

# Resources and Fire & Rescue Overview and Scrutiny Committee

**11 July 2018**

## Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in **Committee Room 2, Shire Hall, Warwick on Wednesday 11 July 2018 at 2.00 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 meetings held on 25 April 2018 and 15 May 2018**

## **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 Janet Purcell 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 2018/19**

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

## **5. One Organisational Plan Year-End Progress Report, 2017-18**

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

## **6. Digital Transformation Update**

To consider the latest position on Digital Transformation, as requested by the Committee.

## **7. Treasury Management Monitoring Report**

The enclosed report presents the end of year position in relation to investment performance and debt financing.

## **8. Operational Assessment and Fire Peer Challenge 2016 Action Plan Closure**

The Operational Assessment and Fire Peer Challenge was undertaken in 2016 and formally reported in 2017. The enclosed report sets progress against the action plan.

## **9. Urgent Matters**

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

## **10. Reports Containing Confidential or Exempt Information**

To consider passing the following resolution:

‘That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972’.

### **EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)**

#### **11 Exempt Minutes of the meeting held on 25 April 2018**

To approve the exempt minutes of the meeting held on 25 April 2018

#### **12 The Estate**

The enclosed report sets out the position of the Council’s land and property, as requested by the Committee.

The next meeting of the committee is scheduled for Wednesday 19 September 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**

#### **Councillors:**

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

#### **Portfolio Holders relevant to the remit of this Committee:-**

Councillor Peter Butlin – Deputy Leader

Councillor Kam Kaur– Customer and Transformation

Councillor Andy Crump – Fire & Rescue and Community Safety

For queries regarding this agenda, please contact:

Janet Purcell Democratic Services Manager

Tel: 01926 413716 e-mail: [janetpurcell@warwickshire.gov.uk](mailto:janetpurcell@warwickshire.gov.uk)



**Minutes of the meeting of the  
Resources and Fire & Rescue Overview and Scrutiny Committee  
held on 25 April 2018**

**Present:**

**Members of the Committee:**

Councillors Parminder Singh Birdi (Vice-Chair), John Cooke, Andy Crump, Andy Jenns, Bill Olnor, Jerry Roodhouse (replacing Councillor Boad), Maggie O'Rourke and Heather Timms (Chair)

**Other County Councillors:**

Peter Butlin - Deputy Leader and Portfolio Holder for Finance and Property  
Howard Roberts – Portfolio Holder for Fire & Community Safety

**Officers:**

Helen Barnsley -	Democratic Services Officer
Kushal Birla -	Head of Customer Service
David Carter -	Joint Managing Director (Resources)
Sarah Duxbury -	Head of Law and Governance & Interim Head of Human Resources and Organisational Development
Ayub Kahn -	Customer Service Manager
Rob Moyney -	Deputy Chief Fire Officer
Virginia Rennie -	Strategic Finance Manager
Steve Smith -	Head of Property Services
Sushma Soni -	Performance & Improvement Officer (Policy Lead)
Paul White -	Strategic Procurement Manager

**Other Attendees**

One – Press

**1. General**

**(1) Apologies**

Councillor Sarah Boad (replaced by Councillor Jerry Roodhouse)  
Councillor Kam Kaur - Portfolio Holder for Customer & Transformation.

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

None

**(3) Minutes of the meeting held on 28 February 2018**

The minutes of the Resources and Fire & Rescue Overview and Scrutiny Committee held on 28 February 2018 were agreed as a true record and signed by the Chair.

## **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**

Councillor Maggie O'Rourke requested information on the Blue Badge Scheme, stating that several of her constituents had informed her how difficult it was to obtain a blue badge and the confusion around the process.

In the absence of the Portfolio Holder for Customer and Transformation, it was agreed that Councillor O'Rourke would email her concerns and questions to Councillor Kaur and Kushal Birla, Head of Customer Service. It was agreed that Kushal Birla would produce a briefing note for the committee on the Blue Badge Scheme.

#### **Resolved**

That the committee agrees a briefing note will be produced for the committee on the Blue Badge Scheme.

### **4. Work Programme 2017-18**

- 4.1** Councillor Pete Gilbert requested information relating to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and in particular when the report following the inspection was expected to be published and whether the Resources and Fire & Rescue Overview and Scrutiny Committee (OSC) would have the chance to see the report. Rob Moyney, Deputy Chief Fire Officer confirmed that the final report is expected in October 2018 and that it would be presented to the OSC. HMICFRS is expected to identify elected members they wish to be involved in the inspection process nearer the time.

It was also agreed that further information and training on the inspection process would be provided to elected members.

The Chair confirmed that the Integrated Risk Management Plan (IRMP) Task and Finish Group would be re-established later in the year to review the new IRMP and potential work with Warwickshire County Council's Blue Light Collaboration Board. It was agreed that this will be discussed further at the next OSC meeting on 11 July 2018.

- 4.2** In the light of concerns from Councillor Maggie O'Rourke and Councillor Bill Oler relating to the new County Council Your HR system it was agreed that a troubleshooting guide will be produced and sent to all elected members. Members were asked to contact Felicity Davies, HR Service Centre Manager

or Helen Barnsley, Democratic Services Officer, with any issues they experience using the system.

Sarah Duxbury, Head of Law and Governance & Interim Head of Human Resources and Organisational Development, informed the OSC that a member development day based on IT issues, including the Your HR, had been arranged for councillors on June 21 2018. Officers will be present throughout the day to offer support and advice.

### **Resolved**

That the Committee:

1) Agrees the updated 2017-18 Work Programme;

and

2) Notes the scheduled future meeting dates.

### **5. Update on the Delivery of Digital Services and Usage of the Library Service**

Ayub Kahn, Customer Service Manager presented the report to the committee. The following points were highlighted to members –

- Access to libraries has changed; it is no longer just a building based service
- Use of online services has doubled recently and continues to rise. Popular online services include free access to Ancestry.com and the ability to listen online to classical music.
- Traditional book lending had decreased
- Attendance at activities and events has increased

Members noted that digital inclusion is a key priority for the library service. Staff had helped over 100,000 residents access online services in the last twelve months.

Ayub Kahn informed members of a new innovation offered by Nuneaton and Rugby libraries called “Let’s Make” spaces which offer the latest digital technologies and equipment. The focus is for families and young people but the spaces are open to everyone and offer a range of activities such as 3D design and printing and virtual reality. The projects were made possible with help from the Arts Council Libraries Opportunities for Everyone Innovation funding.

In response to members’ questions regarding staffing levels and promotion for the “Let’s Make” spaces, it was confirmed that while there were no plans for extra staff, using the latest technologies and digital opportunities, as well as volunteers mean that there are no concerns about staffing levels. It was noted that the equipment can be moved and there are plans for roadshows and sessions in other libraries across the county.

With regards to the promotion of all library services there was a discussion about partnership working and in particular the joint surgeries held with the Citizen's Advice Bureau (CAB), which includes working with the district and borough councils. Members learnt that staff were also trained on digital inclusion, and how to access some of the services to ensure they were able to offer the best services. There is a very comprehensive programme of inclusion but the committee was invited to send through any comments or suggestions to Kushal Birla.

It was also noted that it was not just front line staff that contributed to the success of the service. There is a wide range of other staff that includes ICT learning officers, van drivers, stock controllers, Book Start Coordinators and a children's outreach team.

With regard to point 5.4 of the report, it was confirmed that the physical visits made to community libraries are not included in the figures because there is no way to accurately count the visits - so the data cannot be verified. The digital services have led to a reduction in physical footfall but Warwickshire libraries offer a range of online services that allow residents to join a library and renew books. This is a service that is not offered by all library services nationally.

Following a question from Councillor Roodhouse relating to the growing number of visually impaired residents, it was confirmed that the Warwickshire library service works in partnership with talking books and the Royal National Institute for the Blind's specialist library in London. There is specialist equipment available in larger libraries including larger screens and keyboards. There is a six step accredited programme that the library service uses for the staff to be able to support the visually impaired. Kushal Birla commented that while there is a lot of work already in place to support visually impaired residents there is still a lot more that could be done. It was therefore agreed that the topic will be reviewed by officers and the findings brought back to the committee.

Following a discussion about the newly introduced community hubs and the surgeries run by libraries, officers were asked about avoiding confusion and duplication. It was confirmed to the committee that a paper would be presented to Corporate Board. It was hoped to report by the end of May 2018. It was acknowledged that there was a danger of duplication and that some terminology used by both services could be confusing. It was also unclear in some cases which locations were offering which services. The paper and resulting review will result in a position statement before further work is started. It was acknowledged that this will be a complicated process and it is important to get it right.

## **Resolved**

That the Committee notes the contents of the report and the overview of the service provided.



**6. Urgent Matters**

None

**7. Reports Containing Confidential or Exempt Information**

Resolved

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972.

**8. Eastern Shires Purchasing Organisation (ESPO) - Update Report**

Paul White, Strategic Procurement Manager, presented the report to the committee which provided a background to ESPO and an introduction to the scale of the company's activity.

**Resolved**

That the Committee notes and comments on the report.

**9. Property Services Review & Facilities Managements and Construction Delivery Options**

Steve Smith, Head of Property Services presented the report to the Committee which outlines how property services at Warwickshire County Council could move forward.

**Resolved**

That the Committee notes and comments on the report.

The meeting rose at 3.35pm

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Chair



**Minutes of the meeting of the  
Resources and Fire & Rescue Overview and Scrutiny Committee  
held on 15 May 2018**

**Present:**

**Members of the Committee:**

Councillors Parminder Singh Birdi, Sarah Boad, John Cooke, Judith Falp, Pete Gilbert, Andy Jenns, Bill Olnor, Maggie O'Rourke, Bob Stevens and Heather Timms.

**Other Members:**

Councillors Jo Barker, Margaret Bell, Mike Brain, Peter Butlin, Les Caborn, Mark Cargill, Richard Chattaway, Jonathan Chilvers, Jeff Clarke, Alan Cockburn, Andy Crump, Yousef Dahmash, Corinne Davies, Nicola Davies, Neil Dirveiks, Jenny Fradgley, Dan Gissane, Clare Golby, Seb Gran, Colin Hayfield, John Holland, Kam Kaur, Keith Kondakor, Keith Lloyd, Jeff Morgan, Bhagwant Singh Pandher, Anne Parry, Dave Parsons, Caroline Phillips, Wallace Redford, David Reilly, Clive Rickhards, Howard Roberts, Kate Rolfe, Jerry Roodhouse, Andy Sargeant, Dave Shilton, Jill Simpson-Vince, Izzi Seccombe, Adrian Warwick, Alan Webb, Chris Williams and Andy Wright.

The Chair of Council opened the meeting.

**1. General**

**(1) Apologies**

None

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

None

**2. Election of Chair**

Councillor Parminder Singh Birdi proposed that Councillor Heather Timms be Chair of the Committee and was seconded by Councillor Andy Jenns.

There were no other nominations

**Resolved**

That Councillor Heather Timms be elected Chair of the Resources and Fire & Rescue Overview and Scrutiny Committee.

**3. Election of Vice Chair**

Councillor Heather Timms proposed that Councillor Parminder Singh Birdi be Vice Chair of the Committee and was seconded by Councillor Pete Gilbert.

There were no other nominations.

**Resolved**

That Councillor Parminder Singh Birdi be elected as Vice Chair of the Resources and Fire & Rescue Overview and Scrutiny Committee.

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Chair

The meeting rose at 12.58 pm.

# Resources and Fire & Rescue Overview and Scrutiny Committee

11 July 2018

## Questions to Cabinet Portfolio Holders

### Recommendation

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 27 June 2018.

Decision	Description	Date due	Cabinet / PfH
Annual Governance Statement	This is produced annually and is considered by Cabinet prior to formal approval by Council	24 July	Cabinet
New Approach to Community Engagement	Cabinet are being asked to consider a new approach to elected member community engagement and forums for recommendation to Council.	24 July	Cabinet
Exempt Transformation & Staffing Arrangements	Following the Transformation update report which was considered by Cabinet in June, this report brings further details in relation to the officer management structure prior to formal approval by Council.	24 July	Cabinet

Exempt Disposal of Montague Road	Update on previously approved disposal of accommodation at Montague Road together with the surplus Ridgeway School	24 July	Cabinet
FRM's Whitacre Heath PLR Project	To add this flood prevention scheme to the Capital Programme	17 August	Deputy Leader

### Background Papers

None.

	Name	Contact Information
Report Author	Janet Purcell	<a href="mailto:janetpurcell@warwickshire.gov.uk">janetpurcell@warwickshire.gov.uk</a>
Head of Service	Sarah Duxbury	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
Joint Managing Director	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Kam Kaur Cllr Peter Butlin Cllr Andy Crump	<a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a> <a href="mailto:cllrbutlin@warwickshire.gov.uk">cllrbutlin@warwickshire.gov.uk</a> <a href="mailto:cllrcrump@warwickshire.gov.uk">cllrcrump@warwickshire.gov.uk</a>

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

**11 July 2018**

### **Work Programme 2018/2019**

#### **Recommendations**

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

- 1) Agrees the updated 2018/2019 Work Programme and makes any additional comments or changes, as required; and
- 2) Notes the scheduled future meeting dates.

#### **1.0 Work Programme**

The updated Work Programme for 2018/2019 is attached at Appendix A and will show the committee what items have been considered and what is still outstanding.

#### **2.0 Briefing Notes**

A number of briefing notes have been provided or scheduled to be provided to the committee during 2018/2019 as listed in Appendix A.

#### **3.0 Dates of Future Meetings**

Future meetings of the Committee have been scheduled for 2pm on the following dates:

- 19 September 2018
- 12 December 2018
- 27 February 2019
- 5 June 2019
- 26 September 2019
- 18 December 2019
- 25 March 2020

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



**Resources and Fire & Rescue Overview and Scrutiny Committee  
Work Programme 2018/19 – 11 July 2018**

**Appendix A**

**Items for future meetings**

Item	Report detail	Date of next report
Questions to the Portfolio Holders / Forward Plan	Report which includes Forward Plan decisions relevant to the remit of the Committee	* Standing item for every meeting
Treasury Management	Updated briefing note to be provided to the Committee regarding Capital Slippage	*Standing item for every other meeting – next due 11 July 2018
Warwickshire Fire & Rescue	Update relating to HMICFRS - verbal update as appropriate	19 September 2018
Finance	Report - Traded Services and Educaterers Performance 2017/18 and update	19 September 2018
Warwickshire Fire & Rescue	HMICFRS final inspection report	12 December 2018

**Resources and Fire & Rescue Overview and Scrutiny Committee  
Work Programme 2018/19 – 11 July 2018**

**Appendix A**

**Briefing Notes requested at 25 April 2018**

<b>Item</b>	<b>Briefing Note detail</b>	<b>Date requested</b>	<b>Date circulated</b>
Customer Services	Information to be provided on the Blue Badge Scheme (KB)	25 April 2018	11 May 2018
Customer Services	Library services provided for visually impaired residents.	25 April 2018	9 May 2018

**Any other Business**

<b>Item</b>	<b>Detail</b>	<b>Date raised</b>	<b>Completed</b>
Warwickshire Fire and Rescue Service	Members of the Committee requested a training session on the new inspection process in order to gain a full understanding of everything that is involved.	25 April 2018	
	The Task and Finish Group for the Integrated Risk Management Plan (IRMP) is to be re-established later in the year to review the new IRMP	25 April 2018	

## Item 5

### Resources, Fire and Rescue Overview & Scrutiny Committee

11 July 2018

### One Organisational Plan Progress Report: April 2017 - March 2018

#### Recommendation

That the Overview and Scrutiny Committee considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the year 2017-18 as contained in the report.

#### 1. Introduction















- 1.1. The One Organisational Plan progress report April 2017-March 2018 was considered and approved by Cabinet on 14<sup>th</sup> June 2018. It provides an overview of progress on the OOP for the year 2017-18.
- 1.2. This report is tailored to meet the remit of this Committee and draws on information extracted from that presented to the Cabinet.

#### 2. One Organisational Plan 2020: progress at end of 2017-18

##### Overall Progress of the OOP2020

- 2.1 2017/18 is the first year of the One Organisational Plan 2017-2020. The overall delivery of this Plan is assessed through seven key components and the chart below shows the delivery status of these at the end of 2017/18 with a comparison to the 2016/17 year-end position.

Table 1




	OOP <sup>*1</sup> Outcomes	Controllable Revenue Variance	Financial Standing <sup>*2</sup>	Savings Plan	Capital slippage to future years	Strategic Risks	Workforce
2017/18							
2016/17							
Notes	*1-The 2017-2020 OOP aims to deliver 2 high level Outcomes compared to the 5 Outcomes delivered by the 2014-17 OOP. *2 –Based on assessment of the year-end controllable revenue position against the level of general and business unit reserves (both of which are rated as ‘Green’; General reserves are above the minimum specified by the Head of Finance’s risk assessment of £25.213m.) +1-indicates an under-spend against revenue budgets.						

### 3.0 OOP Outcomes –Progress on performance

#### Overall progress on OOP 2020 Outcomes

- 3.1 Table 2 below shows the 2017/18 year-end RAG rating for the KBMs under-pinning the two OOP Outcomes and those for the Resources Directorate which support the delivery of the OOP Outcomes by making the the best use of WCC’s resources.

Table 2













OOP Outcomes	2017-18 YE performance
<b>Outcome 1: Warwickshire’s communities and individuals are supported to be safe, healthy &amp; independent</b>	 Red
<b>Outcome 2: Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure</b>	 Green
<b>Supporting OOP delivery through the best use of WCC’s resources</b>	 Amber

- 3.2 At the end of 2017-18, 53% of KBMs (20 of the 38) under Outcome 1 did not meet their 2017/18 targets, resulting in an overall rating of ‘Red’ due to increased demand for statutory services (which exceeded forecasts) in areas such as Children Looked After, permanent admissions to social care and fire incidents. These are mostly statutory services that the Authority continues to provide even when demand is increasing and against the backdrop of reducing resources and a planned savings programme.
- 3.3 There was continued strong performance under Outcome 2 with 77% of KBMs (20 of the 26) achieving or exceeding their 2017/18 targets and included considerable positive performance of education and economic measures.
- 3.4 In relation to ‘WCC makes the best use of resources’, 53% of KBMs (10 of the 19) achieved or exceeded their 2017/18 targets and included strong achievement on finance and customer service measures.
- 3.5 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 which can be accessed through this link: [OOP Progress Report 2017-18](#)

#### **Progress on Outcomes and KBMs for Resources, Fire and Rescue**

- 3.6 Table 3 overleaf shows the year-end RAG rating for the 29 KBMs relevant to the remit of this Committee; these are reported under the OOP Outcomes and policy areas.

Table 3-Year-End performance of Resources, Fire & Rescue KBMs

<b>Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent</b>				
<b>Fire &amp; Community Safety: 9 KBMs</b>	Red 	Amber 	Green 	N/A 
<b>Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure</b>				
<b>Economy &amp; Infrastructure: 1 KBM</b>	Red 	Amber 	Green 	N/A 
<b>Supporting OOP delivery through the best use of WCC's resources</b>				
<b>Best use of WCC's resources: 19 KBMs</b>	Red 	Amber 	Green 	N/A 

3.7 The commentaries below provide an overview of the 2017/18 year-end performance of the KBMs and key focus for improvement in 2018/19 in relation to fire and rescue safety and best use of WCC's resources.

<b>Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent</b>
<p><b>Fire &amp; Community Safety</b></p> <p><u>Fire &amp; Rescue</u></p> <p>Overall, 4 of the 9 KBMs met or exceeded their year-end targets and had a 'Green rating' whilst 5 did not and had a 'red' rating. Those not meeting their yearly targets included:</p> <ul style="list-style-type: none"> <li>• The total number of incidents attended (3491 incidents attended against a target of 3013) . This was an increase of 314 over the previous year although 54% of the increase is, due to a positive change to mobilisation policy by the Fire Service which means it now attends a wider variety of incident types.</li> <li>• The percentage of times for first (achieving 68.36% against a target of 75%) and second appliances (achieving 76.31% against a target of 90%) arriving at life risk/property incidents within agreed response standards. There were a total of 411 life risk incidents; for 131 of these, the first appliance did not arrive within the 10 minutes agreed response standard. In 62% of the 131 cases, this was due to the geographical location, making it difficult to reach these within the response standard. For another 21%, this was due to difficulties in finding or getting to the location; 10% was due to the unavailability of the nearest Retained Duty Service station and 8% due to the appliance being committed elsewhere. Further details can be found in Annex R.</li> <li>• The number of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted. As had been anticipated, the effect of Grenfell meant that priority was given to visiting high rise premises in the County and this has impacted on the KBM for the number of such inspections. Further details are provided in Annex R on these.</li> </ul> <p>However, there are some positive achievements for Fire and Rescue:</p> <ul style="list-style-type: none"> <li>• Number of fire deaths and accidental dwelling fires - The number of fire deaths in Warwickshire remains very low and shows the benefit of an integrated approach to service delivery through the Fire Service's Community Fire Safety, Fire Protection and Operational Response functions. The reduction in the number of accidental dwelling fires also demonstrates the success of</li> </ul>

prevention activities by the Service.

- The Fire Service had set itself a target of having 22,000 contacts (in 2017/18) with the community while carrying out its community fire safety and fire protection activities. The Service has significantly exceeded this by achieving a total of 43,849 contacts; this strong performance by operational crews and specialist teams contributes significantly to making Warwickshire a safer place to live and work.
- The availability of Key Retained Duty System appliances at stations achieved a 2017/18 delivery of 93.02% against a 90% target. This is a challenging area that all fire and rescue services across the country find hard to address but is an indication of the positive commitment of retained firefighters and service managers in Warwickshire.

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

The target of 95% coverage for coverage of high speed broadband was successfully met by the year-end.

### **Supporting OOP delivery through the best use of WCC's resources**

Overall, 10 of the 19 KBMs met or exceeded their yearly targets and thus had a 'Green' rating; 7 did not and thus had a 'Red' rating; 1 almost met its target and had an 'Amber' rating. No data is available for 1 due to on-going work to define the yearly target.

The KBMs with a 'Red' rating included: the number of visits to libraries, increases in digital assistance to customers, number of legal challenges, number of complaints upheld by the Ombudsman and receipts from the sale of assets. Further details are provided in Annex R.

11 complaints were upheld by the Ombudsman, higher than the target of 10. Learning from cases is shared across the organisation and through the Ombudsman's case digests. Receipts from the sale of assets have been closely scrutinised by Corporate Board and a more robust assessment has been undertaken of project plans and risks which will provide better clarity on future receipts and target setting.

The Authority's prudent approach to financial management is confirmed through the positive performance of all KBMs for finance, including the unqualified approval of statutory accounts by external auditors. The position of reserves also means that the overall financial standing of the Authority is rated as 'Green' and consequently the forecast of resources available to deliver the OOP2020 framework is good.

There are a number of positive achievements for Customer Service, including maintaining a low call abandonment rate (3.5% against a target of 5%) for the Authority's customer service centres, exceeding the target timescales for responses to complaints and total on-line transactions (achieving 62% against a target of 60%). Nationally, visits to libraries are declining and in Warwickshire, the 2017-18 achievement was 2.61 visits per population against a target of 2.8; this target has also been affected by refurbishment works and temporary closures in some libraries locally. However, there continues to be strong performance by the library on the uptake of its virtual offer which exceeded its yearly target with 390,251 items loaned virtually.

During 2018/19 Customer Service will be undertaking work through the Digital by Design Programme to enable more people to complete their customer journey and to fulfil their transactions. An example of how this will be done is utilising the research on people's experience of using the website to improve customer experience.

Although the Authority's target for staff sickness rates (average number of days) was slightly under-achieved against its 2017/18 target, there is a new health and wellbeing strategy to support the delivery of further wellbeing initiatives and activities to encourage staff to take responsibility for their health and wellbeing with a view to promoting a good wellbeing culture and in turn reduce sickness absence levels. During 2018/19 targeted support will be provided to managers to enable them to effectively manage absence.

The staff turnover figure is high because of the transfer of staff to the Council's wholly owned schools catering company, Educaterers. Otherwise it is within the target range.

The ICT Service continues to perform strongly by exceeding (99.5%) its target (99%) for the availability of key systems to its core users.

3.8 Table 5 shows the three year trend in performance of the KBMs relevant to this Committee.

Table 5

<b>Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent</b>					
<b>Service</b>	<b>KBM</b>	<b>Aim</b>	<b>2015/16 YE Actual &amp; RAG</b>	<b>2016/17 YE Actual &amp; RAG</b>	<b>2017/18 YE Actual &amp; (Target)</b>
Fire & Rescue	Total No. of incidents attended by WFRS	Lower	3306	3076	3491 (3013)
			Red	Red	Red
Fire & Rescue	No. of accidental dwelling fires	Lower	147	146	143 (152)
			Green	Green	Green
Fire & Rescue	% times a 1 <sup>st</sup> appliance arrives at life risk/property incidents within agreed response standards	Higher	75	72.8	68.36% (75%)
			Green	Amber	Red
Fire & Rescue	% times a 2nd appliance arrives at life risk/property incidents within agreed response standards	Higher	78	74.7	76.31 (90)
			Red	Red	Red
Fire & Rescue	% RDS appliance availability at key stations	Higher	N/A	89.92	93.02 (90)
			N/A	Green	Green
Fire & Rescue	No. of preventable fire related deaths	Lower	0	3	2 (0)
			Green	Red	Red
Fire & Rescue	No. of community safety contacts.	Higher	N/A	N/A	43849 (22000)
			N/A	N/A	Green
Fire & Rescue	No. of major training events/ exercises undertaken at risk premises	Higher	33	17	17 (12)
			Green	Green	Green
Fire & Rescue	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	532	599	513 (720)
			N/A	N/A	Red

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

Service	KBM	Aim	2015/16 YE Actual & RAG	2016/17 YE Actual & RAG	YE 2017/18 Actual (Target)
ICT	Availability of IT key systems through core infrastructure to users (%)	Higher	99%	99%	99.5% (99%)
			Green	Green	Green

Table 5

**Supporting OOP delivery through the best use of WCC's resources**

Service	KBM	Aim	2015/16 YE Actual & RAG	2016/17 YE Actual & RAG	YE 2017/18 Actual (Target)
Customer Service	Number of visits to Libraries (per population)	Higher	2.8	2.8	2.61 (2.8)
			N/A	Green	Red
Customer Service	Call abandonment rate (%)	Lower	6.32%	2.9%	3.5% (5.0%)
			Red	Green	Green
Customer Service	Increase in digital assistance provided to customers (%)	Higher	N/A	14.49%	2.68% (20%)
			N/A	Green	Red
Customer Service	On-line transactions (%)	Higher	N/A	54.9%	62.3% (60%)
			N/A	Red	Green
Customer Service	Compliance with Corporate timescales in responding to complaints (%)	Higher	70%	73.25%	75.6% (75%)
			Red	Green	Green
Finance	Statutory reports are unqualified by External Auditors (Pension Fund) (%)	Higher	100%	100%	100% (100)
			Green	Green	Green
Finance	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts) (%)	Higher	100%	100%	100% (100)
			Green	Green	Green
Finance	Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	Higher	300%	545%	718% (100)
			Green	Green	Green
HROD	Staff sickness-average no of days per FTE	Lower	10.26	9.65	9.87 (9.5)
			N/A	Green	Amber
HROD	Staff turnover (%)	Lower	15.19%	15.07%	24.7% (10-20%)
			Red	Green	Red
HROD	Positive employee engagement score (%)	Higher	68%	70%	70% (70)
			Red	Green	Green



HROD	Telephone contact resolved at the first point of contact (%)	Higher	N/A	82.24%	92.21% (80)
			N/A	Red	Green
L&G	No. of complaints upheld by the Ombudsman	Lower	4	11	11 (10)
			Green	Red	Red
L&G	No. of legal challenges/adverse judgements	Lower	9	1	2 (0)
			Red	Red	Red
Performance	% Benefits delivered from high priority projects and programmes	Higher	N/A	100%	N/A
			N/A	Green	N/A

Table 5

### Supporting OOP delivery through the best use of WCC's resources

Service	KBM	Aim	2015/16 YE Actual & RAG	2016/17 YE Actual & RAG	YE 2017/18 Actual (Target)
Property Services	Target asset receipts received (%)	Higher	106%	33.39%	15.64% (100)
			Green	Red	Red
Property Services	WCC Council Property footprints	Higher	100%	186.33%	26.33% (100)
			Green	Green	Red
Property Services	Actual project delivery time to planned delivery time (%)	Higher	90%	96%	94% (92)
			Green	Green	Green

## 4.0 Financial Commentary

### Revenue Budget-Whole Authority

- 4.1.1 The year-end position saw an under-spend of £8.359 million (3.3%) against the total whole Authority revenue budgets of £251,127 million.
- 4.1.2 The final savings achieved were £29.225 million (91.5%), against the Authority's 2017/18 target of £31.935 million; the shortfall is forecast to be delivered by the end of the OOP 2020.
- 4.1.3 At the start of 2017/18 the authority held reserves of £133.395 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased to £146.801 million; full details are in Appendix B of the Cabinet Report.

## 4.2 Resources, Fire & Rescue-Revenue position

- 4.2.1 The table below shows the overall forecast on the revenue budget for Resources, Fire & Rescue.

Table 6-Year-end revenue outturn

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance		Retained Reserves £'000	Financial Standing £'000
			£'000	%		
Resources Group	42,141	41,389	(752)	1.78% underspent	(6,707)	(7,459)
Fire & Rescue	19,625	19,326	(299)	1.52% Underspent	(1,890)	(2,189)

### 4.3 Reserves

4.3.1 Business Units were granted approval to use £4.130 million of reserves to support services in 2018/19 and Table 7 shows approvals for Business Units relevant to this Committee.

Table 7

List of Carry Forward Requests	
	£'000
<b>Resources Directorate</b>	
Customer Service	347
Finance	308
Human Resources	459
IT Services	393
Law & Governance	245
Property Services	549
Performance	98
Directorate Level	377

### 4.4. Delivery of the 2017-20 Savings Plan

4.4.1. The 2017/18 year-end outturn position in relation to savings targets is shown in Table 8:

Table 8

Service	2017/18 Target £'000	2017/18 Outturn £'000
Whole Authority	31,935	29,225
Resources Group	4,707	3,602
Fire & Rescue	368	368

4.4.2 Within Resources Group, the shortfall was within Property Services which achieved £1.052 million against its target of £2.157 million. This target relies on the delivery of capital receipts from the sale of surplus assets. The programme of receipts has been reviewed to ensure there is sufficient value of receipts in each year to achieve the savings target.

### 4.5 Capital Programme

4.5.1. Capital programme expenditure slipped by £17.128 million at quarter 4, resulting in a total cumulative slippage of 46% compared to the approved budget. Some of this was due to issues outside of the Authority's control such as delays to grant/developer projects and

multiple small projects (experiencing protracted negotiations, late submission of accounts etc.). Detailed reasons for this slippage are provided in the Cabinet report.

## 5 Supporting Papers

A copy of the full report and supporting documents that went to Cabinet on the 14<sup>th</sup> June 2018 is available via the following link: [One Organisational Plan Year-End Report](#) and can also be found in each of the Group Rooms.

## 5 Background Papers

None


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## Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	3,491.00	3,491.00	3,013.00	Red	For 2017/18 there have been 3491 incidents attended by WFRS, this is an increase of 415 incidents or 13.5% compared to the previous year. A number of key incident categories experienced increases including special services with an 54.4% increase, this is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types, including a pilot first responder for West Midlands Ambulance Service initiative, in line with customer expectations. Primary fires, those involving property or vehicles, increased by 12.5% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. A number of other incident categories experienced reductions including deliberate fires and fires in non domestic premises of 10.5% and 2.3%.	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	143.00	143.00	152.00	Green	The level of accidental dwelling fires reduced by 3 incidents or 2% this year compared to last year.	0
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	68.36%	68.36%	75.00%	Red	Across the year there were 411 life risk incidents in total, for 131 of those incidents the first appliance was unsuccessful in attending the incident within the agreed response standard of 10 minutes. For 62% of these incidents the reason for the extended attendance was the geography of the location with the incidents occurring in harder to reach parts of the county. A further 21% of the extended attendances were due to difficulty getting or finding the location of the incident. 10% of the extended attendances were due to the unavailability of the nearest RDS station and 8% of the extended attendances were due to nearest stations appliance being committed elsewhere in the county.	The performance against the agreed response standards is monitored closely with reasons for extended attendances 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	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	76.31%	76.31%	90.00%	Red	Across the year there have been 331 life risk incidents in total where a second appliance was needed, for 81 of those incidents the second appliance did not meet the response standard of 15 minutes. For 43% of these incidents the reason for extended attendance 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 extended attendances 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	93.02%	93.02%	90.00%	Green	% RDS availability at key stations has remained at a high level across this year. At the beginning of 2018 the Service has introduced some RDS peripatetic personnel to increase resilience and improve availability at RDS key stations across the County. This has proved successful with the last quarter achieving the best performance at 96%.	0
FR	No. of preventable fire related deaths	Lower	2.00	2.00	0.00	Red	Across the 2017/18 period there have been 2 fire related deaths recorded and were both 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	43,849.00	43,849.00	22,000.00	Green	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 43891 contacts there have been: - 2561 students receiving Heartshield Training - 12527 students receiving fire safety education through the School's Education programme - 10,688 arson reduction activity contacts - 1,545 students or people receiving the Fatal 4 education	0
FR	No. of major training events/ exercises undertaken at risk premises	Higher	17.00	17.00	12.00	Green	There have been 17 major training events or exercises delivered this year exceeding the target 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.	0

	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	<b>Higher</b>	513.00	513.00	720.00	Red	As anticipated from early on in the year the target of 720 has been missed with 513 inspections being conducted. This is due to the re prioritisation of visiting high rise premises across the County following the Grenfell Tower incident in June.	0
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## Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	95.00%	95.00%

**2017-18**    **Year End**  
**Target**    **Actual RAG**

**Comments**

95.00%	Green	
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0





## Annex R

### Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken	
CS	Number visits to Libraries (per population)	Higher	2.61	2.61	2.8	Red	Library visitor numbers have been impacted upon as a result of Stratford being closed or in reduced space for several months having a major impact on the actuals for quarter 1 and early quarter 2 which we did not fully recover from. There was also an enforced closure of Nuneaton Library due to excessive noise from works on the roof. Other building and refurbishment works took place at libraries across the county during 2017/18.	We have this year proactively promoted our digital offer which has far exceeded the target.
CS	Call abandonment rate	Lower	3.50%	3.50%	5.00	Green	The Customer Contact Centre has done well to manage call abandonment rates, making service improvements in the call handling system including implementing call backs, giving customers a choice to request a call back if lines are busy.	0
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	2.68%	2.68%	20%	Red	This measures sessions undertaken on the Warwickshire Directory, digital assistance provided through Face to Face services and new GovDelivery subscribers. There is a downward trend for the Warwickshire Directory and digital assistance components within this measure. Warwickshire Directory usage - Given the nature of our frontline services and the organisational ambition to support people to access alternative community-based services we will be doing some work internally to raise awareness of the Directory and to show people how to use it. GovDelivery subscriptions continue to grow as customers sign up to receive the alerts.	0
CS	On-line transactions	Higher	62.30%	62.30%	60%	Green		The service will be undertaking some work on the Digital by Design Programme to enable more people to complete their customer journey and to fulfil their transactions.
CS	Compliance with Corporate timescales in responding to complaints	Higher	75.62%	75.62%	75%	Green		0
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	100.00%	100.00%	100%	Green		0
F	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green	based on 16/17 accounts, on track to achieve 17/18 deadline	0
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	718.0%	718.0%	100.0%	Green		0
HROD	Staff sickness	Lower	9.87	9.87	9.5	Amber	The annual figure for absence in 9.87. This shows a reduction in absence levels for the last two consecutive years but is below our target. We need to continue with our focus on absence management across the organisation.	The health and wellbeing strategy has been approved by CB. This will support the delivery of further wellbeing initiatives and programmes and activities to encourage staff to take responsibility for their health and wellbeing with a view to promoting a good wellbeing culture and in turn reduce sickness absence levels. An overview of the offer and support available to staff and managers to support wellbeing and sickness absence management will be available shortly. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term).
HROD	Staff turnover (KBM)	Lower	24.70%	24.70%	10-20%	Red	Headcount at the end of 2017-18 stands at 4501 which shows a net reduction of 593 posts. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017 which increases the turnover figure to 24.7%. However, if you exclude the education catering service from the figures then the turn over reduces to 13.4% which is a reduction on the 15.1 % for the previous financial year.	0

HROD	Positive employee engagement score	Higher	70.00%	70%	70.0%	Green	Data as taken from the previous staff survey. Next survey due July 2018	0
HROD	Telephone contact resolved at the first point of contact	Higher	92.21%	92.21%	80.0%	Green	The service has upskilled the team to get things right first time, in order to reduce customers being passed around the service, resulting in a year end outturn exceeding the target set	0
ICT	Availability of IT key systems through core infrastructure to users	Higher	99.5%	99.5%	99.0%	Green		0
LG	No. of complaints upheld by the Ombudsman	Lower	11	11	10	Red	3 in respect of Children's Safeguarding; 4 in respect of Adult Social Care; 1 in respect of a Blue Badge; and 3 in respect of Education & Learning (2 re SEN and 1 re school appeal)	Service areas are kept up to date in relation to relevant Ombudsman cases and the Ombudsman produces a regular case digest which is shared with relevant officers. Learning from cases (whether WCC cases or otherwise) is also shared across the organisation through Heads of Service and more locally with other relevant officers, based on the nature of the case concerned.
LG	No. of Legal challenges/adverse judgements	Lower	2	2	0	Red	There have been 2 ICO decisions. The 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 the Council had failed 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 rely on regulation 12(4)(b). In another ICO decision in March 2018, the complaint against the Council was not upheld	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.
PM	% Benefits delivered from high priority projects and programmes	Higher	0.00	0.0%	90.0%	N/A	A review our current change and transformation projects has been undertaken and a report presented to Corporate Board with the findings in April 2018. A strengthened approach to Benefits has been agreed which will include the development of a Benefits Tracker across our Transformation Portfolio for 2018/19.	0
PS	Target asset receipts received (KBM)	Higher	15.64%	15.64%	100%	Red	This has been forecast from Q3 and as a result is under close scrutiny by Corporate Board on a quarterly basis. This particular area of concern, highlighted the need for a revised project management approach and the assessment of risk. Individual Project cost and risk plans are being developed, which will provide clarity on future years receipts targets	Corporate Finance are aware that there is a risk of not achieving year end target. Progress against target reviewed and updated monthly. Since this review, improved delivery plans have been implemented for strategic projects. Property services can determine and forecast financial implications of projects and also when and how these situations arise and happen, therefore providing a robust contingency plan, and more consistent approach to addressing project management.
PS	WCC Council Property footprints (sq. mtrs)	Higher	26.33%	26.33%	100%	Red	% WCC Council Property footprint (sq mtrs) is similarly at year end has not reached target, due to the need to address 'Modern Working' to support the rationalisation of accommodation.	Modern Working' to support the rationalisation of accommodation. This measure is subject to the same regime plans as above.
PS	Actual project delivery time to planned delivery time	Higher	94.00%	94.00%	92%	Green		0

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

## Resources and Fire & Rescue Overview and Scrutiny Committee

11 July 2018

### Digital Transformation Update

#### Recommendation

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

#### 1 Introduction

- 1.1 This report has been written at the request of members, it focuses on the current state of play and the next steps for digitisation.
- 1.2 The Digital by Design programme supports the delivery of the transformation plan outlined in the One Organisational Plan (OOP). The programme focuses on four key themes; delivering the best possible digital customer experience, making better use of data to inform decisions, achieving operational efficiency by establishing a new way of working and embracing innovation and continuous improvement.
- 1.3 Our ambition is to enable and support the organisation to manage need and increase financial sustainability. This starts with understanding our customers' needs and providing information, advice and services in the most cost effective way available, online using self-service. By making our online digital self-service offer the best it can be, we anticipate that our digitally savvy customers will adopt this as their channel of choice in the same way they have adopted online banking and online shopping. Ease of use, convenience, speed and control of issues which are important to them are the key reason given by customers for move to online services. For the Council, any percentage move towards the greater use of online services by those who can will release resources that can be focused on our most vulnerable customers.
- 1.4 To achieve our ambition we also need to reduce our cost of delivery, as we digitally empower our customers we need to digitally enable our staff by streamlining service delivery and equipping our people with the tools and skills to work in a new and modern way. We will work to ensure we reimagine the

way we utilise existing technology, embrace new technology and align to our customers preferred channels of engagement.

## **2 Digital by Design Vision**

- 2.1 Our digital vision is “*to create the best possible digital experience that meets our customers’ expectations, engages, empowers and enables the full potential of Warwickshire County Council, its communities, people and partners.*” This vision is people centric, needs driven and outcomes focused. we are committed to taking advantage of the possibilities that existing and new technologies provide to deliver a better experience and outcome to all stakeholders.
- 2.2 Digital by Design is a people centric approach to delivering technology enabled change. It focuses on enabling and supporting people to transform business activities, processes, competencies and service models with the help of digital technologies delivered in a strategic and prioritised way. It prioritises our cultural and behavioural changes to ensure we can maximise the benefits by fully utilising and becoming proficient at using the enabling technology we implement. Our greatest challenge will be changing the culture and behaviour of our customers, staff, partners and other stakeholders.
- 2.3 Empowering our customers to have 24/7 access to council information and services, from anywhere, at any time using any device, not only allows them to find what they want at their convenience but also contributes to greater satisfaction with our services, the delivery of the best possible outcome for them and supports us to deliver the efficiencies we require.
- 2.4 Enabling our staff to deliver the best possible services by providing them with the appropriate tools, skills and capabilities to perform their jobs to the best of their ability. Automating mundane tasks, improving collaboration and communication, removing processes and procedures that do not add value, freeing up our staff to focus on assisting customers, monitoring and continuously improving the services we provide.
- 2.5 Creating a more capable organisation by making better use of the data that we hold to inform and evidence decisions, enable proactive actions and preventative interventions. Sharing and integrating services, when it is mutually beneficial and in the interest of the customer or other stakeholders.
- 2.6 The Customer Service Strategy, appendix 2, will be driven by the needs of our customers and aligned with the vision of our One Organisational Plan (OOP 2020) and new operating model. It defines the actions we will take to

deliver the best possible services to our customers within the context of our organisational challenges and the opportunities presented by new delivery options. The Digital by Design programme will enable and support the delivery of this strategy and One Organisational Plan.

Digital by Design is based on the following principles which reflect how we will deliver solutions:

- People focused, digital by design and technology enabled
- Easily accessible anytime, anywhere and on any device
- Based on customer need and improving the customer's experience
- Simple to use and remains in the context of the current customer journey
- Informed and evidenced by accurate and reliable data, information and insight
- Secure and ensures the customer maintains control over their data
- Design to ensure the whole customer journey is as digital as possible.
- Cost effective, ease to maintain and reliable.

2.7 We know that customers want to be able to access services in a way that is easy for them and at a time that suits. They want faster, quicker and better public services, Digital by Design is how we deliver this.

### **3 Direction of Travel**

3.1 In the autumn of 2017 we began to review what we had achieved to date and the direction of travel of the programme. We refocused the programme, at that point called Digital First, renamed it Digital by Design and agreed to focus on the following:

- Governance – reviewing the governance, strengthening links to the business, confirming our digital principles and clarifying the digital enabling role in supporting the delivery of the OOP and the implementation of the new target operating model.
- Digital front door – making sure both our new intranet and proposed website delivered the best customer experience and supported the change in culture and behaviour.
- Digital platform – understanding and agreeing what the organisations digital needs are and making sure we have the right software products in place to deliver these. Creating efficiencies by reusing processes we have already built, reducing the need to buy bespoke products whilst enabling us to create a simple and easy to use digital experience for our customers.
- Tactical projects – making sure we prioritised working with those services where we could make the biggest impact on their customer experience whilst also delivering efficiencies.

## **4 Achievements to date**

### **4.1 Governance**

The new Digital by Design Programme Board has been in place since January 2018, it is chaired by David Carter, Joint Managing Director. To date the Board has endorsed the following:

1. Digital principles – these are attached at appendix 1 and set-out the principles by which we will develop digital solutions
2. Alignment of all other ICT and Digital boards and working groups to the Digital by Design Board and programme
3. The approach for development of the Digital by Design Strategic Delivery Framework
4. Establishment of a single programme of work will cover all the current ICT and Digital projects and programmes across the organisation
5. Establishment of a single governance model will be used for all ICT and Digital projects, programmes and associated procurement activities

The board has also initiated the following streams of work

1. Website – the improvement of the council current corporate web site approach to ensure that it matches our ambition and delivers the best customer experience possible (further details below)
2. Digital platform – the definition, development and implementation of the shared digital platform to deliver the majority of all council digital services to our customers
3. Tactical projects – the initial list of services to focus on for outline business cases, these are owned by each respective Head of Service

£2.5 million has been allocated by members through the budget to support the work of the Programme. Work is currently taking place to align this to the priorities of the programme and allocate resources as required.

### **4.2 Website**

4.2.1 Our website remains a SOCITM (Society of Information technology Management) 4 star website, this is the highest score possible and based on the ease of use and customer experience on our website. Some of the performance information we collate tells us that in 2017/18:

- We had 465,673 website users who viewed 1,631,262 pages
- We have 34,054 subscribers who have signed up to receive e-alerts
- We had 100,325 visits to the Warwickshire Directory

- We have 38 services with a digital offer with 397,065 digital transactions completed
- 91.5% of applications for secondary school admissions were completed online
- 96.4% of applications for primary school admissions were completed online
- 57.5% of library books renewals were made online
- Over 100,000 people were supported to get online in Warwickshire libraries

4.2.2 It is however built on old technology that limits the improvements we can make. The content has also been generated over many years and we are concerned that it no longer meets customers' expectations. We will over the next year be moving to new technology and in doing so understanding our customers' needs is critical. At a high level we know that when a customer visits any web page there are three things they are looking to successfully do:

- Search - Find what they are looking for
- Understand – understand what the information is telling them
- Transact – complete the task or transaction they came to do

In November 2017 we began work with a specialist digital user experience company, Fluent Interaction, to look more closely at:

- Our customers digital experience – what is the reality for customers using our website to find information and advice and to complete digital transactions
- How our new web pages should look and feel – this work is now beginning and will create a series of visual templates that we will use going forward.

4.2.3 The work on understanding our customers' digital experience is now complete. We looked at 18 tasks across our website working directly with customers to understand their experience. These were the main findings:

- People often do not think of going to the Warwickshire County Council website – people are looking for information or a service they do not care who owns or delivers it
- It is easy to get directly to the right pages through Google – the google search results for our information and services is good
- People get stuck in circles or lost – too much content and handoff to different pages and information does not work
- Content can be overwhelming, difficult to scan and hard to understand – content has not been written for the customers' needs
- Sometimes there is a desire to directly speak to a person

- People do discover useful information and links to other sites – once a customer finds the information they are looking for it is a good experience
- Needing to login/register is a major barrier
- Not catering for a variety of abilities – the current design does not always make it easy for people with disabilities to use
- Some tasks feel too long to complete – there are things in the process of completing a task that make no sense to a customer and are not needed to complete the task in hand
- Form filling is often confusing and slow – forms have not been designed well enough for customers to use and loading is at times slow
- Poor performance hinders success – a bad experience is not going to encourage a customer to complete a task or to come back again

4.2.4 One of the tasks we asked customers to complete was ‘I would like to report a pothole’ here are some of their quotes as they completed the task:

*‘I don’t want to enter my email address because I don’t just give it out willy nilly just anywhere’*

*‘Oh blimey, I might not bother! It’s getting a bit complicated isn’t it? I’m doing my civic duty’*

*‘I’ve found the spot, I want to know where I now say – that’s it there. I can’t see that’*

4.2.5 In total we had 242 issues identified, of these all quick and medium term improvements will be completed by 31<sup>st</sup> July with the more complex issues being addressed through the implementation of the new technology.

4.2.6 In relation to potholes we have completely changed the reporting process, removing the need to log-in and reducing the number of clicks to get to the actual reporting stage from the home page from 5 to 2.

4.2.7 The work has also started on how our new website will look and feel, this includes two different areas of work:

- Content map
- Design and feel

4.2.8 Content map – Our existing website has evolved over a considerable period of time, we have over 1200 web pages with 1000’s of links off to documents and external sites. The user research has told us that a lot of what we currently have customers do not need, national research says that up to 85% of website content can be removed without having a negative impact on



customer journeys. This means that we do not plan to lift both the architecture and content of our old site to our new site but to really focus on what the key information, advice and services are that customers want and to build our new site using this intelligence. We have been working with a specialist content strategist on this and the work has almost been completed. It will tell us how we need to organise our site and what needs to be where, in simple terms it creates a visual that would look very much like a family tree starting at our home page and taking customers through to the information, advice and services they want.

4.2.9 Design and feel – this focuses on what the implementation of our content map will look like, it's the design and feel of our webpages. We continue to work with Fluent Interaction on this. This work will be completed by the end of the summer and will involve working closely with key stakeholders internally but also with our customers. By the end of this work we will have agreed a manual which will include all the visual elements we will be using on our website, templates for how this will be implemented and guidance that clearly says which layout and designs should be used for the different kinds of customer journeys. These will then become the way all our web pages, information, advice and services will be presented to customers.

4.2.10 Customers – in all of this work we remain very clearly focused on our customers, we will be user testing and making sure the decisions we make deliver the best possible experience to them.

### 4.3 **Digital platform**

4.3.1 Alongside the work to improve the way our website and digital services look and feel to customers there is a technology work stream which is identifying what the functions are we need to create the best digital experience and what products we will use to do this. This will create the technological platform that we will use to:

- Present our website content
- Manage our customer contacts
- Deliver digital services

4.3.2 This will enable us to have single software solutions across the authority providing consistency and efficiencies but also the ability to re-use functionality across a range of diverse services. In turn this will help us reduce the number of software products we have whilst focusing on delivering the best quality customer experience possible.

## 4.4 Tactical projects

4.4.1 We have delivered a number of high level outline business cases for services where the opportunity for improving the digital experience is high. These have included:

- Applying for waste permits
- Reporting a pothole
- Applying for a skip licence
- Applying for a school place
- Applying for school transport

4.4.2 The outline business cases have reinforced the need for us to develop universal 'report it', 'apply for it' and 'pay for it' solutions but also to be clear about the tangible benefits of digitising services. The delivery of solutions is reliant on us having the digital platform in place which will determine how we make each of these solutions work and will allow us to benefit from the ability to not only re-use components but also to present these to customers through our newly designed website.

## 5 Continuous development of digital services

5.1 All of this work focuses on us continuing to support and deliver the best digital services we can. Much of this report is about the infrastructure we are putting in place to take this forward, the principles we will use in developing digital services and the focus we very much have on our customers.

### Background papers

1. Digital by Design Principles
2. Customer Service Strategy

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Local Member(s): N/A

Other members: Councillors Kam Kaur, Heather Timms, Parminder Singh Birdi, Maggie O'Rourke, Sarah Boad

# Digital principles

Our goal is to build digital services that enable our internal and external customers to self serve, this will mean they choose to use digital first next time. Digital is everyone's business. We will turn off non-digital channels for .services where appropriate

We want to give everyone that uses our digital services an excellent and consistent experience, and our digital design principles will enable us to do this.

We will revisit these principles frequently throughout the Digital by Design programme to make sure we remain on track.

We will learn from the best and make sure we do not reinvent the wheel.

These design principles provide high-level guidance for everyone involved in shaping digital services at Warwickshire County Council.

Their aim is to help inform and shape the majority of the decisions we make when creating or improving our digital services.

## 1 Start by identifying our users' needs

By users we mean everyone using our digital services. This could be customers, residents, partners and staff. If we don't know what their needs are we won't build the right service. Do the research, analyse the data, talk to them and do not make assumptions. If we understand the needs of our internal and external customers we will design better services.

## 2 Align user needs with our business objectives

We should clearly define our objectives for all our digital services and relate these back to our business strategy and One Organisation Plan (OOP) 2020.

*"User-centred design is not about giving users what they want. It's about leveraging the natural behaviour of users to get what the business wants"*

## 3 Keep it simple

Our services and communications should be simple, straight-forward, logical and consistent. We need to keep it simple, giving our users what they need but remembering that 'less is more'.

*"Simplicity is the art of removing everything that doesn't have to be there."*

## 4 Build digital services not websites

Digital service design means designing the whole service not just the digital bits. If you're redesigning a service, you need to think about what the user is trying to achieve and then build a service that meets those needs. It goes deeper than just improving our website. The digital world needs to connect to the real world and all aspects of your service.

## 5 Use evidence not judgement or opinion

We can learn from looking at how existing services are used in the real world. Rather than hunches or guesswork, we should use a combination of data and customer stories to make decisions.

## 6 Design, launch, test, repeat and build for reuse

Our approach will be to release early digital services that meet basic needs, test them with users, delete what doesn't work, identify quick wins where possible and make refinements based on feedback. We will make sure our approach is consistent and will help people become familiar with our services.

*"Iteration reduces risk. It makes big failures unlikely and turns small failures into lessons."*

## 7 Build it for everyone

Good design is accessible design that is inclusive and easy to understand. Designing to meet needs is more important than style. The people who most need our services are often those who find them hardest to use. Let's think about those people from the start.

## 8 Design for context of use

We're designing for people, not designing for a screen. We should design our digital services around:

- how and when people will use them
- the task a user has come to complete
- looking to signpost where possible and focus on the part that is relevant and unique to a person or business in Warwickshire.

*"All information must be presented in the context of a user task to be useful."*

*"If you don't deliver simplicity for users in seconds they leave. If they have to do business with you then they'll send you an email, make a call, or walk into your office."*



# Customer Service Strategy



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# Introduction

As an organisation our core purpose is to 'Develop and sustain a society that looks after its most vulnerable members, delivers appropriate, quality services at the right time, and seeks opportunities for economic growth and innovation'.

Our Customer Service Strategy explains how we are transforming the services we provide to the people of Warwickshire. It outlines our ambition for the quality and experience we want our customers to have.

We want our customers to have the best possible experience when they use our services at a time when demand is increasing and the resources available for us to meet these are reducing. In very simple terms we cannot continue to deliver services in the way we have so must find new delivery methods that meet both the demands and efficiencies required of us.

In achieving this there is no compromise in our commitment to understanding our customers and their needs. We aim to increase our customers control over their experience with us whilst utilising digital channels as a way of delivering services in the most efficient way. We will ask those customers who are able to self-serve through an online account to do so, build our capacity using local ambassadors to provide support to help those who are less confident in doing this, or do not have access to technology, and utilise our most expensive methods of support for the most vulnerable. We will listen to our customers about their experiences with us and use their feedback to make real differences to our services. We want our services to be valued by those who use them. Customers should experience seamless services where they are able to access everything they need from us and our partners in one place.

We are committed to providing services that are:

- Easily accessible
- Simple to use
- Streamlined
- Convenient
- Cost effective
- Reliable

Our future service delivery must be focused on simplifying the way customers access our services, understanding their journey with us, giving them control over the services they use, listening to and responding to their feedback. Services which can be delivered digitally will be, allowing expensive resources to be focused on those services which cannot be delivered digitally and focus on our most vulnerable customers.



**Cllr Kam Kaur**  
**Cabinet Portfolio**  
**Holder for Customer**  
**Service**



**David Carter,**  
**Strategic Director**  
**for Resources**



**Kushal Birla,**  
**Head of**  
**Customer Service**

# The Customer Vision

Information is accessed by customers through multiple channels and demand for Council services is effectively managed.

The customer experience will be a positive one and is outlined below from a customer perspective:

**I want...** information, advice, service and help

**I get...** a quick response and not be passed around lots of people

**I know...** the information that you give me will be correct  
the service provided will be value for money

**I trust...** you to make things simple so that I can understand  
you to treat my information confidentially

**I feel...** that I have been understood  
you want to help me and that you care  
that my enquiry matters



We recognise that 'one size fits all' is not an appropriate response to our public service offer in Warwickshire.

We want improved, simplified, single affordable systems, buildings and staff that are customer focused and enable us to meet our customers' expectations. Key to this is the continued development of two key areas:

- **Single point of entry to services (One Front Door)**

- **Customer Journey**

The One Front Door is the different ways/methods that customers use to access our services. It includes face-to-face, telephone, email/letter, automated phone, mobile and digital routes. In the next year we will be adding online individual customer accounts where customers can access and manage their services themselves through their single account, online live chat where we are able to text talk to people as they are looking at services online so we can help them and email alerts so people can receive information that is important to them.

The Customer Journey is the experience a customer has with us in accessing a service. It includes how many contacts they have with staff and different parts of the organisation and what their experience was along the way.

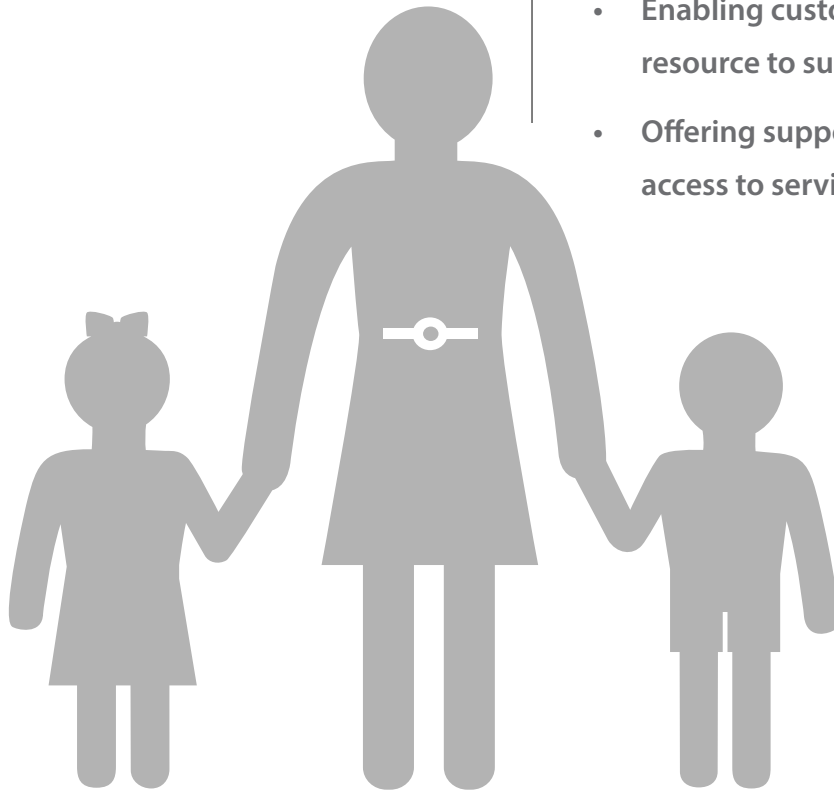
We are already changing services so these are delivered online allowing us to sustain relevant services whilst delivering savings, this will continue as we shape our services for the future. The development of our self-service channel, live chat and email alerts will enable our customers to have greater control of the services they use. This will allow us to focus our most expensive telephone and face-to-face support on the most vulnerable whilst reducing and eventually closing the ways in which some of our services are currently accessed by customers. Both the One Front Door and understanding the journeys our customers take will be critical to getting this right.

We have already been consulting with our customers to understand what impact service transformation is having on them. We know that some customers do not have the skills, knowledge or confidence to use online services or access to equipment and the internet to make this possible. We will need to plan how they are supported to build their skills and confidence through a network of local facilities. We are confident the work we have started and our plan for the future will enable us to improve access to our services whilst also improving our customers' experience.

# Delivering the Vision

We will deliver our customer vision and improve our customer's experience by:

- Ensuring consistency in customers experience through our One Front Door so their enquiry is resolved the first time
- Using customer insight so we understand what customers want and need
- Ensuring the customer is in control, making it easy for customers to access the right advice and information at times and in places that are right for them
- Listening and responding to customer feedback on all of our services
- Enabling customers to access services flexibly through digital channels, freeing up resource to support our most vulnerable customers
- Offering support to help people be online and working with our partners to improve local access to services



The following are the key workstreams which we will focus on to ensure we deliver our vision.



## 1. Consistency (One Front Door)

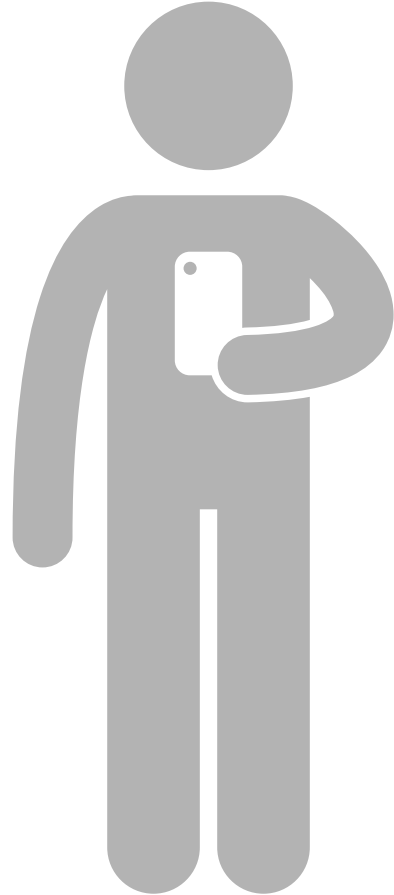
A 'One Front Door' approach is where we ensure customers receive consistent advice, information and access to services through a number of identified managed ways of contacting us. We still have too many ways customers can access us, often resulting in confusion for our customers and a poor customer experience. We will simplify the number of ways a customer can contact us ensuring they get to the right service the first time.

Through all of these different routes the service a customer receives will be consistent regardless of whether this is through online self-serve, telephone or face-to-face. One Front Door already enables customers to access a number of services in the one place and we will increase this.

Our staff will need the right skills to support our vision, we will develop a framework that allows us to make sure they are equipped to support digital services.

Ensuring the consistency of customer experience through One Front Door requires us to have accurate, up-to-date and relevant advice and information held within a single and comprehensive knowledge management system.

This means customers have a positive experience enabling them to access the right services, at the right time through a single point of contact. We in turn are able to improve the different ways we provide this whilst delivering the efficiencies required of us.



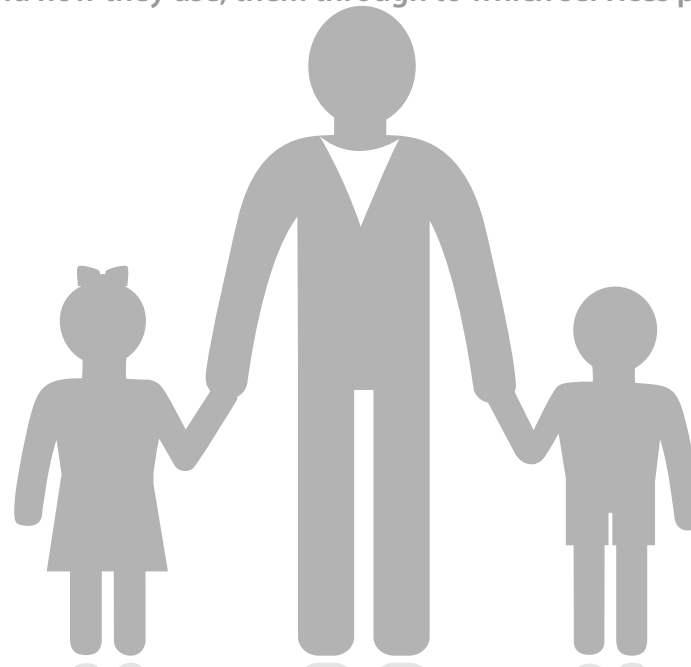
## 2. Getting it right (Customer Insight)

Customer insight is described 'as a deep truth about the customer, based on their behaviour, experiences, beliefs, needs or desires that is relevant to the tasks or issues and rings bells with target people.'

We will improve the way we collect, collate and use this information to understand our customers and their behaviours better to inform the changes we will be making.

We will use the information to shape the future delivery of our services, which services we deliver and in which ways through our One Front Door. As we redesign services we will do so from the start to the end so that the customer gets a seamless service.

Through the delivery of all our services we collect data about our customers. From where they live, what services they use, and how they use, them through to which services people use the most or the least.



### **3. Customer choice (Customer in control)**

We will ensure the way information and services are made available allows our customers to always be in control.

Through the development of customer self-serve we will ensure we have single customer accounts where everything for a customer is available and recorded in one place. Customers will be able to see every contact they have had with us and how we have responded, they will also be able to see other services that may be of interest to them and request new services. They will manage their existing services creating an individual account that is personalised by and for them. We will also seek to maximise customers' ability to pay for our services electronically.

Introducing email sign-ups will also allow customers to decide when and on what subjects they would like to receive information from us. The customer will be in control of their choices and we will then send out to them information or advice that relates to these. This means we can be proactive in responding to the subjects our customers are interested in ensuring they get timely and relevant information for them.

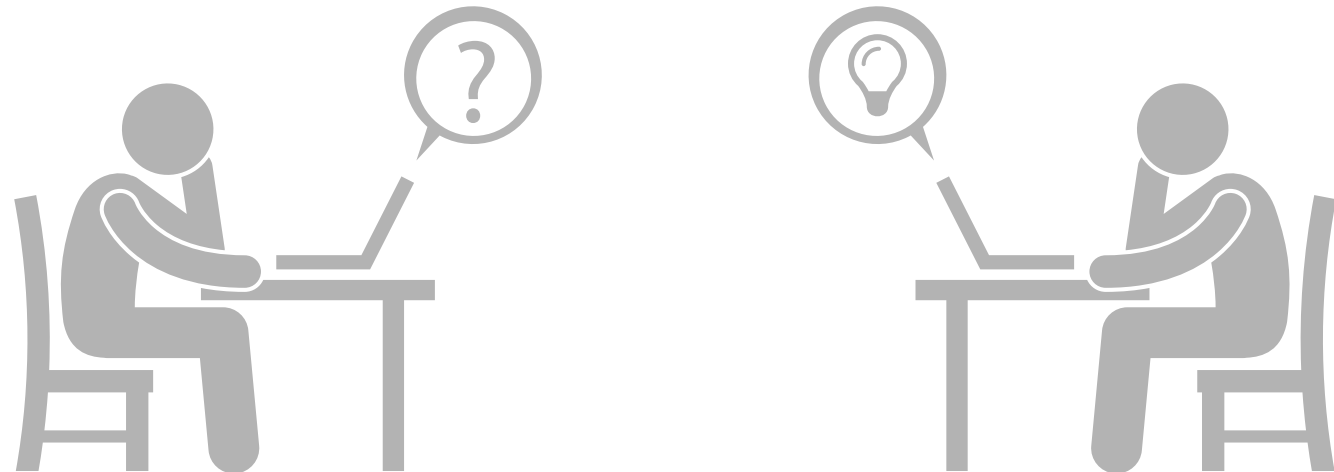


## 4. Improving what we do (Customer Feedback)

Customer feedback helps us know what customers think we are doing well, identify customers who aren't happy with our services, stop recurring problems and helping us increase our overall customer satisfaction.

We will make it easy for customers to give us feedback on our services and we will listen to what customers say. We will use customer surveys through our website, telephone and face-to-face services and will make these simple, focused and quick, the results will be used to make improvements.

As we change the way we deliver services, we will ask customers to test them for us, listen to what customers say on social media, look at how people use our website and talk to people using online live chat. We will look at what customers say and will use this to make improvements so that our online services are so good people will prefer to use them.





## **5. Offering flexibility (Digital Channels)**

We will do the hard work in joining up services. We will use digital channels to enable customers to have 24/7 access to services at times and places that work for them. This allows us to reduce transactional costs for those people able to help themselves and enables us to target our more expensive methods of service delivery to the most vulnerable.

We will develop web self-serve, through a simple user-friendly website, to ensure we have single customer accounts and our customers can access all the services they need to from a single place. This allows us to join up our services and also those of our partners.

We will make sure that all services delivered online are computer, tablet and smartphone friendly allowing access from all digital devices and providing a consistent customer experience.

To make this as effective as possible for customers we will make sure that our single customer accounts link up with the systems used by individual services, creating a smooth and seamless service to our customers.

## 6. Supporting those who need it (Digital Inclusion)

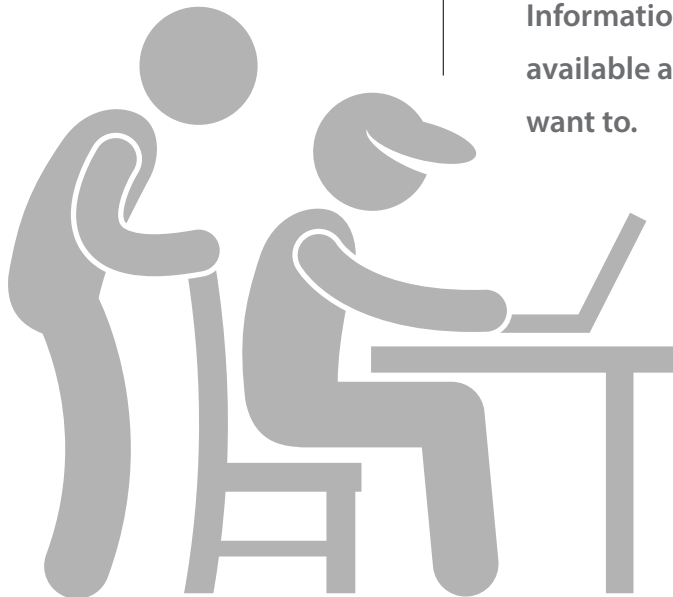
Increasing customers use of online services will help support those who are isolated. It will help develop skills and increase access to services as digital delivery becomes the way most organisations prefer to deliver their services. Our staff will be trained to support those who need it.

As we develop our digital services those who use them will have greater choice, control and access to our services and the information they would like to receive.

We recognise that not everyone has the skills, access to the internet or equipment to take advantage of this or the knowledge of what the internet can offer. We also understand that for some people they simply do not wish to access services in this way.

We understand that we need to work with our communities so we can increase the confidence of those who are digitally excluded and increase their ability to use online services.

Information on what can be done online and the benefits of doing this will be made as widely available as possible raising customers' awareness of what they can do online as and when they want to.





# Outcomes

We will know we have been successful in placing the customer at the heart of our transformation programme when the customer:

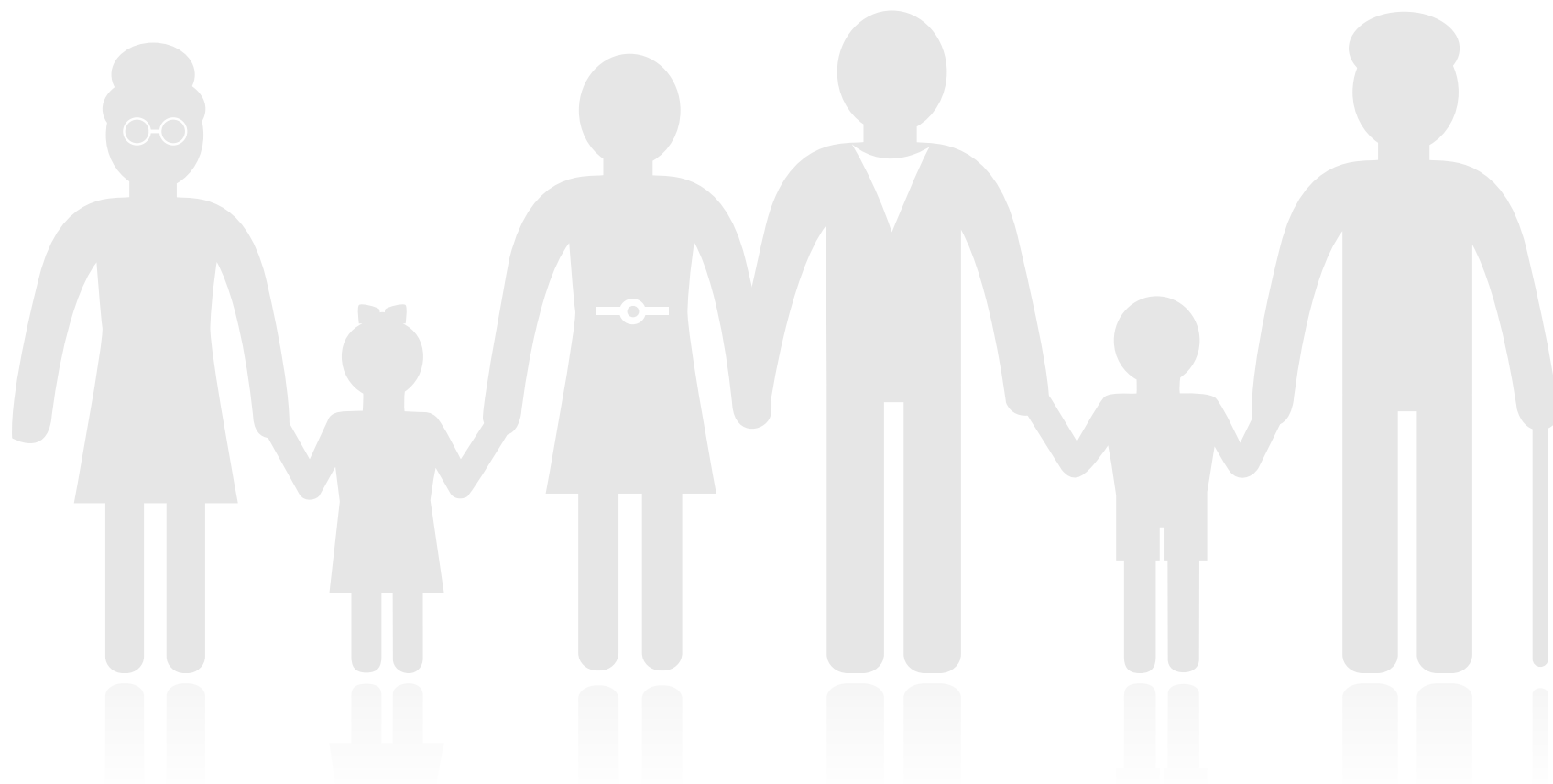
- Finds it easy to access our services and information
- Gets the service they need first time
- Is offered complementary services by us without them having to work it out for themselves
- Can access services and view their contact history in one place
- Is satisfied or very satisfied with the service/information they receive

# Conclusion

**Delivering the vision in this Strategy will transform our customers' experience, they will have greater choice, control and access to our services through a simple and easy to use website. They will be able to see all the services they use from us through a single account, alongside those of other agencies where we work together to support customers.**

**They will receive regular updates on service areas which interest them with information pointing to where they can see more. We will have a workforce with the right skills for the future and a comprehensive information and advice system which allows us to inform and guide our customers to the right services for them.**

**We will be working closely with our communities to increase access and support to our services and will have strong partnerships in place that allow us to have local ambassadors to support local people. Success is exceptional customer service and services which are fit for purpose and able to evolve as our customers' needs change.**



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## Resources and Fire & Rescue Overview and Scrutiny Committee

11 July 2018

### Treasury Management Monitoring Report 2017/18

#### Recommendation

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

#### 1 Introduction

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

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

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

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

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

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

## 2 Investments

- 2.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis.
- 2.2 Security and liquidity of cash was prioritised above the requirement to maximise returns. The Council adopted a cautious approach to lending to financial institutions, and continuously monitored credit quality information regarding the institutions on the Council’s approved Lending List.
- 2.3 The Council’s investment portfolio at the end the financial year 2017/18 was as follows:

**Table 1: Investment Position at 31 March 2018**

	Invested at 31 March 2018
	£m
In house deposits	25.036
Money Market/External Funds	240.280
<b>Total</b>	<b>265.316</b>

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

**Table 2: Investment Performance to 31 March 2018**

	Average Interest rate year to date	Target rate: 7 day LIBID	Variance
	%	%	%
In house deposits	0.42	0.21	0.21
Money Market/External Funds	0.90	0.21	0.69
<b>Total</b>	<b>0.87</b>	<b>0.21</b>	<b>0.66</b>

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

**Table 3: Interest Earned to March 2018**

	Year to date
	£m
In house deposits	0.064
Money Market/External Funds	2.446
<b>Total</b>	<b>2.510</b>

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

**Table 4: Interest Rate Forecast**

	Present – Sep 2018 %	Dec 2018 – Sept 2019 %	Dec 2019 %
Interest Rate Forecast	0.50	0.75	1.00

Source: Link Asset Services

### 3 Debt Financing

3.1 As at 31<sup>st</sup> March 2018 the authority had borrowing held with The Public Works Loans Board (PWLB) of £353.404m. The weighted average interest payable on the loans during 2017/18 was 4.85%. Total interest payable for the year was £17.166m.

3.2 During the financial year, maturing debt of £1.15m was repaid. The interest rate of repaid debt was 9.75%. The County did not undertake any new long term borrowing in 2017/18.

### 4 Compliance with Treasury Limits and Prudential Indicators

4.1 During 2017/18, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2018/19 are shown in **Appendix A**. Explanations of the terminology employed is set out in **Appendix B**.

## 5 Sensitivity Analysis

5.1 For the purposes of disclosure on Market Risk a sensitivity analysis has been carried out to show the impact of a change in interest rates of + 1% on the debt portfolios.

5.2 The following table shows the results of the sensitivity analysis:

	<b>Actual</b>	<b>+1% increase in Base Rate</b>	
	<b>F.V. at 31.03.2018 £m</b>	<b>F.V. at 31.03.2018 £m</b>	<b>Difference £m</b>
Debt (new borrowing)	543.889	458.018	<b>85.871</b>
Debt (early repayment)	647.789	536.974	<b>110.815</b>

### Background Papers

None

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

Local Member(s): N/A

Other members: Cllrs Kam Kaur, Andy Crump, Heather Timms, Parminder Singh Birdi, Maggie O'Rourke and Sarah Boad.

## Item 7 Appendix A

	2017/18	2018/19	2019/20	2020/21	2021/22
<b>(1). AFFORDABILITY PRUDENTIAL INDICATORS</b>					
	<b>Actual</b>	<b>estimate</b>	<b>estimate</b>	<b>estimate</b>	<b>estimate</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Expenditure</b>	78,344	171,573	115,385	12,637	460
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>Ratio of financing costs to net revenue stream</b>	7.10	6.99	7.64	7.47	7.38
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Gross borrowing requirement</b>					
Gross Debt	362,274	362,274	352,274	332,274	332,275
Capital Financing Requirement as at 31 March	313,947	385,306	388,991	374,618	360,060
Under/(Over) Borrowing	(48,327)	23,032	36,717	42,344	27,785
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>In year Capital Financing Requirement</b>	(2,747)	71,359	3,685	(14,373)	(14,558)
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Financing Requirement as at 31 March</b>	313,947	385,306	388,991	374,618	360,060
<b>PRUDENTIAL INDICATOR</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS</b>					
	<b>Approved</b>	<b>estimate</b>	<b>estimate</b>	<b>estimate</b>	<b>estimate</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Authorised limit for external debt -</b>					
Borrowing	549,049	506,443	522,865	517,617	476,147
other long term liabilities	12,000	12,000	12,000	12,000	12,000
<b>TOTAL</b>	<b>561,049</b>	<b>518,443</b>	<b>534,865</b>	<b>529,617</b>	<b>488,147</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Operational boundary for external debt -</b>					
Borrowing	457,540	422,036	435,720	431,347	396,789
other long term liabilities	10,000	10,000	10,000	10,000	10,000
<b>TOTAL</b>	<b>467,540</b>	<b>432,036</b>	<b>445,720</b>	<b>441,347</b>	<b>406,789</b>
<b>Upper limit for fixed interest rate exposure</b>					
Net principal re fixed rate borrowing / fixed term investments	100%	100%	100%	100%	100%
<b>Upper limit for variable rate exposure</b>					
Net principal re fixed rate borrowing / fixed term investments	25%	25%	25%	25%	25%
<b>Upper limit for total principal sums invested for over 365 days</b>					
(per maturity date)	£	£	£	£	£
	£0	£0	£0	£0	£0
<b>Maturity structure of new fixed rate borrowing during year</b>	<b>upper limit</b>	<b>lower limit</b>			
under 12 months	20%	0%			
12 months and within 24 months	20%	0%			
24 months and within 5 years	60%	0%			
5 years and within 10 years	100%	0%			
10 years and above	100%	0%			
<b>Maturity structure of new variable rate borrowing during year</b>	<b>upper limit</b>	<b>upper limit</b>			
under 12 months	20%	0%			
12 months and within 24 months	20%	0%			
24 months and within 5 years	60%	0%			
5 years and within 10 years	100%	0%			
10 years and above	100%	0%			





## **PRUDENTIAL INDICATORS**

### **Ratio of financing costs to net revenue stream**

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

### **Gross Borrowing**

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

### **Actual and Estimated Capital Expenditure**

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

### **Capital Financing Requirement**

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

### **Authorised Limit**

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

### **Operational Boundary**

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

## **Limits on Interest Rate Exposure**

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

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

**11 July 2018**

### **Operational Assessment and Fire Peer Challenge 2016 Action Plan Closure Report**

#### **Recommendation**

That the Resources and Fire & Rescue Overview and Scrutiny Committee note the progress made against the Operational Assessment and Fire Peer Challenge 2016 undertaken in Warwickshire Fire and Rescue Service (WFRS) and endorse the closure of the Action Plan.

#### **1.0 Background**

- 1.1 This paper advises the Resources and Fire & Rescue Overview and Scrutiny Committee (OSC) of progress made following the Operational Assessment and Fire Peer Challenge in late 2016 and suggests that the Action Plan can now be considered closed.
- 1.2 The Fire Peer Challenge is a sector led improvement process overseen by the Local Government Association (LGA) and the National Fire Chiefs Council (NFCC). The Peer Challenge Team spent four days on site in Warwickshire in November 2016.
- 1.3 At the end of the assessment week, feedback was provided to officers and the Portfolio Holder for Community Safety, followed by a formal report in January 2017. From the report, an action plan was developed covering a number of key areas (as shown in Appendix 1).

#### **2.0 Progress on the Action Plan**

- 2.1 Good progress has been made against the action plan, with all actions now considered complete (as shown in Appendix 1). A summary of improvement activity in key areas is outlined below:

##### **2.1.1 Community Risk Management**

The Peer Challenge Team highlighted successes in reducing fire risk in Warwickshire and notable practice regarding the Anti-Social Behaviour Intervention Team. However, it was recognised that WFRS needed to republish a prevention strategy that is driven by local risk profiles, closely

integrates Prevention and Response, and allows resources to be targeted appropriately and wider health and social care outcomes. WFRS has appointed a new Prevention, Policy and Partnership Manager to who has developed the prevention strategy incorporating health and social care outcomes, and has supported officers to secure the partnerships and funding streams needed.

### **2.1.2 Collaboration**

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

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

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

On the emergency services level, a Blue Light Collaboration Joint Advisory Board has been established between Warwickshire County Council (WCC) and the Warwickshire Police & Crime Commissioner (PCC) to provide leadership and oversight of all appropriate opportunities. A Memorandum of Understanding has been signed with West Midlands Fire Service and work is underway to consider and advance operational and organisational collaboration opportunities.

### **2.1.3 Business Planning**

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

### **2.1.4 Organisational Risk Management**

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

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

### 2.1.5 Governance – Collaboration and Strategic Direction

This relates to the duty for emergency services to collaborate under the Police and Crime Act 2017. As stated earlier, a Blue Light Collaboration Joint Advisory Board has been set up between WCC and the PCC to provide leadership and oversight.

## 3. Future Fire and Rescue Assessment

- 3.1 A key pillar of the Home Office Fire Reform Programme has been to re-introduce a national Fire Service Inspectorate, namely Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). WFRS has already commenced preparatory work in advance of an inspection scheduled for week commencing July 2<sup>nd</sup> 2018. It is not yet clear if some form of Peer Challenge will remain in place as an improvement tool in addition to the new inspection programme.

## 4.0 Timescales and next steps

- 4.1 The focus, and use of organisational capacity for continuous improvement, has now been directed towards the HMICFRS inspection process. A further and deeper audit of the areas listed in paragraphs 2.1.1 – 2.1.5 will inevitably be undertaken as part of the HMICFRS process, and where necessary additional improvement activity identified and actioned.
- 4.2 The Resources and Fire and Rescue Overview and Scrutiny Committee can now consider the Operational Assessment and Fire Peer Challenge 2016 Action Plan to be closed.

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

Portfolio Holder for Fire and Community Safety – Councillor Andy Crump  
Chair and Group Spokespersons – Councillors Heather Timms, Parminder Singh Birdi, Maggie O'Rourke and Sarah Boad.



## Appendix 1

### Operational Assessment and Fire Peer Challenge 2016

#### Action Plan – Closure Version: May 30<sup>th</sup> 2018.

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

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

		<ul style="list-style-type: none"> <li>• Redefining support service requirements and quality.</li> <li>• Ensure an enhanced understanding of FRS future plans and organisational needs.</li> </ul> <p><b>3. Improve Emergency Service Collaboration by:</b></p> <ul style="list-style-type: none"> <li>• Publicise outcomes from Blue Light Collaboration Board</li> <li>• Increase visibility of joint working and ensure clarity on lead officers between Warks and West Mercia Police and Fire Services.</li> </ul>			<p>programme with LRF partners. The group meets every 6 weeks to update, monitor and review the programme.</p> <p>2. <b>Complete</b> - A review of organisational capacity to meet demands was launched April 2017. Over £700k of reserves has been allocated to boost critical areas. Support Service requirements and SLA's are under review with some areas complete.</p> <p>3. <b>Complete</b> - Collaborative governance arrangements and terms of reference have been established with Warwickshire Police to agree local areas of work. Formal sub-regional work with West Mercia police, HWFRS and SFRS has now concluded due to a refocus of the work towards a PCC led West Mercia Police/Fire model.</p>
<b>3</b>	<b>Business Planning</b>	<p><b>1. Continue to develop clear priorities with good staff engagement.</b></p> <p><b>2. Continue to build on the good work in developing leadership</b></p>	<p><b>1. Business Planning process 2017/18</b></p> <p><b>2. One Service Programme</b></p>	<p><b>1. DCFO Moyney</b></p> <p><b>2. Rachel Barnes</b></p>	<p><b>1. Complete</b> – A business planning process has been completed that has developed clear priorities for 2017/18. Staff have been engaged through Direction and Context meetings, and the Staff Engagement Network.</p> <p><b>2. Complete</b> - All senior managers above Station Commander level have attended the Personal Leadership Programme (PLP). All Station Commanders are booked on the PLP in February 2018 . WC's and CC's are able to book onto a leading for Warwickshire course through WILMA. The leadership behaviours of these programmes are now an integral part of the appraisal and 1 to 1 process. Senior managers also attend a monthly meeting to review PLP learning and to reinforce positive behaviours. Current activity and plans will be embedded by the new Promotion and Development Service Order.</p>



4	Business Planning	Strengthen and embed the 'review'; element of the 'Plan, Do, Review' process within our change programme.	-Service Improvement Departmental Plan	AC Dave Pemberton	<b>Complete</b> – a programme of project reviews has been developed and implemented.
5	Organisational Risk Management	Strengthen Contingency Planning arrangements throughout WFRS.	-Business Continuity Policy -Business Continuity Impact Assessments -Business Continuity Plans -Dedicated Business Continuity role	AC Dave Pemberton	<b>Complete</b> - A Business continuity role is established. A business continuity management system policy has been created and implemented (in consultation). The Service Policy on Risk management has been reviewed, with changes made to integrate risk management and business continuity within the process framework, and generally to improve understanding of risks. Business impact analysis (BIA) work has been carried out with all GC's. Business Continuity plans are in place for stations . Business Continuity plans for 'Personnel Absence - Maintaining an Emergency Response' have been created and implemented.
6	Organisational Risk Management	Investigate alternative methods for providing a more flexible approach to deliver training to on-call firefighters.	-Training and Development Centre Departmental Plan	AC Barnaby Briggs	<b>Complete</b> – Review undertaken and Learn pro and iMac computer purchased to enable production of you tube style learning packages. The provision of a new training centre facility will enable far more flexibility over when and how on-call training courses are delivered.
7	Organisational Learning	Improve the organisational learning mechanisms within the training and exercise programs.	-Training and Development Centre Departmental Plan -A single point of responsibility for managing an exercise program and recording appropriately. -Improving feedback processes from training courses.	AC Barnaby Briggs	<b>Complete</b> – A single contact point (email address) is now active that enables the capture of feedback from training exercises – monitored by the Training dept. A new operational incident command debrief process was trialled during the large scale (high rise) exercises. If deemed to be successful this will be adopted for all future large scale exercises. Electronic course feedback is now in place for incident command courses and being phased in across all training delivered.