Resources and Fire & Rescue Overview and Scrutiny Committee

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14 December 2016

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Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in **Committee Room 2, Shire Hall, Warwick on Wednesday 14 December 2016 at 2 p.m.**

Please note that this meeting will be filmed for live broadcast on the internet. Generally, the public gallery is not filmed, but 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 agenda will be:

1.   General

(1)   Apologies

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

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

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

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

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(3)   Minutes of the meeting of the Resources and Fire & Rescue Overview and Scrutiny Committee held on 15 September 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 Helen Barnsley 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 2016/17

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

5.   One Organisational Plan Quarterly Progress Report, April-September 2016

Report on the progress of the OOP Outcomes and supporting Key Business Measures relevant to the remit of this Committee.

6.   Warwickshire Fire and Rescue Service Procurement Activity Report

This report details WFRS's position when benchmarked against the recent Home Office "Basket of Goods" procurement exercise

7.   Warwickshire Fire and Rescue Service Draft IRMP report

8.   Warwickshire County Council Staff Survey Results

9.   Treasury Management Monitoring 2016/17

Half yearly cash investment performance to 30 September 2016

10.   Verbal update regarding Business Rates.

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11.   Urgent Matters

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

The next meeting of the committee has been scheduled for Wednesday 22 February 2017 commencing at 2:00pm in Committee Room 2.

Jim Graham
Chief Executive
Shire Hall
Warwick

Resources and Fire and Rescue Overview and Scrutiny Committee Membership

Councillors: John Appleton, Nicola Davies, Neil Dirveiks, Peter Fowler, Brian Hawkes, Phillip Morris-Jones (Vice Chair), 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 15 September 2016

Present:

Members of the Committee
Councillors Nicola Davies, Neil Dirveiks, Peter Fowler, Brian Hawkes, Bernard Kirton, Keith Kondakor, Phillip Morris-Jones (Chair for this meeting) and Chris Saint

Other County Councillors
Alan Cockburn - Portfolio Holder for Finance and Property
John Horner - Portfolio Holder for Community Safety
Kam Kaur - Portfolio Holder for Customers

Officers
Elizabeth Abbott, Business Partner, Planning, Performance & Improvement
Helen Barnsley, Democratic Services Officer
David Carter, Strategic Director, Resources Group
Andy Hickmott, Chief Fire Officer
Tricia Morrison, Head of Performance
Rob Moyney, Deputy Chief Fire Officer
Dave Pemberton, Area Commander (Fire and Rescue)
Steve Smith, Head of Physical Assets

1. **General**

    (1) **Apologies**

    Councillor John Appleton and Councillor Matt Western.

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

    None

    (3) **Minutes of the meetings held on 13 July 2016**

    The Committee agreed that the minutes of the meetings held on 13 July 2016 be signed as a correct record.

    It was noted that the Fatal Four Road Safety Presentation will be shown at the full Council meeting on the 22 September 2016 (Item 4 page 2).

    Matters Arising

    None

2. **Public Question Time**

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

3. **Questions to Cabinet Portfolio Holders**

    There were no questions presented to Cabinet Portfolio Holders at the meeting.

4. **Work Programme 2016/17**

With regards to the Multi-Agency Safeguarding Hub (MASH), members confirmed that they had received a briefing note with a 6 month update. Members requested a follow-up briefing note be circulated after a full update report is presented to the Adult Social Care & Health Overview & Scrutiny Committee and the Children & Young People Overview & Scrutiny Committee that is due at the end of the year.

The committee requested that a report on interest rates be brought to a future meeting. This was agreed. The report will look at the potential impact of Brexit, property values and other factors not previously predicted.

Members agreed that a report be presented at the December 2016 meeting on Business Rates. This should include a review of the Government response to the results of the latest consultation. It was noted by members that those who pay business rate should be involved in any review carried out by the Committee.

Briefing notes following each of the key milestones of the business rates process will also be presented at following meetings.

Resolved

The Committee:

1) Agrees the updated 2016-17 Work Programme.

2) Notes the scheduled future meeting dates.

5. **One Organisational Plan Year End Progress Report: April 2015-March 2016**

Members raised the following points of clarification –

Page four of the report - with regard to the Customer Journey business measures, it was confirmed that there is a fully resourced staff in place and that the service is starting to show improvement in the current quarter.

Page six of the report - it was confirmed that the figures in row three show the savings made (in pounds). Steve Smith confirmed that several projects had contributed to the savings made and that the figures in the report were accurate. Members requested the details of the savings made be presented in the form of a briefing note at the next Committee meeting. David Carter clarified that Information Assets had achieved a saving of £290,000 which was £100,000 below its target.

Page six of the report – Members noted that the figures for staff engagement had fallen from the previous year. David Carter confirmed that the key findings from the latest staff survey were now available and would be presented to the members at the next OSC meeting in December 2016.

Page seven of the report – Rob Moyney informed members that the whole time vacancies showing in the report had been filled by temporary contract workers while a recruitment process takes place. This is due to be completed during 2017/18.

It was also confirmed that while cross-border support was successful there would be further training given to fire officers about location knowledge following a recent incident were the wrong entrance was used to access a fire in a rural area.

Members noted the rise in deliberate fires and requested a further breakdown of the information to allow a comparison to be made with the figures from last year. Rob Moyney confirmed that there had been a national increase in deliberate fires during the year and it was especially challenging during warm school holidays.

Page twelve of the report (point 4.5) – The committee was informed that the VAT refund received had been a one off and would not be a regular occurrence. The refund related to a Social Care Transaction.

Page fifteen of the report – it was noted the reported underspend had been planned, thus allowing for funds to remain in reserves. Members requested that a briefing note be provided highlighting any trends and presenting information around the underspend.

Resolved

The Committee notes the key messages set out in the report and requests that further reports and briefing notes be prepared as set out in the minutes.

6. **One Organisational Plan Quarter 1 Progress Report: April-June 2016**

Members felt that presenting a comparison element to the quarterly reports would be beneficial, and that keeping the layout the same in each report would allow members to identify any issues. Tricia Morrison stated that comparison would be clear to members in the Quarter Two report.

Page six of the report – Members commented that there was no information to explain the two amber ratings and that it would be useful to know what the previous rating was (red or green). Tricia Morrison agreed that future reports would address the previous ratings where there had been a change.

It was confirmed to members that the figures relating to staff sickness were days (rather than hours).

Page eight of the report – with regard to the capital slippage, Steve Smith reassured members that the on-site issues at the fire training centre had been resolved. There had been some environmental anomalies. It was confirmed that there was no financial risk to the Council.

Page nine of the report – Members requested further information regarding the performance information for second firefighting appliances reaching an incident. Rob Moyney confirmed that rural isolation is an issue but that officers and equipment are moved around the County on a day-to-day basis to reduce this.

There is also increased training for officers and incident commanders. Members felt it important to understand where the service is failing to reach the target for second appliances attending an incident and requested that a breakdown of such incidents is provided. It was agreed that this would be done.

It was confirmed to members that the performance information for fire related injuries was for those sustained by members of the public only and did not include firefighters.

Councillor Peter Fowler commended the work done by the Fire and Rescue Service around the range of vehicles they have in their fleet, of all shapes and sizes, which allows the most appropriate vehicle to go to an incident.

It was confirmed that the Fire Service was also looking at introducing bikes to their fleet. An internal film has been created to showcase the range of small to large vehicles. Members requested that this be circulated to all Members of the Council.

Members were also encouraged by the work done in order to encourage British companies to tender for fire vehicle contracts, including giving companies feedback after they had failed to win a contract. There is also a technical support team working as part of a national procurement team aiming to achieve an economy of scale in securing contracts across the country.

Resolved

The Committee notes the quarterly OOP performance progress report.

7. **Treasury Management Monitoring Report 2015-16**

Mathew Dawson presented the report to members which included information regarding investing and borrowing.

Details were provided about Money Market Funds where money can be taken out or put in quickly if needed. Other external funds also made up the total invested by the County Council. In house deposits have reduced over the year. They are considered to be long term investments without the easy access of Money Market Funds.

With regard to interest rates, Members were informed that another interest rate cut would not have a significant impact on the Council's funds as a result of strong investments.

In the light of information presented in table three of the report, Members requested information on expected interest earned against actual interest earned. Concern was raised around the potential pressure on reserves if the targets were not met. As a point of reference it was noted that 1% was equal to approximately £1million.

Members were encouraged by the information that the return on Council investments was slightly higher than similar authorities.

Resolved

The Committee notes the report.

8. **Verbal Update on the Warwickshire Forum**

Steve Smith provided a brief update regarding the Public Property Asset Register. The Council has been working with Public Sector partners with the aim of publishing combined property data. This will be as part of the Government's transparency

agenda. All the data that has currently been collected will be published, via Warwickshire County Council's database, in the coming weeks.

The Council already has shared software with the District and Borough Councils and work has started to include the police and health bodies.

December 2016 will see a bid put in by Warwickshire County Council for One Public Estate; links to this information will be provided to members as well as being available in the public domain.

9.   Urgent Matters

None

10.   Date of Next Meeting

The date of the next Resources and Fire & Rescue Overview and Scrutiny Committee was confirmed as 14 December 2016 at 2 p.m. in CR2, Shire Hall.

The meeting rose at 15.25 pm.

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Chair

Resources and Fire & Rescue
Overview and Scrutiny Committee

14 December 2016

Work Programme 2016/17

Recommendations

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

1) Agrees the updated 2016/17 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 2016/17 is attached at Appendix A and will show the committee what items have been considered and what is still outstanding.

2.0   Briefing Notes

2.1   A number of briefing notes have been provided or scheduled to be provided to the committee during 2016/17 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:

- 22 February 2017

Background papers

None

Appendices:

Appendix A – Work Programme 2016/17

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

Reports for future meetings

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 – Helen Barnsley	N/A	* Standing item for every meeting
One Organisational Plan	Report - One Organisational Plan Quarterly Progress Report, April-September 2016		14 December 2016
Business Rates	Verbal Update - Business Rates – review of the Government response to the results of the latest consultation – Virginia Rennie	N/A	14 December 2016
Treasury Management	Report - Treasury Management Monitoring 2016/2017 – Mathew Dawson	N/A	14 December 2016
One Organisational Plan Year End Progress Report – April 2015 – March 2016	Staff Survey – the findings from the latest staff survey to be presented to the Committee (Sue Evans – requested 28/09/2016)	N/A	14 December 2016
National Procurement as part of the Fire Reform Programme	The Fire and Rescue Service is being encouraged by the Home Office to be more efficient in procuring a range of goods and services. The Chief Fire Officers Association has established a working group to coordinate this area of work and Warwickshire Fire and Rescue Service is contributing to the national agenda. The report would highlight the work we are currently undertaking – Rob Moyney	N/A	14 December 2016
Warwickshire Fire and Rescue Service	Draft IRMP report 2017-2020	N/A	14 December 2016
Warwickshire Fire and Rescue Service Performance Benchmarking Report	WFRS is able to benchmark performance for some of the key incident types against other English Fire and Rescue Services. The report utilises 2015/16 incident information recently made available on the YouGov.uk website together with the most current CIPFA statistics (June 2014) for population and dwelling numbers per Fire Authority – Rob Moyney	N/A	22 February 2017

Reports Recently Received by the Committee

Item	Report detail	Date of last report
AOB	A presentation to be given to the Committee on the Transformation of the Fire Service over the last 2/3 years. (20 mins plus 10 mins question time)	13 July 2016
Fire and Rescue Service	Fire Peer Review Report	13 July 2016
Public Property Asset Register	Update report – establishing if there is an appetite for a public property asset register from other public bodies	13 July 2016
Treasury Management	Report to present Treasury Outturn 2015/16 – to include a performance analysis of Warwickshire County Council and other authorities as agreed at meeting on 18/05/16	15 September 2016
One Organisation Plan	Performance Report for year ending 31 March 2016	15 September 2016
One Organisation Plan	Quarterly Progress report. (note: to include remedial actions in the commentary)	15 September 2016

Briefing Notes - Produced

Item	Briefing Note detail	Date requested	Date circulated
1(3) Matters Arising – Item 6	Members requested an updated regarding the member dashboard; Project and Programme Management. (Josephine Millar)	18 May 2016	13 July 2016
3 – Questions to Cabinet & Portfolio Holders	Request for a briefing note on the IT obstacles for Pupil Premium applications and how they will be resolved.	18 May 2016	14 September 2016

Briefing Notes – Actions from 15 September

Item	Briefing Note detail	Date requested	Date circulated
4 – Work Programme	Regular briefing notes to be provided to the Committee after each key milestone of the business rates process	15 September 2016	**Ongoing**
4 – Work Programme	MASH - Briefing Note to be circulated after a full update report is presented to the Adult Social Care & Health OSC and the Children & Young People OSC that is due at the end of the year.	15 September 2016	**OSC report is now available on CMIS – link sent 17/11/16**
4 – Work Programme	A briefing note on the topic of interest rates looking at the potential impact of Brexit, property values and any unknown factors -	7 October 2016	**Circulated 11 October 2016**
5 - One Organisational Plan Year End Progress Report	Property Rationalisation - several projects had contributed to the savings made and that the figures in the report were accurate. Members requested the details of the savings made be presented in the form of a briefing note.	15 September 2016	**Requested from Steve Smith – 26/09/16 Chased 17/11/16**
6 – One Organisational Plan Quarter One Report	Request for information regarding the performance information for second firefighting appliances reaching an incident. Members felt it important to understand where the service is failing to reach target and request a breakdown of the incidents where this has occurred.	15 September 2016	**Circulated 17 October 2016 (follow up info requested 17.10.16)**

Resources and Fire & Rescue Overview & Scrutiny Committee

14 December 2016

One Organisational Plan Quarter 2 Progress Report:
April- September 2016

Recommendation

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

Considers and comments on the quarterly OOP performance progress report.

1. Introduction

1.1. The One Organisational Plan Progress Report for April - September 2016/17 was considered and approved by Cabinet on 10 November 2016.

1.2. This report provides specific information which falls under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and draws on financial and performance information extracted from the Cabinet report.

1.3. The content and style of this report has been revised and will continue to be improved in response to previous member feedback and aims to provide:
   (i)   Improved contextual information on service outcomes/strategic context in order to enable a better understanding of performance measures, including where appropriate the key interventions being taken to achieve specific outcomes.
   (ii) Quarterly (most up-to date) performance information of the relevant key business measures.
   (iii) A more detailed look through longer term trend information, at specific service areas within each quarterly report, including where available, comparative information.
   (iv) Improved commentary on key business measures which are/not performing well to enable a better understanding of the reasons, the actions being taken to address these and comparative information where appropriate.

2.   Resources and Fire & Rescue Overview & Scrutiny Committee: Context

2.1   This report covers services which are the responsibility of the Resources Group and Fire & Rescue business units.

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

3.1.1   The OOP Outcome Framework contains 5 specific key outcomes, deliveries of which are dependent on the achievement of supporting Key Business Measures (KBMs). The table below provides an overview of the year-end forecast (at quarter 2) of the performance of the Outcomes and their Key Business Measures which support the remit of this Committee. All 3 Outcomes have a majority of Green forecasted KBMs, confirming that all the Outcomes are on target to be delivered by the year-end.
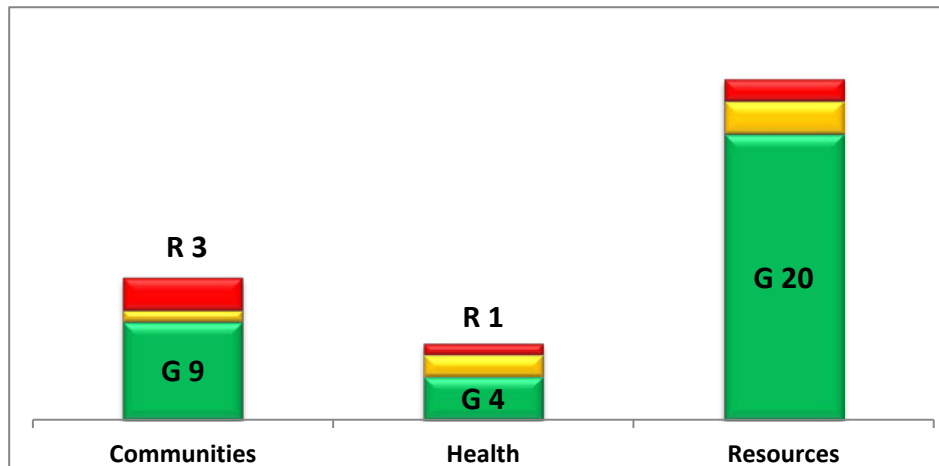

3.1.2   This quarterly report focuses on Information Assets and Customer Service as well as reporting on other relevant KBMs in that order.

Information Assets

3.2.1   Information Assets provide the core ICT and related services to enable the Council to deliver its services to the citizens and businesses of Warwickshire. Increasingly, ICT and Information Management play a key part in helping the Council to meet the challenges of the One Organisational Plan by maximising the use of Digital services to deliver more cost effective and customer focussed services where appropriate and by releasing resources for other non-digital services. The importance of this can be seen through the fact that currently 10 key systems are being reviewed or implemented which include: replacement of systems for Social

Care, HR & Payroll and Telephony; implementation of first fully integrated Education & Learning system; a regional Adoption Agency approach system; joint ICT to support new Homefirst initiative with South Warwickshire Foundation Trust; a move to a managed Highways service; upgrade of our Financial system; replacment/upgrade of Fire & Rescue systems and moving the intranet to a new platform. This represents the highest number of key projects worked on at any time in the last decade, demnonstrating the roel of ICT in delivering the Council's transformation agenda.

3.2.3 The following graphs and accompanying commentary show the longer term performance of the 4 Key Business Measures used to assess Information Assets.
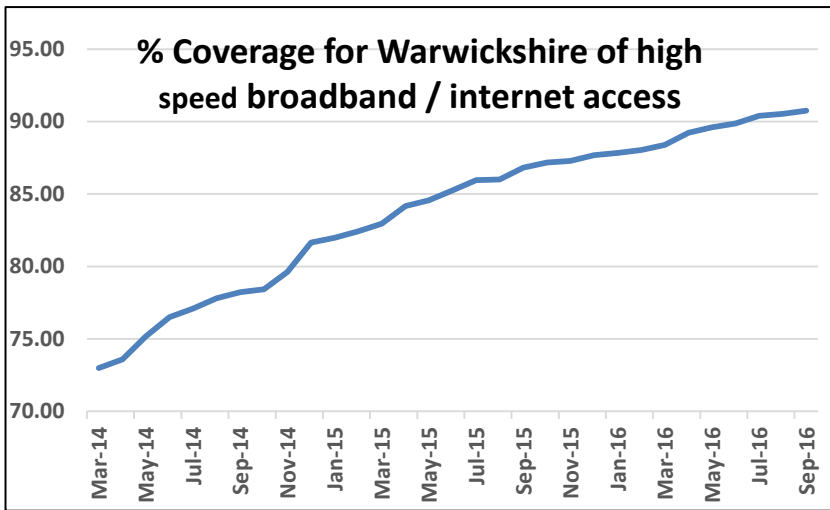
% Coverage for Warwickshire of high speed broadband / internet access
This measures our progress with the Broadband UK programme which we lead for the Coventry, Sol hull & Warwickshire Partnership. **Contract 1** was signed in May 2013 & ended in March 2016 and **aimed to achieve 91% superfast availability** across the CSW area (the national target was 90%). **Contract 2 (Part 1)** in was signed in Jan 2015, for completion by summer 2018 and **aims to achieve 95% coverage**. A further **Contract 2, Part 2** is currently being negotiated, with the aim of **achieving 98% coverage**. Overall:

- The BDUK is a successful project with coverage rates as shown by the graph. Contract 1 achieved 90.4% coverage (against 90% national & 91& local targets). The project has a forecast underspend of £2.1m which will be reinvested to meet future targets.
- The 2016/17 target is 91.5% coverage; at the end of Q2 we had achieved 91% and thus the full year target is likely to be met.
- Public take up of superfast broadband has exceeded expectations; latest figures indicate a take up of 38.27%, higher than both BT's commercial roll out & BDUK national take. Consequently, the project will benefit from a 'gainshare' of funding as it has exceeds 20% take up.
- It is considered an exemplary project by BDUK and a top 5 of 44 such projects nationally, achieving good value for money and strong partnership working.
- The project expects to achieve the 98% coverage target for Contract 2, Part 2 which would exceed the Government target of 95%.
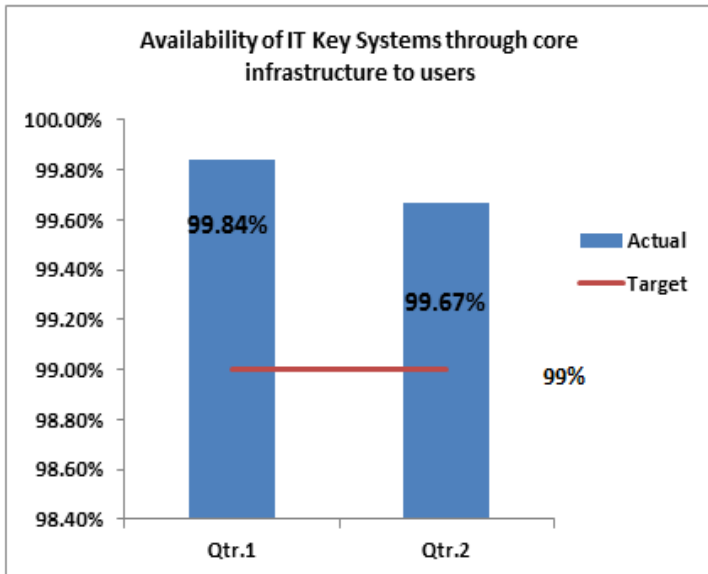
Availability of IT Key Systems through core infrastructure to users

This measures the extent to which the IT technology needed to deliver Council services is available to staff and customer and is reported as a combined percentage availability for six critical services. Availability is measured on a 24 hour, 7 days basis (which relies on normal working arrangements plus out of hours rotas and call out of staff). This measure has changed from previous reporting-now focusing on key systems whereas previously it measured hours of non-availability of all ICT facilities. **The target is 99% availability.** Overall:

- We have achieved over 99% availability for the first two quarters and as reflected in our customer satisfaction surveys.
- Previous years would have achieved 99.86% using the same criteria.
- This high availability is maintained through active management of our systems and IT components, including: designing in resilient components, replacing components in time, monitoring key components, with automatic alerts, to ensure issues are identified and dealt with quickly; keeping systems programs up to date, and having appropriate support contracts with external suppliers.
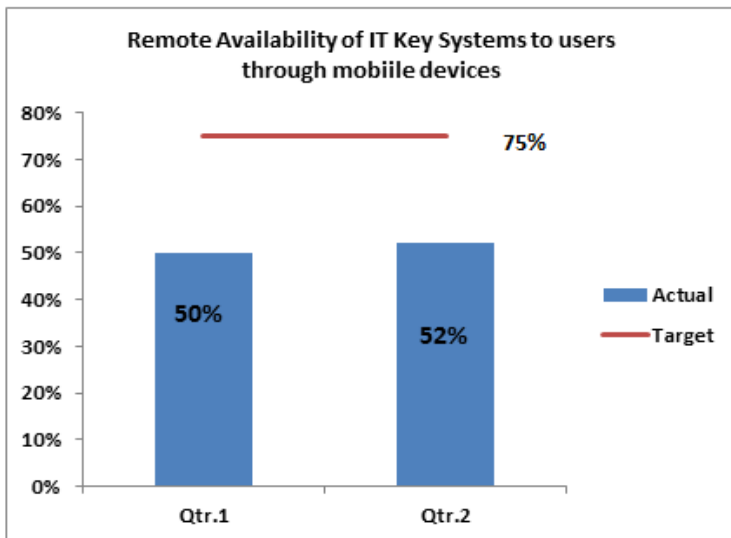
Remote Availability of IT Key Systems to users through mobile devices

This new indicator, measures the availability of 25 key systems though mobile devices used by staff to enable smarter working i.e. on a more mobile and flexible basis. **The target is to achieve 75% availability**. Overall:
The Q1 achieved was 50% and Q2 data is not available.

- Following the recent upgrade to the firewall, access to the system is being redesigned to enable secure and more controlled access for mobile devices. This is to be implemented by March 2017 and it is forecasted that the 75% target is likely to be met by the year-end.
- It should be noted that 100% of our systems are available remotely using the Council's laptop PCs and our virtual Private Network facility.

Medium to high level information incidents reported
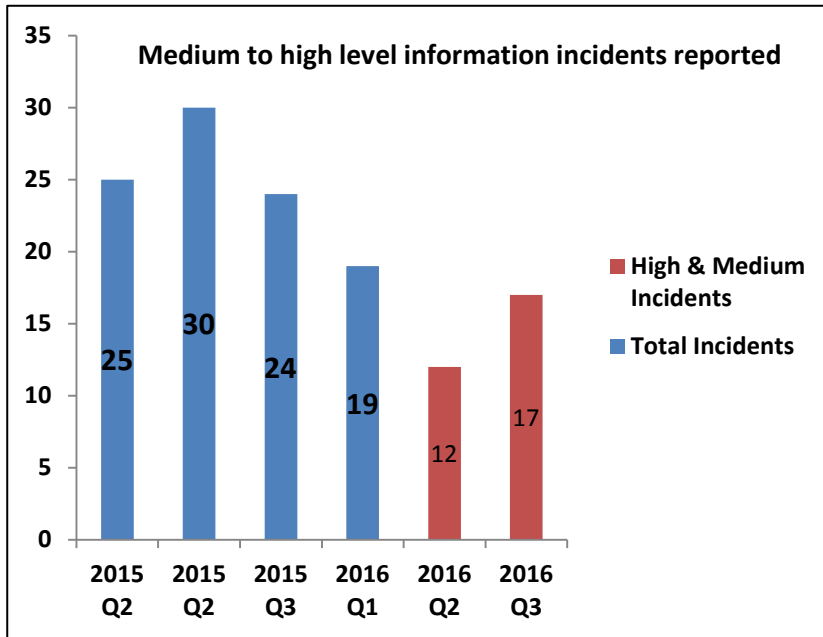
Medium to high level information incidents reported

This measures recorded medium and high level security and potential incidents across the whole Council as part of our approach to information security. **The target for the full year is 50.** The graph shows the trends since 2015. Overall:

- By Q1 & 2 of 2016-17, we have already recorded 31 incidents-which represent over 50% of the full year target but this may be due to improved awareness by staff. However, the graph shows that there is no clear pattern and so the target is still likely to be achieved.
- The previous year's figures recorded all incidents as opposed to medium/high level ones.
- Fortunately, none of the incidents this year were serious enough to require reporting to the Information Commissioner's Office.
- Positively also, there have been no information losses due to cyber security attacks over the last 18 months.
- Incident avoidance is a key part of our management through lessons learnt, staff training and awareness campaigns and improved technical security controls.

3.3.1   The following section provides takes an in-depth look at Customer Service.

3.3.2   The Council's Customer Service Strategy aims to increase customers' control over their experience with the Council whilst utilising digital channels to deliver services in the most efficient way. Customers who are able to self-serve will be encouraged to do so and local ambassadors are used to provide support/build capacity to help those less confident or do not have access to technology whilst targeting and utilising our most expensive delivery methods to support those who need most help. Customers' feedback and experience is used to make real differences to services. Services should be easily accessible, simple to use, streamlined, convenient, cost effective and reliable. The following graphs and accompanying commentary show the longer term performance of the 4 KBMs for the service.

No. of visits to WCC libraries (per population)
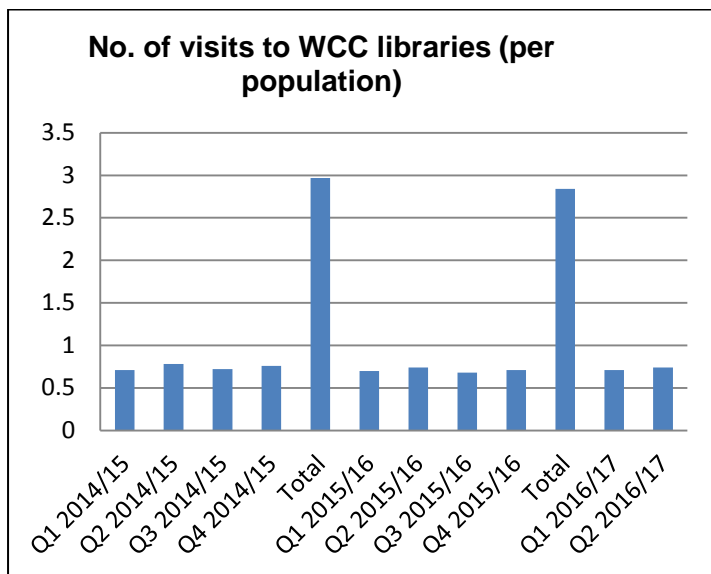
Number of visits to WCC libraries (per population)

This measures the number of visits to a library premises per head of population data; **the target is to achieve 2.8 visits per head in a full year**. Overall:

- We are on target to achieve this in 2016/17; physical visits to libraries had been reducing steadily over recent years though Q2 figures suggest a slight reversal of this due to the re-opening of revamped libraries and expansion of services.
- Customer numbers are increasing through the digital channel, utilizing e-books, e-magazines, renewals, requests and new membership applications.
- The range of activities and services available at each outlet has been expanded in the last 2 years- including weekly activities for under 5's, a range of volunteer led clubs/sessions for all ages expanding skills, improving socialisation and decreasing isolation.
- There is an increasing focus on targeted activities, small group support and providing locations for community self-help services; examples include increased partnership working to support the Armed Forces Community Covenant.
- A continued priority is to expand the range of services under one roof and signposting e.g. to Warwickshire Police services.

Resident Satisfaction with CSC calls/WCC customer journey
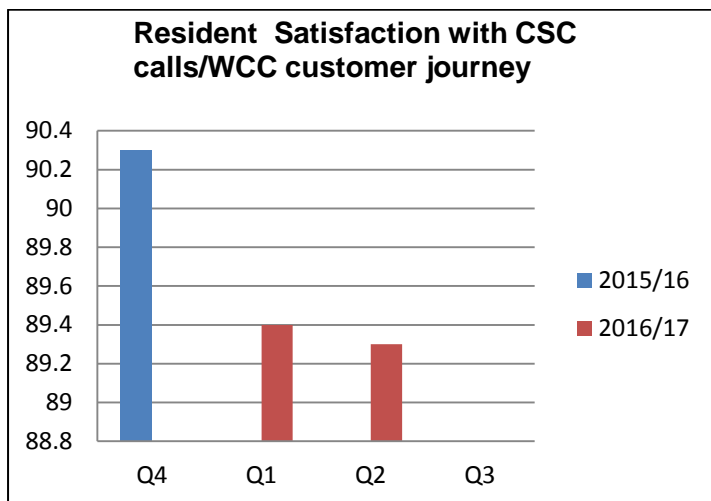
Resident satisfaction with CSC Calls/WCC customer journey

This measure is specifically in relation to customer satisfaction with the service delivered by the Customer Service Centre; customers complete a survey once a call is completed. **The target is to achieve 85% either satisfied or very satisfied** with the service provided by the CSC. Since 2015 the survey covers all main stream calls, including the highest volume services thereby enabling a more representative account of customer feedback.

- Overall, we are exceeding our target of having 85% or above of satisfied or very satisfied customers; at Q4 2015/16, we achieved just over 90% and are also exceeding above the target for the half year to September 2016.
- Service specific surveys are also being undertaken such as one recently of callers for the Highways service to establish customer feedback on their digital preferences and experience of the service.
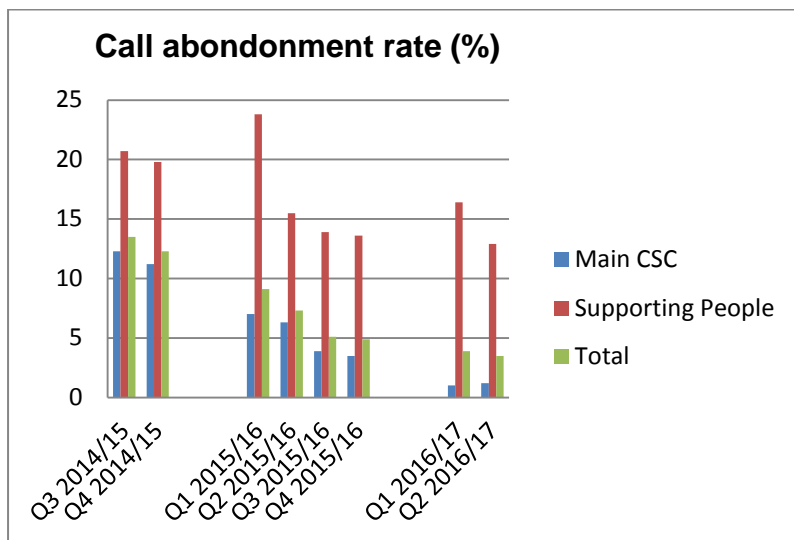
% Online Customer Service transactions
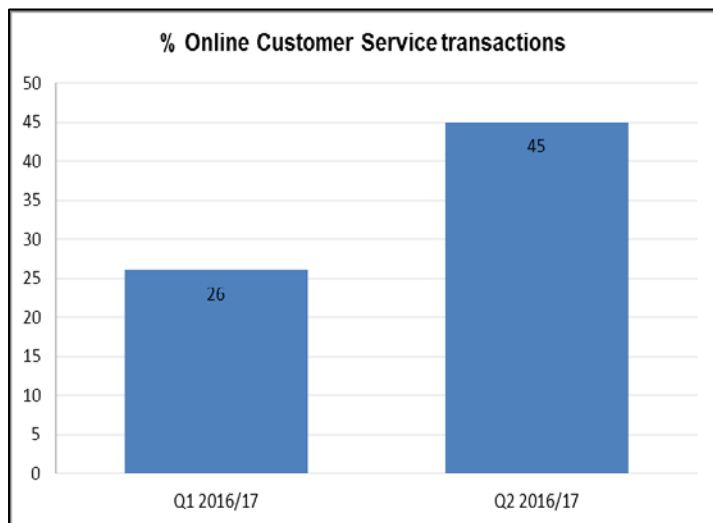
On-line customer service transactions

This is a new measure in line with the Customer Service Strategy aimed at promoting digital first and self-help to support the public to access services when they need them. It measures the number of completed online transactions (those managed by the Customer Service Business Unit) as a percentage of total transactions (online, phone, F2F). **The full year target is to enable customers to undertake 80% of transactions on-line.**

- During the first 6 months, 45% of all online services have been completed digitally; this was achieved prior to the launch of a promotional campaign.
- The greatest influence on this measure will be the proactive switch off of other channels by teams and the development of their services digitally. An internal promotional campaign is underway to encourage teams to think digital first and promote good practice.
- The full year target of 80% may not be achieved this year as the digital option is not yet being pro-actively marketed to customers and existing service channels are still in place.

On-line service development

1.   The following high volume transactional services are currently available digitally:
-      Resources Group : library books- renewals, reservations & E-book downloads, library volunteer applications, library membership, library computer booking; blue badge application, financial assessment form for adult social care team, customer feedback, copy certificates, online booking for birth and death registration.
-      Communities Group: bridges and culverts fault reporting, concessionary travel renewals, faulty street lighting, explosives storage license.
-      People Group: currently there are no services available digitally.
-      Fire and Rescue Service: the Home fire safety check service
2.   Service developments have resulted in:
-      29% of blue badge applications shifting to the online process and Web chat are now live supporting the Blue Badge service.
-      37% of customers who visit a services landing page go on to start the online service offer and of these 56.5% complete the form.
-      The WCC website been awarded 4* by SOCITM, the highest standard for any website based on ease of use for customers.
-      Over 73% of all customer feedback received through the Contact Us system is responded to within the published service levels.
- **Overall customer satisfaction of digital services is 74% and 99.84% of customers have found what they were looking for on the web site.**
3.   Other actions to promote on line services include:
- Implementation of GovDelivery: 7,687 customers have signed up to receive service information, advice and newsletters.
- Redesign of Web pages to ensure that the website is the main place for service information and advice as a single digital source.

Call abondonment rate (%)

Chart legend: Main CSC (blue), Supporting People (red), Total (green). X-axis quarters: Q3 2014/15, Q4 2014/15, Q1 2015/16, Q2 2015/16, Q3 2015/16, Q4 2015/16, Q1 2016/17, Q2 2016/17.

Call abandonment rate

This is recorded by the telephony system as calls abandoned by the customer; **the target is to have less than 5%.** Figures are monitored separately for the mainstream & Supporting People CSC. The mainstream CSC handles all calls except Social Care and about 90% of these are for Highways, Libraries, Registrars, Blue Badge and Concessionary travel. At busy times calls are prioritised e.g. Adult Social Care and other customers can ask for a call back.

- The chart shows that the mainstream CS has been steadily improving since 2014/15 & now achieves its target of less than 5% of call being abandoned. This has been the result of improved processes, the CSC being adequately resourced and the repatriation of Warwick District Council calls (whose services were not fully automated and so more time consuming).

Call abandonment rate- Supporting People CSC

Call abandonment rates for the Supporting People CSC are improving steadily though they remain a challenge; the key reasons and actions to address this include:

- In April 2015, the CSC Supporting People team transferred to a new operating model (previously calls were logged and a Social worker would call back. Under the new system, the CSC deals with all Adult Social Care calls as a first point of contact and undertake some initial screening) which has resulted in the following service delivery improvements and benefits for customers:

  -Redesigned processes which have removed inefficiencies such as double entry of data

  -The number of steps in the customer journey has been reduced. At the first point of contact the customer will now be taken through screening by a customer service advisor rather than being placed on a waiting list and this screening process has reduced from taking 57 minutes to 23 minutes.

  -An email referral system has been implemented with South Warwickshire GP Federation, and Intermediate Care Teams.

- The results show steady improvements; in 2015-16 for Q2: **14,657 calls were received, 17% were abandoned & average wait time was 2.14minutes.** During Q2 2016-17, total calls increased to **14,864, abandoned calls reduced to 13%- thus an improvement of 4% & wait time averaged 1.58minutes.**

- Performance on this KBM is impacted in part by the resourcing of the CSC. The resourcing model for Supporting People is still being determined due to the ongoing development of the process used (trying to get right the resources needed to deal with the volume of calls). This is made more challenging due to calls surging on Mondays (18% more calls) and the time taken for call advisors to be properly trained (3-6 months), retention of trained staff and processes changing continually as teams streamline their processes to improve services and the customer experience.

- Additionally, the team has been operating with a number of vacancies (which had been held pending the launch of Mosaic which would have impacted on how calls were dealt with). Due to issues with recruitment and due to the complexity of the process it takes considerable time (3-6 months) for advisors to become sufficiently experienced and efficient to enable calls to be answered more quickly.

3.4   The following section provides progress to date (September 2016) on the key performance measures (KBMs) which support the delivery of the OOP Outcomes relevant to the remit of this committee.

OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	**KEY BUSINESS MEASURES**				Q1	Q2	Q3	Q4		
CS	Resident satisfaction with WCC customer journey	84.40	88.8	85	G	G			⬅➡	
CS	Call abandonment rate	3.60	3.8	5	G	G			⬅➡	
CS	On-line customer service transactions	44.95	80	80	G	A			⬅➡	
CS	Number of visits (per population)	1.45	2.8	2.8	G	G			⬅➡	
IA	Medium and high level information incidents reported	29	50	50	G	G			⬅➡	
IA	Availability of IT key systems through core infrastructure to users	99.84	99.67	99	G	G			⬅➡	
IA	Remote availability of IT key systems to users through mobile devices	52	75	75	G	G			⬅➡	
IA	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	91	91.5	91.5	G	G			⬅➡	

OUTCOME				2016/17 PERFORMANCE						
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	**RAG Year End Forecasts**				Direction of Travel 2014-16	**Commentary**
BU	**KEY BUSINESS MEASURES**				Q1	Q2	Q3	Q4		
F	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	100	100	100	**G**	**G**			⟷	Unaudited accounts were published by the deadline of 30 June.
F	Statutory reports are unqualified by External Auditors (WCC)	100	100	100	**G**	**G**			⟷	Accounts have not been qualified, but Objection to Accounts means process is not yet closed.
F	WCC's statutory reports (Pension Fund) are produced to deadline	100	100	100	**G**	**G**			⟷	Unaudited accounts were published by the deadline of 30 June.
F	Financial reports considered by Corporate Board, GLT, Cabinet & Council (on the budget, quarterly monitoring & the Statement of Accounts) produced on the agreed dates	94.44	94.44	100	**G**	**R**			⬇	All reports for Cabinet and Council on the budget, quarterly monitoring & the Statement of Accounts were produced on time. However, there was 1 late monitoring report for Resources GLT. This related to difficulties in obtaining & manipulating detailed forecasting & spending data. Work is ongoing to improve the process for generating financial information automatically from the financial system to prevent this from recurring.
F	Amount of Cash Return on Invested Capital, expressed as ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Councils Benchmark	101.12	373.33	100	**G**	**G**			⟷	

	OUTCOME				2016/17 PERFORMANCE						
	Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	**Q2 Actual**	**Yr End F'cast at Q2**	**Target**	**RAG Year End Forecasts**				**Direction of Travel 2014-16**	**Commentary**	
BU	**KEY BUSINESS MEASURES**				**Q1**	**Q2**	**Q3**	**Q4**			
F	Statutory reports (Pension Fund) are unqualified by Ext auditors	100	100	100	G	G			⟷		
L&G	Number of complaints upheld by the Ombudsman	6	8	8	G	G			⟷	5 upheld complaints in relation to Adult Care Services1 upheld complaint in relation to Children's Services (safeguarding)	
L&G	Audit recommendations implemented vs recommended	-	64.93	66.04	A	A			⟷	Not yet due to be measured. Will be collected during Q3.	
L&G	Legal challenges / adverse judgments	0	0	0	G	G			⟷		
HROD	Average no. of days lost due to staff sickness per fte	10.27	10.27	10.05	A	A			⟷		
HROD	Staff turnover	14.57	14.57	14.57		G			⟷		
HROD	Positive employee engagement score	70%	70%	70%	G	G			⟷	EE Index calculated as a result of the Your Say survey. Target met	
HROD	Compliance with statutory requirements or maintain 100% compliance	100%	100%	100%	G	G			⟷	On target.	
PA	Target asset receipts received (as %)	11.3%	12.1%	12.1%	G	G			⟷	Target amended to achieve min. of £90M receipts for period 1.4.2016 to 31.3.2020. Target for 2016/17 is 0.121 (12.1%)	
PA	WCC Council property footprint (sq mtrs)	12.3%	12.3%	12.3%	G	G			⟷	Target is to reduce floor space of centralized property by 6750 sq m by 31.3.2020. Target up to 31.3.2017 is 0.123 (12.3%) Elizabeth House, Stratford upon Avon (834 sq m)	

OUTCOME		2016/17 PERFORMANCE								
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	**KEY BUSINESS MEASURES**				Q1	Q2	Q3	Q4		
PA	Non-compliance per £1m of operational property expenditure	0	4	4	G	G			⟷	
PA	Actual project delivery time to planned delivery time	95	90	90	G	G			⟷	
PBU	Benefits delivered from high priority projects & programmes (as agreed by CTB)	100	90	90	G	G			⟷	
PBU	Variance between actual quarterly milestones & planned quarterly milestones	22.62	19.71	10	G	R			⬇	Across the 18 key projects identified for this measure, 7 projects missed more than 10% of their milestones. Project Managers have identified a number of reasons for not meeting milestones, including change of organisational and local priorities and use of a more flexible project management approach (Agile) to better meet customer needs. We are engaging with project managers to review the Programme Management framework and we are looking to adopt a more standardised approach to milestone management and delivery across the organisation
F&R	% Customer satisfaction level for County	99	95	95	G	G			⟷	

OUTCOME		2016/17 PERFORMANCE									
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		Q2 Actual	Yr-End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary	
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4			
F&R	£K forecast savings at Yr End	825	860	860	G	G			⟷	The establishment has been reduced to achieve this saving, however due to a delay in the Fire Control Project the Service has had to extend some fixed term contracts.	
F&R	Revenue outturn -% forecast variance to budget for County	-	-0.61	-2	R	G			⟷	The forecast under-spend is related to annual provision for ill-health retirements not being expected to be required and some under-spend from Operational Response, partially netted off by overspends in Fire Control due to project delays, capacity required for the Peer Challenge and the Replacement Systems project.	
F&R	Capital programme -% variance to budget for County	-	0	0	R	G			⟷		

	OUTCOME	2016/17 PERFORMANCE								
	Our communities and individuals are safe and protected from harm and are able to remain independent for longer	**Q2 Actual**	**Yr End F'cast at Q2**	**Target**	**RAG Year End Forecasts**				**Direction of Travel 2014-16**	**Commentary**
BU	**KEY BUSINESS MEASURES**				**Q1**	**Q2**	**Q3**	**Q4**		
F&R	No. of HFSCs delivered for County	2039	4000	4000	G	G			⬆	
F&R	No. of P1 Incidents Attended	68	152	201	G	G			⬌	
F&R	No. of P2 Incidents Attended	171	350	301	G	R			⬇	The number of P2 incidents which pose a serious hazard & high risk threat to life attended has increased however the no of P1 incidents which are the highest priority incidents which pose an immediate threat to human life have decreased in an equal proportion. Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
F&R	No. of P3 Incidents Attended	527	1100	1380	G	G			⬌	
F&R	No. of P4 Incidents Attended	474	900	875	G	A			⬇	These incidents are those which pose a potential hazard to human life and include secondary fires. There was an increase in the number of deliberately started fires due to the extended period of dry, warm weather across the school holidays. Closer monitoring in place.

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BU	Our communities and individuals are safe and protected from harm and are able to remain independent for longer / KEY BUSINESS MEASURES	Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
					Q1	Q2	Q3	Q4		
F&R	No. of P5 Incidents Attended	422	582	327	G	R			↓	These incidents are the lowest priority incidents which pose a confirmed low hazard to human life & include fires already believed to be out and to Automated Fire Alarms (AFAs). This type of incident has increased during the first half of the year due to a Service policy change in mobilising to AFAs which are only in sleeping risk and life risk premises. Close monitoring of the number & types of incidents being attended by the Service to identify current and emerging trends across the County.
F&R	No. of preventable fire related deaths	0	0	0	G	G			↔	
F&R	No. of site specific inspections delivered	458	700	600	G	G			↔	
F&R	No. of students receiving Fatal Four Education Sessions for the County	385	1500	1500	G	G			↔	
F&R	No. of fire related injuries	7	18	22	G	G			↑	

					RAG					
OUTCOME					**2016/17 PERFORMANCE**					
Our communities and individuals are safe and protected from harm and are able to remain independent for longer		**Q2 Actual**	**Yr End F'cast at Q2**	**Target**	**RAG** **Year End Forecasts**				**Direction of Travel 2014-16**	**Commentary**
BU	**KEY BUSINESS MEASURES**				**Q1**	**Q2**	**Q3**	**Q4**		
F&R	% of time an appliance arrives at life risk or property incidents within agreed response standards	73.7	75	75	**G**	**G**			↔	The year to date figure has dipped slightly below 75%. However, close scrutiny assist the service to move resources around quickly to improve the overall operational response model. Weekly monitoring of response standards and causes of missing the first appliance attendance time.
F&R	% of time a 2nd appliance arrives at life risk or property incidents within agreed response standards	75.9	78	90	**R**	**R**			↔	O&S have requested a briefing note regarding the current levels of performance of the second appliance; this will be presented at the December meeting. Weekly monitoring of response standards and causes of missing the second appliance attendance time. Review of performance at the fortnightly and monthly performance meetings.
F&R	% Retained Duty System (RDS) appliance availability at key stations	89.21	90	85	**G**	**G**			↑	Recognising the pressures facing RDS staff this is an encouraging level of performance.

OUTCOME		2016/17 PERFORMANCE								
The health and wellbeing of all in Warwickshire is protected		**Q2 Actual**	**Yr End F'cast at Q2**	**Target**	**RAG Year End Forecasts**				**Direction of Travel 2014-16**	**Commentary**
BU	**KEY BUSINESS MEASURES**				**Q1**	**Q2**	**Q3**	**Q4**		
F&R	% of incident command competency amongst Flexi Duty Officers	96.5	98	100	A	A			⟷	1 Officer had not completed his competency levels assessment which has had an impact on the year to date. All Officers will be reminded in advance of the need to complete their assessment within required timescales.
F&R	% competency level for WDS and RDS staff in 8 risk critical competency areas	96.22	96	100	A	A			⟷	In reality 100% is an aspirational target due to recently recruited RDS personnel undergoing their development courses. In addition some wholetime firefighters returning from sickness will take time to regain full competency. Both the recently recruited RDS and returning Wholetime personnel will be supported by Training and Development and at station level to become fully competent in as short a timescale as possible.
F&R	No. of RIDDOR (reporting of injuries, Diseases & Dangerous Occurrence regulations) accidents	1	6	6	G	G			⟷	
F&R	Average days sickness per FTE	4.08	8	7	G	R			⬇	It is likely that the yr end will be a minimum of 8 days lost per FTE. This compares to the figures for yr end Sept 2015 of 3.47 A no of long term sick are now returning on light/full duties. These have impacted on the absence figures. An amended sickness absence policy is launched in mid Nov & will provide a more streamlined & effective way of managing sickness.

OUTCOME		2016/17 PERFORMANCE									
The health and wellbeing of all in Warwickshire is protected		Q2 Actual	Yr End F'cast at Q2	Target	RAG Year End Forecasts				Direction of Travel 2014-16	Commentary
BU	KEY BUSINESS MEASURES				Q1	Q2	Q3	Q4		
F&R	No. of RDS (Retained Duty System) firefighter vacancies (FTE) for County	31	23	40	R	G			↑	Currently the level of RDS vacancies is running at 31 and the Service continues to deal with the challenges of the RDS system. A further RDS recruitment campaign has been planned for this year. The DRASP team who coordinate the process will support the potential recruits throughout with a target of reducing the RDS vacancy levels to circa 23.
F&R	No. of WDS (Wholetime Duty System) firefighter vacancies (FTE) for County	6	0	0	G	G			↑	The number of wholetime firefighter vacancies is being managed closely and is currently running at 6. As WFRS enters phase 2 of our Transformation programme and a new duty Close management of the vacancy situation and any effect on wholetime availability through the monthly performance meetings.
F&R	No. of major training events & exercises undertaken at risk premises	10	20	12	G	G			↔	

Key to Direction of Travel (DoT): The DoT is based on an assessment of the forecasted RAG rating of the KBM at each quarter its lifetime

↔ -indicates that the KBM has maintained a constant direction of travel, (which may be Green, Amber or Red) for at least 70% over its lifetime; the rating for new KBM's will be assessed on the available quarters' RAG.	↑ -indicates that the KBM forecasted RAG has achieved an improvement for at least two consecutive periods following a dip of two consecutive periods. New KBM's will be assessed on the available quarters' RAG.	↓ -indicates that the KBM forecasted RAG has dipped for two or more consecutive quarters. New KBM's will be assessed on the available quarters' RAG.

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4.   Financial Commentary

4.1   Revenue Budget

4.1.1   The Council has set the following performance threshold in relation to revenue spend: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Business Units concerned.

	2016/7 Budget	2016/17 Outturn	Revenue Variance		Retained reserve	Balance/Financial Standing
	£'000	£'000	£'000	%	£'000	£'000
Customer Services	8,924	8,845	(79)	0.89% underspent	624	(703)
Finance	3,620	3,177	(443)	12.24% underspent	(551)	(994)
HR & OD	6,051	5,144	(907)	14.99% underspent	(549)	(1,456)
Information Assets	10,926	10,353	(573)	5.24% underspent	(63)	(636)
Law & Gov	933	803	(130)	13.93% underspent	(20)	(150)
Performance	3,948	3,827	(121)	3.05% underspent	(3)	(124)
Physical Assets	10,459	9,431	(1,028)	9.83% underspent	(402)	(1430)
Fire & Rescue	19,686	19,565	(121)	0.61% underspent	(444)	(565)

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

Underspends (above -2% Tolerance)

- Finance – The forecast underspend of £0.443 million is due to holding vacancies in order to fund future savings targets and additional one-off income generated from contractual rebates.

- Human Resources – The forecast underspend of £0.907 million is due to the Human Resources Management System Project budget which will be considered for allocation to 2017/18 in Quarter 3.

- Information Assets – The forecast underspend of £0.573 million (now reduced from the forecast overspend of £0.067 million at Quarter 1) is mainly due to money set aside for the replacement systems which is now intended for use in 2017/18.

- <u>Law & Governance</u> – The forecast underspend of £0.130 million is due to increased demand for legal services from both internal and external customers.

- <u>Performance</u> – The forecast underspend of £0.121 million is due to vacant posts being held for future savings and in anticipation of the redesign of the business unit.

- <u>Physical Assets</u> – The forecast underspend of £1.028 million is due to additional trading surpluses, holding vacancies to enable the Cleaning Service restructure and a reduction in rates charged on County buildings.

- <u>Other Services</u> – The forecast underspend of £3.402 million is due to slippage in the delivery of the approved capital programme reducing the need to borrow and the effect of the continued low interest rates.

4.2 Reserves

4.2.1 Business Units sought and obtained Cabinet's approval to put funds into reserves to support the delivery of services in future years. The specific proposals which Cabinet approved are:

Customer Service (£0.054 million)
- To fund the Sunday opening hours of libraries in 2017/18.

Physical Assets (£0.548 million)

- £0.080 million to tackle fuel poverty via own Energy Service Company.

- £0.234 million to the Resources Group Transformation Fund to support the redesign of the service.

- £0.234 million to the Resources Systems Development Fund to help fund the associated changes to systems that will facilitate the effective delivery of the service redesign.

Finance (£0.150 million)

- £0.150 million to be invested in the Council's replacement payroll system.

Human Resources & Organisational Development (£0.640 million)

- £0.640 million to Resources Group Systems Replacement Reserve to fund the costs of the new HR Management System.

Information Assets (£0.525 million)

- £0.525 million to the Resources Group Systems Development Fund to fund replacement systems including specifically the telephone system in 2017/18.

4.3. **Delivery of the Savings Plan**

4.3.1 The savings targets and forecast outturn for the Business Units concerned are shown in the table below.

	2016/17 Target £'000	2016/17 Actual to Date £'000	2016/17 Forecast Outturn £'000	Implementation Status	Commentary
Customer Services	402	0	402	A	The Registration Service has a target to deliver an additional £100,000 income next year as part of the agreed savings plan, this will be a challenge & the Service is taking the opportunity to continue to market the service to attract more customers to get married in Warwickshire
Finance	250	0	250	G	
HR & OD	347	0	347	G	
Information Assets	567	0	567	G	
Law & Governance	30	29	30	G	
Performance	200	200	200	G	
Physical Assets	1,061	389	1,061	G	
Fire & Rescue	860	825	860	G	

4.4 Capital Programme

4.4.1 The table below shows the approved capital budget for the business units concerned and the year-end forecasted position for the business units concerned.

	All current & Future Years Approved Budget £'000	New approved funding/ Schemes £'000	All Current & Future Years Forecast £'000	2016/17 Approved Budget £'000	Slippage from 2016/17 into future years £'000
Customer Services	3,528	0	3,528	631	(314)
Finance	0	0	0	0	
HR & OD	0	0	0	0	
Information Assets	24,709	423	25,132	4,695	0
Law & Governance	0	0	0	0	
Performance	0	0	0	0	
Physical Assets	39,475	67	39,542	15,022	(1,029)
Fire & Rescue	11,586	110	11,696	4,970	0

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

- Customer Service - The slippage of £314,000 is due to the service having reassessed ongoing priorities and realigned project spend to reflect this.

- Physical Assets – The slippage of £1.029 million is across several projects caused mainly by problems obtaining planning permission and land access issues. Additionally, some delays have been necessary in order to ensure that the full impact of OOP 2020 has been considered fully.

5. Supporting Papers

5.1 A copy of the full report that went to Cabinet on the 10th November is available via the following link: One Organisational Plan Quarterly Progress Report April-September 2016 and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 10th November, is available in each of the Group Rooms.

6.   Background Papers

None.

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	Steve Smith – Physical Assets, Resources
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Portfolio Holders	Cllr K Kaur
	Cllr J Horner

Overview & Scrutiny Committee

Meeting Date 14 December 2016

WFRS Procurement Activity

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee note the contents of this report.

1.0 Key Issues

1.1 Background

1.1.1 Since the move of national Fire and Rescue policy to the Home Office in January of this year the government fire reform programme has gathered pace. One of the initial outcomes from this work concerning procurement activity was a Home Office led "basket of goods" exercise which culminated in a benchmarking report, supported by Brandon Lewis, Minister of State for Policing and the Fire Service, sent to all fire and rescue authority chairs. An extract from the report is reproduced below:-

"I am pleased to publish today the procurement data provided by you on the basket of 25 commonly procured items across fire and rescue authorities in England. This is a core element of the Government's fire reform agenda, as announced by the now-Prime Minister in her fire reform speech in May.

The data suggests that there is wide variation across the sector on these commonly procured items. Of course that is to be expected to some extent and some of it will be justifiable but I think there is scope for significant improvement. The Government does not mandate what or how fire and rescue authorities procure essential equipment because we appreciate that you in the sector are best placed to make those decisions. However, I do hope to see more efficient and collaborative procurement in future and genuine consideration of opportunities as they arise. Should the Government repeat this exercise, my expectation is that the range of prices paid across the country will reduce. I understand that the Chief Fire Officers Association has recently set up a Strategic Commercial Committee to develop a commercial strategy for the sector. The Home Office is contributing to the development of this strategy, and I am supportive of this work. The Association's National Procurement Hub will also be looking into this area, and I urge you to work

with them to enable more joined-up purchasing, and to shape the commercial landscape to your advantage.

I thank you for your support and engagement in the fire reform programme so far. I look forward to progressing the reform of this essential sector and meeting many of you as I get out and about on visits to see your good work first hand."

1.2   Observations and analysis of published data

1.2.1   Fire and Rescue Services were asked to provide details of their most recent purchases of a selected range of equipment. As acknowledged in the letter from Brandon Lewis some of the data captured is fairly old as Fire and Rescue Services have not procured some items for several years and costs can clearly be expected to have changed over that time.

1.2.2   Although descriptors were provided, the comparison of some items will show significant variations in the item specification. This will result in a variance in purchase cost and potentially mask differences in quality.

1.2.3   Warwickshire Fire and Rescue Service (WFRS) returned data on 19 of the 25 items. Some of the costs were not included as we do not currently provide the item, e.g. officer vehicles and car hire services. Additionally IT is provided through WCC ICT on an annual payment basis as against a one-off purchase and as such costings were not directly comparable.

1.2.4   It should be understood that raw pricing information only paints a partial picture and forms a basis for further investigation. There are clearly anomalies in the pricing data, for example the price of £875 quoted by another service for a thermal imaging camera is completely unrealistic in 2016. The Bullard thermal image camera currently used by WFRS, costs over £4000.

1.2.5   Whilst this is clearly a valuable benchmarking exercise, it is important to mention that WFRS are primarily concerned with lifetime cost, rather than purchase price, to deliver best value and result in a lower revenue costs year on year. That said the data shows that there may be scope for improvement. WFRS's results in the benchmarking were as follows:-

Ten of the nineteen items were purchased at below the average cost

Nine of the nineteen items were purchased at a cost above the average

Six items were not provided by WFRS or were provided by WCC centrally.

1.3   Selected detailed analysis of our performance

1.3.1 In 2009 WFRS entered into a central government backed collaborative contract, along with 9 other FRS's, to provide firefighting Personal Protective Equipment (PPE) and uniform as part of a total care system. Interestingly some items available from the contract are above average cost in the comparative data, although this may be because the specification and quality are deemed to be higher.

1.3.2 The Medium Rescue Fire appliance data shows WFRS in the top three nationally for cost effective procurement. WFRS utilised the existing European Standard Devon & Somerset Light Rescue Pump fire appliance procurement framework and introduced the first of these vehicles in mid- 2015.

1.3.3 In 2010 WFRS jointly procured new breathing apparatus (BA) equipment with three other fire and rescue services in our region. This brought benefits not only in procurement but also in improved joint working across county borders and resultant improvements in firefighter safety.

1.3.4 Whilst there is always room for improvement, our performance in the "basket of goods" exercise can be fairly described as above average, in particular on the items with higher unit cost.

1.4   The National Position

1.4.1 The Chief Fire Officers Association (CFOA) has initiated a virtual procurement hub to organise all fire and rescue procurement activity across the country which aims to improve the level of collaborative research and procurement since the demise of the national FRS procurement agency (known as "Firebuy") in 2010. There are six strands of work each with a Chief Fire Officer acting as the senior strategic lead.

1.4.2 The Home Office have now initiated a very detailed spend analysis of fire sector procurement, which WFRS are contributing to. Outcomes will be published in February 2017.

1.4.3 WFRS are an active partner in the national benchmarking team which is evaluating potential replacement PPE and daywear uniform.

1.5   WFRS current position

1.5.1 As noted above, WFRS has been working collaboratively at a regional and national level for many years. We have taken advantage of European standard framework agreements and contracts for major items. Regionally we have worked together at practitioner level on both research and development, and procurement ventures.

1.5.2   WFRS have taken a fully active part in the CFOA Research and Development (R&D) Hub and currently contributes £4k per annum towards its existence. In time the CFOA R&D Hub will feed specific products to the CFOA Procurement Hub to enable all fire and rescue services to benefit from the best assets at the best prices.

1.5.3   The Technical Department within WFRS is responsible for all fleet and equipment. The revenue budget of £1.4m is split approximately 50/50 between procurement and maintenance, with an additional annual capital grant of £120k for significant items of operational equipment funded from the £20 million council borrowing each year. There is provision to draw on a further £800k of capital borrowing for vehicle purchase which is then repaid from the revenue budget.

1.5.4   The department was restructured during 2015 to afford greater capacity to both research and development and procurement activity as it recognised the requirement to improve. With the assistance of the WCC procurement team our technical team are currently working on more efficient and effective methods for provision of PPE, breathing apparatus servicing and ladder maintenance.

1.5.5   WFRS are keen to support local manufacturers and efforts are made to source as much as is practicable from competitive UK suppliers. However, it needs to be realised that certain specialist items can only be obtained from suppliers who are based abroad. When considering uniform clothing there is always a balance to be struck between large orders which can attract a significant discount but also a long lag time, for example when sourced from east Asia, and the benefit of ordering locally for quicker delivery but at higher cost.

1.5.6   It is expected that the work being undertaken nationally will create robust framework agreements for many of the items that WFRS currently procure. We would welcome the opportunity to be able to 'call off' orders for such items particularly uniform.

1.5.7   In the short to medium term our procurement team will be reviewing, amongst other items, our provision of personal protective equipment (fire kit) for firefighters, daywear uniform and our provision of aerial appliances. The latter will be carried out in collaboration with our partners in the West Midlands region.

1.5.8   Most recently officers from WFRS have met with multi-agency partners to discuss opportunities for greater collaboration. We are currently working with regional FRS's and Police Force's on the potential for further collaborative work. This includes an initial regional assessment of our current contracts and

forecast procurement needs in the short to medium term. This will allow us to identify opportunities we can act on now whilst we await the more detailed and accurate national FRS spend analysis outcomes due for release in February 2017. It is in this area that Government clearly expects to see further progress given its relationship with the wider Fire Reform Programme and the forthcoming legal duty for emergency services to collaborate as being advanced in the present Police and Crime Bill.

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Local Member(s):   None

Other members: Councillor Kam Kaur
Councillor Matt Western
Councillor Neil Dirveiks
Councillor Nicola Davies
Councillor Peter Fowler
Councillor Philip Morris-Jones
Councillor John Appleton

Resources and Fire & Rescue Overview and Scrutiny Committee

Meeting Date 14 December 2016

Warwickshire Fire and Rescue Service Draft Integrated Risk Management Plan 2017-2020

Recommendation

1. That the Resources and Fire & Rescue Overview and Scrutiny Committee approve the Warwickshire Fire and Rescue Service (WFRS) Draft Integrated Risk Management Plan (IRMP) 2017-2020 as a draft for consultation.

1.0 Background

1.1 Since 2003 every Fire and Rescue Authority has been subject to a statutory requirement to produce a local IRMP that fulfils the requirements of the Fire and Rescue National Framework for England. The Framework establishes the following priorities that need to be considered within an IRMP;

- To identify and assess the full range of foreseeable fire and rescue-related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- To be accountable to communities for the service they provide.

1.2 Responsibility for preparing the IRMP rests with the Fire Authority. The IRMP provides a brief summary of the work undertaken in the last two years and sets out how WFRS plan to build upon the progress made. It aims to identify emerging risks and new opportunities as well as highlight the challenges the Fire Authority will face over the next three year period.

1.3 The IRMP summarises how, through effective planning, WFRS consider all fire and rescue service-related risks within the community and aim to respond to them, making the most effective and efficient use of people, resources and equipment.

1.4 The Draft IRMP 2017-2020 reflects the forthcoming new legal duty for "Blue Light Collaboration" amongst all blue light agencies, and will support the three pillars of Home Office fire reform:

- Efficiency and collaboration;
- Accountability and transparency;
- Reform of the workforce.

2.0 Proposals for 2017-2020

2.1 The Draft IRMP 2017-2020 describes the following 5 proposals to guide areas of work over the next 3 years;

- Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;
- Review the number, location and resourcing of our fire stations and fire engines;
- Maximise the flexibility and utility of our workforce;
- Develop the use of emerging technology;
- Use our capacity to improve wider community health and social care outcomes.

2.2 The detail around the changes that WFRS propose to implement as a result of these areas of work will be communicated through **IRMP Action Plans**. This Draft IRMP will be launched with the proposed Action Plan covering 2017/18. The Action Plans for 2018/19 and 2019/20 will be subject to further consultation where appropriate.

3.0 Timescales associated with the decision and next steps

3.1 Subject to Cabinet approval, a 9 week period of public and key stakeholder consultation will commence on January 9th 2017. The Fire and Rescue Authority to formally consider the outcome of consultation, commission any revisions and to formally adopt the IRMP 2017-2020 at the Council meeting on July 18th 2017.

Background papers

None

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Warwickshire Fire and Rescue Service

Integrated Risk Management Plan

2017 -2020

Photos by Kamil Kaim

Contents

Warwickshire Fire and Rescue Service IRMP 2017/20

1. Introduction

Welcome to Warwickshire Fire and Rescue Authority's Integrated Risk Management Plan (IRMP) 2017 – 2020 and the accompanying Warwickshire Risk Profile 2016.

This plan sets out the vision for the Authority over the next three years and recognises the significant changes the Authority has already made during the period of the previous IRMP.

Whilst Warwickshire remains a safe place to live and work, we cannot be complacent. As a fire and rescue service we are continually evolving, and the way we operate will look and feel different in the future as we become more innovative in the way we use new technology, deploy our resources to meet new and emerging risks and continue to revise shift and crewing arrangements.

This IRMP will identify and assess fire and rescue related risks that could affect the communities of Warwickshire, and those of a cross border, multi authority or national nature.

So far through our Service Improvement Programme and Warwickshire County Council's One Organisational Plan, we have managed to reform the way in which we deliver a cost effective, fit for purpose service. As we look forward to the next three years we have to be realistic with Warwickshire residents about the financial challenges that lie ahead, and communicate clearly the impact these may have on the services we provide.

We welcome the challenges made to the UK fire and rescue services within the speech delivered by the then Home Secretary, Theresa May, entitled "Where next for Fire Reform?" The speech highlighted issues that included:

- The need for continuing reform in governance structure, accountability, scrutiny, transparency and workforce profile;
- The need for efficiency and collaboration between emergency services;
- Workforce changes and internal cultures;
- The future democratic mandate of Police and Crime Commissioners;
- The lack of independent inspectorate and the limitations of fire and rescue service performance data.

Previous considerations of alliances and mergers are more relevant than ever given the difficult financial future and now clearly overlap with the new legal duty for "Blue Light Collaboration" amongst all blue light agencies. The potential for there to be a change to the way the fire and rescue service in Warwickshire is delivered is becoming a growing possibility which we welcome.

We are confident that we are well placed to embrace change and we will work with our communities and partners to ensure that we continually review and assess how we are targeting risk in the county. Our priorities as we move through this change will be to keep the public safe by ensuring that an effective response is provided to fires and other emergencies, keep firefighters safe by ensuring that they are provided with the right equipment and training for major threats and emergencies, and doing our very best by ensuring that we deliver value for money within available resources.

Portfolio Holder – John Horner   **Chief Fire Officer – Andy Hickmott**

2. Executive Summary

This IRMP provides a brief summary of the work undertaken in the last two years and sets out how we plan to build upon the progress made. It aims to identify emerging risks and new opportunities as well as highlight the challenges the Fire Authority will face as we move into the next three year period.

It summarises how, through effective planning, we consider all fire and rescue service-related risks within our communities and how we aim to respond to them, making the most effective and efficient use of our people, resources and equipment.

Within this document you will find:

- Our purpose aims and principles
- Our priorities
- What is an Integrated Risk Management Plan?
- Our achievements so far
- Risk management in Warwickshire
- The financial challenge
- Our development intentions
- Consultation

Warwickshire has a diverse risk profile of both rural and urban population and whilst we now attend fewer fires than we did in the past, we respond to a range of different emergencies which impact upon those communities. These include flooding, major industrial incidents, animal rescues, water rescues and transport incidents.

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Our operational preparedness is achieved though resilience planning, working with other emergency services and partners and through our work with neighbouring fire authorities.

To assess risk in Warwickshire we use a range of data and research which helps us to define our risk profile and create an accurate and up to date picture of the risks impacting our communities. These include:-

- Warwickshire Risk Profile 2016,
- Warwickshire County Council's One Organisational Plan,
- Warwickshire Fire and Rescue Service Outturn Report 2015/16,
- National Risk Assessment,
- Community Risk Register,
- The Fire and Rescue National Framework for England,
- Operational Assessment and Fire Peer Challenge Report 2016.

(Links to be provided to relevant documents)

3. Our Purpose, Aims and Principles

Over the next three years we will need to make some changes to the way we deliver a fire and rescue service to the residents of Warwickshire, but any proposals we make will stay true to our core purpose: ***Protecting the community and making Warwickshire a safer place to live***.

4. Our Outcomes Framework

We will ensure the public is kept safe by focusing on the following outcomes:

- An effective response is provided to fires and other emergencies;
- Maintained low levels of deaths and injuries caused by fire and on the roads;
- We help our businesses and communities, particularly the most vulnerable, to be safe;
- We understand and proactively manage the risk in our county;
- Effective enforcement of fire safety law in the workplace is delivered.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Fire engines are available to respond to 999 calls;
- We attend life risk incidents as quickly as possible;
- Home fire safety checks (HFSC's) are delivered to our most vulnerable residents;
- Education sessions are delivered to those at risk of being involved in a road traffic collision;
- Work with our partners in the police, public health and adult social care to achieve improved community safety and wellbeing;
- Prevention and protection activity is targeted towards high risk areas.

We will ensure our firefighters are kept safe by focusing on the following outcomes:

- The skills of our workforce are developed;
- The health, safety and well-being of our workforce is promoted;
- The right equipment, vehicles and information to do the job are provided;
- Our staff feel supported, valued and engaged;

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- We are operationally assertive, confident and safe;
- The service is prepared for major threats and emergencies.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Major risk exercises and training events provide firefighters with the requisite skills and confidence;
- The crewing levels of our fire engines, and staffing of our support departments are maintained;
- Firefighters through to management level are all sufficiently competent to undertake their tasks safely and effectively;
- Sickness absences levels are at the lowest reasonable level;
- Wellness at work initiatives are delivered that improve the health and well-being of our staff;
- Training facilities enable the effective delivery of skills and knowledge training.

We will ensure we are doing our very best by focusing on the following outcomes:

- We are organisationally efficient and constantly seek improvements;
- Our customers are satisfied with the service they receive;
- Our staff are recognised as our biggest asset and they are utilised in the most effective way possible.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Savings targets are achieved and financial forecasts are accurate;
- The number of justified complaints remain low;
- Customer satisfaction levels are maintained.

5. What is an Integrated Risk Management Plan?

This IRMP demonstrates how the Warwickshire Fire and Rescue Authority assess and manages foreseeable risks within Warwickshire. It is an integral part of the business planning process as it allows us to review what has been done to make Warwickshire safer, and describes what additional actions we intend to take in the years to come.

An IRMP fulfils the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve. However, the following priorities need to be considered within an IRMP;

- To identify and assess the full range of foreseeable fire and rescue-related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- To be accountable to communities for the service they provide.

The integrated risk management planning process doesn't just review the risks in isolation though, it is about assessing and understanding the full range of risks impacting the communities of Warwickshire and ensuring that we have the plans, people, processes and equipment in place to ensure that Warwickshire remains a safe place to live and work.

Below are some of the improvements we have made to the Service during the period of our previous IRMP. In our 2013 – 17 IRMP:

We said we would review our emergency response standards so that we can provide a better response across the whole of the county.

We did:

- The review of the response model was subject to public consultation in 2014 and a new response standard (to provide an initial response to all life risk incidents across the county in 10 minutes on 75% of occasions) was introduced in 2015.

We said that we would increase training, support and leadership for our retained duty systems firefighters (RDS).

We did:

- We introduced new roles for 23 Response Commanders whose primary role is to support retained firefighters and station commanders.
- We provided additional training for retained firefighters including on-line training from home.
- We carried out a review of the retained duty system to help us to make further improvements.

We said that we would deploy whole-time firefighters to do jobs that make the best use of their skills and working time.

We did:

- We reviewed the number of firefighters we have and the shift patterns they work. By listening to, and working with, our firefighters, we have developed and agreed a new shift system that requires fewer firefighters, but increases the number of fire engines that we have available to respond.
- We implemented changes to the whole-time shift system to provide additional crewing for a new fire station in Gaydon. This has already improved response times to road traffic collisions on the M40.
- We introduced a Day Crewing Plus duty system at Stratford and Alcester fire stations.

We said that we would develop the role of our Service Control teams to make the best use of their skills and working time.

We did:

- We updated our communications and command systems to ensure that our control staff have the most up to date systems from which to manage all '999' calls.
- We introduced new duty systems in our control room to enable us to align with Northamptonshire Fire and Rescue Service and enable the two control rooms to support each other more closely.

We said that we would increase our water rescue capability to flooding and fast flowing water incidents so that we can respond to a wider range of incidents.

We did:

- All whole-time firefighters have been trained to the level of the Module 2 First Responder Water Rescue national qualification.
- Additional water rescue equipment was purchased to provide enhanced water rescue.

Finally, **we said** that we would develop our specialist rescue capability.

We did:

- We introduced new equipment, training and procedures for specialist rescues including road traffic collisions and large animal rescues
- We introduced five Light Rescue Pumps to help us to provide a swifter response to incidents and provided more advanced cutting equipment for carrying out rescues from vehicles

7. Risk Management in Warwickshire

Risk management planning is the way that all fire and rescue services identify and manage the risks which impact upon their communities. Ensuring that we have a clear understanding of those risks underpins everything that we do.

We have a major part to play in keeping communities safe, businesses running and our heritage and environment protected. To achieve this we use a wide range of data analysis to determine the risks that impact locally upon the communities of Warwickshire against the backdrop of the Fire and Rescue National Framework.

The Warwickshire Risk Profile 2016 provides an in-depth piece of research and analysis of the incidents we have attended over previous years and the risk of emergency incidents happening in the future. The Risk Profile provides a range of actions which will drive local risk reduction plans. We also consider the Warwickshire Community Risk Register, the National Risk Assessment, the risk information we collect on all medium and high risk premises within the county, local planning applications, town and district local plans, major road developments and learning from major incidents that occur elsewhere within the United Kingdom and beyond. We also anticipate the impact that significant infrastructure projects may have on Warwickshire at the planning stage. For example, the next phase of the High Speed rail link project (HS2) will eventually cover 44 miles of Warwickshire travelling from the south east to the north of the county. The impact, in planning and operational terms, will be significant on the service given the large scale construction, hazardous processes and significant increases in traffic volumes.

From the data we review, we know that people who are vulnerable because of their social and economic circumstances are often more vulnerable from fire. Through the use of 'Exeter' patient registration data, 'Mosaic' data and incident data, we can identify the areas in our county where fires may be more likely to occur. This means that we can target our resources more effectively to reduce risk across the county and protect some of the more vulnerable members of our community.

Using this targeted approach to our prevention activity has helped us to reduce the number of incidents that we attend.

Long term trend: 10 year percentage change in incidents attended

Incident Type	Jan – Dec 2005	Jan – Dec 2015	Percentage Change
Primary Fires	1408	611	-57%
Road Traffic Collisions (RTCs)	652	301	-54%
Secondary Fires	1454	735	-49%
False Alarms	3681	1318	-64%
Special Services (excluding RTCs)	848	259	-69%
Total Incidents	8043	3224	-60%

However, on the back of this 10 year downward trend there has recently been a steady increase in deliberate fires and a more significant rise in the number of road traffic collisions we have attended (WFRS Risk Profile 2016). The increase in road traffic collisions locally reflects the picture nationally.

New housing and commercial and industrial developments within the county require us to consider whether the location and resourcing of our fire stations, and our protection and prevention strategies, need reviewing in response to any potential increase or change in local risk. When district/borough councils develop new Local Plans for the future we ensure that we engage with them at the consultation process. If necessary we will consider making an application for developer contributions towards any additional resources we feel we may need. Not all applications are successful, but if during the lifetime of this IRMP we have cause to consider changing the location of any of our existing fire stations in response to major new

developments, we will undertake a specific piece of consultation with those communities within the area affected.

Risk versus demand

Warwickshire Fire and Rescue Authority provide a fire and rescue service aligned to risk. Risk is not the same as demand. Though the number of house fires has declined in recent years, the resources required to tackle a house fire remain the same regardless of the number of incidents an individual fire station might expect to respond to. The fire and rescue service is expected to respond immediately to all foreseeable events 100% of the time, and unlike other public services our success is measured in minutes, not days or weeks.

Fewer fires do not directly equate to a lower level of risk, and therefore does not necessarily provide the opportunity for a proportionate reduction in the number of firefighters and fire engines. If there is a terrorist incident, extreme weather event, industrial accident or any other unexpected catastrophe the public expects an immediate and professional response. The fire and rescue service needs to be equipped with the necessary resources and staff to deal with the incident effectively and ensure a swift return to normality.

Behind the firefighters, fire engines and fire stations are a range of support services that are essential to the emergency response, prevention and protection capabilities of Warwickshire Fire and Rescue Service. Though largely unseen to the public, the staff in these support services ensure that our firefighters are provided with the vehicles, equipment, training, data and policies to enable them to undertake their roles effectively and safely. These cannot be described simply as 'back office' as these are essential to providing and supporting the operational 'front line'.

Warwickshire Fire and Rescue Service is a small organisation that has become smaller still given continued reductions in budget over a number of years. We have stepped up to the challenge of austerity and become more efficient in the way that we meet the demands of a modern fire and rescue service. However, we are now a very lean organisation, and in a wide range of areas now operate to the minimum level of resources necessary to provide a viable and sustainable service against the range of legal standards that apply to us. This requires us to consider very carefully

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the impact of further budget pressures, and to maximise the opportunities that the forthcoming legal duty for blue light services to collaborate will present to us in order to enhance our efficiency, effectiveness and public safety.

Key risks;

Fires - Depending on the size of the incident, a fire can have devastating emotional, physical, environmental and economic effects.

We undertake regular analysis of where fires happen in the county and target our resources effectively to reduce the impact through home fire safety checks, arson reduction and business fire safety.

Industrial and Heritage Premises - There are a number of industrial sites in and around Warwickshire where hazardous substances may be stored. Whilst these businesses have a statutory duty to plan for emergencies, we work closely with them to ensure they have the right plans in place to deal with a range of potential emergencies.

There are also a number of buildings within Warwickshire that are important to the county's heritage and history; a notable example being Warwick Castle. These buildings pose a threat to firefighter safety due to their complex layouts and old construction methods. They are immensely valuable, often containing irreplaceable artefacts.

Our firefighters conduct regular visits to medium and high risk buildings to ensure that they are familiar with the risks. This is then reinforced with specialist training and exercises in partnership with other agencies to ensure that we have the right approach for the risks identified.

Transport Incidents - Road traffic collisions are now one of the biggest areas of work for fire and rescue services due to the fast growth of our transport networks. The impact of these types of incidents is often significant, not only to those directly involved, but also the wider community and businesses that that are impacted by the traffic disruption these types of incidents cause. We work closely with our partners to mitigate further risk and disruption to those involved and the surrounding areas.

Although thankfully very rare, we also plan for and equip ourselves to respond to rail and air incidents.

Flooding and Water Rescue - Flooding is becoming more of a frequent occurrence due to environmental change and, whilst flood defences in Warwickshire have been significantly improved, flooding continues to be a threat to our communities.

To mitigate the impact we regularly review our flood risk management plans to ensure that we have the right resources, equipment and training to deal with incidents when they occur.

We recognise the risks presented by open water, and aim to support the UK Drowning and Prevention strategy by establishing a Warwickshire Water Safety partnership.

Extreme Events - Though these events are rare, they can present a very high risk to people and their communities. Such events include; civil disturbance, major chemical incidents and explosions, acts of terrorism, extreme weather events and human pandemics.

We are part of the Warwickshire Local Resilience Forum (WLRF); a partnership comprising of the police, fire, ambulance, local authorities, Environment Agency, health, military, utility and transport companies across Warwickshire. The WLRF prepares for and plans to deal with large-scale emergencies within the county, whilst also supporting other fire and rescue services as part of a national response.

Emergency Response Locations

Alongside the planning and preventative work we do sits our emergency response service, so that when things go wrong we will always be there when the public needs us the most. The risk management process informs the location of our fire stations and fire engines, and enables us to match the provision of our resources to demand and risk.

Firefighter Safety

As set out in our Outcomes Framework, a critical aspect of our approach to risk management approach concerns the safety of our firefighters. The workplace that

both we and the public expect firefighters to operate in can be difficult and dangerous. The nature of emergency activities is that they are often carried out in unfamiliar places in dynamic and deteriorating conditions in time pressured situations and with limited information. This combination of circumstances means the Service puts major and sustained emphasis on operational training, and in supporting operational crews with the best available equipment, procedures and related functions.

Current fire station and fire engine locations (April 2016)
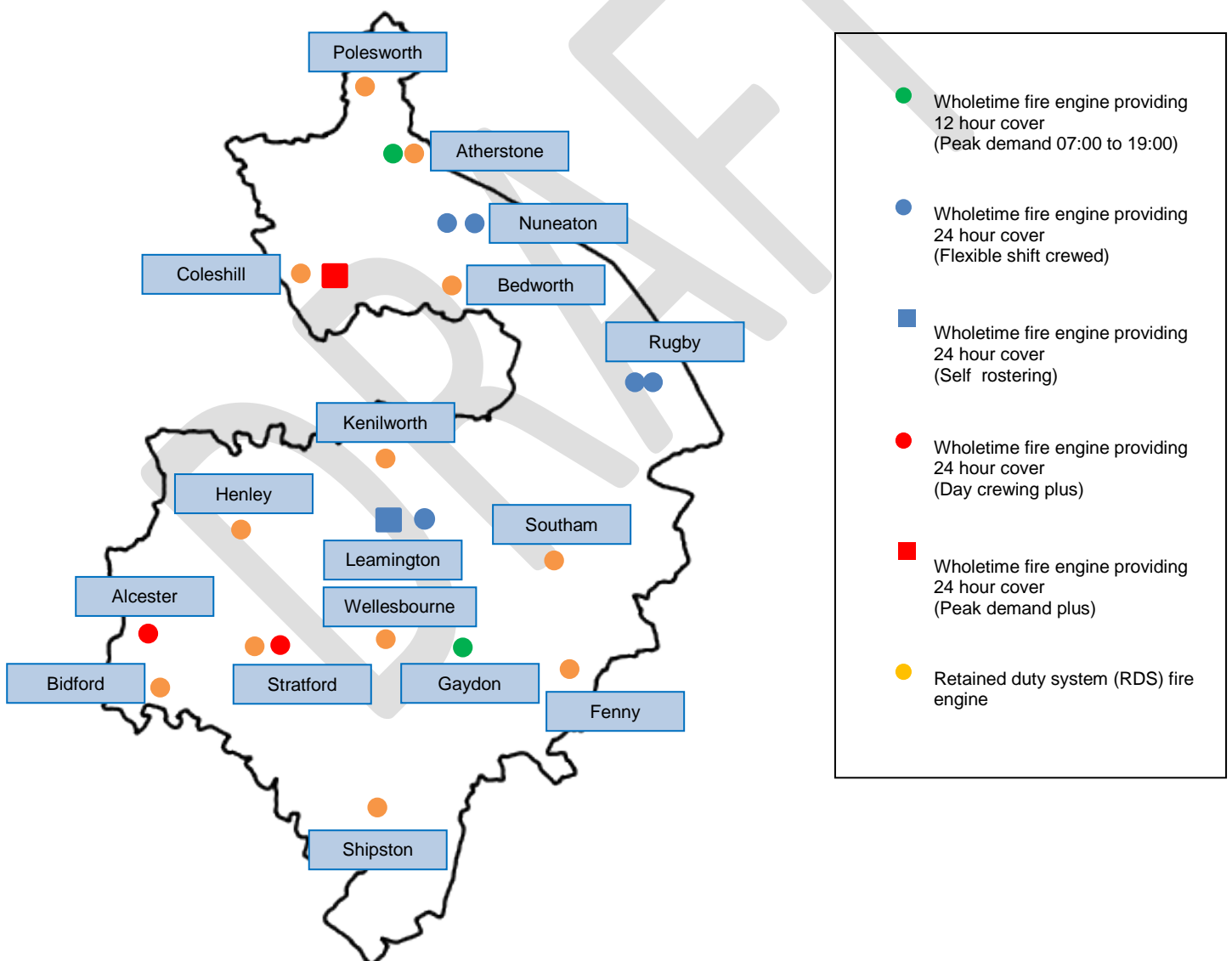
Operational Cover

The present operational cover requirement is based on being able to maintain 'day to day' emergency cover based upon the present Fire Authority's response standards as well as:

- Our ability to respond to larger incidents (9+ fire engines);
- Our ability to respond to medium size (4-8 fire engines) and/or simultaneous incidents;
- Our ability to meet the responsibilities as lead agency for risks under the Local Resilience Forum Community Risk Register (e.g. flooding, terrorism);
- Our ability to respond to major incidents at site specific risks (e.g. Kingsbury Oil Terminal, Warwick Castle).
- Acknowledgement that neighbouring FRSs may be unable to support us operationally as they have in the past.

The Fire Authority's present response standards are:

- To provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions;
- To provide the second responding fire engine to life risk incidents across the county within 15 minutes on 90% of occasions.

It also provides the resilience to:

- Enable firefighters to undertake the necessary training;
- Allow staff to undertake the required premise risk inspections;
- Facilitate community safety and fire prevention activities.

8. The Financial Challenge

Local government as a whole is faced with an unprecedented set of financial challenges and Warwickshire Fire and Rescue Service is no exception to that. The Government Spending Review means that fire and rescue services nationally have been faced with a net reduction of 25% in their budgets between 2010 and 2016. We have already made significant savings through the first three years of our Transformation Programme. However, we will still have to deliver savings of £368K in the year 2017-2018. The financial picture beyond that is yet to be determined, and will inevitably have an impact on the way we deliver our services to protect the communities we serve.

The service spends over two thirds of its funding on firefighters pay. The rest is spent on supporting emergencies and carrying out community fire prevention and commercial fire protection. As a fire and rescue service we strive to provide the best possible service within the budget we are allocated. This can only be achieved by being more creative in the way we use our resources, by targeting the most vulnerable in our communities and working in partnership and collaboration with external partners and other blue light services.

Our operational budget to run the fire and rescue service for 2016/17 was £19.2 million, with a range of wider corporate functions provided by Warwickshire County Council.

What we spent our 2016/17 budget of £19.2 million on...

People	Property	Transport	Operational Supplies	Income
£15.77m	£0.02m	£1.06m	£2.44m	£0.09m

9. Our Development Intentions

What we want to do over the next 3 years and how we propose to achieve it

The financial challenge we face requires us to continually review the way that we deliver our services, so that we can continue to ensure that we provide the best possible fire and rescue service within the budget that is provided.

We have already delivered a programme to provide a joint capability for receiving 999 calls and mobilising our fire engines with Northamptonshire Fire and Rescue Service, and commenced collaborative work with Hereford and Worcester Fire and Rescue Service and Warwickshire and West Mercia Police. The Home Office are giving fire and rescue services strong messages about the need to collaborate with other blue light agencies; in particular the Police. We will actively support the three pillars of Home Office fire reform:

- Efficiency and collaboration;
- Accountability and transparency;
- Reform of the workforce.

We intend to continually review the resourcing and location of our fire stations, fire engines and support structures and seek more efficient ways of delivering our emergency response service. We must increase our flexibility in how we respond to the range of incidents we now attend and maximise the utility and flexibility or our entire workforce. We must consider the impact that local area development plans will have on the demand for our services, and regularly develop our asset management

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plans to ensure that our response, protection and prevention arrangements are suitable and sufficient.

We realise that our staff are our greatest asset, and we need to ensure that they have the right skills and are available in the right places at the right time to crew our fire engines. We intend to continually review the way that our staff are deployed in order to provide the most efficient and effective arrangements for the delivery of our services. We recognise the particular challenge that recruiting on-call (RDS) firefighters presents to us in some areas of the county, and we will review our recruitment needs and practices to maximise fire engine availability.

We regularly review and update the equipment that is provided to our firefighters to ensure they have the most effective tools to do their job. We will continue to consider new technologies and equipment that make our emergency response more effective, efficient and safer for firefighters.

We will never lose sight of our traditional responsibilities, but we recognise that there is an opportunity for us to provide wider social value with the resources we have available. We believe that our firefighters are ideally placed to provide emergency medical assistance through collaborative arrangements with the Ambulance Service, particularly in those areas where firefighters could get to someone in need before the arrival of an ambulance.

 We know that those most at risk are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. This is why, through evidence-based prevention work, we target the most vulnerable and disadvantaged members of our community. By using this approach, we have already demonstrated how we can improve the lives of people living with dementia, older people with physical impairments and troubled young people with youth offending history.

However, we know there is more that could be done. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we need to develop stronger links with our partners in health and social care in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.

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To achieve these intentions we propose to:

1. Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;

2. Review the number, location and resourcing of our fire stations and fire engines;

3. Maximise the flexibility and utility of our workforce;

4. Develop the use of emerging technology;

5. Use our capacity to improve wider community health and social care outcomes.

The detail around the changes we propose to implement as a result of these areas of work will be communicated through **IRMP Action Plans**. This IRMP will be launched with the proposed Action Plan covering 2017/18.

The Action Plans for 2018/19 and 2019/20 will be subject to further consultation where appropriate.

10: Consultation

Our approach to risk management is founded on a balanced strategy of prevention, protection and emergency response and our excellent performance tells you that this approach is very successful. However, the challenges over the next three years will be significant and will require the organisation to adapt, change and work differently.

Within this IRMP, we have outlined a number of objectives on how we intend to develop the service, protect local communities and respond to emergencies. Engagement with the residents of Warwickshire and other key stakeholders is vitally important if we want to ensure that Warwickshire continues to be a safe place to live and work.

The accompanying Action Plan for 2017/18 details the changes we propose to make in the first year of the plan. If you have a view on the plans we are proposing, then be heard, get involved and help us to shape the future of your fire and rescue service.

To get involved, please complete the on-line survey *(link to be provided)* or contact fireandrescuecommunications@warwickshire.gov.uk Alternatively you can log onto https://askwarks.wordpress.com/ You can also follow us on Facebook and Twitter.

Facebook.com/warwickshirefireandrescueservice

Twitter.com/warksfirerescue

www.warwickshire.gov.uk/fireandrescue

Day Crewing Plus duty system – a duty system for full-time firefighters which provides the same level of fire engine availability as more traditional duty systems, but with less firefighters.

Efficiency savings – a change that results in doing more with the same amount of resource, or the same with less resource.

Emergency response model – the arrangements by which we provide an emergency response; includes location and availability of our fire stations, fire engines, firefighters and specialist equipment.

Exeter data – patient registration data that consists of the address, gender and date of birth of all over 65's registered with General Practitioners.

False alarms – incidents where the fire and rescue service are called to a location and discover on arrival that there is no emergency situation requiring their services.

Hazardous substances – are defined as substances that are very toxic, toxic, harmful or irritant.

Home fire safety checks (HFSCs) – a home visit conducted by the fire and rescue service, whereby fire safety advice is given to those considered most vulnerable to the risk of fire. A smoke alarm is fitted where deemed appropriate.

HS2 – high speed rail link that will pass through the Midlands.

Integrated risk management planning – the way that all fire and rescue services identify and manage the risks which impact upon their communities.

Light Rescue Pump (LRP) – a fire engine which looks similar to the traditional fire engines and performs the same role, but is lighter and smaller.

Module 2 First Responder Water Rescue - qualification to use water rescue equipment whilst operating near, on or in moving water appropriate to the limits of wading rescue.

Mosaic – a tool for analysing the latest demographic and behavioural trends, used by the fire and rescue service to identify those citizens most likely to be at risk from fire.

Primary fires – includes home fires, business (non-domestic) fires, and vehicle fires. Involves property or vehicles, or fires where casualties or rescues have occurred. Also includes incidents where five or more fire engines are in attendance.

Response Point – a location from which a fire engine will respond to emergency incidents. A Response Point provides a more flexible base than a traditional fire station. The accommodation for the fire engine and crew is of a portable design, enabling the facility to be relocated should there be a change in the local risk profile.

Retained Duty System (RDS) – the duty system that our retained firefighters work.

Retained (RDS) firefighters – firefighters who usually have primary employment elsewhere, but are available to respond to emergencies on an on-call basis from their home or work address.

Risk profile – in-depth research and analysis of the incidents we have attended over recent years and the potential risks we may face in the future.

Shaping the Future savings plan - a corporate savings plan for Warwickshire County Council which incorporates Warwickshire Fire and Rescue Service.

Small Fires Unit– an off road 4 x 4 vehicle that provides the capability to extinguish small fires.

Special services – comprises an assortment of non-fire incidents, including events such as water rescue, animal rescue, chemical leaks, persons locked in/out and persons trapped in machinery etc.

Transformation Programme – a programme of change within Warwickshire Fire and Rescue Service that delivers the level of savings required by the Warwickshire County Council Shaping the Future savings plan.

Wholetime firefighters (WDS) – full-time firefighters, who are available for immediate response on fire engines.

Draft IRMP Action Plan 2017/18

	IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.			
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
1.1	**Implement a single Service Control facility with Northamptonshire FRS.**	DCFO Rob Moyney	• Decision made on location. • Develop an implementation plan for proposals.	• Improved efficiencies through collaboration. • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
	Why do we want to do this? This is the final stage of the Joint Control project with Northamptonshire FRS (NFRS). The project was the key output of a collaboration scoping exercise undertaken with NFRS during the previous IRMP (2013-2017). The shared control facility will reduce costs whilst providing a better resourced, more resilient service to the public. The shared primary control room could be in either Warwickshire or Northamptonshire, with a reserve control room maintained in the partner Brigade for spate conditions or other emergency. Completion of the installation of the new mobilising system will enable the use of new technology and systems, such as Automatic Vehicle Location and nearest resource mobilising, which will improve the efficiency of both Service's response to emergency incidents.				
1.2	**Implement a co-responding arrangement with West Midlands Ambulance Service (WMAS).**	DCFO Rob Moyney	• Agree a co-responding operating model with WMAS. • Implement agreed mechanisms for co-responding to specific medical emergencies.	• Enhanced survival chances of those involved in medical emergencies. • Contribution to reducing the demand and financial pressures on the WMAS and NHS.
	Why do we want to do this? We have the opportunity to provide an emergency medical response capability to help save lives and support the ambulance service. Co-responding schemes can save lives in those areas where firefighters are able to attend cardiac arrests and other priority medical emergencies more quickly than the ambulance service. All WFRS firefighters are trained to First Person on Scene (FPOS) intermediate standard of medical response, and a full set of equipment including a defibrillator is held on every fire appliance. If Firefighters attended the incident first they would undertake basic life support including defibrillation until WMAS arrive to provide advanced life support response. This enhancement is intended to complement the already professional service provided by WMAS; it is not intended to replace an ambulance response.				

No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
1.3	**Further develop our current collaborative working programme with Hereford and Worcester Fire and Rescue Service and Warwickshire and West Mercia Police to maximise all operational, service support and future governance opportunities in keeping with the forthcoming legal duty.**	DCFO Rob Moyney	• Develop further work streams within collaboration programme. • Develop an implementation plan for proposals.	• Improved public safety. • Improved efficiencies through collaboration. • Improved organisational resilience. • Supports the efficiency and collaboration and workforce reform pillars of the Home Office fire reform agenda.

Why do we want to do this?

The duty to collaborate is shortly to become a legal obligation for emergency services. The Home Office is committed to a programme of fire service reform based on 3 pillars: efficiency and collaboration, accountability and transparency and reform of the workforce: which we are committed to supporting. We will actively support this duty where it is in the interests of the community to do so.

IRMP Objective 2: Review the number, location and resourcing of our fire stations and fire engines.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**

2.1	**Produce a WFRS Asset Management Plan that sets out the future changes needed in the locations of our premises and fire engines, and incorporate within the Warwickshire County Council (WCC) Capital Expenditure Programme.**	DCFO Rob Moyney	• Produce Asset Management Plan based on future needs, including;
			  ➢ IRMP 2017-2020 risk analysis,
			  ➢ district/borough local plans,
			  ➢ vehicle and building lifespan requirements,
			  ➢ a review of our water rescue and flooding capability.
				• An asset plan that meets the future needs of WFRS and which is incorporated into future WCC financial planning.
				• A fire service model of service delivery that matches the changing risk profile of the county and meets the needs of its communities.

Why do we want to do this?

As part of the IRMP process we look ahead to the impact future housing and commercial/industrial developments will have on the capability and location of our resources; namely our fire stations, fire engines and other emergency response vehicles. We also look ahead to consider the potential for change in other risk areas, such as the environment and terrorism. Additionally when the vehicles within our fleet come to the end of their expected lifespan, and our buildings require significant refurbishment to continue to be fit for purpose, we will take the opportunity to review whether existing arrangements are still appropriate to meet our changing needs. Our Asset Management Plan will set out the future changes needed, and in particular will consider;

- ➤ Optimising fire station locations in and around the Rugby area in light of future developments in the area;

- ➤ Optimising fire station locations in and around the Nuneaton area in light of future developments in the area;

- ➤ The suitability and condition of the Headquarters building in Leamington Spa;

- ➤ The optimum equipment, location and operating arrangements of our flooding and water rescue capability.

2.2	**Review the provision of aerial appliances across the West Midlands Region.**	DCFO Rob Moyney	• Options appraisal developed and considered at West Midlands Region FRS regional meeting. • Decision on provision of aerial appliances made that provides economy of scale and the sharing or resources across borders.	• Improved efficiencies through collaboration. • Improved operational resilience.

Why do we want to do this?

This is part of our ongoing review of special appliances, which include any operational vehicle other than our standard fire engines. An aerial appliance is an emergency response vehicle with the capability for reaching the upper floors of tall buildings. Although rescues from height are rare, aerial appliances are used for a range of working at height purposes, such as roof ventilation and applying water onto a fire from above the building.

Our existing aerial appliances will be 10 years old in 2017 and this is the correct time to begin assessing our options for the number and type of replacements required, taking into account that our regional partners are undertaking a similar exercise. The aim is to provide an appropriate level of aerial availability.

IRMP Objective 3: Maximise the flexibility and utility of our workforce.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
3.1	**Review our RDS recruitment needs and practices to maximise fire engine availability, and optimise the balance between wholetime (WDS) and on-call (RDS) staffing of key fire stations.**	DCFO Rob Moyney	• Determine best use of resources to maintain fire engine availability. • Develop options for change. • Implement changes and arrange regular outcome reviews.	• Improved RDS fire engine availability • Improved emergency response in rural areas • Improved working arrangements for RDS firefighters
	Why do we want to do this? The majority of UK FRSs struggle to recruit sufficient on-call (RDS) firefighters to provide 24/7 fire engine availability, and we are no exception. We struggle to secure RDS firefighter availability at certain times. In some areas the need to be available within 5 minutes travel time of the local fire station significantly limits the potential pool of people within which recruitment can take place. There has also been socio-demographic change over recent years that has made recruitment more difficult.				

IRMP Objective 4: Develop the use of emerging technology.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
4.1	**Extend the use of Light Rescue Pumps (LRPs) within the Service.**	DCFO Rob Moyney	• Introduce 5 further LRP's in line with the procurement plan. • Distribute LRP's across the Service to support the response model.	• Cost savings to contribute to the WFRS savings target. • Reduce carbon footprint. • Provide agile response to life risk incidents. • Maintain our response standards. Enhance safety of the community.

	Why do we want to do this? The first 5 Light Rescue Pumps (LRP's) delivered into the Service have proved that the original concept of use for these vehicles was valid. They have now been in front line use since June 2014 and, after initial teething problems expected from the introduction of any new vehicle type, have demonstrated that they are more than capable with dealing with the regular demands of the Service. They are roughly half the price of a regular sized fire engine and with the use of new technology, such as the 'E-draulic' rescue equipment; they are able to deliver a very near equivalent capability to the incident ground. They are more fuel efficient and, being narrower and lighter than traditional fire engines, are able to get through congested streets more easily and cross bridges with reduced weight limits; something which is becoming an increasing concern to the Service. The improved fuel efficiency and reduced emissions of the euro 6 rated engine help to reduce our carbon footprint and save costs.			
4.2	**Consider and if appropriate implement the use of new fire extinguishing technology.**	DCFO Rob Moyney	• Scope out a range of new equipment and procedures that enable firefighters to extinguish internal fires from outside the building, such as; cold-cutting equipment, Compressed Air Foam systems and other such technologies. Make use of national research and development. • Identify training requirements of introducing new technology • Identify impact on vehicle procurement to accommodate any new firefighting equipment.	• Improved firefighting tactics. • Improved firefighter safety. • Reduce social and economic impact of fire related incidents.
	Why do we want to do this? Modern construction of buildings present new risks to firefighters, and fire extinguishing technology constantly evolves in order to deliver more effective firefighting tactics and improve firefighter safety. We maintain a watchful eye on any new developments, and two in particular that are being developed and utilised within a number of other fire and rescue services are 'cold-cutting' and 'compressed air foam' systems. These systems enable firefighters to extinguish some building fires from outside, thus potentially reducing the risk to firefighters significantly.			
4.3	**Consider and if appropriate implement the use of new equipment for dealing with Road Traffic Collisions (RTCs) involving vehicles with new and more challenging construction.**	DCFO Rob Moyney	• Review effectiveness of existing equipment to deal with the latest vehicle designs and construction that present the greatest challenge to firefighters. • Scope out a range of new equipment and procedures to	• Improved extrication tactics, leading to more rapid definitive medical care. • Improved firefighter safety.

			enable firefighters to extricate persons from vehicles that are made of new and more challenging design.	
			• Identify training requirements of introducing new technology	
			• Identify impact on vehicle procurement to accommodate any new rescue equipment.	

Why do we want to do this?

Modern vehicle construction presents us with new challenges. Stronger yet lighter construction materials, more widespread presence of passenger safety systems and electric power technology all present additional risks to firefighters. We constantly need to review and upgrade our extrication techniques and equipment in order to continue to release trapped casualties from vehicles within safe systems of work. The quicker we can extricate a casualty, the sooner they can be conveyed to hospital for definitive care.

IRMP Objective 5: Use our capacity to improve wider community health and social care outcomes.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
5.1	**Enhance our value to the community by exploring opportunities to work with partners to improve wider health and social care outcomes.**		• The Joint Strategic Needs Assessment (JSNA) is used to look at how we can support health and wellbeing in Warwickshire. • Partnerships developed with counterpart public services such as public health, ambulance and Clinical Commissioning Groups to look at how we can support the vulnerable.	• Enhanced safety, health and wellbeing of the community, in particular the most vulnerable. • Increased influence of WFRS. • Contribute to reducing the demand and financial pressures on the NHS. • Long term contribution to improvements in heart health indicators, and reduced health inequalities in Warwickshire. • Young people in Warwickshire are trained to deliver bystander CPR and understand the positive lifestyle choices that they can make to look after their heart health, and commit to action.

		- Delivery of Safe and Well visits to the most vulnerable within our county. - Delivery of the 'Heartshield' programme and the provision of cardiopulmonary (CPR) resuscitation and positive lifestyle training to school pupils within the county.	
	Why do we want to do this? We recognise the opportunity to provide wider social value with the fire and rescue resources we have available. We know that those most at risk from fire are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we will develop stronger links with our partners in health and social care in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire. Safe and Well visits will focus on a range of health, well-being and safety issues affecting the vulnerable members of our community. The Heartshield project will provide an enhanced level of CPR training to young people in secondary schools across Warwickshire. The delivered learning will incorporate key heart health promotion and prevention messages.		

Resources and Fire and Rescue Overview and Scrutiny Committee

14 December 2016

Your Say – Staff Survey 2016 update and headline results

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee review this report which provides an update on the Your Say, staff survey 2016 results, noting in particular the positive responses received and the increased Employee Engagement score of 70%.

1   Introduction

1.1 The purpose of this report is to:

- Provide Overview and Scrutiny Committee with the initial results of the 2016 'Your Say' survey
- Provide an update against actions identified in the 2014 survey
- Share plans for the next steps

1.2 On the whole the results are positive with ¾ of the questions that are comparable, having seen an improvement since 2014. Of the questions that have gone down compared to 2014, none have reduced by more than 3 percentage points.

1.3 'Your Say' was launched on Thursday 30th June, running for 3 weeks until 21st July.

2. Progress against actions identified from 2014 survey

2.1 The last full staff survey was in 2014, with a shorter "pulse survey" conducted in 2015, focusing on 10 questions. The subsequent actions taken as a result of these surveys (based on employee feedback and involvement, best practice and expert advice) have included:

- The development and implementation of an Employee Engagement Strategy 2015-18.
- Support of local level action planning with guidance produced for managers.
- The development of a 'You Said, We Did' communications campaign to highlight progress since 2014 and to reinforce message that feedback from staff is listened to, valued and responded to.

- Consultation on how to better engage with hard to reach areas of the business.
- A review of how the demographic data is captured and used to make improvements.
- The identification of engagement best practice within WCC and shared via case studies and tools.
- The introduction of the Employee Engagement Index as a measure on the Management Information Dashboard.

3. Survey Questions

3.1 Following the 2014 survey, a review was undertaken and the questions were revised. Questions were retained which help to measure progress against the OOP ambitions, namely that staff are highly skilled, supported and provide excellent customer service, there is effective management of resources and change is managed effectively.

4 Response rates

4.1 It can be seen from chart 1 below that the response rates have improved overall from 2015, achieving 47% across WCC, with increases in both People and Resources Groups. To put this into context the ORC benchmark response rate for local authorities is 59%.
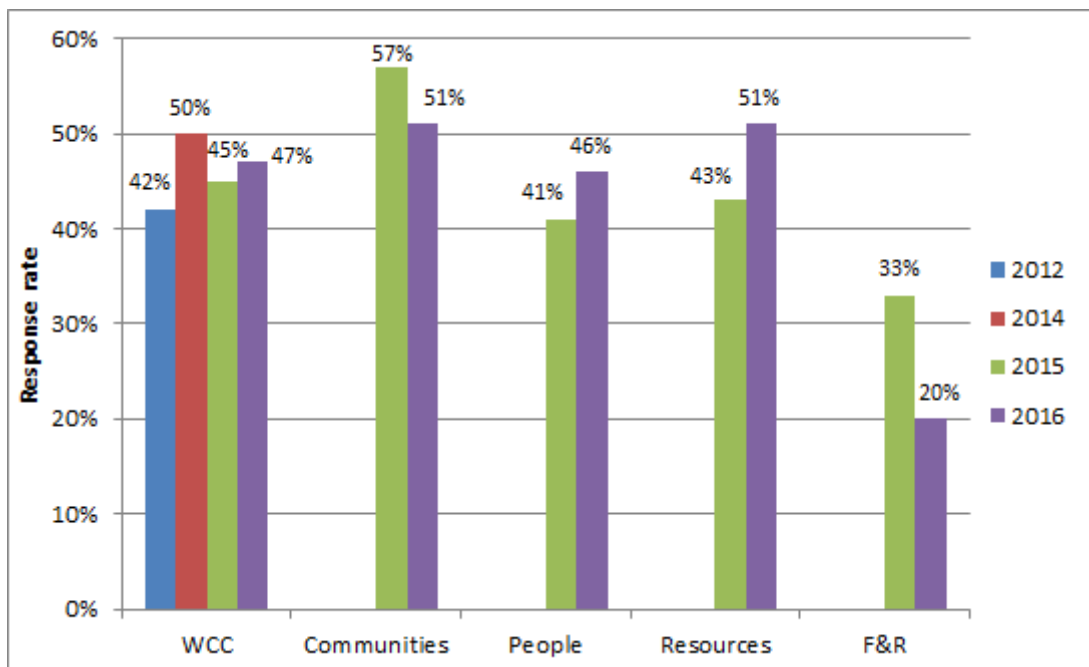

Chart 1 Response rate by year

4.2 In order to obtain the highest response rate the starting point was to adopt a 'digital by default' approach. Service managers from each area of the organisation were consulted where there are staff without WCC email addresses, site based or peripatetic colleagues.

4.3 1225 paper copies were distributed and 272 returned, giving a 21% response rate. This however masks a range of paper response rates from 7% - 67% when broken down by team. Paper copies were also sent with details of how to complete the survey on-line.

Over half (9 out of 15) Business Units did achieve a response rate above the ORC benchmark and the Physical Assets Business Unit in Resources, which has a high number of site based staff in catering and cleaning / caretaking, response rate rose from 10% in 2015 to 30% in 2016.

5. Employee Engagement Index

5.1 Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. It is about how to create conditions in which employees offer more of their capability and potential.

5.2 A recognised model provided by ORC is used to generate the engagement index for the third year.

Generating an Employee Engagement Index allows us to:

● Measure progress over time
● Provide opportunity to benchmark with local government
● Allow comparators to other organisations
● Identify areas of good practice across the organisation to share
● Utilise the data alongside other metrics (e.g. sickness absence, financial performance, customer service etc.) to target support

5.3 The Employee Engagement strategy targeted a 3% increase in the index by 2016 which was achieved with a 2016 result of **70%**. This compares favourably with the ORC benchmark for local government which is 62%.

	WCC 2012	WCC 2014	WCC 2016	ORC Median score 2016	WCC variation to median 2016
Employee Engagement Index %	66%	67%	70%	62%	+8%

Table 1 Employee Engagement Index by year
Chart 2

08 Staff Survey Update and Headlines Report, Resources and Fire & Rescue 14.12.2016

6. The Results

The key findings from high level data analysis for WCC include:

Question no.	Question	Result
Top 3 highest scoring questions		
Q.2	I understand how my work contributes to the success of my service/team	93%
Q.1	I am clear about what I am expected to achieve in my job	90%
Q.26	The people I work with cooperate to get the job done	86%
Lowest 3 scoring questions		
Q.51	As a result of the 2014 survey, I have seen positive changes at work	27%
Q. 37	Poor performance is dealt with effectively where I work	44%
Q.48	The County Council manages change effectively	46%
Top 3 most improved questions 2014 - 16		
Q.12	I receive the learning and development I need to do my current job	+11%
Q.3	I am recognised and acknowledged when I have done my job well	+10%
Q. 9	My physical working conditions are satisfactory for my role	+10%
Questions with the greatest reductions 2014 - 16		
Q.39	I am aware of the Council's long term goals (e.g. priorities / values etc.)	-3%
Q.30	I am satisfied with communications within my Group	-2%
Top 3 highest questions above ORC benchmark		
Q.6	I have the right materials and equipment to do my job well	+23%
Q.46	I am satisfied with the benefits of working at the county council	+22%
Q.29	I think it is safe to speak up and challenge the way things are done at work	+21%

Lowest 3 questions below ORC benchmark		
Q.40	I am motivated and inspired to contribute to the aims of the organisation	-19%
Q.20	I believe my last appraisal was of value to me	-13%
Q.37	Poor performance is dealt with effectively where I work	-7%

Table 2 - Key findings

6.1 When considering the trends over time for the survey questions, the following can be noted:

- Improvement were seen in the results of 31 (75%) of those questions where comparisons were possible
- No change was recorded in 5 questions (12.5%)
- Results were lower in 5 questions (12.5%)
- 10 questions were either new or amended - therefore comparison are not possible

On the whole the results are therefore positive with ¾ of the questions that are comparable, having seen an improvement since 2014. Of the questions that have gone down compared to 2014, none have reduced by more than 3 percentage points.

6.2 Comparison with ORC benchmark

The ORC analysis is generally favourable with 79% of the questions that can be benchmarked being inline or above the median for local authorities. 30 of the Your Say questions do not have an ORC benchmark available.

	Above benchmark	In line with benchmark	Below benchmark	N/A (benchmark not available)
No. of questions	21	2	6	30
% of benchmark questions	72%	7%	21%	-

Table 3 ORC benchmark

6.3 Themes identified from the Open Text questions

Initial analysis of the open questions ('What is the best thing about working for WCC?' and 'What one thing would you change to improve WCC as a place to work?') has been undertaken by themes and the results of the top three for each question are shown below. The analysis in themes will be continued to Business Unit level and included within the reports distributed. The verbatim comments will also be shared with relevant subject matter experts, Heads of Service and service managers.

What is the best thing about working for Warwickshire County Council?	No. comments	
Top 3 themes identified	Count	% making comment
Team of people I work with	480	35.5%
Child friendly, work life/balance	255	18.9%
Improving peoples outcomes, making a difference, caring	205	15.2%

Table 4 Best thing comment themes

What one thing would you change to improve WCC as a place to work?	No. comments	
Top 3 themes identified	Count	% making comment
Better communication/interaction	181	13.6%
Inadequate management/management understanding/support	129	9.7%
Poor pay/benefits/sick/holiday	119	8.9%

Table 5 Change comment themes

7. Communications Plan

7.1 In 2015 a short, 6-question, pulse survey was circulated. Following this pulse survey, an intranet poll revealed that 52% of respondents had not seen any results. Therefore a key action for this project is to ensure that results are visible, cascaded to all and used as a basis for celebration and action.

There is an expectation that by 31 December 2016 results will have been shared by managers, discussions with staff will have taken place and action plans developed at team, service and Business Unit level. These expectations will be clearly communicated and feature in the cascade process.

A toolkit for managers and e-learning will be available to provide support

8. Next Steps

8.1 Short term

- Cascade the results throughout the organisation - currently in progress
- Analyse the corporate level results to develop an action plan with Customer and Transformation Board input
- Assist leaders and managers to gain insight from their results and develop Group, Business Unit and local action plans through range of resources and OD/HRBP support
- Group Employee Forums to consider group results and comment themes to identify potential solutions
- Report back to Customer and Transformation Board on progress in February 2017

8.2 Longer term

- Involve employees to explore feedback and generate solutions through the group employee forums and listening/focus groups to target areas with high/low employee engagement or response rates
- Continue to agree targets for employee engagement at WCC, Group and BU level
- Use engagement index alongside absence / turnover etc. to diagnose' health' of teams and target interventions to improve wellbeing/absence
- Continue the work to embed the Employee Engagement strategy including how to improve "employee voice" within the organisation
- Explore different options of measuring employee engagement in future - best practice indicates a desire from organisations for more immediate feedback than annual/every 2 years surveys.
- For future employee engagement surveys, explore options to improve the transparency of results to support ownership and accountability
- Review how to engage with hard to reach areas of the organisation whilst demonstrating principles of digital by default.
- Continue to identify ways of increasing the response rate

9. Conclusion

9.1 There is much to celebrate from these results, from the engagement index increase to the trend data of predominant improvements. Staff appear to understand the contribution they make and value the cooperation of their colleagues.

9.2 The survey data gives an insight into the opinions of staff which can be used to continue to support motivation and morale, which will ultimately impact on business results.

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

Local Member(s):
Other members:

Resources and Fire & Rescue Overview and Scrutiny Committee

14 December 2016

Treasury Management Monitoring Report

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on Treasury Management in respect of the first six months of 2016/17 to 30 September 2016.

1   Introduction

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

- The creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.

- The creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.

- The receipt by the Cabinet of an Annual Treasury Management Strategy Report for the year ahead, a midyear review report (as a minimum) and an annual review report of the previous year.

- The delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices, and for the execution and administration of treasury management decisions.

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

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

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

2 Investments

2.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis.

2.2 The Council's investment portfolio at 30 September 2016 was as follows:

Table 1: Investment Position at 30 September 2016

	Invested at 30 September 2016
	£m
In house deposits	5.0
Money Market/External Funds	178.6
Property	10.0
Social Bonds	40.0
Total	**233.6**

2.3 Performance of the Council's investments versus the benchmark is:

Table 2: Investment Performance to 30 September 2016

	Average Interest rate year to date	Target rate: 7 day LIBID	Out-performance
	%	**%**	**%**
In house deposits	0.35	0.28	0.07
Money Market/External Funds	0.64	0.28	0.36
Property	4.50		
Social Bonds	3.00		
Total weighted performance	**1.11**	**0.28**	**0.83**

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

2.5 LIBID is the average interest rate which major London banks borrow Eurocurrency deposits from other banks.

2.5   Actual interest earned in the first six months of 2016/17 was:

Table 3: Interest Earned to 30 September 2016

	Year to date
	£000
In house deposits	112
Money Market/External Funds	446
Property	226
Social Bonds	602
Total	**1,386**

2.6   The budgeted interest receivable for 2016/17 is £2,314k, and £1,157k for the first 6 months of 2016/17. The original budget was based on a forecast interest rate cut in the second half of the year. However given recent changes in the economic climate, our advisers have revised their interest rate forecast. The first 6 months of 2016/17 has shown an out performance against budget of £229k.

2.7   The table below details our consultant's view on interest rates. Based on this opinion, the money market will remain at very low interest levels, with a rise to 0.50% forecast in June 2019, and a further rise to 0.75% in December 2019.

Table 4: Interest Rate Forecast

	Dec 2016	June 2019	Dec 2019
	%	**%**	**%**
Interest Rate Forecast	0.25	0.50	0.75

Source: Capita

3   Borrowing

3.1   The borrowing undertaken by the County with The Public Works Loans Board (PWLB) was £ 378.1m at 31 March 2016. £10m of debt was repaid at 30 September 2016, leaving the balance of £368.1m as at 30 September 2016. A further £15m is due to be repaid during the financial year.

4   Compliance with Treasury Limits and Prudential Indicators

4.1   During the six months of 2016/17 to 30 September 2016, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the updated Prudential Indicators set for 2016/17 are shown in **Appendix A.** Explanations of the terminology employed is set out in **Appendix B.**

5   Sensitivity Analysis

5.1   A sensitivity analysis has been carried out to show the potential impact of an increase in BoE base rate by 1% on the Council's debt an investment portfolio as at 31.03.2016, the results of which are detailed in the following table.

Table 5: Sensitivity Analysis

	Actual Fair Value at 31.03.2016	+1% increase in Base Rate Fair Value at 31.03.2016	Difference
Investments	£46,728,140	£46,910,711	-£182,571
Debt (new borrowing)	£518,929,944	£440,041,876	£78,888,068
Debt (early repayment)	£614,633,467	£512,535,318	£102,098,149

Background Papers

None

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

Local Member(s):

Other members: Councillor John Appleton
                  Councillor John Horner
                  Councillor Kam Kaur
                  Councillor Matt Western
                  Councillor Neil Dirveiks
                  Councillor Nicola Davies
                  Councillor Peter Fowler
                  Councillor Philip Morris-Jones

	2015/16	2016/17	2017/18	2018/19	2019/20
(1). AFFORDABILITY PRUDENTIAL INDICATORS	Actual	estimate	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Capital Expenditure	85,733	113,788	84,278	33,365	9,380
	%	%	%	%	%
Ratio of financing costs to net revenue stream	8.86	8.75	8.80	8.90	8.66
Gross borrowing requirement	£'000	£'000	£'000	£'000	£'000
Gross Debt	388,424	363,424	362,274	362,274	352,274
Capital Financing Requirement as at 31 March	319,361	343,088	351,898	335,443	319,310
Under/(Over) Borrowing	(69,062)	(20,336)	(10,375)	(26,831)	(32,964)
	£'000	£'000	£'000	£'000	£'000
In year Capital Financing Requirement	14,004	23,727	8,810	(16,456)	(16,133)
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement as at 31 March	319,361	343,088	351,898	335,443	319,310
Affordable Borrowing Limit	£	£	£	£	£
Position as agreed at March 2016 Council	1.90	5.05	-2.53	-2.35	
Increase per council tax payer					
Updated position of Current Capital Programme					
Increase per council tax payer	-5.81	1.30	0.98	1.84	-5.44

PRUDENTIAL INDICATOR	2015/16	2016/17	2017/18	2018/19	2019/20
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	approved	estimate	estimate	estimate	estimate
Authorised limit for external debt -	£'000	£'000	£'000	£'000	£'000
Borrowing	526,219	497,346	494,533	473,406	466,046
other long term liabilities	12,000	12,000	12,000	12,000	12,000
TOTAL	538,219	509,346	506,533	485,406	478,046
Operational boundary for external debt -	£'000	£'000	£'000	£'000	£'000
Borrowing	438,516	414,455	412,111	394,505	388,372
other long term liabilities	10,000	10,000	10,000	10,000	10,000
TOTAL	448,516	424,455	422,111	404,505	398,372
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net principal re variable rate borrowing / investments	25%	25%	25%	25%	25%
Upper limit for total principal sums invested for over 364 days	£	£	£	£	£
(per maturity date)	£0	£0	£0	£0	£0

Maturity structure of new fixed rate borrowing during 2014/15	upper limit	lower limit
under 12 months	20%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

PRUDENTIAL INDICATORS

Ratio of financing costs to net revenue stream

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

Gross Borrowing

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

Actual and Estimated Capital Expenditure

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

Capital Financing Requirement

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

Authorised Limit

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

Operational Boundary

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

Limits on Interest Rate Exposure

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