

# Resources, Fire and Rescue Overview & Scrutiny Committee

28 February 2018

## One Organisational Plan Quarterly Progress Report: April - December 2017

### Recommendation

That the Overview and Scrutiny Committee:

Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period of April-December 2017 as contained in the report.

### 1. Introduction

- 1.1. The One Organisational Plan Quarterly Progress Report April -December 2017 was considered and approved by Cabinet on 25 January 2018. It provides Members with an 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 and financial information on Business Units.
- 1.2. This report draws on performance and financial information extracted from the Cabinet report and provides Members of this Committee with information relevant to the remit of the Committee.

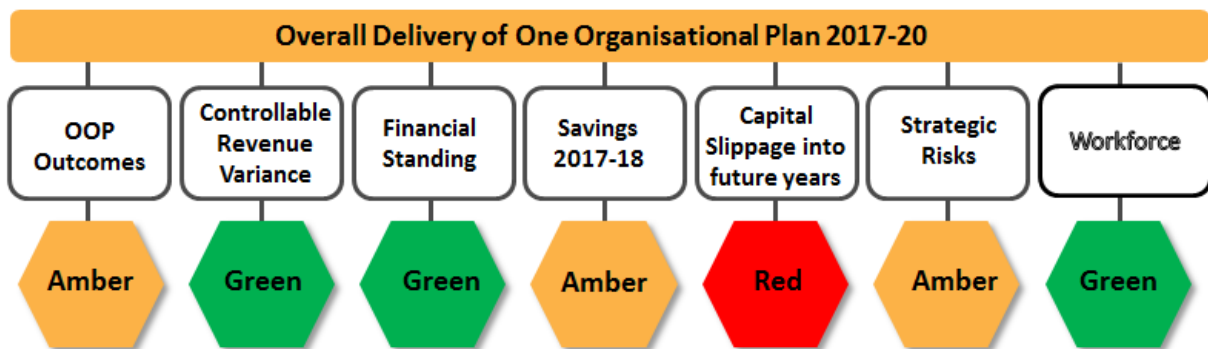
### 2. One Organisational Plan 2020:Strategic Context

- 2.1 The One Organisational Plan 2020 is the Council's Corporate Plan which sets out its ambitions to make Warwickshire the best it can be. This Plan describes the Council's vision for shaping the future of a very different County Council and different public service provision in Warwickshire by 2020 as it faces the challenge of making further savings of £67 million. It sets out the key priorities for Warwickshire, the Council's vision and journey for its services and relationship with its communities and partners. To achieve this, the Council acknowledges that services will need to be more efficient, integrated and that it makes the best possible use of new technologies and innovation to improve access and information.
- 2.2 The OOP 2020 Plan aims to achieve three high level Outcomes, which are:  
**Outcome 1:** Warwickshire's Communities and Individuals are supported to be safe, healthy and independent  
**Outcome 2:** Warwickshire's economy is vibrant and supported by the right jobs, training and skills.  
**Outcome 3:** WCC makes the best use of available resources.
- 2.3 The achievement of these Outcomes is measured through 83 Key Business Measures (KBMs) which underpin the 3 Outcomes and the progress of all 83 is reported to Cabinet.

2.4 The 83 KBMs are attributed to the seven policy/service areas as follows:

OOP Outcome 1: Warwickshire's communities and individuals are supported to be safe, healthy and independent		
Policy/service area	Number of KBM	Resources, F & R OSC KBMs
Children are safe	11 KBMs	
Adult Social Care	6 KBMs	
Health & Wellbeing	6 KBMs	
Fire & Community Safety	15 KBMs	9 KBMs
OOP Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.		
Economy, infrastructure, & environment	18 KBMs	1 KBM
Education & Learning	8 KBMs	
OOP Outcome 3: WCC makes the best use of available resources.		
Using resources well	19 KBMs	19 KBMs
<b>Total</b>	<b>83</b>	<b>29 KBMs</b>

2.5 At the end of quarter 3, the RAG rating for the individual components of the OOP is as shown in the chart below and overall delivery of the Plan is rated as Amber.



2.6 Appendix A to this report also provides, summary high level information at Quarter 3 on:

- Selected KBMs, Key aspects of HR management, Strategic Risks and the Financial position in relation to Revenue budgets, Savings and Capital funds.

### 3.0 OOP Outcomes –Progress on performance

#### 3.1 Overall Performance

At the end of quarter 3, the forecast year-end RAG rating for all 3 OOP Outcomes and the underlying KBMs is as follows:



3.3 The overall forecast for all three OOP Outcome is Amber and there are continued challenges for the policy areas of children, adult social care and fire and community safety, including road safety. Detailed information on all the KBMs used to measure the OOP Outcomes and 7 policy areas are provided within the Annex R of the Cabinet Report of 25 January 2018 , which can be accessed through this link: [OOP Q3 2017/18 Report](#)

3.5 Progress on the 29 KBMs relevant to this Committee is reported through the Scorecards in the following pages which draw on longer term trends and Quarter 3 data in the attached Annex R.

# One Organisational Plan KBM Scorecard 2017/18

## Resources Scorecard

KBM trend data.

13 of the 19 KBMs are forecasting to achieve their yearly targets. There is continuing positive progress in reduced levels of calls being abandoned through the Customer Service Centre and increased amount of cash return on Invested Capital. The exceptions include target asset receipts received, the number of legal challenges, and digital assistance provided to customers. The latter has been impacted by an increase in people's skills development and as such, they do not require the level of support they once did to get online.

Measure	2017/18 Forecast (Target)	Trend Information
---------	---------------------------	-------------------

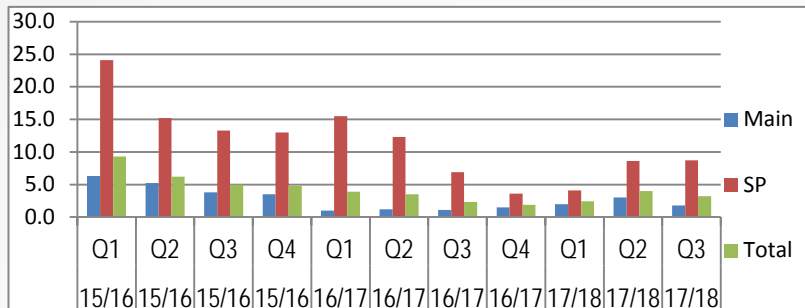
Customer Services -Aims to ensure that Library usage is maintained, that residents' access to WCC's services is improved, including through digital means, and that they have a seamless journey/experience.

<p>CS: No. of visits to Libraries (per population). The 2017/18 dip in performance is unusual and due to refurbishment works at Stratford Library and the enforced closure of Nuneaton Library.</p>	<b>2.68</b> (2.8)	<p style="text-align: center;">No. of visits to Libraries (per pop)</p> <p style="text-align: center;">Total no. of visits to libraries</p>
---	----------------------	---

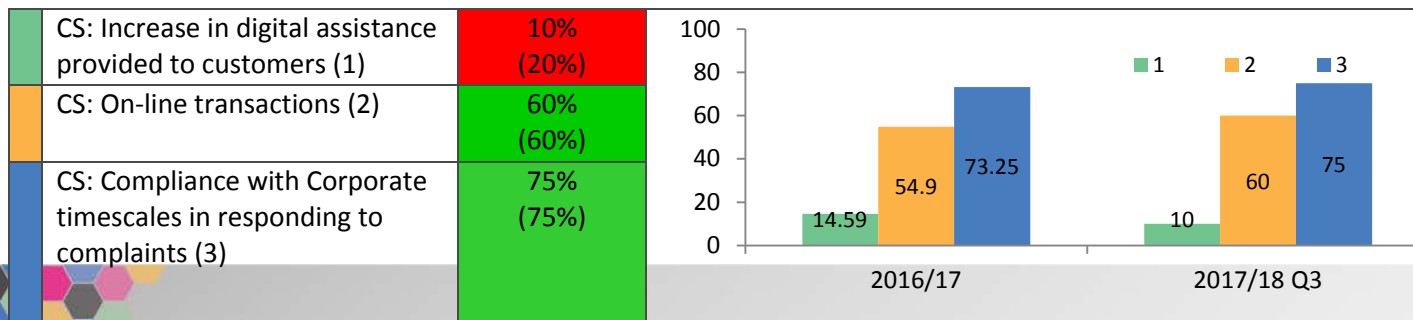
<p>CS: Call abandonment rate (through Call Centre)</p>	<b>5%</b> (5%)	<p>These are calls abandoned by the customer before speaking to an advisor as a % of inbound calls. Trend data as below.</p>
--	-------------------	--

Call abandonment: Performance in the mainstream CSC continues to achieve all of the key performance indicators. Within the Supporting People Team the pressures mentioned in the last report are still presenting a challenge but the vacancy rate has improved and we are continuing to put all possible measures in place to minimise the impact on our customers whilst we prepare for the new Adult Social Care system to be implemented.

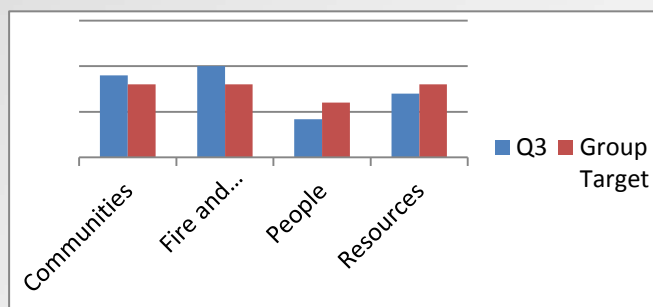
Call abandonment rate



No. of calls received			
Year	Main	SP	Total
2016/17	245110	53959	299454
2017/18 (to date)	164261	36696	202425



Complaints Response timescales: The overall target of 75% is an average from the targets of 80% for Resources, Communities and Fire & Rescue and 60% for People Group (reflecting the volume & complexity of cases). The compliance rate at Q3 is: People Group 42%; Resources 70%, Communities 90% and Fire and Rescue at 100%.



Finance Measures: Aims to ensure that finance reporting meets the Council & statutory requirements and that investments are effectively managed and yield increased returns.

Measure	2017/18 Forecast (Target)	Trend Information
F: Statutory Reports are unqualified: WCC Statement of Accounts WCC Pension Fund	100% (100%)	
F: Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Mgmt Strategy), and Other County Council Benchmark	718.18% (100%)	

Property Services: Aims to ensure that the return from the strategic management of property portfolio is increased and that capital projects are delivered on time

PS: Target asset receipts received	31.54% (100%)	
PS: Actual Project delivery time to planned delivery time	92% (92%)	
PS: WCC Property footprints	26.36% (100%)	

ICT- Aims to ensure that IT is available & accessible to staff and customers through effective management of ICT infrastructure and systems.

	ICT: Availability of IT key systems through core infrastructure to users	99% (99%)	<table border="1"> <caption>% Availability</caption> <thead> <tr> <th>Year</th> <th>% Availability</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>99</td> </tr> <tr> <td>2016/17</td> <td>99</td> </tr> <tr> <td>2017/18 Q3</td> <td>99</td> </tr> </tbody> </table>	Year	% Availability	2015/16	99	2016/17	99	2017/18 Q3	99
Year	% Availability										
2015/16	99										
2016/17	99										
2017/18 Q3	99										

HR: Aims are to ensure that the Service meets senior managers' expectations, improves business decision making, employee engagement is improved and transactional costs are lowered

	HR: Positive employee engagement score	70% (70%)	<table border="1"> <caption>HR Metrics</caption> <thead> <tr> <th>Year</th> <th>Engagement Score</th> <th>Staff Turnover</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>68</td> <td>15.19</td> </tr> <tr> <td>2016/17</td> <td>70</td> <td>15.07</td> </tr> <tr> <td>2017/18 Q3</td> <td>70</td> <td>16.64</td> </tr> </tbody> </table>	Year	Engagement Score	Staff Turnover	2015/16	68	15.19	2016/17	70	15.07	2017/18 Q3	70	16.64
Year	Engagement Score	Staff Turnover													
2015/16	68	15.19													
2016/17	70	15.07													
2017/18 Q3	70	16.64													
	HR: Staff turnover	16.64% (10 -20%)													
	HR: Telephone contact resolved at first point of contact	93.84% (80%)													

Measure	2017/18 Forecast (Target)	Trend Information								
HR: Staff sickness	9.38 (9.5)	<table border="1"> <caption>No. of Days</caption> <thead> <tr> <th>Year</th> <th>No. of Days</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>9.38</td> </tr> <tr> <td>2016/17</td> <td>9.38</td> </tr> <tr> <td>2017/18 Q3</td> <td>9.38</td> </tr> </tbody> </table>	Year	No. of Days	2015/16	9.38	2016/17	9.38	2017/18 Q3	9.38
Year	No. of Days									
2015/16	9.38									
2016/17	9.38									
2017/18 Q3	9.38									

Law & Governance: Aims to ensure that WCC's organisational exposure to risks is reduced through improved legal and governance activities ; that strategic decision making is enhanced and that the Council's business objectives are achieved with legal services delivered at a reduced cost.

	L&G: No. of complaints upheld by the Ombudsman	10 (10)	<table border="1"> <caption>L&amp;G Metrics</caption> <thead> <tr> <th>Year</th> <th>Complaints Upheld</th> <th>Legal Challenges/Adverse Judgements</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>4</td> <td>9</td> </tr> <tr> <td>2016/17</td> <td>10</td> <td>1</td> </tr> <tr> <td>2017/18 Q3</td> <td>10</td> <td>2</td> </tr> </tbody> </table>	Year	Complaints Upheld	Legal Challenges/Adverse Judgements	2015/16	4	9	2016/17	10	1	2017/18 Q3	10	2
Year	Complaints Upheld	Legal Challenges/Adverse Judgements													
2015/16	4	9													
2016/17	10	1													
2017/18 Q3	10	2													
	L&G: No. of Legal challenges /adverse judgements	2 (0)													

Performance Business Unit: Aims to contribute to the successful delivery of corporate outcomes through improved planning and performance management arrangements, that transformation outcomes are successfully delivered and that decision making is improved through business intelligence and insight.

	PBU: % Benefits derived from high priority projects and programmes	* (90%)	*Work is underway to define measurable benefits for all critical projects. A baseline will be set at year end.
--	--	------------	--

## Fire & Rescue Scorecard 2017/18

### KBM trend data:

Overall, 4 of the 9 KBMs for fire safety are forecasting to meet their yearly target, including accidental dwelling fires and the RDS appliance availability. The number of community safety contacts is forecasting 48000, which is more than double the target set. This is reflective of the extensive range of safety education activities delivered to Warwickshire's communities.

Between April and November 2017 WFRS have attended 2302 incidents an increase of 105 incidents or 4.8% compared to the same period last year. The largest increase was for special services (11%). This is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types in line with customer expectations. Primary fires, those involving property or vehicles, increased by 18% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. However, levels of deliberate fire setting have now reduced back to similar levels recorded last year which is encouraging as there had been a large increase in quarter 1.

Measure	2017/18 Forecast (Target)	Trend information															
No. of incidents attended by WFRS	3,181 (3013)	<table border="1"> <caption>Incidents Attended by WFRS</caption> <thead> <tr> <th>Year</th> <th>No. of Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>2,800</td> </tr> <tr> <td>2015/16</td> <td>3,300</td> </tr> <tr> <td>2016/17</td> <td>3,100</td> </tr> <tr> <td>2017/18 Q3</td> <td>3,200</td> </tr> </tbody> </table>	Year	No. of Incidents	2014/15	2,800	2015/16	3,300	2016/17	3,100	2017/18 Q3	3,200					
Year	No. of Incidents																
2014/15	2,800																
2015/16	3,300																
2016/17	3,100																
2017/18 Q3	3,200																
Close monitoring of incident activity across the Service including stations, fire prevention and senior managers. Emerging trends are identified early and inform fire prevention strategy and targeting with the most vulnerable members of our community through local district plans																	
No. of accidental dwelling fires	145 (152)	<table border="1"> <caption>Accidental Dwelling Fires</caption> <thead> <tr> <th>Year</th> <th>No. of Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>160</td> </tr> <tr> <td>2015/16</td> <td>145</td> </tr> <tr> <td>2016/17</td> <td>145</td> </tr> <tr> <td>2017/18 Q3</td> <td>145</td> </tr> </tbody> </table>	Year	No. of Incidents	2014/15	160	2015/16	145	2016/17	145	2017/18 Q3	145					
Year	No. of Incidents																
2014/15	160																
2015/16	145																
2016/17	145																
2017/18 Q3	145																
% times a 1 <sup>st</sup> appliance arrives at life risk/property incidents within agreed response standards	70% (75%)	<table border="1"> <caption>Appliance Response Standards</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>70</td> <td>75</td> </tr> <tr> <td>2015/16</td> <td>70</td> <td>75</td> </tr> <tr> <td>2016/17</td> <td>70</td> <td>75</td> </tr> <tr> <td>2017/18 Q3</td> <td>70</td> <td>75</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2014/15	70	75	2015/16	70	75	2016/17	70	75	2017/18 Q3	70	75
Year	Actual (%)		Target (%)														
2014/15	70	75															
2015/16	70	75															
2016/17	70	75															
2017/18 Q3	70	75															
% times 2 <sup>nd</sup> appliance arrives...within agreed response standards	80% (90%)																
The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.																	
% RDS availability at specific key stations	92% (90%)																
No. of Retained Duty System Firefighter Vacancies (FTE)	30 (20)																
No. of preventable fire related deaths	2 (0)																
All fire related deaths are investigated fully in an effort to highlight learning which will inform the targeting of fire prevention activity with the most vulnerable members of our communities.																	
No. of community safety	48,000	New measure – no historic data available															

contacts	(22,000)
No. of major training events/exercises undertaken at risk premises	18 (12)
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	660 (720)

How do we compare?				
<i>The table provides comparative data for those KBMs where such data is available</i>				
Measure	2016/17			2015/16
	Warks	Average**	England*	
Total No. of incidents per 10,000 population*1	54.80	98.30	100.92	Not available
Total no. of accidental dwelling fires per 10,000 Warwickshire's position (2 of 45 participating)	6.00 2/45	10.50	11.50	Not available

The 2016/17 benchmarking information above shows the latest position of how Warwickshire compares with the other 44 English Fire and Rescue Services. The [full report](#) was considered by Overview and Scrutiny Committee in December.

## Financial Commentary

### Revenue Budget

- 4.1.1 The approved net revenue budget for 2017/18 is £260.854 million. Against this, at Quarter 3, an under-spend of £3.586 million or 1.37% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.
- 4.1.2 The overall revenue position of the authority is favourable. Where an overspend is being forecast, the Business Units or Groups have sufficient reserves to meet any residual overspend. Further details are included in the Cabinet Report and Appendix A. Additionally, good progress is being made towards delivering the new savings plan, any savings which are falling short of delivery are being managed by Business Units and actions or proposals are in place to either find alternative savings or services are working to deliver the required savings in future years. Those Business Units not currently delivering their savings have either put forward proposals to address these in the 2018/19 budget setting process or are working to find alternative ways of delivering the savings.
- 4.1.3 The table below shows the overall forecast on the revenue budget for Resources, Fire & Rescue

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance		Retained Reserves £'000	Financial Standing £'000
			£'000	%		
Resources Group	41,596	40,877	(719)	1.73% underspend	(6,523)	(7,242)
Fire & Rescue	18,717	19,845	1,128	6.03% Overspend	(2,737)	(1,609)



## Fire & Rescue commentary

4.1.4 Of the total overspend of £1.128m, the Service was anticipating to use existing reserves of £997k to fund these costs and Cabinet were therefore asked to approve the drawdown of these reserves as set out in the accompanying table. This leaves a residual forecast overspend of £131k which primarily relates to the planned recruitment costs to bring the Service back up to establishment. In the short term the Service also continues to incur business continuity payments to maintain operational availability, this will reduce significantly as the new recruits are integrated into the Service.

### 4.2 Reserves

4.2.1 Business Units sought approval to add £2.818 million to reserves for use in future years, including:

#### **Finance (£0.107 million)**

£0.107 million for income to be set aside to invest in contract management development and training for the organisation in 2018/19 and additional capacity to support the financial aspects of the Fire 'inspection' which will now occur in 2018/19.

#### **Fire and Rescue (£0.075 million)**

£0.075 million to complete work on enhancing services supporting the Vulnerable People agenda in 2018/19

4.2.2. The authority currently holds reserves of £128.717 million. The proposed drawdown from reserves of £1.237 million combined with the effect of the forecast outturn net underspend of £4.508 million (adjusted for the reserves drawdown to fund overspends in the Fire Service) would mean total reserves of £131.988 million are forecast for the end of the financial year

4.2.3. Of this funding over half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a healthy position as we face the challenge of the new plan through to 2020.

### 4.3. Delivery of the 2017-20 Savings Plan

4.3.1. The forecast for the overall savings plan is a shortfall of 8.0% (£2.547m) in outturn against the whole authority target of £31.935m; this is mainly due to issues for the People Group and Property services. Where this has an impact on the revenue outturn position, the Business Unit and Group have sufficient reserves to cover any shortfall. The savings targets and progress at quarter 3 is as follows:

<b>Service</b>	<b>2017/18 Target £'000</b>	<b>2017/18 Actual to date £'000</b>	<b>2017/18 Forecast Outturn £'000</b>
Whole Authority	31,935	27,240	29,388
Resources Group	4,707	3,364	3,628
Fire & Rescue	368	368	368

4.3.2 Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.034 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service.

Within Property Services there is a shortfall of £1.107 million against the savings target, this is partly caused by slippages in Property Rationalisation Programme disposals. Reduction in the councils borrowing costs by repaying long term debt with capital receipts is not on target as capital receipts received so far have been less than expected. Work is ongoing to identify alternative savings

Appendix A provides full details for all the business units within Resources Group and the Fire & Rescue service.

## 4.4 Capital Programme

4.4.1. The total forecasted level of planned capital spend is £97.112 million in 2017/18, with a further £197.331 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £31.035 million for 2017/18 with a further £15 million over the medium term.

4.4.2. Managers' forecasts indicate that £15.920 million (14%) of the planned spend for 2017/18 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2017/18 of £0.272 million resulting in the overall decrease to the programme for 2017/18 of £15.648 million.

4.4.3. The main reasons for the £15.920 million slippage in the quarter compared to the approved budget include:

- ICT Services - £3.850 million of slippage is mostly related to the Broadband UK project with £3.609 million of slippage
- Property Services - £2.415 million of slippage is due to delays on the refurbishment of Old Shire Hall (£0.700 million) and the Rationalisation of County Storage (£1.572 million). A further report to Members is pending the later issue.

4.4.4. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and not require any additional use of corporate capital resources.

## 5 Supporting Papers

5.1 A copy of the full report and supporting documents that went to Cabinet on the 25 January is available via the following link: [One Organisational Plan Q3 Progress Report April 2017-December 2017](#) and in each of the Group Rooms.

## 6 Background Papers

None

Authors:	Sushma Soni, Performance & Improvement Officer (Policy Lead) <a href="mailto:sushmasoni@warwickshire.gov.uk">sushmasoni@warwickshire.gov.uk</a> ; Tel 01926 41 2753
Heads of Service	Kushal Birla – Customer Service; <a href="mailto:kushalbirla@warwickshire.gov.uk">kushalbirla@warwickshire.gov.uk</a>
	John Betts – Finance; <a href="mailto:johnbetts@warwickshire.gov.uk">johnbetts@warwickshire.gov.uk</a>
	Sarah Duxbury – Law & Governance and Human Resources and Organisational Development; <a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
	Tricia Morrison – Performance and ICT Services; <a href="mailto:triciamorrison@warwickshire.gov.uk">triciamorrison@warwickshire.gov.uk</a>
	Steve Smith – Property Services; <a href="mailto:stevesmith@warwickshire.gov.uk">stevesmith@warwickshire.gov.uk</a>
Strategic Directors	Rob Moyney – Deputy Chief Fire Officer; <a href="mailto:robmoyney@warwickshire.gov.uk">robmoyney@warwickshire.gov.uk</a>
	David Carter, Joint Managing Director; <a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
Portfolio Holders	Andy Hickmott, Chief Fire Officer; <a href="mailto:andyhickmott@warwickshire.gov.uk">andyhickmott@warwickshire.gov.uk</a>
	Cllr K Kaur: <a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a> ; Cllr P Butlin: <a href="mailto:cllrbutlin@warwickshire.gov.uk">cllrbutlin@warwickshire.gov.uk</a> Cllr H Roberts: <a href="mailto:cllrroberts@warwickshire.gov.uk">cllrroberts@warwickshire.gov.uk</a>

# Appendix A

## Part 1: OOP 2020 Outcomes - Q3 Highlights

A summary of progress against OOP 2020 Outcomes



### Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

	Target	Actual	Forecast
No. of Children Looked After (excl. UASC)	605	643	620
Teenage Conception rate per 1,000 population	18		19.6
No. of people killed or seriously injured (KSI) on our roads	314	230	353
No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	528	421	629
% offenders who reoffend (youth)	21.0		27.4
No. of incidents attended by WFRS	3,013	2,302	3,181



### Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

	Target	Actual	Forecast
Warwickshire Employment rate	76	78.7	78.5
% vulnerable children and those with SEND educated in out of County provision	9.9	8.8	9.9
% household waste re-used, recycled and composted	54.0	51.1	53.1
% completion of infrastructure improvements programmed for the current financial year	60	40	60



### Outcome 3: WCC makes the best use of available resources

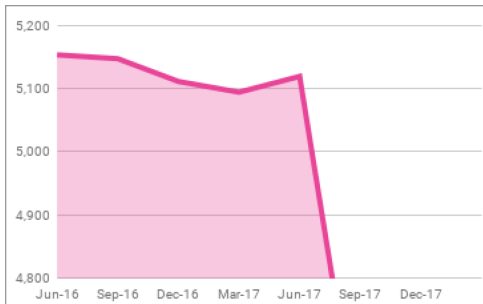
	Target	Actual	Forecast
No. of visits to Libraries (per population)	2.80	1.79	2.68
% availability of IT key systems through core infrastructure to users	99	99	99
No. of complaints upheld by the Ombudsman	10.0	5	10
Call abandonment rate (%)	5.0	3.2	5.0



## Appendix A Part 2: Headline HR Information

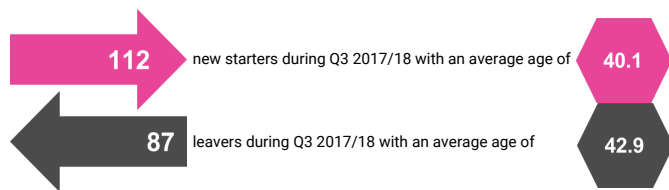
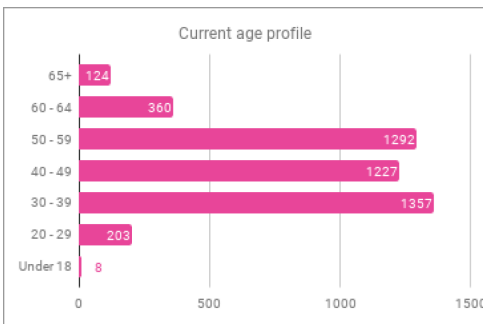
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

### Number of Employees

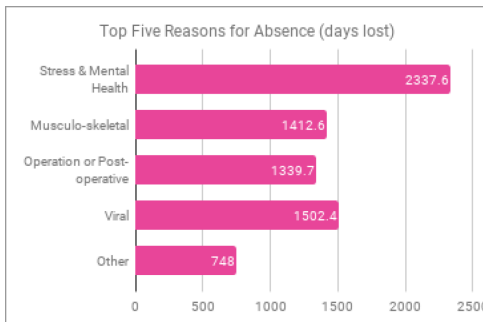


	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
<b>Headcount</b>	<b>5,153</b>	<b>5,147</b>	<b>5,111</b>	<b>5,094</b>	<b>5,119</b>	<b>4,527</b>	<b>4,571</b>	
Full-time Equivalents	4,016	4,038	4,016	4,013	4,023	3,750	3,789	
Whole-time Equivalents	3,948	3,969	3,951	3,943	3,954	3,725	3,763	
Number of Posts	5,421	5,428	5,393	5,364	5,382	4,761	4,813	

### Age Profile of our Workforce

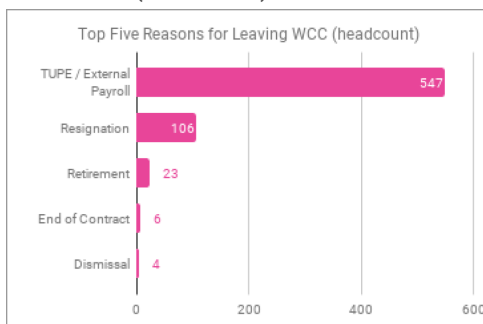


### Sickness Absence Statistics



	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
<b>Days lost through sickness</b>	<b>9,903</b>	<b>8,582</b>	<b>10,633</b>	<b>10,739</b>	<b>9,407</b>	<b>9,141</b>	<b>9,663</b>	
... of which short-term	3,971	3,579	4,838	5,004	3,339	3,382	3,759	
	40.1%	41.7%	45.5%	46.6%	35.5%	37.0%	38.9%	
... of which long-term	5,914	5,003	5,795	5,735	6,067	5,759	5,904	
	59.7%	58.3%	54.5%	53.4%	64.5%	63.0%	61.1%	

### Staff Turnover (Oct-Dec 2017)



	New Starters	Leavers	% Turnover	Target 17/18
<b>Headcount</b>	<b>112</b>	<b>87</b>	<b>1.9%</b>	<b>10%-20%</b>
Full-time Equivalents	91.0	72.6	1.9%	
Posts	112	91	1.9%	

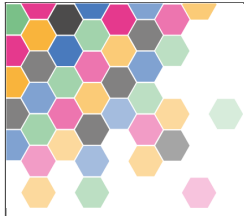
### Commentary:

Headcount stands at 4571 which shows a 0.97% increase on quarter two. However, there is an overall reduction in the headcount since the beginning of the financial year of about 10%. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017.

Turnover has reduced to 1.90% for the reporting period and is down on the same period for last year.

Absence management remains a priority. Both the rolling 12 month figure and the financial year to date figure are less than the same periods last year.

Please note that the data for this report was run on the 18th December and therefore does not represent the full reporting period.



# Appendix A

## Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation"  
It is the combination of the probability of an event (likelihood) and its effect (impact).

### Risk Description

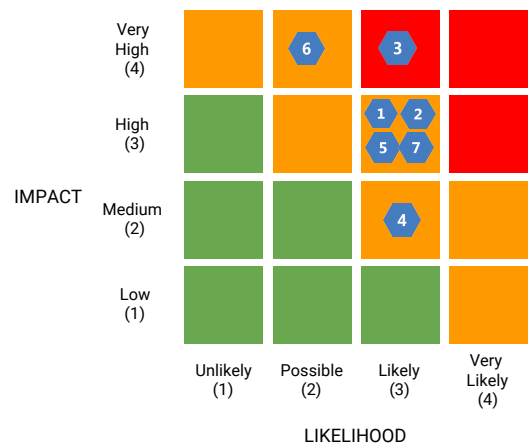
### Gross Risk level

### Net Risk Level

1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	The security and integrity of our systems are disputed as a result of cybercrime		
6	Inability to secure economic growth in Warwickshire		
7	Inability to keep out communities safe from harm		
8	Overall risk assessment		

### Commentary – Action to reduce the likelihood and impact of net red risks:

*Significant risks continue to be managed by Corporate Board*



# One Organisational Plan: Use of Financial Resources

## Quarter 3 2017/18 - October 2017 to December 2017

### Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Community Services	26,468	26,676	208	0.79% Overspent	(842)	(634)

There is a mixture of overspends and underspends across the business unit at quarter 3 monitoring. The forecast overspend has reduced in total since quarter 2 following remedial action by Service Managers, however the forecast overspend within Waste management continues to be significant with an ensuing overspend at the Business Unit level.

Education & Learning	93,652	93,750	98	0.10% Overspent	(37)	61
----------------------	--------	--------	----	-----------------	------	----

Forecasting is becoming more accurate. As a result three areas are now predicting higher overspends than in Q2. Home to School transport, crossing patrols and SENDAR. The business unit is now adopting scrutiny of vacancies and there are vacancy savings. However, as costs are increasing these vacancy savings are not leading to a significant reduction in the overall outturn. The business unit is now forecasting to exceed the WES gross surplus target at year end. This is helping to offset the overspend. There are three requests for small reserves for specific purposes. These requests sit outside the business unit reserve. They are for: (i) MIS system implementation has been delayed and will be completed early 2018, hence the need to return funds to reserves, (ii) school improvement grant due to be spent later in the academic year (iii) SEND strategic planning grant which will be used for the implementation of the SEND reforms in 2018/19.

Public Health	23,727	23,548	(179)	0.75% Underspent	(1,049)	(1,228)
---------------	--------	--------	-------	------------------	---------	---------

Some of the savings are underpinned by reserves for 2017/18 to a total of £1.229 million and cannot be achieved recurrently until system wide decisions are made with partners to align funding with organisational responsibilities, and these need to be reached by March 2018.

The achievement of savings in 2018/19 will be challenging given the current pressures to redesign and redeliver existing commissioned service offers.

Implemented successfully the prevention agenda will exponentially increase the demands on our commissioned services to address lifestyle needs, thereby breaching our current contracted service limits. Within the life of OOP2020 PH face significant funding uncertainties, including; the removal of the ring fence, potential business rates or alternatives and levels of funding.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Transport & Economy	27,127	26,853	(274) 1.01% Underspent	(6,170)	(6,444)

The £274,000 forecast underspend represents approx. 1% of net revenue budget for the Business Unit. This variance can be largely attributed to increased income, offset to some extent by the increased costs of resourcing increasing workloads in transport planning, traffic management, development control and design services.

<b>Total Communities Group</b>	<b>170,974</b>	<b>170,827</b>	(147) 0.09% Underspent	(8,098)	(8,245)
<b>Children &amp; Families</b>	57,688	59,676	1,988 3.45% Overspent	(1,650)	338

It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated earlier in the year by a lower use of residential care than anticipated. However a placement crisis from the summer onwards has led to an increase in the use of residential placements and this has resulted in a significant negative impact. This reflects a national issue.

<b>Social Care &amp; Support</b>	133,051	130,956	(2,095) 1.57% Underspent	(8,318)	(10,413)
----------------------------------	---------	---------	-----------------------------	---------	----------

Work has started on a number of plans which form the delivery of the adult social care transformation. These will start to address the pressures in disability and older people services, but their impact will not be felt until towards the end of the financial year. Plans are in place and spending has started on the additional £8.3m in government grant, increasing preventative measures, which support the overall council One Organisational Plan. £3m has been moved to reserves to recognise the growing pressures into next financial year.

<b>Strategic Commissioning</b>	13,016	11,210	(1,806) 13.88% Underspent	(3,836)	(5,642)
--------------------------------	--------	--------	------------------------------	---------	---------

The current forecast for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to the Mosaic Project. However any residual funding will need to be ring fenced for 18/19 to complete the implementation of Mosaic within Adult Social Care and to continue the development of Mosaic within Children's Services.

<b>Total People Group</b>	<b>203,755</b>	<b>201,842</b>	(1,913) 0.94% Underspent	(17,782)*	(19,695)
---------------------------	----------------	----------------	-----------------------------	-----------	----------



Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Customer Service</b>	8,549	8,311	(238) 2.78% Underspent	(973)	(1,211)

The Registration Service has a target to deliver an additional 100K income this year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire.

<b>Finance</b>	3,617	3,245	(372) 10.28% Underspent	(694)	(1,066)
----------------	-------	-------	----------------------------	-------	---------

The service continues to face higher than anticipated levels of staff turnover, with a particular focus on uncompetitive salary levels compared with the health sector and some adjoining authorities. This has led to a number of posts being vacant for longer than is ideal. However, these posts have now been largely filled. There has also been more income generated by procurement activities than originally anticipated (via service sales and contract rebates), but the latter is not expected to be repeated as contracts cease.

<b>Human Resources &amp; Organisational Development</b>	6,123	5,809	(314) 5.13% Underspent	(721)	(1,035)
---	-------	-------	---------------------------	-------	---------

The forecasts are based on the assumption that we will be able to recruit to a number of vacant posts across the Service. If we are not able to appoint to these posts the underspend will increase. There is also a risk that additional spend (staffing) will be needed to implement Phases 2 and 3 of the Your HR project to time. This would be funded from the wider service underspend.

<b>ICT Services</b>	9,138	8,842	(296) 3.24% Underspent	(216)	(512)
---------------------	-------	-------	---------------------------	-------	-------

The Corporate ICT Development underspend (£267,000) has resulted from a number of projects with confirmed underspends as well as a number of projects that are on hold pending external decisions. Taking this into account, the true position of the Business Unit is (£33,000) underspent. This is due to the forecast shortfall in the WES surplus target of £157,000.

<b>Law &amp; Governance</b>	878	637	(241) 27.45% Underspent	(20)	(261)
-----------------------------	-----	-----	----------------------------	------	-------

The forecast assumes that new web streaming system will be implemented and paid for this financial year. If this is not achieved, there will be a greater underspend for the BU in 2017/18 to be carried forward and spent in 2018/19. Also assumption that additional audit capacity can be secured on a temporary basis, pending recruitment, to deliver audit plan. BU underspend would also increase if legal services secured new external business (not routed through the new company) in final quarter.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Performance	4,660	4,444	(216) 4.64% Underspent	0	(216)

Delivery of transformation both across the Council and within the Resources Group in the short to medium term predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gap and that suitable skill sets are available in the market place.

Property Services	8,631	9,589	958 11.10% Overspent	(301)	657
-------------------	-------	-------	-------------------------	-------	-----

This quarter's forecast reflects a change in the confidence of delivering capital receipts which affects the outturn position for Estates & Smallholdings and the property rationalisation savings. The forecast now excludes the savings from the sales of Kenilworth Library access road, Meadow Farm and Eastboro Way as these are under risk of not completing in this financial year due to late abnormal development cost claims being made by the purchasers and other planning adjustments needing to be negotiated before sales can complete. These disposals are being monitored on a weekly basis as the forecast could significantly improve if negotiations can be completed before the end of the financial year. The service is exploring all opportunities to mitigate this overspend. Trading continues to be successful and income is forecast to exceed targets.

Total Resources Group	41,596	40,877	(719) 1.73% Underspent	(6,523)*	(7,242)
-----------------------	--------	--------	---------------------------	----------	---------

Fire & Rescue	18,717	19,845	1,128 6.03% Overspent	(2,737)	(1,609)
---------------	--------	--------	--------------------------	---------	---------

Of the total overspend of £1.128m, the Service was anticipating to use existing reserves of £997k to fund these costs and Cabinet is therefore asked to approve the drawdown of these reserves as set out in the accompanying table. This leaves a residual forecast overspend of £131k which primarily relates to the planned recruitment costs to bring the Service back up to establishment. In the short term the Service also continues to incur business continuity payments to maintain operational availability, this will reduce significantly as the new recruits are integrated into the Service.

Other Services	(174,188)	(176,123)	(1,935) 1.11% Underspent	(93,577)	(95,512)
----------------	-----------	-----------	-----------------------------	----------	----------

The underspend is primarily due to additional grant income and a reduction in the cost of financing our debt as a result of slippage in the capital programme reducing our need to borrow in previous years. Any underspend in Other Services not allocated to specific reserves will be allocated to General Reserves at the end of the year and will be available to support future year's budget allocations.

Total Whole Authority	260,854	257,268	(3,586) 1.37% Underspent	(128,717)	(132,303)
-----------------------	---------	---------	-----------------------------	-----------	-----------

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
---------	----------------------------	-----------------------------	------------------------------	---	-------------------------------	--------------------------------

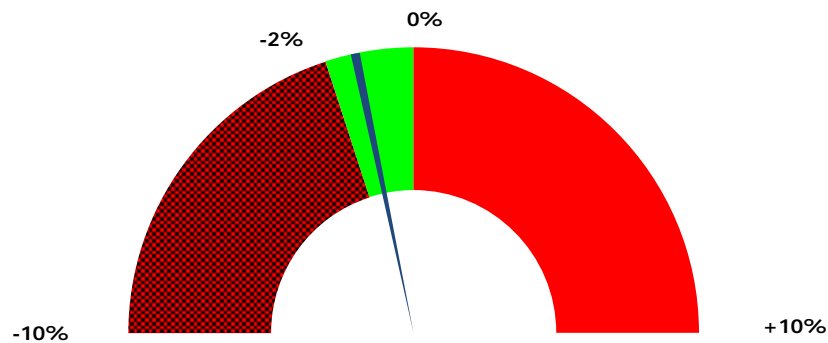
**Notes**

All positive revenue variances (i.e. overspends) are shown as a solid Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Patterned Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

- \* People Group and Resources Group have retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

**Revenue Variance for the Whole Authority**



**One Organisational Plan: Use of Financial Resources: Quarter 3 October 2017 - December 2017**  
**Savings Plan Position by Business Unit**

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	1,115	1,454		G
Education & Learning	1,249	1,249	1,249	While 8 of the 9 savings proposals are either achieved or on track, the Home to School Transport savings in 2018/19 and 2019/20 have been delayed by one financial year due to the General Election, and depend on all proposals being agreed by Cabinet in January. Hence the amber rating.	A
Public Health	2,534	1,901	2,534	The forecast 2018/19 shortfall in the Drug & Alcohol Service will require Public Health to develop new savings proposals for the final year of OOP2020 as the full savings target of £1.3 million is not achievable. Delays in re-tendering services caused by the double purdah period in 2017, and the residual effect of previously imposed Public Health grant reductions, have led to a request to re-phase the remaining 2018/19 savings into 2019/20.	A
Transport & Economy	2,804	2,597	2,694	There is a delay in the delivery of the 2017/18 regeneration savings, these delays can be absorbed by the Business Unit on a short term basis and met in full for 2018/19	A
<b>Total Communities Group</b>	<b>8,041</b>	<b>6,862</b>	<b>7,931</b>		

Service	2017/18 Target	2017/18 Actual to Date	2017/18 Forecast Outturn	Comments	2017-20 Implementation Status
Children & Families	2,289	1,160	1,451	<p>1. £701000 (31%) marked amber. There are pressures on external foster care placement costs and post 16 accommodation. Although the strategy to reduce the number of Children Looked After is on track, it has taken longer lead in time for internal foster care recruitment to gain traction. We are therefore using less internal foster placements and greater external than profiled. There has also been a marked increase in court / legal service level agreement costs in past 2 months which has resulted in a reduction in the amount of savings forecast to be achieved.</p> <p>2. £139,000 (6%) marked red for savings delivery. Within that is:</p> <ul style="list-style-type: none"> <li>- Residential savings previously forecasted to be achieved have been reversed this period with several new children having to be placed in Residential placements due to the placement crisis over the summer, some cases are proving difficult to place in suitable alternative (cheaper) placements due to the severe nature of the child's behaviour / trauma etc.</li> <li>- S17, the planned reduction in support for families at risk has seen an overall down turn in spend but there is an overspend reflecting a slower than anticipated decrease in demand especially on No Recourse to Public Funds; legal advice is that limited action that may be taken to reduce this overspend.</li> <li>- Planned savings of £25,000 from regional adoption agency. There is cost pressure on the service as the result of the national mandatory move towards Regional Adoption Agencies and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant and measures to mitigate this are being put in place. Service not planned to Go Live until the end of Q4 delaying the projected savings</li> </ul>	A
Social Care & Support	5,343	4,383	4,878	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to efficiencies being realised and the utilisation of other one off monies. However, in subsequent financial years delays in the achievement of efficiencies & demand management may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or that increased demand utilises the capacity created. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery, and this continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,708	2,737	All relevant restructuring to achieve 2017/18 savings has been delivered. All Commissioned Services have been redesigned and delivered e.g.; housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 2018/19 and 2019/20 .	G
<b>Total People Group</b>	<b>10,369</b>	<b>8,251</b>	<b>9,066</b>		
Customer Service	356	322	322	There is a marketing plan in place to generate additional income for the Registration Service	A
Finance	624	659	659	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20, but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G

Service	2017/18 Target	2017/18 Actual to Date	2017/18 Forecast Outturn	Comments	2017-20 Implementation Status
Human Resources & Organisational Development	313	340	340	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,048	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Work will take place on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	65	2017/18 savings will be delivered through increased external legal trading and savings in the audit service. Future savings are in the same service areas with plans in place for delivery.	G
Performance	90	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which will be finalised in the Autumn.	G
Property Services	2,157	840	1,050	There is a significant reliance on the delivery of capital receipts from surplus assets. As part of the OOP2020 Refresh the 3 year programme of receipts has been reviewed to ensure that there is sufficient value of receipts in each year to achieve the savings targets. Project resources continue to manage according to anticipated programme milestones but it remains that securing timely consents and good market offers are a risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target.	A
<b>Total Resources Group</b>	<b>4,707</b>	<b>3,364</b>	<b>3,628</b>		
Fire & Rescue	368	368	368		R
Other Services	8,450	8,395	8,395		G
<b>Total Whole Authority</b>	<b>31,935</b>	<b>27,240</b>	<b>29,388</b>		

**Key**

If a business unit's savings are forecast to be fully delivered in year it is shown as Green.

If savings are forecast to be less than 90% delivered it is shown as Red.

If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.

The "Implementation Status" RAG rating relates to the whole of the 2017-20 savings plan.

**One Organisational Plan: Use of Financial Resources - Quarter 3 (April 2017 to December 2017)**  
**Capital spend position and slippage by Business Unit**

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	389	(1)	-1%	0	389	
Community Services	1,454	(18)	-2%	17	1,471	
Customer Service	3,096	391	74%	(238)	2,858	Budget has been transferred to Property Services Globe House project to cover a delayed capital receipt.
Education & Learning	30,391	(1,087)	-6%	14,841	45,232	Delays on Paddox Primary £290k caused by procurement issues. Welcombe Hills £442k slippage resulting from planning and sport england input; and Acorns Primary £215k delays due to processes around making a bid for additional funds to enhance the original plan.
Fire & Rescue	12,752	135	4%	14	12,766	Additional spend in 17-18 on the Training Centre New Build due to rephasing of external fees.
Information Assets	27,433	(3,850)	-48%	(32)	27,401	Some spend on Broadband UK has slipped into later years.

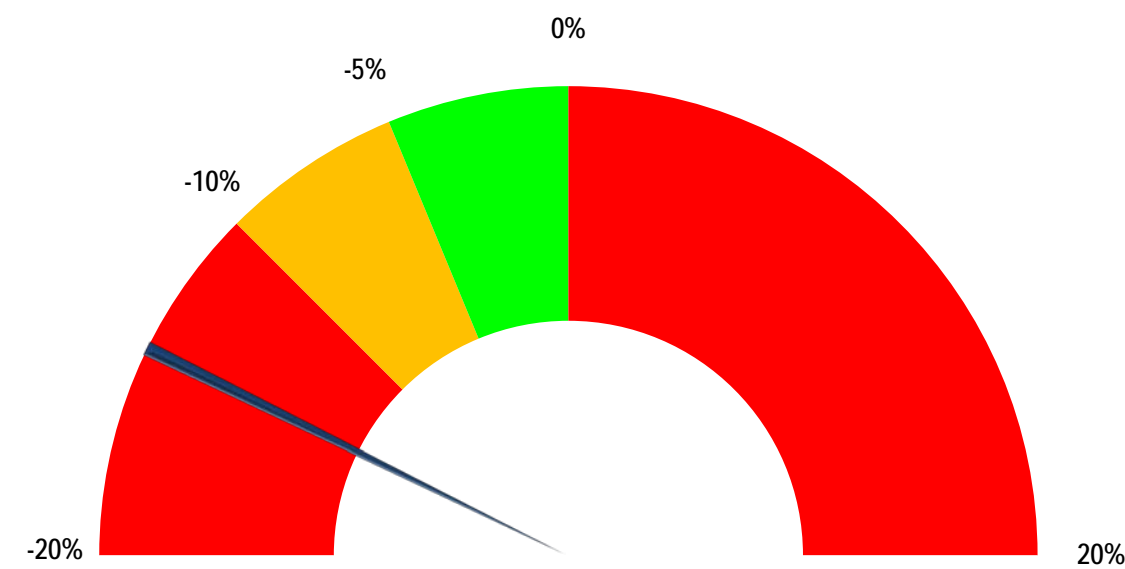
Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	35,441	(2,415)	-16%	488	35,929	Rationalisation of County Storage £1,572k caused by procurement delays (report to Council pending), Old Shire Hall £700k completion date of works revised.
Public Health	24	(24)	-100%	0	24	Spending has slipped into later years.
Social Care & Support (Adults)	3,350	0	0%	0	3,350	
Strategic Commissioning	6,948	0	0%	0	6,948	
Transport & Economy	128,912	(9,051)	-15%	29,163	158,075	Corporate funded projects, £3.382m: School safety zones/safer routes £2.4m delayed awaiting transport consultation outcome, Casualty Reduction/Cycle Schemes £186k design work delays, Bridge Maintenance £211k works reprofiling to future years, RWRR £600k overall reduction in scheme costs. External Grant funded projects, £3.007m: related to procurement and legal agreement issues with the Coton Arches and Stanks Island scheme. Developer Funded projects, £3.022m: delays caused by negotiations with developers over plans and legal agreements taking longer than planned.

**Key**

In the current forecast the following tolerances have been used to identify slippage from 2017/18 into future years:

- ~ 0% to 5% underspend/slippage is shown as Green
- ~ 5% to 10% underspend/slippage is shown as Amber
- ~ over 10% underspend/slippage is shown as Red
- ~ any overspend is shown as Red

**Slippage from 2017/18 into Future Years - Total for all Business Units**



Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	250,190		44,253	294,443

Q2 17-18 Capital Programme	17-18 Budget	17-18 Slippage £000	17-18 Slippage %	New 17-18 Schemes	New 17-18 Forecast
Total 2017/18 Capital Programme (£,000)	112,760	(15,920)	-14%	272	97,112

17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)	(15,920)	



## Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	2302	3181	3013	Red	Between April and November 2017 there have been 2302 incidents attended by WFRS, this is an increase of 105 incidents or 4.8% compared to the same period last year. The largest percentage increase in incidents was for special services with an 11% increase, this is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types in line with customer expectations. Primary fires, those involving property or vehicles, increased by 18% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. Levels of deliberate fire setting have now reduced back to similar levels recorded last year which is encouraging as there had been a large increase in quarter 1.	Close monitoring of incident activity across the Service including stations, fire prevention and senior managers. Emerging trends are identified early and inform fire prevention strategy and targeting with the most vulnerable members of our community through local district plans.
FR	No. of accidental dwelling fires	Lower	87	145	152	Green		
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	69.50%	70.00%	75.00%	Red	Actual data is for the period April to November 2017. Across the period of April to November there have been 292 life risk incidents in total, for 89 of those incidents the first appliance failed to attend the incident within the agreed response standard of 10 minutes. For 55% of these incidents the reason for failure was the geography of the location with the incidents occurring in harder to reach parts of the county. A further 19% of the failures was due to difficulty getting or finding the location of the incident. 7.8% of the failures were due to the nearest stations appliance being committed elsewhere and lack of availability of the nearest RDS station accounted for 6.7% of the failures.	The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	78.20%	80.00%	90.00%	Red	Across the period of April to November there have been 234 life risk incidents in total where a second appliance was needed, for 52 of those incidents the second appliance failed to attend the incident within the agreed response standard of 15 minutes. For 43% of these incidents the reason for failure was the geography of the location with the incidents occurring in harder to reach parts of the county.	The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
FR	% RDS appliance availability at key stations	Higher	92.00%	92.00%	90.00%	Green	Actual data is for the period April to November 2017 and it is anticipated that these levels of performance will be maintained until the end of the year thus achieving target. Recently the Service has introduced some RDS peripatetic personnel to increase resilience and improve availability at RDS key stations across the County.	
FR	No. of preventable fire related deaths	Lower	2	2	0	Red	Between April and November 2017 there have been 2 fire related deaths recorded and were as a result of an aircraft crash. There is an aspirational target of zero for this measure.	All fire related deaths are investigated fully in an effort to highlight learning which will inform the targeting of fire prevention activity with the most vulnerable members of our communities.
FR	No. of community safety contacts.	Higher	32525	48000	22000	Green	Actual data is for the period April to November 2017. This is a new measure for the Service and reflects the extensive range of safety education activities delivered within the communities of Warwickshire. Included within the overall total of 32525 contacts there have been: - 1825 students receiving Heartshield Training - 6046 students receiving fire safety education through the School's Education programme - 10,333 arson reduction activity contacts - 1,446 students or people receiving the Fatal 4 education	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	14	18	12	Green	There have been 14 major training events or exercises delivered so far this year which has already exceeded the year end target set of 12. Events included a series of High Rise exercises at the Fire Service College which was particularly timely following the Grenfell Tower incident earlier this year. Many events include partnership working and enable all participants the opportunity to practise and improve their response to potential life threatening incidents.	
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	419	660	720	Amber	Actual data is for the period April to November 2017. At this point in time the Service is forecasting to miss the year end target of 720. This is due to the re prioritisation of visiting high rise premises across the County following the Grenfell Tower incident in June. Recently the Service has started to deliver the planned volume of inspections again.	





## Annex R

### Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	1.79	2.68	2.8	Amber	We are anticipating an end of year figure of 2.68 visits per population against a target of 2.8 due to the impact of having Stratford closed or in reduced space for a several months which had, as previously reported a major impact on the actuals for quarter 1 and early quarter 2 which we are not going to recover in full. There was also an enforced closure of Nuneaton Library due to works on the roof and advise from the contractor was to close due to the noise. Other building and refurbishment works are also planned at libraries across the county during the remaining financial year and there will be three days of system downtime for an upgrade in December which will also inevitably have an impact on usage. Fortunately each project is likely to be much shorter in duration so shouldn't have such a significant impact but all contributes to the overall forecast.	Range of events, activities and promotions continue to be undertaken at sites affected by closures or service reductions due to building works. Outreach & partnership events extensively promote services. Explore options for new services to bring additional users into sites.
CS	Call abandonment rate	Lower	3.20%	5.00%	5.00	Green		
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	7.39%	10.00%	20%	Red	There is a downward trend for the Warwickshire Directory and digital assistance components within this measure. For digital assistance, this is because people's skills to get online themselves have improved so they no longer need the support. As such, the reduction in forecast reflects skill development. However both digital assistance and the warwickshire directory are part of the Let's talk Local project and as such are being actively promoted.	Digital assistance provided through the libraries and one stop shops continues to be promoted. Through Lets Talk local, we are training local community members on how to use the Warwickshire Directory and how to support people to get online. GovDelivery subscriptions continue to grow as customers sign up to receive the alerts
CS	On-line transactions	Higher	63.10%	60.00%	60%	Green		
CS	Compliance with Corporate timescales in responding to complaints	Higher	75.62%	75.00%	75%	Green		
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	100.00%	100.00%	100%	Green		
F	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green		
F	Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	Higher	718.2%	718.2%	100.0%	Green		
HROD	Staff sickness	Lower	10.09	9.38	9.5	Green		
HROD	Staff turnover (KBM)	Lower	16.13%	16.64%		Green		
HROD	Positive employee engagement score	Higher	70.00%	70%	70.0%	Green	Will be measured again in Your Say survey 2018	Conduct Your Say survey 2018

## Annex R

### Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
HROD	Telephone contact resolved at the first point of contact	Higher	93.89%	93.84%	80.0%	Green	
ICT	Availability of IT key systems through core infrastructure to users	Higher	99.0%	99.0%	99.0%	Green	
LG	No. of complaints upheld by the Ombudsman	Lower	5	10	10	Green	
LG	No. of Legal challenges/adverse judgements	Lower	2	2	0	Red	There have been 2 ICO decisions. There first ICO decision – was in the main not-upheld as the ICO held that WCC had correctly stated that it did not hold the information requested – however the ICO found that due to its failure to complete its review of the complainant's request within forty working days. The second related to a request for information on a proposed new road. The Council refused to provide the requested information and cited regulation 12(4)(b) of the Environmental Information Regs. The ICO held that the Council had not provided persuasive arguments to engage regulation 12(4)(b). The ICO considered that in the specific circumstances of this case, regulation 12(4)(b) is not engaged
PM	% Benefits delivered from high priority projects and programmes	Higher	0.00	0.0%	90.0%	N/A	Work has been progressing to define and refine in-project and post-project benefits for all critical projects as part of the delivery assurance programme. Delivery Assurance Team to continue to work with Critical projects to define measurable benefits. This piece of work is due to be completed by the end of January
PS	Target asset receipts received (KBM)	Higher	15.64%	31.54%	100%	Red	Current YE Forecast likely to be 32% based on current confidence levels
PS	WCC Council Property footprints (sq. mtrs)	Higher	26.36%	26.36%	100%	Red	Current YE Forecast likely to be 26% based on current confidence levels
PS	Actual project delivery time to planned delivery time	Higher	91.00%	92.00%	92%	Green	

Actions to be taken
For the first, the Service have looked into internal procedures and followed up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes. For the second, the ICO have required the Council to issue a fresh response that did not rely on the relevant regulation within 35 calendar days of the date of the ICO decision.
Work is underway to review the approach to deliver these projects, with additional project management resources, change control processes, additional resource and scrutiny of cost and time implications, increased risk identification and mitigation activity, all with the objective of recasting the projects and then ongoing monthly monitoring to forecast.
Work is underway to review the approach to deliver these projects, with additional project management resources, change control processes, additional resource and scrutiny of cost and time implications, increased risk identification and mitigation activity, all with the objective of recasting the projects and then ongoing monthly monitoring to forecast.

CS = Customer Service  
 F = Finance  
 HROD = Human Resources & Organisation Development  
 ICT = ICT Services  
 LG = Law & Governance  
 PM = Performance  
 PS = Property Services