

# Resources and Fire & Rescue Overview and Scrutiny Committee

**13 September 2017**

## Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in **Committee Room 2, Shire Hall, Warwick on Wednesday 13 September 2017 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**

Councillor Andy Jenns (to be replaced for this meeting by Councillor Chris Williams)

Councillor Bill Olnor (to be replaced for this meeting by Councillor Alan Webb)

Councillor Kam Kaur (Portfolio Holder for Customer and Transformation)

#### **(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 39).

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All public papers are available at [www.warwickshire.gov.uk/cmis](http://www.warwickshire.gov.uk/cmis)

- 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.

**(3) Minutes of the meeting of the Resources and Fire & Rescue Overview and Scrutiny Committee held on 5 July 2017.**

**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 2017/18**

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

**5. One Organisational Plan Quarterly Progress Report (Quarter One 2017/18) and End of Financial Year 2016/17**

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

**6 IRMP 2017-2020 Task and Finish Group**

Report recommending the establishment of a time-limited task and finish group to review and comment on the proposed implementation of the IRMP Action Plan for 2017-18.

**7. Report on Domestic Fire Deaths**

Following a number of fatal fires at the beginning of 2017, a review was undertaken of our prevention structure and strategy. This report details the outcomes of that review, together with our current prevention activities and proposed further involvement with our partners.

**8. Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and wider Fire Reform Programme**

This report provides an update on the national reform programme for fire and rescue services, and in particular the likely impact of the new Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection process.

**9. Property Rationalisation Programme**

Update report on the progress against the property rationalisation programme savings target; including a proposal for future savings.

**10. Digital First Programme**

Status report on the progress made so far of the Digital First Programme

**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 13 September 2017 commencing at 2:00pm in Committee Room 2.

David Carter  
Joint Managing Director  
Shire Hall  
Warwick

**Resources and Fire and Rescue Overview and Scrutiny Committee**  
**Membership for the meeting 13 September 2017**

**Councillors:**

Parminder Singh Birdi (Vice-Chair), Sarah Boad, John Cooke, Andy Crump, Judy Falp, Pete Gilbert, Andy Jenns, Maggie O’Rourke, Bill Olnor and Heather Timms (Chair)

**Portfolio Holders:-**

Councillor Peter Butlin – Deputy Leader  
Councillor Kam Kaur– Customer and Transformation  
Councillor Howard Roberts – Fire and Community Safety

For queries regarding this agenda, please contact:

Helen Barnsley, Democratic Services Officer  
Tel: 01926 412323, e-mail: [helenbarnsley@warwickshire.gov.uk](mailto:helenbarnsley@warwickshire.gov.uk)

**Minutes of the meeting of the  
Resources and Fire & Rescue Overview and Scrutiny Committee  
held on 5 July 2017**

**Present:**

**Members of the Committee**

Councillors Parminder Singh Birdi (Vice-Chair), John Cooke, Andy Crump, Pete Gilbert, Andy Jenns, Maggie O'Rourke, Bill Olnier, Kate Rolfe and Heather Timms (Chair)

**Other County Councillor**

Howard Roberts - Portfolio Holder for Fire & Community Safety

**Officers**

Helen Barnsley -	Democratic Services Officer
John Betts -	Head of Finance
Mathew Dawson -	Treasury and Pensions Group Manager
Sarah Duxbury -	Head of Law and Governance & Interim Head of Human Resources and Organisational Development
Andy Hickmott -	Chief Fire Officer
Rob Moyney -	Deputy Chief Fire Officer
Janet Purcell -	Democratic Services Manager
Steve Smith -	Head of Property Services
Sushma Soni –	Performance & Improvement Officer

**1. General**

**(1) Apologies**

Councillor Sarah Boad (Replaced by Councillor Kate Rolfe) and Councillor Judy Falp.

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

None

**(3) Minutes of the meetings held on 22 February 2017 and 23 May 2017**

**Resolved**

That the minutes of the meetings held on 22 February 2017 and 23 May 2017 be signed as correct.

## **Matters Arising**

i. Minute 4

Members noted that a briefing note had been requested regarding the financial impact of the West Midlands Combined Authority on the County Council. It was confirmed that this had been produced and sent out to all members on 27 June 2017.

The Committee was advised that the former cross party fire working group no longer existed and that it was for the Committee to decide what specific aspects of the Fire and Rescue Service it wished to scrutinise and how it would undertake this as part of its planning of its work programme.

ii. Minute 5

It was agreed that members be provided with an update on the work to make the budget data collection more efficient and in turn, the monitoring reports more timely.

### Borders to Coast Pensions Partnership

Councillor Maggie O'Rourke asked what savings were expected from the pooling of local pension funds. It was agreed that the report agreed by Council on this subject be circulated to members, along with an estimate of the anticipated savings.

## **2. Public Question Time**

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

## **3. Questions to the Portfolio Holders relevant to the Overview & Scrutiny Committee**

### **Fire and Rescue Service Budget**

Councillor Maggie O'Rourke, Labour Group Spokesperson for Fire & Rescue Service, asked Councillor Howard Roberts, the Cabinet Portfolio Holder for Fire and Community Safety, for clarification regarding the working budget for Warwickshire Fire and Rescue Service.

The Portfolio Holder undertook to obtain clarification on the breakdown of the budget and gave his assurance that the priority of the Fire and Rescue Service was always to provide an effective service for Warwickshire residents.

Councillor O'Rourke expressed concern to the Portfolio Holder regarding the retention of firefighters and resources generally across the service. Councillor Roberts replied that resources were under constant review.

#### **4. Review of the Committee's Work and Development of the Future Work Programme**

Janet Purcell, Democratic Services Manager, outlined the role of overview and scrutiny, the methods open to members for undertaking scrutiny reviews and the role of Democratic Services in supporting the Committee. The report before members also set out the work undertaken by the Committee over the past two years and set out the factors to consider in agreeing its work programme going forward. In particular members were encouraged to have a core work programme focused on a few key areas that reflect the Council's priorities rather than have too many items as this would be more likely to result in effective in-depth scrutiny reviews.

The Committee identified the following topics for possible inclusion in the work programme:

- Procurement – how this operates within local area
- Methods being undertaken to ensure value for money from support services
- Warwickshire Fire and Rescue - IRMP& Action Plan
- Peer Review –Action Plan
- CWLEP Funding
- Digital First
- Access to Funding – how effective is the Council at accessing funding and in generating income.
- Business Rates –update when appropriate

The Chair confirmed that a meeting of the Chair, Vice-Chair and Group Spokespersons would meet before the next committee meeting in September, to consider the suggestions put forward.

#### **Resolved**

- (1) That the Committee notes the work of the Resources and Fire & Rescue Overview and Scrutiny Committee from 2015 to 2017, as outlined in Appendix A of the report;
- (2) That the areas proposed for inclusion in the work programme be considered by the Chair and Group Spokespersons meeting.

*(Note: This has now been arranged for Friday 21 July 2017)*

#### **5. Warwickshire Fire & Rescue Service Integrated Risk Management Plan 2017-2020 and Action Plan 2017-18**

Rob Moyney, Deputy Chief Fire Officer, presented the report to the Committee and gave an explanation regarding the process the IRMP had been through so far. The IRMP will be presented to Cabinet on the 13 July 2017 and then full Council on the 18 July 2017.

Rob Moyney explained that the IRMP is a three year plan supported by an annual action plan which has 11 key actions six are classed as high level actions and five are operational actions. One action highlighted to members was the purchase of new cutting equipment for use on new, modern cars which were stronger and required a different type of equipment.

Members commended officers for both the content of the IRMP and for its accessibility. Councillor Maggie O'Rourke highlighted the collaborative work and particularly welcomed work with the West Midlands Ambulance Service. The Chair agreed to write to the NHS partners welcoming the collaborative work. The Members welcomed further information on current areas of collaboration.

Andy Hickmott, Chief Fire Officer, advised members that fire authorities do have a duty to collaborate. Warwickshire Fire and Rescue Service has a history of collaborating with neighbouring services and collaboration was always a first consideration in all they do.

Following a question regarding the use of aerial rescue platforms, Andy Hickmott, explained that there is one aerial appliance known a Combined Aerial Rescue Platform which combines a traditional fire engine with an enhanced aerial rescue capability. There are also Aerial Appliances located in surrounding counties and we have arrangements to request these if they are located nearest to an incident.

The Chair asked for an update for members on the Grenfell Tower fire and any implications for Warwickshire. Andy Hickmott outlined the responsibilities of the Fire and Rescue Service and of the District and Borough Councils and of the different legislation that applies to planning and building control, housing (including communal areas), public buildings and commercial buildings.

The Committee was advised that there would be a briefing for all members and updates as more is understood about the Grenfell Tower fire.

### **Resolved**

That the Committee support the Warwickshire Fire & Rescue Service Integrated Risk Management Plan 2017-2020 and Action Plan 2017-18.

## **6. Operational Assessment and Fire Peer Challenge 2016**

Rob Moyney outlined the key findings of the Peer Challenge which had taken place over four days in November 2016; following a self-assessment submitted by the Fire Service.

The Peer Review contained four stages – a self-assessment, a formal visit, some immediate feedback and a formal report. It was completed

by Fire Officers from around the country as well as members of the LGA. It was noted that a draft version of the action plan had been submitted to the Committee during the previous administration.

Members welcomed the report which they considered a positive report from outside the organisation. There were some areas for improvement highlighted in the report which included the planning process in particular the review of the previous changes to the fire service and the use of Active Incident Monitoring (AIM) which is used for organisational learning

With regard to the identified areas for improvement included in the report, members requested further information relating to the cost implications. It was agreed that progress on the actions come back to the Committee and this would include any resource implications.

The Chair emphasised that the Fire Service is an established part of the committee and that the members should take ownership of the action plans (Peer Review and IRMP). The Chair also took the opportunity to thank the Fire Officers present at the meeting for the very well received member induction session which had taken place at Rugby Fire Station the previous day.

### **Resolved**

That the Committee welcome the results of the Peer Challenge and receives periodic progress reports on the Action Plan.

## **7. Treasury Management Monitoring Report 2016-17**

Mathew Dawson, Treasury and Pensions Group Manager, presented the report to the committee highlighting that the Council's investment portfolio at the end of the financial year 2016/17 was £223 million. Primarily, investments are made in money market funds with a small allocation of investment funds in social bonds and property.

Information was also provided to members concerning the debt financing and confirmation given that no new long term borrowing has been undertaken by the Council.

### **Resolved**

That the Committee notes the monitoring report.

## **8. Update regarding Business Rates**

It was noted that there were no further updates available since the last briefing note which was circulated to all members on 27 June 2017.



**9. Urgent Matters**

None

**10. Any other business**

None

**Date of Next Meeting**

The date of the next Resources and Fire & Rescue Overview and Scrutiny Committee was confirmed as 13 September at 2 p.m. in CR2, Shire Hall.

The meeting rose at 15:16 pm

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Chair

# Resources and Fire & Rescue Overview and Scrutiny Committee

13 September 2017

## Questions to Cabinet and Portfolio Holder

### Recommendations

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

### 1.0 Cabinet and Portfolio Holder Decisions

- 1.1 The decisions relevant to the remit of the Committee are listed below. Members are encouraged to seek updates on decisions and identify topics for pre-decision scrutiny. The Portfolio Holder for Customer and Transformation and the Portfolio Holder for Fire and Community Safety may be in attendance at the meeting to answer any questions from the Committee.
- 1.2 The remit of the Committee covers the following - 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
- 1.2 The list was last updated from the Forward Plan on 1 September 2017.

### Procurement Decisions

Decision	Description	Date due	Cabinet / PfH
Approval to Proceed with Procurement	Finance – Mobile Voice and Data Services	15 Sept 2017	Officer Decision
Approval to Proceed with Procurement	Finance – Audio Visual Equipment for Schools	15 Sept 2017	Officer Decision
Approval to Proceed with Procurement	Finance - Advocacy, Information, Advice and Support Services' Contracts:	10 Oct 2017	Cabinet
Consent to Tender	Finance - tendering exercise for the delivery of Tuberculosis (TB) services.	20 Oct 2017	Officer Decision

Approval to Proceed with Procurement	Finance - Healthwatch procurement following consultation	9 Nov 2017	Cabinet
Approval to Proceed with Procurement	Finance - Maintenance Contracts on WCC properties	7 Dec 2017	Cabinet

### **Other Decisions**

<b>Decision</b>	<b>Description</b>	<b>Date due</b>	<b>Cabinet / PfH</b>
Delivery of the Warwickshire Energy Plan:	Corporate Business Plan - financial evaluation of setting up a 'White Label' not-for-profit energy supply service	10 Oct 2017	Cabinet
Capital Investment Fund Allocations - 2017/18 Quarter 2	Finance	10 Oct 2017	Cabinet
<b>(Exempt)</b> Establishment of ESPO Trading Company	Corporate Business Plan	10 Oct 2017	Cabinet
Asset Management Framework	Property - Report to adopt the Asset Management Framework. The Asset Management Framework connects the Organisation's Strategic requirements to the deployment of Assets.	10 Oct 2017	Cabinet
County Storage Relocation (Hawkes Point)	Facilities Management: To obtain approval to relocate County Storage from Montague Road to Hawkes Point. Also to approve additional expenditure associated with the move.	9 Nov 2017	Cabinet
Capital Investment Fund Allocations 2017/18 Quarter 3	Finance	7 Dec 2017	Cabinet
Capital Investment Fund Allocations 2017/18 Quarter 4	Finance	15 Mar 2018	Cabinet

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

**13 September 2017**

**Work Programme 2017/2018**

**Recommendations**

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

- 1) Agrees the updated 2017/18 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 24 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*.

<b>OSC</b>	<b>Remit</b>	<b>Strategic Director</b>	<b>PFH's</b>
Resources & Fire & Rescue <i>(includes Fire &amp; Rescue and Libraries)</i>	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 2017/18 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 2017/18 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:

- 20 December 2017
- 28 February 2018

## Appendices:

Appendix A – Work Programme 2017/18

	Name	Contact details
<b>Report Author</b>	Helen Barnsley	<a href="mailto:helenbarnsley@warwickshire.gov.uk">helenbarnsley@warwickshire.gov.uk</a> 01926 412323
<b>Head of Service</b>	Sarah Duxbury	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a> 01926 412090
<b>Strategic Director</b>	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a> 01926 412564

**Resources and Fire & Rescue Overview and Scrutiny Committee  
Work Programme 2017/18 – 13 September 2017**

**Appendix A**

**Reports for future meetings**

<b>Item</b>	<b>Report detail</b>	<b>Date of last report</b>	<b>Date of next report</b>
Questions to the Portfolio Holders / Forward Plan	Report which includes Forward Plan decisions relevant to the remit of the Committee – Helen Barnsley	N/A	* Standing item for every meeting
Treasury Management	Updated report to be provided to the Committee regarding Capital Slippage	22 February 2017	*Standing item for every other meeting – next due 20 December 2017
One Organisational Plan	Report - One Organisational Plan Quarterly Progress Report (Quarter One 2017/18)	22 February 2017	13 September 2017
	Report - End of Financial Year 2016/17	N/A	13 September 2017
Warwickshire Fire and Rescue Service	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and wider Fire Reform Programme(Dave Pemberton)	N/A	13 September 2017
	IRMP - Task and Finish Group	N/A	13 September 2017
	Report on Domestic Fire Deaths following three incidents in early 2017 (Bruce Nichol)	N/A	13 September 2017
	Benchmarking Information for the fire service (Andy Hickmott)	N/A	20 December 2017
Property Services	Update report to be provided on Public Property Rationalisation (Rebecca Couch)	N/A	13 September 2017
Service Transformation	Update report to be provided regarding the Digitalisation Process (Karen Handy)	N/A	13 September 2017
Customer Services	Customer Feedback in Warwickshire County Council: Annual Report April 2016 - March 2017 (Karen Smith)	N/A	20 December 2017
Treasury Management	Treasury Management Monitoring Report (Mathew Dawson) (new style & format)	N/A	20 December 2017

**Resources and Fire & Rescue Overview and Scrutiny Committee  
Work Programme 2017/18 – 13 September 2017**

**Appendix A**

**Reports Recently Received by the Committee**

Item	Report detail	Date of last report
Work Programme	Review of the Committee's Work and Development of the Future Work Programme	5 July 2017
Warwickshire Fire and Rescue Service	Warwickshire Fire & Rescue Service Integrated Risk Management Plan 2017-2020 and Action Plan 2017-18	5 July 2017
Warwickshire Fire and Rescue Service	Operational Assessment and Fire Peer Challenge 2016	5 July 2017
Treasury Management	Report to provide an update – cash balances and investment returns	5 July 2017

**Briefing Notes – Produced**

Item	Briefing Note detail	Date requested	Date circulated
Work Programme 2017/18	Briefing note to be provided with an update on the new catering service to include costs and business plan where appropriate. (Craig Cusack)	22 February 2017	<b>14 March 2017 (exempt report)</b>
Work Programme 2017/18	Briefing note to be provided on the technology used by the Council and in particular the new Digital by Default programme.	22 February 2017	<b>28 March 2017</b>
Work Programme 2017/18	Briefing note to be provided outlining the financial impact of the West Midlands Combined Authority on WCC. (Virginia Rennie and John Betts)	22 February 2017	<b>29 June 2017</b>
One Organisational Plan	Confirmation of the figures from page 16 of OOP report in relation to the % variance to Budget for County (Fire and Rescue BU).	22 February 2017	<b>22 March 2017</b>

**Resources and Fire & Rescue Overview and Scrutiny Committee  
Work Programme 2017/18 – 13 September 2017**

**Appendix A**

**Briefing Notes requested at 5 July 2017**

<b>Item</b>	<b>Briefing Note detail</b>	<b>Date requested</b>	<b>Date circulated</b>
Work Programme 2017/18	Briefing note to be provided with an update on the new legal service to include costs and business plan where appropriate. (Sarah Duxbury)	22 February 2017	To be circulated in December 2017
Work Programme 2017/18	Briefing note to be provided with an update on the new Energy Company to include costs and business plan where appropriate. (Jacky Lawrence)	22 February 2017	To be circulated in December 2017
Work Programme 2017/18	Briefing note on the current position on Business Rates to all councillors (John Betts)	5 July 2017	22 August 2017
Work Programme 2017/18	Briefing note on how we deal with the major complaints including referrals to the Ombudsman (Sarah Duxbury)	5 July 2017	18 August 2017
Work Programme 2017/18	Briefing note explaining that sickness absence is monitored by the Staff & Pensions Committee (Sarah Duxbury)	5 July 2017	18 August 2017
Warwickshire Fire and Rescue Service	A follow up briefing note relating to the performance of 2 <sup>nd</sup> firefighting appliances. (the original briefing note was sent in October 2016). (Rob Moyney)	22 February 2017	Information to be added to the OOP report

**Action Points**

<b>Item</b>	<b>Detail</b>	<b>Date requested</b>	<b>Date circulated</b>
Warwickshire Fire and Rescue Service	Update on the retention of (RDS) retained firefighters	5 July 2017	To be circulated in December 2017
Warwickshire Fire and Rescue Service	Current situation regarding Equality and Diversity in the fire service following National Joint Council report	21 July 17	Due Early 2018



## Resources and Fire & Rescue Overview & Scrutiny Committee

13 September 2017

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

#### Recommendation

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

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

#### 1. Introduction

- 1.1. The One Organisational Plan Quarterly Progress Report April - June 2017 was considered and approved by Cabinet on 7<sup>th</sup> September 2017. It provides Members with a strategic overview of progress of the key elements of the OOP, specifically in relation to performance against key business measures, strategic risks, workforce management, revenue and capital budgets, reserves and savings targets. The report also provides detailed information on the financial aspects at a Business Unit level.
- 1.2. This report draws on financial and performance information extracted from the Cabinet report and provides Members of this Committee with information relevant to the remit of the Committee.
- 1.3. This report aim to provide:
  - (i) Quarterly (most up-to date) performance information of the relevant OOP Reported Measures.
  - (ii) A longer term view of the performance of services as seen through their OOP Reported Measures.
  - (iii) Additional commentary on areas of under-performance to enable a better understanding of the reasons and the actions being taken to address these and
  - (iv) Progress on relevant key transformation programmes and projects underway to address specific challenges (from Quarter 2).

## 2. Context: Performance Measurement of OOP 2020

- 2.1 This report covers services which are the responsibility of the Resources Group and Fire & Rescue.
- 2.2 The OOP Outcome Framework for 2017-2020 contains three key Outcomes. The achievement of these Outcomes is measured through 78 OOP Reported Measures (at Q1) which underpin the 3 Outcomes and the progress of all 78 ORMs is reported to Cabinet. The 78 ORMs are also reported by one of seven policy/service areas under the relevant OOP Outcome.
- 2.3 Each OOP Reported Measure (ORM) has a target which the relevant service will aim to attain by the year end. Each ORM is rated through a RAG system at each quarter and at year-end. For Quarters 1-3 of the year, the RAG rating is based on a forecast by the service of the likely year-end position. At the year-end, the RAG rating is based on the actual performance attained for most ORMs. A very small number of ORMs do not have confirmed year-end figures until after the Cabinet meeting in July; however these are usually available by the time each Overview & Scrutiny Committee considers the year-end reports. A Green rating indicates that the ORM has attained or exceeded its target; an Amber rating indicates that the target was missed/within a tolerance level, generally of 5% of the target (though a few ORMs have a tolerance level of 2% or none) and a Red rating indicates that the target has not been attained. In exceptional cases, A RAG rating may not be available for a variety of reasons- usually due to the data not being available or a target not having been established.
- 2.4 The 78 OOP Reported Measures are attributed to the seven policy/service areas as follows:

<b>OOP Outcome 1: Warwickshire's communities and individuals are supported to be safe, healthy and independent</b>	
<b>Policy/service area</b>	<b>Number of OOP Reported Measures</b>
Children are safe	9 ORMs
Adult Social Care	9 ORMs
Health & Wellbeing	8 ORMs
Fire & Community Safety	13 ORMs
<b>OOP Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.</b>	
Economy, infrastructure & environment	18 ORMs
Education & Learning	8 ORMs
<b>OOP Outcome 3: WCC makes the best use of available resources.</b>	
Using resources well	13 ORMs

2.5 This Committee’s remit is:







“To review and/or scrutinise the provision of the council relating to the fire and rescue service, 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.”

2.6 21 of the 78 ORMs, contributing to all the 3 OOP Outcomes, are relevant to the remit of this Committee. This report therefore informs on the progress of:

- The overall delivery of the One Organisational Plan 2020, including progress of the 3 OOP Outcomes, the key elements of the Authority’s medium term financial plan: revenue and capital budgets, savings target and reserves.
- 7 of the 13 ORMs for the Fire & Community Safety policy area, contributing to Outcome 1
- 1 of the 18 ORMs for Economy & Infrastructure, contributing to Outcome 2 and
- 13 ORMs for Resources contributing to Outcome 3.

### 3. Progress on the Overall Delivery of the One Organisational Plan

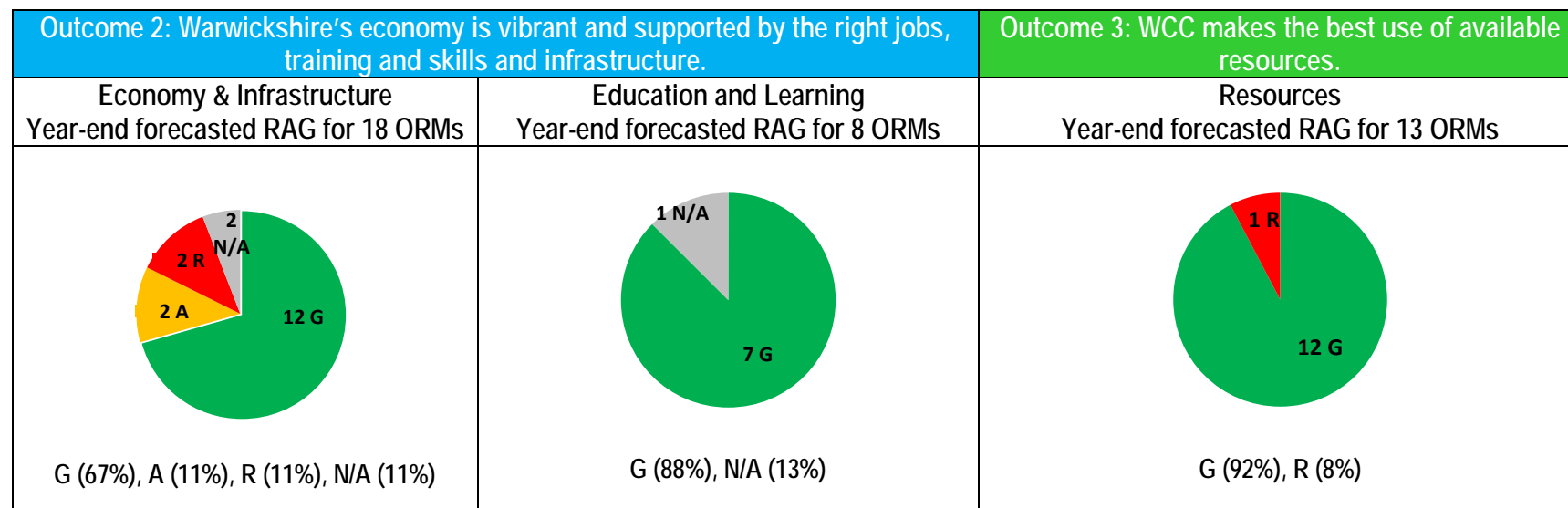
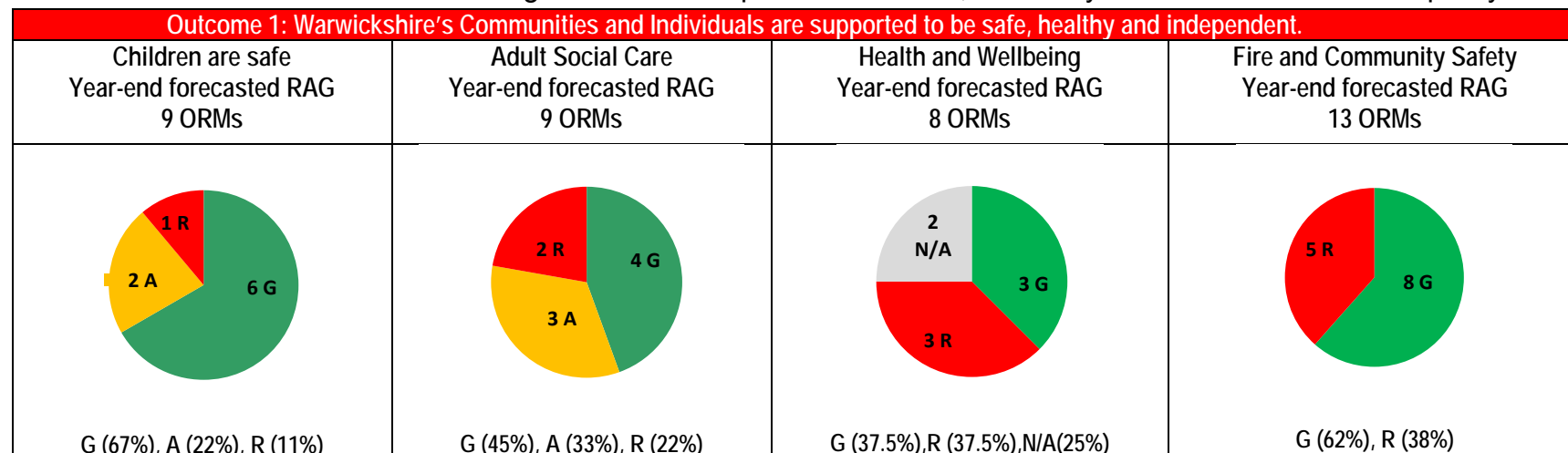
3.1. At the end of quarter 1, the forecast about the major components of the Authority’s Plan is as shown in the table below.

Overall Delivery of One Organisational Plan 2017-20					
OOP Outcomes	Savings 2017-18	Controllable Revenue Variance	Capital Slippage into future years	Strategic Risks	Workforce
					

3.2 Appendix A (as sent to Cabinet on 7 September 2017) provides details on the savings, revenue, capital budget, strategic risks and workforce elements whilst Annex R-Cabinet provides details of all the forecasts of the 78 ORM and the above RAG ratings are based on the information in these two documents.

- 3.3 Overall, the forecast is that the Authority will be close (Amber) to delivering all three high level Outcomes of the One Organisational Plan. Specifically, for Outcome 1, “Safe, healthy, independent communities”, good progress is being made in relation to the transformation of children & family services which is forecasting the achievement of 66% of their OOP Reported Measures and a break-even position in relation to their year-end revenue budget (a step change from previous year’s position for this budget).
- 3.4 The forecast outturn for the savings plan is that there is likely to be a shortfall of 2.4% (£770,000) against the overall target by the year-end. Where this has an impact on the revenue outturn position, services have sufficient reserves to cover any shortfall. This shortfall is within tolerance levels and Business Units are basing their plans for achieving their savings targets over the three year period.
- 3.5 An under-spend of £2.060 million (0.76%) is being forecast on the revenue budget for the year, which is within the agreed tolerance level of 2%.
- 3.6 As a result of these actions, the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust.
- 3.7 Chart 1 below provides an overview of the forecast RAG rating of the 78 ORMs which are shown under the 3 OOP Outcomes and also disaggregated by the seven policy/service areas.
- 3.8 Overall, 21 of 39 (54%) ORMS for Outcome 1, 19 of the 26 (73%) for Outcome 2, and 12 of the 13 (92%) for Outcome 3 are forecasting to achieve their yearly targets.
- 3.9 At a disaggregated level, five of the seven policy areas are forecasting to achieve at least 60% of their ORMs.
- 3.10 The two policy areas which are forecasting less than half of their Measures achieving a Green RAG are Adult Social Care and Health & Wellbeing.

Chart 1: Year-end forecast of RAG rating for 78 OOP Reported Measures, shown by 3 OOP Outcomes and 7 policy areas



#### 4. Progress on Performance for Resources, Fire & Rescue

4.1 The attached Annex R-OSC Resources, Fire & Rescue 2017-18 Q1, provides details of the 21 ORMs relating to the Fire and Rescue Service and Resources Group services.

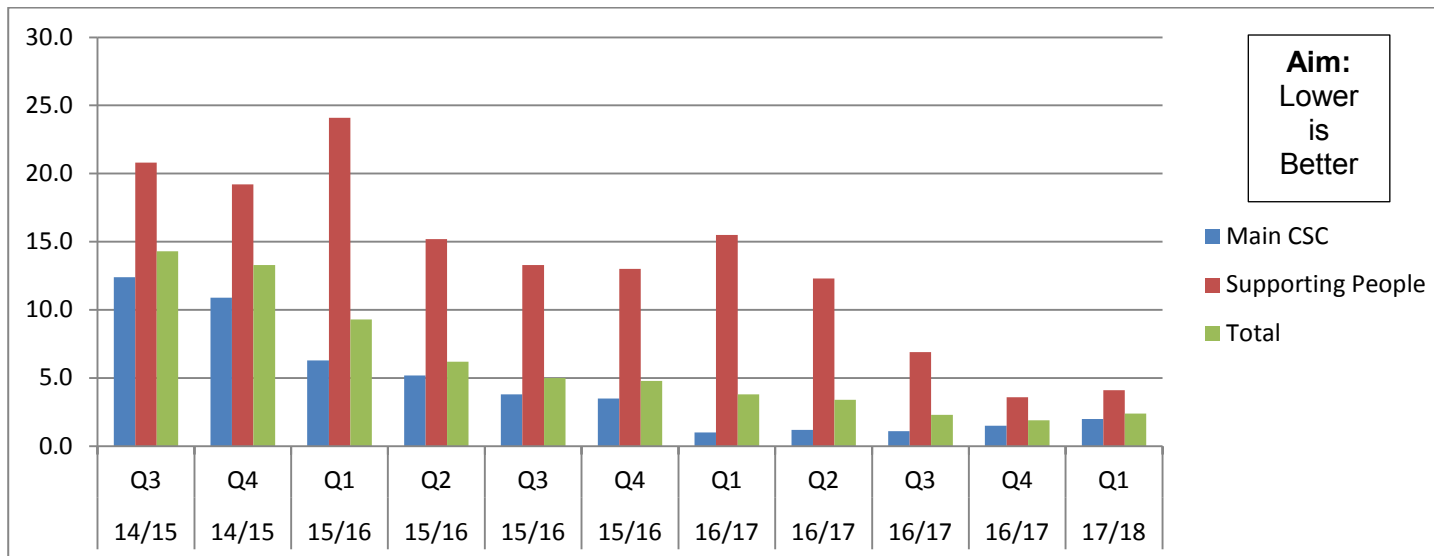
##### Resources Group services

4.2 14 of these 21 ORMs are the responsibility of the Resources Group. Chart 1 above shows that the year-end forecast is that 12 of the 13 ORMs under Outcome 3, all of which are the responsibility of the Resources Group, are forecasting to achieve their yearly target. In addition, one ORM under Outcome 2, for the policy area Economy and Infrastructure, also the responsibility of the Resources Group, is also forecasting to achieve its yearly target.

4.3 One ORM which currently has a year-end forecast RAG of red is that for the number of visits to libraries per population. The details are as follows:

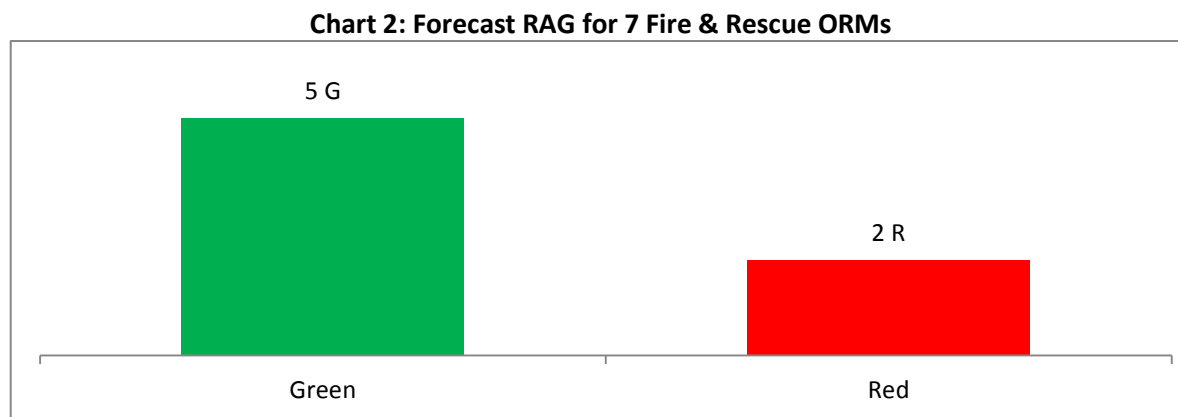
Measure	Is higher or lower better	Q1 Actual	Year-end forecast	Year-end Target	Year-end forecast RAG
Number visits to Libraries (per population)	Higher	0.62	2.46	2.8	Red
Commentary	The figures are for WCC run sites. The forecasted dip in performance is due to the location of Stratford Library, which is our 5 <sup>th</sup> busiest one, to a temporary site whilst its permanent accommodation was undergoing refurbishment. The library is back to its permanent site now and the figures for Q2 will allow a better assessment of whether visits are likely to recover. This measure met its target in 2016-17.				

4.4 Amongst the Resources Group ORMs forecasting to achieve its yearly target is that for the rate of abandoned calls which is responsibility of the Authority's Customer Service Centre. This Measure continues to show an improving performance and is forecasting to have no more than 5% of abandoned calls, thus meeting its target for 2017/18. The table below shows the trajectory of performance on this OOP Reported Measure since mid-2014.



### Fire & Rescue Service

4.5 Chart 2 below shows the year-end forecast RAG for the 7 ORMs which are the responsibility of the Fire and Rescue Service.



4.6 The details of the two ORMs with a forecasted red RAG are shown in the table below

<b>Measure</b>	<b>Is higher or lower better</b>	<b>Q1 Actual</b>	<b>Year-end forecast</b>	<b>Year-end Target</b>	<b>Year-end forecast RAG</b>
Total No. of incidents attended by WFRS	Lower	942	3500	3013	Red
Commentary	The number of incidents during Q1 is higher than the same period last year. There has been an increase in the number of secondary fires (fires where no property or vehicles is involved) that were attended. This is mainly due to the hot dry weather recently. Both deliberate and accidental fires have seen significant increases. Continue monitoring of incident activity to identify emerging trends and hotspot areas. Implement preventative targeted initiatives				
% times 2nd appliance arrives at life risk/ property incidents within agreed response standards	Higher	80.79%	82.0%	90%	Red
Commentary	This measure continues to be challenging with a regular review of performance undertaken by officers. The primary reason for the low performance is due to the hard to reach geographical locations of incidents and the prolonged travel times between the more rural retained stations. We will continue to monitor this closely and endeavor to do the best we can to improve the performance in this area. It should also be noted that the performance for the percentage of times a 1 <sup>st</sup> appliance arrives within agreed response times met its target during Quarter 1 and is forecasted to also meet the target by the year-end.				



## 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.

	2017/18 Budget	2017/18 Outturn	Revenue Variance		Retained reserve	Financial Standing
	£'000	£'000	£'000	%	£'000	£'000
Customer Service	8,549	8,528	(21)	0.25% underspend	(973)	(994)
Finance	3,520	3,637	117	3.32% overspend	(694)	(557)
HR & OD	6,100	5,852	(248)	4.07% underspend	(721)	(969)
ICT Services	9,351	9,142	(209)	2.24% underspend	0	(209)
Law & Governance	878	814	(64)	7.29% underspend	(20)	(84)
Performance	3,407	3,648	241	7.07% overspend	0	241
Property Services	8,468	8,371	(97)	1.15% underspend	(401)	(498)
Fire & Rescue	18,538	19,621	1,083	5.84% overspend	(2,737)	(1,654)

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

### **Overspends (above 0% Tolerance)**

- Finance  
The forecast overspend is largely the result of reduced income from the Pension Fund for recharged services and this will be resolved during the year by formalising a Service Level Agreement where costs and services are better defined. If there is any forecast overspend by year end then it will be met from the Business Unit's reserves (the Business unit has not drawn down any reserves for 2017-18 yet).
- Performance  
Delivery of transformation both across the Council and within the Resources Group in the short to medium term predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gap and that suitable skill sets are available in the market place.
- Fire and Rescue  
The Service is experiencing a number of pressures around its capacity and resilience in not just its frontline service and managerially but in other support areas as well. To ease these pressures and while the recruitment of new whole-time firefighters plus the ongoing attempts to fill other posts take effect, the Service will utilise business continuity arrangements and other opportunities to address its pressures. However, this has resulted in a planned overspend of £1,033,000 which it intends to fund from allocated reserves. The Service will continue to review its financial position at Q2 when it has additional forecasting information, and will take a view at that time on how much funding it will seek to draw down to meet these planned costs.

### **Underspends (above -2% Tolerance)**

- HROD  
Underspend due to early delivery of savings plan and Voluntary Early Retirement applications. Plans are being developed to use the underspend to fund key projects in support of transformation, including the new HR/Payroll system if necessary.
- ICT Services  
Of the £209,000 underspend there is a request to return £216,000 to the Going for Growth reserve. This is due to the BDUK project receiving additional funding from WCC partners. This was not available when the original request was submitted to draw down 2016/17 underspend from reserves. By agreement with the Customer and Transformation Board, the £107,000 Corporate ICT Development underspend will be reinvested in further corporate projects. Taking this into account, the underlying position of the Business Unit is £114,000 overspent. This is due to the forecast shortfall in the WES surplus target of £157,000. Any further underspend in the service during the year will be used to address this shortfall.

- Law and Governance

Overall Law & Governance is ahead of target. Schools variance is known and action is being taken to increase revenue; Legal Services external income is above budget, with costs contained, leading to increased surplus; Legal Core is forecast to exceed budget by £34,000. Due to the legal work being supported, it is likely that this budget will be exceeded for 2017/18.

## 4.2 Delivery of the Savings Plan

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

Business Unit	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	2017-2020 Implementation Status	Comments
Customer Services	356	324	324	Amber	There is a marketing plan in place to generate additional income for the Registration Service
Finance	624	659	659	Green	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20 (so 20% of the overall target), but confidence is high that this relatively small amount will be achieved by the end of OOP2020
HR & OD	313	313	313	Green	
ICT Services	1,102	1,048	1,102	Green	All savings are built in to section business plans and we are expected to be on target
Law & Governance	65	57	65	Green	
Performance	90	90	90	Green	
Property Services	2,157	905	2,157	Amber	There is a significant reliance on the delivery of capital receipts from surplus assets. Whilst investment has been made in advancing planning applications to enhance value, securing timely consents and good market offers remains a risk. Also the emerging project to deliver community hubs will affect pace and further property rationalisation. The Service is therefore looking to bring forward other projects and property disposals in order to meet the property rationalisation target. In addition, other possible savings from other parts of the service are also being considered as an alternative means of achieving the target.
Fire & Rescue	368	368	368	Amber	Our confidence to deliver the 2018/19 savings through a single fire control has reduced due to continuous supplier problems and ongoing challenges in developing a business case especially as Northamptonshire Fire and Rescue Service is now facing a fundamental change in its governance which, if implemented, will improve its financial position and may negate the need for this saving requirement.

### 4.3 Reserves

4.3.1 The following Business Units are seeking approval to from reserves to support the delivery of their plans in the current financial year:

- Performance  
£0.224 million to fund the cost of fixed term contractors working on the Resources Transformation project
- Property Services  
£0.100 million drawdown from the Catering Equalisation account to achieve the Catering surplus target and therefore ensure funding is available to deliver the Business Unit's wider agenda.

4.3.2 Business Units are also seeking members' approval to put money into reserves to support the delivery of services in future years. The specific proposals members are asked to approve are:

- ICT Services  
£0.216 million additional funding received from BDUK partners which will be required to support the project in 2018/19

### 4.4 Capital Programme

4.4.1 The table below shows the approved capital budget for the business units, any slippage into future years and the RAG status at Quarter 1.

Service	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)
Fire & Rescue	9,630	(5,362)	-57%	11	9,641
Customer Service	3,416	50	12%	0	3,416
ICT Services	26,814	(50)	-1%	32	26,847
Property Services	34,890	(38)	0%	0	34,890

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

- Fire and Rescue – Slippage relates to delays on the new build training centre facility. This was caused by planning and land acquisition delays. Construction is now due to commence in January 2018.
- Customer Service – The spend on a project has been brought forward because a grant has been received from the Arts Council and work can go ahead sooner.

## 5 Supporting Papers

5.1 A copy of the full report that went to Cabinet on the 7<sup>th</sup> September 2017 is available via the following link: [One Organisational Plan Quarter 1 Progress Report April 2017-June 2017](#) and the supporting Business Unit Background Information relevant to the remit of this Committee, which also went to Cabinet on 7<sup>th</sup> September, is available in each of the Group Rooms.

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## Warwickshire's communities are supported to be safe, healthy &amp; independent.

BU	OOP Reported Measure	Aim-is Higher or Lower Better	Q1 Actual	Year End Forecast	2016-17 Target	Year End Forecast RAG	Comments	Actions to be taken
<b>Fire &amp; Community Safety</b>								
Fire & Rescue	Total No. of incidents attended by WFRS	Lower	942	3500	3013	Red		
Fire & Rescue	% times an appliance arrives at life risk/ property incidents within agreed response standards	Higher	76.27%	76.00%	75%	Green	This measure continues to be challenging as we come into the summer period and we have a number of vacant posts and long term sickness. Greater flexibility from staff and good management by officers is maintaining the availability of fire engines and assists in meeting the response standard	
Fire & Rescue	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards	Higher	80.79%	82.00%	90%	Red	This measure continues to be challenging with a continuous review of performance undertaken by Officers within Service Delivery. The primary reasons for the low performance is due to the hard to reach geographical locations of incidents and the prolonged travel times between the more rural retained stations. We will continue to monitor this closely and endeavour to do the best we can to improve the performance in this area.	Weekly monitoring of response standards and causes of missing the second appliance attendance time. Review of performance at the fortnightly and monthly performance meetings. Monitoring of availability of appliances.
Fire & Rescue	No. of preventable fire related deaths	Lower	0	0	0	Green	There have been no fire deaths in the 1st quarter of this year. This performance is good as there were 3 fire deaths in the final quarter of the previous year. These deaths continue to be the subject of an internal review and the outcome of this will shape our future fire safety strategy	
Fire & Rescue	No. of accidental dwelling fires	Lower	33	150	152	Green	The number of accidental dwelling fires or house fires remains low and can be attributed to an ongoing successful community fire safety strategy	
Fire & Rescue	No. of safe and well visits to vulnerable members of the community	Higher	986	4000	4000	Green	The performance of this measure is good as the early impact of the Grenfell Tower fire was that some community safety activities were suspended while operational crews focused on providing fire safety advice to the residents of high rise buildings	
Fire and Rescue	No. of major training events/ exercises undertaken at risk premises	Lower	2	12	12	Green		

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

BU	OOP Reported Measure	Aim-is Higher or Lower Better	Q1 Actual	Year End Forecast	2016-17 Target	Year End Forecast RAG	Comments	Actions to be taken
<b>Transport, Environment, Economy &amp; Localities</b>								
Information Asset (1)	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	92.13%	95.00%	95.00%	Green	Forecast to achieve 95% coverage by end of year. Roll-out ebbs and flows with BDUK rollout however currently on target for Q1 and Year End	

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership								
BU	OOP Reported Measure	Aim-is Higher or Lower Better	Q1 Actual	Year End Forecast	2016-17 Target	Year End Forecast RAG	Comments	Actions to be taken
<b>Our resources are effectively and efficiently targeted</b>								
Customer Service	Number visits to Libraries (per population)	Higher	0.62	2.46	2.8	Red	Figure is for WCC run sites. This was due to Stratford Library having relocated and operating from a smaller temporary site during Quarter 1.	
Customer Service	Call abandonment rate	Lower	2.40%	5.00%	5	Green		
Finance	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	0.00%	100.00%	100%	Green	All indications are that the reports will be unqualified	
Finance	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green	All indications are that the reports will be unqualified	
Finance	Pension fund return on investment above target	Higher		545.00%	100%	Green		
Finance	Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	Higher	400.00%	400.00%	100%	Green		
HROD	Staff turnover (KBM)	Lower	15.58%	16.40%	10-20%	Green		
HR & OD	HROD - Positive employee engagement score	Higher	N/A	70	70%	Green	Only measured through Your Say survey, no data available at present.	
ICT	Availability of IT key systems through core infrastructure to users	Higher	100.00%	100.00%	99%	Green		
Performance	% Benefits delivered from high priority projects and programmes	Higher	N/A	92.00%	90%	Green	There are 15 critical projects across the council Five of the critical projects are due to close in 2017/18 - Mosaic/CIS, HomeFirst, 0-5 redesign, Europa Way and Your HR. Work will be progressed in Q2 to define and refine the project benefits. Forecast is based on estimate that there will be 5 benefits defined per project.	Define and refine benefits, and milestones required to achieve them for critical projects in Q2
Property Services	Target asset receipts received (KBM)	Higher	10.83%	100.00%	100%	Green		
Property Services	WCC Council Property footprints (sq. mtrs)	Higher	8.89%	100.00%	100.00%	Green	This measures the extent to which we achieve our target for reducing floor space of centralised property.	
Property Services	Actual project delivery time to planned delivery time	Higher	95.00%	92.00%	92%	Green		



## Resources and Fire & Rescue Overview & Scrutiny Committee

13 September 2017

### One Organisational Plan Progress Report: April 2016-March 2017

#### Recommendation

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

Considers and comments on the delivery of the three years of the One Organisational Plan 2014-18, including the final year of 2016-17 (to 31 March 2017) as contained in the report.

#### 1. Introduction

- 1.1. The One Organisational Plan Year End Progress Report April 2016 -March 2017 was considered and approved by Cabinet on 13 July 2017. It provides Members with a strategic overview of progress of the key elements of the OOP, specifically in relation to performance against key business measures, strategic risks, workforce management, revenue and capital budgets, reserves and savings targets. The report also provides detailed information on the financial aspects at a Business Unit level.
- 1.2. This report draws on financial and performance information extracted from the Cabinet report and provides Members of this Committee with information relevant to the remit of the Committee.
- 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) Contextual information on service 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) Improved commentary on key business measures which are/not performing well to enable a better understanding of the reasons and the actions being taken to address these.

## **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.

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

3.1. The OOP quarterly reports provide Members with an update on progress of the relevant business units in relation to their Key Business Measures, revenue and capital budgets, reserves positions and savings targets.

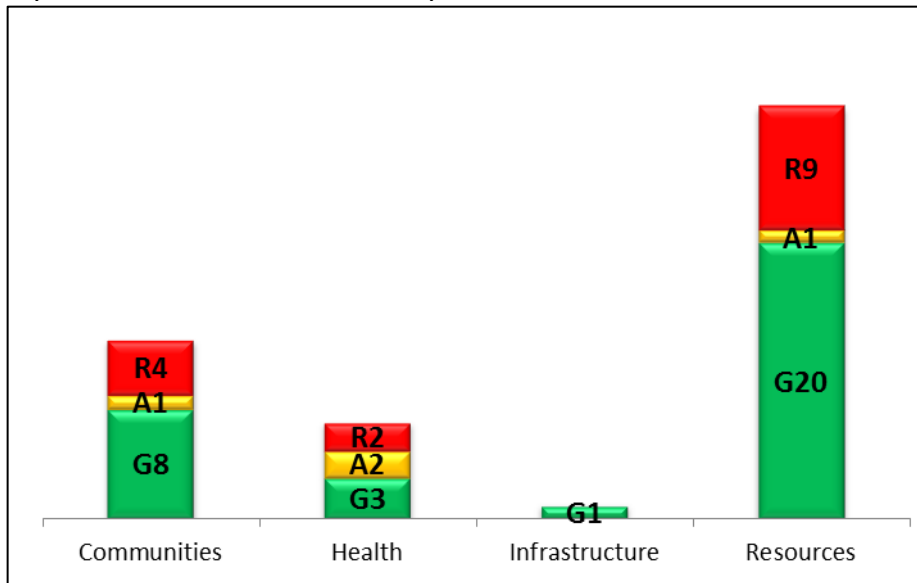
3.2 The OOP Outcome Framework for 2014-2017 contains 5 key Outcomes. The achievement of these Outcomes is measured through Key Business Measures (147 KBMs at 31 March 2017) which underpin the five Outcomes and the progress of all 147 KBMs are reported to Cabinet.

3.3 Each Key Business Measure has a target which the relevant service will aim to attain by the year end. Each KBM is rated through a RAG system at each quarter and at year-end. For Quarters 1-3 of the year, the RAG rating is based on a forecast by the service of the likely year-end position. At the year-end, the RAG rating is based on the actual performance attained for most KBMs. A very small number of KBMs do not have confirmed year-end figures until after the Cabinet meeting in July; however these are usually available by the time each Overview & Scrutiny Committee considers the year-end reports. A Green rating indicates that the KBM has attained or exceeded its target; an Amber rating indicates that the target was missed/within a tolerance level, generally of 5% of the target (though a few KBMs have a tolerance level of 2% or none) and a Red rating indicates that the target has not been attained. In exceptional cases, A RAG rating may not be available for a variety of reasons- usually due to the data not being available or a target not having been established.

3.4 51 of the 147 Key Business Measures, contributing to 4 of the 5 OOP Outcomes, are relevant to the remit of this Committee and are thus reported on here. The Resources Group has responsibility for 27 of the 51 KBMs whilst the Fire and Rescue Service is responsible for 24 of the 51 KBMs.

3.5 Graph 1 below shows the RAG rating achieved at 31 March 2017 by the 51 KBMs relevant to this Committee and is shown under the OOP Outcome which they contribute to. Overall, in 2016-17, 32 of the 51 (63%) KBMs achieved their yearly target and thus had a green RAG. (For the Authority as a whole, 59% of the 147 KBMs had achieved a Green RAG in 2016-17).

Graph 1: 2016-17 RAG rating achieved by the 51 KBMs, shown by the OOP Outcome which they contribute to.



3.6 Tables 3.7.1 to 3.7.4 below show the RAG achieved by the 51 Key Business Measures for the three years, 2014-17. 40 of the 51 KBMs were newly introduced since April 2016 and so there is just one year's performance data for these. Annex R provides detailed performance information, including commentary and actions being taken on the 51 KBMs.

**Table 3.7.1 OOP Outcome- “Safe & Independent Communities” 3 year view**

Outcome		Performance 2014-17					
Our communities & individuals are safe from harm & are able to remain independent for longer		What is good-Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
Fire & Rescue (F&R)	No. of P1 incidents attended	Low	177	201	G	From 2016-17	n/a
F&R	No. of P2 incidents attended	Low	300	301	G	From 2016-17	n/a
F&R	No. of P3 incidents attended	Low	843	1380	G	From 2016-17	n/a
F&R	No. of P4 incidents attended	Low	1017	875	R	From 2016-17	n/a
F&R	No. of P5 incidents attended	Low	739	327	R	From 2016-17	n/a
F&R	No. of preventable fire related deaths	Low	3	0	R	From 2016-17	n/a
F&R	No. of Home Fire Safety Checks delivered	High	4158	4000	G	R	A (to vulnerable people)
F&R	No. of students receiving "Fatal Four" education sessions	High	2284	1500	G	G	G
F&R	No. of fire related injuries	Low	14	22	G	From 2016-17	n/a
F&R	% times an appliance arrives at life risk or property incidents within agreed response standards	High	72.83	75	A	G	From 2015-16
F&R	% times a 2nd appliance arrives at life risk or property incidents within agreed response standards	High	74.69	90	R	From 2016-17	n/a
F&R	% Retained Duty System (RDS) appliance availability at key stations	High	89.93	85	G	R	From 2015-16
F&R	No. of Site Specific Inspections delivered	High	787	600	G	G	From 2015-16

**Table 3.7.2 OOP Outcome- “Health & wellbeing” 3 year view**

Outcome		Performance 2014-17					
The health and wellbeing of all in Warwickshire is protected		What is good- Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
F&R	% incident command competency levels amongst Flexi Duty Officers	High	98.25	100	A	From 2016-17	n/a
F&R	% competency level for Wholetime and RDS firefighters in 8 risk critical areas	High	95.98	100	A	From 2016-17	
F&R	Average days sickness per Full Time Equivalent	Low	8.31	7	R	R	From 15-16
F&R	No. of RDS Firefighter vacancies (Full Time Equivalents)	Low	36	40	G	From 2016-17	n/a
F&R	No. of Wholetime Firefighter vacancies (Full Time Equivalents)	Low	14	0	R	R	From 15-16
F&R	No. of major training events/exercises undertaken at risk premises	High	17	12	G	G	R
F&R	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents	Low	3	6	G	From 2016-17	n/a

**Table 3.7.3 OOP Outcome “Infrastructure” 3 year view**

Outcome		Performance 2014-17					
Warwickshire's communities are supported by excellent communications and transport infrastructure		What is good- Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
ICT	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses-%	High	92.02	91.5	G	G	n/a

**Table 3.7.4 OOP Outcome: “Resources” 3 year view**

Outcome		Performance 2014-17					
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		What is good-Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
F&R	% customer satisfaction level-Fire & Rescue	High	97.5	95	G	G	New from 2015-16
F&R	£K Forecast Savings at Year End –Fire & Rescue	High	860	860	G		
F&R	Capital Programme - % Variance to Budget –Fire & Rescue	Low	0.91	0	A		
F&R	Revenue Outturn - % Forecast Variance to Budget –Fire & Rescue	Low	-6.96	-2	R		
Customer Service	Number visits to WCC libraries (per population)	High	2.80	2.80	G		
Customer Service	Resident satisfaction with WCC customer journey -%	High	89.50	85.00	G		
Customer Service	Call abandonment rate -%	Low	2.90	5.00	G		
Customer Service	On-line customer service transactions -%	High	54.9	80	R		
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	High	100	100	G		
Finance	Statutory reports are unqualified by External Auditors ( WCC Statement of Accounts) -%	High	100	100	G		
Finance	Financial reports considered by Corporate Board, GLT, Cabinet and Council (on the budget, quarterly monitoring and the Statement of Accounts) produced on the agreed dates as %	High	94.44	100	R		
Finance	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	High	545	100	G		
Finance	WCC's statutory reports (Pension Fund ) are produced to deadline %	High	100	100	G		
Finance	Statutory reports are unqualified by External Auditors ( Pension Fund)-%	High	100	100	G		

Outcome			Performance 2014-17				
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership		What is good-Low or High	2016-17 Actual	2016-17 Target	Was the 2016-17 target achieved?	Was the 2015-16 target achieved?	Was the 2014-15 target achieved?
Business Unit	KEY BUSINESS MEASURES						
HR & OD	Staff sickness (days per FTE)	Low	9.65	10.05	G	New from 2016-17	New from 2015-16
HR & OD	Staff Turnover -%	Low	15.07	15.19	G	New From 2016-17	n/a
HR & OD	Positive employee engagement score -%	High	70	70	G	From 2016-17	n/a
HR & OD	Compliance with statutory requirements, or maintain 100% compliance	High	100	100	G	From 2016-17	n/a
ICT	No.of Medium and high level information incidents reported	Low	66	50	R	From 2016-17	n/a
ICT	Availability of IT key systems through core infrastructure to users %	High	99	99	G	From 2016-17	n/a
ICT	Remote availability of IT key systems to users through mobile devices-%	High	56	65	R	From 2016-17	n/a
L&G	Number of complaints upheld by the Ombudsman	Low	11	8	R	G	R
L&G	Audit recommendations implemented vs recommended -%	High	72	66	G	From 2016-17	n/a
L&G	No. of Legal challenges / adverse judgements	Low	1	0	R	A	R
PA	Target asset receipts received- %	High	33.39	100	R	From 2016-17	n/a
PA	WCC Council Property footprint (sq mtrs.)	High	186.33	100	G	From 2016-17	n/a
PA	Non-compliances per £1m of operational property expenditure	Low	0	4	G	From 2016-17	n/a
PA	Actual project delivery time to planned delivery time-%	High	96	90	G	From 2016-17	n/a
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB)- %	High	100	90	G	From 2016-17	n/a
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length	Low	22.509	0	R	From 2016-17	n/a

Key: F&R = Fire and Rescue; HR & OD = Human Resources and Organisational Development; L&G = Law and Governance; PA = Physical Assets

### 3.8 Commentary for Key Business Measures with a Red RAG for two or more years.

#### Fire & Rescue- average days sickness per Full Time Equivalent staff

In 2016-17, the Service had set itself a stretching yearly target of 7 average days sickness per FTE staff, (lower than the Authority wide target of 10 days per FTE and local government average 8 days). The actual days lost per were 8.31 days against this target of 7, which had been due to a number of long term absences. An amended sickness absence policy was launched in November 2016 (the target for 2017-18 is 7.5 days) which aims to improve the management of this issue.

#### Number of whole-time Firefighter vacancies (Full time equivalent)

A whole-time recruitment campaign is underway to bring the establishment levels up to the required level. It is envisaged that the whole time establishment will be at the required level by December 2017.

#### Number of complaints upheld by the Ombudsman

8 of the 11 upheld complaints during 2016/17 were in relation to adult social care, 7 of these are in relation to social care and support and 1 in relation to strategic commissioning. The other 3 upheld complaints were in relation to children's safeguarding. The overview of all Local Government Ombudsman cases is undertaken by Law and Governance and includes a review of the cases including any themes and common issues so that lessons learned can be shared more widely across the organisation through Heads of Service. Corporate Board also considers the LGO's annual report in order to strengthen the overview arrangements and it has asked for an annual report to go to Cabinet.

#### Number of Legal challenges/adverse Judgements

During 2016-17, 1 case was successfully challenged against WCC by the Information Commissioner's Office in relation to a Freedom of Information request. The Council had refused the request under exception in regulation 12(4)(d) (material still in the course of completion etc). However the Commissioner ruled that the public interest in maintain the exception did not outweigh the public interest in disclosure and thus required the Council to disclose the information requested. As with Ombudsman cases, Law and Governance keeps an overview of all legal challenges and adverse judgements, considers the lessons to be learnt and shares these across the Authority.



### 3.9 Key Business Measures with more than one year's positive performance

#### 3.9.1 Performance has been sustained at or above target for the following Key Business Measures:

- The roll-out of high speed broadband/internet access for premises and small businesses has consistently achieved its targets. At the end of 2016-17 an additional 8236 properties were connected to Superfast Broadband giving Warwickshire over 92% coverage and £1.6m had been returned to the Authority as part of our contract with BT whereby we gain-share if targets for take-up are met/exceeded. 2016-17 saw take up in excess of 44% for this service.
- Customer satisfaction levels for the Fire and Rescue Service have been maintained/exceeded targets for the last two years.
- Preventative work by the Fire and Rescue Service, as measured by the number of major training events at high risk premises, site inspections delivered and the number of students receiving 'Fatal Four' education sessions has consistently met targets for the last two years or more.

## 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	8,896	8,445	(451)	5.07% underspend	(678)	(1,129)
Finance	3,419	3,147	(272)	7.96% underspend	(727)	(999)
HR & OD	5,316	5,071	(245)	4.61% underspend	(1,034)	(1,279)
Information Assets	10,355	9,641	(714)	6.90% underspend	(63)	(777)
Law & Governance	868	469	(399)	45.97% underspend	(20)	(419)
Performance	3,542	3,410	(132)	3.73% underspend	(153)	(285)
Physical Assets	10,367	10,340	(27)	0.26% underspend	(496)	(523)
Fire & Rescue	19,230	17,891	(1,339)	6.96% underspend	(1,398)	(2,737)

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

**Underspends (above -2% Tolerance)**

- Resources Group  
 The Resources Group used £2.240 million less of the resources allocated by Members in 2016/17. There were three main reasons for this. £0.589 million was the result of a late in-year contract change with the BDUK supplier which meant spending was unavoidably delayed until 2017/18. About half was due to services generating more one-off income than anticipated. The balance was the result of underspends in planned staffing costs partly as a result of difficulties in recruiting staff with the appropriate skills set and partly holding others vacant to deliver the OOP 2020 savings plans.
- Fire & Rescue  
 The Service implemented the planned organisational changes to deliver the OOP savings early including the wider use of a flexible staffing pool to manage fluctuations in establishment levels. This contributed to the £1.339 million underspend alongside the receipt of external grants in advance of spend being incurred and delays in IT projects. For these latter elements spending will happen in 2017/18.

**4.2 Delivery of the Savings Plan**

4.2.1 The achievement of their savings targets over 2014-17 for the Business Units concerned, is shown in the table below.

<b>Business Unit</b>	<b>2016/17 Target</b>	<b>2016/17 Outturn</b>	<b>Was the 2015-16 savings target achieved?</b>	<b>Was the 2014-15 savings target achieved?</b>
	<b>£'000</b>	<b>£'000</b>		
Customer Services	402	402	Yes	Yes
Finance	250	250	Yes	Yes
HR & OD	347	347	Yes	Yes
Information Assets	567	567	Yes	Yes
Law & Governance	30	30	Yes	Yes
Performance	200	200	Yes	Yes
Physical Assets	1,061	583	Yes	Yes
Fire & Rescue	860	860	Yes	Yes

### 4.3 Reserves

- 4.3.1 The Authority holds financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need. The need to hold reserves and the level of financial uncertainty we face was borne out when the 2016/17 Local Government Finance Settlement reduced our government grants more significantly than had previously been expected. Reserves were used to manage the immediate financial impact and the development of OOP2020 was advanced a year to reflect the extra savings needed to balance the funding gap. As we move through the three years of the new 2017-20 One Organisational Plan there will be ups and downs in the level of reserves if progress on the actual delivery of the Plan does not fully align to the timeframes originally envisaged.
- 4.3.2 As part of the 2017/18 budget setting process, Council approved a new reserves strategy. Reserves are held at Business Unit, Group and Corporate level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units/Groups plans for managing the financial risks and demands facing services over the next three years.
- 4.3.3 Business Units were granted approval by Cabinet to carry forward reserves to support services in 2017/18 as follows:

List of Carry Forward Requests	
	£m
Resources Group	
Customer Service	0.102
Information Assets	0.698
Law & Governance	0.121
Performance	0.072
Group	0.302

### 4.4 Capital Programme

- 4.4.1 The table below shows the approved capital budget for the business units, any slippage into future years and the RAG status at year end.

Service	Approved budget for current & future years £'000	Current quarter new approved funding £'000	All current & future years Forecast £'000	Slippage from 2016/17 into Future Years and RAG £'000
Fire & Rescue	11,822	119	11,941	(1,082)
Customer Service	3,528	0	3,528	40
Information Assets	26,241	4,800	31,041	(538)
Physical Assets	47,011	153	47,164	(1,882)

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

- Fire and Rescue –The new fire & rescue centre in Leamington Spa has been delayed (£679k) as well as the training centre new build (£183k).
- Customer Service – The over-spend is due to expenditure having been brought forward as projects were ahead of schedule.
- Physical Assets – Rationalisation of the County Storage facilities (£1.2m) has been delayed pending a decision on the final receipt for Montague Road / Ridgeway. Rural services capital maintenance has been delayed due to the requirement of bat surveys prior to insulation work taking place (£291k).
- Information Assets – Spending on the BDUK project has been less than expected during 16-17 due to contractual changes imposed on the supplier. The project is ongoing with additional funds allocated to future years.

## 5 Supporting Papers

- 5.1 A copy of the full report that went to Cabinet on the 13 July 2017 is available via the following link: [One Organisational Plan Year End Progress Report April 2016-March 2017](#) and the supporting Business Unit Background Information relevant to the remit of this Committee, which also went to Cabinet on 13 July, is available in each of the Group Rooms.

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Our communities and individuals are safe and protected from harm and able to remain independent for longer						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	No. of P3 incidents attended (KBM)	843	1380	Green		
Fire and Rescue	No. of P4 incidents attended (KBM)	1017	875	Red	These incidents are those which pose a potential hazard to human life and include secondary fires. Over the summer period there was an increase in the number of deliberately started fires due to the extended period of dry, warm weather across the school holidays.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
Fire and Rescue	No. of P5 incidents attended (KBM)	739	327	Red	These incidents are the lowest priority incidents which pose a confirmed low hazard to human life and include fires already believed to be out and to Automated Fire Alarms (AFA's). This type of incident has increased across the period due to a Service policy change in mobilising to AFA's which are only in sleeping risk and life risk premises.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
Fire and Rescue	No. of P2 incidents attended (KBM)	300	301	Green		
Fire and Rescue	No. of P1 incidents attended (KBM)	177	201	Green		
Fire and Rescue	No. of preventable fire related deaths (KBM)	3	0	Red	Within the first few months of 2017 there were 3 fire related deaths within the home. Each incident is a tragedy and a full review is undertaken within the Service following such an incident to establish whether there are any improvements that can be made to help protect vulnerable members of our community.	Review of the targetting of the new Safe and Well visits the Service will be conducting this year.
Fire and Rescue	No. of Home Fire Safety Checks delivered (KBM)	4158	4000	Green	The Service has done extremely well in achieving its target to deliver 4000 Home Fire Safety Checks. Particularly in light of the pressures facing our crewing levels. These checks are delivered by frontline crews and a large percentage of these have been delivered to the most vulnerable members of our community	
Fire and Rescue	No. of students receiving "Fatal Four" education sessions (KBM)	2284	1500	Green	The Service identifies that more people are killed and seriously injured on our roads than those affected by fire related incidents. The Service has focused a greater amount of time and resources delivering the "Fatal Four" product and this can be seen by the year end figure that far exceeds our target	
Fire and Rescue	No. of fire related injuries (KBM)	14	22	Green		
Fire and Rescue	% times a 2nd appliance arrives at life risk or property incidents within agreed response standards (KBM)	74.69	90	Red	This measure has been challenging throughout the year with a continuous review of performance undertaken by Officers within Service Delivery. The primary reasons for the low performance is due to the hard to reach geographical locations of incidents and the prolonged travel times between the more rural retained stations. We will continue to monitor this closely and endeavour to do the best we can to improve the performance in this area.	Weekly monitoring of response standards and causes of missing the second appliance attendance time. Review of performance at the fortnightly and monthly performance meetings. Where required resources are moved around the county on a daily basis and staff are drawn from a business continuity pool to make up crewing numbers at key stations
Fire and Rescue	No. of Site Specific Inspections delivered (KBM)	787	600	Green	NA	

Our communities and individuals are safe and protected from harm and able to remain independent for longer						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	% Retained Duty System (RDS) appliance availability at key stations(KBM)	89.93	85	Green	Recognising the pressures facing RDS staff this is an encouraging level of performance. Compared against other Fire and Rescue Services this performance is good. However the Service will still endeavour to improve this further and work is underway to ok at areas such as alternative contracts.	
Fire and Rescue	% times an appliance arrives at life risk or property incidents within agreed response standards (KBM)	72.83	75	Amber	This performance measure has fluctuated throughout the year with the final year end figure falling below target. The availability of fire engines and their ability to reach incidents within 10 minutes is a priority for WFRS. Action is taken daily to maintain the best level of operational cover and the performance is monitored continuously by officers within Service Delivery. There are numerous reasons why this performance is challenging, these include the geographical location of incidents, infrastructure such as the motorway network and the unavailability of some retained stations. Recently there is also the delayed notification of incidents from other agencies such as the Ambulance. WFRS will make every effort possible to maintain the best level of Service to the public	The monitoring of the response times is undertaken daily by the local responsible officers. This is then reviewed weekly by senior officers and further monitored by the senior management team on a monthly basis. All actions necessary are taken daily to maintain the best operational cover across the county.

**The health and wellbeing of all in Warwickshire is protected**

BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	% incident command competency levels amongst Flexi Duty Officers (KBM)	98.25	100	Amber	Earlier in the year 1 Officer had not completed his competency levels assessment which has had an impact on the year to date. This performance is monitored monthly and immediate action was taken to support this officer. In the period following this action the performance rose back to 100%	All Officers have been, and will continue to be, reminded in advance of the need to complete their assessment within required timescales.
Fire and Rescue	% competency level for Wholetime and RDS firefighters in 8 risk critical areas (KBM)	95.98	100	Amber	A 100% is an aspirational but necessary target, however this is difficult to achieve due to the ongoing recruitment of RDS personnel who will not be competent while undergoing their development courses. In addition a number of 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.
Fire and Rescue	Average days sickness per Full Time Equivalent (KBM)	8.31	7	Red	The target for days lost per FTE for 2016/27 was 7. The total days actually lost per FTE for this period was 8.31. This is above the average for local government which sits at a total of 8 days lost. There have been a number of long term absences over this period of time which has increased this statistic. The target for 2017/18 is 7.5 days which is below the LG average and just below the days lost for the previous year. This improvement will be possible through improved management of sickness absence by managers within the service and an amended policy which will see a change in some way to formal stages and/or triggers over the next 6 months, in line with amendments to the WCC policy.	Ongoing monitoring of levels at Monthly Performance Review meeting. Close management of the levels of sickness by Managers within the Service. Implementation of an amended policy.
Fire and Rescue	No. of RDS Firefighter vacancies (Full Time Equivalents) (KBM)	36	40	Green	Currently the level of RDS vacancies is running at 36 and the Service continues to deal with the challenges of the RDS system. There is a dedicated team of volunteers in place supported by a number of full time managers. The Services recruitment process is held up nationally as best practice. However, the historical reasons for recruitment and retention difficulties remain. WFRS is committed to improving this issue within its draft Integrated Risk Management Plan (IRMP)	
Fire and Rescue	No. of Wholetime Firefighter vacancies (Full Time Equivalents) (KBM)	14	0	Red	The number of wholetime firefighter vacancies is being managed closely and is currently running at 14. A wholetime recruitment campaign is underway to bring the establishment levels up to the required level. It is envisaged that the whole time establishment will be at the required level by December 2017	Close management of the vacancy situation and any effect on wholetime availability through the monthly performance meetings.
Fire and Rescue	No. of major training events/exercises undertaken at risk premises (KBM)	17	12	Green		
Fire and Rescue	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents (KBM)	3	6	Green		



Warwickshire's communities are supported by excellent communications and transport infrastructure

BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Information Assets	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses (KBM)	92.02	91.5	Green		

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	% customer satisfaction level (KBM)	97.5	95	Green		
Fire and Rescue	£K Forecast Savings at Year End (KBM)	860	860	Green		
Fire and Rescue	Capital Programme - % Variance to Budget (KBM)	0.91	0	Amber	Increased capital spends funded by revenue contributions	
Fire and Rescue	Revenue Outturn - % Forecast Variance to Budget (KBM)	-6.96	-2	Red	The outturn position of an overall £1.339m underspend is the result of additional Home Office funding being provided on 28th March, IT and supplier delays in various projects, pensions underspends resulting from a reduction in ill health retirements and within Service Delivery caused by the ongoing difficulty of recruiting Retained Duty Firefighters. The underspend not set against various specific projects will fund expenditure required in 2017-18 such as the recruitment of whole time firefighters and the creation of capacity where necessary. This will aim to bring WFRS to an adequate level of operation in both service delivery and organisational change areas to meet the requirements of an increasingly challenging local and national agenda	The financial management is closely monitored within the Senior Leadership Team of WFRS. Work is ongoing to target any underspend to the right areas of the Service to create capacity and meet the challenges during 2017/18
Customer Service	Number visits to WCC libraries(per population) (KBM)	2.80	2.80	Green		
Customer Service	Resident satisfaction with WCC customer journey (KBM)	89.50	85.00	Green		
Customer Service	Call abandonment rate (KBM)	2.90	5.00	Green		
Customer Service	On-line customer service transactions (KBM)	54.9	80	Red	This measure looks at the total transactions for services available digitally and the number of transactions completed digitally as a percentage of the total.	There are a number of transactions that have become available during 2016/17 and the process for collating this data is currently being developed. This measure will be influenced by the switching off of channels to encourage customers to channel shift.
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline (KBM)	100	100.00	Green		
Finance	Statutory reports are unqualified by External Auditors ( WCC Statement of Accounts) (KBM)	100	100	Green		
Finance	Financial reports considered by Corporate Board, GLT, Cabinet and Council (on the budget, quarterly monitoring and the Statement of Accounts) produced on the agreed dates (KBM)	94.44	100	Red	One of the monitoring reports to GLT was sent out as a late paper where this was not planned in advance.	
Finance	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 (KBM)	545	100	Green	This measure looks at the amount of cash return on invested capital that the council earns expressed as a ratio of the interbank lending rate (LIBID). During 16/17 the amount of cash return achieved is 545% over the interbank lending rate . This is as a result of investing in property and social bonds.	
Finance	WCC's statutory reports (Pension Fund ) are produced to deadline (KBM)	100	100	Green		
Finance	Statutory reports are unqualified by External Auditors ( Pension Fund)(KBM)	100	100	Green		
Human Resources & Organisational Development (HR & OD)	Staff sickness (KBM)	9.65	10.05	Green		
HR & OD	Staff turnover (KBM)	15.07	15.19	Green		

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
HR & OD	Positive employee engagement score (KBM)	70	70	Green		
HR & OD	Compliance with statutory requirements, or maintain 100 % compliance (KBM)	100	100	Green		
Information Assets	Medium and high level information incidents reported (KBM)	66	50	Red	Sharp increase in reported incidents in Q4. This could be due to the refresher information compliance training and staff being more aware.	Weekly review of incidents and recommendations by incident group to monitor trends. Report on information compliance to Corporate Board 10 May 2017.
Information Assets	Availability of IT key systems through core infrastructure to users (KBM)	99	99	Green	Some minor downtime to Libraries at Firewall cutover but >90% availability on other systems.	
Information Assets	Remote availability of IT key systems to users through mobile devices (KBM)	56	65	Red	Implementation of walled garden in Q1 2017/18 will address remote access to all IT key systems.	
Law and Governance	Number of complaints upheld by the Ombudsman (KBM)	11	8	Red	8 upheld complaints in relation to adult social care - 7 of these are in relation to social care and support and 1 in relation to strategic commissioning. 3 upheld complaints in relation to children's safeguarding.	Briefing on LGO complaints in 2016/17 along with lessons learnt will be given to Heads of Service meeting in July once we have received the LGO Annual Report. Will also consider whether any specific follow-up is required with relevant People Group staff. Reporting LGO complaints and the annual report has been reintroduced for reporting to Corporate Board from July 2017.
Law and Governance	Audit recommendations implemented vs recommended (KBM)	72	66	Green		
Law and Governance	Legal challenges / adverse judgements (KBM)	1	0	Red	1 case against WCC by Information Commissioner's Office in relation to an FOI: "The complainant made a request for information to Warwickshire County Council for GIS data on its public Rights of Way Network. The Council refused the request under the exception in regulation 12(4)(d) (material still in the course of completion etc). The Commissioner's decision is that regulation 12(4)(d) does apply to the requested information but that the public interest in maintaining the exception does not outweigh the public interest in disclosure. The Commissioner requires the public authority to take the following steps to ensure compliance with the legislation: The Council shall disclose the requested information to the complainant."	
Physical Assets	Target asset receipts received (KBM)	33.39	100	Red	Delays in the disposal of land at Europa Way, involving continued negotiations with Warwick District Council have delayed Capital Receipts for the year. The target was £10.9m; the shortfall of £7.26m has been added to the 2017/18 target	Europa Way should be completed by September 2017. Ensure the projects which deliver the capital receipts are resources effectively
Physical Assets	WCC Council Property footprint (sq mtrs.) (KBM)	186.33	100	Green	Disposal of 16 Old Square, Warwick results in additional 714 sq m footprint reduction above target figure. Accommodation at Elizabeth House, Stratford upon Avon vacated wef 13/1/2017	No further actions required.
Physical Assets	Non-compliances per £1m of operational property expenditure (KBM)	0	4	Green	No Non compliances in year 16/17	
Physical Assets	Actual project delivery time to planned delivery time (KBM)	96	90	Green		

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB) (KBM)	100	90	Green	Four projects closed in 2016/17, M40 J12 improvements, Homecare Framework Contract, Reduction in Looked After Children and Improved Transitions. In total these projects identified 28 benefits of which only 22 were to be achieved at this point in time and all were achieved. For M40 J12, both the benefits due have been achieved. A further long term benefit around economic development will continue to be monitored by the Coventry and Warwickshire LEP for the next 5 years. Of the 6 benefits identified for the reduction in Looked After Children project all have been realised. Twelve benefits were identified for the Improved Transitions project, of which 9 were due to be achieved by this point - all of these were achieved and the remaining 3 benefits will continue to be monitored on an ongoing basis. The Homecare Framework Contract project has identified 7 benefits of which 5 were due to be realised by the current time and these have been achieved. The remaining two benefits have been partially achieved and will be incorporated into the Benefits Plan for the new outcome Based Commissioning Implementation project.	
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length (KBM)	22.50922509	0	Red	In January 2016, Customer & Transformation Board identified 18 projects & programmes from across the Council as key projects delivering the Council's customer & transformation outcomes. By the end of 2016/17 a total of 271 milestones were due to be completed of which 210 were completed on time and 61 milestones were missed across 12 projects during the whole year. A number of these milestones had been missed earlier in the year as previously reported. In Q4, 7 projects missed a milestone: For the Homecare Framework Contract slippage occurred due to complexities of letting the contract, and issues with provider engagement and planning for transition. The project ended at the end of March as planned, however a new project has been set up to complete work on the Outcome Based Commissioning Implementation. Two projects within the FRS Transformation Programme have been delayed due to lack of resources and technical issues with software. A delay in the Skills for Employment project was caused by changes in key personnel at the supplier. The publication of commissioning intentions for SEND was delayed to allow prioritising of key tender exercises, this project has also had recruitment issues. A milestone has been missed in the Extra Care Housing Project due to general construction issues (poor weather, slow discharge of planning conditions, archaeological issues) and the HS2 project missed a milestone due to delays in getting the Bill through Parliament which is outside of the remit of WCC.	

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

**13 September 2017**

### **IRMP 2017-2020 Task and Finish Group**

#### **Recommendation(s)**

1. That the Committee establishes a Task and Finish Group in accordance with the Terms of Reference in Appendix A
2. That the Committee decides on the membership (elected members) of the Task and Finish Group.

#### **1.0 Key Issues**

- 1.1 The Council approved a new Integrated Risk Management Plan (IRMP) for the period 2017 to 2020 on 18 July 2017. During the course of the debate at Council it was suggested that this was one of the key areas the Resources, Fire and Rescue Overview and Scrutiny Committee should keep under regular review and monitor progress. This report therefore suggests the establishment of a time-limited task and finish group to review and comment on the proposed implementation of the IRMP Action Plan for 2017-18. A copy of the 2017-18 Action Plan is included as Appendix B for information.
- 1.2 There is no particular requirement to apply political balance rules to Task and Finish Group membership. However should the Committee wish to do so, on a proportional basis - 4 councillors would be 3 CON and 1LAB; 5 councillors would be 3 CON; 1 LAB and 1LIB/DEM.

#### **2.0 Background**

- 2.1 The National 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.

2.2 The IRMP 2017- 2020 has 5 broad development objectives to guide areas of work over the next 3 years. The IRMP Action Plan 2017-18 sets out the actions the Service intend to take over the next 12 months.

2.3 It is suggested that the Task and Finish Group should review the proposed plans for implementation to ensure the proposed actions are robust and achievable and likely to achieve the objectives sought.

### **3.0 Timescales associated with the decision and next steps**

3.1 The Task and Finish Group should review the proposals with a view to reporting back to the 28 February 2018 meeting of the Overview and Scrutiny Committee.

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**Terms of Reference**

<b>Area of Review</b>	<b>Fire and Rescue Service – Outcomes of the IRMP 2017-2020</b>
<b>Review sponsors</b>	Andy Hickmott – Chief Fire Officer David Carter – Joint Managing Director
<b>Supporting Officers</b>	<ul style="list-style-type: none"> <li>• Rob Moyney - Fire Service lead</li> <li>• [Other leads] to be confirmed</li> <li>• Helen Barnsley, Democratic Services Officer</li> </ul>
<b>Timescales</b>	Report back to 28 February 2018 Resources and Fire and Rescue Overview and Scrutiny Committee
<b>Rationale</b>	<p>Council approved the Warwickshire Fire and Rescue Integrated Risk Management Plan (IRMP) on 18 July 2017. The National Fire and Rescue Framework establishes the following priorities that need to be considered within an IRMP;</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;</li> <li>• To be accountable to communities for the service they provide.</li> </ul> <p>The IRMP 2017- 2020 has 5 broad development objectives to guide areas of work over the next 3 years. The IRMP Action Plan 2017-18 sets out the particular actions the Service intend to take over the next 12 months in order to implement the IRMP.</p> <p>This T&amp;F Group will explore whether those proposals are robust and achievable within the Council's financial constraints and likely to achieve the overall outcomes of the IRMP i.e. 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.</p>

## Resources and Fire & Rescue Overview and Scrutiny Committee – Task and Finish Group

<p><b>Scope of the Task and Finish Group work</b></p>	<p>The Group will consider the proposed actions set out in the Action Plan 2017-18, any other successful national initiatives and whether these initiatives, or the learning from them, could be considered beneficial for Warwickshire</p> <p>In this context the Group will be able to suggest ways in which these initiatives can improve services and outcomes for Warwickshire residents. It will also have opportunities to propose other areas in which closer blue light collaboration or other collaborations could achieve improved outcomes for Warwickshire residents.</p>
<p><b>Objectives of Task and Finish Group work</b></p>	<p>The Task and Finish Group will seek to;</p> <ol style="list-style-type: none"> <li>1. Comment on the progress in implementing on the Action Plan 2017-18</li> <li>2. Review whether the actions proposed are sufficiently robust and achievable within the agreed budget to meet the desired outcomes of within the plan timescales</li> <li>3. Identify any barriers to successful implementation and propose solutions to overcome these</li> <li>4. Identify other ways in which WFRS could more effectively engage with other services to improve community safety in Warwickshire</li> </ol> <p>This work will be undertaken recognising the financial restraints that the Council is working to and taking into account the OOP2020 savings targets.</p>
<p><b>Reporting arrangements</b></p>	<p>This is a Task and Finish Group of the Resources and Fire &amp; Rescue Overview and Scrutiny Committee. The work of the Group will therefore be reported to that Committee with outcomes and proposed recommendations before onward consideration by other relevant bodies for decision as required (e.g. Cabinet).</p>
<p><b>Stakeholders</b></p>	<p>Stakeholders for the work being undertaken by the Task and Finish Group would be representatives of</p> <ul style="list-style-type: none"> <li>• The Warwickshire Police Service</li> <li>• The Warwickshire Police and Crime Commissioner</li> <li>• The West Midlands Ambulance Service</li> <li>• Other Fire and Rescue Services where cross Fire collaboration is identified as having the potential to improve community safety outcomes for Warwickshire residents</li> <li>• Social Care and other public services where collaboration is identified as having the potential to improve community safety outcomes for Warwickshire residents</li> </ul>



<p><b>Indicators of Success</b></p>	<ul style="list-style-type: none"><li>• Recommendations made in respect of greater collaboration opportunities WMAS</li><li>• Recommendations made in respect of any Fire to Fire or Fire to Police operational initiatives</li><li>• Recommendations made in respect of public sector services in respect of greater collaboration opportunities</li><li>• Identification of the improved community outcomes for Warwickshire residents that any recommendations are seeking to achieve</li><li>• Consideration of national initiatives and identification of any opportunities which could be further explored in Warwickshire</li><li>• Recommendations are affordable</li></ul>
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**Draft IRMP Action Plan 2017/18**

<b>IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.</b>				
<b>No</b>	<b>Action</b>	<b>Senior Responsible Owner</b>	<b>Milestones</b>	<b>Outcome/Benefit</b>
<b>1.1</b>	<b>Implement a single Fire Control facility with Northamptonshire FRS.</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>Decision made on location.</li> <li>Develop an implementation plan for proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Improved efficiencies through collaboration.</li> <li>Improved operational resilience.</li> <li>Supports the efficiency and collaboration pillar of Home Office fire reform agenda.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>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.</p>				
<b>1.2</b>	<b>Implement an Emergency Medical Response arrangement with West Midlands Ambulance Service (WMAS).</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>Agree an Emergency Medical Response operating model with WMAS.</li> <li>Implement agreed mechanisms for responding to specific medical emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced survival chances of those involved in medical emergencies.</li> <li>Contribution to reducing the demand and financial pressures on the WMAS and NHS.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>We have the opportunity to provide an emergency medical response capability to help save lives and support the ambulance service. Emergency Medical Response (EMR) 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.</p>				

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1.3	<b>Further develop our current collaborative working programme with Hereford and Worcester and Shropshire Fire and Rescue Services and Warwickshire and West Mercia Police to explore all operational, service support and future governance opportunities in keeping with the recently introduced statutory duty.</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• Develop further work streams within collaboration programme.</li> <li>• Develop an implementation plan for proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved public safety.</li> <li>• Improved efficiencies through collaboration.</li> <li>• Improved organisational resilience.</li> <li>• Supports the efficiency and collaboration and workforce reform pillars of the Home Office fire reform agenda.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>The duty to collaborate is now 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. Presently a Blue Light Collaboration Board exists across the Warwickshire and West Mercia Police areas consisting of senior officers from the two police services concerned and the three fire and rescue services of Warwickshire, Hereford &amp; Worcester and Shropshire. This Board is overseeing a range of operational collaboration opportunities across the following functional areas: Training, Procurement, Estates, Operations, Fleet and Information Technology.</p>				

**IRMP Objective 2: Continue to review the number, location and resourcing of our fire stations and fire engines.**

No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
2.1	<b>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</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• Produce Asset Management Plan based on future needs, including;               <ul style="list-style-type: none"> <li>➢ IRMP 2017-2020 risk analysis,</li> <li>➢ district/borough local plans,</li> <li>➢ vehicle and building</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• An asset plan that meets the future needs of WFRS and which is incorporated into future WCC financial planning.</li> <li>• A fire service model of service delivery that matches the changing risk profile of the county and meets the needs of its communities.</li> </ul>

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<b>Expenditure Programme.</b>		lifespan requirements, ➤ a review of our water rescue and flooding capability.	
<p><b>Why do we want to do this?</b></p> <p>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;</p> <ul style="list-style-type: none"> <li>➤ Optimising fire station locations in and around the Rugby area in light of future developments in the area;</li> <li>➤ Optimising fire station locations in and around the Nuneaton area in light of future developments in the area;</li> <li>➤ The suitability and condition of the Headquarters building in Leamington Spa;</li> <li>➤ The optimum equipment, location and operating arrangements of our flooding and water rescue capability.</li> </ul>			
2.2	<b>Review the provision of aerial appliances across the West Midlands Region.</b>  DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• Options appraisal developed and considered at West Midlands Region FRS regional meeting.</li> <li>• Decision on provision of aerial appliances made that provides economy of scale and the sharing of resources across borders.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved efficiencies through collaboration.</li> <li>• Improved operational resilience.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>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.</p>			

IRMP Objective 3: Maximise the flexibility and utility of our workforce.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
3.1	<b>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.</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>Determine best use of resources to maintain fire engine availability.</li> <li>Develop options for change.</li> <li>Implement changes and arrange regular outcome reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Improved RDS fire engine availability</li> <li>Improved emergency response in rural areas</li> <li>Improved working arrangements for RDS firefighters</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>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.</p>				
3.2	<b>Review the balance of our organisational resources, and ensure sufficient capacity is provided to meet corporate needs.</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>Determine best use of resources to meet all organisational needs.</li> <li>Develop options for change.</li> <li>Implement changes and arrange regular outcome reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Learning outcomes of Operational Assessment and Fire Peer Challenge 2016 are addressed.</li> <li>Sufficient capacity is available to meet the needs of the Home Office reform programme.</li> <li>An organisation that has the capacity and capability to meet both operational and corporate needs.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>Whilst reviewing the emergency response part of our Service is important, we intend to do so within a wider framework that considers the optimum organisational balance of resources. Regardless of size, every Fire and Rescue Service has to meet the same range of corporate demands. We will also consider our organisational capacity and capability against the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016, and the challenging national agenda, such as the Home Office fire reform programme.</p>				

<b>IRMP Objective 4: Develop the use of emerging technology.</b>				
<b>No</b>	<b>Action</b>	<b>Senior Responsible Owner</b>	<b>Milestones</b>	<b>Outcome/Benefit</b>
4.1	<b>Extend the use of Light Rescue Pumps (LRPs) within the Service.</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• Review the provision of LRP's to date.</li> <li>• Subject to outcomes of review introduce 5 further LRP's in line with the procurement plan.</li> <li>• Distribute LRP's across the Service to support the response model.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost savings to contribute to the WFRS savings target.</li> <li>• Reduce carbon footprint.</li> <li>• Provide agile response to life risk incidents.</li> <li>• Maintain our response standards.</li> </ul> <p>Enhance safety of the community.</p>
<p><b>Why do we want to do this?</b></p> <p>The first 10 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 some teething problems expected from the introduction of any new vehicle type, have demonstrated the capability to deal 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.</p>				
4.2	<b>Consider and if appropriate implement the use of new fire extinguishing technology.</b>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Improved firefighting tactics.</li> <li>• Improved firefighter safety.</li> <li>• Reduce social and economic impact of fire related incidents.</li> </ul>

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			development. <ul style="list-style-type: none"> <li>• Identify training requirements of introducing new technology</li> <li>• Identify impact on vehicle procurement to accommodate any new firefighting equipment.</li> </ul>	
<p><b>Why do we want to do this?</b></p> <p>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.</p>				
4.3	<p><b>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.</b></p>	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• Review effectiveness of existing equipment to deal with the latest vehicle designs and construction that present the greatest challenge to firefighters.</li> <li>• Scope out a range of new equipment and procedures to enable firefighters to extricate persons from vehicles that are made of new and more challenging design.</li> <li>• Identify training requirements of introducing new technology</li> <li>• Identify impact on vehicle procurement to accommodate any new rescue equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved extrication tactics, leading to more rapid definitive medical care.</li> <li>• Improved firefighter safety.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>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.</p>				

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.	DCFO Rob Moyney	<ul style="list-style-type: none"> <li>• The Joint Strategic Needs Assessment (JSNA) is used to look at how we can support health and wellbeing in Warwickshire.</li> <li>• Partnerships developed with counterpart public services that are already active in these initiatives to develop pilot projects for:                             <ul style="list-style-type: none"> <li>➢ Slips, trips and fall prevention,</li> <li>➢ Telecare rapid response support,</li> <li>➢ Home assessments for hospital discharge.</li> </ul> </li> <li>• Delivery of Safe and Well visits to the most vulnerable within our county.</li> <li>• Delivery of the 'Heartshield' programme and the provision of cardiopulmonary (CPR) resuscitation and positive lifestyle training to school pupils within the county.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced safety, health and wellbeing of the community, in particular the most vulnerable.</li> <li>• Increased influence of WFRS.</li> <li>• Contribute to reducing the demand and financial pressures on the NHS.</li> <li>• Long term contribution to improvements in heart health indicators, and reduced health inequalities in Warwickshire.</li> <li>• 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.</li> </ul>
<p><b>Why do we want to do this?</b></p> <p>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 public health and other Fire and Rescue Services in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.</p>				



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

**13 September 2017**

### **Fire Deaths in Warwickshire between 3 January and 24 February 2017**

#### **Recommendation**

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

#### **1.0 Introduction**

1.1 During the first two months of 2017, Warwickshire Fire and Rescue Service (WFRS) attended a number of accidental dwelling fires, three of which had fatal consequences for the occupants of the properties. This increase in fire fatalities was in contrast to the performance data available for the previous four years which showed that the County had only one fire related death during that time.

1.2 There are many Communities and Local Government publications, as well as independent research documents, which demonstrate the value that the preventative work carried out by fire and rescue services nationally has had on the impact of reducing fire deaths. It is also firmly believed, and recognised by Government, that the proactive community fire safety work undertaken by fire and rescue services (FRSs) has helped to reduce these numbers significantly. It is also worth noting that WFRS has undertaken this proactive approach with a prevention department which is operating from a limited position. This has inhibited the department's ability to carry out further proactive work in the delivery of community safety to those most vulnerable in the community. However, this was recognised by Warwickshire County Council (WCC) who awarded an additional £200k for the prevention department in its 2017/18 budget to assist with development and delivery in this area. Following the three fatal fires, and to ensure that the increased funding is used appropriately, WFRS invited Staffordshire Fire and Rescue Service (SFRS) to undertake a review of its prevention department. SFRS is recognised as a good performing service in community safety and WFRS has a strong regional relationship with them. The scope of the review was four fold:-

- The overall structure, roles and governance for prevention and community safety;
- WFRS's direction of travel and to test how the corporate vision and business plan is embedded throughout the Service (with particular emphasis on practitioners);
- WFRS's use of data as a means of intelligence to drive priorities and the delivery of outcomes;

- The identification of opportunities to improve the delivery of community safety by WFRS and its partners.

1.3 The summary of findings of this review in conjunction with the outcomes of the investigations into the three fire related deaths, has assisted the Service in ensuring the additional funding will be used in the most appropriate way to support partnership working and to further improve the delivery of community safety to those most vulnerable.

1.4 It is unfortunate that, in the space of a few weeks, Warwickshire had three fire fatalities in separate accidental dwelling fire incidents. However there are similarities in each of the incidents. This report will identify the similarities and the concerns that these raise and identify a way forward for the Service and its engagement with other agencies.

## **2.0 Background**

2.1 Between 3 January 2017 and 24 February 2017, three fatal accidental dwelling fires took place in three separate districts of the County, namely Stratford, Warwick and Rugby. The incidents all took place in daylight hours and the first fire engine was in attendance within ten minutes of the initial calls being received by Service Control. Following each incident, the fire officer with responsibility for that geographic area undertook a review of the incident and prepared a short report with a number of recommendations. Due to the fatalities, a full fire investigation was also undertaken by a specialist Fire Investigation Officer and a report written detailing the cause of the fire. The Fire Officer is then required to attend Coroner's Court and present the findings of the report, this assists with the Coroner's determination as to the cause of death. The following areas of concern were highlighted within the reports:-

- All three casualties lived alone;
- All three casualties were trapped and unable to self-rescue, due to either mobility issues and/or alcohol/drug dependency
- All three casualties lived in council, district, borough or housing association properties;
- All three properties had smoke detection facilities which were not linked or monitored;
- Two out of the three casualties were known to other agencies and classed as vulnerable;
- All three casualties were known to be heavy smokers;
- All three casualties suffered with ill-health;
- As vulnerable persons, only one property had received a Home Fire Safety Check (HFSC) a number of years previously.

2.2 These issues can be clearly linked to the following factors which have been identified nationally as increasing an individual's risk from fire in the home:-

- Smoking;
- Living alone;
- Alcohol/drugs dependency;
- Lack of mobility;
- Elderly.

2.3 Fire Service Investigators and insurers both concluded that overloaded power sockets caused two of the fires and carelessness with smoking materials was identified as the cause of the third fire. This shows a similarity to the previous fire death in the County which was also caused by carelessness with smoking materials.

### **3.0 Current position**

3.1 It was WFRS's aim to undertake a combined review with other partners; unfortunately an appropriate opportunity to meet did not arise which was disappointing as this would have been an ideal opportunity to review a partnership approach to such incidents. WFRS are still committed to moving this forward, encouraging a review to take place and any lessons learned to be recorded and acted upon. Indeed, the summary of findings from SFRS's review identifies the need to refresh and implement a policy that outlines and supports this approach to reviewing fatal fires in order to gain more understanding about the root causes involved and to identify actions to reduce the likelihood of further re-occurrence. This would also act as an enabler to promote engagement with partners and Fire Authority members.

3.2 WFRS delivers a Fire Safety in the Home programme to all school children in Warwickshire. These sessions are conducted in Years 1, 5 and 7 and move progressively from a basic home fire safety message to developing a fire escape plan, undertaking a self-assessed home fire safety check and fire prevention in the home. The Service also delivers a programme of targeted Safe and Wellbeing Checks. These checks should be delivered to those most vulnerable in our community, not just the elderly but also those known to be living on their own with health and wellbeing issues such as illness, alcohol/drug addiction and mobility problems.

3.3 However, these incidents have highlighted that there are gaps around data sharing related to vulnerable people. This data, which may be held by partner agencies, is one of the keys required to reaching those most vulnerable within the community. This was highlighted within the SFRS review as an area which should be explored further in order to achieve a more targeted response to and delivery of the Safe and Wellbeing checks; in particular the opportunity to increase the number of referrals from domiciliary care companies, particularly those commissioned by the County Council, to identify fire risk and refer to WFRS for a Safe and Wellbeing visit.

This arrangement could be considered as a specification of any contracts awarded; however, there would need to be a commitment from WFRS to undertake a training programme to care companies in order to achieve this.

- 3.4 The vast majority of fire deaths throughout the UK have the same profile; elderly, living alone with mobility and potential health issues, smoker or substance dependency issues. It is these individuals who are usually known to one or more agencies and the sharing of this information is seen, nationally, as vital in supporting the future reduction of fire deaths in accidental dwelling fires.
- 3.5 The SFRS review highlighted the need for WFRS to undertake further work to enable them to enhance engagement with partner agencies and encourage an increased amount of Safe and Wellbeing visits, which could be tailored to the needs of key health partners such as the Clinical Commissioning Groups (CCGs), Public Health and other partners within the County Council. In order for this to take place an appropriate resource needs to be identified, funded and established.
- 3.6 The SFRS review reported that WFRS is delivering good overall outcomes with the resources available to them. This includes its commitment to education through the schools education programme, the Junior Fire Safety Champion scheme and the Heart Shield scheme which has been commissioned in partnership with Public Health. The Integrated Risk Management Plan 2017/20 (IRMP) has clear direction around supporting the delivery of community safety and the wider health agenda to those most vulnerable in Warwickshire. In order to achieve these outcomes, the Service has developed a suite of local business plans which should assist these outcomes to be measured and achieved.

#### **4.0 Conclusion**

- 4.1 WFRS has one of the smallest Prevention teams in the Country but continues to perform well and there are many positive aspects in the way in which the community safety programme is delivered. Three fatal fires in a very short space of time is not a crisis; however it does warrant the Service undertaking a review of how its prevention message is highlighted and delivered.
- 4.2 In order to ensure that the work of the Service maintains a positive impact upon Warwickshire's communities, WFRS needs to focus further on how it evaluates the impact of its community safety work to demonstrate its value and to ensure that opportunities are identified to improve both the quality and quantity of interventions such as school visits, Safe and Wellbeing visits and partnership working. There is a need for this to be properly resourced and funded.
- 4.3 The Service needs to consider how and where to concentrate its efforts to ensure that it is working as effectively as possible, ensuring that information sharing, tasking, resourcing, delivery and partnership working is maximised to improve outcomes across organisational and possibly geographical boundaries.

## 5.0 Way forward

5.1 Following the recent fire deaths, the Service has reflected on its current delivery and priorities for community safety. This is further enhanced by the review undertaken by a recognised good performing neighbouring fire and rescue service. The key findings from this have led the Service to introduce a number of changes to the way it structures and delivers community safety to the most vulnerable persons in the community. The following four areas will see the Service invest the additional £200,000 allocated within the 2017/18 budget to improve the service we provide to the residents of Warwickshire:-

- **Capacity and priorities.** The size, shape and capacity within the team has been reviewed to identify gaps and opportunities to invest in further skills, knowledge and resources;
- **Use of data.** Greater use of data and intelligence is fundamental to delivering the ambitions set out in the IRMP and the Service is recruiting a dedicated Prevention, Partnership and Policy manager. Working with partners will enhance the Service's ability to more accurately target the most vulnerable people in the community;
- **Increase the number of Safe and Wellbeing Checks.** Linked to the better use of data is the requirement for an appropriate number of technicians who can deliver more enhanced interventions to support the universal Safe and Wellbeing visits currently undertaken by frontline staff. The Service is recruiting a number of new technicians to fulfil this role. Assuming that appropriate data is available, this will enhance the Service's ability to reduce the risk of fire to those who are deemed to be most vulnerable from such risk;
- **The use of local resources to deliver Community Safety.** The ability to deliver community safety in the more rural areas of the County is a challenge when only utilising whole time firefighters located in the larger towns. The Service aims to make better use of retained firefighters to deliver community safety in their local communities. The recruitment of a Retained Duty System (RDS) Development Officer will allow for the upskilling of operational RDS fire fighters to deliver all aspects of community safety work, including safe and wellbeing visits, to members of the community in the most rural parts of the County.

5.2 The items above have been funded by an additional £200,000 allocated by the County Council to the Fire and Rescue Service in 2017/18. The Service will invest this funding in extra capacity during 2017/18 to develop and implement partnership arrangements, policies and processes with the aim to improve the level of community safety delivered by WFRS. The success of this investment will be measured by specific outputs and outcomes, including an increase in the number of safe and well visits delivered to vulnerable members of the community, a reduction in the number of preventable fire deaths and the number of accidental dwelling fires and introduction of a more robust targeting and delivery process through partnership working. None of the outcomes can

be truly quantified until the processes have been fully developed and introduced, in line with the partnership approach. Only then can the margin of the expected outcome be appropriately reviewed and analysed. These will be measured at business unit level and reported through the One Organisational Plan Quarterly report.

- 5.3 The Prevention, Partnership and Policy manager will be responsible for looking at ways to mainstream the new work processes through the many different ways of partnership working, grant funding and sharing of resources.

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- |                                    |  |
|------------------------------------|--|
| Councillor Howard Roberts -        | Portfolio Holder for Fire and Community Safety         |
| Councillor Heather Timms –         | Chair for Resources and Fire & Rescue OSC              |
| Councillor Parminder Singh Birdi – | Vice Chair for Resources and Fire & Rescue OSC         |
| Councillor Sarah Boad -            | Party Spokesperson for Resources and Fire & Rescue OSC |
| Councillor Maggie O'Rourke -       | Party Spokesperson for Resources and Fire & Rescue OSC |

## Resources and Fire and Rescue Overview and Scrutiny Committee

13 September 2017

### Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and wider Fire Reform Programme

#### Recommendation

That the Resources and Fire and Rescue Overview and Scrutiny Committee receive and note the latest position on Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the wider Fire Reform Programme report.

#### 1.0 Background

- 1.1 The last 20 years have seen significant change in the history of inspection of fire and rescue services. Prior to the introduction of 'Best Value' in 2000, inspection was the responsibility of the Home Office. In 2003 the Audit Commission was appointed as the inspecting body, and introduced a national performance framework with the 'Comprehensive Performance Assessment', and later the 'Comprehensive Area Assessment' from 2009. In 2010, the Secretary of State for Communities and Local Government announced plans to abolish the Audit Commission, and inspection moved more towards a peer review based approach.
- 1.2 Shortly after the Home Office assumed responsibility for fire and rescue services in 2016, the then Home Secretary, Theresa May, outlined her intention to deliver a programme of reform in the fire and rescue service that would be as radical and ambitious as that delivered in policing since 2010. The Home Secretary's objective was to make fire and rescue more accountable, more effective and more professional.
- 1.3 In February 2017, the then minister for Policing and Fire Services, Brandon Lewis, continued the fire reform rhetoric, suggesting that reform must go further and faster. He outlined the Home Office's expectations around three key pillars of fire reform:
  - **Accountability and Transparency**
  - **Efficiency and Collaboration**
  - **Workforce Reform**
- 1.4 Supporting the pillar of '**Accountability and Transparency**', the Home Office has set out its intention to introduce a new inspectorate, empowered to determine how effective each fire and rescue service is in preventing and responding to incidents; whether the service provides value for money; whether the service understands its current demands and where the future risks lie; and its leadership, training, diversity, values and culture.

- 1.5 The Home Office has stated that it intends to commission thematic inspections on individual issues if needed. In his speech in February, Brandon Lewis announced that the first issues he wanted the inspectorate to focus on are diversity, collaboration and flexible deployment of resources.
- 1.6 On 19th July 2017, the Home Office confirmed that Her Majesty's Inspectorate of Constabulary (HMIC) would take on responsibility for the inspection of fire and rescue services, and would with immediate effect change its name to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Further information on what is currently known about the new inspection arrangements and the implications for Warwickshire are discussed later in this report.
- 1.7 To support greater transparency and to encourage greater accountability Brandon Lewis stated that the Home Office will create a new website, operational in 2017, to mirror what can be seen on [www.police.uk](http://www.police.uk). This website will hold a range of information, all in one place, about the fire and rescue service. This will include data which helps the public to assess the performance of their local service as well as information about chief officer pay, expenditure, accounts, efficiency plans and workforce composition.
- 1.8 The Policing and Crime Act has been amended to enable Police and Crime Commissioners (PCCs) to take on responsibility for the governance of local fire and rescue services where a local case is made. Fire and rescue authorities are being asked to work with PCCs and provide the information they need should the PCC wish to develop a business case.
- 1.9 In support of '**Efficiency and Collaboration**' the Policing and Crime Act has introduced a new statutory duty on the emergency services to collaborate, where it would be in the interests of their efficiency or effectiveness to do so. This duty is recognised in the recently launched Warwickshire Fire and Rescue Integrated Risk Management Plan 2017-2020 and the associated Action Plan for 2017/18.
- 1.10 Fire and rescue services have been challenged to take a more strategic approach to procurement in order to seek better value. A procurement analysis, or 'basket of goods' exercise, has been undertaken to determine how much fire and rescue authorities spend on 25 common areas such as uniforms, fire engines and frontline equipment. The basket of goods exercise will be repeated this autumn, with the Home Office expectation that the gap between what different services have paid for items has narrowed – preferably considerably.
- 1.11 To support the '**Workforce Reform**' pillar a new professional standards body is being developed for fire and rescue, which will build a comprehensive professional framework of standards for the service. This body will set standards on a range of issues including leadership, workforce development, equality and diversity and codifying effective practice.



- 1.12 The new inspectorate will inspect against the standards this body sets and in turn, the standards body will carefully consider the inspectorate's findings when setting and reviewing their standards. The professional standards board project team are due to present their proposals for how the standards body will be organised and governed to the Home Office this autumn.
- 1.13 The Home Office has stated the opinion that there is considerable scope to improve recruitment, training, development and leadership at every level of the fire and rescue service and the new professional standards body will help do just that. It is also expected that the new inspectorate will identify barriers to diversity across services and that each service will respond to the issues that it faces.
- 1.14 The Home Office has stated the intention to review the Fire and Rescue National Framework later this year, which will clarify the expectations and responsibilities for fire and rescue authorities.

## **2.0 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)**

- 2.1 Sir Thomas Winsor, previously Her Majesty's Chief Inspector of Constabulary, has been confirmed as Chief Fire and Rescue Inspector for England, and HMIC's existing inspectors have been appointed Inspectors of Fire and Rescue Authorities. These appointments will be in addition to their existing police inspection responsibilities. Her Majesty's Inspector for Fire & Rescue Services for the Western Region (which includes Warwickshire Fire and Rescue Service) is Wendy Williams.
- 2.2 The Inspectors for Fire and Rescue Services are to be supported by a team of seconded fire and rescue officers. Recruitment and secondment arrangements are still to be confirmed.
- 2.3 Sir Thomas Winsor has stated that the first inspection is expected to take place next spring with every authority in England inspected by the end of 2019. HMICFRS will shortly begin work developing an inspection framework and programme to be published for consultation in the autumn.
- 2.4 It is likely that the new inspection process for fire and rescue will be similar to that undertaken for the Police. The HMIC (now HMICFRS) inspection covers four key areas: **legitimacy, leadership, effectiveness and efficiency**. Following the inspection the host service is graded either outstanding, good, requires improvement or inadequate for each area.
- 2.5 Although feedback is requested from the host service around the inspection process and accuracy of the report, there is limited scope for a Constabulary to 'negotiate' or argue the grades given by the inspection team. The annual inspection is usually broken down into 2 or 3 visits. The inspection team usually consists of 8 -10 people.
- 2.6 Additional thematic inspections can be announced with little notice.

2.7 The inspection begins with a requirement for the host service (led by the Chief Constable) to deliver a strategic presentation to the inspection team, providing an overview of the self-assessment report. Following the inspection the inspection team deliver a hot debrief. They will then provide a final report and Action Plan to the host service. The host service may request a 24 hour embargo before the inspection report is made public.

### **3.0 Inspection ready: Early implications for Warwickshire Fire and Rescue Service (WFRS)**

3.1 WFRS have met with Warwickshire Police to understand more clearly the time and resource demands of the HMIC inspection process in relation to the Police, and what likely impact any similar arrangements will have on fire and rescue services.

3.2 Warwickshire Police currently has a full-time dedicated role to meet the demands of the inspection process. In the build up to and during the inspection visits, three additional members of staff are dedicated to meeting the demands of the process. Requirements include:

- Staff briefings
- Check quality of all organisational data
- Check currency of all policies
- Undertake gap analysis (against inspection standards)
- Prepare self-assessment report
- Prepare presentations
- Organise timetable for inspection, book rooms and welfare arrangements for inspection team
- Debrief staff
- Check draft HMIC inspection report for accuracy and feedback to inspection team
- Prepare media messages prior to public publication of report
- Oversee and manage the Action Plan

3.3 WFRS will need to consider how to build capacity into all teams to meet the demands of the inspection process (i.e. provision of data/information, delivery of change required by both internal pre-inspection audit and post HMICFRS inspection action plans), whilst maintaining business as usual.

3.4 WFRS have been working with the WCC Performance business unit to anticipate and consider options for providing the resource needed to meet the demands of the new inspection process. It is likely that a new full-time WFRS uniformed officer role will be required to meet the needs of the HMICFRS process. Officers from across the Resources Group (with support from WFRS) are also exploring the options for providing additional corporate capacity to help deliver the national fire and rescue reform agenda and to support WFRS to become “inspection ready”.

- 3.5 Whilst comparing the inspection approach taken in respect of Police services is very useful, there are, however, some fundamental differences in the formal leadership structures of a Fire Authority and Service that will also need to be considered carefully. Whereas a Chief Constable has specific legal operational independence and operates as a "corporation sole" and separate from the governance of the Police and Crime Commissioner, a Fire Service, especially one operating within a County Council, does not operate in this way. In particular all of the fire and rescue legislative responsibilities apply to the Authority as a whole and the County Council structure also means that the organisational approach to many of the potential inspection areas are County Council wide rather than specific to Fire and Rescue individually.

### **Timescales and next steps**

- 4.1 Confirmation of the arrangements for a professional standards board, and confirmation of the standards against which the HMICFRS Inspectors will base their inspections are expected this autumn.
- 4.2 HMICFRS has stated that the first inspection of fire and rescue services is expected to take place next spring with every fire authority in England inspected by the end of 2019. It is not yet known when Warwickshire will receive confirmation of the date for its inspection.
- 4.3 In order to become inspection ready, WFRS are working with officers from the Resources Group to explore options for delivering a pre-inspection audit. The aim is to have this completed by March 2018. This process will inform the self-assessment report that WFRS will need to complete prior to a HMICFRS on-site visit.

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

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Councillor Parminder Singh Birdi –	Vice Chair for Resources and Fire & Rescue OSC
Councillor Sarah Boad -	Party Spokesperson for Resources and Fire & Rescue OSC
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## Resources and Fire and Rescue Overview and Scrutiny Committee

13 September 2017

### Update on Property Rationalisation Programme Phase 2

#### Recommendation(s)

1. That Committee endorses the approach in relation to the delivery of the remaining savings target associated with the Property Rationalisation Programme
2. That Committee endorses the approach in relation to managing future property rationalisation

#### 1.0 Key Issues

- 1.1 The Council is operating in an environment of reducing budgets and increasing demand for services, and therefore the Property Rationalisation Programme (PRP) recognises:
  - A reducing workforce as a result of current savings plans and OOP 2020 savings commitments
  - The Organisation's commitment to develop a culture that supports Smarter Working (Flexible Working Practices)
  - The need to act on the Workspace Utilisation Assessment analysis gathered over 2016 & 2017
  - The Asset Management standards which will be reviewed in the Asset Strategy 2017-2020
- 1.2 PRP phase 2 is a 3 year programme from April 15 to March 18, and forms part of the Council's medium term savings plan to 31<sup>st</sup> March 2018. The plan also overlaps the Council OOP 2020 plan by one year in 2017-18.
- 1.3 The savings plan objective is to deliver £1.6M of revenue savings by 31<sup>st</sup> March 2018, thus
  - 2015-16 £317,000
  - 2016-17 £733,000
  - 2017-18 £550,000

The £550,000 savings target in 2017/18 is included within the OOP 2020 savings plan. There are also additional savings targets that are associated with OOP 2020 savings that sit outside of PRP 2.
- 1.4 It is recognised that PRP 2 is an extension to the original rationalisation programme that secured savings of £4.376M to 31<sup>st</sup> March 2015 and as such PRP2 presented a greater challenge to deliver the savings and was likely to require more challenging asset disposals than in the earlier programme.

- 1.5 This report provides an update on achievements to date and identifies sources of savings to the end of programme. The principle established as part of PRP 2 was that all project activity had to be cash neutral i.e. capital works had to be funded from and limited to net capital receipts.

## **2.0 Property Rationalisation Programme 2017-2018**

- 2.1 The current and final year proposals to meet the Property Rationalisation target for 2017/18 are attached at **Appendix A**. There is currently a shortfall in the Property Rationalisation Programme Target of £357,000. Proposals to address the shortfall will be addressed in the 2018/19 budget refresh. There is a risk associated with property disposals, as they are reliant on the property market responding and acting to timescales, and this is not all within the council's control.

## **3.0 Future Programme**

- 3.1 To date all required development associated with the delivery of the Property Rationalisation Programme has been managed via the capital programme. To support the delivery of OOP 2020 savings and beyond, a robust capital investment plan is needed to support the refurbishment programme and increased utilisation strategy. This capital investment strategy will be worked up to support a bid to the Council's Investment Fund.
- 3.2 The delivery plan for future Savings is being informed by the current Transformation Programmes in OOP 2020. Property Services are supporting a number of work-streams that will have a likely impact on the portfolio going forward.
- 3.3 Barrack Street - office utilisation is too low. A report identifying our approach to vacating Barrack Street block and improving the utilisation of accommodation across the Warwick Core Office portfolio will be brought to Cabinet later this year.
- 3.4 In support of the Barrack Street Review, a review of current accommodation within Warwick and Leamington is also ongoing. This particularly relates to our future use of Holly Walk, Leamington and Myton Park, Warwick. Both assets are in need of investment. The assets were not purpose built to meet current service needs so additional investment beyond maintenance to improve the condition is needed to deliver a modern and flexible work space to meet both current and future needs of the Council.
- 3.5 Rugby Area Review – A review of accommodation within Rugby has commenced. The aim of this review will be to;
- Identify the short and long term solutions for the occupation of Oakfield Park via a purchase or continuation of occupation by way of a lease.
  - The short and long term solution for the future use of Fawsley Park.
  - The short and long term solution for the provision of the Sesame Centre; Bloxham Centre; 55 Clifton Road.

This review will aim to achieve revenue saving of at least £280,353.

- 3.6 Adult Transformation programme – Further opportunities may arise particularly in relation to the Health and Social Care Integration that may support shared service provision. This is still a work in progress and further updates will be provided as we obtain further clarity on proposals.

- 3.7 Children's Transformation programme – Further opportunities may arise particularly in relation to the 0-5 Redesign. The creation of Family Hubs could impact on the portfolio and enable a small number of opportunities to be realised.
- 3.8 WFRS – Cabinet recently approved the WFRS Asset Management Plan. This Asset Management Plan includes a vision for the estate aligned to the Integrated Risk Management Plan. We are reviewing the locations of some stations, principally as a result of housing growth and the overall condition of the estate. Recent works have been undertaken or are planned at a number of stations including Headquarters.
- 3.9 Further opportunities may arise as work streams associated with the Transformation and Regeneration Programmes continue to materialise. The changing approaches to service delivery, aligned to Smarter Working could also impact on the portfolio of property.
- 3.10 The DCLG's One Public Estate programme provides a further significant opportunity for property rationalisation. It is an initiative delivered in partnership by the LGA and the Cabinet Office Government Property Unit, where the programme has the aims of
- Delivering more integrated and customer focused services
  - Creating economic growth
  - Reducing running costs
  - Generating capital receipts
  - Shared Services
  - Housing Growth

Advice from the LGA and experience understood from other Authorities already on the programme suggests that a Warwickshire wide approach is appropriate to achieve significant benefits on this programme. Officers are therefore currently developing a bid proposal in collaboration with other public sector partners for submission by November 2017. Opportunities exist within Blue Light sector, WCC with Health and County / District / WMCA shared services.

#### **4.0 Timescales associated with the decision and next steps**

- 4.1 A further report will be brought to Cabinet at the end of 2017/18 to provide further details in relation to:-
- The position in relation to the delivery of the Property Rationalisation Programme – June 2018
  - A further report clarifying the approach for vacation of Barrack Street – Autumn 2017
  - The position in relation to the One Public Estate bid – As required
  - Further clarity in relation to opportunities as a result of the ongoing Transformation Programmes and Area Reviews – As required.

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Councillor Sarah Boad -	Party Spokesperson for Resources and Fire & Rescue OSC
Councillor Maggie O'Rourke -	Party Spokesperson for Resources and Fire & Rescue OSC



APPENDIX A

Property Rationalisation Programme 2017/18

UPRN	Property	Year	Earmarked for	Savings type	Forecast Receipt	Actual Receipt	4% of Receipt (for mngmt/ad min)	Receipt Adjusted (less 4%)	8% of Adjusted receipt / or identified Revenue saving	Anticipated completion	Actual Completion Date	GIA	GIA disposed	Disposal Complete
<b>Property Rationalisation Savings Target to be achieved by March 2018</b>									<b>£1,600,000</b>					
<b>Property Rationalisation Savings Target achieved to date</b>									<b>£644,000</b>					
<b>Property Rationalisation Target C/fwd (DB009)</b>									<b>£956,000</b>					
<b>Progress against PRP Target</b>									<b>£598,788</b>			<b>9477</b>	<b>242</b>	
1186	Caldwell Grange HEP, Nuneaton	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
2047	Bracebridge Court HEP, Atherstone	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
2096	Orchard Blythe HEP, Coleshill	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
4200	Low Furlong HEP Shipston	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
4246	Lower meadow HEP, Stratford	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
4276	Four Acres HEP, Studley	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
5265	Park View HEP, Warwick	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
5295	The Lawns HEP, Whitnash	2017/18	PRP 2	Capital Recpt	£342,000		£13,680	£328,320	£26,266	21/01/2018		0		Yes
2080	Coleshill Fire Station, Park Road (easement over access)	2016/17	PRP 2	Capital Recpt	£12,000		£480	£11,520	£922	31/08/2017	18/08/2017	0		No
2089	Coleshill 22 Lawnsdale Ave	2016/17	PRP 2	Capital Recpt	£134,400		£5,376	£129,024	£10,322	30/09/2017	30/08/2017	83		No
5189	1 Northgate Street	2017/18	PRP 2	Capital Recpt	£450,000	£450,000	£18,000	£432,000	£34,560	30/06/2017	16/06/2017	166	166	Yes
2196	Coleshill 57 Parkfield Road	2017/18	PRP 2	Capital Recpt	£170,000	£175,000	£7,000	£168,000	£13,440	31/03/2017	26/05/2017	76	76	Yes
4012	Alcester library (receipt - 275k less Globe House expenditure - 210K)	2017/18	PRP 2	Capital Recpt	£75,000		£3,000	£72,000	£5,760	31/12/2017				No
2210	Atherstone, Unit 4g Racemeadow Road	2017/18	PRP 2	Capital Recpt	£170,000		£6,800	£163,200	£13,056	30/09/2017		298		No
3009	Binley Woods (former) Library - This is to be confirmed.	2017/18	PRP 2	Capital Recpt	£200,000		£8,000	£192,000	£15,360	TBD		132		No
5199	Montague Road Area offices, Montague Road Warwick	2017/18	PRP 2	Revenue					£169,205	31/03/2018		6791		No
1014	Exhall Grange School & Science College, Easter Way Bedworth - Lancaster House	2017/18	PRP 2	Revenue					£63,100	31/03/2018		1611		No
4389	Winton House, Church Street Stratford-Upon-Avon	2017/18	PRP 2	Revenue					£53,739	30/09/2017		320		Yes
5189	1 Northgate Street, Warwick	2017/18	PRP 2	Revenue					£9,200	31/03/2018		0		Yes
<b>PRP Balance</b>									<b>-£357,212</b>					

Key
Already identified should fall as planned
Disposal completed / savings obtained

## Resources and Fire and Rescue Overview and Scrutiny Committee

13 September 2017

### Progress Report on the Digital First Programme

#### Recommendation

The Resources and Fire & Rescue Overview and Scrutiny Committee consider and comment on the content of this report.

#### 1.0 Background

- 1.1 This report has been written at the request of members; it focuses on the current state of play and the next steps for digitisation.
- 1.2 Digital First supports the delivery of the transformation plan outlined in the One Organisational Plan. The programme focuses on how we provide digital information, advice and services which support the organisational ambition that 80% of customers are able to self-help, self-manage and be in control of issues which are important to them.

#### 2.0 Digital First Vision

- 2.1 Digital First is about big transformation and big change- change for our staff and change for our customers. It is underpinned by an ever increasing need for us to make best use of our precious resources whilst delivering the best possible outcomes for our customers. Empowering customers to have 24/7 access to our information and services not only allows them to find what they want when they want but also contributes to the delivery of the best outcome for them.
- 2.2 The Customer Service Strategy sets the direction of travel for how we will be delivering services to customers ensuring they are in control of their own journey. Digital First supports the delivery of this strategy, and is a key enabler in the delivery of our One Organisational Plan. Digital First is based on the following principles which reflect how we will deliver solutions:
  - o Easily accessible - customers want 24/7 access to the information and services that are important to them
  - o Simple to use - we want the digital experience to be so good that this becomes the preferred way for customers to engage with us

- Streamlined - the customer experience must be the same regardless of the way it is accessed
  - Convenient - customers must be able to access what they want, when they want and from any device
  - Cost effective - we must deliver solutions that are cost effective where we understand the benefits of developing them
  - Reliable - our offer must be robust and reliable
- 2.3 Digital skills - our offer must be delivered by a workforce who are digitally skilled. We must also remain focused on the digital skills of our customers and how we must support the development of these.
- 2.4 We know that customers want to be able to access services in a way that is easy for them and at a time that suits. They want faster, quicker and better public services; Digital First is how we deliver this.

### **3.0 Achievements to Date**

#### 3.1 Website

3.1.1 Our website has retained its status as a SOCITM (Society of Information Technology Management) four star website. This is the highest score possible and based on the ease of use and customer experience on our website.

3.1.2 The homepage has been redesigned to provide quicker and easier access to customer top tasks, promoting digital channels and self-service. It is responsively designed which means it shrinks and fits any device, e.g. smartphone, table, laptop, it is being viewed on, ensuring key information and services remain easy to find and use. The new homepage design also now gives customers the look and feel of an app.

3.1.3 We analyse the use of our website and the customer experience continuously. Over the last 12 months the most visited web pages were:

Driver Offender Training - 42,484	Princes Drive Household Waste and Recycling Centre (HWRC) - 54,552
Jobs – 132,388	Burton Farm HWRC - 44,634
Libraries – 131,969	Judkins Yard HWRC - 43,548
Roadworks - 51,700	
School Admissions - 45,513	
School Holiday Dates - 135,465	

3.1.4 During the period August 2016 - July 2016, the [www.warwickshire.gov.uk](http://www.warwickshire.gov.uk) website saw the following use:

- 2,856,786 Sessions/Visits
- 1,264,482 Users /Visitors
- 6,243,931 Page Views

3.1.5 Customers also have the opportunity to sign-up to receive email alerts on subjects which interest them. We currently have 23,564 subscribers who receive email alerts on a regular basis; this enables us to be pro-active in pushing information out to them.

## 3.2 On-line Services

3.2.1 We currently have 38 on-line services available to customers. These are shown in appendix 1. We also have 4,275 customers who have registered for a customer 'self' account which allows them to manage a number of these on-line services through a secure customer portal. This means customers are able to receive notifications of progress on a number of the issues they have raised with us, e.g., potholes.

3.2.2 Customer can leave their feedback on our online services. This tells us what is not working for customers and allows us to be very responsive in listening to and responding to their feedback.

3.2.3 We also have a number of other online resources to help customers find or receive information they are looking for, this includes:

- Warwickshire Directory of Services - contains information on over 2,132 community groups and is used by over 100,000 people each year
- GovDelivery e-mail notifications and newsletters
- School closures SMS service
- Childcare finder
- Ceremony venue finder
- Roadworks map and email notifications
- Library catalogue, e-books/magazines, on-line reference material
- Adult social care online self-support

3.3 Live Chat

3.3.1 Live chat is live on the WCC home page and Blue Badge pages. It provides us with the opportunity to support customers online to help them complete their digital journey and therefore reduces the level of abandonment of a digital journey. It is being used to answer general enquiries and support self service delivery for Blue Badges. Content of the live chats are recorded and analysed to support improvements to advice and information available on the Website. To date we have had over 450 live chats recorded (January 2017- August 2017). Enquiries have been very varied from parking enquiries, highways, registrars, libraries, schools, recycling, cycle routes, abandoned vehicles and country parks.

#### **4.0 Channel Shift – Changing How Customers Use Our Services**

4.1 To achieve our ambition of 80% of customers self-helping and self-managing we have been developing full end-to-end digital services. This means that a customer can transact with us and receive the outcome all through an online process and with no need to contact us in other ways. The development of the digital offer means we are then able to change the routes that customer use to access these, through a managed process, and will see us remove some of the traditional routes e.g. paper application forms.

Alongside this we will be looking to improve the availability of digital assistance and places where people can go to be supported to get online, the work currently delivered by our library service and the offer soon to be live through our proof of concept Community Hubs will help us understand how this needs to be developed.

## **5.0 On-line Examples of Achievements**

### **5.1 Blue Badge Application Process**

5.1.1 Until the introduction of our online Blue badge application process applications were made either through a paper application or through the gov.uk online process (not a full digital process). The development of the Blue Badge on-line application process has resulted in a number of improvements including:

- Customers are able to apply 24/7 and upload the required documents on-line
- Customers get updates via their self-account at each stage of the process so they know how their application is progressing
- There is no re-keying or manual entry of customer information by our advisors, this reduces the risk of error
- Communication between the customer, Blue Badge Team and the Occupational Therapists (where further assessment is required to determine eligibility) is much improved
- Customers can pay online for the Blue Badge and they are only asked to pay if the application is successful
- The time to process a Blue Badge in the Customer Service Centre is a quarter of the time taken for a paper application, therefore, creating efficiencies
- As a result of the end to end service review fewer applications are being referred to Occupational therapists and the volume of Blue Badge appeals has significantly reduced

- 5.1.2 We now have 20-25% of customers using this offer. This has been achieved through a soft launch as we needed to understand how the process worked for customers before we took the next steps to widely promote it whilst at the same time removing the paper application process. We are now in the right place to start promoting the offer and beginning to channel shift more customers.
- 5.1.3 As mentioned above the paper application process meant that we experienced a high volume of applications that were appealed. The digitisation of the process allowed us to work closely with both our customer service advisers but also our occupational therapists to ensure we were asking the right questions which in turn meant decisions on eligibility could be determined quicker. As a result of this the digital process is supported by a complex decision making matrix which directs the customer through the application process. The success of doing this has seen appeals reduce from a high of 40% of all applications to 10%.
- 5.1.4 As a result of the improvements to the Blue Badge applications process other local authorities have been to look at our process as an example of best practice (North Somerset and Coventry). Government Digital Services are also keen to come and look what we have done to inform the improvements of their own services.
- 5.1.5 Alongside the digitisation of this process we also worked with the Government Digital Services on a national Blue Badge verification pilot which means that a customer's identity is verified through a new central government process 'Verify' therefore demonstrating the ability to have a pool of services where the customer's identity is already verified. Through this we became the first ever local authority to be approved to integrate (on-board) with central government systems. The pilot has now finished but our work with Government Digital Services continues.
- 5.2 Potholes
- 5.2.1 Through the digitisation work we have also developed digital services that integrate with back office and contractor systems allowing us to provide a seamless service to the customer.

5.2.2 The new digital pothole solution integrates with the highways back office system Exor, and went live in November 2016. The benefits have been:

- Real time updates for customers regarding the status of pothole reports.
- No re-keying of information by staff
- Public visibility of pothole reports and status, reducing duplicate reports
- Ability to upload and to select exact location from a map provides more detailed information for the Highways team to make a decision regarding the course of action
- Easy to use on a mobile device including use of GPS to accurately record location
- Single reporting system across all channels reducing support and development overheads

Below is a screenshot of how the reporting process now looks showing customers potholes already reported and their status, this can be seen live at <https://www.warwickshire.gov.uk/potholes>

Select the location of the pothole on the map.

Find a street e.g. 'High St, Warwick', a postcode e.g. 'CV34 4RL' or a road e.g. 'A445 Ryton' then click 'Find'

Please upload a photo if it is safe to do so - **it would really help**

No file chosen

Please note that any information submitted below is public. Please do not include any information that may be deemed as sensitive.

Please enter a brief description of the pothole's location, e.g. 'Outside Post Office' \*

Please enter any more detail about the pothole



- 5.2.3 The development of the system has again seen a change in the way customers are reporting potholes to us, we now have 60% of all reports made on-line with the remaining 40% by telephone.
- 5.2.4 The potholes solution has been recognised as part of the Customer Service Excellence assessment as an area of Compliance Plus, which means it is recognised as being an exemplar for the customer experience.

## **6.0 Future Developments**

### **6.1 Information and Advice Portal**

6.1.1 By April 2018 there will be an improved advice and information offer to customers, delivered via the website and directory. We will have a new and improved Warwickshire Directory which will support:

- Community Hubs, allowing customers to access to information about local community services
- The on-going work to help customers help themselves and manage their own services
- An improved information and advice offer to all customers and visitors to the website.

### **6.2 New website and intranet platform**

6.2.1 Tying in with the website development the new single system will be used to hold, coordinate and manage all online content produced by the organisation.

6.2.2 Phase 1 is the migration and launch of the staff intranet, which takes place this autumn. Phase 2 will focus on the main warwickshire.gov.uk website, supporting the development of new tools for customers e.g. the ability to tag favourite pages to create personalised information. This will go live in Autumn 2018. Phase 3 will involve an audit and migration of all other council-owned websites to the platform, reducing support of legacy systems.

6.2.3 A single platform for all of our content will improve the management and governance of our content, ensuring everything we produce is stored in a single place, and can be found and updated quickly and easily.

- 6.2.4 It supports the move towards digital-first content, with content held as web pages rather than in PDFs or Word files. True digital content will:
- Encourage a reduction in printed material
  - Be easier to create, update and maintain
  - Reduce duplication
  - Ensure on-line content is always the correct, most up to date version
  - Allow simple translation into different languages and into different formats and styles (supporting the NHS Access to Information Standard)
  - Provide content in a format that can support and underpin future trends and developments, such as artificial intelligence.

### 6.3 Live Chat

- 6.3.1 We are looking at implementing a fully integrated chat solution which will enable us to have live chat operating within a digital application process allowing us to provide assistance to a customer as they complete it. This is likely to include the use of Bots to automatically answer frequently asked enquiries and deliver services that do not need human intervention. The development of Live Chat in this way will help us support customers to complete any digital journey and therefore support the increase of digital take-up

### 6.4 Close Traditional Application Routes for Some Services

- 6.4.1 We will start to withdraw some of our traditional paper-based application processes whilst at the same time promoting the new digital offer alongside where customers can go to be supported to get online. This will be done in a well-planned and communicated way with the impact of the change monitored closely.

### 6.5 Continuous Development of Digital Services

- 6.5.1 We will continue to support and improve existing digital processes. This includes making changes to processes we have developed as well as scoping opening up access to back office systems to improve the customer experience whilst also digitising processes such as payments.

## 6.6 Supporting the Adult Social Care Journey

6.6.1 We are working closely with the Adult Social Care End-to-End Customer Journey project on the transformation work it will deliver. This will include a number of developments of digital solutions that will not only improve the customer journey but will also deliver efficiencies for the authority.

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This report was circulated to the following member prior to publication:

Councillor Kam Kaur.

## Appendix 1

### Online services currently available include:

Blue badge application / renewal  
Home fire safety check  
Copy certificate ordering  
Birth and death registration appointment booking  
Approved venue licence application  
Pothole report  
Streetlight fault report  
Traffic light fault report  
Fix My Street - other highway fault reports  
Nuisance off road motorcycle report  
Bridges and culvert fault report  
Concessionary travel bus pass renewal  
Calibration service request  
Speed awareness workshop booking  
Cycle training course booking  
Parking fine payment  
Parking permit application and renewal  
Country park parking permit purchase  
Free school meals  
Performing animal licence application and amendment  
Explosives storage licence  
Animal feed hygiene regulation registration  
Petroleum storage certificate application  
Hazardous and chemical waste disposal  
Skip licence application  
Temporary structures licence application  
Library item renewal  
Library volunteer application  
Library membership application  
Library book request/reservation  
11+ exam application  
Childcare funding for 2 year olds application  
Services for schools (WES)  
School admissions  
Job applications  
Planning applications - apply and comment  
Report illegal traveller encampments  
Rights of way fault reporting