

Resources and Fire & Rescue Overview & Scrutiny Committee

13 September 2017

One Organisational Plan Progress Report: April 2016-March 2017

Recommendation

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

Considers and comments on the delivery of the three years of the One Organisational Plan 2014-18, including the final year of 2016-17 (to 31 March 2017) as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan Year End Progress Report April 2016 -March 2017 was considered and approved by Cabinet on 13 July 2017. It provides Members with a strategic overview of progress of the key elements of the OOP, specifically in relation to performance against key business measures, strategic risks, workforce management, revenue and capital budgets, reserves and savings targets. The report also provides detailed information on the financial aspects at a Business Unit level.
- 1.2. This report draws on financial and performance information extracted from the Cabinet report and provides Members of this Committee with information relevant to the remit of the Committee.
- 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) Contextual information on service 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) Improved commentary on key business measures which are/not performing well to enable a better understanding of the reasons and the actions being taken to address these.

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.

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

3.1. The OOP quarterly reports provide Members with an update on progress of the relevant business units in relation to their Key Business Measures, revenue and capital budgets, reserves positions and savings targets.

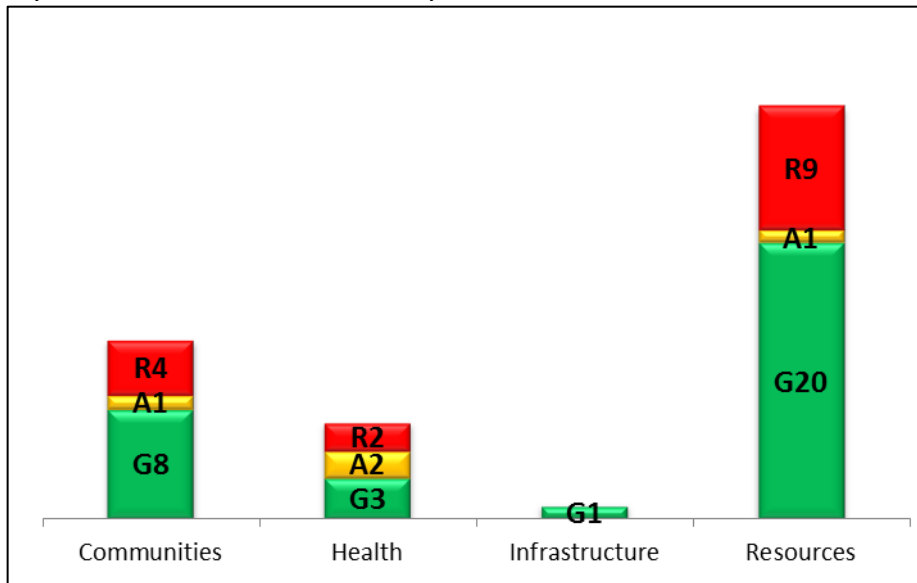
3.2 The OOP Outcome Framework for 2014-2017 contains 5 key Outcomes. The achievement of these Outcomes is measured through Key Business Measures (147 KBMs at 31 March 2017) which underpin the five Outcomes and the progress of all 147 KBMs are reported to Cabinet.

3.3 Each Key Business Measure has a target which the relevant service will aim to attain by the year end. Each KBM is rated through a RAG system at each quarter and at year-end. For Quarters 1-3 of the year, the RAG rating is based on a forecast by the service of the likely year-end position. At the year-end, the RAG rating is based on the actual performance attained for most KBMs. A very small number of KBMs do not have confirmed year-end figures until after the Cabinet meeting in July; however these are usually available by the time each Overview & Scrutiny Committee considers the year-end reports. A Green rating indicates that the KBM has attained or exceeded its target; an Amber rating indicates that the target was missed/within a tolerance level, generally of 5% of the target (though a few KBMs have a tolerance level of 2% or none) and a Red rating indicates that the target has not been attained. In exceptional cases, A RAG rating may not be available for a variety of reasons- usually due to the data not being available or a target not having been established.

3.4 51 of the 147 Key Business Measures, contributing to 4 of the 5 OOP Outcomes, are relevant to the remit of this Committee and are thus reported on here. The Resources Group has responsibility for 27 of the 51 KBMs whilst the Fire and Rescue Service is responsible for 24 of the 51 KBMs.

3.5 Graph 1 below shows the RAG rating achieved at 31 March 2017 by the 51 KBMs relevant to this Committee and is shown under the OOP Outcome which they contribute to. Overall, in 2016-17, 32 of the 51 (63%) KBMs achieved their yearly target and thus had a green RAG. (For the Authority as a whole, 59% of the 147 KBMs had achieved a Green RAG in 2016-17).

Graph 1: 2016-17 RAG rating achieved by the 51 KBMs, shown by the OOP Outcome which they contribute to.



3.6 Tables 3.7.1 to 3.7.4 below show the RAG achieved by the 51 Key Business Measures for the three years, 2014-17. 40 of the 51 KBMs were newly introduced since April 2016 and so there is just one year's performance data for these. Annex R provides detailed performance information, including commentary and actions being taken on the 51 KBMs.

Table 3.7.1 OOP Outcome- “Safe & Independent Communities” 3 year view

Outcome		Performance 2014-17					
Our communities & individuals are safe from harm & are able to remain independent for longer		What is good-Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
Fire & Rescue (F&R)	No. of P1 incidents attended	Low	177	201	G	From 2016-17	n/a
F&R	No. of P2 incidents attended	Low	300	301	G	From 2016-17	n/a
F&R	No. of P3 incidents attended	Low	843	1380	G	From 2016-17	n/a
F&R	No. of P4 incidents attended	Low	1017	875	R	From 2016-17	n/a
F&R	No. of P5 incidents attended	Low	739	327	R	From 2016-17	n/a
F&R	No. of preventable fire related deaths	Low	3	0	R	From 2016-17	n/a
F&R	No. of Home Fire Safety Checks delivered	High	4158	4000	G	R	A (to vulnerable people)
F&R	No. of students receiving "Fatal Four" education sessions	High	2284	1500	G	G	G
F&R	No. of fire related injuries	Low	14	22	G	From 2016-17	n/a
F&R	% times an appliance arrives at life risk or property incidents within agreed response standards	High	72.83	75	A	G	From 2015-16
F&R	% times a 2nd appliance arrives at life risk or property incidents within agreed response standards	High	74.69	90	R	From 2016-17	n/a
F&R	% Retained Duty System (RDS) appliance availability at key stations	High	89.93	85	G	R	From 2015-16
F&R	No. of Site Specific Inspections delivered	High	787	600	G	G	From 2015-16

Table 3.7.2 OOP Outcome- “Health & wellbeing” 3 year view

Outcome		Performance 2014-17					
The health and wellbeing of all in Warwickshire is protected		What is good- Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
F&R	% incident command competency levels amongst Flexi Duty Officers	High	98.25	100	A	From 2016-17	n/a
F&R	% competency level for Wholetime and RDS firefighters in 8 risk critical areas	High	95.98	100	A	From 2016-17	
F&R	Average days sickness per Full Time Equivalent	Low	8.31	7	R	R	From 15-16
F&R	No. of RDS Firefighter vacancies (Full Time Equivalents)	Low	36	40	G	From 2016-17	n/a
F&R	No. of Wholetime Firefighter vacancies (Full Time Equivalents)	Low	14	0	R	R	From 15-16
F&R	No. of major training events/exercises undertaken at risk premises	High	17	12	G	G	R
F&R	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents	Low	3	6	G	From 2016-17	n/a

Table 3.7.3 OOP Outcome “Infrastructure” 3 year view

Outcome		Performance 2014-17					
Warwickshire's communities are supported by excellent communications and transport infrastructure		What is good- Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
ICT	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses-%	High	92.02	91.5	G	G	n/a

Table 3.7.4 OOP Outcome: “Resources” 3 year view

Outcome		Performance 2014-17					
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		What is good-Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
F&R	% customer satisfaction level-Fire & Rescue	High	97.5	95	G	G	New from 2015-16
F&R	£K Forecast Savings at Year End –Fire & Rescue	High	860	860	G		
F&R	Capital Programme - % Variance to Budget –Fire & Rescue	Low	0.91	0	A		
F&R	Revenue Outturn - % Forecast Variance to Budget –Fire & Rescue	Low	-6.96	-2	R		
Customer Service	Number visits to WCC libraries (per population)	High	2.80	2.80	G		
Customer Service	Resident satisfaction with WCC customer journey -%	High	89.50	85.00	G		
Customer Service	Call abandonment rate -%	Low	2.90	5.00	G		
Customer Service	On-line customer service transactions -%	High	54.9	80	R		
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	High	100	100	G		
Finance	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts) -%	High	100	100	G		
Finance	Financial reports considered by Corporate Board, GLT, Cabinet and Council (on the budget, quarterly monitoring and the Statement of Accounts) produced on the agreed dates as %	High	94.44	100	R		
Finance	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	High	545	100	G		
Finance	WCC's statutory reports (Pension Fund) are produced to deadline %	High	100	100	G		
Finance	Statutory reports are unqualified by External Auditors (Pension Fund)-%	High	100	100	G		

Outcome			Performance 2014-17				
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		What is good-Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
HR & OD	Staff sickness (days per FTE)	Low	9.65	10.05	G	New from 2016-17	New from 2015-16
HR & OD	Staff Turnover -%	Low	15.07	15.19	G	New From 2016-17	n/a
HR & OD	Positive employee engagement score -%	High	70	70	G	From 2016-17	n/a
HR & OD	Compliance with statutory requirements, or maintain 100% compliance	High	100	100	G	From 2016-17	n/a
ICT	No.of Medium and high level information incidents reported	Low	66	50	R	From 2016-17	n/a
ICT	Availability of IT key systems through core infrastructure to users %	High	99	99	G	From 2016-17	n/a
ICT	Remote availability of IT key systems to users through mobile devices- %	High	56	65	R	From 2016-17	n/a
L&G	Number of complaints upheld by the Ombudsman	Low	11	8	R	G	R
L&G	Audit recommendations implemented vs recommended -%	High	72	66	G	From 2016-17	n/a
L&G	No. of Legal challenges / adverse judgements	Low	1	0	R	A	R
PA	Target asset receipts received- %	High	33.39	100	R	From 2016-17	n/a
PA	WCC Council Property footprint (sq mtrs.)	High	186.33	100	G	From 2016-17	n/a
PA	Non-compliances per £1m of operational property expenditure	Low	0	4	G	From 2016-17	n/a
PA	Actual project delivery time to planned delivery time-%	High	96	90	G	From 2016-17	n/a
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB)- %	High	100	90	G	From 2016-17	n/a
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length	Low	22.509	0	R	From 2016-17	n/a

Key: F&R = Fire and Rescue; HR & OD = Human Resources and Organisational Development; L&G = Law and Governance; PA = Physical Assets

3.8 Commentary for Key Business Measures with a Red RAG for two or more years.

Fire & Rescue- average days sickness per Full Time Equivalent staff

In 2016-17, the Service had set itself a stretching yearly target of 7 average days sickness per FTE staff, (lower than the Authority wide target of 10 days per FTE and local government average 8 days). The actual days lost per were 8.31 days against this target of 7, which had been due to a number of long term absences. An amended sickness absence policy was launched in November 2016 (the target for 2017-18 is 7.5 days) which aims to improve the management of this issue.

Number of whole-time Firefighter vacancies (Full time equivalent)

A whole-time recruitment campaign is underway to bring the establishment levels up to the required level. It is envisaged that the whole time establishment will be at the required level by December 2017.

Number of complaints upheld by the Ombudsman

8 of the 11 upheld complaints during 2016/17 were in relation to adult social care, 7 of these are in relation to social care and support and 1 in relation to strategic commissioning. The other 3 upheld complaints were in relation to children's safeguarding. The overview of all Local Government Ombudsman cases is undertaken by Law and Governance and includes a review of the cases including any themes and common issues so that lessons learned can be shared more widely across the organisation through Heads of Service. Corporate Board also considers the LGO's annual report in order to strengthen the overview arrangements and it has asked for an annual report to go to Cabinet.

Number of Legal challenges/adverse Judgements

During 2016-17, 1 case was successfully challenged against WCC by the Information Commissioner's Office in relation to a Freedom of Information request. The Council had refused the request under exception in regulation 12(4)(d) (material still in the course of completion etc). However the Commissioner ruled that the public interest in maintain the exception did not outweigh the public interest in disclosure and thus required the Council to disclose the information requested. As with Ombudsman cases, Law and Governance keeps an overview of all legal challenges and adverse judgements, considers the lessons to be learnt and shares these across the Authority.

3.9 Key Business Measures with more than one year's positive performance

3.9.1 Performance has been sustained at or above target for the following Key Business Measures:

- The roll-out of high speed broadband/internet access for premises and small businesses has consistently achieved its targets. At the end of 2016-17 an additional 8236 properties were connected to Superfast Broadband giving Warwickshire over 92% coverage and £1.6m had been returned to the Authority as part of our contract with BT whereby we gain-share if targets for take-up are met/exceeded. 2016-17 saw take up in excess of 44% for this service.
- Customer satisfaction levels for the Fire and Rescue Service have been maintained/exceeded targets for the last two years.
- Preventative work by the Fire and Rescue Service, as measured by the number of major training events at high risk premises, site inspections delivered and the number of students receiving 'Fatal Four' education sessions has consistently met targets for the last two years or more.

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	8,896	8,445	(451)	5.07% underspend	(678)	(1,129)
Finance	3,419	3,147	(272)	7.96% underspend	(727)	(999)
HR & OD	5,316	5,071	(245)	4.61% underspend	(1,034)	(1,279)
Information Assets	10,355	9,641	(714)	6.90% underspend	(63)	(777)
Law & Governance	868	469	(399)	45.97% underspend	(20)	(419)
Performance	3,542	3,410	(132)	3.73% underspend	(153)	(285)
Physical Assets	10,367	10,340	(27)	0.26% underspend	(496)	(523)
Fire & Rescue	19,230	17,891	(1,339)	6.96% underspend	(1,398)	(2,737)

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

Underspends (above -2% Tolerance)

- Resources Group
 The Resources Group used £2.240 million less of the resources allocated by Members in 2016/17. There were three main reasons for this. £0.589 million was the result of a late in-year contract change with the BDUK supplier which meant spending was unavoidably delayed until 2017/18. About half was due to services generating more one-off income than anticipated. The balance was the result of underspends in planned staffing costs partly as a result of difficulties in recruiting staff with the appropriate skills set and partly holding others vacant to deliver the OOP 2020 savings plans.
- Fire & Rescue
 The Service implemented the planned organisational changes to deliver the OOP savings early including the wider use of a flexible staffing pool to manage fluctuations in establishment levels. This contributed to the £1.339 million underspend alongside the receipt of external grants in advance of spend being incurred and delays in IT projects. For these latter elements spending will happen in 2017/18.

4.2 Delivery of the Savings Plan

4.2.1 The achievement of their savings targets over 2014-17 for the Business Units concerned, is shown in the table below.

Business Unit	2016/17 Target	2016/17 Outturn	Was the 2015-16 savings target achieved?	Was the 2014-15 savings target achieved?
	£'000	£'000		
Customer Services	402	402	Yes	Yes
Finance	250	250	Yes	Yes
HR & OD	347	347	Yes	Yes
Information Assets	567	567	Yes	Yes
Law & Governance	30	30	Yes	Yes
Performance	200	200	Yes	Yes
Physical Assets	1,061	583	Yes	Yes
Fire & Rescue	860	860	Yes	Yes

4.3 Reserves

- 4.3.1 The Authority holds financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need. The need to hold reserves and the level of financial uncertainty we face was borne out when the 2016/17 Local Government Finance Settlement reduced our government grants more significantly than had previously been expected. Reserves were used to manage the immediate financial impact and the development of OOP2020 was advanced a year to reflect the extra savings needed to balance the funding gap. As we move through the three years of the new 2017-20 One Organisational Plan there will be ups and downs in the level of reserves if progress on the actual delivery of the Plan does not fully align to the timeframes originally envisaged.
- 4.3.2 As part of the 2017/18 budget setting process, Council approved a new reserves strategy. Reserves are held at Business Unit, Group and Corporate level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units/Groups plans for managing the financial risks and demands facing services over the next three years.
- 4.3.3 Business Units were granted approval by Cabinet to carry forward reserves to support services in 2017/18 as follows:

List of Carry Forward Requests	
	£m
Resources Group	
Customer Service	0.102
Information Assets	0.698
Law & Governance	0.121
Performance	0.072
Group	0.302

4.4 Capital Programme

- 4.4.1 The table below shows the approved capital budget for the business units, any slippage into future years and the RAG status at year end.

Service	Approved budget for current & future years £'000	Current quarter new approved funding £'000	All current & future years Forecast £'000	Slippage from 2016/17 into Future Years and RAG £'000
Fire & Rescue	11,822	119	11,941	(1,082)
Customer Service	3,528	0	3,528	40
Information Assets	26,241	4,800	31,041	(538)
Physical Assets	47,011	153	47,164	(1,882)

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

- Fire and Rescue –The new fire & rescue centre in Leamington Spa has been delayed (£679k) as well as the training centre new build (£183k).
- Customer Service – The over-spend is due to expenditure having been brought forward as projects were ahead of schedule.
- Physical Assets – Rationalisation of the County Storage facilities (£1.2m) has been delayed pending a decision on the final receipt for Montague Road / Ridgeway. Rural services capital maintenance has been delayed due to the requirement of bat surveys prior to insulation work taking place (£291k).
- Information Assets – Spending on the BDUK project has been less than expected during 16-17 due to contractual changes imposed on the supplier. The project is ongoing with additional funds allocated to future years.

5 Supporting Papers

- 5.1 A copy of the full report that went to Cabinet on the 13 July 2017 is available via the following link: [One Organisational Plan Year End Progress Report April 2016-March 2017](#) and the supporting Business Unit Background Information relevant to the remit of this Committee, which also went to Cabinet on 13 July, is available in each of the Group Rooms.

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Our communities and individuals are safe and protected from harm and able to remain independent for longer						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	No. of P3 incidents attended (KBM)	843	1380	Green		
Fire and Rescue	No. of P4 incidents attended (KBM)	1017	875	Red	These incidents are those which pose a potential hazard to human life and include secondary fires. Over the summer period there was an increase in the number of deliberately started fires due to the extended period of dry, warm weather across the school holidays.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
Fire and Rescue	No. of P5 incidents attended (KBM)	739	327	Red	These incidents are the lowest priority incidents which pose a confirmed low hazard to human life and include fires already believed to be out and to Automated Fire Alarms (AFA's). This type of incident has increased across the period due to a Service policy change in mobilising to AFA's which are only in sleeping risk and life risk premises.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
Fire and Rescue	No. of P2 incidents attended (KBM)	300	301	Green		
Fire and Rescue	No. of P1 incidents attended (KBM)	177	201	Green		
Fire and Rescue	No. of preventable fire related deaths (KBM)	3	0	Red	Within the first few months of 2017 there were 3 fire related deaths within the home. Each incident is a tragedy and a full review is undertaken within the Service following such an incident to establish whether there are any improvements that can be made to help protect vulnerable members of our community.	Review of the targetting of the new Safe and Well visits the Service will be conducting this year.
Fire and Rescue	No. of Home Fire Safety Checks delivered (KBM)	4158	4000	Green	The Service has done extremely well in achieving its target to deliver 4000 Home Fire Safety Checks. Particularly in light of the pressures facing our crewing levels. These checks are delivered by frontline crews and a large percentage of these have been delivered to the most vulnerable members of our community	
Fire and Rescue	No. of students receiving "Fatal Four" education sessions (KBM)	2284	1500	Green	The Service identifies that more people are killed and seriously injured on our roads than those affected by fire related incidents. The Service has focused a greater amount of time and resources delivering the "Fatal Four" product and this can be seen by the year end figure that far exceeds our target	
Fire and Rescue	No. of fire related injuries (KBM)	14	22	Green		
Fire and Rescue	% times a 2nd appliance arrives at life risk or property incidents within agreed response standards (KBM)	74.69	90	Red	This measure has been challenging throughout the year with a continuous review of performance undertaken by Officers within Service Delivery. The primary reasons for the low performance is due to the hard to reach geographical locations of incidents and the prolonged travel times between the more rural retained stations. We will continue to monitor this closely and endeavour to do the best we can to improve the performance in this area.	Weekly monitoring of response standards and causes of missing the second appliance attendance time. Review of performance at the fortnightly and monthly performance meetings. Where required resources are moved around the county on a daily basis and staff are drawn from a business continuity pool to make up crewing numbers at key stations
Fire and Rescue	No. of Site Specific Inspections delivered (KBM)	787	600	Green	NA	

Our communities and individuals are safe and protected from harm and able to remain independent for longer						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	% Retained Duty System (RDS) appliance availability at key stations(KBM)	89.93	85	Green	Recognising the pressures facing RDS staff this is an encouraging level of performance. Compared against other Fire and Rescue Services this performance is good. However the Service will still endeavour to improve this further and work is underway to ok at areas such as alternative contracts.	
Fire and Rescue	% times an appliance arrives at life risk or property incidents within agreed response standards (KBM)	72.83	75	Amber	This performance measure has fluctuated throughout the year with the final year end figure falling below target. The availability of fire engines and their ability to reach incidents within 10 minutes is a priority for WFRS. Action is taken daily to maintain the best level of operational cover and the performance is monitored continuously by officers within Service Delivery. There are numerous reasons why this performance is challenging, these include the geographical location of incidents, infrastructure such as the motorway network and the unavailability of some retained stations. Recently there is also the delayed notification of incidents from other agencies such as the Ambulance. WFRS will make every effort possible to maintain the best level of Service to the public	The monitoring of the response times is undertaken daily by the local responsible officers. This is then reviewed weekly by senior officers and further monitored by the senior management team on a monthly basis. All actions necessary are taken daily to maintain the best operational cover across the county.

The health and wellbeing of all in Warwickshire is protected

BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	% incident command competency levels amongst Flexi Duty Officers (KBM)	98.25	100	Amber	Earlier in the year 1 Officer had not completed his competency levels assessment which has had an impact on the year to date. This performance is monitored monthly and immediate action was taken to support this officer. In the period following this action the performance rose back to 100%	All Officers have been, and will continue to be, reminded in advance of the need to complete their assessment within required timescales.
Fire and Rescue	% competency level for Wholetime and RDS firefighters in 8 risk critical areas (KBM)	95.98	100	Amber	A 100% is an aspirational but necessary target, however this is difficult to achieve due to the ongoing recruitment of RDS personnel who will not be competent while undergoing their development courses. In addition a number of wholetime firefighters returning from sickness will take time to regain full competency.	Both the recently recruited RDS and returning Wholetime personnel will be supported by Training and Development and at station level to become fully competent in as short a timescale as possible.
Fire and Rescue	Average days sickness per Full Time Equivalent (KBM)	8.31	7	Red	The target for days lost per FTE for 2016/27 was 7. The total days actually lost per FTE for this period was 8.31. This is above the average for local government which sits at a total of 8 days lost. There have been a number of long term absences over this period of time which has increased this statistic. The target for 2017/18 is 7.5 days which is below the LG average and just below the days lost for the previous year. This improvement will be possible through improved management of sickness absence by managers within the service and an amended policy which will see a change in some way to formal stages and/or triggers over the next 6 months, in line with amendments to the WCC policy.	Ongoing monitoring of levels at Monthly Performance Review meeting. Close management of the levels of sickness by Managers within the Service. Implementation of an amended policy.
Fire and Rescue	No. of RDS Firefighter vacancies (Full Time Equivalents) (KBM)	36	40	Green	Currently the level of RDS vacancies is running at 36 and the Service continues to deal with the challenges of the RDS system. There is a dedicated team of volunteers in place supported by a number of full time managers. The Services recruitment process is held up nationally as best practice. However, the historical reasons for recruitment and retention difficulties remain. WFRS is committed to improving this issue within its draft Integrated Risk Management Plan (IRMP)	
Fire and Rescue	No. of Wholetime Firefighter vacancies (Full Time Equivalents) (KBM)	14	0	Red	The number of wholetime firefighter vacancies is being managed closely and is currently running at 14. A wholetime recruitment campaign is underway to bring the establishment levels up to the required level. It is envisaged that the whole time establishment will be at the required level by December 2017	Close management of the vacancy situation and any effect on wholetime availability through the monthly performance meetings.
Fire and Rescue	No. of major training events/exercises undertaken at risk premises (KBM)	17	12	Green		
Fire and Rescue	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents (KBM)	3	6	Green		

Warwickshire's communities are supported by excellent communications and transport infrastructure

BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Information Assets	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses (KBM)	92.02	91.5	Green		

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	% customer satisfaction level (KBM)	97.5	95	Green		
Fire and Rescue	£K Forecast Savings at Year End (KBM)	860	860	Green		
Fire and Rescue	Capital Programme - % Variance to Budget (KBM)	0.91	0	Amber	Increased capital spends funded by revenue contributions	
Fire and Rescue	Revenue Outturn - % Forecast Variance to Budget (KBM)	-6.96	-2	Red	The outturn position of an overall £1.339m underspend is the result of additional Home Office funding being provided on 28th March, IT and supplier delays in various projects, pensions underspends resulting from a reduction in ill health retirements and within Service Delivery caused by the ongoing difficulty of recruiting Retained Duty Firefighters. The underspend not set against various specific projects will fund expenditure required in 2017-18 such as the recruitment of whole time firefighters and the creation of capacity where necessary. This will aim to bring WFRS to an adequate level of operation in both service delivery and organisational change areas to meet the requirements of an increasingly challenging local and national agenda	The financial management is closely monitored within the Senior Leadership Team of WFRS. Work is ongoing to target any underspend to the right areas of the Service to create capacity and meet the challenges during 2017/18
Customer Service	Number visits to WCC libraries(per population) (KBM)	2.80	2.80	Green		
Customer Service	Resident satisfaction with WCC customer journey (KBM)	89.50	85.00	Green		
Customer Service	Call abandonment rate (KBM)	2.90	5.00	Green		
Customer Service	On-line customer service transactions (KBM)	54.9	80	Red	This measure looks at the total transactions for services available digitally and the number of transactions completed digitally as a percentage of the total.	There are a number of transactions that have become available during 2016/17 and the process for collating this data is currently being developed. This measure will be influenced by the switching off of channels to encourage customers to channel shift.
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline (KBM)	100	100.00	Green		
Finance	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts) (KBM)	100	100	Green		
Finance	Financial reports considered by Corporate Board, GLT, Cabinet and Council (on the budget, quarterly monitoring and the Statement of Accounts) produced on the agreed dates (KBM)	94.44	100	Red	One of the monitoring reports to GLT was sent out as a late paper where this was not planned in advance.	
Finance	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 (KBM)	545	100	Green	This measure looks at the amount of cash return on invested capital that the council earns expressed as a ratio of the interbank lending rate (LIBID). During 16/17 the amount of cash return achieved is 545% over the interbank lending rate . This is as a result of investing in property and social bonds.	
Finance	WCC's statutory reports (Pension Fund) are produced to deadline (KBM)	100	100	Green		
Finance	Statutory reports are unqualified by External Auditors (Pension Fund)(KBM)	100	100	Green		
Human Resources & Organisational Development (HR & OD)	Staff sickness (KBM)	9.65	10.05	Green		
HR & OD	Staff turnover (KBM)	15.07	15.19	Green		

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HR & OD	Positive employee engagement score (KBM)	70	70	Green		
HR & OD	Compliance with statutory requirements, or maintain 100 % compliance (KBM)	100	100	Green		
Information Assets	Medium and high level information incidents reported (KBM)	66	50	Red	Sharp increase in reported incidents in Q4. This could be due to the refresher information compliance training and staff being more aware.	Weekly review of incidents and recommendations by incident group to monitor trends. Report on information compliance to Corporate Board 10 May 2017.
Information Assets	Availability of IT key systems through core infrastructure to users (KBM)	99	99	Green	Some minor downtime to Libraries at Firewall cutover but >90% availability on other systems.	
Information Assets	Remote availability of IT key systems to users through mobile devices (KBM)	56	65	Red	Implementation of walled garden in Q1 2017/18 will address remote access to all IT key systems.	
Law and Governance	Number of complaints upheld by the Ombudsman (KBM)	11	8	Red	8 upheld complaints in relation to adult social care - 7 of these are in relation to social care and support and 1 in relation to strategic commissioning. 3 upheld complaints in relation to children's safeguarding.	Briefing on LGO complaints in 2016/17 along with lessons learnt will be given to Heads of Service meeting in July once we have received the LGO Annual Report. Will also consider whether any specific follow-up is required with relevant People Group staff. Reporting LGO complaints and the annual report has been reintroduced for reporting to Corporate Board from July 2017.
Law and Governance	Audit recommendations implemented vs recommended (KBM)	72	66	Green		
Law and Governance	Legal challenges / adverse judgements (KBM)	1	0	Red	1 case against WCC by Information Commissioner's Office in relation to an FOI: "The complainant made a request for information to Warwickshire County Council for GIS data on its public Rights of Way Network. The Council refused the request under the exception in regulation 12(4)(d) (material still in the course of completion etc). The Commissioner's decision is that regulation 12(4)(d) does apply to the requested information but that the public interest in maintaining the exception does not outweigh the public interest in disclosure. The Commissioner requires the public authority to take the following steps to ensure compliance with the legislation: The Council shall disclose the requested information to the complainant."	
Physical Assets	Target asset receipts received (KBM)	33.39	100	Red	Delays in the disposal of land at Europa Way, involving continued negotiations with Warwick District Council have delayed Capital Receipts for the year. The target was £10.9m; the shortfall of £7.26m has been added to the 2017/18 target	Europa Way should be completed by September 2017. Ensure the projects which deliver the capital receipts are resources effectively
Physical Assets	WCC Council Property footprint (sq mtrs.) (KBM)	186.33	100	Green	Disposal of 16 Old Square, Warwick results in additional 714 sq m footprint reduction above target figure. Accommodation at Elizabeth House, Stratford upon Avon vacated wef 13/1/2017	No further actions required.
Physical Assets	Non-compliances per £1m of operational property expenditure (KBM)	0	4	Green	No Non compliances in year 16/17	
Physical Assets	Actual project delivery time to planned delivery time (KBM)	96	90	Green		

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB) (KBM)	100	90	Green	Four projects closed in 2016/17, M40 J12 improvements, Homecare Framework Contract, Reduction in Looked After Children and Improved Transitions. In total these projects identified 28 benefits of which only 22 were to be achieved at this point in time and all were achieved. For M40 J12, both the benefits due have been achieved. A further long term benefit around economic development will continue to be monitored by the Coventry and Warwickshire LEP for the next 5 years. Of the 6 benefits identified for the reduction in Looked After Children project all have been realised. Twelve benefits were identified for the Improved Transitions project, of which 9 were due to be achieved by this point - all of these were achieved and the remaining 3 benefits will continue to be monitored on an ongoing basis. The Homecare Framework Contract project has identified 7 benefits of which 5 were due to be realised by the current time and these have been achieved. The remaining two benefits have been partially achieved and will be incorporated into the Benefits Plan for the new outcome Based Commissioning Implementation project.	
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length (KBM)	22.50922509	0	Red	In January 2016, Customer & Transformation Board identified 18 projects & programmes from across the Council as key projects delivering the Council's customer & transformation outcomes. By the end of 2016/17 a total of 271 milestones were due to be completed of which 210 were completed on time and 61 milestones were missed across 12 projects during the whole year. A number of these milestones had been missed earlier in the year as previously reported. In Q4, 7 projects missed a milestone: For the Homecare Framework Contract slippage occurred due to complexities of letting the contract, and issues with provider engagement and planning for transition. The project ended at the end of March as planned, however a new project has been set up to complete work on the Outcome Based Commissioning Implementation. Two projects within the FRS Transformation Programme have been delayed due to lack of resources and technical issues with software. A delay in the Skills for Employment project was caused by changes in key personnel at the supplier. The publication of commissioning intentions for SEND was delayed to allow prioritising of key tender exercises, this project has also had recruitment issues. A milestone has been missed in the Extra Care Housing Project due to general construction issues (poor weather, slow discharge of planning conditions, archaeological issues) and the HS2 project missed a milestone due to delays in getting the Bill through Parliament which is outside of the remit of WCC.	