

Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Wednesday, 16 September 2020

Time: 2.00pm

Venue: Microsoft Teams

Membership

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor John Cooke
Councillor Judy Falp
Councillor Peter Gilbert
Councillor Andy Jenns
Councillor Maggie O'Rourke
Councillor David Reilly
Councillor Alan Webb

Items on the agenda: -

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) Chair's Announcements

(4) Minutes of Previous Meetings

5 - 14

To confirm the minutes of the meetings held on 23 July 2020 (election of Chair and Vice Chair) and 24 June 2020.

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 John Cole (Democratic Services) at least two working days prior to the meeting.

3. Questions to 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

15 - 16

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

5. One Organisational Plan (OOP) Year-end Performance Report (1 April 2019 to 31 March 2020)

17 - 28

Report attached.

6. Council Plan Quarter 1 Performance Progress Report

29 - 38

Report attached.

7. HS2: Operational Considerations for Early Stage Construction

39 - 44

Report attached.

8. Update regarding development of an IRMP Advisory Panel

A verbal update from Ben Brook (Assistant Chief Fire Officer) regarding development of an Integrated Risk Management Plan (IRMP) Cross-Party Advisory Panel.

9. Any Urgent Matters

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

10. Reports Containing Confidential or Exempt Information

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

11. Exempt Minutes

45 - 48

To confirm the minutes of the meeting held on 24 June 2020.

The next meeting of the Committee has been scheduled for 16 December 2020 at 2pm.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclaimers

Webcasting and permission to be filmed

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Disclosures of Pecuniary and Non-Pecuniary Interests

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- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct.

These should be declared at the commencement of the meeting

The public reports referred to are available on the Warwickshire Web

<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

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

Resources and Fire & Rescue Overview & Scrutiny Committee

Thursday, 23 July 2020

Minutes

Attendance

Committee Members

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Judy Falp
Councillor Peter Gilbert
Councillor Andy Jenns
Councillor Maggie O'Rourke

Officers

Paul Williams (Democratic Services Team Leader)

1. General

(1) Apologies

Apologies were received from Councillor John Cooke and Councillor Dave Reilly.

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

There were none.

2. Election of Chair

Councillor Parminder Singh Birdi proposed that Councillor Adrian Warwick be Chair of the Committee and was seconded by Councillor Pete Gilbert.

There were no other nominations.

Resolved:

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

3. Election of Vice Chair

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

There were no other nominations.

Resolved:

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

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Chair

Resources and Fire & Rescue Overview and Scrutiny Committee

Wednesday, 24 June 2020

Minutes

Attendance

Committee Members

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi
Councillor Sarah Boad
Councillor John Cooke
Councillor Judy Falp
Councillor Peter Gilbert
Councillor Andy Jenns
Councillor Maggie O'Rourke
Councillor David Reilly

Other County Councillors

Councillor Peter Butlin, Deputy Leader and Portfolio Holder for Finance and Property
Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community Safety
Councillor Kam Kaur, Portfolio Holder for Customer and Transformation
Councillor Izzi Seccombe, Leader of the Council

Officers

Kieran Amos, Chief Fire Officer
Helen Barnsley, Democratic Services Officer
Barnaby Briggs, Deputy Chief Fire Officer
John Cole, Trainee Democratic Services Officer
Craig Cusack, Assistant Director – Enabling Services
Sarah Duxbury, Assistant Director – Governance & Policy
Andrew Felton, Assistant Director - Finance
Simon Lewis, Strategy and Commissioning Manager (Property Management)
Rob Powell, Strategic Director for Resources
Louise Richardson, Policy Lead (Corporate Policy)
Mark Ryder, Strategic Director for Communities
Steve Smith, Assistant Director - Commissioning Support Unit

1. General

(1) Apologies

No apologies were received.

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

None.

(3) Chair's Announcements

The Chair acknowledged the lengthy interval which had passed since the last meeting of the Committee owing to the cancellation of meetings in response to the COVID-19 pandemic. He expressed sympathy for all those who had experienced loss during this period. He drew attention to the recent passing of Councillor Richard Chattaway and Councillor Bill Olnier, stating that both men had been esteemed colleagues and exceptional politicians; their loss would be felt keenly as the Council faced the challenges ahead.

Councillor O'Rourke paid tribute to both Councillor Chattaway and Councillor Olnier, stating that they would be missed as both cherished friends and respected colleagues. She offered a quote from Nelson Mandela: "what counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead."

Councillor Boad praised the contribution that Councillor Chattaway and Councillor Olnier had made to this Committee and to the Council as a whole. She commended the knowledge and commitment demonstrated by both men and expressed her sympathies to their families and to the Labour Group.

Councillor Falp commented that the passing of Councillor Chattaway and Councillor Olnier constituted a great loss to the Council and community. She added that they had each made an exceptional effort to offer support and guidance to new members.

Councillor Gilbert expressed his sympathy for the loss of well-liked and respected colleagues. He added that Councillor Olnier had made considerable efforts to offer support and guidance to him irrespective of party-political differences; both men would be missed.

A minute's silence was observed to remember Councillor Chattaway and Councillor Olnier.

On behalf of the Committee, the Chair expressed his gratitude for the contribution made by Councillor Olnier as a member of this Panel.

(4) Minutes of the Previous Meeting

Resolved: That the minutes of the meeting held on 18 December 2019 be approved as a correct record. There were no matters arising.

2. Public Question Time

No public questions were received or presented at the meeting.

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

Councillor Boad requested an update in respect of the response of the Fire and Rescue Service to the coronavirus pandemic and the impact of social distancing measures on operational procedures.

Kieran Amos (Chief Fire Officer) advised that the impact of coronavirus was felt most acutely at the outset of the pandemic. He reported that innovative approaches had been adopted by the Fire and Rescue Service which modularised each Fire Station and limited the spread of the virus across the organisation; this had helped to maintain a resilient service and cases of the virus were relatively low. He praised the support which had been provided by the wider County Council.

Kieran Amos advised that the scope for fire crews to adhere to social distancing recommendations within the confines of a fire engine was challenging but that the revised governmental guidance from 2m to 1m+ improved the capacity of the Fire and Rescue Service to maintain operations and react to concerns raised nationally by the Fire Brigades Union.

Kieran Amos reported that the Fire and Rescue Service had succeeded in maintaining all statutory duty functions throughout the period of the COVID-19 crisis. He advised that the Service had enhanced its delivery of prevention work during this period as well as providing support to the community by delivering food parcels and pharmaceuticals. He added that the Service would seek to retain these community connections to reinforce the prevention agenda.

Kieran Amos advised that the Fire and Rescue Service had taken steps to ensure that provisional plans were in place to support mortuary, body recovery and care home testing arrangements as part of a multi-agency response to the COVID-19 outbreak. He advised that it had not been necessary to implement these measures but that the capability was in place should a need arise.

Kieran Amos reported that measures would be enacted to offer advice and guidance to businesses to support the recovery of the local economy.

Barnaby Briggs (Deputy Chief Fire Officer) reported that an increase in the number of on-call firefighters who had been furloughed from their regular employment had improved the resilience of the Service. He praised the support provided by ICT Services throughout the COVID-19 crisis.

Councillor Crump observed that the recent warm weather could contribute to an increase in the number of people taking risks by swimming in open water. He praised the efforts made by the organisation to communicate the message of water safety to Warwickshire communities.

In response to Councillor Gilbert, Kieran Amos advised that an administrative error had resulted in a failure to pay wages to some new recruits to the Service. He provided assurance that the issue had been addressed and that future payments would be made on schedule.

The Committee expressed its gratitude to the Fire and Rescue Service for its continued excellent work throughout the coronavirus crisis. The Chair emphasised his thanks on behalf of the Committee for the contribution made by officers across the County Council in response to the pandemic.

In response to Councillor Boad, Councillor Kaur advised that it was proposed to reopen the three main libraries at Rugby, Leamington Spa and Nuneaton subject to a risk assessment. She added that consideration would need to be given to library personnel who had been offering support to

the Shielding Hubs during the pandemic but that plans to resume library and museum services were in progress.

4. Work Programme

The Chair indicated his expectation that the response to the outbreak of COVID-19 was likely to influence the course of the Committee's scrutiny activities for some time. He stated that the direction of the four COVID-19 Recovery Member Working Groups would be of interest.

Resolved:

That the Committee agrees the updated 2020/21 Work Programme, as set out in the report and notes the scheduled future meeting dates.

5. COVID-19 Recovery Report

Rob Powell (Strategic Director for Resources) introduced the Report which presented the work that had been undertaken across the portfolio of the Resources and Fire & Rescue Overview and Scrutiny Committee in response to the COVID-19 crisis. He also directed members' attention to the 'COVID-19 Recovery and Reform' Report to Cabinet of 11 June 2020 which provided an overview of the framework for recovery across the organisation including the proposed phased recovery programme (Foundation, Consolidation and Acceleration).

Rob Powell praised the Authority's response to the crisis, commenting that the speed and volume of the work undertaken (including development of new ways of working, committee meetings held remotely, support for vulnerable people, delivery of food parcels to those in need, and a remotely operated library service) displayed the Council's capacity to innovate. He observed that a transformation process that would have taken a year in ordinary circumstances had been delivered within the period of a handful of weeks.

Rob Powell observed that the Authority now had an opportunity to draw upon the positive working practices developed during the period of lockdown when re-establishing services. He commented that the organisation would need to balance current requirements with a long-term strategy for recovery. He added that it was likely that the Council would face some difficult financial choices given that the economic implications of the virus were not yet fully apparent.

Rob Powell commented that each of the four COVID-19 Recovery Member Working Groups were likely to cover subjects of interest to the Resources and Fire & Rescue Overview and Scrutiny Committee but that the Community Group and Organisation Group would be particularly relevant. He advised that it was proposed that the Member Groups would report to Cabinet in September 2020 and that the Change Portfolio would be aligned with the resulting COVID-19 Recovery Plan to enable the organisation to move forward with confidence.

The Chair expressed his gratitude for the effort and commitment demonstrated by the Council's staff. He praised the foresight exhibited by all those instrumental in the rollout of Surface Pro devices which had greatly improved the organisation's resilience during the period of lockdown.

In response to Councillor Reilly, Rob Powell underlined the importance of voluntary and community groups to the recovery process. He suggested that coordination of activities with the voluntary and community sector would form a core element of the work of the Community Working

Group. He added that shielding efforts had been operated in partnership across public bodies, community groups and town and parish councils; he forecast that the voluntary sector would play an important role in recovery strategies. Councillor Crump stated that, as Chair of the Community Working Group, he would be grateful to receive comments from members to enable wider consideration of the role of voluntary groups.

Councillor Boad highlighted the value of the role of town and parish councils in the recovery process. She suggested that liaison with Warwickshire Association of Local Councils (WALC), a body for which she was vice-chair, would offer benefits to coordinate activities. However, she stressed that town and parish councils had not benefitted from the same level of robust ITC provision which had helped to support the County Council's response to the pandemic. The Chair praised the work undertaken by Charles Barlow and his team in working closely with community groups.

In response to Councillor Falp, Rob Powell advised that the welfare scheme to provide free school meals during the summer holidays would be funded by central government. Councillor Kaur added that the free school meal voucher scheme had continued to operate in Warwickshire following school closures and that the government's recent announcement to reinstate funding during the school holiday period had been welcomed by the Authority.

Resolved:

That the Committee notes the Report.

6. Ombudsman Outcomes Update

Sarah Duxbury (Assistant Director – Governance and Policy) introduced the Report which presented a summary of the outcomes of Ombudsman, Information Commissioner and Judicial Review claims for the 2019/20 period. She advised that the results for 2019/20 constituted an improvement on the levels of the previous year, with seven adverse decisions recorded compared to 16 in 2018/19.

Sarah Duxbury emphasised that, given the case-specific nature of individual claims, it was difficult to pinpoint the reasons for the reduction. However, she recognised the effort and commitment demonstrated by Kushal Birla and her team in providing quality advice and expertise with a focus on resolving complaints at the earliest opportunity. She added that Legal Services and Customer Services had enacted measures to promote an awareness across the organisation of national good practice, and lessons learned locally, which had contributed to a responsible approach to managing complaints.

Sarah Duxbury stated that, as an outcome of coronavirus, the Ombudsman had paused activity but had recently indicated that new cases would be accepted from the end of June 2020. She advised that Warwickshire County Council was among the authorities to have signalled to the Ombudsman that they would welcome a phased reintroduction of services to avoid a potential surge in the volume of cases which could present challenges. She indicated that it was expected that an increase in cases would be seen in the short-term prior to a return to ordinary levels in the longer-term.

The Chair expressed his thanks for the report and the improved performance levels.

Resolved:

That the Committee notes the Report.

7. Impact of the Construction Phase of HS2 on Warwickshire Fire & Rescue Service

Barnaby Briggs (Deputy Chief Fire Officer) presented a verbal report regarding enabling work being undertaken for the HS2 rail scheme in anticipation of commencement of construction work in the longer-term. He confirmed that a written report had been scheduled for presentation to the Committee in September 2020 to provide a more detailed overview of the likely impact of the construction phase of the project on the Fire and Rescue Service.

Barnaby Briggs stated that the proposed HS2 route would intersect the County and necessitate highway realignment works, construction of three tunnels and five viaducts as well as installation of two construction compounds. He reported that proposals to establish 'construction villages' (in the form of multi-acre caravan sites) had been ruled out; instead workers would make use of local amenities. This decision prevented the imposition of a potential fire risk and had been welcomed by the Fire and Rescue Service.

Barnaby Briggs reported that, in his capacity as the National Fire Chiefs Council (NFCC) Liaison Officer, he was well placed to oversee the longer-term strategic implications of the HS2 scheme. He added that Mark Styzaker represented the Fire and Rescue Service during operational planning meetings with HS2 Ltd. He provided some examples of the types of planning measures that had been considered including development of electric trolleys to enable emergency access to tunnels and confined areas which were not accessible to fire engines.

Barnaby Briggs advised that implementation of the HS2 scheme would require a significant number of temporary road closures, including some which were remote from construction sites but constituted 'choke points' where increased haulage traffic was anticipated. He advised that traffic modelling had been utilised to anticipate the impact of the scheme on the highway network. The accuracy of the initial modelling exercises would determine the future value of this approach. He commented that an exemption from legislative requirements allowed HS2 Ltd to provide a shorter notice period to the Authority for proposed temporary road closures, which would ordinarily be six weeks.

In response to Councillor Reilly, Barnaby Briggs reported that engagement with district and borough council planning authorities was ongoing which included the Fire and Rescue Service as well as planning officers at Warwickshire County Council. He advised that a confidentiality agreement was in place to enable consideration of issues such as counter-terrorism but that he was confident that he had a complete view of all aspects of the scheme.

Barnaby Briggs acknowledged Councillor Reilly's observation that an increased risk would be posed by the introduction of balancing ponds and open water resulting from construction activities. He stated that the Fire and Rescue Service had acted to anticipate the multiple hazards brought about by the scheme. He added that Fire and Rescue crews were equipped to respond to open water emergencies and that exercises would be undertaken to ensure that crews were primed for risks in specific locations, including confined spaces.

In response to Councillor Boad, Barnaby Briggs advised that HS2 would publish a programme of works in due course, but it was anticipated that the major engineering works would be undertaken prior to track laying activities. He acknowledged that engagement from HS2 had dipped during the period when the future of the project was in doubt, however he advised that there could be an advantage to inviting a representative of HS2 to attend a meeting of the Committee once the construction phase was underway. The Chair concurred that this could be a positive step.

In response to Councillor Reilly, Barnaby Briggs indicated that the Fire and Rescue Service would be prepared to contribute to a strategic safety assessment for the benefit of the Safer Warwickshire Partnership Board. He advised that the construction phase had been delayed but that he would be well placed to share information when plans for the scheme were brought into focus.

8. Any Urgent Items

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

10. Estates Update Report

The Committee received a confidential update.

The meeting rose at 15:35

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Chair

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**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2020/2021 – September 2020**

Item	Report detail	Date of next report
Public Question Time/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
One Organisational Plan Yearend Performance Report (R&F/R)	One Organisational Plan (OOP) Year-end Performance Report (April 2019 to March 2020)	16 September 2020
Council Plan Quarterly Performance Report (R&F/R)	Council Plan 2020 – 2025 Quarter 1 Performance Report (April 2020 to June 2020)	16 September 2020
Warwickshire Fire & Rescue	HS2; impact of the construction phase of HS2 on Warwickshire Fire & Rescue Service	16 September 2020
Warwickshire Fire & Rescue	Verbal Update regarding development of a Cross-Party IRMP Advisory Panel	16 September 2020
Kushal Birla/Ayub Khan	Heritage and Culture Update – strategy development and implementation	16 December 2020

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Resources and Fire & Rescue Overview and Scrutiny Committee

Date of Meeting: 16 September 2020

One Organisational Plan Quarterly Progress Report Period under review: April 2019 to March 2020

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) Year-end Performance Report for the period April 1st 2019 to March 31st, 2020 was considered and approved by Cabinet on 9th July 2020. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the Cabinet meeting held in June 2020.
- 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:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 64 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 29 KBMs are monitored.

As the Organisation continues to transform, this is the first full year performance report that will be reported against in the new [Commissioning Intentions Performance Framework](#). The new measures included in the Framework provide a sharpened focus on performance linked to the Organisation’s priorities. Detailed performance has been visualised utilising the functionality of the Microsoft Power BI system.

2.2 Of the 64 KBMs, 33 are in the remit of this Overview and Scrutiny Committee. At yearend the breakdown of performance is as follows:

- 27% (9) of KBMs achieved target;
- 40% (13) of KBMs did not achieve target;
- 33% (11) are not applicable, which are:
 - 8 KBMs which had no target set;
 - 2 KBMs which are not being reported in this financial year and are being baselined for future reporting; and,
 - 1 KBM, a new measure, which will be reported as part of the corporate approach to customer satisfaction in 2020/21.

There has been a substantial change since Quarter 3 when it was reported that 42% (14) of KBMs were on track and achieving target while 21% (7) were not on track and behind target and the remaining 37% (12) was not applicable. Of particular note are:

- % reduction in agency, contractor or consultancy spend which made good progress from below target at the mid-year position to on target at Q3, with particular improvement in People and Communities Directorates, but it dropped to -0.39% by year end and as such a projection going forward is not applicable at this stage; and,
- % HROD priorities completed which went from 100% of target achieved at Q3 to 79% at year end.

Chart 1, below, summarises KBM performance by outcome.

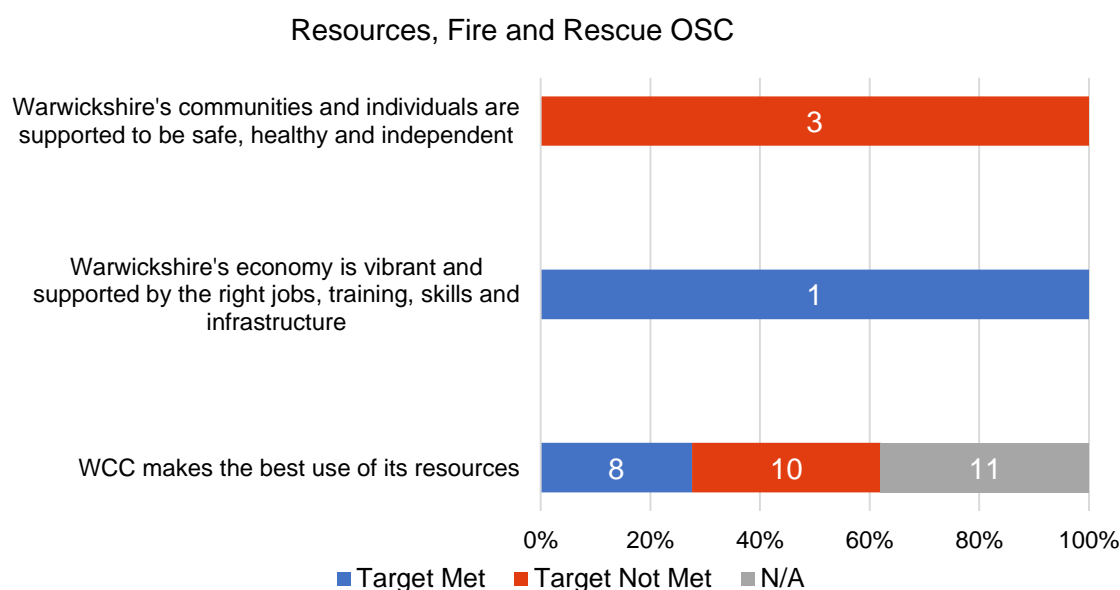


Chart 1

2.3 Of the 27% (9) KBMs that achieved target there are 3 measures where performance is of particular note:

- % Warwickshire broadband coverage where the yearend performance of 98.2% exceeded the 95% target, this is particularly of note considering the reliance on broadband with more people working from home during the Covid-19 pandemic;
- % customer satisfaction level with Customer Service Centre with this measure being consistently above target throughout the year; and,
- No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner’s Office adverse decisions for WCC, with a year result being 46% below target, it should be noted that there were no successful Judicial Reviews against the Council.

2.4 The full set of KBM’s form the basis of the 2020/21 performance framework and therefore a forecast performance projection for the next reporting period is included in this report. As targets have yet to be agreed the projection is based on measure owners current understanding of forecast performance levels. Chart 2, below, illustrates the considered forecast performance projection over the forthcoming reporting period. Please note that for some measures, although targets aren’t set, projections are still provided which means the chart at 2.2 and 2.4 won’t always tally.

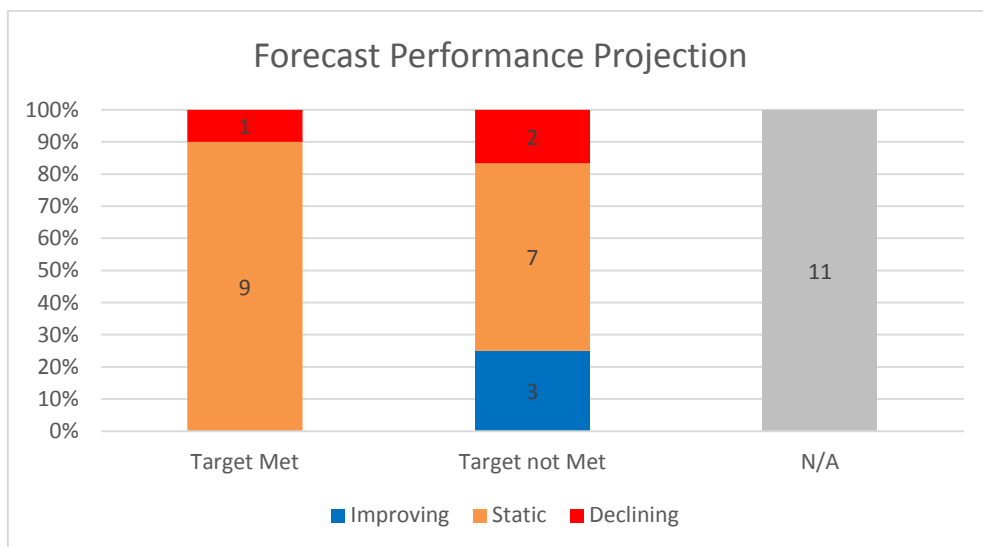


Chart 2

Of the 33 performance measures, 12 KBMs did not meet target, however 3 are projected to improve over the next reporting period, which are:

- % HROD priorities completed;
- % of Capital construction projects which fully deliver defined business case criteria; and,
- % net variation to revenue budget.

The table below highlights the 7 KBM’s, including remedial action being taken, where performance is projected to remain underperforming and static:

Measure	Remedial action
No. of fire related deaths	The Service fully investigates any fire related deaths in an effort to understand causes and identify any appropriate remedial action, this includes working with WCC colleagues and partner agencies to help identify, prevent or tackle upstream risks and issues
No. of fire related injuries	The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities. Similarly, to the fire related deaths measure, the Service will continue to work with WCC colleagues and partners to better understand any underlying causal factors (such as mental health issues or alcohol / drug dependencies etc) in the endeavour of preventing similar incidents and injuries in the future.
% times a fire appliance arrives at life risk or property incidents within agreed response standards	The Service deploys staff flexibly across different duty systems to provide optimum operational crewing at any given time, e.g. on-call staff will be utilised to support whole time crewing when needed and vice versa. Recruitment and retention of on-call firefighters is an ongoing challenge, reflecting the national picture, but the Service has seen significant improvements in on-call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered to remote rural areas which the Service knows it will struggle to reach within the 10 minute response time. The property strategy of a more dispersed provision of our Prevention, Protection and Response services will be a key factor in improving performance in this area. Recent independent risk profiling work supports this strategy.
% of capital expenditure against budget	<p>The spend in 2019/20 of £109.628m is £20m to £25m higher than in recent years and represents a step change in the level of capital investment, although this still fell short of the £143.979m budget. Whilst there are still improvements to be made, the level of spend in 2019/20 indicates a direction of travel that will support the Authority in delivering on its ambitions and supporting investment in the infrastructure of Warwickshire. The £31.380m of planned spend that has moved into future years includes £2.971m of new schemes and £13.985m of expected spend on S278 funded schemes where we have little control over the timing. Net of these the underspend for quarter 4 was £17.395m.</p> <p>For 2020/21 there has been a concerted focus on redeveloping the Capital Framework and identifying</p>

	<p>mechanisms to accelerate capital schemes help minimise future capital slippage. Covid-19 has impacted the rollout of the new framework and delayed the delivery of both existing schemes and the ability to approve and start new schemes though so is likely to further impact on this KBM for 2020/21. As part of the Covid recovery work efforts are being made to identify schemes that can be fast tracked to try and provide greater economic stimulus though.</p>
<p>% of revenue growth achieved against target</p>	<p>Whilst 2019/20 performance was on target, Covid-19 and the subsequent lowering of the Bank of England base interest rates have significantly impacted the targeted performance for Treasury Management investments expected within the MTFs. The TM strategy dictates security and liquidity outweigh return, consequently short-term decisions during Covid have had to be made to protect cash holdings and to ensure sufficient available cash balances exist to support earlier payments to suppliers and to mitigate emerging Covid financial risks. The local authority loans market has also been relatively static during this period. As a result of these factors this KBM will not be achieved for 2020/21. Work is also in train to identify new investment options that align with the agreed TM strategy that offer increased yields to limit any reduction. The financial shortfall in 2020/21 will be offset using the interest volatility reserve. The reserve specifically exists to manage unpredicted national changes to interest rates outside of our control.</p>

Two further measures, ‘% staff satisfaction with modern working arrangements’ and ‘% leaders and managers driving a high performance culture’ were reported as being below target as part of the Quarter 3 report, however as they are taken from the annual staff survey, performance will have remained the same since that point. We will only have a revised figure against these measures when a staff survey asks the same question later this year and anticipate that current Covid-related working arrangements may impact the results.

Finally, there are 2 KBMs where performance did not meet target at year end and is projected to decline further:

Measure	Remedial Action
WCC makes the best use of its resources	
<p>No. of days sick leave per FTE (rolling 12 months) (WCC)</p>	<p>Whilst the main reasons for sickness absence have been constant, we have seen an increase in absence for stress and mental health related reasons during 2019/20. During 2020/21, to improve performance we will introduce a specific project focused on building a sustainable and resilient workforce. This project will be a key part of our refreshed Our People Strategy which will sit within the Change Portfolio and will contribute to our organisational recovery plans. We will improve our data analysis and collation, use the results of</p>

	<p>our staff wellbeing check-ins to inform our actions, build stronger links with Public Health working together on proactive interventions which particularly target mental health and wellbeing and support our managers to have constructive conversations with staff about their health and wellbeing. We will build on the pilot which has been running in the Resources Group which has introduced a more robust approach to improve the management of sickness absence. We will establish performance targets which will help drive improvement and progress against targets will be reported through the Change Portfolio. Given the impact of Covid, we expect performance to be uncertain for the first 6 months of 2020/21, however we expect to see an improving picture during the second half of the year.</p>
<p>% of revenue savings achieved against target</p>	<p>In 2019/20 92% of MTFS savings options were fully achieved, with a further 3% partially achieved. The non-achievement of the Looked After Children saving is the main cause for the large financial impact of shortfall, representing 72% of the £3.696m undelivered savings. This shortfall had been anticipated and was resolved as part of setting the 2020/21 budget.</p> <p>For 2020/21 though the initial assessment of the impact of Covid-19 estimates as much as £3.8m of the committed MTFS savings may not be delivered due to delays in starting delivery. Services are actively reviewing this as part of the quarter 1 financial monitoring to establish how much of the £3.8m may still be at risk. Where savings delivery is still impacted services are being asked in the first instance to identify any alternative options to address the gap. Ultimately any shortfall will be covered by the Covid-19 funding though where non-delivery is a direct result of the pandemic.</p>

11 of the KBMs do not have a projection currently as they are either not targeted or not anticipated to be measured going forward.

2.5 Comprehensive performance reporting is now enabled through the following link in Power BI to the Resources and Fire & Rescue [OSC Year End Performance Report](#)

The Resources and Fire & Rescue OSC [Year End Exception Dashboard](#) contains details of those measures that are of significant note where good performance or areas of concern need to be highlighted.

The Resources and Fire & Rescue [Year End Full Dashboard](#) provides a summary of performance for all KBM's within the remit of this Committee.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

3.1.1 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 outturn position for the Services concerned.

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Business and Customer Services	18,978	18,708	(270) -1.42%	(753)	(1,023)
There was a one-off underspend of £0.310m due to delayed Early Intervention Projects and Third Sector Grant payments, which will be restarted in 2020/21, partially offset by staffing pressures in the Contact Centre as part of the Covid-19 response.					
Commissioning Support Unit	11,950	11,830	(120) -1%	120	0
Vacancies in staffing due to redesigns and planned changes to teams in the latter half of the year created a £0.4m underspend, offset by unexpected Covid-19 expenditure on PPE. The main underspend was planned to help bridge the costs of creating the PMO and Change Hub during 2020-21.					
Enabling Services	21,051	20,312	(739) -3.51%	679	(60)
The underspend in Enabling Services was mainly due to the reduction in county buildings operational costs and other property related maintenance expenditure. An overspend on staffing costs was supported by this underspend. A small traded surplus was also realised.					
Finance	4,578	4,165	(413) 9.02%	397	(16)
The main areas leading to the underspend were due to holding posts vacant during the service redesign.					
Governance and Policy	3,800	2,913	(887) -23.34%	201	(686)

The overall underspend for Governance and Policy comprised of smaller underspends across all areas of the Service. Underspends in HR and Legal Services totalled £0.663m and were due predominantly to increased trading and other income. An overspend on Montague Road was offset by underspends in Strategic Assets due to delayed projects, for which a carry forward of £0.340m is requested.

Fire and Rescue	20,507	20,631	124 0.60%	(1,306)	(1,182)
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The outturn position represented a slight overspend against budget, mainly owing to variations in rates of pension contributions, which will be covered by the volatility reserve set up for this purpose. Previous forecasts included the potential risk associated with probable national legal and or industrial action in respect of the Day Crewing System. This has now been settled and will result in an additional cost in 2020/21.

3.2 Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below and all are expected to be delivered by the end of the financial year:

	2019/20 Target £'000	2019/20 Actual to Date £'000	2019/20 Forecast Outturn £'000
Business and Customer Services	125	125	125
Commissioning Support Unit	150	150	150
Enabling Services	704	704	704
Finance	95	95	95
Governance and Policy	886	688	688
Planning permission for Montague Road not secured by developer. This has impacted on sale of site and timeframes.			

Fire and Rescue	369	369	369

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units, any slippage into future years

	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years (£'000)	Slippage from 2019/20 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)
Business and Customer Services	2,057	(83)	-44	16	0	2,073
The underspend was caused by delays in the acquisition of three mobile library vans.						
Enabling Services	28,385	(5,850)	-31	10,581	182	39,148
The largest element of slippage related to delays in the development of rural broadband (£4.219m). A revised delivery plan was received from Openreach during quarter 4 which has changed the phasing of rural broadband as a result of shortages of civil engineers and revised guidance from DCMS (Department for Culture, Media and Sport). There was a £0.376m delay in Teams telephony roll out across WCC, some of this related to the speed of the cloud migration project which meant some planned hardware replacement was not required. the Covid-19 slowdown impacted on the works to the Veteran's Contact point (£0.384m). Across the organisation asbestos remediation work was delayed because of a long-term vacancy for an Asbestos Surveyor (£0.680m).						
Governance and Policy	8,828	(1,218)	-18	65	5	8,898
The underspend mostly related to changes in the phasing of spend on strategic site planning applications (£0.778m) where costs can be uncertain and the phasing dependent upon disposals and the progress of planning applications. Another £0.202m was due to delays in the						

rationalisation of county storage project resulting from changes to the plans for the relocation of the forestry team. Rural Services have slipped £0.236m of spend into 2020/21.

Fire and Rescue	8,281	(1,178)	-44	1,262	19	9,562
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The underspend mainly related to delays to the Fire and Rescue training capital programme. The commencement of these projects has been realigned to the overall training programme with various elements due for completion during 2020/21 and 2021/22. In addition to this, there was a delay in the WFRS emergency services network project resulting from a dependency on the upgrade of incident command and control systems, which is due for completion in January 2021.

4. Supporting Papers

- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 9th July is available via the following [link](#) and in each of the Group Rooms.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

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Resources, Fire and Rescue Overview & Scrutiny Committee

Date of Meeting: 16th September 2020

Council Plan 2020-2025 Quarterly Progress Report: Period under review: April 2020 to June 2020

Recommendation

That the Overview and Scrutiny Committee:

- (i) Considers and comments on the progress of the delivery of the Council Plan 2020 - 2025 for the period as contained in the report.

1. Introduction

- 1.1. The Council Plan Quarter 1 Performance Report for the period April 1st, 2020 to June 30th, 2020 was considered and approved by Cabinet on 10th September 2020. The report provides an overview of progress of the key elements of the Council Plan, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same September Cabinet meeting.
- 1.2. This report draws on information extracted from both Cabinet reports to provide this Committee with information relevant to its remit.

2. Council Plan 2020 - 2025: Strategic Context and Performance Commentary

- 2.1 The Council Plan 2020 – 2025 aims to achieve two high level Outcomes:
 - **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
 - **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 64 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate Council Plan delivery by ensuring that **WCC makes the best use of its resources**, a total of 29 KBMs are monitored.

As the Organisation continues to transform the [Commissioning Intentions Performance Framework](#) was developed and implemented in October 2019 providing a sharpened focus on performance linked to the Organisation’s priorities. As part of this transformation several changes to measures were proposed for Cabinet to agree to ensure that the Framework remains fit for purpose and supports delivery of the priorities. The subsequent revised Commissioning Intentions Performance Framework which will be reported on from Quarter 2 can be accessed using this [link](#).

Detailed performance for Quarter 1 for all current KBMs has been visualised utilising the functionality of the Microsoft Power BI system.

2.2 At Quarter 1 there has been an improvement in overall performance compared to the 2019/20 year-end position. Several measures, however, have been impacted by the Covid-19 pandemic and as a consequence there is little or no sign of improvement in these areas. These are fully detailed in 2.5.

2.3 Of the 64 KBMs, 33 are in the remit of this Overview and Scrutiny Committee. At Quarter 1 20 KBMs are available for reporting. 80% (16) KBMs are On Track and 20% (4) are Not on Track. This is an improvement from the year-end position when, of the available KBMs, 40% (9) KBMs achieved target while 60% (13) KBMs were behind target.

Chart 1 below summarises KBM status by quarter since the introduction of the Commissioning Intentions Framework.

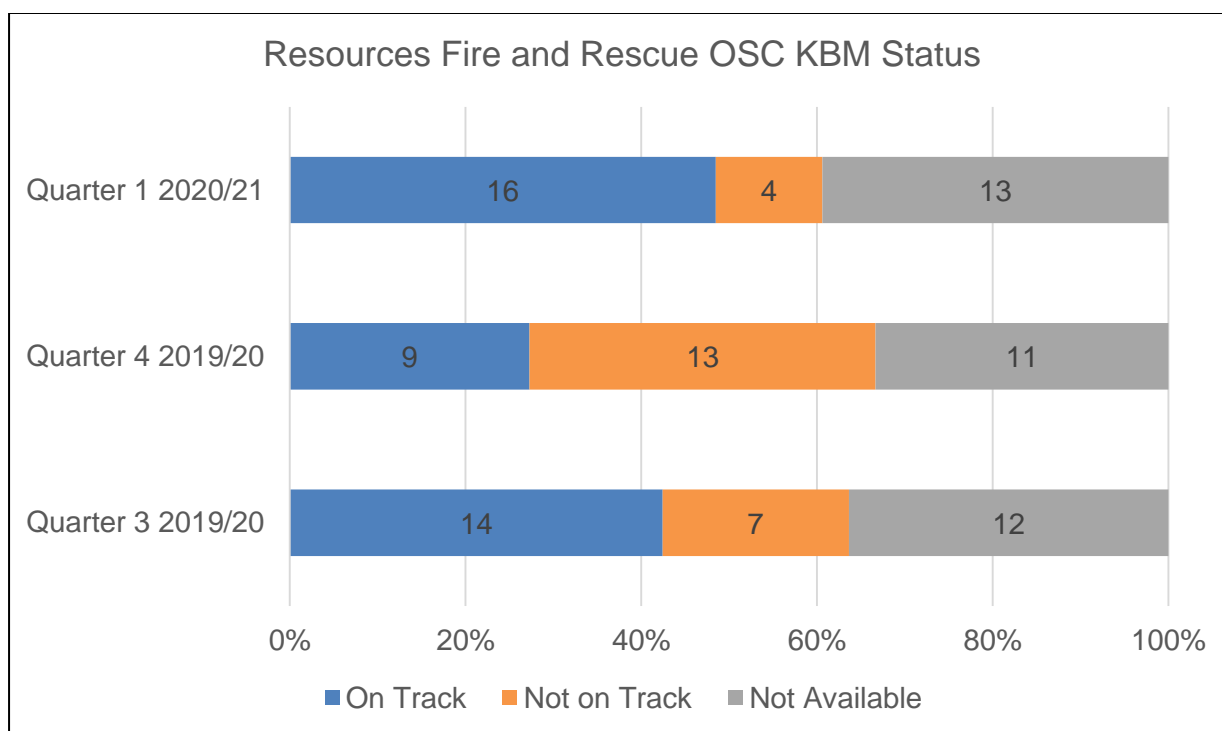


Chart 1

A further 13 KBM’s are unavailable for reporting at this quarter:

- 3 are based on the staff check in survey, which is scheduled for September 2020;
- 4 are considered for removal as detailed in the table at 2.1; and

- the remainder are due to several factors including the impacts Covid-19 such as work being halted to enable resources to focus on the pandemic; data lags and changes in light of the Master Estates Planning work.

2.4 Of the 80% (16) KBMs achieving target, there are 3 of note:

- % Warwickshire broadband coverage as at Quarter 1, Warwickshire businesses and residents have benefitted enormously from the Council's investment in broadband connectivity. This is especially so following the huge increase in home working over the last few months. It is also good to note the good performance on the delivery of the new fibre network, despite the impact of Covid-19 on a number of civil engineering contractors currently deploying the new network This is due to the supplier being able to re-allocate resources to maintain delivery of fibre connections into communities; and
- Value of debt over 35 days old as a % of debt raised in last 12 months - Performance is generally in line with the target despite Covid-19 and the ability of debtors to pay being impacted. Debt collection activity has been relaxed during the Covid -19 period in recognition of the difficulty different sectors have had in paying. This is partly why there was a small spike in May debt outstanding. There has been an overall reduction in invoices raised during Covid-19 reflecting reduced activity around areas like recovering significant developer contributions for major schemes through to rental payment holidays for a lot of business tenants impacted by Covid-19. Once these invoices start to be raised again there may be some worsening of this indicator depending on how financially viable / stable businesses are post Covid-19 (please note this measure has been included as an area of note and good progress, however it is a measure which has been proposed as a KBM, so not included within the original count of 64).
- Number of fire related injuries - For the period 1st April to 30th June there have been 5 fire related injuries which is a reduction on 7 recorded in the same period of 2019. Historically levels of fire related injuries in Warwickshire have remained low and when compared nationally, Warwickshire is one of the top performers for this measure. Of the 5 fire related injuries, one was considered serious, 3 were slight and one saw the casualty given first aid at the scene.

2.5 The 4 KBMs that are Not on Track at Quarter 1 are included in Table 1 below along with details of the current performance narrative, improvement activity and explanation of projected trajectory:

WCC makes the best use of its resources
Value of Revenue Savings Achieved Against Agreed MTFS (previously '% of revenue savings achieved against target')
<p>Current performance narrative: 75% of individual MTFS savings options are being delivered in full. However, the 25% of options that have been impacted and delayed by Covid-19 represent nearly 50% of the value of the savings. There are three key savings that represent the shortfall:</p> <ol style="list-style-type: none"> 1. Just over £1.5m relates to delayed capital receipts that would have reduced the need for borrowing. 2. Covid-19 delay to Business Support restructure and delays with budget transfers has put at risk the £0.880m savings. 3. Delays due to Covid-19 in initiating work on Contract Management savings have impacted £0.5m of savings and the intention is to overdeliver in 2021/22.

Improvement activity:

Given Covid-19 has been the root cause of delays any shortfall for 2020/21 will be off-set by the Covid-19 grants from Government. In terms of each problem area:

1. Work is still on-going to deliver the delayed capital receipts. There is some uncertainty over Covid-19 impact on disposal values that may still impact the savings ultimately achieved at a later stage though.
2. Work is on-going for Quarter 2 to establish whether any of the Business Support saving can still be delivered in 2020/21 as revised timescales are agreed for the restructure.
3. Corporate Board has now agreed some additional funding for capacity to move the Contract Management savings forward. There is a chance this could deliver something in 2020/21, but if this does not materialise the saving in 2021/22 will be increased by £0.5m to compensate for this loss this financial year.

Explanation of the projection trajectory: Not on target - Improving

There has already been slight improvement in this KBM as the Covid-19 report has suggested only a third of savings might be delivered for 2020/21. More detailed Quarter 1 financial assessment has already improved this to 51%. There may be a further slight improvement in this KBM before the end of the financial year, however, a prudent at this stage has been taken due to the significant uncertainty created by Covid-19.

% of capital expenditure against budget**Current performance narrative:**

A more detailed commentary of the Capital position is provided in the Quarter 1 finance report. From the original Capital Programme (£147.89m) carried forwarded into 2020/21 there has been growth for new schemes to a revised programme of £185.26m. Of this programme it is proposed that £23.71m of this programme is reprofiled into future years. Of this figure £8.5m relates to S278 developer funded schemes, which the County Council has little control over timing. A further £6m of schemes have been impacted by Covid-19 for a range of reasons, with the circa £9m balance relating to slippage as a result of other unplanned issues arising with large complex schemes and having to be accommodated. Whilst the indicator identifies rephasing of 12.8% of the programme there has still been an overall growth of 9.2% in the planned delivery from the original Capital Programme approved for 2020/21.

Improvement activity:

Although implementation has been delayed by Covid-19, a new Capital Framework and improved capital monitoring arrangements are being implemented through 2020/21. It is anticipated that this will create better visibility and challenge to capital projects to help ensure planning and scheme phasing is more robust and accurate. 2020/21 will be the trial year for this so there may a lag in impact around increasing overall % deliverable in the current year, but this should help in the medium term. Opportunities to fast track key schemes that can support recovery from Covid-19 to help pump prime economic recovery so anticipate further growth in the overall Capital Programme budget through the year are being explored.

Explanation of the projection trajectory: Not on target - remaining static

It is difficult to predict the trajectory going forward due to the uncertainty created by Covid-19. There may still be some element of slippage, but this will be in the context of a programme that continues to grow overall.

Number of days sick leave per FTE (rolling 12 months)
<p>Current performance narrative: Since the start of the year, the level of sickness absence has slowly decreased, and is currently at 10.27, after a peak in April of 10.99. However, it is still higher than the same period last year. The main reasons for sickness absence have been constant, with absence for stress and mental health related reasons still accounting for over 30% of total days lost. The split between long term and short-term sickness absence has also changed with an increase in long term sickness absences</p> <p>Improvement activity: During 2020/21, to improve performance a specific project will be introduced to be focused on building a sustainable and resilient workforce. This project will be a key part of the refreshed Our People Strategy which will sit within the Change Portfolio and will contribute to our organisational recovery plans. Data analysis and collation will be improved and the results of the staff wellbeing check in surveys will be used to inform actions, build stronger links with Public Health working together on proactive interventions which particularly target mental health and wellbeing and support for managers to have constructive conversations with staff about their health and wellbeing. The Service will establish performance targets which will help drive improvement and progress against targets will be reported through the Change Portfolio. A report is being considered by the How We Work Board on 3rd August 2020.</p> <p>Explanation of the projection trajectory: Not on target - remaining static It is expected that sickness absence will remain relatively static in the first 6 months of 2020/21, as both organisational change activities and Covid-19 have impacted disproportionately. The trajectory is expected to start to show improvements in latter 6 months of the year.</p>
% HROD priorities completed
<p>Current performance narrative: 11 (79%) of priorities have been completed. 3 of 14 were deferred by agreement as a result of Covid-19, two relating to organisational design and one relating to 360 feedback.</p> <p>Improvement activity: The three activities are now being stood back up as part of Covid-19 recovery plans.</p> <p>Explanation of the projection trajectory: Not on target - Improving Performance is expected to improve as the activity is reinstated</p>

Table 1

The Covid-19 pandemic has adversely impacted all of the measures and the improvement activity has not seen the expected result due to extra pressures and demand of the pandemic on services. Improvement activity needs time to embed and positive results to be realised.

Positively, 6 measures have moved to being On Track at Quarter 1 from Not Being On Track at year-end, including % times an fire appliance arrives at life risk or property incidents within agreed response standards and % net variation to budget.

- 2.5 Chart 2 below illustrates the forecast performance projection over the forthcoming reporting period and previous quarters. Please note the numbers in chart at 2.3 and 2.5 are slightly misaligned due to the '% of reports with substantial assurance level or above' measure being paused due to Covid-19, and as such was reported as not available, however, is it projected to be back on track for the forthcoming reporting period.

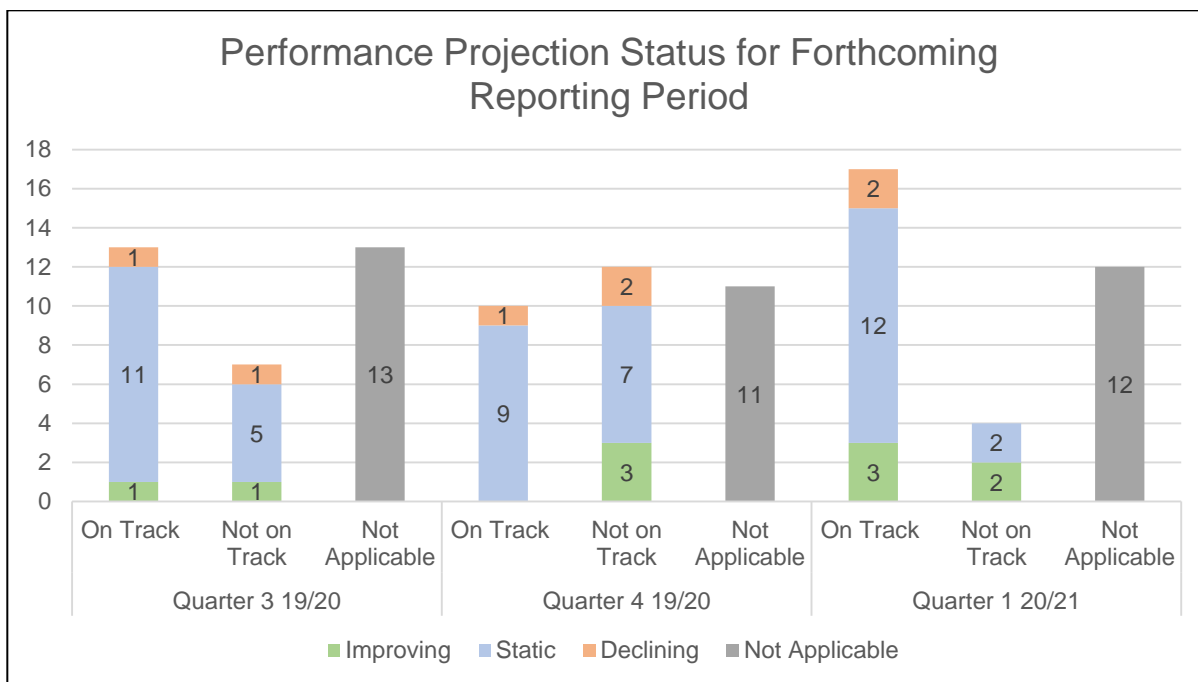


Chart 2

It is forecast that over the next period there will be a slight improvement in performance with 17 of the 33 KBM's moving to a status of On Track over Quarter 2. It is forecast that 2 measures reported as Not on Track at Quarter 1 will have an improved status at Quarter 2.

- 2.6 Comprehensive performance reporting is now enabled through the following link to Power BI [full OSC Quarter 1 2020/21 Performance Report](#).

The Resources, Fire and Rescue OSC Quarter 1 2020/21 Exception dashboards contain details of those measures that are of significant note where good performance or areas of concern need to be highlighted:

[Warwickshire's Communities Exception Dashboard](#)

[Warwickshire's Economy Exception Dashboard](#)

[Warwickshire's Best Use of Resources Exception Dashboard](#)

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

3.1.1 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 Services concerned.

	2020/21 Budget £'000	2020/21 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Business and Customer Services	17,454	21,428	3,974 22.77%		3,974
<p>The Covid-19 related pressure of £2.353m consists of:</p> <ul style="list-style-type: none"> • £0.488m expenditure for Shielding Hubs; • Local welfare scheme and forecast losses of (wedding and library) income of £0.985m; • Non-delivery of £0.880m of MTFs savings relating to the Business Support FOM implementation which has been delayed due to Covid-19. <p>The remaining non-Covid-19 related overspend is predominately made up of staffing pressures; where budget transfers to other service areas need to be agreed and finalised as part of the FOM implementation. Until further work with other services is carried out, it is assumed that the transfers will not resolve the overspend; but will potentially move the pressure to other service areas;</p> <p>There continues to be some direct staffing underspends (excluding Covid-19 related staff above) with recruitment and retention of staff being a major risk to the service. The directly employed staff budget is over £1m underspent but almost matched by an equivalent overspend on Agency staff. At a spot point in mid-June there were the equivalent of 74 FTE posts vacant in C&F (10%).</p>					
Commissioning Support Unit	4,910	6,382	1,472 29.98%		1,472
<ul style="list-style-type: none"> • The Covid-19 related expenditure in CSU is £1.778m and this consists of £1.400m for the PPE expenditure and £0.378m of staffing costs incurred due to Covid; • After taking account of the Covid pressures, there is a net underspend within CSU of £0.306m resulting from a carry forward into 2020/21 not being fully utilised for the service redesign, largely due to delays experienced as a result of Covid. 					
Enabling Services	25,059	25,246	187 0.75%		187
<ul style="list-style-type: none"> • The Covid related expenditure across Facilities Management and Property Construction and Engineering is currently forecast to be £1m related to making offices safe, additional cleaning and security; • The remaining underspend is primarily due to an overall underspend in Digital and ICT of £0.529m which has been calculated as part of the detailed zero-based budgeting exercise being undertaken across all budgets in this service area; • Facilities Management is forecasting to underspend by £0.174m largely as a result of savings on equipment spend in relation to Shire Hall; 					

- Within Property Construction and Engineering there is a forecast underspend of £0.080m due to savings on utilities.

Finance	4,792	4,865	73 1.52%		73
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The forecast overspend is attributable to use of agency staff to cover vacancies within the Pensions team and to provide additional capacity during the closure of the Accounts.

Governance and Policy	2,427	3,527	1,100 45.32%		1,100
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- The Covid related expenditure of £0.150m is as a result of Communications and Marketing Covid related costs;
- There is a staffing pressure of £0.142m in HROD, where agreements to transfer funding between services are to be finalised;
- There is a Property Management £0.190m pressure on staffing, mainly agency related, whilst the FOM is being finalised, and a £0.150m pressure in relation to Hawkes Point;
- Legal and Democratic are forecasting a £0.492m pressure related to the need to cover a high number of maternity absences with agency staff, combined with a projected under recovery of income because of the impacts of Covid in the early part of the year. Most lost income would have come from external customers and a review of this will take place prior to Q2 with a view to recover the position as much as possible through the course of the financial year.

Fire and Rescue	21,240	21,428	242 1.14%		242
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The forecast overspend is primarily due to Covid related factors where overtime has been required to maintain operational crewing to ensure availability of emergency response and provide additional services to the public during the lockdown phase.

3.2. Delivery of the Savings Plan

3.2.1. The savings targets and forecast outturn for the Services concerned are shown in the table below.

	2020/21 Target £'000	2020/21 Actual to Date £'000	2020/21 Forecast £'000
Business and Customer Services	1,140	260	260

Due to the delay in implementing the Business Support FOM, we are reassessing the service's ability to deliver the savings this year and will have a more accurate position statement in the next quarter

Commissioning Support Unit	405	120	405
Enabling Services	774	69	774
Finance	0	0	0
Governance and Policy	40		0
Electronic Record Keeping project delayed due to Covid - will be recommencing shortly - may delay full recovery in year 1.			
Fire and Rescue	0	0	0

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the Services and any slippage into future years.

	Approved budget for all current and future years (£'000)	Slippage from 2020/21 into Future Years £'000	Slippage from 2020/21 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)
Business and Customer Services	168	168	0%	0		168
Enabling Services	16,563	16,575	6.64%	11		16,574
Governance and Policy	3,706	4,502	0%	796		8,898
Fire and Rescue	7,523	5,347	28.92%	0		7,523
Delays on the Fire and Rescue HQ project in Leamington Spa (£2.176m)						

4. Supporting Papers

4.1 A copy of the full report and supporting documents that went to Cabinet on the 10th September is available via the committee system.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

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Resources and Fire & Rescue Overview and Scrutiny Committee

16 September 2020

HS2: Operational Considerations for Early Stage Construction

Recommendations

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

1. Note the content of the report and agree the Service approach to operational planning for HS2 construction or advise an alternative course of action.
2. Acknowledge and build into their future considerations possible changes in the Service's response arrangements which may be necessitated by HS2 construction.

1.0 Purpose of the Report

- 1.1 To update Resources and Fire & Rescue OSC on the Service's approach to operational planning for HS2 construction.
- 1.2 To identify decisions that will be required as HS2 construction activity increases.

2.0 Options and Proposal

- 2.1 HS2 enters Warwickshire at Stoneton, travelling roughly North West through the County before leaving at Middleton, a more detailed account of the route is included in Section 6 of this report.
- 2.2 The route will require the realignment of existing roads, the construction of several tunnels through both boring and cut and cover techniques, the latter being also known as green tunnels, and the construction of a number of viaducts.
- 2.3 WFRS has been actively engaging with the HS2 project since 2016 with the Station Manager in Operational Planning as the nominated single point of contact (SPOC) for all areas relating to HS2. This has ensured a consistent approach and enabled WFRS participation in several HS2 project development groups such as Open Route, Tunnels, and Shafts & Portal buildings Quality, Design and Review (QDR) meetings on both regional and national levels.

- 2.4 The initial stages of HS2 site surveying and enabling works have had very little impact upon WFRS and, with ongoing uncertainty around the project's future, it has not been possible to carry out a detailed review and analysis of the Service's capacity to respond once construction begins in earnest.
- 2.5 Now that full approval has been given by the government a more stable approach to forward planning, engagement and particularly identification of training needs will be possible.
- 2.6 Positive engagement with the three HS2 contractors working in the area: Balfour Beatty VINCI, Laing Murphy and Cadent is well established with regards to works at their current sites and this is expected to continue as future sites and compounds are created along the route.

Effects on the Road Network and Response Times

- 2.7 At a local level, very good relationships with the WCC HS2 Traffic Liaison Group (TLG) have been established with both parties gaining a better understanding and appreciation of their respective priorities and perspectives. A coincidental benefit of working with TLG has been improved communications of road works and closure notifications from around the County which can impact directly on response times for WFRS.
- 2.8 In partnership with TLG we have identified a potential problem congestion due to HS2 construction traffic on the A5 leading to the M42. For WFRS this could have a considerable effect on responding from stations at Polesworth, Atherstone and Coleshill. Specific performance data is currently being collated and will be analysed against the predicted delays caused by the HS2 haulage route. A review of response options will be carried out by Service Control and Operational Planning and any amendments to mobilising processes will be put in place in advance of construction starting in this area.
- 2.9 The results of this piece of modelling and resultant changes to mobilising arrangements will be kept under constant review and adjusted as necessary. This will then be used as a pilot scheme to inform response modelling around HS2 construction sites across the County.
- 2.10 NB. It may be the case that current response standards cannot be maintained from existing WFRS fire stations during some phases of construction. Depending on the forecast severity of the effects temporary accommodation arrangements may have to be made for some crews. Details will be forthcoming if and when applicable.

Firefighting and Rescue Considerations

- 2.11 Attendance at regional, and national level meetings has allowed WFRS to influence development and design of firefighting features at the portal buildings (located at one end of a tunnel to support an emergency response) of which there are two proposed sites in Warwickshire.

- 2.12 To support an emergency response at a tunnel or viaduct (Coleshill area) WFRS are actively involved with development, by HS2, of an electrically operated trolley specifically for support emergency teams at the scene. This is still ongoing, and the final design will be then implemented across the entire HS2 route. Once details are finalised a training needs analysis will need to be carried out to ensure that crews, particularly local on call units, have appropriate time and access to maintain familiarity with emergency procedures for a variety of incident types.
- 2.13 One of the initial sites where work has been well underway for some time now in preparation for HS2, is the movement of main gas pipelines in the Coleshill area which has required 5 redirections of gas lines. Meetings and site visits having already taken place with officers and local crews, as well as confined space rescue exercises. This level of local engagement will be maintained and WFRS's intention is that it will be replicated at all significant HS2 sites within the County.
- 2.14 Of particular interest will be sites where work will be taking place below ground, notably the Long Itchington Wood tunnel where a Tunnel Boring Machine (TBM) will be in operation, and where significant structural work occurs high above ground for the construction of viaducts, particularly in the Coleshill / Kingsbury area. Regular operational response reviews will be made of such sites to enable early identification of any specific hazards or scenarios that may require specialised skills or equipment.
- 2.15 In addition to the operational reviews, site specific risk inspections (SSRI) will be taking place by operational crews. This will enable site familiarisation as well as recording site/building plans, production and processes that may be present and any risks or hazards that could be influential to an emergency response. The information captured will be recorded and made available to all WFRS crews through the appliance mobile data terminals (MDTs).
- 2.16 HS2 has been the focus of a number of direct-action protest groups, with individuals seeking to obstruct heavy plant by their presence. So far these occurrences within Warwickshire have been dealt with by HS2's on site security staff, with the incidents being treated as protester removal. With increasing levels of activity by both contractors and protestors it has to be considered likely that WFRS will be called to carry out a rescue in conditions which will be both physically and mentally challenging.

National and Regional

- 2.17 ACFO Barnaby Briggs is the National Fire Chiefs Council (NFCC) liaison officer with HS2, making regular reports into the national operations coordination committee and attending meetings as required.
- 2.18 Warwickshire FRS has also attended meetings to support our neighbouring services in preparation of the previously proposed Phase 2 plans for HS2. The Consequence Management Liaison Group meetings held in Derbyshire is attended by a number of key stake holder and partners including Police, Fire

and their LFR members to help identify and reduce future impacts and to share our experiences so far with Phase 1.

3.0 Financial Implications

- 3.1 This increased training requirement for on call staff will increase salary costs but until a training needs analysis (which itself requires more site-specific information) has been carried out it is not yet possible to quantify this. Work will be undertaken to estimate the impact and the timing of when any additional costs are likely to be incurred; and how costs in excess of budget will be met.
- 3.2 Similarly the need for any specialist rescue equipment has yet to be identified beyond the electric trollies mentioned above and so far, HS2 has shown a willingness to fund that equipment and the ongoing maintenance of it.
- 3.3 Temporary accommodation costs may be incurred if response times are unacceptably affected and it becomes necessary to relocate crews to mitigate the effects on the road network. This will need to be considered as part of the estimation of costs noted above.
- 3.4 An increase in the capacity of the operational planning department will be required as the construction work gathers pace if other areas of work are not to suffer. The likelihood is that this additional capacity will be required for a period of several years. The post holder will need to be operationally competent and experienced at incident command level 2 which would suggest either a current or recently retired Station Manager. This will also need to be considered as part of the estimation of costs noted above.

4.0 Analysis

- 4.1 Strengths – Good, strong relationships and communications with all key partners and agencies.
- 4.2 Weaknesses – Capacity to recourse the workloads involved with HS2 as it develops. This will need to be reviewed as the project gathers momentum.
- 4.3 Opportunities – Involvement to support national guidance towards operational tactics when dealing with rail incidents. - Training with teams and operators outside that of the emergency services.
- 4.4 Threats:
 - Road closures and additional road traffic adversely affecting response times.
 - Reputation; the Service being seen or represented as either supporting or opposing HS2, which will remain contentious for some years to come,

because its planning and exercising activities (against a “reasonable worst case scenario”) are not understood or are misrepresented.

5.0 Environmental Implications

- 5.1 There are no significant environmental implications of WFRS’s operational response to HS2, any other considerations are beyond the scope of this report.

6.0 Appendix: HS2 Route in more detail

- 6.1 HS2 enters Warwickshire at Stoneton, requiring the realignment of Banbury Road and building of the Oxford Canal viaduct. The next section, Radbourne, includes two viaducts before the line passes the south east outskirts of Southam, enters the Long Itchington Wood Green Tunnel and crosses the River Itchen viaduct.
- 6.2 The line then runs in a north westerly direction to the east of Offchurch and Cubbington, through Stoneleigh Business Park, before moving west between Kenilworth and Coventry. The route then passes through Burton Green, in a green tunnel, towards the Interchange Station in Solihull.
- 6.3 The North Warwickshire section passes to the west of Coleshill, as it crosses the M6 and M42 motorways, towards the Delta Junction and through Water Orton. The Delta Junction area of the route, to the North west of Coleshill, consists of three spurs: Main line, which runs south to north, the ‘Birmingham Spur’ which runs south to west and continues into the new Curzon Street Station in Birmingham, and the ‘North Cord’ joins the Birmingham Spur to the Main Line travelling north. The route north passes through Lea Marston where it splits to join the Phase 2b Leeds route in a north- easterly direction past Kingsbury. It continues north, past Middleton, where it leaves North Warwickshire.
- 6.4 Now construction is fully underway HS2 will become an increasingly significant operational consideration for WFRS. The steps we will take over the next 12 months as activity increases are set out below:
- Site Specific Risk Checks -The operational planning department will manage and plan future SSRC visits to HS2 Site/compounds as they are created. Ensuring all potential hazards and risks are identified, recorded and processed to support an emergency response.
 - Monitoring of traffic loads – Continue to work closely with TLG to create a process to identify high road traffic levels and to then pre-plan possible solutions to minimise the effect to emergency response times.

- Exercises – Liaise and Engage with contractors and blue lights partners to help identify operational response needs and gaps which can then be supported by additional training.
- Continue support to Local, regional, and National level groups and meetings

Background papers

None

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

Local Member(s): None

Other members:

Councillors Boad, Crump, Falp, O'Rourke, Singh Birdi and Warwick.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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