

Communities Overview and Scrutiny Committee

6 December 2011

Agenda

A meeting of the Communities Overview and Scrutiny Committee will be held at **SHIRE HALL, WARWICK** on **TUESDAY, 6 DECEMBER 2011 at 10:00am**

1. General

- (1) Apologies
- (2) Members' Disclosures of Personal and Prejudicial Interests

Note: Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room.

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

- (3) Chair's Announcements
- (4) Minutes of the meeting held on 10 October 2011 and matters arising

2. Public Question Time

Up to 30 minutes of the meeting are available for members of the public to ask questions on any matters relevant to the business of the Communities Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each.

For further information about public question time please contact Dave Abbott:
Tel: (01926) 412323
Email: daveabbott@warwickshire.gov.uk

3. Questions to the Portfolio Holders

Up to 30 minutes of the meeting are available for members of the Committee to put questions to the following Portfolio Holders on any matters relevant to the remit of the Communities Overview and Scrutiny Committee, and for the Portfolio Holders to update the Committee on relevant issues.

- Councillor Peter Butlin, Portfolio Holder for Transport and Highways
- Councillor Alan Cockburn, Portfolio Holder for Sustainable Communities
- Councillor Colin Hayfield, Portfolio Holder for Customers, Access and Physical Assets
- Councillor Richard Hobbs, Portfolio Holder for Community Safety

4. Update on Performance Management

Phil Evans, Head of Service Improvement and Change Management, will talk to the Committee about effective performance management and it relates to overview and scrutiny.

5. Mid-Year Performance Report

This report presents performance information relevant to the remit of the committee at Quarter 2. Appendix A provides the committee with a summary of progress against the delivery of the ambitions in the 2011-13 Corporate Business Plan. Additional detailed financial information supporting the report is available online: [Item 5 - Optional \(web only\) Finance & Performance Appendices.pdf](#)

Recommendation

That the Communities Overview and Scrutiny Committee comments on any performance measures within its remit.

For further information please contact:

Phil Evans, Head of Service Improvement and Change Management

Tel: (01926) 412293

Email: philevans@warwickshire.gov.uk

6. Impact of Staffing Reductions within the Communities Group and the Library and Information Service

This report details the impact of staffing reductions within the Communities Group and the Library and Information Service. The report provides a breakdown of the posts deleted, the impact of this on services, and indicates the number of posts expected to be removed in the future.

Recommendations

That the Communities Overview and Scrutiny Committee:

1. Considers the position of the Business Units as a result of the loss of posts.
2. Agrees to monitor the continuing impact upon service delivery.
3. Advises Cabinet of potential issues or outcomes that may arise due to the deletion of posts from services.

For further information please contact:

Andy Dunn, HR Business Partner

Tel: (01926) 418623

Email: andydunne@warwickshire.gov.uk

7. Warwickshire Fire and Rescue Authority Integrated Risk Management Plan

Members are invited to submit feedback on the Integrated Risk Management Plan mid-term review.

Recommendation

That the O&S Committee comment on the Warwickshire Fire & Rescue Authority Integrated Risk Management Plan as appropriate.

8. Work Programme 2011-12

The Communities Overview and Scrutiny Committee is asked to consider its work programme for 2011-12.

Recommendation

That the Committee considers the draft work programme at Appendix A and amends as appropriate.

For further information please contact:
Dave Abbott, Democratic Services Officer
Tel: (01926) 412323
Email: daveabbott@warwickshire.gov.uk

JIM GRAHAM
Chief Executive
Shire Hall
Warwick

Membership of the Communities Overview and Scrutiny Committee

County Councillors

Sarah Boad, Richard Chattaway, Michael Doody, Mike Gittus, Barry Lobbett, Tilly May, Chris Saint, Ray Sweet, Helen Walton, John Whitehouse

Cabinet Members

Councillor Peter Butlin – Portfolio Holder Transport and Highways
Councillor Alan Cockburn - Portfolio Holder Sustainable Communities
Councillor Colin Hayfield - Portfolio Holder Customers, Access and Physical Assets
Councillor Richard Hobbs - Portfolio Holder Community Safety

If you have any general enquiries please contact Dave Abbott:

Tel: (01926) 412323

Email: daveabbott@warwickshire.gov.uk

For enquiries about specific reports please contact the named officers

**Minutes of a meeting of the Communities Overview and Scrutiny Committee
held at Shire Hall, Warwick on 10 October 2011**

Present:

Members of the Committee

Councillor Sarah Boad
Councillor Richard Chattaway
Councillor Michael Doody
Councillor Carol Fox
Councillor Jim Foster
Councillor Barry Lobbett
Councillor Tilly May
Councillor Ray Sweet
Councillor Helen Walton
Councillor John Whitehouse (Chair)
Councillor Chris Williams

Other County Councillors

Councillor Peter Butlin
Councillor Colin Hayfield
Councillor Richard Hobbs
Councillor David Johnston

Officers

David Abbott, Democratic Services Officer
Kushal Birla, Head of Customer Service
David Carter, Strategic Director, Resources Group
Monica Fogarty, Strategic Director, Communities Group
Chris Juckes, Head of Projects
Ayub Khan, Head of Libraries Strategy
Gary Phillips, Deputy Chief Fire Officer

There were no members of the public in attendance.

1. General

(1) Apologies

Apologies for absence were received on behalf of Councillors Mike Gittus and Chris Saint, who were substituted by Councillors Carol Fox and Chris Williams respectively.

An apology for absence was submitted on behalf of Councillor Alan Cockburn who was represented by Councillor Helen Walton.

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillor Michael Doody declared a personal interest as a member of Warwick District Council.

Councillor Chris Williams declared a personal interest as a member of Stratford District Council.

Councillor Ray Sweet declared a personal interest because of his work on community library bids.

(3) Chair's Announcements

None.

(4) Minutes of the meeting held on 31 August 2011

The minutes were agreed as an accurate record of the meeting and were signed by the Chair.

Matters Arising:

3.3 The Rowan Centre, Atherstone

The Portfolio Holder agreed to bring a written answer back to the Committee.

3.4 Sprinkler Systems in WCC Buildings

The Portfolio Holder explained that WCC is looking to install sprinkler systems in buildings such as care homes and certain schools where there is significant risk. The majority of WCC owned properties do not have a high level of risk.

3.5 Fire Station Closures and Response Times

Gary Phillips told the Committee that the response times have been mapped out using the Fire Service Emergency Cover toolkit (FSEC), which is used to help with the allocation of response resources and the targeting of prevention activities.

Warwickshire's urban response time standard is 10 minutes and the rural response time standard is 20 minutes. All areas were mapped in preparation for station closures and those maps can be made available to any Councillor who requests them.

Recent fires in Brinklow and Norton Lindsey were responded to in 9 minutes and 14 minutes respectively, which is within the standards set for Warwickshire.

4.8 Integrated Risk Management Plan Consultation

Councillor Richard Hobbs confirmed that the revised Integrated Risk Management Plan will go to full council and will be available electronically for general public consultation at that time.

2. Public Question Time

None.

3. Questions to the Portfolio Holder

Councillor Richard Chattaway asked Councillor Richard Hobbs if retained fire-fighters are trained to the same level as full-time fire-fighters.

Councillor Richard Hobbs responded that they are currently trained to the same level as full-time staff but going forward there will be some specialist

duties that retained fire-fighters will not be trained in to the same level and will only be done with supervision from full-time fire-fighters.

4. Warwickshire Library and Information Service – Facing the Challenge

Councillor Colin Hayfield presented the paper and the following points were noted:

- Library service staff should be thanked for all of their hard work on the community library bids, even when some of their own jobs were at risk.
- Elected members should be thanked for their work with community groups in their wards to bring bids forward.
- There has been remarkable community involvement.
- Because of the hard work of local communities WCC is in a very different position than many other County Councils.
- Some community libraries will succeed, some will struggle, and some will fail but we will support them as best we can.
- The Council is looking at holding a volunteering fair across the county to encourage volunteerism and make people aware of the wide range of services that can be contributed to.

Councillor Discussion:

Councillor Colin Hayfield

The Big Society fund is £125,000 - there is not enough money available for all of the bids.

Officers are looking to see if there is any way to increase the size of the funding pot.

Councillor David Johnston

Community youth services are trying to access the Big Society funding as well but they are working to longer timescales.

Is it fair to make funding decisions on Libraries before the needs of other community projects are known?

Councillor Colin Hayfield

- At this stage only the proposals for funding are being agreed.
- There will be an officer panel evaluating the funding bids.
- The officer's panel has made recommendations but it was unlikely they will be ready for the next meeting of Cabinet.
- The final decision on funding will be a Portfolio Holder's decision.

Councillor Sarah Boad

- The Portfolio Holder is trying to keep libraries open but is also responsible for portioning out the Big Society fund to a wide range of different organisations. Is this not a conflict of interest?
- There is no precedent for this to be a Portfolio Holder's decision alone.
- This is a huge amount of money and yet there will be little oversight of the decision.

Councillor Colin Hayfield

The Portfolio Holders decision is subject to call-in from councillors.

Councillor Richard Chattaway

How can Cabinet make a decision on which bids to support when the outcomes of the Big Society funding recommendations are still unknown?

Councillor Colin Hayfield

- WCC has a choice – we either take a chance on community run libraries or simply close them.
- Some community run libraries will flourish, some will struggle, and some will close. We would rather give them a chance than not.
- Differences across the county have become manifest during this process. There is an established culture of volunteering in some of the more affluent areas where perhaps there isn't in more deprived areas. We have decided to give more latitude in areas of deprivation to ensure some balance.

Councillor Ray Sweet

Most of the business cases are reliant on various grant funding sources – I am concerned that the libraries will run for a year then fail. It would be a devastating loss for the community after all of this hard work.

Councillor Colin Hayfield

There is support available – the book supply, training, and insurance. We have pushed as far as is possible for the package of help available to community libraries.

Councillor Michael Doody

We want to keep as many libraries open as possible. The problem with this report is timing – it is coming before other major decisions are made. In a month's time we would have a clearer view.

Councillor John Whitehouse

Paragraph 4.5.8 of the report is wrong - the majority of grant applications won't be known by the time Cabinet meet.

Councillor Colin Hayfield

A number of community groups are looking to see if Cabinet supported their proposals or not. They know that their bids are predicated on funding being allocated to them.

Councillor Jim Foster

I represent an area where we have no centres of these types and not a single person is coming to me about this issue. Giving the centres back to the community is a good thing.

Councillor Carol Fox

The message should be clearer in the report for members of the public. It should be clear that Cabinet are supporting these groups on the condition that they get the money.

Kushal Birla

- We have been working with communities for almost a year.
- Community groups are very aware that they have to open sustainable libraries by April 2012 or WCC will have to look at alternative options.

- There has been a desperate plea from communities to keep a community hub open – somewhere people feel safe.
- They have found completing the business cases difficult. It has taken a lot of officer time to work with them.
- The library service doesn't have the capacity to hand hold beyond the support already given.

Councillor Whitehouse

There is unhappiness in the room due to the fact that the vast majority of funding is coming from WCC and not external sources but we don't have that information.

This is in the hands of WCC – you have had a timetable in place but haven't managed to bring both the funding information and the bid recommendations together.

Councillor Colin Hayfield

- The budget is fixed – the major decisions relating to libraries were taken in July.
- The opportunities that are now developing with community involvement are the silver lining.
- The library service needed to change and the timing is never going to perfect.
- Community groups are waiting to hear Cabinet's decision.
- If you have any suggestions we want to hear them.

Councillor Whitehouse

We have heard that the Big Society fund is heavily oversubscribed - how realistic an option is increasing that funding pot?

Big Society funding is a crucial element of many of the bids.

How much extra guidance will you be able to give Cabinet on Thursday about the allocation of that funding?

Councillor Colin Hayfield

I will ask officers to look into it.

David Carter advised the Committee that if there was an increase to the Big Society fund then it would be one-off funding only.

Councillor Tilly May asked if there was any value assigned to the level of input from volunteers.

Chris Jukes responded that the number and quality of volunteers was assessed but there was no monetary value assigned because it wouldn't help deliver the savings target.

The Chair proposed that the Committee look at the bids on a case by case basis. The following bids were commented on:

Baddesley Ensor

Councillor Ray Sweet asked what would happen to the library site at Baddesley Endsor.

Councillor Colin Hayfield informed the Committee that all vacant library sites will be disposed of in the same way as any other surplus Council property – according to Warwickshire County Council's property rationalisation plan.
Bedworth Heath

Councillor Sarah Boad supported the proposal but pointed out that this proposal is similar to the Brunswick Library in Leamington Spa which failed because there was no active input or stock turn-over.

Kushal Birla explained that they are going to be a part of the book circulation initially but added that the library service needed to be firm on terms and conditions because of the potential for theft / misuse.

Councillor John Whitehouse asked if book replenishment would be the County Council's decision.

Kushal Birla responded that discussions still need to take place with the community to see how the policy will be policed.

4.7.14 Kingsbury School

Councillor Hayfield

- Kingsbury was essentially asking for a new school library that the public to have access to.
- It would be unfair for the library service to take on the cost.
- We hope that negotiations re-open with the education service.
- If Kingsbury closes then a sizable community would be deprived of a library.

Kushal Birla explained that not only was the bid asking for £100,000 in capital funding but it also wouldn't have been open by April next year.

4.8 Options for Alternative Arrangements

Sarah Boad

- Community groups are being charged to use the libraries outside of their core opening hours. The cost is a disincentive.
- If the church groups want to keep a library open for one afternoon a week should they be charged?

Kushal Birla

- There are very few spaces that can be used for free.
- This can be evaluated on a case by case basis but we do currently hire out library rooms.
- These charges can be used to cover utilities bills for example.
- We don't want to say we won't charge for space.
- The library service does have income targets.

Councillor Hayfield

- There is a difference between people opening a library and a specific group of people getting a room for their activity for free.
- If a group are coming together to keep a library open then personally I don't think they should pay for that.
- If it is for another purpose then they should.

- I will clarify this issue with officers.

Councillor Richard Chattaway asked what the legal liabilities would be for community groups that run a library.

David Carter explained that because these groups were asking for a peppercorn rent they will be entirely responsible for insurance, the maintenance of the buildings, health and safety etc. WCC will make sure community groups have insurance in place before the final contracts are signed.

Councillor Richard Chattaway, referring to paragraph 4.9 of the report, asked how the property rationalisation savings plan would be balanced in light of the loss of a potential capital receipt of £784,000.

David Carter explained that due to a number of decisions WCC there will be a review of the impact on the capital receipt target on the budget.

5 Opening Hours

Councillor John Whitehouse asked for assurances that no unilateral decision would be made by WCC on hours reductions before talks are complete.

Kushal Birla said she hoped discussions would conclude in the next fortnight but noted that they are reliant on partners working together.

Councillor Richard Chattaway asked what public consultation will take place regarding the cutting of core library opening hours.

Kushal Birla explained that the library service has looked at usage and community feedback. In the next few weeks there will be a consultation with two different options.

Councillor Sarah Boad

- There isn't enough time to plan and evaluate the way in which extended hours is working.
- When will we know what the plan is for each library?
- We should be able to build cases on top of a solid foundation.

Kushal Birla

The fallback position is what Cabinet decided in July – to close all sixteen libraries. Where there are no proposals that will be the consultation. In other cases we will consult on the community proposals.

Councillor John Whitehouse asked if the consultation would be on a library by library basis or if all libraries would be considered at the same time.

Kushal Birla responded that the library service is only proposing to go to consultation once.

Councillor Chris Williams highlighted the contradiction between points 5.5 and 5.6 of the report and asked what the police were actually supporting.

Kushal Birla explained that the police have been delighted with the delivery of contact services in Southam and Shipston. Coleshill have seen a large number of enquires and therefore the police are not happy about the proposed reduction in opening hours.

Councillor Tilly May informed the Committee that the police pay an amount per enquiry therefore the longer they are open, in theory, the more income they would receive.

5.8 Volunteering

Councillor John Whitehouse

- The report states that there was a disappointing response to a request in the libraries consultation but the experts in volunteering (CAVA etc.) weren't engaged.
- Can we have assurances that volunteering will be considered on a more thorough basis in the future?

Councillor Sarah Boad asked if the library service was working with existing volunteer groups (Church groups for example). Volunteer run services are vulnerable if individuals fail to show up but established volunteering groups would have support in place.

Councillor Colin Hayfield

- If any other cost neutral solutions are put forward they would be considered.
- There could be more volunteers available to deliver other WCC services.
- It is a step the whole County Council needs to take to involve them in a whole range of services.

7 Mobile Library Service

Kushal Birla explained that the energies of officers are taken up with setting up community libraries at the moment but advised that the Committee could look in more detail at the reconfiguration of the Mobile Library Service in September 2012.

Councillors agreed, as discussed in previous meetings, that money should be put back into the stock fund as it is the core of the service.

Councillor Michael Doody asked what discussions were taking place with District Councils.

Kushal Birla explained that discussions were ongoing with all District Councils. North Warwickshire was keen to use WCC premises. Nuneaton & Bedworth have already co-located the customer service centre and are looking to use our premises for other services.

Councillors agreed that the Committee should receive update reports on the status of the Library Service Transformation.

The Portfolio Holder agreed to bring reports back to every meeting, or as necessary, and noted that all community proposals were subject to review in 12 months from the date they open.

Councillor Richard Chattaway, seconded by Councillor Ray Sweet, moved and it was resolved as set out below:

Resolved

1. That the Communities Overview and Scrutiny Committee note concern at the reduction to the Warwickshire Library and Information Service.
2. That because vital information about the allocation of Big Society funding has not been made available to the Committee, it is impossible to make informed considerations concerning the viability of each individual community bid.

The Chair asked officers to clarify the outcome of the bidding process for the Big Society fund and if there was any extra money available to the fund on a one-off basis before Cabinet so they can make a more informed decision.

5. Work Programme

The Chair noted that there is space in the schedule going forward and if any members have suggestions for scrutiny they can feed them to their spokesperson.

Resolved

That the Committee endorse the draft work programme for 2011-12, with the following addition:

- Regular update reports on the status of the Library Transformation Programme.

6. Any Other Items

There were no urgent items.

The Committee rose at 12.15pm

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Chair

Communities Overview and Scrutiny Committee

6th December 2011

Mid-Year (April – September 2011/12) - Performance Report for functions within the remit of the Communities Overview and Scrutiny Committee

Recommendations

(1) That the Communities Overview and Scrutiny Committee comments on any performance measures within its remit.

1.0 Key Issues

The Communities Overview and Scrutiny Committee have requested that they receive performance information relevant to the remit of the committee at Quarter 2. Appendix A provides the committee with a summary of progress against the delivery of our ambitions (contained within the 2011-13 Corporate Business Plan) relevant to the committee as set out below:




- Ambition 2 – Safety and Protection
- Ambition 4 – Enterprise, Transport and Tourism
- Ambition 5 – Environment and Housing

Additional detail presenting progress against the delivery of the relevant Business Unit Plans can be found at Appendix B:

- Localities & Community Safety Business Plan
- Safeguarding Business Plan
- Sustainable Communities Business Unit Plan
- Transport & Highways Business Unit Plan

For 2011/12, progress against all measures and targets is presented against a more refined alerting system – the use of Red, Amber and Green. This system is widely recognised as being good practice and the majority of our County Peers also use this system to monitor progress. We have also introduced Direction of Travel to better ascertain the significance of the level of improvement.

Green	Target has been achieved or exceeded
Amber	Performance is behind target but within acceptable limits (within 10% of the target)
Red	Performance is significantly behind target and is below an acceptable pre-defined minimum (more than 10% of the target)
Direction of Travel arrows to show whether there have been any improvements, any	

changes or any falls in performance since April 2011.	
	Performance has improved relative to targets set
	Performance has remained relative to targets set
	Performance has declined relative to targets set

All data included in this report for Quarter 1 and for Quarter 2 is provisional unaudited data and subject to change

The performance information contained within this appendix is based on forecast data as at the mid year point. Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.

The table below provides an overview of the measures contained within the Corporate Business Plan which fall within the remit of the Communities Overview and Scrutiny Committee. This compares to the overall Corporate Business Plan of which 37 reported indicators, 5% are red, 22% are amber and 73% are green.

	Red	Amber	Green	Total
Total	0	6	11	17
%	0	35%	65%	
Number of measures we are unable to report progress against at the mid year point				3


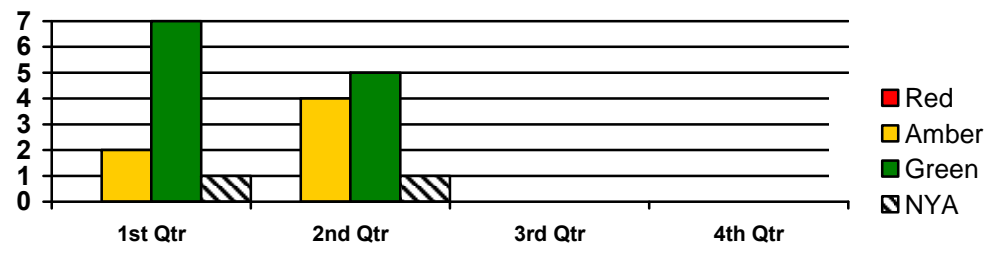
2.0 Background Papers

- Cabinet, Mid-Year Integrated Finance and Performance Report, 17th November 2011
- Communities O&S Committee, Development of Draft Measures and Targets in support of the Corporate Business Plan 2011-13
- For information only. Copies of the Integrated Finance & Business Unit Performance Appendices relevant to the remit of the Committee are available on the intranet

	Name	Contact Information
Report Author	Mandeep Kalsi	mandeepkalsi@warwickshire.gov.uk
Head of Service	Phil Evans	philevans@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Cllr Martin Heatley Cllr Richard Hobbs Cllr Alan Cockburn Cllr Peter Butlin Cllr Heather Timms	cllrheatley@warwickshire.gov.uk cllrhobbs@warwickshire.gov.uk cllrcockburn@warwickshire.gov.uk cllrbutlin@warwickshire.gov.uk cllrtimms@warwickshire.gov.uk

Appendix A – Progress against delivery of Corporate Business Plan Measures

This appendix provides a summary of progress by each of the Corporate Ambitions, thus providing Members with a robust view of the progress that the Authority has made over the first 6 months of this financial year in working towards delivering the aims and ambitions.

2: Safety & Protection		Green 			
Outcomes: <ul style="list-style-type: none"> Warwickshire residents are safer on our roads Warwickshire’s children & young people are safe from harm Reduced levels of offending & re offending 		<ul style="list-style-type: none"> Reduced levels of harm caused by alcohol & drugs Reduced levels of harm caused by anti social behaviour Reduced levels of harm caused by violent crime Reduced number & severity of fires & related injuries & deaths 			
		Data Notes % of de- registrations – year end forecast data is not currently available for this measure. However, period actuals would indicate that we are likely to miss target although performance will improve when data is cleansed at year end Performance is based on Year to Date Forecast			
Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
No. of people killed or seriously injured on our roads	298	298	298		
% of core assessments that were completed within 35 working days	91%	84%	84%		
% of de-registrations of children who have had a Child Protection Plan for more than 2 years	7.5%	NYA	NYA		
% of children becoming the subject of a Child Protection Plan for a 2 nd or subsequent time	14%	13.5%	13.5%		
Incidents of serious acquisitive crime per 1,000	13.56	11.82	12.37		
Incidents of all Anti social behaviour	25384	25384	22805		
Incidents of all serious violent crime per 1,000	5.38	5.38	5.52		

No fire related deaths which were preventable per 100,00 pop	0	0	0.0		
No. of injuries in primary fires per 100,000 population	4.30	4.00	4.00		
Total number of fires per 100,000 population	389.4	410.0	410.0		

Commentary and Key Actions Taken

Reducing the instances and impact of Crime

Given the current economic climate and the high profile raising incidents of burglary becoming more apparent, WCC, the police and other agencies, are currently working together to make Warwickshire a safer place for residents and Multi agency strategic and operational groups are currently working on a burglary reduction initiative. The burglary reduction group which meets monthly to review progress, have begun to show that there have now been some reductions as a result of interventions - but the target to reduce the number incidents is unlikely to be met this year. However, the overall trend over the last 3 years is not showing an increase but some stability, but this is patchy across the county.

Whilst incidents of violence have not risen, they are not going down much either but changes to recording incidents of violent crime have not helped to clarify the situation. In response to this, a multi-agency violence reduction strategy is currently being developed to consider the 3 main categories of violence - alcohol-related violence; domestic abuse and knife/gang violence (although this is not high in the county is comparison with other counties).

Anti-social behaviour procedures and processes are also under review as a result of changes to recording categories (reduction from 14 to 3 completely different ones) which came into effect from Apr 2011. Therefore, the information currently being recorded which change completely next year so we will be unable to make comparisons. Based on this new method of recording, results for 2011/12 will form the baseline going forward.

Reducing the instances and impact of fire

At the end of quarter 2 the total number of fires attended by WFRS is above the level that was attended during the same period in the previous year by 181 incidents (15%). This increase is attributable to an increase in the number of deliberate small fires that were attended during the first month of this current financial year. There was a period of extended holidays over the Easter period and the Royal wedding weekend which coincided with a period of hot dry weather. WFRS was, and continues to work in partnership with other agencies to deliver targeted initiatives such as the Anti Social Behaviour Intervention Team (ASBIT) which helps drive down small fire incidents as well as anti social behaviour incidents.

Within the main category of fires there has been some improved performance year on year within subcategories of fire. These

include accidental dwelling fires which are currently 16% down on the previous year, fires in non domestic premises which are down by 27% and arson incidents in property and vehicles which have reduced by 10.9%.

During the second half of the year WFRS will be continuing with local targeted initiatives to continue to reduce the levels of fires across the County; however it is anticipated that the performance target of delivering an improvement on the previous year will not be met.

The following Business Units contribute directly to the Safety and Protection Ambition:

[Transport & Highways](#)

[Safeguarding](#)

[Localities & Community Safety](#)

[Fire & Rescue](#)

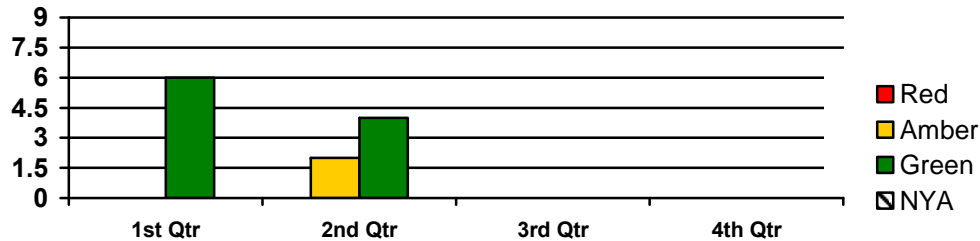
4: Enterprise, Transport & Tourism

Green



Outcomes:

- A thriving business community in Warwickshire
- A more efficient transport infrastructure



Data Notes

Performance is based on Year to Date Forecast

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The number of individuals undertaking Apprenticeships in the sub-region	1550	1,550	1,550		
The number employed in key target growth sectors of the sub regional economy	138000	138,000	136,488		
Businesses reporting skills shortages	35%	35%	38.4%		
WCC cost per passenger journey on WCC supported services	£0.95	£0.95	£0.94		
Bus services cost per head of population in the county	£3.04	£3.04	£2.99		
Length of highway network where surface treatment was achieved	223.7km	223.7km	224.08km		
Length of highway network where maintenance is needed*		No target			

Commentary and Key Actions Taken

A Thriving business community in Warwickshire

Figures on numbers employed in key sectors is produced annually, and data for the calendar year 2009 has just been released. This has shown that while employment within the target sectors identified by the LEP has increased from the previous year (from 133,105 to 136,488) across the whole Coventry & Warwickshire area, it has not reached the target level predicted of 138,000. However, the majority of this growth occurred in Warwickshire (2,609 of total 3,383 new jobs were in the county), and much of these were in the manufacturing and computing sectors. Clearly the below predicted levels of growth highlight the continued

difficult economic growth and the weak recovery that is currently underway. Warwickshire County Council are working with Coventry City Council and the Coventry & Warwickshire Chamber of Commerce on a new multi-million European Funding application to support new business start-ups and business growth within these target sectors. It is hoped that this will help generate additional employment in these target sectors in future years.

Business reporting skill shortages - the situation in the labour market has appeared to worsen, as the most recent business survey in the area has suggested an increase in businesses reporting skill shortages. The specific reasons for this increase are not clear, given the high levels of unemployment (and hence a larger pool of potential employees) within the county and wider sub-region. However, information from Jobcentre Plus suggests that employers are generally complaining of a lack of relevant experience, rather than a lack of qualifications per se. The CWLEP will continue to collate evidence on the needs of business, and Warwickshire County Council will work with key partners and stakeholders to try and address these issues. In particular, the need to provide greater opportunities for relevant work experience will be considered by the CWLEP Skills & Employment Focus Group. Up-skilling of the workforce is key to our activity at the Camp Hill Opportunities Centre and we are continuing and expanding our service offer of vocational training, working with schools and local businesses.

A more efficient transport infrastructure

Length of highway network where surface treatment was achieved. The front end of the programme is predominantly surface dressing rather than structural maintenance hence higher kms reported by the mid year point. This year the majority of the structural maintenance resurfacing works will be carried between July 2011 and March 2012.

At March 2011, 736kms of the road network across Warwickshire was in need of maintenance work - the next result is due end March 2012. The ability to carry out maintenance works to the network (and so reduce the length of network requiring treatment) is largely governed by available budgets. At current levels of funding, the condition of the network can be expected to continue to deteriorate at the same rate currently being experienced. In terms of network length, this equates to some 80km additional network requiring treatment each year.

The following Business Units contribute directly to the Enterprise, Transport and Tourism Ambition:

[Sustainable Communities](#)

[Transport and Highways](#)

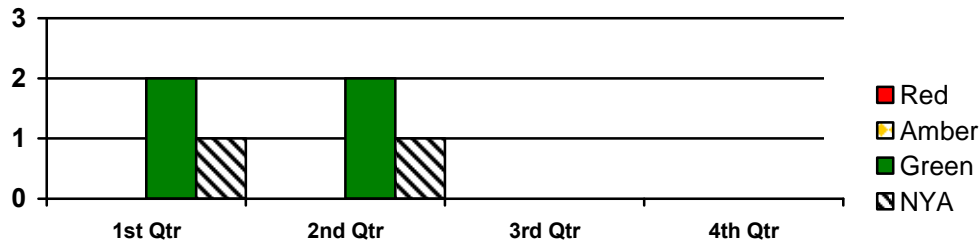
5: Environment & Housing

Green



Outcomes:

- Warwickshire is clean & green
- Warwickshire's environment & heritage is protected for the future
- Warwickshire has a strong sense of place



Data Notes

Performance is based on Year to Date Forecast

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Residual household waste per household is minimised	589kg	589	589		
The number of corporate projects which deliver Co2 reductions	2.5%	NYA	NYA		
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care	107	107	107		

Commentary and Key Actions Taken

At end Q2 the Year End Forecast is that we will meet and maybe exceed the target, and indications are that residential waste is still declining across the county. Exceeding target will be down to NBBC moving over to Alternate Weekly Collections, and increasing its recycling, but this data will not be available to later in the year. Q2 actual (validated) data will be available in Jan 2012.

The following Business Units contribute directly to the Environment and Housing Ambition:

[Sustainable Communities](#)

[Adult Social Care](#)

Appendix B

Localities & Community Safety

To ensure that Warwickshire is a safer and healthier place for all						
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual
M13001	Incidents of serious acquisitive crime (per 1,000) *	11.84	11.82	12.37	Amber	6.33
<ul style="list-style-type: none"> • <u>Improvement Activity</u> Multi-agency strategic and operational groups are working on a burglary reduction initiative. • <u>Indicator Commentary</u> Projections based on latest actuals at quarter 2 would indicate that we are likely to miss the year end target for this measure. 						
M13002	Incidents of all violent crime	5.38	5.38	5.52	Amber	2.76
<ul style="list-style-type: none"> • <u>Improvement Activity</u> A violent crime strategy is currently under development. • <u>Indicator Commentary</u> Projections based on latest actuals at quarter 2 would indicate that we are likely to miss the year end target for this measure. 						
M13003	Incidents of anti-social behaviour re classified /coded for 2011/2012 *		25384	22805	Green	12277
<ul style="list-style-type: none"> • <u>Indicator Commentary</u> Anti-social behaviour has been reclassified making comparisons with previous years inaccurate. ASB processes are being reviewed to meet the requirements of the new classification and to ensure support to victims. 						
M13004	Rate of alcohol related hospital admissions per 100,000 population		1779	1779	Green	
<ul style="list-style-type: none"> • <u>Indicator Commentary</u> Quarter 2 result unlikely to be available before March 2012. 2010/11 year end data for this indicator is due to be released shortly. Reducing alcohol related hospital admissions is a long term project, as an individual's current drinking habits may influence the admission statistics in ten, twenty or even thirty years time. Targets set for 2011/12 to slow the rate of increase to below the forecast trajectory. 						

To ensure that Warwickshire is a safer and healthier place for all						
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual
M13005	Successful drug and alcohol treatment completions		20	20	Green	
<p>• <u>Indicator Commentary</u> The target is for the first year of the new, integrated drug and alcohol treatment service (Dec 11 - Nov 12). As the performance year for this measure does not start until December 2011, we are unlikely to have met the 30% stretch target by the end of March 2012. A request to amend the target to 20%, reflecting only 4 months activity towards achieving the objectives, has been made.</p>						
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)		33	33	Green	
<p>• <u>Indicator Commentary</u> The target relates to a new service, which will commence on 1st December 2011. As the performance year for this measure does not start until December 2011, we are unlikely to have met the target by the end of March. A request to amend the target to 33%, reflecting only 4 months activity towards achieving the objectives, has been made.</p>						
M13007	% Community Safety action plan interventions completed		80	80	Green	
<p>• <u>Indicator Commentary</u> This is an annually reported measure. Projects are ongoing at the start of the year and others will be added during the year in response to local situations, and others will be completed. Some projects will be longer and more intense than others. This indicator cannot therefore be reliably measured quarterly.</p>						
M13008	% Actions in Domestic Abuse Action Plan achieved		75	75	Green	
<p>• <u>Indicator Commentary</u> This is an annually reported measure - no quarterly results available. Actions will take place over the course of the year and not at regular intervals to measure quarterly progress.</p>						

Warwickshire's children & young people are safe from harm								
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Target	Period Actual	Period Alert
M13009	First time entrants to the youth justice system	440	381	260	Green	190	130	Green
<ul style="list-style-type: none"> <u>Indicator Commentary</u> This measure is continuing to perform significantly better than the preceeding year. 								
M13010	% actions in the Child Poverty Action Plan achieved		80			40		
<ul style="list-style-type: none"> <u>Indicator Commentary</u> Latest data not currently available 								

Reduced levels of offending & re-offending							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M13011	Rate of proven re-offending by young offenders		0.71	0.71	Green		
<ul style="list-style-type: none"> <u>Indicator Commentary</u> Annual measure 							

To protect consumers & legitimate businesses from rogue traders							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M13021	Total number of households in No Rogue Trader Zones		8278	8278	Green	8278	Green
<ul style="list-style-type: none"> <u>Indicator Commentary</u> Targeted increase achieved in quarter 1. 							

To protect consumers & legitimate businesses from rogue traders			
Ref	Measure	Period Actual	Indicator Commentary
M13012	Number of formal enforcement actions commenced	30	Indicator only, no target set.
M13013	Total number of interventions with business	1012	
M13014	Total cost of formal actions	16075.91	Indicator only - latest available figure reported.
M13015	Total number of customer complaints actioned	879	Indicator only, no target set
M13016	Total number of samples taken	114	
M13017	% of samples found to be unsatisfactory	35	
M13018	Total number of doorstep crime rapid responses	33	
M13019	Total number of urgent animal welfare interventions	23	
M13020	Total number of FSA food alerts actioned	0	
M13022	Total money saved for consumers (redress)	20273	
M13023	Total money saved for consumers (saved)	40563	

Improve student access to the County's heritage collections							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M13024	Number of interactions with school aged children	15544	27000	27000	Green	16367	Green

• Indicator Commentary

Target increased by 10,000 per annum as the original target did not include general museum visits.

To improve responsiveness to the needs of communities							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M13000	The proportion of the adult population who agree that they feel able to influence decisions affecting their local area		31.7	33.9	Green	33.9	Green
<p>• <u>Indicator Commentary</u> This indicator will be measured by means of the Citizens Panel survey, results of which will be available in quarter 3. Although we had targeted a 2% increase in this measure, our belief is that we will at best maintain our previous performance as the recent cuts in services lead people to believe they are not able to influence local decision making.</p>							
M13025	% satisfaction rate relating to community forums		80	80	Green		
<p>• <u>Indicator Commentary</u> This will be measured by means of a thorough analysis of the Community Forums, including an on-line survey, which will take place early in the new year.</p>							
M13026	% actions in locality plans achieved		80	80	Green		
<p>• <u>Indicator Commentary</u> This will be measured by means of a thorough analysis of the Community Forums, including an on-line survey, which will take place early in the new year.</p>							
M13027	% target outcomes in locality plans achieved		70	70	Green		
<p>• <u>Indicator Commentary</u> This will be measured by means of a thorough analysis of the Community Forums, including an on-line survey, which will take place early in the new year.</p>							
M13028	% County residents volunteering once a month		26.5				
<p>• <u>Indicator Commentary</u> The data source for this measure was the Place survey - a corporate decision was taken not to undertake the survey this year and, as such, data will not be available.</p>							

Sustainable Communities

The effective establishment of the new LEP between Coventry & Warwickshire							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M15001	Number of individuals undertaking Apprenticeships in the Sub-Region *		1550**	2850	Green		
<p>• <u>Indicator Commentary</u> This is an annual measure - no quarterly actual available</p>							
M15002	The number employed in key target sectors in C&W *		138000**	136488	Amber	136488	Amber
<p>• <u>Indicator Commentary</u> Although not quite at the target level predicted, growth has been evident particularly in the manufacturing and computing sectors.</p>							
M15003	Businesses reporting skills shortages – survey *		35**	38.4	Amber	37.6	Amber
<p>• <u>Indicator Commentary</u> The situation in the labour market has worsened but the latest survey has not identified specific reasons for this other than it is obvious that there is a clear mismatch in skills between those on unemployment benefits and the jobs on offer indicating the need for up-skilling of the workforce. This is not something that can be easily addressed in the short term.</p>							
M15004	% of businesses who feel that C&W is a good place to do business - survey		74				
<p>• <u>Indicator Commentary</u> The CWLEP Business Survey is being developed by Coventry City Council and will take place by the end of 2011.</p>							
M15005	Occupancy rates at WCC Business Centres		85**	83	Amber	83	Amber
<p>• <u>Indicator Commentary</u> The year end forecast has been revised due to lower than expected occupancy levels. A further indicator is the decline in enquiries at quarter with a total of 13 compared to a previous quarter total of 24 thus reducing conversion opportunities of new tenants.</p>							

** These targets are subject to renegotiation as the CWLEP is developed

Providing effective & cost efficient services to support our communities							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M15006	Total of all planning applications processed within target	73.33	70	70	Green	59.4	Red
<p>• <u>Indicator Commentary</u> The quarter 2 actual result was 74% of applications processed within target thereby improving the year to date result at quarter 2 to 59.4%. It is hoped that the full year result can be achieved despite the poor result from quarter 1.</p>							
M15007	Highway Authority Applications responded to within the target of 21 days	87	80	80	Green	86	Green
<p>• <u>Indicator Commentary</u> Quarter 2 performance was down slightly compared to quarter 1 principally due to a reduction in staff numbers and the work handover period. We remain confident that the full year target will be attained</p>							
M15008	% of planning applications where chargeable pre-application advice was given		15	15	Green	13.51	Amber
<p>• <u>Indicator Commentary</u> Although significantly improved in quarter 2, the ytd figure remains behind target. It is considered that this is recoverable in the final half of the year.</p>							
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	88	85	85	Green	100	Green

Providing an effective & cost efficient waste management service						
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Target
M15000	Residual household waste per household *	600	589	589	Green	290
<ul style="list-style-type: none"> Indicator Commentary Quarter 2 results expected January 2012						
M15010	Household waste re-used, recycled & composted	50	50	50	Green	48
<ul style="list-style-type: none"> Indicator Commentary Quarter 2 results expected January 2012						
M15011	The proportion of Municipal waste landfilled.	35	37	37	Green	37
<ul style="list-style-type: none"> Indicator Commentary Quarter 2 results expected January 2012						
M15012	Percentage of household waste that has been used to recover heat, power and other energy sources		18.9	18.9	Green	18
<ul style="list-style-type: none"> Indicator Commentary Quarter 2 results expected January 2012						
M15013	Percentage recycling and composting performance at Household Waste recycling Centres		62	62	Green	62
<ul style="list-style-type: none"> Indicator Commentary Quarter 2 results expected January 2012						

Developing our green infrastructure in line with customer & partner expectation & industry Best Practice							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M15014	County Parks Income (£000s)		670	670	Green	526.64	Green
<ul style="list-style-type: none"> <u>Indicator Commentary</u> Income is front loaded (weather, daylight hrs, summer holidays, permit sales, etc.) 							
M15015	Country Parks - visitor numbers (000s)		720	720	Green	413.98	Green
<ul style="list-style-type: none"> <u>Indicator Commentary</u> Dry Summer. 10% up at Kingsbury Water Park, 14% across other sites 							
M15016	Forestry - % if dangerous trees (category 1) made safe within 2 days		95	95	Green	100	Green
<ul style="list-style-type: none"> <u>Indicator Commentary</u> No severe weather events experienced in quarter 1 or 2. 							
M15017	Country Parks - Service Delivery		4	4	Green		
<ul style="list-style-type: none"> <u>Indicator Commentary</u> Considered to be on track to complete 4 Management Plans by year end 							

Reducing environmental risk and making more efficient use of our resources							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M06001	The number of corporate projects which deliver Co2 reductions			Not yet available		Not yet available	

Transport & Highways

Ensuring that residents of Warwickshire can access services & facilities across the County							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M16000	WCC cost per passenger journey on County Council supported bus services *	0.91	0.95	0.94	Green	0.96	Amber
<p>• <u>Indicator Commentary</u> The "drift" at quarter 2 is forecast to be recovered in the second half of the year.</p>							
M16001	Transport Operations - bus service cost per head of population *	5.5	3.04	2.99	Green	2.99	Green
M16002	Length of Highway network where surface treatment was achieved *	239	223.7	224.08	Green	204.77	Green
<p>• <u>Indicator Commentary</u> Approximately 90% of programme completed.</p>							
M16003	Length of highway network where maintenance is needed *	736					
<p>• <u>Indicator Commentary</u> Not targeted - this is purely a declaration of the condition of the road network at year end. At March 2011, 736kms of the network was in need of maintenance work - the next result is due end March 2012. With levels of deterioration in the order of 12% per year the likely scenario is that the 2012 result could be in excess of 800km.</p>							
M16005	Transport Operations - Concessionary transport - % take up of passes by those eligible		73	74.2	Green	73.4	Green
M16006	Transport Operations - Special educational needs transport - cost per passenger journey		10.74	10.24	Green	10.19	Green
M16007	Transport Operations - Mainstream school transport, cost per passenger journey		1.95	1.81	Green	1.83	Green
M16008	Average bridge condition indicator		91	90.4	Amber	90.4	Amber

Ensuring that residents of Warwickshire can access services & facilities across the County							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
<p>• <u>Indicator Commentary</u> The figure changes very slowly and there are a number of factors which influence it. As we only inspect half the bridge stock each year and inspections are not evenly spread over the year, it is not strictly representative to look at the change over a quarter. In addition there are new structures which come into the database, either new build or inherited from Highways Agency by de-trunking as well as the fact that we have less budget to spend. It is not expected that the figure will change much during the rest of the year.</p>							
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)		100	100	Green		
<p>• <u>Indicator Commentary</u> Considered on target to be achieved</p>							

Reducing the number of people killed or seriously injured on our roads							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M16004	People killed or seriously injured (KSI) in road traffic accidents - number of casualties* (calendar year)	301.00	298.00	298	Green	144	

Fire & Rescue

Keeping the public safe							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M17003	No.of primary fires	952	951	951	Green	478	Green
M17004	No. of primary fire fatalities	3	0	0	Green	0	Green
M17005	No. of primary fire non-fatalities	5	7	20	Green	7	Green
M17006	No. of accidental dwelling fires	207	206	200	Green	71	Green
M17007	No. of fatalities arising from accidental dwelling fires	2	0	0	Green	0	Green
M17008	No. of non fatal casualties arising from accidental dwelling fires	14	13	13	Green	5	Green
M17009	No. fires in in non-domestic properties	156	155	145	Green	58	Green
M17010	% fires attended in dwellings where smoke alarm not activated	16	20	20	Green	21	Green
M17011	% fires attended in dwellings where smoke alarm activated	49	52	36	Red	36	Red
M17012	% fires attended in dwellings where no smoke alarm fitted	35	28	44	Red	43	Red
M17013	No. Home Fire Safety Checks Completed	11286	20000	12408	Red	3705	Red
M17014	Arson Incidents - Primary Fires	330	329	318	Green	179	Green
M17015	Arson Incidents - secondary fires	749	748	880	Red	656	Red
M17016	False alarms - auto detect	595	263	260	Green	128	Green

Keeping the public safe							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M17017	No. of those properties with more than one attendance	171	171	120	Green	71	Green
M17018	No. of malicious calls attended	44	44	47	Amber	30	Amber
M17019	No. malicious calls not attended	38	38	76	Red	38	Red

Keeping firefighters safe							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M17033	No. of accidents	47	Na	Na	Na	13	Na
M17034	No. of injuries	54	Na	Na	Na	27	Na
M17035	No. Near Misses Reported	34	Na	Na	Na	12	Na
M17036	No. of dangerous occurrences	5	Na	Na	Na	3	Na
M17037	No of acts of violence or aggression	3	Na	Na	Na	4	Na

Doing our best							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M17043	Financial Management % Year End Variance from budget	2.68	0.89			0.43	Green
M17044	Amount of cashable efficiencies released	203000	203000			400000	Green

Safeguarding

Warwickshire's children and young people are safe from harm							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M10000	% of core assessments that were completed within 35 working days *	91	92	84	Amber	81	Red
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years *	7.5	7			12.8	Red
<ul style="list-style-type: none"> Indicator Commentary Year End Estimate not available							
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time *	14	13.5	13.5	Green	18	Red
M10003	% of child protection cases which were reviewed within required timescales		100	100	Green	100	Green
M10004	% of initial assessments for children's social care carried out within 7 working days of referral		71	65	Amber	60.1	Red
M10005	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption		100	95	Amber		
<ul style="list-style-type: none"> Indicator Commentary Quarter actual not available until end of October							

Adult Social Care

Customers have an alternative to residential care							
Ref	Measure	2010/11 Actual	2011/12 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert
M10000	The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care *	46	107	107	Green	101	Amber

* CBP indicator

Communities Overview and Scrutiny Committee 06 December 2011

Workforce Changes within the Communities Group and the Library and Information Service

Recommendation

That the Committee:

- Considers the position of the Business Units as a result of the loss of posts
- Agrees to monitor the continuing impact upon service delivery
- Advises Cabinet of potential issues or outcomes that may arise due to the deletion of posts from services

1. Background

1.1 Overview and Scrutiny requested a report on the impact of posts deleted. This report (Section 2) details the impact of the staffing reductions and is presented under the Business Unit headings. It provides a breakdown of the posts deleted, the impact that this has had on the particular Service, and also indicates the number of posts that are expected to be removed in the future where applicable.

1.2 It is worth noting that the impact of these posts being removed is difficult to measure in some cases at present, given that their loss is only now taking effect. Some of the savings plans that have been implemented have affected the continuity of the work undertaken; whilst other proposals have been part of an overall service transformation, with a revised service delivery either being implemented, or planned for the future.

2. Impact of Staffing Reductions

2.1 Transport and Highways

Team	Reason for reductions	No. of staff affected	Impact on Service
Safer Routes to School and Village Speed Limit Review	Reduction in Integrated Transport Capital budget result in Safer Routes to School schemes and review of village speed limits.	5 posts deleted	<ul style="list-style-type: none"> • Reviews of village speed limits no longer carried out. • Safer Routes to School infrastructure improvements encouraging walking and cycling to school no longer carried out. Small revenue

			budget supporting minor works transferred to the Sustainable Travel Team.
Sustainable Travel Team	Reduction in Education ABG – 2 grants via Children’s Trust cut completely.	1 post deleted and 1 currently ‘at risk’.	<ul style="list-style-type: none"> • Work on WCC’s Green Travel Plan has ceased (following an earlier saving made under the FSD review in 2009). • Work with schools on sustainable travel significantly reduced.
Strategic Projects Team	Savings in cost of operating Civil Parking Enforcement	2.5 posts deleted	<ul style="list-style-type: none"> • Reviews of Traffic Regulation Orders for civil parking enforcement areas reduced.
Project Support Team	(1) Reduction in Integrated Transport Capital Budget. (2) Planned savings in cost of operating Civil Parking Enforcement. (3) Minor works budget significantly reduced.	3 posts deleted	<ul style="list-style-type: none"> • Reviews of Traffic Regulation Orders for civil parking enforcement areas reduced. • Investigation for and delivery of miscellaneous minor traffic management schemes largely ceased.
Road Safety Education for Children	No revenue and ABG reduction	1 post deleted	<ul style="list-style-type: none"> • Road Safety Officers providing direct road safety education in schools reduced from 2 to 1. • Cycle training still available but financed by parents or others. • 'Kerbsafe' which was offered to all infant schools now only offered to a limited no. of schools (prioritised on casualty history. Other schools encouraged to continue themselves with materials needed.
Safety Cameras	Removal of ABG	Significant reduction in number of Police support staff	<ul style="list-style-type: none"> • All fixed cameras on roads where Council is the highway authority are operational though not all the time, and based on the casualty history of the site. • Enforcement ceased at sites where there is community concern about speeding but no significant history of casualties.
Road Safety Engineering	Reduction in Integrated Transport Capital Budget for casualty reduction schemes	1 post deleted	<ul style="list-style-type: none"> • Number of casualty reduction schemes implemented has been reduced by two thirds
Community Transport	Removal of Community Transport Budget. A one-off Central Government grant has allowed the service to continue in its entirety at present, however, the grant is due to	1 post deleted on 31 August 2011	<ul style="list-style-type: none"> • Reduction in community transport services across the County • Opportunities to liaise with interested parties have been sought with a view to sustaining some of those services that offer a genuine passenger

	cease imminently.		
Adult Specialist Transport	Reductions in transport requirements of AHCS under our Service Level Agreement. It is reasonable to assume that the overall adult specialist transport will continue to reduce.	14 posts deleted. Consultations on the reduction of contracted hours of staff have so far resulted in a 30% reduction in Atherstone; 12% in Rugby; 10% in Warwick	<ul style="list-style-type: none"> Reduction in the number of routes by 7 across the County.
Design Services	Reduction in capital programme funding for LTP schemes (integrated transport and major projects)	<p>7 staff left in 2009/10 and a further 19 staff left in 2010/11 (majority were Arup or agency staff).</p> <p>1 staff has retired in 2011/12.</p> <p>2 staff due to take early retirement in 2011/12.</p>	<ul style="list-style-type: none"> Significantly reduced delivery of LTP capital highway and bridge schemes. Reduction in amount of non-fee earning work. Staff become more productive as well as more commercially minded. Staff profiles do not match service requirements. A no. of very experienced staff has left or will be leaving; creating a shortage of senior, experienced project engineers.
Surveys	Reduction in revenue budget	Traffic Survey team disbanded with loss of 6 permanent staff and approximately 80 casual staff	<ul style="list-style-type: none"> No in-house capability to carry out traffic surveys. Any teams requiring surveys now have to budget for these. Arrangements in place with Leicestershire CC to carry out traffic surveys when required. Schedule of charges agreed.
Rights of Way	Reduction in revenue budget	Rights of Way team significantly reduced from 22 to 8 staff	<ul style="list-style-type: none"> Service level reduced to comply with statutory minimum requirements.

2.2 Sustainable Communities

Team	Reason for reductions	No. of staff affected	Impact on Service
Education Business Partnership	Removal of revenue budget.	16 posts deleted.	<ul style="list-style-type: none"> Complete cessation of Education Business Partnership work with schools Schools are now encouraged to embed Work Related Learning across the Curriculum.

			<ul style="list-style-type: none"> • Work Experience programme now co-ordinated elsewhere in the Communities Group.
Strategic Planning and Development	Budget pressure of £325k.	4 posts have been deleted through voluntary redundancy.	<ul style="list-style-type: none"> • The reduction in capacity means the remainder of the Highways Officers are now deal with an increased number of both Section 38 and Development Management cases. • The setting up of legal agreements and their progression now rests with the highway officers. • Frequency and duration of on-site inspections and checks on Section 38 agreements has been scaled back. • New Section 38 Agreements now subject to a 5-6 week lead-in before Technical Approval can be started. • Free pre-application advice for both Planning & Highways ceased. A charging schedule has been introduced for the provision of advice. • At present, the impact on the planning team has been marginally off-set by a reduction in planning application numbers this financial year. When application numbers rise, this will lead to increased caseloads; as well as other planning development management duties, such as enforcement, and site monitoring and Review of Old Mineral Permissions.
County Planning	Budget pressure.	1 post deleted due to retirement.	<ul style="list-style-type: none"> • A decline in the regional special planning strategy work. • Some elements of the work under the remit of the Local Enterprise Partnership.
Regeneration & Funding Projects.	Reduction in revenue budget.	3 posts deleted (1 x Landscape and 2 x European Transnational). Consultation on the redundancy of	<ul style="list-style-type: none"> • Landscape - Review of priorities due to less capacity to deliver on a variety of work that contributes to improving the environment and help strengthen the local economy. • Reduced capacity for any new

		2 x further posts is currently underway.	<ul style="list-style-type: none"> • European Transnational - No longer able to maximise the benefits of EU membership & international engagement to Warwickshire citizens, schools, businesses & organisations. • Reduction in the number and value of external funding bids submitted and approved. • WCC now signposts, where possible, to other organisations for EU funding advice.
Economic Development	Reduction in revenue budget.	3 posts deleted (including 1 x Group Manager) through voluntary redundancy.	<ul style="list-style-type: none"> • The posts were removed in the expectation that the Local Enterprise Partnership would comprise some of the core functions of the Economic Development service.

2.3 Localities and Community Safety

Team	Reasons for reductions	No. of staff affected	Impact on Service
Trading Standards	Reduction in revenue budget.	17 posts deleted through a combination of redundancies, retirements and the removal of vacant posts.	<ul style="list-style-type: none"> • Reduction in front line operational enforcement; including a reduction in the number & extent of business & consumer community campaigns/engagement. • Reduction in proactive work; including consumer & business consultations, business & consumer advice information, illegal money lending advice, Talking Shop in Warwickshire schools, multi agency events, Tradeline, • Reduced support for vulnerable consumers. • Management capacity significantly reduced.
Heritage and Cultural Services (HCS)	Reduction in revenue budget.	The transformation of the HCS has resulted in a net loss of 11.5 FTE posts (15.6 lost and 4.1 reconfigured); achieved through a combination of vacancy	<ul style="list-style-type: none"> • County Archaeologist support and advice to local groups ceases. • County Archaeologist overview of management of historic environment ceases. • Reduced capacity for museum collections development.

Team	Reasons for reductions	No. of staff affected	Impact on Service
		management, natural turnover and redundancies.	<ul style="list-style-type: none"> • Tree survey work will cease • Environmental health specimen identification ceases. • Environmental Health enquiries will cease. • Small grants to Tourism Association and festival and events cease. • No in-house capacity for design & exhibition work. • Temporary exhibition programme ceased. • In-house site maintenance at St. John's to cease. • Response times for Museum enquiry services increased. • Proactive acquisition of natural history/geology specimens will reduce. • County Records Office enquiry service re-engineered to introduce a chargeable, limited enquiry service.
Emergency Planning Unit	Reduction in revenue budget.	2 posts deleted.	<ul style="list-style-type: none"> • A sub-regional emergency management agreement now in place and operational.
Localities and Community Safety	Reduction in revenue budget.	2.5 posts removed.	<ul style="list-style-type: none"> • A further restructuring of the Service is planned alongside the work of the Member Group on 'Partnership Landscapes'.
Improvement and Development Team	Savings target of £27k to be met.	1 post deleted.	<ul style="list-style-type: none"> • Withdrawal of the EcoSchools and Sustainable Schools Programme in Warwickshire.

2.4 Library and Information Service

Team	Reasons for reductions	No. of staff affected	Impact on Service
Library & Information Service	Reduction in revenue budget.	41 staff (Total headcount) redundant in 2011/12. (A minimum of 7 and 3 anticipated in years 2012/13 and 2013/14 respectively)	<ul style="list-style-type: none"> • Consultation regarding proposed changes to the library provision is still on-going. • From 1 April 2012, 14 libraries are to be run by local communities with some support from WCC. A further 2 libraries to be closed, and to potentially receive a mobile

Team	Reasons for reductions	No. of staff affected	Impact on Service
			<p>service.</p> <ul style="list-style-type: none"> • Opening hours will be reduced considerably from 1 April 2012, which is likely to impact on usage. • Workforce plan is being developed to minimise the impact of the loss of specialist knowledge and experience. • Self-service technology has been introduced to enable peak demand to be managed effectively and to transfer staff time to supporting the customer. • Integrated working with Warwickshire Direct, the use of volunteers, and sub-regional working are strategies being implemented to build capacity within the Service.

Strategic Director: Monica Fogarty

Heads of Service: Graeme Fitton, Louise Wall, Mark Ryder, Kushal Birla

Report Author: Andy Dunn

Portfolio Holders: Cllr Colin Hayfield, Cllr Richard Hobbs, Cllr Alan Cockburn, Cllr Peter Butlin, Cllr Bob Stevens.

Communities Overview & Scrutiny

6th December 2011

Integrated Risk Management Plan Mid-term Review

Recommendation

That the O&S Committee comment on the Warwickshire Fire & Rescue Authority Integrated Risk Management Plan as appropriate.

1.0 Background

- 1.1 At Full Council on the 1st November 2011, the following was resolved in relation to the mid-term Integrated Risk Management Plan review:

“The Council, in its role as the Fire Authority, approves the Warwickshire Fire and Rescue Authority Integrated Risk Management Plan (mid-term review).”

2.0 Proposal

- 2.1 That the Communities Overview & Scrutiny Committee comment on the Integrated Risk Management Plan as appropriate.

3.0 Timescales associated with the decision/Next steps

- 3.1 Comments are to be collated at the Communities Overview & Scrutiny Committee meeting to be held on 6 December 2011.

Background Papers

1. County Council minutes – 1 November 2011, Item No. 2

	Name	Contact Information
Report Author	Gary Phillips	garyphillips@warwickshire.gov.uk
Head of Service	Gary Phillips	garyphillips@warwickshire.gov.uk
Strategic Director	Graeme Smith	graemesmith@warwickshire.gov.uk
Portfolio Holder	Richard Hobbs	cllrhobbs@warwickshire.gov.uk

Mid Term Review

September 2011



Integrated Risk Management Plan 2010 to 2013

Foreword

Warwickshire Fire and Rescue Authority is pleased to present a mid term review of the Integrated Risk Management Plan for 2010 - 2013. Within this review we are reflecting on the first 18 months of this three year plan. We consider how we are doing to date, what has changed and how the Service will move forward as we strive to improve further.

Warwickshire County Council, as the Fire Authority is the accountable body responsible for ensuring local communities are protected by an effective fire and rescue service. The Authority is focussed on managing risks, setting out a shared vision with long term strategic objectives to protect communities and reduce risks to those people who live in, work in or visit Warwickshire.

Like most fire and rescue services, we are facing some significant challenges and we will have to continue taking tough decisions.

Since March 2010 there have been significant changes in the UK that we need to respond to. The coalition Government has made decisions on national debt reduction, regional fire frameworks and the National Fire Control Project, which have had immediate impacts.

There are evolving issues too, such as the Olympics in 2012, the business continuity threats we face, and crucially, how we can best partner with others to improve our Service.

Locally the Fire Authority is also subject to the investigation outcomes following the tragic fire incident at Atherstone on Stour in 2007.

While there are particular challenges on the horizon, it is our role to provide both leadership and ambition through our future plans. Through the delivery of this IRMP we will be better equipped to handle wider emergency situations such as complicated rescues and large-scale flooding. We will be ready to meet the demands of the 21st century through maintaining the highest standards of fire and emergency cover and increasing public and firefighter safety. We have made good progress so far and we are already realising some of the benefits as evidenced in our continued improvements against key performance targets.

Our approach will be regularly reviewed and revised based on the current risk information and the evaluation of outcomes.



Cllr Richard Hobbs



CFO Graeme Smith

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Our Service vision and priorities, which remain unchanged, are set out below.
Under each priority are a number of statements which describe in more detail what we aim to achieve to ensure their delivery.

“Protecting the community and making Warwickshire a safer place to live”

WE WILL ACHIEVE THIS THROUGH OUR 3 PRIORITIES:

KEEPING THE PUBLIC SAFE	KEEPING FIREFIGHTERS SAFE	DOING OUR VERY BEST
Responding to fires and other emergencies	Developing the skills of our workforce	Providing strong and effective leadership
Reducing deaths and injuries caused by fire and on the roads	Promoting the health, safety and well-being of our workforce	Delivering a value for money service
Focusing our efforts on the most vulnerable sections of the community	Providing the right equipment, vehicles and information to do the job	Meeting the expectations of the community
Being role models for young people	Reducing the occurrence of arson and anti-social behaviour	Improving all of the time
Enforcing fire safety law in the workplace	Being prepared for major threats and emergencies	Promoting equality and diversity
Protecting the environment	Treating our workforce as our biggest asset	Working with partners to provide a better service

Put in its most basic form, our vision and priorities mean that we will try to prevent emergencies happening in the first place, but when an emergency does occur we will ensure that we have the best vehicles, the best protective clothing and equipment, the right numbers of highly trained firefighters and we are ready to respond when the public need us most.

We hope this vision sets out a clear and shared understanding of why our Service is here, what we are trying to achieve, and the contribution we are making to the safety and wellbeing of the people of Warwickshire and wider national resilience.

We are making good progress in delivering our vision to make Warwickshire safer. Reductions have been made over a number of years to key performance indicators and this decrease in demand means that we are now attending fewer fires, false alarms and road traffic collisions.

This is partly due to our community safety work, fitting smoke alarms in houses, educating school children and providing fire safety advice to businesses. We also ensure that we assess 999 calls carefully so that we respond to real emergencies but not to false alarms caused by faulty or manufacturing equipment.

Warwickshire is the second best performing Authority in the country for low numbers of fires in people’s homes. However now that activity is as low as an average of 4 fires in the home per week in the whole of Warwickshire, we need to think carefully about how we can reach and protect the most vulnerable people. We will do this by increasingly targeting activity where it is really needed, rather than delivering wider, whole population, approaches.

The total number of incidents we have attended has reduced by 20% in a year. Charts 1 & 2 show the total number of calls received and also the number of incidents that firefighters have attended.

Overall, we have made good progress in preventing incidents. The number has fallen consistently.

The difference between numbers of emergency calls received and incidents actually attended can be seen in these two tables.

CHART 1: Total number of calls to emergency incidents

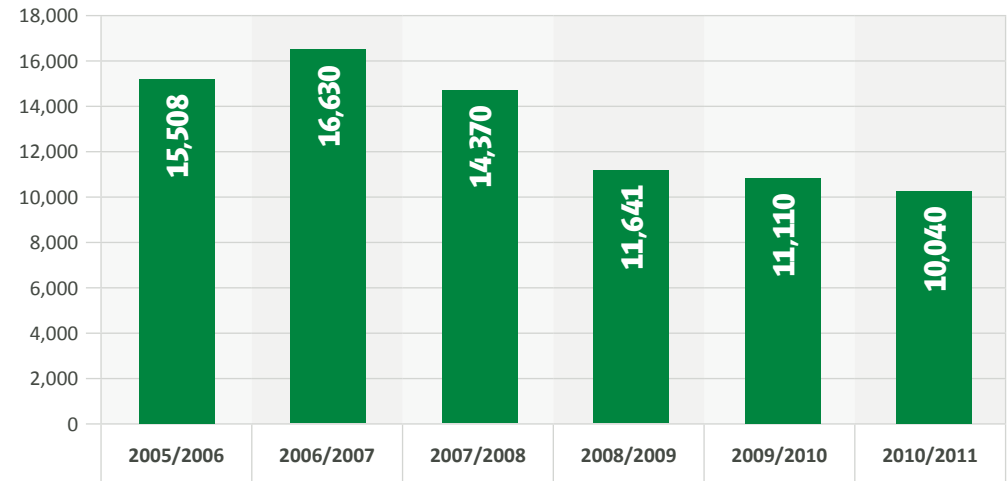
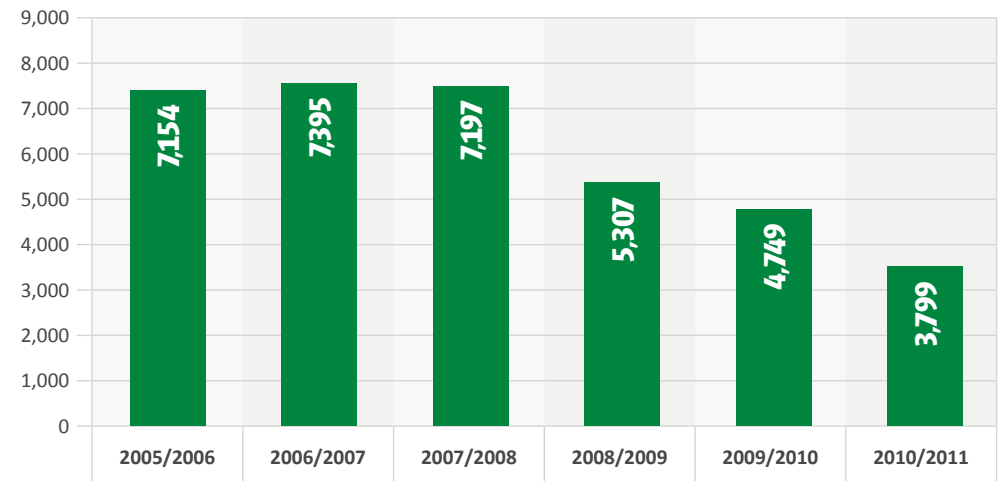


CHART 2: Total number of incidents attended



Charts 3 & 4 show the total number of all fires in the County and the number of these fires that are in people's homes. Reducing fires in the home is a priority for us because of the potential harm caused through deaths and injuries, financial loss and distress in the wider community.

CHART 3: Total number of fires attended

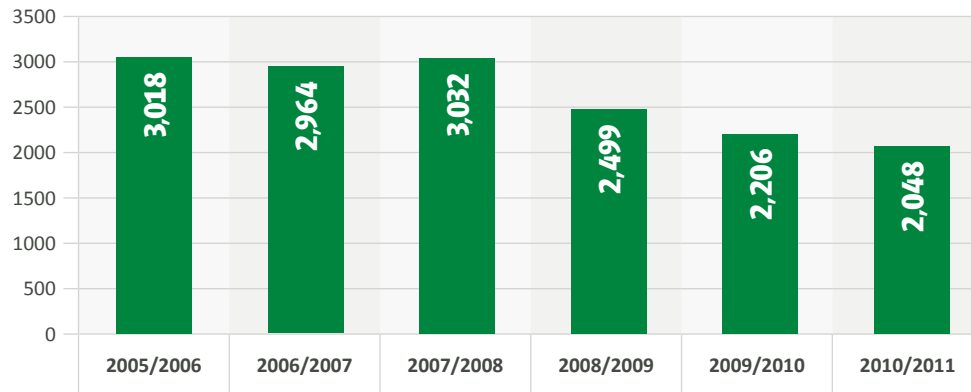


CHART 4: Total number of accidental fires attended in homes

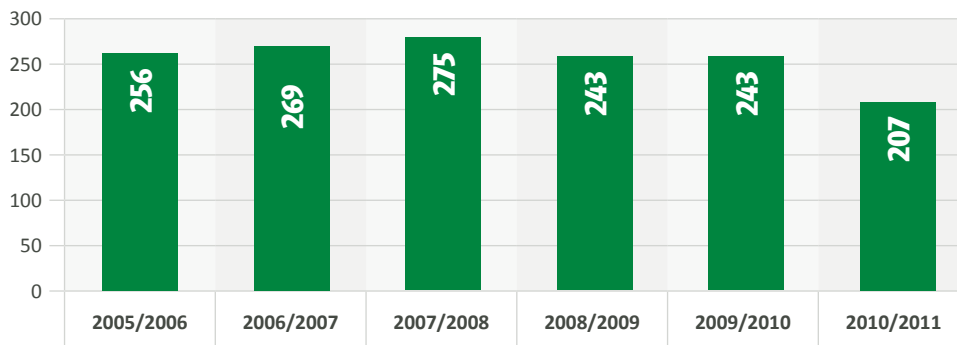


Chart 5 details numbers of fires in non domestic properties (for example: factories, schools and hotels) which have reduced by 52% since 2005/06 and the overall trend is down, however, there has been a slight numerical increase (11 over the year for whole of Warwickshire) in this type of fire. We will remain vigilant to ensure that the trend remains downward.

CHART 5: Total number of fires in non domestic properties

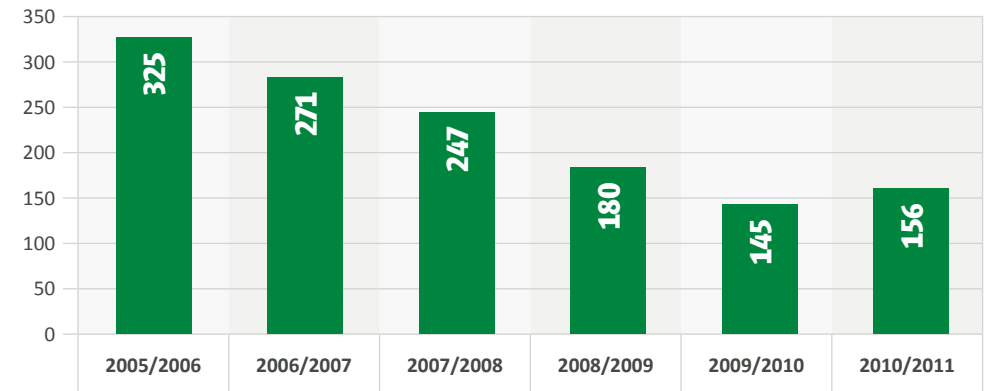
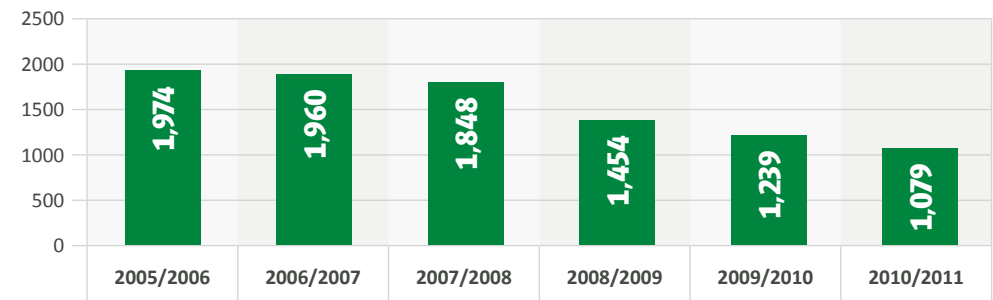


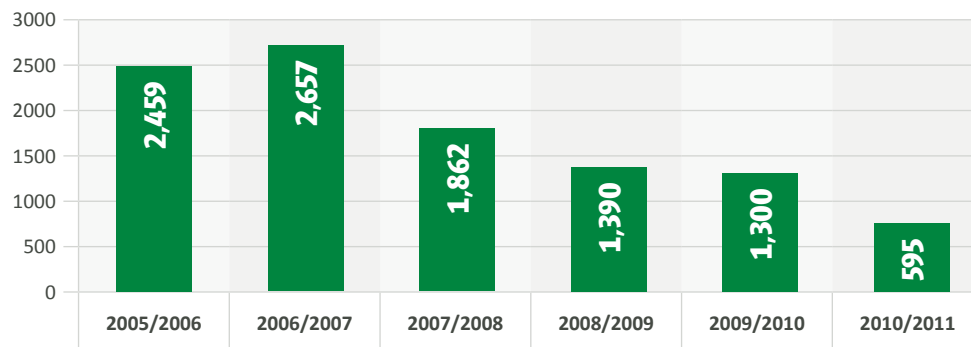
Chart 6 shows how we and our partners have reduced arson in Warwickshire. Reducing Arson is a priority because of the overall harm it causes the community. (For further analysis see our Strategic Assessment).

CHART 6: Total number of deliberate fires attended



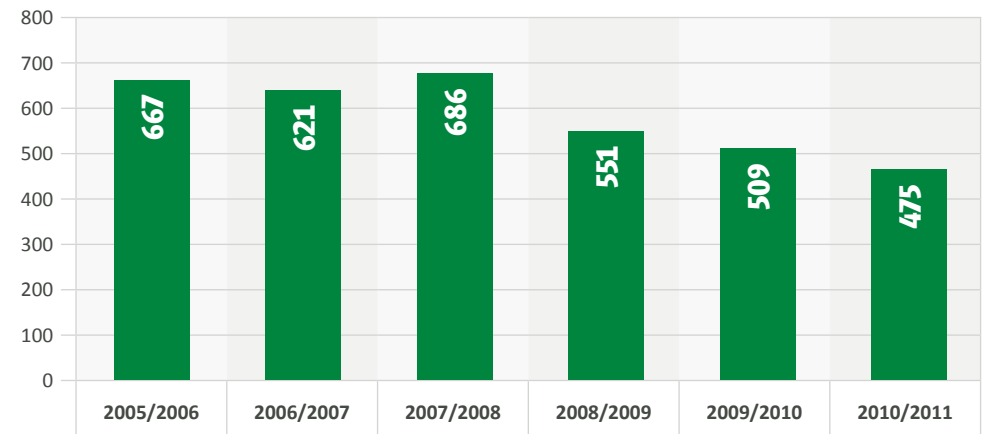
The new policy for false alarms, caused by automatic systems in business premises, has resulted in the lowest number of incidents of this kind ever recorded by the Service, as illustrated in chart 7.

CHART 7: False alarms caused by automatic fire detection apparatus in non-domestic property



The number of road traffic collisions has also steadily decreased as seen in chart 8, despite increasing numbers of vehicles on the road. We work closely with other agencies in Warwickshire's "Road Safety Partnership" to prevent road casualties.

CHART 8: Total number of road traffic collisions attended



SUMMARY

2010/11 has seen a period of sustained and significant performance improvement for the Service. As a result the community is safer now from the harm caused by fires and other emergencies than at any other time. We will maintain our focus and adapt our approach as necessary to ensure we sustain this improvement.

Our Achievements Since 2010

We have made good progress implementing our plans set out 18 months ago in our IRMP. We have improved our performance and also the things we do to support our Service. Our achievements are grouped under our priorities to demonstrate what we are doing to deliver them and achieve our vision.

Keeping the Public Safe

Meeting Response Standards

We continue to meet our publically agreed response times on 92% of occasions across the County. This means we attend incidents in urban areas within 10 minutes and rural areas within 20 minutes. Our average attendance time for all incidents is actually 8.22 minutes.

Responding to Incidents

In order to make better use of our resources in terms of vehicles, equipment and firefighters we have introduced a new mobilising strategy. This included a complete review of the level of resources we send to different types of incidents to ensure that we send a response that is proportionate. We have also improved the way our officers respond and how they are organised and supported at incidents. We also intend to introduce a response standard for our fire officers who are mobilised to command larger or complex incidents.

Response to Flooding or Water Rescues

Within phase one of our project to enhance water rescue, one of our firefighters has helped to develop a special telescopic rescue pole. We believe that we are the first fire and rescue service to have this enhanced capability. The poles are now being placed on all fire engines so that as soon as the first fire engine arrives at an emergency we can start a rescue almost immediately. This project will continue into 2011/12 to deliver further enhanced water rescue capability.

We have also improved the way our control room uses weather information and Environment Agency flooding data so that we are better prepared to place our resources exactly where they may be needed ahead of widespread flooding emergencies.



Our Achievements Since 2010



Small Fires Philosophy

As part of the small fires project we have changed the way we send fire engines to known small fires. This means that a reduced crew of firefighters can now tackle some fires and we can keep our main resources available for serious incidents.

Combined Aerial Rescue Pumps (CARPs)

The Service is pleased to have commissioned two new concept fire engines that combine standard firefighting and rescue capability with a hydraulic platform capable of reaching heights of up to 26 metres for firefighting or rescue. The vehicles are stationed in Leamington Spa and Nuneaton, but can be used anywhere in the County.

Working to Reduce Risk

Using the very latest in lifestyle information to understand where risks are greatest, we have been able to provide a more effective approach to the way we target and provide safety advice. This has enabled us to support the most vulnerable members of our communities which include the elderly, people with disabilities and families with young children. In addition we are working with various services including voluntary organisations to seek home fire safety referrals for those residents considered to be most at risk.

Increasing the Number of Home Fire Safety Checks (HFSCs) delivered and Smoke Detectors Fitted

In the last year we have increased the number of targeted HFSCs we have delivered within our communities, thus completing the agreed target of 10,000 HFSCs during 2010 – 2011.

Our Achievements Since 2010

Working with partners to support young people

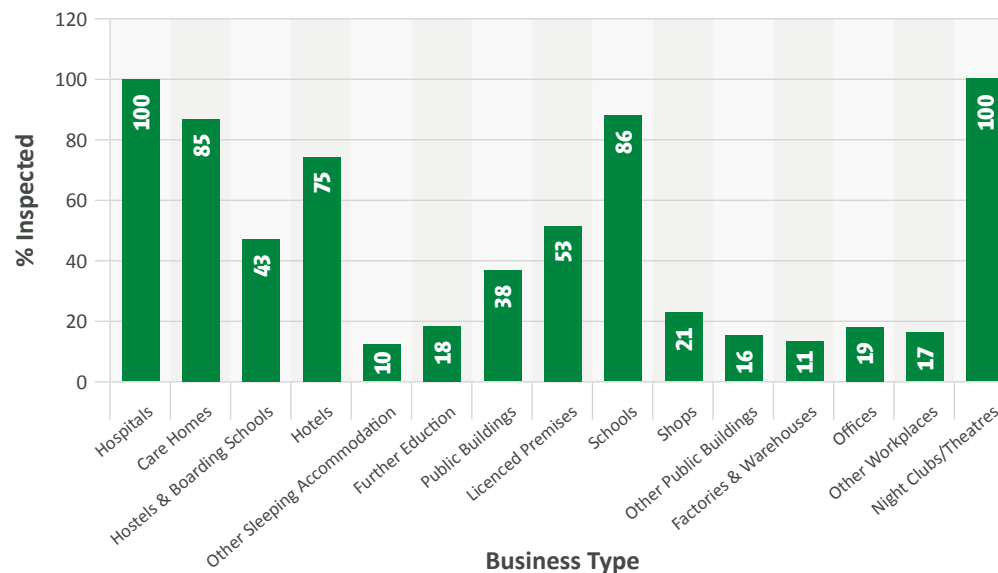
Warwickshire Fire and Rescue Service is committed to developing the skills of young people. We are aware of the leadership role that we have within our community. Firefighters are role models and are there when the community needs them most. We can use this brand and our public approval rating to overcome hurdles and engage with young people from different backgrounds. This is achieved through a variety of schemes including our Young Firefighters Association, our schools programme and youth development programmes such as FLARE which is delivered by firefighters and support workers from Connexions and aims to give young people not in employment, education and training (NEET) greater self confidence, motivation and skills to guide them towards training and job opportunities.

We have secured funds to ensure that the FLARE programme is in place until March 2012. We have joined the North Warwickshire Learning Consortia led by North Warwickshire College and have received funding for one FLARE course. The partnership applied for and received £1,000,000 of National Lottery money to establish support for young carers across Warwickshire.

Helping businesses to keep people safe

We have developed a new Community Protection Strategy to deliver our statutory requirements for fire prevention and the promotion of fire safety in business, commercial and residential premises. Our risk based inspection programmes ensures that we target those premises that pose the greatest risk to life, property, the environment and the nation's heritage. The table opposite shows the number and type of premises that have been inspected in the last 5 years.

CHART 9: Total percentage of premises inspected between 2006 and 2011 under the Regulatory Reform (Fires Safety) Order 2005



Protecting the environment

Reducing negative impacts on the environment linked to the delivery of our services is important to us. The changes we have made to the way in which we deploy our fire engines, through for example, the Automatic Fire Alarm (AFA) policy and the new mobilising policy, coupled with our preventative work means that we have made significantly fewer journeys compared to previous years. This has reduced both our fuel use and emissions which in turn has reduced our overall carbon footprint.

We have purchased a new type of firefighting foam for all our fire engines that is far less harmful to watercourses and the wider environment.

Keeping the Firefighters Safe

Developing Firefighter Skills

Over the last 18 months we have re-evaluated the specialist training we give to our firefighters to ensure that we deliver the most effective programmes to support our emergency response. For example: our firefighters are now receiving training in simulated fires and incident command at the world renowned Fire Service College in Gloucestershire.

Promoting Health and Wellbeing for Our Staff

We know that our staff are our greatest asset and we need them to deliver our services. In order to maximise availability of our staff, it is essential to ensure that our firefighters are fit to carry out their duties. If firefighters become ill or injured we need the right support in place to help them back into the workplace as quickly as possible. To support this, we have introduced a new fitness policy and will increase the range of services available through our Occupational Health Department.

Equipment

In the past 18 months we have continued to invest in firefighter safety with the completion of two major projects from previous IRMPs. Our firefighters are now wearing the very latest protective clothing to improve safety when responding to fires and other emergencies and using new breathing apparatus which incorporates wireless “telemetry”. This allows real-time, remote monitoring of firefighters whilst they are in a hazardous area. We have also updated our thermal image cameras which allow firefighters to “see” through smoke.

Operational Policies and Risk Information for Emergencies

We have invested resources in an ongoing programme to check and renew our operational procedures. We have used a dedicated team to provide our firefighters with information in an improved and updated format. This is now available through laptop computers on our fire engines across Warwickshire.

We have also invested firefighter time and dedicated support resources into our risk information system that provides key safety data on premises and plans which give detailed guidance to firefighters.

Reducing Arson

We have continued to resource the Arson Reduction Team based at the Justice Centre in Nuneaton and initiatives such as “ASBIT” (a team that deals with small fires and the anti-social behaviour associated with them). Arson incidents have reduced by 160 in the past year. The Arson Reduction Team have also focussed on derelict and empty buildings as just one empty, unsecured building can be a catalyst for a high number of incidents and puts firefighters at risk.



Our Achievements Since 2010

Doing Our Very Best

Automatic Fire Alarm Attendance Policy

Within just nine months of introducing an AFA policy we have reduced our attendance to automatic fire alarms triggered unnecessarily. This has resulted in our firefighters attending 78% fewer false alarms compared with the same period the previous year. By reducing mobilisations to these type of calls we have improved the availability of firefighters to attend serious incidents and complete training, community fire safety and inspection work.

Value for Money

As we make progress in implementing our Improvement Plan we are already realising financial savings. For example our AFA policy will save the Service around £100,000 per year. This money will be re-invested to deliver other elements of our plans such as introducing the specialist small fires unit and increasing our water rescue capability.

As part of our commitment to the County Council's programme of change, we are required to contribute to the overall savings agenda. This means that our budget for 2011/12 has reduced by £400,000 in real terms. To meet this reduction in spending we have had to look at areas where we could do things differently by re-structuring teams, reducing the number of staff we employ and taking a different approach to the delivery of some of our services.

Management Restructure

We have completed a comprehensive re-structure of all the teams based at fire stations. These teams lead and manage our firefighters and provide contact with local communities. This has resulted in better supervision and support to local fire stations and will deliver £170k per year in savings which will be redirected to upgrade fire fighting and response capabilities through our improvement plan.

Monitoring at Emergency Incidents

We have introduced a new system of "Active Incident Monitoring" (AIM). The additional resources we have allocated to this mean that we deploy dedicated officers to review our performance at emergencies. This gives us very quick feedback to supplement the information we already get from our other systems of review. The purpose of AIM is to both check and improve what we are doing to keep the public and firefighters safe.



How we Identify Risks

Continuously monitoring and reviewing our changing risks is vital to our performance and the safety of our firefighters. We use different sources of information including real incident data, proactive fire safety inspection of premises or sites around the county and operational incident debriefs. This allows us to develop our risk critical operational plans to deal with specific buildings or types of emergency situations.

When responding locally, or as part of a regional or national resource, we need to know what our key threats may be and identify how they could stop us delivering our objectives. We identify risk in a number of ways, through day to day activity, by reviewing our performance at emergencies, by inspecting commercial and industrial buildings, exchanging information with other agencies, and when pre-planning for major emergencies.



In addition we use specialist software including MOSAIC to actively monitor and assess the changes in local communities. MOSAIC can also be used to understand the behaviours that contribute to personal risk, allowing us to target our resources to where they are needed the most. The Fire Service Emergency Cover Toolkit (FSEC) is used in conjunction with MOSAIC to ensure that we have the right resources (firefighters, fire engines and special appliances and equipment) in the right places to respond to incidents when they occur.

Other documents which inform our risk planning include the Warwickshire Observatory, Quality of Life Assessment and the Warwickshire Fire and Rescue Service Strategic Assessment which is also produced in partnership with the Warwickshire Observatory.

Key to reducing risks in Warwickshire is our work with partner agencies to respond to regional and national emergencies. For example, the Service helps to maintain a “Community Risk Register” as part of the Local Resilience Forum with other responsible organisations. This register identifies a range of possible emergencies within Warwickshire such as major transport incidents and flooding.

As required of all fire and rescue services, we have robust mutual support arrangements in place with neighbouring Fire and Rescue Services to enhance our response to major incidents and provide assistance for large scale and complex incidents.

When dealing with emergencies, one of the risks we face is keeping our firefighters safe. We deal with risks at emergency incidents using an approach that is based on safe systems of work. We make sure that firefighters have the correct training and skills, the right equipment, clear procedures, and the right information.

Our Main Risks

Fires in the Home

Within Warwickshire, although there are very few house fires, the greatest risk to loss of life from fires is still in private dwellings. This was identified in our last IRMP and fits with the national picture. We will continue our prevention work in this area to ensure we protect the most vulnerable by carefully targeting our activities to achieve the maximum impact on the reduction of the risk of fires in the home.

Fires in Non Domestic (Business) Premises

Following the introduction of the Regulatory Reform (Fire Safety) Order 2005, occupiers' responsibility for Fire Safety precautions has been reinforced within a large number of premises which were not previously designated under the Fire Precautions Act. The Fire and Rescue Authority has a statutory duty for the enforcement of the Order which it does via a risk based inspection programme of premises throughout the County. The programme currently focuses the work of available specialist inspection staff on high potential life risks premises such as hospitals, care homes, hotels, nightclubs and theatres that make up approximately 8% of properties falling under the scope of the Order. There remains however, a potential fire risk to employees and the general public within premises such as offices, factories and shops, which remain outside of the mainstream programmed inspection and audit process. To address this potential risk front line firefighting staff will now be trained and deployed to undertake audit and inspection work as part of their operational preparedness to identify areas of non-compliance within premises. This will allow a focused enforcement regime to be undertaken by specialist inspectors within these premises, where required.

Arson

The Service has been successful in driving down the occurrence of deliberate fires. Schemes such as Car Clear, which remove abandoned vehicles that could become targets for arson and the many initiatives run by the Arson Reduction Team have contributed to this success. For example, the Anti Social Behaviour/ Fire Intervention Teams (ASBIT/ ASFIT) work to identify local hotspots for anti social behaviour and/ or fire setting and then actively interact with local people who may be causing the problems, thus reducing both anti social behaviour and arson incidents. Despite these achievements deliberate fires are still a priority because of the numbers involved and the harm caused to individuals and the well being of the wider community.

Road Traffic Collisions (RTC)

We have used our reputation and the respect that our firefighters have in the community to support the Warwickshire Road Safety Partnership (WRSP) and deliver safety messages aimed at reducing the number of road traffic accidents. However injuries on the road remain a serious cause of death and injury to individuals that also have wider impacts on our communities. We will continue to contribute to initiatives where possible to assist the WRSP in further driving down the risk on our roads.

Our Main Risks Continued

Local and National Resilience

We are a key player in the preparation for major emergencies, such as flooding, in partnership with the Police, Health Services, our County Council and Voluntary groups. The Chief Fire Officer is now the Chair of the Local Resilience Forum (LRF) which helps to ensure that relevant public bodies are able to respond as one when they are needed. We will make sure our resilience arrangements are maintained and improved where appropriate.

Heritage and Tourism

There are many sites of importance for nature conservation, geological sites, parks, gardens and historical buildings within Warwickshire. Attractions within the County include Warwick Castle, Kenilworth Castle, the Royal Pump Rooms, Stoneleigh Park (National Agricultural Centre) along with a number of cultural and historical attractions within the town of Stratford-upon-Avon, which is considered one of the most important tourist destinations within the UK. We have special plans in place to deal with incidents in these types of locations.

Olympic Games 2012

A number of International teams will be hosted in the Midlands prior to and during the 2012 Olympic Games. The City of Coventry Stadium will host a number of football games and there will be an influx of tourists visiting and staying in the County. We are planning to deal with the potential impacts of this to ensure we can fulfil our responsibilities as a Category One responder.

Business Continuity

We are a relatively small Service that plans well for the future, but we must make sure that we have enough capacity to deal with a wide range of disruptions to the services that we deliver. Plans have been developed to deal with different scenarios such as industrial disputes, extreme weather conditions and pandemic flu.

Training and Equipment

We must continue to provide high quality training and equipment to promote firefighter safety and best delivery of service. We have already mentioned that our firefighters now have new protective clothing incorporating the latest safety technology and standards and they are also using new breathing apparatus (BA) sets which have improved our ability to operate safely in a number of ways. In addition we have re-evaluated the specialist training we give to our firefighters, for example our firefighters are now receiving training in simulated fires and incident command at the world renowned Fire Service College. We will continue to make further improvements to firefighter training and equipment as set out in this plan.

Service Fire Control

Since the cancellation by the Government of the National Fire Control Project we have been exploring options so that we can continue to effectively deal with emergency calls. We are currently working with a neighbouring service to explore the best ways of achieving this objective whilst also increasing resilience.



How we Respond to Incidents

Areas within the County are classified as falling into one of two groups: urban or rural. The Fire Authorities emergency response standard to incidents in urban areas is 10 minutes and rural areas 20 minutes. This means that we will get a first response fire engine to any location in Warwickshire within either 10 or 20 minutes.

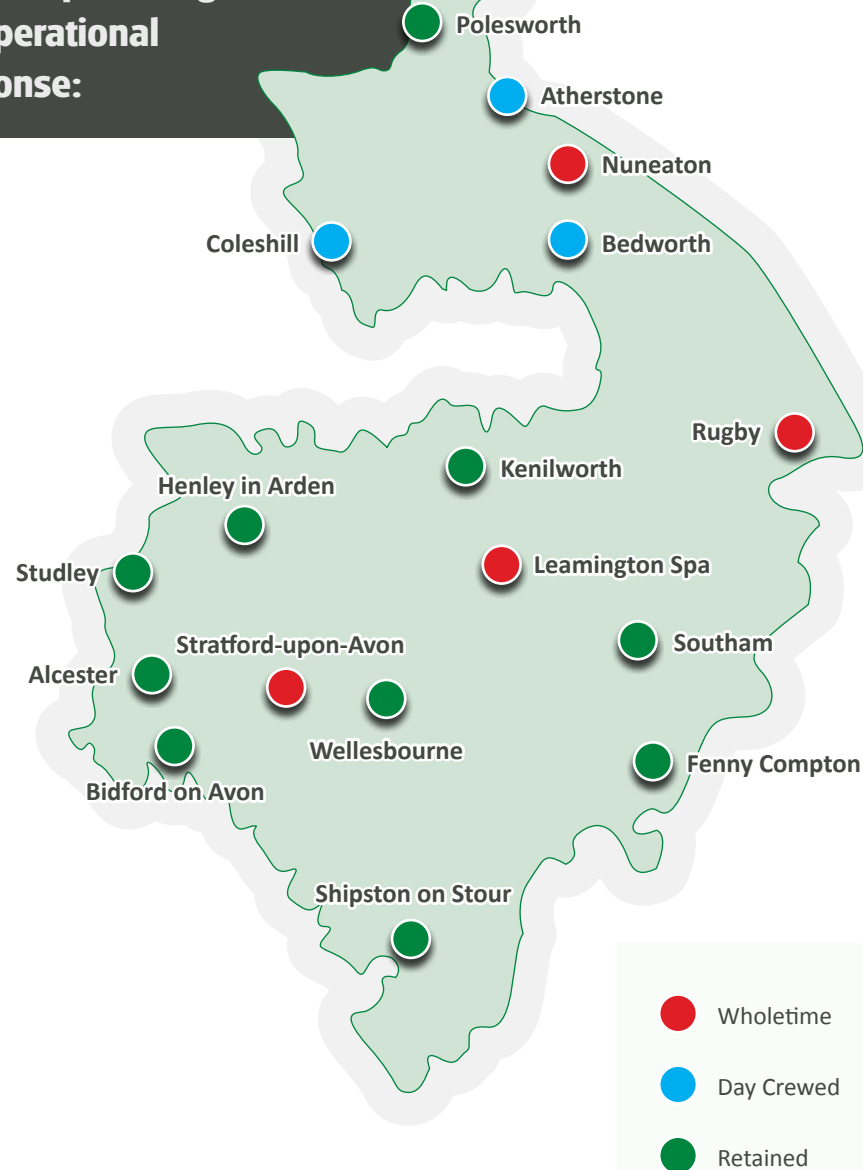
We have assessed the risks from different types of emergencies and as a result maintain over a 100 different incident types with specific plans. This means we can dispatch the appropriate fire engines, firefighters and equipment to the type of emergency. Incidents are split into categories which include, fires, hazardous materials, rescues and humanitarian assistance. We maintain a rota of fire officers available 24 hours a day to lead and command larger or complex incidents. Some of our officers have specialist skills such as fire investigation and dealing with hazardous materials and chemicals.

Special appliances and equipment

We have reviewed where we will strategically locate all our specialist appliances to ensure we have the right equipment and vehicles in the right places to respond effectively to specialist rescues anywhere across the County. Our specialist appliances and equipment include:

2 Combined Ariel Rescue Pumps (CARPS)	Leamington and Nuneaton
2 Rigid Hull Rescue Boats	Rugby
1 High Volume Pump and Hose Layer	Stratford / Alcester
1 Environmental Protection Unit	Coleshill
1 RTC / Specialist Rescue Unit	Coleshill
1 Incident Command Vehicle	Atherstone
1 Breathing Apparatus Control Pod	Leamington
1 Incident Response Unit	Nuneaton
2 Water Carriers	Leamington and Stratford

Locations of fire stations providing an operational response:



In this mid term report we have considered how demand for our services is changing, what we have achieved since the IRMP was introduced in April 2010, what our main risks are today and how we respond to incidents.

Analysis of our preventative work tells us that we should be targeting our resources for maximum impact. So we will look at how we can re-balance our Service to ensure appropriate resources are allocated to public safety, business safety and firefighter safety.

We will always maintain a focus on responding to emergency incidents as a priority. We will move away from targets and in the future we will focus on outcomes for the community - particularly in fire safety in the home. We will use measures effectively to further understand our performance and to improve. However, where appropriate to do so, we will reduce our reliance on numerical targets. Our success should be measured by the desired outcome – fewer fire deaths and injuries in the home or workplace.

The Service was directed by Members in February 2011 to consider how collaboration with other Fire Services might work. As a result it has been decided to develop the business case for a strategic alliance with Northamptonshire Fire and Rescue Service. The alliance will help us to handle many of the main risks and challenges we are facing by building resilience, sharing good practice and driving efficiency.

Keeping the Public Safe

Promoting the use of Sprinkler Systems

We will work with building developers, District and Borough Councils and housing associations to help them understand the safety benefits of installing sprinklers in new homes, public buildings and the homes of vulnerable people.

Fires in Non Domestic (Business) Premises

We have already mentioned that our front line firefighters will be helping to increase our capacity to inspect business premises while balancing their operational commitments. These inspections will ensure that the necessary fire prevention measures are in place to reduce the risk of fire within the premises.

Reducing the Occurrence of Arson

We will continue to use our resources to target youth related anti-social behaviour linked to deliberate small fires. We will continue to pro-actively intervene where premises are left derelict or empty.

Fires in the Home

We will target the most vulnerable people within the local community to prevent incidents. We will move away from volume related HFSC targets to a targeted approach which can be balanced with our other priorities for operational crews, such as non domestic premises inspections and an increased emphasis on training and other risk critical activities.

In addition we have introduced a home fire safety self assessment approach that is targeted at houses of multiple occupants including universities, colleges and private landlords which enables them to carry out home fire safety checks on our behalf. This will also be available on our website for the wider community.

Continuing Our Journey of Improvement

Working with Partners to Support Young People

We will continue to support FLARE, the schools programme and the YFA whilst we can attract sufficient funding to do so. We will actively seek the continuation of such funding.

Responding to 999 Calls

We will comprehensively upgrade our Fire Control systems to ensure that Control staff can easily access all the information they need to quickly deploy our fire engines, firefighters and equipment in response to a call for help from the public.

We will also update all our “turn out” equipment at fire stations to the latest specifications.

Improving Firefighter Availability

We will review the day crewed and wholetime firefighter duty systems and implement a rota management system to make sure that we have the right number of firefighters on duty, in the right locations to respond quickly when they are needed.

Strengthening Fire Cover in the South of the County

We will upgrade Alcester Fire Station so that it can accommodate the whole time crew that will be based there from March 2013.

Water Rescue, Small Fires Unit, Specialist Rescue

We will improve our response to a wide range of emergency incidents by deploying more new water rescue equipment, setting up a dedicated small fires unit and a specialist rescue unit to help at road traffic incidents and other specialist rescues. The Specialist Rescue Vehicle will also give us added capacity to rescue people from heavy goods vehicles - upgrading our response to road traffic collisions.

Performance at Incidents

We plan to do even more to improve our performance at emergency incidents. We will introduce new measures that better inform us how we are keeping the public safe during and after incidents. For example: How quickly are we bringing a situation under control once we have arrived?

Local and National Resilience including Olympics 2012

As a priority we will ensure that we can continue to fulfil our responsibilities as a Category One responder for local and national resilience. Preparation for the Olympics 2012 is an obvious priority in the coming months.



Continuing Our Journey of Improvement

Keeping Firefighters Safe

Incident Command Training

We will further improve the capability and effectiveness of our Incident Commanders at all levels, through further training and assessments utilising incident command simulations and live training exercises. We will provide a new Incident Command Vehicle (ICV) that will be based at Atherstone. The ICV will improve our ability to control and command larger incidents.

Retained Firefighter Training and Role Review

We will deliver the recommendations of our 'Retained Firefighter Training and Role Review'. The desired outcomes will be enhanced training and assessments of competence, which will be matched to their operational role.

Premises Risk Inspections

We will deploy firefighters to conduct commercial premises risk inspections to improve their awareness of risks within premises and to provide information for our crews which will ensure they can use the appropriate tactics and equipment to safely tackle specific risks if an emergency incident occurs. For example, a buildings design, construction and internal layout will influence the tactics used, as will knowledge of chemicals or other hazardous contents within the building.

Policy, Information & Document Management

We will continue to review, develop and update our processes, procedures and policies that support safe systems of work for our staff. We will implement a new document management system so that all our information is better controlled and accessible to the right people, in the right place at the right time.



Continuing Our Journey of Improvement

Doing our Very Best

Effective Services for the Public

We are undertaking a business transformation exercise using an approach called 'Systems Thinking'. This work is all about redesigning how we deliver our Service to unlock capacity. It will also support the Improvement Plan and our other plans.

We are involving staff across the organisation to develop how we work. As a result we will improve our measures, job roles, structure, strategy development and also the Service's approach to change itself.

We will implement the redesign opportunities identified in the Systems Thinking pilot. This will challenge some of the established ways that we have always done things and will help the Service become more efficient.

Premises

We will progress property improvement and rationalisation proposals and explore commercial opportunities for a new fire station at Leamington Spa, a new training facility and an Operational Command Centre.

The outcomes we aim to achieve are better facilities for firefighter training, more energy efficient premises, better community access and the co-location of functions to fewer sites.



What do you think?

Your thoughts are very important to us and we would like to hear what you think about this review.



YOU CAN LET US KNOW BY EMAILING US AT

irmp@warwickshire.gov.uk



OR WRITE TO:

Warwickshire Fire & Rescue Service
Service Headquarters

IRMP Review

Warwick Street

Leamington Spa

Warwickshire

CV32 5LH

This review has links to some other key documents you may be interested in, these documents can be found on the Warwickshire Fire and Rescue Service website:

WFRS website is at www.warwickshire.gov.uk/fireandrescue

WCC website is at www.warwickshire.gov.uk

- IRMP 2010 – 2013
- Improvement Plan
- Service Plan
- Quality of Life in Warwickshire
- Strategic Assessment
- Risk Register

Fire and Rescue News Feed www.news.warwickshire.gov.uk/fireincidents

Follow us on Twitter www.twitter.com/warksfirerescue

**Communities Overview and Scrutiny Committee
6 December 2011**

Work Programme 2011-12

**Report of the Chair of the Communities Overview and
Scrutiny Committee**

Recommendation

The Communities Overview and Scrutiny Committee is recommended to agree the work programme, to be reviewed and reprioritised as appropriate throughout the year.

1. Summary

The Committee's Work Programme is attached as Appendix A. The Work Programme will be reviewed and reprioritised throughout the year so that the Committee can adopt a flexible approach and respond to issues as they emerge.

CLLR WHITEHOUSE
Chair of the Communities Overview and Scrutiny Committee
Shire Hall
Warwick

6 December 2011

Communities O&S Work Programme 2011-12

MEETING DATE	ITEM AND RESPONSIBLE OFFICER High priority Medium priority Low priority	OBJECTIVE OF SCRUTINY	Type of review				Link to corporate priorities				
			Performance Management	Holding Executive to Account	Policy Review / Development	Overview	Ambition 1 Community and Customers	Ambition 2 Safety and Protection	Ambition 4 Enterprise, Transport and Tourism	Ambition 5 Environment and Housing	Ambition 7 Organisation
09 February 2012	Fire and Rescue Service Improvement Plan (Gary Phillips)	To scrutinise implementation of the improvement plan and assess the impact of fire station closures.	✓	✓				Reduced number and severity of fires, and fire related injuries and deaths.			Slim down the organisation and encourage innovation.
	Community Fire Safety (Gary Phillips)	To scrutinise the effectiveness of Community Fire Safety.	✓		✓			Reduced number and severity of fires, and fire related injuries and deaths.			
	Community Policing (Martin McNevin)	To assess the impact of the changes to Community Policing.	✓		✓			Reduced levels of crime and anti-social behaviour.			
	Major Infrastructure (Adrian Hart / Roger Newham)	To scrutinise how WCC secures transport infrastructure to support major development, using the LEP as a case study.				✓			Improve accessibility and transport options within Warwickshire.		
April 2012	HS2 – WCC Strategy (Mandy Walker)	(If HS2 goes ahead) To scrutinise the strategy for mitigation of negative impacts and assess how to make the most of the benefits for Warwickshire.			✓					Maintain our natural environment for future generations.	
	Fire Control (Gary Phillips)	To consider proposals for Fire Control.			✓			Reduced number and severity of fires, and fire related injuries and deaths.			
	Rural Bus Service Reductions and Concessionary Travel (Kevin McGovern, Dan Green)	To scrutinise the impact of the changes to transport provision for service users.		✓	✓		Customers are able to access services more effectively.		Improve accessibility and transport options within Warwickshire.		
May / June 2012	Road Safety (Estyn Williams)	To assess the impact of the changes to safety camera operation.		✓	✓			Warwickshire residents are safe on our roads.			
June 2012	Anti-Social Behavior (Mark Ryder)	To assess strategies in place to reduce ASB and the impact of changes to public service provision on ASB (e.g. changes to the Youth Service).		✓	✓			Reduced levels of harm caused by anti-social behaviour.			
Spring 2012 (or later)	Highways Contract (Andrew Savage)	To scrutinise the effectiveness of the new highways contract with Belfour Beatty.	✓	✓				Proactively maintain the highways network to a safe standard, working with partners to do so.			Work with other public sector organisations to integrate services.
September 2012	Concessionary Travel	To assess the impact of WCC taking over the concessionary travel scheme and upcoming changes for service users.	✓		✓		Customers are able to access services more effectively.		Improve accessibility and transport options within Warwickshire.		
Items to be timetabled											
	Climate Change	To scrutinise the effectiveness of the Climate Change Partnership. To review the outcomes achieved by the Climate Change Partnership.	✓	✓						Reduce CO2 emissions in the public sector. Support community to tackle climate change.	

Communities O&S Work Programme 2011-12

MEETING DATE	ITEM AND RESPONSIBLE OFFICER High priority Medium priority Low priority	OBJECTIVE OF SCRUTINY	Type of review				Link to corporate priorities				
			Performance Management	Holding Executive to Account	Policy Review / Development	Overview	Ambition 1 Community and Customers	Ambition 2 Safety and Protection	Ambition 4 Enterprise, Transport and Tourism	Ambition 5 Environment and Housing	Ambition 7 Organisation
	Waste Contract – New Technologies	To scrutinise the impact of the new waste technologies.			✓					Reduce the amount of waste sent to landfill.	Work with other public sector organisations to integrate services.
(March 2012)	Fire and Rescue – Strategic Alliance	To scrutinise the upcoming Strategic Alliance between Warwickshire and Northamptonshire.	✓		✓			Reduced number and severity of fires, and fire related injuries and deaths.			
	Flood Risk Management	Delegated from the O&S Board – to scrutinise the strategies in place to reduce flood risk.	✓		✓						
	Trading Standards	To scrutinise the effectiveness of the Trading Standards service for Warwickshire residents.	✓		✓						
	Local Enterprise Partnership	To scrutinise the work of the LEP (as issues arise).	✓		✓						
Briefing notes											
	Review of Domestic Support Services in Warwickshire Kate Nash/Sue Ingram	Proposals following the outcomes of the Consultation on Review of Domestic Support Services in Warwickshire				✓		Work with the Police to reduce levels of domestic violence.			