# Resources and Fire & Rescue Overview and Scrutiny Committee

## 17 March 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 17 March 2016 at 2 p.m.

The agenda will be:

1.      **General**

   (1)      **Apologies**

   Councillor Neil Dirveiks (replaced by Councillor Richard Chattaway).

   (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 21 January 2016**

**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.** **2015/16 One Organisational Plan – Quarter 3**

**6.** **WCC Project and Programme Management Update**

A report which provides an update on the project and programme management processes used at WCC and makes recommendations to consider areas for further scrutiny, where appropriate.

**7.** **Infrastructure Funding**

A report noting the current position relating to developer contributions.

**8.** **Update on the development of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire**

A report noting the progress of the MASH and a recommendation for a further report in 6 months' time following the implementation of the MASH.

**9.** **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).

**10.    Date of Next Meeting**

The next meeting of the committee has been scheduled for 18 May 2016, commencing at 2:00pm in Committee Room 2.

<div align="right">

Jim Graham
Chief Executive
Shire Hall
Warwick

</div>

## Resources and Fire and Rescue 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:
Helen Barnsley, Democratic Services Officer
Tel: 01926 412323, e-mail: helenbarnsley@warwickshire.gov.uk

# Minutes of the meeting of the
# Resources and Fire & Rescue Overview and Scrutiny Committee
# held on 21 January 2016

**Present:**

**Members of the Committee**
Councillors John Appleton, , Peter Fowler, John Holland, , Keith Kondakor,
Phillip Morris-Jones, Chris Saint, Matt Western (Chair)

**Other County Councillors**
Alan Cockburn, Deputy Leader
Kam Kaur, Portfolio Holder, Customers
John Whitehouse
Wallace Redford
Howard Roberts

**Officers**

Helen Barnsley, Democratic Services Officer
David Carter, Strategic Director, Resources Group
Tonino Ciuffini, Head of Information Assets
Andy Dunn, HR Business Partner (Communities)
Sue Evans, Head of HR and Organisational Development
Stephanie Gardner, Corporate Projects Delivery Manager
Allison Lehky, Workforce Strategy and Organisational Development Manager
Andrew Lovegrove, Head of Corporate Financial Services
Ian Litton, Strategy Programme & Information Manager
Rob Moyney, Assistant Chief Fire Officer
Gill Page, Project Officer, Customer Service
Jane Pollard, Legal Services Manager
Harpreet Rai, PA to the Chief Executive
Ruth Wilkinson, Corporate Health, Safety & Wellbeing Manager
Paul Williams, Democratic Services Team Leader.


1.    **General**

   (1)    **Apologies**

          Councillors Nicola Davies, Neil Dirveiks, Bernard Kirton, Izzi Seccombe

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

          Regarding item 3, Councillor John Whitehouse declared a non-pecuniary
          interest as Chair of the Kenilworth Centre.

          Regarding item 5, Councillor Peter Fowler declared a non-pecuniary interest
          as Vice Chair of two North Warwickshire Citizens' Advice Bureaux.

   (3)    **Minutes of the meeting held on 3 December 2015**

          The Committee agreed that the minutes of the meeting held on 3 December
          2015 be signed as a correct record.

          The following points were made under matters arising.

- Councillor John Appleton requested an update on progress with the Warwickshire MASH project. It was agreed that a report should be presented to the committee's 17 March meeting although any matters pertaining to the IT architecture for the MASH project could be picked up under item 8 of the 21 January agenda.
- Updates were provided on briefing notes requested previously. It was noted that a note on "slippage" remained outstanding.
- It was requested that consideration be given to the presentation of a report on peppercorn rents and the impact of the reduction of their provision being presented to the March 17 meeting.
- The committee was reminded that it had previously agreed that reporting on performance against the One Organisation Plan targets should be based on exceptions. There had been some confusion over this at the December meeting.

## 2.    Public Question Time

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

## 3.    Questions to Cabinet and Portfolio Holders

In response to a question from Councillor John Whitehouse the committee was informed that the Cabinet report on property disposal protocols had been deferred to February or March 2016 as more time was required to refine its content. Councillor Alan Cockburn (Deputy Leader) emphasised the need to ensure that any protocol addressed the issue of social value and that any organisation benefiting from a peppercorn rent could demonstrate that its activity was of value to the community.

Councillor Keith Kondakor requested that when bidding for European funding to support the development of broadband a balance be struck between rural areas and urban areas. He added that whilst there is rightly a drive to provide a fast broadband service for rural areas, there remain a number of urban areas that are poorly served by broadband.

## 4.    Work Programme 2015/16

Councillor Matt Western (Chair) explained that given the short period that had elapsed since the previous meeting of the committee it had been decided not to request a further report on performance against the One Organisation Plan for this one. The committee requested an update report in March.

From the published work programme the Chair drew attention to the three matters scheduled for consideration on 17 March. These were,

- Project management and major projects
- The One Organisation Plan update
- Emerging Local Plans and their implications for Councils.

There followed a brief discussion on developer funding. On the advice of the Chair it was agreed to defer the debate pending the report in March.

Councillor Matt Western reminded members that they had received a briefing note on the "City Deal" and the Local Enterprise Partnership. Whilst he welcomed the

headline messages contained in the note he suggested that a full report should be provided to the committee detailing how the LEP resources are being used and how this is benefitting local communities. Following a request from Councillor Kondakor it was agreed that the report should provide a geographical breakdown of where the resources are being used.

The committee was reminded that a briefing note on the move by Government of fire and rescue services to the Home Office had been circulated by the Chief Fire Office. It was also reported that a proposal was being considered for fire and rescue services to come under the control of Police and Crime Commissioners. Members requested that consideration be given to a report on these two aspects of the Fire and Rescue service be presented to the March meeting.

**Resolved**

That the Committee:

1)  Agrees the update 2015-16 Work Programme and makes any additional comments or changes, as required; and

2)  Notes the scheduled future meeting dates.

5.      **Update Report on the Warwickshire Local Welfare Scheme**

David Carter (Strategic Director, Resources) introduced the report explaining that the scheme was both reactive (supporting people through any crises they might encounter) and proactive (seeking to develop initiatives that can help people avoid getting into a crisis situation). Gill Page (Project Officer, Customer Service), responding to questions from Councillor Phillip Morris-Jones, informed the committee that food for the Local Welfare Scheme comes as donations from supermarkets and the public. The "FareShare Food" scheme sources food stuffs which for a number of reasons cannot be sold despite being fit for consumption. This can include wrongful coding of products. Councillor John Holland observed that the problems some people encounter are the result of a series of challenges in their lives. There is, therefore, often a need to address a combination of issues and not just one.

Regarding the fourth bullet point in para 2.5, Councillor Keith Kondakor expressed the view that work to develop affordable credit solutions across the county was dis-jointed and too slow. In response the committee was informed that work on this area was being undertaken by officers of the Localities and Partnership Team. It was agreed that they would be requested to provide an update to members.

It was agreed that Gill Page would provide a briefing note updating members on take up of the scheme by district.

It was noted that the "Lunch for Free" scheme had been introduced prior to the launch of universal free school meals but that it will continue to the end of the academic year.

**Resolved**

That the Committee notes the report.

6. **Consultation and Engagement**

Stephanie Gardner (Corporate Projects Delivery Manager) introduced the published report summarising its key elements.

Councillor Keith Kondakor welcomed the report but suggested that whilst there are examples of good consultation undertaken by the County Council there are also some that are not satisfactory. In particular he cited the recent consultation exercise concerning the Bermuda Connection project in Nuneaton which he considered to be skewed in favour of one particular option. The committee was particularly keen to see greater consistency of consultation across the authority.

Councillor John Whitehouse suggested that consultation around Road Traffic Orders would be enhanced if it sought responses both for and against proposals. (Currently only objections are sought). This was noted although the committee was informed that the wording of Traffic Order notices was set out by legislation.

Councillor John Whitehouse suggested that many people regard consultation, not as a genuine desire to establish peoples' views but as a statement of intent. A possible solution is to present people with open questions rather than presenting them with closed statements. In addition it is important to provide feedback to consultees explaining why a particular decision has been taken.

The importance of consultation on local (as opposed to county-wide) issues was highlighted. Attention was drawn to the Local Councils Charter and the expectation that Parish and Town Councils will be fully consulted on proposals that affect them. The use of social media (eg Facebook) was commended but caution was advised as the views expressed by these methods may not always be representative of the whole community.

**Resolved**

That the Committee notes the report outlining the process and procedure for consultations.

7. **Treasury Management Monitoring Report**

Andrew Lovegrove (Head of Corporate Financial Services) introduced the published report.

In response to a question from Councillor Saint the committee was told that investments in the money market/external funds give a lower return than property because they are short term. They provide a degree of flexibility but as a consequence are not eligible for higher rates of interest.

Members asked for information regarding returns from property and the impact of the Property Rationalisation Programme. David Carter informed the meeting that most of the property vacated by the County Council had either been leased or was in poor condition.

Regarding the in-year capital financing requirement the committee was informed that whilst appearing to "spike" in 2015/16 (Appendix A) this is due to reporting methods and is not due to in-year slippage.

It was acknowledged that despite previous forecasts, interest rates are unlikely to rise in the short or medium term.

**Resolved**

That the Committee notes the report on Treasury Management in respect of 2015-16 to date.

8. **WCC IT Systems – Fitness for Purpose**

Ian Litton (Strategy Programme & Information Manager) introduced the report setting out the key elements regarding partnership working, data management, the needs of a modern and flexible workforce and the development of high quality on line systems. The challenges presented by silo-based working were explored as were upcoming issues around devolution and combined working. In order to help understand the IT landscape Councillor Western requested that officers provide an IT map. This should indicate how different IT systems communicate with each other and with partner agencies.

The committee was told that the Clinical Commissioning Groups were developing "digital road maps" to demonstrate the links between health and social care.

Councillor John Holland asked whether it would be possible to develop a mapping system that indicates to officers, councillors and the public projects that are planned or underway. In response, members were informed that this is already done for highways maintenance works. However other information is not necessarily contained in compatible databases.

Members commended the work undertaken to date but questioned how far along the journey the council was. There was also the question of how much engagement end users have in the IT development process. With regard progress the committee was informed that whilst the Council is ahead of others, there remain a number of "legacy systems" eg HRMS, that remain to be addressed. The social care system is currently being moved after 20 years and a considerable amount of work has been done with the highway maintenance contractors to ensure effective IT compatibility.

Councillor John Appleton suggested that the key to effective IT is usability and reliability. He added that whilst commonality is a commendable objective the use by organisations of different systems will make this a major challenge. This was acknowledged by Tonino Ciuffini (Head of Information Assets) who stated that organisations will need to be prepared to surrender aspects of their systems if they are to be able to work effectively together. TechUK is working to develop a charter for commonality and there is a move to work only with suppliers who themselves are working towards commonality of systems.

Councillor Kondakor suggested that IT at the County Council is ten years ahead of some district and borough councils. He reminded members of the "Open Data" initiative that had been promoted previously adding that this could be revisited.

**Resolved**

That the Committee endorses the approach being taken to improve the quality of our IT Systems.

9.     **Operational Performance of Warwickshire Fire & Rescue Service**

Rob Moyney, Assistant Chief Fire Officer, informed the committee that in 2014/15 the Warwickshire Fire and Rescue Service was the best performing Service in the country. It had the lowest level of accidental dwelling fires in the country and the second lowest level of non-domestic fires.

Councillor Phillip Morris-Jones welcomed the results but, highlighting high levels of deliberate fires, asked what could be done to address these. In reply the committee was informed that there is currently no technology that can reduce these figures. However the Fire and Rescue Service is working with partners in particular areas; accessing hard to reach locations by bicycle and focusing on key communities.

It was agreed that a note would be provided to the committee setting out the geographical distribution of fires and other incidents.

Regarding road traffic accidents there remain around a dozen locations that can be considered hot-spots. Work is ongoing with partners to identify what action can be undertaken to reduce the dangers at these sites.

The benefits of sprinkler systems in domestic properties were acknowledged. Recognising that current regulations do not require the installation of sprinklers in new-build properties Councillor Peter Fowler undertook to ask the Portfolio Holder for Community Safety to write to Government requesting fresh consideration of th matter.

**Resolved**

That the Committee notes the contents of the report.

10.    **Absence, Health, Safety and Welfare**

Allison Lehky (Workforce Strategy and Organisational Development Manager) explained the regular reporting of absence and health and safety performance to the Council's Staff and Pensions Committee.

The Council's approach to managing stress was outlined to members. It was noted that those who work in teams experience lower levels of stress than those who work alone. People experiencing stress may be referred the Occupational Health Services although it needed to be acknowledged that not all stress arises in the workplace.

Where teams are moving towards modern and flexible working, HR staff work to assist them on the transition. To date no evidence has been found that Modern and Flexible working has led to health problems and increased absenteeism.

Considerable efforts have been made to address issues around manual handling and the injuries this can cause. Training is provided to staff as well as the right equipment which itself is subject to a maintenance programme.

Comparison of absence figures between the public and private sector is not easy owing to the different ways it is measured. For example small private companies may not use the same robust approach to recording sickness that the public sector is required to follow. Regarding comparisons between Warwickshire Councils, members asked that the data for sickness levels at Warwick District be provided. Andy Dunn agreed to this.

**Resolved**

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

## 11. Urgent Matters

None.

## 12. Date of Next Meeting

The date of the next Resources and Fire & Rescue Overview and Scrutiny Committee was confirmed as 17 March 2016 at 2 p.m. in CR2, Shire Hall.

The meeting rose at 15.58.

…………………………..
Chair

# Resources and Fire & Rescue
# Overview and Scrutiny Committee

# 17 March 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 communications | Resources Chief Fire Officer | Deputy Leader Community Safety Customers |

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 18 May 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 2pm on the following dates:

- 18 May 2016
- 13 July 2016
- 15 September 2016

**Background papers**

None

**Appendices:**

Appendix A – Work Programme 2015/16

|  | Name | Contact details |
|---|---|---|
| **Report Author** | Helen Barnsley | helenbarnsley@warwickshire.gov.uk<br>01926 412323 |
| **Head of Service** | Sarah Duxbury | sarahduxbury@warwickshire.gov.uk<br>01926 412090 |
| **Strategic Director** | David Carter | davidcarter@warwickshire.gov.uk<br>01926 412564 |

| 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. |
| 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 |
| One Organisation Plan | Quarterly Progress report. | 3 December 2015 | 17 March 2016 |
| Update on the development of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire | A report noting the progress of the MASH and a recommendation for a further report in 6 months' time following the implementation of the MASH | N/A | 17 March 2016 |
| Infrastructure Funding | A report noting the current position relating to developer contributions. | N/A | 17 March 2016 |
| Peer Review Integrated Action Plan | 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 on 14th April 2016 | N/A | 18 May 2016 |
| Fire and Rescue Service – changes to Governance arrangements | A report to explain the impact on the Fire and Rescue service of it coming under the Home Office and proposals for Fire and Rescue to come under the strategic control of the Police and Crime Commissioner | N/A | 18 May 2016 |
| 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. | Early 2017 to review effectiveness of new property disposal protocols (March 2016) |

**Reports Recently Received by the Committee**

| Item | Report detail | Date of last report |
|---|---|---|
| Warwickshire Local Welfare Scheme | A report to update members on the Warwickshire Local Welfare Scheme and its implementation. | 21 January 2016 |
| Consultation and Engagement | A report that explains to members the County Council's approach to consultation and engagement | 21 January 2016 |
| Treasury Management | A report that updates the committee on Treasury Management | 21 January 2016 |
| WCC IT Systems – Fit for Purpose | At their work programme event in July 2015 the Corporate Services O&S committee requested a report about WCC's IT system , whether they are fit for purpose and capable of sharing information across different services – this report has been written to satisfy that request. | 21 January 2016 |
| A report on the operation performance of Warwickshire Fire and Rescue Service | A report that summarises Warwickshire Fire and Rescue performance against key incident categories in comparison to the other 45 English Fire and Rescue services. | 21 January 2016 |
| Absence, Health & Safety and Welfare | A report that updates the committee on performance information in relation to employee sickness absence health safety and wellbeing. | 21 January 2016 |
| Future Reporting of the One Organisation Plan | A report that proposed new ways of reporting progress on the delivery of the OOP – Elizabeth Abbott | 3 December 2015 |
| 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 |
|---|---|---|---|
| Warwickshire Local Welfare Scheme | Update from the Localities and Partnerships Team on the development of affordable credit solutions | 21 January 2016 | 11 February 2016 |
| WCC IT Systems | IT map showing how different IT Systems communicate with each other and partner agencies | 21 January 2016 | 26 February 2016 |
| Fire and Rescue Service | Briefing note to be provided setting out geographical distribution of fires and other incidents | 21 January 2016 | 18 February 2016 |
| Absence Report | Note to committee on absence levels at Warwick District Council | 21 January 2016 | 2 March 2016 |

## Briefing Notes – Awaited

| Item | Briefing Note detail | Date requested | Date circulated |
|---|---|---|---|
| Warwickshire Local Welfare Scheme | Up to date figures on take up of Warwickshire Local Welfare scheme by District. | 21 January 2016 | 18 May 2016 |
| | | | |
| | | | |
| | | | |
| | | | |

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

**17 March 2016**

**One Organisational Plan Quarter 3 (Year 2) Progress Report:
April 2015 – December 2015**

### Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers the key messages set out in the report and asks questions in relation to its content and make recommendations as consider appropriate.

## 1.    Introduction

1.1.   The One Organisational Plan Progress Report for April – December 2015 was consider by Cabinet on 26th January 2016 and reported on the overall key messages.

1.2.   The following report provides specific commentary in relation to each of the areas within the OOP that come under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and have been drawn from the Cabinet report.

1.3.   A summary of progress on the elements that make up the One Organisational Plan is also provided in section 9 of this report and are available via the supporting papers link attached in section 10 and the Member Information Dashboard.

## 2. Resources and Fire & Rescue: Outcomes Framework

2.1 The following One Organisational Plan Outcomes are specific to the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee. Performance at the end of Q3 is drawn from just those Key Business Measures that also come under the remit of this committee and their contribution to the overall delivery of the OOP Outcomes.

2.2 The direction of travel arrows, are a reflection of performance since the start of the One Organisational Plan (2014/15). Performance results for 2015/16, indicate that the Resources and Fire & Rescue Services have maintained performance since the Mid -Year Forecasts.

.

| Outcome – Resources and Fire & Rescue | 2014/15 | | | | 2015/16 | | | Direction of Travel |
|---|---|---|---|---|---|---|---|---|
| | Qtr. 1 | Mid-Year | Qtr. 3 | Year End | Qtr 1 | Mid-Year | Qtr. 3 | |
| Our communities & individuals are safe from harm & are able to remain independent for longer | A | A | A | R | A | A | A | ⬌ |
| Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership | R | R | R | R | A | R | R | ⬌ |
| The health & wellbeing of all in Warwickshire is protected | A | G | A | A | A | A | A | ⬌ |
| Warwickshire's communities are supported by excellent communication and transport infrastructure | G | G | G | G | n/a | G | G | ⬌ |

2.3 The following section provides an update on progress to date with regards to the key performance measures that support the delivery of the outcomes that come under the remit of this committee. Trend information has been provided for the current financial year

## 3. OOP Outcomes, Key Business Measures & Performance for Resources and Fire & Rescue

| OUTCOME | 2015/16 PERFORMANCE | | | | | |
|---|---|---|---|---|---|---|
| **Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership** | **Target** | **End of Year Forecast** | **Trend** | | | **Commentary** |
| **KEY BUSINESS MEASURES** | | | **Q1** | **Q2** | **Q3** | |
| Service standards are published for all services | 100 | 100 | G | G | G | |
| % Staff expressing satisfaction with their manager as a leader | 67 | 64.42 | G | n/a | A | A full Staff Survey will be undertaken in 2016/17.The figures quoted are based on the 2014/15 staff survey results. |
| % Resident satisfaction that they are able to influence decision making in their local area | 45 | 45 | G | G | G | |
| % staff satisfaction with access to resources and information which allows them to do their job | 75.28 | 73.88 | G | n/a | A | A full Staff Survey will be undertaken in 2016/17.The figures quoted are based on the 2014/15 staff survey results. |
| % staff satisfied with the Council as an employer | 72 | 72.34 | G | G | G | |

05 OOP Quarter 3 Progress Report RF&R OSC 16.03.17

| OUTCOME | 2015/16 PERFORMANCE | | | | | |
|---|---|---|---|---|---|---|
| **Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership** | **Target** | **End of Year Forecast** | **Trend** | | | **Commentary** |
| **KEY BUSINESS MEASURES** | | | Q1 | Q2 | Q3 | |
| The Customer Journey programme is delivered on time and to budget | 100 | 50 | G | R | R | The timetable has slipped due to resourcing and staff availability at service level. |
| Maintain Customer Excellence Accreditation to ensure effective management of customer expectations | 1 | 1 | G | G | G | |
| Standards for complaint handling are met | 1 | 0.8 | R | R | R | Timescale compliance remains below standard in Social Services. Work is being undertaken with both Adult Social Care and Children's Social Care to address non-compliance. |
| % Delivery of Corporate Learning and Development Plans | 100 | 100 | G | G | G | |
| All Resources Group change activity is delivered on time & within budget | 100 | 100 | A | G | G | |
| Risks identified are managed & reviewed monthly | 100 | 100 | G | G | G | |
| Overall availability of ICT Network | 14 | 12 | G | G | G | |
| CBPM - WCC Contribution to Rural Broadband Development | 90 | 90 | n/a | G | G | |

05 OOP Quarter 3 Progress Report RF&R OSC 16.03.17

| OUTCOME | 2015/16 PERFORMANCE | | | | | |
|---|---|---|---|---|---|---|
| **Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership** | **Target** | **End of Year Forecast** | **Trend** | | | **Commentary** |
| **KEY BUSINESS MEASURES** | | | **Q1** | **Q2** | **Q3** | |
| Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16) | 90 | 90 | n/a | G | G | |
| Savings are delivered to plan | 100 | 100 | G | G | G | |
| Net Variation to budget | 0% to -2% | -3.66% | R | R | R | Details of those Business Units who have not met the net variation to budget target ( between 0% and -2%) are set out in section 4 of this report |
| Traded Services meet budgetary targets | 100 | 95.7 | R | R | A | Finance are forecasting that payroll will not meet its targets; however, Schools Finance and the Sickness Insurance scheme are on track. ICT Service are forecasting £60k under-recovery against the surplus target of £385k and they will continue to seek to reduce the shortfall over the remainder of the year. |
| Capital Programme Delivered on time & to budget | 100 | 87.5 | R | R | R | The Finance BU is responsible for highlighting major variations and suggesting to capital project service managers where remedial action needs to be taken. |
| Resources Group demonstrates value for money | 100 | 93.75 | A | A | A | This measure is made up of a composite of 3 performance measures: - Net Variation to Budget, Proportion of Service Standards Met and All Business Unit Key Activities are Delivered on Time and within Budget. |
| The Property Rationalisation Programme is delivered on time & time budget | -1017134 | -1017134 | G | G | G | |

| % of customer satisfaction with the quality of services provided | 67.5 | 70.7 | A | G | G | |
|---|---|---|---|---|---|---|

| OUTCOME | | | 2015/16 PERFORMANCE | | | |
|---|---|---|---|---|---|---|
| **Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership** | **Target** | **End of Year Forecast** | **Trend** | | | **Commentary** |
| **KEY BUSINESS MEASURES** | | | **Q1** | **Q2** | **Q3** | |
| % increase in staff engagement | 75 | 68.4 | A | R | R | The figures quoted are based on the results of the 2015/16 Staff Pulse survey. Action plans are being implemented to improve the scores. A full staff survey will be undertaken in 2016/17. |
| % of services that are commissioned to deliver against clearly defined set of outcomes (Org Health) | 100 | | R | n/a | n/a | This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group. |
| % Customer satisfaction levels | 95 | 95 | G | G | G | |
| Capital Programme - % Variance to Budget (Fire and Rescue) | | | G | R | n/a | There has been some slippage on WFRS Future Estates Programme due to the identification of suitable sites / planning issues. |

| OUTCOME | 2015/16 PERFORMANCE | | | | | |
|---|---|---|---|---|---|---|
| **The health & wellbeing of all in Warwickshire is protected** | **Target** | **End of Year Forecast** | **Trend** | | | **Commentary** |
| **KEY BUSINESS MEASURES** | | | **Q1** | **Q2** | **Q3** | |
| No of whole time firefighter vacancies (Full Time Equivalents) | 0 | 16 | n/a | R | R | The number of whole time firefighters is being managed closely. As WFRS enters the phase 2 of our Transformation programme and a new duty system is established these vacant posts will be protected and contribute to the savings without the need for compulsory job losses. |
| % competency checks completed by Managers | 100 | 100 | G | G | G | |
| % risk critical equipment replaced within 24 hours | 100 | 100 | G | G | G | |
| No of RIDDOR adverse events | 9 | 8 | G | G | G | |
| No of Level 3 and Major Risks exercises and training events undertaken | 12 | 40 | G | G | G | |

| OUTCOME | 2015/16 PERFORMANCE | | | | | |
|---|---|---|---|---|---|---|
| **Our communities & individuals are safe and protected from harm and are able to remain independent for longer** | **Target** | **End of Year Forecast** | **Trend** | | | **Commentary** |
| **KEY BUSINESS MEASURES** | | | **Q1** | **Q2** | **Q3** | |
| % RDS appliance availability | 85 | 77 | R | R | R | Attracting and maintaining Retained Dusty System (RDS) personnel continues to be a challenge at both a national and a local level. Recent recruit campaigns have successfully recruited a number of new recruits for key stations at key times and when they are fully operational, following extensive training, there will be a resulting improvement in RDS. |
| % of Home Fire Safety Checks delivered to vulnerable and targeted persons | 85 | 75 | R | R | R | As reported at Q1 the priority for the Service has been addressing new legislation requirements regarding landlords, ensuring all privately owned accommodation has a working smoke alarm. The number of HFSC's conducted remains at the targeted level, however there are a number which may not be delivered to our target groups. |
| % times an appliance arrives at life risk or property incidents within 10 minutes | 75 | 75 | G | G | G | |
| No of fire related injuries | 18 | 18 | G | G | G | |
| No. of incidents attended | 2789 | 3050 | R | A | R | The overall number of incidents is forecast to end the year over target. This is due to a rise in the number of deliberate secondary fires, where no property or vehicle is involved, experienced across the County over the period of early summer when there was a hot, dry spell of weather. Moving into the last quarter of the year a positive change in our mobilising policy to Automatic Fire Alarm incidents has resulted in an increase in this type of incident. |
| No. of people extricated from RTCs | 145 | 140 | G | G | G | |
| No. of preventable fire related deaths | 0 | 0 | G | G | G | |
| Total no of accidental dwelling fires | 159 | 159 | G | G | G | |
| Total no of fires in non-domestic premises | 83 | 83 | G | G | G | |

05 OOP Quarter 3 Progress Report RF&R OSC 16.03.17

| OUTCOME | 2015/16 PERFORMANCE | | | | | |
|---|---|---|---|---|---|---|
| Warwickshire's communities are supported by excellent communications and transport infrastructure | Target | End of Year Forecast | Trend | | | Commentary |
| KEY BUSINESS MEASURES | | | Q1 | Q2 | Q3 | |
| CBPM - WCC Contribution to Rural Broadband Development | 90 | 90 | n/a | G | G | |
| Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16) | 90 | 90 | n/a | G | G | |

## 4.    Resources and Fire & Rescue Revenue Position

**4.1**    The Council has set the following performance threshold in relation to revenue spend. A tolerance has been set of zero overspend and no more than a 2% underspend.



| | Customer Service | Finance | HR & OD | Information Assets | Law & Governance | Physical Assets | SICM | Fire & Rescue |
|---|---|---|---|---|---|---|---|---|
| Qtr 1 | -0.02% | -2.75% | -3.90% | -2.68% | -19.42% | 1.97% | 7.20% | 0.14% |
| Mid Year | -0.23% | -2.75% | -3.90% | -2.68% | -7.56% | -0.43% | 8.56% | 1.18% |
| Qtr 3 | -3.09% | -3.59% | -4.25% | -0.37% | -12.95% | -8.48% | 9.87% | -1.21% |
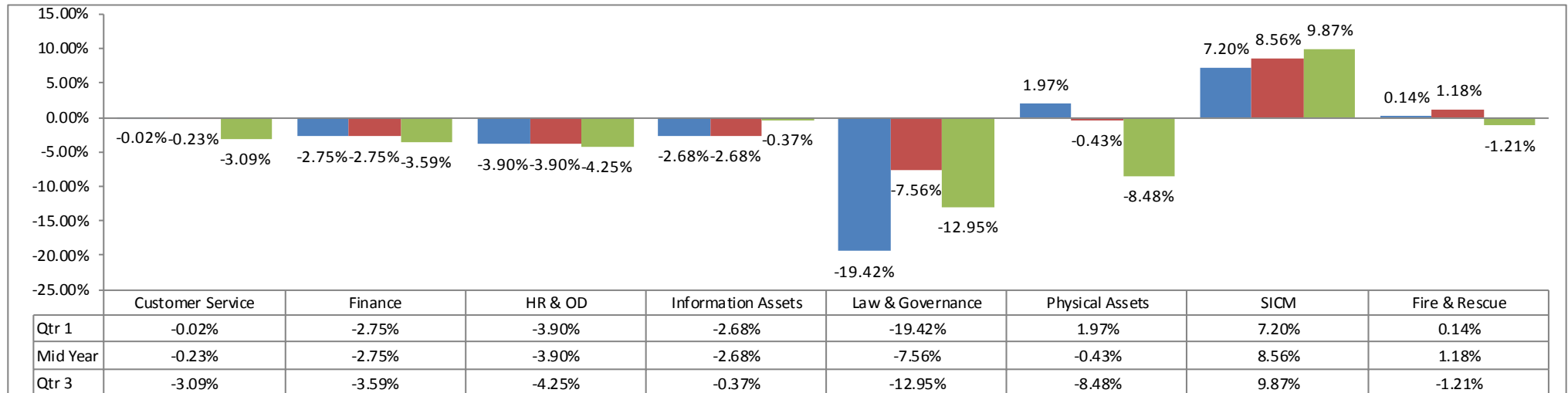
4.2    The following financial commentary is in relation to those Business Units whose services come under the remit of this committee who are either reporting a year end forecast overspend or underspend in excess of 2% against the budget allocation for 2015/16.

4.3    <u>Service Improvement and Change Management</u> – The forecast overspend of £0.203 million is a slight increase from the Quarter 2 forecast. This is as a result of a £0.242 million planned overspend to deliver Resources Group transformation offset by smaller underspends across the rest of the Business Unit. It is proposed that the spending on transformation will be met from a transfer from the Resources Group Transformation Fund.

4.4    <u>Customer Service</u> – The forecast underspend of £0.262 million is £0.242 million more than was forecast at Quarter 2. The increase is mainly due to unspent Care Act funding and an underspend in Project work for the service. The service is requesting to transfer the underspend into reserves to fulfil future Care Act duties and support the Corporate Customer journey work in future years.

4.5     Finance – The forecast underspend of £0.151 million. The increase is mainly due to planned delays in the recruitment to vacant posts and the delay in the replacement Social Care System.

4.6     Human Resources – The forecast underspend of £0.219 million is £0.077 million more than was forecast at Quarter 2. The increase is due to vacant posts being held.

4.7     Law & Governance – The forecast underspend of £0.101 million is £0.042 million more than was forecast at Quarter 2 due to posts being held vacant and specific grant funding being available.

4.8     Physical Assets – The forecast underspend of £0.954 million is £0.907 million more than was forecast at Quarter 2.  It has arisen from the savings generated by Property Rationalisation Programme, an underspend on rates due on county buildings and savings from the Estates and Smallholding team.  The service is requesting to use £0.524 million of this underspend to repay debt.  The balance will be used to fund future work to increase the sale value of future surplus property.

## 5.   Resources and Fire & Rescue:  Use of Reserves:

5.1   Across the Authority, Business Units are seeking Members' approval to put £6.047 million into reserves to support the delivery of services in future years. The specific proposals relating to the remit of this committee are as follows:

**Customer Services (£0.262 million)**
- £0.126m to meet the costs of future Care Act duties.
- £0.136m to Support the ongoing Corporate Customer Journey Programme

**Human Resources (£0.059 million)**
- To fund the Going for Growth Apprenticeship Scheme in future years.

**Law and Governance (£0.063 million)**
- Warwickshire Counter Fraud Partnership grant funding no longer needed in 2015/16 ton offset future year's costs.

**Physical Assets (£0.430 million)**

- To fund works at sites in order to gain planning permission.

**Fire and Rescue (£0.177 million)**

- £0.100m to support operational training in future years.
- £0.077m to support the IT replacement project in 2016/17.

## 6. Resources and Fire & Rescue: Delivery of Year 2 (2015/16) Savings

| Business Unit | 2015/16 Target (£,000) | 2015/16 Qtr.1 Forecast (£,000) | 2015/16 Mid-year Forecast (£,000) | 2015/16 Qtr.3 Forecast (£,000) |
|---|---|---|---|---|
| Customer Service | 650 | **650** | **650** | **650** |
| Physical Assets | 1,092 | **1,092** | **1,092** | **1,092** |
| Information Assets | 1,067 | **1,067** | **1,067** | **1,067** |
| Law & Governance | 57 | **57** | **57** | **57** |
| Human Resources & Organisational Development | 561 | **561** | **561** | **561** |
| Finance | 501 | **501** | **501** | **501** |
| Service Improvement & Change Management | 540 | **540** | **540** | **540** |
| Fire and Rescue | 1,129 | **1,077** | **1,077** | **1,129** |

**Direction of Travel**

**6.1 Savings that come under the remit of this committee are forecast to be delivered in 2015/16 (year 2 savings).**

## 7. Resources and Fire & Rescue: Capital Spend & Capital Slippage:

**7.1 Capital Spend & Capital Slippage: Resources and Fire & Rescue Overview and Scrutiny Committee**

| Business Unit | All current and future years approved budget (£,000) | New approved funding/ schemes (£,000) | All current and future years forecast Qtr. 1 (£,000) | **All current and future years forecast Mid-Year (£,000)** | **All current and future years forecast Qtr. 3 (£,000)** | Slippage from 2015/16 into future years Qtr. 1 (£,000) | **Slippage from 2015/16 into future years Mid-Year (£,000)** | **Slippage from 2015/16 into future years Qtr. 3 (£,000)** | DOT |
|---|---|---|---|---|---|---|---|---|---|
| Customer Service | 3,654 | 0 | **3,654** | 3,654 | **3,654** | 13 | **(273)** | 10 | |
| Physical Assets | 39,398 | 263 | **39,228** | 39,398 | 39,662 | (1) | (667) | (1,195) | |
| Information Assets | 26,003 | 397 | **17,142** | 26,003 | 26,400 | (2,591) | 0 | 0 | |
| Finance | 0 | 0 | **0** | **0** | **0** | 0 | **0** | **0** | |
| Fire and Rescue | 46,598 | (260) | **12.296** | **11,807** | 46,340 | **(2,435)** | **(145)** | **(1,050)** | |

7.2   The main reasons for the additional £8.320 million slippage in the quarter compared to the approved budget are:

- Physical Assets – The slippage of £1.195 million is, in the main, due to delays on the Rationalisation of the County Storage project of £0.817 million. This is due to a re-profiling of the forecasted spend to match actual project progress.

- Fire and Rescue – The £0.197 million slippage relates to a delay in the new Training Centre project as a result of delays in obtaining planning permission.

## 8.    Resources and Fire & Rescue: Management of Risk

8.1    For those Business Units that come under the remit of this committee, 45 risks are monitored on a monthly basis.
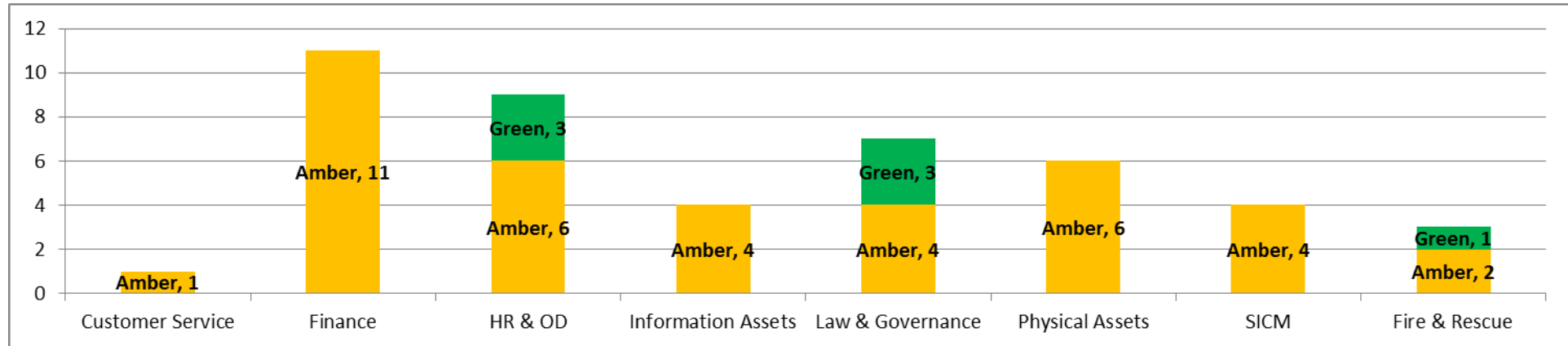


8.3  There are no red  strategic net risks in the Resources and Fire & Rescue Overview and Scruitiny Committee remit.

8.4   The amber strategic  risks associated with the committee remit are

**R0842** Loss or corruption of personal or protected data held by the Council
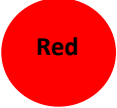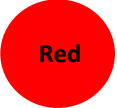
**R0844** Inability to sustain risk critical fire and rescue functions

**R0839** Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term

## 9.0    WCC - Progress and Key Messages

9.1    The following section sets out the overall progress on the elements that make up the One Organisational Plan and have been drawn from the OOP Qtr. 3 Progress Report that was presented to Cabinet on the 26th January. Further details are available in the supporting papers that are provided as a link to this report and via the Member Information Dashboard.

9.2    The table overleaf presents pictorially the overall progress on the delivery of the key elements that make up the One Organisational Plan

| OOP: Outcomes | Organisational Health | Revenue (Variance) | Savings |
|---|---|---|---|
| Red | Amber | Green | Green |
| Capital Spend & Slippage in to future years | Strategic Risks | Workforce | Overall Delivery |
| Green  Red | Amber | Amber | Amber |

9.3    The overall red status of the OOP Outcomes masks areas of good or improving performance and this is reflected in section 2.1.4 – 2.1.5 of the Cabinet Report 26th January 2016.

9.4    A small underspend of £2.210 million is being forecast on the revenue budget for the year. This is compared to the £0.328 million overspend forecast at Quarter 2 and reflects the progress of efforts being made to ensure, overall, the authority comes in under budget by the end of the financial year.

9.5 At 1 September 2015 the authority held reserves of £120.583 million. The proposed movements out of reserves of (£0.738 million) combined with the effect of the forecast outturn £1.960 million would increase the total level of reserves to £121.805 million.

9.6 Overall, the Council is forecasting that in 2015/16, it will exceed the overall savings target for Year 2 of the 4 year savings plan

9.7 As a result of these actions the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. But this does require a focused discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans

9.8 Overall there are currently 10 strategic risks on the County Council's Risk Register, 9 of which are reporting an overall net risk level of Amber. This position has remained unchanged during this financial year.  There is only one Strategic Risk that remains set at a Net R Risk and that is "Safeguarding Children and Vulnerable Adults in our community and the County Council's inability to take action to avoid abuse, injury or death". This risk has been set at a constant Red risk level because of the nature of the risk and is not a reflection on the level of performance in this area

9.9 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation. At the quarter 3 point, absence levels are reported at an average of 2.69 days per person (9.82 on the rolling year) which compares to this quarter last year when they were reported at an average of 2.79 days per person. This compares to 2.22 days at the mid year point. Reports show that the three top reasons for absence remain stress, viral and musulo-skeletal.

## 10.    Supporting Papers

10.1 A copy of the full report that went to Cabinet on the 26th January is available via the following link: OOP Q3 Progress Report Cabinet 26th January 2016 and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 26th January is available in each of the Group Rooms.

## 14.    Background Papers

None

| Author: | Elizabeth Abbott, Business Partner, Planning, Performance & Business Improvement |
|---|---|
| Head of Service | Tricia Morrison, Acting Head of Service Improvement & Change Management |
| | Kushal Birla, Head of Customer Service & Access |
| | John Betts, Head of Finance |
| | Sue Evans, Head of Human Resources & Organisational Development |
| | Tonino Cuiffini, Head of Information Assets |
| | Sarah Duxbury, Head of Law & Governance |
| | Steve Smith, Head of Physical Assets |
| | Gary Phillips, Deputy Chief Fire Officer |
| Strategic Director | David Carter, Strategic Director, Resources Group |
| | Andy Hickmott, Chief Fire Officer |
| Portfolio Holder | Cllr K Kaur |
| | Cllr J Horner |

# Resources and Fire & Rescue Overview and Scrutiny Committee

# 17 March 2016

## WCC Project and Programme Management Update

### Recommendation

That the Resources and Fire and Rescue Overview and Scrutiny Committee review this report which provides an update on the project and programme management processes used at WCC and consider areas for further scrutiny as appropriate.

## 1.    Background

1.1    In 2011, Cabinet recommended implementation of a consistent Warwickshire County Council approach to managing all significant projects. Detailed proposals were agreed and rolled out across the Council around a number of key themes including:
- Contract Standing Orders;
- Procurement Code of Practice;
- Corporate Risk Management Strategy;
- Corporate Project Management Approach; and
- Corporate Performance Management.

1.2    A number of corporate frameworks around these themes were developed to support delivery of significant projects and a further update on progress was presented to Communities Overview & Scrutiny Committee in March 2013.

1.3    As part of this work a corporate Project and Programme Management Framework was developed and launched in 2013. The framework included guidance on project management processes, roles and responsibilities (based on the PRINCE2 approach), a risk register template and a checklist to enable 'significant' projects to be identified.

1.4    Projects were identified as significant if they had very high risks associated with them; had organisation-wide benefits; could lead to sustained negative reputational impact; had a cost over £5million or were identified by Strategic Directors as significant. Significant projects were recorded in a dedicated 'significant' projects register, and Corporate Board took the lead on regularly monitoring delivery of these projects.

1.5    The framework was supported by a programme of learning and development, to ensure that project and programme managers had the skills and knowledge

to perform effectively, and a successful project manager's conference was held to encourage and enable knowledge and skills sharing.

1.6 In 2014, an initial review of project and programme governance identified that across the Council a number of measures had been taken to ensure that appropriate governance systems were in place for projects, including widespread adoption of Terms of Reference for project and programme boards and development of governance structures to support, monitor and where necessary challenge project delivery.

1.7 Activity around project and programme management has continued to evolve to reflect the Council's focus on transformational change, and to support delivery of Council-wide outcomes including the One Organisational Plan. In times of austerity, it is particularly important that resources are used effectively and that robust processes are in place to ensure delivery of increasingly complex projects and, to gain customer insight. In 2015, a high level review of internal project and programme governance arrangements across the Council was undertaken to:

- better understand current practices and good practice;
- streamline governance structures to enable better decision-making and reporting and to avoid duplication;
- ensure that projects and programmes are delivering a clear contribution towards corporate outcomes;
- enable more effective coordination between projects and programmes; and
- ensure greater transparency and visibility of projects across the Council.

1.8 The review was used to identify what the Council wanted to achieve in terms of internal project and programme governance, and a number of key principles were developed to challenge and refine existing structures, boards and bodies. The review was endorsed by Corporate Board and GLTs were delegated to take forward the recommendations within their Groups.

## 2. Update on Project and Programme Arrangements

### 2.1 Current practices

2.1.1 The 2015 review identified a number of additional project registers, at Group and Business Unit level that were being used to complement the significant projects register, and to ensure that project delivery was effectively monitored. A number of good practices were also identified around project reporting and escalation and these were shared.

2.1.2 In Business Units that deliver projects with high capital costs e.g. Transport & Highways, Physical Assets and Information Assets, business-specific project management systems have also been developed to ensure effective management and monitoring of budgets, time and delivery, often involving

internal and external clients and contractors. For example, Physical Assets is currently rolling out its Atlasweb system which has the capability to track work undertaken by third parties, and Information Assets uses it 'Work Take On' system to assign resource and track delivery of projects for internal clients.

## 2.2 Appropriate governance structures

2.2.1 As part of the review, project and programme boards in place across the Council were mapped. The mapping helped to identify areas where there was potential duplication of reporting, to identify opportunities for streamlining governance, and for adding additional governance at appropriate points.

2.2.2 The key principles which were identified are summarised as follows:

i. Scope and purpose needs to be defined and clearly aligned with OOP outcomes and/or key significant/ statutory drivers;
ii. Clear strategic and business level priorities are required at WCC level to enable systematic prioritisation of resources;
iii. A clear consistent governance structure should inform a 'common language' to ensure transparency and visibility;
iv. Interdependencies and linkages should be considered and reflected in structures and body membership;
v. Delegation of authority, escalation criteria and decision points should be clearly defined and consistently applied, with project and programme boards empowered to fulfil their roles.
vi. Reporting lines should reflect the governance structure and should be explicitly set out and applied. Reporting to other bodies 'for information' should be limited.
vii. Project registers should be maintained to ensure that transparent and timely information is available to those that deliver activity and are responsible and accountable for it.
viii. Internal, and where appropriate, external, peer challenge of boards and bodies should be encouraged at all levels and systems put in place to support this.

2.2.3 At officer level the Customer and Transformation Board (CTB), chaired by the Strategic Director for Resources and including the other two Strategic Directors and the Chief Fire Officer, holds overall responsibility for project and programme governance; ensuring that Group level project arrangements are robust and, where necessary, acting as the escalation authority for project and programme decisions. The C&TB has oversight of all customer-focused and transformational activity, with a particular focus on projects that are delivering outcomes and savings identified in the One Organisational Plan. It receives regular highlight reports on key projects in this area, and has the ability to challenge and support delivery as required.

2.2.4 The C&TB is also championing the use of project management tools designed to ensure that projects are properly scoped, consulted on, managed and delivered, and that there is focus on quality and outcomes, not just delivery to time and budget.

## 2.3 Contribution to corporate outcomes

2.3.1 During the past 12 months there has been significant activity across the Council to improve corporate performance reporting, through the Management Information Dashboard, with a focus on tracking delivery of OOP outcomes. Work is now underway to look at how project performance can be aligned with the outcomes framework, and options are being considered for an 'outcome mapping' exercise for projects later in the year.

2.3.2 In addition, project prioritisation criteria are being used to identify key projects making a significant contribution to OOP outcomes and savings, as well as identifying those that are important in terms of statutory duty, potential reputational risk and financial value.

## 2.4 Coordination, transparency and visibility

2.4.1 Significant work is in progress across the Council to ensure projects and programmes are better co-ordinated and that interdependencies are recognised and that governance structures recognise this.

2.4.2 At a corporate level, CorProject, a cross Council project register is being developed. The register will bring together key project information from across the Council into a central register. This register will deliver a number of key benefits:

- Transparent, joined-up, real-time project information will inform decision-making, including deployment of resources;
- Project information will be provided in a clear, simple, consistent format
- Dependencies can be clearly identified;
- Monitoring of delivery will be consistent, and there will be the opportunity to focus on contribution to outcomes and benefits realisation
- Project and programme staff will be able to spend less time on administration and reporting and more time on delivery and added-value activities;
- Integration of a number of reporting systems will give added insight around delivery;
- Project and programme managers, project boards and management will be empowered through access to knowledge.

2.4.3 The register is being developed using the same software package as the Management Information Dashboard (to allow integration of performance and project management information), and will enable officers to get up-to-date information on projects, programmes and their status in a simple, consistent and easy to interpret format. Initially the system will be used to collate

information on 'core' project data collected in existing project registers – this includes:

- key project information;
- project status with regards time, resource and budget;
- project benefits including how a project contributes to OOP savings and outcomes.

2.4.4   As CorProject develops and is rolled out, it is anticipated that the system could be used to report wider project information including project risks, performance indicators and project costs, and it will import and export data from other systems to avoid duplication of effort, and to ensure for monitoring purposes, that there is 'one version of the truth' .

## 3.   Next Steps

3.1   Once the CorProject register is rolled out, a Member Projects Dashboard will be developed and added to the current suite of information available through the Management Information Dashboard.

|  | **Name** | **Contact Information** |
| --- | --- | --- |
| Report Author | Josephine Millar | josephinemillar@warwickshire.gov.uk Tel: 01926 4128836 |
| Head of Service | Tricia Morrison | tricamorrison@warwickshire.gov.uk |
| Strategic Director | David Carter | davidcarter@warwickshire.gov.uk |
| Portfolio Holder | Councillor Kam Kaur | kamkaur@warwickshire.gov.uk |

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

Local Member(s):   None
Other members:   Councillor Peter Fowler, Councillor Kam Kaur, Councillor Matt Western, Councillor Neil Dirveiks, Councillor Nicola Davies

# Resources and Fire & Rescue Overview and Scrutiny Committee

## 17 March 2016

## Infrastructure Funding

**Recommendation**

The Committee note the contents of the report and the current position relating to Section 106 Monies.

## 1.0 Introduction

1.1 This report provides an update on the current processes supporting the collection of Developer Contributions through S106 agreements.

1.2 The report also explains the Community Infrastructure Levy (CIL) and how the two relate.

## 2.0 Section 106 Planning Obligations - Background

2.1 Planning obligations are created under Section 106 of the Town and Country Planning Act 1990. They are legally binding obligations that are attached to a piece of land and are registered as local land charges against that piece of land. Planning obligations enable a council to secure contributions for services, infrastructure and amenities in order to support and facilitate a proposed development.

2.2 The requirements of a Section 106 obligation will vary according to the size, impact and nature of the proposed development. It would not be fair to expect a developer to contribute towards existing service deficiencies such as a shortage of school places or library facilities, or repairs to the highway, where no additional need would arise from the development. However, it would be fair to expect them to contribute to limiting the impact of their own development on the local area.

2.3 The Community Infrastructure Levy Regulations 2010 place three tests on the use of planning obligations. Since April 2010, planning obligations, including those secured via S106 should meet all three tests. These are that the obligation is:

- Necessary to make the development acceptable in planning terms
- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development

Planning officers will not ask for any contribution unless it relates fairly to the development.

2.4 From April 2015, the Community Infrastructure Levy Regulations have been fully implemented and these impose a restriction on the pooling of contributions, secured via S106 to support the delivery of infrastructure. This means that service areas now need to be specific in the identification of the use for requested funds and to ensure that no more than 5 contributions will be used in support of any particular project. The risk of non-specific S106 funding requests is that the sixth and subsequent developments will not be liable for making infrastructure contributions with the knock on impact being infrastructure funding gaps.

## 3.0 Community Infrastructure Levy - Background

3.1 The Community Infrastructure Levy (CIL) came into force in April 2010 and it allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area.

3.2 CIL attempts to make sure that almost all planning applications for new buildings or extensions, rather than just large applications contribute towards funding infrastructure needed to support development in that area. The CIL is a development tax, to be determined locally by the District and Borough Councils.

3.3 CIL may be levied on new residential and commercial development. Whilst the CIL rate will relate to the overall cost of identified infrastructure required in the area, CIL revenue may be spent on any infrastructure needed, not necessarily in the vicinity of a particular development.

3.4 Once implemented, CIL will be paid to the District and Borough Councils as the collection authorities who will then pass on a proportion to the County Council for the services it provides. This is fundamentally different to the payments due from Section 106 agreements which WCC receives funds directly from the developer.

3.5 In accordance with the CIL Regulations 2010 (as amended), each collecting authority is required to produce what is known as a Regulation 123 ('R123') list. This list sets out what infrastructure is intended to benefit from the CIL contributions. It is not intended that the CIL contributions will pay for the infrastructure in their entirety, the delivery of the infrastructure may also rely on additional funding from other sources. However, a scheme named on the R123 list cannot also be funded through a S106 contribution.

3.6 It is important to note that a proportion of CIL income collected will be made directly to Neighbourhoods for them to spend. If a Neighbourhood Plan has been adopted up to 25% of the CIL income collected from development in that area will be forwarded. If a Local Plan hasn't been adopted this amount is reduced to a maximum of 15% of the total of the contributions.

3.7 Currently none of the District or Borough Councils within Warwickshire have implemented CIL. Discussions continue between the County Council and the individual District and Borough Councils regarding future governance of CIL and the content of the R123 lists. The current estimate is that all 5 District and Borough Councils will have adopted CIL by the end of 2017.

## 4.0 Current S106 Process

4.1 The Infrastructure Delivery Team (IDT) within the Communities Group was established to address the challenges that were presented by numerous and in some cases large and historic S106 agreements and balances. The IDTs core remit is to coordinate, manage and monitor infrastructure needs, including s106 funds.

4.2 An Infrastructure Officer Group comprising representatives from all areas of WCC as well as Health agencies has been established to oversee and steer the work of the IDT.

4.3 There is an agreed and documented process for the coordinated response to planning applications and subsequent production of S106 agreements. This starts with the IDT making stakeholders aware of individual planning applications and continues through to the production of a S106 agreement. A copy of the process flow chart is attached at Appendix A.

4.4 WCC currently requests S106 contributions in support of service delivery across a number of areas including: Highways; Public Transport; Education; Libraries and Public Rights of Way. The IDT also works with Health providers to ensure a coordinated response to planning applications. This work has also resulted in linkages with The Ambulance Trust and support in respect of requests for the provision of defibrillators on potential development sites.

4.5 Most recently the IDT has started to work with colleagues from Fire and Rescue to ensure that service needs are reflected in responses to consultations by the District and Borough Councils on their Local Plans and associated planned development.

4.6 The level of contributions requested in support of Highways and Transport and School Places are the most significant in financial terms. In terms of S106 income, between 60 and 70% is for the provision of school places.

4.7 Highways and Public Transport contributions are negotiated by WCC directly with developers through the planning process. If any required infrastructure falls outside of the extent of the planning permission, i.e. it is remote from the development site, funding for it often needs to be secured by a S106 Agreement. Examples of such infrastructure would be pedestrian and cycling links, pedestrian crossings etc.

4.8 In addition to the collection of funds through S106 planning obligations WCC can negotiate agreements under Section 278 of the Highways Act 1980. S278

agreements licence a developer to carry out improvement works on the public highway which are deemed necessary when planning permission is granted for a development. Examples of work covered by this type of agreement include new access into a development site i.e. a roundabout, signalised junction, right turn lane or a simple priority junction. A Section 278 Agreement may also be required for works such as a new signalised pedestrian crossing or improvements to existing junctions close to the development site.

4.9     WCC has a statutory duty to ensure that there are sufficient early years and school places in its area and to promote parental choice through increasing the diversity of provision. The methodology for calculating contributions towards education involves establishing the need for education related expenditure, generated by the child yield of new development. The average child yield information is applied to the scale, mix and tenure of development in order to derive an estimate of the number of nursery, primary, secondary and higher education age children. Typical capital costs of each school place are then applied to the child population estimates.

4.10    The pupil yield from developments varies across the county and is, for example higher in Stratford Town than in rural areas of Stratford District. Similarly the birth rates are different in each area of the county. For this reason there are slightly differing calculations, tailored to local circumstances. The capital cost of an education place also varies. However, within Warwickshire we assess costs based on the latest Department for Education school place build costs.

4.11    If a new school is required we will seek a financial contribution based on the number of places as well as the provision of an area of serviced land of a suitable size. The land will usually be transferred to WCC ownership prior to the build of the school.

4.12    Contributions towards the provision of new stock for Warwickshire Libraries are requested for developments with more than 25 homes. The request is formula based and reflects the projected numbers of residents from the development and the average percentage of library membership across the county.

4.13    An update on the current level of S106 funds will be provided at the meeting.

## 5.0    Next Steps

5.1     The Infrastructure Delivery Team will work with service providers to estimate when income is likely to be received as well as ensuring that they do not exceed pooling limits for specific infrastructure projects.

5.2     Work will continue with service areas and the District and Borough Councils to ensure that all requests for funding are robust and fully CIL compliant.

5.3 We will continue to work with the District and Borough Councils to ensure the effective build out of developments which in turn will support the timely collection of S106 contributions.

5.4 Summary sheets to be developed for all S106 agreements signed since April 2016. This in turn will support the maintenance of transparent pooling information. An example of a summary sheet is attached at Appendix B.

5.5 Continue to work with the District and Borough Councils to establish a mechanism for determining when CIL or S106 will be the most appropriate form of income collection.

5.6 Continue to support the District and Borough Councils with their information collection and evidence base in support of the adoption of their Local Plans.

5.7 Develop a WCC Planning Obligations Guidance Document to help support and provide transparency around requests for financial contributions.

5.8 Work with the District and Borough Councils to help mitigate against the risks to the County Council with the introduction of CIL. WCC needs to be fully aware that:
- When a CIL charge is implemented monies will be collected and distributed by each District / Borough Council.
- The distribution of the monies will be based on the annual review of a project priority lists (Reg 123 List)
- The items prioritised will be decided by each District and Borough Council in connection with developments or other matters they will choose.
- The current draft CIL project lists put forward by the District and Borough Councils are indicative for the CIL examinations and therefore are not guaranteed.

5.9 WCC will need to ensure active engagement with the District and Borough Councils re the annual update of the Regulation 123 List to ensure our priorities are included.

|  | Name | Contact Information |
|---|---|---|
| Report Author | Janet Neale | janetneale@warwickshire.gov.uk 01926 418646 |
| Head of Service | Mark Ryder | markryder@warwickshire.gov.uk |
| Strategic Director | Monica Fogerty | monicafogarty@warwickshire.gov.uk |
| Portfolio Holder | Peter Butlin | peterbutlin@warwickshire.gov.uk |

**Request received from LPA**

- All LPA requests should be routed through the Infrastructure Delivery Manager (IDM). If discipline leads are contacted directly by LPAs they should make the IDM aware to support wider notification as required.
- Pre-application advice request responses (LPAs, Developers, Agents etc.) to be sent to IDM for information purposes.
- Notification to all relevant disciplines within WCC via the **weekly distribution list** (circulated by Infrastructure Delivery Team, IDT).

Liaison with Local Members as appropriate.

**Consult**

- Sent to all relevant disciplines who may have an interest in the planning application with a view to impact on services and service planning:
  - Transport Planning, Transport Operations, PRoW, Green Travel, Safety Engineering, Traffic Projects, Public Health, Ecology, Education and Learning, Fire and Rescue, Archaeology, Libraries, Economic Growth, People Group, Flood Risk, Physical Assets, Strategic Planning

Individual Disciplines to identify Lead Contacts to aid coordination of responses.

**Mitigation Measures Identified**

- WCC lead disciplines identify whether or not there is an impact on service provision as a result of the proposed development
  - If enhanced service requirements are identified - requests are developed based on sound evidence which justify the need, are costed out and are CIL compliant.
  - If no request for mitigation is to be made the reasons why must be recorded.
- Developer submitted mitigation measures assessed against transport assessment (provided by them)
- Agreement reached in conjunction with developer on transport assessment and works - obligation in the form of s106; s278 or s38
- If new building is proposed, check that needs can't be met from existing WCC portfolio (Asset Managment Framework)

WCC liaise with Developer on transport assessment and proposed mitigation measures

**Strategic Input**

- Infrastructure Development Manager, with Strategic Planning and in consultation with the associated discipline lead officers input, collates and scrutinises responses from all relevant disciplines within WCC.
- IDM gives feedback to discipline leads to include
  - opportunity to reassess request
  - address non-compliance
  - Improve/strengthen justification
  - Provide additional information
- IDM to cross reference with Highways. Highways submit their own response (cc to Local Member)

WCC have initial discussions with LPA over potential requirements – conflicts, priorities drawn out here

**Formal response to LPA**

- Formal consultation response prepared by IDM and sent to the LPA (in accordance with policy statements - usually LTP / Local Plans). The response will include
  - conditions required,
  - the costs
  - proposed trigger points for payment to be made.
- Submitted to LPA for their agreement - if not happy they liaise with the IDM and provide an indication of why not and negotiations take place involving the associated discipline lead. IDM acts as conduit to specialist areas.

WCC submits formal response to LPA and follow on discussions take place depending on their response

**LPA Agreement**

- Agreement reached and the requests form part of the LPA Planning Committee papers (if it goes to Committee).

## Planning Committee

- At planning committee, or through delegated authority, obligations / conditions can be removed or added. A decision will be made on whether a Section 106 is required or whether the obligations can be met through unilateral undertaking.
- IDM to monitor, record and share planning committee decisions to pick up changes made by committee and notify discipline leads as appropriate.
- IDM to pick up where infrastructure requests are removed by planning committee. Information to be recorded and shared with discipline leads.

## s106 Preperation

- If s106 required; WCC Legal department and the Applicants legal representative draft a s106 agreement based on the response submitted as part of the planning papers
- Draft copy is sent to IDM and relevant case officer in Development Group

WCC Legal liaise with Applicants legal representative and LPA Legal teams

## IDM Input

- IDM to distribute draft to relevant discipline leads for information/update.
- The IDM and the relevant discipline leads , with strategic planning and corporate finance input, check and scrutinise the draft Agreement to ensure all items, costs, trigger points and monitoring arrangements are consistent with submission to LPA and still align with WCC requirements.
- The IDM to discuss any requested changes with WCC legal and /or LPA.

WCC liaise with LPA on any potential changes in the s106 agreement

## s106 Sign Off

- IDM sends revised draft to WCC legal.
- WCC Legal double check document for accuracy and send to the LPA for their sign off and Applicants agreement

WCC submits final s106 agreement to LPA for their sign off and inclusion in final planning permission

## Final s106

- s106 Signed - copy held on file by Legal services and copy of agreement sent to IDM.
- IDM to distribute copies to discipline lead officers.
- Develop shared area for signed S106 agreements, accessible on a read only basis (Legal Services)

WCC receive final S106

7

Planning Agreement by Deed of Agreement under Section 106 of the Town and Country Planning Act 1990.

## Summary of Contributions Payable to WCC

| Planning Authority | Warwick District | **Relating to the development of Land at Opus 40, Birmingham Road, Warwick.**<br>(Dated: 27/07/2015) |
|---|---|---|
| Legal Reference | DE34827 | |
| Planning Application Ref. | W/15/0646 | |
| Proposed dwellings | Up to 85 | |

**NB. WDC Members agreed to reduce all contributions in excess of £8,000 by 20% to meet the full cost of Highways mitigation. The reduction covered all contributions not just WCC.**

| | | | |
|---|---|---|---|
| Education Contribution | £186,992.00 | To be applied towards the provision of enhanced pre-school and reception facilities at Woodloes Primary School. | 10% on occupation of the first dwelling, 50% on occupation of 50% of the dwellings and the balance upon occupation of 90% of the dwellings. |
| Highways Authority Admin Fee | £550.00 | | |
| Library Contribution | £1,860.00 | To be applied to the provision of new and replacement stock, targeted collections and targeted promotions to inform new residents of services available to them. | Prior to occupation of 50% of the dwellings. |
| Off-site Highways Contribution | £306,000.00 | To be applied for the purpose of mitigation works at the highway access to the Application site. | Prior to commencement of the development or within 7 days of the commencement. |
| | Stanks Island Land | The provision of land within the application site | Transfer the Stanks Island Land to the County Council as soon as practicable upon receipt of formal written notice served by the County Council on the owner by 25/06/2020. |

| Rights of Way Contribution | £8,000 | To be applied towards the cost of providing signage alongside the Grand Union Canal to provide information about access to local amenities and routes into Warwick. | Prior to occupation of 50% of the dwellings. |
|---|---|---|---|
| Sustainability Travel Pack contribution | £75 per dwelling £6,375 | For the provision of information packs for owners and occupiers of residential dwellings and for the purpose of promoting sustainable travel and delivering road safety in the local area. | Prior to commencement of the development. |

# Resources and Fire and Rescue
# Overview and Scrutiny Committee

# 17 March, 2016

## Update on the development of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire.

### Recommendations

The Resources and Fire and Rescue Overview and Scrutiny Committee:

    i.    notes the progress of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire,

    ii.    requests a further report in 6 months' time following the implementation of the MASH.

## 1. Introduction

1.1 Reports regarding the development of the Warwickshire Multi-agency Safeguarding Hub (MASH) have been provided to a variety of forums and Boards within the county council including Overview & Scrutiny Committees and the Cabinet. This is the first update to the Resources and Fire and Rescue Overview and Scrutiny Committee and is the result of a request from the meeting of the 21st January.

1.2 The report seeks to provide a brief background to the development of a MASH in Warwickshire and progress against the project plan to date.

## 2. Background to the MASH Project

2.1 There were currently a number of drivers behind the development of a MASH from the council's perspective, including the priorities of early intervention and prevention, requirements to reduce demand and dependency on traditional models of support that may not be beneficial to service users, financial sustainability and a desire to build on the strong performance of services to date.

2.2 Other agencies are similarly experiencing the need to manage demand and improve service in light of reducing service budgets, increasing demand from the community and changes in legislation.

2.3 Clearly a MASH offers the opportunity to deliver benefits on a number of fronts, not only in terms of more efficient resource management but also in terms of delivering services more effectively, meeting the needs of service users better and avoiding re-referrals where their needs have not been effectively met first time.

2.4    The development of a Warwickshire MASH originated from a range of partners looking individually and collectively at how responses to safeguarding concerns and thresholds for services could be more consistently applied across the county.  During 2013 and 2014 a number of multi-agency meetings were held looking at MASH models implemented in other local authorities, resulting in Warwickshire's Children's Social Care and Safeguarding taking the lead in 2014 to develop a MASH project for the county which could be put for consideration by the safeguarding strategic partners.

2.5    Children and Young People's Overview & Scrutiny Committee further supported the development as did the Police and Crime Commissioner.  A Select Committee reviewing progress on Warwickshire's response to the Jay Report into child sexual exploitation (CSE) in Rotherham gave further impetus to the development.

2.6    Development of the MASH is being managed by a multi-agency MASH Strategic Group consisting of chief officers and heads of service (or their equivalent) of each of the participating agencies.

2.7    Following the publication of the Project Initiation Document, and its' later review which aimed to broaden the scope to include adult's safeguarding, the need for the county council to strengthen the project management was identified.  This resulted in the abstraction of Lesley Tregear from her substantive role as Warwickshire Youth Justice & Family Intervention Service Manager to act as Project Implementation Lead and Jonathan Roberts and Rita Chohan appointed as Project Managers from the police and local authority respectively.  This project team has now been functioning since the end of June.  A business analyst, Michael Sumyk, has more latterly been employed to support the development of the MASH procedures and support the IT development, working alongside colleagues in WCC IT&C.  This project team is responsible for the development of the project and all planning activity associated with delivering against that plan; progress of that plan is detailed below.

2.8    An Operational Delivery Group led by the project team is actively engaged with the delivery of the tasks required for the effective delivery of the project plan.  A MASH Stakeholder Group provides further oversight of the development and supports communications with a wider audience of agencies and staff not directly involved in the delivery of the MASH.

## 3.    Progress of the Project

3.1    Milestones to the project are detailed below demonstrating the significant elements of the plan that evidence progress for the project.  The MASH project plan includes the following milestones:

1. The identification of the partners to the MASH            (30.07.15)
2. The provision of a MASH model for function and practice     (06.08.15)
3. Identification of premises for the MASH                     (31.10.15)
4. Identification of the MASH IT case tracking system          (28.02.16)
5. The recruitment of a MASH manager                          (31.03.16)
6. The commencement of the Children's' MASH                    (03.05.16)
7. The commencement of the Adults' MASH.                       (31.08.16)

3.2    Progress has been made against all the above milestones with milestones 1 – 5 completed:-

1.    All required partners to the MASH were identified within the timescales and have been party to the Operational Delivery Group and Stakeholder Group.  In addition to those initially identified others are also now involved in the MASH either placing staff in the unit or providing single point of contact (SPoC) for the MASH to liaise with for information sharing purposes.  These include the West Midland s Ambulance Service, the National Probation Service and the Warwickshire and West Mercia Probation Community Rehabilitation Company.  WCC legal services have been developing the governance arrangements for the MASH which includes a memorandum of understanding, information sharing agreements and terms of reference for the future MASH Strategic Management Group.

2.    The MASH model was signed off by the MASH Strategic Group within timescales and this has now been developed into a standard operating procedure for use within the MASH.  WCC Legal services have been involved in the development of this to ensure compliance of the procedure with the statutory requirements for the county council.

3.    An area within Saltisford Building 3 was identified as the location of the MASH.  Previous users of the area assigned for the MASH have mostly been vacated and work to alter the building has commenced.

4.    A software provider has been chosen to provide the MASH IT system and work on developing a prototype system has commenced with members of the newly formed MASH leadership team meeting with the suppliers to support this.  The IT&C lead is confident that this system will deliver as required but creating a prototype will mean the system can be developed and tested against the requirements for Warwickshire prior to full commitment to purchase.  The chosen system has been selected with the best possible integration available from those reviewed.

5.    The MASH manager, John Coleman, has been appointed and commenced his role on 8th February following his early release from his previous role as operations manager for Rugby Children's Safeguarding Team.  As a result of this appointment Lesley Tregear will be returning to her substantive post from the 7th March enabling the MASH manager to continue with the project together with the project managers.

6.    Commencement of the Children's element of the MASH is on target and agencies have identified the staff that are to be based there.

6/7  Transition workshops have commenced, firstly with the identified multi-agency leadership team, more latterly with the MASH staff (children and adult).  The staff workshops have been facilitated by a member of the county council's WCC Organisational Development Team, assisted by the MASH leadership team.  More of these are planned to assist in the development of this team.

3.3     In addition to the milestones identified above work on the project includes:

>       The completion of an equality impact assessment, demonstrating positive impact to priority groups in Warwickshire as a result of the implementation of the MASH,

>       The development of a performance framework which will provide assurance to partners and safeguarding boards that the MASH is managing effectively and delivering against identified benefits; this will include monitoring of diversity data,

>       The financial arrangements for the MASH, which will also be aligned to the governance arrangements.

## 4.     Conclusion

4.1     The MASH project is successfully working with partners to establish the all age MASH as detailed in the project initiation document, and against the agreed timescales.  This is delivering on a key recommendation of many serious case reviews both nationally and in Warwickshire.

4.2     The work being undertaken to deliver the MASH aims to ensure that it delivers an excellent standard and meets the needs of all partners in terms of driving efficiencies and improvements.  The 'Vision' of the MASH agreed by the Strategic Group demonstrates this desire to achieve better outcomes for Warwickshire citizens:

*People in Warwickshire are safeguarded from harm, receiving the services they need, at the right time, effectively and efficiently.*

4.3     The transition workshops are designed to ensure that staff are able to contribute effectively to deliver safeguarding services in a more coherent manner.  As the agreed MASH ethos identifies:

*The MASH is a small part of a number of safeguarding processes, however at the heart of a MASH is a multi-disciplinary team working together as one, putting the needs of the community first to ensure our community, where possible, is safeguarded from future and potential harm and where they have suffered harm they receive the service that best meets their need.*

4.4     Reports on progress of the MASH are being reported to a number of forums due to the multi-agency nature of the MASH and the cross cutting nature of its work.  Reports to the Safeguarding Boards for Adults and Children are also provided to ensure that all agencies are assured that the MASH will deliver against their safeguarding responsibilities.

4.5     Future updates to the Overview and Scrutiny Committee is recommended to ensure that members are assured that progress with this significant development serves to improve safeguarding provision in Warwickshire.

**Background Papers:** None

|  | Name | Contact Information |
|---|---|---|
| Report Author | Lesley Tregear | 0787 6587833 |
| Strategic Director | John Dixon | 01926 412665 |
| Portfolio Holder | Councillor Caborn | lescaborn@warwickshire.gov.uk |

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

Councillor Dirveiks
Councillor N. Davies
Councillor Fowler
Councillor Horner
Councillor Kaur
Councillor Western

**Local Members:**

Not applicable