

Resources and Fire & Rescue Overview and Scrutiny Committee

20 December 2017

Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in **Committee Room 2, Shire Hall, Warwick on Wednesday 20 December 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

(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).
- 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 13 September 2017.

All public papers are available at www.warwickshire.gov.uk/cmis

2. Public Question Time (Standing Order 37)

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Helen Barnsley, Democratic Services Officer, in writing at least two working days before the meeting. Contact details are listed at the end of this agenda. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

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 Two 2017/18)

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

6. Operational Assessment and Fire Peer Challenge 2016 Action Plan Update

This paper provides an update on progress against the Action Plan that was developed and agreed following the Operational Assessment and Fire Peer Challenge 2016 undertaken in November 2016.

7. A report on the Operational Performance of Warwickshire Fire and Rescue Service 2016/17

This report summarises the performance of Warwickshire Fire and Rescue Service (WFRS) against key incident categories in comparison to the other 44 English Fire and Rescue Services (FRSs).

8. Treasury Management Monitoring Report

A report to present members with information relating to the 6 month investment performance up to September 2017

9. Customer Feedback in Warwickshire County Council: Annual Report April 2016 - March 2017

A report on how customer feedback has been handled during 2016/17

10. Verbal Update on the Staff Pulse Survey

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 28 February 2018 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 20 December 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 relevant to the Overview and Scrutiny Committee:-

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

**Minutes of the meeting of the
Resources and Fire & Rescue Overview and Scrutiny Committee
held on 13 September 2017**

Present:

Members of the Committee:

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

Other County Councillors:

Peter Butlin - Deputy Leader (Finance & Property)
Kam Kaur - Portfolio Holder for Customer & Transformation
Howard Roberts - Portfolio Holder for Fire & Community Safety

Officers:

Elizabeth Abbott - Business Partner - Planning, Performance & Improvement
Helen Barnsley - Democratic Services Officer
John Betts - Head of Finance
David Carter - Joint Managing Director (Resources)
Tejay de Kretser - Business Development & Improvement Manager
Sarah Duxbury - Head of Law and Governance & Interim Head of Human Resources and Organisational Development
Andy Hickmott - Chief Fire Officer
Tricia Morrison - Head of Performance and Interim Head of ICT Services
Rob Moyney - Deputy Chief Fire Officer
Bruce Nichol - Area Commander – Service Delivery
Dave Pemberton - Area Commander – Service Improvement
Steve Smith - Head of Property Services

1. General

(1) Apologies

Councillor Andy Jenns and Councillor Bill Olnier

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

None

(3) Minutes of the meeting held on 5 July 2017

Resolved

That the minutes of the meeting held on 5 July 2017 be signed as correct.

Matters Arising

There were no matters arising

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

There were no questions from the committee to the Portfolio Holders.

4. Work Programme 2017-18

Members agreed the following additions to the work programme –

- Update on the WFRS Peer Review Action Plan – 20 December 2017
- Capital Investment Fund Allocations 2017/18 – Quarter Two – 20 December 2017

- Integrated Risk Management Plan; Task & Finish Group Report – 28 February 2018
- Capital Investment Fund Allocations 2017/18 – Quarter Three – 28 February 2018

5a. One Organisational Plan Quarterly Progress Report: Year End 2016/17

Elizabeth Abbott, Business Partner for Planning, Performance & Improvement presented the report and highlighted the following –

- There are five key outcomes that are measured through Key Business Measures (KBM). Of the 147 KBM in the report, 51 are relevant to this committee (27 to Resources and 24 to the Fire and Rescue Service).
- Section Three of the report shows the detailed information relating to these KBM. Members were asked to note that some KBM were new and therefore there was no comparison date available.

- Performance has been sustained at or above target for the following KBM
 - The roll-out of high speed broadband
 - Customer satisfaction levels for the Fire and Rescue Service
 - Preventative work by the Fire and Rescue Service

Steve Smith, Head of Property Services, confirmed that the 6.96% capital underspend showing for the Fire & Rescue Service (page 10) was as a result of delays to the building of the new Fire Service Training Centre. These delays were as a result of additional work being identified in relation to flooding and the subsequent planning application. It was confirmed that the build was now back on track and that an updated timeline would be provided to elected Members.

Tejay de Kretser, Business Development & Improvement Manager, confirmed that the information in Table 3.7.4 (page 6) relating to the number of visits to WCC libraries was correct (2.80 visit per person in Warwickshire) – there had been over 1.5 million visits to libraries in 2016/17.

David Carter, Joint Managing Director (Resources), confirmed that the information in Table 3.7.4 (page 7) relating to the number of ICT incidents reported, related to incidents where information had been sent to the wrong recipient and not system security breaches.

Resolved

That the Committee notes the delivery of the three years of the One Organisational Plan 2014-2018, including the final year of 2016-17 (to 31 March 2017) as contained in the report.

5b. One Organisational Plan Progress Report: April 2016-March 2017

Elizabeth Abbott presented the report and highlighted the following –

- There are three key outcomes which are measured through OOP Reported Measures (ORM). Of the 78 ORM in the report, 21 are relevant to this committee and currently 18 ORM are forecast to achieve their Year End Target.

Following a request from the committee, it was agreed that Tejay de Kretser would provide information relating to the number of visit to libraries with a comparison to previous years; in particular the information will include data from the newly refurbished library in Stratford-upon-Avon. It was noted that recorded visits to libraries included visits for campaigns such as the Summer Reading Challenge.

With regard to the Summer Reading Challenged, Members requested that more work is done to encourage all libraries to promote the scheme through schools.

It was also agreed that Tejay de Kretser would provide information relating to the number of on-line visits to access library services.

Andy Hickmott, Chief Fire Officer, confirmed that the performance for the attendance of a second fire appliance was 93.9% for June 2017 which was back on target. The issue of the geographical locations impacting the attendance time for second appliances was discussed. Andy Hickmott confirmed that on a day to day basis the demand for service is monitored and resources moved around the county accordingly. In particular the location of Warwickshire was noted – there is a central road network and a high number of vehicles drive through on a daily basis; not necessarily all Warwickshire residents. The access to Motorway Road Traffic Collisions is a high consideration for the Fire Service.

Resolved

That the Committee notes the progress of the delivery of the One Organisational Plan 2020 for the quarterly period of April-June 2017 as contained in the report

6. IRMP 2017-2020 Task and Finish Group

Councillor Heather Timms confirmed that the membership of the task and finish group would be five elected Members (3 from the Conservative group, 1 from the Labour group and 1 from the Liberal Democrats group).

The following Members were proposed and agreed by the committee –

Conservative – Councillors Heather Timms, Andy Jenns and Pete Gilbert

Labour - Councillor Maggie O'Rourke

Liberal Democrats - Councillor Sarah Boad

Resolved

That the Committee:

- 1) Agrees to the establishment of a Task and Finish Group in accordance with the Terms of Reference, as outlined in Appendix A of the report; and
- 2) Agrees that the Task and Finish Group should comprise Councillors Timms, Jenns, Gilbert, O'Rourke and Boad.

7. Fire Deaths in Warwickshire between 3 January and 24 February 2017

Bruce Nichol, Area Commander for Service Delivery, presented the report in relation to three fire deaths following accidental dwelling fires in early 2017. This was in contrast to the previous four years when the County had only one fire related death.

The Fire and Rescue Service (FRS) work proactively on preventative work within the communities they serve. Warwickshire FRS (WFRS) received an additional £200,000 to continue the delivery of their preventative programme.

Following the three fatal fires the decision was taken to invite Staffordshire Fire and Rescue Service (SFRS) to review the prevention work and in particular the following areas – the overall structure, roles and governance for prevention and community safety; WFRS's direction of travel and corporate vision; WFRS's use of data in delivering outcomes; and the identification of opportunities to improve delivery.

SFRS reported that WFRS is delivering good outcomes but that there were opportunities to improve the engagement with community groups and partner agencies.

The three casualties all fell into the same categories despite the fires taking place in separate districts of the County. These included - all three casualties lived alone; all three casualties lived in council, district, borough or housing association properties and all three casualties were trapped and unable to self-rescue, due to either mobility issues and/or alcohol/drug dependency. Two out of the three casualties were known to other agencies and classed as vulnerable.

The report from SFRS outlined areas to explore and the decision to concentrate on data sharing, especially in relation to vulnerability, will be a key target for WFRS. The additional £200,000 in the 2017/18 budget will look at four key areas; capacity and priorities; the use of data; increasing the number of Safe and Wellbeing checks; and the use of local resources to deliver Community Safety.

Two of the fires were caused by overloaded power sockets and following a question from the Chair, it was confirmed that Station Commanders have had meetings with relevant housing officers and that they will be working directly with housing suppliers moving forward.

Bruce Nichol confirmed that the prevention agenda will be a major focus for WFRS and that this will include working with partnership agencies to identify training opportunities for the organisations. Work with Dr John Linnane, Director of Public Health, is currently being undertaken with regards to the M.E.C.C programme (Making Every Contact Count). The Five Ways to Wellbeing is also being offered.

It was confirmed that work is being undertaken regarding the growing trend of the homeless using derelict buildings and identifying the associated risk that this carries. The WFRS prevention team is looking into this issue and carrying out spot checks on known derelict buildings.

Resolved

That the Committee notes the contents of the report.

8. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Wider Fire Reform Programme

Dave Pemberton, Area Commander for Service Improvement, presented the report and provided the following background – the Home Office assumed responsibility for fire and rescue services in 2016. In February 2017 fire reform continued with the introduction of three key pillars –

- Accountability and Transparency
- Efficiency and Collaboration
- Workforce Reform

Accountability and Transparency includes the introduction of a new inspectorate and in July 2017 HMIC was formally given responsibility for this. While full details of the inspection process are yet to be made available, the fire service is confident that it will be similar to the PEEL (police effectiveness, efficiency and legitimacy) programme. Pilot inspections will take place in May 2018 with all fire authorities having inspections by the end of 2019.

The following information was confirmed by Dave Pemberton –

- There will be no direct cost to WCC (there may be some facilitation costs)
- There will be a pre and post inspection process
- There is a pre-inspection self-assessment

Following a question from the committee, it was confirmed that the inspection process is considered to be an improvement tool; if a fire service was deemed as needing support to improve, that would come from within the industry (in the first instance). Dave Pemberton will supply information relating to the potential additional costs, including staffing requirements that may arise during the inspection process.

Resolved

That the Committee notes the latest position on Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Wider Fire Reform Programme, as outlined in the report.

9. Update on Property Rationalisation Programme Phase 2

Steve Smith presented the report and highlighted the following information –

- The Property Rationalisation Programme was first started in 2011
- Since 2011, 140 buildings have been taken off WCC's portfolio
- The re-design of services; and the introduction of different ways of working; will release buildings that could be considered under the Property Rationalisation Programme

Following a request from Members information was provided on the One Public Estate programme –

- It is led by the Local Government Association
- Promotes property rationalisation across public services
- Promotes joined up service integration
- Funds of up to £500,000 are available for projects that would free up land for housing or job developments

WCC are expecting the result of their bid on 15 September 2017

Resolved

That the Committee endorses:

- 1) the approach in relation to the delivery of the remaining savings target associated with the Property Rationalisation Programme; and
- 2) the approach in relation to managing future property rationalisation.

10. Progress Report on the Digital First Programme

Tejay de Kretser presented the report and highlighted the following developments to Members –

- The website had been upgrade and now has much better functionality
- The Intranet will be upgraded by the end of 2017
- The Internet will be upgraded in 2018

Members were informed that there had been a noticeable increase in users accessing the online services via mobile phones and/or tablets; this had been taken into account during the design stages for the internet upgrade.

Other highlights of the Digital First Programme included the retention of the WCC website as a SOCITM (Society of Information Technology Management) four star website.

There is now also a “live chat” option available via the homepage which connects users with the contact centre.

Members were informed that three new Community Hubs were being launched in the new two weeks. These are pilot schemes that will offer support to local residents; which includes digital assistance. In 2016 19 WCC libraries helped over 100,000 residents get online.

Following a discussion about feedback from online services, such as reporting potholes, it was agreed the Tejay de Kretser would ensure that all elected Members were aware of the services provided by WCC by circulating the information. IT services will also be available at the next full council meeting – 21 September 2017) to answer any queries Members have.

Following a question from Members, it was confirmed that businesses also use the WCC website. Licencing and other services are available on-line to businesses but they are not accessed in the same numbers as residents. Primarily because businesses aren't individuals but also a lot of business services are not yet online.

The guidance for online service design was confirmed as including Industry Standards, Information Governance Guidelines and an aim to ensure consistency across authorities.

Resolved

That the Committee considered the content of the report.

11. Urgent Matters

None

12. Any other business

A Business Rates Update briefing note was circulated to Members.

Date of Next Meeting

The date of the next Resources and Fire & Rescue Overview and Scrutiny Committee was confirmed as 20 December 2017 at 2 p.m. in CR2, Shire Hall.

The meeting rose at 15.38 pm

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Chair

Resources and Fire & Rescue Overview and Scrutiny Committee

20 December 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 7 December 2017.

Cabinet Decisions

Decision	Description	Date due	Cabinet / PfH
Portfolio Holder - Deputy Leader (Finance and Property)	Addition of One Developer-funded Highway Scheme to the Capital Programme - Bus stop Shottery	19 Jan 2018	Portfolio Holder
Delivery of the Warwickshire Energy Plan	Establishing a Collective Fuel Switching Scheme - information is brought to Cabinet for a decision on next steps.	25 Jan 2018	Cabinet

2018/19 Budget Refresh - An Update	The report provides Members with the final information on which to base their 2017/18 budget proposals and asks Cabinet to release their recommended proposals to Council.	25 Jan 2018	Cabinet
County Storage Relocation (Hawkes Point)	To obtain approval to relocate County Storage from Montague Road to Hawkes Point. Also to approve additional expenditure associated with the move.	25 Jan 2018	Cabinet
Treasury Management Strategy Statement 2018/19	Council's investment and borrowing strategy for the year 2018/19	15 Feb 2018	Cabinet
Capital Investment Fund Allocations 2017/18 Quarter 4	To approve the 2017/18 Quarter 4 allocations from the Capital Investment Fund.	15 Mar 2018	Cabinet

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

20 December 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*.

OSC	Remit	Strategic Director	PFH's
Resources & Fire & Rescue <i>(includes Fire & 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:

- 28 February 2018

Appendices:

Appendix A – Work Programme 2017/18

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

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2017/18 – 20 December 2017**

Appendix A

Reports for future meetings

Item	Report detail	Date of last report	Date of next report
Questions to the Portfolio Holders / Forward Plan	Report which includes Forward Plan decisions relevant to the remit of the Committee	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 Two 2017/18)	N/A	20 December 2017
Warwickshire Fire and Rescue Service	Benchmarking Information for the fire service (Andy Hickmott)	N/A	20 December 2017
	Update on the WFRS Peer Review Action Plan	N/A	20 December 2017
	Integrated Risk Management Plan (IRMP) – Task and Finish Group Report	N/A	28 February 2018
	HMICFRS - information relating to the potential additional costs, including staffing requirements that may arise during the inspection process	N/A	28 February 2018
Customer Services	Customer Feedback in Warwickshire County Council: Annual Report April 2016 - March 2017	N/A	20 December 2017
Treasury Management	Treasury Management Monitoring Report	N/A	20 December 2017
	Capital Investment Fund Allocations 2017/18 – Quarter Three	N/A	28 February 2018

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2017/18 – 20 December 2017**

Appendix A

Briefing Notes requested at 13 September 2017

Item	Briefing Note detail	Date requested	Date circulated
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	
Treasury and Finance	Briefing note update to be provided regarding Capital Slippage	13 September 2017	
One Organisational Plan	Information relating to the number of visits to WCC libraries – in particular the newly refurbished library in Stratford-upon-Avon.	13 September 2017	27 September 2017
	Information regarding the number of online visits to library services, the type of device used to access the library online services (information relating to the library app to follow)(Tejay de Kretser)	13 September 2017	27 September 2017
Property Service	Updated timeline relating to the build of the new fire service training centre (Steve Smith)	13 September 2017	18 September 2017
Customer Services	Briefing note in relation to the results of the recent Staff Pulse Survey. Further verbal update at meeting in February 2018	n/a	Due w/c 18 December 2017
	Information to be provided highlighting the collaborative partnerships across the County – to include the new catering company and Home First	6 September 2017	10 November 2017

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2017/18 – 20 December 2017**

Appendix A

Action Points Outstanding

Item	Detail	Date requested	Date circulated
Warwickshire Fire and Rescue Service	Update on the retention of (RDS) retained firefighters	5 July 2017	8 September 2017
	Information to be provided on the working budget for Warwickshire Fire and Rescue Service	5 July 2017	10 October 2017
	Current situation regarding Equality and Diversity in the fire service following National Joint Council report	21 July 2017	9 November 2017
Property Service	Steve Smith to let members know the result of the One Public Estate bid (due 15/09/17) – <i>Further update expected 3 November 2017</i>	13 September 2017	
Service Transformation	Tejay de Kretser to circulate, to all members, information about the online reporting services (i.e. potholes) as well as information about how long information about completed repairs stay online/on the map.	13 September 2017	The information will be included in the next copy of Re:Member (due 21 November 2017)

Resources and Fire & Rescue Overview & Scrutiny Committee

20 December 2017

One Organisational Plan Quarterly Progress Report: April - September 2017

Recommendation

That the Overview and Scrutiny Committee:

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

1. Introduction

- 1.1. The One Organisational Plan Quarterly Progress Report April -September 2017 was considered and approved by Cabinet on 9 November 2017. It provides Members with an 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 performance and financial information extracted from the Cabinet report and provides Members of this Committee with information relevant to the remit of the Committee.

2. One Organisational Plan 2020:Strategic Context

- 2.1 The One Organisational Plan 2020 is the Council's Corporate Plan which sets out its ambitions to make Warwickshire the best it can be. This Plan describes the Council's vision for shaping the future of a very different County Council and different public service provision in Warwickshire by 2020 as it faces the challenge of making further savings of £67 million. It sets out the key priorities for Warwickshire, the Council's vision and journey for its services and relationship with its communities and partners. To achieve this, the Council acknowledges that services will need to be more efficient, integrated and that it makes the best possible use of new technologies and innovation to improve access and information.
- 2.2 The OOP 2020 Plan aims to achieve three high level Outcomes, which are:
Outcome 1: Warwickshire's Communities and Individuals are supported to be safe, healthy and independent
Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training and skills.
Outcome 3: WCC makes the best use of available resources.
- 2.3 The achievement of these Outcomes is measured through 83 Key Business Measures (KBMs) which underpin the 3 Outcomes and the progress of all 83 is reported to Cabinet.

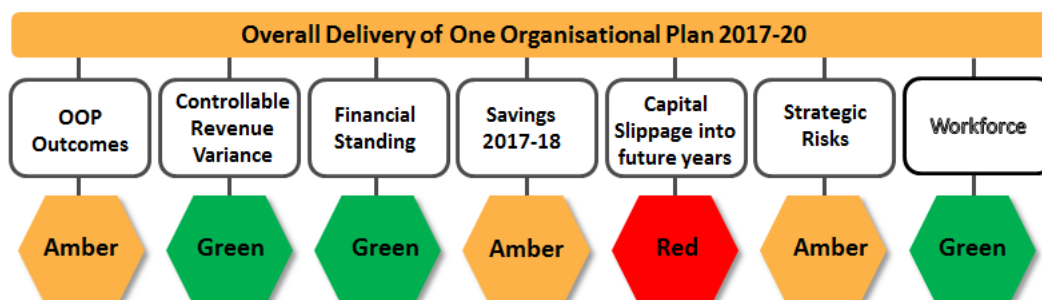
2.4 The 83 KBMs are attributed to the seven policy/service areas as follows:

OOP Outcome 1: Warwickshire's communities and individuals are supported to be safe, healthy and independent		
Policy/service area	Number of KBM	Resources, F & R OSC KBMs
Children are safe	11 KBMs	
Adult Social Care	6 KBMs	
Health & Wellbeing	6 KBMs	
Fire & Community Safety	15 KBMs	9 KBMs
OOP Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.		
Economy, infrastructure, & environment	18 KBMs	1 KBM
Education & Learning	8 KBMs	
OOP Outcome 3: WCC makes the best use of available resources.		
Using resources well	19 KBMs	19 KBMs
Total	83	29 KBMs

2.5 For this Committee, we report in detail on 29 KBMs. Each KBM 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. 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.

2.6 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.

2.7 At the end of quarter 2, the RAG rating for the individual components of the OOP is as shown in the chart below and overall delivery of the Plan is rated as Amber.



2.8 Appendix A to this report also provides, summary high level information at mid-year, on:

- Selected KBMs, Key aspects of HR management , Strategic Risks and the Financial position in relation to Revenue budgets, Savings and Capital funds.

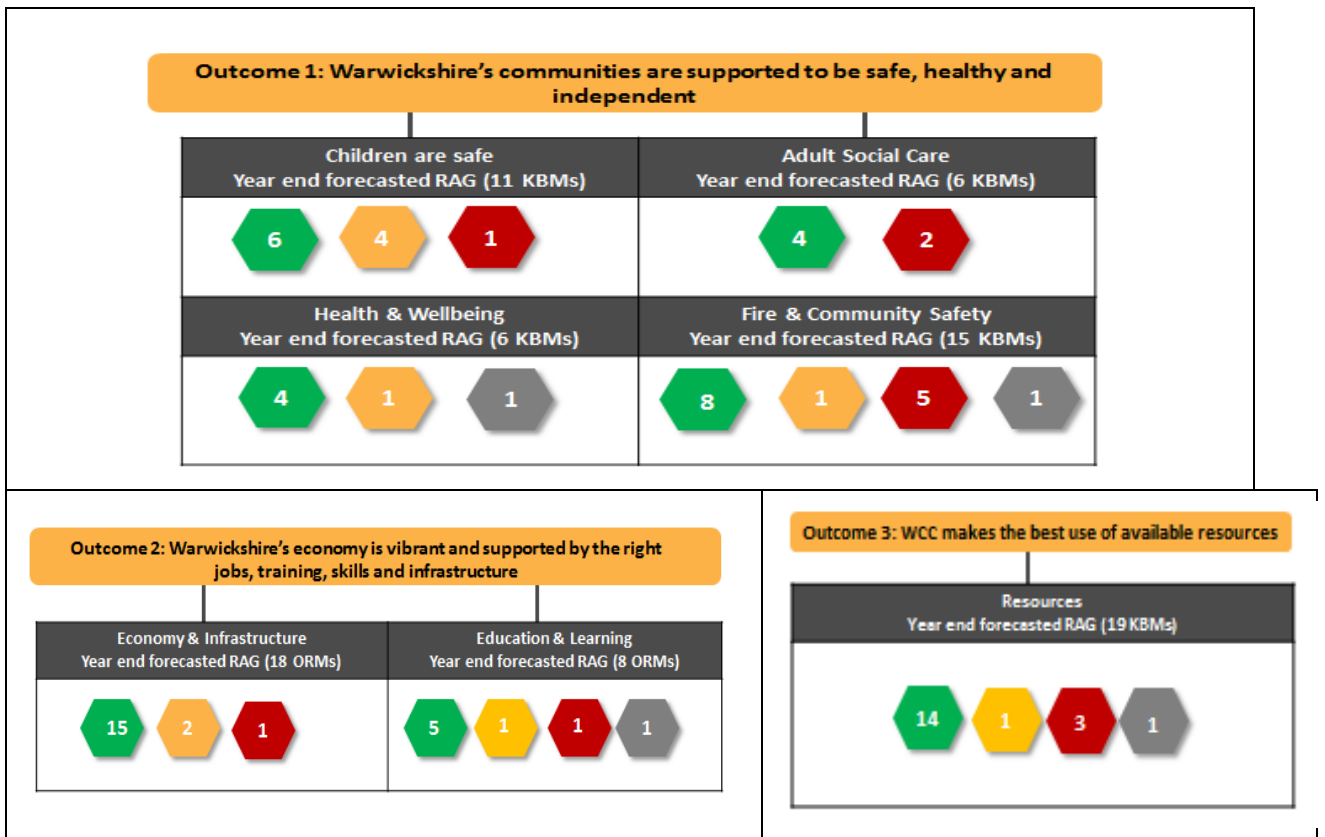
3.0 OOP Outcomes –Progress on performance

3.1 This Committee’s remit is:

To review and scrutinise the provision of 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.

3.2 Overall Performance

At the end of quarter 2, the forecast year-end RAG rating for all 3 OOP Outcomes and the underlying KBMs is as follows:



3.3 Detailed information on all the KBMs used to measure the OOP Outcomes and 7 policy areas are provided within the Annex R of the Cabinet Report of 9 November , which can be accessed through this link: [OOP Q2 2017/18 Report](#)

3.5 Progress on the 29 KBMs relevant to this Committee is reported through the Scorecards in the following pages which draw on longer term trends and Quarter 2 data in the attached Annex R.

Resources Scorecard

KBM trend data

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual																					
<p>Customer Services -Aims to ensure that Library usage is maintained and delivery of the Customer service Strategy- which aims to provide services which are easily accessible, simple to use, streamlined, convenient, cost effective (including through digital means) & reliable, so that customers have a seamless journey & experience.</p>																								
<p>CS: No. of visits to Libraries (per population). The 2017/18 dip in performance is unusual and due to refurbishment works at Stratford and other libraries but is expected to recover next year. Promotional events are used to publicise the re-opening of such libraries and re-attract users.</p>	2.66 (2.8)	2.8	2.8	<p>No. of visits to Libraries (per pop)</p> <p>Total no. of visits to libraries</p>																				
<p>CS: Call abandonment rate (through Call Centre)</p>	5% (5%)	2.9%	6.32%	<p>These are calls abandoned by the customer before speaking to an advisor as a % of inbound calls.</p>																				
<p>Call abandonment: Figures are monitored separately for the mainstream & Supporting People CSCs. The mainstream CSC handles all calls (exc. Social Care) and about 90% of these are for Highways, Libraries, Registrars, Blue Badge and Concessionary travel. The 5% forecast for calls abandoned for 2017/18 is within target though slightly higher than the 2016/17 rate. This is due to pressures on the Supporting People CSC as a result of the move to Mosaic and a current high vacancy rate but the situation is being actively managed to mitigate the impact on customers and calls.</p> <p>Call abandonment rate</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> </div> <div style="width: 35%;"> <table border="1"> <thead> <tr> <th colspan="4">No. of calls received</th> </tr> <tr> <th>Year</th> <th>Main</th> <th>SP</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2015 /16</td> <td>200933</td> <td>27610</td> <td>228543</td> </tr> <tr> <td>2016 /17</td> <td>245110</td> <td>53959</td> <td>299454</td> </tr> <tr> <td>2017 /18</td> <td>112100</td> <td>25436</td> <td>138561* Forecast for year-end</td> </tr> </tbody> </table> </div> </div>					No. of calls received				Year	Main	SP	Total	2015 /16	200933	27610	228543	2016 /17	245110	53959	299454	2017 /18	112100	25436	138561* Forecast for year-end
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2016 /17	245110	53959	299454																					
2017 /18	112100	25436	138561* Forecast for year-end																					
<p>CS: Increase in digital assistance to customers (1)</p>	16% (20%)	14.59%		<p>This measures people supported to get on-line in our libraries, visits to the Warwickshire Directory & no of people signing up for e alerts system (GovDelivery)</p>																				
<p>CS: On-line transactions (2)</p>	61% (60%)	54.9%		<p>These are % of customers using an on-line service where it is available.</p>																				

	CS: Compliance with Corporate timescales in responding to complaints (3)	75% (75%)	73.25%		The overall target of 75% is an average from the targets of 80% for Resources, Communities and Fire & Rescue and 60% for People Group (reflecting the volume & complexity of cases). The compliance rate at Q2 is: People Group 42%; Resources & Communities: 88% Fire & Rescue-100%.																
	This chart shows trends in above 3 KBMs. Key: 1-increase in Digital assistance 2- On-line transactions 3-Compliance with complaints response timescales				<table border="1"> <caption>% Availability Data</caption> <thead> <tr> <th>Year</th> <th>1</th> <th>2</th> <th>3</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>14.59</td> <td>54.9</td> <td>73.25</td> </tr> <tr> <td>2017/18 Q2</td> <td>16</td> <td>61</td> <td>75</td> </tr> </tbody> </table>	Year	1	2	3	2016/17	14.59	54.9	73.25	2017/18 Q2	16	61	75				
Year	1	2	3																		
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2017/18 Q2	16	61	75																		
Finance Measures: Aims to ensure that finance reporting meets the Council & statutory requirements and that investments are effectively managed and yield increased returns.																					
	F: Statutory Reports are unqualified for both WCC Statement of Accounts & Pension Fund (2 KBMS)	100% (100%)	100%	100%																	
	F: Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Mgmt Strategy), and Other County Council Benchmark	566.6% (100%)	545%	300%	<table border="1"> <caption>% Return on Invested Capital Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>300</td> </tr> <tr> <td>2016/17</td> <td>545</td> </tr> <tr> <td>2017/18 Q2</td> <td>567</td> </tr> </tbody> </table>	Year	Value	2015/16	300	2016/17	545	2017/18 Q2	567								
Year	Value																				
2015/16	300																				
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2017/18 Q2	567																				
Property Services: Aims to ensure that the return from the strategic management of property portfolio is increased and that capital projects are delivered on time																					
	PS: Target asset receipts received	100% (100%)	33.38%	106%	<table border="1"> <caption>% Receipts Data</caption> <thead> <tr> <th>Year</th> <th>Orange</th> <th>Blue</th> <th>Pink</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>100</td> <td>92</td> <td>100</td> </tr> <tr> <td>2016/17</td> <td>33.38</td> <td>96</td> <td>186.3</td> </tr> <tr> <td>2017/18 Q2</td> <td>106</td> <td>90</td> <td>100</td> </tr> </tbody> </table>	Year	Orange	Blue	Pink	2015/16	100	92	100	2016/17	33.38	96	186.3	2017/18 Q2	106	90	100
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2015/16	100	92	100																		
2016/17	33.38	96	186.3																		
2017/18 Q2	106	90	100																		
	PS: Actual Project delivery time to planned delivery time	92% (92%)	96%	90%																	
	PS: WCC Property footprint	100% (100%)	186.3%	100%																	
ICT- Aims to ensure that IT is available & accessible to staff and customers through effective management of ICT infrastructure and systems.																					
	ICT: Availability of IT key systems through core infrastructure to users	100% (99%)	99%	99%	<table border="1"> <caption>% Availability of IT Key Systems Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>100</td> </tr> <tr> <td>2016/17</td> <td>99</td> </tr> <tr> <td>2017/18 Q2</td> <td>99</td> </tr> </tbody> </table>	Year	Value	2015/16	100	2016/17	99	2017/18 Q2	99								
Year	Value																				
2015/16	100																				
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2017/18 Q2	99																				
HR: Aims are to ensure that the Service meets senior managers' expectations, improves business decision making, employee engagement is improved and transactional costs are lowered																					
	HR: Positive employee engagement score	70% (70%)	70%	68%	<table border="1"> <caption>HR Metrics Data</caption> <thead> <tr> <th>Year</th> <th>Engagement</th> <th>Turnover</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>68</td> <td>15.19</td> </tr> <tr> <td>2016/17</td> <td>70</td> <td>15.07</td> </tr> <tr> <td>2017/18 Q2</td> <td>70</td> <td>16.01</td> </tr> </tbody> </table>	Year	Engagement	Turnover	2015/16	68	15.19	2016/17	70	15.07	2017/18 Q2	70	16.01				
Year	Engagement	Turnover																			
2015/16	68	15.19																			
2016/17	70	15.07																			
2017/18 Q2	70	16.01																			
	HR: Staff turnover	16.01% (10 - 20%)	15.07%	15.19%																	
	HR: Telephone contact resolved at first point of contact	95.12% (80%)	-	-																	

HR: Staff sickness	9.75 (9.5)	9.65	10.26	
Law & Governance: Aims to ensure that WCC's organisational exposure to risks is reduced through improved legal and governance activities ; that strategic decision making is enhanced and that the Council's business objectives are achieved with legal services delivered at a reduced cost.				
L&G: No. of complaints upheld by the Ombudsman	8 (10)	11	4	
L&G: No. of Legal challenges/adverse judgements	1 (0)	1	9	
Performance Business Unit: Aims to contribute to the successful delivery of corporate outcomes through improved planning and performance management arrangements, that transformation outcomes are successfully delivered and that decision making is improved through business intelligence and insight.				
PBU: % Benefits derived from high priority projects and programmes	* (90%)	100%	-	*Good progress has been made to identify all the measureable benefits for all critical projects, which will be reported in Q3 & allow a forecast to be set.

Fire & Rescue Scorecard 2017/18

Commentary:

Availability of Key stations on the Retained Duty Systems is improving gradually due mainly to the flexible use of whole-time & retained firefighters covering short term availability gaps at Retained Stations and other similar flexible working practices. Overall the number of Retained Firefighter vacancies and subsequent Fire Crew unavailability remains a long standing concern and work is underway to improve the level of proactive recruitment and outreach work necessary to attract and support candidates.

No. of Incidents attended

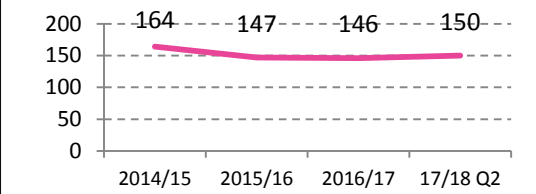
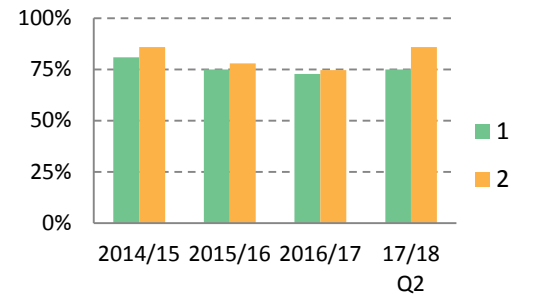
This is forecasting a year-end position at 'Red'. The level of incidents in quarter 2 are 5.3% higher than the same period last year but have decreased by 18% since quarter 1 of 2017/18. This is in part due to seasonal trends but also a specific change in policies such as non-life risk rescues and entrapments which resulted in the Service mobilising to more incidents.

No. of regulatory reform order risk-based inspections and the No. of preventable fire related deaths.

Both these KBMs have a year-end forecast at 'Red'. The former has been impacted due to the decision to focus on completing high-rise inspections after the Grenfell tragedy and suspending other protection inspections. Although other inspections have now resumed, the Service is unlikely to be able to meet its yearly target for these risk-based inspections. The target for fire related deaths is zero and this has been missed due to two fire related fatalities which were in relation to an aircraft incident.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	
No. of incidents attended by WFRS	3,200 (3013)	3,076	3,306	

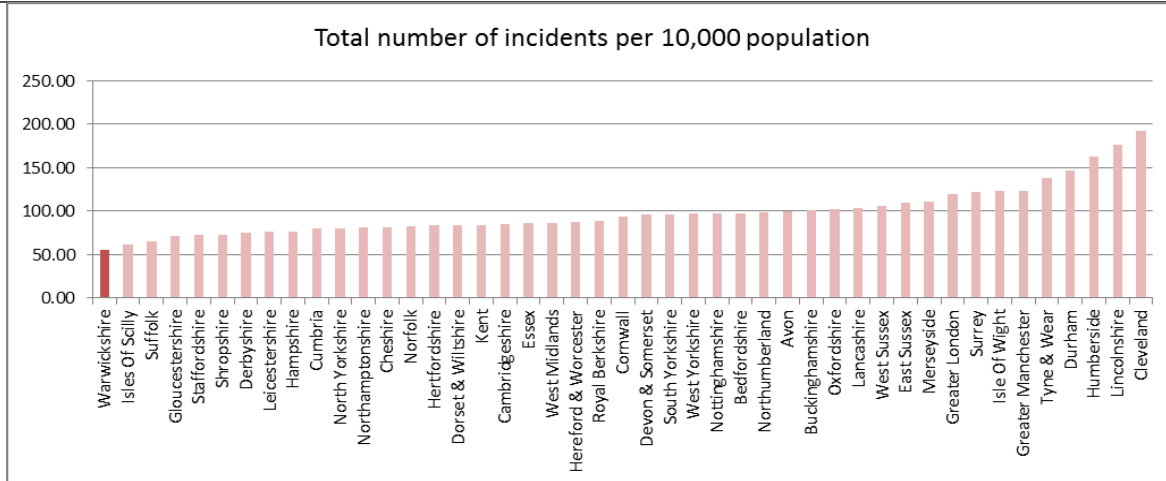
No. of accidental dwelling fires	150 (152)	146	147	
% times a 1 st appliance arrives at life risk/property incidents within agreed response standards	75% (75%)	72.83%	75%	
% times 2 nd appliance arrives...within agreed response standards	86% (90%)	74.69%	78%	
% RDS availability at specific key stations	93% (90%)	89.92%	n/a	
No. of Retained Duty System Firefighter Vacancies (FTE)	n/a* (20)	36	32.9	* At Q2 2017/18, actual vacancies (FTE) were 32.
No. of preventable fire related deaths	2 (0)	3	0	These 2 deaths in Q2 were in the same aircraft incident.
No. of community safety contacts	22,000 (22,000)	New measure – no historic data available		
No. of major training exercises undertaken at risk premises	12 (12)	17	33	
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	650 (720)	599	532	

How do we compare? The table provides comparative data for those Fire Service KBMs where such data is available

Measure	2016/17			2015/16
	Warks	Average**	England*	
Total No. of incidents per 10,000 population*1	54.80	98.30	100.92	Not available
Total no. of accidental dwelling fires per 10,000 Warwickshire's position (2 of 45 participating)	6.00 2/45	10.50	11.50	Not available

***1 No. of incidents per 10,000 population**

Across England, despite an increase in incidents attended during 2016/17, there has been a declining trend since 2003/04 in these attended by Fire and Rescue Services. The longer term trend for incidents attended is also apparent within Warwickshire. However in contrast to the national increase last year, Warwickshire had an overall reduction of 7% in 2016/17 compared to 2015/16. When compared with other F&R Services, Warwickshire attends the lowest levels of incidents per 10,000 population due to its call challenge procedures, its attendance policies and the fact that emergency medical responding is not yet widely practiced in Warwickshire, unlike some other areas of the country. The overall rate for total incidents in Warwickshire per 10,000 population has improved from 60.90 in 2015/16 to 54.80 in 2016/17. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services.



****2 Accidental Dwelling Fires per 10,000 population**

The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2016/17 compared to 2015/16. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second position from 2015/16 and by further reducing the rate of accidental dwelling fires from 6.21 to 6.0. For the first quarter of 2017/18 the low levels of accidental dwelling fires remain low and at a similar level to 2016/17.

4. Financial Commentary

Revenue Budget

- 4.1.1 The approved net revenue budget for 2017/18 is £264.383 million. Against this, at Quarter 2, an under-spend of £0.045 million or 0.02% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.
- 4.1.2 The overall revenue position of the authority is favourable. Any overspends are planned to be funded from reserves in the short term. Additionally, good progress is being made towards delivering the new savings plan, any savings which are falling short of delivery are being managed by Business Units and actions are in place to either find alternative savings or services are working to deliver the required savings in future years. Further details are included in the Cabinet Report and Appendix A.
- 4.1.3 The table below shows the overall forecast on the revenue budget for Resources, Fire & Rescue

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance		Retained Reserves £'000	Financial Standing £'000
			£'000	%		
Resources Group	41,094	40,934	(160)	0.39% underspend	(6,961)*	(7,121)
Fire & Rescue	18,717	19,977	1,260	6.73% Overspend	(2,737)	(1,477)

Fire & Rescue commentary

4.1.4 Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs

4.2 Reserves

4.2.1 Business Units were approved to draw down £0.469 million from reserves to support the delivery of their plans in the current year which included:

Resources Group-Performance (£0.439 million)

Drawdown from the Resources Transformation Fund set aside to fund work to support transformation activity both across the Council and within the Resources Group in the short to medium term.

4.2.2. The authority currently holds reserves of £125.188 million. The approved movement from reserves of £0.469 million combined with the effect of the forecast outturn underspend of £0.045 million means total reserves of £124.764 million are forecast for the end of the financial year.

4.2.3. Of this funding over half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a healthy position as we face the challenge of the new plan through to 2020.

4.3. Delivery of the 2017-20 Savings Plan

4.3.1. The savings targets and progress at quarter 2 is as follows:

Service	2017/18 Target £'000	2017/18 Actual to date £'000	2017/18 Forecast Outturn £'000
Whole Authority	31,935	24,747	30,502
Resources Group	4,707	3,302	4,655
Fire & Rescue	368	368	368

4.3.2 Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.052 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service. Appendix A provides full details for all the business units within Resources Group and the Fire & Rescue service.

4.4 Capital Programme

4.4.1. The total forecasted level of planned capital spend is £112.760 million in 2017/18, with a further £137.430 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £30.980 million for 2017/18 with a further £14.955 million over the medium term.

4.4.2. Managers' forecasts indicate that £14.349 million (11%) of the planned spend for 2017/18 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2017/18 of £1.929 million resulting in the overall decrease to the programme for 2017/18 of £12.419 million.

4.4.3. The main reasons for the £14.349 million slippage in the quarter compared to the approved budget include:

- Fire and Rescue - £0.750 million of slippage is due to slower than expected progress on the new training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.

4.4.4. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures in the background documentation of the report to Cabinet.

4.4.6. In relation to the Old Shire Hall, Cabinet approved the increase in the scheme cost of £935,900 and the proposals for how this should be funded. The costs of establishing the Old Shire Hall have increased due to conditions and restrictions of listed building status and ensuring compliance with the licence and planning requirements. Additional improvements have also been identified to provide flexibility and increased scope to the venue going forward including:

- Changing the kitchen from a facility capable of producing lunch buffets and the occasional dining event to a facility that has the capacity to provide a fine dining experience for large numbers on a regular basis.
- Improvements to toilet facilities which are currently inadequate for large events and which has resulted in potential bookings being lost.

The total additional estimated cost of all additional work is £935,900 and are to be financed via contributions from uncommitted capital maintenance schemes and revenue monies within Property Services (£615,900) and utilising funding previously approved for improving the customer experience (£320,000) within the Customer Services Business Unit.

5 Supporting Papers

5.1 A copy of the full report and supporting documents that went to Cabinet on the 9 November 2017 is available via the following link: [One Organisational Plan Mid Year Progress Report April 2017- September 2017](#) and in each of the Group Rooms.

6 Background Papers

None

Authors:	Sushma Soni, Performance & Improvement Officer (Policy Lead) sushmasoni@warwickshire.gov.uk ; Tel 01926 41 2753
Heads of Service	Kushal Birla – Customer Service; kushalbirla@warwickshire.gov.uk
	John Betts – Finance; johnbetts@warwickshire.gov.uk
	Sarah Duxbury – Law & Governance and Human Resources and Organisational Development; sarahduxbury@warwickshire.gov.uk
	Tricia Morrison – Performance and ICT Services; triciamorrison@warwickshire.gov.uk
	Steve Smith – Property Services; stevesmith@warwickshire.gov.uk
	Rob Moyney – Deputy Chief Fire Officer; robmoyney@warwickshire.gov.uk
Strategic Directors	David Carter, Joint Managing Director; davidcarter@warwickshire.gov.uk
	Andy Hickmott, Chief Fire Officer; andyhickmott@warwickshire.gov.uk
Portfolio Holders	Cllr K Kaur: cllrkaur@warwickshire.gov.uk ; Cllr P Butlin: cllrbutlin@warwickshire.gov.uk Cllr H Roberts: cllrroberts@warwickshire.gov.uk

Appendix A

Part 1: OOP 2020 Outcomes: Mid Year Highlights

Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

Reduction in No. of Children Looked After (excl. UASC)	Target	605	No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	Target	528
	Actual	629		Actual	289
	Forecast	605 (G)		Forecast	528 (G)
Teenage Conception rate per 1,000 population	Target	22.8	% offenders who reoffend (youth)	Target	21
	Actual	19.5		Actual	27.4
	Forecast	19.5 (G)		Forecast	27.4 (R)
No. of people killed or seriously injured (KSI) on our roads	Target	314	No. of incidents attended by WFRS	Target	3,013
	Actual	74		Actual	1,752
	Forecast	343 (R)		Forecast	3,200 (R)

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Warwickshire Employment rate (aim is higher)	Target	76	% household waste re-used, recycled and composted	Target	54
	Actual	77		Actual	55.3
	Forecast	76 (G)		Forecast	53.81 (A)
% vulnerable children and those with SEND educated in out of County provision	Target	9.9	% completion of infrastructure improvements programmed for the current financial year	Target	60
	Actual	8.6		Actual	20
	Forecast	9.9 (G)		Forecast	60 (G)

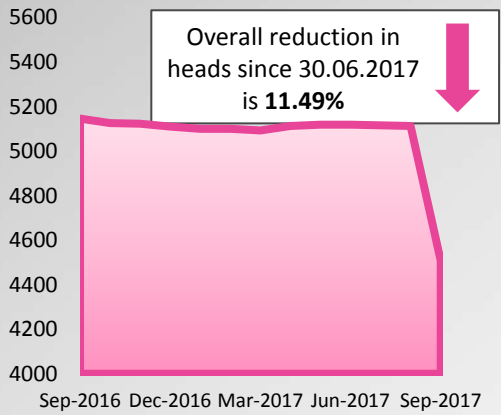
Outcome 3: WCC makes the best use of available resources

No. of visits to Libraries (per population)	Target	2.8	No. of complaints upheld by the Ombudsman	Target	10
	Actual	1.33		Actual	4
	Forecast	2.66 (R)		Forecast	8(G)
Availability of IT key systems through core infrastructure to users	Target	99%	Call abandonment rate	Target	5%
	Actual	100%		Actual	3.2%
	Forecast	100% (G)		Forecast	5% (G)

Appendix A

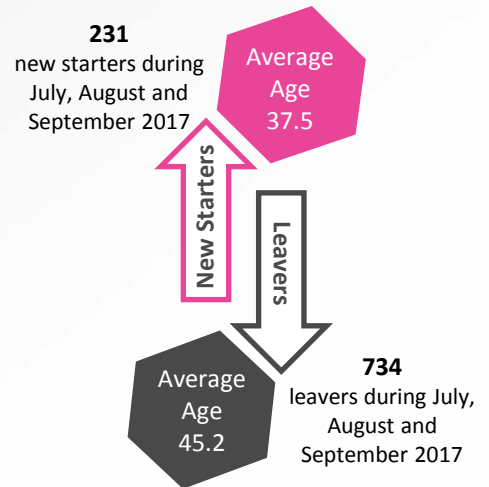
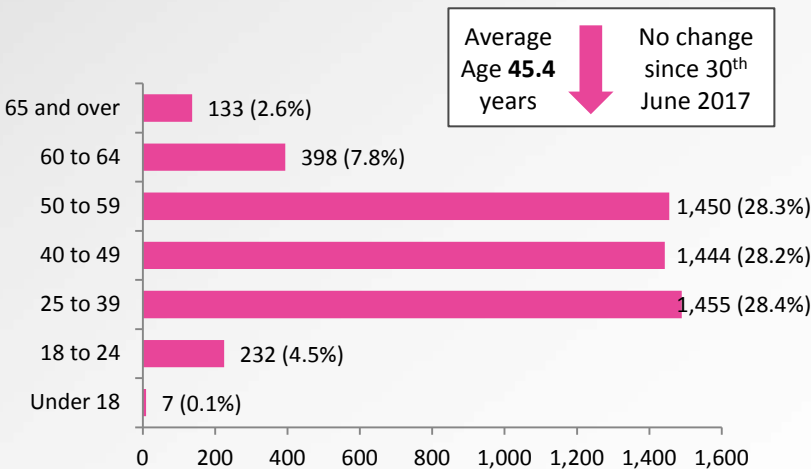
Part 2: Headline HR Information

Number of Employees



	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Mid Year 2017/18
Head Count	5,147	5,111	5,094	5,119	5,119
Full Time Equivalents	4,037.6	4,015.5	4,012.8	4,024	4,024
Whole Time Equivalents	3,969.2	3,951.1	3,942.6	3,953.7	3,953.7
Number of Posts	5,428	5,393	5,364	5,381	5,381

Age Profile of Our Workforce at 30th September 2017

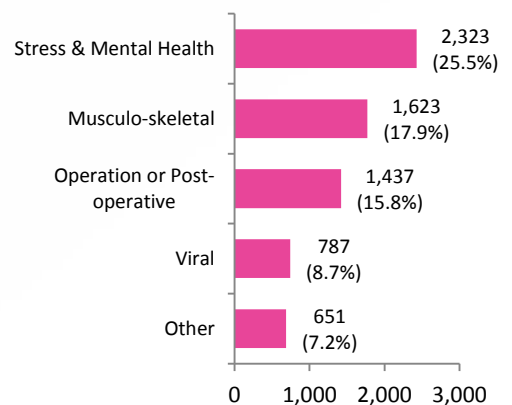


Sickness Headline Statistics Rolling Year 30.09.17



Sickness absence days	Qtr 2 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Qtr 2 2017/18
Days lost through sickness	8,581.70	10,623.50	39,855.70	9,092.70	9,141.4
Of which Short-term	3,578.57 (41.7%)	4,833.1 (45.5%)	17,199.7 (43.2%)	3,373.4 (37.1%)	3,382.3 (37%)
Of which Long-term	5,003.13 (58.3%)	5,799.4 (54.5%)	22,656.1 (56.8%)	5,719.3 (62.9%)	5,759.1 (63%)

Top Five Reasons for Absence (days lost)



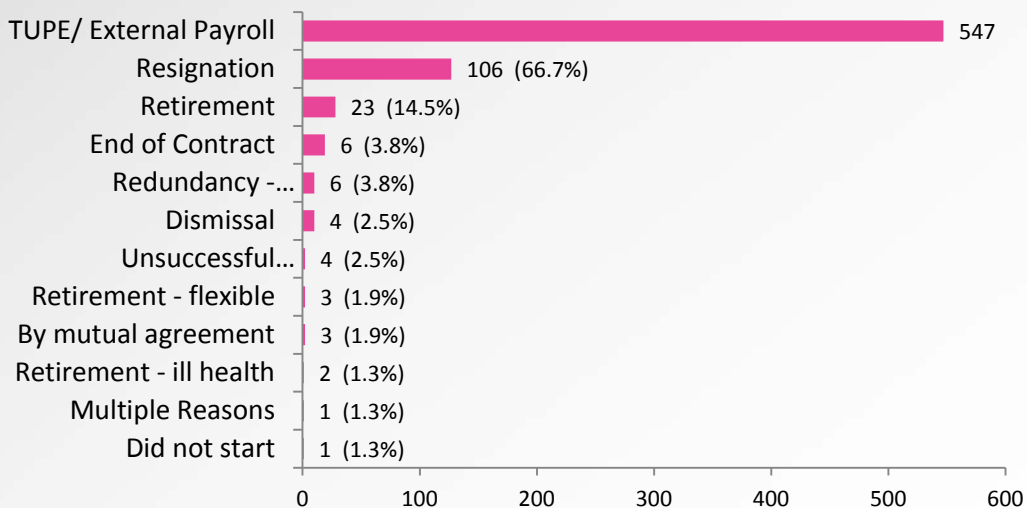
Appendix A

Part 2: Headline HR Information

Turnover of Workforce 1st July – 30th September 2017

	New Starters	Leaver	% Turnover	Overall Turnover (Heads)
Heads	231	734	16.3	16.28%
Full Time Equivalents	175.3	361.6	9.6	
Posts	208	750	15.8	

Number of posts by the reasons for leaving



Comments & Actions

Headcount. There is a significant reduction in the headcount this quarter due to the transfer out of over 500 staff that formed the Education Catering Service. This leaves the county council with a headcount of 4508, which is a total reduction of 611 posts (11.94%) since quarter one. Clearly reduction has significantly impacted upon the turnover with the rate increasing from 3.03% to 16.28%. TUPE transfers account for 73% of the leavers this quarter.

Age Profile. The age profile remains stable with an average age of 45.4. Efforts to increase the numbers of younger workers continues with the apprenticeship programme supporting over 40 apprentices across the Council.

Absence

Early reporting suggests that there has been a marginal increase in the absence levels this quarter with the figure for the rolling 12 months being 9.90 days per FTE. Absence and wellbeing continues to be a priority for the Council and this month sees the launch of the revised absence management policy.

Appendix A

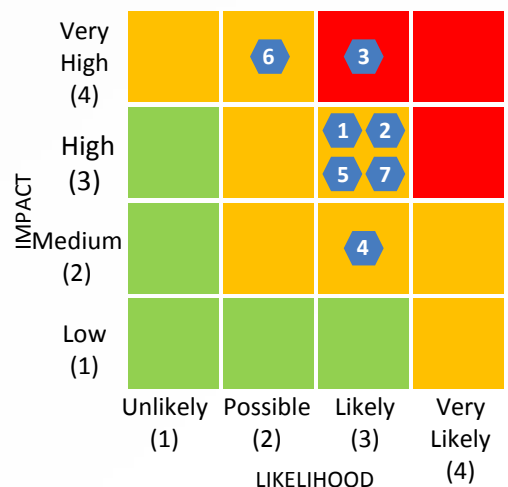
Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation". It is the combination of the probability of an event (likelihood) and its effect (impact).

	Risk Description	Gross Risk Level	Net Risk Level
1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	The security and integrity of our systems are disputed as a result of cybercrime		
6	Inability to secure economic growth in Warwickshire		
7	Inability to keep out communities safe from harm		
8	Overall risk assessment		

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register.



One Organisational Plan: Use of Financial Resources

Quarter 2 2017/18 - July 2017 to September 2017

Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Community Services	26,338	26,580	242 0.92% Overspent	(872)	(630)

There are a mixture of overspends and underspends across the business unit. Remedial action will be taken to reduce the net overspend position, however the forecast overspend within Waste Management is still expected to be significant.

Education & Learning	93,741	94,721	980 1.05% Overspent	(37)	943
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OOPs savings are on track this year. Due to overspend elsewhere in the Education and Learning budget, work is planned to address the required OOPs savings in 2018/19.

Public Health	23,721	23,687	(34) 0.14% Underspent	(1,049)	(1,083)
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At this stage of the year our plans for redesign and reprocurement of two key services with significant OOP2020 reductions are progressing and went out to tender at the end of September. The risks to achieving the Health Visiting/Family Nurse Practitioner and the Drug and Alcohol savings are significant and remain dependent on the market response. The results from the invitation to tender and whether we receive any viable bids will provide a better indication of the level of risks and whether we can achieve the required savings levels.

Transport & Economy	27,154	26,745	(409) 1.51% Underspent	(6,170)	(6,579)
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Sustained increases in income from business centre occupancy and from network management are the main reasons for the current forecast underspend

Total Communities Group	170,954	171,733	779 0.46% Overspent	(8,128)	(7,349)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Children & Families	57,688	59,080	1,392	2.41% Overspent	(1,649)	(257)

It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward as a placement crisis in the Summer has led to an increase in the use of residential placements by six which will have a significant negative impact. This reflects a national issue.

Social Care & Support	133,034	132,023	(1,011)	0.76% Underspent	(8,319)	(9,330)
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Work has started on a number of streams of work which form the delivery of the adult social care transformation on a sustainable and recurrent basis. This work will start to address the underlying pressures generated by growing demand and increases in the cost of care across all areas of the business unit, with their impact being felt towards the end of the financial year and in subsequent years. The one off additional monies from central government have been well received and over this year they have been built into either one off 'transformational' activity and /or basis line expenditure. This includes developing preventative measures, which support the overall council One Organisational Plan.

Strategic Commissioning	13,034	11,480	(1,554)	11.92% Underspent	(3,836)	(5,390)
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Strategic Commissioning:

The current forecast for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to staff vacancies and/or planned early delivery of savings.

PPA:

These are the residual budgets that are awaiting discussion / agreement as to where they are transferred to. These budgets support People wide recharges for Resources Services as well as distinct projects (i.e. Mosaic). There are no major financial issues with these budgets

Total People Group	203,756	202,583	(1,173)	0.58% Underspent	(17,782)*	(18,955)
Customer Service	8,549	8,531	(18)	0.21% Underspent	(972)	(990)

The Registration Service has a target to deliver an additional £100,000 income this year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Finance	3,617	3,560	(57) 1.58% Underspent	(694)	(751)

There are a relatively small number of underspends and overspends, due to one-off Finance Transformation work, procurement rebates and the need for further work on supporting the Pension Fund, but overall the Business Unit is forecast - all other things being equal - to deliver an overall small underspend within the tolerance levels set. In addition, a number of vacancies have recently been filled, bringing the service back up to establishment levels.

Human Resources & Organisational Development	6,123	5,969	(154) 2.52% Underspent	(722)	(876)
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The underspend is primarily a combination of making OOP savings required for future years early and staff vacancies which we haven't been able to fill as quickly as we would have liked. Staff turnover and recruitment remains an issue which could further impact on final outturn. We are however reprioritising resources to provide additional support and capacity to deliver the Your HR project.

ICT Services	9,136	9,145	9 0.10% Overspent	(216)	(207)
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By agreement with Corporate Board, the £27,000 Corporate ICT Development underspend will be reinvested in further corporate projects. Taking this into account, the position of the Business Unit will be £36,000 overspent. This is due to the forecast shortfall in the WES surplus target of £156,000. Any further underspend in the service during the year will be used to address this shortfall.

Law & Governance	878	731	(147) 16.74% Underspent	(20)	(167)
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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 £46,000. Due to the legal work being supported, it is likely that this budget will be exceeded for 2017/18.
- If the audio/web streaming system for the Council Chamber/Committee Room 2 is progressed then Law & Governance surplus is likely to be reduced.

Performance	4,221	4,541	320 7.58% Overspent	0	320
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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.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Property Services	8,570	8,457	(113) 1.32% Underspent	(301)	(414)

It has been assumed that underspends in Facilities Management can be used to meet rising landlord costs from the works to Old Shire Hall. First round of redundancy costs from June have been met by the Property Services General budget. Second round of redundancies have been applied to the Redundancy Fund. Estates and Smallholdings and Asset Strategy teams are undergoing an amalgamation and rationing of posts which reflects the current underspends due to salary turnover.

Total Resources Group	41,094	40,934	(160) 0.39% Underspent	(6,961)*	(7,121)
Fire & Rescue	18,717	19,977	1,260 6.73% Overspent	(2,737)	(1,477)

Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs.

Other Services	(170,138)	(170,889)	(751) 0.44% Underspent	(89,580)	(90,331)
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The underspend is primarily due to additional grant income. Any underspend in Other Services will be allocated to General Reserves at the end of the year and will be available to support future years budget allocations.

Total Whole Authority	264,383	264,338	(45) 0.02% Underspent	(125,188)	(125,233)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
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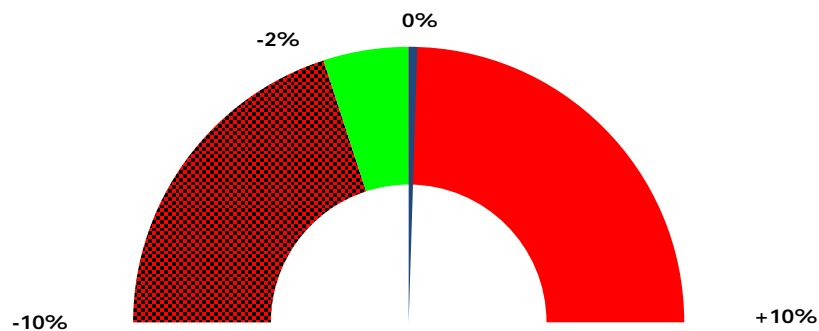
Notes

All positive revenue variances (i.e. overspends) are shown as a solid Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Patterned Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

- * People Group and Resources Group have retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 2 July 2017 - September 2017
Savings Plan Position by Business Unit

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	735	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings within 2017/18, there are, as previously reported additional significant cost pressures arising within Waste Management due primarily to the increased cost of dealing with green waste and pressures within Heritage and Environment offset by underspends in Community Safety and Localities.	G
Education & Learning	1,249	1,249	1,249	While 8 of the 9 savings proposals are either achieved or on track, the Home to School Transport savings for 2018/19 have been delayed by one financial year due to the General Election, and depend on all proposals being agreed by Cabinet in January. Hence the amber rating. Please note that although the OOPs savings are largely on track, service budgets are likely to overspend significantly, and reserves are overspent. Actions are being taken to address this.	A
Public Health	2,534	1,267	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ring-fence has been extended to 2018/19 which may mean there is a need to reconsider phasing of targets as part of the 2018/19 OOP refresh. An application has been submitted to COLT to support this option.	A
Transport & Economy	2,804	2,043	2,696	There is a delay in the delivery of two of the 2017/18 savings lines (regeneration and parking), these delays can be absorbed by the Business Unit on a short term basis and met in full for 2018/19.	A
Total Communities Group	8,041	5,294	7,933		
Children & Families	2,289	1,240	1,653	There are pressures on external placement costs. Although the strategy to reduce the number of Children Looked After is on track, it has taken a longer lead in time for internal foster care recruitment to gain traction. We are therefore using less internal foster placements and greater external than profiled. Of savings marked red for savings delivery. Within these are: - Residential savings previously forecasted to be achieved have been reversed with several new children having to be placed in Residential placements. - S17, the planned reduction in support for families at risk: there is an overspend reflecting an increase in demand on No Recourse to Public Funds: legal advice is that there is limited action that may be taken to reduce this overspend. - Cost pressures associated with court ordered contact. Internal audit has identified an over payment in the costs of court ordered contact and steps are being taken to recover - Planned savings of £25,000 from regional adoption agency. There is cost pressure on the service as the result of the national mandatory move towards RAAs and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant. Measures to mitigate this are being put in place. Service not planned to Go Live until the end of Q4 delaying the projected savings	A
Social Care & Support	5,343	3,591	4,706	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary iBCF. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or that increased demand utilises the capacity created. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,502	2,737	All relevant restructuring to achieve 17/18 savings are delivered. All Commissioned Services have been redesigned and delivered eg: housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 18/19 and 19/20.	G
Total People Group	10,369	7,333	9,096		

Key
 If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
 If savings are forecast to be less than 90% delivered it is shown as Red.
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.
 The "Implementation Status" RAG rating relates to the whole of the 2017-20 savings plan.

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Customer Service	356	304	304	The Registration Service is currently not meeting its income target. There is a marketing plan in place to generate additional income.	A
Finance	624	624	624	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.	G
Human Resources & Organisational Development	313	313	313	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,049	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	65	2017/18 savings will be delivered through increased external legal trading and savings in the audit service. Future savings are in the same service areas with plans in place for delivery.	G
Performance	90	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which will be finalised in the Autumn.	G
Property Services	2,157	857	2,157	There is a significant reliance on the delivery of capital receipts from surplus assets. As part of the OOP2020 Refresh the 3 year programme of receipts has been reviewed to ensure that there is sufficient value of receipts in each year to achieve the savings targets. Project resources continue to manage according to anticipated programme milestones but it remains that securing timely consents and good market offers are a risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target.	A
Total Resources Group	4,707	3,302	4,655		
Fire & Rescue	368	368	368	Confidence levels to deliver the £300,000 saving from the joint control project continues to be limited. Discussions with Northamptonshire Officers continue and we are waiting to hear further clarification of the Northants PCC position. Confidence levels to deliver the £2,000,000 savings from merger/alliance/commissioning has decreased from limited to low as further discussions appear to support the lack of any opportunities. On both savings issues, more detailed discussions are taking place between Service and Finance Officers on alternative options with further information planned to be presented at Corporate Board in November.	R
Other Services	8,450	8,450	8,450	All savings have been delivered, the only matter waiting to be resolved is the proportion of Heads of Service savings to be taken to meet the management restructure target.	G
Total Whole Authority	31,935	24,747	30,502		

One Organisational Plan: Use of Financial Resources - Quarter 2 (April 2017 to September 2017)
Capital spend position and slippage by Business Unit

Business Unit	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)	Comments
Children & Families	389	0	0%	0	389	
Community Services	1,404	(27)	-4%	50	1,454	
Customer Service	3,416	65	14%	(320)	3,096	Transfer of £319k to Property Services for Old Shire Hall.
Education & Learning	30,460	(2,526)	-12%	(68)	30,391	There is slippage of £1.525m on Long Lawford Primary school due to planning delays. In addition to this there is £1m slippage on the new primary school at Water Orton has been delayed due to legal issues around the transfer of land from HS2 to WCC.
Fire & Rescue	9,641	(750)	-19%	3,110	12,752	Delays in planning permission on the new training centre have resulted in the construction start date being revised to April 2018. This accounts for the £750k slippage.
Information Assets	26,847	(31)	0%	587	27,433	

Business Unit	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)	Comments
Property Services	34,890	0	0%	551	35,441	
Professional Practice & Assurance	2,323	0	0%	(2,323)	0	All Professional Practice & Assurance projects have been transferred to Strategic Commissioning
Public Health	24	0	0%	0	24	
Social Care & Support (Adults)	3,350	(300)	-86%	0	3,350	The slippage of £300k is due to emerging transformation deliverables
Strategic Commissioning	4,886	1	0%	2,062	6,948	Transfer into Strategic Commissioning of Professional Practice & Assurance Project which has also slipped and reduced by £260k
Transport & Economy	116,404	(10,781)	-15%	12,508	128,912	£7.185m of the slippage relates to developer schemes. £1.8m A444 Coton Arches, £3.5m A46 Stanks Island.

Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	234,034		16,157	250,190

Q2 17-18 Capital Programme	17-18 Budget	17-18 Slippage £000	17-18 Slippage %	New 17-18 Schemes	New 17-18 Forecast
Total 2017/18 Capital Programme (£,000)	125,180	(14,349)	-11%	1,929	112,760

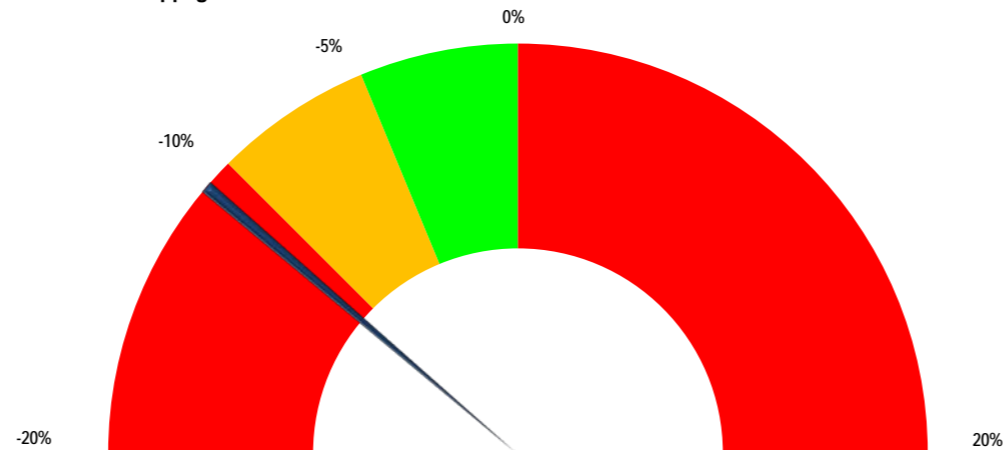
17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)		

Key

In the current forecast the following tolerances have been used to identify slippage from 2017/18 into future years:

- ~ 0% to 5% underspend/slippage is shown as Green
- ~ 5% to 10% underspend/slippage is shown as Amber
- ~ over 10% underspend/slippage is shown as Red
- ~ any overspend is shown as Red

Slippage from 2017/18 into Future Years - Total for all Business Units





Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	1752	3200	3013	Red	The number of incidents during the second quarter is 5.3% (89 incidents) higher than the same period last year. The % differential has reduced from 18% from quarter 1. Looking into the breakdown of incidents there has been an increase in the number of secondary fires (fires where no property or vehicle is involved) that the Service has attended. This is predominantly due to the period of hot, dry weather that has been experienced over the reporting period. Levels of deliberate fire setting has increased by 7% (20 incidents) during this period compared to the same period during 16/17, predominantly this is due to an increase in deliberate vehicle fires from 34 in 16/17 to 50 in 17/18.	Monitoring of incident activity to identify emerging trends and hotspot areas. Implementation of preventative targeted initiatives. Review of performance at the monthly performance meetings. Local partnership working to address incidents of deliberate fire setting and anti social behaviour
FR	No. of accidental dwelling fires	Lower	67	150	152	Green		
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	71.78%	75.00%	75%	Green	This measure continues to be challenging due to a small number of incidents being located in difficult geographical locations. However, when these incidents occur Officers and local management teams investigate the cause and where possible further measures are put in place.	Continued weekly monitoring by senior officers and daily monitoring by local management teams.
FR	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	78.19%	86.00%	90%	Amber	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 a small number of incidents where the prolonged travel times between the more rural retained stations affects the attendance of a second fire engine.	Continued weekly monitoring by senior officers and daily monitoring by local management teams
FR	% RDS appliance availability at key stations	Higher	92.03%	93.00%	90%	Green	This performance continues to be encouraging, in addition the Service has introduced a new process utilising specialist staff who are deployed across the County to maintain RDS availability.	
FR	No. of preventable fire related deaths	Lower	2	2	0	Red	During the reporting period there was an incident involving an aircraft where 2 fatalities were involved. At this time it is thought that the cause of death was fire related however this needs to be confirmed by the Coroner	All fire deaths continue to be the subject of internal reviews and the outcomes help to shape our future Service Delivery strategy
FR	No. of community safety contacts.	Higher	12353	22000	22000	Green	The mid year performance is ahead of target and this is an encouraging step to engaging with as many members of the community as possible	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	4	12	12	Green	A robust programme of training events and exercises is established within the Service. Recently a large scale multi agency exercise took place at Warwick Castle which proved highly successful.	
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	321	650	720	Red	The performance of this measure has been impacted by the early actions taken as a result of the Grenfell Tower fire, where the majority of fire protection activities were suspended while inspection officers focused on completing highrise inspections during quarter 1, Fire Protection Officers have now started to resume scheduled work but it is unlikely that the year end target will be met.	Further monitoring will continue with a focus on undertaking the remaining higher risk inspections

FR = Fire & Rescue



Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	92.07%	95.32%	95.00%	Green		

ICT = ICT Services



Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	1.33	2.66	2.8	Red	Last quarter having a library as significant as Stratford closed or in reduced space for a such a long period of time meant the overall figures have taken a hit and are unlikely to recover in full. Other building and refurbishment works are planned at other libraries across the county during the remaining financial year and there will be three days of system downtime for an upgrade in December which will also inevitably have an impact on usage. Fortunately each project is likely to be much shorter in duration so shouldn't have such a significant impact but all contributes to the overall	Events, activities and promotions have been planned to ensure customers know that Stratford Library is back at Henley Street. An advert has also been taken out in the SDC autumn edition of the Stratford View. The same will happen following refurbishment project at each site affected. The Libraries Service are also working with the Let's Talk team to promote their services.
CS	Call abandonment rate	Lower	3.20%	5.00%	5.00%	Green		
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	15.64%	16.00%	20%	Red	This measure is made up of 3 components, actions against each are shown below: Digital assistance through our libraries and one stop shops - the figure for this year is down on last year, Stratford Library's temporary accommodation will have had an impact on this. In addition, as the ownership of smart phones and tablets increases and digital services become easier to use there will be less demand for digital assistance as people will have the tools and skills to do this themselves. Warwickshire Directory usage - this figure is also down. We are currently looking at the analytics on usage and have identified that only 10% of usage is from within WCC. GovDelivery subscriptions - subscriptions have increased and continue to do so, this is still a relatively new offer so growth will continue.	Digital assistance - Events, activities and promotions have been planned to ensure customers know that Stratford Library is back at Henley Street. Warwickshire Directory usage - Given the nature of our frontline services and the organisational ambition to support people to access alternative community-based services we will be doing some work internally to raise awareness of the Directory and to show people how to use it. Digital assistance and GovDelivery are about customer behaviour and choices. The Directory could be considered as an information tool for signposting to local organisations and community-based activity.
CS	On-line transactions	Higher	61.80%	61.00%	60%	Green		
CS	Compliance with Corporate timescales in responding to complaints	Higher	76.00%	75.00%	75%	Green		
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	100.00%	100.00%	100%	Green		
F	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green		
F	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	727.3%	566.7%	100.0%	Green		
HR0D	Staff sickness	Lower	9.75	9.75	9.5	Amber	A new sickness absence procedure has been launched. A spotlight on wellbeing is taking place in October. A specific post has been allocated to focus on wellbeing. The service is also reviewing best practice from other councils. Note- the data reported here for this Measure is as at 5 October 2017 whilst that shown in Appendix A is the average over a rolling 12 month period.	

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
HROD	Staff turnover (KBM)	Lower	16.01%	16.01%	10-20%	Green		
HROD	Positive employee engagement score	Higher		70%	70.0%	Green	This is based on the 2016/17 staff survey.	
HROD	Telephone contact resolved at the first point of contact	Higher	95.12%	95.12%	80.0%	Green		
ICT	Availability of IT key systems through core infrastructure to users	Higher	100.0%	100.0%	99.0%	Green		
LG	No. of complaints upheld by the Ombudsman	Lower	4	8	10	Green	Annual Local Government and Social Care Ombudsman annual report considered by Cabinet in October. Ombudsman case summaries continue to be shared with service departments. Briefings to be delivered to share lessons learned.	
LG	No. of Legal challenges/adverse judgements	Lower	1	1	0	Red	ICO decision – was in the main not-upheld as the ICO held that WCC had correctly stated that it did not hold the information requested – however the ICO found that due to its failure to complete its review of the complainant's request within forty working days, WCC contravened Regulation 11(4) of the EIR and as a result the ICO has advised WCC to examine its internal review procedures to ensure that it meets the forty working days response time in the future. This review has since been undertaken by the Corporate Legal Service with stronger procedures now in place to ensure relevant timescales are met.	The Service will look into internal procedures and follow up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes
PM	% Benefits delivered from high priority projects and programmes	Higher			90.0%	N/A	Work has been progressing in Q1 & Q2 and will continue in Q3 to define and refine in-project and post-project benefits for all critical projects as part of the delivery assurance programme.	Work has been progressing to define and refine in-project and post-project benefits for all critical projects as part of the delivery assurance programme. It is anticipated more detail can be provided for this measure by the end of Q3.
PS	Target asset receipts received (KBM)	Higher	16.27%	70.00%	70%	Green	Disposals on track to be met within the agreed timeframe, progress monitored monthly; additional resource should not be required	
PS	WCC Council Property footprints (sq. mtrs)	Higher	11.94%	100.00%	100.00%	Green	This measures the level of planned disposals in the property rationalisation project	
PS	Actual project delivery time to planned delivery time	Higher	91.00%	92.00%	92%	Green		

CS = Customer Service
F = Finance
HROD = Human Resources & Organisation Development
ICT = ICT Services
LG = Law & Governance
PM = Performance
PS = Property Services

Outcome 1 - Warwickshire's communities and individuals are supported to be safe,

R	3	33%
A	1	11%
G	5	56%
N/A	0	
Total	9	

Outcome 2 - Warwickshire's economy is vibrant and supported by the right jobs, tra

R	0	0%
A	0	0%
G	1	100%
N/A	0	
Total (inc N/A)	1	

Outcome 3 - WCC makes the best use of available resources

R	3	16%
A	1	5%
G	14	74%
N/A	1	
Total	19	

Overall RAG

R	6	21%
A	2	7%
G	20	69%
N/A	1	
Total	29	

healthy and independent

ining, skills and infrastructure

Resources and Fire & Rescue Overview and Scrutiny Committee

20 December 2017

Operational Assessment and Fire Peer Challenge 2016 Action Plan Update

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee note the latest position on progress against the Operational Assessment and Fire Peer Challenge 2016 undertaken in Warwickshire Fire and Rescue Service (WFRS).

1.0 Background

- 1.1 This paper advises the Resources and Fire & Rescue Overview and Scrutiny Committee (OSC) of progress being taken following the Operational Assessment and Fire Peer Challenge in late 2016.
- 1.2 The Fire Peer Challenge is a sector led improvement process overseen by the Local Government Association (LGA) and the National Fire Chiefs Council (NFCC). All fire and rescue services in the country have undertaken a Peer Challenge over the last five years, and WFRS had an earlier review in November 2013.
- 1.3 The Peer Challenge Team spent four days on site in Warwickshire in November 2016. WFRS submitted an Operational Self-Assessment prior to the Peer Challenge Team visit. During the assessment week, the team met a large cross section of staff and partners and held specific meetings with the Portfolio Holder for Community Safety, the OSC Chair, and members of the Fire and Rescue Cross Party Working Group.
- 1.4 At the end of the assessment week, feedback was provided to officers and the Portfolio Holder for Community Safety, followed by a formal report in January 2017. From the report, an action plan was developed covering a number of key areas (as shown in Appendix 1).

2.0 Progress on the Action Plan

- 2.1 Good progress has been made against the action plan, with the majority of actions now considered complete (as shown in Appendix 1). A small number of outstanding actions are forecast to be completed by April 2018. A summary of progress in key areas is outlined below:

2.1.1 Community Risk Management

The Peer Challenge Team highlighted successes in reducing fire risk in Warwickshire and notable practice regarding the Anti-Social Behaviour Intervention Team. However, it was recognised that WFRS needed to republish a prevention strategy that is driven by local risk profiles, closely integrates Prevention and Response, allows resources to be targeted appropriately and wider health and social care outcomes. WFRS has recently appointed a new Prevention, Policy and Partnership Manager to develop this strategy incorporating health and social care outcomes, and to secure the partnerships and funding streams needed.

2.1.2 Collaboration

There were recommendations around collaboration at three levels - service delivery level, corporately and with other emergency services.

At service delivery level, WFRS is developing business cases to progress work on wider health and social care outcomes, as outlined in its Integrated Risk Management Plan (IRMP) 2017-20. WFRS has also developed an exercise programme with partners in the Warwickshire Local Resilience Forum to improve resilience planning.

At a corporate level, work is underway to redefine support service requirements, including providing additional temporary capacity in critical areas.

On the emergency services level, a Blue Light Collaboration Joint Advisory Board has been established between Warwickshire County Council (WCC) and the Warwickshire Police & Crime Commissioner (PCC) to provide leadership and oversight of all appropriate opportunities. A Strategic Planning Board has also been set up consisting of Chief Officers of the five Police and Fire Services across the Warwickshire and West Mercia Police Alliance to consider and advance operational and organisational collaboration opportunities.

2.1.3 Business Planning

A business planning process is in place to ensure clear priorities for the Service supported by Direction and Context meetings. The Service also has a cultural review underway under its One Service Programme that includes the resources and efforts devoted to internal communication, planning, leadership, and culture. A programme of reviews has also been recently conducted of projects to ensure a 'Plan, Do, Review' cycle.

2.1.4 Organisational Risk Management

Since the Peer Challenge, internal structural changes have provided additional capability in this area. Business continuity plans and the service policy on risk management have been reviewed and updated.

WFRS has procured new software for learning and development to enable new ways of delivering training to Retained Duty System (RDS) firefighters. The provision of a new training centre facility in 2019 will also support improvements in this area. WFRS is also improving the capture of feedback from training and operational debriefs to inform changes to future training and operational delivery.

2.1.5 **Governance** – Collaboration and Strategic Direction

This relates to the duty for emergency services to collaborate under the Police and Crime Act 2017. As stated earlier, a Blue Light Collaboration Joint Advisory Board has been set up between WCC and the PCC to provide leadership and oversight, and a Strategic Planning Board is in place consisting of Chief Officers of the Police/Fire Services across the Warwickshire and West Mercia Police Alliance to consider and advance operational and organisational collaboration opportunities.

3. **Future Fire and Rescue Assessment**

- 3.1 A key pillar of the Home Office Fire Reform Programme has been to re-introduce a national Fire Service Inspectorate, namely Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). Inspections are due to commence from April 2018. It is not yet clear if some form of Peer Challenge will remain in place as an improvement tool in addition to the new inspection programme.

4.0 **Timescales and next steps**

- 4.1 It is suggested that a final update report on progress is brought to the Resources and Fire and Rescue Overview and Scrutiny Committee on 25 April 2018.

	Name	Contact Information
Report Author	AC David Pemberton	davepemberton@warwickshire.gov.uk Tel: 01926 423231
Head of Service	DCFO Rob Moyney	robmoyney@warwickshire.gov.uk
Strategic Director	CFO Andy Hickmott	andyhickmott@warwickshire.gov.uk
Portfolio Holder	Cllr Howard Roberts	cllrroberts@warwickshire.gov.uk

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

Portfolio Holder for Fire and Community Safety
Chair and Party Spokespersons of the Fire and Resources Overview and Scrutiny Committee

Operational Assessment and Fire Peer Challenge 2016

Action Plan

Strategic Themes: Community Risk Management, Collaboration, Business Planning, Organisational Risk Management, Organisational Learning, Staff Communications and Governance.

No:	Strategic Theme	Action	Delivery Mechanisms	Responsible Person	Progress / Target Dates
1	Community Risk Management	<p>Republish a prevention strategy that:</p> <ol style="list-style-type: none"> 1. Is driven by local risk profiles. 2. More closely integrates Prevention and Response. 3. Allows resources to be targeted appropriately. 4. Delivers selected Health and Social Care outcomes 	<p>Community Fire Protection and Arson Reduction Plan</p> <p>District plans</p>	AC Jon Dixon	<ol style="list-style-type: none"> 1. Complete - District plans have been developed that are based on local risk priorities. 2,3.Complete – A restructure of Response and Prevention has been completed that provides a more integrated model of service delivery. This is now reflected in the Community Fire Protection and Arson Reduction Plan 4. A Prevention Policy and Partnership Manager has been employed on a part-time fixed term contract. This role will help develop the new prevention strategy to incorporate health and social outcomes, and secure the partnerships and funding streams needed to deliver them on a sustainable basis.
2	Collaboration	<ol style="list-style-type: none"> 1. Improve Service Delivery Collaboration by: <ul style="list-style-type: none"> • Developing prevention plans with partners, e.g.: WCC Community Safety, Public Health and Adult Social Care teams. • Review external agency involvement with operational exercises and resilience planning 2. Improve Corporate Collaboration by: 	<p>Prevention Departmental Plan</p> <p>WCC Heads of Service engagement meetings</p> <p>IRMP Working Group</p> <p>TADC Departmental Plan</p> <p>IRMP Action Plan 2017/18</p>	<ol style="list-style-type: none"> 1. AC Jon Dixon 2. DCFO Moyney 3. AC Dave Pemberton 	<ol style="list-style-type: none"> 1. A Prevention strategy for delivering wider social value is being developed based on the outcomes of WCC Heads of Service engagement meetings and partnership meetings with WCC Community Safety, Public Health and Adult Social Care. The strategy will be formed around the following themes agreed with partners: Emergency Medical Response, Slips Trips and Falls Prevention, Telecare Rapid response Support, and Home Assessments for Hospital Discharge. These will continue to be developed as part of the IRMP Action Plan 2017/18 – completion target date March 2018. <p>Exercise Sahara, which involved a range of external</p>

		<ul style="list-style-type: none"> • Redefining support service requirements and quality. • Ensure an enhanced understanding of FRS future plans and organisational needs. <p>3. Improve Emergency Service Collaboration by:</p> <ul style="list-style-type: none"> • Publicise outcomes from Blue Light Collaboration Board • Increase visibility of joint working and ensure clarity on lead officers between Warks and West Mercia Police and Fire Services. 			<p>agencies, was conducted March 2017. The WFRS Training manager (who chairs the LRF training and exercising group) has developed an LRF exercise programme with LRF partners. The group meets every 6 weeks to update, monitor and review the programme.</p> <p>2. A review of organisational capacity to meet demands was launched April 2017. Over £700k of reserves has been allocated to boost critical areas. Support Service requirements and SLA's are under review with some areas complete – completion target date March 2018.</p> <p>3. Collaboration workshops have been held, and a revised collaborative governance arrangement and terms of reference have been agreed with H&WFRS, Shrops FRS, and WWMP. Meeting also taking place with Warwickshire Police to agree some local areas of work. Target date - March 2018.</p>
3	Business Planning	<p>1.Continue to develop clear priorities with good staff engagement.</p> <p>2.Continue to build on the good work in developing leadership</p>	<p>1. Business Planning process 2017/18</p> <p>2. One Service Programme</p>	<p>1. DCFO Moyney</p> <p>2. Rachel Barnes</p>	<p>1. Complete – a business planning process has been completed that has developed clear priorities for 2017/18. Staff have been engaged through Direction and Context meetings, and the Staff Engagement Network.</p> <p>2. Complete - All senior managers above Station Commander level have attended the Personal Leadership Programme (PLP). All Station Commanders are booked on the PLP in February 2018 . WC's and CC's are able to book onto a leading for Warwickshire course through WILMA. The leadership behaviours of these programmes are now an integral part of the appraisal and 1 to 1 process. Senior managers also attend a monthly meeting to review PLP learning and to reinforce positive behaviours. Current activity and plans will</p>

					be embedded by the new Promotion and Development Service Order.
4	Business Planning	Strengthen and embed the 'review'; element of the 'Plan, Do, Review' process within our change programme.	-Service Improvement Departmental Plan	AC Dave Pemberton	Complete – a programme of project reviews has been developed and implemented.
5	Organisational Risk Management	Strengthen Contingency Planning arrangements throughout WFRS.	-Business Continuity Policy -Business Continuity Impact Assessments -Business Continuity Plans -Dedicated Business Continuity role	AC Dave Pemberton	A Business continuity role is established. A business continuity management system policy created (in consultation). The Service Policy on Risk management has been reviewed, changes are being made to integrate risk management and business continuity within the process framework, and generally to improve understanding of risks. Business impact analysis (BIA) work has been carried out with all GC's to look at staff capacity issues. Further BIA work is to be planned to look at premises and other physical resource capacity issues. Business Continuity plans are in place for stations . Business Continuity plans for 'Personnel Absence - Maintaining an Emergency Response' have been created and are in consultation. Target Date January 2018.
6	Organisational Risk Management	Investigate alternative methods for providing a more flexible approach to deliver training to on-call firefighters.	-Training and Development Centre Departmental Plan	AC Barnaby Briggs	Learn pro and imac computer purchased to enable production of you tube style learning packages. Plans being made to recruit individual to produce modern training packages – target date March 2018. The provision of our own new training centre facility will enable far more flexibility over when and how on-call training courses are delivered – target date early 2019.
7	Organisational Learning	Improve the organisational learning mechanisms within the training and exercise programs.	-Training and Development Centre Departmental Plan -A single point of responsibility	AC Barnaby Briggs	Complete – A single contact point (email address) is now active that enables the capture of feedback from training exercises – monitored by the Training dept.

			<p>for managing an exercise program and recording appropriately.</p> <p>-Improving feedback processes from training courses.</p>		<p>A new operational incident command debrief process was trialled during the large scale (high rise) exercises. If deemed to be successful this will be adopted for all future large scale exercises.</p> <p>Electronic course feedback is now in place for incident command courses and being phased in across all training delivered.</p>
8	Governance	Utilise the Police and Crime Act 2017 and new duty for emergency services to collaborate to assess and deliver the optimum strategic direction for WFRS		Portfolio Holder and Lead Members CFO	<p>WCC members have considered a range of potential opportunities provided by the Police and Crime Act. At this stage, a “Blue Light Collaboration Joint Advisory Board” has been established between both WCC and the Warwickshire PCC to provide leadership and oversight of all appropriate opportunities. At officer level, a Strategic Planning Board consisting of Chief Officers of the 5 Police/Fire Services across the Warwickshire and West Mercia Police Alliance regularly meet to consider and advance operational and organisational collaboration opportunities.</p>

Resources and Fire & Rescue Overview and Scrutiny Committee

20 December 2017

A report on the operational performance of Warwickshire Fire and Rescue Service 2016/17

Recommendation

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

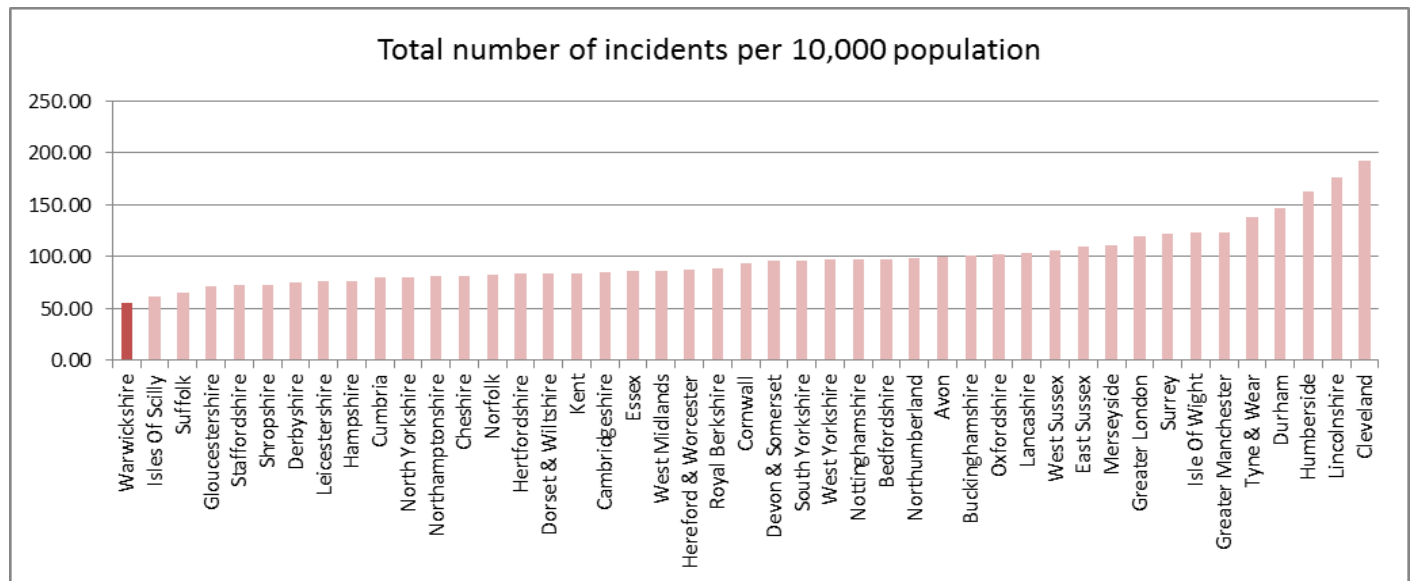
1.0 Introduction

- 1.1 This report summarises the performance of Warwickshire Fire and Rescue Service (WFRS) against certain key incident categories in comparison to the other 44 English Fire and Rescue Services (FRSs) and against a range of organisational factors where broad comparisons can be made. Incident data has been taken from the Fire Statistics Data Tables April 2016 to March 2017; population and property information has been taken from the CIPFA latest published statistics. Incident data is collated using the national Incident Recording System used within each FRS. It should be noted that FRS supplied data is no longer subject to a national audit process and therefore it cannot be guaranteed that information is consistently recorded or presented from Service to Service.

2.0 Incident Activity

- 2.1 Across England, despite an increase in incidents attended during 2016/17, there has been a declining trend since 2003/04 in the number of incidents attended by Fire and Rescue Services. The longer term trend for incidents attended is also apparent within Warwickshire, however in contrast to the national increase during 2016/17 there was an overall reduction in Warwickshire of 7% compared to previous year.

2.2 Total Incidents Attended – this category includes all incidents attended by the Fire and Rescue Service including all fires, false alarms, special services including emergency medical response and road traffic collisions (RTCs).

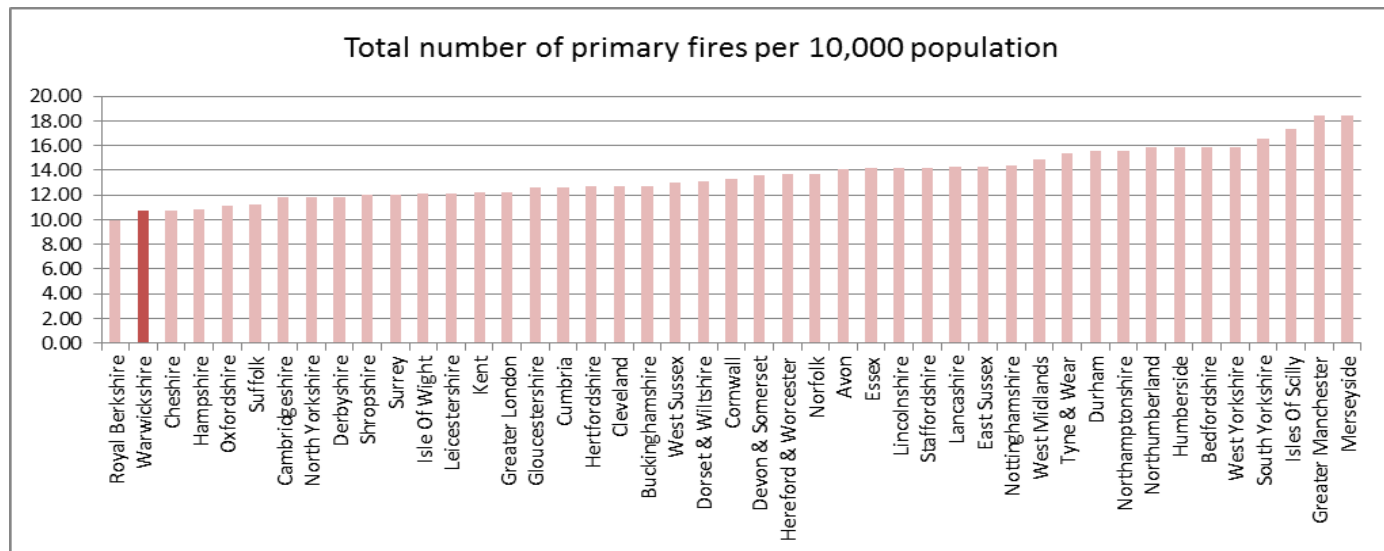


Warwickshire: 54.80
 Position: 1/45
 England: 100.92
 Average: 98.30
 5 year increase 61%

2.3 When compared with other Fire and Rescue Services, Warwickshire attends the lowest levels of incidents per 10,000 population. In part this is due to local processes of challenging the information provided by 999 callers and only mobilising to certain emergency incidents that might still be routinely attended elsewhere. However, there are also incident types which are attended and recorded by other Fire and Rescue Services that are not in place across Warwickshire. For example, in the majority of regions across the country Fire and Rescue Services provide a co-responding emergency medical response on behalf of the local Ambulance Service and explains why Lincolnshire Fire Service, for example, appears significantly higher in the table. In Warwickshire and across the West Midlands Region this is not yet the case and the response to medical emergencies is restricted to a Community First Responder pilot scheme in Southam. The overall rate for total incidents in Warwickshire per 10,000 population has changed from 60.90 in 2015/16 to 54.80 in 2016/17. The changed rate that has been experienced in Warwickshire has not been apparent at a national level with the rate increasing from 98 to 100.92.

2.4 In Warwickshire, at quarter 2 2017/18 there has been a 5.3% increase in the total number of incidents attended compared to the same period in 2016/17. This is in part due to seasonal trends but also a conscious change in policies such as non-life risk rescues and entrapments which resulted in WFRS mobilising to more incidents.

2.5 Primary Fires - These are fires that involve property or vehicles or where casualties or rescues have occurred; they also include incidents where five or more fire engines are in attendance. This category of fires includes domestic and non-domestic fires, vehicle fires and other property fires.

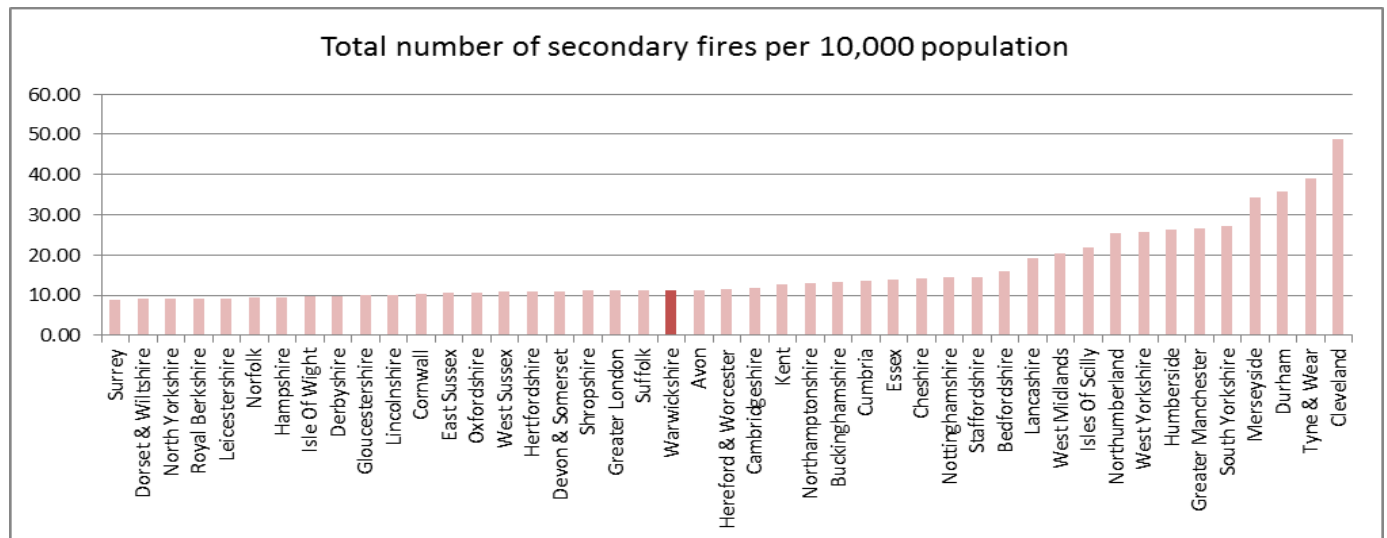


Warwickshire: 10.72
 Position: 2/45
 England: 12.12
 Average: 13.60
 5 year reduction 10.9%

2.6 Nationally there has been a decrease in the number of primary fires per 10,000 population compared to the previous year, 12.12 in 2016/17 compared to 13.52 in 2015/16. Warwickshire follows this trend with a rate of 10.72 compared to 11.15 and maintained the number two ranking position from last year.

2.7 In Warwickshire, at quarter 2 2017/18 there has been a 2.1% increase in the total number of primary fires attended compared to the same period in 2016/17. There appears to be no specific reason for this increase, however this follows the overall trend for quarter 2 across the majority of other indicators.

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

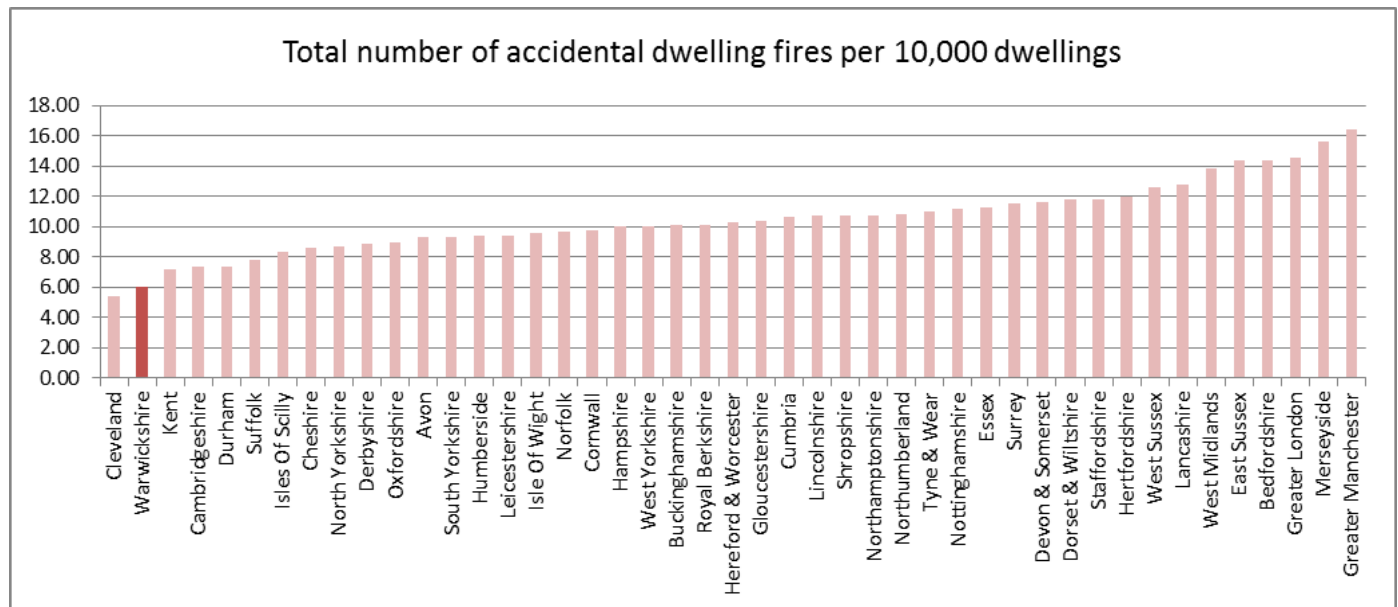


Warwickshire: 11.23
 Position: 21/45
 England: 11.99
 Average: 16.05
 5 year reduction: 6%

2.9 During 2016/17 the level of secondary fires in England reduced to 11.99 from 15.67 in 2015/16. Warwickshire levels also reduced by a smaller margin from 11.89 to 11.23 and Warwickshire improved its league position by five positions.

2.10 In Warwickshire at quarter 2 2017/18 levels of secondary fires have increased by 1.6% compared to the same period in the previous year. This appears to be predominantly due to the period of hot, dry weather that has been experienced over the reporting period.

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



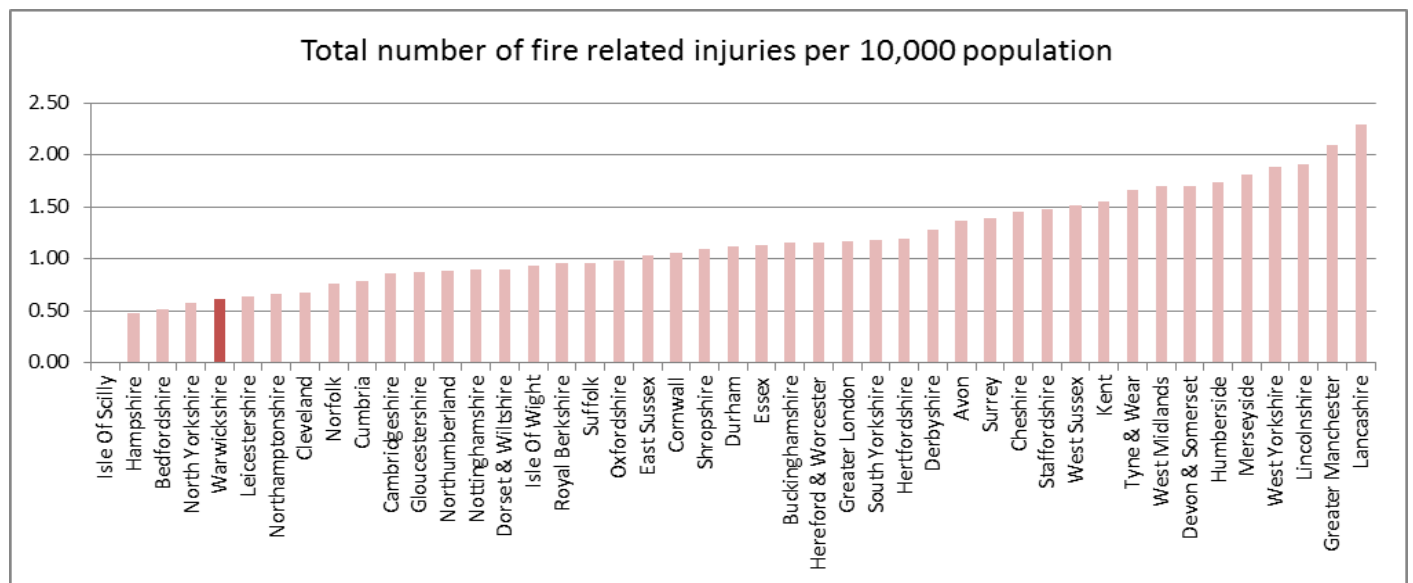
Warwickshire: 6.00
 Position: 2/45
 England: 11.50
 Average: 10.50
 5 year reduction 7.59%

2.12 The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2016/17 compared to 2015/16. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second position from 2015/16 and by further reducing the rate of accidental dwelling fires from 6.21 to 6.0. For Warwickshire at quarter 2 of 2017/18 the low levels of accidental dwelling fires remain at a similar level to 2016/17.

2.13 Fire Related Deaths and Injuries - Fire related deaths and injuries are primary incidents where either the cause of death has been recorded by the Coroner as fire related or where a sustained injury has been fire related such as smoke inhalation or burns and also includes any precautionary checks. The measure includes both members of the community and WFRS personnel.

2.14 WFRS has historically experienced very low numbers in terms of fire related deaths however during 2016/17 there were 3 fire related deaths, full investigations have been undertaken to understand the circumstances behind these tragedies. Please note a chart has not been included for this measure as such low levels of fire related deaths occur nationally.

2.15 In Warwickshire at quarter 2 2017/18 there have been 2 fire related deaths both in the same aircraft incident.

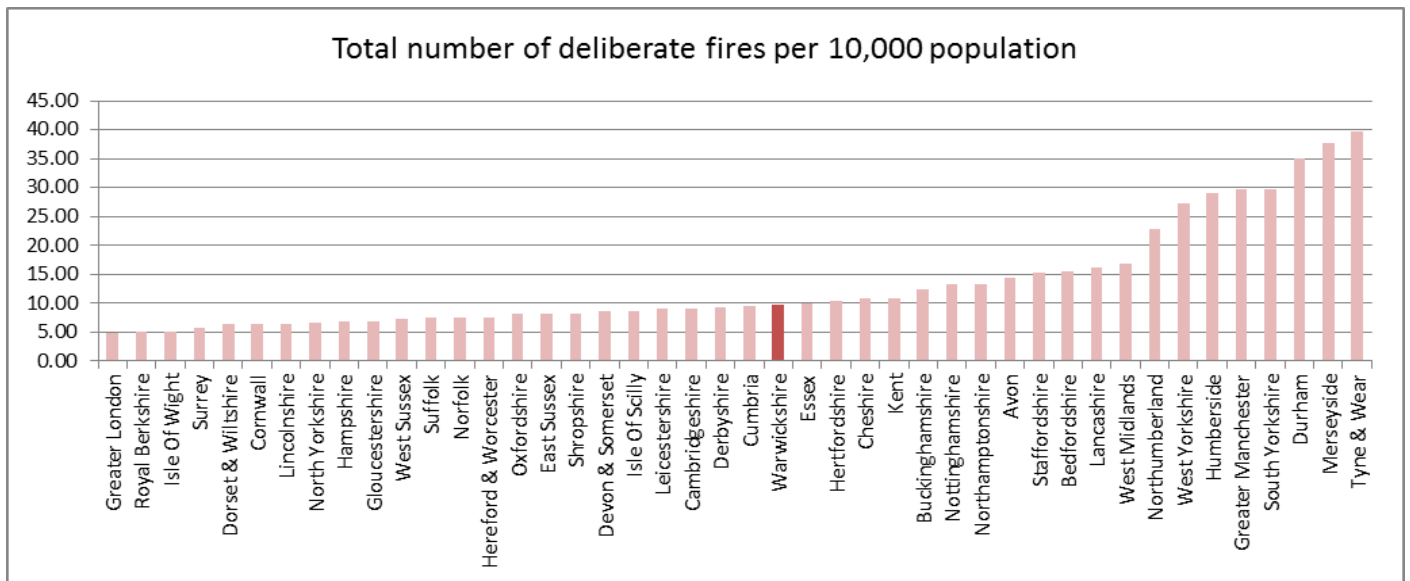


Warwickshire: 0.61
 Position: 5/45
 England: 0.98
 Average: 1.16

2.16 Warwickshire’s performance in terms of fire related casualties per 100,000 populations is consistent with last year’s levels with a recorded rate of 0.61 in 2016/17 compared to 0.58 in 2015/16 and is the fifth best performer. Nationally the levels also remained relatively consistent between the two financial years.

2.17 In Warwickshire at quarter 2 2017/18 levels of fire related injuries overall remain low however there has been an increase to 10 compared to 3 in the same period for 2016/17.

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

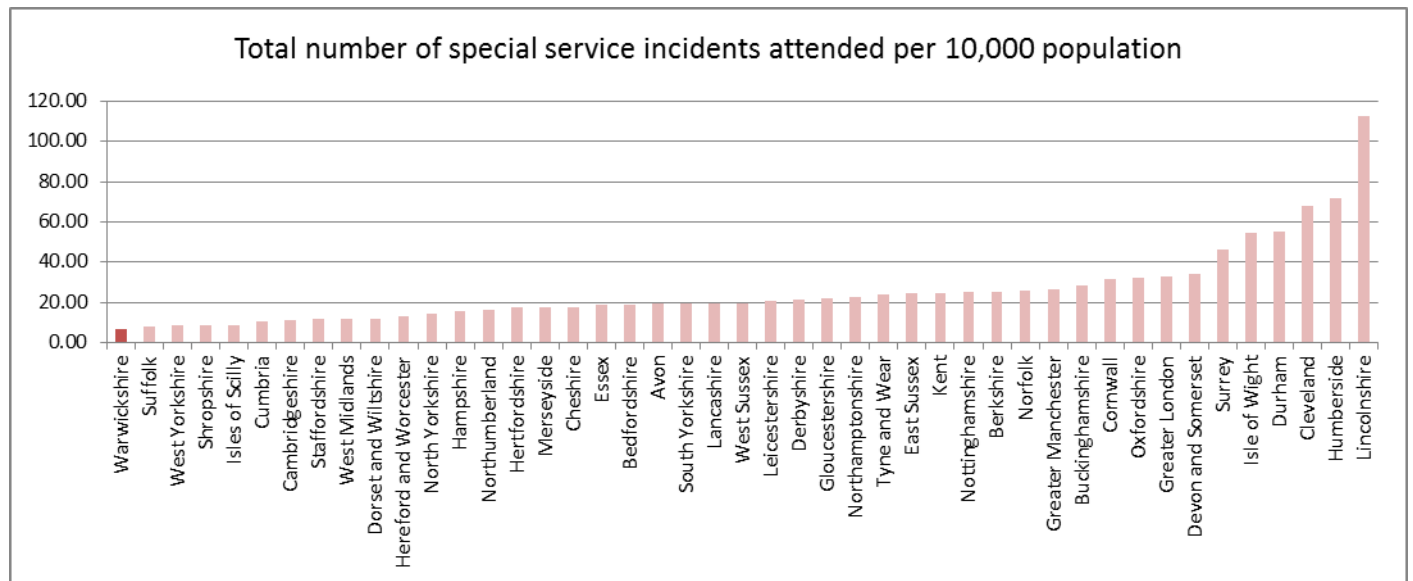


Warwickshire: 9.75
 Position: 24/45
 England: 13.89
 Average: 14.15
 5 year increase 10.6%

2.19 Across England the levels of deliberate fire setting have increased slightly from 13.64 to 13.89 during 2016/17 compared to the previous year, in terms of the overall rate. Warwickshire improved the overall league position from 29 to 24 as the rate of deliberate fires decreased from 12.15 to 9.75.

2.20 In Warwickshire at quarter 2 2017/18 levels of deliberate fires have increased by 3.4% compared to the previous year. The increase was experienced during the hot, dry period of weather that occurred during the first quarter of the year despite active intervention initiatives planned and delivered in known hot spot areas and at peak activity times; there was also an increase in deliberate vehicle fires from 34 in 16/17 to 50 in 17/18.

2.21 Special Services - This incident category includes a diverse range of incident types including emergency medical response, flooding, hazardous material, rescue or release or people.

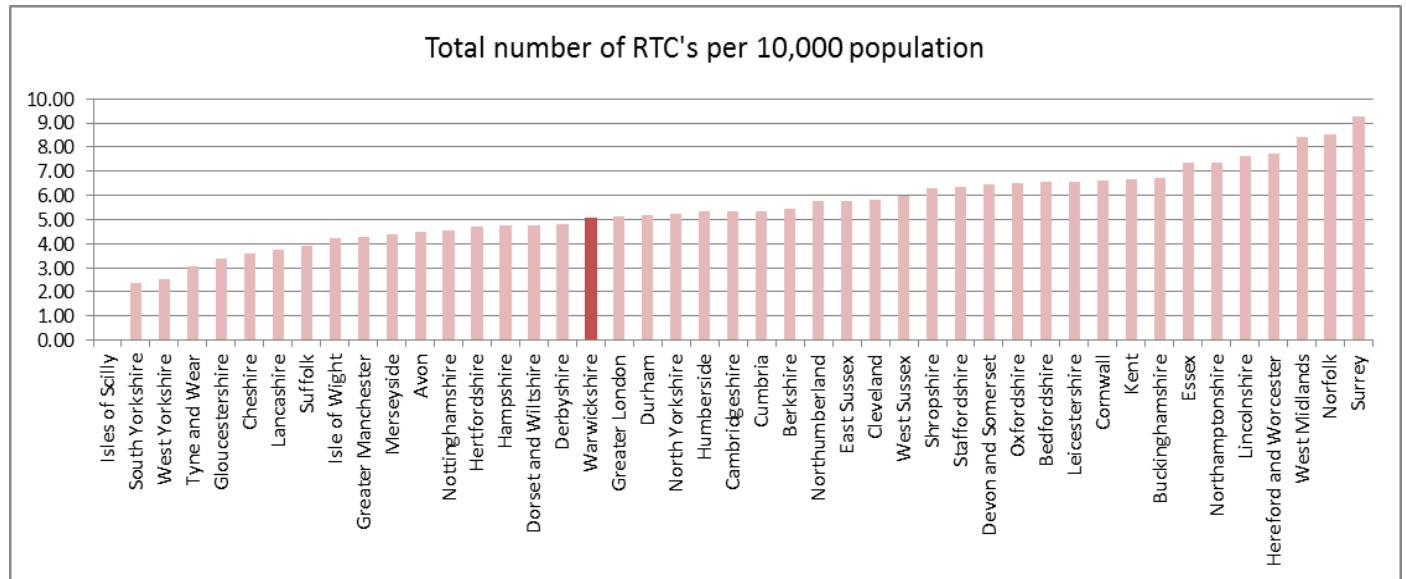


Warwickshire: 6.59
 Position: 1/45
 England: 25.14
 Average: 25.74
 5 year increase 40.6%

2.22 Warwickshire attends the lowest levels of special service incidents per 10,000 population by virtue of its challenge of 999 callers and its attendance policies, and the fact that emergency medical responding is not yet widely practised or recorded in Warwickshire unlike some other areas. Recent policy changes by WFRS have revised some previous non-attendance decisions and as attendance at emergency medical response incidents increases and are recorded it is anticipated that the Service’s position will change in line with public expectations.

2.23 In Warwickshire at quarter 2 2017/18 levels of special services have increased by 4.5% compared to the same period in 2016/17.

2.24 Road Traffic Collisions (RTCs) - This incident category relates to incidents that WFRS attend where there has been a road traffic collision on Warwickshire roads. The Operational activity at such incidents will depend on the nature of the incident but regularly includes extricating injured persons from the vehicle.



Warwickshire: 5.09
 Position: 18/45
 England: 5.45
 Average: 5.42
 5 year increase 59%

2.25 Nationally the rate of RTC incidents decreased from 5.69 to 5.45 there was a corresponding decrease in Warwickshire from 5.78 to 5.09. Warwickshire improved its league position from 25th in 2015/16 to 18th in 2016/17 and performs better than the national average.

2.26 In Warwickshire at quarter 2 2017/18 the most serious category of RTCs that require casualties to be extricated from a vehicle has increased by 36% from 42 in 2016/17 to 57 in 2017/18.

3.0 Conclusions on Incident Activity

3.1 Overall performance remains consistently good in a number of key areas both in terms of the long term trend but also by comparing WFRS against other FRs. Despite improved benchmarking performance, focus needs to remain in particular on deliberate fire setting and RTCs as performance in these areas could be improved to reduce the risk and improve the safety of Warwickshire communities. There has been an increase in operational activity in the first 6 months of 2017/18, which in some cases relates to proactive decisions to attend incidents where risk or vulnerability exists in the community.

4.0 Community Fire Safety

- 4.1 WFRS has a small centralised Community Fire Safety (CFS) team that in itself delivers a range of initiatives, in addition frontline personnel deliver a number of activities to compliment the overall aim of keeping the public safe.
- 4.2 In February 2017 the County Council agreed to “invest £200K to pump prime the Fire and Rescue Services increased support for the vulnerable, including home fire safety”. Following the three fatal fires in the early part of 2017 WFRS wanted to ensure the funding was targeted to the most important areas of prevention. In July WFRS invited Staffordshire Fire and Rescue Service (SFRS) to undertake a review of its prevention department and its activities, the conclusions from this visit were included in the OSC report 13th September 2017 titled “Fire Deaths in Warwickshire 3rd January and 24th February”.
- 4.3 The key outcomes of the SFRS visit was the recognition that WFRS delivers a range of successful activities, however SFRS recommended the Service strengthen its approach to specific areas of prevention and on this basis WFRS has sought to invest the additional funding in the following areas.
- Targeted safe and well visits for the most vulnerable members of the community.
 - The coordination of community safety in rural areas and the use of Retained Firefighters to undertake community safety activities.
 - The targeting of community safety activities to the most needed areas of the county.
 - The development of policies and partnerships for example Adult Social Care, in order to deliver community safety to the most vulnerable.
- 4.4 The Service has invested the funding into a range of fixed term appointments to deliver these activities. The following is a real example of how the additional funding has assisted in the provision of capacity and skills to support a vulnerable member of the community across a wide range of issues.
- 4.5 Part of the funding was used to provide training and enhance the community safety knowledge of the Retained Duty System (RDS) staff. Following this training an RDS firefighter observed an elderly lady fall when getting out of her car in Stratford. The lady was badly shaken and the RDS firefighter assisted her to get home safely, on arriving at her house he found the door open and house unlocked. The RDS Firefighter was also aware that the clothes she was wearing were dirty with food stains.

- 4.6 The RDS firefighter referred the lady to the Service's Community Safety Team and within a few hours two of the Service's newly appointed staff, with a local Police Community Support Officer visited the lady. They identified some worrying signs, such as a kettle had burnt out and water was being boiled on the stove, the lady was unwashed and the maintenance of the house was in need of some attention. It was apparent from the fridge that she wasn't eating correctly and when asked she said that the shopping was too heavy to bring home.
- 4.7 As a result of this visit, Fire and Rescue staff replaced her front door lock as it was broken and door could not be closed, they purchased a kettle and replaced the damaged and unsafe one which removed the potential fire hazard of boiling water on the hob. Our staff also contacted Social Services and local health teams to assess and work with the lady and set up a home delivery for shopping and also arranged for some extra help around the house. In addition further work has been undertaken with Trading Standards to investigate gardening invoices for £3,500 which the lady could not confirm had been completed.
- 4.8 This case study is an example of not only the excellent work of the Community Safety Team working in partnership with others. It also highlights the additional benefits of enhancing the skills of RDS firefighters and the immediate benefits of further investment in the Service's Community Safety actions to protect a vulnerable member of the community.

5.0 FRS fire safety initiatives

- 5.1 Within WFRS there are a number of established fire safety initiatives and strategies which help keep the communities of Warwickshire safer from the risk of fire and other emergency situations. The initiatives are targeted and deployed when and where they are needed most. These initiatives include:
- **Safe and Well Checks** - These are visits into the homes of those people who may be at greater risk of having fires in the home to offer guidance and advice and in some cases, to fit smoke detectors. The visit now incorporates a wider range of risks in the home including from slips, trips and falls. The Community Fire safety team have strengthened relations with Social Care colleagues to gain referrals to people who may benefit from the service.
 - **Schools Programme** - Visits take place to children in Primary Schools in years 1 and 5; our aim is to develop the children's knowledge and understanding of fire safety behaviour and to provide them with survival skills in the event of a fire. Secondary schools also have visits to reinforce the "FIRE!" scheme which is used by teachers in schools during Personal, Social and Health Education / Citizenship lessons; pupils will have worked through the scheme before they receive a visit by a Community Fire Safety Officer and so have some knowledge of fire safety and arson awareness.

- **Targeted Campaigns** throughout the year - National campaigns such as the Tick, Tock, Test will be supported locally. In addition local bespoke campaigns such as the Chimney Fire awareness which is based on our own historical information around when and where incidents occur.
- **Small Fires Unit (SFU)** - Joint high visibility patrol with Police Community Support Officers (PCSOs) in deliberate small fire hotspots in Nuneaton and Bedworth. The SFU will challenge anti-social behaviour; provide fire safety education and messages to young people. They are directly based on intelligence from Arson Reduction and Police.
- **Anti-Social Behaviour Intervention Team (ASBIT)** - Joint high visibility patrols with PCSOs to challenge anti-social behaviour and provide fire safety/ASB education. Schemes run at peak times (school holidays, exam results time and Halloween and Bonfire).
- **Bicycle Intervention, Knowledge and Education (B.I.K.E)** - High visibility patrols of wooded areas and recreational grounds to engage and educate young people in Nuneaton and North Warwickshire areas. This scheme runs on a peak demand basis.
- **Fire Safety Audits** - The audit is an examination of the business premises and relevant documents to ascertain how the premises are being managed regarding fire safety. Advice and information is offered during the visit as well as any improvement action required.
- **Site Specific Risk Checks (SSRCs)** - Joint visit to targeted premises across the county to gather premises risk information for Firefighter and Public Safety. Targeted premise lists are created based on a number of criteria including incident type, frequency and associated risks to firefighters.
- **Business Fire Safety Checks (BFSCs)** - Crews undertake visits to lower risk 'fire safety' premises with a higher 'firefighter' risk such as offices, factories and warehouses for familiarisation but also to offer advice and support.
- **Rural Crime** - Work with Rural Crime co-ordinators to visit rural victims of arson and to provide prevention advice to surrounding farms.

- **Road Safety Education** - The Service works in partnership with Warwickshire County Council (WCC) Road Safety Partnership to deliver the “Fatal Four” education sessions within secondary schools and colleges across the county. The session aims to encourage safe driving habits with inexperienced drivers. This year will see Fatal Four becoming part of the award winning ‘Driving Ambitions’ which is the larger WCC Road Safety Education programme. This is an excellent recognition of the important role that the Fire Service can play in raising road safety awareness.
- Since the Grenfell Tower tragedy in June high rise premises have been visited across the county to assess and improve fire safety practices and resident awareness.

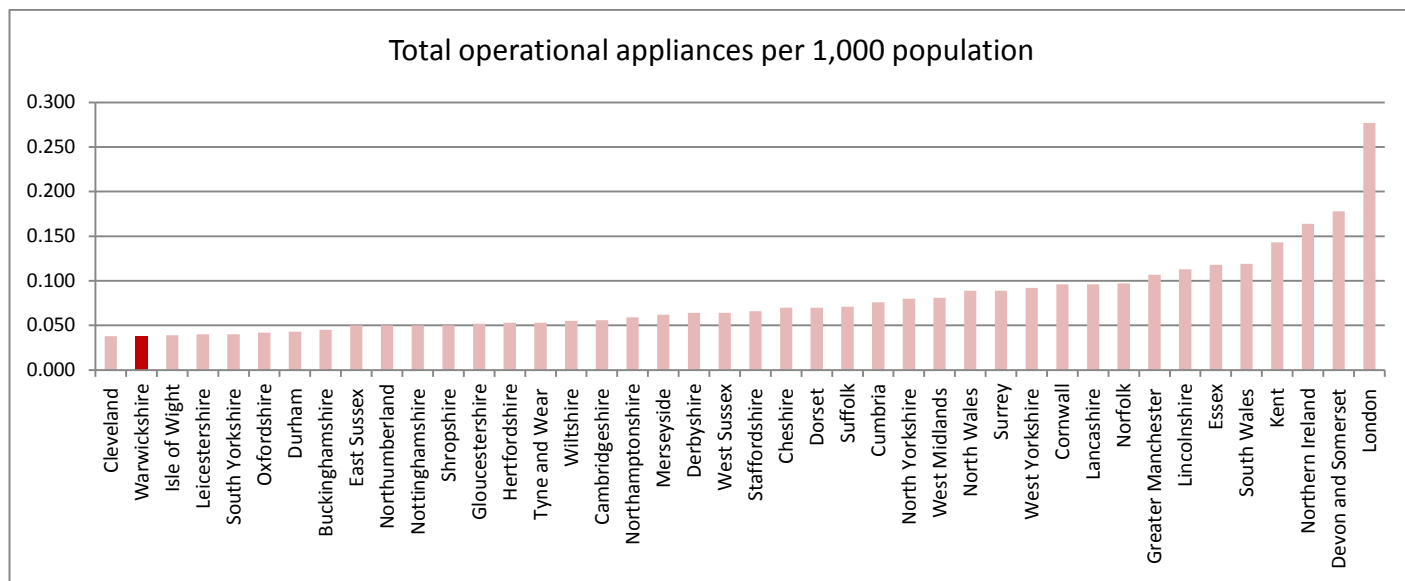
5.2 The Warwickshire Risk Profile analyses the risk across the County in greater detail and Local Risk Plans are developed and used by stations to address their local risk. There is a Management Information Dashboard that can be used to monitor incident activity at station level and by the Arson Reduction Manager. Senior managers at tactical and strategic level review and challenge performance at six weekly performance meetings.

6.0 Resources

6.1 Alongside the benchmarking of incidents, CIPFA produces comparison figures for resources for all England and Wales Fire and Rescue Services. This section provides an overview of some of this comparison data. The data is taken from the annual CIPFA statistics for 2016-17 which are gathered nationally and based on the budgeted position. The provision of the original data is optional for individual FRSs, however, and not all Services contribute full data. In addition, WFRS are aware that there are some inconsistencies in the way that the information is compiled by different Fire and Rescue Services, and any conclusions drawn from the comparisons should be treated with a degree of caution.

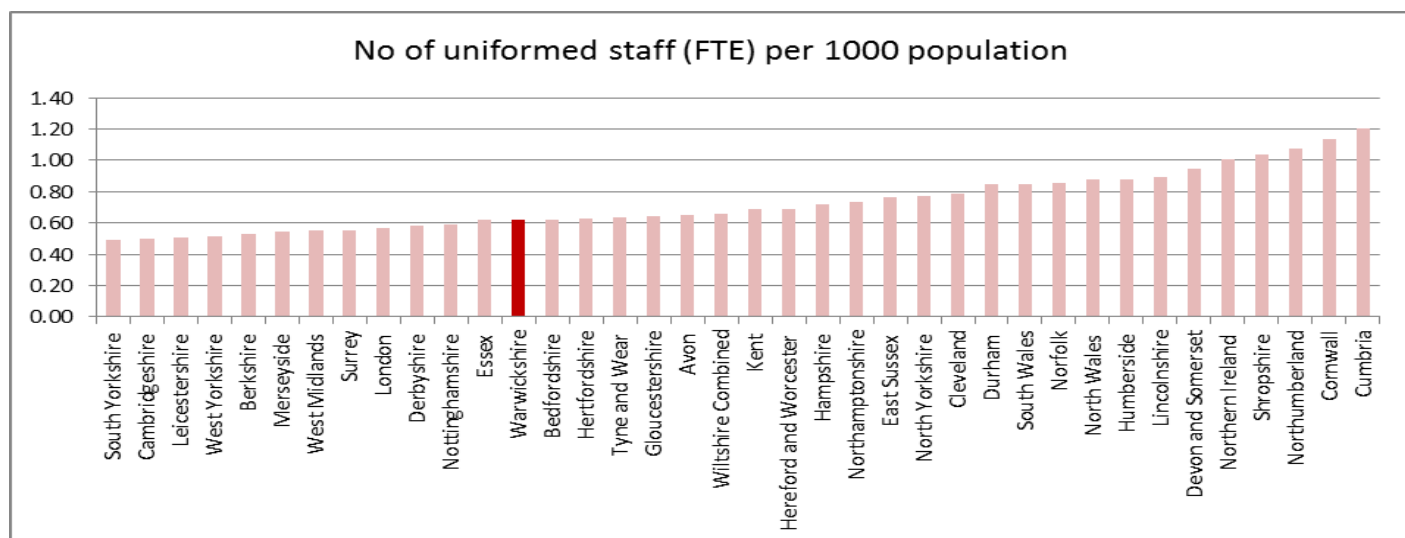
6.2 WFRS are aware, in particular, that expenditure data across Fire and Rescue Services is not produced in a consistent way, and therefore cost comparisons between Services are not reliable at present. With the new HMICFRS inspection regime imminent, work is underway at a national level, in conjunction with CIPFA, to develop a set of financial indicators which can be used for comparison purposes across the sector.

6.3 Total Operational Appliances - This category includes all frontline operational appliances and excludes any training vehicles. 42 British Fire Services provided data and this is presented per 1,000 population in order to be consistent across Services.



Warwickshire: 0.038
 Position: 2/42
 Authority Total: 3.35
 Average: 0.079

6.4 Total Uniformed Staff (Full Time Equivalent) - This category includes all full and part time firefighters, officers and Control Room staff and is calculated as a full time equivalent rather than as head count. Non uniformed staff have not been included in the comparison, because a proportion of WFRS Fire and Rescue staff are part of Resources Group and therefore this figure would not be comparable to other FRSs (e.g. standalone services).



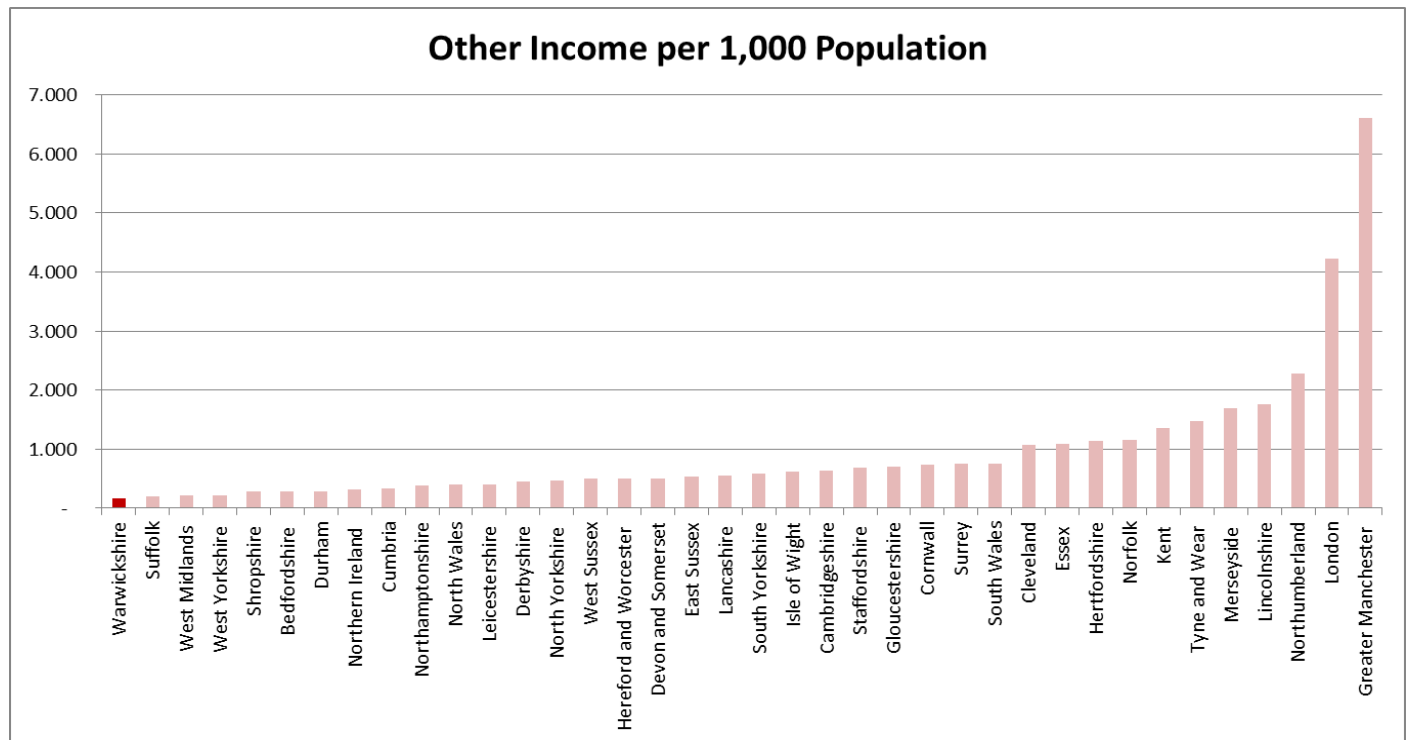
Warwickshire: 0.62
 Position: 13/38
 Authority Total: 0.73
 Average: 0.68

6.5 Only 38 FRs provided this data. Warwickshire sits slightly below the average for all respondents but not to a significant level.

6.6 Reduction in Establishment Levels - In addition to the CIPFA data the Home Office publishes comparative data regarding headcounts by role for each English Fire and Rescue Service. The table below illustrates the changes in headcount by role for Warwickshire compared to England as a whole between 2010/11 and 2016/17. This period covers various organisational changes implemented through the Improvement Plan that followed the Atherstone on Stour Fire, as well as more recent changes that arose through the WCC One Organisational Plan. It can be seen that compared to the national figures WFRS has reduced the number of senior officers at Brigade Manager, Area Manager and Group Manager level in excess of the overall national figure. The number of Firefighters has been reduced by similar levels compared to the national figure; however the number of middle and junior officers at Station Manager and Crew Manager level has increased. Locally the Crew Manager increase was deliberate and was associated with new crewing patterns being introduced at stations that reduced Firefighter and Watch Manager levels to the figures indicated below. Across all operational roles in Warwickshire the number of staff has reduced by a total of 16.06% throughout the period, whereas across the rest of England the overall number of operational roles has reduced by 20.89%.

		Brigade Manager	Area Manager	Group Manager	Station Manager	Watch Manager	Crew Manager	Firefighter	Total
England	2010/11	158	195	638	1,569	4,481	3,903	18,073	29,018
Warwickshire		3	4	10	12	44	41	160	274
England	2016/17	121	166	470	1253	3731	3313	13904	22957
Warwickshire		2	3	6	14	31	51	123	230
England reduction		-37	-29	-168	-316	-750	-590	-4,169	-6,061
%		-23.42	-14.87	-26.33	-20.14	-16.74	-15.12	-23.07	-20.89
Warks reduction		-1	-1	-4	2	-13	10	-37	-44
%		-33.33	-25.00	-40.00	16.67	-29.55	24.39	-23.13	-16.06
% diff Warks v England		-9.92	-10.13	-13.67	36.81	-12.81	39.51	-0.06	4.83

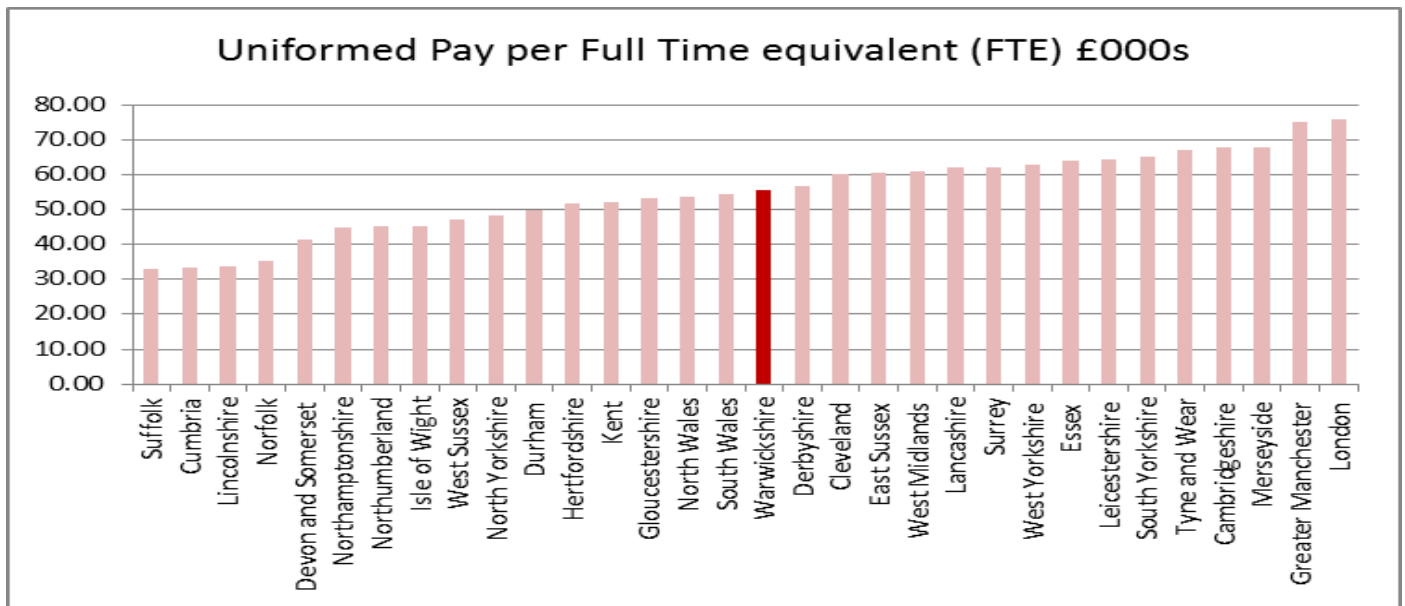
6.7 Other Income per 1000 Population - This reflects the income that is generated by Fire and Rescue Services which is not related to specific grants. It will reflect, for example, income charged for special services, and third party contributions for emergency medical response first responder and co-responder activity.



Warwickshire: £162
 Position: 38/38
 Average: £955

6.8 Warwickshire generates the least other income of all Fire and Rescue Services who submitted data. While details of the type of income being generated by other Services is not available, and the definition of what is deemed to be “income” in other services appears to vary considerably, the evidence suggests that there is scope to do further investigation with other Services to identify the nature of their income and to increase this source of funding for Warwickshire Fire and Rescue Service.

6.9 Uniformed Pay per Full Time Equivalent (£000's) - This provides the average pay per uniformed member of staff (operational and support).



Warwickshire: 55.64
 Position: 17/32
 Authority Total: 54.69
 Average: 55.12

6.10 WFRS has slightly above average employee spend per uniformed FTE and this was anticipated when the revised operational response model was agreed in 2015. This sees Warwickshire having a higher number of uniformed staff on shift patterns that attract a supplement above the otherwise nationally agreed pay levels. The wholetime staffing model at Stratford Fire Station, for example, now has 12 wholetime firefighters employed in place of the previous establishment of 28, but these 12 remaining staff earn an additional allowance for providing extended cover thereby increasing average pay for a reduced overall number of staff.

Supporting Documents

OSC report 13 September 2017 titled "Fire Deaths in Warwickshire 3rd January and 24th February"

	Name	Contact Information
Report Author	DCFO Rob Moyney	robmoyney@warwickshire.gov.uk 01926 466201
Head of Service	DCFO Rob Moyney	robmoyney@warwickshire.gov.uk 01926 466201
Strategic Director	CFO Andy Hickmott	andyhickmott@warwickshire.gov.uk 01926 412267
Portfolio Holder	Cllr Howard Roberts	howardroberts@warwickshire.gov.uk

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

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
Councillor Kam Kaur- Portfolio Holder for Customer and Transformation

Resources and Fire & Rescue Overview and Scrutiny Committee

20 December 2017

Treasury Management Monitoring Report 2017/18

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on Treasury Management in respect of the first half of 2017/18.

1 Introduction

1.1 Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management (Revised) 2011. The primary requirements of the Code are the:

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

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

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

"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks

associated with those activities; and the pursuit of optimum performance consistent with those risks.” (CIPFA Code of Practice).

2 Investments

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

2.2 Security and liquidity of cash are prioritised above the requirement to maximise returns. The Council adopts a cautious approach to lending to financial institutions, and continuously monitoring credit quality information regarding the institutions on the Council’s approved Lending List.

2.3 The Council’s investment portfolio at September 2017 was as follows:

Table 1: Investment Position at 30 September 2017

	Invested at 30 September 2017
	£m
In house deposits	0.8
Money Market/External Funds	236.8
Total	237.6

2.4 At any one time, the Council may hold large amounts of cash (in this instance over £200m). “In house deposits” are defined as cash held in the Council’s accounts at Lloyds bank and fixed term deposits with building societies/banks/other Local Authorities. “Money market/external funds” are defined as investments that are managed by professional asset managers.

2.5 Performance of the Council’s investments (weighted) versus the benchmark was:

Table 2: Investment Performance to 30 September 2017

	Average Interest rate year to date	Target rate: 7 day LIBID	Variance
	%	%	%
In house deposits	0.16	0.11	0.05
Money Market/External Funds	0.82	0.11	0.71
Total	0.78	0.11	0.67

2.6 “Weighted” means an average performance that reflects the actual amount of investments done in house and externally year to date. The target is based on LIBID, which is the London Interbank Bid rate, which is the rate at which

banks borrow from other banks and tends to be in the industry standard benchmark. Although the Council continues to outperform the target, in a climate of very low interest rates, returns are more difficult to deliver.

2.7 The interest earned on the Council's investments was as follows:

Table 3: Interest Earned to 30 September 2017

	Year to date
	£m
In house deposits	-
Money Market/External Funds	1.0
Total	1.0

2.6 The table below details our consultant's view on interest rates. With continued uncertainty over the final terms of Brexit, base rate, and therefore Money Market rates are likely to remain at low levels until mid-2019. The impact of this is the continuation of low returns on cash deposits and money market funds.

Table 4: Interest Rate Forecast

	Present – Mar 2019 %	Mar 2019 – Mar 2020 %	Mar 2020 %
Interest Rate Forecast	0.50	0.75	1.00

Source: Capita

3 Debt Financing

3.1 As at 30th September 2017 the authority had borrowing held with The Public Works Loans Board (PWLB) of £353.408m. The weighted average interest payable on the loans during 2016/17 was 4.86%. Total interest payable for the year was £18.042m.

3.2 There have been no repayments of debt so far in year. The County have not undertaken any new long term borrowing in 2017/18. It is unlikely to do so unless forecast capital receipts designed to underpin the Council's Capital Strategy do not materialise in a timely manner.

4 Compliance with Treasury Limits and Prudential Indicators

- 4.1 During 2015/16, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2016/17 are shown in **Appendix A**. Explanations of the terminology employed is set out in **Appendix B**.
- 4.2 It is acknowledged that these indicators are of limited use to lay readers. Any changed requirements as a result of these consultations will form part of the 2018/19 Capital Budget resolution and the 2018/19 Treasury Management Strategy, with the impact for monitoring incorporated into future reports to the committee.
- 4.3 Meanwhile, the existing indicators demonstrate that the Council is well within its authorised and operational limits for external debt; that capital funding requirements are modest; financing costs are affordable and limits for interest rate exposure have not been breached.

Background Papers

None

	Name	Contact Information
Report Author	Mathew Dawson, Treasury and Pension Fund Manager	01926 412227 mathewdawson@warwickshire.gov.uk
Head of Service	John Betts, Head of Finance	01926 412441 johnbetts@warwickshire.gov.uk
Strategic Director	David Carter, Joint Managing Director	01926 412564 davidcarter@warwickshire.gov.uk

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

Local Member(s): None

Other members: Councillors Kaur, Birdi, Boad, O'Rourke, Roberts and Timms

Item 8 Appendix A

(1). AFFORDABILITY PRUDENTIAL INDICATORS	2017/18	2018/19	2019/20	2020/21	2021/22
	estimate	estimate	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Capital Expenditure	143,740	95,692	47,552	9,111	30
	%	%	%	%	%
Ratio of financing costs to net revenue stream	7.40	7.35	7.36	7.08	7.01
	£'000	£'000	£'000	£'000	£'000
Gross borrowing requirement	362,274	362,274	372,274	392,274	392,275
Gross Debt	360,814	374,410	354,938	348,243	334,505
Capital Financing Requirement as at 31 March	(1,459)	12,136	(17,336)	(44,031)	(57,770)
Under/(Over) Borrowing					
	£'000	£'000	£'000	£'000	£'000
In year Capital Financing Requirement	14,591	13,595	(19,472)	(6,695)	(13,738)
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement as at 31 March	360,814	374,410	354,938	348,243	334,505
Affordable Borrowing Limit	£	£	£	£	£
Position as agreed at March 2017 Council	-17.26	10.82	-0.24		
Increase per council tax payer					
Updated position of Current Capital Programme					
Increase per council tax payer	-17.26	2.64	2.21	-5.74	0.00
PRUDENTIAL INDICATOR	2017/18	2018/19	2019/20	2020/21	2020/21
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	estimate	estimate	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Authorised limit for external debt -					
Borrowing	442,998	457,932	422,566	402,532	410,046
other long term liabilities	12,000	12,000	12,000	12,000	12,000
TOTAL	454,998	469,932	434,566	414,532	422,046
	£'000	£'000	£'000	£'000	£'000
Operational boundary for external debt -					
Borrowing	369,165	381,610	352,138	335,443	341,705
other long term liabilities	10,000	10,000	10,000	10,000	10,000
TOTAL	379,165	391,610	362,138	345,443	351,705
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net principal re variable rate borrowing / investments	25%	25%	25%	25%	25%
Upper limit for total principal sums invested for over 364 days	£	£	£	£	£
(per maturity date)	£0	£0	£0	£0	£0
Maturity structure of new fixed rate borrowing during 2014/15	upper limit	lower limit			
under 12 months	20%	100%			
12 months and within 24 months	20%	100%			
24 months and within 5 years	60%	100%			
5 years and within 10 years	100%	100%			
10 years and above	100%	100%			

PRUDENTIAL INDICATORS

Ratio of financing costs to net revenue stream

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

Gross Borrowing

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

Actual and Estimated Capital Expenditure

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

Capital Financing Requirement

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

Authorised Limit

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

Operational Boundary

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

Limits on Interest Rate Exposure

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

Resources and Fire & Rescue Overview & Scrutiny Committee

20 December 2017

Customer Feedback 2016-17 Annual Report

Recommendation

Members consider and comment on the Annual Report information provided.

1.0 Introduction

- 1.1 This report presents the key observations on the Annual Customer Feedback Report for 2016-17 (the full report is available on request), updates members on progress since our last report and advises the Committee on our future plans.

2.0 Action

- 2.1 Attached at Appendix 1 is a report for April 2016 – March 2017 which provides an executive summary of how customer feedback has been handled in the Council. The full report is available as Background Papers.

Background papers

1. Customer Feedback Annual Report 2016-17

	Name	Contact Information
Report Author	Karen Smith, Customer Relations Manager	karensmith@warwickshire.gov.uk 01926 414103
Head of Service	Kushal Birla, Head of Customer Service	kushalbirla@warwickshire.gov.uk 01926 412013
Strategic Director	David Carter, Strategic Director, Resources	davidcarter@warwickshire.gov.uk 01926 412564
Portfolio Holder	Councillor Kam Kaur, Portfolio Holder for Customers	Cllrkaur@warwickshire.gov.uk

1 Introduction

- 1.1 The purpose of this report is to present key observations on the Annual Customer Feedback Report for 2016-17 (the full report is available on request), update the Committee on progress since our last report and advise Members on our future plans.

2 Context

- 2.1 During 2016-17 the new Contact Us customer feedback IT system was rolled out across the whole of the Council.
- 2.2 This is the first opportunity to reflect on how adopting new digital way of working practices have impacted on the way this Council encourages and responds to customer feedback.
- 2.3 Customer feedback, whilst extremely valuable, needs to be seen in the context of the huge number of services delivered every day in this Council to its customers. Please see the table at the end of the report, which illustrates just how large that customer contact is. Whilst the table provides an incomplete picture it serves to illustrate that customer feedback is less than 1% of all the services delivered to customers in the Customer Services Business Unit alone, let alone the much larger range and size of service delivey across the Council as a whole.

3 Executive Summary (See Tables at end of report)

- Our Let's Get Digital Campaign aims to encourage and enable our customers to provide as much of their feedback as is practical through digital channels
- 76% (2920) of all customer feedback handled in the period April 2016 – March 2017 (3818) has come via the digital web channel, which is an important new development made possible by the adoption of the Contact Us recording system.
- Trend analysis shows that as the new Contact Us system has been adopted in a phased way across the Council the overall volume of customer feedback received by the Council has increased significantly.
- The web team undertook a major redesign process to filter out a lot of the frequently asked questions and frequent service requests so that customers could directly self serve using the Council's website. This is an ongoing review and redesign process which aims to continue identifying and reshaping services and information to enable customers to easily find what they need by themselves.
- 44% (1613) of all the 2016/17 data collected in Contact Us relates to Ask a Question customer feedback option.
- 99% of all Questions registered are coming via the digital web channel.

- 95% of all Questions are answered within the 5 day target timescale.
- Complaints registrations (1198) under Contact Us have increased by 358% over a 5 year period.
- Compliments registrations (408) under Contact Us appear to show a significant reduction, but this does not include the separately collated compliments data of 515 compliments for Registration Services. This will need to be incorporated into the Contact Us data for following years. 38% of the Compliments registered in Contact Us relate to Communities Group
- There has been a slight increase in Comments registered, probably due to the increased accessibility of the Contact Us system for customers.
- The primary focus of Complaints for all Groups is around services issues but in Communities Group there are also higher levels of disagreement with policy.
- There is a high overall level of compliance with the Council's Complaints timescale targets for the corporate complaints procedures.
- Compliance with statutory targets for Children's Social Care Complaints has increased to 56% - the Council's timescale compliance target for this service is 60%.
- Compliance with targets in Adult Social Care also show a significant improvement at 40% - the target is 60%.
- 96% of all complaints have been resolved locally with 46 complaints escalating to formal investigation or review.
- There have been 10 adverse Local Government Ombudsman decisions relating to services provided by the People Group in the period but none for any other services. For further information see the Local Government & Social Care Ombudsman – Annual Review and Summary of Upheld Complaints report to Cabinet 10th October.
- The Internal Audit Review of Complaints Handling provided a Moderate risk assurance rating for the Council. An action plan has been completed to address learning points.

4 Key Observations:

- Digital transformation is underway with customers enabled and keen to provide their feedback on line and real time recording is available for the first time.
- Lots of work has already been done to make it easier for customers to switch from direct contact to digital self service via our webpages, but there is clearly a great deal more that can be done to develop this even further.
- Managing channel shift and maintaining channel choice for vulnerable customers is challenging and we are gaining experience all the time to help us to do this successfully
- We have asked for significant changes in work practices from our front line staff in implementing the new Contact Us system. There is work still to be

done to support the culture and behavioural changes required to ensure that our staff make the most effective use of the system available.

- One trend identified is the decreasing level of compliments recorded. It is possible that compliment recording is not being prioritised and so are going unregistered. We have emphasised to all Groups the need for more effective recording and a reminder advice and guidance has been provided to system users.
- The registering of complaints has increased. When this is unpicked further, People Group complaints have stayed relatively static but the growth in complaints activity is within the Communities and Resources Groups. Further, these are mainly complaints which have their origin in direct customer contacts so it seems clear that this is a previously “unheard” sector of the public who are feeling encouraged and enabled to make their concerns heard digitally but who for whatever reason do not seem to have been using the channels which were available to do this before.
- This growth in complaints activity has a significant impact on the Council’s capacity and capability to respond within operational services. The Customer Relations Team has also seen a very significant increase in the volume of formal independent investigation requirements and advice and support required for customers and staff. This is being closely managed and monitored.
- Customer expectations are that digital services will have quicker responses than non-digital and there is a real issue about what standards we set and try to maintain in this new environment and how we share these with our customers. We know the following are key basic satisfaction drivers for customers:
 - ✓ Ease of contact
 - ✓ Effective communication during the process
 - ✓ Confidence in the fairness and openness of the process
 - ✓ Timeliness of response
 - ✓ Confidence in the quality of the review and those undertaking it

5. Future Plans:

- **Future functionality of key system:** In 2017 the current Contact Us system is being reviewed to evaluate its successfulness and to determine our future functionality requirements. As part of this process, we will be looking at how to improve the data analysis and reporting capabilities so that we can ensure we are making most effective use of this customer intelligence. A particular focus will be on ensuring we are able to track and monitor learning from customer feedback and that we can obtain more direct feedback from customers about their experience of how we have responded to their feedback. Effective registration of positive feedback will also be strongly encouraged so that there is a balanced reflection of both positive and negative customer feedback.

- **Survey of Complaint Handling:** We will also have the results of our telephone survey of customers who have had their complaints handled by us, and we will be looking to ensure that learning from that process is shared and taken full advantage of to improve our services.
- **Making best use of Customer Insight:** We will also be extending the reach of the customer data we have access to and improving how we analyse and use it to improve our services. In particular, ensuring there is effective dialogue and action arising from learning from complaints to influence future service development and delivery.

Context-setting Data on Customer Contacts with this Council:

	WEB CHANNEL USERS	CUSTOMER SERVICES CENTRE TELEPHONY	ONE FRONT DOOR OUTLETS	NON DIGITAL FULFILMENT	RECEIVED DIRECTLY TO SERVICE TEAMS
Customer Feedback via Contact Us (including Compliments, Comments, Complaints and Questions) – source: reporting out of Firmstep system for 2016/17	2740	414	47	-	437
Transactions for which there is a digital service solution * fulfilled by the Customer Services Business Unit in 2016/17 – source: CS Business Unit monitoring of channel shift 2016/17	344,489	67,388	208,071	283,247	-
Illustrative data demonstrating the volume of potential customer contact activity across the Council outside of that reported by the Customer Services Business Unit	-	-	-	-	**3,671,247 incoming phone calls ***6,240,000 Current annual total usage activity reported within our google email system

*Digital services fulfilled within the Customer Service Business Unit

- Home fire safety check
- Copy certificate ordering
- Blue Badge application and renewal
- Pothole report
- Streetlight fault report
- Bridges and culvert fault report
- Concessionary travel bus pass renewal
- Library membership application
- Library item renewal
- Library volunteer application
- Library book request/reservation
- 11+ exam application

** The number of external calls made into all 16 WCC BTS Call Logged sites for the period 01.04.16 to 31.03.17, 24/7, 7 days a week (This figure includes all incoming calls whether answered, busy or unanswered but does not include those sites which are not BTS call-logged. Call logged sites cover the majority of larger WCC sites, such as Shire Hall. This does not include internal to internal calls or outgoing calls.)

*** This overall traffic figure is based on a weekly reported figure of approx. 120,000 email usage, this includes SPAM, and both internal email contacts between officers and outgoing email contacts from officers to external email addresses. More detailed breakdown of email traffic is currently unavailable.

Data by Group

GROUP	VOLUME OF CUSTOMER FEEDBACK					
	QUESTION	COMPLIMENT	COMMENT	COMPLAINT	OTHER*	TOTAL
Communities	776	152	201	514	74	1717
Fire & Rescue	48	2	18	5	1	74
Resources	341	46	66	184	35	672
People	119	34	38	294	35	520
Not designated to a Group	329	174	108	201	33	845
TOTAL	1613	408	431	1198	178	3818

GROUP	NUMBER OF QUESTIONS
Communities	776
People	119
Resources	341
Fire & Rescue	48
Not designated to a Group	329

GROUP	Questions Responded to in Timescale (5 working days)
Communities	96%
People	87%
Resources	93%
Fire & Rescue	90%

GROUP	NUMBER OF COMPLAINTS
Communities	514
People	295
Resources	184
Fire & Rescue	5
Not designated to a Group	201

GROUP	CAUSE FOR COMPLAINT							
	Service Issues	Staff Conduct Issues	Communication Issues	Financial Issues	Discrimination Issues	Physical Environment Issues	Policy Disagreement	Other
Communities	65	30	15	0	0	40	36	264
People	126	19	14	28	0	3	4	86
Resources	48	19	3	0	0	12	8	68
Fire & Rescue	1	2	0	0	0	0	0	2

GROUP	OUTCOME					
	UPHELD	PARTLY UPHELD	NOT UPHELD	WITHDRAWN	TRANSFERRED	OTHER
Communities	31	15	100	8	11	273
People	41	27	66	10	13	99
Resources	33	2	29	11	10	69
Fire & Rescue	1	0	2	0	0	2

EXAMPLES OF LEARNING FROM COMPLAINTS	
Problem	Learning Improvement
Libraries: Complaint regarding the system used to “cleanse” library card database when cards remain unused for a long period of time.	The complaint highlighted the lack of clear guidance for customers about what happens when a card is not used. Improved information and advice was made available on the Council’s libraries web pages, and staff were reminded about how the system works so that they can explain this clearly to customers who ask about this.
Registrars: Complaint about charges for cancellation of a marriage booking.	The complaint showed that the current information on the web pages needed to be clearer and more easily understood. Changes were made to make sure that customers could be clear about the costs of cancellation.
County Highways/Transport Planning: Complaint was about reinstatement of the highway after work by utility companies.	The Council had, as a gesture of good will, agreed to some remedial works with a customer who was unhappy about the state the highway had been left in. However, it had failed to explain clearly why the remedial works requested by the customer were not appropriate, and what was actually being offered was a good will gesture only. As a consequence, Highways now ensure that any goodwill gestures are clearly explained in writing and the limits of these clearly understood by the customer.
Estates and Smallholdings: Complaint from a prospective tenant about how they responded to his application as a disabled person who was ex-armed services.	The Council identified that there was low levels of awareness of the Armed Forces Covenant across the Council. A significant awareness-raising campaign has been undertaken to promote the Council’s commitment to the Covenant, and to ensure staff are aware of and engage with the Communities Group Localities and Partnerships Team, where there is a specific Armed Forces Covenant Project Officer, and the Equality and Diversity Team in

EXAMPLES OF LEARNING FROM COMPLAINTS	
Problem	Learning Improvement
	Resources Group.
Adult Social Care: Complaint about financial information on assessment and charges for residential care.	The Council identified some weaknesses in the proper identification and explanation of funding thresholds by front line staff. It is reviewing staff training in this area as part of the Learning and Development Plan for 2017/18.
Children's Social Care: Complaint about how the breakdown of an adoption arrangement was managed.	The Council recognised that part of the difficulty was that the different roles of the Post Adoption Team and the Children's Social Care Team were not clear enough for parents. Written information is now provided to parents about this, and staff are better prepared to explain the differences in their roles.
Waste Management: Complaint about charges made to customer for disposal of a number of fluorescent tubes.	The Council recognised that the current guidance to customers on its web pages regarding the disposal of household waste and any discretionary charges was not clear. The web pages have been updated to make clearer the charging policy for disposal of waste, and listing the conditions and factors that will inform any discretionary charging decisions. Front line staff have also been supported to understand the discretionary factors and their role in determining charges.
Trading Standards: Complaint about level of local response to concerns raised about a product and the way it is being marketed.	The Council recognised that Trading Standards could improve the way it explained to customers the choices it makes about how best to use information given to them by customers, including if it determined the need to refer an issue to a more appropriate alternative investigating Agency. It also recognised the importance to customers of understanding when concerns they have about the way local Trading Standards are responding are formally placed into the Council's complaints procedures. Improved guidance for staff has been issued, and how to improve information to customers is being explored further.
Children's Social Care: Complaint about how foster carers were dealt with when concerns were raised about their practice.	The Council asked the customers to be part of a learning event for staff to look at how to manage information-giving in very sensitive situations, and to enable staff to reflect on the consequences of delays

EXAMPLES OF LEARNING FROM COMPLAINTS

Problem	Learning Improvement
	and miscommunication in such sensitive situations.

GROUP	TIMESCALE TARGETS	TIMESCALE COMPLIANCE	LGO INQUIRIES	ADVERSE LGO DECISIONS
Communities	80%	88%	11	0
People Adult Social Care Children's Social Care	60%	41% 40% 56%	35	10
Resources	80%	72%	1	0
Fire & Rescue	80%	80%	0	0