

Resources and Fire & Rescue Overview and Scrutiny Committee

28 February 2018

Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in **Committee Room 2, Shire Hall, Warwick on Wednesday 28 February 2018 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 20 December 2017.

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

2. Public Question Time

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

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

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

4. Work Programme 2017/18

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

5. One Organisational Plan Quarterly Progress Report (Quarter 3 2017/18)

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

6 IRMP 2017-2020 Task and Finish Group

Report providing information on the work undertaken by the IRMP Task and Finish Group.

7. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

This report provides a further update on the arrangements HMICFRS are making and the preparation work being undertaken by Fire and Rescue.

8. 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 25 April 2018 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 28 February 2018

Councillors:

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

Portfolio Holders:-

Councillor Peter Butlin – Deputy Leader

Councillor Kam Kaur – Customer and Transformation

Councillor Howard Roberts – Fire and Community Safety

For queries regarding this agenda, please contact:

Helen Barnsley, Democratic Services Officer

Tel: 01926 412323, e-mail: helenbarnsley@warwickshire.gov.uk

**Minutes of the meeting of the
Resources and Fire & Rescue Overview and Scrutiny Committee
held on 20 December 2017**

Present:

Members of the Committee:

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

Other County Councillors:

Peter Butlin - Deputy Leader (Finance & Property)

Kam Kaur - Portfolio Holder for Customer & Transformation

Officers:

Elizabeth Abbott - Business Partner - Planning, Performance & Improvement

Helen Barnsley - Democratic Services Officer

John Betts - Head of Finance

David Carter - Joint Managing Director (Resources)

Sarah Duxbury - Head of Law and Governance & Interim Head of Human
Resources and Organisational Development

Andy Hickmott - Chief Fire Officer

Allison Lehky - Workforce Strategy and Organisational Development Manager

Tricia Morrison - Head of Performance and Interim Head of ICT Services

Rob Moyney - Deputy Chief Fire Officer

Karen Smith - Customer Relations Manager

1. General

(1) Apologies

Councillors Judy Falp and Pete Gilbert

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

None

(3) Minutes of the meeting held on 13 September 2017

Resolved

That the minutes of the meeting held on 13 September 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

Following a question from Councillor Maggie O'Rourke, it was agreed that information relating to the Management Change Programme and the number of jobs potentially at risk as a result of the programme would be provided.

Councillor Kam Kaur, Portfolio Holder for Customer & Transformation confirmed that there had been an improvement in sickness rates across the organisation over the summer months. As expected there were signs of an increase in sickness levels over the winter months with colds and infections. Councillor Kaur confirmed that there is a lot of work being carried out with managers to support them with sickness levels.

Councillor Maggie O'Rourke asked if the sickness levels at Warwickshire County Council were higher than at other public sector organisations. It was noted by the Committee that this is a subject that could be reviewed by the Staff and Pensions Group with the potential for a Task and Finish Group to be set up. This will be discussed at the next Chair and Party Spokes meeting in February 2018.

Councillor Heather Timms, Chair of the Committee, agreed that the figures requested in relation to sickness would be provided with a briefing note to be circulated to the Committee and that the issue would be discussed at the next Chair and Party Spokes meeting of the Committee. The briefing note is to include figures for each department as well as overall. Information relating to accidents at work, specifically for the Fire and Rescue Service are also to be included.

Following a question from Councillor John Cooke, confirmation was given relating to the new storage location at Hawkes Point. The space includes storage and office space on an industrial estate on Warwick Gates and is scheduled to be in place by 2020. Councillor Peter Butlin, Deputy Leader (Finance & Property), confirmed that work was ongoing relating to the improved use of property and space as part of the One Public Estate programme.

4. Work Programme 2017-18

In relation to library services it was agreed that there would be a discussion at the next Chair and Party Spokes meeting of the Committee in February 2018. The Committee agreed that libraries are a valuable public asset.

Councillor Andy Jenns requested information relating to the sundry debt of the Council and how much of this was collected and how much was written off. The information is to be circulated to the Committee in a briefing note.

Following a question from Councillor Maggie O'Rourke regarding the total amount on VAT claimed back by the Council, John Betts, Head of Finance, agreed to produce a briefing note with this information on. It was noted by the Committee that local government is subject to different tax and VAT schemes than other public organisations such as the NHS.

It was agreed by the Committee that at the next Chair and Party Spokes meeting, future items for the work programme should be discussed. The current work programme runs to February 2018.

Resolved

That the Committee:

- 1) Agrees the updated 2017-18 Work Programme and
- 2) Notes the scheduled future meeting dates.

5. One Organisational Plan Quarterly Progress Report: April-September 2017

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

- The report includes information relating to mid-year performance.
- The full report was presented to Cabinet on 9 November 2017.
- The highlights of the report can be found on page 2 of the report; there are 83 outcomes for the organisation; 29 outcomes relate directly to Resources and Fire & Rescue.

Specific areas of note for the Committee include the number of visits to Warwickshire libraries. The current performance is slightly lower than expected but this is likely to be as a result of the refurbishment of the library in Stratford-upon-Avon. Performance figures are expected to recover in 2018.

There has been a gradual increase in the amount of 'digital assistance' offered to residents although it is unlikely that the performance in this area will reach the target.

With regard to the performance scorecard for the Fire and Rescue Service; one area of note is the number of incidents attended. The scorecard forecasts a year end position of 'Red'. This is in part due to seasonal changes but also as a result of significant policy change resulting in the service attending more non-life risk rescues and entrapments.

The financial commentary of the report (page 8) highlights an underspend of under 1% for the Resources Group. The overspend forecast for the Fire and Rescue Service has increased by £177,000 since the first quarter. This includes a 2% pay rise for staff that has been factored in. Additional forecasting information will be provided following a review in quarter three.

In relation to the savings plan, the Committee noted that the Fire and Rescue Service is currently on track to deliver savings but the Resources Group has a small short fall (page 9 of the report).

In relation to staff vacancies and sickness in the Fire and Rescue Service, it was confirmed that this was being looked at as part of the task and finish group looking at the Integrated Risk Managements Plan for the Fire Service.

In relation to the transformation fund, it was confirmed that although this is a small pot of funding, staff are contributing their own time and resources to the project.

It was agreed that a breakdown of the transformation project costs would be provided to the Committee.

In relation to preventable fire deaths a question was raised regarding the inclusion of a light aircraft accident. The Committee raised concern that a random incident could count against the performance of the Service. Rob Moyney, Deputy Chief Fire Officer, confirmed that the cause of death is always determined by the Coroner and in relation to the light aircraft accident the cause of death was fire. However, with regard to the recording of preventable fire deaths, work was being undertaken to change this indicator so that the term 'preventable' was no longer used.

In relation to the A444 project it was agreed that a briefing note would be provided with the latest information to update members.

Resolved

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

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

Rob Moyney presented the report to the Committee and highlighted the following points –

- Good progress has been made with the Fire Service Action Plan with the majority of actions now complete.
- With regard to Community Fire Safety, work has been carried out with Staffordshire Fire Service who have supported further development in this area.
- Further progress has been made with work on the Adult Social Care Programme although future work is subject to further funding being available from the Better Social Care Fund.
- There is now a dedicated officer working on the Business Continuity Plan.
- With regard to the Home Office Fire Reform Programme and the introduction of a National Fire Inspectorate, it was confirmed that Warwickshire Fire and Rescue Service has been confirmed in the first group of services to be inspected between April and June 2018. Further information is expected in January 2018.

Resolved

That the Committee

- 1) Notes the latest position on progress against the Operational Assessment and Fire Peer Challenge 2016 undertaken in Warwickshire Fire & Rescue Service (WFRS).
- 2) Requests details to be provided of the proposed savings from collaborative working as well as a full appraisal of options for potential mergers.

7. A Report on the Operational Performance of Warwickshire Fire & Rescue Service 2016-17

Rob Moyney highlighted the following points –

- The report summarises the performance of Warwickshire Fire and Rescue Service in comparison to 44 other fire services.
- Despite the different report methods, the performance of Warwickshire Fire Service is good.

Following a question from the Chair of the Committee it was confirmed that following the Home Office Inspectorate Review, some standardisation of the performance review is expected.

- Warwickshire Fire and Rescue Service has enhanced the services it provides to the most vulnerable
- With regard to the issue of deliberate fires across the county there has been an increase over the summer months during the hot, dry period of weather in the first quarter; but there is a lot of work done by the arson prevention team.

The Committee noted that some performance indicators are reportedly slightly differently in certain fire services so discrepancy is to be expected.

Resolved

That the Committee notes the contents of the report.

8. Treasury Management Monitoring Report

John Betts presented the report to the Committee explaining that work had been done to ensure it was a more reader-friendly report that uses easier terminology. The report also includes definitions for some of the terms used.

With regard to investments, Warwickshire County Council is currently delivering above target. Officers review if there are any more opportunities for investment while maintaining low risk. The County's overriding strategy for treasury management is low risk.

There has been no borrowing so far this year and there is no intention to borrow at this point.

Warwickshire County Council's Treasury Management is currently well within the set operating limits and well within the set interest rate risks – all interest rates are fixed.

Resolved

That the Committee notes the Treasury Management report in respect of the first half of 2017-18.

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

Karen Smith, Customer Relations Manager presented the report to the Committee which details how the Council is managing customer feedback.

Members were asked to note that customer feedback is a very small part of all customer interaction. The customer relations team respond to questions, comments, compliments and complaints.

The last 12 to 18 months has seen an increase in the use of open, digital channels for customer interaction. Following a question regarding non-digital opportunities for customer interaction, Karen Smith confirmed that vulnerable people still have a range of opportunities to contact the Council. These options were also available for those without access to a computer, non-English speaking residents and those with cognitive impairments. Digital Access is one option but not the only option.

There has been a shift in the type of feedback sent to the Council and this was currently being reviewed. There are options on each webpage of the website for customers to leave feedback; complaints or compliments but it was noted that complaints often mean that something needs to be 'fixed' so contact has to be made.

Karen Smith and Councillor Kam Kaur will meet with Kushal Birla, Head of Customer Service in the New Year to discuss options to give compliments more weight.

Resolved

That the Committee note the Annual Report.

10. Verbal Update - Staff Pulse Survey

Allison Lehky, Workforce Strategy and Organisational Development Manager provided an update to the Committee following the briefing note that had been circulated to members prior to the start of the meeting.

The Pulse Survey was sent to all staff in May 2017 and the results were published in September 2017. It was conducted as part of the Engagement Strategy and followed the main staff survey. All staff are given the opportunity to complete the pulse survey.

The report highlighted that one area for improvement would be to review the low response rate and explore why staff were not completing the survey.

It was also noted that some staff had not been aware of the link between the organisation's action plan and the results of the 'You Said, We Did'. As a result there will be more branding of the 'You Said, We Did' promotions to show the link to the action plan.

It was confirmed that all data is measured on equality and diversity. Some staff with disabilities have raised some issues through the survey which are currently being reviewed with the Equality Group.

11. Urgent Matters

Councillor Heather Timms confirmed that a Universal Credit Member Development session has been arranged for Councillors on 27 February 2018 at 2pm (Committee Room 2).

All members of the Resources and Fire & Rescue Overview and Scrutiny Committee were invited to attend.

12. Any other business

None

13. Date of Next Meeting

The date of the next Resources and Fire & Rescue Overview and Scrutiny Committee was confirmed as 28 February 2018 at 2 p.m. in CR2, Shire Hall.

The meeting rose at 15.27pm

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Chair

Resources and Fire & Rescue Overview and Scrutiny Committee

28 February 2018

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 15 February 2018.

Decision	Description	Date due	Cabinet / PfH
Fair Funding Review - Response to Government Consultation	To agree the principles underpinning the response to the Government's consultation on a Fair Funding Review for Local Government.	8 March 2018	Portfolio Holder - Deputy Leader (Finance and Property)
Response to Fair Funding Review: Technical consultation on relative need	A report to agree the Council's response to a recent government consultation.	15 Mar 2018	Cabinet

County Storage Relocation (Hawkes Point)	Facilities Management: To obtain approval to relocate County Storage from Montague Road to Hawkes Point. Also to approve additional expenditure associated with the move.	15 Mar 2018	Cabinet
Community Infrastructure Levy	The Community Infrastructure Levy is a levy which local planning authorities (LPAs) in England and Wales can choose to charge on new development in their area for the provision of new infrastructure required as a result of developments either individually or collectively. This report is to update Members on the current position.	15 Mar 2018	Cabinet
(Exempt) Transport & Environment - Write Off of Irrecoverable Debts - March 2018	A report to the Portfolio Holders for Transport & Environment to make a decision on three debt write offs.	16 Mar 2018	Portfolio Holder - Transport & Environment
Addition of five Developer funded schemes to the Capital Programme	The purpose of this report is to seek approval to add five Developer funded schemes to the 2018/2019 Capital Programme.	16 Mar 2018	Portfolio Holder - Deputy Leader (Finance and Property)

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

13 September 2017

Work Programme 2017/2018

Recommendations

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

- 1) Agrees the updated 2017/18 Work Programme and makes any additional comments or changes, as required; and
- 2) Notes the scheduled future meeting dates.

1.0 Work Programme

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

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:

- 20 December 2017
- 28 February 2018
- 25 April 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 – 28 February 2018**

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	20 December 2017	*Standing item for every other meeting – next due 25 April 2018
One Organisational Plan	Report - One Organisational Plan Quarterly Progress Report – Quarter Three	N/A	28 February 2018
Warwickshire Fire and Rescue Service	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

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2017/18 – 28 February 2018**

Appendix A

Briefing Notes requested at 20 December 2017

Item	Briefing Note detail	Date requested	Date circulated
Questions to the Portfolio Holders / Forward Plan	Information relating to the Management Change Programme and the number of jobs potentially at risk as a result of the programme	20 December 2017	12 February 2018
	Information relating to sickness levels at Warwickshire County Council; to include information for departments as well as the Council as a whole. Information relating to accidents at work; specifically for the Fire and Rescue Service is to be included (RIDOR)	20 December 2017	Item to be discussed at Chair and Party Spokes meeting – 21 February 2018
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.	13 September 2017	29 December 2017
	Information to be provided regarding the total amount of VAT claimed back by the Council; to include figures relating to Member's travel expenses	20 December 2017	12 February 2018
One Organisational Plan Quarterly Progress Report: April-September 2017	A breakdown of the transformation project costs to be provided	20 December 2017	12 February 2018
	Information to be provided with the latest updates, including costs, for the A4444 project	20 December 2017	12 February 2018

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2017/18 – 28 February 2018**

Appendix A

Items to be discussed at the next Chair and Party Spokes Meeting

Item	Detail	Date requested	Date of next Chair and Party Spokes Meeting
Questions to the Portfolio Holders / Forward Plan	Sickness levels at Warwickshire County Council - concerns that sickness levels are increasing/comparison with other local councils It was noted that this is a subject that could be reviewed by the Staff and Pensions Group with the potential for a Task and Finish Group to be set up	20 December 2017	21 February 2018
Customer Services	It was agreed that library services are a valuable public asset and will discuss the way forward	20 December 2017	21 February 2018
Work Programme 2017/18	It was noted by that the current work programme only runs until February 2018. Additions to the work programme for discussion at the April 2019 meeting and onwards are to be discussed. Any reports agreed for the Agenda on 25 April 2018 will need to be on the forward plan by Friday 9 March 2018.	20 December 2017	21 February 2018

Resources, Fire and Rescue Overview & Scrutiny Committee

28 February 2018

One Organisational Plan Quarterly Progress Report: April - December 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-December 2017 as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan Quarterly Progress Report April -December 2017 was considered and approved by Cabinet on 25 January 2018. 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 and financial information on Business Units.
- 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.

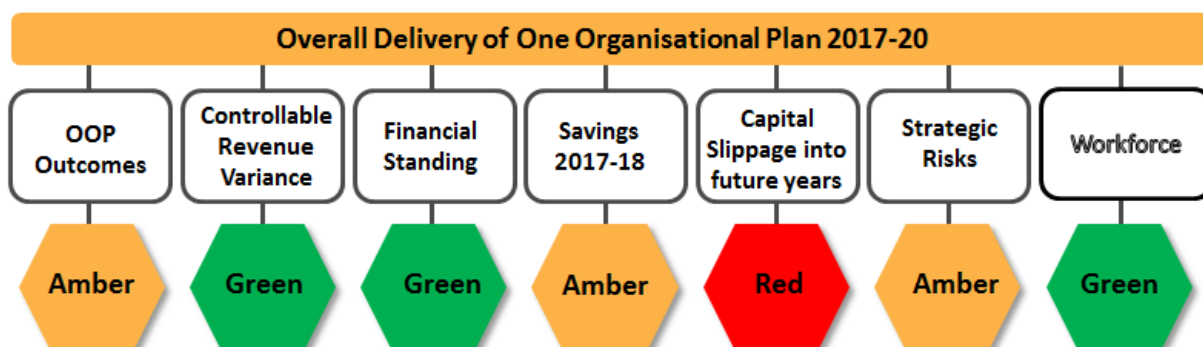
2. One Organisational Plan 2020:Strategic Context

- 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 At the end of quarter 3, 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.



2.6 Appendix A to this report also provides, summary high level information at Quarter 3 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 Overall Performance

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



3.3 The overall forecast for all three OOP Outcome is Amber and there are continued challenges for the policy areas of children, adult social care and fire and community safety, including road safety. 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 25 January 2018 , which can be accessed through this link: [OOP Q3 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 3 data in the attached Annex R.

One Organisational Plan KBM Scorecard 2017/18

Resources Scorecard

KBM trend data.

13 of the 19 KBMs are forecasting to achieve their yearly targets. There is continuing positive progress in reduced levels of calls being abandoned through the Customer Service Centre and increased amount of cash return on Invested Capital. The exceptions include target asset receipts received, the number of legal challenges, and digital assistance provided to customers. The latter has been impacted by an increase in people's skills development and as such, they do not require the level of support they once did to get online.

Measure	2017/18 Forecast (Target)	Trend Information
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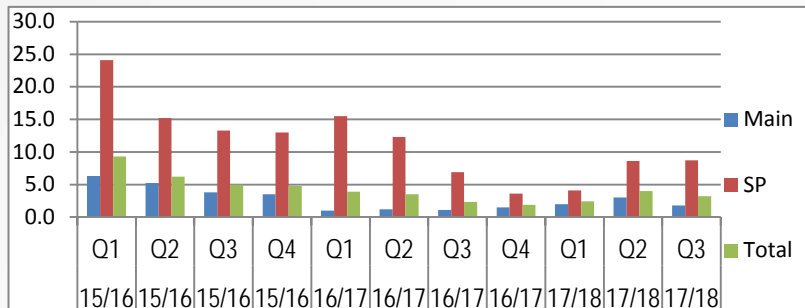
Customer Services -Aims to ensure that Library usage is maintained, that residents' access to WCC's services is improved, including through digital means, and that they have a seamless journey/experience.

<p>CS: No. of visits to Libraries (per population). The 2017/18 dip in performance is unusual and due to refurbishment works at Stratford Library and the enforced closure of Nuneaton Library.</p>	2.68 (2.8)	<p style="text-align: center;">No. of visits to Libraries (per pop)</p> <p style="text-align: center;">Total no. of visits to libraries</p>
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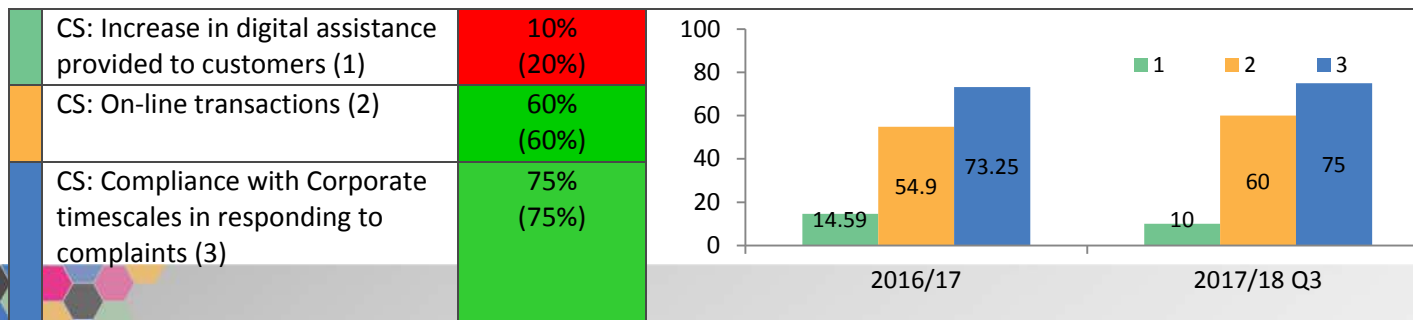
<p>CS: Call abandonment rate (through Call Centre)</p>	5% (5%)	<p>These are calls abandoned by the customer before speaking to an advisor as a % of inbound calls. Trend data as below.</p>
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Call abandonment: Performance in the mainstream CSC continues to achieve all of the key performance indicators. Within the Supporting People Team the pressures mentioned in the last report are still presenting a challenge but the vacancy rate has improved and we are continuing to put all possible measures in place to minimise the impact on our customers whilst we prepare for the new Adult Social Care system to be implemented.

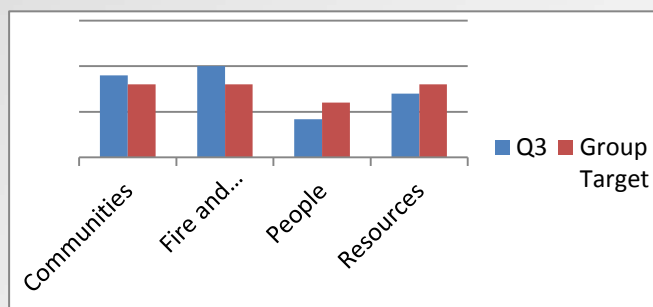
Call abandonment rate



No. of calls received			
Year	Main	SP	Total
2016/17	245110	53959	299454
2017/18 (to date)	164261	36696	202425



Complaints Response timescales: 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 Q3 is: People Group 42%; Resources 70%, Communities 90% and Fire and Rescue at 100%.



Finance Measures: Aims to ensure that finance reporting meets the Council & statutory requirements and that investments are effectively managed and yield increased returns.

Measure	2017/18 Forecast (Target)	Trend Information
F: Statutory Reports are unqualified: WCC Statement of Accounts WCC Pension Fund	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	718.18% (100%)	

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	31.54% (100%)	
PS: Actual Project delivery time to planned delivery time	92% (92%)	
PS: WCC Property footprints	26.36% (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	99% (99%)	<table border="1"> <caption>% Availability</caption> <thead> <tr> <th>Year</th> <th>% Availability</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>99</td> </tr> <tr> <td>2016/17</td> <td>99</td> </tr> <tr> <td>2017/18 Q3</td> <td>99</td> </tr> </tbody> </table>	Year	% Availability	2015/16	99	2016/17	99	2017/18 Q3	99
Year	% Availability										
2015/16	99										
2016/17	99										
2017/18 Q3	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%)	<table border="1"> <caption>HR Metrics</caption> <thead> <tr> <th>Year</th> <th>Engagement Score</th> <th>Staff 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 Q3</td> <td>70</td> <td>16.64</td> </tr> </tbody> </table>	Year	Engagement Score	Staff Turnover	2015/16	68	15.19	2016/17	70	15.07	2017/18 Q3	70	16.64
Year	Engagement Score	Staff Turnover													
2015/16	68	15.19													
2016/17	70	15.07													
2017/18 Q3	70	16.64													
	HR: Staff turnover	16.64% (10 -20%)													
	HR: Telephone contact resolved at first point of contact	93.84% (80%)													

Measure	2017/18 Forecast (Target)	Trend Information								
HR: Staff sickness	9.38 (9.5)	<table border="1"> <caption>No. of Days</caption> <thead> <tr> <th>Year</th> <th>No. of Days</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>9.38</td> </tr> <tr> <td>2016/17</td> <td>9.38</td> </tr> <tr> <td>2017/18 Q3</td> <td>9.38</td> </tr> </tbody> </table>	Year	No. of Days	2015/16	9.38	2016/17	9.38	2017/18 Q3	9.38
Year	No. of Days									
2015/16	9.38									
2016/17	9.38									
2017/18 Q3	9.38									

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	10 (10)	<table border="1"> <caption>L&G Metrics</caption> <thead> <tr> <th>Year</th> <th>Complaints Upheld</th> <th>Legal Challenges</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>4</td> <td>9</td> </tr> <tr> <td>2016/17</td> <td>10</td> <td>1</td> </tr> <tr> <td>2017/18 Q3</td> <td>10</td> <td>2</td> </tr> </tbody> </table>	Year	Complaints Upheld	Legal Challenges	2015/16	4	9	2016/17	10	1	2017/18 Q3	10	2
Year	Complaints Upheld	Legal Challenges													
2015/16	4	9													
2016/17	10	1													
2017/18 Q3	10	2													
	L&G: No. of Legal challenges /adverse judgements	2 (0)													

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%)	*Work is underway to define measurable benefits for all critical projects. A baseline will be set at year end.
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Fire & Rescue Scorecard 2017/18

KBM trend data:

Overall, 4 of the 9 KBMs for fire safety are forecasting to meet their yearly target, including accidental dwelling fires and the RDS appliance availability. The number of community safety contacts is forecasting 48000, which is more than double the target set. This is reflective of the extensive range of safety education activities delivered to Warwickshire's communities.

Between April and November 2017 WFRS have attended 2302 incidents an increase of 105 incidents or 4.8% compared to the same period last year. The largest increase was for special services (11%). This is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types in line with customer expectations. Primary fires, those involving property or vehicles, increased by 18% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. However, levels of deliberate fire setting have now reduced back to similar levels recorded last year which is encouraging as there had been a large increase in quarter 1.

Measure	2017/18 Forecast (Target)	Trend information										
No. of incidents attended by WFRS	3,181 (3013)	<table border="1"> <caption>Incidents Attended by WFRS</caption> <thead> <tr> <th>Year</th> <th>No. of Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>2,800</td> </tr> <tr> <td>2015/16</td> <td>3,200</td> </tr> <tr> <td>2016/17</td> <td>3,000</td> </tr> <tr> <td>2017/18 Q3</td> <td>3,100</td> </tr> </tbody> </table>	Year	No. of Incidents	2014/15	2,800	2015/16	3,200	2016/17	3,000	2017/18 Q3	3,100
Year	No. of Incidents											
2014/15	2,800											
2015/16	3,200											
2016/17	3,000											
2017/18 Q3	3,100											
Close monitoring of incident activity across the Service including stations, fire prevention and senior managers. Emerging trends are identified early and inform fire prevention strategy and targeting with the most vulnerable members of our community through local district plans												
No. of accidental dwelling fires	145 (152)	<table border="1"> <caption>Accidental Dwelling Fires</caption> <thead> <tr> <th>Year</th> <th>No. of Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>160</td> </tr> <tr> <td>2015/16</td> <td>145</td> </tr> <tr> <td>2016/17</td> <td>145</td> </tr> <tr> <td>2017/18 Q3</td> <td>145</td> </tr> </tbody> </table>	Year	No. of Incidents	2014/15	160	2015/16	145	2016/17	145	2017/18 Q3	145
Year	No. of Incidents											
2014/15	160											
2015/16	145											
2016/17	145											
2017/18 Q3	145											
% times a 1 st appliance arrives at life risk/property incidents within agreed response standards	70% (75%)											
% times 2 nd appliance arrives...within agreed response standards	80% (90%)											
The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.												
% RDS availability at specific key stations	92% (90%)											
No. of Retained Duty System Firefighter Vacancies (FTE)	30 (20)											
No. of preventable fire related deaths	2 (0)											
All fire related deaths are investigated fully in an effort to highlight learning which will inform the targeting of fire prevention activity with the most vulnerable members of our communities.												
No. of community safety	48,000	New measure – no historic data available										

contacts	(22,000)
No. of major training events/exercises undertaken at risk premises	18 (12)
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	660 (720)

How do we compare?				
<i>The table provides comparative data for those KBMs where such data is available</i>				
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

The 2016/17 benchmarking information above shows the latest position of how Warwickshire compares with the other 44 English Fire and Rescue Services. The [full report](#) was considered by Overview and Scrutiny Committee in December.

Financial Commentary

Revenue Budget

- 4.1.1 The approved net revenue budget for 2017/18 is £260.854 million. Against this, at Quarter 3, an under-spend of £3.586 million or 1.37% 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. Where an overspend is being forecast, the Business Units or Groups have sufficient reserves to meet any residual overspend. Further details are included in the Cabinet Report and Appendix A. 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 or proposals are in place to either find alternative savings or services are working to deliver the required savings in future years. Those Business Units not currently delivering their savings have either put forward proposals to address these in the 2018/19 budget setting process or are working to find alternative ways of delivering the savings.
- 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	41,596	40,877	(719)	1.73% underspend	(6,523)	(7,242)
Fire & Rescue	18,717	19,845	1,128	6.03% Overspend	(2,737)	(1,609)

Fire & Rescue commentary

4.1.4 Of the total overspend of £1.128m, the Service was anticipating to use existing reserves of £997k to fund these costs and Cabinet were therefore asked to approve the drawdown of these reserves as set out in the accompanying table. This leaves a residual forecast overspend of £131k which primarily relates to the planned recruitment costs to bring the Service back up to establishment. In the short term the Service also continues to incur business continuity payments to maintain operational availability, this will reduce significantly as the new recruits are integrated into the Service.

4.2 Reserves

4.2.1 Business Units sought approval to add £2.818 million to reserves for use in future years, including:

Finance (£0.107 million)

£0.107 million for income to be set aside to invest in contract management development and training for the organisation in 2018/19 and additional capacity to support the financial aspects of the Fire 'inspection' which will now occur in 2018/19.

Fire and Rescue (£0.075 million)

£0.075 million to complete work on enhancing services supporting the Vulnerable People agenda in 2018/19

4.2.2. The authority currently holds reserves of £128.717 million. The proposed drawdown from reserves of £1.237 million combined with the effect of the forecast outturn net underspend of £4.508 million (adjusted for the reserves drawdown to fund overspends in the Fire Service) would mean total reserves of £131.988 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 forecast for the overall savings plan is a shortfall of 8.0% (£2.547m) in outturn against the whole authority target of £31.935m; this is mainly due to issues for the People Group and Property services. Where this has an impact on the revenue outturn position, the Business Unit and Group have sufficient reserves to cover any shortfall. The savings targets and progress at quarter 3 is as follows:

Service	2017/18 Target £'000	2017/18 Actual to date £'000	2017/18 Forecast Outturn £'000
Whole Authority	31,935	27,240	29,388
Resources Group	4,707	3,364	3,628
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 £0.034 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service.

Within Property Services there is a shortfall of £1.107 million against the savings target, this is partly caused by slippages in Property Rationalisation Programme disposals. Reduction in the councils borrowing costs by repaying long term debt with capital receipts is not on target as capital receipts received so far have been less than expected. Work is ongoing to identify alternative savings

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 £97.112 million in 2017/18, with a further £197.331 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £31.035 million for 2017/18 with a further £15 million over the medium term.

4.4.2. Managers' forecasts indicate that £15.920 million (14%) 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 £0.272 million resulting in the overall decrease to the programme for 2017/18 of £15.648 million.

4.4.3. The main reasons for the £15.920 million slippage in the quarter compared to the approved budget include:

- ICT Services - £3.850 million of slippage is mostly related to the Broadband UK project with £3.609 million of slippage
- Property Services - £2.415 million of slippage is due to delays on the refurbishment of Old Shire Hall (£0.700 million) and the Rationalisation of County Storage (£1.572 million). A further report to Members is pending the later issue.

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 within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and not require any additional use of corporate capital resources.

5 Supporting Papers

5.1 A copy of the full report and supporting documents that went to Cabinet on the 25 January is available via the following link: [One Organisational Plan Q3 Progress Report April 2017-December 2017](#) and in each of the Group Rooms.

6 Background Papers

None

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Appendix A

Part 1: OOP 2020 Outcomes - Q3 Highlights

A summary of progress against OOP 2020 Outcomes



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

	Target	Actual	Forecast
No. of Children Looked After (excl. UASC)	605	643	620
Teenage Conception rate per 1,000 population	18		19.6
No. of people killed or seriously injured (KSI) on our roads	314	230	353
No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	528	421	629
% offenders who reoffend (youth)	21.0		27.4
No. of incidents attended by WFRS	3,013	2,302	3,181



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

	Target	Actual	Forecast
Warwickshire Employment rate	76	78.7	78.5
% vulnerable children and those with SEND educated in out of County provision	9.9	8.8	9.9
% household waste re-used, recycled and composted	54.0	51.1	53.1
% completion of infrastructure improvements programmed for the current financial year	60	40	60



Outcome 3: WCC makes the best use of available resources

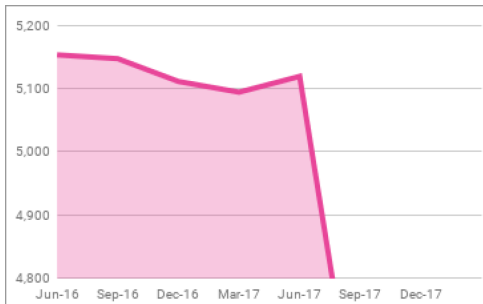
	Target	Actual	Forecast
No. of visits to Libraries (per population)	2.80	1.79	2.68
% availability of IT key systems through core infrastructure to users	99	99	99
No. of complaints upheld by the Ombudsman	10.0	5	10
Call abandonment rate (%)	5.0	3.2	5.0



Appendix A Part 2: Headline HR Information

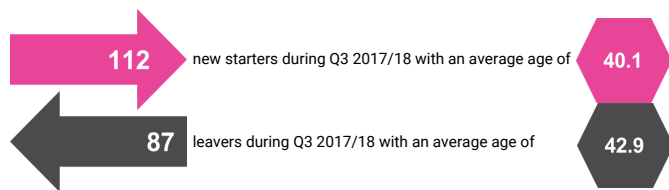
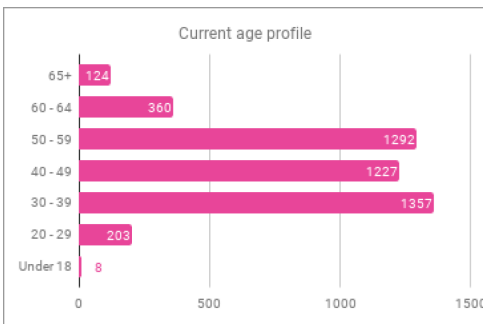
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

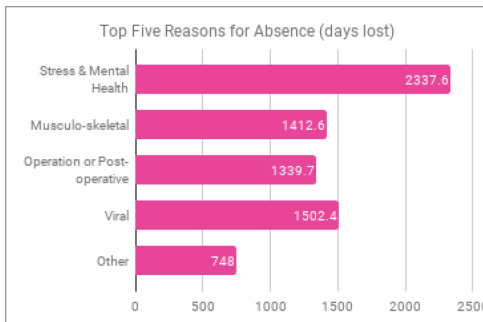


	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
Headcount	5,153	5,147	5,111	5,094	5,119	4,527	4,571	
Full-time Equivalents	4,016	4,038	4,016	4,013	4,023	3,750	3,789	
Whole-time Equivalents	3,948	3,969	3,951	3,943	3,954	3,725	3,763	
Number of Posts	5,421	5,428	5,393	5,364	5,382	4,761	4,813	

Age Profile of our Workforce

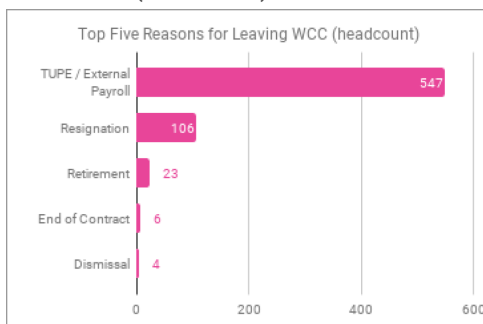


Sickness Absence Statistics



	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
Days lost through sickness	9,903	8,582	10,633	10,739	9,407	9,141	9,663	
... of which short-term	3,971	3,579	4,838	5,004	3,339	3,382	3,759	
	40.1%	41.7%	45.5%	46.6%	35.5%	37.0%	38.9%	
... of which long-term	5,914	5,003	5,795	5,735	6,067	5,759	5,904	
	59.7%	58.3%	54.5%	53.4%	64.5%	63.0%	61.1%	

Staff Turnover (Oct-Dec 2017)



	New Starters	Leavers	% Turnover	Target 17/18
Headcount	112	87	1.9%	10%-20%
Full-time Equivalents	91.0	72.6	1.9%	
Posts	112	91	1.9%	

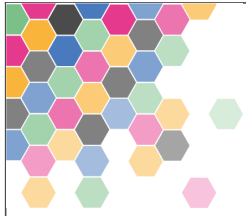
Commentary:

Headcount stands at 4571 which shows a 0.97% increase on quarter two. However, there is an overall reduction in the headcount since the beginning of the financial year of about 10%. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017.

Turnover has reduced to 1.90% for the reporting period and is down on the same period for last year.

Absence management remains a priority. Both the rolling 12 month figure and the financial year to date figure are less than the same periods last year.

Please note that the data for this report was run on the 18th December and therefore does not represent the full reporting period.



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

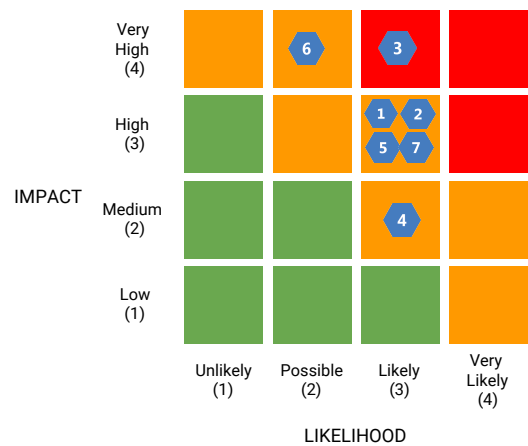
Gross Risk level

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 managed by Corporate Board



One Organisational Plan: Use of Financial Resources

Quarter 3 2017/18 - October 2017 to December 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	26,468	26,676	208	0.79% Overspent	(842)	(634)

There is a mixture of overspends and underspends across the business unit at quarter 3 monitoring. The forecast overspend has reduced in total since quarter 2 following remedial action by Service Managers, however the forecast overspend within Waste management continues to be significant with an ensuing overspend at the Business Unit level.

Education & Learning	93,652	93,750	98	0.10% Overspent	(37)	61
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Forecasting is becoming more accurate. As a result three areas are now predicting higher overspends than in Q2. Home to School transport, crossing patrols and SENDAR. The business unit is now adopting scrutiny of vacancies and there are vacancy savings. However, as costs are increasing these vacancy savings are not leading to a significant reduction in the overall outturn. The business unit is now forecasting to exceed the WES gross surplus target at year end. This is helping to offset the overspend. There are three requests for small reserves for specific purposes. These requests sit outside the business unit reserve. They are for: (i) MIS system implementation has been delayed and will be completed early 2018, hence the need to return funds to reserves, (ii) school improvement grant due to be spent later in the academic year (iii) SEND strategic planning grant which will be used for the implementation of the SEND reforms in 2018/19.

Public Health	23,727	23,548	(179)	0.75% Underspent	(1,049)	(1,228)
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Some of the savings are underpinned by reserves for 2017/18 to a total of £1.229 million and cannot be achieved recurrently until system wide decisions are made with partners to align funding with organisational responsibilities, and these need to be reached by March 2018.

The achievement of savings in 2018/19 will be challenging given the current pressures to redesign and redeliver existing commissioned service offers.

Implemented successfully the prevention agenda will exponentially increase the demands on our commissioned services to address lifestyle needs, thereby breaching our current contracted service limits. Within the life of OOP2020 PH face significant funding uncertainties, including; the removal of the ring fence, potential business rates or alternatives and levels of funding.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Transport & Economy	27,127	26,853	(274)	1.01% Underspent	(6,170)	(6,444)

The £274,000 forecast underspend represents approx. 1% of net revenue budget for the Business Unit. This variance can be largely attributed to increased income, offset to some extent by the increased costs of resourcing increasing workloads in transport planning, traffic management, development control and design services.

Total Communities Group	170,974	170,827	(147)	0.09% Underspent	(8,098)	(8,245)
Children & Families	57,688	59,676	1,988	3.45% Overspent	(1,650)	338

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 earlier in the year by a lower use of residential care than anticipated. However a placement crisis from the summer onwards has led to an increase in the use of residential placements and this has resulted in a significant negative impact. This reflects a national issue.

Social Care & Support	133,051	130,956	(2,095)	1.57% Underspent	(8,318)	(10,413)
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Work has started on a number of plans which form the delivery of the adult social care transformation. These will start to address the pressures in disability and older people services, but their impact will not be felt until towards the end of the financial year. Plans are in place and spending has started on the additional £8.3m in government grant, increasing preventative measures, which support the overall council One Organisational Plan. £3m has been moved to reserves to recognise the growing pressures into next financial year.

Strategic Commissioning	13,016	11,210	(1,806)	13.88% Underspent	(3,836)	(5,642)
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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 the Mosaic Project. However any residual funding will need to be ring fenced for 18/19 to complete the implementation of Mosaic within Adult Social Care and to continue the development of Mosaic within Children's Services.

Total People Group	203,755	201,842	(1,913)	0.94% Underspent	(17,782)*	(19,695)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,549	8,311	(238)	2.78% Underspent	(973)	(1,211)

The Registration Service has a target to deliver an additional 100K 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.

Finance	3,617	3,245	(372)	10.28% Underspent	(694)	(1,066)
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The service continues to face higher than anticipated levels of staff turnover, with a particular focus on uncompetitive salary levels compared with the health sector and some adjoining authorities. This has led to a number of posts being vacant for longer than is ideal. However, these posts have now been largely filled. There has also been more income generated by procurement activities than originally anticipated (via service sales and contract rebates), but the latter is not expected to be repeated as contracts cease.

Human Resources & Organisational Development	6,123	5,809	(314)	5.13% Underspent	(721)	(1,035)
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The forecasts are based on the assumption that we will be able to recruit to a number of vacant posts across the Service. If we are not able to appoint to these posts the underspend will increase. There is also a risk that additional spend (staffing) will be needed to implement Phases 2 and 3 of the Your HR project to time. This would be funded from the wider service underspend.

ICT Services	9,138	8,842	(296)	3.24% Underspent	(216)	(512)
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The Corporate ICT Development underspend (£267,000) has resulted from a number of projects with confirmed underspends as well as a number of projects that are on hold pending external decisions. Taking this into account, the true position of the Business Unit is (£33,000) underspent. This is due to the forecast shortfall in the WES surplus target of £157,000.

Law & Governance	878	637	(241)	27.45% Underspent	(20)	(261)
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The forecast assumes that new web streaming system will be implemented and paid for this financial year. If this is not achieved, there will be a greater underspend for the BU in 2017/18 to be carried forward and spent in 2018/19. Also assumption that additional audit capacity can be secured on a temporary basis, pending recruitment, to deliver audit plan. BU underspend would also increase if legal services secured new external business (not routed through the new company) in final quarter.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Performance	4,660	4,444	(216)	4.64% Underspent	0	(216)

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.

Property Services	8,631	9,589	958	11.10% Overspent	(301)	657
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This quarter's forecast reflects a change in the confidence of delivering capital receipts which affects the outturn position for Estates & Smallholdings and the property rationalisation savings. The forecast now excludes the savings from the sales of Kenilworth Library access road, Meadow Farm and Eastboro Way as these are under risk of not completing in this financial year due to late abnormal development cost claims being made by the purchasers and other planning adjustments needing to be negotiated before sales can complete. These disposals are being monitored on a weekly basis as the forecast could significantly improve if negotiations can be completed before the end of the financial year. The service is exploring all opportunities to mitigate this overspend. Trading continues to be successful and income is forecast to exceed targets.

Total Resources Group	41,596	40,877	(719)	1.73% Underspent	(6,523)*	(7,242)
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Fire & Rescue	18,717	19,845	1,128	6.03% Overspent	(2,737)	(1,609)
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Of the total overspend of £1.128m, the Service was anticipating to use existing reserves of £997k to fund these costs and Cabinet is therefore asked to approve the drawdown of these reserves as set out in the accompanying table. This leaves a residual forecast overspend of £131k which primarily relates to the planned recruitment costs to bring the Service back up to establishment. In the short term the Service also continues to incur business continuity payments to maintain operational availability, this will reduce significantly as the new recruits are integrated into the Service.

Other Services	(174,188)	(176,123)	(1,935)	1.11% Underspent	(93,577)	(95,512)
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The underspend is primarily due to additional grant income and a reduction in the cost of financing our debt as a result of slippage in the capital programme reducing our need to borrow in previous years. Any underspend in Other Services not allocated to specific reserves will be allocated to General Reserves at the end of the year and will be available to support future year's budget allocations.

Total Whole Authority	260,854	257,268	(3,586)	1.37% Underspent	(128,717)	(132,303)
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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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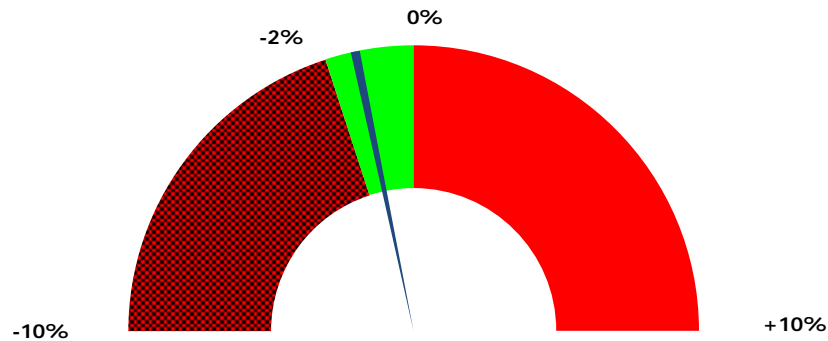
Notes

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 3 October 2017 - December 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	1,115	1,454		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 in 2018/19 and 2019/20 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.	A
Public Health	2,534	1,901	2,534	The forecast 2018/19 shortfall in the Drug & Alcohol Service will require Public Health to develop new savings proposals for the final year of OOP2020 as the full savings target of £1.3 million is not achievable. Delays in re-tendering services caused by the double purdah period in 2017, and the residual effect of previously imposed Public Health grant reductions, have led to a request to re-phase the remaining 2018/19 savings into 2019/20.	A
Transport & Economy	2,804	2,597	2,694	There is a delay in the delivery of the 2017/18 regeneration savings, 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	6,862	7,931		

Service	2017/18 Target	2017/18 Actual to Date	2017/18 Forecast Outturn	Comments	2017-20 Implementation Status
Children & Families	2,289	1,160	1,451	<p>1. £701000 (31%) marked amber. There are pressures on external foster care placement costs and post 16 accommodation. Although the strategy to reduce the number of Children Looked After is on track, it has taken 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. There has also been a marked increase in court / legal service level agreement costs in past 2 months which has resulted in a reduction in the amount of savings forecast to be achieved.</p> <p>2. £139,000 (6%) marked red for savings delivery. Within that is:</p> <ul style="list-style-type: none"> - Residential savings previously forecasted to be achieved have been reversed this period with several new children having to be placed in Residential placements due to the placement crisis over the summer, some cases are proving difficult to place in suitable alternative (cheaper) placements due to the severe nature of the child's behaviour / trauma etc. - S17, the planned reduction in support for families at risk has seen an overall down turn in spend but there is an overspend reflecting a slower than anticipated decrease in demand especially on No Recourse to Public Funds; legal advice is that limited action that may be taken to reduce this overspend. - 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 Regional Adoption Agencies and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant and 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	4,383	4,878	<p>Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to efficiencies being realised and the utilisation of other one off monies. However, in subsequent financial years delays in the achievement of efficiencies & demand management 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, and this continues to be a cross cutting issue and is the subject of discussion across the service areas.</p>	A
Strategic Commissioning	2,737	2,708	2,737	<p>All relevant restructuring to achieve 2017/18 savings has been delivered. All Commissioned Services have been redesigned and delivered e.g.; housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 2018/19 and 2019/20 .</p>	G
Total People Group	10,369	8,251	9,066		
Customer Service	356	322	322	<p>There is a marketing plan in place to generate additional income for the Registration Service</p>	A
Finance	624	659	659	<p>Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20, but confidence is high that this relatively small amount will be achieved by the end of OOP2020.</p>	G

Service	2017/18 Target	2017/18 Actual to Date	2017/18 Forecast Outturn	Comments	2017-20 Implementation Status
Human Resources & Organisational Development	313	340	340	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	1,048	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Work will take place 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	840	1,050	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	3,364	3,628		
Fire & Rescue	368	368	368		R
Other Services	8,450	8,395	8,395		G
Total Whole Authority	31,935	27,240	29,388		

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.

One Organisational Plan: Use of Financial Resources - Quarter 3 (April 2017 to December 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	(1)	-1%	0	389	
Community Services	1,454	(18)	-2%	17	1,471	
Customer Service	3,096	391	74%	(238)	2,858	Budget has been transferred to Property Services Globe House project to cover a delayed capital receipt.
Education & Learning	30,391	(1,087)	-6%	14,841	45,232	Delays on Paddox Primary £290k caused by procurement issues. Welcombe Hills £442k slippage resulting from planning and sport england input; and Acorns Primary £215k delays due to processes around making a bid for additional funds to enhance the original plan.
Fire & Rescue	12,752	135	4%	14	12,766	Additional spend in 17-18 on the Training Centre New Build due to rephasing of external fees.
Information Assets	27,433	(3,850)	-48%	(32)	27,401	Some spend on Broadband UK has slipped into later years.

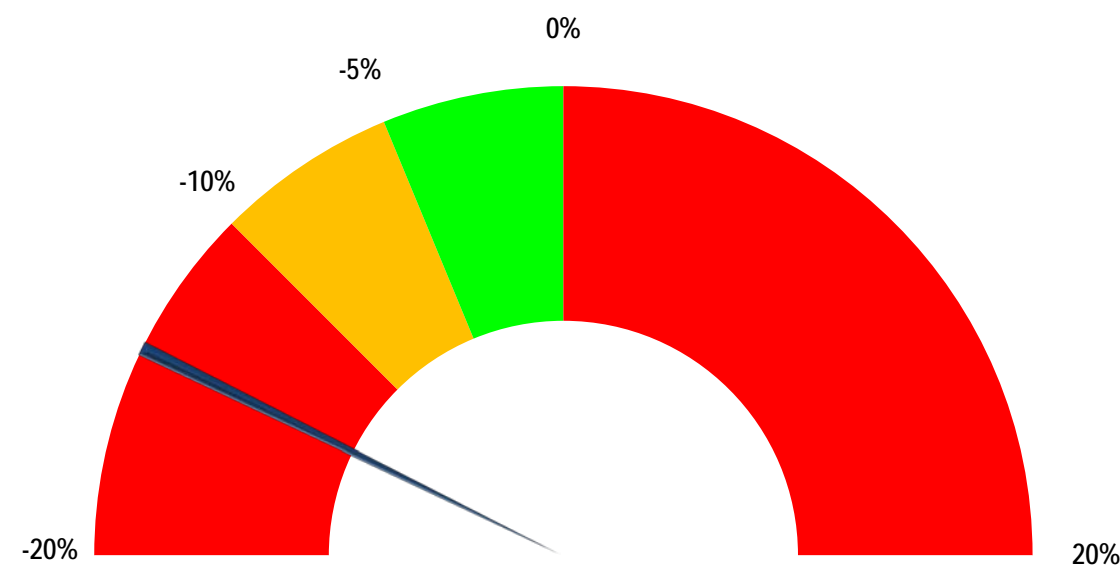
Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	35,441	(2,415)	-16%	488	35,929	Rationalisation of County Storage £1,572k caused by procurement delays (report to Council pending), Old Shire Hall £700k completion date of works revised.
Public Health	24	(24)	-100%	0	24	Spending has slipped into later years.
Social Care & Support (Adults)	3,350	0	0%	0	3,350	
Strategic Commissioning	6,948	0	0%	0	6,948	
Transport & Economy	128,912	(9,051)	-15%	29,163	158,075	Corporate funded projects, £3.382m: School safety zones/safer routes £2.4m delayed awaiting transport consultation outcome, Casualty Reduction/Cycle Schemes £186k design work delays, Bridge Maintenance £211k works reprofiling to future years, RWRR £600k overall reduction in scheme costs. External Grant funded projects, £3.007m: related to procurement and legal agreement issues with the Coton Arches and Stanks Island scheme. Developer Funded projects, £3.022m: delays caused by negotiations with developers over plans and legal agreements taking longer than planned.

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



Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	250,190		44,253	294,443

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)	112,760	(15,920)	-14%	272	97,112

17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)	(15,920)	



Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 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	2302	3181	3013	Red	Between April and November 2017 there have been 2302 incidents attended by WFRS, this is an increase of 105 incidents or 4.8% compared to the same period last year. The largest percentage increase in incidents was for special services with an 11% increase, this is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types in line with customer expectations. Primary fires, those involving property or vehicles, increased by 18% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. Levels of deliberate fire setting have now reduced back to similar levels recorded last year which is encouraging as there had been a large increase in quarter 1.	Close monitoring of incident activity across the Service including stations, fire prevention and senior managers. Emerging trends are identified early and inform fire prevention strategy and targeting with the most vulnerable members of our community through local district plans.
FR	No. of accidental dwelling fires	Lower	87	145	152	Green		
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	69.50%	70.00%	75.00%	Red	Actual data is for the period April to November 2017. Across the period of April to November there have been 292 life risk incidents in total, for 89 of those incidents the first appliance failed to attend the incident within the agreed response standard of 10 minutes. For 55% of these incidents the reason for failure was the geography of the location with the incidents occurring in harder to reach parts of the county. A further 19% of the failures was due to difficulty getting or finding the location of the incident. 7.8% of the failures were due to the nearest stations appliance being committed elsewhere and lack of availability of the nearest RDS station accounted for 6.7% of the failures.	The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	78.20%	80.00%	90.00%	Red	Across the period of April to November there have been 234 life risk incidents in total where a second appliance was needed, for 52 of those incidents the second appliance failed to attend the incident within the agreed response standard of 15 minutes. For 43% of these incidents the reason for failure was the geography of the location with the incidents occurring in harder to reach parts of the county.	The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
FR	% RDS appliance availability at key stations	Higher	92.00%	92.00%	90.00%	Green	Actual data is for the period April to November 2017 and it is anticipated that these levels of performance will be maintained until the end of the year thus achieving target. Recently the Service has introduced some RDS peripatetic personnel to increase resilience and improve availability at RDS key stations across the County.	
FR	No. of preventable fire related deaths	Lower	2	2	0	Red	Between April and November 2017 there have been 2 fire related deaths recorded and were as a result of an aircraft crash. There is an aspirational target of zero for this measure.	All fire related deaths are investigated fully in an effort to highlight learning which will inform the targeting of fire prevention activity with the most vulnerable members of our communities.
FR	No. of community safety contacts.	Higher	32525	48000	22000	Green	Actual data is for the period April to November 2017. This is a new measure for the Service and reflects the extensive range of safety education activities delivered within the communities of Warwickshire. Included within the overall total of 32525 contacts there have been: - 1825 students receiving Heartshield Training - 6046 students receiving fire safety education through the School's Education programme - 10,333 arson reduction activity contacts - 1,446 students or people receiving the Fatal 4 education	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	14	18	12	Green	There have been 14 major training events or exercises delivered so far this year which has already exceeded the year end target set of 12. Events included a series of High Rise exercises at the Fire Service College which was particularly timely following the Grenfell Tower incident earlier this year. Many events include partnership working and enable all participants the opportunity to practise and improve their response to potential life threatening incidents.	
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	419	660	720	Amber	Actual data is for the period April to November 2017. At this point in time the Service is forecasting to miss the year end target of 720. This is due to the re prioritisation of visiting high rise premises across the County following the Grenfell Tower incident in June. Recently the Service has started to deliver the planned volume of inspections again.	



Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	1.79	2.68	2.8	Amber	We are anticipating an end of year figure of 2.68 visits per population against a target of 2.8 due to the impact of having Stratford closed or in reduced space for a several months which had, as previously reported a major impact on the actuals for quarter 1 and early quarter 2 which we are not going to recover in full. There was also an enforced closure of Nuneaton Library due to works on the roof and advise from the contractor was to close due to the noise. Other building and refurbishment works are also planned at 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 forecast.	Range of events, activities and promotions continue to be undertaken at sites affected by closures or service reductions due to building works. Outreach & partnership events extensively promote services. Explore options for new services to bring additional users into sites.
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	7.39%	10.00%	20%	Red	There is a downward trend for the Warwickshire Directory and digital assistance components within this measure. For digital assistance, this is because people's skills to get online themselves have improved so they no longer need the support. As such, the reduction in forecast reflects skill development. However both digital assistance and the warwickshire directory are part of the Let's talk Local project and as such are being actively promoted.	Digital assistance provided through the libraries and one stop shops continues to be promoted. Through Lets Talk local, we are training local community members on how to use the Warwickshire Directory and how to support people to get online. GovDelivery subscriptions continue to grow as customers sign up to receive the alerts
CS	On-line transactions	Higher	63.10%	60.00%	60%	Green		
CS	Compliance with Corporate timescales in responding to complaints	Higher	75.62%	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	718.2%	718.2%	100.0%	Green		
HROD	Staff sickness	Lower	10.09	9.38	9.5	Green		
HROD	Staff turnover (KBM)	Lower	16.13%	16.64%		Green		
HROD	Positive employee engagement score	Higher	70.00%	70%	70.0%	Green	Will be measured again in Your Say survey 2018	Conduct Your Say survey 2018

Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
HROD	Telephone contact resolved at the first point of contact	Higher	93.89%	93.84%	80.0%	Green	
ICT	Availability of IT key systems through core infrastructure to users	Higher	99.0%	99.0%	99.0%	Green	
LG	No. of complaints upheld by the Ombudsman	Lower	5	10	10	Green	
LG	No. of Legal challenges/adverse judgements	Lower	2	2	0	Red	There have been 2 ICO decisions. There first 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. The second related to a request for information on a proposed new road. The Council refused to provide the requested information and cited regulation 12(4)(b) of the Environmental Information Regs. The ICO held that the Council had not provided persuasive arguments to engage regulation 12(4)(b). The ICO considered that in the specific circumstances of this case, regulation 12(4)(b) is not engaged
PM	% Benefits delivered from high priority projects and programmes	Higher	0.00	0.0%	90.0%	N/A	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. Delivery Assurance Team to continue to work with Critical projects to define measurable benefits. This piece of work is due to be completed by the end of January
PS	Target asset receipts received (KBM)	Higher	15.64%	31.54%	100%	Red	Current YE Forecast likely to be 32% based on current confidence levels
PS	WCC Council Property footprints (sq. mtrs)	Higher	26.36%	26.36%	100%	Red	Current YE Forecast likely to be 26% based on current confidence levels
PS	Actual project delivery time to planned delivery time	Higher	91.00%	92.00%	92%	Green	

3

Actions to be taken
For the first, the Service have looked into internal procedures and followed up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes. For the second, the ICO have required the Council to issue a fresh response that did not rely on the relevant regulation within 35 calendar days of the date of the ICO decision.
Work is underway to review the approach to deliver these projects, with additional project management resources, change control processes, additional resource and scrutiny of cost and time implications, increased risk identification and mitigation activity, all with the objective of recasting the projects and then ongoing monthly monitoring to forecast.
Work is underway to review the approach to deliver these projects, with additional project management resources, change control processes, additional resource and scrutiny of cost and time implications, increased risk identification and mitigation activity, all with the objective of recasting the projects and then ongoing monthly monitoring to forecast.

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

Resources and Fire and Rescue Overview and Scrutiny Committee

28 February 2018

Integrated Risk Management Plan (IRMP) Task and Finish Group Report

Recommendations

1. That the Resources and Fire and Rescue Overview and Scrutiny Committee receive and note work undertaken by the IRMP Task and Finish Group.
2. That the IRMP Task and Finish Group be re-established at a time congruent with the development of the next IRMP Action Plan (2018/19).

1.0 Background

- 1.1 The terms of reference for the IRMP Task and Finish Group established the following objectives:
 - Comment on the progress in implementing the IRMP Action Plan 2017/18.
 - Review whether the actions proposed are sufficiently robust and achievable within the agreed budget to meet the desired outcomes within the plan timescales.
 - Identify the barriers to successful implementation and propose solutions to overcome these.
 - Identify other ways in which Warwickshire Fire and Rescue Service (WFRS) could more effectively engage with other services to improve community safety in Warwickshire.
- 1.2 The group met on four occasions; 2nd November 2017, 4 December 2017, 10 January and 8 February 2018. A progress update report was presented to members at each meeting, describing progress to date against the IRMP Action Plan 2017/18. The final report informed members that 6 of the 11 actions had been completed, and that 5 would be carried over for continued development within the next Action Plan (2018/19). A copy of the final progress update report is attached as an appendix.
- 1.3 Members found particular value in those meetings held on fire stations, i.e. at Wellesbourne and Leamington. These provided members with the opportunity to tour the facilities and be provided with some context around the key issues discussed within the meetings.

- 1.4 Over the course of the four group meetings members were provided with presentations covering the following key topics;
- Update on Emergency Medical Responding
 - Update on Adult social Care and Fire and Rescue Service Joint Working
 - Warwickshire Fire and Rescue Service Response Model
- 1.5 Members made a number of requests for further information, and as such officers provided the group with reports covering blue light collaboration, Community First Responder performance information, a national overview of Emergency Medical Response, the savings WFRS have already made as part of the One Organisational Plan (OOP 1) and the way that WFRS is using additional one-off funding provided for Prevention activity and for providing wider social value within Adult Social Care.
- 1.6 The presentations and information provided by officers of WFRS stimulated vigorous debate, and members welcomed the opportunity to note and discuss some of the key issues associated with delivering the IRMP.
- 1.7 Members noted the benefits of WFRS broadening its activities into areas such as safe and well home visits and slips, trips and fall prevention, and supported further work in areas such as telecare rapid response support and home assessments for hospital discharge.
- 1.8 Members also considered carefully the opportunities presented by Emergency Medical Responding, but expressed disappointment with the reluctance of West Midlands Ambulance Service (WMAS) to enter into an agreement. Members suggested a number of ways in which they could support the WFRS ambition to secure an Emergency Medical Response agreement, such as lobbying Clinical Commissioning Groups (CCGs) and exploring the role that CQUIN (NHS Commissioning for Quality and Innovation targets) could play in leveraging the position of WMAS.
- 1.9 Members also expressed disappointment in the uncertainties around the position of WMAS with regards to the Community First Responder pilot already in operation at Southam, and the new pilots which WFRS had hoped to launch in Coleshill and Shipston during 2018. It was of concern to members that further progress with the new schemes has been paused, subject to a suitable way forward being agreed with WMAS.
- 1.10 Members noted that WFRS has delivered over 3800 safe and well checks this year, and that the additional funding will enable the target for 2018/19 to be increased by 50% to 6000. Members accepted that as the activities enabled by the one-off £200k funding were not fully operational until late 2017, a benefits realisation report would not be available until the third quarter of 2018.

- 1.11 Members noted the challenges WFRS face with regards to Retained Duty System (RDS) firefighter recruitment and retention, and that these issues are reflected nationwide. Members supported the peripatetic crewing team WFRS have introduced to help fill the crewing gaps at key RDS stations, but recognise that RDS availability will continue to present a challenge.
- 1.12 Some members expressed ongoing concerns around the capacity WFRS has available to meet the range of demands placed upon it, and the impact any future savings proposals may have. Members expressed the desire to be kept informed of any proposals that may be developed to deliver a cost effective service.

2.0 Timescales and next steps

- 2.1 Members of the IRMP Task and Finish Group recommend that the group be re-established at a time congruent with the development of the next IRMP Action Plan (2018/19).

3.0 Appendices

WFRS IRMP Action Plan 2017/18

WFRS IRMP Action Plan 2017/18 Update Summary – 8 February 2018

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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

IRMP Action Plan 2017/18

IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
1.1	Implement a single Fire Control facility with Northamptonshire FRS.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Decision made on location. • Develop an implementation plan for proposals. 	<ul style="list-style-type: none"> • Improved efficiencies through collaboration. • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
<p>Why do we want to do this?</p> <p>This is the final stage of the Joint Control project with Northamptonshire FRS (NFRS). The project was the key output of a collaboration scoping exercise undertaken with NFRS during the previous IRMP (2013-2017). The shared control facility will reduce costs whilst providing a better resourced, more resilient service to the public. The shared primary control room could be in either Warwickshire or Northamptonshire, with a reserve control room maintained in the partner Brigade for spate conditions or other emergency. Completion of the installation of the new mobilising system will enable the use of new technology and systems, such as Automatic Vehicle Location and nearest resource mobilising, which will improve the efficiency of both Service's response to emergency incidents.</p>				
1.2	Implement an Emergency Medical Response arrangement with West Midlands Ambulance Service (WMAS).	DCFO Rob Moyney	<ul style="list-style-type: none"> • Agree an Emergency Medical Response operating model with WMAS. • Implement agreed mechanisms for responding to specific medical emergencies. 	<ul style="list-style-type: none"> • Enhanced survival chances of those involved in medical emergencies. • Contribution to reducing the demand and financial pressures on the WMAS and NHS.
<p>Why do we want to do this?</p> <p>We have the opportunity to provide an emergency medical response capability to help save lives and support the ambulance service. Emergency Medical Response (EMR) schemes can save lives in those areas where firefighters are able to attend cardiac arrests and other priority medical emergencies more quickly than the ambulance service. All WFRS firefighters are trained to First Person on Scene (FPOS) intermediate standard of medical response, and a full set of equipment including a defibrillator is held on every fire appliance. If Firefighters attended the incident first they would undertake basic life support including defibrillation until WMAS arrive to provide advanced life support response. This enhancement is intended to complement the already professional service provided by WMAS; it is not intended to replace an ambulance response.</p>				

1.3	Further develop our current collaborative working programme with Hereford and Worcester and Shropshire Fire and Rescue Services and Warwickshire and West Mercia Police to explore all operational, service support and future governance opportunities in keeping with the recently introduced statutory duty.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Develop further work streams within collaboration programme. • Develop an implementation plan for proposals. 	<ul style="list-style-type: none"> • Improved public safety. • Improved efficiencies through collaboration. • Improved organisational resilience. • Supports the efficiency and collaboration and workforce reform pillars of the Home Office fire reform agenda.
<p>Why do we want to do this?</p> <p>The duty to collaborate is now a legal obligation for emergency services. The Home Office is committed to a programme of fire service reform based on 3 pillars: efficiency and collaboration, accountability and transparency and reform of the workforce: which we are committed to supporting. We will actively support this duty where it is in the interests of the community to do so. Presently a Blue Light Collaboration Board exists across the Warwickshire and West Mercia Police areas consisting of senior officers from the two police services concerned and the three fire and rescue services of Warwickshire, Hereford & Worcester and Shropshire. This Board is overseeing a range of operational collaboration opportunities across the following functional areas: Training, Procurement, Estates, Operations, Fleet and Information Technology.</p>				

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

No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
2.1	Produce a WFRS Asset Management Plan that sets out the future changes needed in the locations of our premises and fire engines, and incorporate within the Warwickshire County Council (WCC) Capital	DCFO Rob Moyney	<ul style="list-style-type: none"> • Produce Asset Management Plan based on future needs, including; <ul style="list-style-type: none"> ➢ IRMP 2017-2020 risk analysis, ➢ district/borough local plans, ➢ vehicle and building 	<ul style="list-style-type: none"> • An asset plan that meets the future needs of WFRS and which is incorporated into future WCC financial planning. • A fire service model of service delivery that matches the changing risk profile of the county and meets the needs of its communities.

	Expenditure Programme.		<ul style="list-style-type: none"> ➤ lifespan requirements, a review of our water rescue and flooding capability. 	
<p>Why do we want to do this?</p> <p>As part of the IRMP process we look ahead to the impact future housing and commercial/industrial developments will have on the capability and location of our resources; namely our fire stations, fire engines and other emergency response vehicles. We also look ahead to consider the potential for change in other risk areas, such as the environment and terrorism. Additionally when the vehicles within our fleet come to the end of their expected lifespan, and our buildings require significant refurbishment to continue to be fit for purpose, we will take the opportunity to review whether existing arrangements are still appropriate to meet our changing needs. Our Asset Management Plan will set out the future changes needed, and in particular will consider;</p> <ul style="list-style-type: none"> ➤ Optimising fire station locations in and around the Rugby area in light of future developments in the area; ➤ Optimising fire station locations in and around the Nuneaton area in light of future developments in the area; ➤ The suitability and condition of the Headquarters building in Leamington Spa; ➤ The optimum equipment, location and operating arrangements of our flooding and water rescue capability. 				
2.2	Review the provision of aerial appliances across the West Midlands Region.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Options appraisal developed and considered at West Midlands Region FRS regional meeting. • Decision on provision of aerial appliances made that provides economy of scale and the sharing of resources across borders. 	<ul style="list-style-type: none"> • Improved efficiencies through collaboration. • Improved operational resilience.
<p>Why do we want to do this?</p> <p>This is part of our ongoing review of special appliances, which include any operational vehicle other than our standard fire engines. An aerial appliance is an emergency response vehicle with the capability for reaching the upper floors of tall buildings. Although rescues from height are rare, aerial appliances are used for a range of working at height purposes, such as roof ventilation and applying water onto a fire from above the building. Our existing aerial appliances will be 10 years old in 2017 and this is the correct time to begin assessing our options for the number and type of replacements required, taking into account that our regional partners are undertaking a similar exercise. The aim is to provide an appropriate level of aerial availability.</p>				

IRMP Objective 3: Maximise the flexibility and utility of our workforce.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
3.1	Review our RDS recruitment needs and practices to maximise fire engine availability, and optimise the balance between wholtime (WDS) and on-call (RDS) staffing of key fire stations.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Determine best use of resources to maintain fire engine availability. • Develop options for change. • Implement changes and arrange regular outcome reviews. 	<ul style="list-style-type: none"> • Improved RDS fire engine availability • Improved emergency response in rural areas • Improved working arrangements for RDS firefighters
	<p>Why do we want to do this?</p> <p>The majority of UK FRSs struggle to recruit sufficient on-call (RDS) firefighters to provide 24/7 fire engine availability, and we are no exception. We struggle to secure RDS firefighter availability at certain times. In some areas the need to be available within 5 minutes travel time of the local fire station significantly limits the potential pool of people within which recruitment can take place. There has also been socio-demographic change over recent years that has made recruitment more difficult.</p>			
3.2	Review the balance of our organisational resources, and ensure sufficient capacity is provided to meet corporate needs.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Determine best use of resources to meet all organisational needs. • Develop options for change. • Implement changes and arrange regular outcome reviews. 	<ul style="list-style-type: none"> • Learning outcomes of Operational Assessment and Fire Peer Challenge 2016 are addressed. • Sufficient capacity is available to meet the needs of the Home Office reform programme. • An organisation that has the capacity and capability to meet both operational and corporate needs.
	<p>Why do we want to do this?</p> <p>Whilst reviewing the emergency response part of our Service is important, we intend to do so within a wider framework that considers the optimum organisational balance of resources. Regardless of size, every Fire and Rescue Service has to meet the same range of corporate demands. We will also consider our organisational capacity and capability against the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016, and the challenging national agenda, such as the Home Office fire reform programme.</p>			

IRMP Objective 4: Develop the use of emerging technology.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
4.1	Extend the use of Light Rescue Pumps (LRPs) within the Service.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Review the provision of LRP's to date. • Subject to outcomes of review introduce 5 further LRP's in line with the procurement plan. • Distribute LRP's across the Service to support the response model. 	<ul style="list-style-type: none"> • Cost savings to contribute to the WFRS savings target. • Reduce carbon footprint. • Provide agile response to life risk incidents. • Maintain our response standards. <p>Enhance safety of the community.</p>
<p>Why do we want to do this?</p> <p>The first 10 Light Rescue Pumps (LRP's) delivered into the Service have proved that the original concept of use for these vehicles was valid. They have now been in front line use since June 2014 and, after some teething problems expected from the introduction of any new vehicle type, have demonstrated the capability to deal with the regular demands of the Service. They are roughly half the price of a regular sized fire engine and with the use of new technology, such as the 'E-draulic' rescue equipment; they are able to deliver a very near equivalent capability to the incident ground. They are more fuel efficient and, being narrower and lighter than traditional fire engines, are able to get through congested streets more easily and cross bridges with reduced weight limits; something which is becoming an increasing concern to the Service. The improved fuel efficiency and reduced emissions of the euro 6 rated engine help to reduce our carbon footprint and save costs.</p>				
4.2	Consider and if appropriate implement the use of new fire extinguishing technology.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Scope out a range of new equipment and procedures that enable firefighters to extinguish internal fires from outside the building, such as; cold-cutting equipment, Compressed Air Foam systems and other such technologies. Make use of national research and 	<ul style="list-style-type: none"> • Improved firefighting tactics. • Improved firefighter safety. • Reduce social and economic impact of fire related incidents.

			<p>development.</p> <ul style="list-style-type: none"> • Identify training requirements of introducing new technology • Identify impact on vehicle procurement to accommodate any new firefighting equipment. 	
<p>Why do we want to do this? Modern construction of buildings present new risks to firefighters, and fire extinguishing technology constantly evolves in order to deliver more effective firefighting tactics and improve firefighter safety. We maintain a watchful eye on any new developments, and two in particular that are being developed and utilised within a number of other fire and rescue services are 'cold-cutting' and 'compressed air foam' systems. These systems enable firefighters to extinguish some building fires from outside, thus potentially reducing the risk to firefighters significantly.</p>				
<p>4.3</p>	<p>Consider and if appropriate implement the use of new equipment for dealing with Road Traffic Collisions (RTCs) involving vehicles with new and more challenging construction.</p>	<p>DCFO Rob Moyney</p>	<ul style="list-style-type: none"> • Review effectiveness of existing equipment to deal with the latest vehicle designs and construction that present the greatest challenge to firefighters. • Scope out a range of new equipment and procedures to enable firefighters to extricate persons from vehicles that are made of new and more challenging design. • Identify training requirements of introducing new technology • Identify impact on vehicle procurement to accommodate any new rescue equipment. 	<ul style="list-style-type: none"> • Improved extrication tactics, leading to more rapid definitive medical care. • Improved firefighter safety.
<p>Why do we want to do this? Modern vehicle construction presents us with new challenges. Stronger yet lighter construction materials, more widespread presence of passenger safety systems and electric power technology all present additional risks to firefighters. We constantly need to review and upgrade our extrication techniques and equipment in order to continue to release trapped casualties from vehicles within safe systems of work. The quicker we can extricate a casualty, the sooner they can be conveyed to hospital for definitive care.</p>				

IRMP Objective 5: Use our capacity to improve wider community health and social care outcomes.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
5.1	Enhance our value to the community by exploring opportunities to work with partners to improve wider health and social care outcomes.	DCFO Rob Moyney	<ul style="list-style-type: none"> • The Joint Strategic Needs Assessment (JSNA) is used to look at how we can support health and wellbeing in Warwickshire. • Partnerships developed with counterpart public services that are already active in these initiatives to develop pilot projects for: <ul style="list-style-type: none"> ➤ Slips, trips and fall prevention, ➤ Telecare rapid response support, ➤ Home assessments for hospital discharge. • Delivery of Safe and Well visits to the most vulnerable within our county. • Delivery of the 'Heartshield' programme and the provision of cardiopulmonary (CPR) resuscitation and positive lifestyle training to school pupils within the county. 	<ul style="list-style-type: none"> • Enhanced safety, health and wellbeing of the community, in particular the most vulnerable. • Increased influence of WFRS. • Contribute to reducing the demand and financial pressures on the NHS. • Long term contribution to improvements in heart health indicators, and reduced health inequalities in Warwickshire. • Young people in Warwickshire are trained to deliver bystander CPR and understand the positive lifestyle choices that they can make to look after their heart health, and commit to action.
<p>Why do we want to do this?</p> <p>We recognise the opportunity to provide wider social value with the fire and rescue resources we have available. We know that those most at risk from fire are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we will develop stronger links with our partners in public health and other Fire and Rescue Services in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.</p>				

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<p>Progress</p>	<p>Progress has been made on all the work streams as shown below:</p>
	<p>1.1 Single Fire Control: A joint communication is still awaited on the future direction of the project. No further progress since last update. Will carry over to IRMP Action Plan 2018/19.</p> <p>1.2 Emergency Medical Response: CFR pilot at Southam continues, with crews attending an average of 3 calls per week. Plans to develop similar schemes in other locations have had to be paused subject to wider discussions with WMAS. Will carry over to IRMP Action Plan 2018/19.</p> <p>1.3 Collaboration: The regional approach with Hereford and Worcester FRS, Shropshire FRS and West Mercia/Warwickshire Police has been refreshed and four new work streams confirmed:-</p> <ul style="list-style-type: none"> • Operational deployments • Community safety • Supporting infrastructure • Estates <p>The specific benefits that WFRS could achieve through the work streams are yet to be determined. WFRS has also had meetings with Warwickshire Police to progress local work aligned to the regional workstreams. Will carry over to IRMP Action Plan 2018/19.</p> <p>2.1 Asset Management Plan: Approved at BCT and is a supporting document to the IRMP. COMPLETE</p> <p>2.2 Review the provision of aerial appliances: Review completed. The procurement of a Magirus aerial appliance was approved at BCT. COMPLETE</p> <p>3.1 Review RDS recruitment needs and practices: Review completed. The pilot peripatetic RDS crewing team went live on 1st September. There are currently 12 team members. Further briefings are being delivered to staff at appropriate stations about the team, and how it works. Identified the need for an Engagement Officer to mainstream and expand the work of the Dedicated Retained Applicants Support Project (DRASP) team, but a bid for funding for the role was unsuccessful. COMPLETE.</p> <p>3.2 Review the balance of our resources: A review of crewing systems has been completed and recommendations are being developed. A working group has been established that will present the review outcomes, with associated proposals to BCT. COMPLETE.</p> <p>4.1 Extend the use of LRPs: Evaluation has been completed. Decision has been made to rest the purchase of further LRPs until; 1. Vehicle build quality issues are</p>

satisfactorily resolved 2. Decisions have been made on the OOP2020 savings options, and an assessment made of the impact on future optimum fleet balance (between LRPs/full size fire engines). **Will carry over to IRMP Action Plan 2018/19.**

4.2 Consider and if appropriate implement new fire extinguishing technology:

Misting branch has been trialled successfully at Wellesbourne, Bidford, and TADC. Rollout of these branches is on course to be achieved by the end of the year.

COMPLETE.

4.3 Consider and if appropriate implement new RTC equipment:

Expansion of E-draulic RTC extrication equipment on all appliances will be achieved through the vehicle replacement programme over a 2 year period.

12 tonne lifting power mats are being replaced with 17.5 tonne lifting power mats on all appliances. **COMPLETE.**

5.1 Wider Health and Social Care Outcomes: WFRS have used one-off funding of £200k, awarded by WCC, to provide a range of additional capabilities, including employment of:

- RDS training officer (12 month contract) to train and support RDS staff to deliver prevention and wider health activities.
- 3 Community Support Officers (12 month contracts) from Social Care, Police and Fitness backgrounds to work with the most vulnerable members of the community.
- Part-time (12 month contract) Health Advisor to develop links and partnerships to identify new ways for fire and health to collaborate and for fire to provide wider social value.

Home fire safety checks have been expanded into 'safe and well' visits. WFRS staff have received training in order to assess the homes of the vulnerable for a wide range of health and welfare issues (e.g. slips trips and falls, winter warmth, etc.) and the relevant referral pathways established.

A business case has been prepared for submission to the Adult Social Care Better Care Fund; an Enhanced Safe and Well bid to support home from hospital discharge and enhanced work with vulnerable people. **Will carry over to IRMP Action Plan 2018/19.**

Resources and Fire and Rescue Overview and Scrutiny Committee

28 February 2018

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS): Further update on inspection arrangements and preparatory work being undertaken.

Recommendation

That the Resources and Fire and Rescue Overview and Scrutiny Committee receive and note the latest information with regards to the HMICFRS inspection arrangements and the preparatory work being undertaken.

1.0 Background

- 1.1 The Policing and Crime Act 2017 sets out that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) will inspect and report on the efficiency and effectiveness of fire and rescue authorities in England. Their vision is to promote *'improvements in policing and fire and rescue services to make everyone safer'*.
- 1.2 The new inspection regime being introduced for Fire and Rescue Services is in keeping with the current approach for the Police. The onsite inspection programme is due to commence in April 2018 and the detailed framework, methodology and dates for inspection are still in development. Draft inspection criteria have been shared and Warwickshire Fire and Rescue Service (WFRS) have carried out an initial desktop review to assess its current position.
- 1.3 At a Fire and Rescue Services Inspections conference on 10th October 2017, HMICFRS confirmed that the inspection process will be a rounded inspection with 'no surprises' and will cover effectiveness, efficiency and people (pillars) focusing on the following core areas:-

Effectiveness	Efficiency	People
How effective is the FRS at keeping people safe and secure from fire and other risks?	How efficient is the FRS at keeping people safe and secure from fire and other risks?	How well does the FRS look after its people?

- 1.4 At the point of writing this report, the three pillars are underpinned by 67 sub diagnostic questions which have formed the basis for the desk top review discussed in this report. However, it should be noted that the final wording of the diagnostics is still to be confirmed and is subject to change. Since carrying out the desktop review, HMICFRS has issued a proposed inspection programme and framework, including a revised set of diagnostics, and the Home Office has shared a new Fire and Rescue National Framework for consultation. These documents give further context and an indication of increased Government expectations regarding the Fire and Rescue Service. The draft National Framework is a pivotal new consideration for all fire and rescue authorities and is attached to provide added context in Appendix A. It is highly likely that the inspection diagnostics, when agreed, will clearly align to the contents of the National Framework that is due to take effect in April 2018. A further national meeting is planned by HMICFRS on 31 January 2018 to help services prepare for the inspections.
- 1.5 HMICFRS has confirmed that there will be a focus on; a) operational service delivery covering prevention, protection, resilience and response, b) efficiency focusing on value for money, matching resources to meet demand and collaboration, and c) organisational effectiveness: your people focusing on leadership, training, diversity, values and cultures.
- 1.6 Fire and Rescue Services will be subjected to the same judgement framework as used by the HMICFRS for Police. Fire services will be assessed and given graded judgements against the following categories:-
- Outstanding
 - Good
 - Requires Improvement; and
 - Inadequate
- 1.7 Each pillar (effectiveness, efficiency and people) is broken up into a number of core questions. Each pillar and core question will be graded using the graded judgement set out above.
- 1.8 It is our understanding based on the arrangements for the current Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections that:-
- The starting point for arriving at an overall pillar judgment is to aggregate the core question judgments. For example, two core questions judged as Good and one as Outstanding would normally result in an overall pillar judgment of Good.

- The judgment will then be adjusted to reflect the following:
 - If one or more core questions within a pillar are judged as Inadequate, the overall pillar judgment will be no higher than Requires Improvement.
 - If one or more core questions within a pillar are judged as Requires Improvement, the overall pillar judgment will be no higher than Good.
 - The overall pillar judgment will reflect how close core question judgments are to the edge of the grade boundaries.

1.9 The criteria by which the pillars and the core questions will be judged is currently being developed by HMICFRS with the expert reference group and task and finish groups. Fire and Rescue Services will see and contribute on the criteria in advance of the inspection.

1.10 At the time of writing this report, limited information has been circulated as to the proposed criteria as to what 'Good' looks like in relation to using resources to manage risk, preventing fires and fairness and diversity.

1.11 At this stage in the development of the inspection framework, HMICFRS have indicated that governance will not form part of the inspection process but this may change given the differing governance arrangements for unitary, metropolitan and combined fire authorities. We await final confirmation but, regardless of this, we recognise the need to ensure that the 'WFRS in Context' piece in the self-assessment outlines our own governance arrangements clearly and succinctly.

1.12 **Timetable of inspections:** HMICFRS have now confirmed that there will be three tranches of 15 services inspected over 18 months starting in April 2018 with three pilot inspections in the spring of 2018. WFRS will be in the first tranche in the summer of 2018.

Activity	Jan to April 2018
Publish Inspection Programme	March 2018
Pilot inspections (Suffolk, Staffordshire, West Yorkshire)	Spring 2018
1 st tranche of 15 inspections	Summer 2018
2 nd tranche of 15 inspections	Autumn/Winter 2018
3 rd tranche of 15 inspections	Spring 2019

- 1.13 WFRS will need to prepare a comprehensive self-assessment of its current performance against the criteria and submit it 5 weeks prior to the inspection on site visit. The inspection team will carry out a substantial amount of pre inspection work including data collection, detailed review of the self-assessment, desktop review, staff surveys and key lines of enquiry.
- 1.14 Similar to previous inspection regimes (CPA, CAA etc.) and peer reviews, the inspection itself will last for a week with a team of 8 to 10 inspectors on site. The fieldwork will focus on reality checking the pre inspection work, holding focus groups and interviews from across the service including partners and other key stakeholders as well as providing daily updates and a post fieldwork debrief.
- 1.15 The inspection team will produce a draft report for factual accuracy checking and the final report and press notice will be presented to the Service under embargo ahead of its formal publication. Alongside the final report, an action plan and recommendations for follow up will also be produced.
- 1.16 Subject to the outcome of the inspection WFRS may not then have another inspection for two to three years, but HMICFRS may request further inspections on thematic areas as required.
- 1.17 **Warwickshire Fire & Rescue Service: Becoming Inspection Ready:** In preparing for the HMICFRS Inspection, WFRS is not starting from scratch. There is plenty of evidence on our current position on certain areas, including the outcome of the second Peer Review undertaken in November 2016 which highlighted a number of the areas that the HMICFRS Inspection will also focus on, including:
- **Community Risk Management** and a need to refresh the prevention strategy.
 - **Collaboration** at service delivery level, corporately, and with other emergency services.
 - **Business Planning** to ensure clear priorities for WFRS, and a 'Plan, Do, Review' cycle.
 - **Organisational Risk Management** to be strengthened.
 - **Governance** relating to the duty for emergency services to collaborate under the Police and Crime Act 2017.

- 1.18 Evidence will also be drawn from other areas not just the recent peer review. Action plans will need to be overlaid with the key findings from the desk top review to determine a) work already underway to respond to any recommendations from the action plans where they directly correlate to areas for improvement identified and b) areas not covered by the action plans but need to be looked at in more detail. This is important as we do not want to duplicate work already underway.
- 1.19 In becoming inspection ready, WFRS has already begun preparations but this will now have to accelerate following confirmation that WFRS is in the first tranche (summer 2018). The focus of this work will need to ensure WFRS is ready, including identification of how the resultant improvement work activity will be resourced following the inspection.
- 1.20 One of the key elements of the inspection ready work is to set realistic expectations as to the likely outcome for WFRS in the first round of inspections. There is a sense that HMICFRS may be challenging in their judgements as they and the new inspection process will also be under a great deal of scrutiny.

2.0 Work undertaken to date (October – January 2018)

- 2.1 Members of the Service Improvement Team WFRS with support from WCC Performance Business Unit have facilitated the work undertaken to date and provided a critical friend/challenge approach to support the process.
- 2.2 Work to date has focused on undertaking a programme of pre-inspection desktop reviews against the pillars, core areas and draft sub diagnostic questions in order to understand areas of strength, areas for development, any gaps and to propose suggestions where further work may be required.
- 2.3 **Desktop Review:** As part of the desktop review over 20 interviews with key managers and staff have been undertaken to date. These have been primarily within WFRS but more are planned in early 2018, in particular with WCC colleagues where there is corporate responsibility for finance, HR, legal and property services.
- 2.4 At interview, managers were asked to consider the Service's position against the range of draft sub diagnostic questions relating to the functional areas for which they are responsible. Managers were asked to answer honestly and identify the evidence (policies/procedures/ documents etc.) to support and justify their assessment.

- 2.5 The key findings from the desktop review alongside local and national benchmarking information have enabled the review team to identify areas that are strong, moderate or need development. Suggested improvement activity is also being prepared for consideration by WFRS Brigade Command Team in terms of priority, resource requirement and timescale.
- 2.6 The information received to date from the Expert Reference Group regarding the definition of 'Good' for the diagnostics has been limited, but has been used in evaluating the findings from the desktop review. We await the commentary around what outstanding, good, requires improvement and inadequate look like and will review and modify the outcomes from the desktop review as more information becomes available.
- 2.7 A Communication Strategy and Action Plan has also been developed, which includes a detailed stakeholder map identifying internal and external partners to be engaged with as both part of the ongoing work to becoming inspection ready and during the inspection itself.
- 2.8 Some areas have been identified where further development is needed and some recommendations have been proposed. These have been grouped together under a number of themes to help facilitate action plans going forward. These areas are currently being absorbed within the WFRS business planning process for 2018/19.
- 2.9 Based on our initial review of the draft sub diagnostic questions (67), we have assessed 19 areas as strong, 42 as moderate, and six needing development. As further information is made available from HMICFRS we will revisit this assessment to determine if the position has changed. It follows that the areas currently assessed as "moderate" could realistically be graded as either "good" or "requires improvement" under the inspection gradings depending on the final diagnostic criteria. At this stage it is felt that there is insufficient clarity to give reliable judgements until further information is received.
- 2.10 **Areas of strength**, based on current evidence, include the following:
- **Prevention:** WFRS can show good practice in its prevention, community safety and safeguarding work, supported by a temporary increase in funding to focus on those most at risk. There is also effective work with partners to tackle fire setting behaviour.
 - **Site specific response plans for high risk premises:** WFRS works with partners to identify high risk sites and follows a risk based process in developing its plans.
 - **Joint training and exercising:** WFRS trains with other agencies, such as through the Local Resilience Forum, and makes improvements where needed.

- **Plans to address risks in the IRMP:** WFRS is delivering action plans to ensure the delivery of its IRMP, and there is evidence to show planning is based on sound planning assumptions.
- **Track record of achieving savings:** WFRS is a very lean organisation and can show an impressive track record of achieving savings, including £2.4 million delivered in the first phase of the One Organisational Plan (2014-18).
- **Internal Culture and wellbeing:** WFRS continues to see progressive improvements in its internal culture. Acceptance and implementation of change is largely positive and the visibility and trust in senior management is generally high. WFRS has a range of ways of understanding the wellbeing needs of the workforce including staff surveys, Occupational Health support, fitness assessments and a staff forum.
- **Culture of learning and improvement:** WFRS has invested in this area, including its project management approach, use of systems thinking and Lean Six Sigma techniques, a staff forum and leadership development. The improvement in staff engagement is also helping address workforce concerns.

2.11 **Themes of areas needing development** that are emerging include the following:

- **The IRMP** and National Guidance are not a straight fit and require interpretation. In WFRS, the IRMP has been written as a strategic document supported by a detailed risk profile and action plans. Close attention will be paid to the IRMP as the questions discuss risk at a strategic level. Further work will be undertaken to look at the national guidance and any emerging gaps for WFRS, particularly in light of the new draft National Framework that has just been issued by Government for consultation.
- **Capacity** has been a consistently emerging theme across all areas of WFRS for a long period of time. There is a sense that WFRS makes the best use of available resources and draws on other areas/expertise as required. However, there is further scope for improvement in a number of areas, including the approach to business planning. We are working to ensure that support functions are effectively aligned to specific Fire & Rescue requirements, e.g. local delivery of national developments and Home Office requirements.
- **Culture and Leadership:** There is clear evidence of senior management led improvements in culture, communication and leadership in recent years which have had a positive impact and are felt at all levels of the Service. However, there are inevitably still areas for improvement to embed this and to ensure a consistent approach given the traditions, structures, and dispersed locations of the workforce. **Note:** We are expecting that this will be a key area of scrutiny for HMICFRS.

- **Efficiency and Effectiveness:** The evidence to date suggests that WFRS could improve its approach to some areas, for example in service delivery to strengthen partnership data sharing when addressing community vulnerability. There is a need for improvements in workforce planning, especially given the reliance on internal movements to provide staff capacity to resource various work streams. The implementation of much leaner operational structures require a better focus on recruitment forecasting and associated links to budget management

3.0 Next Steps and Timescales

- 3.1 Following the outcome of the desktop review there are a number of activities that WFRS now plan to undertake. It must be noted that this activity will not be done independently from other areas of activity that are currently or will shortly be underway, notably:
- Outcome of the Budget setting process in February 2018
 - New draft Fire and Rescue National Framework
 - Impact of significant other national fire service issues, e.g. Grenfell Tower
 - Ongoing transformation/improvement/collaboration activity
- 3.2 The Service is now identifying and progressing improvement activity following the desktop review. This is to either i) identify where additional activity is required to understand the Service's position against the draft sub diagnostic question; or ii) where activity has been proposed to address any gaps that have become apparent at this stage. Officers are considering the resourcing of this activity.
- 3.3 WFRS intends to focus on the key areas assessed as needing development to determine what could be done to strengthen the Service's position before inspection within the limitations of resources. Several of these will rely on dialogue with other WCC departments and a meeting structure to communicate these clearly has been established.
- 3.4 The desktop review has also identified a number of areas where the Service is strong. WFRS intends to continue to communicate and promote these strengths as part of the ongoing communication and engagement in relation to the inspection process.
- 3.5 Looking beyond the Inspection itself there is a clear need for a strong and strategic focus on how whatever improvements the Inspection result will require from the Service are assessed and resourced, especially given future years savings requirements.
- 3.6 We will ensure that members are suitably briefed as we better understand what members role will be within the inspection and improvement process.

3.7 The following table sets out the high level plan of activity to be undertaken in January / February 2018. More information on the timeline is also shown in Appendix D.

Activity	Who
Focus on areas identified as needing realistic development in order to determine what could be done to strengthen the Service's position before inspection.	Brigade Command Team and key support functions
More detailed 'deep dive' review of recommended improvement activity to group areas where appropriate including: <ul style="list-style-type: none"> • Further interviews with colleagues across WCC • Collect further evidence where available e.g. benchmarking Review assessments against what 'good' looks like when further information is released by HMICFRS	Service Improvement Team
Consider response on HMICFRS consultation on the proposed inspection programme and framework – by 19 th February 2018	Service Improvement Team
Draft self-assessment including governance arrangements	Service Improvement Team
Develop administrative arrangements for the collection of evidence including approach for keeping this up to date	Service Improvement Team / Performance Business Unit
Detailed stakeholder mapping including external partners	Service Improvement Team / Communications
HMICFRS Data Collection request – expected Spring 2018	Service Improvement Team / relevant WFRS Staff & Performance Business Unit
Refine and implement Communication & Engagement Action Plan	Service Improvement Team / Communications

Supporting Documents

Appendix A Fire and Rescue National Framework for England – Government Consultation

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

Portfolio Holder for Fire and Community Safety
Fire and Resources Overview and Scrutiny Committee