

Resources and Fire & Rescue Overview and Scrutiny Committee

12 December 2018

Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in **Committee Room 2, Shire Hall, Warwick on Wednesday 12 December 2018 at 2.00 p.m.**

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. 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. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

1. General

(1) Apologies

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

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

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 39).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

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

(3) Minutes of the meeting of the Resources and Fire & Rescue Overview and Scrutiny Committee held on 19 September 2018

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

2. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Helen Barnsley 2 working days before the meeting.

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 Quarter Two

6. Warwickshire Fire and Rescue – Activity in Addressing the Risks Associated with Derelict Buildings

This report advises members of the arson reduction work carried out by WFRS to tackle the issues regarding unsecure void properties

7. 2018/19 Quarter 2 Treasury Management Monitoring Report

This report advises members of the Treasury Management monitoring position for the first six months of the financial year 2018/19.

8. Corporate Customer Feedback Annual Report 2017/18

This report is to explain how customer feedback has been handled, and how feedback is used to improve services.

9. Digital & Technology Strategy Update

This report provides an update on the delivery of the Council's Digital and Technology Strategy that was approved by Cabinet on the 13th of September 2018.

10. Urgent Matters

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

The next meeting of the committee has been scheduled for Wednesday 27 February 2019 at 2:00pm in Committee Room 2.

David Carter
Joint Managing Director
Shire Hall
Warwick

Resources and Fire and Rescue Overview and Scrutiny Committee **Membership for the meeting 12 December 2018**

Councillors:

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

Portfolio Holders:-

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:

Helen Barnsley, Democratic Services Officer
Tel: 01926 412323, e-mail: helenbarnsley@warwickshire.gov.uk

**Minutes of the meeting of the
Resources and Fire & Rescue Overview and Scrutiny Committee
held on 19 September 2018**

Present:

Members of the Committee:

Councillors Parminder Singh Birdi (Vice-Chair) Sarah Boad, Judy Falp, Pete Gilbert, Andy Jenns, Bill Olnier, Bob Stevens and Heather Timms (Chair)

Other County Councillors:

Peter Butlin - Deputy Leader and Portfolio Holder for Finance and Property

Andy Crump - Portfolio Holder for Fire & Community Safety

Officers:

Helen Barnsley	Democratic Services Officer
Vanessa Belton	Performance and Improvement Business Partner
John Betts	Head of Finance
Kushal Birla	Head of Customer Services
Craig Cusack	Commercial Enterprise Lead
Sarah Duxbury	Head of Law and Governance & Interim Head of Human Resources and Organisational Development
Andy Hickmott	Chief Fire Officer
Tricia Morrison	Head of Performance and ICT Services
Rob Moyney	Deputy Chief Fire Officer
Steve Smith	Head of Property Services

Other Attendees

One – Press

1. General

(1) Apologies

Councillors John Cooke, Kam Kaur and Maggie O'Rourke. Councillor Richard Chattaway replaced Councillor O'Rourke for this meeting.

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

None

(3) Minutes of the meeting held on 11 July 2018

Matters arising; it was confirmed that a report will be presented to the committee in early 2019 covering the capital programme strategy. A briefing note will be provided at the December 2018 meeting providing an update on capital slippage.

Resolved That the minutes of the meeting held on 11 July 2018 were approved as a correct record.

2. Public Question Time

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

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

There were no questions submitted to the Portfolio Holders.

The Committee notes the items listed for forthcoming consideration by Cabinet or individual Cabinet Portfolio Holders.

4. Work Programme 2018-19

The membership of the re-established Warwickshire Fire and Rescue (WFRS) Integrated Risk Management Plan Task and Finish Group was confirmed as follows;

Councillor Andy Jenns
Councillor Heather Timms
Councillor Maggie O'Rourke
Councillor Pete Gilbert
Councillor Sarah Boad

The first meeting will be scheduled for November with the final report due to be presented to this committee in February 2019.

In response to a question from Councillor Sarah Boad, the Chair confirmed that the task and finish group will not be influencing the budget as it is for each Group to formulate its own proposals to go forward to full Council. The Chair confirmed that it will be for the task and finish group to decide what reports are considered in taking this work forward.

The Committee agreed the work programme as set out in the report.

5. One Organisational Plan Quarterly Progress Report: April to June 2018

John Betts, Head of Finance presented the report on performance for those areas within the remit of the Committee. The report was presented in a new format which it is hoped the committee will find more accessible, consistent, focused and transparent. It was also confirmed that Heads of Service will be presenting the report at all committee meetings. It is hoped that this will enable any questions to be answered during the meeting rather than having to go back to officers who were not present.

Following a question from Councillor Judy Falp regarding the performance of WFRS in April 2018 in relation to first appliance attendance, Andy Hickmott,

Chief Fire Officer confirmed that figures for this measure do fluctuate on a monthly basis.

This is because the number of calls recorded for this measure is relatively low compared to the overall calls attended which could see variations in performance. If, for example, the month concerned had seen a different ratio in the number of road traffic collision (RTC) calls compared to relating to fires then performance will vary as RTC calls tend to be in more dispersed areas of the county.

In relation to a question regarding broadband coverage, in particular on new build estates, being poor, Tricia Morrison, Head of Performance and ICT Services confirmed that weekly meetings are held with Open Reach and that the issue would be raised at the next meeting with them. It was agreed that Councillor Falp would provide details of the estates experiencing issues that she has been made aware of. It was noted by the committee that there is no statutory requirement to provide broadband in new developments.

In relation to the performance information on property services capital projects delivered on time (page nine of the report) a request was made that more detail was added to the information box. The information stated that one project had been completed but not how many were not completed.

A question was raised regarding complaints made to the Ombudsman (page three of the report) and if all the complaints follow the same avenue; i.e. are the reasons why people make complaints the same. Sarah Duxbury, Head of Law and Governance & Interim Head of Human Resources and Organisational Development confirmed that a report containing the Ombudsman's statistical results for 2017/18 will be present to Cabinet in October. The report identifies common themes from complaints which are shared with officers across the Council so that lessons can be learned. The focus moving forward is to identify the root cause and resolve complaints as quickly as possible in order to prevent complaints becoming Ombudsman complaints. A request was made by the Chair that an email is sent out to all members of the committee reminding them of the report to Cabinet nearer the time.

Resolved

That the Committee notes the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

6. Warwickshire Fire & Rescue Service - HMICFRS

Andy Hickmott, Chief Fire Officer provided a verbal update for the committee on the recent inspection. The formal inspection report is now expected to be sent through in December 2018, along with the graded judgements against the three pillars of the inspection (efficiency, effectiveness and people management). WFRS is already working on an action plan pending issue of the formal findings. . It is also expected that there will be a national report on the generic findings from fifteen inspections.

Following a question from the committee regarding the change in the inspection process and any differences from previous inspections, the committee was informed that the process had been very detailed and very specific at looking at areas of service delivery. Previous inspections had tended to be strategic and focused on senior management. The new inspection process involved a lot more contact at the fire station level looking closely at the standard of service provided locally to the public.

Following the operational update that was emailed to committee members in July 2018, clarification was given that this was now being produced quarterly

Resolved

That the Committee thanks the Chief Fire Officer for the verbal update and notes the points made.

7. Warwickshire Fire & Rescue Service - Operational Performance

Rob Moyney, Deputy Chief Fire Officer presented the report to the committee highlighting the following points

- The Home Office recently published a report showing national statistics for fire services which has been used to produce this performance, benchmarking report
- There has been a national increase in incidents which is reflected in Warwickshire which has seen a 13% increase in incidents.
- The number of incidents does fluctuate but can be influenced by factors such as the weather – for example snowy winters and hot summers

Other factors include the decisions made around mobilisation – choosing to go to incidents that had not previously been attended e.g. to vulnerable members of the community.

Primary fires (vehicles or properties) have seen an increase across all fire services in England. This may be as a result of a more consistent approach to incident reporting.

WFRS is in the top two services for accidental dwelling fires (house fires)

WFRS has seen an increase in fire deaths and injuries. The increase in injuries has in part been due to hot weather and more people using BBQs.

There has been continued success in the reduction of deliberate fires which is down to the hard work of the prevention team, especially in the north of the county.

There has been a significant increase in the number of special service incidents over the last five years. WFRS have a pilot scheme for special services in one area of the county but have recently started to record incidents attended with West Midlands Ambulance Service which will result in a spike in performance data.

Nationally there has been a decrease in RTCs while Warwickshire has seen an increase. WFRS is working to mitigate this trend with more preventative work and the movement of resources.

A question was asked relating to the performance information regarding RTCs and whether the data could be separated into motorways and other roads. Rob Moyney stated that motorways can see longer attendance times but that all RTC incidents that are attended by WFRS are investigated and mapped. RTC investigations also look into who was involved in the RTC to allow for more targeted prevention work.

It was agreed that the figures requested separating motorway RTCs from other road RTCs could be provided and will be circulated in a briefing note. The committee was reminded that motorways within the county are also considered part of the Warwickshire highway network.

Resolved

That the Committee notes the contents of the report.

8. Urgent Matters

None

9. 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 Part 1 of Schedule 12A of the Local Government Act 1972.

10. WES Services and Educaterers Performance Report for 2017-18

Resolved

The committee agreed the recommendations as set out in the Exempt minutes.

The meeting rose at 3.01p.m.

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Chair

Resources and Fire & Rescue Overview and Scrutiny Committee

12 December 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 30 November 2018.

Decision	Description	Date due	Decision Maker
Addition to the Capital Programme	To make an addition to the Capital Programme To decide the process for allocation of Healthy Pupils Capital Fund (HPCF) monies to maintained Warwickshire schools	18 Jan 2019	Portfolio Holder - Deputy Leader (Finance and Property)
Addition of one traffic and road safety scheme to the 2018/2019 capital programme.	Addition of one traffic and road safety scheme to the 2018/2019 capital programme. Scheme: B4451 Gaydon Road & Station road	18 Jan 2019	Portfolio Holder - Deputy Leader (Finance and Property)

Background Papers

None

	Name	Contact Information
Report Author	Helen Barnsley	helenbarnsley@warwickshire.gov.uk
Head of Service	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Joint Managing Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Cllr Kam Kaur Cllr Peter Butlin Cllr Andy Crump	cllrkaur@warwickshire.gov.uk cllrbutlin@warwickshire.gov.uk cllrcrump@warwickshire.gov.uk

Resources and Fire & Rescue Overview and Scrutiny Committee

12 December 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. 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. 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. Dates of Future Meetings

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

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

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

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2018/19 – 12 December 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 – <i>next due 12 December 2018</i>
Finance	Capital Strategy	27 February 2019
Performance	One Organisational Plan Quarterly Progress Report - Q2	12 December 2018
Warwickshire Fire and Rescue	HMICFRS final inspection report (expected 14 December 2018)	27 February 2019
	Activity in Addressing the Risks Associated with Derelict Buildings	12 December 2018
	WFRS Task and Finish Group – IRMP Report	27 February 2019
Customer Services	Digital Strategy – to include a timeline of events and guide lines	12 December 2018
	Corporate Customer Feedback Annual Report 2017/18	12 December 2018

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2018/19 – 12 December 2018**

Appendix A

Briefing Notes requested

Item	Briefing Note detail	Date requested	Date circulated
Warwickshire Fire & Rescue	Information regarding work being done with the District and Borough Councils following the public enquiry into Grenfell Tower	10 September 2018 at the Chair and Group Spokes meeting	
	Detailed information requested on the number, type and location of Road Traffic Collisions (RTCs) in the county	19 September 2018	28 September 2018
Customer Services	Information to be provided on website downtime in addition to an action plan and timescales for the implementation of resolutions to issues raised by members.	11 July 2018	23 July 2018
Finance	Information to be provided on capital project completed on time	19 September 2018	28 September 2018

Any other Business

Item	Detail	Date raised	Completed
Warwickshire Fire and Rescue Service	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	19 September 2018

Resources and Fire & Rescue Overview & Scrutiny Committee

12 December 2018

One Organisational Plan Quarterly Progress Report: Period under review: April to September 2018

Recommendation

That the Overview and Scrutiny Committee:

- (i) Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan (OOP) Quarterly Progress Report for the period April 1st to September 30th 2018 was considered and approved by Cabinet on 8th November 2018. It provides an overview of progress of the key elements of the OOP, specifically in relation to performance against key business measures, strategic risks, workforce management, revenue and capital budgets, reserves and savings targets and financial information on Business Units.
- 1.2. This report draws on information extracted from the Cabinet report to provide this Committee with information relevant to its remit.

2. One Organisational Plan 2020: Strategic Context

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. These are measured through 62 Key Business Measures (KBMs) which are grouped under, and reported against, the seven agreed policy areas.

For the outcome Warwickshire's communities and individuals are supported to be safe, healthy and independent there is a total of 35 Key Business Measures included in four Policy area dashboards:

- Children are Safe - 15 Key Business Measures
- Adult Social Care - 8 Key Business Measures
- Health & Wellbeing - 6 Key Business Measures
- Community Safety and Fire- 6 Key Business Measures

For the outcome Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure there is a total of 13 Key Business Measures included in two Policy area dashboards:

- Economy, Infrastructure and Environment including 10 Key Business Measures
- Education & Learning including 3 Key Business Measures

To demonstrate OOP delivery by ensuring that WCC makes the best use of its resources a total of 14 Key Business Measures have been developed.

- 2.2 The table below provides an overview and Key Lines of Enquiry regarding performance for a total of 18 KBMs across 2 policy areas as appropriate for this Committee;

Community Safety and Fire (4 KBMs)

Areas of Good Progress

Encouragingly over the recent period the performance for the first appliance response standard measure has been close to target, over the last 3 years the performance trend has been decreasing. Monthly performance for this measure is variable and can be impacted by a number of reasons including geographical location of incidents and access to incidents on the motorway network, Retained Duty System availability also plays a key part in maintaining response standards and levels of availability at key stations has averaged 87%, just below target of 90%, high levels of operational activity has resulted in staff needing rest periods. During the period of increased operational activity the number of Community Safety Contacts has been sustained at a positive level across the range of proactive preventative activities for example Safe and Well Visits and Fatal 4. Continuing scrutiny is maintained within the Service as this is a key measure to ensuring an effective response to emergency incidents and to keeping the public safe.

Areas of concern including remedial action

At the half year stage there has been a significant increase of 24% in the overall number of incidents attended by WFRS compared to the same period last year with all key headline incident types experiencing increases; fires involving property or vehicles 9% (32 incidents), fires not involving property or vehicles 32% (116 incidents), false alarms 30% (199 incidents), road traffic collisions 19% (29 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and effecting entry, 22% (54 incidents). The extended period of extreme hot weather during June and July accounted for a considerable increase in accidental fires where no property or vehicle was involved as well as false alarms. Levels of accidental dwelling fires have increased by 27% or 18 incidents compared to the same period last year. Encouragingly deliberate fire setting has decreased by 8.9% (27 incidents) as has the number of Road Traffic Collisions involving one or more extrication by 3.5% (2 incidents).

During the first half of this year there have been 2 confirmed fire related deaths in the home. In addition there has been 1 suspected fire related death as a result of an incident on the M40 in September; the Coroner's verdict is awaited for this death. Every fire related death in the home is comprehensively investigated by the Service to identify any learnings which will, in turn, inform proactive and targeted fire safety campaigns across the County.

There have been low levels of delivery of Regulatory Reform Order visits over the period due to capacity issues within the Fire Protection Team, losing 2 members of staff, and an increase in numbers of building regulation consultations which the team have had to respond to.

Warwickshire makes the best use of its resources (14 KBMs)

Areas of Good Progress

The level of call abandonment rate for customers calling the Mainstream and Adult Supporting People Customer Service Centre (CSC) is performing well, with an average of 2% of calls being abandoned during quarter 2, compared to a target set of 5%. The Service is proactively managing the call flow, by the mainstream CSC picking up the overflow calls during busy periods, which is impacting on the improved performance in the figures and also builds in further resilience into the Service.

The quarter 2 outturn for % of online customer service transactions, which shows the digital take up for those services that have a digital offer, is at an average of 66.26% and the half year average almost 2% above target. The [Digital and Technology Strategy](#) was approved by Cabinet in September which sets the direction of strategy. The Digital by Design programme is overseen by the Digital by Design programme board, is chaired by David Carter, Joint Managing Director, Resources Directorate.

With regards to our use of resources, although investments fluctuate quarter on quarter, overall the Council is on track with its finances, with the quarter 2 return on investment exceeding the target set.

The Organisation also saw a positive 'employee engagement score' of 75%, based on the 'Your Say' staff survey, as undertaken in Summer 2018, which in an increase of 5% compared to the 2016 score of 70%. This result is also 8% above the local authority benchmark of 67%. Going forward a WCC Your Say action plan is being developed, in addition to the local level ones (e.g. team/service etc.), this will include a new target for Employee Engagement set by Corporate Board for the Your Say 2019 survey.

Overall the levels of % broadband coverage across Warwickshire remain consistently high, achieving the 95% target. New mapping has been updated on the Coventry, Solihull, Warwickshire (CSW) website to reflect new broadband supplier's data <https://www.cswbroadband.org.uk/>. In addition, online mapping has been updated to provide MP's and Members with constituency/ward information if required. Joint working agreements for Contract 3 have been signed by most parties. The service ran a successful Gigabit Voucher Scheme Event on 20th September 2018 at Stratford District Council and is currently working on a new Tender due for November 2018 for £5.7m worth of investment from Local Full Fibre Networks (LFFN) and has secured with Department for Digital, Culture, Media and Sport (DCMS) as approved previously in the year by Members and Cabinet.

Network availability has also been consistently high throughout the quarter at 99.5%, and in excess of the target, with no areas of concern to report. The recent work at Budbrooke has seen improved performance for all staff at the site, in particular the street Lighting section who required improved performance.

There were 4 capital projects to be delivered this year. 3 (including Shipston High School and Macintyre Academy) have been completed. Macintyre Academy was an addition to the original programme. Coleshill Primary was due for completion in September 2018 but was delayed by late funding approval and planning requirements so is now forecast to be complete in February

2019 whilst temporary arrangements were put in place ready for this September. Planning and Highways issues. A fifth project (Barford St Peter's Primary School) is due to be completed by the end of the year.

Areas of concern including remedial action

Sickness absence is running at an average of 9.69 days per fte, which is a slight reduction on the same period last year (9.9), although still above the target of 9.4 days. There will be a first quarter performance review of the new Occupational Health contract provider, Employee Assistance Programme (EAP), to understand any learning. A Thrive at Work Self-Assessment, with the West Midlands Combined Authority, is being pursued. The service is also working closely with Public Health on the Year of Wellbeing, wellbeing Wednesday, promotion of national schemes. An [annual Sickness Absence report](#) was presented to Staff and Pensions Committee in September, which contains benchmarking data, breakdown of information by reason and information on absence management strategies.

There were 2 upheld Local Government and Social Care Ombudsman (LGSCO) complaints in quarter 2: one in respect of Adult Social Care in respect of a care provider who has not provided correct information to the son of a customer and the Council had not ensured the complaint was properly responded to by provider; and one in respect of Education & Learning where the Council had not transferred complainant's son onto an EHCP. (There were 6 in quarter 1, so a total of 8 to date, at the mid-year point.) There were no upheld Information Commissioner/Tribunal decisions or successful Judicial Reviews against the Council in quarter 2.

The Customer Relations Team (CRT) is actively involved in ensuring that the Organisation resolve complaints as quickly as possible and that they are dealt with at the right level, avoiding unnecessary escalation wherever possible.

In particular, an action plan of key activities has been developed to be delivered across the Council which focuses on the following themes;

- Encouraging proactive dispute resolution,
- Empowering staff to handle complaints without needing to escalate,
- Upskilling staff to handle complaints - training and guidance,
- More effective reporting back to service areas of customer feedback,
- Improved linkages between Customer Relations and Legal to ensure that complex cases are escalated early enough to consider resolution.

In addition to this, the Legal Team shares the lessons learnt from the LGSCO cases across the organisation with Assistant Directors and Service Managers and both CRT and Legal work closely with specific services areas where volumes of complaints tend to be higher. For example, work is already underway in the People Group in relation to complaints handling and a number of actions have been identified in children's social care and adults which are aimed at addressing some of the common themes identified in the complaints.

An [annual review and summary of LGSCO upheld complaints](#) was reported to Cabinet in October 2018.

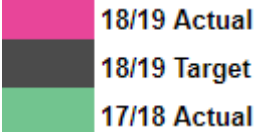




In relation to the value to sales received, Europa Way has been delayed by a quarter but is still expected to be delivered in quarter 3. Sales delivered to date include Meadow Farm and Racemeadow Road. The receipt for Eastboro Way, Nuneaton, is expected this financial year and is critical to achieving the target of £30,927,271.

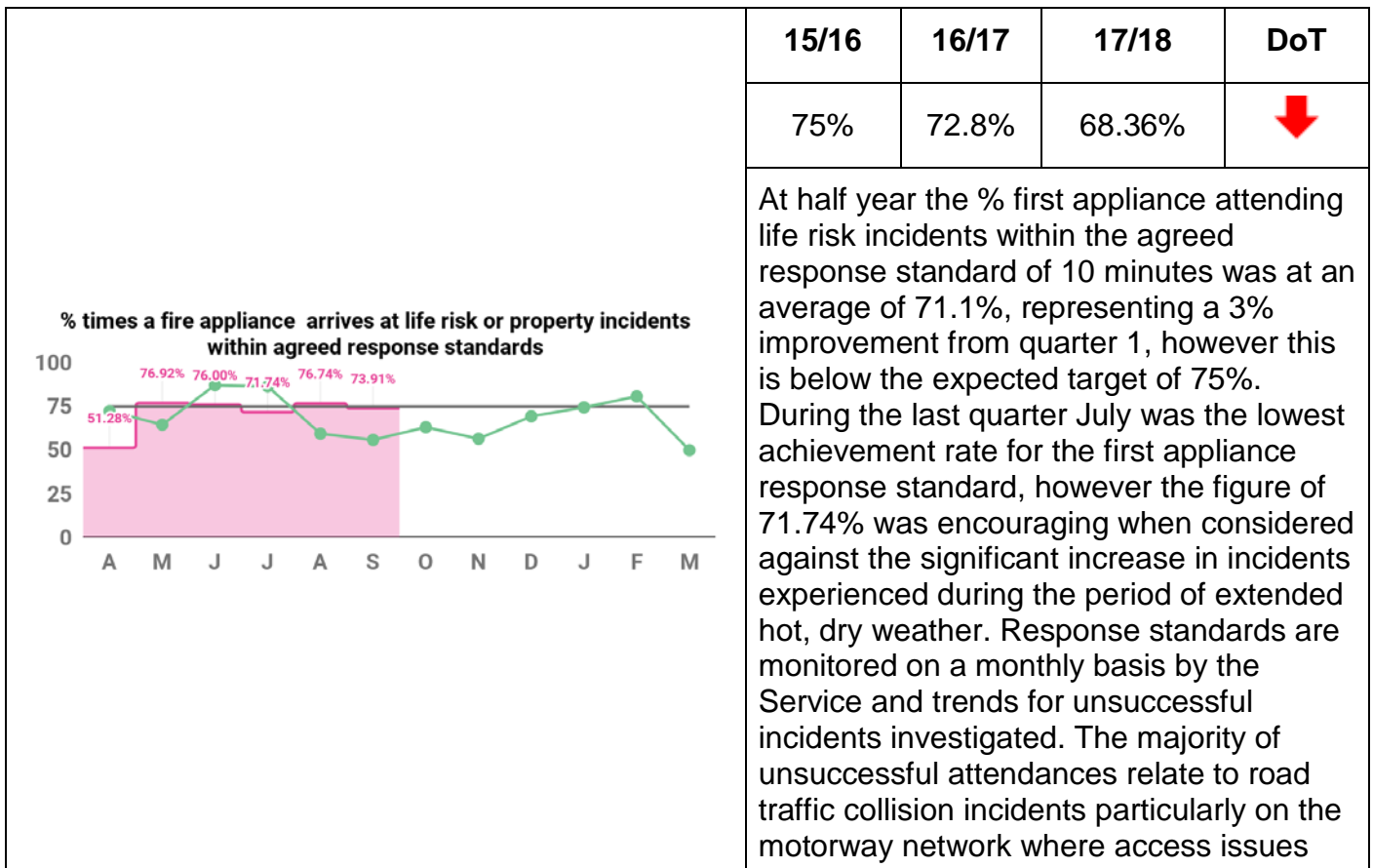
Areas to note

Existing critical projects are being reviewed and assimilated into the new transformation governance arrangements, with business cases and associated financial benefits assessed and agreed. At the mid-year point, 12 of the 33 have been cleared. This figure is based on an assessment earlier in the year and is likely to change once the ongoing exercise to review the organisation's initiatives and to incorporate relevant ones into the new transformation governance arrangements is complete - which is part of the implementation of the new Change Management Framework, due to be in place by end of March 2019.

2.3 More detailed progress on the 18 KBMs relevant to this Committee is reported through the Scorecards in the following pages.

One Organisational Plan Key Business Measures Scorecard

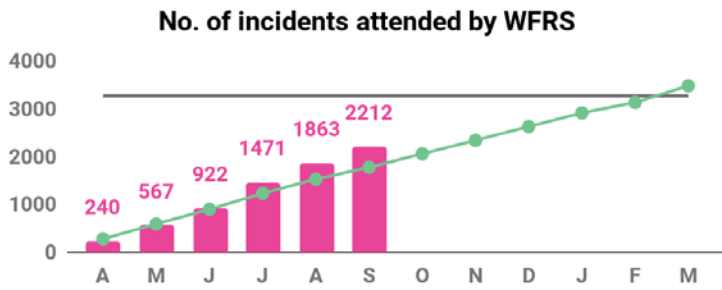
	Direction of travel (DoT) of performance (compared to annual trend)	
		Positive improved
		Positive decline
		Decline
		Steady



and travel distances can prove challenging. In areas where the Service has been typically unsuccessful in meeting the 10 minute response standard preventative activity has been increased e.g. Safe and Well visits in the home.

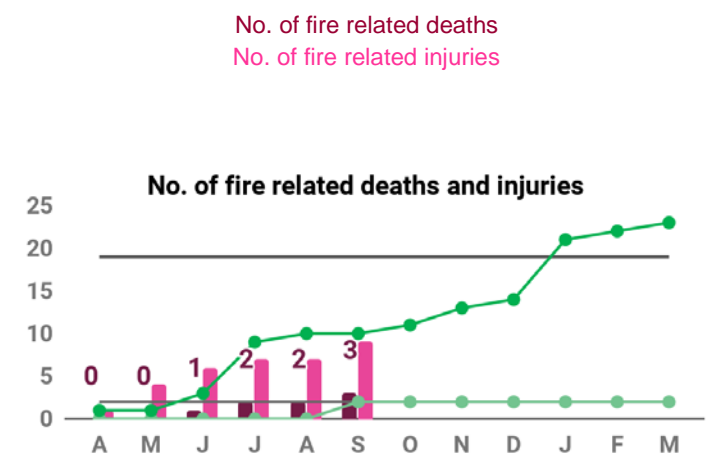
15/16	16/17	17/18	DoT
3306	3076	3491	↑

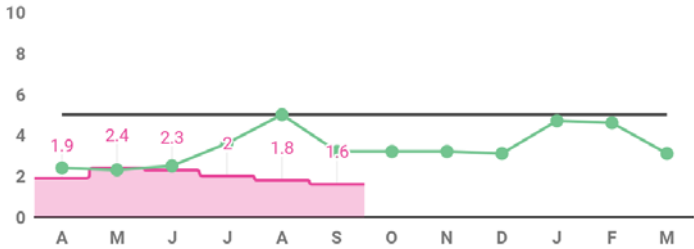
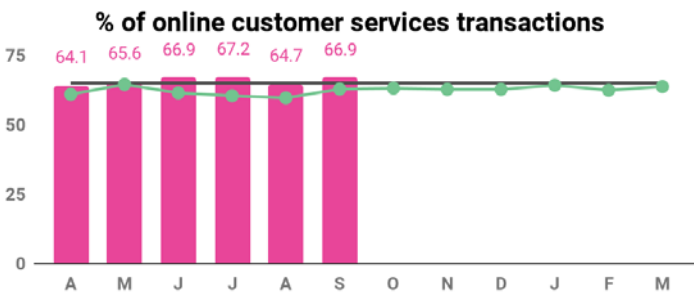
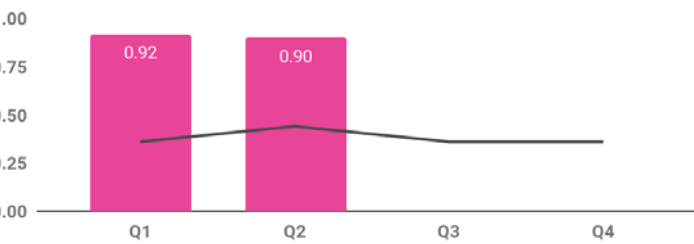
There has been a substantial increase of 40% in the number of incidents attended between quarter 2 and quarter 1 2018/19 and compared to last year levels have increased by 24%. This increase is due to the extended period of hot, dry weather during July where the average number of daily incidents attended doubled and those fires which do not involve property or vehicles tripled. Overall levels of incident activity in all key headline categories have increased compared to the same period last year; fires involving property or vehicles 9% (32 incidents), fires not involving property or vehicles 32% (116 incidents), false alarms 30% (199 incidents), road traffic collisions 19% (29 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and effecting entry, 22% (54 incidents). The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities.

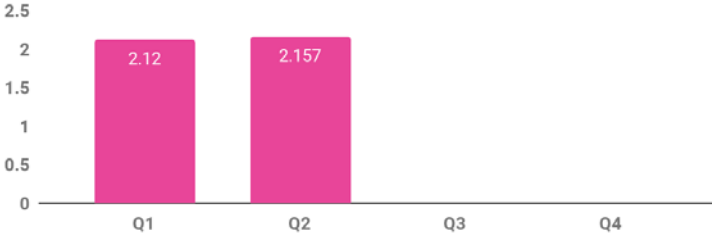
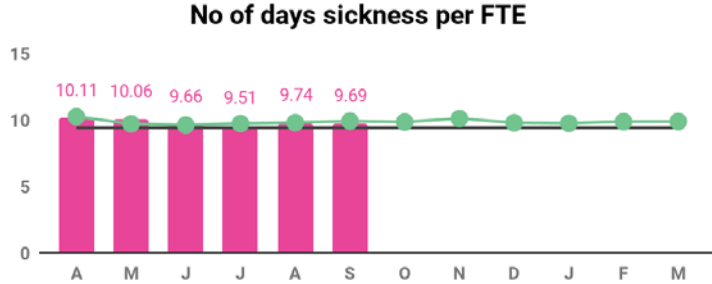
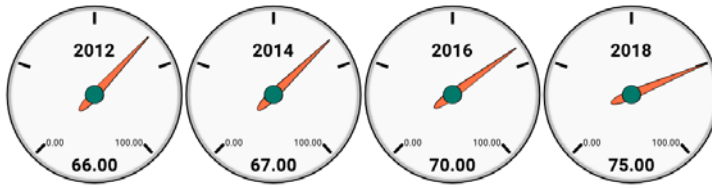
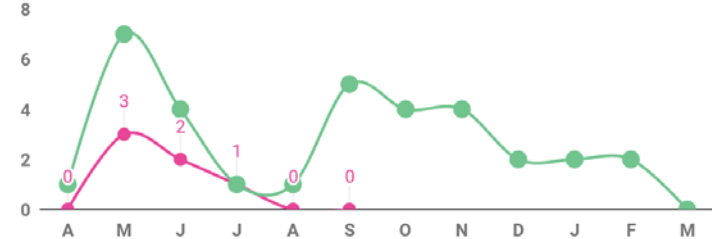


15/16	16/17	17/18	DoT
0	3	2	↑

During the first half of this year there have been 2 confirmed fire related deaths in the home. In addition there has been 1 suspected fire related death as a result of an incident on the M40 in September; the Coroner's verdict is awaited for this death. Every fire related death in the home is comprehensively investigated by the Service to identify any learnings which will, in turn, inform proactive and targeted fire safety campaigns across the County.



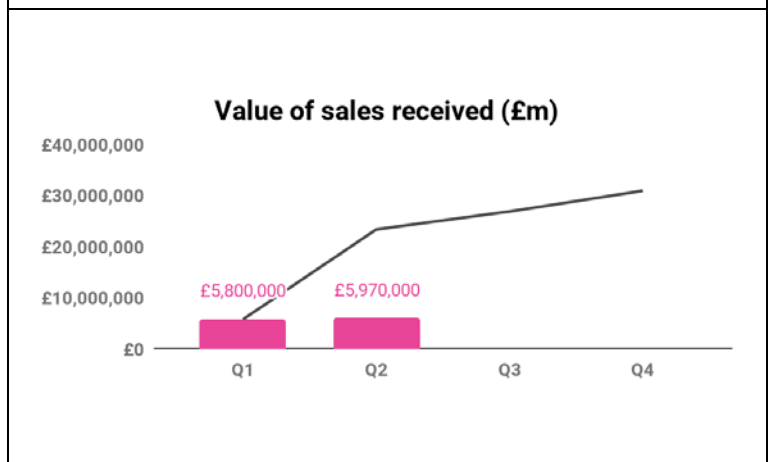
	15/16	16/17	17/18	DoT																										
	21	14	23	↑																										
	<p>There have been 9 fire related injuries recorded across the County during the first half of the year which is 1 less than the same period in 2017/18. Encouragingly, despite the significant increase in fires attended, levels of fire related injuries in quarter 2 halved compared to quarter 1 from 6 to 3. The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities.</p>																													
<p>% call abandonment rate - Mainstream and Adult Supporting</p>  <table border="1"> <caption>% call abandonment rate - Mainstream and Adult Supporting</caption> <thead> <tr><th>Month</th><th>Rate (%)</th></tr> </thead> <tbody> <tr><td>A</td><td>1.9</td></tr> <tr><td>M</td><td>2.4</td></tr> <tr><td>J</td><td>2.3</td></tr> <tr><td>J</td><td>2</td></tr> <tr><td>A</td><td>1.8</td></tr> <tr><td>S</td><td>1.6</td></tr> <tr><td>O</td><td>3.2</td></tr> <tr><td>N</td><td>3.2</td></tr> <tr><td>D</td><td>3.2</td></tr> <tr><td>J</td><td>4.8</td></tr> <tr><td>F</td><td>4.8</td></tr> <tr><td>M</td><td>3.2</td></tr> </tbody> </table>	Month	Rate (%)	A	1.9	M	2.4	J	2.3	J	2	A	1.8	S	1.6	O	3.2	N	3.2	D	3.2	J	4.8	F	4.8	M	3.2	15/16	16/17	17/18	DoT
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M	3.2																													
	6.32	2.9	3.5	↔																										
	<p>The Key Business Measure target for each month during quarter 2 has been achieved with 2% average abandonment rate for the half year against a target of 5%. The service continues to closely monitor this measure.</p>																													
<p>% of online customer services transactions</p>  <table border="1"> <caption>% of online customer services transactions</caption> <thead> <tr><th>Month</th><th>Percentage (%)</th></tr> </thead> <tbody> <tr><td>A</td><td>64.1</td></tr> <tr><td>M</td><td>65.6</td></tr> <tr><td>J</td><td>66.9</td></tr> <tr><td>J</td><td>67.2</td></tr> <tr><td>A</td><td>64.7</td></tr> <tr><td>S</td><td>66.9</td></tr> <tr><td>O</td><td>66.26</td></tr> <tr><td>N</td><td>66.26</td></tr> <tr><td>D</td><td>66.26</td></tr> <tr><td>J</td><td>66.26</td></tr> <tr><td>F</td><td>66.26</td></tr> <tr><td>M</td><td>66.26</td></tr> </tbody> </table>	Month	Percentage (%)	A	64.1	M	65.6	J	66.9	J	67.2	A	64.7	S	66.9	O	66.26	N	66.26	D	66.26	J	66.26	F	66.26	M	66.26	15/16	16/17	17/18	DoT
Month	Percentage (%)																													
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J	66.26																													
F	66.26																													
M	66.26																													
	N/A	54.9%	62.3%	↑																										
	<p>This figure shows the percentage digital take-up for those services who have a digital offer for customers. The quarter 2 outturn is an average of 66.26% and the half year average almost 2% above target.</p>																													
<p>Value of the return on WCC investment (%)</p>  <table border="1"> <caption>Value of the return on WCC investment (%)</caption> <thead> <tr><th>Quarter</th><th>Value (%)</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0.92</td></tr> <tr><td>Q2</td><td>0.90</td></tr> <tr><td>Q3</td><td>-</td></tr> <tr><td>Q4</td><td>-</td></tr> </tbody> </table>	Quarter	Value (%)	Q1	0.92	Q2	0.90	Q3	-	Q4	-	15/16	16/17	17/18	DoT																
Quarter	Value (%)																													
Q1	0.92																													
Q2	0.90																													
Q3	-																													
Q4	-																													
	New measure			N/A																										
	<p>The return on WCC investment for quarter 2 at just over is 0.9%, continues to outpace the LIBID (London Interbank Bid Rate) benchmarking rate target of 0.36%.</p>																													

<p>Value of total pension fund investment (£m)</p> 	15/16	16/17	17/18	DoT	
New measure			N/A		
<p>At the last quarterly review of the Pension Fund Investment Sub-Committee (June), the Pension Fund value was at £2.124 billion, an increase of 4.34% on the previous quarter (Year End, March). The quarter 2 information will be reported at the next Pension Fund Investment Sub-Committee on 10th December.</p>					
<p>No of days sickness per FTE</p> 	2012	2014	2016	DoT	
10.26			9.9	9.87	↓
<p>Absence is running at an average of 9.69 days per fte which is a slight reduction on the same period last year (9.9). The Service has set up a sickness absence monitoring group and continues to take a proactive approach to absence management.</p>					
<p>% Employee engagement scores</p> 	15/16	16/17	17/18	DoT	
66%			67%	70%	↑
<p>75% achieved in 2018 sees a 5% increase from 2016 and is 8% above the local authority benchmark of 67%. The score is calculated from six employee engagement questions within the Your Say survey, five of these questions have seen an increase since 2016 which is excellent.</p>					
<p>No. of Health and Safety reportable incidents in the workplace</p> 	15/16	16/17	17/18	DoT	
New measure			33	N/A	
<p>The number of incidents in 2018/19 have been considerably lower than 2017/18.</p>					

	15/16	16/17	17/18	DoT																							
	89%	92.02%	95%	↑																							
<p>% Warwickshire broadband coverage</p> <table border="1"> <caption>% Warwickshire broadband coverage</caption> <thead> <tr> <th>Month</th> <th>Coverage (%)</th> </tr> </thead> <tbody> <tr><td>A</td><td>89</td></tr> <tr><td>M</td><td>89</td></tr> <tr><td>J</td><td>95</td></tr> <tr><td>J</td><td>95.02</td></tr> <tr><td>A</td><td>95.1</td></tr> <tr><td>S</td><td>95.14</td></tr> <tr><td>O</td><td>92.5</td></tr> <tr><td>N</td><td>93</td></tr> <tr><td>D</td><td>93.5</td></tr> <tr><td>J</td><td>94</td></tr> <tr><td>F</td><td>94.5</td></tr> <tr><td>M</td><td>95</td></tr> </tbody> </table>	Month	Coverage (%)	A	89	M	89	J	95	J	95.02	A	95.1	S	95.14	O	92.5	N	93	D	93.5	J	94	F	94.5	M	95	<p>Overall the levels of % broadband coverage across Warwickshire remain consistently high, achieving the 95% target. New mapping has been updated on the Coventry, Solihull, Warwickshire (CSW) website to reflect new broadband suppliers data https://www.cswbroadband.org.uk/ In addition, online mapping has been updated to provide MP's and Members with constituency/ward information if required. Joint working agreements for Contract 3 have been signed by most parties. The service ran a successful Gigabit Voucher Scheme Event on 20th September 2018 at Stratford District Council and is currently working on a new Tender due for November 2018 for £5.7m worth of investment from Local Full Fibre Networks (LFFN) and has secured with Department for Digital, Culture, Media and Sport (DCMS) as approved previously in the year by members and cabinet.</p>
Month	Coverage (%)																										
A	89																										
M	89																										
J	95																										
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	15/16	16/17	17/18	DoT																							
	100%	99%	99%	↔																							
<p>% of network availability</p> <table border="1"> <caption>% of network availability</caption> <thead> <tr> <th>Month</th> <th>Availability (%)</th> </tr> </thead> <tbody> <tr><td>A</td><td>99.5</td></tr> <tr><td>M</td><td>99.5</td></tr> <tr><td>J</td><td>99.5</td></tr> <tr><td>J</td><td>99.5</td></tr> <tr><td>A</td><td>99.5</td></tr> <tr><td>S</td><td>99.5</td></tr> <tr><td>O</td><td>-</td></tr> <tr><td>N</td><td>-</td></tr> <tr><td>D</td><td>-</td></tr> <tr><td>J</td><td>-</td></tr> <tr><td>F</td><td>-</td></tr> <tr><td>M</td><td>-</td></tr> </tbody> </table>	Month	Availability (%)	A	99.5	M	99.5	J	99.5	J	99.5	A	99.5	S	99.5	O	-	N	-	D	-	J	-	F	-	M	-	<p>Network availability has been consistently high throughout the quarter at 99.5%, and in excess of the target, with no areas of concern to report. The recent work at Budbrooke has seen improved performance for all staff at the site, in particular the street lighting section who required improved performance.</p>
Month	Availability (%)																										
A	99.5																										
M	99.5																										
J	99.5																										
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<p>No. of LGSCO, JR cases or ICO adverse decisions for WCC</p> <table border="1"> <caption>Data for No. of LGSCO, JR cases or ICO adverse decisions for WCC</caption> <thead> <tr> <th>Quarter</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr><td>A</td><td>3</td></tr> <tr><td>M</td><td>6</td></tr> <tr><td>J</td><td>6</td></tr> <tr><td>J</td><td>6</td></tr> <tr><td>A</td><td>6</td></tr> <tr><td>S</td><td>8</td></tr> <tr><td>O</td><td>0</td></tr> <tr><td>N</td><td>0</td></tr> <tr><td>D</td><td>0</td></tr> <tr><td>J</td><td>0</td></tr> <tr><td>F</td><td>0</td></tr> <tr><td>M</td><td>0</td></tr> </tbody> </table>	Quarter	Number of Cases	A	3	M	6	J	6	J	6	A	6	S	8	O	0	N	0	D	0	J	0	F	0	M	0	15/16	16/17	17/18	DoT
Quarter	Number of Cases																													
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O	0																													
N	0																													
D	0																													
J	0																													
F	0																													
M	0																													
New measure				N/A																										
<p>There were 2 upheld LGSCO complaints in quarter 2: one in respect of Adult Social Care regarding a care provider who did not provide correct information to the son of a customer and the Council had not ensured that the complaint was properly responded to by the provider; and one in respect of Education & Learning regarding the Council not transferring the complainant's son onto an Education, Health and Care Plan (EHCP). There were no upheld Information Commissioner/Tribunal decisions or successful Judicial Reviews against the Council in quarter 2.</p>																														
<p>% level of assurance based on the audit outcomes</p> <table border="1"> <caption>Data for % level of assurance based on the audit outcomes</caption> <thead> <tr> <th>Assurance Level</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Substantial</td><td>7</td><td>58.3%</td></tr> <tr><td>Moderate</td><td>4</td><td>33.3%</td></tr> <tr><td>Limited</td><td>1</td><td>8.3%</td></tr> </tbody> </table>	Assurance Level	Count	Percentage	Substantial	7	58.3%	Moderate	4	33.3%	Limited	1	8.3%	15/16	16/17	17/18	DoT														
Assurance Level	Count	Percentage																												
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Moderate	4	33.3%																												
Limited	1	8.3%																												
New measure				N/A																										
<p>The largest number of opinions being Substantial assurance is in line with results in 2017/18, where 49% were Substantial, 19% Moderate and 32% Limited assurance. Although there appears to be an improvement, which would indicate that the Authority's governance, control and risk management continues to provide substantial assurance that the significant risks facing the Authority are addressed, the annual result will not be available until May 2019. On this basis the result indicates that the situation remains positive.</p>																														
<p>No. of critical and key programmes with financial benefits</p> <table border="1"> <caption>Data for No. of critical and key programmes with financial benefits</caption> <thead> <tr> <th>Quarter</th> <th>Number of Programmes</th> </tr> </thead> <tbody> <tr><td>A</td><td>34</td></tr> <tr><td>M</td><td>12</td></tr> <tr><td>J</td><td>12</td></tr> <tr><td>J</td><td>12</td></tr> <tr><td>A</td><td>12</td></tr> <tr><td>S</td><td>12</td></tr> <tr><td>O</td><td>33</td></tr> <tr><td>N</td><td>33</td></tr> <tr><td>D</td><td>33</td></tr> <tr><td>J</td><td>33</td></tr> <tr><td>F</td><td>33</td></tr> <tr><td>M</td><td>33</td></tr> </tbody> </table>	Quarter	Number of Programmes	A	34	M	12	J	12	J	12	A	12	S	12	O	33	N	33	D	33	J	33	F	33	M	33	15/16	16/17	17/18	DoT
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D	33																													
J	33																													
F	33																													
M	33																													
New measure				N/A																										
<p>Existing critical projects are being reviewed and assimilated into the new transformation governance arrangements, with business cases and associated financial benefits assessed and agreed. The overall number of critical/ key projects has reduced from 34 in quarter 1 to 33 as projects have closed and resources have</p>																														

been redirected to other priority areas where applicable.

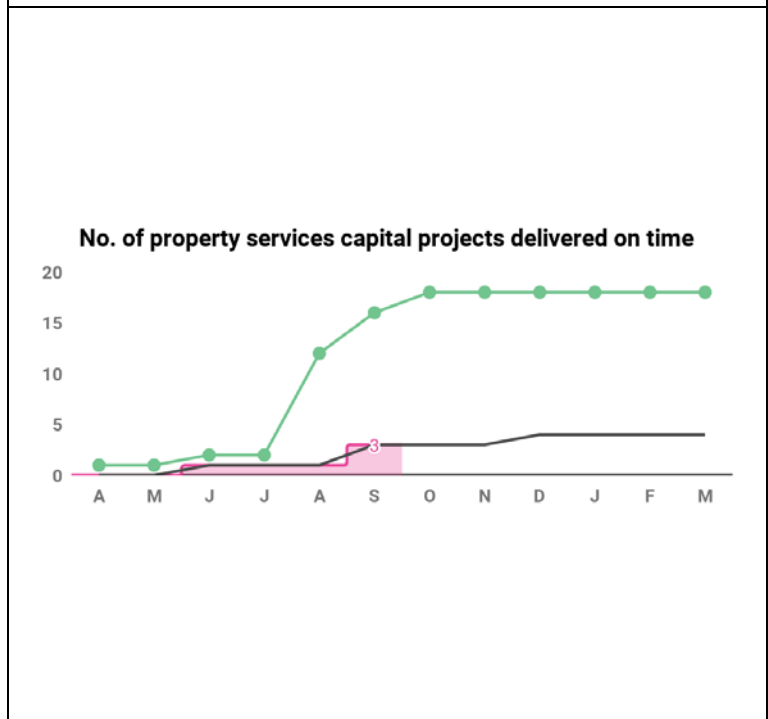


15/16	16/17	17/18	DoT
		£2,706,540	N/A

Europa Way is delayed by a quarter but is still expected to be delivered in quarter 3. Sales delivered to date include Meadow Farm and Racemeadow Road. The receipt for Eastboro Way, Nuneaton, is expected this financial year and is critical to achieving the target.

15/16	16/17	17/18	DoT
		27	N/A

The target was for 4 capital projects to be delivered this year, 3 (including Shipston High School and Macintyre Academy) have been completed. Macintyre Academy was an addition to the original programme. Coleshill Primary was due for completion in September 2018 but was delayed by late funding approval and planning requirements so is now forecast to complete in February 2019 whilst temporary arrangements were put in place ready for this September. A fifth project (Barford St Peters) is due to be completed by the end of the year.



Financial Commentary – relevant finance information taken from Cabinet report

4.1 Revenue Budget

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

	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	9,106	9,088	(18) -0.20% underspend	(654)	(672)
There are no significant financial issues to highlight at this time					
Finance	3,702	3,760	58 1.57% overspend	(880)	(822)
Although there are a number of spend variations within the service (mainly to support various one-off projects), overall the bottom line is a very small forecast variation, which if materialises will be funded - as planned at the beginning of the year - from within the Business Unit reserves.					
HR & OD	4,914	4,811	(103) -2.10% underspend	(335)	(438)
Staffing vacancies across HROD will be considered in the wider context of the new operating model. We are working on the basis that 2018/19 expenditure on implementation of Your HR will be funded from within the service budget.					
ICT Services	9,116	8,829	(287) -3.15% underspend	(20)	(307)
The fall of income of around £100,000 in Schools Traded Services is being addressed through reduction in expenditure - this will be reflected in improved performance next quarter. Delays in the contracts for Project Connect (telephony) and LFFN (broadband) have resulted in underspends. There is a request to carry forward £200,000 (originally allocated by members) to fund LFFN activities in 2019/20.					
Law & Governance	1,000	776	(224) -22.40% underspend	(213)	(437)
The assumption for 2018/19 is that trading activity remains healthy and that Legal Services continues to grow its external customer base and recover the position against the non education trading budget.					

	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Performance	5,302	5,025	(277) -5.22% underspend	(25)	(302)
Property Services	10,733	10,523	(210) -1.96% underspend	(403)	(613)
Fire & Rescue	19,510	19,843	333 1.71% overspend	(1,754)	(1,421)

The Service continues to face budget pressures from the lack of resilience within the establishment caused by long term sickness and the use of a business continuity pool is causing an ongoing pressure of £283k. Further managerial action is being planned to reduce this in the future and it is being closely managed within the Service. The Service is currently experiencing a high demand of calls due to the hot spate weather conditions and it is recording any specific costs related to its response during this busy period. The overspend of £202k in Service Improvement relates to a number of larger projects and the Service will continue to draw down reserves to meet these costs throughout the year. The under spend of £207k in Service Support is down to the uncertainty of some Firefighter pension costs and the unused ill health retirement budget, in the short term the under spend will be used to balance over spend elsewhere while longer term options are developed.

4.2 Reserves

4.2.1 The following Business Units are seeking approval from Cabinet to draw from reserves to support delivery of their plans in the current year as follows

Fire & Rescue (£0.238 million)

- £0.147 million from the Service Savings reserve to support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity.
- £0.046 million from the ESMCP reserve to support the ongoing costs of the Emergency Services Network Project
- £0.045 million from the Vulnerable People reserve to support the ongoing costs of the Vulnerable People initiative supporting the Health Agenda

4.2.2 Business Units are also seeking Cabinet approval to put money into reserves mostly from current underspends, for use in future years as follows

IT Services (£0.200 million)

- £0.200 million from the Service Savings reserve as delays on the LFFN contract will require funding to be carried forward to 2019/20

Property Services (£0.098 million)

- £0.098 million to the One Public Estate reserve due to a delayed start in delivering One Public Estate. Grant funding to be spent in 2019/20.

4.3. Delivery of the 2017-20 Savings Plan

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

	2018/19 Target £'000	2018/19 Actual to Date £'000	2018/19 Forecast Outturn £'000	2018-2020 Implementation Status
Customer Service	10	10	10	Green
This year's savings have been delivered. Posts have been frozen to ensure the OOP savings target for next year is delivered.				
Finance	65	65	65	Green
The savings for 2018/19 have already been delivered. There is still an additional £95,000 to identify for 2019/20, but the service is confident that this is deliverable and it will form part of the Finance functional operating model considerations.				
HR & OD	75	75	75	Green
ICT Services	363	363	363	Green
Law & Governance	49	49	49	Green
Performance	55	55	55	Green
Savings for 2018/19 have been delivered, preparations are underway to put the plans in place for 2019/20 savings				
Property Services	1,583	1,424	1,583	Green
The savings for 2018/19 have already been delivered. There is still an additional £95k to identify for 2019/20, but the service is confident that this is deliverable.				

Fire & Rescue	0	0	0	Amber
There is no savings target for 2018/19 and we continue to develop savings options comprising of internal changes as well as options relating to the collaboration with West Midlands Fire Service, as these are yet to be confirmed the overall RAG rating remains amber.				

4.4 Capital Programme

4.4.1. The table below shows the approved capital budget for the business units, any slippage into future years and the RAG status at quarter 2.

	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years £'000	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Fire & Rescue	9,542	0	0%	43	0	9,585
Customer Service	2,518	93	17%	0	0	2,518
Spending brought forward relates to some late unbudgeted costs the funding has been brought forward from later years budgets.						
ICT Services	23,702	1,252	15%	32	0	23,734
Spending has been brought forward to 18-19 for the BDUK project due to additional resources and remodelling of the programme.						
Property Services	26,789	(592)	-4%	2,395	37	29,221

5 Supporting Papers

5.1 A copy of the full report and supporting documents that went to Cabinet on the 8th November 2018 is available via the following [link](#) and in each of the Group Rooms.

6 Background Papers

None

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	Cllr K Kaur, Portfolio Holder for Customer and Transformation; cllrkaur@warwickshire.gov.uk ;
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Resources and Fire & Rescue Overview and Scrutiny Committee 12 December 2018

WFRS Activity in Addressing the Risks Associated with Derelict Buildings

Recommendation

That the Committee consider and comment on the content of this report

1.0 Key Issues

- 1.1 The purpose of this report is to highlight the local and national issues attributed to derelict/void properties and more specifically to inform the Resources and Fire & Rescue Overview and Scrutiny Committee of the work being carried out locally across the Rugby District by a team formed by District Station Commander Cecil Benjamin to address this increasing issue.

2.0 Background

- 2.1 This section of the report highlights the potential local and national impacts of derelict/void buildings on communities:

Anti-Social Behaviour – These buildings can be an unwanted attraction to individuals that participate in anti-social behaviour in communities and therefore result in vandalism and destruction creating dangerous structures.

Drugs Abuse – Members of the public and emergency service personnel are regularly put at risk by the high number of used and discarded hypodermic needles as a result of drug abuse occurring within derelict and void buildings.

Sexual Exploitation – Recent national evidence has uncovered that some derelict/void buildings have been accessed and used to hide the participation of sexual exploitation of individuals.

Criminal Activity – The remote, unmonitored and unsecure locations of many derelict/void buildings provide an ideal base to hide and sometimes launch various types of criminal activity.

Environmental & Health issues/fires/chemicals/vermin – When buildings become derelict/void it is rarely, if at all, emptied of all of its contents. As a result various types of hazardous materials such as cylinders, chemicals, tyres, oils, fuel etc. are left behind causing a significant health risk to members of the public and emergency services in the event of a fire.

Community Safety – The effect on a community of unsecured derelict/void buildings that fall into disrepair can be profound. The appearance of such buildings can stifle investment and accelerate further buildings becoming empty, causing blight on the local landscape. Anti-social behaviour, drug abuse and fires can make life unpleasant for local residents and communities.

Fatalities – Every year across the country there are a number of fatalities and injuries to children whose curiosity and boredom draws them to derelict/void buildings as a ‘sense of adventure’ and ‘something to do’.

Dangerous Structures – Many landlords allow derelict and void buildings to fall into a state of disrepair. This situation, coupled with the desire for intruders to start fires, tends to result in dangerous and unsafe structures increasing the possibility of serious injury or the loss of life.

Fly Tipping - Derelict/void buildings become an attraction to fly tipping due to their remote and unmonitored locations. Once one deposit of fly tipping is made it becomes an attraction for additional fly tipping, even from members of the public who would not normally participate in that activity.

Cost to Economy – Fires, falls from dangerous structures, drug abuse, and anti-social behaviour all pose a drain on the economy and public finances. This can be attributed to the cost of policing, firefighting, ambulance services, accident and emergency and ongoing NHS costs, investigations, coroner reports, local authority reports and any legal action.

- 2.2 It can be evidenced that persistent reoccurring problems will continue to occur if unchallenged by positive pro-active action by the local authority and its partners and therefore continue to increase the risk to the public, emergency services and public finances.

3.0 Actions to Date

- 3.1 The Derelict/Void Building Conference initiative was introduced as a result of a series of fires at the Old Imperial Inn public house in Oxford Street, Rugby where the structure had become so unsafe it was clear that it was only a matter of time before a serious injury, or worse a fatality, could occur due to either trespassers or children exploring the site following the fire. This also created the increased risk to emergency service personnel when responding to further incidents.

- 3.2 A number of enquiries were made around the ownership of the building and during this it was found that both WFRS and Environmental Health were both independently, and frustratingly, trying to take action about the state of the building.

It was following this that the Derelict/Void Building Conference initiative was introduced where a group of key stakeholders who have a shared responsibility (see Stakeholder List) met on a quarterly basis to resolve the District issues.

- 3.3 One of the most significant benefits since the start of the conferences is the manner in which all agencies have worked collaboratively together to resolve issues quickly.

Since the inception of this group in 2016:

- Three buildings have been demolished - Crazy Daises Nightclub, Mill Road Rugby and the Royal Imperial Public House
- Three buildings have been served a notice to demolish
- Five buildings have been served a notice to secure
- Four other buildings have been put on a monitoring list.

Before the introduction of the Conferences, WFRS, Police and Environmental Health would all work independently trying to achieve the same outcome. The Conferences have proven that, when all the stakeholders and agencies work together to put pressure on landlords and property owners, positive results can be achieved and therefore reduce or eliminate the risk of further fires and injuries and make the community safer.

- 3.4 The demolition or redevelopment of derelict/void buildings to a statutory standard or local regulation will make the following improvements to society:

- Eliminate risk of injuries or fatalities in derelict/void buildings.
- Reduce the burden on public finances allowing funds to be redirected to essential causes within the County.
- Make local communities safer.
- Increase the opportunity to support local business and the community.
- Improve the appearance of the local landscape.
- Reduce the burden on the NHS.
- Improve property prices within the area.
- Increase local and Parish Council tax receipts.
- Assist local employment with new builds and employment opportunities.
- Assist local businesses by improving the aspect attracting footfall.
- Reduce anti-social behaviour.

- 3.5 To make further long term sustainable impacts on this issue a change in legislation is required in order to devolve more powers of enforcement to deal with uncooperative landlords, further financial support to assist with compulsory demolition and improved boarding and securing of derelict/void buildings which would assist whilst action is been taken.

- 3.6 At a local level, the implementation of this project across the other districts within Warwickshire will potentially see the same benefits realised in the Rugby District.

4.0 Timescales associated with the decision and next steps

4.1 This proactive positive initiative carried out within the Rugby District by planning, organising and running the Derelict & Void Building Conferences has proven that working together, using the current limited enforcement powers, can have a positive result in reducing the risks through the demolition and redevelopment of the sites.

If all stakeholders, partner agencies and the Government work together to put further legislation and regulation in place it may have the potential to save further lives, improve communities and reduce the burden on public finances.

4.2 Moving forward WFRS now taking the following steps:

- Implementing this initiative across all five Districts within Warwickshire Fire & Rescue Service to maximise the benefits.
- Exploring respective legislation on how to harness greater enforcement powers for the Fire & Rescue Service and Environmental Health.
- Adopting a joint letterhead with all key stakeholders which will add weight to respective correspondence with property owners.
- Considering inclusion of the dangers of frequenting derelict/void buildings in the WFRS schools educational program.

4.3 To date this work has been managed with existing resources.

4.4 Below is the list of the Key Stakeholders:

SC Benjamin	Station Commander Rugby District Command Team (RDCT) Chair
David Ashwell	Response Commander RDCT and Vice chair
Adam Coope	Response Commander RDCT
Joanne Liddell	Derelict Building Conference co-ordinator RDCT
Rebecca Roberts	Arson Reduction Officer
Lisa Hayes	Environmental Health Officer, Rugby Borough Council
Nick Freer	Head of Planning, Rugby Borough Council
Barry Rose	Head of Enforcement, Rugby Borough Council
Andy K Fowler	Head of Building Control Warwick District Council
Stuart Baker	Sergeant Warwickshire Police
Mayor/Cllr Mahoney	Derelict buildings of concern in constituency and is answerable to local residents.
Cllr O'Rourke	As above
Cllr Edwards	As above
Cllr Bearne	As above
Cllr Sally Bragg	As above

Background Papers

None

	Name	Contact Information
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The report was circulated to the following members prior to publication:

Cllr Sarah Boad
Cllr Parminder Singh Birdi
Cllr Andy Crump
Cllr Kam Kaur
Cllr Maggie O'Rourke
Cllr Heather Timms

Resources and Fire & Rescue Overview and Scrutiny Committee

12 December 2018

Treasury Management Monitoring Report

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on Treasury Management in respect of the first six months of 2018/19 to 30 September 2018.

1 Introduction

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

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

1.2 Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Monitoring reports regarding treasury management are an agenda item for 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 30 September 2018 was as follows:

Table 1: Investment Position at 30 September 2018

	Invested at 30 September 2018
	£m
In house deposits	42.40
Money Market/External Funds	251.79
Total	294.19

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

Table 2: Investment Performance to 30 September 2018

	Average Interest rate year to date	Target rate: 7 day LIBID	Variance
	%	%	%
In house deposits	0.56	0.44	0.12
Money Market/External Funds	0.94	0.44	0.50
Total	0.90	0.44	0.46

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

Table 3: Interest Earned to September 2018

	Year to date
	£m
In house deposits	0.09
Money Market/External Funds	1.213
Total	1.303

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 – Jun 2019 %	Sep 2018 – Mar 2020 %	Jun 2020 – Sep 2020 %	Dec 2020 %
Interest Rate Forecast	0.75	1.00	1.25	1.50

Source: Link Asset Services

3 Debt Financing

3.1 As at 30th September 2018 the authority had borrowing held with The Public Works Loans Board (PWLB) of £352m. No debt is scheduled to be repaid this financial year.

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:

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

Background Papers

None

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

Local Member(s): None

Other members: None

Appendix A

(1). AFFORDABILITY PRUDENTIAL INDICATORS	2018/19	2019/20	2020/21	2021/22	2022/23
	estimate	estimate	estimate	estimate	estimate
Capital Expenditure	£'000	£'000	£'000	£'000	£'000
	152,069	125,208	34,955	5,549	500
Ratio of financing costs to net revenue stream	%	%	%	%	%
	6.99	7.27	7.05	6.92	6.85
Gross borrowing requirement	£'000	£'000	£'000	£'000	£'000
Gross Debt	362,274	352,274	332,274	332,275	332,275
Capital Financing Requirement as at 31 March	349,529	348,545	329,740	322,291	310,091
Under/(Over) Borrowing	(12,745)	(3,729)	(2,534)	(9,983)	(22,184)
In year Capital Financing Requirement	£'000	£'000	£'000	£'000	£'000
	35,582	(984)	(18,805)	(7,449)	(12,200)
Capital Financing Requirement as at 31 March	£'000	£'000	£'000	£'000	£'000
	349,529	348,545	329,740	322,291	310,091
PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	estimate	estimate	estimate	estimate	estimate
Authorised limit for external debt -	£'000	£'000	£'000	£'000	£'000
Borrowing	516,818	474,331	463,765	430,826	416,186
other long term liabilities	12,000	12,000	12,000	12,000	12,000
TOTAL	528,818	486,331	475,765	442,826	428,186
Operational boundary for external debt -	£'000	£'000	£'000	£'000	£'000
Borrowing	430,681	395,275	386,470	359,022	346,821
other long term liabilities	10,000	10,000	10,000	10,000	10,000
TOTAL	440,681	405,275	396,470	369,022	356,821
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing / fixed term investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net principal re fixed rate borrowing / fixed term investments	25%	25%	25%	25%	25%
Upper limit for total principal sums invested for over 365 days (per maturity date)	£	£	£	£	£
	£0	£0	£0	£0	£0
Maturity structure of new fixed rate borrowing during year	upper limit	lower limit			
under 12 months	20%	0%			
12 months and within 24 months	20%	0%			
24 months and within 5 years	60%	0%			
5 years and within 10 years	100%	0%			
10 years and above	100%	0%			
Maturity structure of new variable rate borrowing during year	upper limit	lower limit			
under 12 months	20%	0%			
12 months and within 24 months	20%	0%			
24 months and within 5 years	60%	0%			
5 years and within 10 years	100%	0%			
10 years and above	100%	0%			

PRUDENTIAL INDICATORS

Ratio of financing costs to net revenue stream

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

Gross Borrowing

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

Actual and Estimated Capital Expenditure

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

Capital Financing Requirement

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

Authorised Limit

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

Operational Boundary

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

Limits on Interest Rate Exposure

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

Resources and Fire and Rescue Overview & Scrutiny Committee

12 December 2018

Corporate Customer Feedback Annual Report 2017-2018

Recommendation

Members consider and comment on this report

1.0 Key Issues

- 1.1 The purpose of this report is to explain briefly how customer feedback has been handled, and how we use that feedback to improve our services.
- 1.2 The report covers these questions:
- What is the framework for handling customer feedback?
 - How do customers share their feedback?
 - What do they tell us and what do we do about it?
 - What do we learn, and how do we use their feedback?
 - How do we monitor and raise the standards of complaints handling?
- 1.3 It also confirms the action plan now in place for further developing how the Council responds to customer feedback.
- 1.4 The Summary of the Annual Report is attached as Appendix 1, and the Action Plan as Appendix 2.

2.0 Supporting Documents

- 2.1 Customer Feedback Annual Report 2017-18

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

Local Member(s): None

Other members: None

**Customer Feedback in
Warwickshire County Council:
Annual Report
April 2017 – March 2018**

EXECUTIVE SUMMARY

The Council has a well-established and comprehensive customer feedback handling process, which was reviewed and strengthened by the Corporate Services Framework Review Board in 2014, and re-endorsed by Corporate Board in September 2015. The systems in place confirm that we want to hear from people when we get things right, and when we could do things better. This helps us to:

- Understand what services people value and why;
- Share best practice;
- Make sure we learn and continually improve how we provide a good service to our customers;
- Recognise and reward when our staff “go the extra mile”.

We encourage all staff to respond quickly and clearly to any concerns that are raised by individuals or groups. We want all our customers to feel confident that their views will be taken seriously, and that there will be no “repercussions” if they need to raise genuine concerns.

Our procedures are designed to:

- Protect vulnerable people from abuse and lack of care
- Confirm the right of customers to make a complaint and to disagree
- Enable those denied a service to challenge that decision
- Allow customers or their representatives to complain about the quality of service
- Ensure that complaints or suggestions are acted upon
- Provide extra feedback from our customers on the quality and appropriateness of our services
- Inform planning, resource allocation and quality assurance mechanisms.

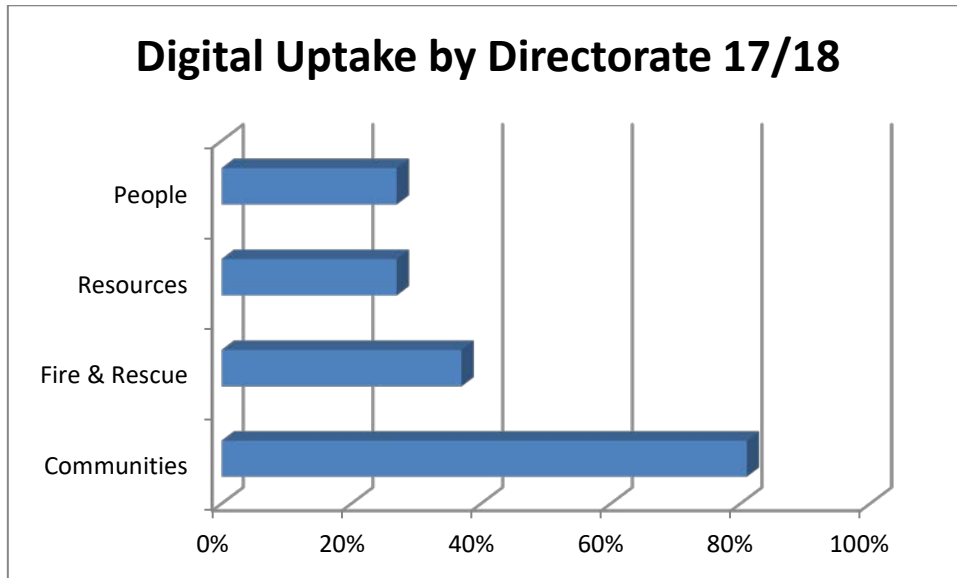
This Council has committed itself to the 2 key principles of “shared accountability” and “no wrong door” for effective dispute resolution across all the organisations it works with to provide services for customers:

- all partner organisations provide clear navigation for their customers to the right organisation/person to deal with other aspects of their feedback
- wherever it is possible, there should be co-ordination and co-operation between organisations to ensure customers get joined up responses to their concerns

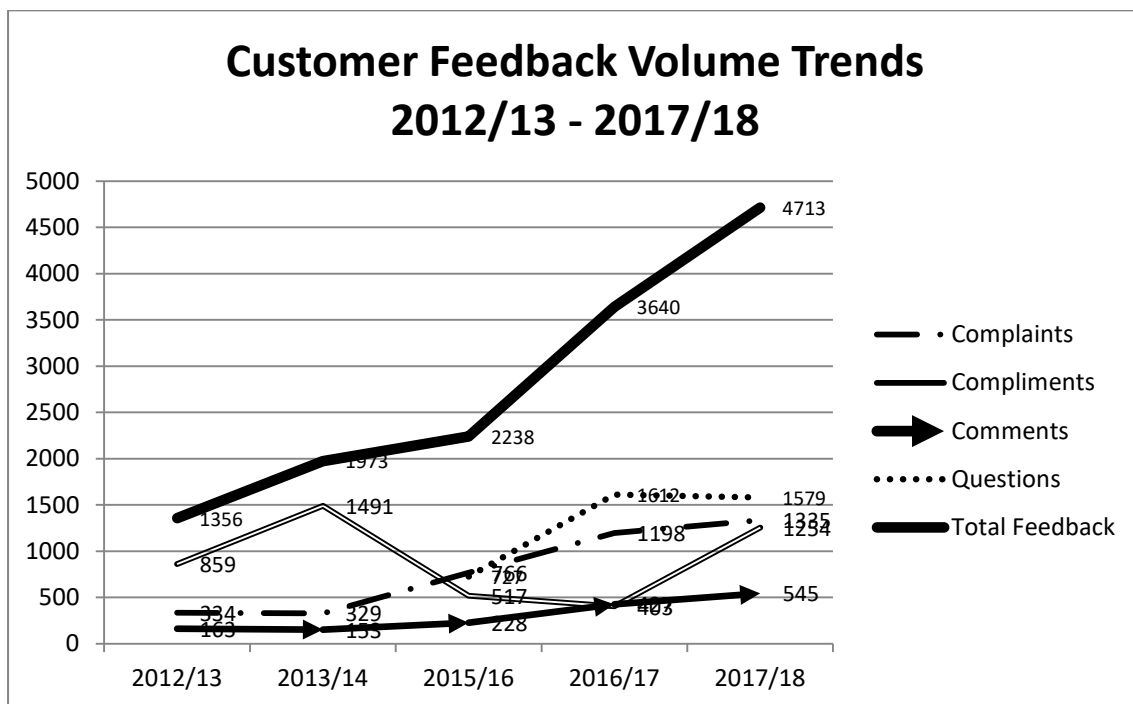
Details about how customer feedback is handled are kept within a specialist ICT customer feedback management system called Contact Us. This is intended to enable “real time” electronic recording of actions taken to resolve customer feedback, enable customers themselves to track progress, ensure more effective and secure information sharing and governance, and ensure effective escalation and intervention to ensure delays in dealing with feedback are quickly noticed and acted upon. This system was updated in December 2017 and the bedding down of the new system has been a major activity for the remainder of this financial year for all services.

KEY RESULTS SUMMARY:

- 60% (2846) of all customer feedback (ie, Questions, Compliments, Comments and Complaints) handled in the period April 2017 – March 2018 (4713) has come via the digital web channel.



- Trend analysis shows that over the last 5 years customer feedback has increased in total by 247%, primarily because the figures now include Questions coming in through the digital channel, and also consistent growth in Complaints being registered each year.



- 34% of all the 2017/18 data collected relates to the Question customer feedback option. 48% of all Questions are for Communities Directorate. 96% of all Questions registered came via the digital web channel, and 95% are answered within the 5 day target timescale.
- Compliments dipped in the previous 2 financial years. Analysis has confirmed this was due to poor registration processes for Compliments. As these processes have improved Compliment levels have now increased to close to previous much higher 2013/14 levels – 27% of customer feedback received in 2017/18 were Compliments. 60% of the Compliments registered relate to Resources Directorate, largely due to the positive feedback about Registrars and Library services.
- 28% of all customer feedback in 2017/18 was Complaints. Year on year Complaints have increased slightly by 3%. However, over the 5 year period the trend is steady increase, with an overall percentage increase of 269%. 37% of Complaints registered were handled by Communities Directorate, the highest volume of complaint activity in the Council, with 22% in People Directorate, 13% in Resources Directorate, and 27% filtered out as Complaints which could not be looked at by this Authority.
- The primary focus of Complaints for all Directorates is around service issues, and in Communities Directorate there are also higher levels of disagreement with policy. There is a high overall level of compliance with the Council's Complaints timescale targets for the corporate complaints procedures, which met the 80% compliance target. Compliance with statutory targets for adult and children's social care Complaints remains at significant variance from the 60% timescale compliance target, 34% for adult social care, and 40% for children's social care.
- There have been 11 adverse Local Government & Social Care Ombudsman decisions in the period, 8 of which are for People Directorate, and 3 for Communities. 1 children's social care case about fostering and school transport resulted in a published report which they also highlighted to other specific Authorities where they became aware they were taking a similar approach.
- There was a major change in the current customer feedback IT system used across the Authority in December 2017. This resulted in changes to functionality and some level of disruption whilst the transfer to the upgraded system happened.
- A key focus of service improvement activity in 2017/18 was collation of views from both customers and staff across all council services on their experience of complaints handling. We undertook a survey of customers' views about how we handle complaints, a survey of staff views about how it feels for them when they handle customer complaints, and a series of workshops to complete a complaints journey-map, and identify "pain points" where there are gaps between the desired customer /staff experience and the one actually received.

Where there are opportunities for learning and change beyond the individual case, we look carefully at how best to use this new knowledge and understanding for us to:

- Improve training and support for staff
- Review local guidance and custom and practice
- Review policies, procedures and processes

The upgrade to the Contact Us system in December 2017 now allows us to collect more systematically information about how services have learnt from complaints. Some examples of wider learning is shown in the table below:

Problem	Learning Improvement
Complaints that the Minerals Plan Consultation Form was misleading	In future consultations, include in the 'Guidance Note on Making a Representation' information about adding name and address details to any submission a consultee may make as the downloaded form doesn't provide a box to capture this information.
Libraries: Complaint regarding the system used to "cleanse" library card database when cards remain unused for a long period of time.	The complaint highlighted the lack of clear guidance for customers about what happens when a card is not used. Improved information and advice was made available on the Council's libraries web pages, and staff were reminded about how the system works so that they can explain this clearly to customers who ask about this.
Registrars: Complaint about charges for cancellation of a marriage booking.	The complaint showed that the current information on the web pages needed to be clearer and more easily understood. Changes were made to make sure that customers could be clear about the costs of cancellation.
Complaint was about reinstatement of the highway after work by utility companies.	The Council had, as a gesture of good will, agreed to some remedial works with a customer who was unhappy about the state the highway had been left in. However it hadn't explained clearly why the remedial works requested by the customer were not appropriate, and what was actually being offered was a good will gesture only. As a consequence, Highways now ensure that any goodwill gestures are clearly explained in writing and the limits of these clearly understood by the customer.
Complaint from a prospective tenant about how they responded to his application as a disabled person who was ex-armed services.	The Council identified that there were low levels of awareness of the Armed Forces Covenant across the Council. A significant awareness-raising campaign has been undertaken to promote the Council's commitment to the Covenant, and to ensure staff are aware of and engage with the Communities Directorate Localities and Partnerships

	Team, where there is a specific Armed Forces Covenant Project Officer, and the Equality and Diversity Team in Resources Directorate.
Complaint about financial information on assessment and charges for residential care.	The Council identified some areas for improvement in the proper identification and explanation of funding thresholds by front line staff. It reviewed staff training in this area as part of the Learning and Development Plan for 2017/18.
Complaint about how the breakdown of an adoption arrangement was managed.	The Council recognised that part of the difficulty was that the different roles of the Post Adoption Team and the Children's Social Care Team were not clear enough for parents. Written information is now provided to parents about this, and staff are better prepared to explain the differences in their roles.
Complaint about charges made to customer for disposal of a number of fluorescent tubes.	The Council recognised that the current guidance to customers on its web pages regarding the disposal of household waste and any discretionary charges was not clear. The web pages have been updated to make clearer the charging policy for disposal of waste, and listing the conditions and factors that will inform any discretionary charging decisions. Front line staff have also been supported to understand the discretionary factors and their role in determining charges.
Complaint about level of local response by Trading Standards to concerns raised about a product and the way it is being marketed.	The Council recognised that Trading Standards could improve the way it explained to customers the choices it makes about how best to use information given to them by customers, including if they need to refer an issue to a more appropriate alternative investigating Agency. Improved guidance for staff has been issued, and how to improve information to customers is being explored further.
Complaint about how fostercarers were dealt with when concerns were raised about their practice.	The Council asked the customers to be part of a learning event for staff to look at how to manage information-giving in very sensitive situations, and to enable staff to reflect on the consequences of delays and miscommunication in such sensitive situations.
Complaint about respite care and provision for young person with SEND	The complaint highlighted an issue in the Council's current provision relating to Direct Payments to help parents/carers to identify and purchase overnight respite care for their children. This is now an aspect of specific focus in a review of Direct Payments being undertaken by the Warwickshire Commissioning service.

Complaint about young adult with learning disability sharing accommodation re increasing support hours and rates.	Trying to unpick existing support arrangements for people who are sharing accommodation and support can be complex and confusing. In future we will reassess from the start of our involvement, so that each person's current needs are established, and proposed funding for support is clear and unambiguous. This should result in more timely decisions and better outcomes for our customers
Complaint from grandparent about how she was treated by the service when she stepped up to help with his care.	We are reviewing ways to support families and friends who "step up" when needed in urgent situations. We are currently undertaking a review of our Connected Persons Service and the issues raised within this complaint are being considered by the group working on this process.

Data on customer feedback goes to key decision-making and endorsement bodies such as Directorate Leadership Teams, Corporate Board, and relevant Committees. We also use local mechanisms to ensure that changes that have been made as a consequence of customer feedback are logged and shared, for example discussion at team meetings, in supervision sessions, etc.

A key element of any quality assurance process is customer feedback on the service they have received. In 2017 we conducted:

- A survey of customer's views about how we handle complaints
- A survey of staff views about how we handle complaints
- A Complaint Journey Mapping process through a series of workshops with staff from all Directorates

As a result of analysing these:

- "Pain points" have been identified where there is a gap between the desired customer and/or staff experience and the one actually received
- A thematic framework for addressing the gaps has been developed which will focus on the following areas for improvement in 2018/19:
 - Culture shift to encourage proactive dispute resolution at local level
 - Better leadership to give staff confidence about their accountability, the support and empowerment they should get, and the priority and resources they should commit to this
 - Better staff access to skills-based training, such as root cause analysis, effective communications, managing conflict, etc

- Better staff support to improve the way Contact Us system can be used to manage complaints handling process
- Better access to and use of performance data and analysis to drive proactive learning from complaints
- More effective and consistent quality assurance to ensure a more uniform standard of customer service, and ensure that there is regular consideration of customer and staff perspectives on how complaints handling is working across the Council

It has also confirmed again the following key basic satisfaction drivers for customers:

- Ease of contact
- Effective communication during the process
- Confidence in the fairness and openness of the process
- Timeliness of response
- Confidence in the quality of the review and those undertaking it

Future Plans:

- **Future functionality of key IT system:** In 2017 the current Contact Us system was upgraded. Whilst the new system was implemented December 2017 – March 2018 there is a need for a full evaluation of the new system, reflecting on both areas of new functionality and areas where functionality has changed or reduced.
- **The 6 key corporate themes above:** Taking forward the thematic framework for addressing the gaps identified in the customer journey work in 2017/18
- **Reviewing the current operating model for complaints handling:** Ensuring the operating model is fit for the future in Warwickshire County Council, reflective of the new Transformation Design Principles, and effectively incorporated within the Transformation New Operating Model.

APPENDIX 2

Action Plan Key Activities 2018/19

Corporate Desired Outcome	Planned Activities to Achieve Outcome
Culture shift to encourage proactive dispute resolution	<p>Develop and deliver staff development events to address cultural barriers identified with proactive problem solving at a local level</p> <p>Develop Advice Notes and support material to address staff uncertainties and concerns about how to address problems BEFORE they come into formal complaints procedures</p>
Better leadership to give staff confidence about their accountability, empowerment and priority	<p>Corporate and Directorate level endorse and proactively support the actions taken as part of this approach, are personally involved in shaping activities within their Directorates, and actively encourage their staff's involvement</p> <p>Delegate normal complaint handling to the lowest appropriate service level, leaving senior officers free to provide objective consideration if complaints escalate, and managers clearer about their expected level of accountability</p>
Better staff access to skills-based training, such as root cause analysis	<p>Link complaint handling skills to the 6 Key Behaviours model, review current training and development tools and agree a "skills toolkit" approach to upgrading the current staff support available.</p> <p>Legal and CRT develop improved guidance and support for staff struggling to manage difficult customer behaviour, whether or not it directly relates to complaints or day to day working</p>
Better staff support to use Contact Us system	<p>Contact Us is reviewed to identify opportunities for system optimisation and benefits realisation</p> <p>Put in place a communication programme to encourage all those involved in handling customer feedback across WCC to use the system in a way that supports and enables</p>
Better access to and use of performance data	<p>Develop and deliver a more integrated customer feedback programme for understanding how complaint handling is experienced by both customers and staff, with quarterly data analysis and report production</p> <p>Deliver a more reliable, regular and comprehensive performance reporting framework</p> <p>Ensure effective distribution and usage of reports to all services</p>
More effective and consistent quality assurance	<p>Develop a more structured systematic organisational approach to quality assurance of complaint handling</p> <p>Regularise and formalise mechanisms to keep learning from customer feedback on the agenda for staff</p> <p>Provide a more systematic approach between CRT and Legal Services to ensuring relevant senior officers are involved in considerations of escalated complaints early enough, opportunities to resolve cases without formal LGSCO investigation are taken advantage of, and follow up to ensure promised action on any recommendations happen in a timely way</p>

Resources and Fire & Rescue Overview and Scrutiny Committee

12 December 2018

Digital and Technology Strategy 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 to provide an update on the delivery of the Council's Digital and Technology Strategy that was approved by Cabinet on the 13th of September 2018.
- 1.2 The vision of Warwickshire County Council (WCC) transformation programme and new operating model includes putting digital at the heart of the relationship with our customers with a commitment to understand customers' needs and bring the most appropriate digital tools and skills together to respond to these needs efficiently, whilst ensuring digitally excluded customer groups are not disadvantaged.
- 1.3 The Digital by Design programme is the delivery vehicle for the Digital and technology Strategy and is tasked with the implementation of the strategy to support the Council transformation programme, new operating model and the digital enablement of the Council services. It will assist the Council to underpin its financial sustainability by leveraging advances in digital and technology.

2 Digital and Technology Strategy

- 2.1 Eight digital principles have been identified to provide high-level guidance for everyone involved in shaping digital and technology services at WCC. The principles are:
 - Start by identifying our user needs.
 - Align user needs with our business objectives.
 - Keep it simple.
 - Build digital services not websites.

- Use evidence not judgement or opinion
- Design, launch, test, repeat and build for reuse
- Build it for everyone
- Design for context of use

2.2 Four key building blocks have been identified on which the Council's Digital and Technology Strategy will be delivered. The building blocks are aligned to our OOP 2020 guiding principles, customer outcomes, digital and technology principles and ambitions. The building blocks utilise guidance from industry standards and adhere to local government compliance requirements. The four building blocks are:

- **Best digital experience** - We will place digital at the heart of our relationship with our customers, increase digital self-service, redesign our services to improve customer satisfaction and reduce the cost of service provision.
- **Better use of data, information and insights** - We will use data to inform what we do. We will treat our data as an asset, utilising it to make better more informed business decisions; improve our demand management capability and increasing our ability to act proactively or undertake preventative interventions.
- **Operational efficiency and productivity** - We will deliver services more efficiently and effectively. Combining digital and technology capability to enable the delivery of optimised and efficient services that are fit for purpose and delivered in collaboration with our services partners. We will consolidate and rationalised our application portfolio.
- **Innovation and creativity** - We will create value from ideas that challenge the norm. Improving our digital maturity, increasing our digital leadership capabilities, adopting modern ways of working and developing a culture of collaborative innovation and creativity.

2.3 The intended outcomes that will be enabled by the digital by design programme include:

- Make digital the preferred channel for our customers, enabling demand to be managed better and resources to be allocated where they are most needed.
- Increase the range of digital services available to our customers, ensuring they are intuitive, easy to use and convenient.
- Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working patterns.
- Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention.

- Integrate technology and data to help facilitate more joined up services across our directorates and with partner organisations.
- Ensure that the public data that we hold is discoverable, accessible, and reusable to enhance transparency, enable better services, facilitate innovation and inform public participation.
- Consolidate and rationalise duplicated features and capability in applications to reduce cost.
- Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities.
- Position digital and technology as a strategic capability to support achieving the Council's priorities and outcomes.

3 Digital by Design Programme

3.1 Council Website

3.1.1 The current Council website is built on old technology with the content no longer meeting customers' expectations. An 11-week audit of the website content was completed and found:

- 2,134 pages were reviewed and tested by customers. The data findings were:
 - 10% of pages (approx. 220) account for 70% of visitors
 - 32% of pages (approx. 700) account for 90% of visitors
 - 66% of pages (approx. 1400) receive less than 1 visit a day
- Content was not prioritised
- User experience and writing style was inconsistent
- Navigation was confusing

3.1.2 A new fit for purpose Council website is in development and will be launched on 23rd January 2019. The following progress has been made:

- New website design has been approved by the Digital by Design Board
- New website Content Management System has been procured
- Website content rewrite is in progress
- The Digital Standards Working Group has been established to oversee website governance

3.2 Council Intranet

3.2.1 A new Council intranet was designed, implemented and launched as a digital workspace for employees. The new intranet is now an integral part of the device start up process which ensures that have access to up to date Council news as well as their productivity tools in one workspace.

3.3 Digital Customer Platform

3.3.1 The Council's digital customer platform components have been defined, agreed and approved by the digital board.

3.3.2 The Council Firmstep environment is in the process of being separated from that of two other Councils whom we shared the environment with in order to give WCC more control over the solution configuration, features and modules we deploy.

3.3.3 The Firmstep business portal and shared workspace modules are being added to the digital customer platform to create a "business portal", enabling the Council to deliver online services to businesses and collaborate with partners.

3.4 Information Strategy

3.4.1 Business intelligence (BI) is a technology-enabled process for analysing data to help members, managers and other end users make informed business decisions.

3.4.2 The Digital programme has commissioned a 10-week Corporate Business Intelligence Review (CBIR) to help identify all the Council's analytics needs, capability and practices.

3.4.3 The review will provide an overview of the current BI impact, capacity, capability, (in)-efficiencies and requirements. The review will also identify the current and future requirements of the Council, any gaps in the provision of BI and why these exist. The output of this work will be a fully documented review including a suggested roadmap for the way forward.

3.5 Functional Operating Model (FOM) Digital Enablement

3.5.1 The Digital programme is providing support for the delivery of enabling technology for the new operating models that are being implemented as part of the Council's transformation to its new operating model.

3.5.2 To enable the delivery of the Finance operating model, the Digital programme will be supporting the following system changes on the Council Agresso Finance solution:

- Upgrade of the core system to ensure continuous support
- Introduction of self-service capabilities provided to Budget and Cost Centre managers
- Update of integration interfaces to reduce the burden of system reconciliation, manual recording and reporting issues on iTrent and Hotline.

3.5.3 Three other operating model digital enablements are scheduled in the next 4 months. These will include

- HR/OD,
- Customer
- Business Support.
- ICT

3.6 Ongoing Business Projects

3.6.1 The Digital programme is currently providing support for a number of ongoing business. These include:

- Adults Social Care Systems and Process project (End to End) Reablement services
- Electronic Visitor Record payments process
- Early intervention, prevention and self-care
- Highways transformation
- Assistive technology

3.7 Strategic Reviews Digital Enablement

3.7.1 The Digital programme is currently enabling and supporting the delivery of the recommendations of the strategic reviews that have taken place in:

- Children's and Families
- Special educational needs and disability (SEND),
- Schools Admissions
- Home to School Transport supply

- 3.7.2 The Digital programme business analysis team have completed the initial requirement gathering for the Multi-Agency Safeguarding Hub (MASH) calls. The team is working the Children's and Families service to co-design an optimised call routing process that will make the best and most appropriate use of available resources.
- 3.7.3 The Digital programme business analysis team is currently gathering detailed requirements, collating requirements, as-is process mapping and assisting to define the "to-be" processes in preparation for the design and implementation stages in SEND.
- 3.7.4 The Digital programme business analysis team have re-engaged with Schools Admissions to progress to the solution design stage. The team is working closely with the Schools Admissions team to agree scope and timescales.
- 3.7.5 The Digital programme business analysis team has completed gathering detailed requirements, collating requirements, as-is process mapping for home to school transport. The team is currently assisting to define the "to-be" processes in preparation for the design and implementation stages.

3.8 End User Computing

- 3.8.1 The Digital programme is working with the Modern Working project to determine how our employees, partners and consultants will securely access Council services, applications, and data enabling anywhere, anytime, working and collaboration utilising the most appropriate tools and devices to get work done.
- 3.8.2 Ultimately the End User Computing objective is to provide users access to applications when and where the business needs work done. The aim is to do this in a way that lowers costs and improves the end user's experience.

3.9 Enterprise Technology Roadmap

- 3.9.1 The Digital programme is working to define an enterprise technology roadmap to establish consensus about a set of needs and the technologies required to satisfy those needs. It provides a mechanism to help forecast technology developments, and it provides a framework to help plan and coordinate technology adoptions.

4 Financial Implications

- 4.1 All the developments outlined in this report can be delivered within existing resources, including the £2.5million Digital Transformation Fund approved as part of setting the 2018/19 budget.

5 Indicative Delivery Timescales

- 5.1 The following are the high-level deliverables and indicative:

New Corporate Website	January 2019
Digital Customer Platform	January 2019
Enterprise Technology Roadmap	February 2019
End User Computing	February 2019
Business Intelligence Platform	April 2019
Ongoing business projects	Between April and December 2019
Strategic Review enablement	Between April and July 2019

6 Supporting Documents

Appendix A - Digital by Design Strategy

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

Local Member(s): n/a

Other members: n/a



Doing things better



Digital & Technology Strategy 2018 – 2021

Shaping Warwickshire's digital future



Background

A digital revolution, as a result of the rapid advances in technology and digital services, is redefining the way we live, work, learn and play. It is challenging the way we currently deliver services and providing us with opportunities to transform our services in ways which make a real difference and ensures the services are valued by those who use them.

A successful digital and technology strategy must position the customer at its centre. Warwickshire County Council's new operating model puts digital at the heart of the relationship with our customers with a commitment to understand customers' needs and bring the most appropriate digital tools and skills together to respond to these needs efficiently, whilst ensuring digitally excluded customer groups are not disadvantaged.

Our aim is to deliver better outcomes, manage demand and increase our financial sustainability. To do this we need to ensure our services are more efficient and joined up, and that we make best possible use of new technologies and innovation.

We cannot do this alone and so will look to our customers and partners in the public, private and voluntary communities to help guide and support us in finding solutions and different ways of working.

We will encourage customers who are able to self-serve through online channels to do so. This will allow us to focus our limited resources on our vulnerable residents; improve our customers' experience when engaging with the Council; increase customer control over their data; and make services more intuitive, convenient and available.

We are in an era where we will be defined by our ability to adapt to and utilise the rapid pace of technological change. There is much to do to ensure we benefit from the wider and more effective use of digital services. When delivered in a strategic and prioritised way, the potential benefits to our customers, the Council and our partners are enormous.

Using digital processes and new technology to enable the provision of our services will bring the following benefits:



Reduced costs of delivery and better value for money



Greater efficiencies and better customer outcomes



Stimulate and enable innovative ways of working



Positive reshaping of the relationship between the Council, its customers and its partners



Improved communications, collaboration and partnership working



Better use of council held data



Establishment of new revenue streams



Introduction

This strategy supports the delivery of Warwickshire's One Organisational Plan (OOP) 2020 and will play a key role in enabling the emerging new operating model for the Council. Our financial sustainability is underpinned in part by the Council's ability to leverage advances in digital and technology to enable: better provision of information, advice and guidance; further self-service; consolidated applications; connected/automated processes; delivery of operational efficiencies; and maximisation of revenue.

Our ambition is to use our digital and technology capabilities to enable and support four key stakeholders - our customers, our people, our partners and the organisation by:



improving our customers' experiences and outcomes



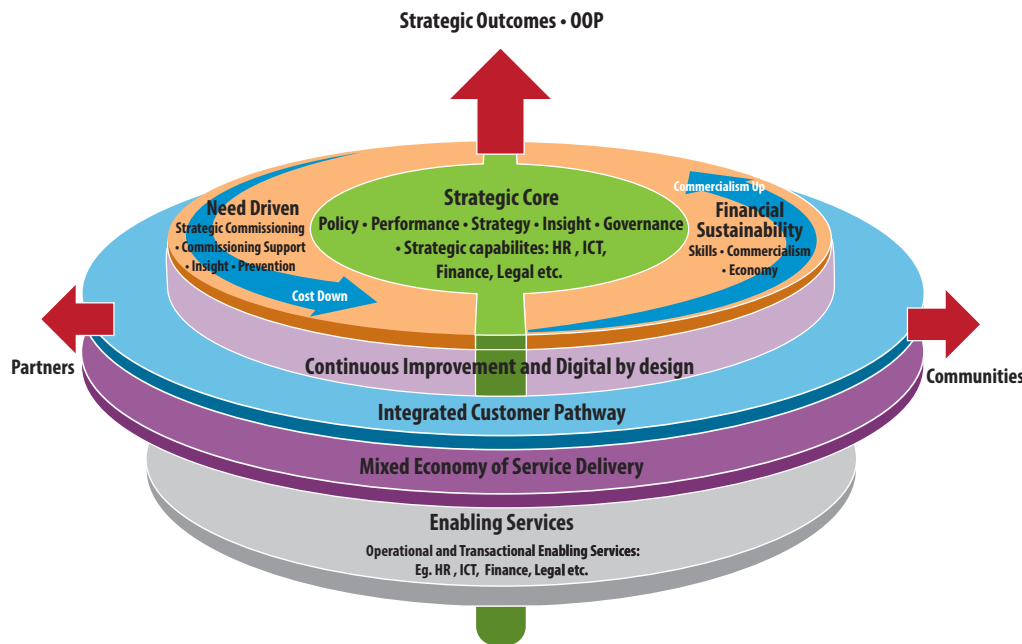
optimising the way we work



forming mutually beneficial partnerships



improving our use of data, financial performance and sustainability



Our work is based on the philosophy that best customer and business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people. We will work with our customers, our people, communities, businesses and partners to ensure we deliver digital services that matter and make a difference to the way they live, work, learn and play.

This digital and technology strategy and its associated programmes and projects will be key enablers to supporting the way services will be provided in the future and ensuring the Council can achieve its vision "to make Warwickshire the best it can be".



Aims of the strategy

The aim of the strategy is to enable Warwickshire County Council to deliver its vision, priorities and customer outcomes by placing digital at the heart of the relationship with customers and enhancing their interactions with the Council.

Our strategy will deliver the following outcomes:



Make digital the preferred channel for our customers, enabling demand to be managed better and resources to be allocated where they are most needed



Increase the range of digital services available to our customers, ensuring they are intuitive, easy to use and convenient



Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working pattern



Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention



Integrate technology and data to help facilitate more joined up services across our directorates and with partner organisations



Ensure that the public data that we hold is discoverable, accessible, and reusable to enhance transparency, enable better services, facilitate innovation and inform public participation



Consolidate and rationalise duplicated features and capability in applications to reduce cost



Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities

Our digital and technology strategy will support the Council's new operating model by enabling us to:

- Understand our customers' needs and deliver services that meet their needs
- Redesign end to end digital services
- Position digital and technology as a strategic capability to support achieving the Council's priorities and outcomes
- Support the move to a new integrated ICT and digital operating model
- Develop a robust, integrated and risk-based digital and technology governance and assurance model including:
 - Definition of the minimum standards for future digital and technology investments
 - Definition of delivery methodology, frameworks and approaches
- Take a strategic approach to digital and technology investment that balances the need for enabling better customer outcomes against the cost to serve
- Improve our collaboration capabilities and enable better service integration with partners



Design principles

Our organisational design principles have been formulated around the themes of what we do, how we do things and how we will work to ensure our new operating model brings a single, consistent approach to the way we do things in the future. The digital and technology strategy will adhere to these design principles and use them as the basis for the emerging digital and technology design principles which aim to simplify, standardise, share. The organisation design principles are:



What we do



We will only commission activities that contribute to our outcomes



We will organise ourselves around achieving our outcomes



We will use data to inform what we do



We will invest in activities that strengthen economic sustainability



How we do things



We will enable our customers to support themselves



We will build resilient self supporting communities



We will retain our role as the commissioner of our outcomes



We will have a mixed economy of service delivery arrangements



How we will work



We will work collaboratively with our partners



We will be innovative and creative in our way of working



We will take accountability, ownership and responsibility for our performance



We will be lean, efficient and agile in the way we work



Digital principles

We want to give everyone that uses our digital and technology services an excellent and consistent experience, and our digital design principles will enable us to do this. These digital principles provide high-level guidance for everyone involved in shaping digital and technology services at Warwickshire County Council.

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."

The aim of the principles is to help inform and shape many of the decisions we make when creating or improving our digital and technology service and are underpinned by our ambition to simplify, standardise, secure and share.

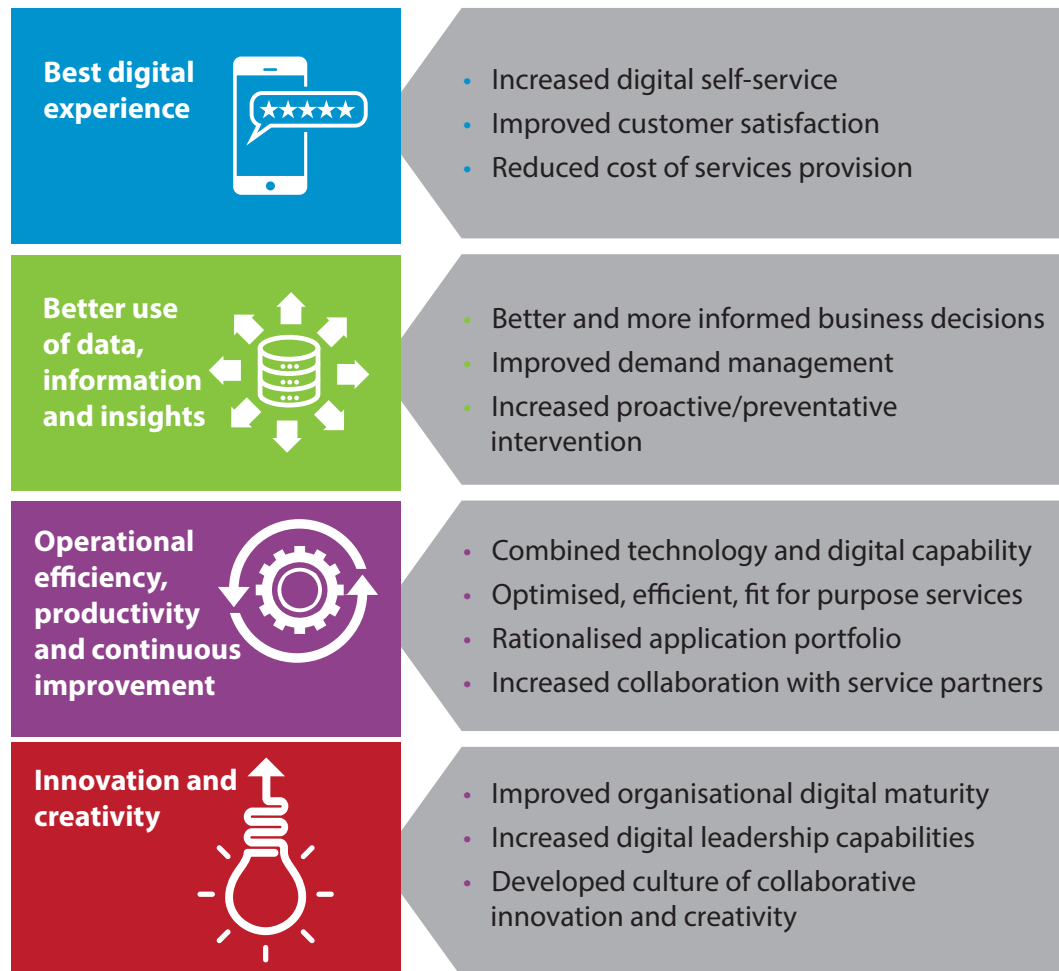
We will revisit these principles frequently throughout our delivery programme to make sure we remain on track. These principles will come to life through our strategic delivery building blocks.



Key building blocks

To support the Council's priorities, the OOP vision, new operating model and our digital ambitions for our customers, four key cross-cutting building blocks have been identified which will underpin the Council's Digital and Technology Strategy.

The four building blocks are:



The building blocks have been developed from the identified needs of our customers, the Council, our stakeholders and partners. We have defined the required objective themes and outcomes; however, it must be noted that:

- No building block is independent of the other, all are inter-connected
- Jointly they create an integrated framework for change
- Together they define a minimum acceptable standard (reference architecture)
- They will be governed and assured centrally

The building blocks are aligned to our OOP 2020 guiding principles, customer outcomes, digital and technology principles and ambitions.

The building blocks utilise guidance from industry standards and adhere to local government compliance requirements.



Best digital
experience



Block 1 - Best digital experience

Objective: We will place digital at the heart of our relationship with our customers

We want as many of our customers, council staff, stakeholders and partners as possible to benefit from our digital services. We want to make it easier for our customers to access more of our services online enabling us to manage demand and costs better. We want to ensure no one is left behind as technology continues to change the way services are delivered. Digital connectivity is a key enabler for growth across all economic sectors and increasingly relevant to inward investment. Smarter use of technology can bring fantastic opportunities for us as new technology solutions become an integral part of our lives. Our smartphones, tablets, laptops allow us to access the internet for banking, shopping and social media. We can use the same technology to improve the way council services are designed and delivered, connecting in a way that is transparent, easy, convenient and matches our customers' expectations.

We will achieve this by focussing on:

- **Our digital customers.** We will undertake an end to end digital service redesign of all our services to ensure they are optimised to meet customer needs and become the preferred choice of our customers
- **Digital inclusion.** We will work collaboratively to identify and provide targeted assistance to customers who need digital assistance, specifically those who are less digitally connected and more vulnerable
- **Digitally enabling our people.** We will provide our employees with the digital tools and skills they need to perform their roles, supporting and enabling modern ways of working
- **Creating digitally capable communities.** We will work with our partners to help equip communities and businesses with the digital skills and tools they need to function in an increasingly digital economy and enhance their lives
- **Digital infrastructure.** We will continue to work with telecommunications suppliers and other digital agencies to create the right conditions to accelerate digital investment through easier access to assets and simpler planning permissions
- **Digital collaboration.** We will work much more closely with partner organisations to deliver joined up services



Better use
of data,
information
and insights



Block 2 - Better use of data, information and insights

Objective: We will use data to inform what we do

Our new operating model and future council vision is heavily dependent on our ability to use information analytics to pursue the knowledge and insight that will allow us to understand the behaviours of customers, the services they use and how we can best meet their needs. Data has a value that we can exploit, and we will develop our maturity in the use of data to meet our future business needs. Data is a critical resource for enabling more efficient, effective Council services that respond to users' needs. It is the foundation and life blood upon which our digital and technology services depend.

The organisation is committed to the principle of being evidence-led; this will be dependent on having timely, accurate and accessible information insights and intelligence. The adoption of an organisation-wide approach to the use of data will enable us to optimise business decisions, be more proactive in meeting customers' needs, drive continuous service improvement, manage demand more effectively whilst enhancing the customer experience and satisfaction with the service provided.

We will achieve this by focussing on:

- **Data as an organisational asset.** We will position data as a key strategic asset rather than a by-product of administrative processes and enable the organisation to maximise the value of data by using it to inform and evidence Council decisions, enable proactive and early preventative intervention which stops demand before it starts
- **Open and transparent data.** We will support and encourage open data and data transparency by proactively publishing any data that we would need to provide to the public when requested
- **Data as an enabler of better service.** We will make data an enabler for our services, gathering it once and utilising it to inform the way we design and deliver services, particularly where those services across organisational boundaries
- **Information management.** We will manage the information that we hold in an open

and transparent manner that is secure and compliant with regulations. We will ensure that our customers have access to and maintain control over the data we hold about them

- **Management information.** We will utilise insights to enhance our ability to respond strategically to customers' needs and financial pressures, ensuring that all our people have the business intelligence they need to inform their decisions and help customers to understand the reasons for those decisions
- **Improved data quality.** We will ensure that our insights are based on reliable data and that data quality standards and rules are rigorously enforced by establishing data quality standards, enhancing data stewardship, automating data processing and implementing a robust data quality strategy
- **Our people's skills and expertise.** We will develop our people so that we move from "I think..." to "We know..." by investing in the skills and tools to improve our analytics

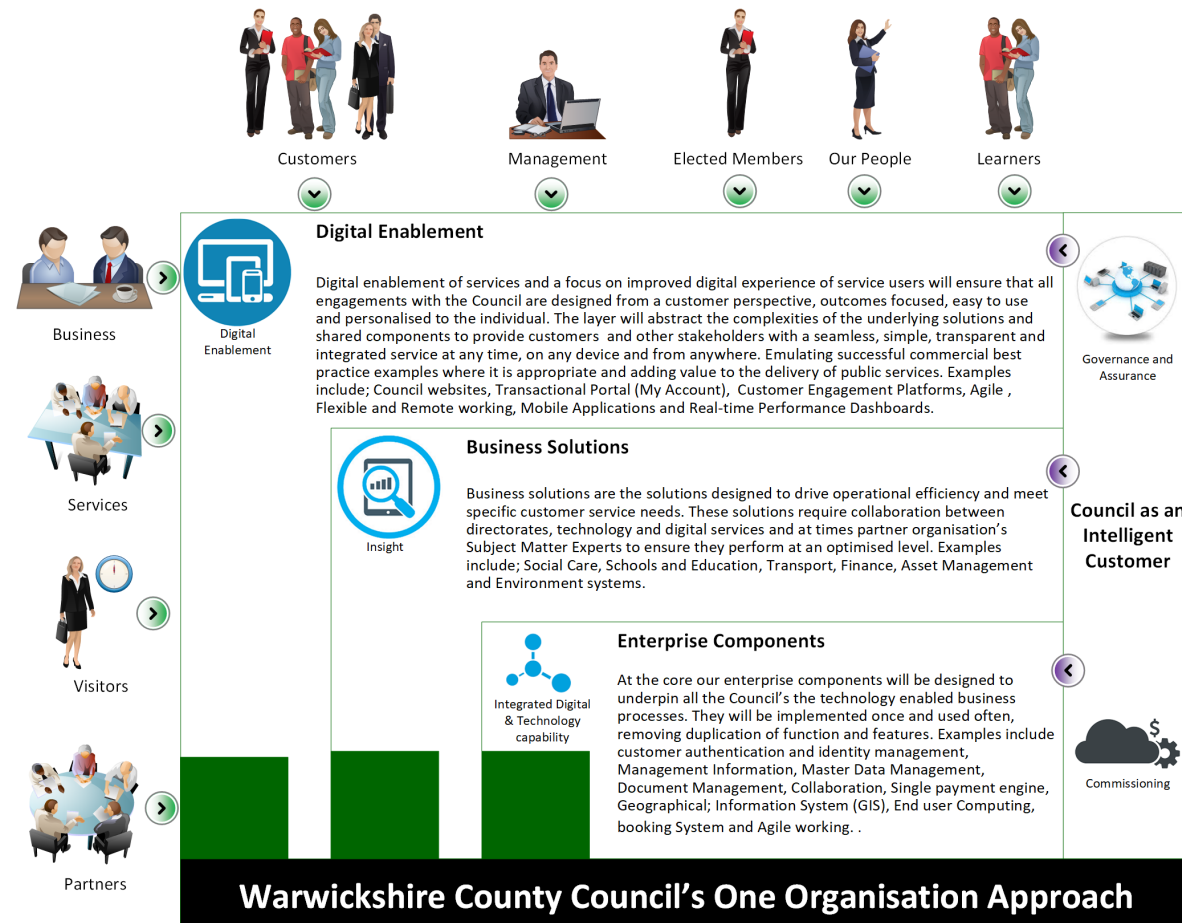


Block 3 – Operational efficiency and productivity

Objective: We will deliver services more efficiently and effectively

Increasingly technology underpins many of the public services we deliver and most of the work that we do. To meet the changing needs of our customers, partners and our new operating model we must realign our investment in digital and technology services and technology to the Council's priorities. As our customers, partners and organisation become more digitally capable, we need to enhance the efficiency and responsiveness of the Council's operations and the ability of our people to take advantage of the latest technologies and opportunities.

At the heart of the digital and technology service will be a reference architecture that will set out the fundamental design of the Council's customer, digital and technology environment moving forwards. We will commission the right solutions by adopting a joined up, one organisation approach that shares its core enterprise components and its digital enablement capability as shown in the diagram.





Our three layer approach *(see diagram on page 10)*:

1. **Digital enablement:** a single digital platform that is both inward and outward facing that will ensure that customers can use our services easily and our people can deliver services cost effectively
2. **Business solutions:** line of business solutions designed to drive operational efficiency and meet specific customer service needs e.g. MOSAIC. These solutions require collaboration between business commissioners, digital and technology and at times partner organisations
3. **Enterprise components:** taking a one organisation approach, these will share systems designed to underpin multiple business processes. These will be put in place once then used often, reducing waste and duplication.

We will achieve this by focussing on:

- **Combined digital and technology capability.** We will establish combined digital and technology capability with a new funding model and governance model that is aligned to the Council priorities
- **Digital and Technology investments.** We will realign our investment budgets in digital and technology services and technology to enable a cohesive investment strategy that allows the Council to leverage strategic partnerships, deliver its cloud first ambition, reduce total cost of ownership and leverage its purchasing power
- **Consolidating and rationalising our applications portfolio.** We will reduce maintenance and support cost by deduplicating and shrinking the number of digital and technology systems and delivering more joined up services where common functionality is shared
- **Investing in emerging technologies.** We will invest in the tools, skills and capabilities necessary to enable us to harness and leverage the rapid advances in technology
- **Understanding our costs and delivering value for money.** We will adopt a new robust sourcing and procurement strategy and use our purchasing power to take advantage of licensing opportunities
- **Modern working and service agility.** We will enable, support and promote modern and agile working, by providing the right tools (devices, software, access) and developing essential digital skills and capabilities to support our customers and support existing and attract appropriately skilled staff. We will implement technology to support increased Bring Your Own Device (BYOD)
- **Improved partnership and collaboration.** We will actively team up with partners to deliver service efficiencies and share workloads where it is mutually beneficial and in the interest of the customer, these partners may include regional health organisations, Police and emergency services
- **Increase service integration.** We will adopt standard integration patterns and specification, to provide system integration and information exchange with internal systems, service delivery bodies, partners and suppliers



Innovation and
creativity



Block 4 – Innovation and creativity

Objective: We will create value from ideas that challenge the norm

Innovation and creativity are essential to the success of our future Council and on-going support of our new operating model. We will need to be able to take advantage of opportunities as these arise, adapting to change quickly and delivering benefit to the organisation and our customers as early as possible.

We will create space, time and a culture that enables innovation, is prepared to take calculated risks and uses failure as a learning tool.

We will achieve this by focussing on:

- **Establishing an innovation capability.** We will work with the business change hubs, partners and the academic sector to rethink and reimagine our services promoting and encouraging entrepreneurship to benefit our local economy and inspire and enable people both within and those connected to the Council
- **Establishing a digital capability.** We will increase our digital maturity by enhancing our digital leadership capabilities and the organisation's digital fluency
- **Establishing strategic partnerships.** We will establish strategic partnerships that are mutually beneficial and enable us to gain access to subject matter expertise and additional support from key partners
- **Publishing the data we hold.** We will publish open data to encourage customers, partners and businesses to utilise it for the benefit of the community