

Resources and Fire & Rescue Overview and Scrutiny Committee

21 January 2016

Agenda

Please note that this meeting will be filmed for live broadcast on the internet. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. All recording will be undertaken in accordance with the Council's protocol on filming and use of social media.

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in Committee Room 2, Shire Hall, Warwick on Thursday 21 January 2016 at 2 p.m.

The agenda will be:

1. General

(1) Apologies

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election or appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 43).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must be declared in accordance with the new Code of Conduct. These should be declared at the commencement of the meeting.

(3) Minutes of the meeting of the Resources and Fire & Rescue Overview and Scrutiny Committee held on 3 December 2015

2. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Paul Williams 5 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council representatives are aware of the matter on which you wish to speak.

3. Questions to the Portfolio Holders relevant to the Overview and Scrutiny Committee

Up to 30 minutes of the meeting is available for the Committee to put questions to the Leader and Portfolio Holders on any matters relevant to the remit of the Overview and Scrutiny Committee.

4. Work Programme 2015/16

To consider the Committee's proposed Work Programme and future areas of scrutiny activity.

5. Update Report on the Warwickshire Local Welfare Scheme

The Warwickshire Local Welfare Scheme aims to support Warwickshire residents who are in immediate need of food, heating and need to access preventative services such as debt management. It also provides help to those whose needs are more long term and who have become vulnerable through an ongoing set of circumstances. This report updates the committee on the implementation of the scheme.

6. Consultation and Engagement

This report explains the County Council's approach to consultation and engagement.

7. Treasury Management Monitoring Report

A report that updates the committee on Treasury Management.

8. WCC IT Systems - Fitness for Purpose

At their Work Programme event in July 2015 the Corporate Services O&S Committee requested a report about WCC's IT systems, whether they are fit

for purpose, and capable of sharing information across different services. This report has been written to satisfy that request.

9. A Report on the Operational Performance of Warwickshire Fire and Rescue Service

This report summarises Warwickshire Fire and Rescue Service performance against key incident categories in comparison to the other 45 English Fire and Rescue Services.

10. Absence, Health, Safety and Welfare

A report that updates the committee on performance information in relation to employee sickness absence, health safety and wellbeing.

11. Urgent Matters

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

12. Date of Next Meeting

The next meeting of the committee has been scheduled for 17 March 2016, commencing at 2:00pm in Committee Room 2.

Jim Graham
Chief Executive
Shire Hall
Warwick

Corporate Services Overview and Scrutiny Committee Membership

Councillors: John Appleton, Nicola Davies, Neil Dirveiks, Peter Fowler (Vice Chair), John Holland, Phillip Morris-Jones, Bernard Kirton, Keith Kondakor, Chris Saint and Matt Western (Chair).

Portfolio Holders:-

Councillor Izzi Seccombe – Leader of the Council

Councillor Alan Cockburn – Deputy Leader

Councillor Kam Kaur– Customers

Councillor John Horner – Community Safety

For queries regarding this agenda, please contact:
Paul Williams, Democratic Services Team Leader
Tel: 01926 418196, e-mail: paulwilliamscl@warwickshire.gov.uk

**Minutes of the meeting of the
Resources and Fire and Rescue Overview and Scrutiny Committee
held on 3rd December 2015**

Present

Members: Councillor John Appleton
Councillor Richard Chattaway (Replacing Matt Western)
Councillor Nicola Davies
Councillor Neil Dirveiks
Councillor Peter Fowler (Chair)
Councillor John Holland
Councillor Keith Kondakor
Councillor Phillip Morris-Jones
Councillor Chris Saint

Other Councillors: Alan Cockburn, Deputy Leader

Officers: Sally Baxter, Democratic Services Officer
Kushal Birla, Head of Customer Service
David Carter, Strategic Director, Resources Group
Tejay De Kretser, Business Development and Improvement
Manager
Sue Evans, Head of HR and Organisational Development
Karen Smith, Customer Relations Manager
Andy Hickmott, Chief Fire Officer
Tricia Morrison, Acting Head of Service
Rob Moyney, Assistant Chief Fire Officer
Gary Phillips, Deputy Chief Fire Officer
Virginia Rennie, Group Accountant
Steve Smith, Head of Physical Assets
Paul Williams, Democratic Services Team Leader.

1. General

(1) Apologies

Councillors Izzi Seccombe, Kam Kaur and Matt Western
(Councillor Richard Chattaway to replace for this meeting).

The Chair and the committees' best wishes were recorded for
Councillor Matt Western and that he has a speedy recovery.

**(2) Members' Disclosures of Pecuniary and Non-Pecuniary
Interests**

None.

(3) Minutes of the meeting of the Corporate Services Overview and Scrutiny Committee held on 17 September 2015

The Committee agreed that the minutes of the meeting held on 17 September 2015 be signed as a correct record.

Item 6 – A schedule detailing slippage, including thresholds, was still outstanding. This would be provided as soon as possible.

Item 8 – A member of the committee explained that the importance of compatible information systems was important for the development and success of the Multi- Agency Safeguarding Hub (MASH). It was suggested that the committee monitor the progress of the information system to ensure that it would be ready, in a timely manner, for the implementation of the MASH.

An update would be reported to the committee at the next meeting scheduled for 21st January 2016 with regard to the committee investigating the possibility of the council having an equity stake in businesses who receive assistance from the programme of Business Loans and Grants.

2. Public Question Time

There were no public questions received or presented at the meeting.

3. Questions to Cabinet and Portfolio Holders

No questions were asked by the committee however, some discussion was had about the outcome of the Spending Review and the impact it could have on new modelling of spends. Councillor Cockburn stated that large savings still needed to be identified and further discussion was appropriate for Council. He also clarified that Peppercorn Rents would be considered at the Cabinet meeting scheduled for 26th January 2016.

4. Work Programme 2015/16

The committee considered the report and appendices which contained the work programme, and were invited to make suggestions of items to add to the programme. The Chair informed that a report explaining benchmarking of Fire and Rescue Services across England had been added to the Work Programme for consideration in January 2016. Also, an additional meeting had been arranged for 17th March 2016.

In response to a question, Andy Hickmott, Chief Fire Officer, highlighted that the report for consideration later at today's committee

meeting included information about recruitment. If members wanted more information, another report could be considered at a future meeting.

In response to a report suggestion, David Carter, Strategic Director for Resources, informed the meeting that a report regarding the National Living Wage and the financial impact it will have on Warwickshire County Council, was to be considered at a meeting of Council. Members may wish to wait and have a report at a later date to address anything coming out of this paper. A discussion ensued about potential working models including the impact on NJC spinal columns and budget implications.

Resolved:

That the Resources and Fire and Rescue Overview and Scrutiny Committee agree the 2015/16 Work Programme.

5. Future Reporting of the One Organisational Plan

Tricia Morrison, Acting Head of Service, introduced the report setting out what had been undertaken to identify how information and what information should be presented to committee. The new structure was designed to provide headline reporting and key messages that were within the remit of the committee.

Feedback on the new presentation of information which was being considered by the committee at Item 6 was welcomed. Future work would include developing and providing a suite of tailored dashboards for each of the Overview and Scrutiny Committees, and benchmarking information with other local authorities.

Resolved:

The Resources and Fire and Rescue Overview and Scrutiny Committee agree to note the report and the next steps as outlined in section 5 of the report.

6. 2015/16 One Organisational Plan – Quarter 2

Tricia Morrison, Acting head of Service, reiterated that the report had been designed in response to members' feedback and suggestions. The information provided headlines and key messages in relation to the remit of the committee to assist effective scrutiny and monitoring of performance.

An in-depth discussion took place about the number of service areas that were outside set tolerances therefore were reported as being red.

The committee considered the levels of red to be disappointing. The committee was reminded that the report used exception reporting thus would include areas primarily outside tolerances. Those service areas not in the report were meeting targets.

It was agreed that the format of the report was improved and had responded to Members requests for exception reporting. Other observations was that it was easier to identify areas for further scrutiny however, the report was a public document and would benefit from some commentary to add context and explain the nature of exception reporting and the performance of the authority.

In response to comments, Councillor Alan Cockburn informed that the target savings for the One Organisation Plan which was 18 months into the 4 year plan, were on target to be met despite challenges and reducing budgets.

In response to a question about Quarter 1 performance and why the figures were forecasts, David Carter explained that actual figures would not be available until year end. Forecasting allowed services to identify direction of performance and Heads of Service to manage accordingly.

The committee provided further feedback about the new format of the report and asked that when producing statistical information and figures, a consistent approach should be used to avoid confusion.

In response to a question regarding target groups for Home Fire Safety Checks (HFSC), Andy Hickmott, Chief Fire Officer, clarified that the over 65's were the target group. Some non-target groups were receiving the HFSC; this was attributed to new legislation requiring landlord's to ensure that there is a working smoke alarm in privately rented accommodation. Andy Hickmott also provided clarification on the target savings for 2016-17 and 2017-18.

In response to a question, Kushal Birla, Head of Customer Service, provided an overview of work being undertaken with regard to Customer feedback to identify and address performance targets that were not being met. A full overview and discussion would be provided later in the meeting when considering the Customer Journey report.

Resolved:

That the Corporate Services Overview and Scrutiny Committee notes the report.

7. Integrated Peer Review Action Plan: Quarterly Progress Report

Tricia Morrison, Acting Head of Service, introduced the report and provided background information to the Integrated Peer Challenge

Action Plan. Warwickshire County Council commissioned three Peer Challenges in 2014/15 and feedback from each of the reviews were presented with recommendations. Five themes were derived from the recommendations: Commissioning, Customer Journey, Health & Social Care Integration, Community Capacity and Economic Growth.

Cabinet, at its' meeting on 16th July 2015, received the Action Plan and it was agreed that quarterly progress updates would be reported to both Cabinet and Resources and Fire and Rescue Overview and Scrutiny Committee. The first Progress report was considered by Cabinet on 12th November 2015 and the committee were being asked to consider the progress to date which was also available on the dashboard.

In response to a question about commissioning models, Tricia Morrison would provide specific examples of work to the committee but verbally informed that the People Group were looking to adopt outcome based models especially when working with multiple partners. **Tricia Morrison to provide.**

Tricia Morrison would also provide information about the areas of Warwickshire that have been identified for investment (Economic Growth theme). Timescales for the implementation of a Skills web portal to help link schools and businesses would also be provided. **Tricia Morrison to provide.**

Following discussion, the committee asked that information should be added to the Economic Growth theme to include the value and occupancy of starter units.

Resolved:

That the Resources and Fire and Rescue Overview and Scrutiny Committee notes the report.

8. Customer Journey and Customer Feedback update

Kushal Birla, Head of Customer Service, introduced the report. Work began on the Corporate Customer Journey programme in January 2015 which identified four priority areas of work: Highways and Transport, Adult Social Care and Support, Children's Social Care and Safeguarding, Getting the Basics right. With regard to customer feedback, a system ('Contact us') would give service users the opportunity to provide feedback. The authority would use this function to report the outcome and response. It was anticipated that this would help with providing timely information.

Kushal Birla reported that work was well underway with the Highways and Transport priority and Adult Social Care. Transactional issues ie, issue reporting had been considered with regard to the first priority. She reported that they were concentrating on providing a 24/7 digital reporting system which would be used to give the public a mechanism for reporting issues and providing feedback on what action has been taken. There were 2 elements to the Adult Social Care; The Transformation Programme and work being undertaken about value in light of the transfer from the 'One Front Door' to the Contact Centre.

Progress on the adult social care customer journey mapping included defining the 'overarching, customer journey for Adult Social Care and defining a range of more detailed 'customer journeys'. The Customer Self-service Account was launched at the end of April 2015; to date, 23,828 accounts had been created.

In response to a comment from the committee, David Carter informed the committee that the decision to leave the Contact Centre services provided by WCC was taken by Warwick District Council (WDC). The service will cease March 2016 and WCC will support WDC through the transition stage.

In response to a question raised regarding the impact of MASH on the customer contact landscape, Kushal Birla reported that several measures had been taken including working with Adult Social Care and Children's Services. Adult social care was investigating the option to route into the Contact Centre and whether this was appropriate. Children's services were in discussions to identify what was appropriate to mitigate against inappropriate enquiries entering the system when they should be addressed via another mechanism.

The committee agreed that the Self-service account would be beneficial for residents and WCC. A further benefit would include a section where members of the public could see what work has been scheduled within a time frame. Following discussion, savings from street lighting and where they are allocated was discussed. Further information was requested. **Kushal Birla to action.**

With regard to retaining services for people that did not have access to I.T, Warwickshire One Direct One Stop Shops were still in operation in addition to doing work within the community to promote using technology. The committee welcomed this approach and highlighted the importance of being accessible to all sections of the community.

The committee highlighted that complaints with regard to children's social care were still reporting low levels and questioned what affect this could potentially have on the MASH. It was agreed that the committee would receive a report at a future meeting to monitor progress.

Resolved:

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

- i) Notes the report, and;
- ii) Receives a progress report on customer feedback within six months.

9. HR and Property Rationalisation

Steve Smith, Head of Physical Assets, introduced the report and referred to the list of 139 properties that had been disposed/ surrendered. The report was separated into two parts; information and updates on the Property Rationalisation Programme (PRP) and information regarding the way we work. It was important to consider the inter-relationship because the flexible ways of working agenda had influenced the PRP ie, employee mind-sets with regard to fixed desks, use of laptops instead of desk tops and locations they can work from.

Following questions from the committee, the following points were raised:

- A change in mind-sets of both officers and managers had resulted in working from home. Being outcome based ensured that productivity was the measure for effective working from home.
- Clarification was sought about the use of capital receipts. Property being disposed would generate capital and it would be beneficial for the committee to have information separated into capital and revenue. **Steve Smith to action.**
- Identification of property for disposal followed a procedure which included a report to the Portfolio Holder detailing the property, its value and a marketing strategy.
- Community value is considered when identifying potential properties for disposal/surrender. This helped balance the needs of the community and WCC.
- Modern and flexible working included working from other WCC or partner offices. An example was the provision of 'touchdown spaces', a list of which could be accessed on the intranet, which gave officers the space to work from where is closer to their location, as opposed to where the service was based. This helped increase productivity and supported the reducing the carbon footprint initiative.
- Officers working from home were provided with WCC mobile phones or were expected to provide contact details so that they could be contacted when required during the working day.
- A member of the committee thanked the Physical Assets Team for keeping him informed of disposals within his constituency,

the report reflected the information he previously had so was reassured that there were good levels of communication with members.

Resolved:

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

- i) Notes the report, and;
- ii) Receives information on the capital and revenue generated by the 139 disposed of or surrendered.

10. WFRS: A report on the operational impact of the revised response standards

Rob Moyney, Assistant Chief Fire Officer, referred the committee to the report and appendix. The Chief Fire Officer presented a report to the County Council on 24th September 2014 setting out the operational implications of the 2014–18 budget. At this meeting, Council agreed to receive a report to evaluate the impact of the revised response standards once they had been in operation for 6 months. This report would provide the evaluation.

Following the first Integrated Risk Management Plan (IRMP) the response standards were simplified resulting in two response times to be measured; a 10 minute response time for urban areas and a 20 minute for rural areas. Clarification was provided on emergency priorities; Priority 1 were incidents that involved direct threat to life and Priority 2 were those where a building was on fire but there was no persons reported to be trapped within the building.

From a period of 6 months, starting from April 2015, the 10 minute response rate for Priority 1 and 2 incidents was met on average 74% of the time with an average response of 8.4 minutes. For the 15 minute response standard, it was below the 90% target at an average of 75%. Locations of incidents were presented on maps; red represented fires, green represented Road Traffic Accidents (RTA) and blue represented where special services were required.

Measures were in place to improve performance such as IDS recruitment, tracking software for fire engines and fire fighters and engines were deployed to areas where a gap was created because of attendance at an incident. Rob Moyney highlighted that the service was 2 years into 4 year budget plan and that performance was being managed on a weekly basis.

National interest and discussion regarding response times was creating concern about the decrease in response times. It was accepted that different response times would operate due to geography of areas but

had ways of working been identified for the remaining 2 years of the budget plan to manage the challenges faced by the budget. Rob Moyney reassured the committee that mechanisms were in place such as resources and people, to respond to the budget challenges. Andy Hickmott, Chief Fire Officer, clarified that responses' County wide had not decreased especially in urban areas and RTA's were not included in the pre-2014 monitoring process.

In response to questions from the committee, the following points were raised:

- Allocation of resources was considered to be cost effective when based on operational cover. Dynamic moving ensured that resources and people were situated where they needed to be.
- It would be useful to have information about incidents that were on the borders with other Fire and Rescue Services to see what the impact was on those areas that were on the border. It was clarified that if other services had a station or appliance nearer than WFRS, the neighbouring service would be asked to attend instead even if it was within Warwickshire.

The Chairman thanked officers for their attendance and on behalf of the committee, wished Gary Phillips all the best for the future following his impending departure from the service.

Resolved:

That the Resources and Fire and Rescue Services Overview and Scrutiny Committee notes the report.

11. Urgent Matters

None.

12. Date of Next Meeting

The date of the next Resources and Fire and Rescue Overview and Scrutiny Committee was confirmed as 21st January 2016 at 2p.m. in CR2, Shire Hall.

Closed 4.15 p.m.

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Chair

Resources and Fire & Rescue Service Overview and Scrutiny Committee

21 January 2016

Questions to Cabinet and Portfolio Holders

Recommendation

That the Resources and Fire and Rescue Service Overview and Scrutiny Committee consider the forthcoming Cabinet and Portfolio Holder decisions relevant to its remit, asking any relevant questions and considering areas for further scrutiny, where appropriate.

1.0 Cabinet and Portfolio Holder Decisions

- 1.1 The decisions relevant to the remit of the Committee are listed below. Members are encouraged to seek updates on decisions and identify topics for pre-decision scrutiny. The responsible Portfolio Holders will be in attendance at the meeting to answer any questions from the Committee.
- 1.2 The list was last updated from the Forward Plan on 14 January 2016.
(* Key decision)

Decision	Description	Date due	Cabinet / PfH
Energy Plan Task and Finish Group	Following a motion at Council, the Communities Overview and Scrutiny Committee appointed an Energy Plan Task and Finish Group (TFG). The report of the TFG and its recommendations will be presented to the Overview and Scrutiny Committee for consideration on 15th September, with a recommendation that this report be submitted for approval by Cabinet.	8 October 2015	Cabinet
*ERDF Application	Report to seek approval for the submission of a full application to the Department for Communities and Local Government [DCLG] for funding of £3.8 million from the European Regional Development fund [ERDF]. To deliver extended broadband deployment and the roll out of a high speed network which supports the adoption of emerging technologies and networks for the digital economy.	8 October 2015	Cabinet

*Housing Related Support - Report from Council	This report to Cabinet sets out the outcome of discussions at Council	8 October 2015	Cabinet
DCLG Consultation: Enabling Closer Working between Emergency Services	To agree a response to DCLG consultation.	23 rd October 2015	Portfolio Holder - Community Safety
Integrated Peer Review Action Plan: Quarterly Progress Report	Provide Mid- Year Progress Report on the Delivery of the Integrated Peer Review Action Plan	12 November 2015	Cabinet
Transport to Specialist Nursery Provision	To consider any recommendations from the Extraordinary meeting of Council on 3 rd November 2015 following the referral of this issue to Council by the Children and Young People overview and scrutiny Committee on 22 nd October.	12 November 2015	Cabinet
Project Arrow Progress Report	To receive an update report on the progress of collaborative working between Warwickshire Fire and Rescue Service and Hereford & Worcester Fire and Rescue Service	12 November 2015	Cabinet
One Organisational Plan Mid -Year Progress Report 2015-16	Sets out the Mid -Year (Year 2 of 4) Progress on the delivery of the One Organisational Plan and covers the period April - September 2015 -16	12 November 2015	Cabinet
Updated Warwickshire County Farms and Smallholdings Strategy 2015-2025	5 yearly review of the Warwickshire County Farms and Smallholdings Strategy 2010-2025 including revisions to the Strategy.	10 December 2015	Cabinet
(Exempt) Former Manor Park School, Beaumont Road, Nuneaton	Cabinet approval has previously been given to dispose of surplus land at the former Manor Park School. This report is to seek a further Cabinet approval to dispose of part of the surplus land for an Extra Care Housing Scheme for older people aged 55 years plus.	10 December 2015	Cabinet
Consultation on proposals with respect to the withdrawal of the library service on Sundays	A report seeking Portfolio Holder approval to commence a consultation exercise	22 January 2015	Portfolio Holder - Customers
One Organisation Plan 2016/17 Financial Refresh - Proposals from Corporate Board	Proposals for Members consideration from Corporate Board on issues to be included as part of the 2016/16 One Organisation Plan financial refresh	26 January 2016	Cabinet
One Organisational Plan Progress Report Qtr 3 2015 - 16	Sets out the progress on delivering the One Organisational Plan at the end of Qtr 3 2015/16 (Year 2 of 4)	26 January 2016	Cabinet
One Organisation Plan 2016/17 Financial Refresh - An Update	To inform Members of the latest information to be included in the 2016/17 budget	26 January 2016	Cabinet
Write-off of Irrecoverable Debt Regarding a Section 106 Agreement	This report asks Cabinet to agree to the write-off of a debt concerning a Section 106 Agreement pertaining to land in Rugby.	26 January 2016	Cabinet

Seek adoption of revised Property Disposal and Granting Leases at Less Than Best Consideration Protocols	To replace the suite of existing property disposal and leasing protocols reflecting legislation changes required due to implementation of the Localism Act 2011. To simplify and apply a consistent approach to lettings of WCC property to Community and Voluntary sector organisations that may be at less than best consideration and to consider actions for any property registered as a Asset of Community Value. Protocols to apply to new arrangements and existing arrangements where possible.	26 January 2016	Cabinet
Pension Fund Pooling Arrangements	Future arrangements following Government changes to LGPS	18 February 2016	Cabinet
Appointment of operator at Old Shire Hall, Warwick	An exempt report following a tendering process for the future use of Old Shire Hall	18 February 2016	Cabinet
Seek adoption of revised property disposal and granting leases at less than best consideration protocols	To replace the suite of existing property disposal and leasing protocols reflecting legislation changes required due to implementation of the Localism Act 2011. To simplify and apply a consistent approach to lettings of WCC property to Community and Voluntary sector organisations that may be at less than best consideration and to consider actions for any property registered as an Asset of Community Value. Protocols to apply to new arrangements and existing arrangements where possible.	18 February 2016	Cabinet
2016/17 Service Estimates	Approve the detailed revenue budget, capital programme and medium term savings plan for each of the authority's Business Units for 2016/17.	10 March 2016	Cabinet
Peer Review Action Plan Update	This report details the progress made on the recommendations contained within the Integrated Peer Review Action Plan. It will provide Cabinet with quarter 3 updates and an expected year end position on these recommendations	14 April 2016	Cabinet

	Name	Contact details
Report Author	Paul Williams	paulwilliamscl@warwickshire.gov.uk
Head of Service	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Seccombe Councillor Cockburn Councillor Kaur	cllrmsseccombe@warwickshire.gov.uk cllrcockburn@warwickshire.gov.uk cllrkaur@warwickshire.gov.uk

Resources and Fire & Rescue Overview and Scrutiny Committee

21 January 2016

Work Programme 2015/16

Recommendations

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

- 1) Agrees the updated 2015/16 Work Programme and makes any additional comments or changes, as required; and
- 2) Notes the scheduled future meeting dates.

1.0 Work Programme

- 1.1 At the Council meeting held on 24th September 2015, the remit of the Corporate Services Overview and Scrutiny Committee was changed to include Fire and Rescue Service and Libraries, and the name of the committee was changed to *Resources and Fire and Rescue Overview and Scrutiny Committee*.

OSC	Remit	Strategic Director	PFH's
Resources & Fire & Rescue (includes Fire & Rescue and Libraries)	Fire & rescue, budget, medium term financial plan, corporate business plan, planning and performance arrangements, finance, property, information technology, facilities management, workforce strategy and development, law and governance, libraries, customer service and	Resources Chief Fire Officer	Deputy Leader Community Safety Customers

	communications		
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1.2 The updated Work Programme for 2015/16 is attached at Appendix A and will show the committee what items have been considered and what is still outstanding. Members' attention is drawn in particular to the items currently on the Forward Plan for the 17 March 2016 meeting.

2.0 Briefing Notes

2.1 A number of briefing notes have been provided or scheduled to be provided to the committee during 2015/16 as listed in Appendix A.

3.0 Dates of Future Meetings

3.1 Future meetings of the Committee have been scheduled for 2p.m. on the following dates:

- 17 March 2016
- 18 May 2016

Background papers

None

Appendices:

Appendix A – Work Programme 2015/16

	Name	Contact details
Report Author	Paul Williams	paulwilliams@warwickshire.gov.uk 01926 418196
Head of Service	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk 01926 412090
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk 01926 412564

**Corporate Services Overview and Scrutiny Committee
Work Programme 2015/16 – At 21 January 2016**

Appendix A

Item	Report detail	Date of last report	Date of next report
Questions to the Portfolio Holders / Forward Plan decisions	Report which includes Forward Plan decisions relevant to the remit of the Committee – Paul Williams	N/A	* Standing item for every meeting
One Organisational Plan	To receive performance information on a quarterly basis, relevant to the remit of the committee.	N/A	*Standing item for every meeting.
Warwickshire County Council Consultation process and procedure	This report explains how the County Council is reviewing its consultation methods in order to assist meeting the OOP targets - Andy Davis/Harpreet Rai	N/A	21 January 2016
Update Report on the Warwickshire Local Welfare Scheme	On 14 February 2013, Cabinet approved the policy and eligibility criteria for the Warwickshire Local Welfare Scheme (WLWS). This report updates the committee on its delivery - Kushal Birla/Karen Handy	N/A	21 January 2016
Treasury Management Monitoring Report	Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management 2009. This report updates the committee on the Council's position regarding treasury management activity - Mathew Dawson	N/A	21 January 2016
Warwickshire County Council IT Systems	A report that looks at the compatibility and capability to share information across the different IT systems used by the council - Ian Litton	N/A	21 January 2016
Operational Performance of Warwickshire Fire and Rescue Service	This report summarises Warwickshire Fire and Rescue Service (WFRS) performance against key incident categories in comparison to the other 45 English Fire and Rescue Services(FRS) - Rob Moyney	N/A	21 January 2016
HR and Health and Safety	A report to provide an overview of the authority's workforce health including levels of staff sickness - Allison Lehky	N/A	21 January 2016
Project Management and Major Projects	Report to explain the process adopted across WCC when managing projects including those that are large scale - Josephine Millar	N/A	17 March 2016
Integrated Peer Review Action Plan	Quarterly Progress report.	3 December 2015	17 March 2016
Emerging Local Plans and the Implications for the Council's	A report that will focus on the implications of major development that will result from the approval of local plans across Warwickshire. Reviewing income and demand for new infrastructure.	N/A	17 March 2016

**Corporate Services Overview and Scrutiny Committee
Work Programme 2015/16 – At 21 January 2016**

Appendix A

Item	Report detail	Date of last report	Date of next report
Finances of Developer Contributions			
Libraries, Community Buildings and Peppercorn Rents	The impact of the withdrawal of peppercorn rents and the ability of providing community services from libraries and other community buildings.	Information on Peppercorn rents was received July 2015.	TBC

Reports Recently Received by the Committee

Item	Report detail	Date of last report
People Group Systems	A report to update the committee on the procurement process for the Client Information System in September 2015 – Marcus Herron	17 September 2015
Capital Slippage	Report to investigate why there has been reported underspend and overspend in services and what mechanisms have been identified/ put in place – Virginia Rennie	17 September 2015
Capital Bonds	Request came from Council, 21 July 2015 for Corporate Services OSC to investigate what WCC is doing to take advantage of the current low interest rates to borrow more through long-term bonds and to raise debt ratios and so ensure Warwickshire emerges from this deep recession in better shape than its peers – Virginia Rennie	17 September 2015
WCC Process for designing bids	Report containing the review of the last 10 bids made by WCC for funding - Mark Ryder/ John Betts/ Virginia Rennie	17 September 2015
Future Reporting of the One Organisation	A report that proposed new ways of reporting progress on the delivery of the OOP – Elizabeth Abbott	3 December 2015

**Corporate Services Overview and Scrutiny Committee
Work Programme 2015/16 – At 21 January 2016**

Appendix A

Plan		
2015/16 One Organisational Plan – Quarter 2	Consideration of the areas of the One Organisational Plan relevant to the remit of the Committee and progress on the delivery of the plan – Tricia Morrison	3 December 2015
Integrated Peer Review Action Plan: Quarterly Progress Report	A Mid-Year Progress Report on the Delivery of the Integrated Peer Review Action Plan – Elizabeth Abbott	3 December 2015
Customer Journey	A report that asked the committee to note and comment on the progress made to date with the Corporate Customer Journey Programme and Customer Feedback – Kushal Birla	3 December 2015
HR and Property Rationalisation	A joint report from HR and Property on the continuing evolution and delivery of the PRP – Steve Smith/Sue Evans	3 December 2015
WFRS: A report on the operational impact of the revised response standards	A report setting out revised response standards that explained their implications for service delivery – Rob Moyney	3 December 2015

Briefing Notes - Produced

Item	Briefing Note detail	Date requested	Date circulated
WCC Consultations	Information on how WCC consults - is there a policy/ protocol? Are consultations timely? Is there a schedule for consultations?	September 2015	October 2015
Human Resources	General information on Workforce composition and staff surveys	September 2015	October 2015
Internal Audit	Report to inform the volume of risks and their potential impact.	July 2015	September 2015
LEP/ City Deal	Ongoing – updates to be provided in accordance with the committee meeting cycle	July 2015	Ongoing - Updates to be circulated in sync with Corporate

**Corporate Services Overview and Scrutiny Committee
Work Programme 2015/16 – At 21 January 2016**

Appendix A

			Services committee meeting cycle.
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Briefing Notes - Recently Circulated or Awaited

Item	Briefing Note detail	Date requested	Date circulated
7 - 3.12.15	Note from Tricia Morrison requested at December meeting on the County Council's commission initiative.	3.12.15	8.1.16
7 - 3.12.15	Note from Tricia Morrison on the areas of Warwickshire that have been identified for investment (Economic Growth theme). Timescales for the implementation of a Skills web portal to help link schools and businesses would also be provided.	3.12.15	8.1.16
Minutes 3.12.15	Note from John Betts on possibility of council having an equity stake in businesses who receive assistance from the programme of Business Loans and Grants	17.9.15	
Minutes 3.12.15	Note/schedule regarding slippage	17.9.15	
9 – 3.12.15	Note on capital and revenue as relates to property disposal.	3.12.15	

Resources and Fire and Rescue Overview and Scrutiny Committee

21 January 2016

Update Report on the Warwickshire Local Welfare Scheme

Recommendation

That Resources and Fire and Rescue Overview and Scrutiny Committee consider and comment on this report.

1 Background

- 1.1 On 14 February 2013, Cabinet approved the policy and eligibility criteria for the Warwickshire Local Welfare Scheme (WLWS) which is the local scheme implemented in Warwickshire replacing the Government's previous discretionary social fund.
- 1.2 Warwickshire County Council is committed to keeping residents protected from harm and to help people stay independent for longer. The WLWS aims to support Warwickshire residents who are in immediate need of food, heating and need to access preventative services such as debt management. It also provides help to those whose needs are more long term and who have become vulnerable through an ongoing set of circumstances such as:
 - people left homeless (often after a breakdown in family relations)
 - people leaving prison
 - women fleeing domestic violence
 - young people leaving care
 - people with mental health problems or
 - people who are encountering financial difficulties at a certain period of their lives, often through no fault of their own.
- 1.3 The WLWS comprises two elements, one for Immediate Need and one for Planned Need. Brief details for each element are given below:
 - Immediate Need is to assist applicants who are in an emergency or crisis, have no access to funds and no other agencies will provide help. Support is given in the form of food vouchers and credit for electricity or gas top-ups or providing basic furniture and appliances.
 - Planned Need
 - Support is given to eligible applicants by providing a limited range of essential household items that cannot be provided by any other

agency, for example fridge, basic kitchen equipment such as kettle/toaster, bed and bedding.

- The Pro-active Element looks to implement preventative measures to address problems at source and tackle them before they become a crisis. Projects are commissioned to offer services that develop life skills. Grants have been made to projects offering money or debt management advice and cookery or job skills training.
- 1.4 The Immediate Need service was launched on the 1 April 2013, enabling an emergency award for food or heating to applicants who meet the eligibility criteria, and signposting to appropriate alternative services for anyone seeking support.
- 1.5 The Planned Need Support service has been operating since May 2013.
- 1.6 The immediate and planned need elements have approved over 6,500 applications since the Scheme began.

Reactive Scheme	Year 2	Year 1	Total
Immediate Need	2875	2868	5743
Planned Need	441	465	906
			6649

- 1.7 The Planned Need Pro-active part of the Scheme launched in August 2013 and a Panel was set up to assess the bids submitted and agree which projects qualify for funding. The Panel comprises:

Head of Customer Service, Warwickshire County Council (WCC)
Director Finance & Procurement, Nuneaton and Bedworth Borough Council
Manager Citizens' Advice Bureau, Warwick Area
Group Manager, Localities and Partnerships, WCC
Finance Manager – Projects, Corporate Finance & Advice, WCC

- 1.8 Details of the projects which have been funded can be found in Appendix A.

2 Review of the Progress of the Pro-active Element of WLWS

- 2.1 Following the first year of the Scheme the views of a wide range of stakeholders were sought and some common recommendations for improvements were adopted, such as amending WLWS's eligibility criteria in a few key areas to assist those most affected.
- 2.2 The main changes to the criteria approved by Cabinet on 22nd July 2014 were:
- Increasing the number of food parcel awards to three in any rolling 12 month period. This brought the Scheme in line with Trussell Trust foodbanks
 - Allowing vulnerable people experiencing sanctions to apply for support

- 2.3 Demand was expected to increase for the reactive element following these amendments to the eligibility criteria; however, this does not appear to have been the case.
- 2.4 The review highlighted a few gaps in provision where preventative services across the county could be improved. Allocation of funding for projects in the second year of the Pro-active Scheme has focussed on these priorities.
- 2.5 The priorities are:
- Developing a sustainable model for accessing food/meals
 - Improving access to debt advice
 - Developing a direct referral scheme where key partners book appointments for customers where other support is needed rather than giving out telephone numbers to customers for them to arrange appointments themselves
 - Investigating an affordable credit solution for Warwickshire
 - Supporting digital inclusion in relation to financial inclusion eg job searching/applying for benefits online/switching energy or mobile phone contracts

3 WLWS Outcomes

- 3.1 One of the main successes of WLWS, has been partnership working and joining up networks and services for the benefit of vulnerable customers.

Sustainable Food Provision

- 3.2 In preparation for the first year of the WLWS officers researched different models of food provision including the FareShare and Trussell Trust models and made contact with Trussell Trust to ask if it would be willing to support the Scheme in Warwickshire. At that time, there were one or two Trussell Trust foodbanks operating in the county with a small number being considered or in development.
- 3.3 The Trussell Trust model was chosen as the most sustainable option and apart from three one-off small awards to get individual distribution points off the ground, the Trussell Trust foodbanks do not require financial support from WLWS to continue its operation.
- 3.4 In North Warwickshire the Borough Council set up a foodbank in partnership with FareShare. FareShare is a charity that secures surplus foods from food producers and supermarkets and redistributes it to charities and not for profit groups, for a small annual membership fee.
- 3.5 WLWS has supported North Warwickshire Borough Council financially with the setup of its foodbank and continue to support it with some running costs and until April 2015, funded surplus food deliveries from FareShare. This model provides emergency food parcels for the borough and has supported 5

community cafes using any remaining FareShare food so that the community cafes could offer freshly cooked hot meals at subsidised prices.

- 3.6 The county now has an established network of Trussell Trust foodbanks in Warwick, Rugby, Stratford and Nuneaton & Bedworth areas, and an emergency parcel scheme with some additional community café activity in North Warwickshire area.
- 3.7 The aim of the WLWS is to promote more widely the idea of communities providing free or subsidised meals to those in need. To enable this WLWS has been investigating alternative models which could provide sustainable solutions in the medium to long term.
- 3.8 Discussions with FareShare highlighted a pioneering approach to social eating developed by a charity in Nottingham called Super Kitchen. Their approach promotes community cafes as a place where local people can go and share a meal with others, no matter what their financial circumstances may be. The model is flexible and can be tailored to each community's needs. Donations are welcomed from those who can afford it and these offer an opportunity to subsidise a meal for someone who cannot afford to pay; volunteers are welcomed to help with food preparation and serving and everyone gets to eat together.
- 3.9 The advantage of such a model is that it encourages everyone in the community to come and eat together regularly. Super Kitchens promote partnerships with allotment schemes and encourage volunteering, teaching people food preparation and cooking skills in a supportive environment. By using surplus foods from FareShare additional savings can be made making it a sustainable model that meets several of the health and wellbeing priorities such as promoting healthy eating and building communities to look after their own.
- 3.10 To date, WLWS has funded the launch of 3 Super Kitchens in Newbold Methodist Church, Rugby; Camp Hill Education Sports and Social Centre, Nuneaton; and Wem Brook Community Centre, Nuneaton. There are 2 more Super Kitchens in development in Edward Street Day Centre, Nuneaton and St Michael's Children's Centre, Bedworth who are working towards setting up early in the new year. WLWS is investigating how the model can be extended across other areas of Warwickshire.

Summer Support Scheme

- 3.11 In the summer of 2014 WLWS ran a scheme supporting vulnerable families during the school holiday period. A letter was sent by district and borough councils to all families who had been adversely affected by changes to the benefits system advising that those who were registered for free school meals could apply for vouchers to help them in the holiday period.
- 3.12 Over 1200 letters were sent out, however, the response was much lower than expected and only 280 families responded asking for the extra support. This year the scheme adopted a different approach through front line workers offering families in debt who are registered for free school meals the chance

to apply for the vouchers. In total, 80 applications were received of which 58 were approved.

- 3.13 Feedback from frontline workers suggested that vouchers were not a popular solution with these families and WLWS is keen to investigate the opportunity of Super Kitchen cafes being used in the future to offer free or subsidised food during school holiday periods as well as enabling parents and carers to take advantage of all Super Kitchen's associated benefits and support.

Financial Inclusion

- 3.14 In its first year WLWS gave awards to two projects to tackle debt advice and money management issues. The participating organisations were Citizens Advice Bureaux (CABx) Warwickshire and Welfare Rights Advice Service (WWRAS).
- 3.15 The two projects were successful, however, it became apparent there was some overlap between the services the organisations offered and still a potential for customers to be signposted on to other partners. To address this WLWS worked with the Warwickshire Financial Inclusion Partnership (WFIP) to explore ways of reducing this overlap and improving the customer journey in the future. Performance data on these and other projects funded by WLWS can be found in Appendix B.
- 3.16 In the second year WFIP was commissioned by the WLWS Panel to facilitate a single application for a Financial Inclusion project to be submitted, that would bring together three key partners, namely CABx, WWRAS and Coventry and Warwickshire Community Development Agency, to address the different areas of work in a collaborative and streamlined way.
- 3.17 The organisations worked together and submitted a single bid which clarified each partner's area of responsibility and streamlined a direct referral route to another partner where the customer needed this. The referral ensures the customer does not get lost in the process of finding the right advice. This project commenced in April 2015 and initial feedback is good. The CABx have submitted an End of Grant Report on their achievements from the initial project and these are detailed in Appendix C: CABx Self-Assessment.
- 3.18 Achievements from the first 6 months of this year's project include over 800 people receiving advice and support, with £517,421 in benefits having been realised for clients already. Partners have run 21 awareness sessions for frontline workers across the county and now have over 300 workers linked to their electronic referral system which receives on average 3 - 5 referrals every day.
- 3.19 Another positive outcome from the project to report is that the CAB have been given approval to move to Stage 2 for their application to the European Structural and Investment Fund (ESIF) to continue the financial resilience work beyond WLWS funding which ends in September 2016. This ESIF funding extends the service for a further 18 months.

4 Scheme Performance

- 4.1 Over the last two years WLWS has directly helped over 11,450 individual vulnerable people across the county.
- 4.2 The Immediate Need Scheme has supported 5,743 applications over the two years and we know that food parcels often feed more people than just the applicant. Planned Need has supported another 906. A breakdown by district/borough council area is attached at Appendix D.
- 4.3 The Planned Need Pro-active projects have directly supported more than 5,000 people and indirectly supported many more as 652 front line workers have received financial awareness training. The commissioning approach allowed WLWS to encourage various networks to join up and work collaboratively across the county to meet identified gaps.
- 4.4 The true success of WLWS funding lies in the impact it has had for vulnerable people across Warwickshire. A few case studies have been compiled to give a flavour of the positive outcomes that have been achieved. These can be found in Appendix E.

5 Conclusions

- 5.1 It is recommended that Resources and Fire and Rescue Overview and Scrutiny Committee consider and comment on the content of this report.

6 Background Papers

- 6.1 None

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Appendices

Appendix A: Projects receiving funding from WLWS

Project: Warwickshire Welfare Rights Advice Service – Lunch for Free		Award: £63,500
Main aim: Increase the take up of Free School Meals (FSM) and to maximise benefit entitlement, both for in-work and out of work families		
Outcomes Achieved		
1. Number of schools participating	6 + 2 (some still in negotiation)	
2. Number of additional Free School Meals claims secured	46	
3. Total amount of Pupil Premium gains	£47,185	
4. Total number of clients advised	157 families	
5. Total amount of benefit gains secured for clients	£131,719	
6. Total amount of match funding achieved	£12,000	
Other outcomes listed: additional schools (over and above participating schools) that have benefitted from our FSM take up due to some families having children that attend different schools for whom we have also secured FSM entitlement; still awaiting decisions on a number of benefit claims and so the above figures are likely to rise significantly		
Project: Bedworth Rugby and Nuneaton CAB – Help to make the most of your money		Bid: £79,745
Main aim: Provide 1:1 financial / digital advice and support to vulnerable people so they can improve money management skills and make ends meet; provide financial capability awareness training for front line workers to give them greater understanding about financial capability education to cascade to others;		
Outcomes Achieved		
1. Number attending 1-1 sessions	1393	
2. Number attending group training sessions (number of sessions)	1435 (112)	
3. Number of frontline workers attending awareness sessions	662	
4. Total project beneficiaries, by financial capability worker	565	
5. Numbers of people being referred in by other key agencies	1405	
6. Organisations referring in: WLWS; Other WCC (Priority Families & Children's Centres teams); Foodbanks; Age UK; Armed Forces Support Services; Brunswick Healthy Living Network; Credit Unions; Crossroads (ex-offenders charity); District / Borough Councils; Euro Car Parts; Orbit Housing; Salvation Army. Please see case studies for further outcomes		
Project: Benn Partnership – Beyond Recession		Bid: £1,500
Main aim: to provide skills assessment, job journey planning, a work club, assistance with writing a CV, help with job applications on-line or written,		

advice on issues connected to unemployment and regular reviews for those attending the project.

Outcomes Achieved

1. Numbers attending workshops and courses	830
2. Numbers of work club members attending courses and then moving into work	212
3. Numbers completing UK Online work-related modules	535

Other outcomes listed: attitude change; ability to stick to schedules; better CV's; improved interview skills; volunteering uptake; improved self-care; healthier eating; improved awareness of how to cope with debt / money management; improved awareness of energy efficiency.

Project: South Warwickshire Local Food – Fresh Food Co-op **Bid: £9,255**

Main aim: making fresh seasonal vegetables available to the most economically and socially deprived wards in Leamington Spa and Warwick and to make the Co-ops self-sufficient over time.

Outcomes Achieved

Current sales are Leamington @ 50 per week; Warwick @ 35

Increased dedicated team of volunteers

Forged stronger links in the community:

Brunswick Healthy Living Centre; The Hub, Leamington Town Hall; The Coffee Lounge, Chase Meadow Square; Westgate School; The Packmores Centre; Warwick Children's Centre and Nursery School; The Rock, Woodloes.

Other outcomes listed: volunteering opportunities have secured three jobs; weekly recipe sheets have enabled our members to master cookery basics; trying vegetables they hated as children cooked differently and enjoying them; introducing new tastes and ways to include more fruit and vegetables in day to day life; changes in shopping, cooking and eating vegetables and fruit evidenced from questionnaire.

Project: Nuneaton Foodbank **Bid: £3,713**

Main aim: To procure storage boxes to enable us to store donated food more effectively than we can at the moment, as we are using cardboard boxes which have not enough integral strength for stacking safely. All the food we use is donated by the public, and transported to the warehouse for dating and sorting, and onward movement to the food distribution centres; trolleys for moving boxes of food from inside the warehouse to the transport - and for

unloading from the transport at the foodbank distribution centres; a ramp to help with the movement of food into and out of the warehouse – there is a high step into the warehouse, and getting heavy boxes and bags into the warehouse, and boxes out of the warehouse is a potential hazard.

Outcomes Achieved

Food Parcels issued – 2003. Number of people supported. 2674 adults, 1606 children (total of 4280 an increase of 15.36% on the previous year, where 3710 people were fed).

Other outcomes: we were able to safely equip the warehouse with food storage crates; these crates replaced cardboard boxes, and are strong and much safer for our volunteers to use; the crates stack and can be transported on a sack truck, which helps us with Manual Handling operations; we were able to equip all our centres and the warehouse with sack trucks, which enables safer handling of storage boxes; we were able to purchase a filing cabinet to store essential paperwork; we were able to purchase scales for weighing food for one of our centres, which ensures that we give the correct weight of food to clients, dependent on family size; we were able to purchase additional food collection boxes for donation points; we were able to purchase a toaster for one of our centres

Project: Brunswick Healthy Living Centre

Bid: £15,068

Main aim: The project was set up to provide specialist Employment Service for Warwick residents to address the gap in provision which meant they had to travel to Leamington and this was achieved by using the already operating Computer Suite at The Gap.

Outcomes achieved

- No of sessions held = 49
- No of job starts = 14 (29.17%)
- No of referrals to other services (ie IT basic skills courses, or literacy skills) = 7
- No of people signposted to volunteering opportunities = 1
- No of people referred to Work Experience placements = 1
- No of people signposted to Apprenticeships = 1

Moving forward the Employment club has been sustained by being incorporated into a WDC SLA for the next three years.



WLWS Quarter 4 - Management Information April 2014 – March 2015

Please find below the summary of Warwickshire Local Welfare Scheme information from April 2014 to March 2015.

a) Demand

Applicants to WLWS April 2014 - March 2015			
Applications Received	3,547		52%
General Enquiries	3,246		48%
Total	6,793		100%

Breakdown By Type	Received	Eligible	%
Applications Immediate Need	3,095	2,875	93%
Applications Planned Need	452	441	98%

Eligible Immediate Need	Total	%
Total Immediate Awards	2,875	
Eligible cases single need	1,933	67%
Eligible cases multiple need	942	33%

For geographical breakdown of figures please view the data here:
<http://maps.warwickshire.gov.uk/iareports/customercontactmap/>

The data is organised by Quarters. To view each quarter's data, click on the 'Select Indicator to View' field and select which quarter to view.

b) Reasons for Application

Reasons for Immediate Need	%	Reasons for Planned Need	%
No access to food or heating	76.5	Homeless - Resettling	52.9
Benefit Wage Change or Delays	13.7	Prision Leaver	15.5
Families under exceptional pressure	2.9	Domestic Abuse	16.6
Lost Money	1.5	Care Leaver	5.1
Homeless	1.4	Other	3.3
Domestic Abuse	0.6	Care Leaver - Local Authority	2.4
Stolen Money	0.5	Hospital Leaver	1.8
Unexpected death of a relative	0.2	Personal Crisis	1.1
Flood or fire or gas explosion	0.1	Armed Forces Leaver	0.4
Budgeting Load Refused	0.2	Homeless - Crisis	0.9
Other	0.0		
Not Recorded	2.3		

c) Type of Support Awarded by WLWS

Immediate Need	%	Awards	Planned Need	%
Total food cases	54.4	2,078	Domestic Appliances	20.8
Foodbank vouchers		1,534	Bedroom	51.8
Sainsburys vouchers		307	Kitchen	21.9
Co-op vouchers		237	Misc. Items	4.4
Total energy cases	42.3	1,615	Clothing	1.1
Energy - Single fuel		567		
Energy - Dual fuel		1,048		
Total items cases	3.2	121		
Microwave		36		
Bedding		85		
Total other cases	0.1	3		
ICES		3		
Apetito		0		
Total Number of Awards		3,817		

d) Foodbank Cases

Foodbank Cases April - March 2015					
Total No. of Foodbank Cases Awarded		Eligible	Ineligible	Total	District Total
Bedworth & Keresley, Keresley Community Church	NBBC	16	2	18	656
Bedworth & Keresley, The Baptist Church	NBBC	28	8	36	
Bedworth & Keresley, The Little Chapel	NBBC	45	13	58	
Nuneaton, Attleborough, Holy Trinity	NBBC	75	4	79	
Nuneaton, Camp Hill	NBBC	331	7	338	
Nuneaton, Manor Court Baptist Church	NBBC	63		63	
Nuneaton, Stockingford, St Pauls	NBBC	64		64	
North Warwickshire Borough Council	NWBC	449	3	452	456
Tamworth, Manna House Company	NWBC	3	1	4	
Rugby, Christ Church	RBC	26		26	152
Rugby, New Life Church	RBC	60	1	61	
Rugby, Rugby Methodist Church	RBC	65		65	
Arden, Alcester Methodist Church	SDC	5	1	6	105
Arden, Studley Methodist Church	SDC	5	2	7	
Fosseway, St Peter's Church, Kineton	SDC	2	6	8	
Fosseway, Wellesbourned	SDC	1	5	6	
Henley In Arden, Church Hall	SDC	2	35	37	
Stratford, Holy Trinity Church	SDC	17	4	21	
Stratford, United Reform Church	SDC	19	1	20	
Kenilworth, Jubilee House	WDC	21	1	22	
Warwick & Leamington, Leamington St Mary's Church	WDC	81	7	88	
Warwick & Leamington, Leamington St Paul's Church	WDC	60	6	66	
Warwick & Leamington, Lillington Children's Centre	WDC	42	4	46	
Warwick & Leamington, Warwick Saltisford Church	WDC	47	6	53	
Warwick & Leamington, Whitnash St Margaret's Centre	WDC	7	2	9	284
Total		1,534	119	1,653	1,653

e) WLWS Applicant Profile

WLWS Applicant Profile	
Summary	
Number of Applicants received	3,547
Number of Cases Eligible	3,316
Age of receipt	%
16 to 18	2.9
19 to 24	16.1
25 to 34	27.8
35 to 44	23.5
45 to 54	19.8
55 to 64	7.2
65 +	1.3
Unknown	1.4
Dependants	%
Adults	10.9
Children	21.8
Both	13.8
None	53.5

f) WLWS Budget

WLWS Budget	Budget	Expenditure	Reserves
Balance transferred to reserves 13/14			663,284
Budget 14/15	975,801		
Reactive Scheme Expenditure 2014/15		369,937	
Pro-active Scheme Expenditure 2014/15		527,300	
Balance transferred to reserves 14 /15		78,564	
	975,801	975,801	78,564
Opening balances for 2015/16	Budget	Expenditure	Reserves
Amount Agreed By Cabinet for 2015/16	396,922		741,848
Existing Proactive commitments 2016/17		128,963	

Pro-active Scheme Expenditure 2014/16	
Grant for Nuneaton Foodbank	3,715
NWBC: Fareshare Membership Fee (for Foodbank 2014/15)	10,000
Grant for Bedworth & Keresley Foodbank (hot meal provision)	1,500
North Warwickshire Borough Council: Grant for the NWBC foodbank	29,000
Grant for Nuneaton & Bedworth Borough Council Keep Calm - "its only money project"	61,000
Instalment 2 Brunswick Healthy Living Centre Employment Club Warwick	7,804
Instalment 2 for BRANCAB the 'Help Empower Local People"	39,873
Instalment 2 for Warwickshire Welfare Rights Advice Service (WWRAS) Lunch for Free project	31,750
Instalment 1 for Springfield Mind - Food for Thought Project	9,243
Instalment 1 for Community Food Skills for Life	14,727
NWBC: Grant for the NWBC foodbank 2015/16	10,000
CAB - Money Management Advice - Instalments 1&2	166,696
WWRAS - Benefit maximisation - Instalments 1&2	62,638
Coventry & Warwickshire Cooperative Development Association – Employment Support - Instalments 1&2	28,592
Fareshare Membership Fee (for North Warwickshire Foodbank 2014/15)	8,400
Warwickshire Association of Youth Clubs - Cook Well Eat, Well Project	18,394
Instalment 2 for Springfield Mind - Food for Thought Project	9,243
Instalment 2 for Community Food Skills for Life	14,726
	527,300
Potential Commitments 2016/17	
CAB - Money Management Advice - Instalment 3 of 3	83,348
WWRAS - Benefit maximisation - Instalment 3 of 3	31,319
Coventry & Warwickshire Cooperative Development Association – Employment Support - Instalment 3 of 3	14,296
	128,963



WLWS Management Information April 2013 – March 2014

Please find below the summary of Warwickshire Local Welfare Scheme information from April 2013 to March 2014.

a) Demand			
Applicants to WLWS April 2013 - March 2014			
Applications Received	4,736		63%
Solved Enquiries	2,830		37%
Total	7,566		100%
Breakdown By Type	Received	Eligible	%
Applications Immediate Need	4,256	2,868	67%
Applications Planned Need	480	465	97%
Immediate Need			
Eligible	2,868		
Eligible - Awarded Multiple Need	838		29%

For geographical breakdown of figures please view the data here:
<http://maps.warwickshire.gov.uk/iareports/customercontactmap/>

To view each quarter's data, click on the 'Select Indicator to View' field and select which quarter to view.

b) Reasons for Application			
Reasons for Immediate Need	%	Reasons for Planned Need	%
No access to food or heating	84.5	Armed Forces Leaver	0.8
Families under exceptional pressure	1.9	Care Leaver	5.0
Benefits Wages Changes Delay	10.1	Care Leaver - Local Authority	7.4
Homeless	0.6	Domestic Abuse	13.2
Domestic Abuse	0.5	Homeless	48.8
Lost Money	1.2	Hospital Leaver	0.8
Stolen Money	0.7	Prison Leaver	20.2
Flood or Fire or Gas explosion	0.3	Personal Crisis	1.2
Budgeting Loan Refused	0.1	Other	2.5
Unexpected death of relative	0.1		

c) Type of Support Awarded					
Immediate Need	%	%	Awards	Planned Need	%
Total food	58.9		2,142	Domestic Appliances	19.5
Foodbank vouchers			1,527	Bedroom	55.1
Sainsburys vouchers			425	Kitchen	20.6
Co-op vouchers			190	Misc. Items	2.9
Total energy	40.5		1,473	Clothing	2.0
Energy - Single fuel			571		
Energy - Dual fuel			902		
Total items	0.3		11		
Microwave			21		
Bedding			13		
Total Other	0.2		6		
ICES			4		
Apetito			4		
Total Awarded			3,632		
Immediate Need		%			
Immediate Need Awards			3,706		
Eligible Cases			2,868		
Cases with Multiple Need		29.0	838		
Total Immediate Awards were 3,706. The difference in totals is due to the loss of the CRM before the end of month reports could be run.					

Appendix C: Citizen's Advice Bureaux Self-Assessment

Citizen Advice Bureaux in Warwickshire – Taken from the CAB Final Report

The WLWS funded financial capability project has enabled us to re-establish a countywide service delivered in each Borough / District which delivers a co-ordinated and integrated service across the whole county yet is adapted to suit circumstances and priorities locally. The project workers share materials, knowledge, experience and innovation and meet regularly to build the teamwork aspect of the project.

It is clear from the outcomes we have achieved from this project that there is increased awareness of financial inclusion and capability work amongst professionals throughout the county and a real will to develop services that enable people to manage their money more effectively, access best deals, avoid debt and generally develop more confidence in handling their financial affairs.

Whilst the results of our Financial Wellbeing Assessment (FWA) show that around half the people surveyed have sufficient money to cover their household expenditure and have strategies in place to manage their money the remainder struggle to make ends meet, have to borrow to cover the shortfall or not pay bills. This means that there is much work still to do and we will look to build on our learning from this countywide financial capability project and the integrated money advice project currently being delivered to access continuation funding to continue and build on the positive work to date.

We should like to acknowledge and thank the WLWS Board members who have supported our project that has enabled us to provide a service that has helped a considerable amount of local people to manage their money more effectively.

Driving Innovation

The FWA tool developed by **North Warwickshire Citizen's Advice Bureau (CAB)** was adopted by each bureau and used to identify people who were struggling financially or were facing, or had faced a change of circumstances that had meant a decrease in the amount of household income they received. By completing the FWA clients were able to reflect on their financial circumstances and the information was used to individually tailor one to one financial capability sessions to address individual needs and make the most productive use of the time available to support clients. We also encouraged frontline workers to use the FWA as a method of identifying their service users who would benefit from a referral to our service.

Nuneaton and Bedworth CAB held an away day for Priority Families Support Workers from across the county which was well supported and introduced the Financial Wellbeing Assessment which subsequently has led to an increase in referrals for financial capability and debt casework support. We are involved in the newly formed Nuneaton and Bedworth Financial Inclusion Partnership which is developing a financial inclusion strategy for the Borough linking in with the countywide Financial Inclusion Partnership (FIP).

Rugby CAB continued to develop links with frontline workers, promoting the service through training and presentations at the local community forums, the homelessness forum and the Compact Day held at the Benn Hall. As a result of raising awareness

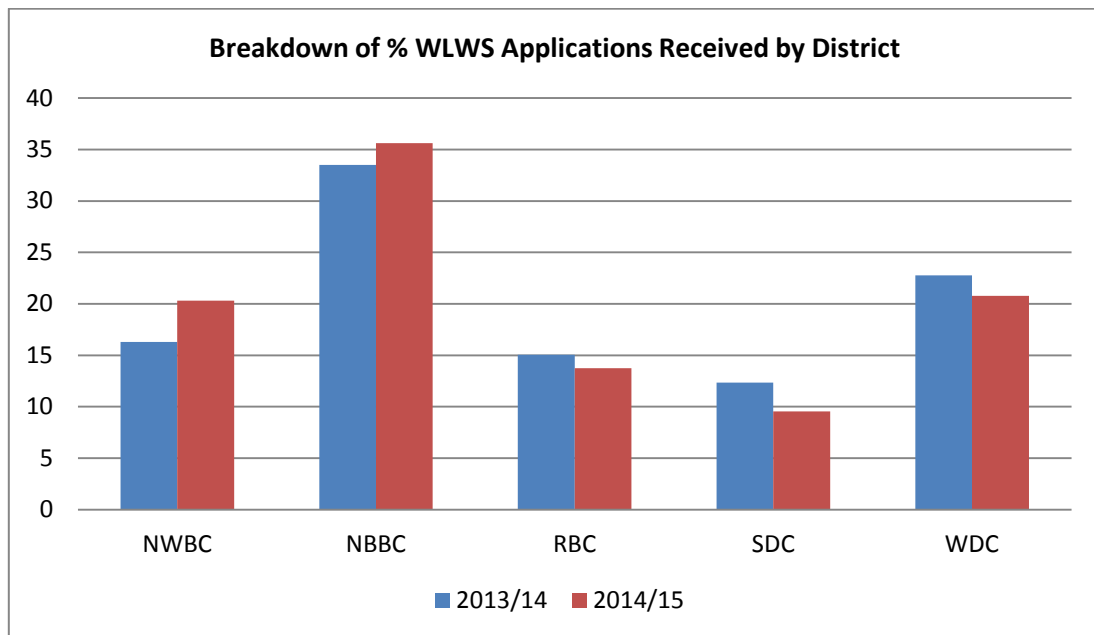
of the financial capability service we are in discussions with the Benn Partnership about jointly providing a learning to cook and money management course which helps people to shop wisely and get best deals as well as manage their household budget. We are also involved in the development of the newly formed Rugby Financial Inclusion which is developing a financial inclusion strategy for the Borough linking in with the countywide FIP.

Stratford upon Avon CAB prepared a comprehensive series of presentations delivered in conjunction with Community Adult Learning Team at Alcester Children's Centre. We continue to enjoy a great relationship with the Children's Centres in Alcester and Studley with outreach at Henley in Arden. We have supported the young mums group, concentrating on how to deal with post-Christmas debt. This has led to several referrals for on-going debt work, and we have been asked to hold further sessions in the spring. The WLWS funded service is now well-known and an established point of reference for many frontline workers in our District

Warwick District CAB - Residents attending 2 of the 5 Food Banks have the chance to speak to a Financial Capability Trainer and take away a pack which includes a leaflet on the Bureau's services.

3 ½ hour Money Management Training Sessions were provided to 2 groups of WCC Foster Carers in the North and South of the County to help them in looking after their charges and to help prepare them for leaving care. Financial Capability awareness training was provided to Support Staff at Warwickshire College as part of a Staff Training Day. So they are able to help their students better and cascade information received from the training.

Appendix D: Breakdown of applications by district / borough



Resources and Fire and Rescue Overview and Scrutiny Committee

21 January 2016

Consultation and Engagement

Recommendation

That the Resources and Fire and Rescue Overview and Scrutiny Committee consider this report outlining the process and procedure for consultations and consider areas for further scrutiny where appropriate.

1.0 Key Issues

- 1.1 The local authority has identified the need to make approximately £92 million savings by 2018. This figure has arisen from reductions in the grants we receive from government, pressures from inflation and additional pressures from our changing population. This means shaping a very different organisation into the future and to meet these challenges, Council has agreed a One Organisation Plan (OOP) for this period, and a Medium term Financial Plan as the financial expression of the OOP to balance spending need and resources over this period.

In order to continuously improve and reshape the services that we offer to citizens, Warwickshire County Council is committed to listening to the views of our partners and members of the public and to take these views into consideration. The council's vision for consultation with residents is that 'Warwickshire's residents are informed, are involved in the decision and policy making processes and are able to make their views heard.'

Consultation with our partners and members of the public is increasingly becoming a common feature of the process for developing and improving the services that the local authority offers as well as service redesign. By ensuring that the views of members of the public are taken into account, this in turn helps ensure that the local authority is operating with transparency, efficiency and is as effective as it can be.

The consultations that the authority undertakes fall into a range of categories:

- A means of collecting views on an open subject;
- A means of collecting views on the pros and cons of alternative proposals;
- A means of collecting views on a specific proposal;
- A means of developing a proposal or option.

The different types of consultation have to adhere to certain principles to ensure that the consultation is fair and will not be open to challenge:

- Consultation must take place when the proposal is at a formative stage.
- There must be adequate time given for response.
- Sufficient information or reasons must be put forward for the proposal to allow for intelligent consideration and response and
- Feedback from the consultation must be conscientiously taken into account.

1.2 In order to help meet these challenges, we have been reviewing the processes we currently use when consulting with partners and the public. Warwickshire County Council undertakes numerous consultations each year and due to the sheer amount of activity in this area, it is important that we have a clear framework to help us maintain a consistent and effective approach and meet our vision's objectives.

The consultation framework and guidance available on the authority's intranet has been developed by staff from all of the service areas involved with the support of consultation activity. This is aimed to provide colleagues with an overarching framework within which all consultation and engagement activity should be planned and conducted.

1.3 During the course of 2015, significant work has been undertaken to update and improve the consultation process and procedures for colleagues across the organisation.

- A workshop took place in March 2015 involving officers who had been involved with consultation activity. The aim of the workshop was to get feedback of what went well, what did not go so well and what officers would do differently if they could go through the consultation again. The 'lessons learned' messages from this workshop have been used to update the guidance on the intranet and has helped inform the development of training in this area of work. A further workshop has taken place in November 2015 focussing on officers who were going to be involved with consultation activity.
- A member development session took place in November last year on 'Consulting with Communities.' This development session explored:
 - Why consultation is important;
 - The benefits of consultation;
 - Legal issues;
 - Why we need to consult;
 - The principles of consultation and
 - The improvements in our processes over the last year.
- An improved process map has been developed that colleagues are able to refer to outlining the route that should be followed when embarking upon a consultation. The process map (Appendix A) details the considerations to be taken into account throughout any process. Member involvement in the different stages of the process has been highlighted throughout and is an integral part of this process map.

- An eLearning module on Consultation called 'Asking Warwickshire' has been developed and is now in the final stages of development. This module, available on WILMa is aimed to provide a high level overview of the process; an introduction to consultation, why consultation is important, planning, implementation, analysis, the approval process and evaluation. There is also the opportunity to explore scenarios for planning and delivering different types of consultation.
- Work has been carried out to enable easier access to the consultation area of the intranet. From here, colleagues can access contact information for each service involved with supporting consultation activity, the framework and guidance documentation amongst other guidance.
- To ensure a consistent approach to consultation, all guidance on the intranet and the eLearning module on WILMa have been given the same branding so that it is recognisable and associated with consultation and engagement activity.

1.4 The learning from recent legal rulings with regards to consultation has been applied and embedded in the guidance and training available.

- Following on from the judicial review involving Warwickshire County Council earlier this year and the lessons learned from the case, the Gunning Principles mentioned previously in this report on fair consultation have been added to the current guidance on the intranet:
- Landmark rulings involving other local authorities have also had an impact on the advice and guidance. The key points from these cases have been:
 - Where consultation is limited to a preferred option, in order to be fair, you may be required to make some reference to discarded alternative options.
 - A decision maker can present his or her preferred option provided it is clear what the other options are or were.
 - For alternatives to be considered, they have to be realistic and not just theoretical possibilities.

1.5 The role of the consultation leads for each Group within the authority has also been developed:

- It is proposed that Consultation Leads will work closely with the group GLTs to ensure that any current and upcoming consultation activity is identified in advance of any approaching deadlines.
- The Consultation Leads will play a key role in supporting and advising colleagues undertaking any consultation exercise.
- The Consultation Leads will be able to provide advice on who to inform and when of any proposed consultation or intention to consult.
- The Consultation Leads will help to embed the correct routing process that colleagues need to follow ensuring reports are presented to the relevant managers and committees in the correct order of sequence.
- Consultation Leads will liaise with colleagues during the evaluation period so that lessons learned can be collated and shared corporately.

- 1.7 It is intended to keep Members updated of significant consultation activity as part of a weekly digest that is being developed by the Communications team called Re-Member. This will be a brief update to keep in line with the rest of the digest and will include a link for the contact details of relevant officers if Members require further information.
- 1.8 The campaign to raise awareness with colleagues and Members of the consultation process is an ongoing programme of work and Members are asked to endorse the approach the local authority is taking.

Background papers

None

Appendix

- 1 Consultation Process Map

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The report was circulated to the following members prior to publication:

Councillors N. Davies, Dirveiks, Fowler, Kaur, Western

CONSULTATION PROCESS

BEFORE YOU START

Consider the following issues whilst planning your consultation:

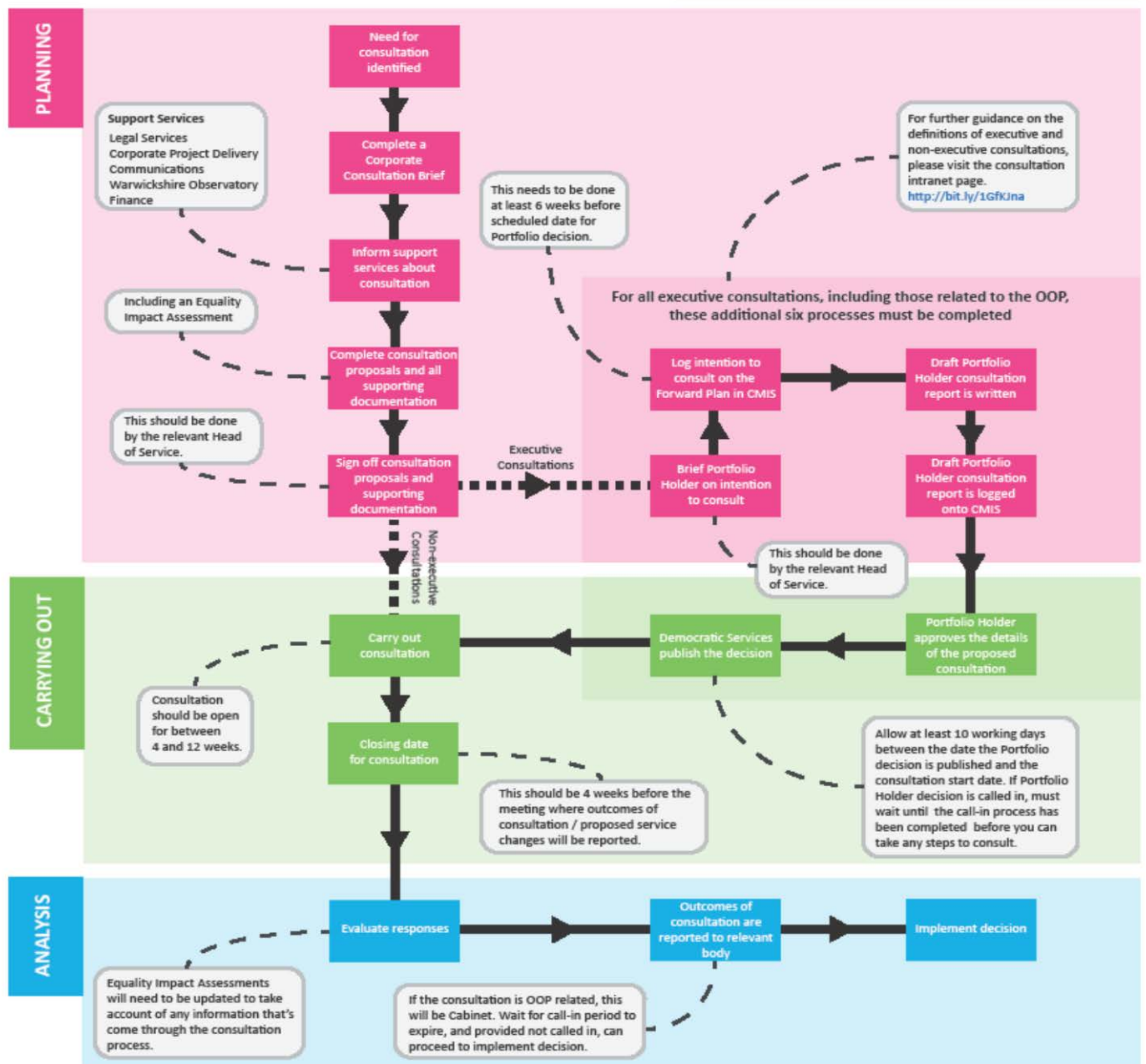
- Why do you need to consult with the public for this service change?
- Identify what outcomes you intend to achieve from this consultation
- Is there a budget to carry out the consultation?
- Identify which services / teams, partners, voluntary organisations or other stakeholders could / should be involved
- Use Ask Warwickshire to identify what other consultations are going on across the county, to avoid duplication
- How will the results feed into your corporate and business priorities?
- The 'Asking Warwickshire' e-learning module will also provide you with some useful advice
- You can contact your consultation lead for further advice and support

A list of consultation leads is available here: <http://bit.ly/1Wsn562>

KEY POINTS

Here are some key points to consider throughout the process:

- Consultation must take place at the formative stage, you must be prepared to make changes to proposals in the light of feedback received. It is imperative that consultation and engagement activities truly add value to the way we plan and provide services.
- Consultation should be fully considered and planned before being carried out.
- There are many ways in which consultation can be conducted and which can help maximise residents' input, including the use of social media.
- You must ensure that you provide sufficient information to enable customers and or the public to give an 'informed' response. This may require you to publish a large amount of information.
- You should allow sufficient time for people to respond.
- Analysis of results should be thorough and evidenced. Feedback can be presented and delivered via a number of methods.
- Evaluation of the consultation should be conducted throughout the process, and reviewed at the end to determine lessons learned and improvements for the future.



Resources and Fire & Rescue Overview and Scrutiny Committee

21 January 2016

Treasury Management Monitoring Report

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on Treasury Management in respect of 2015/16 to date.

1 Introduction

1.1 Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management 2009. The primary requirements of the Code are the:

- creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- receipt by the Cabinet of an Annual Treasury Management Strategy Report for the year ahead, a midyear review report (as a minimum) and an annual review report of the previous year.
- delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices, and for the execution and administration of treasury management decisions.

1.2 Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Monitoring reports regarding treasury management are an agenda item for the Resources and Fire & Rescue Overview and Scrutiny Committee throughout the year.

1.3 Treasury management in the context of this report is defined as:

“The management of the local authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.” (CIPFA Code of Practice).

2 Investments

- 2.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis.
- 2.2 The Council’s investment portfolio at the end of the first six months of 2015/16 to 30 September 2015 was as follows:

Table 1: Investment Position at 30 September 2015

	Invested at 30 September 2015
	£m
In house deposits	61.8
Money Market/External Funds	138.0
Property	10.0
Social Bonds	40.0
Total	249.8

- 2.3 Performance of the Council’s investments versus the benchmark is:

Table 2: Investment Performance to 30 September 2015

	Average Interest rate year to date	Target rate: 7 day LIBID	Out- performance
	%	%	%
In house deposits	0.53	0.36	0.17
Money Market/External Funds	0.36	0.36	0.00
Property	4.00	0.36	3.64
Social Bonds	3.00	0.36	2.64

- 2.4 Both the in-house and external portfolio have beaten the benchmark return over the period.

2.5 Actual interest earned in the first six months of 2015/16 was:

Table 3: Interest Earned to end September 2015

	Year to date
	£000
In house deposits	179
Money Market/External Funds	373
Property	100
Social Bonds	602
Total	1,254

2.6 The table below details our consultant's view on interest rates. Based on this opinion, the money market will continue to be at current levels until late 2015 when rates are predicted to rise.

Table 4: Interest Rate Forecast

	Present – Mar 2016 %	Sep 2016 %	Mar 2017 %	Sep 2017 %
Interest Rate Forecast	0.50	0.75	1.00	1.50

Source: Capita

3 Borrowing

3.1 The borrowing undertaken by the County with The Public Works Loans Board (PWLB) was £ 384.0m at 31 March 2015 and remains unchanged at 30 September 2015.

4 Compliance with Treasury Limits and Prudential Indicators

4.1 During the first two quarters of 2015/16 to 30 September 2015, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2015/16 are shown in **Appendix A**. Explanations of the terminology employed is set out in **Appendix B**.

5 Background Papers

None

6 Appendices

	Name	Contact Information
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The report was circulated to the following members prior to publication:

Councillors Cockburn, N. Davies, Dirveiks, Fowler, Western

Appendix A

PRUDENTIAL INDICATOR	2013/14	2014/15	2015/16	2016/17	2017/18
(1). AFFORDABILITY PRUDENTIAL INDICATORS					
	Actual	Actual	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Capital Expenditure	75,633	91,458	110,200	83,400	58,145
	%	%	%	%	%
Ratio of financing costs to net revenue stream	9.97	9.23	9.33	9.65	9.93
	£'000	£'000	£'000	£'000	£'000
Gross borrowing requirement					
Gross Debt	396,043	393,485	388,424	363,424	382,274
Capital Financing Requirement as at 31 March	320,926	332,825	362,145	376,939	371,477
Under/(Over) Borrowing	(75,116)	(60,660)	(26,279)	13,515	(10,797)
	£'000	£'000	£'000	£'000	£'000
In year Capital Financing Requirement	(16,727)	11,899	29,320	14,794	(5,462)
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement as at 31 March	320,926	332,825	362,145	376,939	371,477
Affordable Borrowing Limit	£	£	£	£	£
Position as agreed at March 2015 Council	-7.76	-5.98	1.90	11.22	12.13
Increase per council tax payer					
Updated position of Current Capital Programme					
Increase per council tax payer	-7.76	-5.96	1.90	5.76	5.42
PRUDENTIAL INDICATOR	2013/14	2014/15	2015/16	2016/17	2017/18
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS					
	approved	approved	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Authorised limit for external debt -					
Borrowing	505,536	501,915	501,438	501,861	466,687
other long term liabilities	12,000	12,000	12,000	12,000	12,000
TOTAL	517,536	513,915	513,438	513,861	478,687
	£'000	£'000	£'000	£'000	£'000
Operational boundary for external debt -					
Borrowing	421,280	418,263	417,865	418,218	388,906
other long term liabilities	10,000	10,000	10,000	10,000	10,000
TOTAL	431,280	428,263	427,865	428,218	398,906
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net principal re variable rate borrowing / investments	25%	25%	25%	25%	25%
Upper limit for total principal sums invested for over 364 days	£	£	£	£	£
(per maturity date)	£0	£0	£0	£0	£0
Maturity structure of new fixed rate borrowing during 2014/15	upper limit	lower limit			
under 12 months	20%	0%			
12 months and within 24 months	20%	0%			
24 months and within 5 years	60%	0%			
5 years and within 10 years	100%	0%			
10 years and above	100%	0%			

PRUDENTIAL INDICATORS

Ratio of financing costs to net revenue stream

The ratio of financing costs to net revenue stream shows the estimated annual revenue costs of borrowing, less net interest receivable on investments, plus repayments of capital, as a proportion of annual income from council taxpayers and central government. The estimates of financing costs include current and future commitments based on the capital programme.

Gross Borrowing

Gross borrowing refers to the Authority's total external borrowing and other long term liabilities versus the Capital Financing Requirement.

Actual and Estimated Capital Expenditure

Actual and estimates of capital expenditure for the current and future years.

Capital Financing Requirement

The Capital Financing Requirement (CFR) represents capital expenditure financed by external debt and not by capital receipts, revenue contributions, capital grants or third party contributions at the time of spending. The CFR measures the Authority's underlying need to borrow externally for a capital purpose. The Authority has a treasury management strategy which accords with the CIPFA Code of Practice for Treasury Management in the Public Services.

Authorised Limit

In respect of its external debt, the Authority approves authorised limits for its total external debt gross of investments. These limits separately identify borrowing from other long-term liabilities such as finance leases. Authorised Limits are consistent with the Authority's current commitments, service plans, proposals for capital expenditure and associated financing, cash flow and accord with the approved Treasury Management Policy statement and practices. The Authorised Limit is based on the estimate of most likely prudent, but not necessarily the worst case scenario and provides sufficient additional headroom over and above the Operational Boundary.

Operational Boundary

The Operational Boundary for external debt is based on the same estimates as the authorised limit but reflects the Head of Finance's estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in-year monitoring. Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified.

Limits on Interest Rate Exposure

This means that the Authority will manage fixed and variable interest rate exposure within the ranges. This provides flexibility to take advantage of any favourable movements in interest rates.

Resources and Fire & Rescue Overview & Scrutiny Committee

21 January 2016

WCC IT Systems - Fitness for Purpose

Recommendation

That the Resources and Fire & Rescue Overview & Scrutiny Committee endorse the approach being taken to improve the quality of our IT Systems

1. Executive summary

1.1 IT systems are key to the effective and efficient delivery of services. Those systems are expected to meet an ever more complex range of requirements - everything from day to day operational activities, complex partnership working, through to support for sophisticated, evidence-based strategic decision making. They also need to offer excellent value for money.

1.2 To be fit for purpose our systems need to be capable of:

- seamlessly contributing to business processes that rely on more than one IT system;
- making some of their system features available to other IT systems so those features can be reused across many different business processes;
- making the data they manage available in controlled and appropriate ways so that it too can be reused across different systems;
- taking advantage of generic features and processes that can be built once and then reused in many IT systems, rather than being built from scratch every time;
- supporting the needs of an increasingly mobile workforce;
- meeting customer demand for high quality online systems;
- meeting the requirements of sometimes diverse stakeholders.

1.3 We have made good progress in recent years in developing and delivering systems that are fit for purpose. We have achieved this by:

- creating an overarching Applications Strategy;
- establishing a strong and effective Technical Design Authority to ensure the Applications Strategy is put into practice;
- adopting modern development tools and methods;
- developing key, generic features and processes that can be reused;

- adopting Software as a Service (SaaS) and other utility computing i.e. systems and infrastructure available over the internet;
- starting work on an Information Assets Register so we are clear what systems and data we have and how data is used.

1.4 We have legacy systems that do not display all of the characteristics demanded of more modern systems. We need to take the opportunity to address these limitations as we replace and re-procure those systems. There are in some cases mitigating actions we can take in the meantime to make our legacy systems more fit for purpose.

2. Introduction

2.1 At their Work Programme event in July 2015 the Corporate Services O&S Committee requested a report about WCC's IT systems, whether they are fit for purpose, and capable of sharing information across different services. This report has been written to satisfy that request.

2.2 The report defines what "fit for purpose" means and describes the steps we have taken to achieve fitness for purpose since we published our Applications Strategy in 2012.

2.3 We restate the case for procuring and building systems in line with the guiding principles set out in our Applications Strategy in order to overcome issues in our legacy systems. Only by treating systems as part of an overall, integrated design, will we achieve systems that are fit for purpose and capable of supporting WCC to deliver quality, cost-effective services.

2.4 Key points in each section are highlighted in bold type and summarised in section 6.

2.5 This report is intended for a non-technical audience, but inevitably there are technical terms used in the report. A glossary of terms is provided in Appendix A at the end of this report for ease of reference. A list of the systems considered in preparing this report is shown in Appendix B.

3. What makes IT systems fit for purpose?

- 3.1 IT systems in a modern organisation need to be capable of:
- seamlessly contributing to business processes that rely on more than one IT system;
 - making some of their system features available to other IT systems so those features can be reused across many different business processes;

- making the data they manage available in controlled and appropriate ways so that it too can be reused across different systems;
- taking advantage of generic features and processes that can be built once and then reused in many IT systems, rather than being built from scratch every time;
- supporting the needs of an increasingly mobile workforce;
- meeting customer demand for high quality online systems;
- meeting the requirements of sometimes diverse stakeholders.

3.2 IT systems need to meet all these criteria to be truly fit for purpose. The following sections explore the implications of this in more detail.

A business process perspective

3.3 Organisations run business processes to deliver their services. Complex business processes (e.g. in Health and Social Care) rely on multiple systems in multiple organisations. However, traditional closed or “silo” systems do not typically integrate well and cannot share information with each other. This introduces constraints and inefficiencies:

- there are multiple manual hand-offs from one system to another. Each hand-off introduces a time delay, and the possibility that a case will fall into a black hole between teams or organisations. Time delays could, for example, lead to hospital beds being blocked while a case is manually transferred to social care teams;
- it is impossible to maintain an overview of the entire process and how an individual case is progressing. If problems arise in one part of the process it is difficult to identify them and keep track of them, particularly where a case is being passed between teams in different organisations;
- it is likely the data will need to be manually duplicated in each system as the case passes through. This is time consuming and costly, and can introduce inaccuracies. Duplicated data is likely to get out of step over time as it is difficult if not impossible to keep data synchronised across systems as changes occur. The customer is likely to be asked the same questions by different practitioners if information cannot be easily shared between systems;
- it is impossible to quickly and efficiently analyse overall process performance, and to identify where delays are occurring. This makes performance management and continuous improvement difficult or impossible to achieve;
- information about customers is buried in separate systems, making strategic analysis difficult or impossible. Subject access requests are more difficult and time consuming to fulfil.

Taking a business process perspective allows an organisation to identify:

- what data is needed to support different business processes and where that data resides;
- which functions are generic and could be reused across numerous business processes. Reuse enables faster, more reliable systems delivery;
- how and when different systems will be involved in delivering business processes, and how those systems should integrate;
- how to maximise efficiency in delivering business processes.

3.4 However, in order to integrate effectively in this way, individual IT systems need to be built using open standards and need to be capable of integrating effectively with the other systems involved in shared processes. Data needs to be able to flow as needed between systems so that key case information can be shared. In modern systems this is typically done using what are called Application Programming Interfaces (APIs) - standard, documented methods that allow different systems to talk to one another.

The availability of APIs, built to open industry standards, is a key requirement we should demand in any system we procure or build.

Reusing key system functions

3.5 Key functions recur across many business processes. For example, numerous business processes require that orders are raised and invoices paid. Traditionally this functionality would be available in the corporate financial system, but would also be reproduced from scratch in many separate line of business applications. This frequently leads to the need to enter financial data twice, or to implement expensive batch integrations between different systems. If financial coding structures change they have to be changed in every system that has implemented an order and invoice process. It is far more effective to make the common functionality in the main system available to other systems so that they can reuse it rather than recreating it. This is cheaper, quicker and more reliable.

The ability of systems to use APIs to make key features available for reuse, and to reuse features from other systems, is a key requirement we should demand in any system we procure or build.

Taking advantage of generic features and processes

3.6 In section 3.5 we discussed the need for systems to reuse common functions across systems. The example used was very specific to the domain in question (financial transactions). Other functions are much more generic and should be specified and implemented as common capabilities. Examples include:

- how we identify users and authenticate them to give them access to different systems;
- how we take online payments;
- how we store documents and records related to individual cases;
- how we manage bookings and appointments across a range of services.

3.7 Line of business systems may provide some of these capabilities, but it is often more efficient and effective to use a shared generic solution. For example, storing documents and records in a corporate Electronic Document and Records Management System rather than in numerous line of business systems delivers a number of benefits:

- greater flexibility and reduced cost when changing line of business systems;
- common approach to retention and disposal policies, allowing better compliance with the Data Protection Act;
- single place to view all documents relating to a customer, making subject access requests easier to respond to;
- common methods to retrieve documents from different sources, facilitating reuse.

3.8 Reuse of generic features or common capabilities depends on systems that are built to common open standards using modern methods. These systems make it easier to separate the 3 layers that constitute a system - the user interface, the business functions/processes, and the data. These are known as “tiered” systems. The common capabilities can then become part of what is known as the IT architecture, the “lego bricks” that can be quickly and easily assembled in different ways for different purposes because they are all made to a common design standard.

Common, generic capabilities should be built once and made part of the IT architecture. Individual IT systems should separate the user interface, business function, and data components and be capable of consuming these generic capabilities.

Managing data effectively

3.9 Traditional closed or “silo” systems manage data in isolation from other systems. This leads to the “same” data being repeated in different systems, which is costly, inefficient and leads to inaccuracy. Customers are often required to provide the same information many times, depending on the practitioner they are dealing with and the service they are receiving. Repetition and inaccuracy leads to poor customer service.

- 3.10 Systems built to modern standards are able to make their data (e.g. data about customers) available in controlled and appropriate ways, so that it can be reused across different systems. The data can then be managed in a coherent way, and made available to meet strategic as well as operational requirements.
- 3.11 Where possible, systems should hold their data in line with national or international standards (schema) so that it can be more easily aggregated and analysed. This supports the concept of Big Data (the analysis of large and diverse sets of data to spot trends, opportunities, and threats), which can help any organisation adapt and compete in times of rapid change. An Information Architecture documenting what data we hold, where it is held, and where the same data are held in different places, is needed to help achieve common standards.
- 3.12 Where data - typically about customers - are unavoidably held in different operational systems it should be possible to aggregate the data into a “golden record” using data matching software. The golden record can deliver a number of benefits:
- detect and prevent fraud by spotting patterns and discrepancies in different systems;
 - support more sophisticated customer insight;
 - signpost customers to services they are entitled to but not receiving;
 - support the Tell Us Once process so that customer records are consistently updated in all our systems when a customer’s circumstances change;

This makes life more convenient for customers, but also drives down costs for the council.

Systems we procure or build should improve our data management. The ability to enhance our corporate and strategic use of information and Big Data initiatives is a key requirement we should demand in any system we procure or build.

As a minimum, where key corporate data assets are concerned, the capability to deliver data to our data matching software is a key requirement we should demand in any system we procure or build.

Our systems should adhere to an Information Architecture and agreed data standards.

Supporting a mobile and flexible workforce

- 3.13 Modern and flexible working increases productivity, improves customer service, and allows WCC to make the most efficient use of its office accommodation.

This has already helped deliver £4.37m of property savings. It also has benefits in terms of work-life balance, staff morale and staff retention. Our IT systems need to support mobile working to maximise these benefits, and to do so in a cost-effective manner.

- 3.14 User interfaces to IT systems, delivered in a web browser, that adapt to the type of device being used (laptop, tablet, smartphone) provide the greatest flexibility, and do not need to be accessed from a corporately provided device, unless there is a specific security risk to be addressed. If systems are run outside the WCC corporate network and are available over the internet they can be accessed from any location, delivering much greater flexibility. Where necessary those systems should also support off-line working; in a rural county such as Warwickshire it is not possible to guarantee an internet connection.
- 3.15 Systems accessed over the internet using a web browser also open up the possibility of using much cheaper devices than the standard corporate PC.

The capability to deliver to a mobile workforce using standard web browsers and eliminating the need for client-side software and internal network connections is a key requirement we should demand in any system we procure or build.

Digital delivery to customers

- 3.16 Digital delivery of services is 20x cheaper than the telephone; 30x cheaper than the post; and 50x cheaper than face to face contact. Wherever possible and appropriate we should be delivering our services using digital channels.
- 3.17 Digital services should be digital from end to end. We need to go beyond the e-Government aspiration to simply put electronic forms online. The online services we deliver should be fully integrated with our internal systems and, where appropriate, with systems in partner organisations. Digital services should allow customers to easily prove eligibility for services, get access to related services, and check progress on all their service requests in one place. This relies on our systems integrating with each other and with external systems too.
- 3.18 For maximum convenience customers should only need to register for an online account once, and be able to use that online account to access any WCC service, and any service from partner organisations too.

For customer-facing systems, the ability to deliver or participate in fully digital services is a key requirement we should demand in any system we procure or build.

Delivering to all stakeholders

- 3.19 Systems often have to meet the diverse needs of different users, from operational users to strategic planners. Different users may have quite different requirements that can be difficult to meet in a single system. Systems may be capable in principle of meeting a range of needs; the needs they actually satisfy will depend on how those systems are configured and implemented.
- 3.20 To ensure we have systems that are operationally and strategically fit for purpose it is necessary to understand the requirements of all stakeholders. Adhering to the good practice discussed in previous sections is key to delivering flexible systems that can meet a wider range of requirements, and requirements that will inevitably change over time.
- 3.21 In order to fully meet the needs of all stakeholders we should ensure that all systems are subject to Equality Impact Assessments and that they are accessible to all users. The ability of systems to collect equality data on users would provide evidence whether all users are in fact able to access our systems.

The full range of key stakeholders should be included in system specifications to ensure IT systems are built and configured to meet the widest possible range of essential requirements. This is likely to include stakeholders from outside the immediate operational business area directly affected, and should include IT representation to ensure good architectural principles are met.

4. How have we been addressing these issues?

- 4.1 Section 3 defines the characteristics IT systems should display in order to be fit for purpose. In 2012 we published WCC's Applications Strategy as part of an overarching ICT strategy. This is our blueprint for how we should procure and build IT systems to ensure they are more fit for purpose. The fundamental principles of that strategy still hold, but we are currently updating the Applications Strategy to take account of progress over the past 3 years and advances in the market. This section outlines the significant progress made in achieving the aims of the Applications Strategy since 2012.

Modern development tools

- 4.2 Information Assets now uses a software tool called Ruby on Rails for the majority of internal system developments. Ruby on Rails:
- produces browser based applications that will run on any device and can take advantage of the accessibility features inherent in modern browsers;

- automatically builds in accessibility features thanks to the development frameworks we are using;
- allows us to deliver adaptive designs that will work on a range of devices from laptops to smartphones;
- supports the production of tiered applications (see 3.8 above) that allow functions, processes and data to be reused;
- automatically generates APIs (see 3.4 above) to give access to system functions, processes and data;
- supports rapid development suitable in an Agile development project (see section 4.11 for more information on Agile methods).

4.3 Ruby on Rails has been used extensively to build new systems, and to replace our legacy Lotus Notes systems. Systems include WES subscriptions, Payroll services to schools, Accident Recording, and the WCC Bulletin Board.

Developing reusable capabilities

4.4 We have taken opportunities to develop reusable capabilities wherever possible. For example, Information Assets has implemented a common, corporate platform for Electronic Documents and Records Management (EDRM), based on Microsoft SharePoint. This will provide a number of benefits:

- provide a single version of the truth for key documents and records, with a central place to manage versions;
- use of APIs so that documents in the EDRMS can be referenced from the Warwickshire Web Site and Intranet, rather than duplicated, with automatic version control;
- a common API-based approach to storing case-related documents and records linked to specialised line of business systems (e.g. HRMS, CareFirst/Mosaic). This allows the functions in the EDRMS to be reused in other systems, but allows staff to access documents through their familiar system interfaces. This approach also reduces issues when we migrate to different specialised back office systems (as we currently are with our care systems);
- because SharePoint, which delivers our EDRMS, is largely hidden from users behind a set of APIs, it will make it easier to migrate to a different EDRM platform in future if the need should arise.

4.5 The AtlasWeb property system has been designed for reuse and for browser access. AtlasWeb is the one major corporate system where we are in control of both the data design and the business process logic. Property Information is managed consistently in a single place to a much greater extent than other corporate information. Over 80% of AtlasWeb users feel that property information is efficiently and effectively maintained.

- 4.6 Where legacy systems are not strategically compliant (e.g. the HRMS HR system) IA has been building APIs as required to support enhanced service delivery to schools and other customers. The Payroll Direct system is a good example of this approach, giving schools access to good quality online forms to request payroll changes for their staff, but based on data in HRMS. The same approach is being used in the e-Absence system that will be available to schools to record staff absences and claim insurance for supply cover.
- 4.7 In relation to identity management, WCC has been working in collaboration with the Government Digital Service to understand how local government could take advantage of the GOV.UK Verify service. Verify provides a single online identity that a citizen can use to access all government services. It gives government certainty that the person online is who they say they are. There would be huge customer benefits if the same online id could be used to access local government (and NHS) services as well as government services (see 3.18 above). WCC has been leading the local government engagement in this field, recognised in the 2014 Real IT Awards, in which WCC won in two categories. Verify also delivers the foundation for sophisticated online data sharing between government and local government in order to establish eligibility for service online in real time.
- 4.8 We have made extensive use of the Google APIs in order to reuse Google functionality wherever possible. For example, we are using Google IDs to log in to our Ruby on Rails systems so that WCC staff do not have to be issued with and remember another set of credentials every time.
- 4.9 Data matching software has been bought as part of a DCLG funded counter-fraud project that involves WCC and all the Warwickshire district and borough councils. This will help us create a customer “golden record”, linking the individual customer records we hold in multiple line of business applications (see 3.12 above).
- 4.10 We use a common, 3rd party online payments system for all our in-house systems, and have developed a single system to record online transactions so they can be credited to the right accounts.
- 4.11 The time recording and work take-on systems developed in Ruby on Rails are being adopted by several teams across WCC.
- 4.12 Finally, we are currently piloting a replacement for the staff intranet. If successful this will provide a common content management platform that could be used for the Warwickshire Web Site as well. The replacement intranet allows users to log in and therefore removes the need for separate content

management systems to manage public vs restricted content. It will provide one place to find unstructured content, replacing numerous current systems.

Adoption of Agile methods

4.13 Agile is a highly collaborative method for developing systems; the agile team contains systems analysts, developers and, crucially, customers/users. The team work closely together to decide what the development priorities are, and the system is developed in small, bite-sized chunks that everyone reviews on a regular basis to ensure it is fit for purpose. The team works within an overall scope and brief, but they are given a lot of freedom to define the order in which the priorities will be tackled. The overall aim is to create a usable system as quickly as possible, and to add to it and improve it over the lifetime of the Agile project.

4.14 There are a number of benefits:

- customers and developers have a shared understanding of what is being done. Communication is good and there are no last minute surprises;
- priorities can be reviewed frequently as circumstances change or new requirements emerge (as they can at any time in an Agile project);
- it is much easier for customers to engage in the process and understand what they are getting when they are seeing developed software on a regular basis. This is more meaningful than signing off a long, impenetrable user requirements document;
- the system can be released in phases with the first release happening as soon as useful and usable software has been developed. This delivers value more quickly;
- the process leads to good team morale;
- as a result of all this, quality systems are delivered more quickly and efficiently.

4.15 Agile methods are now being used by Information Assets and the Firmstep team in the Customer Service Centre. Reactions from systems analysts, developers and customers have been positive. For Agile methods to work optimally it is important that all stakeholders' interests are represented.

Creation of Technical Design Authority (TDA)

4.16 A TDA was set up in Information Assets in 2011. Its members represent: the ICT Strategy; Applications Architecture; IT Security; Information Management; Production Services; and IA Business Partners. Its remit is to:

- assess IT systems proposals for strategic fit;
- ensure that, wherever possible, IT systems enhance the ICT architecture rather than diminish it;

- maximise opportunities for reuse;
- avoid duplication of data and system functions wherever possible;
- ensure systems employ security measures proportionate to risk;
- ensure good information management principles are being followed.

4.17 The TDA is a key governance lever to ensure the ICT Strategy is implemented in practice. It has identified several instances where 3rd party systems have had significant security flaws, and it has on occasion been possible to work with suppliers to remedy these. The TDA has developed a set of standard questions that can be used in 3rd party system procurements and this has given a much clearer focus on the necessity for those systems to be built using open standards and modern methods.

Software as a Service (SaaS) and Utility Computing

4.18 Warwickshire has been a leading local authority in adopting SaaS, evidenced by the move to Google for email and other collaboration tools. SaaS can (but does not necessarily) reduce costs, and delivers systems that can be accessed wherever an internet connection is available. They therefore support access from any device, which can over time reduce our reliance on expensive, Warwickshire configured laptops and PCs. Adoption of Google Mail immediately created the option to make corporate email available to staff not connected to the WCC network. It is often much quicker to set up and configure a SaaS offering, rather than hosting a system internally.

Information Assets Register

4.19 Many of the services we deliver rely on partnership working. Nowhere is this more evident than in Health and Social Care. A condition of sharing information with the health services is that we have documented our systems and other software and hardware assets. An Information Assets Register should include:

- system purpose;
- system ownership;
- system users;
- a risk assessment;
- type of information held (personal, corporate or both);
- with whom information is shared;
- current information sharing agreements;
- retention and disposal arrangements;
- hosting arrangements;
- security and business continuity/disaster recovery arrangements

4.20 Unless we have an Information Assets Register in place our ability to share data and run shared business processes with health and other services will be severely affected. The Information Assets Register will also highlight

opportunities to reuse data, and identify where data is being duplicated and managed ineffectively. It can help manage system lifecycles more effectively. Work started in 2015 on assembling an Information Assets Register to meet these requirements.

5. Making our systems more fit for purpose

5.1 Our existing systems differ in the extent to which they meet the requirements set out in this document. In some cases we are running old legacy systems that predate some of the ideas discussed here. In other cases the market is not yet mature enough to offer fully compliant systems that meet all of our business needs. Regardless of the extent to which our systems are built using open standards and modern methods, they vary considerably in the extent to which they meet the requirements of the various stakeholders. In short, we can do better.

5.2 We will make our systems more fit for purpose over time by:

- adhering to the principles set out in our Applications Strategy;
- aiming for the characteristics of good systems set out in section 3 whenever we build or procure systems;
- by building on the approaches set out in Section 4;
- by strengthening the governance relating to systems development and procurement as the Resources Directorate becomes a commissioning organisation.

6. Summary of key points

6.1 This section summarises the key points made in each of the preceding sections of the report. By following these recommendations WCC will benefit from more coherent and effective IT systems that deliver the full functionality required to the greatest number of stakeholders.

- **The availability of APIs, built to open industry standards, is a key requirement we should demand in any system we procure or build.**
- **The ability of systems to use APIs to make key features available for reuse, and to reuse features from other systems, is a key requirement we should demand in any system we procure or build.**
- **Systems we procure or build should be assessed for how they enhance or detract from our data architecture. The ability to enhance our corporate and strategic use of information and Big**

Data initiatives is a key requirement we should demand in any system we procure or build.

- **As a minimum, where key corporate data assets are concerned, the capability to deliver data to our data matching software is a key requirement we should demand in any system we procure or build.**
- **Our systems should adhere to an Information Architecture and agreed data standards.**
- **Common, generic capabilities should be built once and made part of the IT architecture. Individual IT systems should separate the interface, business function, and data components and be capable of consuming these generic capabilities.**
- **The capability to deliver to a mobile workforce using standard web browsers and eliminating the need for client-side software is a key requirement we should demand in any system we procure or build.**
- **For customer-facing systems, the ability to deliver or participate in fully digital services is a key requirement we should demand in any system we procure or build.**
- **The full range of key stakeholders should be included in system specifications to ensure IT systems are built and configured to meet the widest possible range of essential requirements. This is likely to include stakeholders from outside the immediate operational business area directly affected and should include IT representation to ensure good architectural principles are met.**

Background Papers

None

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7. Appendix A - glossary of terms

Agile development	A highly collaborative development method in which multi-disciplinary teams (including customers) work together to define requirements (described in short, meaningful “user stories”), agree the priority and order of development, and regularly review the software that has been developed. Customers can see and contribute to the production of their system as it develops
Applications Architecture	The overall framework within which all our IT systems (or applications) co-exist. By designing an architecture for our applications we can ensure they integrate effectively, and that data, processes, functions, and common capabilities can be built once and reused wherever possible. Over time this reduces costs, increases reliability, shortens delivery times, and improves customer journeys. See also ICT Architecture and Systems Architecture.
Application Programming Interfaces (APIs)	An API is computer code that gives a system developer defined access to specific data, functions, processes or capabilities. Well-designed APIs allow a developer to assemble the parts needed to create a system without having to build all those parts from scratch. APIs support reuse. Systems written in completely different technologies and computer languages are able to share APIs using industry standard protocols/techniques.
Applications Strategy	The blueprint for how IT applications/systems should be designed and implemented to deliver services in the most efficient, effective, flexible and cost-effective way.
Big Data	A term used to describe the methods, tools and techniques used to analyse large and diverse sets of data to spot trends, opportunities, and threats. Increasingly organisations are analysing unstructured information generated by social media tools (Facebook, Twitter etc.) alongside traditional structured data.
Business Process	A business process is the steps taken to deliver a particular service or outcome. Those steps may be a combination of manual and computerised activities. Many organisations are now attempting to think about business processes from a customer’s point of view. A typical “customer journey” may combine several otherwise separate business processes, spanning systems, teams and even organisations. The challenge is to string these together into an effective “end to end” process for the customer.

Business Process System	A system that helps to manage complex business processes from “end to end”, even where they span systems, teams and organisations. The business process system makes it easier to track a case throughout its life, and to identify how efficiently a process is working.
Data	Data consists of facts, figures, codes, research and statistics. Much of our data is held in structured electronic databases but can also be in printed reports.
Electronic Document and Records Management System (EDRMS)	A system for creating, storing, finding and managing records and documents. An EDRMS manages records and documents through their whole lifecycle, from creation to destruction, according to agreed retention rules.
Enterprise Architecture	An Enterprise Architecture is a holistic view of an organisation that documents the processes it runs, the data it uses, and the systems it employs. It is an effective tool for identifying duplication and opportunities for improvement and streamlining in line with an organisation’s strategic aims.
Golden Record	The “single version of the truth” that represents the most accurate information an organisation has about any entity. For example, a customer may appear in numerous databases. Different databases may be more or less up to date. Data matching software is used to create a single “Golden Record” that can then be used to ensure that a customer’s record is kept up to date and accurate everywhere it appears
ICT Architecture	Wider in scope than an Applications Architecture (see above), the ICT architecture defines all of the components that comprise our ICT estate (e.g. our telephony networks, wifi systems and so on). An architectural approach ensures that common components are reused as much as possible, and that all elements of the ICT estate coexist and interoperate effectively
Information	Data that has been processed into a form that gives meaning and value
Information Architecture	The blueprint for how information is managed, classified, stored, and accessed in the organisation. Helps to manage information efficiently, reducing duplication and improving findability.
Line of Business	An IT system that serves the needs of a particular area

System	of the business
Online Portal	A web site that allows a customer to log on and view all the information that is relevant to them. A personalised view of information relating to, and transactions carried out with, an organisation.
Open Standards	Standards agreed by the IT industry that allow systems and components from different companies to work with one another. Unlike proprietary standards, open standards create effective market competition, flexibility, innovation and cost reduction
Software as a Service (SaaS)	Software systems available over the internet (“the cloud”) that are typically paid for on a per user/per use basis without the need for long contract periods. Some SaaS products are available at no cost.
Systems Architecture	The overall framework within which all our IT systems (or applications) co-exist. By designing an architecture for our applications we can ensure they integrate effectively, and that data, processes, functions, and common capabilities can be built once and reused wherever possible. Over time this reduces costs, increases reliability, shortens delivery times, and improves customer journeys. See also Applications Architecture and ICT Architecture.
Technical Design Authority (TDA)	A group of experts who assess ICT procurements, designs and implementations against the ICT Strategy and advise on compliance.
Tell Us Once	A procedure that allows a customer to report a change of circumstance (e.g. change of address) once, and for that change to be acknowledged and acted on by every organisation the customer has agreed to alert.
Tiered System	An IT system built in a way that explicitly separates the 3 main system components - the user interface; the business logic/processes; and the data. APIs are used to link the 3 elements together. The same APIs can be used to integrate the system with other parts of the Systems Architecture.
Utility Computing	The provision of computing power, storage and other infrastructure services over the internet (“the cloud”) where the customer pays for what they use without the need to invest in capital assets. This can be a particularly cost-effective way of responding to short-lived peak demands, or for provisioning short-lived development environments.

8. **Appendix B - Systems considered in preparing this report.**

- Agresso financial system
- Altair Pensions system
- HRMS HR and payroll system
- WILMa - Warwickshire's Interactive Learning Management system
- AtlasWeb Property Information system
- Unstructured information (web/intranet content, documents and records)
- Firmstep CRM
- Visual Files legal case file system
- CMIS - Committee Management Information System
- Electronic Document and Records Management System (EDRMS)
- MagiqueGalileo risk and audit management
- Mosaic Social Care system
- Highways system
- Street lighting system
- Trading Standards system
- Library management system
- Management Dashboard system
- Performance Management system

Resources and Fire & Rescue Overview and Scrutiny Committee

21 January 2016

A report on the operational performance of Warwickshire Fire and Rescue Service

Recommendation

It is recommended that the Resources and Fire & Rescue Overview and Scrutiny Committee note the contents of this report.

Summary

The Service is successful in protecting the public through operational response and community safety. Periodically the Chartered Institute of Public Finances and Accountancy (CIPFA) publishes a set of benchmarking figures comparing the performance of all 46 Fire and Rescue Services across a number of indicators. Overall performance is good in a number of key areas both in terms of the long term trend but also by comparing WFRS against other Fire and Rescue Services. In 2014/15 WFRS were the best performing Service and had the lowest level of accidental dwelling fires per 10,000 dwellings, the Service also had the second lowest number of non-domestic fires per 1000 properties and are in the top quarter for the lowest level of fire related injuries per 100,000 of population.

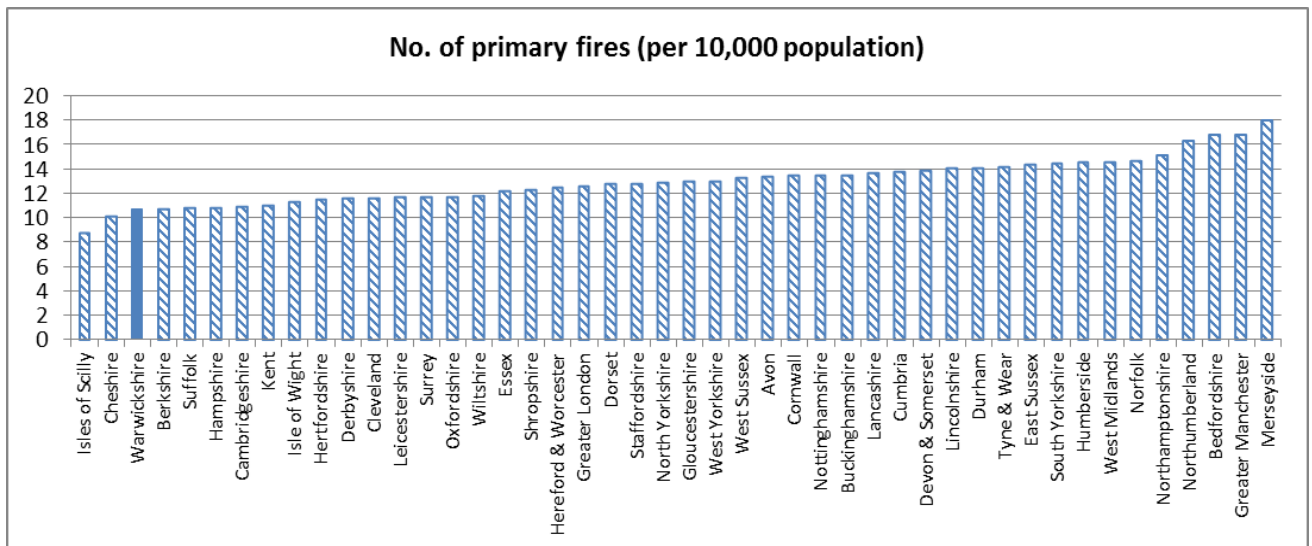
1.0 Background

- 1.1 This report summarises Warwickshire Fire and Rescue Service (WFRS) performance against key incident categories in comparison to the other 45 English Fire and Rescue Services (FRS). Incident data has been taken from the Fire Statistics monitor April 2014 to March 2015, population and property information has been taken from the CIPFA latest published stats. Incident data is collated using the national Incident Recording System used within each FRS. It should be noted that FRS supplied data is no longer subject to audit process and therefore it cannot be guaranteed that data is completely like for like.
- 1.2 The information detailed within this report provides further context to the quarterly performance reporting which the Committee scrutinises on a quarterly basis.

2.0 Analysis

In Great Britain, the number of fires and false alarms attended by FRS's has declined significantly, more than 50%, over a 10 year period. WFRS is in line with this trend with a decrease of **67%** across all incident types.

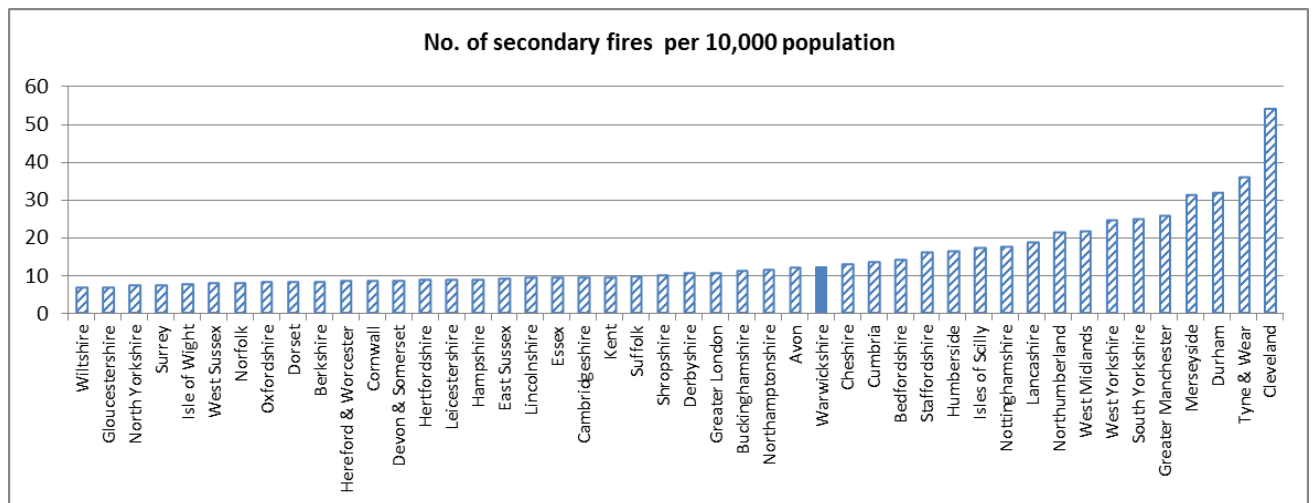
- 2.1 Primary fires – these are fires that involve property or vehicles or where casualties or rescues have occurred, they also include incidents where 5 or more fire engines are in attendance. This category of fires includes domestic and domestic fires, vehicle fires and other property fires.



Warwickshire: 10.66
 Position: 3/46
 England: 13.16
 Average: 12.99
 10 year reduction 57%

To date this year levels of primary fires are slightly ahead of the levels for the previous year.

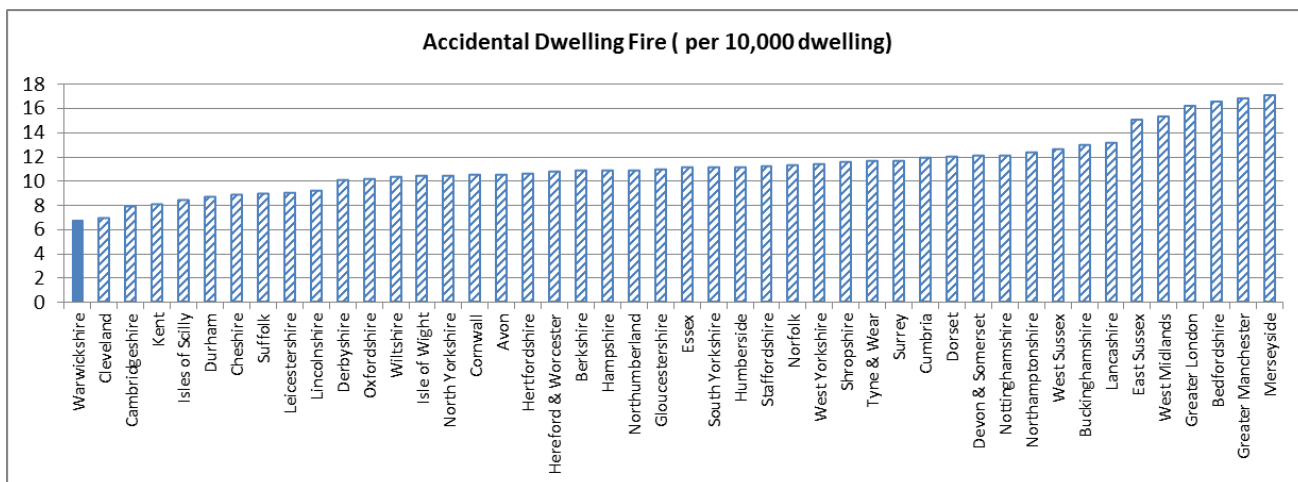
2.2 Secondary fires – these are fires that do not involve property, vehicles or life risk and are mostly outdoor fires, such as refuse and grassland fires. Derelict property and vehicles and fires confined to a chimney structure are also included in this incident type.



Warwickshire: 12.36
 Position: 29/46
 England: 14.60
 Average: 14.32
 10 year reduction 60%

To date this year levels of secondary fires have increased by 25% compared to the previous year and the year-end forecast is set to miss the target. This category is heavily influenced by deliberate secondary fires and as the number of deliberate fires has increased so has this measure.

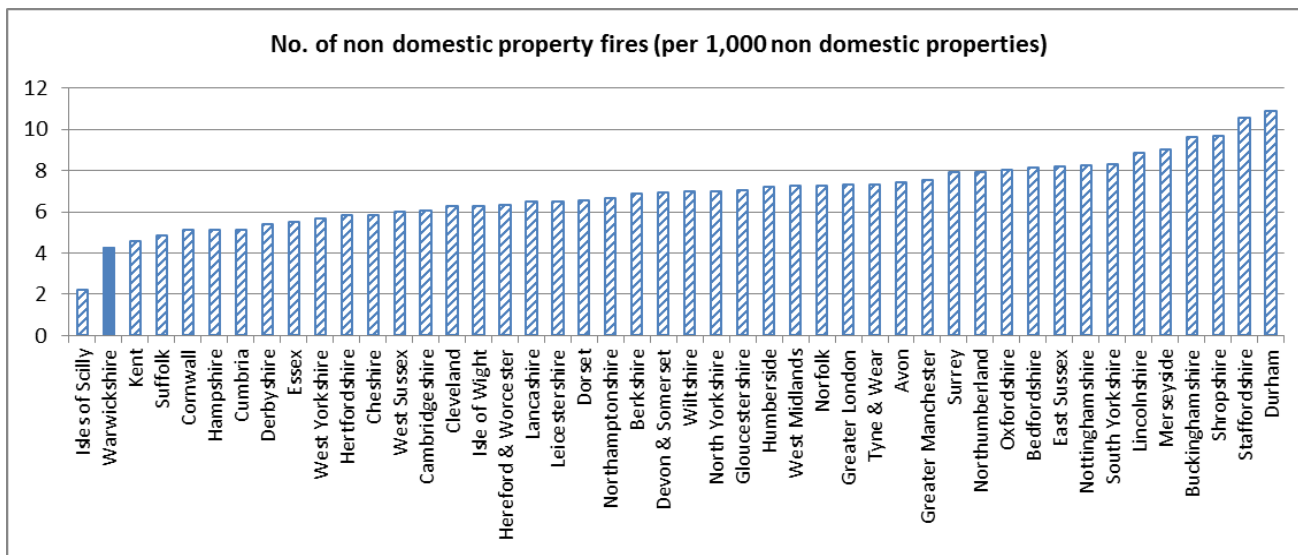
2.3 Accidental dwelling fires – this category covers various types of domestic residences: houses, flats, bungalows, care homes as well as caravans and houseboats used as permanent dwellings, where the cause of the fire has been accidental or not known. These types of fires are a sub category of primary fires.



Warwickshire: 6.80
 Position: 1/46
 England: 12.39
 Average: 11.29
 10 year reduction 33%

To date this year levels of accidental dwelling fires are remaining at the same level as the previous year and the year-end forecast is set to achieve the target.

2.4 Non domestic fires – these fires involve property and premises that are business related and will include both accidentally and deliberately started fires.

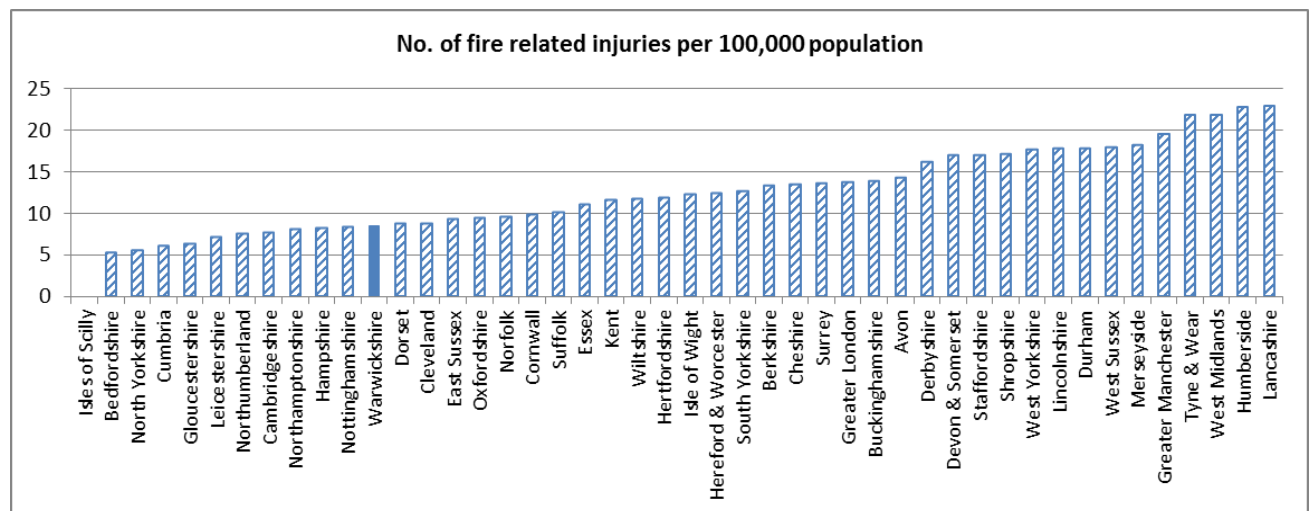


Warwickshire: 4.26
 Position: 2/46
 England: 5.82
 Average: 6.93

A 6 year reduction of 42% (please note that the category changed in 08/09 so comparable information is only available from that time). To date this year's levels of non-domestic property fires remain at the same levels as the previous year with the year-end forecast set to achieve the target.

- 2.5 Fire related deaths and injuries – fire related deaths and injuries are primary incidents where either the cause of death has been recorded by the Coroner as fire related, or where a sustained injury has been fire related, such as smoke inhalation or burns. The measure includes both members of the community and fire and rescue personnel.

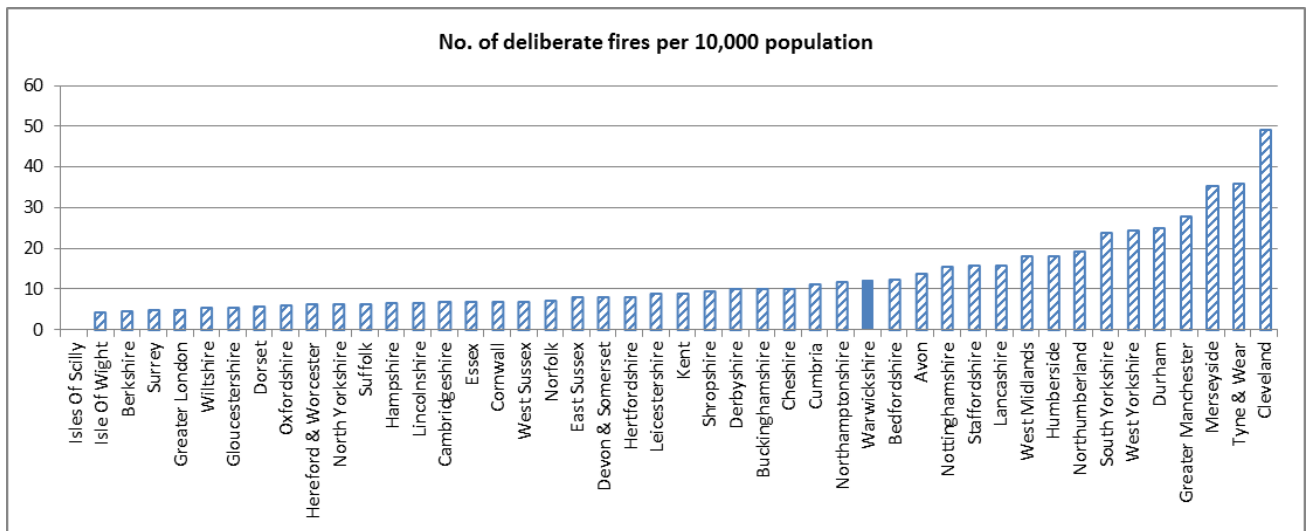
WFRS has always experienced very low numbers in terms of fire related deaths with only 2 recorded last year, only 1 of which was considered to be preventable where conceivably WFRS may have been able to help prevent the death through fire safety initiatives. NB no chart is included for this measure as such low levels of fire related deaths occur nationally.



Warwickshire: 8.57
 Position: 11/46
 England: 14.01
 Average: 12.53

To date this year levels of fire related injuries remain below recorded levels as the previous year and the year-end forecast is set to achieve the target.

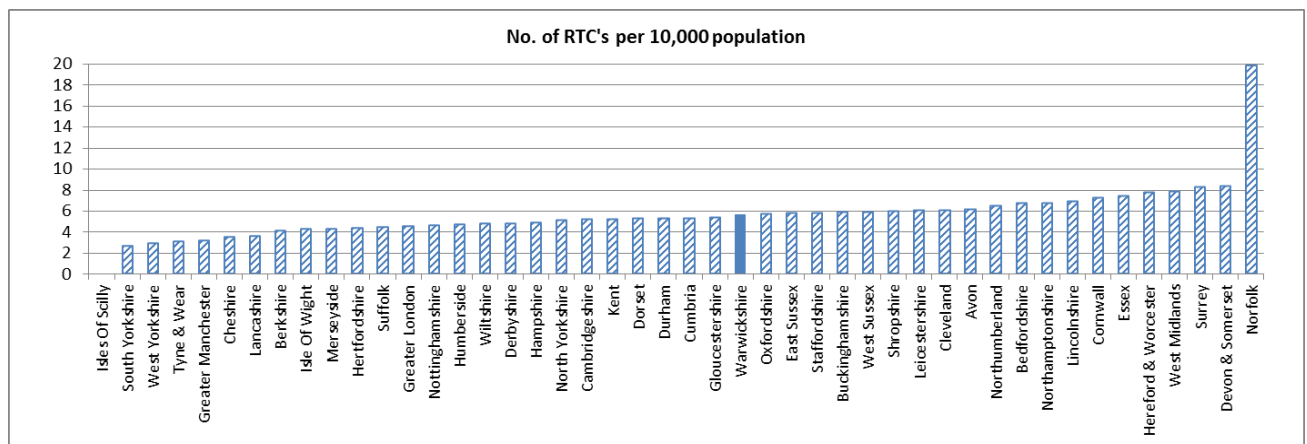
- 2.6 Deliberate fires – this category is related to incidents of deliberate fire setting, where the source of ignition is believed to be deliberate. It includes fires of a primary and secondary nature, but is mostly comprised of secondary fires.



Warwickshire: 12.16
 Position: 31/46
 England: 12.70
 Average: 12.44
 10 year reduction 71%

So far this year deliberate fire setting has increased by 25% compared to the previous year. The increase was experienced across the relatively long, dry summer despite active intervention initiatives planned and delivered in known hot spot areas and at peak activity times.

2.7 Road Traffic Collision's (RTC's) – this incident category relates to incidents that WFRS attend where there has been a road traffic collision on Warwickshire roads. Activity will depend on the nature of the incident but regularly includes extricating injured persons from the vehicle.



Warwickshire: 5.65
 Position: 26/46
 England: 5.39
 Average: 5.56

An overall 10 year reduction, however the number of RTCs attended by WFRS has increased slightly this year. This was as a result of a mobilising policy change introduced by the new Chief Fire Officer on his arrival in 2013 and it was expected that the number of

incidents of this type would increase. At the end of Quarter 2, 52 RTC extrications had been performed by WFRS.

3.0 FRS fire safety initiatives

Within WFRS there are a number of established fire safety initiatives and strategies which help keep the communities of Warwickshire safer from the risk of fire. The initiatives are targeted and deployed when and where they are needed most. These initiatives include:

- **Home Fire Safety Checks (HFSCs)** – these are visits into the homes of those people who may be at greater risk of having fires in the home, to offer guidance and advice and in some cases to fit smoke detectors.
- **Schools programme** – visits take place to children in Primary Schools in Years 1 and 5. Our aim is to develop the children’s knowledge and understanding of fire safety behaviour and to provide them with survival skills in the event of a fire. Secondary schools also have visits to reinforce the “FIRE!” Scheme which is used by teachers in Schools during Personal, Social and Health Education / Citizenship lessons; pupils will have worked through the scheme before they receive a visit by a Community Fire Safety Officer and so have some knowledge of fire safety and arson awareness.
- **Fatal Four RTC reduction programme** – This programme is delivered to young adults of driving age and is designed to educate them on the dangers of driving amongst other things under the influence of drink or drugs.
- **Targeted campaigns** throughout the year – national campaigns such as the Tick-Tock-Test will be supported locally. In addition, local bespoke campaigns such as the Chimney Fire awareness which is based on our own historical information around when and where incidents occur.
- **Small Fires Unit (SFU)** - Joint high visibility patrol with Police Community Support Officer's (PCSO's) in Deliberate Small Fire hotspots in Nuneaton and Bedworth. The SFU will challenge Anti-Social Behaviour; provide fire safety education and messages to young people. They are directly based on intelligence from Arson Reduction and the Police.
- **Anti-Social Behaviour Intervention Team (ASBIT)** - Joint high visibility patrols with PCSO's to challenge anti-social behaviour and provide fire safety/ASB education. Schemes run at peak times (school holidays, exam results time and Halloween and Bonfire).
- **Bicycle Intervention, Knowledge and Education (BIKE)** - High visibility patrols of wooded areas and recreational grounds to engage and educate young people in Nuneaton and North Warwickshire areas. This scheme runs on a peak demand basis
- **Fire safety audits** - The audit is an examination of the business premises and relevant documents to ascertain how the premises are being managed regarding fire safety. Advice and information is offered during the visit as well as any improvement action required.
- **Site Specific Risk Check's (SSRC's)** - joint visit to targeted premises across the county to gather premises risk information for firefighter and public safety. A targeted premise list is created based on a number of criteria including incident type, frequency and associated risks to firefighters.
- **Business Fire Safety Check's (BFSC's)** - crews undertake visits to lower risk 'fire safety' premises with a higher 'fire fighter' risk, such as offices, factories and warehouses, for familiarisation but also to offer advice and support.
- **Rural Crime** - working with rural crime co-ordinators to visit rural victims of arson and to provide prevention advice to surrounding farms.

The [Warwickshire Risk Profile 2015](#) analyses the risk across the county in greater detail and Local Risk Management Plans are developed and used by stations to address their local risk. The Management Information Dashboard is used to monitor incident activity at stations and by the Arson Reduction Manager. Group Commanders review and challenge performance at fortnightly performance meetings while Senior Managers review and challenge performance at the Monthly Performance Review meetings.

4.0 Conclusion

Overall the performance of WFRS is good and the Service continues to be one of the best performing Services across the country. However, the operational environment continues to pose a high risk to both the public and fire service personnel. Although within Warwickshire WFRS activity has enabled to make the public safer, the ongoing austerity and the impact this will have on our ability to continue delivering the same level of service both operationally and within community safety will become more challenging.

All areas of the Service contribute to the protection of the public, be it the operational frontline staff, the staff within fire control or the support staff that develop policy, train our firefighters and support them in community safety. As the Service looks at what it can deliver within its budget, it will need to consider what impact this will have on its overall performance.

Background Papers

None

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**Resources and Fire & Rescue
Overview and Scrutiny Committee**

21 January 2016

Absence, Health, Safety and Welfare.

Recommendation

That the Committee notes and supports the performance information in relation to employee sickness absence, health safety and wellbeing as detailed in the attached reports.

1. At its meeting of 3 December 2015 the Resources and Fire & Rescue Overview and Scrutiny Committee reviewed its work programme and in doing so confirmed that it wished to examine the incidence of absence across the County Council. In addition it requested to look at health, safety and welfare.
2. The Staff and Pensions Committee of the Council receive annual reports detailing the absence, health safety and wellbeing position for the Council. The most recent of these detailed reports were presented to the committee in July 2015. They can be found attached to this report.
3. Active management and monitoring of absence levels has continued during 2015-16 and at the end of Quarter Two absence levels across the Council were reported at 4.44 days per FTE which is consistent with the same period last year. The split between short and long term absence also remains the same at 39.3% and 60.7% respectively, as does the three top reasons for absence: Stress and Mental Health; Muscular Skeletal; Operative/Post-Operative.
4. Sickness absence is a concern across the public sector. Figures reflect an upward trend across the sector which is not surprising given the increased pressure on public services, uncertainty and diminishing resources.
5. Absence figures for the public sector are higher than private sector, however public sector is more likely than the private sector to record absence levels (91% versus 73%) and monitor the cost of employee absence (55% versus 30%). Public sector organisations are more likely

to use absence level as a key performance indicator (75% versus 55%) and twice as likely to have a target in place to reduce absence (60% versus 31%).

6. Stress and depression is a leading cause of sickness and the need to support a healthy workforce is paramount and that is the focus in WCC.
7. WCC monitors absence and sets targets to reduce absence. There are also action plans in place to address specific areas where absence is highest and policy and procedures are in place to manage absence. Sickness reporting procedures are under review and a focus on additional action that can be taken to address our top causes of sickness absence and occupational health referrals to include exploring the option to provide physiotherapy services to respond to the high level of musculoskeletal related absence.
8. WCC recognise the links between employee wellbeing and attendance and where staff are engaged and committed to their work, absence can be reduced. The National Institute for Health and Care Excellence have produced management practices for workplace health which links to our engagement strategy and are followed. A workplace health and wellbeing action plan has been endorsed by the Head of HR and a workplace health and wellbeing forum meet regularly to focus on health and wellbeing trends and advise on action that can be taken. Specific actions intended to develop resilience and wellbeing include: Training and support for managers in managing absence; Resilience sessions for managers and staff; support for managers in managing change; role modelling healthy behaviours; collaboration with Public Health colleagues in reducing smoking; healthy weight maintenance; exercise and stress management training for managers in recognising mental health issues and supporting staff return to work plans; employee benefits offer gym membership and outdoor activities, cycle schemes; walking for Warwickshire and other fitness campaigns; stress and time management for staff and managers; flexible working agreements allow for a better work-life balance; good communication to help manage uncertainty; support for staff at risk.
9. Members are asked to consider and comment upon the two reports reflecting on absence trends, patterns across the organisation and actions and initiatives being pursued to address them.

Background Papers

None

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Staff and Pensions Committee

21 July 2015

Employee Sickness Absence Management Report

Recommendations

- (1) That the Committee notes and supports the performance information in relation to the management of employee sickness absence during 2014/15
- (2) That the Committee supports a proactive approach to managing absence which includes on-going training of managers.

1.0 Introduction

- 1.1 This report covers information on sickness absence for:-
- a) the financial year April 2014 – March 2015 and
 - b) compares data with previous years and
 - c) the figures exclude absence for non-sickness reasons such as annual leave, maternity, paternity, or adoption leave, unpaid leave and leave for compassionate reasons.

2.0 Sickness days lost per employee

- 2.1 A corporate summary of days lost through sickness absence per employee (full-time equivalent) since 2007 is set out below: -

Year Ending	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Days Lost per Employee FTE	8.51	8.50	8.32	8.80	8.82	9.61	9.60*	10.08*

* The 2013/14 and 2014/15 figures exclude schools. Those figures in the above table up to, and including, 2012/13 include schools (NB. The overall sickness absence level for the County Council during 2014/15 when including schools was 9.09 FTE days per employee).

2.2 In terms of comparative data, the public service sector average is 7.9 days days per employee per year (CIPD 2014).

Benchmark data on average days absence has been obtained from a mix of neighbouring shire, district and borough authorities in order to provide a degree of comparison. These are reported in the table below:-

Birmingham City Council	10.46 days
Coventry City Council	9.40 days
Derbyshire County Council	8.16 days
Dudley MBC	12.49 days
Herefordshire County Council	9.77 days
Leicestershire County Council	9.6 days
North Warwickshire Borough Council	12.38 days
Nuneaton&Bedworth Borough Council	8.94 days
Rugby Borough Council	10.15 days
Solihull MBC	10.17 days
Shropshire County Council	9.35 days
Staffordshire County Council	9.98 days
Stratford District Council	7.98 days

2.3 The high levels of change and uncertainty still being experienced by staff make it essential for the County Council to have a proactive focus on employee wellbeing in order to reduce sickness absence levels. Further details on this area of work can be found in the Corporate Health and Safety and Wellbeing Annual Report presented to Staff and Pensions Committee.

2.4 Warwickshire County Council continues to offer flexible working opportunities to help respond to the different needs of the workforce. Examples of these include older employees wanting to work in different ways and hours as they approach retirement, staff with disabilities who may require reasonable adjustments to their working patterns, and staff with caring responsibilities needing to work more flexibly.

2.5 Sickness absence levels (days per employee FTE) by Group and by Business Unit are reported in the table below:-

	2013/14	2014/15
WCC (excluding schools)	9.60	10.08
Communities Group	8.51	9.99
Economic Growth	7.46	10.42
Transport & Highways	8.90	9.77
Localities & Community Safety	8.95	9.26
Public Health	4.55	3.16
Education & Learning	9.65	11.72
People Group	12.38	12.28
Professional Practice & Governance	3.91	7.32
Early Help & Targeted Support	14.88	13.29
Safeguarding	10.83	11.80
Social Care & Support Services	12.58	11.90
Strategic Commissioning	11.79	15.89
Resources Group	8.41	8.20
Customer Service	7.01	11.21
Finance	6.66	6.83
HR &OD	10.10	7.84
Information Assets	7.08	4.64
Law & Governance	8.48	7.29
Physical Assets	8.91	8.70
SICM	6.67	9.00
Fire & Rescue*	5.58	6.50

*Please note all the data for the Fire and Rescue Service excludes operational Firefighters

3.0 Percentage of employees with no absences

3.1 The average percentage of employees with no absence is reported in the table below:-

	2013/14	2014/15
WCC (excluding schools)	39.9%	38.7%
Communities Group	41.3%	41.2%
Economic Growth	43.6%	36.3%
Transport & Highways	39.8%	40.9%
Localities & Community Safety	41.2%	43.2%
Public Health	57.1%	47.1%
Education & Learning	44.5%	41.4%
People Group	40.0%	35.5%
Professional Practice & Governance	0.0%	26.9%
Early Help & Targeted Support	30.3%	28.4%
Safeguarding	46.2%	47.3%
Social Care & Support Services	29.3%	32.0%
Strategic Commissioning	31.0%	30.2%
Resources Group	36.6%	37.8%
Customer Service	40.8%	37.0%
Finance	35.7%	35.9%
HR &OD	38.4%	25.9%
Information Assets	35.7%	35.6%
Law & Governance	47.2%	32.1%
Physical Assets	41.1%	41.5%
SICM	37.0%	39.0%
Fire & Rescue	50.8%	47.5%

4.0 Average number of episodes of sickness per employee

4.1 The average number of episodes of sickness absence per employee in 2014/15 is reported in the table below:-

	2013/14	2014/15
WCC (excluding schools)	1.42	1.49
Communities Group	1.42	1.69
Economic Growth	1.32	1.49
Transport & Highways	1.43	1.32
Localities & Community Safety	1.52	1.61
Public Health	1.14	1.02
Education & Learning	1.34	3.00
People Group	1.51	1.46
Professional Practice & Governance	2.63	3.93
Early help & Targeted Support	1.66	3.73
Safeguarding	1.21	1.20
Social Care & Support Services	1.71	1.61
Strategic Commissioning	1.68	2.07
Resources Group	1.45	1.47
Customer Service	1.50	1.67
Finance	1.66	1.74
HR &OD	1.86	1.72
Information Assets	1.43	1.31
Law & Governance	1.42	1.27
Physical Assets	1.32	1.33
SICM	1.36	1.75
Fire & Rescue	0.83	0.93

5.0 Percentage of time lost due to short term / long term sickness

- 5.1 Short term absence is defined as an absence of below 20 working days. Long term absence is defined as absence of longer than four weeks and which often requires a medical intervention to aid recovery and return to work.
- 5.2 All figures within this report relate only to sickness absence as reported through the appropriate procedures and managed through the Council's management of attendance procedure. In the very rare occasions where there is strong evidence that employees are not genuinely sick, then this would be dealt with as a disciplinary issue and would not be included in the sickness figures.
- 5.3 Overall, 39.7% of working time lost to absence is accounted for by short-term absences, whilst 60.3% is attributed to long-term absences (20 working days or more). Details are reported in the tables below:-

WCC	Short Term	Long Term
2013/14	40.1%	59.9%
2014 /15	39.7%	60.3%

Group	Communities		Fire & Rescue		People		Resources	
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
2013/14	47.7%	52.3%	44.5%	55.5%	32.6%	67.4%	49.8%	50.2%
2014/15	39.6%	60.4%	45.5%	55.5%	35.1%	64.9%	46.7%	53.3%

- 5.4 With the support of the HR Service, managers across all of the Groups are working to proactively manage sickness absence in accordance with the Council's Management of Absence Policy. During 2014/15, 11 employees were dismissed due to sickness absence, or for reasons related to the absence triggers. Added to that, a further 11 employees left the County Council on ill health retirement grounds during 2014/15. (NB. These figures exclude Fire & Rescue and Schools).

6.0 Reasons for sickness absence

6.1 The reasons for sickness absence during the last 3 years are reported in the table below:-

WCC	2012/2013	2013/14	2014/15
Chest or Respiratory	5.0%	5.0%	5.9%
Digestive System	7.7%	6.3%	6.9%
Eye, Ear, Nose, Mouth	3.9%	3.3%	3.6%
Heart & Circulation	1.4%	2.0%	1.0%
Musculo - skeletal	16.8%	18.0%	17.7%
Neurological	4.0%	3.9%	4.0%
Operation or Post-Op	12.3%	11.1%	11.2%
Stress / Mental Health	17.4%	23.7%	19.9%
Viral	14.4%	12.8%	13.9%
Swine Flu	NIL	NIL	NIL
Other Reason	11.1%	7.5%	9.1%
Reason Withheld	6.6%	6.5%	6.6%

6.2 The top four reasons for sickness absence in 2014/15 are shown in the table below. NB. The figures in italics are the 2013/14 top four sickness absence reasons.

Total Days Lost (%)	Musculo – Skeletal	Stress & Mental Health	Viral	Operation / Post-Op
Communities	1996 (22.6%)	1843 (20.8%)	1314 (14.9%)	881 (10%)
	<i>1105 (19.4%)</i>	<i>1314 (23.1%)</i>	<i>827 (14.5%)</i>	<i>550 (9.6%)</i>
People	3291 (18.3%)	5437 (30.2%)	2365 (13.2%)	1555 (8.6%)
	<i>3611 (16.7%)</i>	<i>6221 (28.7%)</i>	<i>2592 (12.0%)</i>	<i>1905 (8.8%)</i>
Resources	1903 (16.1%)	2025 (17.2%)	1845 (15.6%)	1676 (14.2%)
	<i>1731 (14.9%)</i>	<i>2066 (17.7%)</i>	<i>1687 (14.5%)</i>	<i>1844 (15.8%)</i>
Fire & Rescue	846 (28.4%)	684 (23.0%)	310 (10.4%)	445 (15%)
	<i>1059 (40.2%)</i>	<i>157 (6.0%)</i>	<i>223 (8.5%)</i>	<i>350 (13.3%)</i>

6.3 The most common cause of short-term absence is minor illness, including viral, digestive, colds, flu, stomach upsets, headaches and migraines. Musculo-skeletal, stress and mental ill-health, viral and operation / post-op are most commonly responsible for long-term absence.

- 6.4** A breakdown of the specific reasons for sickness absence shows that the top four reasons for sickness absence remain consistent and relate to absences categorised as being for stress/mental health issues (19.9%), musculo-skeletal disorders (17.7%), viral infections (13.9%), and operation/post- op (11.2%).
- 6.5** Benchmark data on the top three reasons for sickness absence in 2014/15 has been obtained from other county councils in order to provide a degree of comparison and are reported in the table below:-

Leicestershire	Viral 26%	Stomach 18%	Not supplied
Devon	Psychological 21.5%	Cold/Cough/Flu 11%	Musculo-Skeletal 11.7%
Norfolk	Viral 29%	Mental Wellbeing 23%	Musculo-Skeletal 14%
Anonymous (shire county)	Stress/Depression 18.82%	Operation/Post-Op 16.83%	Other 15.35%
Derbyshire	Stress 16.8%	Musculo- Skeletal 13.45%	Back & neck 8.07%
Lincolnshire	Stress 27%	Other Musculo-Skeletal 13%	Stomach 11%
Hertfordshire	Stress/Anxiety 18.2%	Musculo- Skeletal 11.0%	Back problems 5.6%

7.0 Occupational Health & short term support and counselling

- 7.1** Team Prevent, the Occupational Health service, provides pre-employment health assessment, management referrals, medicals, health surveillance and monitoring where necessary. This is a proactive service to ensure employees are protected against risks of work-related ill health, to assist with reducing sickness absence, and to get them back to work sooner.
- 7.2** To assist with this proactive approach, Team Prevent works closely with the HR and OD Service, including the HR Advisory team, the Health & Safety & Wellbeing team and the Staff Care Service.
- 7.3** The Fire & Rescue Service has its own in-house Occupational Health service, which includes counselling support provided by the Staff Wellbeing Adviser & Counsellor.
- 7.4** In 2014/15, a total of 460 referrals were made to Team Prevent, with 256 from the People Group, 127 from Resources Group, and 77 from the Communities Group.
- 7.5** For those staff seen by Team Prevent, Muscular Skeletal Disorder accounted for 22% of the new referrals, whilst 29% were for Mental Health reasons. It is worth noting that 11% were for Work Related Stress.

- 7.6** In respect of the Fire & Rescue, a total of 171 referrals (including reviews) were made to their Occupational Health Adviser. Muscular Skeletal Disorder accounted for 66%, and 12% were for Mental Health reasons.
- 7.7** In 2014/15 the Staff Care Service received 207 new referrals (down from 241 in 2013/14), and the Fire & Rescue Staff Wellbeing Adviser and Counsellor received 40 new referrals (up from 36 in 2013/14).
- 7.8** The top three reasons for referral to the Staff Care Service were as follows:-
- Work demand (45 cases)
 - Work relationships (22 cases)
 - Personal (16 cases)

The top three reasons for referral to the Staff Wellbeing Adviser & Counsellor in the Fire Rescue Service were:-

- Stress (17 cases)
- Relationship (7 cases)
- Bereavement (6 cases)

8.0 Support and Advice for Managing Absence

- 8.1** Sickness absence levels are reported to managers on a regular basis with advice and support in managing long and short term absences provided by the HR Advisory Service.
- 8.2** Training on developing resilience has been procured and is widely available to all staff through the corporate training offer.
- 8.3** In response to sickness absence levels, and the wider health and safety and wellbeing agenda, a Health and Safety and Wellbeing Plan is currently being drafted which will outline the areas of work to be undertaken. Further details are outlined in the Corporate Health and Safety and Wellbeing Annual Report presented to Staff and Pensions Committee.

9.0 Conclusion

- 9.1** This report has compiled all relevant and available statistics for sickness absence management within WCC. The statistics demonstrate that the monitoring and management of sickness absence remains essential.
- 9.2** The average sickness absence levels of WCC staff (excluding schools) in 2014/15 were 10.08 days per employee.
- 9.3** As with 2013/14, stress and mental health remains the top reason for sickness absence, although its overall percentage of absence has decreased. The economic pressures and the continuous changes in the workplace have a clear impact on the anxiety and stress levels experienced by staff. As a consequence, the County Council must remain committed to the health and wellbeing of its staff and to implement strategies to address these.

- 9.4** The focus will remain on managing absence, ensuring managers are aware of their roles and responsibilities, and proactively managing cases before employees are absent from work on long term sick. Consequently, the County Council will continue to train its managers to develop their capability in managing sickness absence effectively, including conducting effective return-to-work interviews.

Background Papers

None

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Strategic Director	David Carter Strategic Director for Resources Group	
Portfolio Holder	Councillor Kam Kaur	

**Staff and Pensions Committee
21st JULY 2015**

**Corporate Health, Safety and Wellbeing
Annual Report 2014-15**

Recommendation

that the Committee notes and supports the performance information contained within this 'Report';

and

endorses and supports a proactive approach regarding the management of health, safety and wellbeing, including the promotion of a strong health and safety culture.

1.0 Introduction

1.1 The purpose of this report is to provide Staff and Pensions Committee with an annual position statement on the management and performance of health and safety within the County Council and summarises the health, safety and wellbeing (HSW) activities from 1st April 2014 to the 31st March 2015.

1.2 This report includes information on:

- Legislative changes nationally which impact on the County Council.
- Performance data including comparisons with previous year(s)
- The Corporate HSW Strategy framework within the County Council and the implementation of the occupational health and safety management system.

2.0 Background

2.1 This report addresses information relevant at a Corporate level and not information that is relevant at Group/ service/ team level. The health, safety and wellbeing information within this report relates to all WCC employees and WCC activities for which we have statutory health and safety responsibilities (within the County Council this includes Community and Voluntary Controlled Schools).

- 2.2 Routine health, safety and wellbeing reports are produced by the Health, Safety and Wellbeing Service on a quarterly basis for Group Leadership Teams (GLTs). These reports include legal updates, accident/incident statistics, policy updates, audit/inspection overview and actions. This process has been developed to ensure timely information to the relevant GLT and to encourage positive action to be taken by senior management based on the information provided.

3.0 Health, Safety & Wellbeing Legislation

3.1 New Health and Safety Legislation Introduced During 2014-15

This section focuses on health and safety legislation that is applicable to the corporate body.

3.1.1 Health & Safety Law Posters

Employers have a legal duty to display the approved health and safety law poster in a prominent position in each workplace or to provide each employee with the approved leaflet. Within the County Council we require the poster to be displayed in a prominent position. As of the 5th April 2015 the law poster that is displayed must be of the new type.

WCC has completed the replacement of the out of date posters. Workplace inspection regime will continue to monitor accordingly.

3.1.2 Construction (Design and Management) Regulations 2015 (CDM 2015)

CDM 2015 is the law that applies to the construction, design and management (CDM) process on all construction projects, from concept to completion. The regulations were revised on 6th April 2015 to make them clearer and easier to understand. The legislation states what each dutyholder must or should do to comply with the law to ensure projects are carried out in a way that ensures health and safety.

The Health and Safety Executive (HSE) has produced detailed guidance on the regulations for people who initiate, commission, design or manage construction work. This includes the legal definition of 'construction work' for the purposes of the Regulations. Following these legislative changes, the WCC Managing Contractors Policy is under review and will be amended to reflect the necessary legislative changes for WCC construction work and contractor management activities.

To date, the Health, Safety and Wellbeing Service have provided relevant employees within Communities Group and Resources Group with CDM briefings on the legislation changes.

3.1.3 Fit for work

The new Fit for Work scheme in England, Scotland and Wales went live in December 2014. The scheme offers a two stage support system for advice on return to work issues and preventing sickness absence. There is an advice line and a referral assessment service, which enables employers to refer employees to an occupational health professional. The scheme is currently being rolled out across the Country.

This new scheme will not alter the current WCC process. We will continue to use our Occupational Health Provider for advice on return to work issues and sickness absence prevention/ early intervention strategies.

3.2 Forthcoming Changes

3.2.1 The Classification, Labelling and Packaging (CLP) Regulations 2009

The CLP Regulation entered into force across all EU member states, including the UK, on 20 January 2009. However CLP is being introduced gradually and has a fairly lengthy transitional period before it applies in full. From 1st June 2015 all chemical products provided by manufacturers or suppliers must use the new hazard labelling. There is a further transitional period until 2017 for products that are already in the supply chain (on the shelves) to allow for relabeling.

The WCC is a consumer / occupational user of chemicals and therefore needs to ensure that employees are aware of the new hazard symbols and their meaning. The current 'Control of Substances Hazardous to Health' (COSHH) Risk Assessment and Guide contains this information in preparation for the change.

Existing consumable stock on WCC premises does not need relabeling. When products are decanted or diluted into smaller containers, these should be labelled with the new hazard symbols where appropriate.

The WCC COSHH Policy already makes reference to this forthcoming change and will be updated as necessary.

3.2.2 Health and Safety Offences, Corporate Manslaughter and Food Safety and Hygiene Offences Guidelines – Sentencing Council.

Currently there is only piecemeal guidance for sentencing the health and safety offences not covered by the Sentencing Guidelines Council (SGC) guideline i.e. offences not resulting in death and offences committed by individuals. The Sentencing Council believes that further guidance will assist with consistency and help sentencers deal with relatively unfamiliar cases.

The Sentencing Council is now proposing a different approach for the assessment of fines than is found in the SGC guideline and is keen to ensure consistency across health and safety and corporate manslaughter offences. The Sentencing Council have been consulting on the draft guidelines for sentencing health and safety, corporate manslaughter and food safety

offences. Consultation concluded in early 2015. Once finalised it may mean higher fines for organisations and individuals for health and safety offences.

The Corporate Health, Safety and Wellbeing Manager will update senior management as required.

3.3 Update on Fee for Intervention (FFI)

As mentioned in previous reports, the HSE can now recover charges from organisations that are in a 'material breach' of health and safety legislation in respect of HSE work done to investigate, enforce and rectify the breach.

The first 18 months of the Fee For Intervention approach, generated a revenue of £10.6m with the average invoice costing employers £502.

4.0 Regulatory Intervention

4.1 Fee For Intervention within the County Council

During 2014/15 the County Council received its first 'Notice of Contravention' from the HSE under its Fees for Intervention scheme (FFI).

The HSE inspector visited Wellesbourne workshop (County Fleet Maintenance) initially on 25th June 2014 and then requested a further visit. A HSE letter and notification of contravention of law was then sent to the Chief Executive on 7th July 2014, detailing the contraventions identified during the visit. This also included a contravention identified at the Waste Recycling Centre on this site (See Section 5.4.5 for further detail).

The Council wrote to the HSE to detail our action plan to address the HSE's initial findings. The HSE has issued the council with a series of invoices totalling £1,300 approx. There has as yet been no response from the HSE to the Council's letter.

Whilst the invoice cost wasn't a significant amount, the costs of carrying out the work and the 'administration' time to get the Council to where it needed to be on this issue, is likely to be many times that figure.

5.0 WCC Occupational Health and Safety Management System

Organisations have a legal duty to put in place suitable arrangements to manage health and safety. Our WCC Occupational Health and Safety Management System is in accordance with the HSE's framework 'Managing for health and safety' (referred to as 'HS(G) 65' in industry). The management system follows the 'plan, do, check, act' cycle and is constantly under review to ensure continual improvement. This Section outlines the updates that have occurred in 2014-15 (each section is headed under the '*plan, do, check, act*' elements):

5.1 Strategic Planning for Health and Safety (*Plan*)

5.1.1 Corporate strategy

- 5.1.1.1 The corporate health, safety and wellbeing framework (appendix 1) and strategy 2014-18 (as per appendix 2) outline WCC's plans for health safety and wellbeing at a corporate level.

The framework at a glance outlines how health and safety is strategically managed throughout the County Council, and the strategy provides direction for the corporate body on health and safety priority areas. The strategy document was initially tabled as part of this report in the 2013-14 report as an annual action plan. It has been updated to a strategy status given the long term goals that the County Council is striving for.

- 5.1.1.2 To ensure the County Council's health and safety management system accounts for relevant work-related health and wellbeing considerations, a Workplace Health and Wellbeing Plan 2014-17 has been developed and is endorsed by the Head of HR&OD and Corporate Health, Safety and Wellbeing Manager. This plan promotes collaborative working and targets areas of occupational health and wellbeing risk and identifies remedial action.

To deliver on the actions, a Workplace Health and Wellbeing Forum has been setup and chaired by the Health, Safety and Wellbeing Service to communicate, coordinate, share and consult on relevant occupational health and wellbeing information with relevant stakeholders. A key responsibility of the forum is to undertake trend analysis of sickness absence data, accident/incident data, occupational health referrals, and staff care referrals so that trends can be identified and intervention strategies explored.

5.1.2 Group strategy

The corporate approach outlined in Section 5.1.1 is supported by Group Health, Safety and Wellbeing (HSW) Action Plans that ensure the health, safety and wellbeing requirements get cascaded throughout the County Council and implemented accordingly for each service/team dependent on their activity/risk. The plans are developed, maintained and monitored locally by the relevant GLT. The content of which is not discussed as part of this report.

This process is supported by the quarterly reports as outlined in Section 2.2.

5.2 Policies and Organisational Arrangements for Health, Safety and Wellbeing (*Plan/ Do*)

5.2.1 Corporate Health and Safety Policy

In December 2013 the HSE launched the revised version of their 'Managing for Health and Safety' (HS(G)65) publication. The WCC Health and Safety Policy was therefore updated in 2014 and launched in September 2014 to all members of staff highlighting their specific health and safety responsibilities. A

targeted communication strategy was implemented for employees and managers.

To support the implementation of this policy, managers are required to provide all new starters with a health and safety induction which includes information on their responsibilities and all managers must attend a mandatory 'management of health and safety' training session. All councillors are offered a health and safety training session as part of their member development sessions.

New to 2015 will be the delivery of 'leading for health and safety' training for the senior leadership team (Corporate Board and Heads of Service) to focus specifically on their responsibilities and accountability at board level.

5.2.2 Risk Assessment Policy

The risk assessment policy, supporting guidance and template form were revised and launched in November 2014. The guidance has been streamlined for ease of use whilst still encompassing the requirements of the HSE.

5.2.3 Electrical Testing Policy

The electrical testing policy has been revised and launched in August 2014. The policy ensures that HSE guidance on electrical testing is adopted to ensure a sensible approach to equipment testing timescales.

5.2.4 Workplace Health and Safety Inspection Policy and Procedures

The workplace health and safety inspection policy and accompanying procedures have been revised and launched in February 2015. This policy was amended to reflect the agreed changes in inspection timescales and thus ensure a consistent and sensible approach to inspections for our low risk accommodation and high risk accommodation.

The Health, Safety & Wellbeing Service continue to work with Facilities Management on the implementation of the inspection regime across WCC buildings.

5.3 Organisational Arrangements (Do)

The organisational arrangements for health, safety and wellbeing are written within each policy as relevant to that topic area.

5.3.1 Consultation

The Health and Safety Joint Consultative Committee (JCC) has met quarterly throughout the year giving the opportunity for Health and Safety Trade Union Representatives to discuss, influence and keep under review the strategic measures taken to ensure the health, safety and welfare of employees working within the County Council or any others who could be affected.

Health and Safety Policies always undergo consultation with relevant stakeholders including Trade Unions and managers.

5.3.2 Communication

All health and safety policies, key messages, and wellbeing information continues to be delivered in accordance with a planned communication strategy.

To ensure consistency in health and wellbeing messages to employees, the Health, Safety and Wellbeing Service have initiated a joint approach with Public Health.

5.3.3 Competency

All policies detail the required competency for relevant health and safety responsibilities. The Health, Safety and Wellbeing Service continue to provide relevant training to support policy implementation as part of the corporate offering (such as managing health and safety, risk assessment workshop, manual handling training, leading for resilience, and developing resilience training, personal safety training, first aid, etc).

Requests for bespoke training courses continue to be popular and well attended (for example, bespoke manual handling and personal safety).

Managers have the responsibility for identifying and implementing competency requirements within their teams.

5.3.4 Controls

Each policy details the specific control measures that must be in place to ensure WCC meets legal compliance and WCC best practice.

Policies are updated to ensure WCC responsibilities reflect current legal requirements. Within the County Council health and safety responsibilities are delegated to managers. Managers must ensure they comply with relevant health and safety policies for their activities.

5.4. Health and Safety Monitoring (*Check*)

Health and safety performance is monitored using various methods. All of which are outlined within this section.

5.4.1 Key Performance Indicators

Health and safety key performance indicators exist with the Resources Group performance management forecast and reporting process. Within 2014-15 all of the required information was provided and monitored.

The Corporate health, safety and wellbeing strategy (as Appendix 2) is monitored and reviewed by the Corporate Health, Safety and Wellbeing Manager with feedback to the Head of HR&OD for information/action as and when necessary.

5.4.2 Group Leadership Teams - HSW Updates & Action planning

As outlined in Section 2.2 and Section 5.1.2 GLT's review and monitor health and safety trends and follow a formal action planning process. Early feedback from GLT's indicates that this is extremely beneficial and they have welcomed the opportunity to take ownership of their individual H&S Action Plans and have the opportunity to influence the health and safety audit priority areas.

5.4.3 Workplace Inspections

The corporate approach to workplace inspection was revamped and launched in July 2013. This change meant that health and safety and/or facilities management or the manager were undertaking the inspection based on risk (please note, this is purely an inspection of the physical workplace and not an audit of the processes, etc).

In 2014/15 the majority of inspections were undertaken in conjunction with Facilities Management and the premise/site manager and any resultant actions have been prioritised and allocated to the appropriate person. Where high risk level hazards are identified, remedial action is taken at the time of the inspection, or actioned as urgent priority.

The emerging themes across all inspections, includes failure to complete/ lack of awareness on first aid needs assessment, and quality of/completion of fire risk assessment, and failure to finalise actions from the previous inspection. Where this is the case the Health, Safety and Wellbeing Service and Facilities Management are addressing these findings.

5.4.4 Auditing

The health and safety management system, as with any other management system, requires a 'checking' element to ensure the successful implementation of the management system throughout the organisation. Auditing activity will identify if gaps are starting to appear in the system, and thus enable remedial action to be identified and undertaken in a timely manner rather than reactively when something has already gone wrong.

The Health, Safety and Wellbeing Service have reviewed and redesigned the health and safety auditing process. Previously sample audits were undertaken bi-annually across the Groups. As of May 2014 this process is now a rolling audit process that will ensure the Health, Safety and Wellbeing Service undertakes sample audits across all Business Units. Each Senior Health and Safety Advisor will identify auditing requirements as part of their Group Health and Safety Plan, which will be endorsed by the relevant GLT. Auditing findings will be fed back to the relevant manager, and an overview provided to GLT. This process is more beneficial as it provides more relevant information at a local level, and it ensures areas are prioritised on a risk basis and can be audited in a more timely manner.

School audits are also undertaken by Health, Safety and Wellbeing Service for all WCC employed schools. Currently, 30 schools are audited each year with findings circulated back to the relevant Headteacher.

The audit process requires interviews, discussion, review, testing and observation of documentation/ work activities at each management level and employee level so as to assess the implementation of policies, procedures, risk assessments and control strategies throughout.

If any areas of concern are not remedied by the manager, then concerns will be raised. Ultimately, any concerns which fail to be addressed will be raised to the Corporate Health and Safety Champion as deemed appropriate by the Corporate Health, Safety and Wellbeing Manager.

5.4.5 COSHH and DSEAR Audits

An audit regime is in place to review the implementation of the required control measures that will satisfy The Control of Substances Hazardous to Health Regulations (COSHH) and the Dangerous Substances Explosive Atmospheres Regulations (DSEAR). The COSHH and DSEAR audit schedule follows a risk based approach. The most frequent issues in 2014/15 concern risk assessments rather than the actual use and storage of chemicals. For example, COSHH folders not up to date – missing risk assessments and / or safety data sheets, unused product information still in folder, the manager / responsible person not signing off the assessment; and risk assessments not reviewed annually. The COSHH Officer is advising accordingly, and workplace inspection regime will include COSHH as part of the criteria.

As part of the HSE Notification of Contravention as outlined in section 4.1 included concerns around the control of diesel exhaust fumes, known officially as Diesel Engine Exhaust Emissions (DEEEs). While the use of the “substance” diesel fuel was in a COSHH risk assessment, the exposure to DEEEs in the workshop was not specifically addressed. The required action has now been taken to remedy this contravention.

Other work activities are being reviewed to ensure workplace exposure is adequately addressed as part of the COSHH assessment process.

5.4.6 Accident/ Incident reporting system

As part of the County Councils ICT project to remove the use of Lotus Notes, the revised Accident/ Incident Reporting System was launched in January 2015. The timing of the new system enabled the question-set to be updated to reflect recent RIDDOR changes.

5.5 Accident/ Incident statistics – Trend Analysis

5.5.1 Overview – See Appendix 3

There were a total of 1178 reported accidents/incidents across all three Groups and Warwickshire Fire and Rescue Service (WFRS). A breakdown of the combined total employee and non-employee (members of the public, pupils, customers) accidents per Group can be found in Appendix 3.

This equates to a 2.7% decrease (this equates to n=33).

NOTE: *Due to the diversity between one local authority and another local authority, it is difficult to benchmark with other similar authorities as 'like for like' does not exactly exist; other than in the area of statutory reporting requirements regarding RIDDOR. However, benchmarking possibilities continue to be explored at the West Midlands Regional Health and Safety Group (which the Corporate Health, Safety & Wellbeing Manager attends 3 times a year).*

5.5.2 Accident/ incident causation – See Appendix 3

Accident/ Incident statistics are recorded against the HSE categories. The commonest reason for accident reports for employees and non-employees, in ranked order, excluding fire and rescue statistics, are:

1. Slips, trips and falls on the same level, n = 311
2. Violent incidents (both physical/ verbal assault)*, n = 123
3. Hit by moving, flying, or falling object, n = 111
4. Hit something fixed or stationary, n = 56
5. Fall from height, n = 56
6. Manual Handling**, n= 36

- ** This figure is the combined result for violent incidents both physical and verbal and is inclusive of malicious and non-malicious assaults.*
- *** This figure includes the lifting/moving of both inanimate objects & people*

'Slip, trips and falls on the level' remains the most common cause for incidents.

The majority of the 'Falls from Height' incidents relate to non-employees using play equipment.

Of the violent incidents, 48 were non-malicious, 40 were malicious, 25 verbal, and 10 were inter-violence between non-WCC employees (e.g. pupil altercations). Within WFRS there were 9 reported incidents of violence and aggression which is an increase of 7 compared to the previous year. There were no noticeable trends and it wasn't only operational personnel who were affected. Within WFRS all incidents of this nature are investigated and dealt with effectively.

5.5.3 Employee accident reports – See Appendix 3

Of the 1,178 total reported accidents, 510 of them were for WCC employees. A breakdown of employee incidents against each Group can be found in Appendix 3. To help put the figures into some context against number of employees and to enable comparisons across Groups to be made, the injury incident rate calculation has been applied. Please note, this calculation is purely to enable a comparison to be made against the number of employees and number of reported incidents, and does not account for variations in part-time employment.

WFRS reported 59 employee incidents, this equates to an incident rate of 1,255 injured employees per 10,000 employees. It is worth noting that WFRS

operates within hazardous environments as part of its daily work, and there is a high awareness to report incidents.

Across all three Groups: Communities[^] has the highest incident rate of 1,001 injured employees per 10,000 employees; and WCC employed schools have the lowest at 217 injured employees per 10,000. There is a vast difference in the occupational hazards across these two areas, but more reported accidents does not necessarily mean an area is more dangerous. For example, there may be more awareness to report accidents in one area compared to that of another. It is important to consider under reporting across the Groups as well.

[^]please note, Communities incident data does not include school data (from the Education and Learning Business Unit). Schools information is recorded separately.

5.5.4 HSE RIDDOR Reportable Incidents

A total of 49 incidents were reported to the HSE as required under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR). This is 10 more than in 2013/14.

This equates to 34 (20) employee RIDDORs, 15 (14) non-employee RIDDORs. Please note, the number in the bracket is 2013-14 figure.

The incident rate for employee RIDDORs is 36 per 10,000 employees.

5.5.5 Concluding Remark

It is worth noting that accident statistics are a reactive measure of incidents, injury, ill health and loss. They should not be used solely to measure health and safety performance of the organisation (this is because increased accident reports could be as an outcome of improved employee awareness about the fact they need to report incidents and near misses rather than the increase being due to increased health and safety failures).

Corporately we encourage accident/incident reporting so that we can prevent a recurrence through the investigation and action planning process (which is undertaken at the local level by the relevant manager). Please note: the Health, Safety and Wellbeing Service review all incident reports and liaise with managers as necessary.

Currently, as a consequence of the organisational changes/ implementation of the one organisational plan, employee roles and responsibilities may be changing, their location of work may change, and the service delivery may change. Unless these are adequately planned for, unmanaged health and safety hazards/risks can be introduced. The consideration of risk management at this time of change and less resources is paramount. WCC therefore must remind managers to undertake/review risk assessments/safe systems of work for any changes in activities and premises, and that advice can be sought from the Health, Safety and Wellbeing Service. The Service continues to work closely with Facilities Management and the Property Officers Forum to ensure health and safety advice is given at appropriate stages of project management.

One key piece of work was the development of the building safety and security needs assessment which has proved particularly useful for reception areas where there is a risk of violence and aggression from our customers. And secondly, the development of the personal safety needs assessment for managers to complete and ensure appropriate risk control strategies are in place. Both of these assessment tools were developed to support managers whose work location and/or service delivery methods were changing as part of the property rationalisation programme and one organisational plan respectively.

6.0 Health and Wellbeing

6.1 Introduction

HR&OD capture, review and monitor sickness absence statistics and undertake focused work on the top four reasons of absence. For information on sickness absence and proactive focused work, reference should be made to the Employee Sickness Absence Management Report 2014-15.

The Health, Safety and Wellbeing Service consider work-related health and wellbeing risks at an organisational level in addition to other services within HR&OD. It is important to identify any foreseeable work-related health risks within WCC work activities as they may include musculoskeletal problems, exposure to noise, work-related stress, hazardous substances, etc. Some of this work includes information in the following sections.

6.2 Short-term Support & Counselling Provision

Short term support and counselling is provided across the County Council. For Resources, Communities and People Group (excluding schools) they access the Staff Care Service. Schools access a counselling provision via the WES HR Advisory Service, and Fire and Rescue access their provision through the Occupational Health Unit. The following sections will highlight usage and trends across these three provisions.

6.2.1 Staff Care

Short term support and counselling for WCC staff (with the exception of school employees and F&RS employees), is provided by the Staff Care Service.

The total number of new referrals to the Staff Care Service for the year 2014/15 was 207. This represents a slight decrease on the number of new clients presenting in the year 2013/14 (n=241).

Of the 207 new clients, 61% were from People Group (n=126), 21% from Resources Group (n=43) and 18% were from communities Group (n=38). This split is representative of the size of the groups, whereby People is the largest

Group. The majority of employees self-referred to the service (85%). The manager referred 13% and Occupational Health referred 2%.

Of those presenting employees, 63% were presenting with a work-related factor as the prominent issue (n=129), and 37% presenting with a personal issue (n=77) as the prominent issue. Within the Staff Care Service it is acknowledged that the reason for referral is rarely down to any one problem, but that it is usually down to a combination of concerns that all impact at the same time. For our reporting purposes, we have attributed referral to the most prominent concern at the time.

The top three presenting issues are as following:

- Work demand – n=45 (22%)
- Work relationships – n=22 (11%)
- Personal (partner) – n=16 (8%)

6.2.2 WF&RS Occupational Health – Counselling provision

The WF&RS Staff Wellbeing Advisor and Counsellor received 40 new referrals in 2014/15 which is a slight increase on 2013/14 referrals (36).

The main presenting issues during 2014/15 were stress (n=17), relationship issues (n=7) and bereavement (n=6).

6.2.3 School Counselling provision

This data relates solely to the schools who are employed by WCC (community and voluntary controlled schools) who have accessed the counselling provider that is available through the WES HR Advisory Service. It does not account for the support provided to teaching staff through other mechanisms (such as, teachers support network).

In 2014/15 a total of 20 school employees accessed the provision compared to a total of 10 in 2013/14. Although this is an increase, the total number of referrals is relatively low given the employee head count across schools. However, it is worth noting that school staff has confidential access to the Teacher Support Line which offers counselling support. The usage of this service is unknown.

6.2.4 Summary of findings

Across all Groups (excluding schools), there was a total of 247 new referrals (clients) compared to 277 in 2013/17.

It is important to note that employees and managers continue to access Staff Care support and counselling during this time of organisational change/restructures, increasing external pressures, and the implementation of the one organisational plan. The need and demand for counselling support is reflected in the sickness absence report figures, whereby the top reasons for absence (excluding school data) is stress/mental health at 19.9% and musculoskeletal problems at 17.7% (there is also a link between musculoskeletal problems and stress related problems).

As part of the health, safety and wellbeing communication plan, in 2015/16 the counselling provision for all employees will be promoted as part of the health and safety week in June when the revised policy relating to stress and resilience management is launched.

6.3 Occupational Health Provision

6.3.1 Corporate Occupational Health Trend Analysis – See Appendix 4

Team Prevent, the contracted Occupational Health Service provider, work closely with the HR & OD Service including Health Safety & Wellbeing service and Staff Care Services, providing advice, guidance and promoting early intervention which is key to reducing absence and getting people back to work sooner. Team Prevent provides pre-employment health assessment, management referrals, medicals, health surveillance and monitoring where necessary.

In 2014/15 Team Prevent received 710 management referrals across all Groups (including schools (n=248) but excluding Fire and Rescue OH data – refer to Section 6.3.2) which is a slight increase compared to 2013/14 (n=678). Of those referrals, 29% accounts for all mental health concerns, and 22% accounts for all musculoskeletal injuries and fractures. This correlates with the top two reasons for sickness absence (refer to Section 6.2.4).

Of those musculoskeletal injuries and fractures the majority are attributed to non-work related reasons. Only 1% of occupational health referrals relate to work-related musculoskeletal concerns compared to 17% to non-work relation musculoskeletal concerns.

The number of management referrals has increased by 4.7% compared to last year.

6.3.2 WFRS Occupational Health Trend Analysis

Within Fire and Rescue there were 171 new management referrals.

6.3.3 Summary on findings

The combined corporate total of occupational health referrals is 881 (including WFRS) which is a 3.5% increase compared to 2013/14 (n=849).

For those who were seen by Occupational Health (Team Prevent and WFRS), the top 5 reasons for new referrals are as follows:

- I. Medical conditions;
- II. Musculoskeletal problems (work-related and non-work related);
- III. Mental health (includes, work-related stress, depression, mental ill health and non-work related stress)
- IV. Surgical procedures

The occupational health statistics are being monitored at the Occupational Health User Group from a contract management perspective, and at the Health and Wellbeing Forum (chaired by Health, Safety & Wellbeing Service) to identify trends and action (see also Section 5.1.1.2). Recommendations will be fed back to the Head of HR&OD.

7.0 Health, Safety and Wellbeing for 2015-16

The following priority areas will continue in 2015-16:

- To continue to work towards the corporate health, safety and wellbeing strategy.
- To continue the implementation of the Workplace Health and Wellbeing Action Plan
- To continue to produce and monitor Group Health and Safety Action Plans annually.
- To continue to produce quarterly GLT health and safety reports.
- To continue to provide relevant health and safety performance information to Resources Group performance management process.
- To undertake proactive monitoring in the form of workplace inspections and audits to measure compliance with health and safety standards and statutory requirements will continue.
- To start producing quarterly health and safety updates for manager.

8.0 Conclusion

During 2014/15 the HS&W Service has continued to deliver a proactive and professional service to the whole of the County Council; providing a competent and efficient advisory and support function to Directors, Heads of Service, Managers/Headteachers and employees.

Key areas of work include the update of the corporate health and safety policy and the successful communication strategy to inform managers and employees of their responsibilities. In support of this revised policy, the manager health and safety training session has been reinvigorated, and the inclusion of a 'leading for health and safety' session demonstrates commitment to health and safety across the County Council. All sessions will include messages around safety culture, and the important part that managers play to build a positive safety culture.

In response to the HSE's sensible risk campaign, the Health, Safety and Wellbeing Service continue to review and revise policies with the aim to ensure the content is streamlined and adopts the HSE's sensible and proportionate approach to risk management.

The revised rolling audit process is in recognition of health and safety importance by ensuring our management system is being implemented

throughout the County Council at a Business Unit/Service/Team level dependent on the activities/risk.

Reactive monitoring in the form of accident reporting/investigation and the assessment of trends has identified a slight reduction in accidents/incidents. Following the launch of the new Accident/Incident Reporting System we can anticipate an increase in reporting due to raised awareness.

Finally, the County Councils contravention of Fee For Intervention for a 'material breach of health and safety' on this occasion did not escalate to a high cost by way of HSE costs recouped; however, it did cost the Council in officer time spent on the recommendations. It also serves as a useful reminder that HSE will take appropriate action as they see fit. The County Council's approach to health and safety management should be proactive, and the Health, Safety and Wellbeing Service will continue to communicate this message and strive for continuous improvement. The importance of this approach is reflected in the County Council health, safety and wellbeing strategy and priority areas for 2015-16 (Section 7).

Background Papers (Please list below, with electronic links where applicable)

None applicable

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APPENDICIES

- Appendix 1 – Corporate Health, Safety and Wellbeing Strategic Framework
- Appendix 2 – Health, Safety and Wellbeing Strategy 2013-18 (including Action Plan)
- Appendix 3 – Accident/Incident Statistic Trend Analysis
- Appendix 4 - Corporate Occupational Health Trend Analysis

Appendix 1-Warwickshire County Council – Corporate Health, Safety and Wellbeing Strategic Framework 2014-18

WCC	Plan – Establish standards for health and safety management based on risk assessment and legal compliance through policy and planning		Do – implement plans to achieve the objectives/standards that have been set through risk profiling and organisation for health and safety		Check – measure progress with plans and compliance standards	Act – review against objectives and standards and take appropriate action		
	Vision	Policy	Organising	Arrangements (implementing the plans)	Measuring performance	Reviewing performance	Auditing	Continuous improvement
Corporate (strategic)	<ul style="list-style-type: none"> Striving for excellence in health, safety and wellbeing performance and management Effective H&S management system Positive H&S culture Be a 'good employer' Safety and protection for residents Safe activities and place of work Legally compliant Continuous improvement 	WCC Health and Safety Policy Corporate topic based H&S Policies and supporting documentation Corporate HSW Strategy Occupational HSW strategy	H&S policies detail the relevant and required roles, responsibilities and competence Policy consultation H&S Joint consultative Committee (JCC) Corporate Training Matrix and training provision	H&S Policies detail corporate arrangements (particularly assessment of risk) and control strategies Business planning/risk management Management processes (e.g. appraisals, 1:1's) Visible leadership and commitment for H&S	Resources Group HR&OD performance indicators HSW Service KPI's HR&OD and Employee Relations Business Plan Corporate HSW Strategy H&S Policies detail corporate arrangements for measuring performance	Corporate annual HSW report H&S JCC, OH User Group and Staff Care Protocol to review relevant data/ trends and taking action	Internal audit of H&S management system (independent) HSW audit procedure - regime developed and considers corporate level detail	Through review/audit and taking appropriate action Learn from experience Actively identifying and implementing changes nationally and regionally
Group	<ul style="list-style-type: none"> Prevention of occupational incidents, injury, ill health Positive H&S culture Sensible risk management Safe workplace Safe activities/ service delivery Legally compliant 	Statement of H&S intent Group H&S Action Plan Implement corporate H&S policies	Implement corporate H&S policies and inform employees of their roles and responsibilities H&S on meeting agendas Communication channels in place Group training needs analysis	Visible H&S Leadership and management Consider H&S with other business risks Consider H&S at planning stage of any new work/changes/ decision making Business planning process	Group H&S performance indicators (i.e. in business plans, appraisals, etc)	Group HSW quarterly updates Monitoring statistics and taking action	Implementation of H&S audit procedure - regime pertinent to Group	Internal review dates on documents Revisit action plans and policies
Local (operational)	<ul style="list-style-type: none"> Prevention of occupational incidents, injury, ill health Safe activities and workplace Positive H&S culture Safe, motivated, competent staff Good communication, worker involvement and cooperation 	F&R Service Order's School H&S standards Local H&S arrangements (i.e. procedures, processes, safe systems of work, etc) to implement corporate H&S policies	Compliance with H&S policy/ F&R Service Orders/ School H&S Standards Informed employees Training needs analysis and relevant training provided H&S on team meeting agenda H&S considered in appraisal system Business planning	Risk assessment process for activity/ process/ operation significant risks Sensible risk management with arrangements (procedures, safe systems of work and processes) in place Accident/Incident/ near miss reporting, investigation and action Implement local arrangements	Undertake H&S workplace inspections Undertake visual observations and take action accordingly (day-to-day management of H&S) Investigate incidents and take action	Risk assessment review Monitor incident/ accident/ ill health data and take action Taking action on inspection and audit findings	H&S audit procedure at local level Take appropriate action as identified in audit process	

Appendix 2



Corporate Health, Safety and Wellbeing Strategy 2013-18

Version 2

Prepared by:	Ruth Wilkinson, Corporate Health, Safety and Wellbeing Manager
Endorsement:	Corporate Health and Safety Champion Corporate Board
Initial date:	April 2013
Date of this review:	June 2015

Introduction

In compliance with The Management of Health and Safety at Work Regulations, *Regulation 7: Health and Safety Assistance*, Warwickshire County Council (WCC) has appointed health and safety professionals within the Health, Safety and Wellbeing Service (HSW) as the competent persons to assist the employing body in taking the measures needed to comply with relevant legislation. The HSW Service is therefore the competent health and safety advice for all WCC employees, and is led by the Corporate Health, Safety and Wellbeing Manager. Roles and responsibilities for managing health and safety within WCC have been assigned accordingly through the WCC Health and Safety Policy and corporate-topic based policies.

To assist with legislative compliance, WCC has written this strategy in accordance with the Health and Safety Executive's (HSE), *Managing for Health and Safety*, HS(G) 65 publication, as the County Council has adopted this as our occupational health and safety management system. This management system enables WCC to put in place suitable arrangements/framework for health and safety so that it can be suitably embedded throughout the organisational structure.

The strategy is also mindful of the National legislative reviews and forthcoming changes to the health and safety legal framework. To date we have considered the Lord Young

report 'Common Sense – Common Safety' and Professor Löfstedt's report 'Reclaiming health and safety for all: An independent review of health and safety regulation'. The HSW Service will continue to keep up-to-date with the health and safety legislative requirements applicable to WCC and to monitor forthcoming changes. HSW Service will advise management on these changes accordingly, and follow the process for effective implementation into WCC Policy as required.

This strategy strives to meet the WCC Health and Safety Policy aims and objectives; in addition to assisting WCC in meeting the ambitions stated within the Corporate Business Plan. Namely the key priorities for safety and protection (Ambition 2) for the residents of Warwickshire; and for WCC to be a good employer (Ambition 7). As well as assisting with legal compliance, meeting moral duties, and business benefits; the work of the HSW Service impacts on the efficacy of reaching these corporate ambitions.

The Corporate Health, Safety and Wellbeing Strategy 2013-18 will therefore focus on the priority areas for WCC which are: developing a positive health and safety culture, raising the profile of health and safety, integrating traditional health and safety with occupational health and wellbeing, defining and developing the management system to ensure WCC meets statutory legal requirements, advising/informing managers and employees on the roles they play for health and safety, and by providing a more resilient in-house H&S advisory service to meet the needs of WCC's occupational health, safety and wellbeing risks.

This strategy therefore outlines these key priority areas in more detail, and provides a supporting action plan to help drive them forward.

Corporate Key Priority Areas

1. To develop and promote a positive health and safety culture (C1)

WCC will promote a positive health and safety culture based on the key elements required for effective health and safety management, and HSE information/guidance and direction. In order to meet this aim, we will develop and implement our health and safety strategies in accordance with the below key factors:

- Leadership and Management
- Employee involvement
- Competence of workforce (trained/skilled)
- Clear communication

The main focus will therefore be to ensure everyone is informed, and is clear and understands their health and safety roles and responsibilities. Effective health and safety performance is driven from the top via senior leadership teams through active leadership. Therefore stronger links will be made with Group Leadership Teams (GLTs) through Group health & safety action plans, feedback on performance (i.e. annual reports) and through communication channels. With effective communication and active leadership, health and safety can be considered, planned for, and impacts remedied at the appropriate stage of any activity, new work, initiatives or changes. Therefore, we will continue to strive for health and safety to be considered and managed as other core business risk(s).

We recognise that worker involvement, consultation and communication are key for effective health and safety management. HSW Service will therefore implement a communication plan and continue to consult with the Health and Safety Appointed Trade Union Representatives and consider other consultation routes as appropriate/required.

The attainment of relevant health and safety competencies are essential in developing a health and safety culture. The HSW Service will continue to develop, provide, advise on Corporate/Group training requirements at the organisational/strategic level based on an overarching corporate training needs analysis (this process will also need to be undertaken locally and HSW Service can provide support to managers).

HSW Service will continue to develop and improve the health and safety management system, and provide clarity on the levels of implementation throughout WCC. The first step in providing clarity is through this strategy and the revision of the Corporate Health and Safety Policy and the accompanying occupational health, safety and wellbeing framework for WCC.

2. Raising the profile of health and safety (C2)

The HSW Service recognises that health and safety has had negative press over recent years; and supports the HSE's sensible risk management campaign, and myth busting agenda which includes the recent launch of the myth buster challenge panel.

The HSW service will continue to raise the profile of health and safety through the provision of a resilient and quality/professional service with a clear vision, aims and objectives, and key performance indicators. The communication plan and Group health & safety action plans will be the key tools in helping the HSW service raise the profile.

Feedback on the HSW service will be obtained and actioned accordingly.

3. Integrate health and safety with occupational health and wellbeing (C3)

The HSW Service recognises the health and safety issues and challenges within WCC and nationally. The HSW service re-structure has accounted for strategic consideration and direction for occupational health and wellbeing within the workplace; as well as providing a more resilient in-house health and safety advisory service to meet the current and changing needs of WCC. The service provision is therefore inclusive of health, safety and wellbeing; and has working links with our Occupational Health Providers, HR & Organisational Development teams, Public Health, Facilities Management, and other relevant services.

The HSW service offers proactive advice, policy, guidance and tools for the management of occupational health and wellbeing risks; and also short term support and counselling which enables employees to receive support whilst remaining at work; or assist employees in returning to work sooner.

An occupational health, safety and wellbeing strategy will be developed to move forward the occupational health and wellbeing objectives within this strategy, and continue to embed the synergies between health and safety and wellbeing.

Stronger links with Facilities Management will be made to co-ordinate efforts for the building health and safety requirements.

4. Develop and maintain an effective health and safety management system (C4)

Auditing is a key aspect of ensuring that health and safety legislation is adhered to. WCC has a statutory obligation under the Management of Health and Safety at Work Regulations to monitor and review the protective measures put in place for health and safety at work. As the organisation has changed since the previous bi-annual health and safety audit was reviewed/ undertaken, therefore the audit regime will be reviewed in preparedness for 2013/14. The revised workplace health and safety inspection policy will be launched and implemented so as to ensure a consistent, risk based approach to the identification and management of physical workplace hazards.

The occupational health and safety management system will be monitored via the HSW GANTT chart; and in priority order, and in response to the legal requirements place on WCC. The main focus will always be on continuous improvement and making sure the advice/documentation that we provide is current, clear, competent and sensible.

To help provide clarity on the system and how it is implemented and embedded throughout WCC, refer to the HSW framework within the Corporate Health and Safety Policy.

5. Advising managers and employees on their roles and responsibilities for health and safety (C5)

The HSW Service will review and improve how we communicate with our customers. This will include a review of our current training provision to ensure clarity on what it is we want our customers to know or take away with them (i.e. their role, responsibilities and skills to be implemented).

The service will also promote what we provide and emphasise that managers manage health and safety locally/ on a day-to-day basis and inform all employees that they also have responsibilities.

The communication plan will drive this forward and provide key information to target audiences. Improved corporate training provision will enable teams to obtain bespoke training that will be tailored to their needs.

Corporate Health, Safety and Wellbeing Action Plan 2013-18

Produced by: Ruth Wilkinson, Corporate Health, Safety & Wellbeing Manager (CHS&WM)

Objective: To strategically outline how WCC will achieve our statutory obligations and achieve our WCC Health and Safety (H&S) Policy aims/ objectives and thus strive for excellence in health and safety management and performance.

Key Objectives	Action No.	Required Action	Implementation method	Responsible Person	R-A-G Alert against action
To develop and promote a positive health and safety culture	C1	Implement all elements of management system across the organisation	Group health and safety action plans Competent in-house health and safety assistance through Senior H&S Advisor	GLTs	
		Visible leadership commitment to health and safety	Consideration of health and safety at planning and implementation stage, and in line with other business objectives, and good downward communication.	Heads of Service	
		Sensible risk management and employees informed	Risk assessment process	Managers	
			Local arrangements	Managers	

Key Objectives	Action No.	Required Action	Implementation method	Responsible Person	R-A-G Alert against action
		<p>Worker involvement, communication, cooperation, and consultation with employees</p> <p>Health and safety discussed at team meetings</p> <p>Competent employees</p>	<p>Standing agenda item</p> <p>Training needs analysis</p>	<p>GLT/Managers</p> <p>Managers</p>	
Raise the profile of health and safety	C2	<p>Visible leadership and commitment to health and safety</p> <p>Worker involvement</p> <p>Awareness of health and safety roles and responsibilities</p> <p>Seek feedback on service</p>	<p>As above</p> <p>Senior H&S Advisors to liaise with Heads of Service</p> <p>Local arrangements HSW Service communication plan, employees are briefed by managers as relevant</p> <p>Evaluation of service provided</p>	<p>GLTs</p> <p>GLT/ Service manager</p> <p>HSW</p> <p>HSW/ Resources Group service evaluation</p>	
Integrate H&S with occupational health and wellbeing	C3	Identify and plan for the reduction/prevention of the main risks in occupational health and safety	Develop occupational health, safety and wellbeing strategy for WCC	Corporate Health Safety and Wellbeing Manager, Staff	

Key Objectives	Action No.	Required Action	Implementation method	Responsible Person	R-A-G Alert against action
		<p>To specifically target key work-related health issues with arrangements in place</p> <p>Develop, monitor and review new and existing policies as necessary to ensure legal compliance and WCC best practice for example these include: stress, DSE, health surveillance, infection control, hazardous substances, noise, vibration</p> <p>Consult, communicate and cooperate with other relevant WCC services</p>	<p>As above</p> <p>As above</p> <p>As above and through policy consultation and meeting regime</p>	<p>HSW Advisor</p> <p>Corporate HSW Manager</p>	
Develop and maintain an effective occupational health and safety management system	C4	<p>Competent health and safety assistance provided through HSW Service</p> <p>Implement effective audit regime to meet Group requirements</p> <p>Health and safety policy development and implementation to ensure legal</p>	<p>HSW Service with required competence</p> <p>Review and amend H&S audit policy and procedures Group Health and Safety Plan</p> <p>HSW service, consultation process, communication plan, HSW GANTT</p>	<p>Corporate Health Safety and Wellbeing Manager</p> <p>HSW</p> <p>GLT/ HSW</p> <p>HSW</p>	

Key Objectives	Action No.	Required Action	Implementation method	Responsible Person	R-A-G Alert against action
		compliance and WCC best practice Undertake H&S workplace inspections	WCC H&S workplace inspection policy and procedures	Managers	
Advise managers and employees on their roles and responsibilities for health and safety	C5	Provide relevant information on policy, through training, and updates Effective downward and upward communication in Groups	HSW Service through communication plan and training provision/ feedback Local group arrangements	HSW GLTs	

Measure of success			
Target % (percentage of all required action achieved)	Actual % (as of 31 March 2018 utilising H&S audit findings)	Overall R-A-G Alert	Comment(s)
80%			

Appendix 3 - Accident/ Incident Trend Analysis

Overview

There were a total of 1178 reported accidents/incidents across all four Groups. A breakdown of the combined total employee and non-employee (members of the public, pupils, customers) accidents per Group are as follows:

Group	2014-15
People Group	130
Resources Group	114
Communities Group	159
Schools (Community and Voluntary Controlled)	595
Fire and Rescue	180
Total	1178

The previous yearly data has not been included due to the information being presented in the old structure of 'children's services' and 'adult services'. The largest reduction in reported incidents is within schools. This is a continuing trend in recent years due to schools converting to Academy status.

Year-on-year comparators are given below:

Year	Total number of accidents	% change
2009/10	1942	-
2010/11	2276	+ 17%
2011/12	2033	-12%
2012/13	2012	-1%
2013/14	1211	-40%
2014/15	1178	-2.7%

This equates to a 2.7% decrease (this equates to n=33).

Employee accident reports

The number of accident reports for our employees only, are as follows:

Group	2014-15	Injury Incidence Rate [^]
People Group	89	419 per 10,000
Resources Group	101	491 per 10,000
Communities Group	85	1,001 per 10,000
Schools (Community and Voluntary Controlled)	176	217 per 10,000
Fire and Rescue	59	1,255 per 10,000
Total	510	375 per 10,000 employees. Ave.

[^]The Injury Incidence rate is calculated using the following formula = (No. reported incidents in the year / average no. employed during the year) x 10,000. This gives the rate

per 10,000 employees. The formula makes no allowance for variation in part-time or full time. The headcount figures for 2014/15 used for this report are: Communities n=849, people n=2123, Resources n=2055, Fire n=470, community schools n=6490, and voluntary controlled schools n=1604.

The highest incident rate exists within Fire and Rescue.

Fire and Rescue operates within hazardous environments as part of its daily work. These environments are not owned or operated by the authority which means we are often unable to control the risks associated with the building, its contents, people or location. The hazardous environments and the need for rapid intervention to save life and reduce property damage do increase the likelihood of injuries despite high levels of training, personal protective equipment and safe systems of work. The training Fire & Rescue provides to its operational staff must be realistic, it is often physically demanding and takes place in hostile training environments. Although more controlled than an actual incident the potential for injuries is ever present.

Appendix 4

Occupational health trend analysis – excluding WFRS

Groups (excluding F&RS)	2013/14	2014/15
People Group	290	256
Schools (Community and Voluntary Controlled)	215	248
Communities Group	50	77
Resources Group	123	127
Other		2
Total	678	710

Management Referrals received by each Group

Extracts taken from the Team Prevent statistic report for 2014-15

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total
Null										1	1		2
1 People	27	20	23	16	19	17	27	28	22	18	10	29	256
2 Communities	4	8	7	8	5	11	9	6	6	5	3	5	77
3 Resources	9	6	9	14	6	15	12	12	11	12	7	14	127
4 Schools	27	21	20	21	3	20	17	23	28	23	16	29	248
Grand Total	67	55	59	59	33	63	65	69	67	59	37	77	710

Reason for referral across each Group

Extracts taken from the Team Prevent statistic report for 2014-15

Summary:

