

Agenda

Council

Thursday, 14 September 2017, 10.00 am
County Hall, Worcester

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 846621 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

**Thursday, 14 September 2017, 10.00 am, County Hall,
Worcester**

Agenda and Summons

Councillors: Mr A A J Adams, Mr R C Adams, Ms P Agar, Mr A T Amos, Mr T Baker-Price, Mr R W Banks, Mr R M Bennett, Mr C J Bloore, Mr G R Brookes, Mrs J A Brunner, Mr B Clayton, Mr P Denham, Ms R L Dent, Mr N Desmond, Mrs E A Eyre, Mr A Fry, Mr S E Geraghty, Mr P Grove, Mr I D Hardiman, Mr A I Hardman, Mr P B Harrison, Mr M J Hart, Ms P A Hill, Mrs A T Hingley, Mrs L C Hodgson, Dr A J Hopkins, Dr C Hotham, Mr M E Jenkins, Mr A D Kent, Mr R C Lunn, Mr P M McDonald, Mr S M Mackay, Mr L C R Mallett, Ms K J May, Mr P Middlebrough, Mr A P Miller, Mr R J Morris, Mr J A D O'Donnell, Mrs F M Oborski, Ms T L Onslow, Dr K A Pollock, Mrs J A Potter, Prof J W Raine, Mrs M A Rayner, Mr A C Roberts, Mr C Rogers, Mr J H Smith, Mr A Stafford, Ms C M Stalker, Mr C B Taylor, Mr R P Tomlinson, Mrs E B Tucker, Mr P A Tuthill, Mr R M Udall, Ms R Vale, Ms S A Webb and Mr T A L Wells

1 Apologies and Declaration of Interests

To receive apologies and invite any councillor to declare any interest in any of the items on the agenda.

2 Public Participation

To allow a member of the public to present a petition, or ask a question relating to the functions of the Council, or to make a comment on any matter on the agenda.

Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday, 13 September 2017). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.

3 Minutes

To approve as a correct record and authorise the signing of the Minutes of the meeting held on 13 July 2017 (previously circulated electronically).

4 Chairman's Announcements

To receive any announcements to be made by the Chairman.

5 Constitutional Arrangements 1 - 2

To consider: (a) The appointment of the Vice-Chairman of the Health Overview and Scrutiny

Committee, and (b) The future working arrangements of the cross-party councillor working group. (**Yellow pages**)

6 Consultation by the Police and Crime Commissioner - Fire and Rescue Functions 3 - 72

To consider the proposals put forward by the West Mercia Police and Crime Commissioner for the future governance of the Hereford and Worcester Fire and Rescue Authority (**Yellow pages**).

7 Reports of Cabinet 73 - 90

To consider the reports of the Cabinet and to receive answers to any questions asked on those reports as follows:

- a) Report of Cabinet – Matters which require a decision by Council (**Yellow pages**); and
- b) Report of Cabinet – Summary of decisions taken (**White pages**).

8 Overview and Scrutiny Work Programme 2017/18 91 - 98

To consider the future work programme recommended by the Overview and Scrutiny Performance Board (**Yellow pages**).

9 Notices of Motion

To receive the report of the Head of Legal and Democratic Services on any Notices of Motion received by him (**Lilac pages**).

Councillors are asked to note that any Notices of Motion must be received by the Head of Legal and Democratic Services no later than noon on Thursday, 7 September 2017.

10 Report of Cabinet Member with Responsibility 99 - 110

To receive the report of the Cabinet Member with Responsibility for Communities on current issues and proposed developments within her area of responsibility and to receive answers to any questions on the report (**Green pages**)

11 Question Time 111 - 112

To receive answers to any questions asked by Councillors (**Orange pages**).

(Members are reminded of the timescale adopted by Council for notice of questions. A Councillor may only ask a question if:

- *It is delivered in writing to the Head of Legal and Democratic Services by noon on Monday 11 September 2017 or*
- *If it relates to urgent business, the Head of Legal and Democratic Services is notified at least half an hour before the start of the meeting.)*

12 Reports of Committees 113 - 118

To consider the reports of Committees and to receive answers to any questions asked on those reports as follows:

- a) Audit and Governance Committee – Summary of decisions taken (**White pages**);
and
- b) Planning and Regulatory Committee – Summary of decisions taken (**White pages**).

NOTES

- **Webcasting**

Members of the Council are reminded that meetings of the Council are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

- **Catering Arrangements**

Luncheon will be available at 1.00pm or thereabouts in the Lakeview Room. This will be provided for all Councillors, without payment, and for pre-notified guests, who must be paid for in advance. An indication of any guests wishing to take luncheon should be given to staff in the Business Support Unit at least three days before the Council meeting.

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. The above reports and supporting information can be accessed via the Council's website at: www.worcestershire.gov.uk

To obtain further information or a paper copy of this agenda please contact Simon Lewis, Committee Officer by telephone on Worcester (01905) 846621 or slewis@worcestershire.gov.uk

Date of Issue: Tuesday, 5 September 2017

This page is intentionally left blank

COUNCIL
14 SEPTEMBER 2017**CONSTITUTIONAL MATTERS**

Vice Chairmanship of HOSC**Recommendation**

- 1. The Head of Legal and Democratic Services recommends that the nominee of the Health Overview and Scrutiny Committee (HOSC), Mrs Frances Smith, be appointed as Vice Chairman of the HOSC.**
2. The Council from time to time appoints Chairmen and Vice Chairmen of member bodies to fill certain positions within its constitutional structures.
3. The Council is asked on an annual basis to agree the appointment of a Vice Chairman of the Health Overview and Scrutiny Committee when the nomination of the District Councils has been made.
4. The Council's Constitution states that the Vice Chairman of the Health Overview and Scrutiny Committee is to be selected by and from the District representatives on that Committee. The nomination from the District representatives made at the Health Overview and Scrutiny Committee on 19 July 2017 was Mrs Frances Smith, representing Wychavon District Council.

Council Working Group**Recommendation**

- 5. The Head of Legal and Democratic Services recommends that the Council considers:**
 - a) whether or not it wishes to re-convene the Council Working Group and if so;**
 - b) it agrees its membership and how it wishes to proceed.**
7. In January 2016, following a notice of motion in the names of Mrs E B Tucker, Prof J W Raine, Mrs S Askin and Mrs F M Oborski, Council resolved to form a cross-party working group to consider how better use might be made of the opportunities that full Council meetings represent, and how every Councillor could make a strong personal contribution for the benefit of residents and the county.
8. The cross-party Council Working Group was chaired by the Chairman of the Council for 2016-17, Mr A P Miller. It considered a number of issues which might improve Council meetings and the role of Members. Engaging with Members was an

important part of that process, and the Working Group circulated a questionnaire to all Members seeking their views. The group had been formulating proposals arising from feedback but had not been able to bring these to Council for consideration before the elections in May.

9. One specific issue was put forward to Council by the Working Group, about improving the budget-setting process. Its proposals about this were agreed at Council on 12 January 2017 and implemented for the budget meeting in February.

10. At the last Council meeting in July a motion was submitted calling for the Working Group to be reconvened – albeit with some new appointments to replace those councillors no longer with the Council – and to continue and complete the project. It was suggested that the same challenges remained, of still having to make significant annual budgetary reductions at a time of growing demand, need and expectation for County Council public services, and that councillors represented an increasingly important potential resource.

11. At the Council meeting the previous chairman of the Working Group (Mr A P Miller) requested that the proposer and seconder of the motion withdraw it. He suggested that the results of the survey conducted by the Group would be made available to all councillors and a report be brought back to this meeting of Council to consider whether to continue the work of the Group. The motion was withdrawn on this basis.

12. The results of the survey have since been circulated to all members as requested and the Council is asked to consider whether to reconvene the Working Group. If it does, it is also asked to how it wishes to progress this.

Contact Points

Worcestershire County Council: 01905 763763
Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Simon Mallinson, Head of Legal and Democratic Services
Tel: 01905 846652
Email: smallinson@worcestershire.gov.uk

Sheena Jones, Democratic Governance and Scrutiny Manager
Tel: 01905 846011
Email: sjones19@worcestershire.gov.uk

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are background papers relating to the subject matter of this report:

Agenda papers and Minutes of HOSC on 19 July 2017
Agenda papers and Minutes of Council on 14 January 2016, 12 January 2017 and 13 July 2017

COUNCIL
14 SEPTEMBER 2017**CONSULTATION BY THE POLICE AND CRIME
COMMISSIONER - FIRE AND RESCUE FUNCTIONS**

Recommendation

- 1. The Head of Legal and Democratic Services recommends that the Council:**
 - (a) considers the proposals by the Police and Crime Commissioner (PCC) for West Mercia for the governance of Fire and Rescue services, having regard to comments from the Overview and Scrutiny Performance Board; and**
 - (b) decides what, if any, response or comment it wishes to make on whether the Council supports those proposals.**

2. The Council is being consulted by the PCC for West Mercia, Mr John Campion, upon his proposals and draft business case to establish a Joint Commissioner for West Mercia Police and Fire and Rescue services to undertake the joint governance of both services. As a constituent member of one of the affected fire authorities, the Council is a statutory consultee in this process, while the Secretary of State is the decision-maker on any proposals submitted.

3. The enclosed documents at Appendix 1 from the PCC for West Mercia set out a draft initial business case for the joint governance of Police and Fire and Rescue services in Hereford and Worcester and Shropshire and Telford and Wrekin. The documents are:
 - Letter to the Leader of the Council
 - Summary of the proposals
 - Business case prepared by Beckford Consulting
 - Frequently Asked Questions
 - Questionnaire proforma for responses.

4. Also enclosed at Appendix 2 is a report commissioned on behalf of Hereford and Worcester and Shropshire and Wrekin Fire Authorities to review the draft business case.

5. This report to Council sets out the background to the proposals and includes comments from the Overview and Scrutiny Performance Board which debated the matter at its meeting on 18 July 2017. Council is asked for its response to the PCC's consultation in order to allow the Leader to reply formally on behalf of the Council.

Policing and Crime Act 2017

6. The Policing and Crime Act 2017 introduces a process where the governance of the Fire and Rescue Authority can be taken over by the Police and Crime Commissioner. The Secretary of State can make an Order to this effect if a PCC has submitted a proposal and it is in the interests of economy, efficiency and effectiveness, or in the interests of public safety for such an Order to be made. The PCC's proposal must contain an assessment of why the above grounds are made out. The PCC must consult various persons before submitting a proposal.

7. The Act also places a statutory duty on the police, fire and rescue and emergency ambulance services to keep collaboration opportunities under review and to collaborate where it is agreed that this would be in the interests of their efficiency and effectiveness.

8. Guidance on the duty to collaborate is expected this year but has not yet been produced.

9. In summary, the Act enables the following:

- Police and Crime Commissioners (PCCs) can make proposals to take over fire authority responsibilities within their police area
- PCCs prepare a business case to do so and must consult with the defined relevant local authorities (in effect the constituent councils of the 2 fire authorities in West Mercia) and others
- The Secretary of State decides on proposals
- If a constituent local authority does not support the proposal, the Secretary of State must arrange for an independent review of the proposals before making a decision
- The Government say they will only enable police and fire functions to be brought together under a PCC where there is a strong local case to do so.

Options for Changes in Governance

10. The Act sets out two options for how the change in governance can be achieved:

- (a) The "governance" model – where the Fire and Rescue and Police services remain as distinct organisations, with a Chief Fire Officer and a Chief Constable continuing to have operational responsibility for their services. The existing Fire and Rescue Authority would be abolished.
- (b) The "single employer model" - where the Police and Crime Commissioner delegates fire and rescue functions to a Chief Constable or "Chief Officer" who would employ both police and fire personnel.

11. Explanatory notes to the Act state that the Government will only enable police and fire functions to be brought together under a Police and Crime Commissioner "where there is a strong local case to do so". The Secretary of State decides on proposals and has the power to make an order to make the PCC the Fire and

Rescue Authority for the area the order covers, creating a PCC-style FRA. This preserves the legal identity of the fire and rescue service.

12. If PCCs do not become Police, Fire and Crime Commissioners the Act allows for PCCs to be represented on their local Fire and Rescue Authorities (FRA) or the FRA committees with full voting rights, subject to the consent of the FRA.

Preparing a business case and consultation

13. The process to be followed by a PCC in preparing a business case is set out in the Act. The PCC must consult with people in the West Mercia area, each constituent authority whose area contains all or part of the Fire and Rescue Authority affected or proposed to be created by the order and personnel affected locally by the proposals.

14. The business case must show why it is in the interests of the economy, efficiency and effectiveness or in the interests of public safety for the PCC to take on the responsibilities of the fire and rescue authorities. A business case for the "single employer" model should meet the same tests.

15. The business case must relate to a police area which matches the fire and rescue authority (FRA) area and can involve more than one FRA. A PCC cannot be in charge of only some of the existing FRAs in their area. In West Mercia's case, there are 2 FRAs and if the proposal were to be successful, both FRAs would be abolished and transferred into the PCC-style FRA.

16. If a constituent local authority does not support the PCC's proposal, the business case can still be submitted to the Secretary of State by the PCC, but must include copies of the consultation material and be accompanied by representations made by relevant local authorities. The Secretary of State then obtains an independent assessment of the proposal before making a decision.

Overview and Scrutiny Performance Board

17. Overview and Scrutiny Performance Board considered the proposals at its meeting on 18 July 2017 when the Deputy PCC attended to respond to questions. The comments made by the Board are set out in Appendix 3 attached.

Supporting Information

Appendix 1 – letter and consultation pack from the Police and Crime Commissioner

Appendix 2 – analysis of West Mercia PCC Initial Business Case produced by Ameo/Alendi Consulting

Appendix 3 – comments on the PCC Draft Business Case from the Overview and Scrutiny Performance Board

Contact Points

Worcestershire County Council: 01905 763763
Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Simon Mallinson, Head of Legal and Democratic Services

Tel: 01905 846652

Email: smallinson@worcestershire.gov.uk

Sheena Jones, Democratic Governance and Scrutiny Manager

Tel: 01905 846011

Email: sjones19@worcestershire.gov.uk

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.



Councillor Simon Geraghty
Leader of Worcestershire County Council
County Hall
Spetchley Road
Worcester
WR5 2NP

9th June 2016

Our Ref: JpC/mwb

As we discussed when we met, the Police & Crime Act enables Police and Crime Commissioners to become the governing body for the Fire and Rescue Services within their area if it increases the efficiency and effectiveness of the police and fire services.

With this in mind I have commissioned an independent business case to consider if any benefits could be achieved in our area from this governance change. As you will see, the business case concludes that there are significant benefits to be gained from bringing the governance of the two emergency services together, in terms of effectiveness, efficiency, improved public safety and community resilience.

The identity of both fire services and West Mercia Police will not be altered. Local fire crews and police officers will still serve their communities as they do now. This change in governance would not lead to reductions in frontline police or fire officers. Indeed, the idea is to improve frontline services by enhancing the way police and fire work together.

I recognise that the initial business case is just the first step on the journey of any potential fire governance changes and I am keen to hear the views of your Council in order to help shape the next steps.

I enclose a consultation pack including a covering letter, draft business case and commitments, FAQs, and consultation form.

The process to be followed is set out in legislation. It requires me to consult with the people of West Mercia, the workforce of the two Fire and Rescue Services and the Police, and the four upper tier local authorities. I am also seeking the views of the public, the District Councils in my area and of our MPs. Following that I shall review the business case, taking into account the responses from the consultation, and submit it to the Home Secretary for consideration.

You will see from the consultation pack that I am proposing to invite you to nominate local fire representatives to work with me, to support and enhance my work as Commissioner, and I envisage that they would be a strong link to your council and your community. I am interested in your views of how such local authority representatives could be appointed and what their responsibilities would be.

I am also interested in your views as to how governance changes could be implemented. The consultation launches on the 12th June and will run for three months. At the end of the consultation period I will consider all views before finalising the business case for submission to Government.

Your Councils response to this proposal can be submitted by email or in writing to the details contained in the consultation pack.

I believe the initial business case has identified a significant opportunity to improve services for the people of West Mercia, but I am keen now to hear your views and the views of the communities we serve.

Yours sincerely

John Champion
Police & Crime Commissioner
West Mercia

Cc Chief Executive

This page is intentionally left blank



West Mercia Fire and Rescue Governance

Consultation Pack

I believe that by changing governance arrangements for our local fire services we can deliver more effective, efficient services to our communities.

By assuming the role of our two Fire Authorities we can significantly improve local police and fire services, whilst saving the taxpayer £4m a year.

I am consulting our communities and partners on these proposals and want to hear from as many people as possible before the closing date on the 11th of September. This pack is designed to give you all the information you need to understand the plans, the reasons behind them and to take part in the consultation. It contains:

- The commitments I would hold myself to as Commissioner for local fire services
- The business case setting out recommendations and evidence for change
- A Q&A document, covering questions that may arise as part of this consultation
- A copy of the consultation document

These documents are also available on my website, www.westmercia-pcc.gov.uk. Alternative formats of the consultation are available via my office on request.

For me, these proposals are about delivering the best long term results for our communities and our emergency services. Our Fire Authorities have laid some good foundations, but it's clear to me that our communities are not getting the most effective, efficient services they could. That can only be achieved by making this change.

By ensuring our police and fire services are collaborating and integrated as much as possible we can deliver better emergency responses, improve prevention measures, and increase information sharing between the services. It allows us to deliver necessary efficiencies in a way that protects the frontline, fully respecting and retaining the professional skills and knowledge within each service and geographic area, which I think is a key priority for our communities.

Thank you for taking part in the consultation.

John Campion, West Mercia Police and Crime Commissioner

John Campion, West Mercia Police and Crime Commissioner, Hindlip Hall, Worcester, WR3 8SP. Tel: 01905 331656 Email: opcc@westmercia.pnn.police.uk

Web: www.westmercia-pcc.gov.uk Twitter: @WestMerciaPCC Facebook: West Mercia PCC



**John Campion
Police and Crime Commissioner
West Mercia**



West Mercia Fire and Rescue Governance

June 2017

Foreword

I stood to become West Mercia’s Police and Crime Commissioner because I believed I could improve the service our communities get from their police force. It is for the same reason that I believe we need to pursue the opportunity to move to a joint Commissioner for Police and Fire; in the best future interests of our emergency services and communities.

Our police and fire and rescue services both provide a vital safety net to our communities, who need to know those services are there when they need them; whether that’s preventing emergencies, or handling them when they do occur. Both services help protect the most vulnerable people amongst us every day. Whilst their front line skills, training and equipment may differ, both services rely on hard-working officers who put themselves in harm’s way to keep us safe.

These officers in both services also need the right structures, cultures and support services behind them in order to do their work to the best of their abilities. There are clear areas of common interest, but while we have seen a degree of service collaboration up to now, these areas of overlap are almost entirely unexplored when it comes to service integration.

As Commissioner for both policing and fire I would be uniquely positioned to build on the existing good work of our Fire and Rescue Authorities, going beyond our current limitations to make that integration happen in the best interests of our communities.

Integration and collaboration does not mean ‘takeover’. I fully respect the unique skills and professionalism involved in the frontline services in each organisation and want to not only retain them, but develop the skills and capabilities in each service as much as possible, for the good of individual staff, the wider organisations and communities as well. Integration cannot and would not come at the expense of quality of service delivered, which I want to continue to improve.

“

I stood to become West Mercia’s Police and Crime Commissioner because I believed I could improve the service our communities get from their police force.

”

Each organisation has good foundations from which to build, but faces further challenges ahead in how it works. The need to maximise potential around effectiveness and efficiency in our emergency services has never been greater, but it can be achieved.

Beyond my tenure as PCC, this change in governance would bring benefits long into the future. For policing, the transition from Police Authorities to PCCs has meant more public accountability and engagement, more transparency, improved partnership working, things getting done faster, clearer holding to account processes and a strong community voice into our emergency service.

These benefits can all be realised around our fire and rescue services too, if we move forward from our good foundations, and embrace a new way of delivering the very best for our communities.

From improved HMIC reports to new technology - I am delivering on my promises as Police and Crime Commissioner. In this document I am putting forward the additional pledges I would expect the public to hold me to as a joint Commissioner for fire and rescue services, as part of a single clear, consistent and integrated plan.

“

Now is the opportunity to take collaboration to the next level and deliver for our communities.

”



John Champion

West Mercia Police and Crime Commissioner

A safer West Mercia

Communities expect their fire and rescue services to be there when they need them, with the right skills and equipment to respond quickly to unpredictable circumstances. For me this is a fundamental requirement which cannot be compromised. I will keep our communities safe by ensuring this is always the case and build on that foundation, by improving collaboration and focusing on preventing emergency incidents from happening in the first place.

As Commissioner for fire and rescue services I would:

- Protect, and where possible improve the level of service our communities receive
- Ensure the right response to incidents is available at the right time, including incidents where multiple agencies are required.
- Ensure the best possible use of public money
- Reduce emergency demand, with a focus on education and prevention
- Back our officers with the resources they need to do their jobs effectively and efficiently
- Ensure our services work more closely with partners to improve community resilience
- Hold Chief Officers to account to ensure an effective, efficient service for our communities



Visit to the new shared police and fire Operations Communications Centre, currently under construction at Hindlip

A reformed West Mercia

Our fire and rescue services are hard-working, professional organisations that deliver a good service to our communities. However, their full potential for effectiveness and efficiency is harder to achieve within current governance and operational models. Limited collaboration with each other and the police force has gone on up to now, but this must be strengthened, deepened and accelerated if all our services are to deliver the best results they are capable of.

I want to build on the good foundations set by our Fire and Rescue Authorities to deliver modern, innovative fire and rescue services that lead the way nationally; whether that is in terms of emergency responses, back-office support functions or value to the taxpayer. However well these areas are performing now, it is only through proper and meaningful integration with each other that we can fully unlock the potential benefits.

As Commissioner for fire and rescue services I would:

- Maximise the potential benefits of integration between our police and fire and rescue services to improve the effectiveness, efficiency and resilience of services
- Ensure services are financially sustainable over the short, medium and long term
- Establish a formal alliance between Shropshire and Hereford & Worcester Fire and Rescue Services, to retain local identities and services whilst realising the potential benefits of scale and service resilience
- Improve relevant sharing of data between police and fire and rescue services. This would improve everything from emergency responses through to future planning
- Ensure a collaborative approach to training between our police and fire and rescue services, integrating training wherever appropriate
- Integrate resources between police and fire and rescue services to provide better services in rural areas
- Ensure our front line officers are supported by a world class back-office function
- Ensure a geographic spread of skills and resources



A reassured West Mercia

It is vital that our communities not only are safe, but feel safe as well. This element of reassurance is as important in fire and rescue considerations, as it is for policing and crime.

Our emergency services have a crucial role to play in our communities, beyond responding when there's an emergency. They play a central role as a part of the communities they serve every day. I want to ensure that is the case where our fire and rescue services are concerned.

I want to build on their current education programmes to really involve and empower communities to play their pivotal roles in preventing emergencies in the first place; whether that is around road safety, water safety or simple fire precautions. Giving people the opportunities to learn, think and take positive action around these kind of issues can be hugely beneficial to our fire and rescue services, and can certainly help our communities rest a little easier at night.

I also want to provide reassurance as Commissioner, ensuring our communities can have faith in me, as well as the Chief Officers I would hold to account on their behalf. I would ensure proper transparency, giving communities and partners the opportunity to scrutinise my work.

I would build a visible presence, working with local authorities and other partners to engage with our communities and provide a strong voice on their behalf, making sure their priorities are understood and needs are being met.

As Commissioner for fire and rescue services I would:

- Maintain and build on effective education programmes to prevent emergencies and provide reassurance
- Provide a strong voice for our communities, to ensure their priorities are understood and acted upon
- Empower communities to take more action to stay safe and prevent emergencies
- Have a visible, accessible presence for both our communities and our fire services, ensuring public accountability and community reassurance
- Work with partners to ensure the best possible results
- Be open and transparent with my work and decisions, to allow proper scrutiny and ensure public confidence
- Invite our councils to nominate local fire representatives to work with me, to support and enhance my work as Commissioner



To contact your Police and Crime Commissioner:

John Campion

Police and Crime Commissioner
OPCC, West Mercia Police
Hindlip Hall, Worcester
WR3 8SP

 **01905 331656**

 **opcc@westmercia.pnn.police.uk**

 **www.westmercia-pcc.gov.uk**

 **@WestMerciaPCC**

 **West Mercia PCC**

 **WestMerciaPCC**

This document is available in other formats,
please contact 01905 331656 for further assistance.

Sustaining Resilience, Exploiting Information, Enhancing Service

Initial Business Case considering the governance of
Shropshire Fire and Rescue Service
and
Hereford and Worcester Fire and Rescue Service
by the
West Mercia Police and Crime Commissioner



Contents

- 1: Executive Summary
 - 2: Acknowledgements
 - 3: Preferred Option
 - 4: Research and Engagement Process
 - 5: Options Considered
 - 5.1: Options
 - 5.2: Sustain Current Trajectory
 - 5.3: Single Employer Model
 - 5.4: Joint Governance
 - 6: Joint Governance: Five Case Analysis
 - 6.1: Background
 - 6.2: Strategic
 - 6.3: Economic
 - 6.4: Commercial
 - 6.5: Financial
 - 6.6: Management
 - 6.7: Implementation
 - 7: Collaboration
- References

Researchers and Authors:

Dr. John Beckford, Keith Elford, Professor Peter Kawalek

1: Executive Summary

- 1.1: Beckford Consulting was commissioned by the Police and Crime Commissioner for West Mercia (PCCWM) to consider the initial business case for the governance, by PCCWM of Hereford and Worcester Fire and Rescue Service (HWFRS) and Shropshire Fire and Rescue Service (SFRS).
- 1.2: Consultation was undertaken with the PCC, Chairs of the two Fire Authorities and the Chief Officers of HWFRS, SFRS and West Mercia Police (WMP), their deputies and other nominated key officers and officials and consideration given to the substantial documentation provided by all three organisations. Workshops including the political and officer leadership of the affected organisations were held to provide the opportunity for collective engagement and debate about the ways forward.
- 1.3: The review work took into account the three principal options available to the organisations:
- Maintain the status quo;
 - Joint governance;
 - Single employer.
- 1.4: We consider that there is a business case for a change to joint governance of the three organisations. The business case can be summarised as follows.
- 1.4.1: Enhanced collaboration between police and fire services in West Mercia would create an opportunity to enhance Public Safety and Community Resilience across the three counties, within current resources, at a time when funding is more likely to be further squeezed than increased. The effect will be to strengthen the long-term resilience of police and fire services in a rural region where maintaining local services is challenging. It will create potential efficiency gains of £4m per year plus.

To achieve these outcomes, collaboration should include:

- Joint leadership and strategic planning, ensuring that collaborative activity is systematic, committed, and intentional;
 - Shared enabling services, supporting and removing barriers to collaboration; allowing efficiency gains; tailored to the needs of the three services, distributed and integrated;
 - Enhanced, front-line operational collaboration.
- 1.4.2: Features of operational collaboration would be likely to include (for example):
- A shared control room;
 - Routine sharing of stations and other assets;
 - Routine sharing of resources in the management of a variety of situations including RTCs and missing persons incidents,
 - Intelligence sharing;
 - An expansion of the PCSO/RDS scheme.

1.4.3: In our judgement, joint governance offers the best route to achieving these outcomes because, in contrast to maintaining the status quo, it simplifies decision-making. A single governance and decision-making forum creates a focus for ambition and drive, and makes it easier to create clarity of strategic direction. The appointment of a PFCC offers clear accountability to the public for the desired outcomes and makes it easier to remove barriers and bureaucracy:

- Whilst the current governance arrangements provide good ambition and solid foundations, maintaining the governance status quo (and its associated trajectory) would not deliver the available efficiency and economic gains and with continuing pressure on public finances it will become ever harder for the individual organisations to sustain resilient services;
- Attempting to bring the organisations together through a single entity, single employer model would offer only marginally greater benefits while introducing significant complexity, tension and organizational disruption with the potential to threaten public safety or community resilience and confidence in the services;

In contrast to the single employer model, joint governance achieves the required level of focus and purpose without the costly, complex, time-consuming, controversial and potentially distracting process that model would inevitably involve.

1.4.4: The joint governance model provides:

- Gains in Efficiency arising from joint governance will enable the three organisations to deliver and sustain their services at a lower Economic cost than is currently the case;
- Effectiveness and Resilience in ensuring Public Safety by all three organisations can be most readily enhanced across these three rural counties through shared governance and maximizing joint working and collaboration;
- Maintenance and promotion of established brand identities within the context of a FRS alliance;
- Greater synergies delivered through simpler, aligned decision making;
- Gains in Efficiency of processes and structures across the three organisations can be realized through a substantial increase in both the volume and nature of collaborative working, particularly in the areas of Prevention, Public Safety and Community Resilience. This can be further supported by consolidation of back office and enabling services provision. In each case a strong focus on enhancing value for money and rapid delivery of benefits will be important;
- Greater and accelerated collaboration;
- Geographically distributed, integrated and tailored shared services;

- New technology will offer potential for extending collaboration and many of the initiatives already in course of delivery will create potential for Police and Fire to function more flexibly and cohesively;
- Initial financial implications are potential savings in a full year of £4m. Implementation costs will be driven by the delivery strategy adopted by the PCC and the Chief Officers;
- Actions and decisions of the PFCC would be subject to public scrutiny by the local authorities' combined Police and Crime Panel.

It is important to note that any savings could be from across all three organisations. They would contribute to current savings requirements.

1.5: It is important to state that there is no criticism offered of the performance of the existing governance or organisations in their current form. We have not become aware of deficiencies in any dimension of their performance which would cause us to consider that there is a failure or risk of failure to overcome. The argument presented is rather that there is an opportunity for more to be achieved on the same resource base by working together under joint governance and a co-developed plan than by working separately.

1.6: An initial view of an implementation plan proposes that the organisations accelerate their rate of collaboration in the period leading up to a change in governance (subject to parliamentary approval) which would occur in April 2018. During this period critical projects currently in course (some of them joint) will be completed and working properly.

Thereafter, as governance changes take effect and deliver modest immediate savings, the PCCWM can work with WMP, HWFRS and SFRS to prepare a full implementation plan for delivery over the subsequent years which will need co-development with a transformation plan already in development by WMPCC, each influencing the content of the other.

2: Acknowledgements

We formally acknowledge the helpfulness and willingness of the political leaders of all three services, their Chief Officers, Deputies and other Officers and officials in preparing this work. Help and information were provided without hesitation or query enabling us to work rapidly and efficiently. Our thinking has been challenged and tested by these individuals and they contributed substantially to an open, transparent process.

We thank the staff of the PCCWM for their support and assistance throughout the process.

All parties have been friendly, open, supportive, prompt and efficient.

3: Preferred Option (Brief)

3.1: We consider that there is a business case to be made for the joint governance of West Mercia Police, Hereford and Worcester Fire and Rescue Service and Shropshire Fire and Rescue Service.

3.2: To deliver the option will require:

- Change of the PCC to PFCC for West Mercia;
- PCC becomes the Fire Authorities for HWFRS and SFRS;
- Maintenance of the Fire and Rescue Services as separate entities each under their own Chief Officer;
- Extension of the staffing and functions of the PCCWM to incorporate the statutory, reporting and administrative obligations and functions of the existing Fire Authorities;
- Adoption of an alliance command and leadership structure;
- Development of a shared/integrated Policing, Crime, Fire and Rescue Plan;
- Development of joint Police and Fire services for prevention and public safety activity;
- Exploitation of investment in information and related systems and technologies;
- Acceleration of collaborative working;
- Finalisation and realisation of the indicative costs and benefits identified herein.

3.3: We consider that this option has the potential to increase public safety through collaboration and efficient resource utilisation. It will thereby enhance community resilience while limiting the risk of organisational cultural barriers and resistance. We believe that joint governance can increase effectiveness by removing potential barriers to much higher levels of collaboration and reducing risk of resistance from some quarters. It offers the greatest potential for significant efficiency gains while the cost of implementation is expected to be low compared to the single employer model.

4: Research and Engagement Process

4.1: It was clear from the outset that if any change were to arise from the exploration of this business case then shared development of that change and engagement and collaboration by all parties throughout the process would best support its implementation.

We therefore undertook two processes in parallel:

- Collection and collation of organisational data concerned with structures, establishments, budgets, financial plans, information systems, core contracts and both ongoing and planned projects and changes;
 - Semi-structured interviews with the PCC, the Chairs of the Fire Authorities, Chief Constable and Chief Fire Officers, their Deputies and Assistants and nominated officials. These particularly included understanding the process and impact of ongoing projects and the process and impact of existing collaboration activity (so that in neither case would financial benefits be double counted).
- 4.2: The purpose of these interviews was to provide maximum opportunity for the individuals concerned to express their views, ideas and concerns about the question under consideration. It served to allow them to be fully involved in the discussion about possible options, the rationale for those options and to raise any issues of particular concern.
- 4.3: Once completed, the outcome of this process was brought together with our interpretation of the strategic intentions of the three organisations, the organisational structures and financial data. The whole was then assessed by us against the three principal options.
- 4.4: Our initial findings were informally explored with the PCC and subsequently presented to a meeting of the leaders (political, officers and officials) of all three organisations. Essentially well received the leaders expressed concern that the business case should rest more heavily on the issue of sustainability, organisational resilience and the potential to improve the community outcomes of the three services and less on the potential for financial savings. It was considered that such savings could be achieved while there was debate about both timing and quantity.
- 4.5: A further round of discussions and interviews was undertaken as was a second 'all organisations' meeting to discuss the draft business case prior to its formal submission to the PCCWM.

5: Options Considered

5.1: Options

Consistent with the research proposal and with APACE¹ guidance provided we considered three options:

- Sustain Current Trajectory;
- Single Employer Model;
- Joint Governance.

5.1.1: These were all judged against the assessment requirements in relation to Effectiveness, Public Safety and Community Resilience, Efficiency and Economy and our considerations included political and cultural factors as well as the ease of implementation. We also considered the 'Treasury 5 case' analysis in reaching our recommendation.

5.1.2: It is important to reiterate that there is no criticism offered of the performance of the existing governance or organisations in their current form. We have not become aware of deficiencies in any dimension of their performance which would cause us to consider that there is a failure or risk of failure to overcome. The argument presented is rather that there is an opportunity for more to be achieved on the same resource base by working together under joint governance and a co-developed plan than by working separately.

5.2: Sustain Current Trajectory

5.2.1: Sustaining the current trajectory means proposing no change in the governance arrangements of the respective services. The three organisations would continue to pursue existing collaborative projects and to develop further such projects and activities in a manner consistent with their individual plans and strategies.

5.2.2: This is not a 'do nothing' strategy as while the three organisations would persist with their existing separate governance and command structures, there is collaborative and joint working in place or being established which will change the way they are. There is strong aspiration in respect of collaboration but we did not, from the information presented, identify specific, measurable financial or other benefits to be achieved nor expected delivery dates with the exception of the shared OCC at Hindlip. It is possible that these are reflected in project plans and budgets for individual areas.

5.2.3: Sustaining the current trajectory would not prevent enhancements to Public Safety and Community Resilience it would not necessarily enhance service outcomes beyond current plans and expectations. From an Effectiveness perspective it would neither enhance nor enable further and deeper collaboration and it would equally not stimulate either process Efficiency improvement or Economic gains.

5.2.4: The option would offer a number of apparent short term advantages. It would cause no disruption and incur no implementation costs nor would it be anticipated to have any employee relations impact. Plans currently on course to deliver savings would not be disrupted. Politically it would no doubt be viewed differently by different observers. The brands of the three organisations are well known and respected in their communities and these would be sustained under this option. Because the organisations do not need to integrate to collaborate, this option would avoid the, potentially disruptive, need to align differing organisational cultures, behaviours and disciplinary and employment structures. The approach would not inhibit interchangeability or sharing of appropriate resources but neither would it encourage or facilitate it.

5.2.5: A number of disadvantages would also arise. First of these is that the directness of accountability to the public would not be enhanced as it would be with a Police and Fire Crime Commissioner. Current collaboration, which is acknowledged by the organisations to be slow and limited in progress, would not be stimulated and it is thought unlikely that existing or envisaged services would be enhanced. There are a number of areas where potential collaboration opportunities are not currently being realised. These include each benefitting from the insight and expertise of the other in relation to service delivery around:

- Search;
- Rescue;
- Missing persons;
- Road traffic incidents;
- Prevention activity;
- Supporting the most vulnerable;
- Youth engagement;
- Community resilience.

5.2.6: Shared enabling and support services may realise significant performance and delivery cost gains. It is important that in working together the statutory responsibilities of each and particular expertise are brought together through a fully joined up understanding.

5.2.7: The success of the Fire and Rescue Services over many years in reducing incidents through the public safety and prevention campaigns means that the cost of sustaining the services and maintaining their effectiveness becomes harder to justify the scale of the organisation. There is a threat to their effectiveness, sustainability and resilience if opportunities for efficiency and economic gains are not actively pursued. Similarly, doing nothing would inhibit the realisation of potential from the collective investment in information and communications technologies. It will be essential to ensure first that the systems provided to Police and Fire are fit for the specialist purposes for which they are needed and second that they deliver increased value for money.

5.2.8: Although not a critical factor, it is worthy of note at this point that West Mercia Police already has an alliance with Warwickshire Police and it may be that

advantage can be gained through that for all parties. The existing alliance with Warwickshire Police will hamper neither this project nor the creation of shared services that would in the future support West Mercia Police and Fire Services. However, it is important to remember that the geographical and political boundaries around these services are not common with those of the fire and rescue services.

5.2.9: We cannot recommend this option.

5.3: Single Employer Model

5.3.1: Under the single employer model (SEM) the WMPCC would take over the governance of the Fire Authorities and, subsequently, West Mercia Police, HWFRS and SFRS would be merged into a single organisation. This would have a unified command structure with Police and Fire being divisions within that single organisation. A single Chief Officer, drawn from either a Police or Fire background would be appointed to lead the organisation.

5.3.2: The SEM would offer potential benefit to Public Safety and Effectiveness by enabling further collaboration and possibly better resource utilisation which could help to ensure the sustainability of police and fire services. It would remove institutional and legal barriers to maximising collaborative working and offer greatest potential for process efficiency and economic gains.

5.3.3: However, it is possible that staff and their representative bodies from all three organisations could be resistant to such a change and, as such, would be likely to delay and limit the realisation of, the benefits of such a change and might impart risk to public safety and service effectiveness. Effectiveness could be further inhibited through the need to overcome existing cultures and behaviours and build a single culture in a new organisation. The effort required to overcome such resistance to change might easily outweigh the advantages sought. We would anticipate that the overall economic cost of implementing this approach, both direct and visible and indirect and invisible would be greater than for the other two options.

5.3.4: The SEM would offer some potential advantages. The clear command and control structure would be simple and easy to understand (for employees and public alike), would be constitutionally very simple and would offer clear political and leadership accountability. The approach would potentially offer the greatest and fastest headline economic gains and maximisation of benefits. Seen by some as an 'inevitable destination' through flexibility in use of resources it would contribute to the resilience and sustainability of the services.

5.3.5: The disadvantages of the SEM approach seem to us to outweigh the advantages. The newly combined organisation would need to invest first of all in establishing a shared identity for both public and employees. It would require investment of substantial resources in establishing equality of work and pay, pensions and other employment benefits, and thereby impart risk to current

financial and business models. It would need to support this with full alignment of the financial models, equalisation of the precepts and balancing of liabilities. There would be a number of difficulties in the implementation process including cultural, behavioural and employee relations concerns, and potentially some lost work. These issues would certainly lead to negative impact on effectiveness in the short to medium term and inhibit the development of a new, single, shared identity for the organisation.

- 5.3.6: Compounding these aspects there are a number of other issues with which the SEM would have to contend including enforced ICT integration at pace. Failure of the business critical systems underpinning service delivery would risk unacceptable outcomes for public safety. Such failure potential becomes increased when systems are merged, renewed, updated or refreshed.
- 5.3.7: The WMP are currently delivering a number of significant projects (with Warwickshire Police) and have a transformation programme emerging. In parallel the HWFRS Control Room is co-locating in 2018 to share physical space with the WMP Control Room. This will be a useful test for both organisations.
- 5.3.8: There would be concern about the loss of the two FRS brands which are both respected and valued, and in particular that concern would be about the loss of local identity in the merged organisations. Similarly WMP have a well-established brand and a clear public understanding of their role. For all organisations this understanding might be threatened by full merger. This would at least appear to contradict the attempt to increase direct local accountability.
- 5.3.9: We cannot recommend this option.

5.4: Joint Governance

- 5.4.1: Joint governance would mean, as a minimum, that the PCCWM becomes the PFCCWM and the role of the existing Fire Authorities would cease. The PFCCWM would provide political leadership to all three services as well as fulfilling the role of employer for Fire and Rescue Services across Herefordshire, Worcestershire, Shropshire and Telford and Wrekin. The existing alliance with Warwickshire Police need not be affected by this change. There can be little doubt that establishing a new mechanism of governance across the three services will present challenges of organisation and compliance, though these will be less demanding than would be the case for a single employer approach.
- 5.4.2: Under this political leadership, all existing duties, responsibilities and obligations of the existing Fire Authorities would be absorbed into the PCCWM. The identities of the existing three delivery organisations would be sustained but would be brought together in an 'alliance' command structure with a Chief Constable and two Chief Fire Officers. Given the existing police alliance with

Warwickshire it may be that some further elaboration of the structures and more extensive collaboration would be achieved

- 5.4.3: We would suggest that operational efficiency would be enhanced by bringing delivery of all three West Mercia services together through the Control Room at Hindlip whilst resilience would be maintained by ensuring that there are adequate control facilities in each part of the WMPCC area as well as those in Warwickshire
- 5.4.4: While the PFCC would be responsible for developing an appropriate Police and Crime Plan and a Fire and Rescue Plan, we would suggest that the overall activities can be thought of in four major blocks: Policing; Fire and Rescue; Public Safety and Prevention; and Enabling Services. Community Resilience is integral to each of these four blocks. The first three of these would accelerate and increase joint working and collaboration, particularly around the Public Safety and Prevention thread through which much benefit might be derived. Enabling Services covers all those back office and support services essential to the operation of the other three. Joint working should produce gains in both effectiveness and efficiency with some economic benefit but perhaps that will be absorbed in sustaining resilience. Enabling services on the other hand should produce efficiency, effectiveness and economic gains through better use of shared systems, common approaches and joint procurement where that is appropriate.
- 5.4.5: We believe that this approach offers the potential to deliver gains in Public Safety and Effectiveness comparable with those of the SEM whilst reducing the risks of resistance and disruption that might arise from that approach. Joint command removes many of the organisational barriers to increasing collaboration while, again, minimising the risk of resistance. It offers as much potential for gains in effectiveness, efficiency and economy while having a lower cost of implementation and a lower risk profile than the single employer model.
- 5.4.6: The advantages of this option include supporting the sustainability and resilience of all services across West Mercia through fuller, faster collaboration and joint working together with additional interchangeability and sharing of some resources. These should translate to further and faster development of better services to the public. There will be fewer barriers to progress than with the SEM and the common command structure will enable a 'best fit' principle to be applied to the major strands of activity, allowing the deployment of the most appropriate or the nearest resource depending on the particular circumstances. While it might be argued that similar benefits are possible under either the existing arrangements or joint governance, the history and experience of such arrangements both within West Mercia and more broadly, shows that these are unlikely to be realised.
- 5.4.7: Sustaining the three separate organisations will cause a little extra work at PFCCWM level but that will be compensated for by maintaining the local connection with the level of spending and precept and thus the local accountability of services. Whilst the two FRAs have provided solid foundations

from which to build, expanding the work of the PCC to include Fire and Rescue will improve public visibility, accessibility and accountability of Fire and Rescue governance.

- 5.4.8: This option will also enable the greatest benefit to be derived from the adoption of ICT developments especially around prediction, planning and flexible working with the organisations able to blend specialist knowledge, systems and equipment where necessary with generic knowledge, systems and equipment where that is most appropriate.
- 5.4.9: The disadvantage will initially be the absence of a 'single command' at Chief Officer level and it may be that the economic gains are slightly less than they might otherwise be. Whilst over time a single Chief Fire Officer and command team for an alliance of two fire and rescue services may be desirable, additional strategic capability will be needed through the early period. We believe that the principal driver in this large, very rural area needs to be on sustaining the resilience and effectiveness of the services. The alliance working will need to develop a clear financial model so that costs and benefits are shared appropriately. The cost of doing that should be outweighed by the benefits.
- 5.4.10: The development of a shared enabling services function must be handled carefully. It must be recognised from the outset that the Chief Officers, working with the PFCC must take responsibility for creating an enabling services function that meets all of their needs. Explicitly that means it needs to be the most effective in providing support not simply the cheapest.
- 5.4.11: We recommend this option.

6: Joint Governance: 5 Case Analysis

6.1: Background

6.1.1: West Mercia Police is governed by the Police and Crime Commissioner for West Mercia supported by a Deputy and a Chief Executive, Treasurer and other governance functions. West Mercia Police is led by a Chief Constable and Deputy and delivers its services through an alliance with Warwickshire Police which has a matching senior command structure. The senior alliance officers are Assistant Chief Constables, the officials are Directors. It should be noted that provision of fire and rescue services in Warwickshire is not a consideration of this business case. The alliance is included because of its implications for the change under consideration.

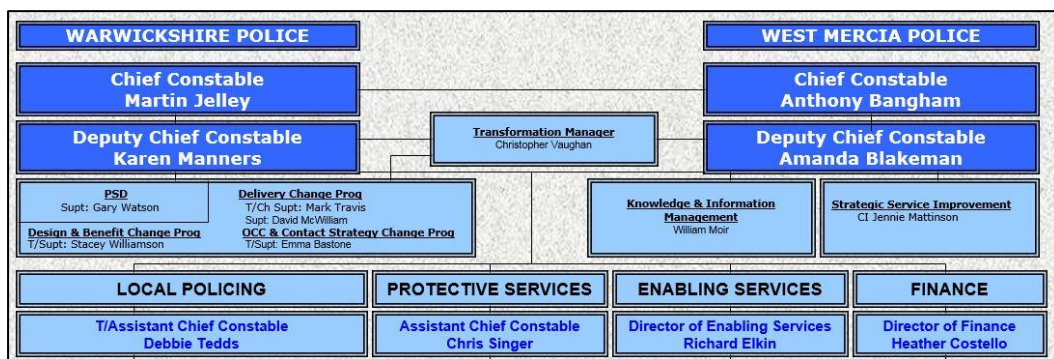


Figure 1

6.1.2: The police alliance extends to both Local and Protective Services policing which may have practical implications for collaboration between Police and Fire & Rescue Services in Herefordshire, Worcestershire in particular (having a shared boundary with Warwickshire Police) though less so for Shropshire.

The existence of the Police Alliance creates no substantive issue that we have identified

6.1.3: Of direct relevance to the change under consideration are three elements of the alliance structure. Warwickshire Police and West Mercia Police share a single Director of Finance and common Finance function and a single Director of Enabling Services (Procurement, Training, HR, ICT) and common support functions. This means that some of the benefits of shared services may have already been realised. In the event of a change in governance there will be a need to adapt those shared services to accommodate new approaches, behaviours and processes that might arise. There is also an alliance role of 'Transformation Manager' with responsibility for design and delivery of future policing. The existence of established integrated support functions may make the absorption of additional processing more straightforward (though it is recognised that there may be significant variation in some aspects). Similarly, it may be that the style of delivery and performance standards may need to be

reviewed. Along with WMP and Warwickshire Police, HWFRS outsources most of their property management functions to a contractor, PPL, in which it also plays a role in ownership and governance. WMP also outsources payroll operations.

- 6.1.4: The alliance has a number of significant projects in course and care will need to be taken not to disrupt them from, on time, to standard, delivery in this process of potential governance change. These projects include major ICT upgrades and a new control room in particular (shared with HWFRS).
- 6.1.5: West Mercia Police has an establishment of 2086 police officers, 2381 police staff and 403 specials. In the year to January 2017 WMP attended 142824 incidents of all types of which 81772 (57%) were related to Public Safety and Transport matters rather than reported crime. WMP Budget (2016/17) was £207.5m net with a savings target across the alliance for 2017/18 of £5m and a further £11m in 2018/19.
- 6.1.6: Hereford and Worcester Fire and Rescue Service is governed by Hereford and Worcester Fire Authority. The Authority is made up of 25 Councillors (6 from Herefordshire, 19 from Worcestershire) who conduct the political governance functions and are supported by 2 support staff plus legal services, monitoring and treasury. The Fire and Rescue Service retains its own finance, HR and other support functions. HWFRS is headed by a Chief Fire Officer supported by a Deputy CFO responsible for Service Support, Assistant CFO responsible for Service Delivery and a Director of Finance who is also Treasurer to the Fire Authority. There is an independent head of Legal Services who acts as Clerk and Monitoring Officer. With WMP it outsources most aspects of its property management to a contractor, Place Partnership Ltd (PPL), in which it also plays a role in ownership and governance.

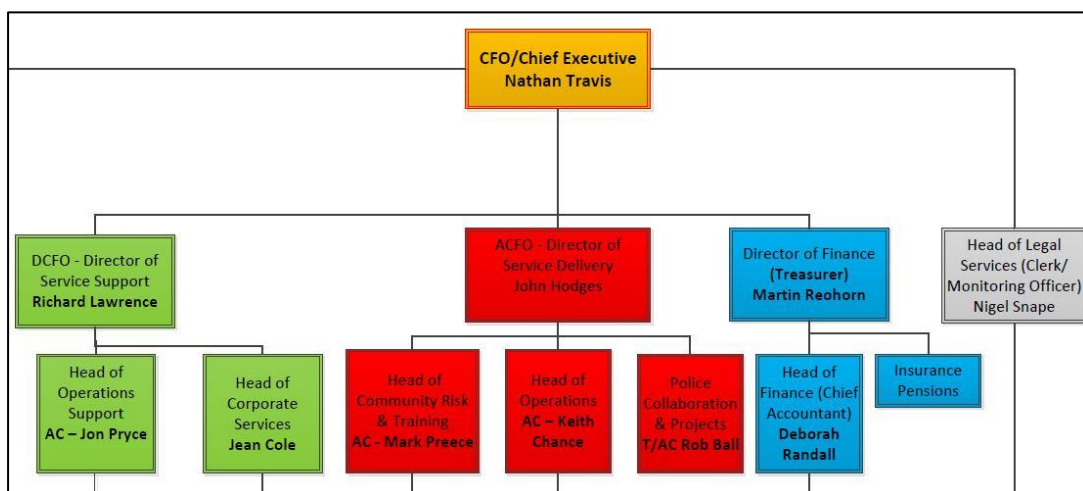


Figure 2

- 6.1.7: Around 80%² of the established, 757 person, HWFRS workforce are firefighters and of these 387 are retained firefighters, reflecting the rural nature of the location. HWFRS has 27 Fire Stations of which 8 have whole time crews available serving a population of around 750000. In 2015/16 HWFRS attended 6459 incidents (in relation to 9346 emergency calls) reflecting a 'continuing downward trend'³ Of calls attended, 1920 were in relation to Fire, 3050 were false alarms for various reasons, 1489 were for special services including 648 road traffic collisions. HWFRS aims for a response time to life threatening incidents of 10 minutes.
- 6.1.8: HWFRS is undertaking a number of change and transformation projects. In addition to the development of the joint control room with WMP it is, like all emergency service organisations, working on the Emergency Services Network and Public Services Network projects, it has also transferred operation of its payroll to Warwickshire County Council. It has also commenced working on collaborative projects with Warwickshire Fire and Rescue Service and on a 'blue light hub' in Wyre District. A project to renew Evesham Fire Station is now completed and work continues on a similar project in Hereford.
- 6.1.9: HWFRS has a budget of around £32m (2016/17) and is aware that it needs to generate further savings of £1.6m by 2019/20
- 6.1.10: Shropshire Fire and Rescue Service is governed by Shropshire and Wrekin Fire Authority. The Authority is made up of 17 Councillors who conduct the political governance functions and are supported by a treasurer and part time support staff with most functions outsourced to the Local Authority. The Fire and Rescue Service retains its own finance, ICT, HR and other support functions. SRS is headed by a Chief Fire Officer supported by a Deputy CFO responsible for Service Delivery and Training, Assistant CFO responsible for Corporate Service (HR, ICT, Planning and Performance), Head of Finance and Head of Resources.

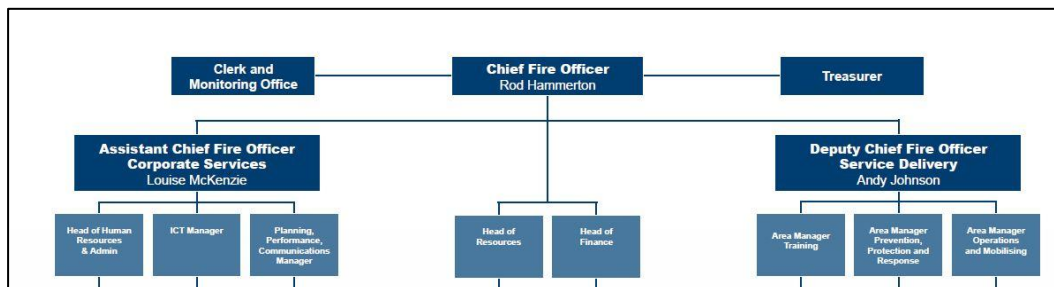


Figure 3

- 6.1.11: SFRS has an establishment of 640 of whom 79%⁴ are firefighters (177 whole time and 332 retained). This proportion again reflects the very rural nature and widely distributed population of Shropshire. SFRS has 23 Fire Stations of which 3 are permanently staffed and serving a population of 473000 in England's

largest county. While SFRS⁵ has a clear focus on prevention it attended 3956 incidents in 2015/16. Of these, 1234 were in relation to Fire, 1688 were false alarms for various reasons, 1034 were for various special services including 267 road traffic collisions. SFRS aims for a response time to life threatening incidents of 15 minutes.

- 6.1.12: SFRS has delivered service efficiency gains and reviewed its Telford site to improve its utility for SFRS and local resilience. A number of other operational improvements have been delivered in relation to people and systems in particular.
- 6.1.13: SFRS had a budget of £21.7m in the 2016/17 year and knows that continuing work will be required to deliver and maintain resilient services against future financial constraints.

6.2: Strategic

There are three major strategic opportunities that can be addressed through the proposed joint governance arrangement.

- 6.2.1: The first is that the organisations can accelerate collaborative working in the delivery of front-line services, in particular of the Public Safety and Prevention activities and tie these down to both process outcomes and financial objectives. The counties of Herefordshire, Worcestershire and Shropshire are large with significant rural areas and low population density. Travel across the area can be slow with limited motorways and dual carriageways and effective provision of services will always demand locally based capability. As pressure continues on the cost of service provision in the future collaborative working between services will be the most cost-effective way to sustain service resilience and effectiveness.
- 6.2.2: As all three organisations continue to deliver the same levels of service on lower budgets there will come a point where the existing business and service delivery models have been refined and reduced to their limits. At that point the services will need to consider reductions in service and/or variation in service response times. Joint working and collaboration will encourage the redesign of services and challenge the organisations to develop transformative ways of working to deliver the same services on a lower cost base and obviate the need for service reductions.
- 6.2.3: As well as front line services enabling services can similarly be transformed. Currently, WMP has its enabling services largely shared with Warwickshire Police with property management outsourced to PPL. SFRS buys in a variety of services from the local authority in Shropshire while retaining some of its own capability. HWFRS buys in some services from Warwickshire County Council and PPL while again retaining some internal capability. The proposed change to joint governance of the three organisations generates the opportunity for a rapid and rigorous reappraisal and redesign of the provision of all enabling

services embracing organisation, structures, processes, information and behaviours. These should be redesigned around the needs of the three organisations taking account not just of short term efficiency and economic gains but, particularly, the most effective ways in which such services can and should be delivered to three highly distributed organisations operating multiple shift systems throughout the week. Procurement and scale efficiencies can result. There is an opportunity to offer services which are locally distributed while retaining the benefits of centralised provision of the information, systems and technologies which underpin their delivery. Police Officers and Fire Fighters are on duty 24 hours per day, 7 days per week, enabling services can be provided in a manner that supports this demand with additional flexibility and efficiency.

6.2.4: It will be important to remember in undertaking such work that it will undoubtedly be possible to deliver economies through greater working at scale, consistency and homogenisation of certain aspects of, for example, training and equipment. It will be equally important to recognise and support those areas where specialist technical expertise or dedicated and specialised equipment is essential to the provision of an effective service. It will be one of the tasks of the Chief Officers to ensure that these are recognised and sustained.

6.2.5: The third major strategic opportunity rests in the potential to exploit investment in an information-enabled future. Substantial investment is already being made by WMP, Warwickshire Police and HWFRS in the new Hindlip control room together with a range of supporting investments in new infrastructure, hardware and software. While SFRS⁶ has and is making investment in ICT, the opportunity exists for it to join with the joint control room facility and for all services to align around the most appropriate software and technologies. This will be consistent with the development of the Emergency Services Network (ESN) and Public Services Network (PSN) infrastructures. New Information and Communication Technology (ICT) allows for new ways of working both in operations and in supporting and enabling services. Examples, in which both the statutory responsibilities and management of delivery will also need to be aligned, include:

- prediction of service demand;
- utilisation of 'big data';
- more flexible despatch and control;
- utilization of drones and other robotics;
- deployment of staff on areas of new demand such as dementia care, missing persons preventative services and support for the most vulnerable.

6.2.6: The public value benefits of both efficiency and effectiveness will increasingly require that ICT is understood to provide a common public safety platform. Shared costs can be reduced and collaboration can be further enhanced. Public value, over time, will inevitably require, indeed rely on, the effective sharing of

data across organisational boundaries and that need on its own is sufficient to necessitate new governance arrangements.

- 6.2.7: Joint governance and the data sharing enabled by changing ICT provision will also enable the identification of points of acute public need and the use of shared resources to respond to them. This will ensure the delivery of benefits of collaboration particularly in rural areas where delivery resources are sparse.
- 6.2.8: All that said, the focus of ongoing investment in ICT needs to be focused very clearly on the 'I' rather than on the C and T. The systems exist to deliver information to those who need it to support the decisions they are charged with taking and for which they will be accountable, there is an obligation to ensure that they are fully informed. The starting point for consideration in this area is to ask 'what do we need to know to make the decisions we need to make?' The role of the C&T is to provide that information. Information-focused processes need to be designed which deliver that information, are enabled by the technology and support devolved decision making to largely, distant officers operating with high autonomy.
- 6.2.9: All that which has been said above is consistent with the existing direction of travel both of the organisations under consideration but also across the public sector as a whole. At present collaboration is inhibited, in particular, by the multiple governance bodies (albeit unintentionally) and by the organisational barriers those arrangements render necessary. The proposed changes will support and enable significant acceleration in the substance and rate of transformation in the direction currently considered by Chief Officers and the design and delivery of a more coherent, integrated public service over a shortened timescale.

6.3: Economic

There are three principal areas in which public value can be directly improved through the proposed change.

- 6.3.1: The first and most readily available is through **reduced governance costs**. The combined direct governance costs of the SFRS and HWFRS Fire Authorities amount to around £577k in the 2016/17 financial year. It is estimated that these costs can be reduced by not less than £250k per annum from April 2018 through elimination of the existing member costs, around £136k and redesign or integration of the processes and structures of supporting services with those already borne by the PCCWM where a further benefit of at least £110k is anticipated. There will be some transitional costs to bear for the whole programme which will depend on the implementation strategy adopted.
- 6.3.2: It is proposed that the PCCWM would invite a small number of representatives from across the counties to offer and assist in sustaining local understanding after the change.

- 6.3.3: The second, and potentially most significant area of economic gain is in the **provision of enabling services** to the constituent organisations. We consider that through consolidation of activity, process redesign and the elimination of non-value adding activity a gain in the order of 25% of current combined costs is achievable. The benefits case for the change will need to take account of any committed cost reductions deliverable before the proposed governance change in April 2018 to avoid double counting benefits.
- 6.3.4: Across the four organisations affected here (including Warwickshire Police through the alliance), some 628 employees, 11% of the combined total, are employed in these areas which cover Chief Officers and their Deputies, Transformation, Alliance Working, Business Support and Estates, HR, Training, Transport, ICT, Strategic and Operational Planning, Legal, and Internal Audit. 482 of these are employed in existing West Mercia and Warwickshire Police Alliance related roles. There may be an impact on some of these roles from the proposed change in governance which will need to be recognised in alliance arrangements. Adopting lean and other quality management approaches, through consolidation of structures, integration, transformational process redesign and more effective use of information, this can be reduced by around 25% to about 474 (8.5% of the combined total) over three years. The estimated reduction in annual cost is estimated at a potential £4m across the three organisations on completion. There is no impact on front line staffing from this element.
- 6.3.5: The cost of designing and implementation should be largely absorbable within the current cost base of the organisation (by redeploying existing staff) although it is likely that some facilitative external consultancy support will be appropriate. The PFCC will need to determine the pace of delivery of the change through natural wastage, non-replacement of leavers and, if necessary, redundancy and that will to a large extent determine the cost of reducing the headcount. The style and pace of transition plans will have a significant impact on any transition costs arising.
- 6.3.6: The third area in which economic gain can be made is in enhanced **collaboration and optimisation** at front line especially around Public Safety, Preventative activities and Community Resilience. We have not attempted to quantify the potential at this stage. Existing collaboration plans (beyond the shared control room at Hindlip) embrace a range of matters such as PCSOs cross-trained as firefighters (23 across the two FRSs), joint fire investigations, incident planning and training, some procurement, PPL (property management), sharing of buildings and co-location. The financial benefits of these are reported to be captured in local budgets. Future plans include joint Harm Hubs and Community Risk Teams, co-locations of commanders, shared training facilities, relocation of HWFRS to WMP HQ and some aspects of driver training, vehicle repair.
- 6.3.7: We believe that there is much scope to extend collaboration, particularly in relation to Public Safety (where FRSs have been particularly successful) and

Preventative activities and Community Resilience. Through that we would expect to see potential realised for elimination of duplication of action, for increased efficiency in the use of all forms of resources and gains in achievements of desired outcomes. To achieve this will require retention of substantial management and leadership capability at senior levels in all organisations. That leadership will need to identify and quantify barriers to collaboration and work out means by which they can be overcome

6.4: Commercial

The commercial case for this approach is closely tied in to three other cases, the strategic, economic and financial but two additional elements stand out from those.

6.4.1: The first element is that the strong brand identities of the constituent organisations will be retained. This will help to ensure that public recognition and appreciation is sustained, will maintain the local, distributed control that serves so well in these rural counties while delivering the shared support and enabling systems that deliver business efficiency in processes and financial management.

6.4.2: The second element is that direct political accountability is achieved while the local input is sustained through the adoption of advisory support to the PCC to ensure understanding of those things which matter to individuals and local communities.

6.5: Financial

6.5.1: The financial case needs to acknowledge the good work that has already been done and is in course of delivery by all three constituent organisations. While major projects are in course of delivery, WMP is working on its future transformation plan. HWFRS has identified the need to save a further £1.6m pa by 2019/20 and SFRS knows that similar proportionate savings must be achieved. All are rightly concerned to protect and preserve their front line services in Policing, Fire, Prevention and Public Safety. One of the means through which that might be achieved is by bringing together the governance as proposed herein and exploiting that for the business efficiencies and savings that might be generated.

6.5.2: This will not be an easy, trivial or comfortable task. Much work has already been undertaken and process efficiencies and economic savings delivered. The next stage will require courage and insight to draw on the latent capability of information systems to reduce costs through smarter working, eliminate non-value adding activity, reduce process cycle times, improve response times, reduce duplication and delay and promote greater autonomy in the administrative functions. Part of this may be achieved through extensions to 'self-service' capabilities in enabling services, part through more radical approaches.

- 6.5.3: Work so far has largely delivered improvement to existing systems, processes, procedures. Taking the next steps will require considering whether some processes are needed at all, whether greater decision discretion can be allowed to individuals within the organisational system, whether some systems, processes, activities and ways of working have run their course and can simply be stopped. This will require courageous, strong leadership at all levels.
- 6.5.4: We believe that the benefits profile (based on the outline implementation plan in section 6.6) is as follows:

	2017/18	2018/19	2019/20	2020/2021
Governance	£0	£0.25k +	£0.25k +	£0.25k +
Organisational	£0	£0.5m	£2.0m	£4.0m
Cumulative	£0	£0.75m	£3.5m	£7.75m

The benefits stated and costs recognised are focused only on revenue matters. There are some capital programmes in course of delivery or in planning which are included in collaborative working, or are outside the scope of this work. Once a determination on the governance question has been made it is recommended that the WMPCC revisits the capital programme and identifies additional areas of potential gain.

6.6: Management

- 6.6.1: Delivery of the proposed plan will depend upon the hard work, determination and ambition of the Political leadership and Chief Officers of the three organisations. All have already demonstrated significant capability in this regard and it would be short-sighted when setting out on this task to reduce that capability at all. The task of delivering the change will be demanding and will rely on the engagement of the established leaders with their loyal workforces. Pursuit of this proposal will provide unity of energy and direction which will simplify the roles of the Chief Officers in meeting the expectations and demands of political leadership.
- 6.6.2: Although it may seem a luxury, our plan considers that each force should retain its own Chief Officer who will lead the change in the organisation and engage positively with the leaders of the other two. The proposed initial structure is set out in figure 4.

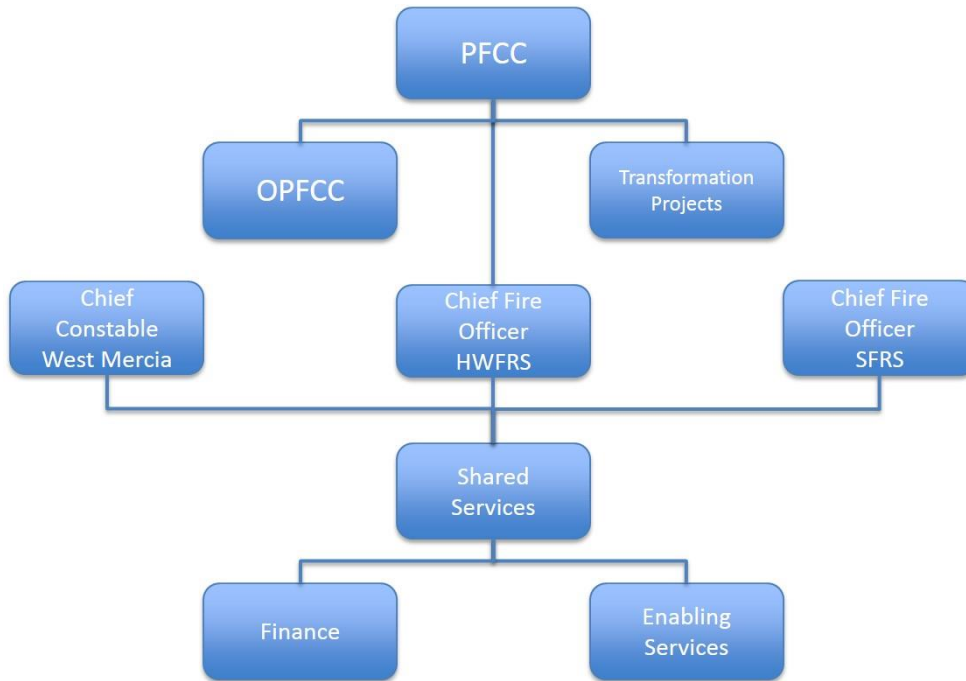


Figure 4

6.6.3: There will be key challenges for these leaders to deliver in the current year, particularly the shared control room at Hindlip and retaining leadership capacity will assist in not destabilising those challenges. For the future, the leaders will need to understand that transformation of their services is not an add-on to the daily duty, it is the daily duty. What they will be charged with delivering will be a different future and doing so will require them to exercise fully their skills in leadership, not managership or commandship. While there is no doubt that something would be achieved by giving instructions we believe that much more will be achieved by fully engaging every employee within the three services in the design and delivery of the change. They will need to build a share transformation team, to work out how that co-exists with the existing alliance activity and the collaboration and then work together to deliver a new way of working across process, people, information and technology.

6.7: Implementation

6.7.1: In the year to April 2018 the focus will remain on accelerating compliance with the statutory obligation to collaboration between the services and the development of alliances which do not rely on assumptions about any possible change in governance for their achievement.

6.7.2: In the period before April 2018 the three services can focus on the acceleration of existing collaborative activities and coupling them to achievement of performance and financial targets. None of that is affected by governance discussions.

- 6.7.3: WMP and HWFRS will be completing delivery of the major projects currently in course and, again, the governance conversation must not be allowed to distract the attention of the relevant people.
- 6.7.4 In the period before April 2018 the three services could focus on acceleration of Police and Fire Collaboration. If the proposed governance change is confirmed then from April 2018 what would be the PFCC would replace the two FRAs, establish the advisory panel and bring into being formal strategic command of the three services. The PFCC with the Chief Officers could then consider the most appropriate means of providing joint command and control across West Mercia and develop integrated plans for transformation, for integrated enabling services and commence delivering those plans.
- 6.7.5: Thereafter, from April 2019, the PFCC would be expected to review the senior command and leadership teams, to begin to release any redundant posts and deliver the transformation plan.

7: Collaboration

7.1: Sustainable success in the proposed joint governance model will be realised through maximising effective collaboration across the three organisations to ensure a resilient, cost effective approach to public safety and prevention. This will also support the development and delivery of an integrated prevention agenda.

There is collaboration already in course between the three services which extends to:

- Prevention and protection;
- Cross-trained PCSOs, FRS Search and Rescue Dogs;
- Joint fire investigations and incident planning;
- Joint command and control (SFRS/HWFRS);
- Joint operational and management training;
- PPL (premises management);
- Some elements of procurement;
- Some sharing of buildings.

7.2: Planned extensions to these existing collaborations include shared Harm Hub/Community Risk Teams, physical co-location of command teams, some shared training facilities and courses, some aspects of operational logistics around vehicle maintenance and driver training and the Public Services Network.

7.3: Documentation reviewed in relation to these aspects showed strong aspiration but was less clear on potential public service benefits, economic benefits and realisation dates. Some of these are believed to be in budgets and project plans, however this mainly highlights the potential for a sharper focus on this area and for the delivery of quantified benefits on all matters.

7.4: Meetings with Officers for all services and in the collective discussions provided the opportunity for consideration of additional areas for collaboration, the barriers that might exist and how they might be overcome. It was considered that a move to joint governance would enable joint strategic planning and enhance operational collaboration. Developing a shared enabling services model was also considered possible allowing efficiency gains while removing barriers. It was recognised that this would need to respect both the geography of the West Mercia area and be tailored to meet the needs of the services.

7.5: A number of operational areas were also identified as having potential. These included reconsidering how to more frequently deploy RDS resources in appropriate circumstances. This might include working together more closely on youth engagement, mental health issues, and meeting the needs of vulnerable people, all of which could be supported by an ethos in the control room of 'doing the right thing' to meet the need, especially in rural settings.

7.6: To achieve these ambitions will require connected thinking and action with a mutual understanding of the mechanisms for identifying and allocating all types

of resources. Of particular importance will be the sharing of information which will be particularly enabled through control room protocols.

References:

1: APACE Police and Fire Guidance Notes 13/2/2017

2 and 3: HWFRS Annual Report 2015/16

4 and 5: SFRS Annual Report 2015/16



West Mercia Fire and Rescue Governance

Consultation Q&A

Will this mean I get a better or worse service when I need help from the police or fire crews?

In itself, a change in governance does not directly impact frontline services. It does not affect frontline firefighters or police officers and most things would stay exactly the same at first. One aim of bringing governance together is to make it easier for our police and fire services work together more to improve the service you get.

Will frontline officers be lost as a result of this?

No. If anything, this proposed change of governance would actually help protect frontline officers. Our police and fire services need to find efficiencies at the moment. Working together more would help them find those efficiencies in support functions, rather than on the frontline.

Will specialist equipment be lost from our police or fire services?

No. That would not be acceptable and is certainly not part of these proposals. Police and fire services would work more closely though on joint procurement and sharing best practice to improve resilience.

Would this mean a reduced presence or visibility from our police or fire services in local communities?

No. The PCC is already working to improve community visibility for police and would not compromise that for either service. In the future it could be that, for example, our police and fire services share more buildings, but they would still retain their community presence.

Would these changes mean a loss in local identity for our fire services?

No. Both fire services would still exist as individual organisations, as would West Mercia Police. The same local police and fire teams would be responding to incidents as we have now. Their names and branding etc. would not be affected and they would still serve the same communities they do now.

Will this mean that funding from one area, which currently goes to one service, could be used to prop up other services in different areas?

No – this could not happen. Each service would retain its own budget, income, expenditure and reserves. These would all be ring-fenced to each specific service and geographic area.

Would the fire services be merged together? Would they be merged with the police?

No, the services would work more closely together, but they would not be merged. This would help maximise the benefits of collaboration, without losing the identities, brands and public confidence of the organisations.



Would I still pay separate council tax contributions for police and fire services? Will they still have separate budgets?

Yes, because the organisations are not merging and still have their own ring-fenced finances. You would still pay an amount towards policing and a separate amount towards your fire service. From a public perspective, nothing significant would change in terms of how services are paid for via council tax or financed more broadly speaking.

What are the benefits here in terms of finances or efficiencies?

A change in governance would enable a saving of around £4m to the taxpayer. This would be from the efficiencies that can be achieved by our two fire services and our police force working more closely together and sharing more support functions.

Do our police and fire services need to save money? Would this change help with that or not?

Both our fire services and our police force have been well governed up to now, but they haven't worked together as well as they can. All three organisations do need to find further efficiency savings in the coming years. In percentage terms, our two local fire services are facing the largest savings targets of any nationwide. West Mercia Police is implementing savings of £9.5m this year, with a further £21.9m projected by the end of 2020/21.

These proposed changes in governance will not single-handedly solve these challenges. However, they would save an estimated total of £4m per year and help ensure that each organisation is squeezing as much efficiency from its back-office function as possible, and therefore offering some increased protection to frontline services.

Does the PCC have the experience to run fire services?

Much like the Chief Constable runs the Police force, there would still be a vastly experienced and professional Chief Fire Officer who would run their fire service as well.

These proposals are about governance – providing a strong voice for communities, holding those chief officers to account, ensuring the public get an effective, efficient service and making sure services respond to community needs. This is a role the PCC already fulfils for policing and crime and would be expanding to cover the fire services as well in the best interests of public safety.

What if there are major objections to these proposals, will they go ahead regardless?

If there are objections from top tier councils or there is not a local appetite for these changes they don't have to go ahead. The proposals would be independently reviewed and the final decision would rest with government.

Who is driving these proposals? The government or the Police and Crime Commissioner?

The Police and Crime Commissioner is the person driving this forward. The PCC commissioned the piece of work to look into the possibilities here and has ultimately decided



there is a proposal which is worth exploring further in the best interests of public safety and services.

Is this just the Police and Crime Commissioner ‘building an empire’?

This is purely and simply about what is best for our emergency services and our communities in the short, medium and long term. The recommendations for these changes have come from independent experts who have conducted an in-depth review of the current arrangements and what is possible going forward. If there was no prospect of improving effectiveness and efficiency then the PCC would not be pursuing these proposals.

How would this impact rural communities?

By getting the police and fire services to work together better we should be able to provide a better and more resilient service in our more remote areas.

What will happen to the Chief Officers who are currently in charge of the police and fire services?

These arrangements will not be affected by these proposals. Our police and fire services will continue to be run by experienced, professional officers who are experts in their fields.

If these changes make our emergency services more efficient, would that leave them vulnerable to the government reducing their budgets?

The PCC has lobbied the government for fairer funding for policing since his election and would continue that campaign if he was in charge of governing fire services as well. By being able to demonstrate to government that local police and fire services are as efficient as possible already, it would strengthen the case for fairer funding, with a particular focus on providing services in rural communities.

Is it less democratic to have a single person in charge of governance of our local fire services?

There are currently 40 local councillors who sit on the two fire authorities, who would be replaced by a single directly elected person if these proposals go ahead. Whilst these councillors are all elected, they are only elected to represent their wards. They are not elected to the fire authorities. Fire authority members are nominated by councils without consulting the public.

If these changes go ahead, in 2020 our communities would have the chance to directly elect a local Police, Fire and Crime Commissioner. Every voter would have an equal say. This proposal will increase the democratic accountability of our fire and rescue services.

Could we get better collaboration and integration between our police and fire services without this change in governance?

In theory it is possible, but the reality is that it has not happened. Collaboration between our police and fire services does go on, but it is limited and does not go far enough to maximise the possible benefits to our communities. A change in governance to have a single body



overseeing all three organisations would help provide the catalyst to get this progress moving forward.

What are the alternatives to these proposals? Why aren't they possible?

There are a couple of alternatives.

1. Maintain the status quo of having a PCC and two fire authorities. This option would not realise any of the potential effectiveness and efficiency benefits of single governance.
2. Create a 'single employer', and have our police and fire services as part of one big organisation. This is not proposed as an option as it could blur the lines between policing and fire and could risk compromising the specific professional skills of each service.

Would our local councils still have a role to play in fire governance?

Yes, the Commissioner is proposing a system whereby each top-tier local authority would be asked to nominate fire representatives. These Councillors would help inform and support the PCC in his work.

How would this affect the police alliance between West Mercia Police and Warwickshire Police?

This would not have a direct impact on the policing alliance.

Are the ambulance services involved in this at all?

No, they aren't. They have indicated that they do not wish to be at this stage.

Communities have different relationships to their fire services than they do with their police. How would these changes impact on that?

This is acknowledged and these changes would not necessarily impact on that directly. The police will still be the police, fire services will still be fire services. This change in governance would not directly affect those community relationships, although with the Commissioner's responsibilities around community engagement, responding to community concerns and providing a strong voice for the public, if anything this change would hopefully improve relationships for both services and develop safer communities through effective, efficient collaborative working.

Who would hold the Commissioner to account if he were to take over governance of the fire services?

The electorate would still hold the Commissioner to account as at present. Currently the Commissioner is scrutinised by West Mercia's Police and Crime Panel. If these proposals go ahead, their role would also be expanded to become the Police, Fire and Crime Panel.

Will the PCC get paid any more for this?

The PCC's salary is fixed by Parliament. In time it could be that they review his pay, however this has not been discussed by any party at this point. This is not the driver for the proposed changes in governance, this is purely about the effectiveness and efficiency of our police and fire services.



Who has made these recommendations? Can we trust that they know what they are talking about?

The PCC engaged independent business consultants to assess this issue. They included Doctors and Professors who are experts in their fields. The lead consultant has 30 years of experience working with businesses across the public, private and third sectors, reviewing their processes, organisational structures and operations in order to maximise their effectiveness and efficiency. The consultants gathered and analysed evidence, including from talking with senior police and fire officers, the local Fire Authorities and partner organisations, before presenting their conclusions.

WEST MERCIA FIRE AND RESCUE GOVERNANCE

CONSULTATION

The Police and Crime Commissioner is proposing to take on governance of local fire services in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

This would result in:

- Estimated £4 million annual savings through improved efficiencies.
- Closer collaboration between police and fire services.
- Improved resilience for ensuring public services.
- No changes to frontline officers or services
- A system of a directly elected Police, Fire and Crime Commissioner.

Q1 Do you support these proposals?

Yes

No

Q2. What are the main reasons for your answer to question 1? (Please tick all that apply).

Financial considerations

Service resilience

Levels of collaboration

Replacing the existing Fire and Rescue

Authorities

Other (Please Specify):

About You

Q3. In what capacity are you responding?

As an individual member of the community (Please go to question 6)

On behalf of a business Please go to question 7)

As an employee or volunteer of the police or fire service (Please go to question 4)

As a local councillor or on behalf of a local council (Please go to question 5)

Q4. Do you work for any of the following? (This can include in a voluntary capacity)

- Hereford and Worcester Fire and Rescue Service
- Shropshire Fire and Rescue Service
- West Mercia Police

Q5. Are you any of the following?

- Town or Parish Councillor Unitary Councillor
- District / Borough / City Councillor County Councillor

Providing an official response on behalf of the following Council

Q6. Please confirm your age

- Under 18 40 - 64
- 18 – 25 65 and over
- 26 – 39 Prefer not to say

Q7 Please confirm which local policing area you live in (or are located in if you are responding on behalf of a business, organisation or a council)

- Herefordshire
- Shropshire
- North Worcestershire: Bromsgrove, Redditch, Wyre Forest
- South Worcestershire: Malvern Hills, Worcester City, Wychavon
- Telford and Wrekin
- Other (Please specify)

THANK YOU FOR TAKING THE TIME TO TAKE PART IN THIS CONSULTATION.

Please post your completed questionnaire to:

John Campion, West Mercia Police and Crime Commissioner, Hindlip Hall, Worcester WR3 8SP

The closing date for the consultation is **Monday 11th September 2017**

Results will be published in due course on: www.westmercia-pcc.gov.uk

This page is intentionally left blank

ameo:



Consulting Ltd.

Analysis of West Mercia PCC Initial Business Case

Version – Final Draft 1.1

26th July 2017

Authors: Mike Dearing, mike.dearing@ameogroup.com
John Bonney, john.bonney@alendiconsulting.com

The content of this report is based on information (interviews & documents) gathered in good faith from contacts within Hereford and Worcester Fire and Rescue, Shropshire Fire and Rescue and the Office of West Mercia PCC. Ameo /Alendi Consulting cannot guarantee the accuracy of this content and therefore accepts no liability whatsoever for actions taken that subsequently prove incorrect.

1. Introduction

In line with the Policing and Crime Act 2017 the West Mercia Police and Crime Commissioner (WMPCC) commissioned research to develop a business case for merging the governance, strategic and operational management of Hereford and Worcester (HWFRS) and Shropshire Fire and Rescue Services (SFRS) into his jurisdiction. This initial business case (IBC) was recently completed and submitted for public consultation on 12th June 2017 to run for twelve weeks with a closing date of 11th September 2017.

Shropshire and Wrekin Fire and Rescue Authority (SWFRA) and Hereford and Worcester Fire and Rescue Authority (HWFRA) made initial press statements in response to the launch of the public consultation, in which they recognised the need for greater collaboration but were keen to highlight the effective collaborative ventures that were already in place and those that were planned. Both FRAs also pointed out that they were already well governed, well managed, and delivered an excellent service to their communities within budgetary constraints. The FRAs also questioned the IBC on its assertion that £4m of savings could be made without losing jobs or reducing the quality that both FRAs rely on to deliver their service to the public and staff.

The Chairs of the FRAs have been in discussion with the Leaders of their respective Constituent Authorities (CAs) to determine how the CAs need to be supported in order to develop a considered response to the PCC's consultation. NB: the statutory consultees are the CAs, the public, the staff and their representative bodies (RBs).

The decision of the CAs was that this role would be delegated to the scrutiny function of each council and to support this the Leaders of the four CAs requested the two FRAs prepare a report. To that end the two FRAs agreed to jointly commission an independent analysis of the PCC's IBC in order to scrutinise its feasibility and practical deliverability. Furthermore, it was felt important that the analysis should also appraise the IBC against alternative options; such as a revised FRA structure that would allow for PCC representation, create efficiencies within the governance arrangements and exploit the sharing of resources.

As well as a detailed review of the IBC produced by Beckford Consulting, the supporting material from the two FRS's was examined and a series of one to one interviews were conducted with the Chairs of the two FRA's, their respective Chief Fire Officers and heads of finance. In order to better understand the PCC's intended approach the authors also met with the West Mercia Police and Crime Chief Executive as the Police and Crime Commissioner was not available.

As such this report provides a financial and organisational analysis of the IBC, verification of details therein and an exploration of a number of potential options in response to the consultation for consideration by the two FRA's and their constituent authorities.

2. Overview and Assessment of Governance Options

The IBC approaches the governance options somewhat differently from the guidance provided by the Association of Policing and Crime Chief Executives (APACE) in that it does not consider the Representation model and focuses only on the Governance and Single Employer options. We presume this is because the PCC currently sits on both FRA's as a participating but non-voting member and this could be described as a variant of the representation model.

The lack of examination of the representation model may be a missed opportunity as a number of authorities are exploring the representation approach and developing innovative solutions to build strong working alliances without organisational disruption. We would suggest this might be an avenue for further exploration and provide more detail later in the report.

The IBC concludes that the current trajectory of collaboration and potential savings achieved under this arrangement would be accelerated by the adoption of a governance model. It cites that the removal of barriers around strategic decision-making as the main reason for this improvement. We offer evidence below that suggests that delays in collaborative activities may not be the result of existing governance structures but rather other organisational factors.

It is worth noting that the IBC limits suggestions that significant improvements in operational service delivery would be achieved through a change of governance. This we believe is wise. Both police and fire are category 1 responders under the Civil Contingencies Act 2004 and have statutory obligations to cooperate in identifying, planning and responding to emergencies. Both FRSs are active participants in the Local Resilience Forum and work well with police and other category 1 responders. As such collaboration is both legally required and actively pursued within West Mercia. Additionally the Joint Emergency Services Interoperability Programme (JESIP) has ensured closer collaboration between services through nationally prescribed training and protocols for incident management. The use of "Resilience Direct" a shared database of operational information for first responders in West Mercia demonstrates the progress made in developing a stronger collaborative ethos. Hence it is unlikely that any change in governance arrangements would affect the current level of operational coordination and delivery at incidents.

In recommending the governance model as the preferred option the IBC posits that it represents many of the advantages of a joint employer model without the challenges of resistance from the representative bodies or the complexity and risk of organisational integration. In theory this looks attractive but the reality may be more challenging.

Much is made of the advantages of keeping three separate organisations managed by a “command alliance” (Later referred to as “joint command” in 5.4.5). What this actually means in terms of day-to-day leadership is not clear. There is no explanation as to whether the Chief Officers would act collectively across the three entities or whether there would be defined areas of jurisdiction. No mention is made of the process of corporate decision-making and whether this would incorporate veto arrangements. Whilst these are detailed points they are fundamental in understanding how the approach would operate.

With a shared back office, a concerted effort to introduce lean systems and combined governance the sense that individual organisations with separate brands could be maintained indefinitely seems unlikely. What is being proposed is a fairly complex organisational form in which responsibilities and decision-making would need to be carefully defined if it is to work efficiently and transparently.

Paragraphs 5.4.9 and 6.7.5 suggest that further transformation from the proposed model is likely to occur in the near term. Indeed it is makes clear that a review of the senior command teams would be expected after April 2019 “to begin to release any redundant posts and deliver the transformation plan”.

Hence what might appear as an initial model seeking to maintain three distinct organisations with separate leadership teams moves to something quite different with the individual Police and Fire and Rescue Service identities becoming increasingly less distinct. How well this is appreciated in the consultation process is unclear.

A key leg of the IBC argument is the purported improvement in accountability provided by PCC governance. It is worth noting that this relies on the belief that accountability is principally about the visibility of the decision making by a directly elected politician. However democratic accountability also encompasses issues of independent scrutiny and public accessibility. Currently both FRA’s are comprised of elected members appointed to the Authority rather than directly elected as the PCC. However the scrutiny arrangements operated by PCC’s is more limited than the infrastructure in place for each FRA, both of which have dedicated scrutiny bodies. In contrast to Police and Crime Panels, whose purview and authority is

narrow, FRA's scrutiny/performance committees are charged with greater discretion and influence.

It is also worth noting that FRA's are comprised of local representatives who offer the public a route by which to raise issues and concerns. In contrast, the WMPCC would be expected to deal with not only fire issues across two large counties but also the challenges of governing West Mercia Police whilst remaining open to local public concerns. The suggestion that this would cause "...a little extra work..." for the PCC seems highly optimistic.

That said the issue of community accessibility is clearly recognised in the IBC as it raises the concept of an advisory panel to the PCC. It is not clear how these unelected advisors would be appointed nor the formal authority they would hold. Neither is it clear whether these would be paid positions which would have financial implications and raise questions around independence. Whatever the case the argument that PCC's bring greater accountability through this model is open to challenge.

3. Five Case Analysis

The IBC adopts the Treasury's "five case" model in line with APACE guidance. For ease of cross-reference we have adopted the same structure (including a sixth section around implementation).

i. Strategic

This section lists three key strategic opportunities that are presented by the adoption of the governance model.

Acceleration of collaborative working in front line services

It is clear from the outset of the IBC that there is a somewhat narrow view of the work of FRS. The emergency response role and the focus on "community safety" are interpreted to align closely with the police role. At a high level, this may seem to be the case but more careful organisational examination reveals police and fire roles are considerably different. It is not without some significance that in no other Western country are police and fire jointly managed in this way. Much more prevalent is the combination of fire and emergency medical services. Police, quite rightly, focus on crime and law enforcement and so the overlap with fire service operations is limited. And whilst the Police including West Mercia have crime prevention as a significant function it remains a subsidiary activity. The fire service on the other hand is legally required not just to respond but prevent incidents as part of its integrated risk management plan (IRMP) and its natural partners in reducing vulnerabilities to fire are those that share similar risk drivers. These tend

to be local government, health and social care agencies rather than just police. An example of this is the current chairmanship the HWFRS CFO holds as part of the “Connecting Families” initiative. This multiagency approach seeks to work with complex families to address their social, health and welfare issues in a coordinated way. This does involve police but is also heavily influenced by the education, health and welfare priorities of the families.

Therefore, by moving under the governance of the PCC there may be a risk that “community safety” becomes more defined in terms of crime than fire related vulnerability. This may not be deliberate but given that fire, is less politically contentious, the focus is likely to be on the more vexed issues of crime related risk. Clearly this is conjecture but it is telling that nowhere in the IBC is it recognised that health and care agencies are key partners to HWFRS and SFRS which is an unfortunate omission.

The success of both fire and rescue services is typified by the declining rates of fires (in both services all fires have reduced by more than 40% in the last decade) much of which has been achieved by working with those that share the drivers of community risk. Understandably the public and political attention given to law and order may mean that a PCC focussed on three organisations rather than one will prioritise attention and resources to prevention in areas of crime and policing. It is worthy of note that within both FRS’s preventative activity is one of three strategic areas of work. In West Mercia police structure “Protecting Vulnerable People” is one of seven units within the protective services division, which is itself one of 5 divisions. Hence the relative organisational visibility of preventative activity is quite different. Therefore, it is recognised that in any ongoing collaboration there would be merit in the WMP exploiting the fire services expertise in reducing demand.

Our examination of both FRS’s on-going projects shows an extensive range of collaborative initiatives. The breadth and volume of these projects is impressive not just with police but also with other key public bodies. Work with local authorities and social care agencies in relation to the Safe and Well programme is making an increasing contribution to the wider health and wellbeing agenda. This is particularly noticeably in SFRS where the unitary authorities represent the key partners for the service’s preventative work. In Hereford and Worcester, the sharing of assets with West Mercia police is occurring at Bromsgrove, Hindlip, Hereford, with plans for co-locations at Wyre Forest, Peterchurch, Tenbury, Bromyard, and Worcester. These premises are being used by a variety of frontline and specialist staff all of which builds operational synergies between the organisations. A similar situation is found in Shropshire where the sites of Newport, Whitchurch, Bridgnorth and Telford have or plan to have shared occupation. The suggestion that this work would be accelerated and deepened by a transition to the PCC maybe

underestimating the work already in train and overestimating the capacity of all partners to take on more projects. Notably all this work has been achieved through the current separate but cooperative governing bodies. Indeed, both FRS's and the Police have a strategic commitment to actively pursue partnerships to achieve their mission.

In our research we found evidence to suggest that the pace of progress is less influenced by the commitment of the parties but by the sheer volume of projects currently being undertaken within West Mercia Police. The strategic alliance with Warwickshire police has a number of very significant projects including a major overhaul of information systems which consume considerable resources and attention. Add to this the projects to share the Police HQ at Hindlip with HWFRS, the establishment of a shared operational command centre and various site sharing opportunities means the police's ability to meet the fire partners' ambition is already stretched.

For the two fire services, what may represent a more fruitful and immediate approach to saving costs and driving performance is to increase fire-fire collaboration; something which has not progressed to the same degree as the fire services have been focusing on seeking and achieving substantial efficiencies internally. Here we consider there are opportunities to bring together training resources, fleet management, ICT support, mobilising control capacity and specialist resource deployment across the two FRS's. Experience shows that intra industry collaboration is often a more straightforward and speedy means of gaining efficiencies, capacity and resilience than tackling the added complexities of the divergent needs and protocols found across sectors. Here the recent establishment by both FRSs of dedicated posts to identify and exploit joint opportunities is an important step to progressing shared projects across the two FRS's.

Enabling Services

Under the current governance arrangements, the different organisations have progressed a range of shared service initiatives. These have been with a variety of public partners depending on the financial and operational benefits that are available. By way of example SFRS receive some enabling services from Shropshire Unitary Authority – this organisation arguably has greater scale economies than WMP. It will therefore be important to do a clear like for like comparison between existing service costs and future service charges from any new shared arrangement.

We are not aware of any specific shared opportunities that the current governance has blocked. Moreover, as noted above, we are aware that consideration of

sharing some operational assets has been protracted due to decision making by PCCWM.

Reference is made to procurement economies, but there is no reference to where these are anticipated to be made. The majority of the external spend for a FRS is typically in operational assets and a number of national frameworks already exist which increase buying power of such equipment. Recent developments within the fire sector has seen all FRSs commit to national procurement frameworks for Training, Clothing, Vehicles, ICT, Professional Service and Equipment. The intention being that services benefit from national economies of scale rather than creating local procurement arrangements. As such whilst there are likely to be some common procurement categories between fire and police, the higher value categories will see greater synergies with other fire partners.

ICT exploitation

Considerable reference is made in the IBC to the crucial role of ICT provision and how sharing information holds the key to increasing effectiveness and generating financial efficiencies. What is not specified is exactly how these would materialise across the three organisations only that they would emerge. We have no doubt there is an important contribution to be made by collaborative ICT investment and assimilation but as to the extent of the savings and operational improvements no judgement can be made because of the scant information. As to the suggestion in 6.2.6 that the seamless sharing of data across organisation boundaries” ...on its own is sufficient to necessitate new governance arrangements” seems overstated given the lack of detailed benefits analysis.

Whilst the benefit of data sharing between police and fire is well made and is already established with HWFRS, this should not be seen in isolation. As explained above key partners for fire are health and social care agencies and often it is their data which is most valuable in fire risk analysis. Noticeably for both Hereford and Worcester and Shropshire FRS NHS data forms an important component of their risk intelligence.

ii. Economic

The economic case for transferring governance to the PCCWM is a central theme of the IBC. Given £250m of public money is involved we would have expected some significantly more robust analysis to be presented to inform appropriate decision making. The financial information offered to justify the benefits is very high-level and doesn't readily reconcile with existing budgets. As such we have not been able to recreate headline numbers to accurately validate them – where we have tried they appear overstated. For example, the governance costs appear to be overstated by over £300k (the two FRA budgets total £272k vs “combined

direct governance costs...amount to around £577k) – we could assume that Chief Officers have been included in this figure but they are operational and also included elsewhere risking double counting (see below). The headline figures are further complicated by referencing additional organisations in some areas and overstating the current costs.

As with all public services there is a cost of democracy and it is noted that the cost of the two FRAs is less than 20% of the cost of the PCCWM and his office – the current year budget for which is over £1.4m (excluding grants). We would anticipate that there are opportunities to streamline these structures, but given the different service remits we would anticipate that greater benefits would be available from FRA to FRA collaborations.

Beyond governance the IBC suggests significant savings through consolidation of enabling services – a figure of £4m is quoted. The figures suggest that creating the combined entity would see the removal of all enabling service headcount of the FRSs (in excess of 100 posts) and further reductions in the shared police team. This appears extremely challenging and impossible to achieve in short to medium term without incurring substantial transition costs

Little evidence is again provided and on face value these figures appear optimistic. Whilst caveated in relation to committed cost reductions no allowance appears to have been made for this. It would be helpful to have a clear summary of the savings/benefits and where they will be derived. From the information provided in the IBC and FRS budget information we would be concerned that the term “enabling” has been misinterpreted. It would appear that “enabling services” include Chief Officers, frontline command support, training officers, control staff and other senior staff who provide operational cover. As an example, in Shropshire half of the enabling services staff are operational staff (63 posts) – so including these in the 25% reduction would result in a reduction in front line staffing.

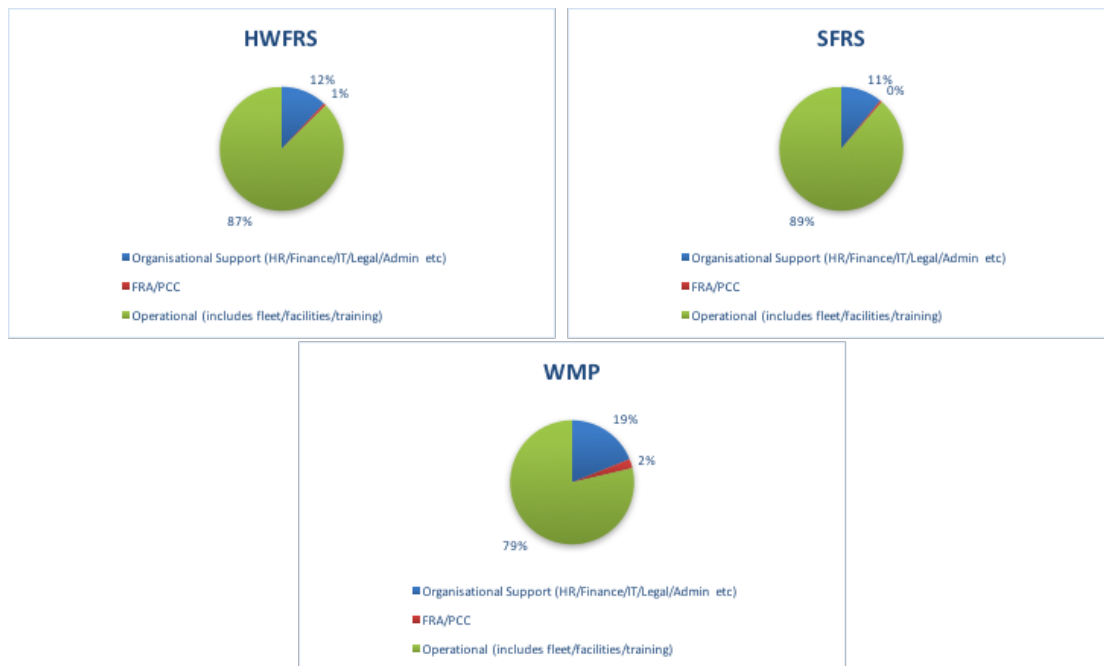


Figure 1 – Budget split by governance, organisational support and operational service delivery (including operational support)

Whilst the assertion that changing governance will deliver efficiency in enabling services is not evidenced, we do believe efficiency in this area can be delivered. When considering the enabling resources in the two FRSs there would appear to be some opportunities to deliver efficiency through fire-to-fire collaboration. We are aware that the two FRSs are already exploring such options in HR and ICT and we would encourage this to be extended across all support functions. The synergies will be much greater in a fire-to-fire scenario and could be delivered at lower cost.

The transition costs of the change are not clearly articulated and it is difficult to establish what they are given the lack of clarity over the model. Whilst the IBC recommends a change in governance, the main financial benefits suggested derive from headcount reductions in enabling services (including Chief Officers in 2019). Given the limited information presented on the end-state and timescales we would expect to see transition costs relating to: Redundancy, pension strain and/or relocation costs; these are likely to run to a seven-figure sum given staff numbers involved. We also anticipate, given the emphasis on the introduction of new systems to reduce costs that a considerable training burden would be created. Our experience elsewhere is that reskilling to use new/multiple software can be time consuming and expensive, no costings have been shown for this.

The reality of fire and emergency incidents means that FRS's, unlike many public services, are risk driven rather than demand led. This means that even in areas of infrequent incidents a level of cover is required to manage any risk that may arise. Delays lead to a greater severity of risk be that a growing fire or escalating Hazmat incident. Hence HWFRS and SFRS both set response target times and deploy their

resources to maximise a rapid response even in relatively low risk areas. The IBC 5.2.7 argues the success of fire and rescue services in reducing calls means maintaining cover is harder to justify. This assumes a demand led approach rather than the reality of FRS operations. Moreover, the success of the two services is a result of using the capacity within their current resources to sustain prevention activities and so drive down risk. Were these resources to be removed or reduced significantly then experience shows that frequency of incidents begins to climb.

iii. Commercial

The IBC does not make any clear commercial case and relies strongly on efficiency opportunities – although they appear to be police efficiency rather than fire. Given both FRSs are continually striving for efficiency we would suggest Fire-to-Fire collaboration looks likely to be able to deliver greater returns. Based on the limited financial analysis we have been able to review it would appear that the commercial case is for percentage budget reductions as opposed to a change in governance.

We are unclear how the change can be argued to sustain local input when the current model of governance has 42 elected member representatives from across the region holding the Chief Fire Officers to account. The adoption of advisory support to the PCC is not explained either in financial or democratic terms.

iv. Finance

The existing transformation plans that SFRS and HWFRS have in place are noted. Both organisations have a track record of delivering savings and have plans through to 2020. As a detailed implementation plan has not been provided within the IBC it has not been possible for these to be overlaid to understand the additionality and/or lost opportunities.

One area that is omitted from the IBC is consideration of tax receipts and precepting. Although in the proposed single governance model the two FRSs are to remain separate services it is assumed that their investment priorities will be aligned and this is likely to require a normalisation of revenue. Given that priorities have not be set it is not possible for us to comment on how this will fall, however normalisation could potentially increase the council tax precept for residents of Herefordshire and Worcestershire by 10%.

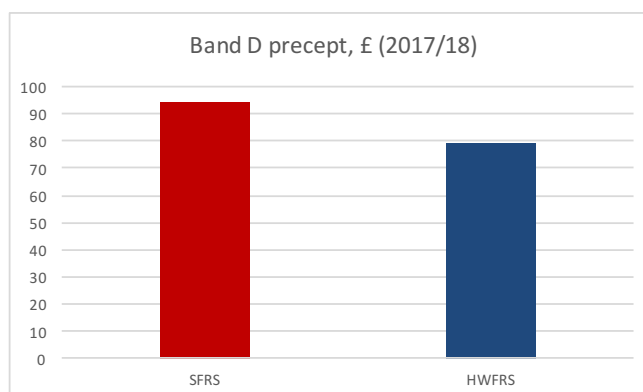


Figure 2 - Comparison of Band D fire precept for 2017/18

v. Management

The IBC rightly points out that to deliver the joint governance model of a WMPCC amounts to a major transformation project. The suggestion that to reduce strategic capacity early in the project would be unwise given the volume of work involved and the need for clear and visible leadership we believe is undeniable. The suggestion that the three chiefs need to demonstrate “a unity of energy and direction” is also well made. Given the issue of the capacity and attention being consumed by the WM/Warwickshire strategic alliance there is a danger that an additional transformational project may outstrip the project resources available. Whilst this may be mitigated by additional project and programme support the clear risk lies in the limited additional strategic capacity to achieve the programme whilst continuing to deliver vital public services.

From what we can see it appears that the case is heavily underpinned by transformation of existing structures within PCCWM and WMP releasing capacity to support the FRs. If significant scope for transformation exists currently then why these opportunities have not already progressed is unclear. As an example enabling services at WMP appear to cost 19p in the pound, whereas for the two FRs this figure is around 11p. The cost of corporate services at WMP appear significantly higher than both the FRs even when normalised to account for different organisational scale (see below chart normalised by headcount which is typically a key cost driver for enabling services). If we just focus on the costs of governance the IBC makes several references to reducing cost by suggesting that redesign of the PCCWM support structures can deliver £110k at the same time as increasing their functions. We would be interested to understand what has prevented the PCCWM progressing these efficiencies before now.

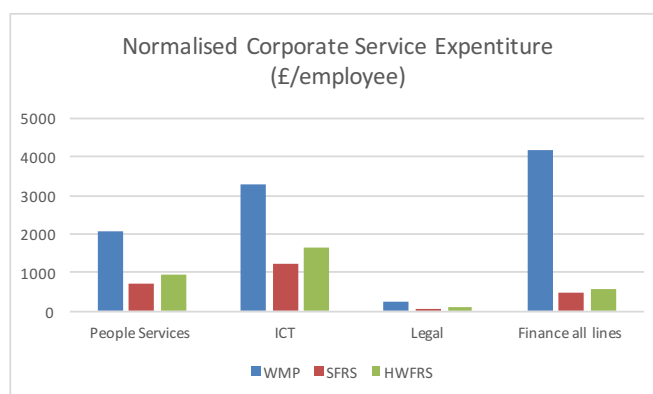


Figure 3 - Comparison of main components of corporate service expenditure for WMP, SFRS and HWFRS

vi. Implementation

In the governance section of the IBC it is suggested that one of the drawbacks of pursuing the single employer model is the likelihood of resistance from representative bodies. Recent formal resolutions from the Fire Brigades Union make it clear that the union will resist any change in the governance of Fire and Rescue Services. Therefore, the suggestion of avoiding employee relations issues through

a governance rather than a joint employer model seems unlikely. Additionally, the stated future ambition to review Chief Officers in 2019 leaves the door very clearly open to a merger of the forces and further potential industrial relations issues. This would have significant repercussions for any transition timetable.

We would expect a more robust assessment of the options as part of any subsequent stage. It is our understanding that a Full Business Case will be completed in four (4) weeks after the consultation closes in order to submit it to the Home Office in October. This seems an impossible timescale to complete the required engagement with professionals to develop the options and undertake a comprehensive assessment of the risks.

4. Opportunities and Options Going Forward

As the IBC makes clear the proposals for change infer no criticism of the current governance arrangements or performance of the organisations. Indeed the report catalogues a whole range of collaborative initiatives established between the two FRSs and West Mercia Police. The contention that this collaboration would be accelerated and deepened by the new governance arrangements is questioned in our analysis. We consider that the transition costs and the impact on local accountability would be more significant than stated. Moreover the savings anticipated through a reduction in governance costs and back office rationalisation risk being overstated and are likely to be diminished by the increased costs of the OPCC and the considerable resource required to effect transition.

As such the four CAs and the FRAs should consider requesting a copy of the financial analysis that underpins the £4.25m saving that the IBC identifies. This will ensure that they are able to make an objective assessment of the benefits and disbenefits of change for those they represent.

Notwithstanding this the aims of the IBC to rationalise enabling services and achieve better use of front line assets through collaboration have real merit. There is no doubt that these represent an important means of ensuring future financial stability and service improvement. However we suggest that in moving forward the police should be one of a number of significant partners for the two fire and rescue services.

There is increasing evidence that FRS's and their constituent authorities are developing new models of collaboration and partnership to meet financial and service challenges. Strategic alliances not unlike that established between West Mercia and Warwickshire police have begun to emerge in the fire sector. These

exploit the synergies between FRS's and capitalise on their shared mission and delivery models. Furthermore, a single fire voice in a region would be more credible and influential amongst other public-sector partners. We consider this is a model to be explored across Shropshire, Telford and Wrekin, Herefordshire and Worcestershire Authorities.

Reducing the size of each FRA (currently across the two authorities there are 42 elected members) and creating a combined alliance board to drive greater collaboration between the two services is likely to realise financial benefits quickly and rationalise governance costs. There are gains in terms of economies of scale whilst ensuring continued local accountability, visibility and scrutiny. Creating a shared integrated risk management plan across West Mercia develops a more strategic view of risk in the area and creates greater resilience because of a larger resource base to meet local demand. Such an arrangement also creates a fire entity coterminous with West Mercia Police and more aligned with other regional bodies such as the ambulance trust and Environment Agency.

As we document there are also a variety of areas where the two services could gain efficiencies by working more closely. The recent appointment by both services of collaboration officers needs to be capitalised upon and potentially taken further by considering a number of shared posts.

We would suggest that appropriate representation from the PCCWM and WMP are invited to join any alliance board established by the two FRAs. This will help to maintain the momentum of the current collaborative work across the two fire and rescue services and WM police. As the IBC makes clear any transformational change requires determined political and professional leadership. Whilst this option is more straightforward than the Joint Governance model proposed it still requires sustained commitment from elected members and heads of service. Substantial change will reap rewards but only through hard work and political will. We consider that an initial three-year plan needs to be formulated and agreed by the board with the aim of achieving clear collaboration targets by 2020.

5. Conclusions

As both the IBC and APACE guidance makes clear a transfer in governance of a Fire and Rescue Service is a significant and far reaching decision. The nature of emergency service work also means that maintaining the delivery of service during any transition and sustaining it thereafter is a matter of huge importance. In light of this the use of an initial business case, which by its very nature is limited in detail, in a public consultation is surprising. Our examination of the report has highlighted the need for greater clarity particularly around the financial

assumptions being made. Given the financial and economic case is a significant leg of the argument for change we consider the accounting assumptions as a minimum need to be disclosed. It is our understanding that a Full Business Case will be completed in four (4) weeks after the consultation closes which seems an unrealistic timeframe to consider the outcomes of the consultation and re-engage where necessary in order produce a robust and accurate appraisal of the options, benefits and importantly risks.

As we make clear we have been unable to reconcile the declared savings with the options proposed without significant headcount reductions. Moreover any transition of this scale has transition costs none of which have been stated in this business case. As such it has not been possible to ascertain the net savings or analyse the viability of the investment needed for change. Without proper analysis we consider there is an unquantified risk in such a change. In making alternative proposals we have examined the opportunities for financial savings whilst capitalising on the limited risk associated with closer fire-fire collaboration. Experience shows that where political and professional resources are focussed on a common goal considerable progress can be made in exploiting opportunities without compromising democratic accountability.

Glossary

APACE - Association of Policing and Crime Chief Executives
CA - Constituent Authority
FRA - Fire and Rescue Authority
FRS - Fire and Rescue Service
HWFRS - Hereford and Worcester Fire and Rescue Service
IBC - Initial Business Case
PCCWM - West Mercia Police and Crime Commissioner
RB - Representative bodies
SFRS - Shropshire Fire and Rescue Service
WMP - West Mercia Police

Overview and Scrutiny Performance Board

Overview and Scrutiny Performance Board considered the proposals at its meeting on 18 July 2017 when the Deputy PCC attended to respond to questions. The comments made by the Board are set out below.

Comments on the Business Case – Overview and Scrutiny Performance Board

2. It was suggested that Business Case was not strong or clear enough and didn't evidence how £6.5m savings would be made. The Deputy PCC advised that if the initial Business Case was agreed, a further more detailed Case would be developed involving consultation with the staff in the enabling service areas.
3. Paragraph 6.7.5 (of the business case) which stated "Thereafter, from April 2019, the PFCC would be expected to review the senior command and leadership teams, to begin to release any redundant posts and deliver the transformation plan" gave the impression that it was a first step towards joint operations for a West Mercia Fire and West Mercia Police. The Deputy PCC advised that the Business Case was about the governance of the fire and rescue services and that Beckford Consulting had perhaps taken a step further to say, that in future there may be further joint collaborative working. This however, would be a matter to be determined at the time. The current proposal did not relate to any chief officer posts but savings from sharing the enabling services.
4. In response to the suggestion that the implications of the electoral complexity had not been taken into account, the Deputy PCC advised that currently, local councillors who sat on the two fire authorities, although all elected, were only elected to represent their divisions upon their Councils. They were not directly elected to the fire authorities but nominated by councils without consulting the public. If the changes were to go ahead, in 2020 residents would have the chance to directly elect a local Police, Fire and Crime Commissioner with every voter having an equal say and thus increasing democratic accountability.
5. It was envisaged that the Police, Crime and Fire Commissioner would be scrutinised and held to account in the same way as the PCC was now held to account, by expanding the role of the West Mercia Police and Crime Panel. Further guidance from Government was awaited.
6. The Deputy PCC said that both fire services would still exist as individual organisations, as would West Mercia Police. The same local police and fire teams would be responding to incidents as now. Their names and branding etc. would not be affected and they would still serve the same communities. Two separate precepts for police and fire would also remain.
7. It was acknowledged by the DPCC that in addition to the Chairmen of the Fire Authorities and the Chief Constable, Beckford Consultants could have spoken to the current Chairman of the West Mercia Police and Crime Panel to inform the Report.
8. Confirmation was given that the proposal would not have a direct impact on the West Mercia and Warwickshire Policing Alliance.

9. Although the legislation addressed all blue light services, there was no reference to the West Midlands Ambulance Service in the Business Case. The Deputy PCC suggested that as it was intrinsically linked to health services it was considered a 'step too far' at this stage, but may be looked at in the future.

10. A member asked how joint governance could improve Hereford and Worcester Fire Service, when there were already examples of the Service working collaboratively and proactively. The Deputy PCC suggested that it was more about whether the current governance arrangements were as effective as joint governance arrangements would be with a single body overseeing all three organisations.

11. It was suggested by members that the Business Case was lacking in detail and it was not possible to understand whether it was viable or not. The tone of the Case was 'leading'; the timescale too fast and it didn't include the Ambulance Service. The Deputy PCC reiterated that this was an outline Business Case, with a standard 3 month consultation and that the timeline had been set by Government. Any comments made as part of the Consultation would be included in the enhanced Business Case

12. It was suggested that as the Fire and Police Services were already working collaboratively, the £4m savings from back office efficiencies could be made anyway without the need for joint governance

13. Some members expressed the view that as the public perception of the Police and Fire Services was very different, the Business Case was about gauging public reaction. The Deputy PCC firmly believed that joint governance would be beneficial to the public and whilst acknowledging the difference in brand between the two services, joint governance would allow for a strategic overview of both services, which in turn would enhance the service for the public.

14. It was confirmed that the Beckford Consultants Report cost in the region of £30,000 which was paid for by central Government.

15. It was suggested by the DPCC on a number of occasions, that a significant advantage of the services working collaboratively was that the Fire Service would have a broader role in helping to identify those families and vulnerable people in need of help. Members suggested it was, however important to be mindful about right of entry to people's homes and that it may not be possible for the role to be as broad as envisaged.

16. The capacity of the PCC to take on the expanded role of Police, Fire and Crime Commissioner if the proposal went ahead was also mentioned as a concern.

17. Members suggested there was very little financial information or information on the operational savings to be made and a feeling that the changes were heading towards being one organisation eventually. The PCC pointed out that a number of options were considered and the Business Case was giving a flavour of what could be achieved if the Joint Governance option was adopted.

COUNCIL
14 SEPTEMBER 2017**REPORT OF CABINET – MATTERS WHICH REQUIRE A
DECISION BY COUNCIL**

Children and Young People's Plan 2017-2021**Recommendation**

- 1. The Cabinet recommends that Council adopts the new Children and Young People's Plan (CYPP) 2017-2021, set out as an Appendix as approved by the Health and Wellbeing Board, as part of the Council's Policy framework for a whole-system response to improving outcomes for children, young people and their families.**

Background

- 2. In February 2017, the Health and Wellbeing Board approved the development of the new Children and Young People's Plan (CYPP) for all children and young people in Worcestershire. It also agreed to strengthen the already well-established Connecting Families Strategic Group as the key partnership group to take responsibility for developing and implementing the CYPP and for this Strategic Group to be a formal sub-group of the Health and Wellbeing Board to focus on children and young people.**
- 3. In April 2017, the Health and Wellbeing Board received an update on the progress in developing the new CYPP and noted the emerging priorities and content. It also approved the look and feel of the new CYPP and the consultation and engagement plan.**
- 4. The Children and Young People's Sub-group has now met in its new format three times, and has actively led on the development of the CYPP. The Sub-Group formally recommended to the Health and Wellbeing Board to approve the new CYPP on the 11 July 2017. This recommendation was based on recognising that the new CYPP is the start of a journey, it simply sets out the overarching vision and ambition for all children and young people and as such will be refreshed/challenged on a regular basis.**
- 5. As the new CYPP needs to be owned by all agencies, the Health and Wellbeing Board endorsed the recommendation that all agencies adopt the plan within their individual agency policy frameworks.**
- 6. At its meeting on 20 July, the Cabinet noted the consultation responses and recommended that Council adopted the new CYPP and authorised the Director of Children, Families and Communities to work with all agencies and organisations to draw up an action plan to put the CYPP into effect.**

Case for change

7. The development of the new CYPP is informed by both demographic and outcome challenges (data) as well the views of children, young people, parents/carers and practitioners. The case for change from a data perspective is informed by the Joint Strategic Needs Assessment and ongoing performance information. This information will be reviewed quarterly and the detail behind the Plan will be adapted in response.

8. As an overarching summary, the data currently highlights a number of potential issues and areas of concern which has informed the development of the new CYPP. These include:-

- The number of children and young people aged 19 or under in Worcestershire is projected to be 131,800 by 2025. This is an increase of 3,600 from 2015
- Birth rate is declining but is on the rise among disadvantaged families which could lead to additional demand challenges on public services
- Over 15,800 children across Worcestershire live in low income households
- The broad range of health inequalities for the under 5s
- Key Stage 2 results continue to be below expectations
- Too many children are not receiving a quality education and this is leading to poor outcomes and growing impact on wider public services
- Growing prevalence of children diagnosed with special education needs and disabilities and understanding what support may be needed to meet their needs
- Education attainment of vulnerable pupils including those eligible for free school meals, looked after children and children with special education needs and disabilities. The gap is still too big between these vulnerable groups and their peers
- Progress of Care Leavers into suitable accommodation and education, employment and/or training. 48% of care leavers are currently not in education, employment or training
- Emotional wellbeing and mental health needs of children and young people
- Demand on social care at every level (Children in Need, Child Protection and Looked After Children) and the capacity, capability and quality of social care practice.

Consultation and engagement

9. A wide ranging consultation and engagement plan was drawn up which included engagement with children, young people, parents, carers and staff who work with them including:

- Social Care Teams
- CCGs
- Health Visitors
- Police
- Schools
- Family Support
- CAMHs
- Speech and Language
- Voluntary Sector
- Districts
- Parenting
- Housing Providers
- Sexual Health team

10. A variety of consultation methods were used to maximise the level of engagement.

Survey: An online survey was created which was shared widely via a variety of networks.

The same 5 questions were asked of 4 groups so that responses could be analysed in the same way. The 4 groups were:

- Children (0-12)
- Young People (13 – 24)
- Parents/Carers of children and young people
- Practitioners who work with children, young people and families.

Respondents who fitted in more than one group were able to give their answer from more than one perspective e.g. a 23 year old parent. An easy read version was also made available via the website.

Social media: There was full social media communication plan raising the awareness of the survey and that a new Worcestershire Children's and Young People's plan is being developed. This included messages on Twitter, LinkedIn, Facebook and Yammer (internal and external networks). All of the six districts and County Hall had displays on their plasma screen and their own social media channels.

Engagement packs: An engagement pack was created and shared with partner agencies via a variety of networks.

Schools: Several schools used the recent elections for discussions with children and supported them to complete the survey in lessons.

The children of Franche Primary school created several videos which we used in our social media posts

<https://www.youtube.com/watch?v=O58AwnLY5OA>

<https://www.youtube.com/watch?v=sW99BHgxRtU&>

<https://www.youtube.com/watch?v=tLzmmS0uOk8>

<https://www.youtube.com/watch?v=skj8VI7OK74&>

<https://www.youtube.com/watch?v=Gg6aUPBMJw8&>

School Council were also invited to get involved by discussing and responding to the five questions in their meetings this term.

Libraries: Engagement Trees were placed in all 21 libraries, the same questions were asked at all 21 libraries each week for 5 weeks. A total of c.1450 face-to-face responses were received, the vast majority of which were from libraries.

Partners: A workshop was held for partners on 15th June to agree the priorities for Worcestershire prior to finalising the content. A wide range of partners attended and discussions have been fed into the final document.

Youth Cabinet: Have been briefed and we are working with them on the next steps to ensure they are fully involved.

Parents' Voice: Ran their own social media campaign promoting the survey and also ran two focus groups with invited parents (invited through social media) to have round table discussions about the plan. Their responses have been fed into the survey responses.

Survey Results

11. 2590 responses received
- 1144 online survey
 - c. 1440 face to face

12. A breakdown of respondent type and district area can be seen in the tables below.

Respondent types		District	
Children (12 or under)	735	Bromsgrove	607
Young People (13-24)	207	Malvern Hills	311
Parents/Carers	963	Redditch	129
Practitioners	575	Worcester City	560
Other	164	Wychavon	448
Note: there is some overlap between Young People/Parent and practitioner categories and respondents can be more than one (and answer from each perspective)		Wyre Forest	345
		Outside Worcestershire	31

Gender		Disability	
Male	372	Yes	129
Female	1010	No	961

Note: Demographic data was not captured for face-to-face respondents. Sexual orientation and ethnicity data is included in the full analysis along with cross-tabs of demographic data.

13. Full analysis of the consultation and engagement is on the Council's website http://www.worcestershire.gov.uk/info/20405/worcestershire_children_and_young_people_plan As a summary, views were captured from 5 different viewpoints – those aged 12 and under, young people aged 13 to 24, parents/carers, practitioners and other interested citizens. Respondents were asked what was important to children in Worcestershire and what the main challenges they face were.

14. Children and young people tended to respond to these questions in a more simplistic fashion. For instance, they would focus on issues of 'happiness', 'family' and 'friends' which all could be described as outcomes. Adults, whilst still touching on these outcomes, gave much more detailed answers that focus on **how** these outcomes might be achieved. For example, they commonly call for well-funded and easily accessible family support service to help families that need additional support. This family support is not an outcome in itself but could be seen as a mechanism to achieve outcomes for children such as happiness and having a loving and supporting family.

15. A summary of the responses and respondent type can be seen in the tables

below. Full details are available on the Council's website.

Question: What is most important to children and young people?

Answer	Children	Young People	Parent / Carers	Practitioners	Citizens
Family and friends	✓	✓			✓
Animals and nature	✓				
Sports and physical activity	✓		✓		
Education	✓	✓	✓	✓	✓
Employment opportunities		✓			
Safety - family environment and having safe places to go		✓	✓	✓	✓
Activities		✓	✓		
Support services - early years, family, mental health, relationships and sexual health			✓	✓	✓

Question: What are the main issues and challenges for children and young people?

Answer	Children	Young People	Parent / Carers	Practitioners	Citizens
Education and school - pressure and provision	✓		✓	✓	
Lack of safe and affordable places to go outside of school			✓	✓	✓
Learning to get along with other people	✓	✓		✓	
Cuts in services that offer support to children and young people				✓	
Mental health and wellbeing		✓	✓	✓	✓
Lack of safe, local and affordable activities	✓	✓			
Use of social media					✓

Question: How could the lives of children and young people be improved?

Answer	Children	Young People	Parents and carers	Practitioners	Citizens
Support Services – affordability and availability			✓	✓	✓
More things to do and places to go	✓	✓	✓	✓	✓
Education – better funded, more rounded			✓	✓	✓

Other	✓	✓			
Learning to get along/less bullying	✓				
More time with friends and family	✓				
Financial challenges and poverty		✓			

Worcestershire's Children and Young People's Plan: 2017 – 2021

16. The Children and Young People's Plan is a partnership plan and, as such, should be owned by all agencies working with children, young people and families in Worcestershire. The purpose of the plan is to:

- Set expectations around the way we work defining shared values and culture
- Clarify our collective ambition and aspirations for all children and young people in Worcestershire
- Focus on key priorities and success measures
- Provide a framework for all agencies and organisations working with children, young people and families to make the necessary impact to improve lives
- Build on and add value to existing plans.

As previously stated, it also needs to be flexible and change in accordance to need.

17. The CYPP is attached as an Appendix. It is has been designed to be a 'plan on a page' to set the framework and intent for further work. More detail and information is included on the website www.worcestershire.gov.uk/cypp.

18. As set out above, the CYPP will set the expectation around the way all agencies will work and will need to be actively embedded across the system. The plan states that agencies will:

- Listen to, hear and understand children, young people and families
- Find strengths and build on positives to help people help themselves
- Prioritise partnerships to improve outcomes - doing things with people, instead of to them, for them or doing nothing
- Focus on adding value and keep asking: Is anyone better off? Is anyone worse off?
- Be brave enough to always do the right thing for children and young people.

19. In addition to clarifying the shared values and expectations around the way agencies work, the plan follows a logic model of five key steps

- The overarching vision for all children and young people
- The ultimate outcomes
- The key priorities
- The areas of work/activity that need to be implemented?
- The measurements of success?

Our vision is for

Worcestershire to be a wonderful place for all children and young people to grow up

We believe it is important that children and young people:-

- Are safe from harm
- Reach their full potential
- Make a positive contribution in their communities
- Live healthy, happy and fun filled lives

We will effect change by working together to:-

- Help children live in safe and supportive families and communities (homes and places)
- Promote safe, healthy and positive relationships
- Support children to have the best start in life and be ready for learning
- Provide access to a quality and appropriate education / learning experience for all
- Prepare young people for adult life
- Improve outcomes for our vulnerable children and young people
- Increasing young people's voice in community life, participation and engagement in developing services
- Increase access to safe and affordable activities and places to go outside of school
- Increase physical activity and healthy eating
- Improve access to social, emotional mental health and well-being services
- Support young people, parents and carers to overcome the barriers to sustained employment

We will work together to:-

- Actively embed the children and young people plan's shared values within all agencies
- Improve safeguarding services
- Reform services for children with special education needs and disabilities
- Break the cycle of families continuing to need/rely on specialist services
- Tackle the gaps in education system/provision that prevent children and young people from accessing full time education
- Strengthen the focus on prevention and early intervention within all aspects of the children and young people's plan
- Strengthen the social, emotional and mental health offer
- Secure partnerships that support delivery of our priorities and use public money wisely

We will know if the plan is working by the:-

- Decrease in the number of children and young people with a repeat child protection plan
- Increase in the percentage and timeliness of children who are looked after that are in permanent homes (placements)
- Increase in the percentage of children with a good level of development in early years
- Improvement in educational outcomes and positive destinations for all children and young people
- Decrease in achievement gaps at all stages
- Surveys of children and young people's views: are they having fun and having a positive influence in their communities?

- Decrease in the number of first time entrants into the youth justice system
- Increase in children, young people and parental satisfaction with emotional wellbeing or mental health services
- Improvement of health outcomes and closing of inequalities gap.

Children and Families Scrutiny Panel

20. The draft CYPP was shared with the Children and Families Overview and Scrutiny Panel on 21 June. During the discussion, the following main points were made:

- Although the Plan was good, the Panel would like to see the detail about implementation, how the outcomes would be measured and how it fitted with issues raised in the Ofsted Inspection Report published 24 January 2017. The Panel were advised that that the Plan was a 5 year Strategic Plan and this was a start of the journey to build the wider delivery plan, but there would be definite links to the safeguarding issues identified by Ofsted and performance measures put in place
- The Panel were keen to see a gap analysis early on in the process to establish whether improvements relating to some of the key issues such as obesity, mental health, child poverty were showing significant improvements early on in the process
- Although there were links to the safeguarding work, it was important to remember that the Plan was about all children and young people not just the vulnerable
- The Panel raised concerns around the pace of change and the risk around actions not being delivered.
- Working with partners was a key theme underpinning the Plan; it would be important when working out the detail for the County Council not to assume too sole responsibility for delivery given that this was being shared with partners and therefore, a mutual responsibility
- It was suggested that in order to ensure a commitment to mutual partnership working and responsibility, consideration should be given to formalising the agreement to the responsibilities. It was however, felt that as there was no formal legislation, the County Council could only try to influence not insist on formalising the responsibility
- Partners pledging to be brave enough to always do the right thing for children and young people was a very good value to have in the Plan
- Derek Benson, Independent Chairman of the Worcestershire Children Safeguarding Board (WSCB) confirmed that the WSCB had had sight of the Plan and that partners pledging to be brave enough to always do the right thing for children and young people were to be applauded.

Implementing the Plan and links with the Safeguarding Improvement Plan

21. Approving the CYPP is the start of a journey, as the CYPP simply sets out the

vision and values to put children and young people at the heart of everything we do (far more than what happens now). There is more work to be done to set out an action plan of what is going to be delivered as individual organisations, and together as partners, to improve the lives of children and young people. The Plan in its current form sets out initial intentions and all partners are being asked to endorse and adopt the Plan and actively embed the shared values into their culture.

22. To develop the action plan there is more work to do and Cabinet agreed to authorise the Director of Children, Families and Communities to work with all agencies and organisations to draw up an action plan to put the CYPP into effect. This action will provide clarity on what work is currently in progress and how the CYPP can add value to this. It will also identify and address gaps of activity and focus. Initial work has highlighted that the detailed action plan needs to build on the following areas:

- Sustainability Transformation and Partnership (STP) Prevention Board
- Workforce Strategy – STP Organisational Development Workstream
- West Mercia Police Children and Young People's Strategy
- Worcestershire County Council's Safeguarding Service Improvement Plan
- Worcestershire Safeguarding Children's Board Business Plan
- Transformation Plan for Children and Young People – Mental Health and wellbeing
- Earlier access to services – i.e. more lower level services and quicker access to acute
- Financial Plans
- Housing Plan – Worcestershire-wide
- District Councils and their work on sport and leisure and play.

23. Whilst the CYPP is focused on all children and young people in Worcestershire, there is a specific focus within the plan on children and young people being safe from harm and partners working together to improve safeguarding services. The detail of this work is being driven by an eight-point Improvement Plan. Given the severity and size of the challenge, Worcestershire County Council is also working with the Department of Education and an Improvement Partner from a 'Good' (as judged by Ofsted) Local Authority with track record of improvement. This work will also include identifying potential different models of delivery that would drive the improvement work further and faster.

24. Work is also in progress to develop a performance dashboard to demonstrate progress. This will flow from the overarching success measures outlined in the CYPP and will have the necessary level of detail around performance progress. It is intended to build this detail on the www.worcestershire.gov.uk/cypp website pages along with links to the range of plans and programmes of work that support the implementation of the CYPP.

25. Further work is also already planned to maintain the momentum of engaging with children, young people and parents. The new CYPP has featured in the eight Worcestershire County Council summer roadshows and will give children, young people and families the opportunity to tell us more on what is important to them. As a way of celebrating the children and young people of Worcestershire, plans are in place to host the first Children and Young People Awards (May 2018). We will be working with our partners to shape the event and local business for sponsorship.

26. Worcestershire County Council will take the lead on co-ordinating the implementation of the whole plan, as this is central part of the statutory functions of the Director of Children's Services and Lead Member. However, it is a plan for all agencies and through the appropriate partnership and governance arrangements organisations will be asked to outline what is already in place to improve outcomes for children and young people and how they can contribute to the priorities within the CYPP.

27. The implementation of the CYPP will feature as a standard agenda item at each Children and Young People's Sub-group of the Health and Wellbeing Board. There will also be a quarterly review of progress which will feed into the Health and Wellbeing Board meeting schedule.

Mr S E Geraghty
Chairman

Supporting Information

- Appendix – CYPP 2017- 2021

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Simon Lewis, Committee Officer

Tel: 01905 846621

Email: slewis@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and background papers for the meetings of the Cabinet held on 20 July 2017.

Full analysis of Consultation responses www.worcestershire.gov.uk/cypp



Worcestershire Children and Young People

At the heart of everything we do



Worcestershire's Children and Young People's Plan

2017 - 2021

Find out more online:
www.worcestershire.gov.uk/CYPP

This plan is owned by all agencies working with children, young people and families in Worcestershire




We will:



- Listen to, hear and understand children, young people and families
- Find strengths and build on positives to help people help themselves
- Prioritise partnerships - to improve outcomes, doing things with people, instead of to them, for them or doing nothing
- Focus on adding value, Keep asking is anyone better off? Is anyone worse off?
- Be brave enough to always do the right thing for children and young people

Provides a framework for all agencies and organisations working with children, young people and families to make the necessary impact to improve lives

Our vision is for Worcestershire to be a wonderful place for all children and young people to grow up

Ultimate Outcomes	Our Priorities	What are we going to do?	How we'll know if we've made a difference
 <p>Are safe from harm</p>	<ol style="list-style-type: none"> 1. Help children live in safe and supportive families and communities (homes and places) 2. Promote safe, healthy and positive relationships 	<ul style="list-style-type: none"> ● Actively embed the children and young people plan's shared values within all agencies ● Improve safeguarding services ● Reform services for children with special education needs and disabilities ● Break the cycle of families continuing to need/rely on specialist services ● Tackle the gaps in education system/provision that prevent children and young people from accessing full time education ● Strengthen the focus on prevention and early intervention within all aspects of the children and young people's plan ● Strengthen the social, emotional and mental health offer ● Secure partnerships that support delivery of our priorities and use public money wisely 	<p>Decrease in the number of children and young people with a repeat child protection plan</p> <p>Increase in the percentage and timeliness of children who are looked after that are in permanent homes (placements)</p>
 <p>Reach their full potential</p>	<ol style="list-style-type: none"> 3. Support children to have the best start in life and be ready for learning 4. Provide access to a quality and appropriate education/learning experience for all 5. Prepare young people for adult life 6. Improve outcomes for our most vulnerable children and young people 		<p>Increase in the percentage of children with a good level of development in early years</p> <p>Improve educational outcomes and positive destinations for all children and young people</p> <p>Decrease in achievement gaps at all stages</p>
 <p>Make a positive contribution in their communities</p>	<ol style="list-style-type: none"> 7. Increase young people's voice in community life, participation and engagement in developing services 8. Increase access to safe and affordable activities and places to go outside of school 		<p>Surveys of children and young people's views: are they having fun and having a positive influence in their communities?</p> <p>Decrease in the number of first time entrants into the youth justice system</p>
 <p>Live healthy, happy and fun filled lives</p>	<ol style="list-style-type: none"> 9. Increase physical activity and healthy eating 10. Improve social, emotional mental health & well-being outcomes 11. Support young people, parents and carers to overcome the barriers to sustained employment 		<p>Increase in children, young people and parental satisfaction with emotional well-being or mental health services</p> <p>Improvement of health outcomes and closing of inequalities gap</p>

Our Partnership:

All District Councils | Clinical Commissioning Groups | Department of Work and Pensions (West Mercia District) | Early Years Settings | Employers | Hereford and Worcester Fire and Rescue Service
 Local Enterprise Board (Business and Skills Sector) | Public Health | Schools and College | Training Providers | Voluntary and Community Sector | West Mercia Police | Worcestershire Acute Hospital Trust
 Worcestershire Children's Safeguarding Board | Worcestershire County Council | Worcestershire Health and Care Trust

What you told us is important?

Sleep because I dream

Being good and staying out of trouble

Just had a baby girl, she is the most important thing in my life

People being less harsh and being nice

Being appreciated and having an equal opportunity

Being given the opportunities to achieve the same as everyone else, not being defined by my post code

That I'm able to access support and a club that supports my needs

If learning is more fun

My family as they are everything

Family, friends, phone, PS4, cricket bat and ball, hockey ball and stick

COUNCIL
14 SEPTEMBER 2017**REPORT OF CABINET - SUMMARY OF DECISIONS TAKEN**

Emergency Preparedness, Resilience, Response and Recovery

1. The Grenfell Tower tragedy was a timely reminder that the Council has statutory duties in responding to civil emergencies. To further support and embed multi-agency co-operation, partnership and inter-operability, the Civil Contingencies Act 2004 mandated the creation of Local Resilience Forums. Based on Police Force areas, the West Mercia Local Resilience Forum (LRF) covers the Herefordshire, Shropshire, Telford & Wrekin and Worcestershire administrative areas. The County Council works closely with its partners in the West Mercia LRF through a Chief Officer Group, a Business Management Group, a Tactical Co-ordinating (Planning) Group, and a sub-group structure. The Cabinet has noted the structures of the West Mercia Local Resilience Forum and County Council representation and participation.
2. The Council's Directorate of Public Health Emergency Planning Unit provides the focal point for emergency preparedness planning, ensuring that the Council is ready to meet its commitments, via a single or multi-agency response, to any emergency that could occur within the County and impact on the citizens of Worcestershire. The Council must therefore ensure its organisational preparedness to deal effectively with the full range of emergency situations from localised incidents such as flooding of property through to catastrophic emergencies such as a major industrial incident. The Council meets this obligation through its Corporate Emergency Response Framework, which details a structured approach to enable the Council to prepare for and respond to an emergency situation.
3. The Police, local authorities and voluntary agencies all have important roles in providing help and support to victims caught up in an emergency. 'Human Aspects' refers to the impacts on individuals during and after an emergency. Addressing Human Aspects in any emergency will comprise a broad range of activities, some of which may continue long after the incident occurred. The provision of multi-agency support to a local community is managed through several defined plans and processes depending on the emergency in hand. The Cabinet has noted the multi-agency suite of emergency plans for responding to emergencies and endorsed the arrangements for humanitarian assistance.
4. The Cabinet has noted the Emergency Planning service level arrangements that the Council has in place with the southern District Councils for the provision of an emergency planning advisory service. The 3 northern District Councils operate a shared service arrangement for the provision of their emergency planning function.
5. Staff training and exercising is provided for Council staff expected to contribute towards an emergency response, including Gold and Silver Commander roles. All Council-trained staff are encouraged to participate in the LRF training and exercising

programme. The Cabinet has noted the regular training of County Council staff and exercising of plans.

6. The Emergency Planning team offers a specialist support service to schools for coping with a critical incident / an emergency. The Critical Incident Response Service Level Agreement is marketed to all schools and to date over 60 have signed up to receive the service. The Cabinet has noted the Emergency Planning Critical Incident in Schools provision.

Balanced Scorecard report Quarter 4 2016/17

7. The Cabinet has received the latest update of the Corporate Balanced Scorecard for Quarter Four 2016/17, noting the 17 indicators rated as 'green' and considered actions being taken to improve performance for the 5 indicators rated 'red' where there has been an update in Quarter Four 2016/17. These 5 indicators related to: Looked After Children; Children with a Child Protection Plan; Older People Funded in Permanent Care Home Placements; Sickness Rates; and Staff who feel the Council has a clear vision for the future.

8. Two risks have been rated as 'red' in the Corporate Risk Register as follows: Serious harm or death due to failure on the part of the Council; and demographic changes lead to changed demand for services. The changed rating of the first reflects the recent identification of issues with Children's safeguarding services. The second is a Council-wide risk but with particular significance because of the increasing older population and its impact on Council services. The Cabinet has noted the latest refresh of the Corporate Risk Register including actions to mitigate the two risks that are rated 'red'.

9. The Cabinet has supported the refresh of the balanced scorecard to reflect the new Corporate Plan.

Update of Minerals and Waste Development Framework Local Development Scheme

10. Worcestershire County Council is the Local Planning Authority for minerals and waste planning for the county of Worcestershire. Section 15 of the Planning and Compulsory Purchase Act 2004, as amended, sets out the requirement for Local Planning Authorities to prepare and maintain a scheme and schedule of planning policy documents that it intends to produce, known as a Local Development Scheme (LDS). As circumstances change and the process of making development plans moves forward, it is necessary to review the LDS in order to keep it up to date.

11. This revision of the LDS reflects the need to undertake an additional call for sites and a further additional stage of consultation on the minerals local plan to address issues in relation to the Spatial Strategy (policies in the local plan which govern the location of minerals sites). This additional call for sites is required to ensure that all practical efforts have been made to meet the requirements in the National Planning Policy Framework (NPPF) to make provision for a 7 year landbank for sand and gravel and a 10 years landbank for crushed rock through the plan. The preference in the NPPF is for specific sites rather than preferred areas, and at examination this issue will be fully explored with the Council being required to demonstrate that it has undertaken all reasonable steps to identify specific sites.

12. The Waste Core Strategy was adopted in 2012 and monitored through the Annual Monitoring Report. Although the plan is for the period 2012-2027, it is prudent to review the plan regularly to ensure that it is relevant to changes in local context and national policy. The July 2017 LDS therefore includes provision to commence a review of the Waste Core Strategy for Worcestershire in 2020 (Quarter 1). At present no significant failings have been identified through the Annual Monitoring Report which would indicate the need for immediate review, and the staff resources are not available to commence a review before the submission and examination of the Worcestershire Minerals Local Plan.

13. The Cabinet has approved the Minerals and Waste Local Development Scheme (LDS) July 2017 – July 2020. The Cabinet has given delegated authority to the Director of Economy and Infrastructure to make minor amendments to the LDS prior to publication.

Ombudsman Report – Adult Social Care

14. The Ombudsman published a full report on 15 June 2017 finding maladministration causing injustice following a complaint made by Mr B in respect of his mother Mrs C. The Ombudsman in this case has asked that the report be considered at Cabinet and to be told within 3 months of receipt of the action the Council has taken or proposes to take. The Head of Legal and Democratic Services has circulated a copy of the relevant report to all members in accordance with the requirements.

15. Mr B complained the Council withdrew funding for his late mother's nursing care despite knowing that no-one had authority to deal with her financial affairs. Mr B also complained the Care Provider company then increased the charges for his mother's care without good reason and failed to deliver the care charged for. He complained the Council did not intervene effectively to ensure it paid the increased charge or challenge the price increase. The Ombudsman found Fault causing injustice and recommendations were made for the Council to action within 20 working days of the report. The Cabinet has noted the adverse Ombudsman report in relation to Mr B, published on 15 June 2017.

16. The Director of Adult Services has accepted the recommendations. The Director has acknowledged that the practices at the time and the subsequent actions by the Council and the provider were not adequate and has sent a written apology to Mr B and has paid the £1000 in recognition of the distress caused. With respect to re-issuing of invoices, this is being actioned and will be remedied as soon as practical. An Action Plan has been drawn up to address the areas referenced in paragraph 68 of the report and a follow-up report to the Ombudsman will be supplied by 31 August 2017.

17. The Cabinet has endorsed the response of the Director of Adult Services to the Ombudsman's finding of maladministration. The Cabinet has authorised the Director of Adult Services to take all appropriate steps to address the issues raised in the Ombudsman's report.

Mr S E Geraghty
Chairman

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Simon Lewis, Committee Officer

Tel: 01905 846621

Email: slewis@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and background papers for the meetings of the Cabinet held on 20 July 2017.



COUNCIL 14 SEPTEMBER 2017

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/2018

Recommendation

- 1. The Overview and Scrutiny Performance Board recommends that the 2017/18 Scrutiny Work Programme be endorsed.**

Summary

2. The Overview and Scrutiny Performance Board has agreed a suggested 2017/18 Work Programme to be considered by Full Council. The work programme was developed following consultation with all scrutiny Members and is attached as an appendix.

Background

3. Worcestershire County Council has a rolling annual Work Programme for its Overview and Scrutiny function. The 2017/18 Work Programme has been developed by taking into account issues still to be completed from 2016/17, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.

4. The 2016/17 Scrutiny Work Programme was used as a starting point for the development of this year's Work Programme. Members will recall that this was developed following an extensive public consultation exercise. However, Members were also free to suggest other priorities. The Work Programme was considered by Overview and Scrutiny Panel Members in June and agreed by the OSPB in July 2017.

5. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that Work Programme topics are selected objectively and the 'added value' of a review is considered right from the beginning.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Chris Bloore and Liz Eyre, Chairman and Vice Chairman of the Overview and Scrutiny Performance Board

Sheena Jones, Democratic Governance and Scrutiny Manager, 01905 846011

Sjones19@worcestershire.gov.uk

Supporting Information

- Appendix - 2017/18 Scrutiny Work Programme

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes for the meetings of the Overview and Scrutiny Performance Board held on 23 March 2017 and 18 July 2017.

[All agendas and minutes are available on the Council's website here.](#)

2017/18 SCRUTINY WORK PROGRAMME - APPENDIX

Overview and Scrutiny Performance Board	
Standing items	<ul style="list-style-type: none"> • Review of Work Programme and Cabinet Forward Plan • Call-ins • Panel/Committee Updates • Leader of Council Q&A • Crime and Disorder Annual meeting • Budget Scrutiny Process
Transitions	<p>On 21 June a joint meeting of the Adult Care and Well-being O&S Panel and the Children and Families O&S Panel was held to discuss issues relating to the transition between Children's and Adult Services. Following the meeting, Members expressed an interest in setting up a scrutiny task group to investigate further. The Chairmen of both Panels have met with Officers to start the scoping process.</p>

Adult Care and Wellbeing Overview and Scrutiny Panel:	
1.	Three Conversation model (new model for social work)
2.	Outcome-based Commissioning – homecare and care providers
3.	Staffing – sickness, recruitment, retention and agency spend
4.	Isolation (including social isolation)
5.	Prevention work and its success in keeping people independent – possible task group
6.	<p>Technology in Care</p> <ul style="list-style-type: none"> • Analysis of successful IT across the health and care sector with a view to showing success against:- supporting people to stay at home, promoting independence, increasing quality of life, reducing the cost of care and protecting personal dignity. • The claim is always that IT increases the potential for loneliness, is this correct?
7.	Better Care Plans
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Safeguarding • Budget Scrutiny Process

Children & Families Overview and Scrutiny Panel:

	<p>The main focus of the Panel's work is to follow up to the Ofsted report and the implementation of the Service Improvement Plan, and this will be a standing item on all agendas. In this context, Panel Members have highlighted the following particular concerns:</p> <ul style="list-style-type: none">• The workload of social workers (including travel time and key workers); and• The need to consider comparative figures in relation to performance of agency staff, recruitment and retention, and caseloads.
1.	Vulnerable Children <ul style="list-style-type: none">• Child employment and labour• Education at home
2.	0-19 Agenda <ul style="list-style-type: none">• Children's centres
3.	Alternative Provision <ul style="list-style-type: none">• Pupil Referral Units• Review of current provision of service and how it is delivered• Babcock Prime• Migrant Children
4.	The performance of Babcock Prime (with a particular focus on performance at KS2)
5.	Assistive Technology
Standing item	<ul style="list-style-type: none">• Performance Management• Quality Assurance• Safeguarding• Budget Scrutiny Process

Corporate & Communities Overview and Scrutiny Panel:

1.	<p>Worcestershire County Council - Property</p> <ul style="list-style-type: none"> • Accountability of the Place Partnership • How do we use our property? • Review of capital monies and property
2.	<p>Worcestershire County Council Workforce</p> <ul style="list-style-type: none"> • What future skills/roles does the Council need? • What skills gap exists? • Does WCC pay and reward effectively? • Does WCC have a strong succession management system? • Does WCC recruit the required talent and behaviour? • Do WCC Managers support a performance driven culture based on achieving the best outcomes for the people of Worcestershire? • Are the corporate values embedded across the organisation?
3.	<p>What can Worcestershire County Council do to maximise income generation?</p>
4.	<p>How can Worcestershire County Council support Local Business?</p> <ul style="list-style-type: none"> • Can Worcestershire County Council use Social Value Act to procure services locally?
5.	<p>Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County?</p> <ul style="list-style-type: none"> • Analysis of cultural offering and how it can be improved • Role of Council and partners • Funding opportunities – are they being utilised?
6.	<p>Councillor IT</p>
7.	<p>Information sharing with District Councils</p>
8.	<p>Road safety (particularly around schools)</p>
9.	<p>Commissioning – How do we manage and ensure value for money and quality service?</p>
10.	<p>Communications – How do we ensure residents have easy access and we communicate service levels? WCC brand and the postal service</p>
11.	<p>The Council's role in post-Brexit subsidy mechanisms for rural activities.</p>
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Budget Scrutiny Process

Economy & Environment Overview and Scrutiny Panel:	
1.	Highways development control – improving joined-up working and include Highway's Engineers capacity (task group?)
2.	Footways – update on implementation of recommendations agreed from the interim scrutiny report (mini review)
3.	Cycle paths – how to improve getting around the county
4.	Local Transport Plan 4 – how plans are implemented
5.	Annual review of the Worcestershire LEP's contribution to all sectors of Worcestershire's economy <ul style="list-style-type: none"> • Accountability, remit, resources and performance • Relationship with partners • Agriculture and Tourism economies
6.	How to improve getting around the County <ul style="list-style-type: none"> • Congestion • Roadwork's • Cycle Paths, footways, footpaths and bridle paths • Public transport • Transport and access to hospitals • Buses (task group?)
7.	Cleaning programme for gulleys and drains (mini review)
8.	Asset management – incorporating lessons learned from Evesham's Abbey Bridge
9.	Budget scrutiny (mini task group of panel members)
10.	Flood risk management
11.	Broadband update
12.	Transport and Access to hospitals
13.	Relationship with Highways England
14.	Residents zonal parking schemes and additional car parks
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Budget Scrutiny Process

Health Overview and Scrutiny Committee:

1.	Implementation of the clinical model for the future of acute hospital services in Worcestershire – checking implementation and impacts
2.	Sustainability Transformation Plan (Partnership) – overview and continue to receive updates and check proposals arising from this
3.	Community hospitals and minor injuries units – roles of these and plans for the future
4.	Quality of acute hospital services – continue to be updated and check the implementation and impact of action being taken
4.	Mental Health: <ul style="list-style-type: none">• Older Adults – review following implementation of new ways of working as outlined in the briefing to HOSC members in August 2017• Children including child and adolescent services - update
5.	Ambulance Services update
6.	Cancer Services – update since last discussion in 2015
Standing items	<ul style="list-style-type: none">• Substantial Variation considerations• Quality Accounts

This page is intentionally left blank

COUNCIL
14 SEPTEMBER 2017**REPORTS OF CABINET MEMBERS WITH
RESPONSIBILITY**

**REPORT OF THE CABINET MEMBER WITH RESPONSIBILITY
FOR COMMUNITIES****Introduction**

1. It is my pleasure to submit my report as Cabinet Member for Communities to full Council on the work that has taken place in my areas of responsibility in the past year.
2. The role of Cabinet Member with Responsibility for Communities is a cross-cutting one covering a number of services from across the Council. I am pleased to report that over the last 12 months there has been significant progress in all areas of my portfolio as we continue to transform service delivery in order to provide high quality services, within the budget available, that are valued by Worcestershire's residents.

Libraries including The Hive

3. Libraries saw an increase in participation throughout 2016/17. Visits increased by 2.1%; the number of one-to-one digital support sessions increased by almost 25% and there was a 75% increase in the number of adult learners attending courses in libraries. This is a fantastic achievement as the Library service, throughout 2016/17, also delivered a further £556.6k Future Fit savings and implemented a small reduction in opening hours in September 2016 to support the delivery of staff savings.
4. The Libraries re-modelling programme has seen Wythall Library co-locating with Woodrush High School at the Woodrush Community Hub with subsequent significant increases in visitors, issues and new library members. The programme also included the relocation of Bewdley Library to the new Bewdley Medical Centre and the signing by 'Upton Villages Together' of the lease to maintain, manage and fund Upton Library building. Ministerial approval was achieved for the Department of Work and Pensions (DWP) co-location projects at Kidderminster and Redditch Libraries.
5. Worcestershire Libraries achieved top place in the regional table of Summer Reading Challenge participants and young volunteers. The Service has also extended its health and wellbeing offer through the implementation of Dementia Friendly and Autism Friendly standards and through the introduction of a collection of mental health self-help books for young people, funded by Public Health. The number of hours gifted by volunteers in libraries increased by 2.7% to 19,632 hours

and, following the implementation of the new Borrowbox eBook service in early 2017, issues of e-books increased by over 100%.

The Hive

6. The Hive, as well as celebrating its 5th anniversary in July 2017, reached 4 million issues and visits in December 2016. It also triumphed in the SCONUL Library Design Awards 2016 (Society of College, National and University Libraries) and surpassed its energy targets with huge reductions in its electricity, gas and water consumption. We are now planning, with our University colleagues, the next five years of developments at The Hive and a new Strategic Plan will be signed off in the Autumn.

7. In November 2016 Worcestershire Libraries attended a national Libraries Taskforce workshop to showcase their co-location work with DWP as a model for other local authorities and in March 2017 the Hive hosted a meeting of the national Libraries Taskforce. A key focus for Libraries is to develop the service offer to meet the seven Libraries Taskforce outcomes and to continue to focus on delivering the County Council's corporate priorities.

8. The Library service will need to continue to transform over the forthcoming years in order to rise to the challenge of delivering an increasingly ambitious national libraries service offer. This will need to include a high performing technology offer that meets customer expectations and identify innovative solutions for sustaining library services for Worcestershire residents against a backdrop of diminishing resources.

Adult Learning

9. The Adult Learning Service and 16-18 Education Service following the 'good' Ofsted Inspection in June 2016 has been brought together under one manager. This will provide a joined up approach towards data and quality assurance but also to provide a focus on customer journey from one service to the other.

10. The Adult Learning Service, in conjunction with the Skills Team in the Children, Families and Communities Directorate, has been successful in gaining a £1.3m European Social Fund bid to bring employability and vocational skills to unemployed learners, complementing the offer in its centres and working towards supporting learners closer to the labour market.

11. The Adult Learning Service has also continued to enhance and develop its leisure programme in the community through its close working relationship with the Libraries Service. The programme offers a range of courses from modern foreign languages to Tai Chi in libraries and other venues across the county. The growth in this programme has both earned its place as a core part of the offer since it began in 2015 serving approx. 1,500 learners in 2016/17 and supported the financial sustainability of the Libraries Service.

12. The Service has also supported refugee families successfully across the county easing their integration within local communities. Provision has included ICT courses, cookery courses and even some themed ESOL (English for Speakers of Other Languages) provision to support several women wishing to enter work within the hair and beauty sector. This work is on-going and tutors are now working on a one to one basis to improve these refugee's CVs and interview skills.

Museums Worcestershire

13. The museums in Worcestershire continue to help make the county a great place to live, work and visit. Museums Worcestershire uses the power of objects from the museum collections to give people, including its team of 70 regular volunteers, an enhanced quality of life. All three museum sites have been awarded Full Accredited status by Arts Council England in 2017. Accreditation is a national measure of professionalism awarded to museums who meet a certain standard of visitor service and collections management.

14. Throughout the past year Museums Worcestershire has delivered a range of successful projects and exhibitions including:

- Museums Worcestershire continues to work with Hartlebury Castle Preservation Trust on the £5million Heritage Lottery-funded development of Hartlebury Castle to become a significant family and friends visitor destination. The County Museum received an 80% rating in the Visitor Attraction Quality Assurance Scheme, being awarded full marks for customer care, staff efficiency and content of visitor attraction
- The Service has also secured more than £400k additional funding in grants and donations for projects throughout the county, including a £250k investment from Worcester City Council to transform the internationally important Commandery in Worcester with new displays, education programmes, café, and an ongoing income generation strategy. The renovation, which included a new heating system, and new displays was officially opened on the 29 July 2017 as part of wider celebration of the Cathedral Plaza development in Worcester City
- Suitcase Stories, which is a reminiscence, storytelling and music project funded by Arts Council England as well as all the district councils in Worcestershire. Taking museum collections as its starting point, the project has delivered positive health outcomes and improved wellbeing for 72 people living with dementia and their carers. The final performances have been viewed in person and online by 162,000 people.

15. A programme to review and improve the formal learning activities at all sites has already achieved a 4% increase in school visits. In 2016-17, the Learning team worked with schools, the University of Worcester, families and other groups to nurture 10,000 young visitors' love of their local history and engage with great art on their doorstep. 6,000 children visited the Pirates, Pants and Wellyphants exhibition at the Art Gallery and Museum.

16. A grant from Arts Council England has funded a large programme of audience research to ensure the museum service continues to be audience-focussed. This research highlighted that 57% of Museums Worcestershire's visitors want the opportunity to learn on their visit and 51% of visitors choose to visit our museums to spend time with their family and friends. The service continues to make a positive impact on the visitor economy with destination exhibitions at the Art Gallery and Museum contributing in the region of £500k to Worcester's local economy. This Green Earth welcomed 24,000 visitors of whom 54% travelled in from outside Worcester to see the exhibition.

17. Museums Worcestershire works with partners to develop and share our heritage expertise with the people of Worcestershire including:

- Support for smaller local museums through skills-sharing courses with active hands-on sessions
- The continuing partnership with the Worcester News which reaches more than 21,000 readers every week, providing access to 52 rarely seen objects from the collections
- Through working with high profile national partners such as the British Museum and the Tate bringing world-class art to the County
- The Bredon Hill Hoard has toured the county to conclude the Art Fund grant-aided project to conserve Worcestershire's largest Roman coin hoard and to share it directly with the communities that supported its acquisition.

Arts Service

18. The Arts Service continues to operate on a tight budget. It has successfully developed the schools arts project, 'Voices and Visions' and in 2017 over 100 schools and approximately 2,000 pupils took part in a large scale Visual Arts exhibition at the Cathedral. In addition, there were a further two performance events at the Cathedral and one performance event at The Hive plus a one-off special event at Kidderminster Town Hall called 1000 Years of Music. The Arts Service continues to run the Grant scheme and in 2016/17 the £20,000 that was invested, levered in approximately £500,000 of match funding from other sources.

19. The service drives the Worcestershire Arts Partnership (WAP), which is a broad based partnership that places arts at the centre of public and private sector agendas including health, children and young people and the economy. In March 2017 WAP officially launched its '1000 Days' strategy for Worcestershire that covers the period 2016 to 2019. The five priorities of the strategy are leadership and profile raising of the arts; artist development and resilience; arts and health; arts and young people; arts and the economy. The last three of these relate directly to the corporate plan priorities as they are about how the arts enables people to live healthy and independent lives, how arts can contribute to positive life chances for young people and how arts can help grow the local economy.

Severn Arts (formally Worcestershire Youth Music)

20. Significant progress has been made over the past year in developing a new business model for Severn Arts to deliver its services outside the control of the County Council. I formally approved the business plan as of the week commencing the 4 September 2017 and recruitment of trustees for the new company limited by guarantee with charitable status has started.

21. By operating outside of the County Council, Severn Arts will be able to trade more efficiently and compete more effectively, whilst at the same time maintaining a positive impact upon the quality of teaching, pupil progress, learning outcomes and the social and emotional health of children and young people. This new delivery model will be in place after the 1 January 2018. Meanwhile relationships with schools continue to remain positive and buy-back into the service is in line with projections within the business plan.

Corporate Information Management Unit (CIMU)

22. The service has been through a restructure following the transfer of the Subject Access Team from Children, Families and Communities. Part of the restructure was

to ensure that sufficient resource was allocated to ensure that the organisation as a whole was compliant with the various Acts pertaining to information.

23. The focus for the forthcoming year is the new General Data Protection Regulations (GDPR) that comes into force in May 2018 which has a number of significant changes compared to the Data Protection Act and improving processes surrounding Information Access. The impact of the new GDPR will mean some significant changes to how we manage our information and as such have implemented a project team to ensure that we meet the requirements within the timeframe provided.

Registration and Coroner Services

24. The service received another favourable report from the General Register Office following the annual submission. The recent customer survey again highlighted very high satisfaction levels across the whole service. The service conducted more ceremonies this past year than ever before as efforts continue to diversify as much as the law allows meeting the growing needs and desires of those wishing to marry.

25. We, like many authorities, have struggled with the statutory timeframe of death registration. Although the public are very content with the service we provide, the manager is working with partners to try to improve in this area.

26. The Coroners officers are now co-located with the Coroner at the Court in Stourport. The introduction of a new IT system has enabled the reduction in duplication of work, move toward being less reliant on paper and improved transfer of documents. The introduction of a pilot referral system for our partners is reducing the need to input data and enables the referrals to be processed in a timelier manner. This will continue to be rolled out over the forthcoming months.

Countryside and Greenspace Service

27. Waseley Hills Country Park, Worcester Woods Country Park and St. Wulstan's Nature Reserve have once again retained the nationally recognised Green Flag Award; evidencing the high standard of management for visitors and the natural environment.

28. One of the County Council's flagship sites, Kingsford Forest Park, transferred to the National Trust in May. This now means that the National Trust is responsible for the management of the whole of the Kinver Edge landscape area, which has been made even more poignant as 2017 marks the centenary of Kinver Edge coming into the Trust's care. The transfer of the site has generated savings of nearly £30,000 per year for the County Council, including staff time.

29. The Greenspace Team continues to work towards self-financing by generating income from its countryside sites, securing external funding, delivering chargeable services to others and reducing core costs. A considerable amount of work across the service is delivered by over 250 volunteers such as Parish Tree Wardens, Countryside Sites Volunteers and Health Walk Leaders.

Road Safety Education

Bikeability

30. The Road Safety Team delivers Bikeability National Standard cycle training across 3 levels to Worcestershire school pupils. Each year the team trains an increasing number of pupils and trained over 4500 pupils last year. A small number of adults have also received cycle training in the Wyre Forest area via a joint project with public health. Some reception age pupils also benefit from the teams Bikeability Balance training programme. The team currently have Department for Transport funding to support the delivery. The team are now at full capacity over the summer months in terms of instructor availability and volume of school requests.

Road Safety Education & Training

31. The Road Safety Team offers road safety education and training to all Worcestershire pupils. This provides pupils with lifelong behaviours and attitudes for safe road use anywhere, at any time, on any journey. The team offer class talks to any age group and practical pedestrian training to year 2 and 4. Each year they train over 10,000 pupils. The team also offer pre driver training workshops to students aged 16-18 in colleges or sixth forms which is delivered via the Safer Roads Partnership.

School Crossing Patrol Service

32. The existing School Crossing Patrol service covers 68 crossing locations to assist the safety of children travelling to and from school in Worcestershire, serving 58 first, middle and primary schools. The service is delivered in accordance to national set criteria. A review of the service is currently being undertaken and there are some sites that either no longer meet criteria or have been upgraded in recent times with a more formal crossing facility, such as a pedestrian crossing or zebra. Where there is a duplication of resources, sites are being consulted upon with a view to being closed. Six School Crossing Patrol sites remain vacant.

Malvern Hills AONB Partnership

33. The County Council hosts the Malvern Hills Area of Outstanding National Beauty (AONB) Team (Unit) which supports a broad-based partnership overseeing the conservation and enhancement of this nationally designated landscape. The partnership's work is wide-ranging, covering many issues of relevance to Worcestershire County Council as well as helping the Council to meet its statutory duties in relation to the AONB. Examples of the partnership's work last year include:

- Delivering the Three Counties Traditional Orchard Project, with funding from the Heritage Lottery Fund, to help preserve this most distinctive of Worcestershire habitats. So far over 300 volunteers have helped to restore 37 veteran orchards. Almost 50 able and less able volunteers have completed more advanced training, with some going on to act as traditional orchard ambassadors throughout the three counties. N.B The Council's Greenspace team is a delivery partner in this project
- Providing £23,000 in sustainable development fund grants to support 15 local projects, which in turn has brought in almost £55,000 in cash and in-kind match funding. Successful projects for the year include those in the field of health and well-being. A grant to the National Childbirth Trust to buy slings supports new mothers and fathers who want to walk with their babies on the Malvern Hills whilst collaboration with a local business now allows those with

limited mobility to hire an electric scooter to enjoy the wonderful views from the hills

- Supporting local people to secure sustainable development that befits the special qualities of the AONB. For example, Parish Councils in Malvern Wells and Little Malvern and Welland have been helped to progress 'landscape-led' Neighbourhood Development Plans (NDP) which will protect the local environment. Cutting-edge guidance on how to integrate new development into different landscape settings has been produced and the AONB Unit has stimulated the reuse and recycling of Malvern's very distinctive building stone, including through securing the lease on a local 'stone bank'
- Working with colleagues in Worcestershire Highways, the Greenspace Team and local Parish Councils to better manage highway verges for wildlife in three parishes within the AONB. This included establishing two new Roadside Verge Nature Reserves as well as developing proposals for a landscape-scale pilot project commencing in Autumn 2017. This work is a practical manifestation of the Council's commitment to be a pollinator friendly county.
- Through its provision of advice and specialist support the County Council earned over £19,000 from the work of the AONB Partnership last year.

Further details of the AONB Partnership's activities in 2016/17 can be found in its annual review:

<http://www.malvernhillsaonb.org.uk/wp-content/uploads/2015/02/63383-Malvern-Hills-AONB-Annual-Report-201617-v01.pdf>

Gypsy and Traveller Services

34. This self-financing service works to an agreed protocol alongside other local authorities, and the police where necessary, to reduce and manage unauthorised encampments in Worcestershire. The team is self-financed through its management of seven residential traveller sites, providing important accommodation for 121 gypsy and traveller families.

35. Work has continued with the community, the police and other agencies to address anti-social and criminal behaviour related to Cleeve Prior traveller site, of which the County Council manages a part. The County Council's lease of the site ends in May 2018 and in preparation for that, the County Council has been to court to gain legal possession of the site before securing it until the end of the lease.

Trading Standards and Animal Health (Regulatory Services)

36. The service protects consumers and legitimate business by advising on and enforcing the criminal elements of numerous Acts of Parliament and a wide range of regulations which help maintain an honest and thriving trading environment. The service maintains the 'level playing field' for trading in Worcestershire by discharging around 250 of the County Council's statutory duties that have grown out of its role as the local weights and measures authority. This includes many areas of consumer protection, food law, animal health and business regulation.

37. The service's revenue budget is around £450K per annum with 10.3 full time equivalent staff. The service remains co-located with the district councils' shared

Regulatory Service at Wyre Forest House in Kidderminster to ensure continued cross working particularly around business support.

38. The focus of the service has inevitably had to narrow because of financial constraints to discharging the statutory elements and tackling the worst aspects of consumer detriment and commercial crime. Recent investigation activity successes include:

- A training academy for beauty technicians being prosecuted for knowingly offering training it could not certify which left many without qualifications they'd paid for and trained for
- The prosecution of a number of rogue home improvement traders who have committed fraud and financially exploited local consumers, especially vulnerable elderly victims, in relation to unnecessary or poor quality work
- The prosecution of several car traders who have significantly reduced the mileage indicated on vehicles and falsified service histories before offering vehicles for sale
- Seizing a herd of 50 cattle suffering due to the poor husbandry of their keeper. A prosecution file will follow.
- Following information from the National Trading Standards Safety at Ports surveillance project, the service discovered a consignment of over 60 unsafe hover-boards at the retailer's warehouse ready for supply. A suspension notice was issued, with which the business fully cooperated.
- An importer was identified in Worcestershire selling a wide range of products over E-Bay. Test purchases revealed a range of unsafe products being offered including upholstered furniture that fails flammability tests, unsafe toy scooters and unsafe electrical goods. All were suspended from sale, helping to prevent further harm, and a prosecution file is progressing through Court.

39. The service continues to develop its relationships with Worcestershire businesses through the provision of Primary Authority arrangements where businesses received assured advice for a fee. A number of larger businesses are signed up to this including Halfords and Worcester Bosch, and the list continues to grow. Businesses see the value of support from local regulatory services in helping them to grow. The service is also working closely with shared Regulatory Service colleagues and colleagues from the Local Enterprise Partnership and Economic Development to support business more widely. This includes work on the development of the Worcestershire Food and Drink Federation, which it is hoped will help to promote Worcestershire's food producers in the future.

40. Other services with clear linkages include Adult Social Care, especially in the area of safeguarding. The role of rogue home improvement traders who target the vulnerable has already been mentioned. Referrals are made to the Safeguarding Hub where officers have concerns about the mental capacity of victims, especially where there remains a risk of further victimisation. Ultimately, if rogue traders continue to financially exploit these older residents they will be unable to live independently and may need further support from the Council.

Worcestershire Archive and Archaeology Service (WAAS)

41. The service works to protect, preserve, manage, record, interpret and promote the history and historic environment of Worcestershire. The staff includes archive and archaeological specialists, a conservation and digitisation team, a learning and outreach team and includes the County's statutory archive service. WAAS is based at The Hive but works across Worcestershire.

42. The public services from The Hive are popular with a 98% customer satisfaction rating at the last survey. Commercial work includes archaeological projects in the West Midlands and further afield. WAAS has a turnover c £1,900,000 of which £1,300,000 comes from either commercial or grant income. It has 44.5 Full Time Equivalent (FTE) staff of which 28 FTE is externally funded. It is seen as a model of best practice by The National Archives and the Chartered Institute for Archaeologists. Staffing and services remain stable and in the next year the focus is on increasing external income to enhance services for the people of Worcestershire.

43. Over the last 12 months, the team has delivered a major project (soft launch August 2017) to increase commercial income with a particular focus on the family history market in Australia New Zealand and North America. The archaeological teams undertake commercial work and, with the District and County Planning teams, facilitate development in Worcestershire in a way that enhances the historic environment of the County. In addition they have completed a number of strategic projects commissioned by Historic England. These are intended to impact on professional practice across England and there more are in the pipeline.

44. Closer to home the service is in partnership with Museums Worcestershire to deliver a £137,000 (£97,000 Heritage Lottery Fund and £40,000 Arts Council funding) *Lost Landscapes* project. This will bring the history of Stone Age Worcestershire to life through a series of museum exhibitions, children's and family events, art installations and activities.

45. A new partnership is with Children's Services. In October a joint team comprising of Worcestershire Archive and Archaeology Service, Green Fingers Project and the University of Worcester will pilot a project funded by Heritage Lottery Funding to involve Looked After Children in archaeology. This is based on work by Professor Carenza Lewis (previously of *Time Team*) which has proven to increase confidence and aspiration in adults and children. Carenza has not worked with Looked After Children before and will be supporting the joint team with the evaluation of the project.

46. This year is the 70th anniversary of Worcestershire Archives and so it was particularly pleasing that WAAS was awarded the Archives and Records Association Award of *Record Keeper of the Year 2017* in recognition of their innovative business model and achievements in maintaining a high standard of service over the last 5 years.

Scientific Services

47. The Scientific Services Unit currently comprises of three commercially focused teams; Laboratory, Occupational Hygiene and Waste Pollution Control. These are supported by a business administration function. From a statutory perspective the County Council is required to have access to a Public Analyst (need not be directly employed) and a Waste Pollution Control resource.

48. Current tendering activity is low and the services are finding competing in the commercial environment challenging. Corporately the County Council is re-evaluating its primary functions and identifying its core activity. Scientific Services and its portfolio of activity will be reviewed in the autumn.

Voluntary and Community Sector (VCS)

49. Volunteering is a key deliverable for the Council's Future Fit programme and the council is working with a range of organisations to develop its volunteering approach, 'Enabling Communities'.

50. There has been excellent progress in promoting Digital Inclusion across Worcestershire through the GoOn Worcestershire Partnership. A Partnership Development Coordinator was recruited to this project and has been central to this work, which engaged 8,703 people in the development of digital skills between September 2015 and June 2017. The current focus is on providing digital skills training for Digital Champions and they are exploring ways of ensuring the impact of the project is sustainable so that access to the internet is not a barrier to Worcestershire residents.

51. Social value guidance has been produced for all suppliers wishing to deliver contracts on behalf of the council and includes suggestions about working with and developing local VCS as part of council contracts. The Find it in Worcestershire (FIIW) business breakfast meeting has been expanded to include VCS organisations so that they can benefit from networking opportunities alongside private sector companies. The November 2016 FIIW focussed on corporate social responsibility and the role that the local VCS can play.

52. Through the Resident Viewpoint survey, local residents have been engaged with to determine their drivers of volunteering and a new indicator has been added to the balanced scorecard to monitor levels of volunteering across the County.

53. The County Council ran a successful VCS celebration event in the summer of 2016 at the Hive (to coincide with National Volunteering Week), highlighting the work done by volunteers and VCS organisations. During the 2017 National Volunteer week the County Council and partner agencies showcased the excellent work of volunteers across the county. This was recognised by the chairman presenting a number of groups and volunteers Black Pear Trees awards.

Partnership Working

Syrian Refugee Resettlement

54. Over the past 18 months, 12 families from Syrian refugee camps have been successfully resettled in Worcestershire. The programme has been led by the Leaders of the District Councils as well as the County Council and has seen families being resettled in Redditch, Worcester and Kidderminster under the stewardship of Refugee Action and Spring Housing. The project coordinator for the whole council has worked with government partners as well as District Councils to ensure that the programme has worked. The programme has shown that the families have been successfully integrated into their local communities and have been assisted by the local resettlement welcome groups.

Conclusions

55. I would like to place on record my thanks to the Director of Children, Families and Communities and the Director of Economy and Infrastructure along with the relevant Heads of Service for their commitment and work since my last report. I believe we have a high calibre of officers within the County Council and the commitment shown by officers at all levels has meant we have made significant progress in all areas of my portfolio.

56. I do recognise that the financial climate facing the Local Authority continues to be very challenging and I see that within my portfolio significant progress has been made in meeting these financial challenges. However, we are aware that this will need to be done whilst sustaining services that local communities may wish to keep but will have to be delivered in a different way.

I submit this report to the Council. Thank you.

Lucy Hodgson

Cabinet Member with Responsibility for Communities

This page is intentionally left blank

COUNCIL
14 SEPTEMBER 2017**QUESTION TIME**

Question 1 – Street Lighting Engineers

1. Mr P M McDonald will ask the Cabinet Member with Responsibility for Highways:

"Would the Cabinet Member for Highways please inform me of the number of street lighting engineers employed by the County."

Question 2 – Unpaid Internships

2. Mr P M McDonald will ask the Cabinet Member with Responsibility for Transformation and Commissioning:

"Would the Cabinet Member for Transformation and Commissioning please inform me of the number of unpaid internships within the County Council."

Question 3 – Developer responsibilities associated with road closures

3. Mr R C Lunn will ask the Cabinet Member with Responsibility for Highways:

"Does the Cabinet Member agree with me that legislation should be enacted to enable County Councils to fine Developers for unreasonable overrunning of Section 278 works which keeps roads closed unnecessarily? Does he also agree that this would have eased the inconvenience and annoyance felt by people in and around Church Road, Webheath, who have had to endure a road closure of over 5 months when they were promised 3? Does he agree that Developers have a responsibility and a duty to get roads open promptly and safely?"

Question 4 – Compensation claims for road closures

4. Mr R C Lunn will ask the Cabinet Member with Responsibility for Highways:

"Does the Cabinet Member agree that if Developers keep roads closed longer than can be justified for Section 278 works, then members of the public who can prove they have been continually inconvenienced should be allowed to claim reasonable compensation from the responsible developer?"

Contact PointsCounty Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report
Simon Lewis, Committee Officer
Tel: 01905 846621
Email: slewis@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

COUNCIL
14 SEPTEMBER 2017**REPORTS OF COMMITTEES****(a) SUMMARY OF DECISIONS TAKEN BY THE AUDIT AND GOVERNANCE COMMITTEE**

External Audit Progress – Worcestershire County Council Annual Statutory Financial Statements for the year ended 31 March 2017

1. It has been usual practice for many years for the Audit and Governance Committee to approve an audited set of accounts and the Annual Governance Statement, subject only to matters arising from the public inspection period or the statistical Whole of Government Accounts reporting exercise, at its annual June/July meeting.
2. This year the process has proved more difficult to complete, and further work will be required by the County Council and subsequently the External Auditor over August 2017 to complete the process.
3. Whilst this is later than originally planned, the County Council has met its statutory obligations by issuing a set of accounts before the end of June on the County Council's website and advertising the formal 30 day public inspection period which finished on 14 July 2017. The final stage in this process will be the Committee approval in September 2017.
4. The Committee has noted the progress made on the External Audit of the 2016/17 Worcestershire County Council Statement of Accounts and the plan return to the Committee meeting on 26 September 2017 for final approval.

External Audit Progress – Worcestershire County Council Pension Fund Annual Statutory Financial Statements for the year ended 31 March 2017

5. The audit work is substantially complete and the External Auditor anticipates providing an unqualified opinion on the Pension Fund's Statement of Accounts. This is expected to take place at the 26 September 2017 Committee meeting alongside the County Council's Statement of Accounts.
6. The key headlines are:
 - The Pension Fund's Net Assets increased by 27.1% (£529 million) to £2.48 billion
 - During the year a surplus resulted on the Pension Fund account totalling for 2016/17 £34.4 million, a decrease of £4.2 million from the surplus of £38.6

million for 2015/16

- The last actuarial valuation of the Fund at 31 March 2016 indicated assets covered 75% of liabilities (69% at 31/03/2013).

7. The Committee has noted the progress made on the External Audit of the 2016/17 Worcestershire County Council Pension Fund Statement of Accounts and the plan return to the Committee meeting on 26 September 2017 for approval. The Committee has noted the Worcestershire County Council Pension Fund Audit Findings Report for the financial year ending 31 March 2017.

Corporate Risk Report

8. The Corporate Risk Register provides a mechanism for collating and reporting strategic risks that could affect the delivery of corporate objectives. Each risk listed on the Corporate Risk Register is monitored by Directorates and reported through the corporate process to provide assurance on the adequacy of arrangements to mitigate the risks.

9. Two risks are rated as 'red':

- serious harm or death due to a failure on the part of the Council
- demographic changes lead to changed demand for services.

10. The changed rating of the first reflects the recent identification of issues with Children's safeguarding services. The second is a Council-wide risk but with particular significance because of the increasing older population and its impact on Council services.

11. The Committee has noted the latest refresh of the Corporate Risk Register including the red risks identified and mitigating actions.

Internal Audit Annual Report 2016/17

12. Internal Audit is required by professional standards to provide a written annual report. The content of the report is prescribed by mandatory codes of practice which specifically require the report to provide an opinion on the overall adequacy and effectiveness of the Authority's governance, risk and control framework.

13. The Committee has endorsed the Internal Audit Annual Report 2016/17.

Internal Audit Risk Assessment, Plan and Charter 2017/18

14. The role of internal audit is primarily to provide reasonable assurance to the organisation and ultimately the taxpayers that the Council maintains an effective control environment that enables them to manage its significant business risks. Internal Audit does this by providing risk-based and objective assurance, advice and insight. To ensure the best use of limited audit resources audit work needs to be carefully planned. In accordance with best practice the Committee's role is to review and approve the annual internal audit work plan. The Committee has approved the Internal Audit Strategy 2017/18.

15. The Internal Audit function is governed by its Audit Charter, which is a requirement of the Public Sector Internal Audit Standards and sets out the purpose, authority and responsibility of internal audit. The Charter establishes the internal audit activity's position within the organisation, including the nature of the service's functional reporting relationship; authorises access to records, personnel and physical properties relevant to the performance of engagements and defines the scope of internal audit activities. A number of minor changes to the Charter are now required to reflect recent changes to professional standards. The Committee has approved the Internal Audit Charter.

Work Programme

16. The Committee has noted its future work programme subject to the following reports being brought to the meeting on 8 December 2017: External Audit Progress Report – Annual Statutory Financial Statements for the year ending 31 March 2018; and an analysis of the difficulties experienced with the Annual Statutory Financial Statements for the year ending 31 March 2017.

Mr N Desmond
Chairman

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Simon Lewis, Committee Officer

Tel: 01905 846621

Email: slewis@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda papers for the meeting of the Audit and Governance Committee held on 21 July 2017.

This page is intentionally left blank

COUNCIL
14 SEPTEMBER 2017**REPORTS OF COMMITTEES****(b) SUMMARY OF DECISIONS TAKEN BY THE PLANNING
AND REGULATORY COMMITTEE**

Applications

1. The Committee approved the following applications subject to detailed conditions:
 - Proposed extensions and alterations to the existing school including a six classroom two-storey extension, to accommodate expansion from a one form entry to a two form entry school, and external works which include additional parking and hard play areas at Red Hill C of E Primary School, Midhurst Close, Worcester
 - Proposed change of use and the conversion of the existing house, including the attached garage block to provide a children's home, complete with ancillary facilities, to accommodate up to four children and young adults at the Riddings, Bricklehampton.
2. The Committee noted the Annual Review of activities carried out by the Council to manage and implement the Safety of Sports Grounds legislation. It was agreed that arrangements would be made for members of the Committee to visit all the designated stadia and regulated stands in the county over the life of the Council.
3. Details of the above application can be found in the agenda papers for the Committee meeting held on 11 July 2017.

Mr R C Adams
Chairman

Contact Points

County Council Contact Points
County Council: 01905 763763
Worcestershire Hub: 01905 765765

Specific Contact Points for this report
Simon Lewis, Committee Officer
Tel: 01905 846621
Email: slewis@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda papers for the meetings of the Planning and Regulatory Committee held on 11 July 2017.