Resources and Fire & Rescue Overview and Scrutiny Committee

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5 July 2017

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Agenda

The Resources and Fire & Rescue Overview and Scrutiny Committee will meet in Committee Room 2, Shire Hall, Warwick on Wednesday 5 July 2017 at 2 p.m.

Please note that this meeting will be filmed for live broadcast on the internet. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

1. General

(1) Apologies

Councillor Sarah Boad
Councillor Judy Falp

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

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

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 43).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

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

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(3)   Minutes of the previous meeting(s)

To approve the minutes of the committee meeting held on 22 February 2017 and on the 23 May 2017 and any matters arising.

2.   Public Question Time

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

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

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

4.   Review of the Committee's Work and Development of the Future Work Programme

The enclosed report provides some information on the role of the Committee and the work undertaken over the last two years and invites members to consider the development of its work programme for 2017/18.

5.   Warwickshire Fire and Rescue Service Integrated Risk Management Plan 2017-2020 and Action Plan 2017/18

The committee is asked to consider and comment upon the Warwickshire Fire and Rescue Service IRMP 2017-2020, Action Plan 2017/18 and Consultation Summary Report.

6.   Operational Assessment and Fire Peer Challenge 2016

The committee is asked to consider and support the final report and associated action plan following the Operational Assessment and Fire Peer Challenge that was undertaken within Fire and Rescue November 22nd - 25th 2016.

7.   Treasury Management Monitoring Report 2016/17

The committee is asked to consider and comment on Treasury Management in respect of 2016/2017

8.   **Update regarding Business Rates.**

A verbal update on the current situation will be provided to the committee

9.   **Urgent Matters**

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

The next meeting of the committee has been scheduled for Wednesday 5 September 2017 commencing at 2:00pm in Committee Room 2.

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David Carter
Joint Managing Director
Shire Hall
Warwick

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Resources and Fire and Rescue Overview and Scrutiny Committee Membership

Councillors:

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

Portfolio Holders:

Councillor Izzi Seccombe – Leader of the Council

Councillor Peter Butlin – Deputy Leader

Councillor Kam Kaur– Customer and Transformation

Councillor Howard Roberts – Fire and Community Safety

For queries regarding this agenda, please contact:
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**Minutes of the meeting of the
Resources and Fire & Rescue Overview and Scrutiny Committee
held on 22 February 2017**

Present:

Members of the Committee
Councillors John Appleton ,Nicola Davies, Neil Dirveiks, Brian Hawkes, Keith Kondakor,
Phillip Morris-Jones, Chris Saint and Matt Western (Chair)

Other County Councillors
Alan Cockburn - Portfolio Holder for Finance & Property
John Horner - Portfolio Holder for Community Safety

Officers
Helen Barnsley, Democratic Services Officer
John Betts, Head of Finance
David Carter, Joint Managing Director
Andy Hickmott, Chief Fire Officer
Tricia Morrison, Head of Performance
Rob Moyney, Deputy Chief Fire Officer
Rebecca Roberts, Arson Reduction Officer
Sushma Soni, Performance & Improvement Officer
Steve Smith, Head of Physical Assets

1.   **General**

      (1)   **Apologies**

             Councillor Peter Fowler and Councillor Bernard Kirton.

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

             None

      (3)   **Minutes of the meetings held on 14 December 2016**

             The Committee agreed that the minutes of the meeting held on
             14 December 2016 be signed as a correct record following an update to
             include member's request for online access to a full telephone directory.

             Matters Arising

             Members wished it to be noted that the information requested regarding
             mobile coverage across the county was relating to mobile data coverage
             rather than coverage just for calls.

2.   **Public Question Time**

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

3.   **Questions to Cabinet Portfolio Holders**

      There were no questions presented to Cabinet Portfolio Holders at the meeting.

4.   **Work Programme 2016/17**

The Chair informed the committee that an additional meeting of the Resources and Fire & Rescue Overview and Scrutiny Committee has been provisionally booked for early June. Following the election in May, it was considered prudent to arrange a meeting, prior to the July meeting, in order to discuss the Warwickshire Fire and Rescue Service's Integrated Risk Management Plan (IRMP) action plan. The meeting will also consider the Cross Party Fire Working Group and how to move forward with both groups.

With regards to the procurement in the Fire Service members noted that the Government is promoting co-operation amongst neighbouring fire services and where possible, this is the route that WFRS takes.

Following a discussion about the work programme for the Committee after the election in May, members agreed with the topics that had been suggested by the Chair and Party Spokes Members. This includes business rates, the financial impact of the budget on Adult Social Care, and update on the MASH and the new legal and catering services. In addition to the proposals put forward members requested that the committee looks at the technology used by the Council, and in particular the Digital by Default programme. Information regarding the West Midland's Combined Authority (WMCA) Interface was also requested; in particular, information relating to the financial impact of the WMCA on the County Council.

Members agreed that reports relating to capital slippage be added as an item on the work programme (for every other meeting).

A fully updated work programme will be published prior to the meeting in July 2017.

There was a request from members that consideration be given to bringing the start time of the committee meeting forward to 13.45 allowing members with commitments outside the county council a chance to avoid heavy traffic and other travel issues. It was noted that while most members supported this request, it will be a decision for the Chair to make before the next meeting.

Resolved

The Committee agrees the updated 2016-17 Work Programme and notes the scheduled future meeting dates. Members will be advised in good time of any changes to the start time of future meetings.

5.   **One Organisational Plan (OOP) Quarterly Progress Report:**

Tricia Morrison, Head of Performance, gave a brief introduction to the report which relates to Quarter 3 performance (for year three of the existing OOP). It was noted that the report provides specific information which falls under the remit of the Resources and Fire & Rescue Overview and Scrutiny Committee.

With reference to point 3.4.7 of the report, members sought reassurances regarding the pension funds. It was confirmed that Government was insisting that authorities pooled pension resources in order to reduce fees. A decision has been taken to transfer £1.8 billion of assets in the Warwickshire Pension Fund to the Border to Coast Pension Partnership. A report is due to be presented to the March meeting

of the full council and it is hoped that full implementation of the transfer will have started by April 2018. Confirmation was given to members that full control of investment distribution remains with the council.

Concern was raised regarding the switching off of some traditional communication channels as noted on page 11 of the report. David Carter, Joint Managing Director, confirmed that the council cannot afford to keep all communication channels open and that the council is behind on digital targets. He was able to reassure members that assisted access would always be available to residents who needed it and that the council would note become remote from the general public. Members were reminded that their decision not to close some libraries had ensured that residents would continue to have access to One Stop Shops and face-to-face interaction.

With regards to Information Incidents, as reported on page 11, David Carter confirmed that this related the sending of information rather than any hacking events. Although the incidents are running slightly above average, members were asked to note than none had been significant enough to warrant a report to the Information Commissioner.

With regards to incidents of hacking, members were reassured that all security issues are monitored. The latest incident of hacking was a result of initial hacking on the wordpress.com website which is used by the council, rather than a direct attack on the council. It had resulted in disruption to the main website but a second fire wall prevented it reaching the main council systems.

Following a question relating to the monitoring reports (page 12 of the report) it was confirmed that much of the work is still manual and so can be time consuming. Work is in progress with regards to cost centre codes and account codes to make the process faster and more accurate.

With regards the complaints upheld by the Ombudsman David Carter confirmed that the cases related to maladministration leading to injustice.

Members questioned the performance figure of 0.04% regarding the performance on page 16 of the report which relates to the Capital programme variance and requested that the information be checked.

A question was raised regarding the number of Home Fire Safety Checks that have been carried out (page 16 of the report). It was confirmed that the number carried out can fluctuate depending on if officers need to be redirected to other issues across the county but overall, the service was on target to complete 4000 by the end of the year.

Members requested further fire and rescue service performance information relating to the attendance of second appliances. Rob Moyney, Deputy Chief Fire Officer, was able to confirm to members that reviews are carried out as to why targets were missed and that in the majority of cases it was due to the geography of the incident and the availability of retained duty system (RDS) fire fighters. Members agreed to revisit this topic at future meetings and asked that a second briefing note be sent out with performance information (following the original briefing note that was circulated to members on 17 October 2016).

The discussion moved onto the level of vacancies for RDS fire fighters ad what can be done to improve the situation. Rob Moyney confirmed that the issues faced by

Warwickshire Fire and Rescue service highlighted a national problem with the recruitment and retention of fire fighters. Solutions are being investigated including the introduction of joint PCOS and RDS officers; which may prove especially useful in the most non-urban locations. All innovative ways forward are being investigated.

Members acknowledged the improvement made in performance relating to staff sickness and how it showed an overall improvement in communication.

Resolved

The Committee notes the key messages set out in the report and requests that further reports and briefing notes be prepared as set out in the minutes.

6. **Deliberately Started Fires in Warwickshire.**

Rob Moyney, Deputy Chief Fire Officer, presented the highlights of the report to the committee, noting in particular that although there has been a steady increase in deliberate fires across Warwickshire, the overall number of incidents is down 23.8% on the same period last year.

It was confirmed to members that Nuneaton and Bedworth is a target area for arson prevention and is where the focus of resources are.

Rebecca Roberts, Arson Reduction Officer, gave a presentation to the committee, highlighting the type of work that is carried out across the county. In particular, members were informed of the actions plans that are put in place following agencies working together (including the police, housing associations and Network Rail).

Members were shown information relating to the Dob 'Em In campaign which has proved to be successful in encouraging people who may have been witness to an arson incident to come forward and report it to the Police, or Fire Service.

With regards to individuals who make a threat of arson, members were informed of the preventative work carried out, across agencies, in order to manage the risk. This can include working with parole boards in providing advice.

Resolved

The Committee notes the contents of this report.

7. **Verbal update regarding the Peer Review.**

Rob Moyney updated members noting that the full report from the peer review had been received in January 2017 and that work was now being undertaken to produce an action plan. The report had noted that Warwickshire Fire and Rescue Service was one of the most high performing and successful services across the country with a high level of positive engagement. Front line fire fighters had also reported high levels of satisfaction with their equipment.

The report had highlighted some challenges for the service including the uncertainty the service faces in view of the move to the Home Office. Challenges around maintaining staff as well as their health and well-being had also been included in the report.

Rob Moyney informed members that the key themes of the report include improving communications, managing capacity and focusing on resources, as well as building on the existing good work being carried out. It was confirmed that the additional meeting planned for June 2017 would include a further update on the IRMP.

8.   Update regarding Business Rates and Capital Slippage.

Briefing notes were circulated to members of the committee.

John Betts made three key points in addition to the information on the briefing note with reference to business rates. Firstly, the revaluation of business rates should see the overall bill for Warwickshire decrease. Secondly, a response is due on 3 May relating to the technical aspects of business rates which include tier splits and appeals. Finally, it was confirmed that officers will be watching how the tax base develops for 2020.

Following a request from members it was agreed that briefing note would be produced showing how dependant Warwickshire is on the small number of large businesses across the county.

With regards to capital slippage, it was agreed that a report would be produced for every other meeting of the committee, starting in July 2017.

9.   Urgent Matters

None

10.   Any other business

Members of the committee wish to put on record their thanks to all the officers who have produced reports or given presentations over the last year. The standard of all the work produced has been excellent and members are very grateful for everyone's hard work.

With regard to the election in May, the Chair expressed his thanks to those members who would not be standing again for all their work on the committee. And for those standing for re-election, he wished them good luck and best wishes.

Date of Next Meeting

The date of the next Resources and Fire & Rescue Overview and Scrutiny Committee was confirmed as 19 July 2017 at 2 p.m. in CR2, Shire Hall.

The meeting rose at 15.58

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Chair

Minutes of a meeting of the Resources & Fire and Rescue Overview and Scrutiny Committee held on 23 May 2017

Present

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

Others in attendance

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

1.   General

   (1) Apologies

   None

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

   None.

2.   Election of Chair

Councillor Parminder Singh Birdi nominated Councillor Heather Timms to be Chair of the Overview and Scrutiny Committee and was seconded by Councillor Andy Crump.

Councillor Sarah Boad nominated Councillor Maggie O'Rourke to be Chair of the Overview and Scrutiny Committee and was seconded by Councillor Bill Olner.

A vote was taken and Councillor Heather Timms was elected, the vote being 6 for Councillor Heather Timms and 4 for Councillor Maggie O'Rourke.

Resolved

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

3.   Election of Vice Chair

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

There were no other nominations.

Resolved

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

Chair…………………………………..

Resources and Fire & Rescue Overview and Scrutiny Committee

5 July 2017

Review of the Committee's Work and Preparation of the Future Work Programme

Recommendations

(1) That the Committee notes the work of the Resources and Fire & Rescue Overview and Scrutiny Committee from 2015 to 2017. (Appendix A)

(2) That the Committee identifies areas for inclusion in the Committee's work programme.

1.0 Background

This report has been prepared to provide new members with

- a summary of the role of the Committee and different ways of working

- a snapshot of the key issues considered by the Committee over the last two years as a context for developing the future work programme and to ensure work is not duplicated.

- guidance to assist in the development of the Committee's work programme.

2.0 Role of the Committee

2.1 This committee's remit is:

'To review and/or scrutinise the provision of the council relating to the fire and rescue service, budget, medium term financial plan, corporate business plan, planning and performance arrangements, finance, property, information technology, facilities management, workforce strategy and development, law and governance, libraries, customer service and communications.'

2.2 The Council's Constitution sets out the general powers for all Overview and Scrutiny Committees (Part 2 Section 8) which in summary are to:

(i)   Assist the council and Cabinet in development of policy;
(ii)   Review/ scrutinise decisions already made
(iii) Make reports/recommendations (usually to the Cabinet)
(iv)   Question Cabinet Portfolio Holders about issues within the Committee remit.

2.3   The powers reflect the Committee's dual role as both a 'check and balance' or 'critical friend' to Cabinet by reviewing policies and decisions (the 'scrutiny' element) but also in supporting and assisting in the development of policy (the 'overview' element). Members will also hear the term 'pre-decision scrutiny' whereby policies or decisions that are being considered by Cabinet are routed via Overview and Scrutiny Committees for their input before the Cabinet take the decision. Post- decision scrutiny is obviously scrutiny that is undertaken after the decision is taken. This can be in the form of a 'call-in' by members which prevents implementation of a decision until the Committee has had an opportunity to put forward its views on the proposed decision. (Members have been issued with a copy of 'The Essentials' quick reference guides which includes a guide on overview and scrutiny and also on call-in although please note that the call-in to Council has changed following the decision of Council on 23 May.)

2.4   The formal powers of overview and scrutiny are supported by a set of protocols (Part 4 Section 3 of the Constitution and attached at Appendix B). This states the overall purpose of scrutiny to **'assist the council to achieve its corporate aims and objectives and deliver positive outcomes for local people'** and includes guidance on how to select topics for scrutiny which may assist the Committee in agreeing its work programme (see also section 4 below).

2.5   As stated at 2.2, one of the general powers of the Committee is to question or 'hold to account' Cabinet members. A list of the forthcoming decisions for Cabinet or Portfolio Holder is provided for each Committee meeting (see item 4) but members can ask about anything within the Portfolio Holder's remit. A list of the Portfolio Holders relevant to this Committee is listed at the end of the agenda.

2.6   The other standing item for the Committee is the One Organisational Plan (OOP 2020) quarterly performance progress report for those service areas within the Committee's remit.

3.0   Ways of Working

3.1   A brief outline of the key areas of work undertaken over the last two years is set out in Appendix A, along with a list of all of the other items considered over the period and the written briefings provided for members between the formal meetings.

3.2   Members will see that most meetings focused on just two or three items but there have been a number of issues raised by members that have resulted in officers producing a number of briefing notes.

3.3   The Committee has not chosen to undertake any task and finish reviews during this period, although there has been a separate cross party member working group looking at the Fire and Rescue Service.

Although the Committee chose not to set up any task and finish groups, these can be useful for some reviews. Task and finish groups suit in-depth short reviews and enable members to work together in a less formal way. They are particularly suitable for engagement with service users, external experts or in gathering information from other partners or other authorities –either by the whole group or by individual members. They are supported by the Democratic Services Team and lead officer(s) from the relevant service(s). They can be resource and time intensive (which is why we encourage only one task and finish group to be active per committee at any one time) but are an effective method for gathering evidence and in developing thought-through recommendations. The recommendations from task and finish groups are considered by the Committee before being forwarded to Cabinet for consideration and response.

3.4   The majority of issues will be the subject of service officer reports for consideration by the whole Committee – in particular the monitoring reports, or issues that can be reviewed in a single meeting. Occasionally these reports will lead to the Committee wanting to undertake a more in-depth review (as they did with the issue of air quality) and the outcome of this may again result in the Committee making recommendations to Cabinet. Officers are encouraged to produce short briefing papers as opposed to formal reports. It is likely, however, that if the Committee wishes to consider an item that is already programmed for an imminent Cabinet meeting, the timing will mean that the Committee will receive a copy of the formal report that is in transit for the Cabinet meeting.

3.5   There is the option of holding more structured 'select committee' style meetings. These are meetings of the whole committee, focused on one issue, and are particularly suitable where the committee wishes to gain evidence and question a range of people (such as service users, partners) in one half day or day session.

3.6   Keeping the agendas for each meeting focused on a few items is important if the meeting is to really undertake effective scrutiny.   The provision of written briefing notes, circulated after the meeting, has proved useful as a way of answering specific questions raised at meetings. This helps to manage the workload of the formal meetings and ensure the focus is on scrutiny reviews (rather than purely information reports). The briefings are sent to all members, not just those on the Committee, as it is likely that there may be other members who would find them useful.

3.7   Any member of the Committee can propose items for the work programme, but the Chair has the final say on the agenda for any particular meeting. The Chair, Vice Chair and Group Spokespersons are given an opportunity to meet to consider the work programme of the Committee. These informal meetings take place in between the formal Committee meetings.

4.0   Developing the work programme for 2017/18 and beyond

4.1   In addition to the standing items (OOP Performance Monitor and Questions to Cabinet Portfolio Holders) there are just two update reports scheduled for the September meeting - on CWLEP funding programme and on Business Rates. The Committee also asked for a report on the results of the latest Staff Survey and have been having reports on Capital Slippage at every other meeting.

4.2   The Committee are invited to consider the issues they wish to see included in the work programme. This may include areas that they wish to first have further information on so that they can decide whether and what type of review should be undertaken. The work programme does not have to be finalised at this point and there may be areas that could be subject of further discussion at the Chair and Group Spokespersons meetings which will be arranged shortly.

4.3   The selection of topics is critical. The importance of focussing on a quality programme (rather than quantity) cannot be over-emphasised. The Council (members and officers) resources need to be targeted effectively and focus needs to be on the things that matter and on supporting the organisation on its transformation journey, rather than diverting resources away from it. This means that the work of the Committees should reflect the Council's priorities:

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

- Children and adults have access to quality learning throughout their lives
- Young people are supported to access apprenticeships and employment
- Warwickshire is an attractive place to do business with a strong local economy and infrastructure
- *Our communities and businesses are thriving and prosperous*

Warwickshire's Communities and Individuals are supported to be safe, healthy and independent.

- Our communities are independent, resilient and safe
- Vulnerable members of our communities are supported to be independent and safe
- *We support and coordinate other organisations to deliver services*

4.4   There are elements of both key priorities that are pertinent to this Committee (as indicated in italics). Members may also be interested in the latest messages in the 'Living in Warwickshire' survey of residents which provides some indication of the concerns of residents that members may consider would benefit from some analysis.

Review and Work Programme – 05.07.2017

4.5 The Council's protocols set out the matters to take into account when deciding whether to conduct a particular scrutiny. (See section 5.2.3 of Appendix B). This includes whether the issue will have a significant impact on Warwickshire and is it a matter that would be of general public concern.

5.0 Conclusion

This report gives some background information for new members and is designed to provide a stimulus for discussion at the meeting on 5 July. The officers at that meeting will be there to support this discussion and to provide any information that will assist in developing the Committee's work programme.

Background Papers

None

	Name	Contact Information
Report Authors	Janet Purcell Helen Barnsley	janetpurcell@warwickshire.gov.uk helenbarnsley@warwickshire.gov.uk
Head of Service	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Joint Managing Director	David Carter	davidcarter@warwickshire.gov.uk

Key work undertaken between May 2015 and May 2017

1.1 This provides an overview of the key work carried out by the Resources and Fire & Rescue Overview and Scrutiny committee over the past two years. If members want more detail on these the Democratic Services Team will endeavour to provide more information on the history of a particular issue. Access to all previous agendas and reports can be accessed via the Council's Committee Management Information System.

1.2 **Fire and Rescue Procurement -** Fire and Rescue Services are now overseen by the Home Office and following this move, a procurement project was undertaken which culminated in a benchmarking report on the "basket of goods" used. This was a new form of benchmarking performance for the Fire and Rescue Service and the Committee were pleased to learn of the performance recorded for Warwickshire, in particular in ensuring best value for money and the work undertaken to work with multi-agency partners to identify opportunities for greater procurement collaboration. The one issue of concern was that local businesses were not receiving enough feedback on why they hadn't been successful in winning contracts. The Fire and Rescue Service is investigating ways to offer constructive feedback as well as encouragement to local companies. The Committee asked that the conclusion of the investigation be reported to the Committee.

1.3 **Fire & Rescue Service Peer Review and Performance -** The Committee have considered updates throughout the Fire Service Peer Review and in January 2017 welcomed the report that Warwickshire is one of the most high performing and successful services across the country. Warwickshire was also reported to be the top performer in the reduction of house fires which was welcomed by Members. There were some areas identified for improvement, including internal communications and the rise in deliberate fires across the County. The Committee will continues to monitor these areas

1.4 **Fire & Rescue Service Recruitment, Retention and Second Fire Appliances Attending Incidents -** The Committee received data in relation to the performance standards for a second appliance to reach an incident and found a number of reasons why the target was not always reached; including traffic issues, incorrect location information provided by the caller, and staffing difficulties. The Committee then looked further at the issues facing the recruitment and retention of fire fighters, especially Retained Duty System firefighters. It was found that there had been an impact during the changes to the crewing systems and some long term sickness issues but that measures had been taken such as a daily review of staff and use of a crewing pool.

1.5 **Fire and Rescue Service Deliberate Fire and Road Traffic Collisions Hotspots -** The committee had particular concern about these two issues. Members were provided with a briefing note regarding the geographical distribution of deliberate fires and also received an in depth presentation from the county's dedicated arson officer. Regarding road traffic accidents there remain around a dozen locations that can be considered hot-spots but work is ongoing with partners to identify what action can be undertaken to reduce the dangers at these sites.

1.6 **Staff Survey -** The Committee have considered a report with the results of the latest staffsurvey. The survey used benchmarks set by the company ORC – a recognised model for employee engagement monitoring. The results were reassuring with Warwickshire County Council continuing to be in the top quartile of those who responded to ORC. The engagement rate was 70% which was noted to be enviable across the sector. Despite the predominately positive report, the Committee raised concerns regarding the levels of staff sickness and requested further analysis. Work has since been undertaken with managers and team leaders to ensure they receive full training and are able to work to quickly identify trends, including mental health issues amongst staff. The survey also resulted in action to improve the appraisal system which has simplified paperwork which encourages discussion focussed on the council's key desired behaviours.

1.7 **Digital First -** The Committee decided to scrutinise the Council's Digital First approach for customer interactions following concern raised by members that traditional communication channels were to be stopped which would have a negative impact on those who do not have the skills or access to technology to enable them to use on line services. The Committee were assured that whilst Digital First will be the expected approach for most and would deliver necessary efficiency savings, there will be local support through community hubs for those who cannot access on-line services themselves.

1.8 **Treasury Management -** The Committee have received frequent updates on treasury management with a view to ensuring the investment strategy is effective and have been reassured by the high performance in comparison with similar authorities.

Review and Work Programme – 05.07.2017

Other Issues Considered by the Committee	
15 July 2015	• Property Disposal Protocols and Concessions According to Social Value • County Farms and Small Holdings Strategy • One Organisational Plan performance End of Year Report
17 September 2015	• Capital Programme Slippage • WCC Borrowing Strategy • Client Information Systems • Review of WCC's Performance in Bidding for External Resources • One Organisational Plan Performance –Quarter 1
3 December 2015	• Customer Journey – and feedback • One Organisational Plan Performance- Quarter 2 • Fire and Rescue Service Integrated Peer Challenge Action Plan – Progress • Property Rationalisation and the way we work • Fire & Rescue Service- Operational Impact of the Revised Response Standards
21 January 2016	• Warwickshire Local Welfare Scheme • Consultation and Engagement • Treasury Management Monitoring Report • IT Systems – Fitness for Purpose • Fire & Rescue Service Operational Performance Staff Absence, Health, Safety and Welfare
17 March 2016	• Infrastructure Funding – Use of 106 monies • Multi Agency Safeguarding Hub-Update • Project and Programme Management Processes
18 May 2016	• Treasury Management • LEP Funding Opportunities Update • The Impact on the Fire and Rescue Service of it coming under the Home Office and Proposals for Fire and Rescue to come under the Strategic Control of the Police and Crime Commissioner
13 July 2016	• Fire & Rescue Service Peer Review and Transformation Process • Public Property Asset Register
15 September 2016	• Treasury Management Monitoring report • One Organisational Plan Performance Report -End of Year and Q1
14 December 2016	• Fire & Rescue Service Procurement Activity • Fire & Rescue Integrated Risk Management Plan (IRMP) 2017-2018 • Your Say Staff Survey Results • Business Rates Update
22 February 2017	• Deliberately Started Fires Across the County • IRMP Update • One Organisational Plan Performance Report

Review and Work Programme – 05.07.2017

Briefing notes

The following were sent to members over the last two years:

- Call abandonment
- Complaints update – Adult's and Children's Social Care
- Corporate Customer Journey Programme
- Customer Service Centre call volumes
- Customer Service Centre opening hours
- Digital by Default/Communication Channels
- Home Secretary Speech – Fire and Rescue Service
- Information Asset Actions
- Key and non-Key Fire Stations and Fire Engines
- LEP updates
- Local Government response to Brexit
- MASH IT update
- MASH Progress
- New in-house catering service
- One Public Estate progress report
- OOP underspend information
- Performance information for second firefighting appliances
- Project Hub update
- Property disposals and the use of receipts
- Recruitment and retention with RDS
- S106 balances update
- Staff survey response rate, results and action plan
- Warwickshire employment rates
- WCC approach to Commissioning
- WCC project and programme management approach
- Whole time fire fighter vacancies

Review and Work Programme – 05.07.2017

5.   **Overview and Scrutiny Committees**

5.1   Procedural Matters

5.1.1   Unless otherwise stated, each overview and scrutiny committee shall set its own programme of work. Any member of an overview and scrutiny committee, including co-opted members, can propose items for consideration. The chair's decision   is final in deciding the agenda for any particular meeting.

5.1.2   Officer reports to overview and scrutiny committees should be presented in a way which encourages free-flowing debate. Officers should consider shorter briefing papers with options for the committee to receive further information, through presentations, visits, questions at the meeting etc. as opposed to traditional reports.

5.1.3   Only in exceptional circumstances should there be urgent or unplanned reports to overview and scrutiny committees, as they are not decision-making bodies and items of this nature would ordinarily be routed to the leader or cabinet or the appropriate decision-making person or body.

5.1.4   Briefings for chairs, vice-chairs and spokespersons prior to the committee meetings will be focused on the management of the meeting and the work programme of the committee not on the content of reports/items on the agenda.

5.1.5   The chair, vice-chair and spokespersons will be given an opportunity to meet to consider the work programme of the committee.

5.1.6   Regular briefing meetings will be arranged between the relevant cabinet portfolio holder(s) and overview and scrutiny chairs and spokespersons. The strategic director and/or appropriate heads of service will attend. The meeting will identify any key issues for dissemination to the wide council membership, which will form a bulletin to be issued to all members as soon as possible after the meeting. The meeting will also be provided with an overview of overview and scrutiny, cabinet and council work programmes to enable overview and scrutiny members to consider whether they wish to make any changes to their work programme. (These meetings should assist in ensuring the programmes progress in year and that any other important strategic issues that arise in year are accommodated). The aim should be to have these meetings every two months to ensure timely exchange of information and onward briefing of members.

5.1.7   The overview and scrutiny committees should report to full council once a year on the work undertaken.

5.1.8   Where matters fall within the remit of more than one overview and scrutiny committee, the relevant chairs shall decide which of them will assume responsibility for that particular issue. Joint meetings of overview and scrutiny committees should be avoided, as these are generally too large to carry out effective scrutiny. Alternatively the relevant overview and scrutiny committees may decide to form a small joint scrutiny panel to examine cross-cutting issues.

5.1.9   Reports from overview and scrutiny committees to the cabinet/portfolio holders and/or full council shall be in the name of the chair.   Where the professional advice of the chief executive or strategic director or other statutory officer does not support the content or recommendation in the report, this will be made clear in the report.

5.1.10 An overview and scrutiny committee shall be entitled to invite any person to address its meetings, to discuss issues of concern and/or answer questions.   It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector.

5.1.11 An overview and scrutiny committee will normally invite members who have called- in an executive decision to attend the meeting to explain the reasons for the call-in.

5.1.12 If an overview and scrutiny committee establishes a task and finish group it should be time limited.

5.2   **Scrutiny Role**

5.2.1   Overview and scrutiny should be evidence based, constructive and focused on outcomes which make a positive difference to people living and working in Warwickshire. Overview and scrutiny committees should not normally scrutinise individual decisions made by committees or officers, particularly in respect of development control, licensing, registration, consents and other permissions. Scrutiny should not be viewed as an alternative to normal appeal procedures. Nor should it be used as a vehicle to pursue issues relating to matters concerning individual electoral divisions.

5.2.2   The overall purpose of a scrutiny review is to:

* Assist the council to achieve its corporate aims and objectives; and
* Deliver positive outcomes for local people.

5.2.3   Overview and scrutiny committees should take the following matters into account when deciding whether to conduct a particular scrutiny:

* Would the issue have a significant impact on Warwickshire?
* Is it a matter which would be of general public concern?
* Does the issue relate to a key deliverable of a strategic and/or partnership plan?
* Does it relate to a key performance area where the council needs to improve?
* Are there adequate resources available to do the activity well?
* Is the overview and scrutiny activity timely?
* Is there a clear objective for scrutinising this topic?
* Is there evidence to support the need for overview and scrutiny?
* What are the likely benefits to the council and its customers?
* Are we likely to achieve the desired outcome?
* What are the potential risks?

5.2.4   Overview and scrutiny committees should consider rejecting a scrutiny review for the following reasons:

* The issue is already being addressed/examined elsewhere and change is imminent;
* The issue is not relevant to all or large parts of the council;
* There is little evidence to support the need for a review;
* The issue is the subject of current consultation by the council;
* The topic would be better addressed somewhere else (and will be referred there);
* Scrutiny involvement would have limited/no impact upon outcomes for local people;
* The topics may be sub-judice or prejudicial to the council's interest;
* The topic is too broad to make a realistic review;
* New legislation or guidance relating to the topic is expected within the next year;
* The topic area is currently subject to inspection or had recently undergone substantial change.

5.2.5   Overview and scrutiny committees or sub-committees may question the leader, members of the cabinet or other committees, strategic directors, heads of service or their nominee, about their decisions and performance of services. The member or officer concerned will be given at least 10 working days written notice of the meeting, which will include details of the item and whether there is any background information.

5.2.6   Where, in exceptional circumstances, the relevant person or their nominee is unable to attend on the required date, an alternative date shall be arranged in consultation with him/her.

5.2.7   Overview and scrutiny committees should always bear in mind that when officers appear to answer questions their contribution should, as far as is possible, be confined to questions of fact and explanation relating to policies and decisions.

5.2.8   Officers may explain what the policies are, the extent to which those objectives may have been met and how administrative factors may have affected both the choice of policy measures and the manner of their implementation.

5.2.9   Officers may be asked to explain the advice they have given to the leader, portfolio holder or cabinet prior to decisions being taken and they may also be asked to explain the decisions they have taken themselves under delegated authority.

5.2.10   As far as possible, officers should avoid being drawn into discussion about the merits of alternative policies where this is politically contentious.   Any comment by officers on the policies and actions of the leader, portfolio holder or cabinet should always be consistent with the requirement for officers to be politically impartial.

5.2.11   Where an overview and scrutiny committee conducts investigations (e.g. with a view to policy development} and asks people to attend meetings to give evidence, such meetings are to be conducted in accordance with the following principles:

- the investigation is conducted fairly and all members of the committee shall be given the opportunity to ask questions, contribute and speak;
- those assisting the committee by giving evidence are treated with respect and courtesy; and
- the investigation is conducted so as to maximise the efficiency of the investigation or analysis.

5.3   **Relationship between Overview and Scrutiny Committees and Officers**

5.3.1   Overview and scrutiny committees shall seek advice from relevant officers when considering any report or matter.

5.3.2   Where an overview and scrutiny committee considers that there is doubt about whether an executive decision is contrary to the budget and/or the policy framework they shall seek the advice of the monitoring officer and other relevant officers.

Resources and Fire and Rescue Overview and Security Committee

5 July 2017

Warwickshire Fire and Rescue Service Integrated Risk Management Plan 2017-2020 and Action Plan 2017/18

Recommendation

That the Resources and Fire and Rescue Overview and Security Committee receive and comment upon the Warwickshire Fire and Rescue Service (WFRS) Integrated Risk Management Plan (IRMP) 2017-2020, Action Plan 2017/18 and Consultation Summary report.

1.0   Background

1.1   Since 2003 every Fire and Rescue Authority has been subject to a statutory requirement to produce a local IRMP that fulfils the requirements of the Fire and Rescue National Framework for England. The Framework establishes the following priorities that need to be considered within an IRMP;

- To identify and assess the full range of foreseeable fire and rescue-related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- To be accountable to communities for the service they provide.

1.2   Responsibility for preparing the IRMP rests with the Fire Authority. The IRMP provides a brief summary of the work undertaken in the last three years and sets out how WFRS plan to build upon the progress made. It aims to identify emerging risks and new opportunities as well as highlight the challenges the Fire Authority will face over the next three year period.

1.3   The IRMP summarises how, through effective planning, WFRS consider all fire and rescue service related risks within the community and aim to respond to them, making the most effective and efficient use of people, resources and equipment. Reasonably foreseeable risks range from small fires, to extreme events such as the acts of terrorism experienced recently in London and Manchester.

1.4 The IRMP 2017-2020 reflects the forthcoming new legal duty for "Blue Light Collaboration" amongst all blue light agencies, and will support the three pillars of Home Office fire reform:

- Efficiency and collaboration;
- Accountability and transparency;
- Reform of the workforce.

2.0 Proposals for 2017-2020

2.1 The IRMP 2017- 2020 describes the following 5 proposals to guide areas of work over the next 3 years. The detail around the changes that WFRS propose to implement as a result of these areas of work will be communicated through IRMP Action Plans. This IRMP will be published with the proposed Action Plan covering 2017/18.

- **Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;**

The scope of this proposal includes development of the following areas of work within the Action Plan for 2017/18:

The completion of the current Joint Control project with Northamptonshire Fire and Rescue Service will provide the technological platform to enable the move to a single Fire Control facility. Preliminary work has begun to establish the most viable location and staffing model of a shared facility, with the aim of reducing costs whilst providing a better resourced and more resilient service to the public.

The implementation of an Emergency Medical Response arrangement with West Midlands Ambulance Service (WMAS) in those areas where firefighters are able to attend cardiac arrests and other priority medical emergencies more quickly than the ambulance service. Across the UK currently there are 35 Fire and Rescue Services operating EMR schemes in all regions with the notable exception of the West Midlands. For some considerable time, the 5 FRS's in the region have been progressing a dialogue with the senior leadership of West Midlands Ambulance Service to pilot or operate such an EMR scheme. In recent months some progress has been made in advancing the concept further although no operational developments have yet been agreed.

To further develop our collaborative working as a member of the Blue Light Collaboration Board, which exists across the Warwickshire and West Mercia Police areas. This Board is overseeing a range of operational collaboration opportunities, with Hereford and Worcester Fire and Rescue Service and

Warwickshire and West Mercia Police to explore all operational, service support and future governance opportunities in keeping with the forthcoming legal duty.

- **Review the number, location and resourcing of our fire stations and fire engines;**

In the Action Plan for 2017/18 we propose to develop an asset management plan which sets out the future changes needed in the condition or locations of our premises and fire engines, and incorporate within the Warwickshire County Council (WCC) Capital Expenditure Programme. Any additional resource requirements will be subject to the usual corporate approval processes before they are added to the capital programme. This will form the basis for ensuring our model of service delivery continues to match the changing risk profile of the county, and ensure our estate remains fit for purpose to meet the needs of its communities over the next three years and beyond.

Our existing aerial appliances will be 10 years old in 2017 and this is the correct time to begin assessing our options for the number and type of replacements required. Taking into account that our regional partners are undertaking a similar exercise, the aim will be to provide an appropriate level of aerial availability across the West Midlands region.

- **Maximise the flexibility and utility of our workforce;**

We propose that during 2017/18 we review our RDS recruitment needs and practices to maximise fire engine availability, and optimise the balance between wholetime (WDS) and on-call (RDS) staffing of key fire stations.

Whilst reviewing the emergency response part of our Service is important, we intend to do so within a wider framework that considers the optimum organisational balance of resources. Regardless of size, every Fire and Rescue Service has to meet the same range of corporate demands in an effective and resilient way. We will also consider our organisational capacity and capability against the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016, and the challenging national agenda, such as the Home Office fire reform programme.

- **Develop the use of emerging technology;**

In our Action Plan 2017/18 we propose to consider, and if appropriate secure, any new technology that would deliver tangible benefits to firefighter safety and/or improve the effectiveness of our emergency response. Areas of scope include Road Traffic Collison (RTC) extrication equipment to meet the demands of new and more challenging vehicle designs, and new fire

extinguishing equipment. We also propose to extend the use of Light Rescue Pumps (LRPs) within the Service.

- **Use our capacity to improve wider community health and social care outcomes.**

We recognise the opportunity to provide wider social value with the fire and rescue resources we have available. In our Action Plan 2017/18 we propose that partnerships are developed with counterpart public services such as public health and neighbouring FRS's that are already active in these initiatives to develop pilot projects for:

- ➢ Slips, trips and fall prevention,
- ➢ Telecare rapid response support,
- ➢ Home assessments for hospital discharge.

We also propose to widen our existing Home Fire Safety Visit programme and deliver a broader Safe and Well approach to the most vulnerable within our communities, and extend the 'Heartshield' programme (the provision of cardiopulmonary (CPR) resuscitation and positive lifestyle training) to school pupils across the county.

2.2 A nine week consultation process was undertaken January 9 2017 – March 10 2017. The Consultation Summary report provides a brief outline of the main outcomes of the consultation process. No significant changes were required to be made to the draft IRMP and Action Plan.

2.3 The Action Plans for 2018/19 and 2019/20 will be subject to further consultation where appropriate.

3.0 Timescales associated with the decision and next steps

3.1 The Fire Authority to consider the outcome of consultation, and formally adopt the IRMP 2017-2020 and Action Plan 2017/18 at the Council meeting on July 18 2017.

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

Local Member(s): All members of the Fire and Resources Overview & Scrutiny Committee

Warwickshire Fire and Rescue Service

Integrated Risk Management Plan

2017 -2020

Photos by Kamil Kaim

V08.06.17

Contents

V08.06.17

1. Introduction

Welcome to Warwickshire Fire and Rescue Authority's Integrated Risk Management Plan (IRMP) 2017 – 2020 and the accompanying Warwickshire Risk Profile 2016.

This plan sets out the vision for the Authority over the next three years and recognises the significant changes the Authority has already made during the period of the previous IRMP.

Whilst Warwickshire remains a safe place to live and work we cannot be complacent. As a fire and rescue service we are continually evolving, and the way we operate will look and feel different in the future as we become more innovative in the way we use new technology, deploy our resources to meet new and emerging risks and continue to revise shift and crewing arrangements.

This IRMP will identify and assess fire and rescue related risks that could affect the communities of Warwickshire, and those of a cross border, multi authority or national nature.

So far through our Service Improvement Programme and Warwickshire County Council's One Organisational Plan, we have managed to reform the way in which we deliver a cost effective, fit for purpose service. As we look forward to the next three years we have to be realistic with Warwickshire residents about the financial challenges that lie ahead, and communicate clearly the impact these may have on the services we provide.

We welcome the challenges made to the UK fire and rescue services within the speech delivered by the then Home Secretary, Theresa May, entitled "Where next for Fire Reform?" The speech highlighted issues that included:

- The need for continuing reform in governance structure, accountability, scrutiny, transparency and workforce profile;
- The need for efficiency and collaboration between emergency services;
- Workforce changes and internal cultures;
- The lack of independent inspectorate and the limitations of fire and rescue service performance data.

Previous considerations of alliances and mergers remain very relevant given the impact of financial reductions and the effect of these on the capacity and resilience

of the Service. The new statutory duty for all blue light agencies to collaborate to secure efficiency effectiveness and public safety will be a key focus in our future.

We are confident that we are well placed to embrace change and we will work with our communities and partners to ensure that we continually review and assess how we are best targeting our resources and efforts to risk in the county. Our priorities as we move through this change will be to keep the public safe by ensuring that an effective response is provided to fires and other emergencies, keep firefighters safe by ensuring that they are provided with the right equipment and training for major threats and emergencies, and doing our very best by ensuring that we deliver value for money within available resources.

Portfolio Holder – Howard Roberts   **Chief Fire Officer – Andy Hickmott**

2. Executive Summary

This IRMP provides a brief summary of the work undertaken in the last three years and sets out how we plan to build upon the progress made. It aims to identify emerging risks and new opportunities as well as highlight the challenges the Fire Authority will face as we move into the next three year period.

It summarises how, through effective planning, we consider all fire and rescue service-related risks within our communities and how we aim to respond to them, making the most effective and efficient use of our people, resources and equipment.

Within this document you will find:

- Our purpose aims and principles
- Our priorities
- What is an Integrated Risk Management Plan?
- Our achievements so far
- Risk management in Warwickshire
- The financial challenge
- Our development intentions
- Consultation

Warwickshire has a diverse risk profile of both rural and urban population and whilst we now attend fewer fires than we did in the past, we respond to a wide range of different emergencies which impact upon those communities. These include flooding, major industrial incidents, animal rescues, water rescues and transport

V08.06.17

incidents. Our operational preparedness is achieved though resilience planning, working with other emergency services and partners and through our work with neighbouring fire authorities.

To assess risk in Warwickshire we use a range of data and research which helps us to define our risk profile and create an accurate and up to date picture of the risks impacting our communities. These include:-

- Warwickshire Risk Profile 2016,
- Warwickshire County Council's One Organisational Plan,
- Warwickshire Fire and Rescue Service Outturn Report 2015/16,
- National Risk Assessment,
- Community Risk Register,
- The Fire and Rescue National Framework for England,
- Operational Assessment and Fire Peer Challenge Report 2016.

3. Our Purpose, Aims and Principles

Over the next three years we will need to make some changes to the way we deliver a fire and rescue service to the residents of Warwickshire, but any proposals we make will stay true to our core purpose: *Protecting the community and making Warwickshire a safer place to live*.

4. Our Outcomes Framework

We will ensure the public is kept safe by focusing on the following outcomes:

- We understand and proactively manage the risk in our county;
- We help our businesses and communities, particularly the most vulnerable, to be safe;
- Fire safety law is enforced in the workplace effectively;
- An effective response is provided to fires and other emergencies;
- Levels of deaths and injuries caused by fire and on the roads are minimised.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Fire engines are available to respond to 999 calls;
- We attend life risk incidents as quickly as possible;
- Safe and Well visits are delivered to our most vulnerable residents;
- Education sessions are delivered to those at risk of being involved in a road traffic collision;
- Work with our partners in the police, public health and adult social care to achieve improved community safety and wellbeing;
- Prevention and protection activity is targeted towards high risk areas.

We will ensure our firefighters are kept safe by focusing on the following outcomes:

- The skills of our workforce are developed;
- A good health and safety culture is promoted;
- The right equipment, vehicles and information to do the job are provided;
- Our staff feel supported, valued and engaged;

- We are operationally assertive, confident and safe;
- We are prepared for major threats and emergencies.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Major risk exercises and training events provide firefighters with the requisite skills and confidence;
- The crewing levels of our fire engines, and staffing of our support departments are maintained;
- Firefighters through to management level are all sufficiently competent to undertake their tasks safely and effectively;
- Sickness absences levels are at the lowest reasonable level;
- Wellness at work initiatives are delivered that improve the health and well-being of our staff;
- Training facilities enable the effective delivery of skills and knowledge training.

We will ensure we are doing our very best by focusing on the following outcomes:

- We are organisationally efficient and constantly seek improvements;
- Our customers are satisfied with the service they receive;
- Our staff are recognised as our biggest asset.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Savings targets are achieved and financial forecasts are accurate;
- The number of justified complaints remain low;
- High customer satisfaction levels are maintained.

5. What is an Integrated Risk Management Plan?

This IRMP demonstrates how the Warwickshire Fire and Rescue Authority assess and manages foreseeable risks within Warwickshire. It is an integral part of the business planning process as it allows us to review what has been done to make Warwickshire safer, and describes what additional actions we intend to take in the years to come.

An IRMP fulfils the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve. However, the following priorities need to be considered within an IRMP;

- To identify and assess the full range of foreseeable fire and rescue-related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- To be accountable to communities for the service they provide.

The integrated risk management planning process doesn't just review the risks in isolation though, it is about assessing and understanding the full range of risks impacting the communities of Warwickshire and ensuring that we have the plans, people, processes and equipment in place to ensure that Warwickshire remains a safe place to live and work.

V08.06.17

Below are some of the improvements we have made to the Service during the period of our previous IRMP. In our 2013 – 2017 IRMP:

We said we would review our emergency response standards so that we can provide a better response across the whole of the county.

We did:

- The review of the response model was subject to public consultation in 2014 and a new response standard (to provide an initial response to all life risk incidents across the county in 10 minutes on 75% of occasions) was introduced in 2015.

We said that we would increase training, support and leadership for our retained duty systems firefighters (RDS).

We did:

- We introduced new roles for 23 Response Commanders, of which 8 were designated Retained Support Officers whose primary role is to support retained firefighters and station commanders.
- We provided additional training for retained firefighters including on-line training from home.
- We carried out a review of the retained duty system to help us to make further improvements.

We said that we would deploy whole-time firefighters to do jobs that make the best use of their skills and working time.

V08.06.17

We did:

- We reviewed the number of firefighters we have and the shift patterns they work. By listening to, and working with, our firefighters, we have developed and agreed changes to the whole-time shift system that requires fewer firefighters, but maintains the number of fire engines that we have available to respond.
- The changes to the whole-time shift system provided the additional crewing for a new fire station in Gaydon. This has already improved response times to road traffic collisions on the M40.
- We introduced a Day Crewing Plus duty system at Stratford and Alcester fire stations that requires significantly fewer firefighters, but maintains the number of fire engines that we have available to respond.

We said that we would develop the role of our Fire Control teams to make the best use of their skills and working time.

We did:

- We updated our communications and command systems to ensure that our Fire Control staff have the most up to date systems from which to manage all '999' calls.
- We introduced new duty systems in our control room to enable us to align with Northamptonshire Fire and Rescue Service and enable the two control rooms to support each other more closely.

We said that we would increase our water rescue capability to flooding and fast flowing water incidents so that we can respond to a wider range of incidents.

We did:

- All whole-time firefighters have been trained to the level of the Module 2 First Responder Water Rescue national qualification.
- Additional water rescue equipment was purchased to provide enhanced water rescue.

V08.06.17

Finally, **we said** that we would develop our specialist rescue capability.

We did:

- We introduced new equipment, training and procedures for specialist rescues including road traffic collisions and large animal rescues
- We introduced ten Light Rescue Pumps to help us to provide a swifter response to incidents and provided more advanced cutting equipment for carrying out rescues from vehicles

7. Risk Management in Warwickshire

Risk management planning is the way that all fire and rescue services identify and manage the risks which impact upon their communities. Ensuring that we have a clear understanding of those risks underpins everything that we do.

We have a major part to play in keeping communities safe, businesses running and our heritage and environment protected. To achieve this we use a wide range of data analysis to determine the risks that impact locally upon the communities of Warwickshire against the backdrop of the Fire and Rescue National Framework.

The Warwickshire Risk Profile 2016 provides an in-depth piece of research and analysis of the incidents we have attended over previous years and the risk of emergency incidents happening in the future. The Risk Profile provides a range of actions which will drive local risk reduction plans. We also consider the Warwickshire Community Risk Register, the National Risk Assessment, the risk information we collect on all medium and high risk premises within the county, local planning applications, town and district local plans, major road developments and learning from major incidents that occur elsewhere within the United Kingdom and beyond. We also anticipate the impact that significant infrastructure projects may have on Warwickshire at the planning stage. For example, the next phase of the High Speed rail link project (HS2) will eventually cover 44 miles of Warwickshire travelling from the south east to the north of the county. The impact, in planning and operational terms, will be significant on the service given the large scale construction, hazardous processes and significant increases in traffic volumes.

V08.06.17

From the data we review, we know that people who are vulnerable because of their social and economic circumstances are often more vulnerable from fire. Through the use of 'Exeter' patient registration data, 'Mosaic' data and incident data, we can identify the areas in our county where fires may be more likely to occur. This means that we can target our resources more effectively to reduce risk across the county and protect some of the more vulnerable members of our community.

Using this targeted approach to our prevention activity has helped us to reduce the number of incidents that we attend.

Long term trend: 10 year percentage change in incidents attended

Incident Type	Jan – Dec 2005	Jan – Dec 2015	Percentage Change
Primary Fires	1408	611	-57%
Road Traffic Collisions (RTCs)	652	301	-54%
Secondary Fires	1454	735	-49%
False Alarms	3681	1318	-64%
Special Services (excluding RTCs)	848	259	-69%
Total Incidents	8043	3224	-60%

However, on the back of this 10 year downward trend there has recently been a steady increase in deliberate fires and a more significant rise in the number of road traffic collisions we have attended (WFRS Risk Profile 2016). The increase in road traffic collisions locally reflects the picture nationally.

New housing and commercial and industrial developments within the county require us to consider whether the location and resourcing of our fire stations, and our protection and prevention strategies, need reviewing in response to any potential increase or change in local risk. When district/borough councils develop new Local Plans for the future we ensure that we engage with them at the consultation process. If necessary we will consider making an application for developer contributions towards any additional resources we feel we may need. Not all applications are successful, but if during the lifetime of this IRMP we have cause to consider changing the location of any of our existing fire stations in response to major new

developments, we will undertake a specific piece of consultation with those communities within the area affected.

Risk versus demand

Warwickshire Fire and Rescue Authority provide a fire and rescue service aligned to risk. Risk is not the same as demand. Though the number of house fires has declined in recent years, the resources required to tackle a house fire remain the same regardless of the number of incidents an individual fire station might expect to respond to. The fire and rescue service is expected to respond immediately to all foreseeable events 100% of the time, and unlike other public services our success is measured in minutes, not days or weeks.

Fewer fires do not directly equate to a lower level of risk, and therefore does not necessarily provide the opportunity for a proportionate reduction in the number of firefighters and fire engines. If there is a terrorist incident, extreme weather event, industrial accident or any other unexpected catastrophe the public expects an immediate and professional response. The fire and rescue service needs to be equipped with the necessary resources and staff to deal with the incident effectively and ensure a swift return to normality.

Behind the firefighters, fire engines and fire stations are a range of support services that are essential to the emergency response, prevention and protection capabilities of Warwickshire Fire and Rescue Service. Though largely unseen to the public, the staff in these support services ensure that our firefighters are provided with the vehicles, equipment, training, data and policies to enable them to undertake their roles effectively and safely. These cannot be described simply as 'back office' as these are essential to providing and supporting the operational 'front line'.

Warwickshire Fire and Rescue Service is a small organisation that has become smaller still given continued reductions in budget over a number of years. We have stepped up to the challenge of austerity and become more efficient in the way that we meet the demands of a modern fire and rescue service. However, we are now a very lean organisation, and in a wide range of areas now operate to the minimum level of resources necessary to provide a viable and sustainable service against the range of legal standards that apply to us. This requires us to consider very carefully

V08.06.17

the impact of further budget pressures, and to maximise the opportunities that the legal duty for blue light services to collaborate will present to us in order to enhance our efficiency, effectiveness and public safety.

Key risks;

Fires - Depending on the size of the incident, a fire can have devastating emotional, physical, environmental and economic effects.

We undertake regular analysis of where fires happen in the county and target our resources effectively to reduce the impact through home fire safety checks, arson reduction and business fire safety.

Industrial and Heritage Premises - There are a number of industrial sites in and around Warwickshire where hazardous substances may be stored. Whilst these businesses have a statutory duty to plan for emergencies, we work closely with them to ensure they have the right plans in place.

There are also a number of buildings within Warwickshire that are important to the county's heritage and history; a notable example being Warwick Castle. These buildings pose a threat to firefighter safety due to their complex layouts and old construction methods. They are immensely valuable, often containing irreplaceable artefacts.

Our firefighters conduct regular visits to medium and high risk buildings to ensure that they are familiar with the risks. This is then reinforced with specialist training and exercises in partnership with other agencies to ensure that we have the right approach for the risks identified.

Transport Incidents - Road traffic collisions are now one of the biggest areas of work for fire and rescue services due to the fast growth of our transport networks. The impact of these types of incidents is often significant, not only to those directly involved, but also the wider community and businesses that that are impacted by the traffic disruption these types of incidents cause. We work closely with our partners to mitigate further risk and disruption to those involved and the surrounding areas.

V08.06.17

Although thankfully very rare, we also plan for and equip ourselves to respond to rail and air incidents.

Flooding and Water Rescue - Flooding is becoming more of a frequent occurrence due to environmental change and, whilst flood defences in Warwickshire have been significantly improved, flooding continues to be a threat to our communities.

To mitigate the impact we regularly review our flood risk management plans to ensure that we have the right resources, equipment and training to deal with incidents when they occur.

We recognise the risks presented by open water, and aim to support the UK Drowning and Prevention strategy by establishing a Warwickshire Water Safety partnership.

Terrorism and other Extreme Events – The recent acts of terrorism seen in both London and Manchester provide a stark reminder that the risk and associated harm caused by such events is very real. They can present a very high risk to people and their communities. Other extreme events include; civil disturbance, major chemical incidents and explosions, extreme weather events and human pandemics.

We are part of the Warwickshire Local Resilience Forum (WLRF); a partnership comprising of the police, fire, ambulance, local authorities, Environment Agency, health, military, utility and transport companies across Warwickshire. The WLRF prepares for and plans to deal with large-scale emergencies within the county, whilst also supporting other fire and rescue services as part of a national response.
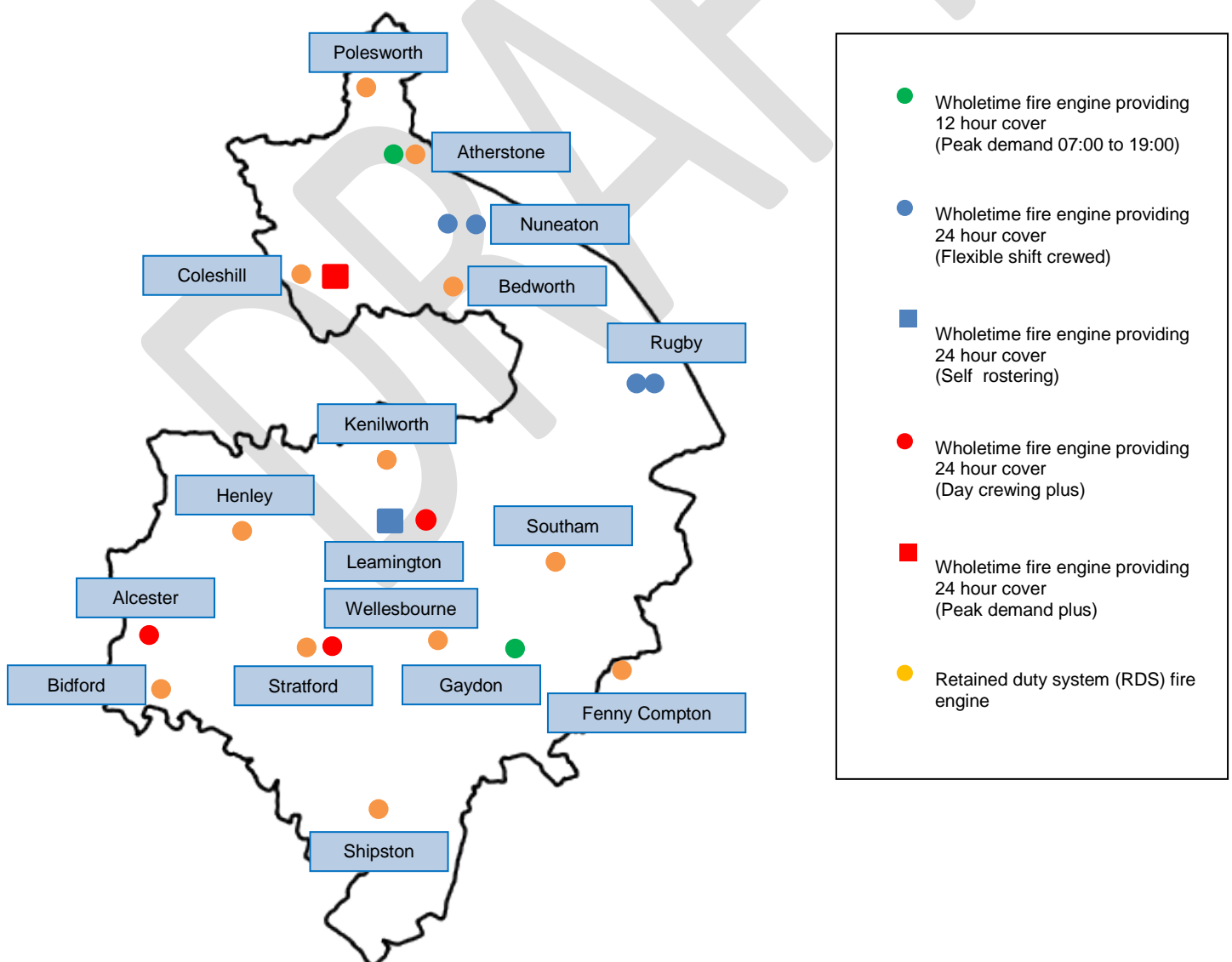
Emergency Response Locations

Alongside the planning and preventative work we do sits our emergency response service, so that when things go wrong we will always be there when the public needs us the most. The risk management process informs the location of our fire stations and fire engines, and enables us to match the provision of our resources to demand and risk.

V08.06.17

Firefighter Safety

As set out in our Outcomes Framework, a critical aspect of our approach to risk management approach concerns the safety of our firefighters. The workplace that both we and the public expect firefighters to operate in can be difficult and dangerous. The nature of emergency activities is that they are often carried out in unfamiliar places in dynamic and deteriorating conditions in time pressured situations and with limited information. This combination of circumstances means the Service puts major and sustained emphasis on operational training, and in supporting operational crews with the best available equipment, procedures and related functions.

Current fire station and fire engine locations (April 2016)

Legend:
- 🟢 Wholetime fire engine providing 12 hour cover (Peak demand 07:00 to 19:00)
- 🔵 Wholetime fire engine providing 24 hour cover (Flexible shift crewed)
- 🟦 Wholetime fire engine providing 24 hour cover (Self rostering)
- 🔴 Wholetime fire engine providing 24 hour cover (Day crewing plus)
- 🟥 Wholetime fire engine providing 24 hour cover (Peak demand plus)
- 🟠 Retained duty system (RDS) fire engine

Map locations: Polesworth, Atherstone, Nuneaton, Coleshill, Bedworth, Rugby, Kenilworth, Henley, Southam, Leamington, Alcester, Wellesbourne, Bidford, Stratford, Gaydon, Fenny Compton, Shipston

V08.06.17

Operational Cover

The present operational cover requirement is based on being able to maintain 'day to day' emergency cover based upon the present Fire Authority's response standards as well as:

- Our ability to respond to larger incidents (9+ fire engines);
- Our ability to respond to medium size (4-8 fire engines) and/or simultaneous incidents;
- Our ability to meet the responsibilities as lead agency for risks under the Local Resilience Forum Community Risk Register (e.g. flooding, terrorism);
- Our ability to respond to major incidents at site specific risks (e.g. Kingsbury Oil Terminal, Warwick Castle).
- Acknowledgement that neighbouring FRSs may be unable to support us operationally as they have in the past.

The Fire Authority's present response standards are:

- To provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions;
- To provide the second responding fire engine to life risk incidents across the county within 15 minutes on 90% of occasions.

It also provides the resilience to:

- Enable firefighters to undertake the necessary training;
- Allow staff to undertake the required premise risk inspections;
- Facilitate community safety and fire prevention activities.

V08.06.17

8. The Financial Challenge

Local government as a whole is faced with an unprecedented set of financial challenges and Warwickshire Fire and Rescue Service is no exception to that. The Government Spending Review means that fire and rescue services nationally have been faced with a net reduction of 25% in their budgets between 2010 and 2016. We have already made significant savings through the first three years of the One Organisational Plan savings programme, and have plans in place to achieve savings of £368K in the year 2017-2018. The One Organisational Plan sets out the potential for further savings of £2.3 million being required in 2019/20, although savings of this scale would require a fundamental change to the Service in collaboration with other blue light agencies (see actions 1.1 and 1.3 of the IRMP Action Plan 2017/18).

We will review the use of our existing resources, including financial reserves, to look at how we can use them in the most efficient way in order to create capacity to deliver the IRMP Action Plans.

We spend over two thirds of our funding on firefighters pay. The rest is spent on supporting emergencies and carrying out community fire prevention and commercial fire protection. As a fire and rescue service we strive to provide the best possible service within the budget we are allocated. This can only be achieved by being more creative in the way we use our resources, by targeting the most vulnerable in our communities and working in partnership and collaboration with external partners and other blue light services.

V08.06.17

What we are spending our 2017/18 budget of £18.5 million on:

People	Property	Transport	Operational Supplies	Income
£15.46m	£0.03m	£1.01m	£2.10m	£0.07m

Our operational budget to run the fire and rescue service for 2017/18 is £18.5 million. The operational budget is that which is available to use once capital financing and the costs of wider corporate functions provided by Warwickshire County Council are extracted.

V08.06.17

9. Our Development Intentions

What we want to do over the next 3 years and how we propose to achieve it

The financial challenge we face requires us to continually review the way that we deliver our services, so that we can continue to ensure that we provide the best possible fire and rescue service within the budget that is provided.

We have already delivered a programme to provide a joint capability for receiving 999 calls and mobilising our fire engines with Northamptonshire Fire and Rescue Service, and commenced collaborative work with Hereford and Worcester and Shropshire Fire and Rescue Services, and Warwickshire and West Mercia Police. The Home Office has given fire and rescue services strong messages about the need to collaborate with other blue light agencies; in particular the Police. This is now a legal duty. We will actively support the three pillars of Home Office fire reform:

- Efficiency and collaboration;
- Accountability and transparency;
- Reform of the workforce.

We intend to continually review the resourcing and location of our fire stations, fire engines and support structures and seek more efficient ways of delivering our emergency response service. We must increase our flexibility in how we respond to the range of incidents we now attend and maximise the utility and flexibility or our entire workforce. We must consider the impact that local area development plans will have on the demand for our services, and regularly develop our asset management

V08.06.17

plans to ensure that our response, protection and prevention arrangements are suitable and sufficient.

We realise that our staff are our greatest asset, and we need to ensure that they have the right skills and are available in the right places at the right time to crew our fire engines. We intend to continually review the way that our staff are deployed in order to provide the most efficient and effective arrangements for the delivery of our services. We recognise the particular challenge that recruiting on-call (RDS) firefighters presents to us in some areas of the county, and we will review our recruitment needs and practices to maximise fire engine availability.

Whilst reviewing the emergency response part of our Service is important, we intend to do so within a wider framework that considers the optimum organisational balance of resources. Regardless of size, every Fire and Rescue Service has to meet the same range of corporate demands. We will also consider our organisational capacity and capability against the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016, and the challenging national agenda, such as the Home Office fire reform programme.

We regularly review and update the equipment that is provided to our firefighters to ensure they have the most effective tools to do their job. We will continue to consider new technologies and equipment that make our emergency response more effective, efficient and safer for firefighters.

We will never lose sight of our traditional responsibilities, but we recognise that there is an opportunity for us to provide wider social value with the resources we have available. We believe that our firefighters are ideally placed to provide emergency medical assistance through collaborative arrangements with the Ambulance Service, particularly in those areas where firefighters could get to someone in need before the arrival of an ambulance.

We know that those most at risk are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. This is why, through evidence-based prevention work, we target the most vulnerable and disadvantaged members of our community. By using this approach, we have already demonstrated how we can improve the lives of people living with dementia,

older people with physical impairments and troubled young people with youth offending history.

However, we know there is more that could be done. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we need to develop stronger links with our partners in health and social care in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.

To achieve these intentions we propose to:

1. Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;

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

3. Maximise the flexibility and utility of our workforce;

4. Develop the use of emerging technology;

5. Use our capacity to improve wider community health and social care outcomes.

The detail around the changes we propose to implement as a result of these areas of work will be communicated through **IRMP Action Plans**. This IRMP is launched with the Action Plan covering 2017/18.

The Action Plans for 2018/19 and 2019/20 will be subject to further consultation where appropriate.

Our approach to risk management is founded on a balanced strategy of prevention, protection and emergency response and our excellent performance tells you that this approach is very successful. However, the challenges over the next three years will require the organisation to adapt, change and work differently.

Within this IRMP, we have outlined a number of objectives on how we intend to develop the service, protect local communities and respond to emergencies. Engagement with the residents of Warwickshire and other key stakeholders is vitally important if we want to ensure that Warwickshire continues to be a safe place to live and work.

The accompanying Action Plan for 2017/18 details the changes we will make in the first year of the plan. The IRMP and Action Plan for 2017/8 have been subject to a 9 week consultation process, which concluded on March 10th 2017. The feedback received during the period of consultation has been considered, and the plan reviewed where appropriate.

You can follow us on Facebook and Twitter:

Facebook.com/warwickshirefireandrescueservice

Twitter.com/warksfirerescue

www.warwickshire.gov.uk/fireandrescue

V08.06.17

Day Crewing Plus duty system – a duty system for full-time firefighters which provides the same level of fire engine availability as more traditional duty systems, but with less firefighters.

Efficiency savings – a change that results in doing more with the same amount of resource, or the same with less resource.

Emergency response model – the arrangements by which we provide an emergency response; includes location and availability of our fire stations, fire engines, firefighters and specialist equipment.

Exeter data – patient registration data that consists of the address, gender and date of birth of all over 65's registered with General Practitioners.

False alarms – incidents where we are called to a location and discover on arrival that there is no emergency situation requiring our services.

Fire Control – the team of staff that use the latest communications technology to receive 999 calls and mobilise the nearest and most appropriate resources to the scene of the emergency. They maintain contact with the firefighters at the scene, providing additional resources and information as necessary. They liaise with other agencies and undertake a range of administrative tasks.

Hazardous substances – are defined as substances that are very toxic, toxic, harmful or irritant.

HS2 – high speed rail link that will pass through the Midlands.

Integrated risk management planning – the way that all fire and rescue services identify and manage the risks which impact upon their communities.

Light Rescue Pump (LRP) – a fire engine which looks similar to traditional fire engines and performs the same role, but is lighter and smaller.

V08.06.17

Module 2 First Responder Water Rescue - qualification to use water rescue equipment whilst operating near, on or in moving water appropriate to the limits of wading rescue.

Mosaic – a tool for analysing the latest demographic and behavioural trends, used by the fire and rescue service to identify those citizens most likely to be at risk from fire.

Primary fires – includes home fires, business (non-domestic) fires, and vehicle fires. Involves property or vehicles, or fires where casualties or rescues have occurred. Also includes incidents where five or more fire engines are in attendance.

Retained Duty System (RDS) – the duty system that our retained firefighters work.

Retained (RDS) firefighters – firefighters who usually have primary employment elsewhere, but are available to respond to emergencies on an on-call basis from their home or work address.

One Organisational Plan - a corporate savings plan for Warwickshire County Council which incorporates Warwickshire Fire and Rescue Service.

Small Fires Unit– an off road 4 x 4 vehicle that provides the capability to extinguish small fires.

Special services – comprises an assortment of non-fire incidents, including events such as water rescue, animal rescue, chemical leaks, persons locked in/out and persons trapped in machinery etc.

Wholetime firefighters (WDS) – full-time firefighters, who are available for immediate response on fire engines.

WFRS would like to thank "Kamil Kaim" a Warwickshire resident and photographer for the use of his work throughout this document http://kamilkaimphotography.com
https://www.facebook.com/KamilKaimPhotography/

Draft IRMP Action Plan 2017/18

	IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.			
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
1.1	**Implement a single Fire Control facility with Northamptonshire FRS.**	DCFO Rob Moyney	• Decision made on location. • Develop an implementation plan for proposals.	• Improved efficiencies through collaboration. • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
	Why do we want to do this? This is the final stage of the Joint Control project with Northamptonshire FRS (NFRS). The project was the key output of a collaboration scoping exercise undertaken with NFRS during the previous IRMP (2013-2017). The shared control facility will reduce costs whilst providing a better resourced, more resilient service to the public. The shared primary control room could be in either Warwickshire or Northamptonshire, with a reserve control room maintained in the partner Brigade for spate conditions or other emergency. Completion of the installation of the new mobilising system will enable the use of new technology and systems, such as Automatic Vehicle Location and nearest resource mobilising, which will improve the efficiency of both Service's response to emergency incidents.				
1.2	**Implement an Emergency Medical Response arrangement with West Midlands Ambulance Service (WMAS).**	DCFO Rob Moyney	• Agree an Emergency Medical Response operating model with WMAS. • Implement agreed mechanisms for responding to specific medical emergencies.	• Enhanced survival chances of those involved in medical emergencies. • Contribution to reducing the demand and financial pressures on the WMAS and NHS.
	Why do we want to do this? We have the opportunity to provide an emergency medical response capability to help save lives and support the ambulance service. Emergency Medical Response (EMR) schemes can save lives in those areas where firefighters are able to attend cardiac arrests and other priority medical emergencies more quickly than the ambulance service. All WFRS firefighters are trained to First Person on Scene (FPOS) intermediate standard of medical response, and a full set of equipment including a defibrillator is held on every fire appliance. If Firefighters attended the incident first they would undertake basic life support including defibrillation until WMAS arrive to provide advanced life support response. This enhancement is intended to complement the already professional service provided by WMAS; it is not intended to replace an ambulance response.				

1.3	**Further develop our current collaborative working programme with Hereford and Worcester and Shropshire Fire and Rescue Services and Warwickshire and West Mercia Police to explore all operational, service support and future governance opportunities in keeping with the recently introduced statutory duty.**	DCFO Rob Moyney	• Develop further work streams within collaboration programme. • Develop an implementation plan for proposals.	• Improved public safety. • Improved efficiencies through collaboration. • Improved organisational resilience. • Supports the efficiency and collaboration and workforce reform pillars of the Home Office fire reform agenda.
	Why do we want to do this? The duty to collaborate is now a legal obligation for emergency services. The Home Office is committed to a programme of fire service reform based on 3 pillars: efficiency and collaboration, accountability and transparency and reform of the workforce: which we are committed to supporting. We will actively support this duty where it is in the interests of the community to do so. Presently a Blue Light Collaboration Board exists across the Warwickshire and West Mercia Police areas consisting of senior officers from the two police services concerned and the three fire and rescue services of Warwickshire, Hereford & Worcester and Shropshire. This Board is overseeing a range of operational collaboration opportunities across the following functional areas: Training, Procurement, Estates, Operations, Fleet and Information Technology.			

IRMP Objective 2: Continue to review the number, location and resourcing of our fire stations and fire engines.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
2.1	**Produce a WFRS Asset Management Plan that sets out the future changes needed in the locations of our premises and fire engines, and incorporate within the Warwickshire County Council (WCC) Capital**	DCFO Rob Moyney	• Produce Asset Management Plan based on future needs, including; ➢ IRMP 2017-2020 risk analysis, ➢ district/borough local plans, ➢ vehicle and building	• An asset plan that meets the future needs of WFRS and which is incorporated into future WCC financial planning. • A fire service model of service delivery that matches the changing risk profile of the county and meets the needs of its communities.

			lifespan requirements, ➢ a review of our water rescue and flooding capability.	

	Why do we want to do this?
	
	As part of the IRMP process we look ahead to the impact future housing and commercial/industrial developments will have on the capability and location of our resources; namely our fire stations, fire engines and other emergency response vehicles. We also look ahead to consider the potential for change in other risk areas, such as the environment and terrorism. Additionally when the vehicles within our fleet come to the end of their expected lifespan, and our buildings require significant refurbishment to continue to be fit for purpose, we will take the opportunity to review whether existing arrangements are still appropriate to meet our changing needs. Our Asset Management Plan will set out the future changes needed, and in particular will consider;
	
	    ➢ Optimising fire station locations in and around the Rugby area in light of future developments in the area;
	
	    ➢ Optimising fire station locations in and around the Nuneaton area in light of future developments in the area;
	
	    ➢ The suitability and condition of the Headquarters building in Leamington Spa;
	
	    ➢ The optimum equipment, location and operating arrangements of our flooding and water rescue capability.			

2.2	**Review the provision of aerial appliances across the West Midlands Region.**	DCFO Rob Moyney	• Options appraisal developed and considered at West Midlands Region FRS regional meeting. • Decision on provision of aerial appliances made that provides economy of scale and the sharing or resources across borders.	• Improved efficiencies through collaboration. • Improved operational resilience.
	Why do we want to do this? This is part of our ongoing review of special appliances, which include any operational vehicle other than our standard fire engines. An aerial appliance is an emergency response vehicle with the capability for reaching the upper floors of tall buildings. Although rescues from height are rare, aerial appliances are used for a range of working at height purposes, such as roof ventilation and applying water onto a fire from above the building. Our existing aerial appliances will be 10 years old in 2017 and this is the correct time to begin assessing our options for the number and type of replacements required, taking into account that our regional partners are undertaking a similar exercise. The aim is to provide an appropriate level of aerial availability.			

IRMP Objective 3: Maximise the flexibility and utility of our workforce.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
3.1	**Review our RDS recruitment needs and practices to maximise fire engine availability, and optimise the balance between wholetime (WDS) and on-call (RDS) staffing of key fire stations.**	DCFO Rob Moyney	• Determine best use of resources to maintain fire engine availability. • Develop options for change. • Implement changes and arrange regular outcome reviews.	• Improved RDS fire engine availability • Improved emergency response in rural areas • Improved working arrangements for RDS firefighters
	Why do we want to do this? The majority of UK FRSs struggle to recruit sufficient on-call (RDS) firefighters to provide 24/7 fire engine availability, and we are no exception. We struggle to secure RDS firefighter availability at certain times. In some areas the need to be available within 5 minutes travel time of the local fire station significantly limits the potential pool of people within which recruitment can take place. There has also been socio-demographic change over recent years that has made recruitment more difficult.				
3.2	**Review the balance of our organisational resources, and ensure sufficient capacity is provided to meet corporate needs.**	DCFO Rob Moyney	• Determine best use of resources to meet all organisational needs. • Develop options for change. • Implement changes and arrange regular outcome reviews.	• Learning outcomes of Operational Assessment and Fire Peer Challenge 2016 are addressed. • Sufficient capacity is available to meet the needs of the Home Office reform programme. • An organisation that has the capacity and capability to meet both operational and corporate needs.
	Why do we want to do this? Whilst reviewing the emergency response part of our Service is important, we intend to do so within a wider framework that considers the optimum organisational balance of resources. Regardless of size, every Fire and Rescue Service has to meet the same range of corporate demands. We will also consider our organisational capacity and capability against the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016, and the challenging national agenda, such as the Home Office fire reform programme.				

IRMP Objective 4: Develop the use of emerging technology.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
4.1	**Extend the use of Light Rescue Pumps (LRPs) within the Service.**	DCFO Rob Moyney	• Review the provision of LRP's to date. • Subject to outcomes of review introduce 5 further LRP's in line with the procurement plan. • Distribute LRP's across the Service to support the response model.	• Cost savings to contribute to the WFRS savings target. • Reduce carbon footprint. • Provide agile response to life risk incidents. • Maintain our response standards. Enhance safety of the community.
	Why do we want to do this? The first 10 Light Rescue Pumps (LRP's) delivered into the Service have proved that the original concept of use for these vehicles was valid. They have now been in front line use since June 2014 and, after some teething problems expected from the introduction of any new vehicle type, have demonstrated the capability to deal with the regular demands of the Service. They are roughly half the price of a regular sized fire engine and with the use of new technology, such as the 'E-draulic' rescue equipment; they are able to deliver a very near equivalent capability to the incident ground. They are more fuel efficient and, being narrower and lighter than traditional fire engines, are able to get through congested streets more easily and cross bridges with reduced weight limits; something which is becoming an increasing concern to the Service. The improved fuel efficiency and reduced emissions of the euro 6 rated engine help to reduce our carbon footprint and save costs.				
4.2	**Consider and if appropriate implement the use of new fire extinguishing technology.**	DCFO Rob Moyney	• Scope out a range of new equipment and procedures that enable firefighters to extinguish internal fires from outside the building, such as; cold-cutting equipment, Compressed Air Foam systems and other such technologies. Make use of national research and	• Improved firefighting tactics. • Improved firefighter safety. • Reduce social and economic impact of fire related incidents.

		- development. - Identify training requirements of introducing new technology - Identify impact on vehicle procurement to accommodate any new firefighting equipment.	

Why do we want to do this?

Modern construction of buildings present new risks to firefighters, and fire extinguishing technology constantly evolves in order to deliver more effective firefighting tactics and improve firefighter safety. We maintain a watchful eye on any new developments, and two in particular that are being developed and utilised within a number of other fire and rescue services are 'cold-cutting' and 'compressed air foam' systems. These systems enable firefighters to extinguish some building fires from outside, thus potentially reducing the risk to firefighters significantly.

| 4.3 | **Consider and if appropriate implement the use of new equipment for dealing with Road Traffic Collisions (RTCs) involving vehicles with new and more challenging construction.** | DCFO Rob Moyney | Review effectiveness of existing equipment to deal with the latest vehicle designs and construction that present the greatest challenge to firefighters. Scope out a range of new equipment and procedures to enable firefighters to extricate persons from vehicles that are made of new and more challenging design. Identify training requirements of introducing new technology Identify impact on vehicle procurement to accommodate any new rescue equipment. | Improved extrication tactics, leading to more rapid definitive medical care. Improved firefighter safety. |

Why do we want to do this?

Modern vehicle construction presents us with new challenges. Stronger yet lighter construction materials, more widespread presence of passenger safety systems and electric power technology all present additional risks to firefighters. We constantly need to review and upgrade our extrication techniques and equipment in order to continue to release trapped casualties from vehicles within safe systems of work. The quicker we can extricate a casualty, the sooner they can be conveyed to hospital for definitive care.

IRMP Objective 5: Use our capacity to improve wider community health and social care outcomes.				
No	**Action**	**Senior Responsible Owner**	**Milestones**	**Outcome/Benefit**
5.1	**Enhance our value to the community by exploring opportunities to work with partners to improve wider health and social care outcomes.**	DCFO Rob Moyney	• The Joint Strategic Needs Assessment (JSNA) is used to look at how we can support health and wellbeing in Warwickshire. • Partnerships developed with counterpart public services that are already active in these initiatives to develop pilot projects for: ➢ Slips, trips and fall prevention, ➢ Telecare rapid response support, ➢ Home assessments for hospital discharge. • Delivery of Safe and Well visits to the most vulnerable within our county. • Delivery of the 'Heartshield' programme and the provision of cardiopulmonary (CPR) resuscitation and positive lifestyle training to school pupils within the county.	• Enhanced safety, health and wellbeing of the community, in particular the most vulnerable. • Increased influence of WFRS. • Contribute to reducing the demand and financial pressures on the NHS. • Long term contribution to improvements in heart health indicators, and reduced health inequalities in Warwickshire. • Young people in Warwickshire are trained to deliver bystander CPR and understand the positive lifestyle choices that they can make to look after their heart health, and commit to action.
	Why do we want to do this? We recognise the opportunity to provide wider social value with the fire and rescue resources we have available. We know that those most at risk from fire are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we will develop stronger links with our partners in public health and other Fire and Rescue Services in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.			

Outcomes Summary of the Draft Integrated Risk Management Plan 2017-2020 Consultation

January 9 2017- March 10 2017

Contents

Introduction

Warwickshire Fire and Rescue Service (WFRS), on behalf of Warwickshire County Council as the Fire authority, consulted with the public, staff and all partner agencies over a 9 week period commencing in January 2017. The consultation was conducted on the draft Integrated Risk Management Plan (IRMP) 2017-2020 and Action Plan 2017/18, which are a statutory requirement for all Fire and Rescue Services in the United Kingdom.

The draft IRMP proposed a number of areas that WFRS could further develop to improve its service to the local communities.

The consultation used three pathways to inform communities of the proposals and invite feedback:

- On- line
  Information via the Intranet, WFRS website and Ask Warwickshire
  On line questionnaire; open to all
  Paper based copy of the questionnaire in all main libraries

- Discussion groups
  Drop in session at Shire Hall
  Facilitated sessions to Council members

- Local visits to Fire stations and community venues where appropriate.

In total 78 responses were received via the online survey and several members of the Council utilised the drop in session to gain a further understanding of the proposals.

High level summary

A relatively low number of people chose to participate in the consultation on the draft IRMP and the proposals for WFRS to develop its services in the future.

There were three main ways for people to interact and provide their views on the draft IRMP, as follows:

- Online survey / paper based Survey or email direct to the IRMP address
- Drop in session at Shire Hall, Warwickshire County Council
- Informal locally delivered sessions by Station Commanders to staff

Submissions via other areas have also been included in this report including a 19 page report from the Fire Brigades Union (FBU), a 2 page report from the Retained Fire fighters Union (RFU), and email correspondence from; Members of Parliament, other Fire and Rescue Authorities; the Police and Crime Commissioner (PCC) and the Fire Officers Association (FOA).

Given the fact that Warwickshire has a population of around 550,000 the volume of responses has been low. However this is potentially because the draft IRMP sets out proposals to develop and improve the service to the local communities and doesn't make any proposals that could be viewed as a detrimental change that would reduce the level of service provided.

Key proposals within the draft IRMP document include:

- Implement a single control facility with Northamptonshire Fire and Rescue Service
- Implement an Emergency Medical Response arrangement with West Midlands Ambulance Service(WMAS)
- Further develop our current working collaborative programme with Hereford & Worcester Fire and Rescue Service and West Mercia Police to maximise all operational, service support and future governance opportunities in keeping with forthcoming legal duties
- Produce a WFRS Asset Management Plan that sets out the future changes needed in the locations of our premises and fire engines, and incorporate within the Warwickshire County Council (WCC) Capital Expenditure Programme
- Review the provision of aerial appliances across the West Midlands Region
- Review our RDS recruitment needs and practices to maximise fire engine availability, and optimise the balance between whole time (WDS) and on-call (RDS) staffing of key fire stations
- Extend the use of Light Rescue Pumps (LRPs) within the Service
- Consider and if appropriate implement the use of new fire extinguishing technology

Draft report IRMP consultation 17-20 DP V0.8

- Consider and if appropriate implement the use of new equipment for dealing with Road Traffic Collisions (RTCs) involving vehicles with new and more challenging construction
- Enhance our value to the community by exploring opportunities to work with partners to improve wider health and social care outcomes

It is clear from the overall responses collated from the paper based and online surveys drop in sessions and general feedback that there is little concern from the local communities around the formal implementation and adoption of the IRMP.

Online survey responses indicated that 75% of the responses received were from members of the public and 25% were members of staff. Responses from staff showed tendencies to be more concerned about the proposals than members of the public.

The FBU response indicates that there were more concerns around national agendas and budget cuts than the specific local proposals in the draft IRMP. Their concerns centered around the proposal to enter into a single fire control arrangement with Northampton FRS (which echoes the national FBU position around shared/joint fire controls) and the funding gap between the WFRS budget and the core settlement fire funding received by WCC from Government.

The RFU indicated its national position that FRSs should consider making greater use of retained firefighters, highlighting the cost effectiveness of this approach and encouraging greater organisational effort in recruitment. FOA fully supported the implementation of the draft IRMP.

Responses received from others support the proposals or have no opinion to suggest otherwise.

Overall conclusions

A very low number of participants took part in the consultation process to formally adopt the draft IRMP. This could be seen as disappointing with the wide range of communication pathways that were used to inform the public of the consultation process. This would suggest that the local communities are not concerned with the proposals. This can also be evidenced by the majority of those responses received.

The survey also offered the chance for participants to enter some free text; this has been used as a sounding board by some individuals to express opinions around issues not reflected within this IRMP, such as the potential future relocation of Southam fire station to the new Training and Development centre site being built a few miles away.

In drawing conclusions from the questions posed there is some concern around moving to a single fire control function; however the responses suggest there is a lack of understanding around the proposal and the function of a fire control. General

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conclusions drawn indicate a lack of understanding from the general public on the difference between a fire control and a fire station. There are no absolute responses to oppose this proposal, with less than 15% of the responses indicating concern.

In reviewing the aerial appliances within the County the response varied but generally the responses centred themselves on fire cover not aerial appliance capabilities.

Updating the fire engine fleet to Light Rescue Pumps received some support, and responses generally could see the benefit of moving to smaller and more agile appliances. However, some concerns were raised by staff around this proposal following some teething problems with the second tranche of delivered vehicles.

The proposal to move towards a wider health based agenda overall received some very positive comments.

Overall there is positive feedback for the proposals for the Service to improve its facilities, resources and services to support the communities within Warwickshire as scoped out within the IRMP.

WARWICKSHIRE
FIRE & RESCUE SERVICE

Warwickshire Fire and Rescue Service

Risk Profile

2016

Table of Contents

2

I.   Executive Summary

The Warwickshire Risk Profile 2016 provides an in-depth research and analysis of incidents attended by Warwickshire Fire and Rescue Service (WFRS) over the period of January 2013 to December 2015. It aims to identify emerging risks/issues and to inform the development of the WFRS Integrated Risk Management Plan (IRMP). The profile ends with a Future Risks and Opportunities section which follows the PESTELO framework and highlights the various challenges, threats and opportunities presented by the environment in which WFRS operates.

Nationally, levels of incidents attended by the fire and rescue service are lower than a decade ago, and this is the case within Warwickshire. However, there has been an upturn across all main incident types in the last 3 years.

WFRS is performing well on a number of key performance measures when compared with the other English fire and rescue services. There are a small number of measures where performance is not as strong but in these cases WFRS still performs around the national average.

Generally figures for fires within Warwickshire are relatively low; therefore small changes from one year to the next can in some cases produce disproportionately high percentage increases/decreases. It is therefore useful to consider performance figures from the 3 year reporting period of this Risk Profile against the longer term trend data provided within Section II.C.

II. Introduction

The Warwickshire Risk Profile provides the evidence base for the Integrated Risk Management Plan (IRMP); a statutory requirement for all Fire and Rescue Services. A new version of the IRMP is currently being developed and is scheduled to be published in 2017. The Risk Profile also aims to support the decision making of the Brigade Command Team and to form the plans for managing the risks across Warwickshire.

This report offers insight into current risk within Warwickshire. Analysing data and consulting with officers and practitioners, the authors identify key trends, suggesting proposed actions where appropriate. Exploring both short and long term trends enables a more appropriate understanding of risk and targeting of resources. Doing so, the Service is able to respond to both opportunities and challenges effectively and proactively. The conclusions drawn will also assist in planning and policy setting at an operational and strategic level.

This document sits within a wider context of literature, and should be read in conjunction with the following documents:

- Community Safety Partnership Strategic Assessments as well as Partnership Plans produced by the Community Safety Partnerships, enabling greater cohesion with ongoing community safety work carried out by partner agencies;

- Warwickshire's Joint Strategic Needs Assessment (JSNA) which identifies the health and well-being needs of Warwickshire's communities, reviewed in early 2015. As WFRS plays an integral role in achieving overall community health and safety outcomes, the priority needs of Warwickshire's residents as identified in the JSNA have been considered in the writing of this report;

- Quality of Life Report, 2015. Written by Warwickshire Observatory, analysts analysed incident data between January-December 2015, complemented by consultation with and commentary from Service Managers and Officers.

A- Warwickshire County Overview

Based in the West Midlands, Warwickshire is located to the south east of the Birmingham and Wolverhampton metropolitan area. Strategically located, the County benefits from well-established national transport links to major cities in the West Midlands as well as to London and the South-East. The County has an extensive road network spanning 4,130 kilometres, including 140km of motorways[1].

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[1] *Department for transport statistics, 2013*

At 2015, Warwickshire's population stood at an estimated 554,002 people, an average of 278 per km^2. The majority of Warwickshire residents live in the major towns, with a third of the County classed as rural. Warwick District consistently reports the highest population level, with North Warwickshire reporting the lowest. With regards to population density, Nuneaton and Bedworth is the most densely populated Borough, with roughly 1,600 persons inhabiting each square kilometre, significantly higher than the national average of 413 people per km^2 and Warwickshire average of 278.

Stations are organised into 6 clusters and are positioned strategically within each District and Borough to ensure an effective response of 10 minutes to 75% of incidents where life is at risk. The adjacent map and accompanying key illustrates the distribution of stations at September 2016.
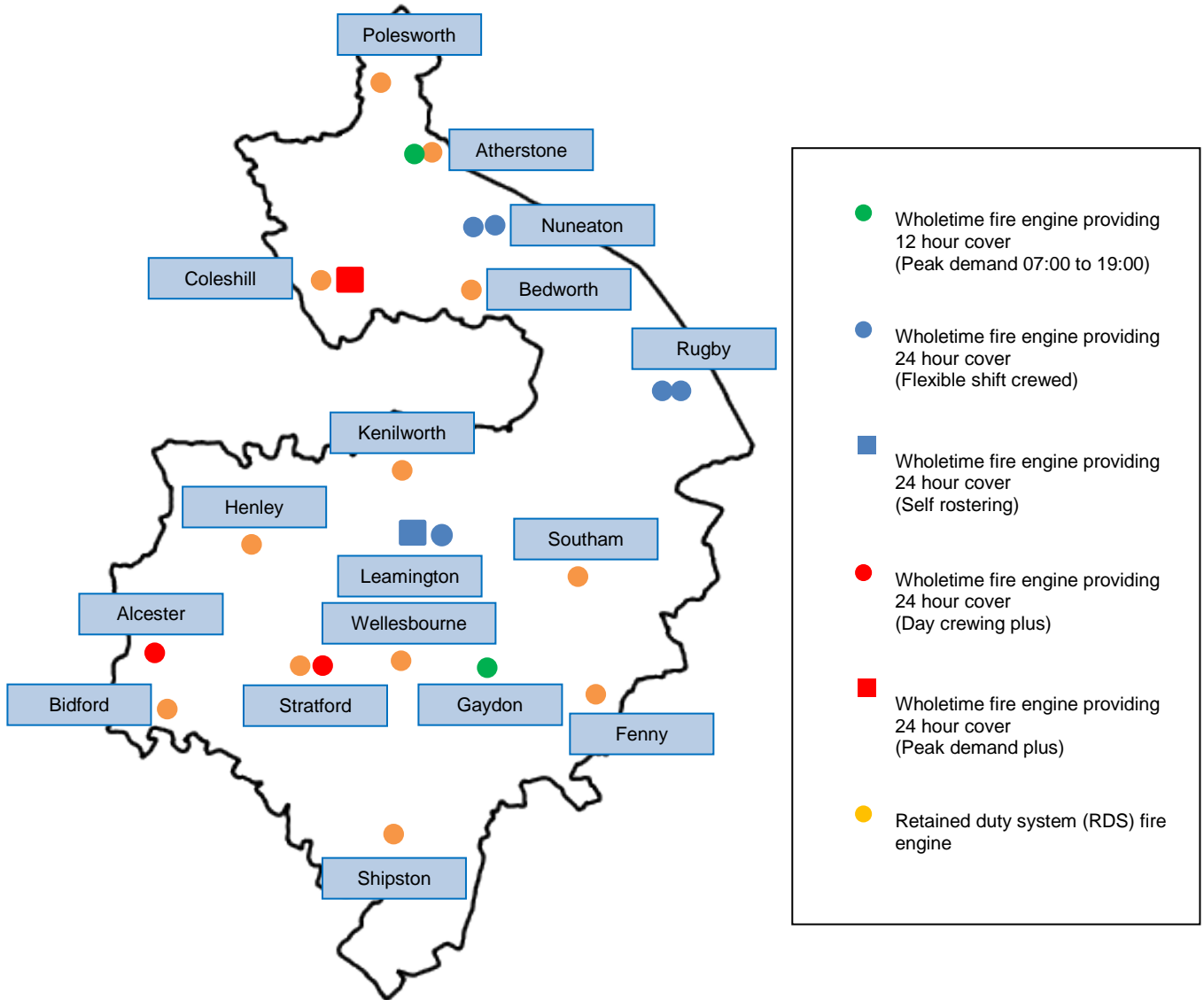
B – Our Purpose, Vision and Priorities

The core purpose of Warwickshire Fire and Rescue Service (WFRS) is "protecting the community and making Warwickshire a safer place to live". The Service works to ensure the safety and wellbeing of the residents of Warwickshire through prevention, protection and response activity.

As the overall number of fires has decreased steadily over the past decade this is, in part, attributable to the WFRS approach to protecting the community, including more and more preventative work alongside delivering its other statutory duties. The WFRS is part of a wider network of agencies that provides resilience in the face of a multitude of issues, such as severe weather conditions. WFRS also works with partners to tackle anti-social behaviour and to reach the most vulnerable and hard to reach groups of the community.

WFRS is a part of Warwickshire County Council and works to support the organisation's priority outcomes, listed below.

One Organisation Outcomes

- Our communities and individuals are safe and protected from harm and are able to remain independent for longer;
- Resources and Services are targeted effectively whether delivered by the local authority, commissioned or in partnership;
- Our communities and individuals are encouraged to help themselves feel safe and secure;
- The Health and Wellbeing of all in Warwickshire is protected;
- High quality needs based public services are deployed effectively and efficiently, no matter how they are provided.

Within this, WFRS developed a Business Unit Outcome Framework for 2014-18:

Strategic Priority Outcomes for Warwickshire Fire and Rescue

The Public Are Kept Safe

- We understand and proactively manage the risk in our county;
- We help our businesses and communities, particularly the most vulnerable, to be safe;
- Effective enforcement of fire safety law in the workplace is delivered.
- An effective response is provided to fires and other emergencies;
- Low levels of deaths and injuries caused by fire and on the roads are minimised.

Firefighters Are Kept Safe

- A good health and safety culture is promoted;
- The right equipment, vehicles and information to do the job are provided;
- Our staff feel supported, valued and engaged;
- We are operationally assertive, confident and safe;
- We are prepared for major threats and emergencies.

We Do Our Very Best

- We are organisationally efficient and constantly seek improvements;
- Our customers are satisfied with the service they receive;
- Our staff are recognised as our biggest asset.

C - Overview of Incidents

Incidents attended by WFRS can be categorised into 5 main types: **Primary Fires, Road Traffic Collisions, Secondary Fires, False Alarms and Special Services.** The following table briefly defines each in turn.

Fire Type	Description
Primary Fires	Includes home fires, business (non-domestic) fires, and vehicle fires. Involves property or vehicles or where casualties or rescues have occurred. They also include incidents where five or more fire engines are in attendance.
Secondary Fires	Secondary Fires (also called small fires) on the other hand do not involve life risk and are mostly outdoor fires, such as refuse and grassland fires. Fires in derelict properties and vehicles are also counted as secondary/small fires, in addition to chimney fires which are confined to the chimney structure of a building.
False Alarms	False alarms are incidents where WFRS are called to a location and discover on arrival that there is no emergency situation requiring their services.
Special Services	Comprises an assortment of non-fire incidents, including events such as water rescue, animal rescue, chemical leaks, persons locked in/out and persons trapped in machinery etc.
Road Traffic Collisions	A traffic collision, also known as a motor vehicle collision (MVC) among others, occurs when a vehicle collides with another vehicle, pedestrian, animal, road debris, or other stationary obstruction, such as a tree or utility pole.

Long Term Trends

Nationally, levels of attended incidents by FRS are lower than a decade ago. Warwickshire echoes this trend, with 60% fewer incidents attended between January and December 2015 than January-December 2005. This reduction was reported across all fire types, illustrated in the following table.

Long term trend: 10 year percentage change in incidents attended

Incident Type	Jan - Dec 2005	Jan - Dec 2015	Percentage Change
Primary Fires	1,408	611	**-57%**
Road Traffic Collisions	652	301	**-54%**
Secondary Fires	1,454	735	**-49%**
False Alarms	3,681	1,318	**-64%**
Special Services	848	259	**-69%**
Total Incidents	**8,043**	**3,224**	**-60%**

Consistent reductions in attended incidents are often attributed to changes in lifestyle choices, fire service policies and technological advancement. Accordingly, changing lifestyle habits and safer electrical appliances are often cited as explanatory factors for the reduction of accidental home fires. Further, improvements and technological advancements in the motor-car sector are often attributed to a reduction in deaths and serious injuries in Road Traffic Collisions (RTCs), despite an increase in road traffic. However, WFRS attended more RTCs in 2015 than in the previous two years. This can be attributed to changes to local mobilisation policies that widened the range of RTCs that WFRS responded to.

National legislative changes have also impacted on the Fire Service, notably the 2005 Regulatory Reform (Fire Safety) Order for FRS inspections on commercial buildings, ensuring adherence to fire safety regulations.

Finally, moves towards a preventative, targeted service model combined with policy changes has also reduced the levels of attended incidents.

Short Term Trends

Analysing reported incidents between 2013 and 2015 (the focus of this document,) short term trends are evident. The table below summarises the percentage increase across all incident types over the period under review, these increases are further analysed within the document.

Short term trend: 3 year percentage change in incidents attended

Incident Type	Jan - Dec 2013	Jan - Dec 2015	Percentage Change
Primary Fires	573	611	+6.6%
Road Traffic Collisions	135	301	+122.9%
Secondary Fires	655	735	+12.2%
False Alarms	1,088	1,318	+21.1%
Special Services	184	259	+40.7%
Total Incidents	2,635	3,224	+22.4%

The chart overleaf illustrates total incidents over the three-year period, divided by main incident type.

Echoing national trends, false alarms continue to constitute the largest proportion of incidents, with 41% of total incidents comprising this category. Further, 'Special Services' constitutes the smallest proportion of incidents.

The ethos of WFRS continues to be one of improvement, illustrated in the long term by the 60% reduction in incident levels over the last decade. The increases within individual incident types within the last three years are explored throughout this document.

Breakdown of Total Incidents 2013-2015

- Primary Fires — 20%
- Secondary Fires — 24%
- False Alarms — 41%
- Road Traffic Collisions — 7%
- Special Services — 8%
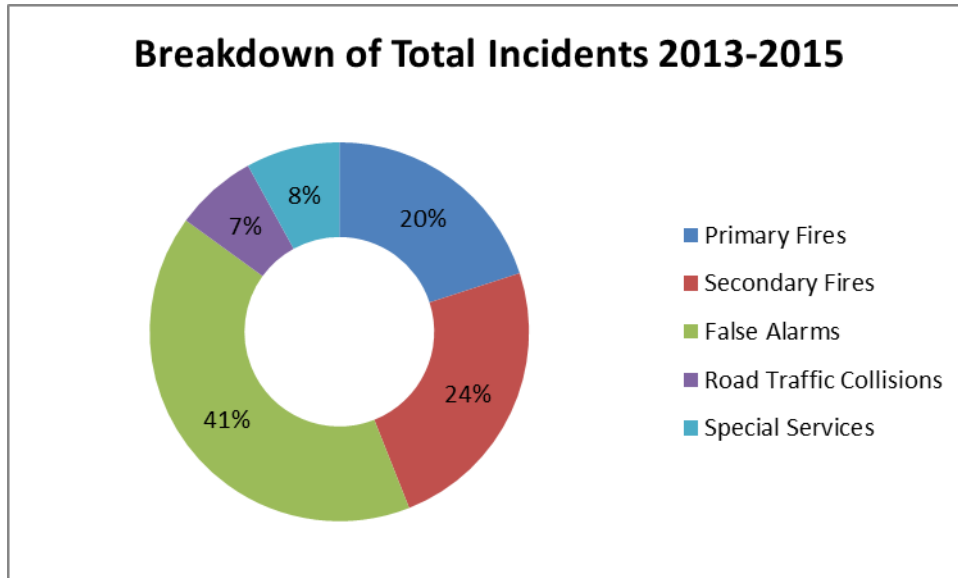
Benchmarking

In an effort to understand the WFRS activity levels in relation to other Services', identify potential gaps in performance and to improve the service further, WFRS use published information from the YouGov.uk website and CIPFA. An annual benchmarking exercise is undertaken to compare its performance against the other 44 English Fire and Rescue Services. For 2015/16 the comparison was made for a number of the main performance metrics, as described below.

It is important to note that incident data provided through the national incident recording system is no longer audited and therefore exact like-for-like recording of incidents may not be possible.

Total Incidents

This is measured as the total number of incidents attended by WFRS, including all fires, special services, false alarms and RTC's, per 10,000 population. In this area, Warwickshire ranked **1st** out of the 45 English Fire and Rescue Services. This corresponds to a rate of **60.90** as compared to the national average of **95.92**.

Property and Vehicle Fires

Warwickshire was ranked **32nd** for 'Property and Vehicle Fires per 10,000 population' with a rate of **11.55**. The best performer of the 45 Services had a rate of 9.95, the national average rate was 13.77.

Accidental Fires in the Home

These fires are measured by the number of such fires per 10,000 homes. Warwickshire achieved **2nd place** in the ranking of the 45 English Fire Services nationally. This corresponded to a rate of **6.21** as compared to the national average of **11.22**.

Deliberate Fires

For 'Deliberate Fires per 10,000 population' for the 45 Services being compared the best performance rate was 4.39. Warwickshire came **29th** with a rate of **12.15**, better than the national average of **13.78**.

Secondary Fires

For fires that do not involve property, vehicles or life risk and are mostly outdoor fires, such as refuse and grassland fires per 10,000 population, Warwickshire was ranked **26th** when compared with the other 44 Fire Services across England. The best performer rate was 2.21, Warwickshire was **15.67** slightly better than the national average of **15.83**.

Road Traffic Collisions

For the number of 'Road Traffic Collisions per 10,000 Population,' of the 45 English Services compared the best performer had a rate of 02.53. Warwickshire came **25th** with **5.78,** slightly lower than the national average of **5.91**.

As such, Warwickshire is performing well on a number of key performance measures when compared with the English Fire Services. There are a small number of measures where performance is not as strong but still performs around the national average.

Warwickshire FRS
SEASONALITY CHART
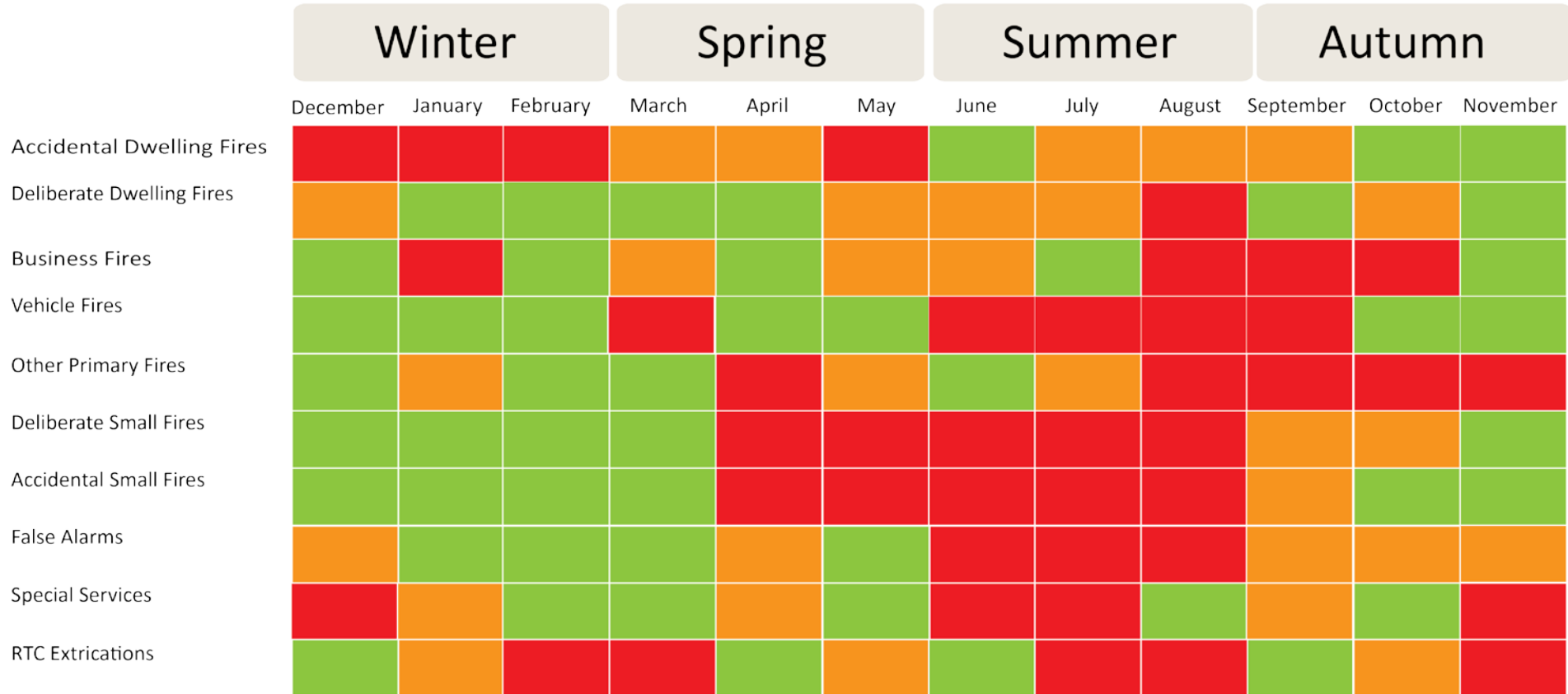
Seasonality is a common theme within analysis of FRS incidents, with weather and other seasonal attributes affecting the likelihood and severity of incidents, from Deliberate Fire Setting to special services. The graphic above illustrates the seasonal variation across different fire and service types.

Key
- 5% below the average
- within 5% above or below the average
- 5% above the average

Warwickshire Observatory

III. Primary Fires

Primary fires are fires that involve property or vehicles or where casualties or rescues have occurred, they also include incidents where five or more fire engines are in attendance. This category of fires includes **home fires, business (non-domestic) fires, vehicle fires, and other fires.** Both deliberate and accidental primary fires are discussed within this section, and deliberate fires are further discussed in the 'Deliberate Fire Setting' section.

The table below is a summary of all primary fire incidents in Warwickshire for the years of 2013 to 2015 – both accidental and deliberate. Despite the long term downward trend, during this period there has been an **increase of 6.6% in primary fires**.

The greatest increase was seen in the 'Deliberate Other Fires' category of 9 incidents (43%) from 2013 to 2015. Only one sub-group experienced a reduction in the number of incidents which was 'Accidental Vehicle Fires' with an increase of one (1%).
Within the Primary Fires category, 'Accidental Home Fires' have the most risk of a fatality occurring, and 'Accidental Vehicle Fires' the most common type of incident. Therefore the prevention activities are predominantly focussed on these areas.

Incident Type		Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Home Fires	Accidental Home Fires	158	160	150	26.9%
	Deliberate Home Fires	17	19	15	2.9%
Business Fires	Accidental Business Fires	73	65	67	11.8%
	Deliberate Business Fires	17	14	17	2.8%
Vehicle Fires	Accidental Vehicle Fires	171	178	168	29.8%
	Deliberate Vehicle Fires	107	84	79	15.5%
Other Fires	Accidental Other Fires	38	29	32	5.7%
	Deliberate Other Fires	30	24	21	4.3%
Warwickshire Total		**611**	**611**	**573**	100.0%

Overall the number of incidents has declined significantly over the longer trend and the numbers are low. It is worth noting that variations from one year to another can cause high percentage fluctuations.

A.   Home Fires (Domestic)

Home fires include both accidental and deliberate (deliberate fire setting) incidents and cover various types of domestic residences: houses, flats, bungalows, care homes as well as caravans and houseboats used as permanent dwellings. Home fires are the first sub-category of primary fires.

Key Trends

- Over the 3 year period spanning January, 2013 to December 2015, fires in the home have **increased by 6% (10 incidents)**
- **Accidental Home Fires (AHFs)** have **increased** by **5%** (8 incidents) and **Deliberate Home Fires** has also **increased** by **13%** (2 incidents)
- The national rate of **accidental fires in the home** for England per 100,000 population in 20151/16 is **51.6**, Warwickshire compare favourably at a rate of **26.7**.
- The national rate of **deliberate fires in the home** for England per 100,000 population in 20151/16 is **5.5**, Warwickshire compare favourably at a rate of **3.46**.

Actions

- *To maintain Homes in Multiple Occupancy (HMOs) as a focus of WFRS operations*
- *To support private HMO landlords in installing smoke and carbon monoxide detectors as per recent legislation*
- *To continue offering targeted Home Fire Safety Checks to groups most at risk from fire and working with partner agencies to reach the most vulnerable*
- *To tailor preventative measures to the demographic profile of those most at risk to fire*
- *To continue working with partner agencies to reduce risks in the homes of the elderly and contribute to Warwickshire's wider health agenda of supporting the elderly to live independently for longer*

Accidental Home Fires (AFAs)

AHFs are of great concern to Fire and Rescue Services as, nationally, they are responsible for the highest number of fire fatalities. This section details the occurrence of AHFs in Warwickshire over the examined period.

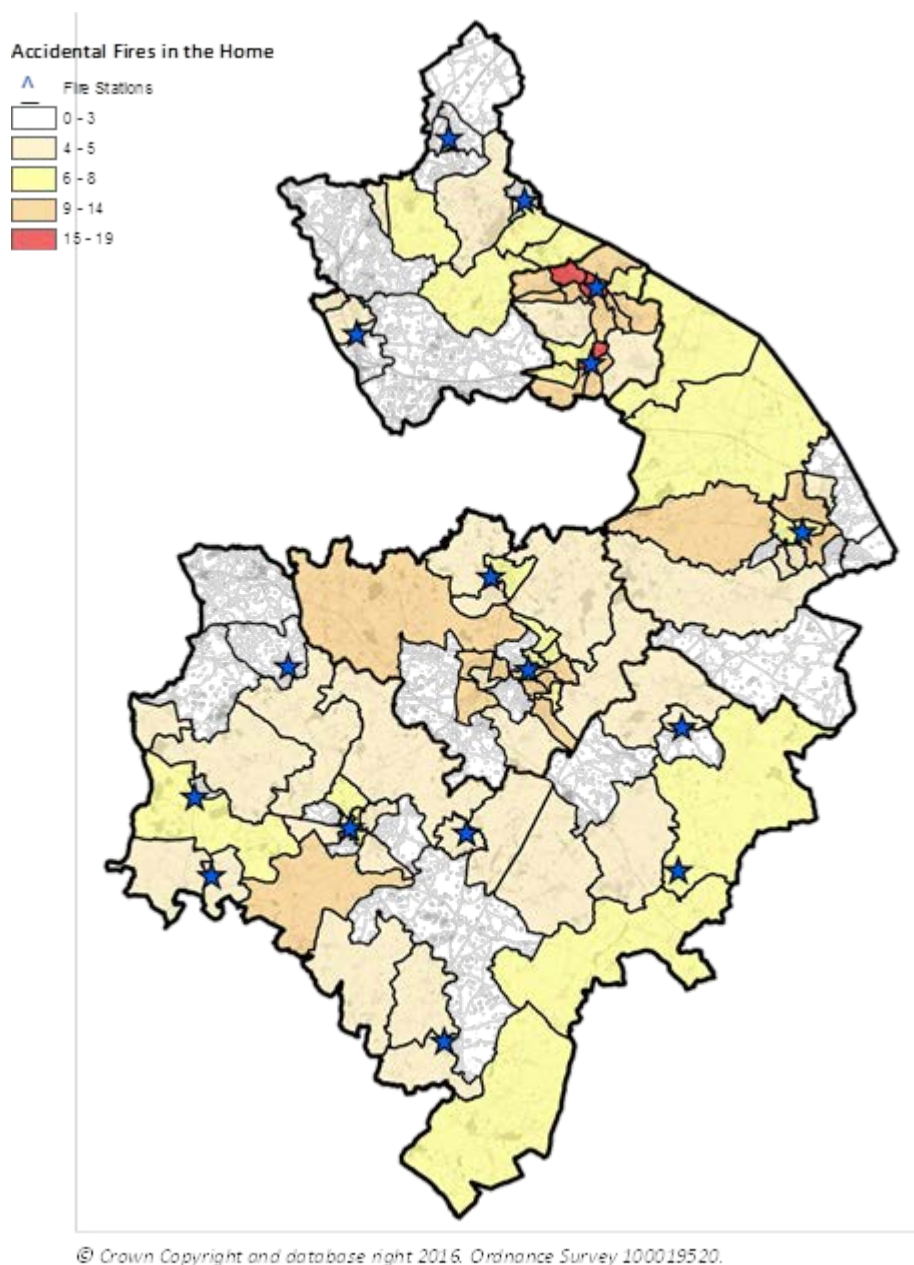| Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	11	8	10	6.2%
North Warwickshire	13	15	11	8.3%
Nuneaton & Bedworth	55	49	51	33.1%
Rugby	31	15	26	15.4%
Stratford	17	27	20	13.7%
Warwick	31	46	32	23.3%
Warwickshire Total	158	160	150	100.0%

Key Trends
- In the three year period in question, the **highest** share of AHFs attended by WFRS was in **Nuneaton & Bedworth Borough** (33%) and was followed by Warwick District where 109 incidents took place accounting for 23% of all AHFs in Warwickshire.
- Overall, **Nuneaton and Bedworth saw the largest number of incidents** (155)
- Only **two station clusters experienced reductions**, Stratford and Warwick.

Causes of Incidents

- 60% of all AHFs during the previous three year period (283 incidents) started in the kitchen followed by 17% in the living room (78 incidents).
- With the kitchen incidents, 28% (131 incidents) were cooker including oven related, followed by 11% (31 incidents) caused by wiring, cabling and plugs.
- Of the living room incidents, 19% (15 incidents) were due to candles followed by 17% (11 incidents) caused by heating/fires.

The map overleaf illustrates the level of AHFs in each ward in the County. The stars illustrate where the fire stations are based. The top 5 wards within the County in terms of frequency of Accidental Home Fires are:

1. Camp Hill (Nuneaton and Bedworth Borough)
2. Abbey (Nuneaton and Bedworth Borough)
3. Bede (Nuneaton and Bedworth Borough)
4. Eastlands (Rugby Borough)
5. Leam (Warwick District)

Accidental Fires in the Home

Λ Fire Stations
- 0 - 3
- 4 - 5
- 6 - 8
- 9 - 14
- 15 - 19

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It is important to note that in terms of Warwickshire's performance relative to Great Britain as a whole, it is in the lowest category of AHF's per 1 million people, (i.e. between zero and 350 AHFs per million) along with just 4 other counties across England, Scotland and Wales.

Homes in Multi-Occupancy and High Rise Homes

Two types of residences that are of particular interest to WFRS are Homes in Multiple Occupancy (HMO) and high-rise homes. HMOs are properties shared by multiple tenants that are not family members and are usually rented. Over the 3 year period from January 2012 to December 2015, there was a 63% decrease in AHFs in HMOs from 38 in 2012 to 14 in 2015.

There is a current predominance for office conversions to flats within towns throughout the county. This leads to more densely populated towns, with the HMO's providing the highest densities.

Building control submissions for buildings of HMO type continue apace. These properties are subject to a high level of fire protection being instigated in the properties. Although there is a large increase in this type of premise, the controls are far more stringent than pre regulation.

High-rise homes are defined by WFRS as residential buildings with 4 or more stories. Over the 3 year period from January 2012 to December 2014, the following short-term trends were seen:

- In 2014 a total of 10 AHFs occurred in high-rise buildings; 7 in Warwick district and 1 each in Stratford, North Warwickshire and Nuneaton and Bedworth
- In 2013 there were a total of 3 incidents; 2 of which were in Warwick district and the third in Nuneaton and Bedworth
- In 2012 a total of 8 incidents occurred; 5 in Warwick, 2 in North Warwickshire and 1 in Rugby
- Overall, in the 3 year period there was a 20% increase in AHF's in high-rise homes.

Many high-rise buildings (particularly social housing blocks) were built between 1950 and 1970 and were thus built to lower fire safety standards. For example, current building regulations require buildings over 18m high to have certain firefighting measures installed (e.g. firefighting lifts) but retrospective application of such measures is not required; meaning that some older buildings are lacking in these firefighting provisions.

Fires in high-rise buildings present firefighters with a number of challenges. To begin with, it may be hard to establish from the ground where the exact location of a fire is in a high-rise building. Additionally, the way in which fire and smoke spread during a fire in a high-rise is more difficult to predict than in other building types due to a number of factors such as for example wind speed at higher floors potentially being faster. As such, high-rise buildings pose various risks to firefighters and will remain a priority for WFRS.

There are no new high rise properties being built currently within Warwickshire.

Emerging Issues: AHFs continue to be the leading cause of fire fatalities in the UK, with kitchen fires being the main cause of AHF incidents.

Preventative Measures

Prevention activity forms a significant part of WFRSs' risk management strategy and is crucial to driving down incident levels and saving lives. This section describes two elements of prevention of home fires: home fire safety checks and smoke alarms.

Home Fire Safety Checks

WFRS continuously educate residents on the risk of house fires, how to reduce them and keep their families safe. The well-established Home Fire Safety Check (HFSC) does this and more, and is a great way of raising awareness amongst the public and their families and more importantly protecting the most vulnerable within our communities.

The aim is to educate Warwickshire's residents on the risk of house fires. HFSC's help to raise awareness of likely causes of home fires, such as poor maintenance of electrical equipment, so that the risk of home fires is reduced. Since April 2015 to March 2016, a total of 3,816 HFSCs were carried out across Warwickshire.

These HSFCs are targeted at the most at risk groups within Warwickshire's community such as the elderly. Other vulnerable individuals are also identified by the Community Fire Safety team.

'Mosaic' data has been used to determine where vulnerable people are in order to conduct a HFSC, however Exeter data (NHS patient registration system from GP surgeries) has now been piloted and the infographic opposite illustrates what data is now being used to determine where in the County vulnerable people are. The gold, silver and bronze categories show the urgency of where the fire checks need to be conducted.

Gold targets the over 75 year olds who live over 5 minutes away from a fire station. Silver targets over 75s who live between 5 and 10 minutes away from a fire station and Bronze targets over 65s who live over 5 minutes away. All three categories are being targeted in the various catchment areas.

Currently WFRS are piloting an enhanced safe and well check which will replace the well-established home fire safety check. The safe and well check will still include all of the fire safety advice previously offered but will also include advice on other areas of health and well-being which impact on the NHS and social care services. The additional information offered in the safe and well check will include advice on trips, slips and falls, smoking cessation, home security and winter warmth.

Improving the accuracy of Home Fire Safety Check referrals

WFRS hope to launch the new safe and well check before the end of the year and that Warwickshire residents will soon start benefiting from the enhanced service.

Smoke Alarm Ownership

The time in between when a fire in the home starts and when it is discovered by the home occupants has a vital bearing on the outcome of the fire. Shorter discovery times lead to a quicker response on part of the occupants and the Fire and Rescue Service which ultimately leads to a lower likelihood of the fire resulting in any fatalities. Smoke alarms play a crucial role in shortening the discovery time.

The proportion of dwellings with a smoke alarm increased greatly in the 1990s and has continued to increase since then. This is considered to be one of a number of causes of the reduction in fatalities that occurred in the 1990s and 2000s.

Fires where a smoke alarm was not present accounted for 30 per cent of all dwelling fires and 35 per cent of all dwelling fire fatalities in 2014/15. This is in the context of 12 per cent of dwellings not having a working smoke alarm in 2013/14. Fires where a smoke alarm was present but either did not operate or did not raise the alarm, accounted for 31 per cent of all dwelling fires and 38 per cent of all dwelling fire fatalities in 2014/15.

Mains powered alarms continue to have a lower failure rate than battery powered alarms. 21 per cent of mains powered smoke alarms failed to operate in dwelling fires in 2014/15 in England, whereas 40 per cent of battery powered alarms failed to operate in similar incidents. The main reason mains powered smoke alarms failed to operate in dwelling fires in 2014/15 was that the fire products (e.g. smoke) did not reach the detector(s) with 48 per cent of incidents. The main reason battery powered smoke alarms failed to operate in dwelling fires in 2014/15 in England was that the fire products did not reach the detector(s) in 44 per cent of incidents.

Fires where a smoke alarm was not present accounted for 46 per cent of all other building (buildings that are not dwellings) fires and 24 per cent of all other building fire fatalities and casualties (combined) in 2014/15.

Fire safety features in the homes of the elderly and disabled must be adjusted to meet their needs. For example, for people suffering from hearing difficulties special smoke alarms can be fitted in their homes with strobe lights and vibrator pads so that they are alerted if a fire happens in their home. This is taken into account by WFRS during HFSCs.

In Warwickshire, the smoke alarm ownership figures are closely aligned with those of England and Great Britain as a whole. Over the 3 year period of 2013 to 2015, there were a total of 519 home fires (both accidental and deliberate) as detailed earlier in the report. In 69% of these homes, a smoke alarm was installed.

New legislation surrounding the installation of smoke alarms into privately rented accommodation came into force through the Smoke and Carbon Monoxide Alarm Regulations Act of 2015. As part of this, WFRS will continue to distribute alarms to private landlords on request, advising them of their maintenance responsibilities.

Emerging Trends and Conclusions:

Although the smoke alarm ownership figures in Warwickshire are generally high, home fires and particularly ADFs, involve a very high life risk. This is especially true for the elderly who are amongst the most vulnerable groups in Warwickshire's community (as detailed in the Future Risks and Opportunities section of this profile). It is thus important for WFRS to continue working with partner agencies to reach the elderly and enable them to live safely and independently.

Deliberate Home Fires

These are fires in homes where ignition is suspected to be intentional or malicious. The table below shows, for the 3 year period of January 2013 to December 2015, the numbers of deliberate home fires by station cluster.

Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	0	0	1	2.0%
North Warwickshire	1	3	2	11.8%
Nuneaton & Bedworth	8	8	8	47.1%
Rugby	2	3	4	17.6%
Stratford	0	2	0	3.9%
Warwick	6	3	0	17.6%
Warwickshire Total	17	19	15	100.0%

Key Trends

- Over the three year timeframe of 2013 to 2015, a total of **51 deliberate home fires were attended.**
- The highest proportion of incidents reported was in **Nuneaton and Bedworth Borough (47%, 24 incidents)**
- The **lowest number of reported incidents was in the Alcester area**, which has not had an incident since 2013.
- **Nuneaton and Bedworth has kept at a consistent level with 8 incidents each year.**

B.   Business Fires

Action - *To continue conducting risk-based inspections of business premises and advocating the installation of sprinklers in non-domestic properties and in new developments.*

Fire safety legislation (Regulatory Reform (Fire Safety) Order 2005) is enforced by the Fire Protection department who audit premises through an intelligence led risk based inspection principle which can be adapted to address both local and national trends.

Their work helps raise awareness of the risk of fire in the workplace, ensures safety of employees and premises through help and advice and, if necessary, enforcement of legislation. In 2015/16 the Fire Protection department undertook 452 fire safety audits of which 244 were deemed satisfactory and 208 unsatisfactory (those requiring further action). A total of 29 enforcement and/or prohibition notifications were issued.

In addition to the full fire safety audits there are other fire protection activities undertaken which include Business Fire Safety Checks, post fire audits, building regulation consultations, enforcement/ prohibition action as well as inspecting under other legislation such as the Housing Act, Marriage Act and Licencing Act.

Across the County, there are a number of premises which pose a higher risk to the public and WFRS in case of an emergency. At these premises, a more detailed inspection is carried out to ensure that WFRS comprehensively understands the risks associated with each building so that they are better equipped to effectively deal with any incidents that happen. The cost of business fires is particularly high for warehouses where there is a loss of inventory involved along with property loss and the costs incurred by the disruption to business activities caused.

Causes of incidents

- The top cause of fires in non-residential buildings were **wiring, cabling and plugs** (13%)

The top five wards where business Fires were reported are as follows:

1. Saltisford   (Warwick District)
2. Poplar   (Nuneaton & Bedworth Borough)
3. Abbey   (Nuneaton & Bedworth Borough)
4. Clarendon   (Warwick District)
5. Dunsmore   (Rugby Borough)

Accidental Business Fires

This section discusses fires in commercial properties of an accidental nature over the 3 year period of 2013 to 2015.

Accidental Business Fires by Station Cluster

Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	6	2	5	**6.3%**
North Warwickshire	12	9	8	**14.1%**
Nuneaton & Bedworth	10	15	15	**19.5%**
Rugby	17	17	15	**23.9%**
Stratford	15	8	10	**16.1%**
Warwick	13	14	14	**20.0%**
Warwickshire Total	**73**	**65**	**67**	**100.0%**

Key Trends

- Over the 3 year period, accidental business fires have **increased by 9% (6 incidents)**
- **Rugby Borough has the largest number of incidents** reported (49) followed by Warwick District with 41 incidents.
- The **biggest increase** was seen in **Stratford** with 5 incidents, followed by **North Warwickshire** with 4 incidents.
- Only **Nuneaton and Bedworth and Warwick saw reductions**
- During the time in question, the **largest share of these types of incidents (23%) occurred in the Nuneaton and Bedworth Borough**. However, this borough has experienced a **reduction** in the number of accidental business fires of 33%.

Deliberate Business Fires

This section details the cases of deliberate fire setting to commercial properties in Warwickshire between January 2013 and December 2015.

Deliberate Business Fires by Station Cluster

Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	1	1	1	**6.3%**
North Warwickshire	6	0	1	**14.6%**
Nuneaton & Bedworth	5	5	6	**33.3%**
Rugby	2	3	2	**14.6%**
Stratford	0	1	1	**4.2%**
Warwick	3	4	6	**27.1%**
Warwickshire Total	**17**	**14**	**17**	**100.0%**

Key Trends

- **All but one area (North Warwickshire) saw a reduction** in business deliberate fire setting incidents
- Overall, **Warwick saw the largest reduction** in incidents. Although this was 50%, incidents reduced from 6 in 2013 to 3 in 2015.
- **Warwick has the largest number of incidents** across Warwickshire (13)
- During the 3 year period, incidents have remained at consistently low levels

C.   Vehicle Fires

Action - *Work with partners to reduce vehicle fires*

This sub-category comprises both accidental and deliberate vehicle fires, and falls under Primary Fires. A distinction should be made between these vehicle fires and those included in the 'Secondary Fire' category, which are fires in *derelict vehicles*.

Over the 3 year period, a total of **817** vehicle fires were reported. **Vehicle fires thus comprise the largest proportion of primary fires attended.** Most vehicle fires (63% or 517 incidents) were accidental and the remainder (37%) were deliberate. All incidents will be further detailed by their location within the County.

Accidental Vehicle Fires by Station Cluster

Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	17	19	22	**11.2%**
North Warwickshire	40	33	40	**21.9%**
Nuneaton & Bedworth	25	32	36	**18.0%**
Rugby	43	44	33	**23.2%**
Stratford	14	17	9	**7.7%**
Warwick	32	33	28	**18.0%**
Warwickshire Total	**171**	**178**	**168**	**100.0%**

Key Trends

- **An increase of 2%** has been seen in the County in the three year period.
- Although **Stratford District saw the largest proportional increase** in accidental vehicle fires, with an increase of 56% (5 incidents**), Rugby Borough saw the largest increase in incidents** (10) with 33 in 2013 compared to 43 in 2015.
- **Nuneaton and Bedworth Borough saw the largest reduction** of 31% (11 incidents)
- **Rugby Borough saw the largest share with 23%**
- **Rugby Borough saw the largest number of incidents (120)** followed closely with North Warwickshire Borough (113)

The table below shows the number of deliberate vehicle fires by station cluster. Deliberate fire setting is further detailed in the deliberate fire setting

Deliberate Vehicle Fires by Station Cluster

Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	8	3	6	**6.3%**
North Warwickshire	11	13	12	**13.3%**
Nuneaton & Bedworth	43	34	40	**43.3%**
Rugby	30	18	13	**22.6%**
Stratford	4	5	1	**3.7%**
Warwick	11	11	7	**10.7%**
Warwickshire Total	**107**	**84**	**79**	**100.0%**

Key Trends

- **An increase of 35% (26 incidents) has been seen in Warwickshire.**
- The **highest number** of deliberate vehicle fire incidents took place in the **Nuneaton and Bedworth Borough with 117 incidents** (43%).
- **Stratford District saw the lowest number of incidents**.

D.   Other Fires

Action - *To continue working with partners to reduce other fires*

These are primary fires that do not fall under categories A – C, and include fires to various other valuable assets. Once again, both accidental and deliberate fires are included in this category. Between 2013 and 2015, there were a total of **75** deliberate 'other' primary fires and **99** accidental 'other' fires. These are broken down by station cluster in the table below.

Accidental Other Fires by Station Cluster

Station Cluster	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	4	1	3	**8.1%**
North Warwickshire	5	3	2	**10.1%**
Nuneaton & Bedworth	9	6	9	**24.2%**
Rugby	8	3	6	**17.2%**
Stratford	5	7	5	**17.2%**
Warwick	7	9	7	**23.2%**
Warwickshire Total	**38**	**29**	**32**	**100.0%**

Key Trends

- An **increase of 19% has been seen in Warwickshire** (6 incidents)
- **Nuneaton and Bedworth Borough has had the most other fire incidents reported** (24) with a total share of 24%
- **North Warwickshire has experienced the highest proportional change** of 3 **incidents**

Deliberate other Fires by Station Cluster

Station Cluster	Jan - Dc 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	2	1	1	**5.3%**
North Warwickshire	5	4	0	**12.0%**
Nuneaton & Bedworth	11	7	13	**41.3%**
Rugby	4	6	3	**17.3%**
Stratford	1	2	0	**4.0%**
Warwick	7	4	4	**20.0%**
Warwickshire Total	**30**	**24**	**21**	**100.0%**

Key Trends
- **An increase of 43% has been seen across the County** (9 incidents)
- **Nuneaton and Bedworth Borough was the only area to see a reduction** (15% , 2 incidents) however saw the largest share with the highest number of incidents reported (31)
- **North Warwickshire Borough saw the largest increase of 5 incidents**

IV. Road Traffic Collisions

Action - *WFRS recognise that reducing RTC's is a priority and we will continue working with partners such as Warwickshire's Road Safety Unit and Warwickshire and West Mercia Police to promote road safety and develop more road safety initiatives.*

Nationally, RTCs are the most frequently attended non-fire incident, comprising 21% of total non-fire incidents attended by English Fire and Rescue Services in 2014/15. Recognising the high risk to life presented within these incidents, this section explores attended incidents separately from the Special Services section of this report (Section 8.)

Analysed aggregately, 594 RTCs were attended by WFRS between January 2013 and December 2015. Overall there has been an increase of 122.9% in the period being reviewed. Increases were seen across all incident types, reflecting policy changes in this area, increasing service provision for these incidents. Consequently, increases can be viewed positively.

Extrications[3] continue to constitute the largest proportion of attended RTCs: 62% of total incidents over the three-year period. The remaining 38% of incidents were divided equally between Services and 'No-Services required,' with 20% and 18% respectively.

For the number of 'Road Traffic Collisions per 10,000 population,' of the 45 English Services compared the best performer had a rate of 02.53. Warwickshire came **25th** with **5.78,** slightly lower than the national average of **5.91**.

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[3]*The removal of people trapped in vehicles following collisions.*

RTS Incidents: 3 Year Overview

Incident Type	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Extrications	147	112	112	**62%**
Services rendered	112	3	1	**20%**
No Services rendered	42	43	22	**18%**
Total RTCs attended	**301**	**158**	**135**	**100%**

The following table provides a breakdown of RTC extrications by location within the County, recognising that they continue to constitute the largest proportion of attended RTCs in Warwickshire.

RTC Extractions by Station Cluster

Station Cluster	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	15	8	9	**9%**
North Warwickshire	30	19	25	**20%**
Nuneaton & Bedworth	22	18	29	**19%**
Rugby	44	26	18	**24%**
Stratford	19	19	14	**14%**
Warwick	17	22	17	**14%**
Warwickshire Total	**147**	**112**	**112**	**100%**

Key Trends

- Over the 3-year period, Rugby and North Warwickshire Station Clusters reported the highest levels of RTC extrications, with 24% and 20% respectively.
- Nuneaton & Bedworth Station Cluster was the only Cluster to report a reduction in levels, comparing 2013 and 2015 results.
- Increases in RTC incidents may be viewed positively, attributed in part to policy changes, attending a greater proportion of reported incidents than WFRS had done previously.

Consequently, despite increases within the analysed period, broader reductions and historic reducing trends should be recognised, attributed in part to improvements in technology, vehicle engineering, reductions in speed limits and improved trauma care.

Initiatives

RTCs continue to affect all emergency services and WFRS work in partnership with the Police and the WCC Road Safety Safer Roads Partnership to assist in reducing the number of people killed or seriously injured on our roads. A number of joint initiatives have taken place over the reporting period to raise awareness amongst the public. The Police carried out several road side safety seat belt campaigns, where drivers were pulled over for not wearing seat belts and were then given the chance of attending a Fatal 4 presentation delivered by WFRS. Non-attendance would result in the driver receiving points and a fine. These were received very well by the drivers and feedback stated that it was a hard hitting emotional presentation which made several drivers think about what they were doing and the consequences of driving without seat belts. The Fatal 4 presentation covers the 4 main driving offences; speeding, using mobile phones whilst driving, not wearing seat belts and drink/drug driving.

Another joint education initiative is 'Prison? Me? No Way!' led by the Prison Service which brings Police, Fire, Ambulance, prison officers, judges, and court staff all to a one day event delivered to schools. The event is designed to raise awareness of the causes, consequences, penalties and impact of crime: in this case joy riding. After watching a large scale anti-social behaviour role play scene the Year 9 students take part in a range of workshops, delivered by Police, Fire, Ambulance, and Prison Service that deal with anti-social behaviour and its consequences. This initiative is very well established and is always well received amongst school students and staff alike.

During the last academic school year WFRS carried out a total of 87 Fatal 4 sessions delivered by fire fighters with around 2,313 students being made aware of the four main reasons that cause road traffic collisions that kill or seriously injure young people in the 17 to 25 age bracket. WFRS is currently monitoring whether the number of engagements increase now that the Fatal 4 presentation programme is embedded into WCCs Driving Ambitions road safety education program from September 2016.

A full evaluation of the outcomes of the Fatal 4 programme needs to be undertaken over the forthcoming year.

V. Secondary Fires

Action

- *To continue working with partners to reduce anti-social behaviour and deliberate fire setting;*
- *To coordinate and deploy deliberate fire setting reduction initiatives;*
- *To review the process of recording deliberate fires.*

This category encompasses fires with no casualties, rescues or valuable property loss. These include outdoor fires, derelict property and derelict vehicle fires (together classed as 'small fires') as well as chimney fires. Outdoor fires include grass fires, refuse fires and straw fires. **Overall in Warwickshire, over the past decade there has been a fall in Secondary Fires of 56%. Despite this, Secondary Fires increased by 12.2% between 2013 and 2015.** This section details the trends seen across the County between 2012 and 2014, including both accidental and deliberate incidents.

When compared nationally for this type of incident per 10,000 population, Warwickshire was ranked **26th** when compared with the other 44 Fire Services across England. The best performer rate was 2.21, Warwickshire was **15.67** slightly better than the national average of **15.83**.

Deliberate secondary fires constituted the majority of secondary fires (69%), accidental secondary fires comprised 22% and the remaining 9% were chimney fires; illustrated in the table below. Secondary fires are the only category of fire in which there are more deliberate than accidental incidents. Consequently, the following section explores deliberate fire setting (arson).

Secondary Fires Overview

Type of fire	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Accidental Secondary	164	132	161	**22%**
Deliberate Secondary	507	448	397	**69%**
Chimney Fires	64	56	97	**9%**
Total Secondary	**735**	**636**	**655**	**100%**

Increases in secondary fires can partly be attributed to seasonality, with hot weather frequently linked to an increase in both outdoor and deliberate small fires, and wet weather with a reduction in fire incidents.

The following table analyses accidental secondary fires (ASF) 2013-2015. Refuse fires and grass fires continue to constitute the largest proportion of ASF.

Accidental Secondary Fires (exc chimney) Jan 2013 – Dec 2015

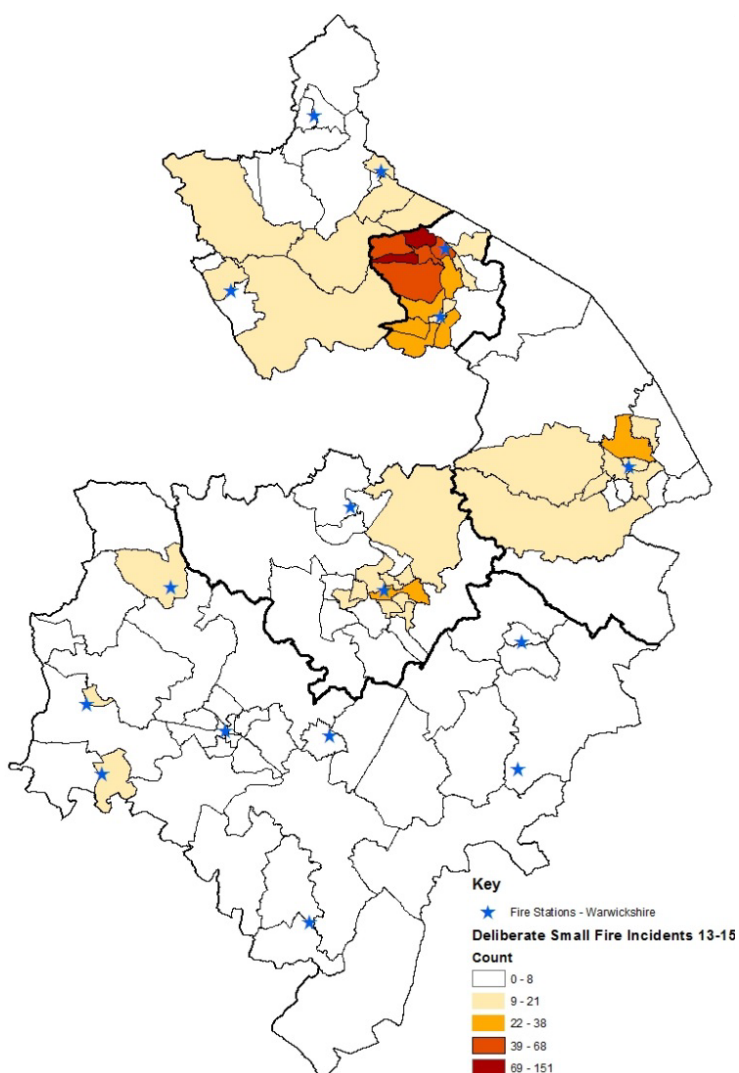| Type of fire	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Derelict Property	0	2	2	0%
Derelict Vehicle	0	0	1	0%
Grass fires	60	57	87	37%
Outdoor structures	13	5	5	8%
Refuse fires	76	62	60	46%
Straw fires	3	6	6	2%
Warwickshire Total	**164**	**132**	**161**	**100%**

Key Trends

- Overall, there was a 2% increase in accidental small fires between January 2013 and December 2015.

- In absolute values, the largest change was seen in accidental fires in outdoor structures which increased by 160% between 2013 and 2015. Despite this, the relatively low number of these incidents (13) should be recognised.

- The following 5 wards reported the highest level of ASF incidents in 2015:

  - Newbold and Brownsover (Rugby Borough)   (5%)
  - Camp Hill (Nuneaton & Bedworth Borough)   (4%)
  - Wolston and the Lawfords (Rugby Borough)   (3%)
  - Abbey Ward (Warwick District)   (3%)
  - Shipston North (Stratford-on-Avon District)   (3%).

In Great Britain, there was an increase in secondary fires attended by fire and rescue authorities between 2012 and 2015. This rise was due to the remarkably low number of fire incidents reported in 2012 because of the extremely high rainfall that year and the unusually warm weather the following year. Warwickshire was in line with this trend, with a total of 655 secondary fires in 2013 and 735 in 2015.

Deliberate Secondary Fires Jan 2013 – Dec 2015

Type of fire	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Derelict property	0	7	5	0%
Derelict vehicle	0	8	4	0%
Grass fires	146	170	166	29%
Outdoor structures	14	12	11	3%
Refuse fires	283	239	206	56%
Straw fires	10	12	5	2%
Warwickshire Total	**507**	**448**	**397**	**100.0%**

Key

★ Fire Stations - Warwickshire

Deliberate Small Fire Incidents 13-15

Count
- 0 - 8
- 9 - 21
- 22 - 38
- 39 - 68
- 69 - 151

The map illustrates deliberate secondary fires in Warwickshire between 2013 and 2015.

The following section details incidents of deliberate fire setting across the County of Warwickshire for the time period under examination. It expands upon the brief description of different types of deliberate fires in earlier sections of the report, and focuses mainly on deliberate secondary fires, as these are the majority of secondary fires and on the Nuneaton and Bedworth Borough where the highest proportion of these incidents occurs.

VI. Deliberate Fire Setting

Action - *To continue working with partners to reduce deliberate fire settings, particularly in Nuneaton and Bedworth Borough*

This section is related to incidents of deliberate fire setting, where the source of ignition is believed to be malicious or deliberate. It includes fires of both a primary and secondary nature, but is mostly comprised of secondary fires.

All deliberate Fires: 3 Year Overview

Type of fire	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Total Deliberate Secondary Fires	507	448	397	**28.2%**
Total Deliberate Primary Fires	171	141	132	**9.5%**
Total Deliberate Fires	**678**	**589**	**529**	**37.8%**

Deliberate primary fires are of particular concern to WFRS as they pose a greater risk to human life and also involve property of high value.

For 2015/16 when compared nationally per 10,000 population for the 45 Services being compared the best performance rate was 4.39. Warwickshire came **29th** with a rate of **12.15**, better than the national average of **13.78**.

In 2015, Nuneaton and Bedworth Borough has had the most primary fires reported (67 incidents) accounting for 39% of all deliberate fires in the County, and the most secondary fires reported also. With 298 incidents reported, accounting for 59% of all secondary fires in the County.

In 2015, of the deliberate primary fires reported in Nuneaton and Bedworth Borough, the majority of these were deliberate car fires, which accounted for 64% (43 incidents). Of the deliberate secondary fires reported in Nuneaton and Bedworth Borough, setting fire to refuse was the main ignition type, accounting for 32% of all deliberate secondary fires in the County.

Plausible explanations for this include various socioeconomic factors which are noted in the Future Risks and Opportunities section of this document. These include the relatively high levels of unemployment, poverty and (perhaps subsequently) high levels of crime and anti-social behaviour (ASB) incidents in the Nuneaton and Bedworth Borough as compared to other districts and boroughs within Warwickshire.

Deliberate Primary Fires Jan 2013 – Dec 2015

| Incident Type	Jan - Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Deliberate Home Fires	17	19	15	**11.5%**
Deliberate Business Fires	17	14	17	**10.8%**
Deliberate Vehicle Fires	107	84	79	**60.8%**
Deliberate Other Fires	30	24	21	**16.9%**
Warwickshire Total	**171**	**141**	**132**	**100.0%**

The maps below show the hotspots for deliberate small fires as identified by WFRS' Performance Information Department against ASB incidents, within the Nuneaton and Bedworth Borough.

There is a strong link between anti-social behaviour and incidents of deliberate small fires, as ASB incidents include deliberate fire setting. Nuneaton and Bedworth has the highest proportion (32%) of ASB incidents in the County over the previous three year period and of the top five wards in Warwickshire County for anti-social behaviour, two are in Nuneaton and Bedworth. These are: **Abbey and Wem Brook**.

ASB Incidents in Nuneaton and Bedworth

DSF incidents in Nuneaton and Bedworth

Jan 13 – Dec 15

Abbey Ward

Camp Hill Ward

Wembrook

Kingswood Ward
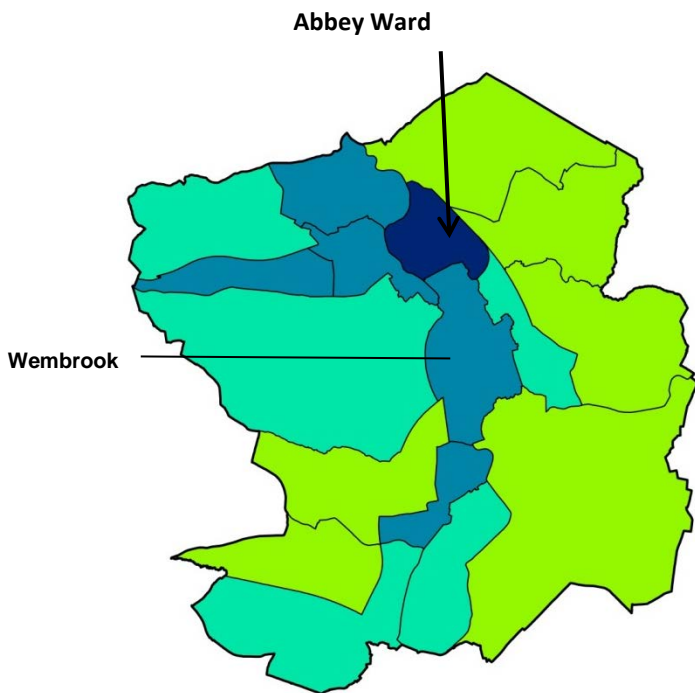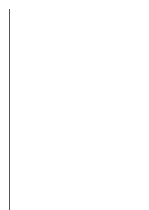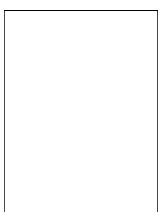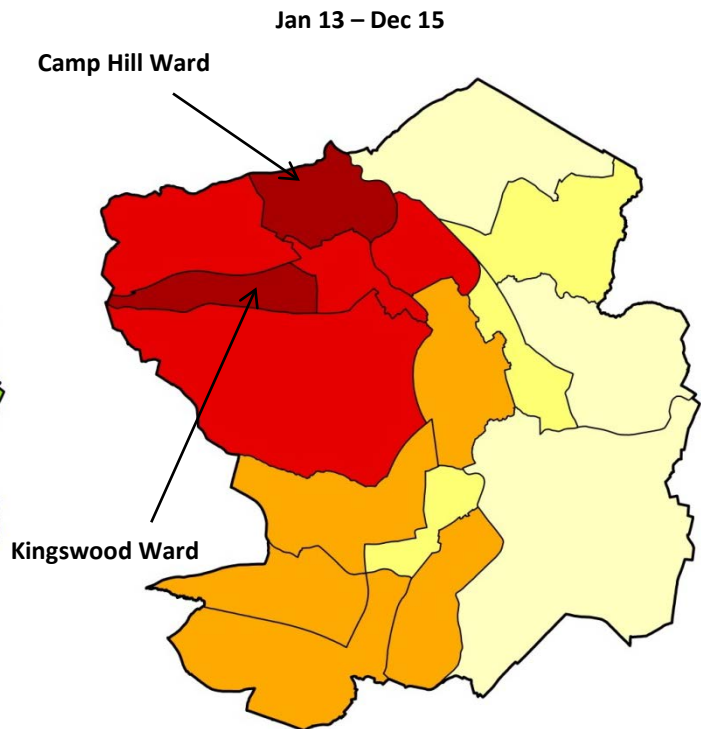
Key Points

- Overall, there was an increase seen in the number of DSFs in 2015 (31%).
- More than half of DSFs were refuse fires (55%), followed by grass fires (36%) and combined these two items accounted for 91% of all DSFs.
- Outdoor fires have increased from 11 incidents in 2013 to 68 in 2015
- There are also issues surrounding the build-up of rubbish and the prevalence of void properties in the more deprived areas of the County (e.g. Nuneaton & Bedworth), which are easily targeted by arsonists.

Initiatives in place:

1. WFRS operates a **Small Fires Unit (SFU)** in Nuneaton and Bedworth throughout the year, and patrols are increased in frequency during times such as school holidays, Halloween and Bonfire periods. This unit is dedicated to driving down deliberate fire setting activity through youth engagement, intelligence gathering and raising awareness of nuisance fire setting. The crew consist of three WFRS staff and a PCSO (Warwickshire Police). A major advantage to dedicating a team to small/nuisance fires is that it means larger fire engines are available for emergencies involving a life risk (e.g. primary fires such as ADFs). In 2015, SFUs were mobilised on 166 occasions.

   - **The Small Fires Unit attended a total of 249 deliberate small fires in the Nuneaton and Bedworth borough** between January 2012 and December 2014, and over 90% of these were grassland and woodland fires.
   - In addition to SFU, the Arson Reduction Officer works with partner agencies to reduce deliberate fire setting activity. This is done, for example, by working with other agencies to secure premises which are vacant and identify deliberate fire setting hotspots which would otherwise be easily targeted by arsonists. This is extended to incorporate a strong working relationship with building control to identify unsafe structures.
   - **A major advantage to dedicating a team to small/nuisance fires is that it means larger fire engines are available for emergencies involving a life risk (e.g. primary fires such as AHFs)**

2. The **Anti-Social Behaviour Intervention Team (ASBIT)** works in known deliberate fire setting hotspots across the County, engaging with and educating young people in local areas.

3. **The Bicycle Intervention Knowledge and Education (BIKE)** initiative is an extension of the SFU team which enables staff to target areas the SFU cannot access, such as woodlands and farmlands.

4. The **Two Wheels in Motion** initiative was first launched in September 2014, and acts as both a road safety and deliberate fire setting reduction initiative. It is targeted at young motorcycle and scooter owners (aged 14 -18) and educates them on safe riding and the use of protective gear. It also informs them of the dangers of deliberate fire setting as these types of vehicles are sometimes set fire to by their owners. This scheme is run in conjunction with Warwickshire Youth Justice Service.

5. The **Car Clear Scheme** sees WFRS working with partners to ensure that abandoned vehicles are identified and crushed in a timely manner to avoid them being targeted by arsonists.

WFRS also attend Community Safety Partnership (CSP) meetings alongside other forums (such as the Deliberate Fire Setting Forum) and receive regular data from the Performance Information Department so that crews have timely information to support their partnership reporting requirements.

Emerging Issues: Vacant properties are particularly prone to deliberate fire setting activity. Given the current economic climate, with businesses shutting down, the number of void properties is increasing, posing a threat of increased deliberate fire setting in void properties. Although necessary, responding to these types of incidents distracts attention and diverts resources from life risk incidents.

VII. False Alarms

Actions

- *To continue employing the Call Challenge policy;*
- *To introduce a more risk-based mobilisation policy for automatic false alarm incidents;*
- *Undertake further investigation to understand FAGIs and develop strategies to reduce them.*

False alarms are incidents where WFRS attend a location only to discover that there is/was no actual fire incident. Divided between False Alarms with Good Intent, Malicious False Alarms and Automatic False Alarms, they consistently constitute the largest proportion of incidents attended by WFRS. The following chart illustrates the share of each type of false alarm of the total number of incidents from January 2013 to December 2015.
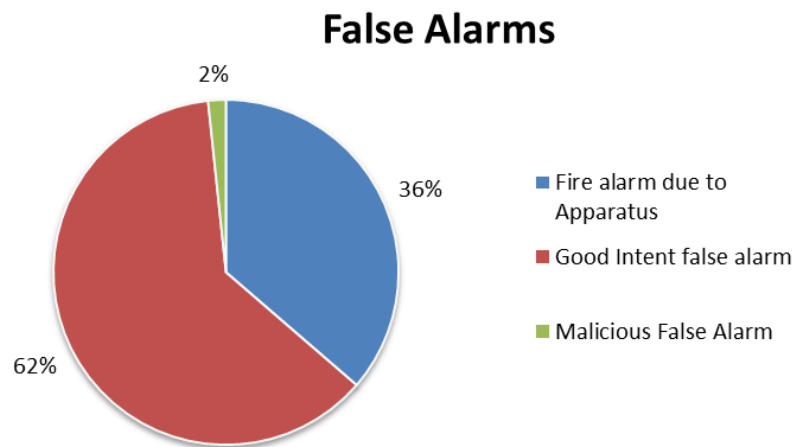
False Alarms

Over the 3 year period under examination, the largest proportion of false alarms reported were False Alarms with Good Intent (FAGIs): calls where the caller believes there to be an emergency situation but on arrival it is found that the services of WFRS are not actually required. FAGIs accounted for approximately two thirds of all false alarm incidents.

The table below illustrates the change in the different types of false alarms over the period spanning January 2013 to December 2015.

Change in false alarm incidents by type

Type of false alarm	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013
Automatic False Alarms	509	246	182
Malicious False Alarms	22	30	40
False Alarms with Good Intent	787	765	866
Total False Alarms	**1,318**	**1,088**	**1,088**

Key Trends

- Overall, there was a 21.1% increase in false alarm incidents between 2013 and 2015;
- This increase can be attributed to an increase of 179% in Automatic False Alarms (182 in 2013, 509 in 2015). A change in mobilising policy has had a significant impact on the increase in turns outs to AFAs.
- False Alarm with Good Intent incidents remain the most frequent False Alarm type, comprising over 60% of total False Alarm incidents in each 12-month period;
- Both Malicious False Alarms and False Alarms with Good Intent incidents reduced during the 3-year period.

A . False Alarm Good Intent (FAGI)

As previously noted, these incidents represented the largest proportion of false alarm incidents reported to WFRS. The table below shows the number of FAGIs reported to each station cluster.

False Alarms with Good Intent by Area

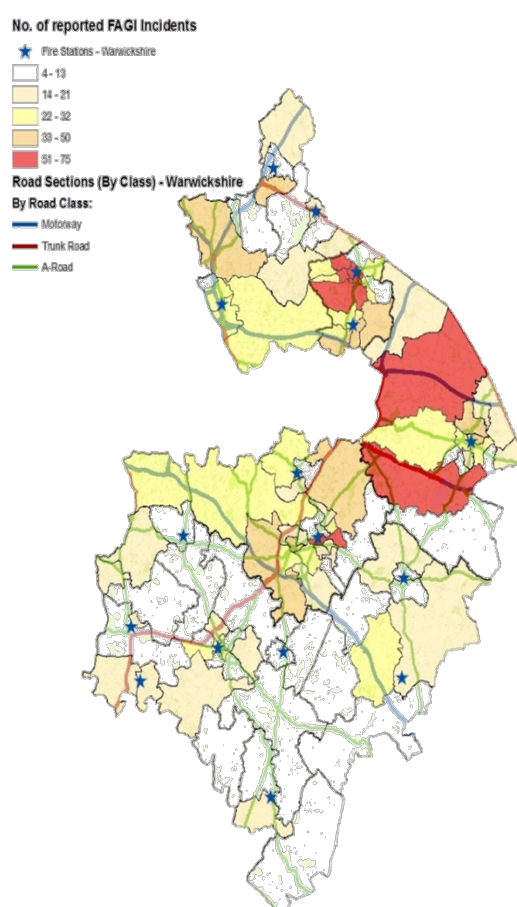| Station Cluster	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	51	55	55	**6%**
North Warwickshire	103	105	90	**13%**
Nuneaton & Bedworth	225	205	268	**29%**
Rugby	158	145	178	**20%**
Stratford	88	95	84	**11%**
Warwick	162	160	191	**21%**
Warwickshire Total	**787**	**765**	**866**	**100%**

Warwickshire Observatory

Key Trends

- Overall, FAGI incidents reduced by 9% over the 3-year period;
- In descending order, decreases were seen in Nuneaton & Bedworth (16%), Warwick (15%), Rugby (11%) and Alcester (7%) Station Cluster areas;
- Increases were reported in North Warwickshire (14%) and Stratford (5% station Clusters;
- Nuneaton & Bedworth station cluster reported the largest proportion of FAGI, with 29% attended here;
- Alcester station cluster consistently reported the lowest proportion of FAGI incidents with 6% of total incidents in 2015.

The map below depicts FAGIs attended across Warwickshire between January 2013 and December 2015. One explanation for the dispersed nature of incidents is the absence of any socio-economic and demographic link to FAGI incidents, resulting in the lack of a specific link or connection to particular locations within the County. Others draw correlations between major road networks and FAGI incidents. Consequently, major road networks have been applied to the map overleaf.

Emerging Issues:

Although current FAGI levels represent a significant decrease from levels ten years earlier, they still make up the highest share of attended incidents. Reducing levels of False Alarms with Good Intent is challenging for many reasons, notably the good-nature and intent of the caller.

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B. Automatic False Alarms

Automatic False alarms (AFAs) are defined as calls received from non-domestic automatic fire alarm systems. Between January and December 2015, 509 AFA incidents were attended by WFRS. The following table illustrates incidents by station cluster, highlighting variations between 2013 and 2015.
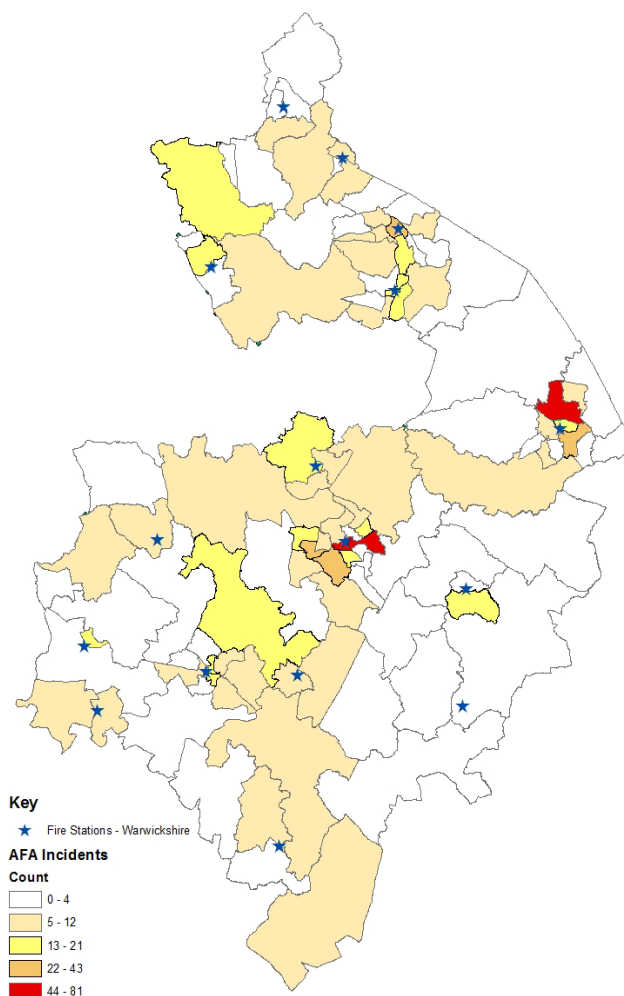
Station Cluster	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	45	13	10	9%
North Warwickshire	37	30	20	7%
Nuneaton and Bedworth	88	31	27	17%
Rugby	110	49	35	22%
Stratford	71	41	25	14%
Warwick	158	82	65	31%
Warwickshire Total	509	246	182	100.00%

Key Trends

- Overall, AFA's increased by 180% between 2013 and 2015;
- Warwick Station Cluster constituted the largest proportion of incidents in 2015; with 31% reported district had the largest proportion here.

Automatic False Alarms in Warwickshire Jan 2013 - Dec

From 2013 to 2015 an AFA policy was in place that provided a limited response to some properties in the evening, and no response in the day (when the properties were occupied). The intention of the policy was to significantly reduce the number of turn outs to unwanted AFAs. Although the policy was successful in this respect it was out of step with national guidance. The AFA policy was reviewed in 2015, and as part of the review the AFA mobilising process was relaxed, leading to a significant increase in the number of turn outs to AFAs. Following the review a new risk based AFA mobilising policy was introduced in July 2016. This new policy differentiates a call from a care home, hospital or domestic residence and an unoccupied building with no 'life risk' occupancy.

Key
★ Fire Stations - Warwickshire
AFA Incidents Count
☐ 0 - 4
☐ 5 - 12
☐ 13 - 21
☐ 22 - 43
☐ 44 - 81

This approach will ensure turn outs to unwanted AFAs are minimised whilst ensuring we make a response to those properties where vulnerable members of our community are at risk. It is expected that the number of AFA turn outs will be reduced in comparison with the 2015 figure.

Adopting a more appropriate response to risk means that more time can be spent on preventative measures and engaging with communities on the merits of self-prevention, education and regulation changes

C. Malicious False Alarms

The final sub-category of false alarm incidents is Malicious False Alarms. These are calls made to WFRS without there being an actual emergency, but in contrast to FAGI, here the caller is aware of this. The intention behind these calls is to purposefully mislead FRS into turning up at the scene of alleged emergency.

Overall, Malicious False Alarms (MFAs) reduced by 45% between 2013 and 2015.
MFA incidents in the County of Warwickshire remain low, at approximately 2 per month. Despite this, a disproportionate amount of MFA incidents occurred in the Nuneaton and Bedworth area (59%), suggesting that work may be needed to target the perpetrators of these incidents.

Malicious False Alarms by area

Station Cluster	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	1	2	2	5%
North Warwickshire	1	2	2	5%
Nuneaton and Bedworth	13	10	7	59%
Rugby	3	6	14	14%
Stratford	3	2	3	14%
Warwick	1	8	12	5%
Total	22	30	40	100.00%

Key Trends
- Between January 2013 and December 2015, a total of **92** malicious false alarms occurred in Warwickshire;
- Of these, 59% occurred in Nuneaton & Bedworth Borough, suggesting that initiatives may need to raise awareness of the severity of wasted service time;
- Alcester, North Warwickshire and Warwick Station Clusters reported the lowest levels of MFA incidents between January and December 2015, each reporting 1 incident;
- All Station Clusters bar Nuneaton and Bedworth saw a reduction or stable level of MFA incidents

VIII. Special Services

Action - *To review WFRS' capacity to respond to special incidents*

Non-fire incidents, (excluding RTCs) that are attended by WFRS are classed as Special Services. This category includes a myriad of incidents that require attendance of a fire officer or appliance, from domestic and local incidents to major disasters. These include, for example, leaks and spills, stabilising unsafe structures and water rescue.

The table below shows the number of Special Services attended by WFRS in each station cluster over the 3 year period in consideration

Station Cluster	Jan-Dec 2015	Jan - Dec 2014	Jan - Dec 2013	Share of Total
Alcester	21	14	16	**8%**
North Warwickshire	30	36	27	**12%**
Nuneaton & Bedworth	58	37	37	**22%**
Rugby	50	41	35	**19%**
Stratford	29	29	29	**11%**
Warwick	71	54	40	**28%**
Warwickshire Total	**259**	**211**	**184**	**100%**

Key Trends
- Overall, there has been an increase in Special Service incidents of 40.**7%** between 2013 and 2015**;**
- All Districts and Boroughs saw an increase, bar Stratford who reported the same level throughout the 3-year period;
- The largest Increase in incidents was seen in the Warwick area, where a 71% increase was reported;
- Warwick District consistently reported the largest proportion of incidents over the 3 years (28%), followed by Nuneaton & Bedworth (22%);
- 'Effecting entry or exit' was the most frequently attended Special Service in 2015, with 20% of all services identified as such. 'Other rescue/release of persons' constituted a further 15% of attended incidents. Consequently, 35% of incidents involved exit/release of objects/persons.

Policy changes:
The 'Call Challenge' policy was introduced in 2011 by WFRS, which meant that when a call was received regarding a special service incident, control room operators informed the caller that for some incidents a cost may be associated with WRFS attending. Additionally WFRS stopped sending a

fire engine to some incident types such as those involving small animals, persons stuck in lifts and localised flooding.

This led to an overall decrease in demand. It is important to note, however, that this did not have an impact on WFRS mobilising to, or attending, incidents involving life risk or distress. Subsequently WFRS has reviewed the Call Challenge policy and in the desire to increase the social value that WFRS provides, the range of special service incidents attended by WFRS has been increased.

Emerging issues: Climate change and changing weather patterns are posited as contributory factors for increased FRS demand.

In recent years, many parts of the UK have suffered from heavy rainfall resulting in flooding, notably in Northern England in winter 2015. The Yorkshire and Cumbria areas experienced significant flooding following storms Desmond and Eva, compounded by record rainfall in the region that year. Rivers in Lancashire rose to some of the highest levels ever seen, while Yorkshire rivers like the Aire and the Wharfe were up to a metre higher than previous records. The BBC reported that around 16,000 properties were flooded as a result of those events. Warwickshire provided assistance for the Cumbria event, illustrating the importance of a versatile, resilient and highly skilled workforce, responding to changing need.

IX. Risk Management

WFRS takes a proactive approach to dealing with the ever-present threat of fire and other emergencies. It considers the risks within Warwickshire, including the impacts of any planned changes within the built environment.

Premises Risk

Premises are surveyed and risk assessed by WFRS so that fire crews are familiarised with the risks associated with, and unique to, each premises. These risk assessments are distinct from fire safety inspections which are sometimes conducted during the same visit.

There are 26 criteria used to assess premises risk. These include: how a building is constructed, what it is used for, its layout and its contents (e.g. hazardous materials). For each criterion, buildings are scored as having either a low, moderate or severe level of hazard.

These scores are then tallied and a risk level is assigned to each premises. A building with up to 2 severe hazards is classed as a Level 1, those with between 3 and 5 severe hazards are a Level 2 and premises with more than 5 severe hazards are categorised as Level 3. Once they are scored, buildings are referenced with a unique number and information is gathered to support the formulation of operational strategies and tactics. In the case of Level 3 buildings operational plans are also made detailing how a fire would be dealt with in a safe and effective way such that damage is mitigated should a fire occur. Hence, the more risk present in the building the more information provided for the support of operational plans. Across Warwickshire there are 127 Level 2 buildings, including building types such as hotels, hospitals and factories. There are 39 Level 3 buildings in Warwickshire.

Heritage Risk

A subcategory of high risk buildings is heritage buildings. These properties are buildings that are important to the country's heritage and history, and some of them were built as far back as medieval times. This section concerns the protection of heritage properties from fire, and the management of the 'heritage risk' associated with such buildings. One of the 26 criteria used in premises risk assessments detailed previously is 'heritage' which assesses whether the building is listed, of local, national or international importance.

Heritage buildings pose a great threat to firefighter safety due to their complex layouts and old construction. They are also immensely valuable assets and often contain irreplaceable artefacts.

Warwickshire County is renowned for many of its historical attractions such as Warwick Castle, which was originally built in 1068 and is a Level 3 risk heritage building. Heritage buildings contribute largely to Warwickshire's economy through the creation of employment opportunities as well as through the attraction of tourists from across the country and world.

There is legislation surrounding the responsibilities of fire and rescue authorities to manage heritage risk, and this is taken into account by WFRS. WFRS also works with heritage building occupiers and owners to advise them on how to reduce the risk of fire. The map below shows high risk properties across the County. As detailed above, WFRS firefighters are aware of the location of all of these properties and of their associated risks.

The map shows Level 2 and Level 3 risk properties across Warwickshire, including both heritage and non-heritage buildings.
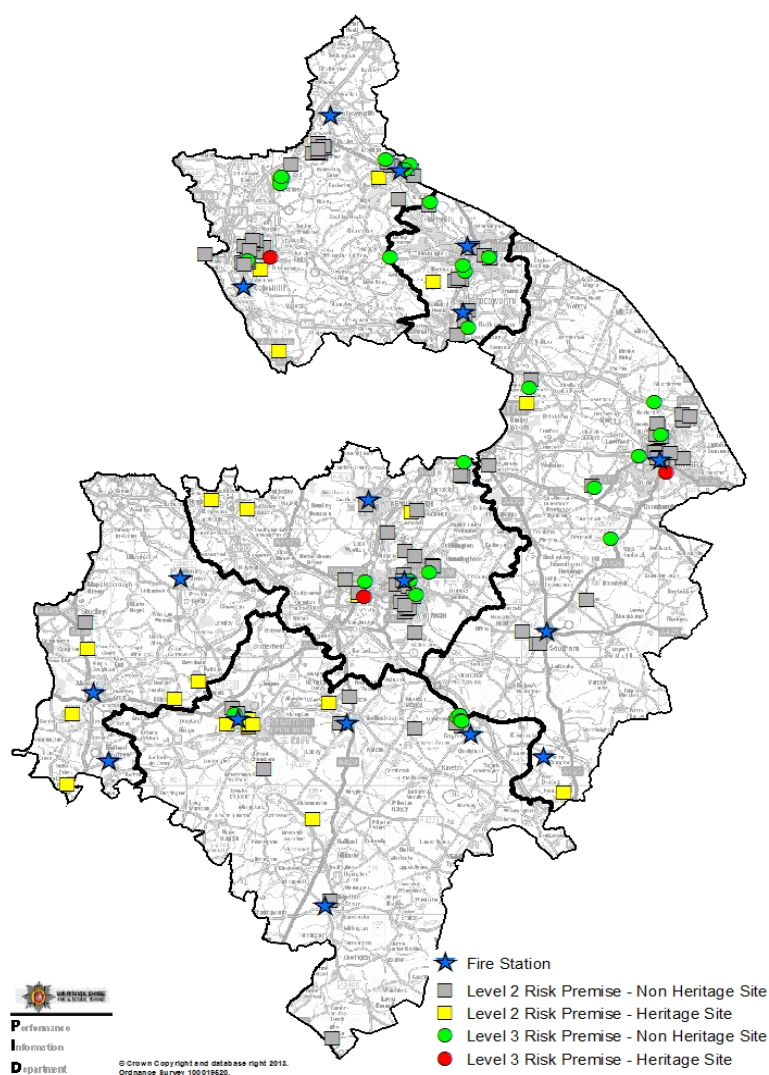
Sprinklers

Automatic Fire Suppression Systems, more commonly referred to as sprinklers, are strongly championed by WFRS. Sprinklers have been proven to have up to a 99% success rate, and in the UK a death from fire has <u>never</u> occurred in a building fully fitted with sprinklers[5].

When there is a fire, sprinkler heads act as heat sensors and operate when their temperature rises to between 57 and 68 degrees, and each fire head is individually activated. This means that not all sprinklers in a building operate/ need to operate in order to control a fire. In almost 90% of cases, the activation of sprinklers is able to confine the fire to the room in which it started (room of origin).

There are several benefits of installing sprinklers in a commercial or domestic building. These can be broadly classified into 4 categories:

1. A reduction in the number of fire fatalities and casualties.
   Sprinklers reduce fatalities and casualties from fire in a number of ways such as by allowing people to escape the building while the fire is confined and by reducing the toxicity and quantity of smoke which is the main cause of fire fatalities.
2. A reduction in property damages and a subsequent reduction in insurance costs and premiums.
   By for example restricting the fire to its room of origin, and allowing more time to evacuate, property damages in sprinklered properties have been shown to be less by between 30 and 60% than in buildings without sprinkler systems.
3. A reduction in the environmental impact of fires.
   Substantially less water is required by sprinklers to contain a fire as compared to that needed by firefighters to manually suppress a fire. They also reduce the carbon footprint of fires, by controlling and sometimes extinguishing them altogether. Sprinklers also act to reduce the amount of this run-off water, and to reduce the requirement for the disposal of hazardous waste.
4. A reduction in incident levels attended by fire and rescue services and subsequent cost savings.
   Sprinklers control fires whilst fire crews arrive at the scene of a fire meaning fewer appliances are required. Sprinklers also mean that the number of Automatic False Alarm incidents is reduced.

WFRS recognises these benefits and advocates the installation of sprinklers in non-domestic premises and in new housing developments. WFRS can continue to support sprinkler installation through working with WCC to allocate Community Infrastructure Levy funds towards the installation of sprinklers in new developments. Alternatively, WFRS and WCC could incentivise property developers to install sprinklers by granting a concession on the CIL payable on fully sprinklered buildings.

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[5] The following section has been adapted from the 2013 CFOA report 'Business Case for Sprinklers.'

Community Infrastructure Levy/Section 106

The Community Infrastructure Levy (CIL) is a charge on development implemented by the Local Planning Authorities. None of the District or Borough Councils within Warwickshire have implemented CIL yet although it is expected that Stratford District will do so towards the end of 2016. CIL is effectively a roof tax on new development with funds being collected by the Local Planning Authority. Funds will then be distributed according to priority of need although it should be noted that up to 25% will be allocated to the neighbourhood where development has taken place to support the priorities within the adopted Neighbourhood Plan. There are currently several building types for which developers are <u>not</u> required to pay CIL - e.g. those used by charities and social housing, and developments smaller than 100m^2 (excluding homes) are also exempt from CIL. The CIL can be paid as cash or in the form of land or infrastructure.

It is envisaged that CIL will replace Section 106 contributions for all but large scale development. This will reduce the level of control WCC has in securing and identifying funds for spends against the delivery of infrastructure. This is further discussed in the Future Risks and Opportunities Section.

WFRS is presently engaging with Rugby Borough Council in response to their local plan which will produce 12,400 new dwellings between 2011 and 2031. The Service has assessed the impact of this and is considering how it may need to change its response model to adapt to these changes. This would be achieved through requesting funding from the developers through Section 106 of the Town and Country Planning Act 1990.

Water Risk

People die and suffer life changing injuries every day as a result of drowning in the UK. Drowning is among the leading causes of accidental death; about 400 people accidental drown every year. Some people survive drowning events but many are left with severe life changing injuries. Since 2012 WFRS has attended over 140 incidents involving water. During the same period there have been at least 8 drownings within our county. Fewer people have died in house fires during the same time frame. Water risks across the county range from the obvious such as;

- Rivers and canals
- Lakes
- Weirs
- Water parks and reservoirs

To the not so obvious;

- Flood culverts
- Quarries
- Fords across rivers
- Balancing ponds

Nationally almost two in every three fatalities happen at inland waters such as the ones in our county. Added to these stark figures almost half of all fatal incidents the person had no intention of entering the water and a quarter had alcohol in their system.

In March 2016 the National Water Safety Forum (NWSF) released a 10-year strategy outlining five main areas they intend to work on with the ambition to reduce the number of drowning's in the UK by 50% by 2026. There are a couple of areas which the Fire Service are working to directly support;

- Every community with water risks should have a community –level risk assessment and water plan.
- Increase awareness of everyday risks in, on and around water.

During the last two years, to increase awareness and safety within the county WFRS have been utilising the CFOA drowning prevention toolkit and have actively promoted water safety in our county. The Service has focused on identified at risk groups and areas using social media campaigns, direct engagement and local events.

There has also been extensive partnership working with organisations such as Royal Life Saving Society UK, and the Drowning Prevention Charity.

In England, fire and rescue authorities do not have a statutory duty to respond to water rescue or flooding incidents. However as part of the planning for these foreseeable risks, the Service has the capability to respond to life risk in water and will work to reduce and prevent risk and accidental loss of life.

In December 2016 it was agreed by the Safer Warwickshire Partnering Board that WFRS lead a piece of work, and working with partners, to look in detail at how Warwickshire tackles and reduces the risk of drowning in our communities.

Flood Risk

Warwickshire is subject to flood risk from a variety of sources that include main rivers, ordinary watercourses, surface water and reservoir inundation. This risk is managed through the work of WCC Flood Risk Management Team.

Assessment of current flood risk is conducted by partners of the Warwickshire Local Resilience Forum (WLRF) who consider the likelihood and potential impact of flooding events from all sources. This assessment forms part of the Local Resilience Forum Community Risk Register and identifies both Major Local Fluvial Flooding and Major Reservoir Dam Failure as Medium to High risks within Warwickshire.

Flood response planning in Warwickshire is led by the Coventry, Solihull and Warwickshire Resilience Team (CSW RT) and is coordinated with all partners of the Local Resilience Forum to produce a multi-agency plan. This document outlines agency responsibilities, monitoring resources, local arrangements and specific areas of risk to ensure an appropriate and coordinated response is delivered across the County in the event of widespread flooding

In addition to this, there are upcoming developments in North Warwickshire and Stratford District, which will also be assessed and, if necessary, make further Section 106 funding requests to developers.

X. Future Risks and Opportunities

Having detailed current WFRS policy and practice in the preceding sections of this report, this section aims to identify changes that might potentially affect WFRS' future activities. The ever-changing context in which WFRS operates presents it with a number of challenges and threats, as well as opportunities.

This section provides insights into factors that may impact WFRS activity in the short and long term future, such as demographic changes, organisational and legislative changes, technological advancements and environmental factors.

The issues described are categorised into **PESTELO** categories: **p**olitical, **e**conomic, **s**ocial, **t**echnological, **e**nvironmental, **l**egal and/or **o**rganisational. The overall purpose of this section is to allow WFRS to take into account these various factors when planning for the future.

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
Ageing population	A population is said to be ageing if its median age is rising. This phenomenon is mainly caused by an increasing life expectancy (lower mortality) and decreasing birth rate (lower fertility). According to ONS projections the median age in the United Kingdom is set to rise from 39.5 years old in 2010 to 41.8 years old in 2030. Additionally, the number of people aged 65 and over in the UK is estimated to almost double between 2010 and 2030 - from 10 million to 19 million. Although life expectancy has been rising quite rapidly, healthy life expectancy has not been increasing at the same pace. This gap between mortality and morbidity (incidents of disease and disability) has created a high demand on health services[6], and this demand is likely to increase as the elderly population grows. As the number of older people rises, it is also likely that the number of older people living on their own will rise. In 2014 in the UK, there were 3.5 million single occupant households inhabited by people aged 65 and over, the majority of which were female. In the 65-74 age group	Older people are amongst the most vulnerable groups to fire. In Great Britain, the average fire fatality rate is 5 persons per million of population. For older people, the fatality rate from fire is higher than average. The highest such rate is seen in people aged 80 and over, who are over 4 times more likely to die in a fire than others and accounted for 21% of fire fatalities in 2014. More than half of the fatalities from Accidental Home Fires in GB were aged 65 and over, and as previously noted AHFs are the deadliest of all fire categories, accounting for 2/3rds of all fire fatalities. Possible explanations for this trend include the mobility issues associated with older age which would make it difficult to react quickly to, or to escape from a home fire. There are also certain mental health issues that come with old age - such as dementia - which would significantly increase both the risk of accidentally starting a fire, and that of dying from a fire. Injuries in the home The elderly are particularly prone to having accidents in the home and in the UK 1 in 3 adults aged over 65 suffers *at least* one fall per year in their home. There are several reasons why this is the case such as chronic health disorders that lead to dizziness (e.g. low blood pressure) as	**Social**	High and negative impact on service demand; the ageing population will place pressure on public services such as WFRS.

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[6] See http://www.parliament.uk/documents/commons/lib/research/key_issues/Key-Issues-The-ageing-population2007.pdf

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
	62% were female and this increased to 73% in the 75 and over category. This category of people is at risk of being socially excluded, isolated and not adequately supported to cope with old age. **Warwickshire has an ageing population and as of 2014, approximately a quarter of its population was aged 60 and over. The largest proportion of people aged 60+ is based in the Stratford-on-Avon district.**	well as the vision impairments and muscular weakness associated with old age[7]. As the number of elderly people in Warwickshire's community increases, WFRS must aim **to work more with partners** to reduce their risk to accidental injuries in their home. The ageing population means that the level of vulnerability within Warwickshire's community will increase. This means that current methods employed by WFRS to lower the risk of fatalities and injuries will need to evolve to accommodate this growing risk.		
Population growth and housing developments	The population in Warwickshire in 2022 is projected to be 580,000, and is expected to grow to 624,000 by 2037. This is based on assumptions surrounding factors such as birth rates, death rates and the rate of migration into Warwickshire[8]. This population growth will need to be accommodated by a concurrent growth in the housing stock in Warwickshire. The Coventry and Warwickshire Joint Strategic Housing Market Assessment (SHMA) has identified a need for a minimum of 45,900 new homes to be built across Warwickshire between 2011 and 2031; an equivalent of 2,295 per annum[9].	**The 50+ age group is expected to experience the highest population growth in Warwickshire. With the largest increase expected to be in the number of people aged 85 and over.** Population growth thus relates to Warwickshire's ageing population, and is likely to impact the demand on health services as well as that on fire and rescue authorities as previously detailed. Population growth and a subsequent increase in the number of houses in Warwickshire would increase the risk of Accidental Home Fires (potentially higher demand for WFRS services). An additional pressure created by the increase in the	**Economic Social**	Ambiguous Impact on service demand; although the need for public services is likely to rise as the population increases, it is how proactively this is managed that will determine the overall

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[7] *NHS choices*
[8] *Quality of Life Report, Warwickshire Observatory*
[9] *CWLEP Strategic Economic Plan 2014*

Warwickshire
Observatory

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
		housing stock is that associated infrastructure will need to be expanded. This would include such things as the installation of fire hydrants in new developments to ensure ample water supply for fighting fires. At present, the Community Infrastructure Levy (detailed in section 4B of this report) provides local authorities with an additional source of income from developers to fund infrastructure development. This serves as an opportunity for WFRS and partner agencies to improve community safety through, for example, installing sprinklers in buildings and safety features in the homes of the elderly. WFRS is presently engaging with Rugby Borough Council in response to their local plan which will produce 12,400 new dwellings between 2011 and 2031. The Service has assessed the impact of this and is considering how it may need to change its response model to adapt to these changes. This would be achieved through requesting funding from the developers through Section 106 of the Town and Country Planning Act 1990. However, additional measures will have to be taken by WFRS and other statutory agencies in Warwickshire to enable people to live independently as our population grows and ages.		outcome.
Unemployment Poverty and Deprivation	*Unemployment:* Unemployment rates can be measured by the number of individuals claiming Job Seekers Allowance (JSA) - the claimant count.	Unemployment, poverty and deprivation are all factors that are likely associated with anti-social behaviour (ASB) and crime. Anti-social behaviour is defined as behaviour that causes or will cause harassment, distress or alarm to people external	**Economic Social**	Ambiguous impact on service demand: Unemployment, poverty and deprivation all increase demand

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
	In June 2014, there were 4,783 individuals on JSA in Warwickshire. The highest proportion of working age individuals claiming JSA (2.7%) reside in the Nuneaton and Bedworth Borough. Of the total number of unemployed Warwickshire residents, 1,320 have been claiming JSA for more than a year and are thus classed as being "long-term unemployed," half of them live in Nuneaton and Bedworth. The national average rate of youth unemployment is 3.8%. In Warwickshire, all boroughs and districts fall below this average, with the exception of Nuneaton & Bedworth, in which 5% of 18 – 24 year olds were unemployed in June 2014. There is a link between unemployment and poverty/deprivation – specifically the link is with long term unemployment. *Poverty and Deprivation:* The number of children living in poverty is counted as those living in a household receiving out of work benefits or tax credits where household income is less than 60% the median income.	to the perpetrator's household. A type of ASB related to WFRS activity is deliberate fire setting In Nuneaton & Bedworth, the borough with the highest levels of unemployment, poverty and deprivation, the crime and ASB levels are also the highest within the County. ASB within Nuneaton & Bedworth borough accounts for approximately 33% of all reported incidents across the County. Similarly, crime data from 2013 – 2014 for the Warwickshire County indicates that the Nuneaton & Bedworth area has the highest crime rate – an average of 24 incidents per day. The types of crime included are: violence against the person, domestic and other burglary and vehicle crime[10]. The annual fire kills campaign identified several groups that are most at risk to fire. Amongst these, and more specifically, within the 'older people' and 'single parent' groups, there is a bias towards more deprived individuals. One of the plausible explanations for this is poor housing associated with deprivation. Another group vulnerable to home fires which may be linked to unemployment and poverty is drug and alcohol abusers. A plausible explanation for their vulnerability to fire is their reduced capacity to respond. It may also be the case that they are unconscious during a home fire and thus unable to react. Unemployment levels within Warwickshire have been steadily decreasing since they peaked at 12,000 JSA		for the services of WRFS and partner agencies. There is currently a downward trend in unemployment and many initiatives in place aimed at improving the lives of Warwickshire's residents. However, whether or not these factors drive down demand for public services is contingent upon factors such as future employment trends and continued funding towards these initiatives. Hence, it is difficult to predict the impact on WFRS activities caused by unemployment, poverty and deprivation.

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[10] *Quality of Life Report, Warwickshire Observatory*

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
	Based on 2011 figures, 13.5% of children in Warwickshire are classified as living in poverty. This is well below the national average of 20.1%. However, in the Nuneaton & Bedworth borough the percentage of children who were living in poverty in 2011 was higher than average and much closer to the national average, at 19.3%.	claimants in 2009. Coupled with the local authority initiatives in place (such as the Priority Families Programme detailed in the following section), which are targeted at curbing ASB, crime and improving outcomes for deprived families in Warwickshire, the likely outcome is for demand on WFRS to gradually decline, at least for incidents that are in a way socioeconomically determined - such as deliberate fire setting.		
Priority Family Programme	This programme is based on a central government initiative to support families in need to achieve independence and stability. Warwickshire County Council has adopted a multi-agency approach to delivering this programme which focuses heavily on early intervention. WCC is a participating member of the pilot programme for Phase 2 which begins in April 2015.	In Warwickshire, there are **991** priority families involved in this programme. Part of this programme deals with children who have engaged in antisocial behaviour – some of which have been involved in deliberate fire setting – and the objective of the programme is to reduce these types of behaviour. The highest percentage of priority families reside in the Nuneaton & Bedworth borough (48%). As previously noted, the overall levels of unemployment, deprivation, ASB and crime are also highest in Nuneaton & Bedworth, hence the programme is ideally placed to deal with these issues. The ongoing work of this programme is likely to have a positive impact on WFRS by, amongst other outcomes, reducing the levels of deliberate fire setting within the County.	**Political Economic Social Organisational**	High and positive impact on service demand
Continuing Austerity	According to a National Audit Office report published in November 2015, funding for standalone fire and rescue authorities fell on average by 28% in real terms between	64% of the WFRS net revenue budget is spent on firefighter pay rather than on back office and support functions. This means that budget cuts have a direct impact on staffing levels and the provision of an effective service to the	**Political Economic Organisational**	High and negative impact on service

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
	2010/11 and 2015/16. This compares with a real terms cut in local authority spending power over the period 2009/10 to 2015/16 of an average of 25%. Whilst DCLG in December 2015 published a Provisional Local Government Funding Settlement for the period 2016/17 to 2019/20, there are many other factors which are creating instability and uncertainty within the sector. These include: • the recent referendum result to leave the EU • the implications of the Home Office taking over responsibility for Fire and Rescue, and in particular the focus on blue light collaboration • the Police and Crime Bill giving permissive powers for Police and Crime Commissioners to take on governance of Fire and Rescue Services • the implications of the vesting of a West Midlands Combined Authority All of these factors mean that there will be ongoing uncertainty for WFRS. In addition, the County Council is in the process of formulating its OOP 2020 savings plan which will include further savings for WFRS for the period 2017/18 to 2019/20.	public. According to the National Audit Office, Fire and Rescue Services' savings have come predominantly from reducing staff costs. Fire and rescue authorities have a duty to make provision to respond to emergencies, informed by their assessment of local risk. In this context, authorities have protected appliances and fire stations but reduced numbers of firefighters. Authorities have largely maintained appliances and stations as they are key to maintaining response standards and valued by the public. Reductions in operational resilience have a negative impact on the resources WFRS is able to provide to support major incidents, including those involving terrorism, at a regional and national level. Despite reductions in funding, and reductions in the number of firefighters authorities are sending to certain incidents, the number of fires and casualties has continued its long-term downward trend. WFRS is no exception to this. WFRS is required to deliver savings of approximately £2.4 million between 2014 and 2018 and implementation of its Transformation Programme to deliver this is ongoing. The County Council is currently in the process of preparing its One Organisation Plan for the period 2017/18 to		demand and service delivery. WFRS has so far managed to absorb budget cuts through making efficiency savings and taking an innovative approach to service delivery. However, if these cuts continue at their current rate there will be a point at which service delivery may suffer as a consequence.

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
		2019/20. Decisions on further savings for WFRS are yet to be made but it is highly probable that further savings will be required.		
The Smoke and Carbon Monoxide Alarm Regulations (2015)	This legislation went into force in October 2015 as part of the Energy Act of 2013 and specifically requires private landlords to: • Install a smoke alarm on every story of the property that has at least one room used as accommodation - including bathrooms • Install a carbon monoxide alarm in any room used as accommodation containing a solid fuel burning device (e.g. wood and coal burners) This legislation excludes Homes in Multiple Occupation and Social housing for which the installation of working smoke alarms is covered in existing legislation. Under these laws, the landlords are also required to ensure that the alarms are functioning properly at the start of each new tenancy, or risk a penalty of up to £5,000 by the local council.	Central government funding has so far been released to a number of locations including the West Midlands and has been distributed to local fire authorities such as WFRS. WFRS is currently identifying the best strategy for smoke alarm distribution to private landlords in Warwickshire.	**Political Legal Organisational**	High and Positive impact on service delivery: as detailed in section 4A of this report, smoke alarms lead to earlier fire discovery which means that fire and rescue can attend an incident sooner and the damages from fire mitigated.
Joint Strategic Needs	The Joint Strategic Needs Assessment (JSNA), first published in March 2012,	Several identified priority needs groups relate to WFRS activity:	**Political Economic**	High and Positive impact on service

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
Assessment Priority Needs	identifies current and future health and well-being needs of local authority areas to be met collectively by local authorities, the NHS and other organisations. It is a statutory requirement for Warwickshire County Council (and all other two-tier authorities) to produce a JSNA which is reviewed periodically every 3 years - with the most recent review having been published in early 2015. The JSNA has identified the needs of Warwickshire's residents and prioritised them in terms of several criteria: • The number of persons in need • The severity of the need • Whether the need worsens over time • Whether the need in Warwickshire is higher than other regions nationally • Whether early intervention would impact future need • The scale of inequality across the County in terms of the need • Estimated cost	1. Vulnerable young people 2. Adults and children with mental health issues 3. Substance and alcohol abusers 4. Dementia sufferers As previously noted, individuals in some of these groups are more at risk from fire and some (e.g. vulnerable young people) may be more at risk of becoming engaged in anti-social behaviours such as deliberate fire setting. WFRS can play an important role in delivering wider community objectives. Firefighters are able to leverage their reputation within the community as trusted individuals and harness their ability to reach the most difficult to reach members of the community in order to help meet JSNA needs. This is done through, for example, education of vulnerable young people on the dangers of ASB, through home safe and well checks for the elderly and early stage dementia patients living independently.	**Social** **Legal**	demand; WFRS and partner agencies taking a proactive approach towards supporting and protecting the most vulnerable people will improve outcomes for Warwickshire's residents and may drive down future incident levels.
Climate change	Climate change has led to changing weather patterns.	Changes in weather patterns have increased incidents of flooding, for which rescue services are provided by Fire and Rescue (as discussed in the 'Special Services' and 'Risk Management' sections of the Profile).	**Environmental** **Organisational**	High and negative impact on incident levels; climate change is likely to drive up demand

Risk or Issue	Description	Potential impact on WFRS	Risk category (PESTELO)	Impact Level and Type
		They have also led to periods of warmer and drier weather which tend to increase the incidence of outdoor fires. According to the CFOA, new processes, training and equipment are being developed in response to this threat. WFRS has invested into such things as water rescue training for firefighters and specialist equipment in order to build its response capacity.		for WFRS special services.
HS2	The High Speed rail link project (HS2) will involve the construction of underground rail tunnels and rail bridges/viaducts at several locations within the county. Construction work along the route of the rail line will begin in 2017/2018 and last at least 4 years.	Contractor traffic flow to and from a number of simultaneous HS2 construction sites within the county will cause significant peak hour congestion on arterial traffic routes. This may be further compounded by commuters using 'rat runs' through rural areas. WFRS may need to review its capabilities to meet any new risks presented by HS2 infrastructure (e.g. underground rail tunnels and viaducts). WFRS will seek early engagement with the HS2 project team, alongside the other blue light agencies, in order to consider and plan the impacts that the project will have on the organisation and the local risk profile.	**Organisational Economic Technological**	Medium negative impact on demand levels caused by a rise in RTC incidents. High and negative impact on fire engine response times and normal day to day WFRS transport logistics in some areas of the county. Medium and negative impact on organisational capacity to meet Fire Safety, and Operational Planning for the HS2 infrastructure, and FOI and media interest fuelled by community opposition to HS2.

Warwickshire Observatory

XI. Monitoring and Review

Any changes to the risk in Warwickshire will be monitored closely at a local level through the Local Risk Profiles which have been developed for each of the station clusters. Proactive action will be taken if and when any emerging trends are identified.

A complete analysis to inform a new version of the Warwickshire Risk Profile will be completed at an appropriate time in readiness to inform the next IRMP for WFRS.

XII. Summary and Conclusion

Forming the evidence base for the IRMP, this document analysed attended incident levels by WFRS between January 2013 and December 2015. Divided into 5 main categories (RTC, Primary Fires, Secondary Fires, False Alarms and Special Services), current and emerging trends were identified where possible. Recommendations were made, before an assessment in the latter section of the broader environment (PESTELO), identifying emerging risks that may affect the Service in the years ahead.

Warwickshire remains a safe place to reside, with incident levels remaining beneath or in line with national levels across the Service. Between January 2013 and December 2015, incident levels have increased over the three year period analysed in this profile, in part due to policy changes and increases in reporting. Increases also reflect the evolving role of WFRS in offering greater social value, responding to a wider range of incidents.

The central themes of this risk profile are as follows:

- WFRS continues to respond appropriately to service demand, responding and adapting flexibly to evolving pressures;
- The Service adopts an expansive proactive and preventative agenda, engaging with communities across the county to raise awareness and appreciation of personal resilience and safety;
- The Service continues to work successfully with a range of agencies, such as the Police and Local Authorities, working in partnership where possible;
- Protocols and policies continue to be reviewed, reflecting changing need and demand, namely the Call Challenge Policy and HFSCs.

Recognising that the Service does not operate in isolation, WFRS responds appropriately to broader challenges, notably pressures of austerity and the increasing need to operate with greater efficiency and less resources. Looking ahead, uncertainty will remain, with implications and consequences of the June 2016 European Referendum, Home Office agendas regarding the collaboration of Blue Light Services and the savings targets that WFRS will be expected to achieve as part of the WCC One Organisational Plan 2020 still to be determined.

Disclaimer

This report has been prepared by Warwickshire Observatory, on behalf of WFRS, with all reasonable skill, care and diligence. We accept no responsibility whatsoever to any third parties to whom this report, or any part thereof, is made known. Any such party relies on the report at their own risk.

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EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Warwickshire Fire and Rescue Service – IRMP 2017-2020

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	**Fire and Rescue Service**
Business Units/Service Area	**Response**
Plan/ Strategy/ Policy/ Service being assessed	**IRMP 2017-2020**
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	**It is a new proposal.**
EqIA Review team – List of members	**Rachel Barnes, Dave Pemberton**
Date of this assessment	**31st March 2017**
Signature of completing officer (to be signed after the EqIA has been completed)	
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	**NO**
Name and signature of Head of Service (to be signed after the EqIA has been completed)	**DCFO Rob Moyney**
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS

High relevance/priority	Medium relevance/priority	Low or no relevance/ priority

Note:
1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services: Fire & Rescue	Relevance/Risk to Equalities																										
State the Function/Policy/Service/Strategy being assessed: IRMP 2017-2020	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)		
	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Staff Impacts IRMP 2017-2020		✔			✔			✔			✔			✔			✔			✔			✔				✔
Community Impacts IRMP 2017-2020			✔			✔			✔			✔			✔		✔			✔				✔			✔
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how. **We plan to maintain our level of emergency response to the public through our proposals, whilst delivering savings.**	**NO**																										
Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities?	**NO**																										

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	The Integrated Risk Management Plan (IRMP) sets out the vision of Warwickshire Fire and Rescue Service (WFRS) for 2017-2020. It recognises the significant changes already made to deliver a cost effective, fit for purpose service, and the further challenges we face moving forward. The IRMP summarises how, through effective planning, we consider all fire and rescue service-related risks within our communities and how we aim to respond to them, making the most effective use of our people, resources and equipment. It also outlines the need to continue to deliver savings, as part of the WCC One Organisational Plan (OOP2020). The proposals seek to find more efficient and effective ways of managing the risks with Warwickshire, and to increase the social value provided to the public. The high level proposals include: 1. Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety; 2. Review the number, location and resourcing of our fire stations and fire engines; 3. Maximise the flexibility and utility of our workforce; 4. Develop the use of emerging technology; and 5. Use our capacity to improve wider community health and social care outcomes.
(2) How does it fit with Warwickshire County Council's wider objectives?	The IRMP is in line with the overall aim of the Service: *To protect the community and make Warwickshire a safer place to live, whilst ensuring that resources are utilised to their best effect.* It also supports 'Going for Growth' by making communities and businesses sustainable and safe from fire and other emergencies, and delivery of the Council's ambitions and aims for safety and protection.

(3) What are the expected outcomes?	To make sure that WFRS contributes to balancing the County Council's budget, that statutory duties are fulfilled as set out in various acts including the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004, that agreed levels of performance are maintained and that our firefighters are provided with the necessary equipment, training, systems and policies to help keep them safe.
(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	WFRS services are intended to benefit all; in relation to responding to emergencies, preventing emergencies and protecting the public, and supporting and developing our staff. Through the IRMP we plan and maintain our service to the public, and in particular continue to target the more vulnerable members of our communities through our prevention and protection work. Strengthening our work with partners should improve outcomes in this area. A potential merger, alliance or other commissioning model for the Service could also maintain an effective response to the public whilst delivering savings.
Stage 2 - Information Gathering	
(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?	Formative public and business consultation, fire specific demographic predictions from the Warwickshire Observatory, historical reports including the Quality of Life report, community fire safety strategic assessment, service demand information, survey result reports, Census data, other Fire and Rescue Services' Risk Management Plans, and local and national performance information and financial reports (all considered within the Warwickshire Risk Profile 2016). Warwickshire County Council's One Organisational Plan, WFRS Outturn Report, National Risk Assessment, Community Risk Register, The National Framework and CFOA Operational Assurance.
(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	There has been consultation with the WFRS management team. Full public, staff and partner agency consultation on our draft IRMP and Action Plan 2017/18 was undertaken from 9th January to 10th March 2017. The results of the consultation have been analysed and used to shape our plans, and any appropriate actions added to the action plan attached to this EqIA. Further consultation will be undertaken as necessary for all future Action Plans.

(3) Which of the groups with protected characteristics have you consulted with?	Equality monitoring of consultation participants was undertaken as part of the consultation process carried out in January to March 2017. This included consideration of all the Protected Characteristics. Statistical data was collected to monitor whether consultation was reflective of the population across Warwickshire.

Stage 3 – Analysis of impact			
(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE **Staff Impacts:** A loss of staff or change of working system through the proposals could impact on some within this group i.e. those who may already have lower representation within the workforce. **No community impact** identified for this group.	DISABILITY **Staff Impacts:** A loss of staff or change of working system through the proposals could impact on some within this group i.e. those who may already have lower representation within the workforce. **No community impact** identified for this group.	GENDER **Staff Impacts:** A loss of staff or change of working system through the proposals could impact on some within this group i.e. those who may already have lower representation within the workforce. **No community impact** identified for this group.
	MARRIAGE/CIVIL PARTNERSHIP No impact identified	AGE A loss of staff or change of working system through the proposals could impact on some within this group i.e. those who may already have lower representation within the workforce.	GENDER REASSIGNMENT No impact identified
	RELIGION/BELIEF No impact identified	PREGNANCY/ MATERNITY A loss of staff or change in working system through the proposals could impact on this group, particularly those currently on maternity leave.	SEXUAL ORIENTATION No impact identified

(2) If there is an adverse impact, can this be justified?	WFRS will monitor and consider any impacts of staff loss to reduce the impact of a disproportionate effect in any particular group. Whilst we will continue to monitor staffing levels within the protected characteristic groups, we do not consider that any actions undertaken will amount to discrimination. Consideration and review of those affected by different duty systems where they are in a caring capacity for family members/children will be needed. **Response** The main driver for the changes is the need maintain an effective service to our communities whilst achieving a reduction in the revenue budget. **Community / Customer Impact** The proposals may improve our prevention and protection work in the community, by widening the range of preventative services we offer through collaborative working. The proposal to provide greater social value will contribute to improved community health and well-being. **Staffing Impact** Where proposals result in a reduction in posts, WFRS will seek to achieve reductions through the normal retirement profile wherever possible.
(3)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	Full public and staff consultation exercises have been carried out to inform the public and staff of the issues and gather their comments. In light of the findings from consultation, we have reviewed our plans. Further consultation will be undertaken as necessary for all future Action Plans.
(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?	The plan, with its proposals to widen the social value provided by WFRS, could provide improved outcomes for service users and communities, through for example, tackling health inequalities.
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	N/A

(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	No, the services are available for all to access.
(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?	The proposal to seek ways for WFRS to contribute to the wider health and social care needs of the community could be a significant benefit to health and well-being. There may be a negative impact on the well-being of staff due to changes. This will be monitored and managed carefully.
(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)	If future changes to the response model affect the Service's ability to attend and undertake fire prevention activities, WFRS will seek to reduce this risk by targeting the most vulnerable people in the community and using alternative methods for carrying out community safety activities.
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	No
(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?	WFRS will strive to maintain an effective response to incidents to help protect the public, including the most vulnerable and those at risk of health inequalities. A potential merger, alliance or other commissioning model may increase organisational capacity and enhance opportunities to develop differential services e.g. services for children, services for vulnerable persons, specialist access and building adaptations and community safety installations for particular needs. These changes would help to reduce health inequalities.

Stage 4 – <u>**Action Planning, Review &**</u> <u>**Monitoring**</u>					

If No Further Action is required then go to – Review & Monitoring	EqIA Action Plan				
	Action	**Lead Officer**	**Date for completion**	**Resource requirements**	**Comments**
(1)Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.	Deliver public consultation plan regarding Draft IRMP and Action Plan 2017/18	AC Dave Pemberton	10th March 2017	Consultation lead and team	Completed
	Negotiations with staff and representative bodies	DCFO Rob Moyney, AC Dave Pemberton	10th March 2017	HR advice, Admin Support	Completed
	Fire Authority agreement	DCFO Rob Moyney	July 2017		
	Project Team appointed to manage the changes	AC Dave Pemberton	July 2017	Programme Manager, project managers and administration support	
	Engage with affected staff	AC Dave Pemberton, DCFO Rob Moyney	December 2016	HR lead with support from relevant staff	Completed

(2) Review and Monitoring: State how and when you will monitor policy and Action Plan	The draft IRMP will be reviewed annually and Action Plans produced for each year of its 3-year lifespan.

An Equality Impact Assessment/ Analysis on this option was originally undertaken on 1st November 2016. It will continue to be reviewed once the IRMP is agreed and progresses through the implementation phases.

Resources and Fire & Rescue Overview and Scrutiny Committee

5 July 2017

Operational Assessment and Fire Peer Challenge 2016

Recommendation

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

1) Receive and comment upon the final report undertaken into Warwickshire Fire and Rescue Service in November 2016;

2) Agrees or amends where necessary the contents of the proposed Action Plan;

3) Receives periodic progress reports on the Action Plan.

1.   Introduction

1.1   This paper advises the Resources and Fire & Rescue Overview and Scrutiny Committee (OSC) of the key findings of the Operational Assessment and Fire Peer Challenge of Warwickshire Fire and Rescue Service (WFRS) in late 2016, the resulting proposed action plan, and sets out the implications of the planned return of a formal Fire Service Inspectorate in the near future.

2.   November 2016 Review

2.1   The Fire Peer Challenge is a sector led improvement process that is jointly overseen by the Local Government Association and the Chief Fire Officers Association. All fire and rescue services in the country have undertaken a Peer Challenge over the last five years, WFRS having also had a similar review in November 2013. WFRS were thus one of the first services to seek a second Peer Challenge operated under revised assessment arrangements which itself drew positive comment from the Peer Challenge Team.

2.2   This sector led challenge process resulted from the abolition of the Audit Commission that had previously examined FRSs under the Comprehensive Performance Assessment (CPA), Comprehensive Area Assessment (CAA) and Fire Operational Assessment (OpA) arrangements. This oversight had in turn been generated from the abolition in 2007 of the national scrutiny arrangements previously provided by Her Majesty's Fire Service Inspectorate. Government is now, however, implementing a revised national Fire Service Inspectorate and details on the present position and local implications follow later in this report.

2.3 The Peer Challenge Team was nominated jointly by the Local Government Association and the Chief Fire Officers Association and spent four days within Warwickshire during the week commencing 22 November 2016. Ahead of this week, the Service submitted an Operational Self Assessment structured against 13 assessment areas ahead of the Peer Challenge Team visiting numerous areas of the Service during the week. During the assessment week itself, the team met a large cross section of staff and partners and held specific meetings with both the Portfolio Holder for Community Safety and the Chair of the OSC and met several members of the Fire and Rescue Cross Party Working Group.

2.4 At the end of the assessment week, a feedback presentation was provided to officers and the Portfolio Holder for Community Safety, followed by the formal report that was received in January 2017 and which is attached as appendix 1. From the report, an action plan has been developed by officers and is attached as appendix 2.

3.   Key findings and Action Plan

3.1 The Peer Challenge report is structured against the 13 nationally determined assessment areas and provides much useful narrative. From the report, officers have produced a proposed action plan that deals with nine broad strategic themes, and additional detail and the local context related to each theme is set out from section 3.3. below. It should be stressed that this action plan is concerned with the key issues raised by the Peer Challenge and whilst clearly important, this does not reflect the full range of organisational pressures and development objectives currently faced by WFRS. These are set out in a hierarchy of related documents such as the Fire and Rescue National Framework, the WCC One Organisational Plan 2020 and the WFRS Integrated Risk Management Plan (IRMP) which itself is due for consideration by the Council in July 2017. From the IRMP, a range of associated WFRS business planning arrangements also then applies. Officers have therefore carefully selected a limited number of key thematic areas from the Peer Challenge in order to strike an effective balance between necessary organisational improvements and a challenging local/national change agenda within the context of a small FRS with limited capacity.

3.2 It should also be borne in mind that the assessment week took place in late November 2016. This was very shortly before WCC made clear its intentions within its Budget and Medium Term Financial Plan 2017-20 meaning that at that point a range of staff across WFRS were in a particularly uncertain position about their future employment as a wide range of potential savings options were in discussion. This will partly explain the comments within the report that raise how staff felt uncertain about the future direction of the Service.

3.3 Strategic Theme Context:-

3.3.1 Community Risk Management

The Peer Challenge Team examined all aspects of Community Risk Management highlighting the various successes in how fire risk has been progressively reduced over a number of years within Warwickshire and highlighted notable practice in the case of the Anti-Social Behaviour Investigation Team.

It is recognised that after several years of positive and successful work, there is a need to re-publish an overarching prevention strategy that sets out clearly which community risks WFRS seeks to prioritise, the key roles each parts of the Service fulfils and also making clear the ambition of the Service to support wider Health and Social Care outcomes. In addition the Service recognises that the wide variations of risk across the county means that the standard county approach to fire prevention that has been traditionally operated now needs to be more specific to different fire station areas to better target differences in social and related conditions.

3.3.2 Collaboration

The issue of collaboration is a fundamental and wide ranging issue for WFRS and as a result this has been split into three different aspects:-

i) Service Delivery Collaboration
This specifically focusses on how the Service is continually widening its operating remit. Most recently this is in terms of supporting wider social and health care outcomes in the community and greater detail on future intentions is contained within the 2017-20 IRMP.

ii) Corporate Collaboration
The Peer Challenge Team looked at the present relationship between WFRS and the wider County Council both in the light of the Home Office Fire Reform programme and the longer standing history within Warwickshire. For over 10 years there have been - with clear Fire Authority endorsement - several considerations of potential alternative governance and operating models that aimed to secure a more strategically capable and resilient fire and rescue service although none have come to fruition. This has inevitably created a degree of uncertainty from WCC as a whole as to the likely permanency of WFRS within its structure, and similarly created within WFRS the sense that a different organisational structure could apply in the future. At the moment, and aside from any present Government intentions on Fire reform, officers see both WFRS and WCC as integral to one another and thus promote and strive for the most effective relationship possible.

iii) Emergency Services Collaboration

This is fundamental to the Home Office Fire Reform Programme and from April this year the Police and Crime Act 2017 has introduced the statutory duty for the Fire Authority to "keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services could be in the interests of the efficiency or effectiveness of that service and those other services". Presently a Blue Light Collaboration Board exists across the Warwickshire and West Mercia Police areas consisting of senior officers from the two police services concerned and the three fire and rescue services of Warwickshire, Hereford & Worcester and Shropshire. This Board is overseeing a range of operational collaboration opportunities, the detail of which is set out in the 2017-20 IRMP.

3.3.3 Business Management – Staff engagement and leadership

The Peer Challenge Team recognised that WFRS has been active in a number of areas to enhance internal staff engagement and leadership in support of the CFO's ambition for WFRS to have the best level of staff engagement within the UK FRS. Maintaining the present level of momentum is essential and the ongoing WFRS "One Service Programme" consists of a range of issues such as the resources and efforts devoted to internal communication, planning, leadership, and culture.

3.3.4 Business Planning

The Peer Challenge Team highlighted that WFRS had become prone to implement required internal changes and then move onto further ones and stressed the need for a structured evaluation of previous changes within a "Plan, Do, Review" cycle. This is accepted as a valid point and highlights both the extent of change in recent years and limitations of organisational capacity that inevitably puts a gap between theory and practical achievability.

3.3.5 Organisational Risk Management – Contingency Planning

WFRS recognises that it lacks sufficient capacity to properly resource the various contingency planning tasks and functions required of the Fire Authority under both the Fire and Rescue Services Act and the Civil Contingencies Act. Since the Peer Challenge, internal structural adjustments have provided additional capability in this area.

3.3.6   Organisational Risk Management – Retained Firefighter Training

Planning and delivery of operational training was, rightly, a key area of the Peer Challenge Team focus. Feedback indicates the need for the methods of delivery to Retained Duty System (RDS) firefighters to be reviewed and maximum flexibility provided. This is accepted, although limited organisational capacity and the historic lack of suitable local training facilities within WFRS has not permitted the most forward thinking practical arrangements to be put in place; a situation that will be positively supported by the opening of the new WFRS Training Centre at Southam in 2019.

3.3.7   Organisational Risk Management – Organisational Learning

WFRS accepts the need to improve the mechanisms by which feedback via training evaluations as well as from internal systems such as operational debriefs is used to inform changes to future training and operational delivery.

3.3.8   Governance – Collaboration and Strategic Direction

This is very much linked to points made in section 3.3.2 above and a key task of the new Fire Authority will be to examine both the previous history of local collaboration attempts together with the remit of the Police and Crime Act 2017 and the present Home Office Fire Reform Programme and its focus on collaboration, efficiency and accountability.

3.3.9   Governance – Member Scrutiny

The Peer Challenge Team commented positively on the active engagement of the Fire Cross Party Working Group and how this in turn supported the formal scrutiny role of the Authority, although advised that clarity on membership and linkages with the OSC needed attention. This is acknowledged, however the changes in Council administration following the May 2017 elections will require a different approach to member scrutiny of progress against the action plan.

An additional recommendation raised by the Peer Challenge Team related to the staffing structure within the Fire Control function and its associated level of resilience. This led from Fire Control staff reductions that had taken place during 2016/17 in line with the budget reduction phasing within the WCC One Organisational Plan and which was in turn related to planned new ways of working within the Control Project with Northamptonshire FRS that commenced in 2012. Delays in project implementation due to ongoing supplier issues delayed the go live date of certain system functionality although staff reductions were implemented in order to keep pace with the financial saving phasing. Officers have already rectified this with a revised staffing establishment that re-secures a

suitable level of staff numbers and resilience. For this reason the action plan does not include any reference to what is now deemed to be a resolved issue.

4.   Future Fire and Rescue Assessment

4.1   Another key pillar of the Home Office Fire Reform Programme has been the clear signalling by Ministers of the intent of Government to re-introduce a national Fire Service Inspectorate. Whilst some details on the organisational form and function that this new Inspectorate will take, including whether some form of Peer Challenge will remain in place as an improvement tool, remain unclear at the time of this report, officers are giving close attention to the new challenges this development will bring. Information received to date suggests that the new inspection format will mirror that currently applying to the Police, namely the "PEEL" (Police Effectiveness Efficiency and Legitimacy) inspection arrangements.

4.2   The re-introduction of an Inspectorate is welcomed by officers, although it does of course carry its challenges. These include the re-creation of sufficient organisational capacity that can suitably handle the whole inspection process and the related resource requirements with sufficient rigour to maintain an effective ongoing strategic relationship with a new Inspectorate Body that is likely to be robust and assertive and will strive to demonstrate its independence accordingly. Furthermore, the issues frequently quoted within the Home Office Fire Reform Programme clearly indicate some of the key areas that the new Inspectorate will focus on strongly and will in turn hold Fire Authorities and Services to account against. In additional to standard levels of operational service delivery these issues include wider organisational/corporate areas such as efficiency and collaboration, workforce reform and diversity, and performance monitoring & accountability. The local implications of these themes, and the current status of WFRS/WCC against them, are being actively discussed with lead members on an on-going basis by officers.

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Chief Fire Officer	CFO Andy Hickmott	
Portfolio Holder	Cllr Roberts	howardroberts@warwickshire.gov.uk

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

Local Member(s): All members of the Fire and Resources Overview & Scrutiny Committee

Warwickshire Fire and Rescue Service
Fire Peer Challenge

Final Report

1.   Introduction, context and purpose

This report outlines the key findings from the Local Government Association (LGA) and Chief Fire Officers Association (CFOA) Fire Peer Challenge at Warwickshire Fire and Rescue Service (WFRS) in November 2016.

The report provides further detail on the themes that were considered under the heading of 'Leadership and Organisational Capacity' as follows:

- Understanding of local context and priority setting
- Delivering outcomes for local communities
- Financial planning and viability
- Political and managerial leadership
- Governance and decision-making
- Organisational capacity

It also covers the following Key Assessment Areas:

- Community risk management
- Prevention
- Protection
- Preparedness
- Response
- Health and Safety and welfare
- Training and development

Fire Peer Challenge is part of sector led improvement. In the last five years, all 46 FRSs nationally have undertaken a peer challenge. Following this, the process has been revised to reflect developments within the sector and ensure it continues to meet the needs of FRSs and other key stakeholders. FRSs are now able to commission another peer challenge, to take place at a time of their choosing. WFRS deserve great credit for being one of the first FRSs to commission a peer challenge using the revised approach – reflecting their willingness to undertake external challenge and learn from others.

The WFRS Fire Peer Challenge took place from 22nd to 25th November 2016 inclusive and consisted of a range of on-site activities including interviews, focus groups and fire station visits. The peer team met with a broad cross-section of officers, staff, front-line firefighters, partners and elected members. During the challenge the peer team were very well looked after and people the team met were fully engaged with the process and very open and honest.

The peer team undertook background reading provided to them in advance, including the WFRS Operational Assessment. The evidence and feedback gathered was assimilated into broad themes and was delivered to WFRS on the final day of the challenge. The slides from the feedback presentation are reproduced in an appendix at the end of this report.

1

2.   The fire peer challenge process and team

Fire peer challenges are managed and delivered by the sector for the sector and peers are at the heart of the process. They help FRSs' and Fire and Rescue Authorities with their improvement and learning by providing a 'practitioner perspective' and 'critical friend' challenge.

The peer challenge team for WFRS was:

- Mark Hardingham, Chief Fire Officer, Suffolk Fire and Rescue Service
- Councillor Nick Chard, Chair of Kent and Medway Fire and Rescue Authority
- Craig Parkin, Assistant Chief Fire Officer, Nottinghamshire Fire and Rescue Service
- Lynsey McVay, Group Manager Service Delivery, Cheshire Fire and Rescue Service
- Kieran Timmins, former Deputy Chief Executive, Merseyside Fire and Rescue Service
- Briony Davies, Cambridgeshire County Council (shadowing role)
- Chris Bowron, Peer Challenge Manager, Local Government Association

Key Findings

3.   Leadership and organisational capacity

3.1   Understanding of local context and priority setting

The vision for Warwickshire Fire and Rescue Service is firmly established as "Protecting the community and making Warwickshire a safer place to live". This, along with the mission statement for the service, "Responding to emergencies when the public needs us most", is well profiled in key corporate documentation. The priorities for the service are also clearly outlined: keeping the public safe, keeping firefighters safe and doing our very best.

An extensive document, the Warwickshire Risk Profile, exists to inform the work of the service and acts as one of the key sources of data and intelligence for the Integrated Risk Management Plan (IRMP). The current IRMP covers the period from 2013 to 2017. The next IRMP is currently in development, with a draft planned to be ready in January 2017 for consultation. It is intended for the final version to be put before the Fire Authority in May 2017.

The service also utilises MOSAIC data and the Exeter Data Set to identify risk, which in turn informs the allocation of resource and the development of prevention initiatives. The service's Performance Information team and the

Warwickshire Observatory, which sits within Warwickshire County Council, play key roles here.

A reflection of the way in which the service identifies and responds to emerging issues can be seen in relation to arson. The number of deliberate fires, whilst much lower now than around a decade ago (670 in 2015/16 compared to 1,960 in 2006/07), has increased steadily in each of the last three years. Analysis shows that the issue is concentrated in certain parts of the county. The service, along with partners, is responding accordingly. The Prevention team and the Arson Reduction Team, which has recently been supplemented with a Crew Commander as a reflection of the increasing demand, undertake a daily assessment of the risk of arson. The areas at risk are targeted by teams in vehicles and, innovatively, also on bikes.

Based on the latest CIPFA information, WFRS is (in terms of total budget) one of the smallest in the country. It is close to average spending terms on a per capita basis. The political leadership of the council attaches importance to fire and rescue and the service has, along with children's services, been the most protected of all frontline services in relation to budget reductions – something which we outline in more detail later in this report.

3.2 Delivering outcomes for local communities

People across the service and wider Warwickshire County Council are committed to delivering for the citizens of Warwickshire. "Being the best we can be" is a long-established objective of the fire and rescue service and will shortly be adopted for the whole of the council. Everybody we spoke to in both organisations is focused on achieving the same outcome - a fire and rescue service that is doing all that it can to protect the community and make Warwickshire a safer place to live.

Based on anecdotal evidence, the fire and rescue service can be seen to be held in high regard by the public and elected members. It is a trusted brand and is seen to be delivering effectively. One hundred per cent of respondents to a satisfaction survey - offered to all those people who have received support from the service in relation to a fire and rescue incident, had a Fire Home Safety Check or received a Fire Safety Inspection at a non-domestic premises - indicated they were completely satisfied with the work delivered for them by WFRS.

Looking at the most recent full-year performance data (2015/16), it can be seen that the first attendance response time standard (75% within 10 minutes where there is a life risk) was met. There have been significant reductions in many areas of activity and types of incident when compared to five years ago and national benchmarking shows very positive results for Warwickshire per head of population in relation to the number of primary fires and accidental dwelling fires. However, and as reflects the trend nationally, 2015/16 saw an increase in many areas of activity and types of incident – including the total number of incidents, road traffic collisions, property and vehicle fires,

3

deliberate fires, non-domestic fires and false alarms - compared to the previous year or two.

In terms of prevention activity, the service undertook more than 3,500 Home Fire Safety Checks in 2015/16. Over 200 schools were visited by the service, with fire safety advice given to nearly 13,000 children. More than 2,300 pupils received 'Fatal Four' road traffic collision education.

3.3   Financial planning and viability

The service, which openly acknowledges that it is a relatively small one, has an operating budget of £19.2m for the current year (2016/17). The service has seen a reduction in the budget in the period from 2011/12 to 2017/18 of just under £3m. This has formed part of the wider council's 'Shaping the Future' savings plan and has been managed effectively by the service, being delivered in a way that has sought to protect the frontline response element of WFRS.

'Shaping the Future' has been split in to two stages - the first covering 2014/15 and 2015/16 and the second the subsequent two years encompassing this year and next. In the current stage, the service is required to deliver £1.22m of savings, with the first stage having delivered £1.16m. Under 'Shaping the Future', Warwickshire County Council will deliver an overall budget reduction of 18.6%. The fire and rescue service is facing a potential 12.5% reduction – reflecting quite a significant degree of financial protection for the service. The council's previous savings programme, running across the three years from 2011/12 to 2013/14, saw a reduction in the fire and rescue service's budget of 2.2%, compared to an overall reduction for the council of 17.6%. The period described included a number of organisational improvements taking effect that had originated from the Atherstone-on-Stour Investigation Report.

Along with the rest of the council, a set of savings proposals are being developed for the service to inform the authority's budget-setting process for 2017/18. With around 80% of the service's budget relating to people, further reductions will inevitably centre in that area. The issue is whether they are applied in a WFRS-specific setting or are achieved through a wider, collaboration-based, approach.

Warwickshire County Council has recently supported WFRS by making significant capital investment in the form of a refurbishment of those fire stations introducing new duty patterns, the development of a dedicated training centre at Southam, and bringing its HQ building up to date. Frontline firefighters highlight the fact they have good equipment and appliances that enables them to do their jobs effectively. There is a sound process that sits behind this, which sees firefighters being consulted and involved in the testing of proposed equipment to ensure what is procured is right.

There was a strong perception amongst staff from many levels of the service that WFRS was under-resourced and had suffered disproportionately large financial challenges compared to the fire sector in general and other areas of Warwickshire County Council. This does not appear to be borne out by the available statistical comparison data. There was a strong focus on the "cuts" that had to be made with little acceptance of the context in which the county council was operating. The service should consider how it can improve financial awareness and understanding of the service position in relation to other areas and how it can develop a greater understanding of the rationale for future changes.

3.4 Political and managerial leadership

The way the senior management of the service engages with the frontline is welcomed and valued, with them being seen to be open and transparent. The management structure is seen to have stabilised recently following a number of changes and a series of temporary arrangements that have now been put on to a more permanent footing. A new atmosphere is developing as a result.

In April of this year, a dedicated WFRS staff survey (as opposed to one that formed part of a wider council staff survey) was commissioned, with a response rate of 76%. The results from this are being used to inform a 'cultural review' looking at organisational development challenges and opportunities. As part of this, leadership development is being invested in. Work is also needed to develop and maintain a consistency of message and engagement from the middle and senior management tiers. This relates to what was described to us as 'a layer of clay' in the middle management of the organisation – although we recognise that this issue is not unique to WFRS.

There is a strong sense of uncertainty regarding the future direction of the service. There are a number of elements to this, with all of them contributing to a real lack of clarity on where WFRS will sit, in terms of its governance, in the years to come. These are outlined in the next few paragraphs.

The fire and rescue service currently forms part of Warwickshire County Council and that will not change in the space of the next year or two. Recent national developments regarding blue light collaboration, as well as various more local attempts at mergers or alliances with neighbouring services in the last 10 years, has placed a strain on the relationship between WFRS and the council which is recognised within and beyond the two organisations. At the heart of this is the debate of whether WFRS is advantaged or disadvantaged, in terms of resources, support and finance, by being a county council-based service (compared to Combined Fire Authorities), and the role it can play as part of the wider council.

These issues - which go beyond the level of individuals and are about how two organisations have become conditioned in the way they view one another - are impacting negatively. There is an immediate priority of making the

5

relationship between WFRS and the county council work. Too much capacity is being absorbed by sub-optimal working relationships and, as we have already highlighted, there is no immediate alternative set of governance arrangements.

There is a desire between both WFRS and partners generally, but Warwickshire County Council particularly, for a more co-ordinated approach to their thinking and planning and to value their potential joint contribution more. This particularly includes business partners (internal support functions) who are keen to have a dialogue based less on "as WFRS we want you to do this" and more "we are trying to achieve this outcome – how can you best enable us to do so". There is an emerging sense of WFRS seeing the essential need for the role of the business partners and the resources allocated to them to be looked at positively in a joint dialogue, although this needs to progress further. It is also jointly felt that the fire and rescue service and other functions in the council, such as social care, could work more closely in identifying vulnerable people and looking to protect them together.

The financial context of the public sector and the national agenda in terms of reform of fire and rescue makes 'collaboration' with other partners a very logical avenue to explore, indeed doing so is set to become a legal duty in the near future. Three potential collaborations for WFRS have been explored over the last few years, none of which have come to fruition - adding to that sense of directional uncertainty. Further potential collaboration can be pursued but the conditions have to be right in order to enable it to succeed - the most vital of which is clear political agreement and direction.

Once the strategic direction for the service is clear, it is important to ensure that capital investment is aligned accordingly in order to maximise opportunities for partnership and joint working. As an example, decisions on future expenditure on projects equivalent to the current refurbishment of fire and rescue headquarters and the building of the new training centre will be more straightforward when the strategic direction of WFRS is known.

The tragedy at Atherstone-on-Stour in November 2007, in which four Warwickshire firefighters lost their lives, is still being felt and very much continues to have an impact. This manifests itself in a variety of ways, including heightened levels of anxiety around potential efficiencies and savings (because of the perceived risk), on-going welfare and support being provided through Occupational Health and a reluctance on the part of some staff to look to assume positions of greater responsibility and be assertive in their decision making. On the latter point in particular, the service recognised this issue and has implemented a programme of training to develop more assertive decision-making on the incident ground. WFRS is also now developing how this principle might be applied in the non-operational environment. It is important that WFRS is mindful of this continued impact.

Joint-working with partners at an operational and local level within the county is good. There is a lot of activity, including risk identification, response, prevention and preparedness. Examples include arson, road safety and the

work of the Local Resilience Forum. This is all founded on strong relationships at this level.

Relationships at a more strategic level operate within a complicated and varied partnership environment in the region and sub-region – both geographically and in terms of the range of organisations. This clearly doesn't make things easy. However, it is recognised that enhancing these relationships further can be the key to future success and they should therefore be invested in much more. The fact that the Chief Fire Officer is now involved in the Safer Warwickshire Partnership is a positive step and one that is very much valued.

As touched on earlier, there is a desire on the part of partners for WFRS to involve them earlier in their thinking and planning and to value their potential contribution more. An example would be the opportunity to have involved partners in co-designing the 'Safe and Well Health Checks'.

3.5   Governance and decision-making

The Fire Cross Party Working Group of elected members on Warwickshire County Council is actively engaged, aids understanding of the service across the wider elected membership and is well supported by WFRS. They have traditionally acted as an effective sounding board, for example in relation to the development of the IRMP, and have been both keen and enabled to spend time visiting parts of the service and meeting staff.

There has been a recent shift for fire and rescue from the council's Communities Overview and Scrutiny Committee to Resources Overview and Scrutiny Committee. The rationale for that shift is unclear to us and, based on our discussions, it feels as though fire and rescue is competing against greater priorities when it comes to the focus of the committee. That said, the position of the service and the issues and challenges facing it are well understood by the committee.

It feels as though, between the two main elected member forums linked to fire and rescue, there is a risk of duplication and dislocation. This includes a lack of clarity on their respective remits, which in turn raises questions around where key issues should be considered by elected members, and where the Portfolio Holder's input is best provided. One of the issues within this is that, as we understand it, a good proportion of the elected members on the Working Group were drawn from Communities Overview and Scrutiny Committee – with the Working Group acting almost as a sub-group of the committee – meaning there was good understanding and linkage across the two forums. The shift from one overview and scrutiny committee to the other has caused some dislocation in that respect.

3.6   Organisational capacity

It is undoubtedly the case that people within the fire and rescue service are extremely busy – there is a lot of activity and a great deal going on. However,

we see a need for greater prioritisation and focus. The wide range of initiatives and projects is absorbing significant time and effort and things are not necessarily being seen through to completion as a result of people needing to move on to the next thing. A more comprehensive 'plan, do, review' approach would assist – with an increased emphasis particularly on the 'review' element. An increased rigour in the identification of potential risks in the form of 'unintended consequences' would also be beneficial.

As an example, the decision to remove Watch Commanders from fire appliances was made for perfectly understandable and logical reasons – to provide greater flexibility, greater support to middle managers and improve Level 1 Incident Commander cover across the county – but the reality is that the full value has not yet been realised as currently they are spending considerable amounts of their time providing cover as appliance commanders to maintain availability levels whilst wider establishment changes take full effect.

As another example, we recognise that the pragmatic approach that has been taken to the gradual rolling out of new shift systems has maintained positive relationships with staff and representative bodies. However, the range of duty systems now in place makes for more complexity in the back office systems and processes and the infrastructure has been slower in catching up. For example, it was identified that it was harder to effectively plan training activity at times that suited all work patterns and more difficult to ensure internal communications messages are being consistently delivered and understood.

The future directional uncertainty and the relationship with the county council that we highlighted earlier, combined with what we had described to us as inefficient decision-making processes (with examples presented of some issues being debated for overly-long periods of time and sometimes still not ending up having a decision taken on them), are absorbing precious capacity in a non-productive way.

It is therefore possible to conclude that, in relation to what we highlighted earlier regarding the need for greater prioritisation and focus, this is not necessarily about stopping doing things. Rather, it is more about ensuring time and effort is applied in the most effective and productive way.

Maintaining capacity to deliver for the public – focused on response – is fully understandable. The service has sought to do this, as we highlighted at the start of this report, and has done that well. That does not, however, mean that the frontline resource has not been revised at all during the course of the budget reductions and related changes. It is also the case that the service has been seeking to increase investment in non-response areas, including prevention. However, it appears to be the case that less prominent, but vitally important, areas including prevention and protection are still at risk of being at a disadvantage in relation to the focus of attention and resource.

There are significant anxieties in relation to the capacity and resilience of the fire control function. This element of the service has lived with significant

uncertainty for a considerable number of years now – such as that generated by the proposed move to Regional Control Centres – but staff working there have been resilient and simply got on with the job. The latest development – the move to establish a joint control function with Northamptonshire Fire and Rescue Service – represents the culmination of a series of cumulative impacts which is now really having an effect, with a couple of members of staff taking the opportunity to move to another service.

This loss of staff and experience has been compounded by a decision to recruit replacements on a fixed-term basis of three months, which has proved challenging. The current staffing levels – often involving only two people scheduled to be working at any one time – is generating an issue in the resilience of the service when it comes to people being absent with illness or simply taking a comfort break during their shift. Such is the situation that the view of many people that we spoke to on the issue is that this represents a business continuity issue and it needs to be addressed.

4.   Key Assessment Areas

4.1   Community risk management

All fire authorities are required to identify risks which could impact on the local community and infrastructure. This work generally forms part of the IRMP process. WFRS has demonstrated that they are carrying out on-going reviews of risk, historic data and performance to identify areas where they are finding it difficult to achieve attendance times, which will subsequently increase the risk to these areas. They have recently demonstrated a solution to addressing some of these issues through the opening of a new fire station at Gaydon.

In relation to risks to firefighters, WFRS has processes in place to identify risks to the local community and firefighters in terms of site-specific risk information. The process is supported by fire control, allowing early records of risk to be added in to the mobilising system, ensuring that the information reaches crews in a timely manner. However, having discussed the process with managers, they acknowledged that it could be streamlined through a review of the forms and the overall process. This is currently being taken forward.

There appears to be a lot of good risk analysis work taking place in the service. However, it is felt that the service could enhance the internal risk analysis process through better utilisation of partner agencies to support and enhance the work carried out within this area.

The current IRMP seems to have a limited profile within the service. It seldom featured in our discussions with people from WFRS. Instead, there was a sense that the requirement for savings was acting as the key driver rather than the aligning of resources to risk. During our discussions with service representatives as part of the peer challenge process, it was indicated that the

9

next IRMP, which is currently in draft form, will reflect more of a risk based focus.

4.2   Prevention

Partners congratulated staff within the relatively small Prevention function regarding the number of issues they were active in at a tactical level, from road or electrical to the 'Heart Shield' initiative. Emergency service partners highlighted that the service appeared to be stretched and that this could potentially be eased by working to deliver prevention more effectively together.

It was expressed that relationships at a senior level had only become closer more recently and that direction was still relatively unclear, but that this was seen as a real positive step.

The new IRMP process offers to build upon the tactical relationships that exist. The IRMP risk profile process engaged partner data through the WCC Observatory, although those partners interviewed stated they have limited awareness of the IRMP process itself and would have welcomed more active and direct involvement in its development. This raises questions as to whether the prevention activity is entirely appropriate. In its approach to IRMP, WFRS demonstrates, through utilising risk profiles, a data centric and intelligence-led methodology. The opportunity exists to share this approach more broadly with partners across the county.

Notable practice exists, including the Anti-Social Behaviour Investigation Team (ASBIT) with Justice Centre partners delivering positive outcomes. It appears this approach could be expanded within prevention activity across individual teams in the council, including WFRS. This co-production of interventions was seen by interviewees as a real opportunity to reduce any duplication and focus upon key themes, such as working more closely with the Ambulance service on the design of 'Safe and Well Checks'.

Operational staff within WFRS appear to have a limited role in the delivery of prevention work and the service acknowledges that this has not been a key priority. WFRS is seeking to change this balance. A number of on-call staff expressed the view that they know their communities best and have been frustrated at the way in which financial constraints appear to have impeded their engagement with prevention.

Performance is monitored and measured internally and the service's performance shows that it benchmarks well nationally in relation to prevention. WFRS is looking to increase investment in prevention and, accordingly, increase the level of activity – including seeking to engage increasingly with schools and reach 10,000 pupils.

Although limited evidence was offered, the ability or perceived restrictions of information sharing across partners in dealing with vulnerable persons may be an area WFRS wishes to review. This may centre around individual staff

awareness and training or more strategically around the organisational risk associated with information sharing.

4.3   Protection

WFRS has a prevention and protection strategy for the period from 2014 to 2018 and a risk review that, alongside relevant legislation and guidance, is used to develop a risk based inspection programme. The audits from the programme are based on data and local, regional and national trends and are supported by the professional judgement of the protection management team. In 2015/16 the inspection programme saw 452 audits carried out. The supportive approach of WFRS to work with business is evidenced by the fact that although over 200 of these were initially considered unsatisfactory only 29 received formal action.

The service has a small protection team and, recognising this, has established several collaborative arrangements to improve its resilience and functions. There is a partnership arrangement with neighbouring fire services to draw on their fire engineering expertise where this is not available in Warwickshire. The WFRS team is supported by a part time secondment of an experienced protection officer from Hereford and Worcester Fire and Rescue Service. Warwickshire County Council provides support from its Legal Support team and excellent relationships have now been established in this area.

There is an effective and efficient approach to workforce planning in the protection team. Inspecting Officers are now conditioned to 'green book' conditions of service and are often recruited through apprenticeships. There is likely to be a Station Commander vacancy in mid-2017 and an appointment process is already underway that reflects the technical nature of the protection role and the need to ensure the handover of the function is managed effectively to support business continuity. The service maintains the competency of its protection staff, aligning itself to the CFOA Competency Framework.

WFRS has formed strong relationships and complimentary working arrangements with a range of partner organisations. These include the Care Quality Commission, adult social care, housing associations, Planning Officers, Safety Advisory Group, Licensing Officers and Regional Regulatory Services. These partnerships are being used to good effect to support the aspirations and plans of each organisation.

The protection team have led a recent review of the service's response to automatic fire alarm calls. The service had previously introduced a risk based approach that saw a significant reduction in the service's emergency response to these calls. The recent review revisited this risk assessment and the service has taken an informed approach, adjusting the risk appetite and increasing slightly the number and type of premises that will now receive an emergency response.

11

The service is introducing a new IT system called Farynor that will support the work of the protection team, as well as others. The implementation of IT systems can often be complex. This system has been in the implementation phase for an extended period and this is causing some frustration for staff. The consequences of the delay are impacting on the limited capacity of teams and all parties would benefit from the system being introduced at the earliest possible moment.

WFRS has a primary focus on saving lives and this is reflected most markedly through its operational response arrangements. This has led to the protection team feeling that its work is not always fully appreciated across the wider service. Watch Commanders in district areas are provided with protection training and firefighters are now carrying out lower risk Business Fire Safety Checks. However, the rationale and benefits of these approaches are not always clearly understood by those firefighters and supervisory officers.

The protection team are clearly well motivated and passionate about their work. They have an ambition to do more in the field of protection but recognise that they are limited by their capacity and the draw towards the resilience of their 'core business'. Officers would, if capacity permitted, be keen to do more preventative business engagement to support the local economy and to look more at the potential for Primary Authority Schemes.

4.4   Preparedness

There is a good level of commitment and expertise amongst staff in this area. Partners would welcome greater continuity from key roles or, where that isn't feasible, more detailed handovers/briefings in order to support organisational preparedness. The stabilising of things in the organisation, in the form of reducing the number of roles held on a temporary basis, was welcomed.

It is unclear how the risk assessment process is driving WFRS activity, such as learning and development, exercise planning and command assessment. This could be an area to consider greater integration that fully supports organisational preparedness and focuses upon key priorities.

Partners across the Local Resilience Forum see WFRS as a pivotal and leading organisation. However, it was seen to be important to explore and expand the number of smaller scale exercises taking place across the county in order to ensure plans are appropriate to address foreseeable risk and are engaging partners on a more frequent basis.

Opportunities appear to exist for much closer collaboration between WFRS and wider council emergency planning functions, with the potential to secure better joint use of resources, an increased focus on delivering joint outcomes and ensure that statutory responsibilities are fully satisfied. Staff appear willing to commit to greater joint working but cited the number of "false starts" and relationships between partners as a perceived reason they had yet to deliver longer term outcomes.

A number of partners expressed concern about the uncertainty of direction for WFRS and the impact this may have for the future. All agreed that collaborative support and working could offer tangible benefits and they are keen to explore this area further.

Given the demands upon WFRS and views expressed both within the organisation and by partners around resilience, it does not appear that business continuity is proactively considered as a business planning tool. A review of this area, such as the application of a revised Business Impact Analysis, may greatly assist in the identification of clearer priorities and better utilisation of existing resources.

WFRS has a number of tactical work-streams with other fire and rescue services and these have real potential to be accelerated to assist with planning and preparedness, such as joint operational doctrine functions to deliver national guidance. It appears that more formal mutual assistance is integrated within its prioritising arrangements for emergency response and partners are keen to build upon this in future.

WFRS is taking a leading role within the region for Emergency Services Network (ESN), which is seen as a high risk area nationally. Neighbouring services welcome the role WFRS is playing. However, given the challenges to WFRS and Warwickshire County Council capacity and the programme timelines, this area of work must be closely monitored to ensure that during and following transition, public and firefighter safety is maintained.

4.5   Response

Within WFRS there is an over-arching focus on response, resulting in good availability especially around whole-time and strategic stations. However, there is a sense that, after the Atherstone-on-Stour tragedy, the service became very heavily focussed on response, with an imbalance emerging between prevention, protection and response. The service is now regaining a more balanced approach but this could go further.

The service has identified a number of 'strategic fire stations' where they endeavour to maintain availability 24/7. This is a recognised concept utilised by many services throughout the country. However, it is felt that the over-riding factor is ensuring that the response standard is achieved, rather than also taking in to account the risk and demand for a specific location. An example of this is a strategic station being located in an area which experiences only around 30 to 40 calls per year. Reviewing this approach may allow more resources to be directed across the strategic priorities of the service, in order to assist major project delivery and develop corporate capacity.

WFRS described to us future plans to create cluster risk profiles, incorporating community fire safety input and the utilisation of community plans. This will undoubtedly serve to further enhance the service to local communities.

13

However, this could be strengthened further still through the involvement of external partners within the process.

The overall competence of staff is assured through risk critical training and Active Incident Monitoring (AIM). Competence within a training environment appears to be captured well on Redkite but it has been acknowledged that improvements need to be made around AIM. It is understood that these improvements are being developed and will be implemented in the New Year.

Redkite is used as a competency-based recording system. Assurance monitoring is carried out quarterly by Station Managers using the system. The system is also checked by the training and development function prior to an individual's attendance on a course, in order to establish their related current competency levels. This process appears clear and robust and should assure the service that training records are being maintained and competence is reviewed regularly. However, it was felt that there was an element of duplication within this process ('checking the checkers') and a review of these processes could potentially be carried out in an attempt to free up managerial capacity.

The Operational Assurance Group is well established and incorporates a number of representatives from different departments. All significant issues and learning for the service passes through this group for discussion, action plans are created and accountabilities and responsibilities are identified. However, it is unclear if a review process in relation to actions is established. Is this driving learning? Senior managers believe this could be an area for improvement, but everyone agreed that the meeting was worthwhile and meaningful.

WFRS is going through a period of transition which involves the introduction of a number of different shift systems. This is an area where the 'plan, do, review' discipline could be applied and 'unintended consequences' identified to inform further roll-out. It is recognised that the service needs to establish that the changes that have been made are meeting their objectives. An example is, following the removal of Watch Managers from the watches and crewing being reduced, Watch Managers being utilised to backfill both wholetime and retained appliances on many occasions.

Fire control is integral to public and firefighter safety. The continued uncertainty of direction and under-establishment, coupled with increasing workloads, provides for lower levels of resilience and therefore questions if this is a business continuity issue. However, despite these challenges, the control operators remain committed to their role and are performing well.

4.6 Health and Safety and welfare

Health and Safety management systems are clearly in place and follow industry good practice. However, and although performance being reported at various levels, it was less clear how the Health and Safety management system is influencing continuous improvement.

Occupational Health support to staff is well received and is of a high quality. However, it is unclear what impact the function is having in changing working practices. As an example, welfare arrangements in key risk areas such as fire control do not appear to inform the service's business continuity arrangements when staff shortages occur and fall back arrangements do not appear to be routinely exercised. Better integration and liaison across functions could also be considered to increase resilience of staff and operational functions.

Numerous audit and assurance functions exist but what emerges in the way of collaborative working, feedback and learning is less clear. The potential exists to better utilise capacity with further, deeper integration of the good practice and skills in place working on collective priorities e.g. the range of assurance functions focusing upon shared priorities.

Across WFRS, the numerous activities and projects underway show a mixed picture in relation to proactively seeking Health and Safety input as early as possible. Some good examples do exist, for example when dealing with transport and equipment, but these should be built upon.

An in-house review of Occupational Health screening is taking place as it appears that current arrangements are less well received or effective than before, generating a set of challenges for the future around well-being and fitness. The Occupational Health function is well aware of these challenges and confident that managers are seeking to increase support in this area.

There are clearly anxieties across the workforce over proposed budget reductions and the impact these could have, which are exacerbated given the history of Atherstone-on-Stour. Greater engagement and demand may be placed upon the employee support offered by Occupational Health as a result and WFRS will wish to monitor this closely.

Recent leadership changes have been welcomed by staff and there is greater optimism regarding Health and Safety being seen as a priority and influencing service activities earlier.

Risk assessment processes and their assurance is already recognised as an area for improvement by WFRS, which shows organisational awareness. However, it was unclear what priority this will be given and how this will be better integrated.

A number of assurance functions exist in the organisation and dedicated resources have been reallocated from Health and Safety to Command Assurance. However, it was unclear which Health and Safety responsibilities are discharged by this function or how this is leading to improvement in Health and Safety management. Given the resource constraints facing WFRS, it may wish to consider integrating the skills and expertise it has to better focus upon key work areas and communicate these via its existing Service Improvement Board.

15

4.7   Training and development

As previously mentioned within this report, WFRS maintains a strong focus on response and a large part of this is the operational training delivered to crews. In speaking with firefighters it was clear that they are satisfied with the training delivered by the service both in terms of instruction and content.

Annual training planners detailing all courses further evidence the service's commitment to training and the maintenance of competence. Crews are prompted to book on courses when required and administrators ensure individuals are regularly reminded. However, it was felt that further work could be carried out to explore how and when is best to arrange courses for on-call personnel and a clearer procedure could be established for the short notice cancellation of courses or attendance at courses, in order to reduce the impact on individuals and the service.

The organisation and facilitation of a number of exercises at the Fire Service College upon the introduction of Operational Guidance on Breathing Apparatus (OGBA) is again a good demonstration of the service's commitment to operational training and competence and was well received by the crews.

However, other than the OGBA exercises, there was no reference to any other recent multi-pump exercises taking place within the service and little evidence of assurance coming out of any that did take place. However, it is understood that the establishment of cluster risk profiles throughout the county will address this issue ensuring exercises focus upon local risks in the future. To further enhance the assurance provided through exercises, the service may want to consider how they can make better use of their training instructors.

There was little evidence of the training and development function taking on board feedback from course attendees in an attempt to further enhance the quality of courses delivered. A more open approach should be established in order to ensure the service learns from all feedback, both positive and negative.

WFRS has worked to establish a Retained Duty System training planner and plans to develop one for the whole-time shifts have been well received. The service ensures all elements of operational training are completed annually.

The service have endeavoured to ensure that operational competence and the availability of resources are linked through the interface between Redkite and Gartan Availability. This appears to be a real success for the service and seems to work well, especially for fire control and the crews.

Conclusion and contact information

Through the peer challenge process we have sought to highlight the many positive aspects of Warwickshire Fire & Rescue Service but we have also outlined some key challenges. It has been our aim to provide some detail on them through this report in order to help the service consider them and understand them. The senior managerial and political leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

Thank you to WFRS for commissioning the challenge and to everyone involved for their participation. The team are particularly grateful for the support provided both in the preparation for the challenge and during the on-site phase and for the way people we met engaged with the process.

Members of the peer team would be happy to return to undertake a follow-up to the challenge in due course. Helen Murray, as the Local Government Association's Principal Adviser for your region, will act as the main contact between WFRS and the Local Government Association going forward, particularly in relation to improvement. Hopefully this provides you with a convenient route of access to the organisation, its resources and packages of support.

All of us connected with delivering the peer challenge would like to wish Warwickshire as a place, WFRS and Warwickshire County Council every success in the future.

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Annex – Contents of the feedback presentation delivered to WFRS on Friday 25th November 2016

Understanding of local context and priority setting

- The vision for Warwickshire Fire and Rescue Service – "Protecting the community and making Warwickshire a safer place to live"
- Mission - "Responding to emergencies when the public needs us most"
- An extensive risk profile exists to inform the work of the service
- The next Integrated Risk Management Plan (IRMP) is currently in development, with a draft planned to be ready in January for consultation and the intention for the final version to be put before the Fire Authority in May 2017
- Arson is a particular issue that has been identified and the service, with partners, is responding accordingly
- Based on the latest CIPFA information, Warwickshire spends more than average on fire and rescue on a per head of population basis

Delivering outcomes for local communities

- People across the service and wider council are committed to delivering for the citizens of Warwickshire – "Being the best we can be"
- The fire and rescue service is held in high regard by the public and elected members – a trusted brand and delivering effectively
- Key areas of performance in 2015/16:

  - Target met for first attendance response time standard (75% within 10 minutes where there is a life risk)
  - Increase seen in many areas of activity and types of incident compared to the previous year or two – total incidents, road traffic collisions, property and vehicle fires, deliberate fires, non-domestic fires, false alarms

> ➢ However, there have been significant reductions in many areas of activity and types of incident when compared to five years ago
> ➢ National benchmarking shows very positive results for Warwickshire per head of population in relation to the number of primary fires and accidental dwelling fires
> ➢ More than 3,500 Home Fire Safety Checks
> ➢ Visits to over 200 schools and fire safety advice given to nearly 13,000 children

Financial planning and viability

- The service – defined by many people we spoke to as "small" – has an operating budget of £19.2m for the current year
- The service has seen a reduction in the budget in the period from 2011/12 to 2017/18 of just under £3m. This has been managed effectively and in a way that has sought to protect the frontline response element of the service
- Under the current savings plan (2014/15 to 2017/18), Warwickshire County Council is seeing a budget reduction of 18.6%. The fire and rescue service is facing a 12.5% reduction
- Capital investment is being seen in the form of a refurbishment of fire HQ, the development of a dedicated training centre incorporating a new fire station at Southam and investment in fleet and equipment
- Frontline firefighters highlight the fact they have good equipment that enables them to do their jobs effectively – with a sound process that sits behind this to ensure what is procured is right
- Along with the rest of the council, a set of savings proposals are being developed for the service to inform the budget-setting process for 2017/18
- With around 80% of the service's budget relating to people, further budget reductions will inevitably centre in that area

Political and managerial leadership

- The way the senior management of the service engages with the frontline is welcomed and valued – open and transparent
- The management structure is seen to have stabilised following a number of changes and a series of temporary arrangements
- A new atmosphere is developing as a result, investment is being made in leadership development and the 'cultural review' work is shaping up
- Work is needed to develop and maintain a consistency of message and engagement through all layers of middle and senior management
- There is a strong sense of "strategic drift" regarding the future direction of the service, with a number of elements to this:

> ➢ The fire and rescue service is part of Warwickshire County Council

- The financial context and national agenda makes 'collaboration' with other partners a logical avenue to explore
- Three potential collaborations have been explored over the last few years, none of which have come to fruition
- Further potential collaboration can be pursued but the conditions have to be right in order to enable it to succeed

- There is an immediate priority of making the relationship with the county council work – the strained relations are widely recognised and impacting negatively
- The tragedy at Atherstone-on-Stour is still being felt and very much continues to have an impact, manifesting itself in a variety of ways
- Joint-working with partners at an operational and local level within the county is good – a lot of activity founded on strong relationships
- However, relationships at a more strategic level, particularly within the county council, need to be invested in much more – integral to which is involving partners earlier and valuing their potential contribution more
- We appreciate the complexity of the partnership environment in the region and sub-region – both geographically and in terms of the range of organisations
- The fact that the Chief Fire Officer is now involved in the Safer Warwickshire Partnership is very much valued
- Once the strategic direction for the service is clear, it is important to that ensure capital investment is aligned accordingly – maximising opportunities for partnership and joint working

Governance and decision-making

- The Fire Cross Party Working Group of elected members is actively engaged, aids understanding of the service across the wider elected membership and is effectively supported by the service
- Overview and Scrutiny – there was a recent shift for fire and rescue from Communities Overview and Scrutiny Committee to Resources
- The rationale for making that shift is unclear to us and it feels as though fire and rescue is competing against greater priorities when it comes to the focus of the committee
- That said, the position of the service and the issues and challenges facing it are well understood by the committee
- It feels to us as though, between the two main elected member forums linked to fire and rescue, there is a risk of duplication and dislocation – where key issues are considered, what the respective remits are, where the Portfolio Holder's input is provided

Organisational capacity

- It is undoubtedly the case that people within the fire and rescue service are extremely busy – there is a lot of activity and a great deal going on

- However, we see a need for greater prioritisation and focus – the wide range of initiatives and projects is absorbing significant time and effort and things are not necessarily being seen through to completion
- A more comprehensive 'plan, do, review' approach would assist here, as would increased identification of potential risks in the form of 'unintended consequences'
- The "strategic drift", relationship issues and inefficient decision-making processes are absorbing precious capacity in a non-productive way
- Maintaining capacity to deliver for the public – focused on response – is understandable
- However, less prominent, but vitally important, areas such as prevention and protection are at a disadvantage in relation to the focus of attention and resource
- There are significant anxieties in relation to the capacity and resilience of the fire control function

Community risk management

- There are on-going reviews of risk, historic data and performance – driving and supporting the need for change
- Risk premises are identified and processes are in place to capture and cascade this information. However, the service acknowledges that processes could be more streamlined.
- Partnership work could serve to enhance the internal process in relation to risk analysis within local communities
- The current IRMP has a limited profile – giving a sense of the requirement for savings acting as the driver rather than aligning resources to risk
- It has been indicated that the next draft IRMP reflects more of a risk based focus

Prevention

- Partners were complimentary about staff within the service's prevention function in relation to their enthusiasm and engagement over many areas at a tactical level
- It was felt that relationships at a senior level have become closer more recently but that a single, joint direction was still to be determined
- Emergency service partners highlighted the service appearing to be very stretched. They felt they could deliver prevention more effectively together.
- Partners indicated they have limited awareness of the IRMP process and have not been actively involved in jointly identifying risk – raising questions as to whether the prevention activity was going to be appropriate

- The service, through the use of risk profiles, is able to demonstrate a data centric and intelligence-led methodology to establishing the IRMP
- Notable practice exists, such as the Anti-Social Behaviour Intervention Team, and positive outcomes are being achieved. It appears this approach could be expanded within prevention activity across individual teams in the council, including the fire and rescue service.
- A number of internal and external stakeholders stated that greater clarity and joint direction could deliver more community outcomes
- Operational staff appear to have a limited role in the delivery of prevention work and a number of on-call staff expressed they knew their communities best but that financial constraints limited their ability to contribute
- The service's performance outputs show that it benchmarks well nationally in this area
- The current direction and priority for resources risks increasingly challenging prevention and protection alongside emergency response – although the service is looking to increase its commitment in this area

Protection

- There is a blended approach to the risk-based inspection programme – data, trends, professional judgement
- Collaborative approach to support resilience can be seen - fire engineering / H&W FRS secondment / WCC legal support
- There is an effective and efficient approach to workforce planning – green book / apprentices / Station Commander
- Good engagement with Partners – CQC, ASC, Housing, Planners, Safety Advisory Group, Licensing, regional regulatory services
- Around automatic fire alarms risk management there is a new and adjusted approach
- With the Farynor system, consequences of the extended implementation phase can be seen
- There appears to be limited appreciation within the wider service of the role of Protection
- In terms of resilience, there is a potential to impact on core functions and limit potential e.g. Primary Authority Scheme and wider business engagement

Preparedness

- Levels of commitment and expertise from staff in this area are good
- Partners across the Local Resilience Forum see the service as a pivotal and leading organisation
- Greater continuity in personnel would be welcomed within key roles, along with more structure to handovers in order to support organisational preparedness

- It is unclear how risk assessment is driving activity, such as learning and development, exercising and command assessment
- Expansion of the number of operational exercises taking place to assure plans are appropriate would be welcomed, including a wider range of people within the service and more partner involvement
- Closer collaboration between the service and the wider council in this area would increase the ability to deliver improved outcomes
- A number of partners indicated they are uncertain of the future direction of the service and the impact this may have in the future
- It does not appear that business continuity is proactively considered as a tool that may assist in the identification of clearer priorities and best utilise resources
- The service has a number of tactical work-streams with other fire and rescue services and these could be accelerated to assist with planning and preparedness
- It appears that mutual assistance is well integrated within operational arrangements
- Warwickshire take a lead role within the region for Emergency Services Network (ESN) and this has been welcomed by neighbouring services
- However, with the ESN programme timelines, county council support for the service must be closely monitored to provide confidence that during and following transition, public and firefighter safety is maintained

Response

- There is an over-arching focus in the service on response, resulting in good availability especially around whole-time and strategic stations
- Strategic stations identified that, on occasions, the over-riding consideration is the response standard – raising questions around the effectiveness of deployment in relation to risk and demand
- Challenges in the recruitment and retention of on call firefighters is a national issue. Warwickshire are doing some leading-edge work in this area that is delivering benefit.
- Future plans to create cluster risk profiles and incorporate CFS input, utilising community plans, will serve to further enhance the service to local communities. This could be enhanced further by involving external partners within the process.
- The competence of staff is assured through risk critical training and Active Incident Monitoring (AIM)
- Competence within a training environment appears to be captured well on Redkite but it has been acknowledged that improvements need to be made around AIM
- Training records are being maintained and competence / quality of evidence is reviewed regularly
- In an attempt to free up capacity it is felt that levels of duplication of the review of training records could be reduced

- The Operations Assurance Group (OAG) appears to work well and is recognised as the main platform to provide assurance within the service
- OAG produces action plans and identifies where accountabilities and responsibilities lie.
- However, it is unclear if a review process in relation to actions is established. Is this driving service wide learning? Senior managers believe this is an area for improvement.
- A number of shift systems have been introduced. This is an area where the 'plan, do, review' discipline could be applied and 'unintended consequences' identified to inform further roll-out.
- Fire control is integral to public and firefighter safety. Control operators remain committed to their role and are performing well despite the significant demands being placed upon them.
- The continued uncertainty of direction and under-establishment within fire control provides for lower levels of resilience and therefore questions if this should become a business continuity issue.

Health and Safety and welfare

- Health and Safety management systems are clearly in place and follow industry good practice
- The fact that an in-house review of Occupational Health screening is taking place has been well received
- The Occupational Health service is aware of future challenges for staff and the importance of well-being and fitness
- Staff support appears well received and of a high quality when accessed but it is unclear what impact it is having
- Welfare arrangements in relation to key risk areas don't appear to inform business continuity management arrangements in some cases
- Across the service numerous opportunities exist to ensure Health and Safety input is maximised e.g. development of business cases or areas of change management
- Numerous audit and assurance functions exist but what emerges in the way of collaborative working, feedback and learning is less clear
- Potential exists to better utilise wider service capacity with further, deeper integration of the good practice and skills in place working on collective priorities e.g. the range of assurance functions
- We are unsure how the Health and Safety management system is influencing continuous improvement, although performance reporting is considered
- Risk assessment processes and the assurance of this is already recognised as an area for improvement – showing a degree of organisational awareness. However, it is unclear what priority this will be given.
- Perceived anxieties over the consequences from reduced budgets reductions for the health safety of staff continue to figure in the organisation – which are exacerbated given the history of the service

- There is optimism that Health and Safety is increasingly becoming seen as a priority

Training and development

- Firefighters highlight the good quality of the training provided
- Annual training planners further evidence the service's commitment to training and the maintenance of competence.
- Crews are prompted to book on courses when required and administrators ensure individuals are regularly reminded
- Further work could be carried out to explore how and when best to arrange courses for on-call personnel
- Consideration of a clearer procedure for the short notice cancellation of courses needs to be established in order to reduce the impact on individuals and the service
- The organisation and facilitation of a number of exercises at the FSC upon the introduction of OGBA further demonstrates the service's commitment to training
- As the experts in relation to training and development, the service may want to consider utilising instructors to provide assurance at future operational exercises
- The establishment of a Retained Duty System training planner and the plan to create one for the whole-time shifts has been well received
- There is little evidence of training and development taking on board feedback from course attendees in an attempt to further enhance the quality of courses delivered
- There is a push to increase the amount of exercises taking place and broaden involvement in them
- The interface between Redkite and Gartan Availability ensures skills and competence are maintained enhancing assurance

Operational Assessment and Fire Peer Challenge 2016

Action Plan

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

No:	Strategic Theme	Action	Delivery Mechanisms	Responsible Person	Progress / Target Dates
1	Community Risk Management	Republish a prevention strategy that: 1. Is driven by local risk profiles. 2. More closely integrates Prevention and Response. 3. Allows resources to be targeted appropriately. 4. Delivers selected Health and Social Care outcomes	Community Fire Protection and Arson Reduction Plan District plans	AC Bruce Nichol, SC's and GC's	1. Complete - District plans have been developed that are based on local risk priorities. 2. Complete – A restructure of Response and Prevention has been completed that provide a more integrated model of service delivery. This is now reflected in the Community Fire Protection and Arson Reduction Plan 3. Recruiting a Prevention Policy and Partnership Manager which will cover action 4 also– end of June 2017 target date. 4. See 3.
2	Collaboration	1. Improve Service Delivery Collaboration by: • Developing prevention plans with partners, e.g.: WCC Community Safety, Public Health and Adult Social Care teams. • Review external agency involvement with operational exercises and resilience planning 2. Improve Corporate Collaboration by: • Redefining support service requirements and quality. • Ensure an enhanced	Prevention Departmental Plan WCC Heads of Service engagement meetings IRMP Working Group TADC Departmental Plan IRMP Action Plan 2017/18	1. AC Bruce Nichol 2. DCFO Moyney 3. AC Dave Pemberton 4. AC Barnaby Briggs 5. AC Bruce Nichol	1. A Prevention strategy for delivering wider social value is being developed based on the outcomes of WCC Heads of Service engagement meetings and partnership meetings with WCC Community Safety, Public Health and Adult Social Care. The strategy will be formed around the following themes agreed with partners: Emergency Medical Response, Slips Trips and Falls Prevention, Telecare Rapid response Support, and Home Assessments for Hospital Discharge. These will continue to be developed as part of the IRMP Action Plan 2017/18 – completion target date March 2018. Exercise Sahara, which involved a range of external agencies, was conducted March 2017. The WFRS Training manager (who chairs the LRF training group) has plans to develop a global annual exercise calendar for silver and gold level multi-agency

Version 5

		understanding of FRS future plans and organisational needs. 3. Improve Emergency Service Collaboration by: • Publicise outcomes from Blue Light Collaboration Board • Increase visibility of joint working and ensure clarity on lead officers between Warks and West Mercia Police and Fire Services.			events. The global calendar will be hosted on the Resilience Direct portal to provide access to all partner LRF agencies – target July 2017 2. A review of organisational capacity to meet corporate demands was launched April 2017. The review will consider support service requirements and quality, identify any gaps and provide options for meeting both immediate and future organisational needs. Target date July 2017. 3. The existing blue light collaborative arrangements will continue to be developed as part of the IRMP Action Plan 2017/18. Target date - March 2018.
3	Business Planning	1.Continue to develop clear priorities with good staff engagement. 2.Continue to build on the good work in developing leadership	1. Business Planning process 2017/18 2. One Service Programme 3. Service Improvement Departmental Plan	1. DCFO Moyney 2. Rachel Barnes 3. AC Dave Pemberton	1. Complete – a business planning process has been completed that has developed clear priorities for 2017/18. Staff have been engaged through Direction and Context meetings, and the Staff Engagement Network. 2. All senior managers above Station Commander level have attended the Personal Leadership Programme (PLP). The leadership behaviours of the programme are now an integral part of the appraisal and 1 to 1 process. Plans are being developed for Station Commanders to attend the PLP, and for all other managers to attend the Leading for Warwickshire course. A coaching framework is also being developed. Target date – March 2018.
4	Business Planning	Strengthen and embed the 'review'; element of the 'Plan, Do, Review' process within our change programme.	-Service Improvement Departmental Plan	AC Dave Pemberton	Complete – a programme of project reviews has been developed and implemented.

Version 5

5	Organisational Risk Management	Strengthen Contingency Planning arrangements throughout WFRS.	-Business Continuity Policy -Business Continuity Impact Assessments -Business Continuity Plans -Dedicated Business Continuity role	AC Dave Pemberton	A new Business Continuity role has been introduced that continues to be developed. The priority is to review and establish more effective Business Risk Management arrangements within the Service. Target date - July 2017
6	Organisational Risk Management	Investigate alternative methods for providing a more flexible approach to deliver training to on-call firefighters.	-Training and Development Centre Departmental Plan	AC Barnaby Briggs	The Training and Development Centre have plans to further develop the use of on-line training through the use of modern techniques ie. YouTube, and the use of the on-line capability of the LearnPro training software system – target date of March 2018 The provision of our own new training centre facility will enable far more flexibility over when and how on-call training courses are delivered – target date early 2019.
7	Organisational Learning	Improve the organisational learning mechanisms within the training and exercise programs.	-Training and Development Centre Departmental Plan -A single point of responsibility for managing an exercise program and recording appropriately. -Improving feedback processes from training courses.	AC Barnaby Briggs	The recently initiated review of corporate capacity will consider the capacity needs within the Training and Development function for delivering effective course feedback and review arrangements. Additionally, plans are in place to replace the current paper based feedback process with an electronic version. Target date– July 2017.
8	Governance	Utilise the Police and Crime Act 2017 and new duty for emergency services to collaborate to assess and deliver the optimum strategic direction for WFRS		Portfolio Holder and Lead Members CFO	December 2017

Version 5

Resources and Fire & Rescue Overview and Scrutiny Committee

5 July 2017

Treasury Management Monitoring Report 2016/17

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on Treasury Management in respect of 2016/17.

1 Introduction

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

- creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.

- creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.

- receipt by the Cabinet of an Annual Treasury Management Strategy Report for the year ahead, a midyear review report (as a minimum) and an annual review report of the previous year.

- delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices, and for the execution and administration of treasury management decisions.

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

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

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

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

2   Investments

2.1   The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis.

2.2   Security and liquidity of cash was prioritised above the requirement to maximise returns. The Council adopted a cautious approach to lending to financial institutions, and continuously monitored credit quality information regarding the institutions on the Council's approved Lending List.

2.3   The Council's investment portfolio at the end the financial year 2016/17 was as follows:

Table 1: Investment Position at 31 March 2017

	Invested at 31 March 2017
	£m
In house deposits	5.051
Money Market/External Funds	218.894
Total	**223.945**

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

Table 2: Investment Performance to 31 March 2017

	Average Interest rate year to date	Target rate: 7 day LIBID	Variance
	%	%	%
In house deposits	0.41	0.20	0.21
Money Market/External Funds	1.22	0.20	1.02
Total	**1.10**	**0.20**	**0.90**

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

Table 3: Interest Earned to March 2017

	Year to date
	£m
In house deposits	0.170
Money Market/External Funds	2.942
Total	**3.112**

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

Table 4: Interest Rate Forecast

	Present – Mar 2019 %	Jun 2019 – Sept 2019 %	Dec 2019 %
Interest Rate Forecast	0.25	0.50	0.75

Source: Capita

3   Debt Financing

3.1   As at 31st March 2017 the authority had borrowing held with The Public Works Loans Board (PWLB) of £353.408m. The weighted average interest payable on the loans during 2016/17 was 4.81%. Total interest payable for the year was £18.042m.

3.2   During the financial year, maturing debt of £25.000m was repaid. The weighted average interest rate of repaid debt was 4.05%. The County did not undertake any new long term borrowing in 2016/17.

4   Compliance with Treasury Limits and Prudential Indicators

4.1   During 2015/16, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2016/17 are shown in **Appendix A.** Explanations of the terminology employed is set out in **Appendix B.**

5 Sensitivity Analysis

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

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

	Actual	+1% increase in Base Rate	
	F.V. at 31.03.2017 £m	F.V. at 31.03.2017 £m	Difference £m
Investments	5.051	5.050	£0.01
Debt (new borrowing)	542.208	452.903	89.305
Debt (early repayment)	651.105	535.077	116.028

Background Papers
None

	Name	Contact Information
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The report was circulated to the following members prior to publication:
Councillors Horner, Roberts, Boad, Kaur, O'Rourke, Dirveiks, N.Davies, Birdi

	2015/16	2016/17	2017/18	2018/19	2019/20
(1). AFFORDABILITY PRUDENTIAL INDICATORS					
	Actual	estimate	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Capital Expenditure	85,733	106,989	141,630	66,071	33,058
	%	%	%	%	%
Ratio of financing costs to net revenue stream	8.86	10.34	8.47	8.97	8.95
Gross borrowing requirement	£'000	£'000	£'000	£'000	£'000
Gross Debt	388,424	363,424	362,274	362,274	352,274
Capital Financing Requirement as at 31 March	319,361	346,224	397,328	399,988	404,180
Under/(Over) Borrowing	(69,062)	(17,200)	35,054	37,714	51,906
	£'000	£'000	£'000	£'000	£'000
In year Capital Financing Requirement	14,004	26,862	51,104	2,660	4,192
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement as at 31 March	319,361	346,224	397,328	399,988	404,180
Affordable Borrowing Limit	£	£	£	£	£
Position as agreed at March 2016 Council	1.90	5.05	-2.53	-2.35	
Increase per council tax payer					
Updated position of Current Capital Programme					
Increase per council tax payer	-5.81	1.30	-17.26	10.82	-0.24

PRUDENTIAL INDICATOR	2015/16	2016/17	2017/18	2018/19	2019/20
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS					
	approved	estimate	estimate	estimate	estimate
Authorised limit for external debt -	£'000	£'000	£'000	£'000	£'000
Borrowing	526,219	497,346	549,049	550,861	567,891
other long term liabilities	12,000	12,000	12,000	12,000	12,000
TOTAL	538,219	509,346	561,049	562,861	579,891
Operational boundary for external debt -	£'000	£'000	£'000	£'000	£'000
Borrowing	438,516	414,455	457,540	459,051	473,243
other long term liabilities	10,000	10,000	10,000	10,000	10,000
TOTAL	448,516	424,455	467,540	469,051	483,243
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net principal re variable rate borrowing / investments	25%	25%	25%	25%	25%
Upper limit for total principal sums invested for over 364 days	£	£	£	£	£
(per maturity date)	£0	£0	£0	£0	£0

Maturity structure of new fixed rate borrowing during 2014/15	upper limit	lower limit
under 12 months	20%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

PRUDENTIAL INDICATORS

Ratio of financing costs to net revenue stream

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

Gross Borrowing

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

Actual and Estimated Capital Expenditure

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

Capital Financing Requirement

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

Authorised Limit

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

Operational Boundary

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

Limits on Interest Rate Exposure

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