take place in 2017/18
- £0.150 million for funding the Emergency Services Mobile Communication Programme project.
- £0.230 million for commitments in future years.

Law & Governance

- £0.65 million for Resources Group Transformation Fund.

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.

Business Unit	2016/17 Target	2016/17 Actual to Date	2016/17 Forecast Outturn	Forecast Outturn	Commentary
	£'000	£'000	£'000		
Customer Services	402	402	402	G	The Registration Service has a savings target to deliver an additional £100,000 income next year. The service is taking the opportunity to continue to market itself to attract more customers to get married in Warwickshire. The Digital by Default programme outcomes are taking longer to embed within the organisation than was originally anticipated, Further, any savings will be retained by the Groups.
Finance	250	250	250	G	Savings plan is on track
HR & OD	347	347	347	G	2016/17 savings achieved and plan for 2017/18 savings is on track to deliver required savings in 2017/18.
Information Assets	567	567	567	G	All savings required for 2017/18 as part of the OOP 2014-18 have been identified and will be released in the 2017/18 budget process.
Law & Governance	30	30	30	G	
Performance	200	200	200	G	2016-2017 Savings Achieved
Physical Assets	1,061	400	686	R	A Review of customer journeys and service offers has affected the pace of property rationalisation & savings achievement. However, the shortfall in meeting the target will be met from underspends elsewhere in Physical Assets. Projects have been included in the Property Rationalisation Programme for 2017/18 in order to meet the target.
Fire & Rescue	860	825	860	G	

4.4 Capital Programme

4.4.1 The table below shows the planned capital expenditure for the business units at the start of the year, slippage at the end of Q3 and consequent planned capital expenditure at Q3. At an overall level, the Council's planned capital programme is forecasting slippage of a further 11% at Q3, bringing the total slippage forecasted to the year-end to 29%. The table below also shows the contribution to this by the services relevant to the remit of this Committee:

Service	(A) Planned capital expenditure at Q1 £'000	(B) New approved expenditure since Qtr 1 £'000	(C) Slippage for the year, since Qtr 1 £'000	(A+B+C) Planned capital expenditure at Q3 £'000	Slippage at Qtr 3 as a % of the individual service planned Qtr 1 expenditure %	Slippage at Qtr 3 as a % of the overall WCC planned Qtr 1 expenditure %
WCC total	103,168	25,686	-30,355	98,498	N/A	-29%
Customer Service	3,528	0	-3,456	72	-98%	-3%
Fire & Rescue	6,230	117	-3,073	3,274	-49%	-3%
Information Assets	4,625	403	-263	4,765	-6%	0%
Physical Assets	12,785	3,599	-2,380	14,004	-19%	-2%

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

- Customer Service – Overall slippage since Quarter 1 is £3.456 million due to delays in various projects relating to improving the customer experience / one front door. The slippage of £0.245 million for this quarter is in the main due to the discovery of asbestos at Stratford Library which has delayed the works. The full scope and management of the removal of the hazardous material is currently being reviewed.
- Physical Assets – Overall slippage since Quarter 1 is £2.380 million. In previous quarters this has been due to delays on rural services schemes, strategic planning applications, old Shire Hall and rationalization of County storage. The slippage of £0.523 million for this quarter is due in the main to additional survey work being required on various projects resulting in a delay to planned capital works.

- Fire and Rescue – Overall slippage since Quarter 1 is £3.073 million. £1.813 million of slippage relates to this quarter. Almost all of the slippage for this year is due to slower than expected progress on the training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.
- Information Assets – The £0.263 million of slippage overall since Quarter 1 relates to the profiling of supplier payments due to changes in deployment.

5 Supporting Papers

- 5.1 A copy of the full report that went to Cabinet on the 24 January 2017 is available via the following link: [One Organisational Plan Progress Report December 2016](#) and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 24th January, is available in each of the Group Rooms.

6. Background Papers

None.

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