Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Wednesday, 18 December 2019
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Kam Kaur
Councillor Maggie O'Rourke
Councillor Bill Olner
Councillor David Reilly
Councillor Parminder Singh Birdi
Councillor Sarah Boad
Councillor John Cooke
Councillor Judy Falp
Councillor Peter Gilbert
Councillor Andy Jenns
Councillor Adrian Warwick

Items on the agenda: -

1.   General

(1) Apologies

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

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

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

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

2. **Public Question Time**

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

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

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

4. **Work Programme 2018/19**

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

5. **One Organisational Plan Progress Report**

6. **Warwickshire Fire & Rescue – HIMCFRS**

   Verbal Update

7. **Warwickshire Fire and Rescue - IRMP Post Engagement and Consultation Report**

8. **Warwickshire Fire & Rescue - Operational Benchmarking Performance Report of Warwickshire Fire and Rescue Service 2018/19**

9. **Debt Management Process**

10. **An update of the Museum and Archive Service**

11. **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 25 March 2020, 2pm, Committee Room 2, Shire Hall, Warwick.

Warwickshire County Council

Disclaimers

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

Disclosures of Pecuniary and Non-Pecuniary Interests
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Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting
The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers 2

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

Warwickshire County Council

**Minutes of the meeting of the
Resources and Fire & Rescue Overview and Scrutiny Committee
held on 26 September 2019**

Present:

Members of the Committee:
Councillors Parminder Singh Birdi (Vice-Chair), Sarah Boad, John Cooke, Judy Falp, Pete Gilbert, Andy Jenns, Bill Olner, Maggie O'Rourke, Dave Reilly and Adrian Warwick (Chair)

Other County Councillors:
Peter Butlin - Deputy Leader and Portfolio Holder for Finance and Property
Andy Crump – Portfolio Holder for Fire & Rescue and Community
Kam Kaur - Portfolio Holder for Customer and Transformation

Officers:
Kieran Amos	Chief Fire Officer
Helen Barnsley	Democratic Services Officer
Vanessa Belton	Performance and Improvement Business Partner
Kushal Birla	Assistant Director (Business and Customer Services)
Craig Cusack	Assistant Director (Enabling Services)
Sarah Duxbury	Assistant Director (Governance and Policy)
Chris Norton	Strategy and Commissioning Manager
Rob Powell	Strategic Director for Resources Directorate
Mark Ryder	Strategic Director for Communities Directorate
Tim Sargeant	Head of Fire Prevention and Arson

1. **General**

    (1) **Apologies**

    None

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

    None

    (3) **Minutes of the meeting held on 5 June 2019**

    Resolved: That the minutes of the meeting held on 5 June 2019 were approved as a correct record. There were no matters arising.

2. **Public Question Time**

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

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

Following a question from Councillor Judy Falp it was agreed that Councillor Kam Kaur would provide a briefing note to the committee with information relating to the refreshed approach to customer experience; a report on the customer experience strategy 2020-2025 is due to be presented to Cabinet on 14 November 2019. Councillor Peter Butlin will provide information in relation to the commercial strategy how financial returns can be balanced against social and environmental priorities.

Councillor Sarah Boad thanked the Fire & Rescue Service for attending the PRIDE event in August and for embracing diversity. The decoration of the fire engine had cost £700 and would be used at more events moving forward; including one at Rugby Fire Station on October 4 2019.

In relation to the HS2 project and the upcoming Government review, Councillor Bill Olner asked if there would be any change to the way the Fire Service would be working. Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community confirmed that the Fire Service is continuing to make plans to move forward and that effective communication with all agencies involved would be key. It was confirmed that more details would be needed for the service to put solid plans in place, but the service is responsive to the ongoing changes to the HS2 project. There are frequent tactical and strategic briefings.

Councillor Maggie O'Rourke asked for confirmation that the Fire Service was ensuring that safety issues linked to cladding on building considered materials used on houses and commercial properties and not just high-rise flats. Councillor Andy Crump confirmed that Warwickshire County Council Cabinet recently agreed a budget of £602k for fire protection work with domestic and commercial properties as well as the people living and working in them. Kieran Amos, Chief Fire Officer confirmed that while building regulations are the responsibility of district and borough councils, the Fire Service has a duty to investigate these concerns as part of its inspection programme.

4. **Work Programme 2019-20**

The Committee agreed to remove the standing item in relation to capital slippage from the work programme. The information is now presented as part of the OOP report.

Resolved

That the Committee agrees the updated 2019-20 Work Programme, as set out in the report and notes the scheduled future meeting dates.

5. **One Organisational Plan Annaul Progress Report: Period under review: April 2018 to March 2019**

Rob Powell, Strategic Director for Resources Directorate presented the report to the Committee which includes information in relation to 48 key business measures; a break down of these can be found on page two of the report.

Following a question from Councillor Bill Olner in relation to the number of incidents attended by the fire service, it was agreed that Kieran Amos, Chief Fire Officer would supply a break down of the type of incidents; i.e. deliberate or accidental.

It was noted that the hot weather during the summer of 2018 had led to an increase in incidents, in comparison to previous years; this had raised a question in relation to the resilience of the fire service.   Kieran Amos confirmed that there has been investment in resilience training but that one challenge remains the retention of on-call staff.

Councillor Sarah Boad raised concerns in relation to the target for the time taken for a first appliance to reach an incident. The performance of the fire service has improved recently but still falls below the set target. Kieran Amos reiterated that the retention of on-call staff and lack of availability can affect response times. The opening of a second fire station in Rugby and the work carried out by the blue light collaboration board will improve flexibility and increase resilience.

It was agreed that there is a conversation to be had in relation to emergency response times. The evidence-based targets were sufficient at the time they were set but more needs to be done to understand the work that the fire service does when they arrive at an incident and the significant effect they have.

Resolved

That the Committee considers and comments on the annual progress report for the period as contained in the report.

6. **One Organisational Plan Quarterly Progress Report - Q1; April 2019 to June 2019**

Sarah Duxbury, Assistant Director (Governance and Policy) presented the report to the Committee and invited questions from the Committee.

It was noted that the report refers to 22 key business measures that are relevant to the Resources and Fire & Rescue OSC.

Resolved

That the Committee considers and comments on the progress of the delivery of the One Organisational Plan for the period as contained in the report.

7.   **Treasury Management Outturn 2018/2019**

Chris Norton, Strategy and Commissioning Manager presented the report to the Committee which sets out the treasury management outturn as reported to Cabinet. It was highlighted that over the last twelve months, the council has made proactive choices and changed to a mix of investments as outlined in the report.

The principles of financial management include security and maintenance of policies and objectives that the council can react to changes while remaining secure. There is continued uncertainty around Brexit, but the council has a Brexit working group to ensure the following –

- Business continuity
- Supporting communities
- Business support; including working with the LEP
- Communications

Warwickshire County Council is preparing as much as is possible for Brexit and all possible outcomes.

Resolved

That the committee considers and comments on Treasury Management outturn in respect of 2018/19.

8.   **Warwickshire Fire Deaths; January 2018 - December 2018**

The Committee noted that the topic of the report was difficult and expressed their sympathies to all those involved.

Tim Sargeant, Head of Fire Prevention and Arson introduced the report and the sections included; recommendations, key notes & highlights and recognition & proposals.

Following a question in relation to any potential gap between identifying a need for support and the support being put in place it was confirmed that the Fire Service has access to MOSAIC which shares information between a range of agencies. The Fire Service has easy access to the system so that information can be shared quickly. It was noted that Craig Cusack, Assistant Director (Enabling Services) and Mark Ryder, Strategic Director for Communities Directorate have supported the safe sharing of information for the fire service allowing the service to move forward.

Kieran Amos confirmed that Safe and Well Checks are being completed and suggested that a review into the results of the checks would be useful; as an opportunity to investigate the background issues.

The report identified that social isolation is an issue and it was confirmed that projects are underway to reduce this. The committee noted that it was hard to identify one trend to link the fire deaths but that there was a level of

vulnerability and underlying care issues across them all. Following a discussion, the committee agreed that the fire service offer outstanding prevention work, ensuring that everything that can be in place, is in place and that residents are receiving all the help that they are entitled to.

Kieran Amos stated that there is a driver in the service to continually improve and that it is possible through partnership work, advances in technology and continuous prevention work. Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community, added that a community and multi-agency approach means that residents who need support are identified sooner.

The Committee wished it to be noted their thanks to all the officers involved for the in-depth report; recognising the outstanding work done by the fire service which is a feeling echoed by the communities they have been working with.

Resolved

The Resources and Fire and Rescue Overview and Scrutiny Committee receive and note the contents of this report

9. **Update on Library Service Performance and the Delivery of Digital Services**

Kushal Birla, Assistant Director (Business and Customer Services) presented the report to the Committee, providing an update regarding the performance of the libraries in Warwickshire and the Digital Services Offer. The library service is responsive to the changing needs of the communities; the good work happens as a result of internal, and external, partnerships. Library spaces are used to meet all the different needs of the communities they serve, including through work with other community groups.

The following points were highlighted –

- 1.4 million visits in 2018/19
- 4,100 visits per day in 2018/19
- 1.5 items issues in 2018/2019

Councillor John Cooke commented that the report showed the good work that is done by those who volunteer to work in the library service. Kushal Birla stated that in relation to the Housebound Library Service, volunteers were an important part of the success of this Service. Councillor Sarah Boad commented that all library services provide a service to some of the most vulnerable residents in the county. With reference to the work around social isolation, it was confirmed that the mobile libraries were key in combating this issue.

Councillor Bill Olner noted that the service is appreciated by everyone across the county – from the young to the old. It was noted by Councillor Falp that getting men into a library is still difficult, unless they are with their children.

Following questions from the Committee, the following points were confirmed -

- The service recognises that one size does not fit all and will remain responsive to the changing needs within communities.
- Children no longer pay fines on overdue items. This decision has had a positive effect as previously, having outstanding fines prevented families from returning to a library.
- This year's Summer Reading Challenge, with a space theme – had been a great success

The Committee was asked to remember that they are a source of local intelligence that helps the service remain responsive. Members were also asked to share social media posts in relation to the library service; the Facebook account posts daily with event details and other information.

The Committee wished it to be noted their thanks to all the staff and volunteers in the Warwickshire County Council Library Service for providing an excellent service. They are a positive asset to a community.

Resolved

The Resources and Fire and Rescue Overview and Scrutiny Committee receive and note the contents of this report

10. **Any Other Business**

None

The next Resources and Fire & Rescue Overview and Scrutiny Meeting will be on <u>Wednesday 18 December 2019</u> at 2pm, Shire Hall.

The meeting rose at 3:38p.m.

..………………………..
Chair

Resources and Fire & Rescue
Overview and Scrutiny Committee

18 December 2019

Work Programme 2019/20

Recommendations

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

1) Agrees the updated 2019/20 Work Programme and makes any additional comments or changes, as required; and

2) Notes the scheduled future meeting dates.

1.   Work Programme

The updated Work Programme for 2019/20 is attached at Appendix A and will show the committee what items have been considered and what is still outstanding.

2.   Briefing Notes

A number of briefing notes have been provided or scheduled to be provided to the committee during 2019/20 as listed in Appendix A.

3.   Dates of Future Meetings

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

  *   25 March 2020

	Name	Contact details
Report Author	Helen Barnsley	helenbarnsley@warwickshire.gov.uk 01926 412323
Assistant Director	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Strategic Director for Resources	Rob Powell	robpowell@warwickshire.gov.uk

Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2019/20 – 18 December 2019

Appendix A

Item	Report detail	Date of next report
Public Question Time/Questions to the Portfolio Holders / Forward Plan	Report which includes Forward Plan decisions relevant to the remit of the Committee	* Standing item for every meeting
One Organisational Plan	One Organisational Plan Progress Report	* Standing item for every meeting
Warwickshire Fire & Rescue	IRMP Public Consultation Results	18 December 2019
	Operational Benchmarking Performance Report of Warwickshire Fire and Rescue Service 2018/19	18 December 2019
Finance	Debt Management Process	18 December 2019
Heritage and Culture	An update of the Museum and Archive Service	18 December 2019
Warwickshire Fire & Rescue	HS2; impact of the construction phase of HS2 on Warwickshire Fire & Rescue Service	25 March 2020
Facilities Management	Property Management Services	25 March 2020

Resources and Fire & Rescue Overview and Scrutiny Committee   **Appendix A**
Work Programme 2019/20 – 18 December 2019

<u>**Outstanding Actions**</u>

i) Councillor Butlin to provide information in relation to the commercial strategy how financial returns balance against social and environmental priorities

ii) Kieran Amos to provide a breakdown of the type of incidents; i.e. deliberate or accidental, attended by the fire service

<u>**Completed Actions**</u>

- Councillor Kaur to provide briefing note in relation to the refreshed approach to customer experience – Circulated 10 October 2019

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Resources and Fire & Rescue Overview & Scrutiny Committee

18 December 2019

**One Organisational Plan Quarterly Progress Report:
Period under review: April 2019 to September 2019**

Recommendation

That the Overview and Scrutiny Committee:

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

1. Introduction

1.1. The One Organisational Plan (OOP) Quarterly Performance Progress Report for the period

April 1st 2019 to September 30th 2019 was considered and approved by Cabinet on 12th September 2019. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same meeting.

1.2. This report draws on information extracted from the Cabinet report to provide this Committee with information relevant to its remit.

2. One Organisational Plan 2020: Strategic Context

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent**; and,

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

Progress to achieve these outcomes is assessed against 58 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	24
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	17

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources,** a total of 17 KBMs are monitored.

2.2 Of the 58 KBMs, 22 are in the remit of this Overview and Scrutiny Committee. At the Mid-Year position, 36% (8) of KBMs are currently on track and achieving target while the 50% (11) of KBMs are not on track and behind target and 14% (3) are not applicable as the data is currently unavailable or it is not appropriate to have a target set. Chart 1 below summarises KBM performance by outcome.

Resources, Fire and Rescue OSC

Outcome	On track	Not on track	N/A
Warwickshire's communities and individuals are supported to be safe, healthy and independent		3	
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	1	1	
WCC makes the best use of its resources	7	7	3

■ On track   ■ Not on track   ■ N/A
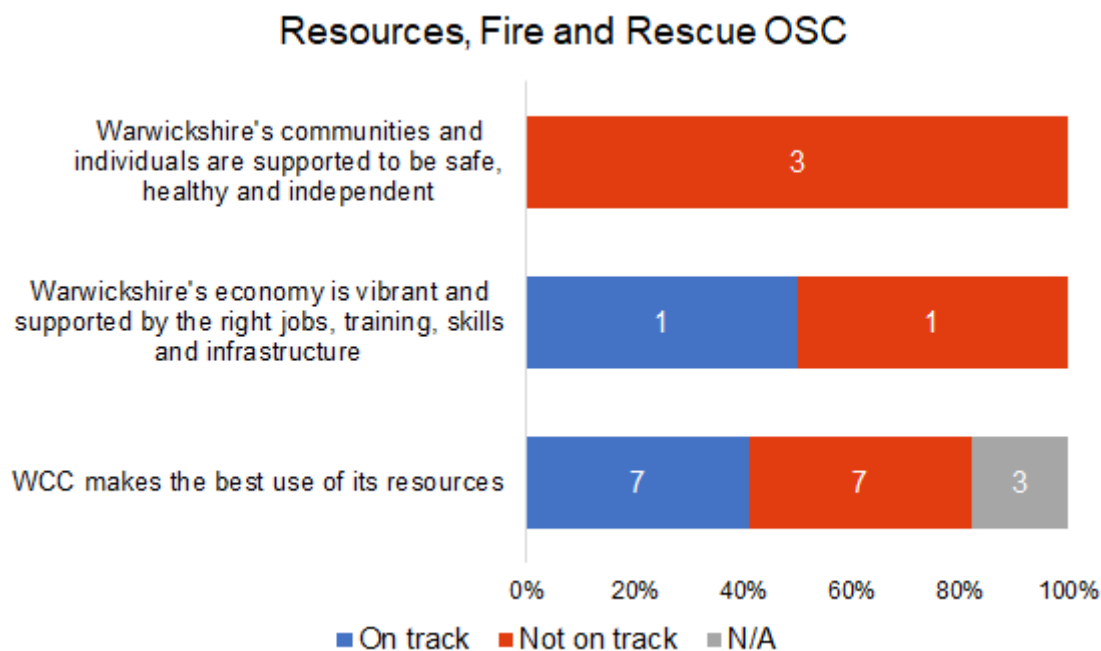
Chart 1

2.3 Of the 36% (8) KBMs achieving target there is one measure where performance is of particular note:

- No. of referrals to the Local Government and Social Care Ombudsman upheld, where there has been 1 complaint upheld (although related to last year), compared to 6 for the same period in 2018/19.

2.4 Of the 50% (11) KBMs not achieving target:

- 2 are an annual snapshot of the staff survey measures (% Employee engagement scores and % I think that poor performance is dealt with in my team) and will not change until the next Your Say survey;

- 3 are Fire and Rescue measures (% times a fire appliance arrives at life risk or property incidents within agreed response standards; no. of fire related and no. of fire related injuries);

- % traded income against target has marginally missed target, at 99% compared to a target of 100%

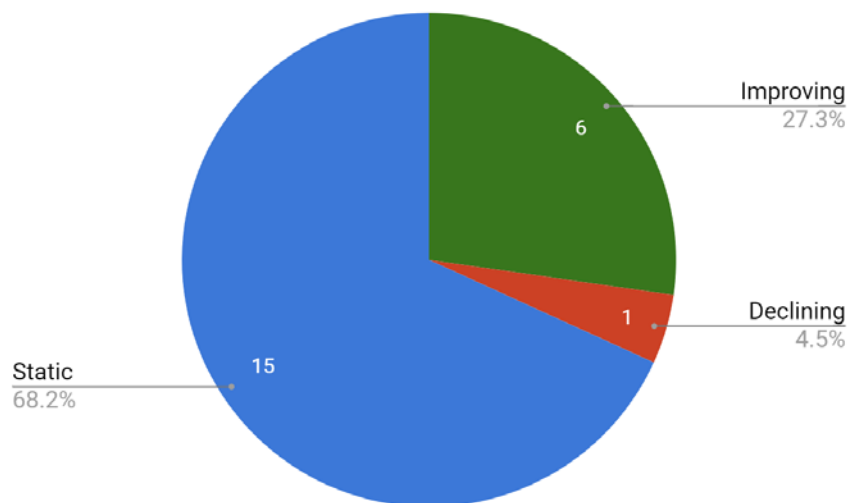2.5 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.
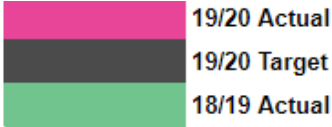

Chart 2

Of the 22 performance measures, 11 KBMs are not on track and behind target, however the following 2 are projected to improve over the next reporting period:

- Cumulative Total Homes Passed (THP) for Broadband Delivery UK (BDUK) Contracts to date
- % of projects on track

The measure which is projected to decline is No. of referrals to Local Governance & Social Care Ombudsman upheld. It is anticipated that the current level of performance will continue. However, there are a number of matters with LGSCO for consideration at this time and therefore the likely trajectory is considered to be static, awaiting the outcomes of those investigations. This is still an improvement on last year and below target.
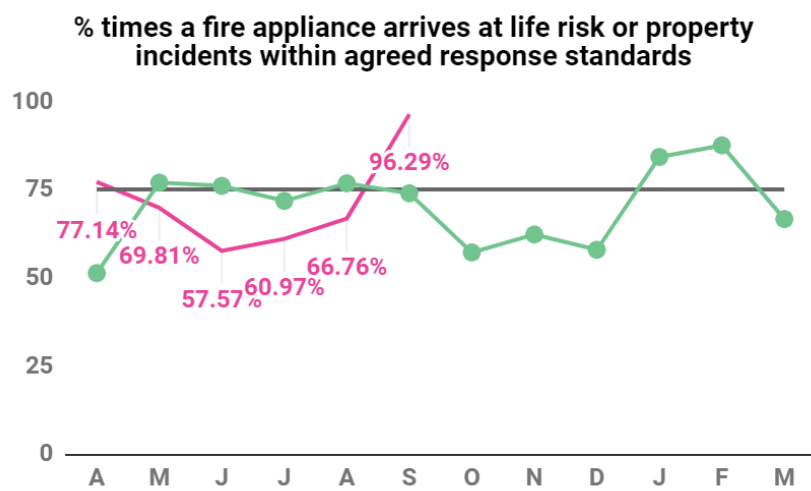
2.6 The following section presents KBMs where significant good performance or areas of concern need to be highlighted for the 22 KBMs across the 2 high level outcomes as appropriate for this Committee. Performance for all other measures is included in the Appendix.

One Organisational Plan Key Business Measures Scorecard

19/20 Actual 19/20 Target 18/19 Actual	**Projection**	Is the expected performance projected to improve, decline or remain static over the next reporting period
	DoT	Direction of Travel (DoT) over recent period
	Trend	Trend over longer time period
	⬆⬇	Performance Improving
	⬆⬇	Performance Declining
	⬅➡	Performance is Steady

Warwickshire's communities and individuals are supported to be safe, healthy and independent
Areas of concern and remedial action

% times a fire appliance arrives at life risk or property incidents within agreed response standards

16/17	**17/18**	**18/19**	**Trend**	**DoT**	**Projection**
72.8%	68.36%	70.18%	⬅➡	⬅➡	⬅➡

At the end of Quarter 2 the % first appliance attending life risk incidents within the agreed response standard of 10 minutes achieved an average of 71.89% which is below the expected target of 75%, a slight increase on the same period in 2018/19 of 0.79%. September performance was improved however it should be noted that qualifying incidents were only a third of normal levels and this has contributed to a positive impact.

Of the 69 incidents where the response standard was not achieved during the first half of 2019/20 64% (44 incidents) were fires involving property or vehicles, 29% (20 incidents) were Road Traffic Collisions and 7% (5 incidents) were to Special Services. On a monthly basis analyse of the failures to all life risk incidents are reviewed locally with local District Commanders and then by Senior Managers monthly and trends where unsuccessful incidents are identified and considered. The Service works flexibly across all the crewing systems working to provide optimum operational crewing, e.g. On-Call staff will be utilised to support wholetime crewing when needed and vice versa. This increases financial pressures on the Service and has a negative effect for On-Call availability.

Recruitment and retention of On-Call firefighters is an ongoing challenge which reflects the national picture, but the Service has seen significant improvements in On-Call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered in remote rural areas which the Service knows it will struggle to reach within the 10-minute response time.
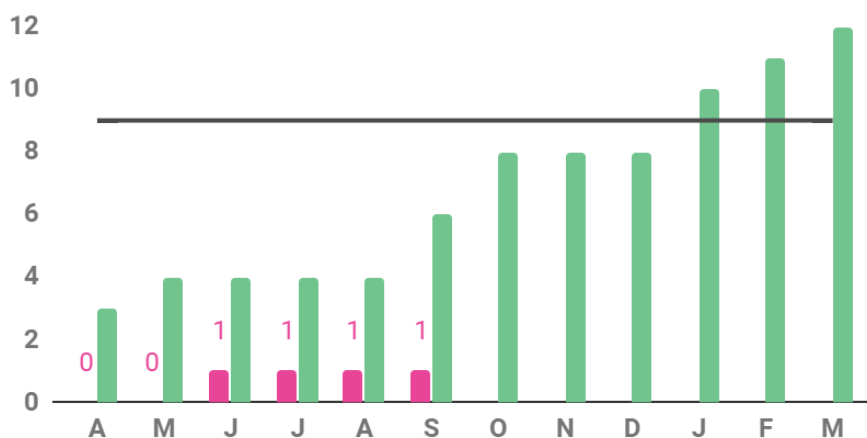
The Service Asset Management Plan sets out the intention to relocate some whole time response points onto transport nodes across the County with the intention of improving response to emergency incidents, particularly those on the motorway network.

It is anticipated that the current level of performance will remain static as recruitment and retention of On-Call firefighters will remain a national and local issue with no short term solution. There is a program in place for wholetime recruitment which will result in a balanced establishment as of the end of this year, thus reducing the need to utilise our On-Call personnel.

Warwickshire makes the best use of its resources

Areas of good progress

No. of referrals to Local Government & Social Care Ombudsman upheld

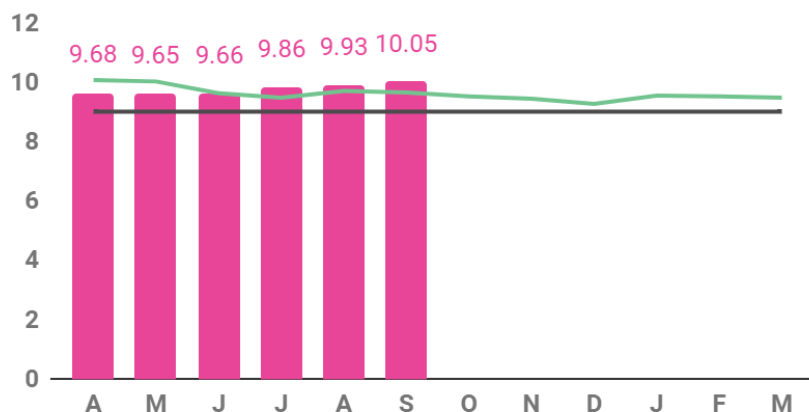| 16/17	17/18	18/19	Trend	DoT	Projection

11	11	15	⬆	⬌	⬆

To date for 2019/20 the Council has 1 upheld complaint which is an improvement on the 6 received within the same period last year. The Service is aware that the Ombudsman has other referrals from Warwickshire which are being considered and the outcomes of those cases are awaited. Work continues in the areas identified in the 'Local Government and Social Care Ombudsman - Annual Review and Summary of Upheld Complaints' report to Cabinet in September 2019, with a particular focus on implementing an action plan.

It is anticipated that the current level of performance will continue. However, the number of referrals upheld is likely to increase as the LGSCO completes its investigations. Nevertheless, this trend represents an improvement on last year and is below target.

Areas of concern and remedial action

No. of days sickness per FTE

16/17	17/18	18/19	Trend	DoT	Projection
9.9	9.87	9.51	⬇	⬆	⬌

The average days sickness is currently running at 10.05 days based on a rolling 12 months and is both above the target of 9.04 days per FTE and the same point last year. Initial analysis shows that long term sickness has increased with short term sickness staying relatively stable. Also the number of days per occurrence has increased. The increase is across the whole organisation and is not specific to one Directorate or Service.

As part of Our People Plan the Service is trailing a new approach to more robust management of sickness with DLT's. Also, the steering group works with Public Health, the focus is on proactive interventions and ways to wellbeing, particularly mental health and wellbeing champions. Sickness absence surgeries are in place for managers and bespoke training and support has been provided in targeted areas. Sickness absence levels continue to be reported to managers monthly and the HR Advisory service provides support and guidance to managers to manage long and short-term sickness absence. Corporate Board has asked for sessions to be arranged with each Strategic Director to review levels of sickness absence by Directorate. HROD also continues to liaise with the highest performing authorities to learn lessons from their approach.

% call abandonment rate for customers calling the Mainstream and Adult Supporting People Customer Service Centre
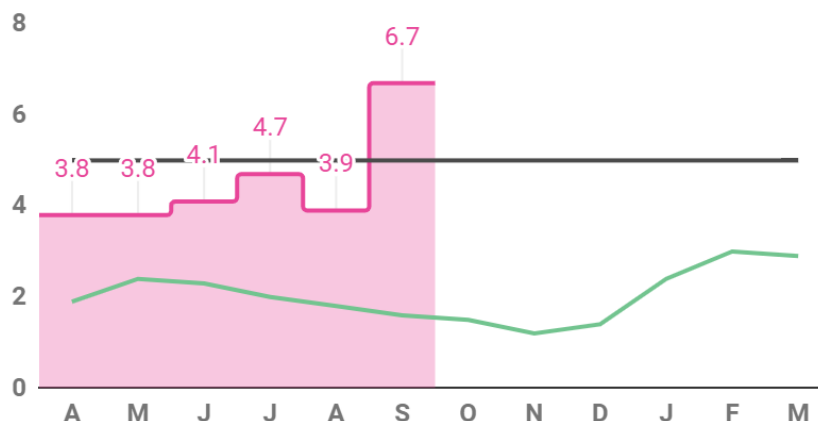
16/17	17/18	18/19	Trend	DoT	Projection
2.9	3.5	2.9	⬌	⬆	⬌

The average abandonment rate at the end of Quarter 2 is 5.1% (4.5% over the mid-year period) against a target of 5% and the average for 2018/19 for the same period was 1.8%. The service has taken on additional services including non-safeguarding calls for MASH (multi-agency safeguarding hub) and Fitter Futures for Public Health. These calls have high average call handling time which has impacted on the number of advisors available to take calls decreasing as they are occupied for longer. In addition, the contact centre had to unexpectedly take calls on behalf of the Schools and Transport Admissions Team due to sickness and staff shortages in this service. The service continues to closely monitor this measure.

While the abandonment rate has increased for the Customer Service Centre as a whole the Mainstream abandon rate remains static at 3.2% Quarter 1 vs Quarter 2. Supporting People abandon rate has increased from 5.7% to 11.3% Quarter 1 vs Quarter 2. The main factors influencing this are resource levels required and process redesign in connection with the Adult Social Care revised Strength Based Approach. Resource levels have been impacted by leavers and long term absence and a recruitment campaign is currently underway. The process redesign involved an upgraded system and a change in process. All redesign work involved regarding training all the Supporting People team prior to Go Live on Sept 16th.

The new process is designed to provide a better customer experience both within the Customer Service Centre and the wider Adult Social Care environment. CSC performance should remain static but as the Strength Based process is totally new, and culturally different, there is a risk that performance may deteriorate in the short term as call length will be higher and new recruits will not be working at 100% efficiency. The benefit will be realised as customers are clearer on what is being delivered and the service delivered faster resulting in fewer chase up and repeat calls.

The current levels of performance are projected to remain static however the projection is to improve once the process is embedded

Financial Commentary – relevant finance information taken from Cabinet report

3.1   Revenue Budget

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

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Business and Customer Services	19,004	18,728	(276) -1.45%	(982)	(1,258)
No financial issues to report					
Commissioning Support Unit	3,074	2,638	(436) -14.18%	(357)	(793)
The Commissioning Support Unit is implementing new operating models for all its services. This entails service redesign, largely consolidating and building up capacity and capability resulting in new staffing structures which will take account of any vacancies held.					
Enabling Services	20,938	19,565	(1,373) -6.56%	(593)	(1,966)
Revenue assumptions in Enabling Services have been modified since the last report to have a more realistic view of whether vacancies will be filled by year end. As the year progresses this assumption will continue to be updated to reflect an accurate position. Risks will continue throughout the year regarding income generated by trading and fees for capital programmes. Further risk will compound should Tier 3 management positions not be filled, requiring interim staff to continue in post.					
Finance	4,550	4,592	42 0.92%	(1,086)	(1,044)
- £0.147m increased recharge to the Pension Fund - remaining underspend forecast is predominantly due to vacancies pending restructure Subsequent forecast likely to be closer to budget due to costs of interim and agency staff and allocation of savings					

Governance and Policy	2,300	3,580	1,280 55.65%	(2,693)	(1,413)

Impact of delayed capital receipts is having an impact on budget position. This will be kept under review and receipts will be re-profiled.

Fire and Rescue	20,323	20,818	495 2.44%	(2,825)	(2,330)

No further commentary in respect of the declared forecast summary. In respect of key risks in revenue forecast: Although not substantively alive risk nor indicated here, it is important to note the high potential risk associated with probable National legal and or industrial action taken in respect of the Day Crewing System, which if realised will create an ongoing revenue pressure of circa £750k to £1m to address.

3.2 Delivery of the 2017-20 Savings Plan

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

	2019/20 Target £'000	2019/20 Actual to Date £'000	2019/20 Forecast Outturn £'000
Business and Customer Services	125	125	125
Commissioning Support Unit	150	150	150
Enabling Services	704	704	704
Finance	95	61	61

£0.034m shortfall caused by delays in greater standardisation of procedures.

Governance and Policy	886	603	603
£0.283m shortfall caused by Hawkes Point delays.			
Fire and Rescue	369	323	369

3.3 Capital Programme

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

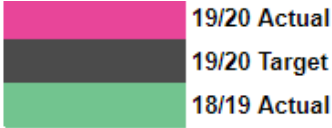|	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years £'000	Slippage from 2019/20 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Business and Customer Services	2,057	82	0	0	0	2,057
Enabling Services	30,301	(4,506)	19.12%	0	0	28,409
The delivery targets of the BDUK projects remains the same. However, the project contractors are struggling to deliver against the contractual targets at present.						
Governance and Policy	10,321	0	0	0	0	10,321
Fire and Rescue	6417	(1,213)	43.65%	0	931	7,348
Various delays to planning, design etc on the Fire Training Programme project means schemes unlikely to be completed in 2019/20.						

4. Supporting Papers

4.1 A copy of the full report and supporting documents that went to Cabinet on the 14th November 2019 is available via the following link and in each of the Group Rooms.

5. Background Papers

None

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Appendix A One Organisational Plan Key Business Measures Scorecard

		Projection	Is the expected performance projected to improve, decline or remain static over the next reporting period
19/20 Actual 19/20 Target 18/19 Actual		DoT	Direction of Travel (DoT) over recent period
		Trend	Trend over longer time period
		⬆⬇	Performance Improving
		⬆⬇	Performance Declining
		⬅➡	Performance is Steady

Warwickshire's communities and individuals are supported to be safe, healthy and independent

No. of fire related deaths

16/17	17/18	18/19	Trend	DoT	Projection
3	2	6	⬆	⬆	⬅➡

In August 2019 there was 1 fire related death which was a fire related suicide. In the same time period in 2018/19 there were 3 fire related deaths for the county.

The Service fully investigates any fire related deaths in an effort to understand causes and identify any appropriate remedial action. Detailed reports have previously been to OSC and Committee Members have recognised that it is difficult to influence fire death outcomes as a result of suicide or crime, however the Service will endeavour to seek all preventable causal factors to fire deaths.

No. of fire related injuries
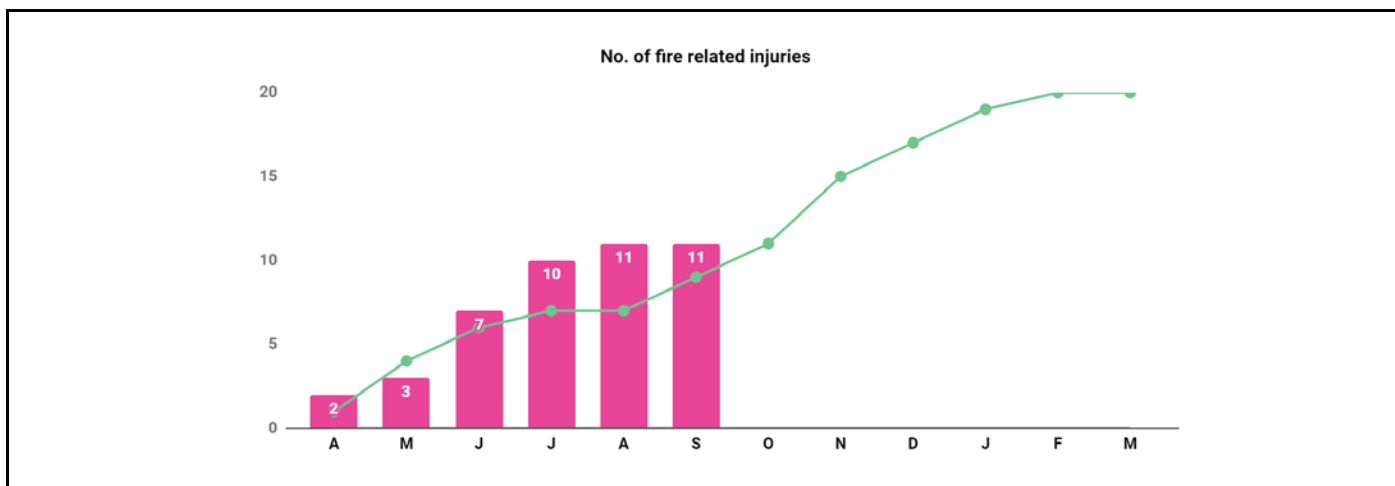
16/17	17/18	18/19	Trend	DoT	Projection
14	23	20	↔	⬆	↔

During the first half of 2019/20 there have been 11 fire related injuries recorded across the county which is 2 more when compared to the same period in 2018/19. Historically levels of fire related injuries in Warwickshire have remained low and when compared nationally Warwickshire is one of the best performers for this measure. Of the 11 fire related injuries, 1 was considered serious in nature, 6 were slight injuries and 4 casualties received first aid at the scene. The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any underlying causal factors (such as mental health issues or alcohol / drug dependencies etc) in the endeavour of preventing similar incidents and injuries in the future. Detailed reports have previously been to OSC and Committee Members have recognised that it is difficult to influence fire death outcomes as a result of suicide or crime, however the Service will endeavour to seek all preventable causal factors to fire injuries.

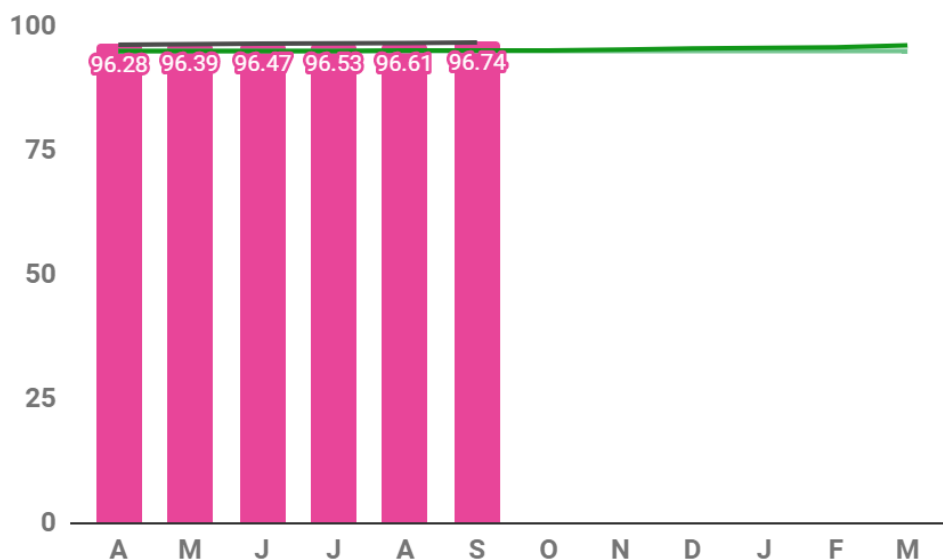| Warwickshire's economy is vibrant and supported by the right jobs, training and skills and infrastructure |
|---|

% Warwickshire broadband coverage

Chart values: 96.28, 96.39, 96.47, 96.53, 96.61, 96.74

16/17	17/18	18/19	Trend	DoT	Projection
92.02%	95%	96.17%	⬆	⬅➡	⬅➡

Overall the targets are being met although delivery is slowing in rural areas. This quarter's target of 2029 of premises connected but they will not make the next quarters delivery target of a further 3317. This is due to OpenReach struggling in the more rural areas due to the extra engineering which had not allowed for (a national issue) to get fibre built. All the Superfast broadband contracts were let nationally on a 'no survey required' basis, this means when Openreach goes to build in an area as planned they may (and do) encounter engineering issues which delay the installation work. A separate paper accompanies the financial reporting to provide detail.

The Service is working with Openreach to improve delivery targets, which includes a remediation plan and monitoring of the builds.

Remediation does not have an immediate in quarter effect as works take time to plan to deliver and as such, the performance is projected to remain static.

Cumulative Total Homes Passed (THP) for Broadband Delivery UK (BDUK) Contracts to date
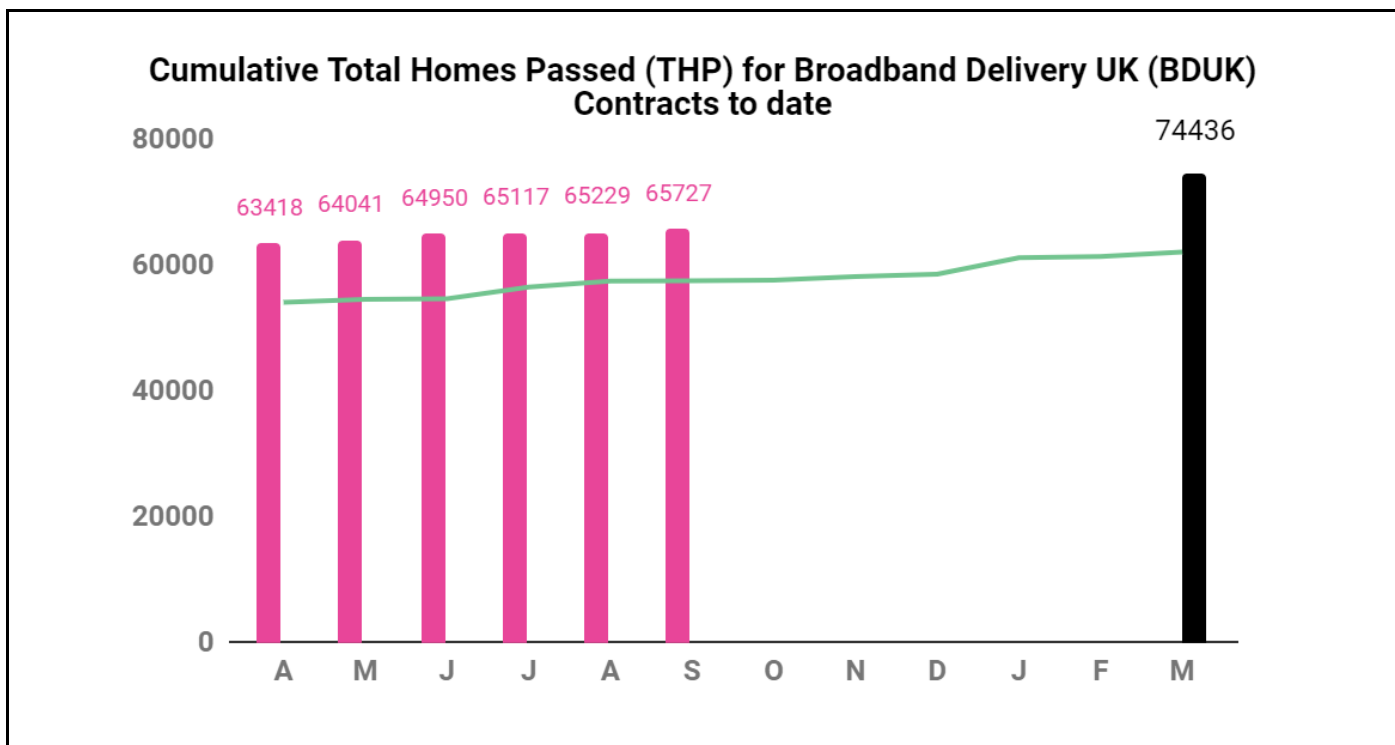
16/17	17/18	18/19	Trend	DoT	Projection
New measure				⬆	⬆

Performance is slowing owing to delivery slowing in rural areas and Department for Digital, Culture, Media and Sports (DCMS) target adjustments. This is a national issue and the Service expects DCMS to adjust their deadlines to allow the builds to complete in Quarter 2 2020.
Working with Openreach to deliver remediation on delivery - additional engineering etc.
Coventry, Solihull and Warwickshire (CSW) will deliver the builds planned and remodelled as per DCMS's requirements.

Warwickshire makes the best use of its resources

% of online customer service transactions completed
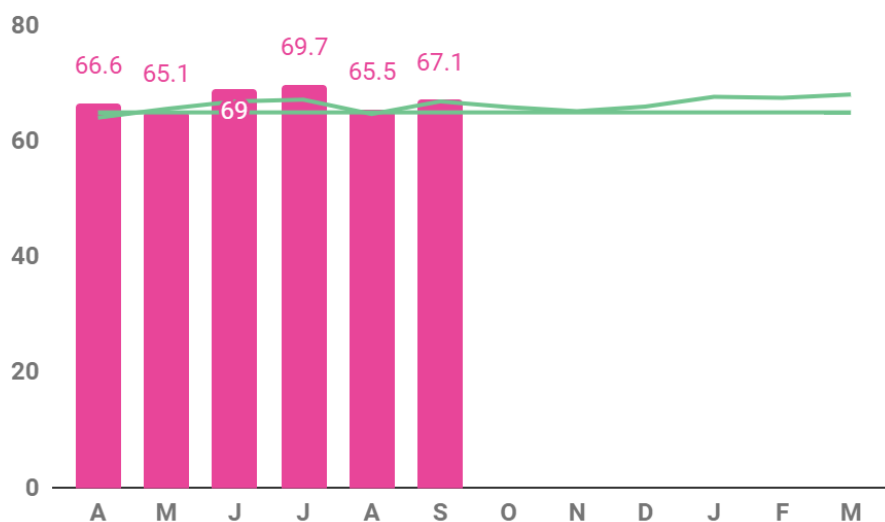
16/17	17/18	18/19	Trend	DoT	Projection
54.9%	62.3%	68.1%	⬆	⬆	⬌

Performance against this measure shows the percentage digital take-up for those services where there is a digital offer for customers. The outturn at the end of Quarter 2 is an average of 67.1% against a target of 65%. There is an ongoing dialogue with the web team on how this target is measured. It is planned to have a robust process in place for 1st April 2020.

% of complaints responded to within Corporate timescales
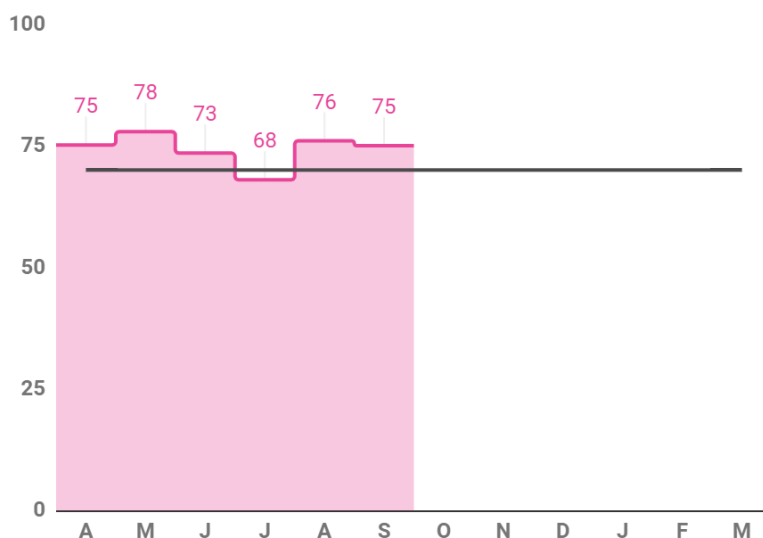
16/17	17/18	18/19	Trend	DoT	Projection
73.25%	75.62%	N/A	⬆	⬇	↔

This measure shows the percentage of all complaints that are resolved within the Service Level Agreement. The position at the end of Quarter 2 is encouraging with an average of 74% against a target of 70%.

% Employee engagement scores
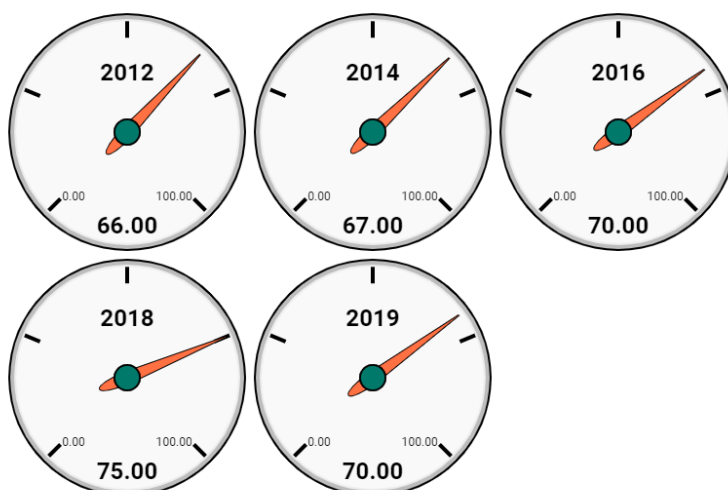
16/17	17/18	18/19	Trend	DoT	Projection
67%	70%	75%	⬆	⬇	↔

The staff survey was undertaken in the Summer 19 and resulted in the Employee Engagement score of 70%, compared to a target of 75%, which was based on last year's out-turn. Response rate was 51% which is a positive increase of 5% on last year.

The organisation has undergone a significant amount of transformation over the last 12 months which sets the context for the result.

% think that poor performance is dealt with in my team
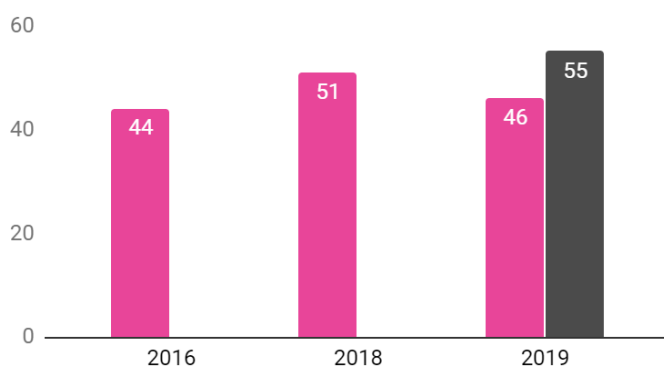
16/17	17/18	18/19	Trend	DoT	Projection
44%	N/A	51%	⬆	⬇	⬅➡

The staff survey was undertaken in the Summer 19 and resulted in response rate for this survey question of 46%, compared to a target of 55%. The overall response rate was 51% which was an increase of 5% on last year which is positive.

As part of Our People Plan the Service is developing a culture of high performance and have implemented a new performance framework for tiers 0-3, this will be rolled out to the rest of the organisation from April 2020.

As part of the managing remote teams training all Tier 4 and above managers have been invited to attend, the Service have also commissioned managing by outcomes training which will be an essential learning event for all managers to attend.

% reduction in agency spend
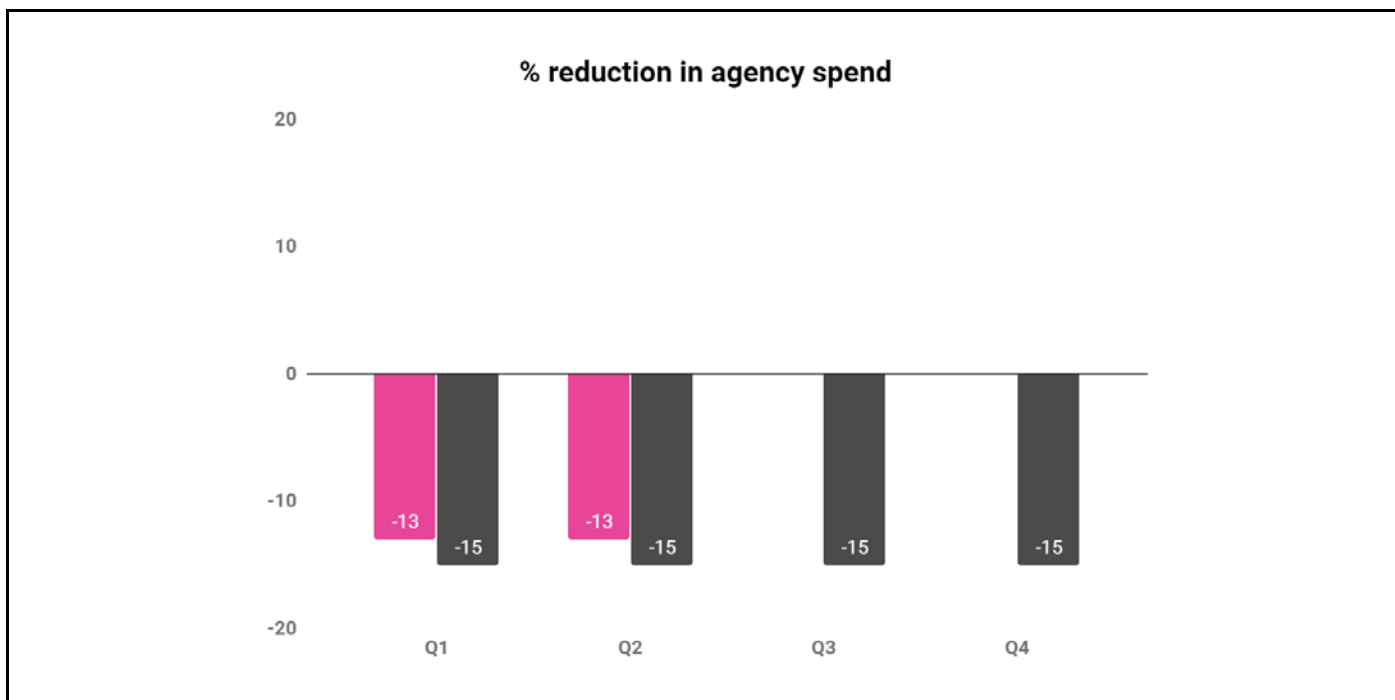
16/17	17/18	18/19	Trend	DoT	Projection
New measure				⬅➡	⬅➡

Quarter 2 performance for the authority is at -13%, compared to a target of -15%. Performance is reported to Corporate Board on a monthly basis as part of the financial monitoring. Good progress has been made against target in some Directorates, such as People and Communities; but this is offset by an increase in spend in Resources Directorate, specifically within the Commissioning Support Unit (as which reflects use of agency/interim/consultants during the Council's period of transformation and redesign of services), Business and Customer Services (due to the centralisation of business support) and Finance (as the organisation has required management to leave posts vacant pending the outcome of the FOM process).

% traded income against target
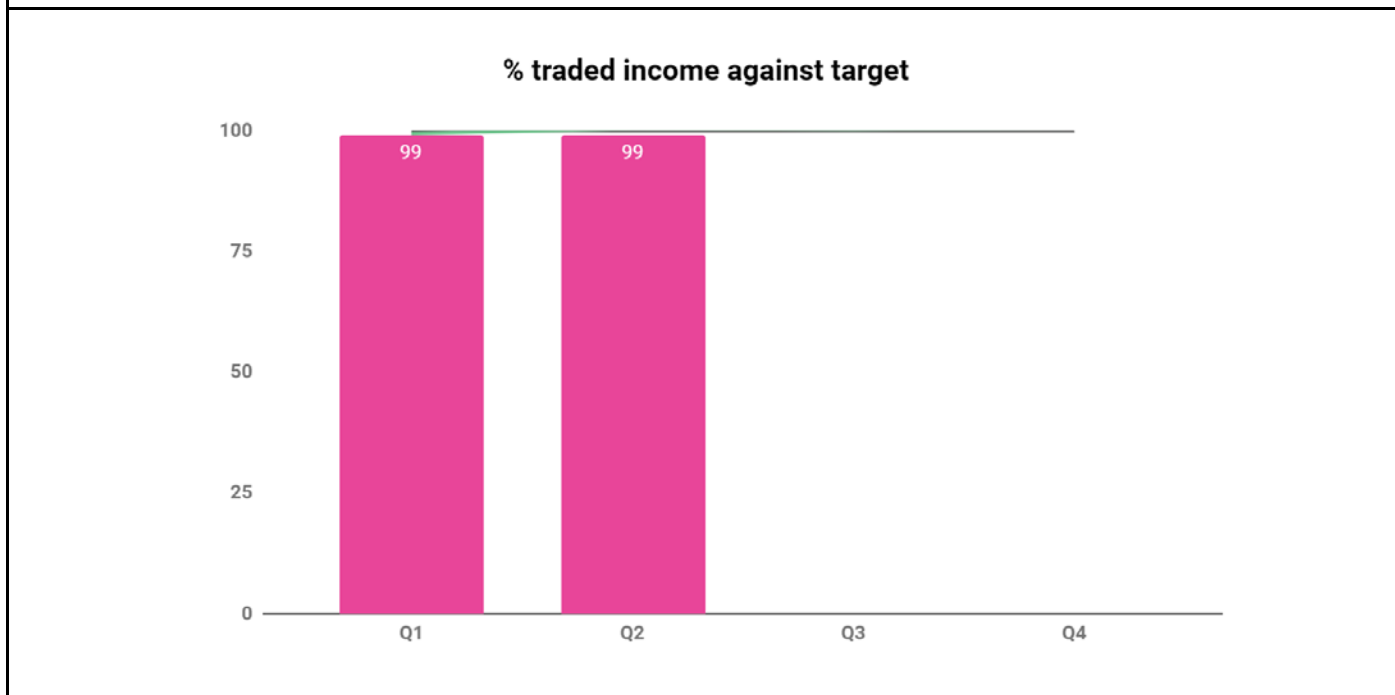
16/17	17/18	18/19	Trend	DoT	Projection
New measure				↔	↔

Reports to the Traded Board show that % traded income is on track. There is potential to increase performance further as a result of bringing forward some investment opportunities.

Value of the return on WCC investment %
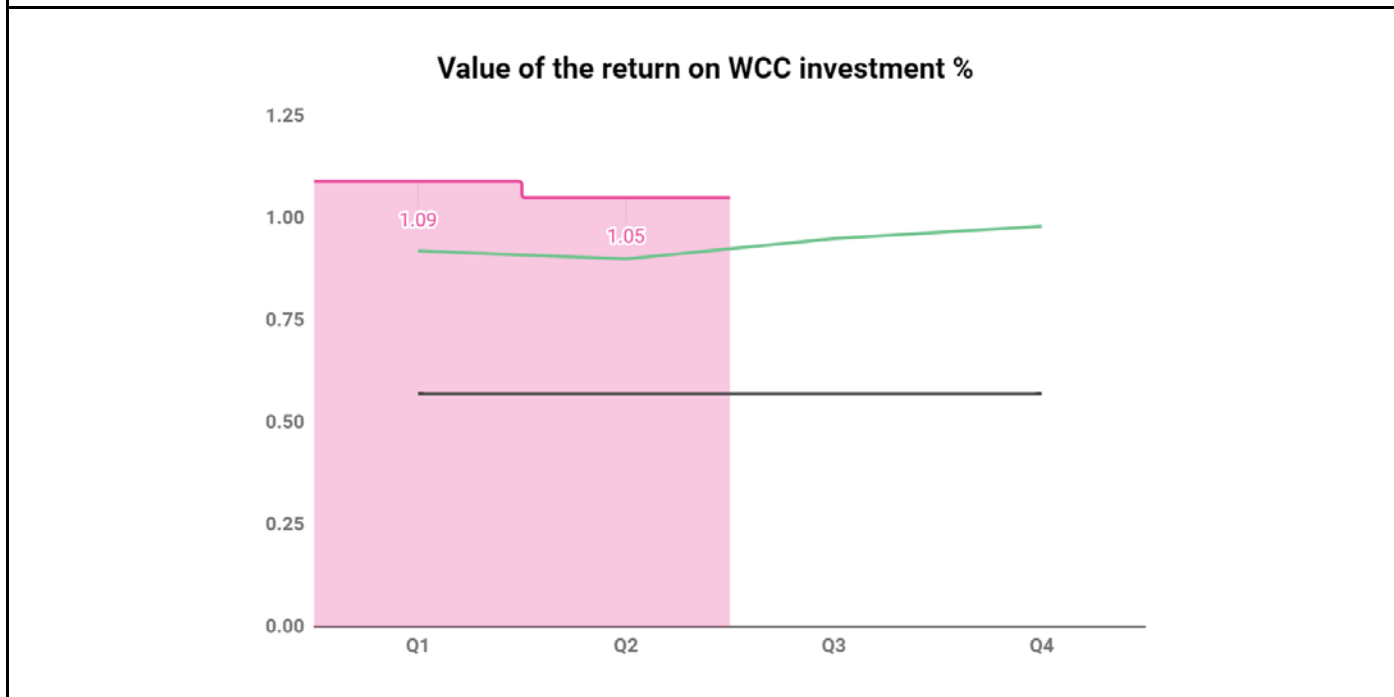
16/17	17/18	18/19	Trend	DoT	Projection
New measure	0.87%	0.98%	N/A	⬇	↔

The rate of return remains at 1.05%. This is an increase on performance in previous financial years due to a change in the mix of investments and gradually increasing interest rates. The overall return in 2017/18 was 0.87% and in 2018/19 was 0.98%. The service aims to continue with current performance but needs to be aware of volatility in light of Brexit.

% Capital 'Major' projects delivered on time

	A	M	J	J	A	S	O	N	D	J	F	M
	100	100	100	100	100	83						
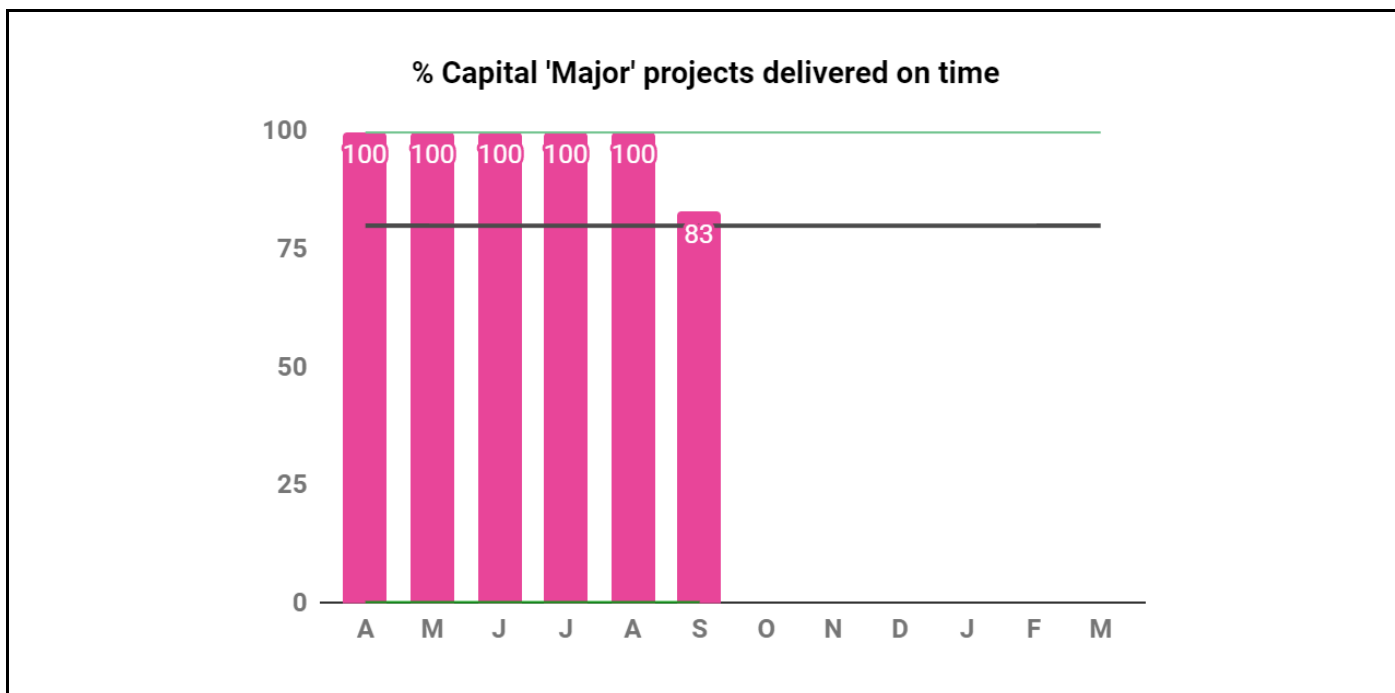
16/17	17/18	18/19	Trend	DoT	Projection
New measure		125%	N/A	⬇	⬆

The performance for Quarter 2 is 83% as 5 out of 6 major capital projects were delivered on time as forecast for this period. This is above the performance target score of 80%. The project has not been delivered on time at Coleshill School and was first delayed by planning matters, then awaiting additional funding approval before commencing the construction works. A revised completion date has been agreed with the school.

The projection trajectory will improve as more projects are delivered on time during Quarter 3 and Quarter 4.

No. of health & safety interventions delivered in the workplace

	A	M	J	J	A	S	O	N	D	J	F	M
	0	0	0	0	0	0						
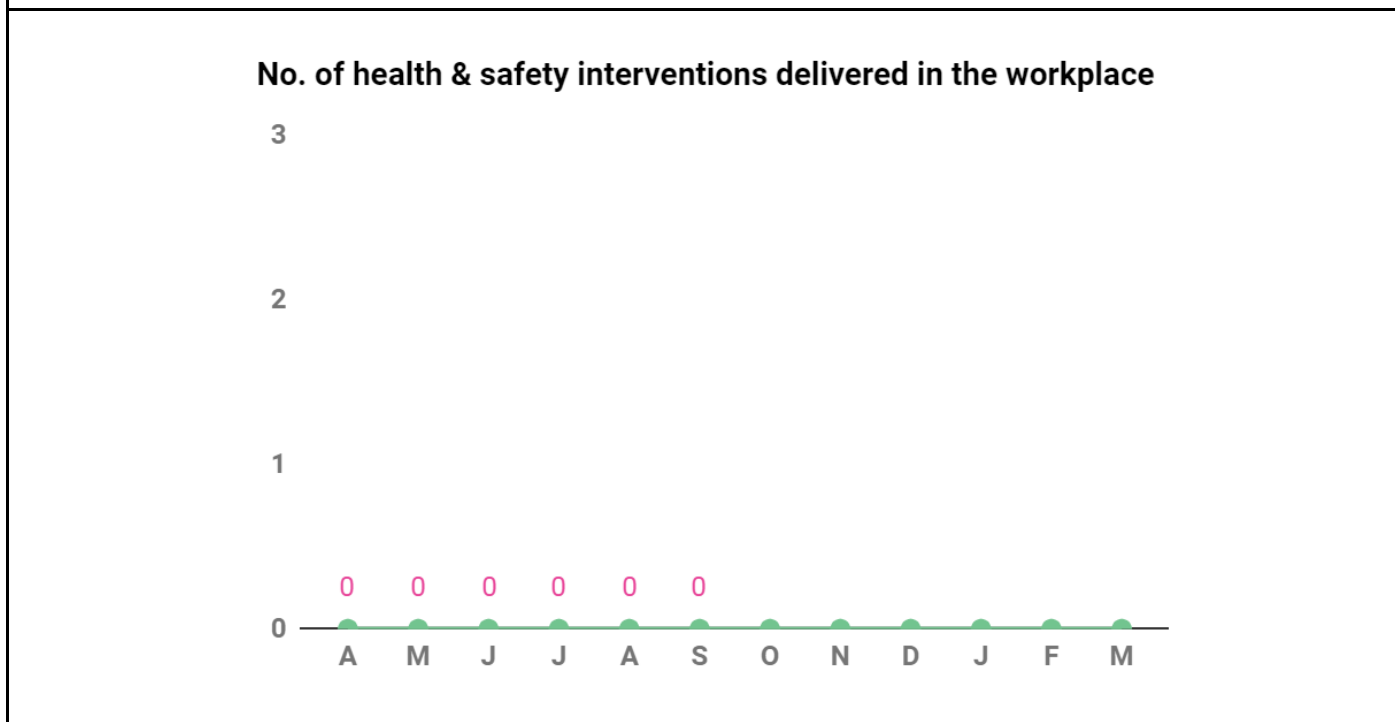
16/17	17/18	18/19	Trend	DoT	Projection
New measure	1	0	⬇	↔	↔

On target - there have been zero health and safety interventions delivered in the workplace.

% of network availability
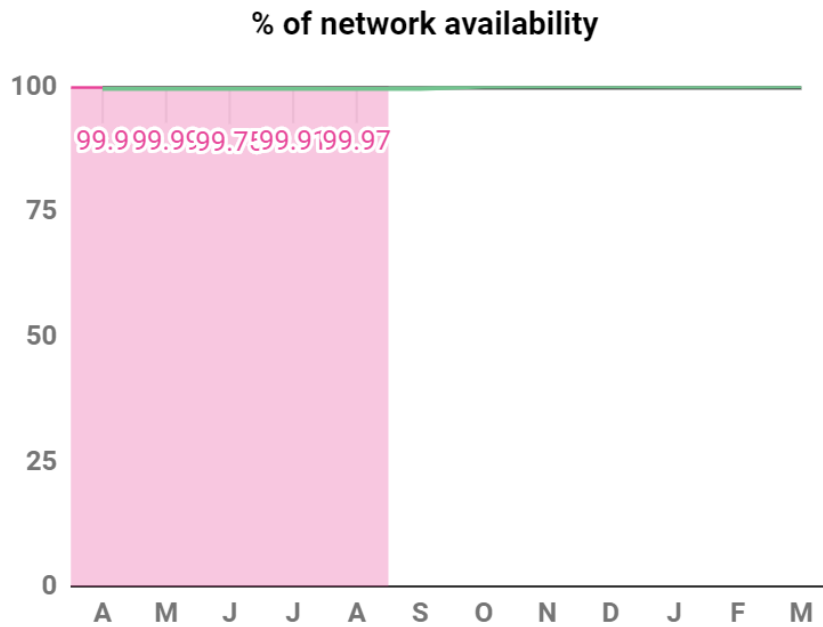
16/17	17/18	18/19	Trend	DoT	Projection
99%	99%	99.99%	↔	↔	↔

99.9% availability across the last quarter. Results continue to be excellent in this area.

Total number of web page views (excluding the landing page)
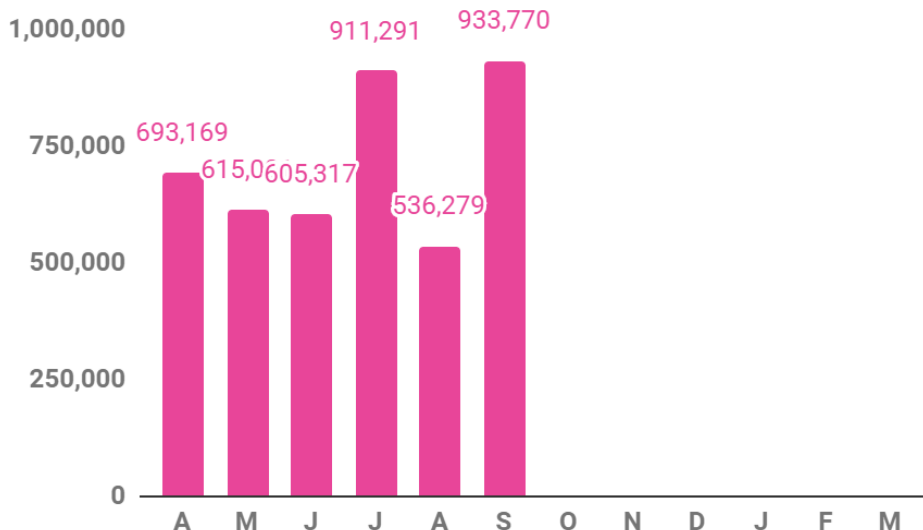
16/17	17/18	18/19	Trend	DoT	Projection
New measure				⬆	⬆

A total of 4,294,827 page views were recorded at the mid year point, equating to 3.55 page views per visit. This period saw an increase in September, correlating to the opening of the school admissions process.

The Quarter 2 time period included school holidays, so Quarter 3 should see a significant increase compared to those months.

% increase in the number of services delivered digitally
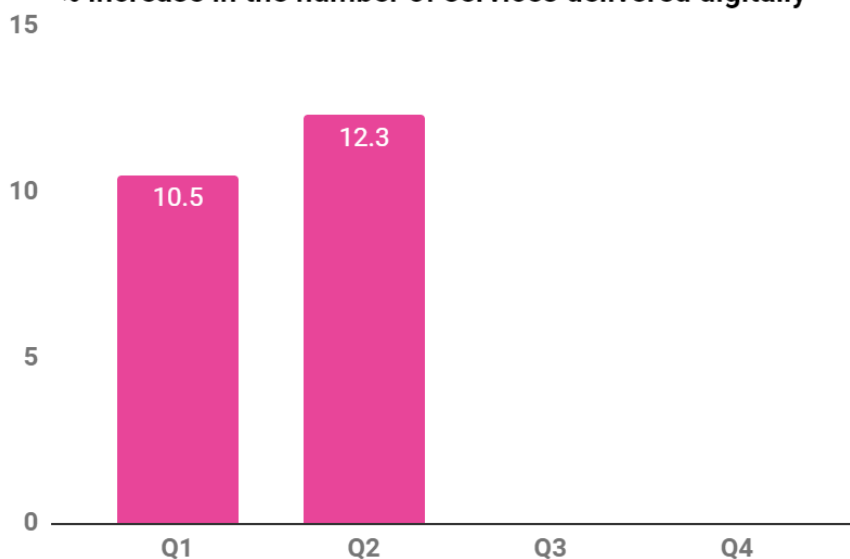
16/17	17/18	18/19	Trend	DoT	Projection
New measure				⬆	⬆

One new service, Blue Badges for hidden disabilities, was added in Quarter 2, making seven in total since the start of Quarter 1. Those delivered in Quarter 1 were school bus pass payments; renewal of concessionary travel passes; replacement of concessionary travel passes; referral to adult weight management and physical activity (Fitter Futures) referral to family weight management (Fitter Futures) and in year transfers). This is compared to a baseline of 57 online services at the end of March 2019.

Quarter 3 should see the deployment of reusable components to allow for a wider range of services to be delivered digitally.

No. of projects with clear financial benefits
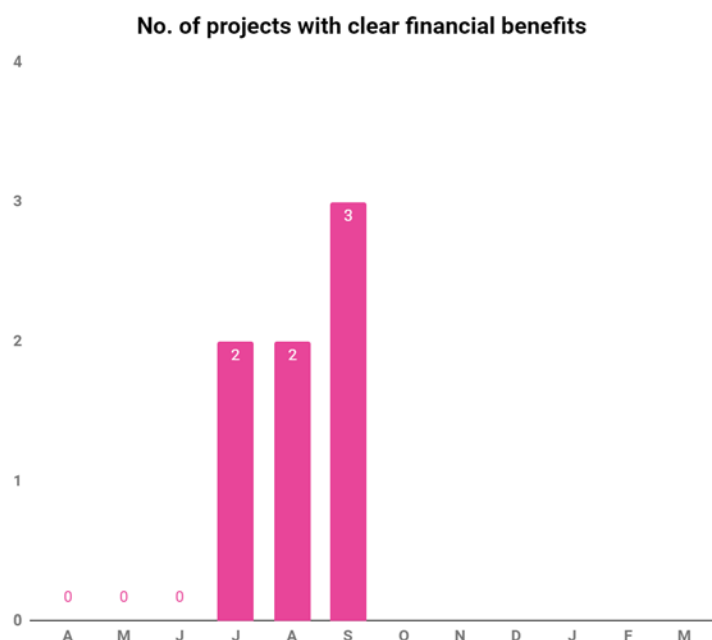
16/17	17/18	18/19	Trend	DoT	Projection
New Measure		18	N/A	⬆	⬆

At the mid year point, there are 3 projects with clear financial benefits. Work has begun to add detailed benefit information to projects in Verto. This will allow the Service to assign benefits directly to projects rather than to a cost code. Requirements gathering for system design is underway. As this work continues the Service will begin to see more projects with clear benefits associated.

The work is critical to providing assurance that benefits are transparent, are deliverable and against which performance can be measured.

% of projects on track
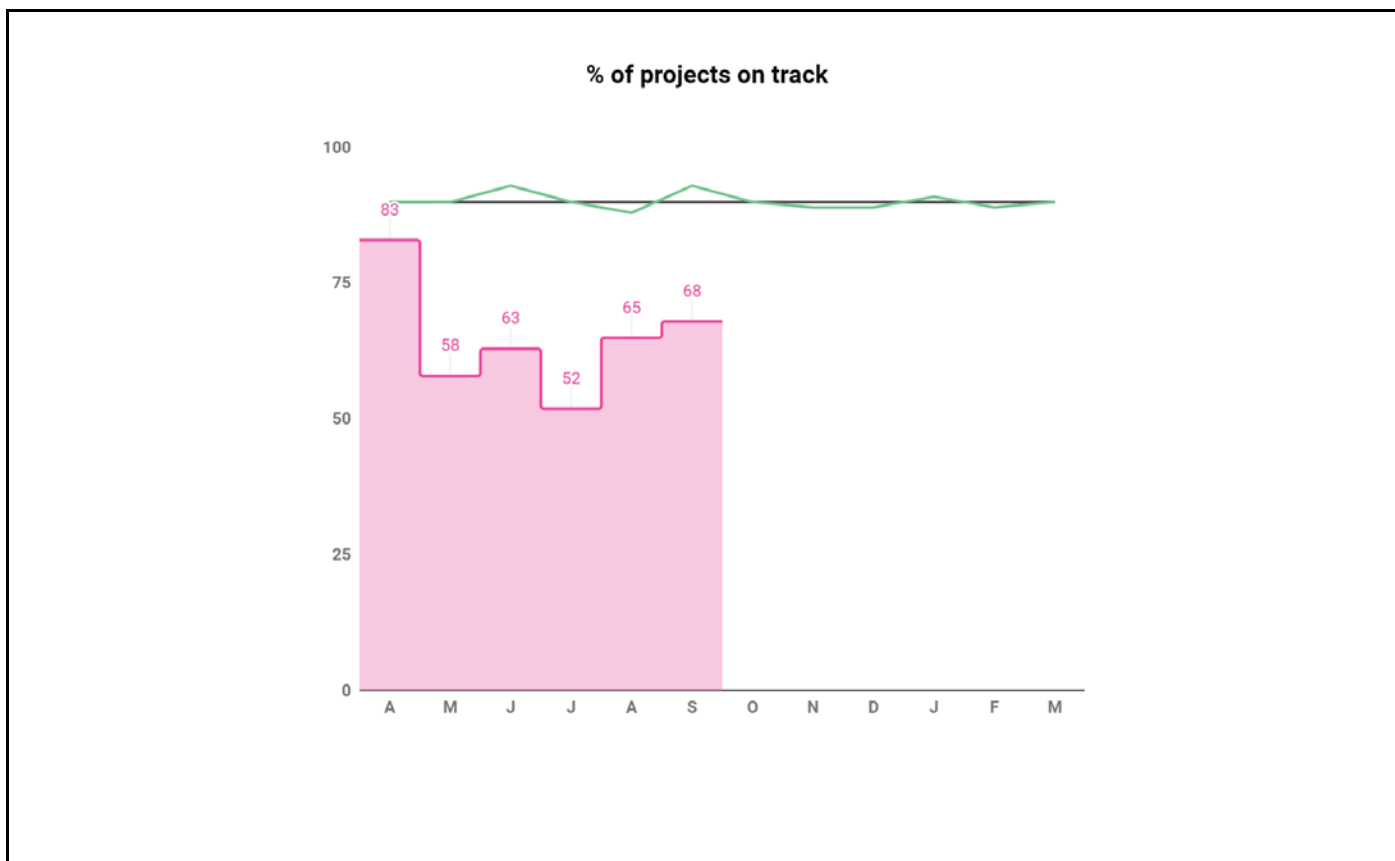
16/17	17/18	18/19	Trend	DoT	Projection
New measure	85%	90%	⬆	⬇	⬆

At the mid year point 68% of projects are on track. This represents 51 projects. Reasons for projects not being on track currently include lack of human resources and increased costs as a result of ensuing delays.

The Project Management Office are conducting regular checks on projects in the Verto system to offer early assistance where a project looks to be at risk of slipping. This, along with improved reporting has resulted in better results in this area.

With continued focus on overall project health the Service aims to increase compliance in this area.

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Resources and Fire Overview and Scrutiny Committee

18 December 2019

Draft Integrated Risk Management Plan Action Plan 2019/20: Post Engagement and Consultation Report

Recommendations

That Resources and Fire Overview and Scrutiny Committee consider the outcomes of the six-week Draft Integrated Risk Management Plan (IRMP) Action Plan 2019/20 communication, engagement and consultation process.

1.0   Background

1.1   The IRMP 2017- 2020 was approved by Council in July 2017 following a public consultation process. The detail around the actions that Fire and Rescue propose to implement is communicated through IRMP Action Plans.

1.2   The IRMP Action Plan 2019/20 is considered the key business plan for Fire and Rescue and takes into account a number of work streams with strategic importance. These include work being driven by the Memorandum of Understanding with West Midlands Fire Service, the HMICFRS Improvement Plan and the OOP2020 savings plan.

1.3   The IRMP Action Plan 2019/20 includes a range of actions, most of which can be considered normal continuous improvement activity. However, there is also an action that provided the opportunity for engagement at the very early stages of the proposal (to explore options for new fire station locations in the Nuneaton and North Warwickshire area) and a more developed proposal that required a specific piece of consultation (the provision of a new fire station to the south of Rugby).

1.4   Fire and Rescue, with support from Communications, Legal Services and the Strategic Consultation and Engagement Lead, planned and delivered a six-week communication, engagement and consultation process that commenced on May 6 2019. The process incorporated the following elements:

- Three online surveys were hosted on the WCC website:

    1. Consultation on the proposal for an additional fire station in Rugby.

    2. Engagement on Nuneaton and North Warwickshire fire station locations.

    3. General feedback on the Draft IRMP Action Plan 2019/20.

- Meetings held with local elected representatives, including MPs, County, Borough, District and Parish councillors and local staff representative bodies.

- Drop-in sessions held at Rugby Town Hall and Rugby Library.

- Engagement with the local press and promotion of the online surveys across all Fire and Rescue and corporate social media and internal communications platforms.

- Engagement with key partners to advertise details of the consultation process across all communities and community groups and to display posters in public areas.

1.5   The Equalities Impact Assessment that was undertaken during the development of the IRMP 2017-20 was reviewed, and a specific Equalities Impact Assessment for action 2.1 (the provision of a new fire station to the south of Rugby) completed.

1.6   Cabinet considered this Draft Integrated Risk Management Plan Action Plan 2019/20: Post Engagement and Consultation report on 12 September 2019 and subsequently approved the Draft IRMP Action Plan 2019/20.

2.0   Key Issues

2.1   There were a total of 319 respondents across the three surveys:

- 165 for the consultation survey - the provision of a new fire station to the south of Rugby.

- 93 for the engagement survey - to explore options for new fire station locations in the Nuneaton and North Warwickshire area.

- 61 for the general Draft IRMP Action Plan 2019/20 feedback survey.

2.2   Overall, the proposed additional new fire station to the south west of Rugby was strongly supported by respondents to the survey and those attending the key stakeholder face to face meetings. However, that support was often clearly set in the context of concern about:

1. The adequacy of resources available at both the new and existing fire stations and the ability for Fire and Rescue to meet its response standards given the expansion within the Rugby borough.
2. The impact that splitting existing resources will have on the centre and north of Rugby.
3. The level of traffic congestion around the site of the proposed new fire station.

2.3   The two issues of adequacy of resources and the impact of splitting existing resources are inextricably linked. Splitting of resources from the central Rugby fire station site at Corporation Street will provide a larger footprint within which the first fire engine can attend a life risk incident. This extended footprint will include the area of new development to the south west of Rugby. The consequence of splitting existing resources is that the reinforcing second fire engine may take longer to arrive to an incident located in the north of Rugby. The proposal being made provides the optimal distribution of fire engines for attending life risk incidents that can be achieved with existing resources. To extend the footprint for first fire engine attendance within ten minutes whilst also maintaining the current performance for supporting fire engine attendance would inevitably require an additional fire engine and crew to be provided at the new Rugby South site.

2.4   The Rugby Borough Local Plan states that "*the Rugby South West development will impose additional vehicular traffic on the wider highway network and within the town itself. Transport modelling identifies in particular a specific impact on the gyratory in the town centre*". Effectively this would further slow response at peak times by fire engines from the current Corporation Street fire station. It is Fire and Rescue's assessment that the traffic congestion issue is less pertinent to the area surrounding the site of the proposed new fire station than it is to the existing site at Corporation Street.

2.5   The site for the proposed new fire station is being offered by the developers of the Rugby South West development as part of a Section 106 (Town and Country Planning Act 1990) planning obligation agreement with the Local Authority. The costs of building the fire station are expected to be met by the developer. The narrative that supported the Draft IRMP Action Plan 2019/20 consultation process explained that the proposed new fire station would enable Fire and Rescue to meet its emergency response standard for the additional incidents that will be expected to occur across the Rugby South West development and its arterial roads. The response standard cannot be met from the Corporation Street fire station (see Background Paper 'Ten Minute Response Footprints (Rugby)).

2.6   During the consultation one respondent suggested an alternative site to the east of the Rugby South West development. An alternative means of funding would need to be identified for building a new fire station in any other location than that included in the Section 106 agreement. Officers have subsequently considered this alternative location. It is Fire and Rescue's assessment that there would be no evidenced improvement in response using this location, when compared to the location proposed in the Draft IRMP Action Plan 2019/20 (see Background Paper 'Ten Minute Response Footprints (Rugby)). Officers are of the opinion that the location proposed to the south west of Rugby provides the best-balanced response model across the county of Warwickshire, taking into account future building developments, the locations of other fire stations and optimal response times.

2.7   One respondent challenged whether this was a true consultation, stating that consultation should take place when there is still time to influence the policy outcome. The consultation narrative indicated that although the location proposed in the Draft IRMP Action Plan 2019/20 was the current preference, Fire and Rescue were open to other suggestions (see paragraph 2.5).

2.8   There were objections to the location being proposed for a new fire station on Symmetry Park to the south west of Rugby from a small number of local residents. Symmetry Park (itself part of the wider Rugby South West development) was included as a commercial development within the Rugby Borough Council Local Plan. Similar objections from local residents were made during the Local Plan full consultation process in autumn 2016. The Rugby Borough Council Local Plan was subsequently adopted in June 2019. There will be a further consultation process when application is made for planning consent for the new fire station.

2.9   Overall the proposal to explore the options for new fire station locations in the Nuneaton and North Warwickshire area was supported by the majority of respondents to the survey and those attending the key stakeholder face to face meetings; however, there were more balanced/nuanced views on whether or not we should actually implement changes to current fire station locations. There was recognition that it is necessary to review our service in terms of fire station locations, resourcing and the impact of a changing risk profile on the local environment and communities; however, there was a consistent theme that resources should be increased rather than spread out to meet changes to the risk profile. Fire and Rescue will continue to develop a strong evidence base and supporting narrative to enable communities to make final informed opinions on potential future fire station locations.

2.10   One of the anticipated benefits of the single control work stream with West Midlands Fire Service was that it may have provided for more efficient and effective emergency response across the geographical boundary between the two Fire and Rescue Services. This would have been particularly pertinent to any future review of fire station locations within the Nuneaton and North Warwickshire area. Given the decision to no longer progress the single control work stream, it is recommended that the wording of the Outcome/Benefit section of Action 2.2 'Explore the options for new fire station locations within the Nuneaton and North Warwickshire area' of the Draft IRMP Action Plan 2019/20 is changed to reflect a more inclusive approach that considers greater collaboration with 'neighbouring Fire and Rescue Services'.

2.11   Feedback provided through the general survey demonstrates that the actions contained in the Draft IRMP Action Plan 2019/20 were considered either very easy, easy or neither easy nor difficult to understand by 82% of respondents. The majority of respondents heard about the survey via social media. Online engagement was the most popular choice on how Fire and Rescue should engage with its communities.

2.12   Feedback received via social media channels replicates that of the online surveys and demonstrates broad support for the actions contained within the Draft IRMP Action Plan 2019/20. However, the evaluation of the social media responses should be treated with some caution as there may be an element of double counting if respondents also completed an online survey. The relatively low number of responses across all three surveys (319) could indicate that the overall themes may not be reflective of the wider community.

2.13   Notwithstanding the limited numbers reached through the combined consultation, engagement and communication activities, some quality feedback was received that will be used to inform future IRMP work, especially around action 2.2 'Explore the options for new fire station locations within the Nuneaton and North Warwickshire area'. The consultation analysis reports that are provided for members as background papers highlight all the feedback received from the consultation, engagement and communication process, and are available for members to consider as part of their decision-making process.

3.0   Financial Implications

3.1   The financial implications of the Draft IRMP Action Plan 2019/20 are incorporated into Fire and Rescue's ongoing financial and business planning and will be considered and reflected as part of the development of the council's Medium-Term Financial Strategy. One-off funding from general reserves of £602k will be used to create an earmarked reserve for use by the service to support the fire protection activities as set out in HMICFRS report considered by Cabinet on 22 January 2019. This funding will be drawn down by the service over a period of 2-3 years as and when the expenditure is incurred.

4.0   Environmental Implications

4.1   It is envisaged that the environmental impact of this Draft IRMP Action plan 2019/20 will be minimal. Statutory environmental impact assessments will be undertaken as part of the new Rugby south west fire station planning application process.

5.0   Next Steps

5.1   The majority of actions within the Draft IRMP Action Plan 2019/20 can be considered as normal continuous improvement activity, and progress against these is already in train within Fire and Rescue business plans.

5.2   Providing an additional fire station within the Rugby area is dependent upon the release of Section 106 funding from the site developers.

5.3   The feedback received regarding action 2.2. 'Explore the options for new fire station locations within the Nuneaton and North Warwickshire area' will be used to inform the detailed options analysis work that will be undertaken over the coming year. Fire and Rescue will provide more detail around any options that are developed in 2020/21 and will consult with the local community accordingly.

5.4   Work will shortly commence on developing the next iteration of the IRMP. A more integrated approach will be taken that will see the IRMP for 2020 onwards being developed within the framework of the Council's Corporate Plan, Medium Term Financial Strategy and transformation programme work streams. The next IRMP will be based on a wider range of data from across WCC and its partners and will make use of the new data analytical techniques being developed by the Business Intelligence team.

Background papers

None

Appendices

A. Integrated Risk Management Plan (Key Business Plan) 2019/20
B. WFRS Engagement Log
C. Draft IRMP Action Plan 2019-20 General Survey Feedback Report
D. Consultation on New Fire Station in Rugby Report
E. Consultation on New Fire Station in Rugby Report: Appendix 1(Verbatim Comments)
F. Consultation on New Fire Station in Rugby Report: Appendix 2 (Additional Comments)
G. Ten Minute Response Footprints (Rugby)
H. Engagement Report on Exploring Options for Nuneaton and North Warwickshire
I. Marcomms Consultation and Engagement Evaluation Report
J. Equalities Impact Assessment: New Fire Station to the South Rugby

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

Local Members: N/A
Other members: Councillors Crump, Chattaway, Boad, O'Rourke, Cockburn, Phillips, Singh Birdi, Shilton, Timms, Fradgley, Roodhouse, Chilvers.

Integrated Risk Management Plan (Key Business Plan) 2019/20

IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.			
No	**Action**	**Description**	**Outcome/Benefit**
1.1	Implement a single Fire Control facility with another Fire and Rescue Service.	Our Action Plan in 2017/18 included the same objective, but full exploration of a number of possible options has required us to continue the action into 2019/20.	• Improved efficiencies through collaboration and delivers a financial saving • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
1.2	Develop a multi-site training delivery model.	Being progressed within the terms of collaborative agreements with West Midlands Fire Service and other partners at sites at Stratford, Coventry and Kingsbury.	• Improved efficiencies through collaboration. • Improved operational standards, organisational resilience and safety. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.

IRMP Objective 2: Continue to review the number, location and resourcing of our fire stations and fire engines.			
No	**Action**	**Description**	**Outcome/Benefit**
2.1	Provide an additional fire station within the Rugby area.	The requirement for a new fire station to the South of Rugby has been incorporated into the Rugby Borough Council Local Plan, and following public consultation is awaiting formal adoption. The proposed site is near the A45/M45 junction. A full explanation of what we wish to do and why will be provided in a specific piece of public consultation activity in spring 2019.	● Identification of the optimum fire station locations that best enhance our response to emergencies, considering the impact of future housing and commercial developments. ● Improved performance against our emergency response standards.
2.2	Explore the options for new fire station locations within the Nuneaton and North Warwickshire area.	This action is in the very early stages of development, and a full explanation of what we wish to achieve and why will be provided as part of early engagement activity. We will provide more detail around any options we develop in 2020/21, and will consult with the local community accordingly.	● Identification of the optimum fire station locations across the Nuneaton, Bedworth and wider North Warwickshire area that best enhance the use of our resources to respond to emergencies, deliver fire prevention activities and consider the impact of future housing and commercial developments. ● Greater collaboration with neighbouring Fire and Rescue Services to provide a more efficient and effective level of emergency response across geographical boundaries.

No	Action	Description	Outcome/Benefit
2.3	Reduce whole time staff by 3 posts by changing crewing and rostering arrangements.	This action will modify staffing and working arrangements to provide improved efficiency without impacting on the level of service provided to the public.	● Delivery of a financial saving.

IRMP Objective 3: Maximise the flexibility and utility of our workforce.

No	Action	Description	Outcome/Benefit
3.1	Deliver changes to duty systems, Incident Commander mobilising protocols and organisational management structure to provide the most effective level of service delivery within the available budget.	This action will modify staffing and working arrangements to provide improved efficiency and effectiveness in the level of service provided to the public.	● A resource model that provides optimum performance and flexibility within the available budget. ● A more flexible and efficient use of resources. ● An officer mobilising protocol that optimises the skills and experience of middle managers within the Incident Command structure.

IRMP Objective 4: Develop the use of emerging technology.			
No	**Action**	**Description**	**Outcome/Benefit**
4.1	Implement the measures required locally to meet the requirements of the national Emergency Services Mobile Communications Programme (ESMCP)	Part of our continuous improvement activity.	• The provision of a replacement communication system that will ensure that the Fire and Rescue Service can communicate with other blue light services and responding agencies using the latest digital technology.
4.2	Develop and deliver the technology required to provide real-time video footage from incidents	Part of our continuous improvement activity.	• Live video is transmitted via mobile phone/tablet from the incident ground which can be accessed and viewed remotely to improve emergency incident management. • The use of body worn cameras provides a more efficient and value focused approach to the monitoring of Incident Commanders performance.
4.3	Explore the options for securing a drone capability for use at emergency incidents.	Part of our continuous improvement activity.	• A partnership approach is established that secures the use of aerial footage for emergency incident management.
4.4	Introduce an Automatic Vehicle Location System (AVLS)	AVLS is a GPS tracking system which provides the exact location of fire and rescue vehicles and enables our mobilising system to automatically propose the nearest appropriate resource to send to an emergency.	• Better use of our resources to respond to emergencies Improved performance against our emergency response standards.

4.5	Further develop our understanding of the implications and impacts of the High Speed 2 railway (HS2).	HS2 is the new high speed railway that will be routed through Warwickshire. Although not planned to be opened until 2026, main civil construction work will commence in 2019. We need to plan for and manage any risks within the County associated with construction sites, traffic and transient population etc.	● Plans are in place to minimise the impact of construction of HS2 upon the safety of those living, working and travelling through Warwickshire.

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

No	Action	Description	Outcome/Benefit
5.1	Provide a hospital to home service for vulnerable people.	This action is subject to funding from Public Health and is part of a 3 year strategy to support the Fire and Rescue Service to deliver wider community health and social care outcomes.	● Transport people safely to their homes to assist with reducing the pressures and impacts on hospitals who would normally retain those patients for longer than required. This will also provide opportunities for WFRS to deliver fire prevention advice and safe and well checks to those people who need it most.

IRMP Objective 6 (New): Deliver continuous improvement activity as identified through the HMICFRS inspection programme			
No	**Action**	**Description**	**Outcome/Benefit**
6.1	Implement and close the improvement plan we developed following the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in July 2018.	Our HMICFRS Improvement Plan sets out how we intend to deliver improvements in the areas recommended to us following the inspection. The full action plan is available on our website. Some of the key actions are: ● Deliver a more effective and efficient risk based building inspection programme and review our approach and readiness to deliver appropriate enforcement activity. ● Improve our understanding and appreciation of diversity strategy, training and approach. ● Improve our recruitment outreach activity to better target under-represented groups ● Develop our integrated risk management approach to make better use of the general engagement we have with the public. ● Increase the use of evaluation of prevention activity. ● Determine the effectiveness of our safeguarding strategy, policy and approach and identify gaps and	● An improvement plan is developed and delivered in line with the outcomes and recommendations of the HMICFRS on-site inspection that took place in July 2018. ● The objective of the nationally driven programme is to increase efficiency and effectiveness in Fire and Rescue Services.

	- options for change using expert help and best practice. - Ensure we effectively monitor, review and evaluate our collaboration work and approach. - Ensure that our contracts are managed appropriately by those responsible for them.	

Warwickshire Fire and Rescue Service Engagement Log

Please complete an entry for every meeting you have where you discuss WFRS IRMP Action Plan

- **Action 2.1: Provide an additional fire station within the Rugby area, in line with the WFRS Asset Management Plan.**

- **Action 2.2: Explore the options for new fire stations locations within the Nuneaton and North Warwickshire, in line with our Asset Management Plan.**

> *Dear Colleagues,*
>
> *The engagement log is a record of meetings in which the IRMP Action Plan is discussed.*
>
> *The purpose is to evidence that we are engaging as widely as possible.*
>
> *The aim of all such meetings is to encourage partners and stakeholders to complete the online questionnaire.*
>
> *Please DO NOT think you need to write comprehensive notes in the engagement log about the content of your meeting.*
>
> *Any notes should be as brief as possible.*

DATE	WFRS OFFICER	MEETING WITH ?	MEETING LOCATION	NOTES
01.04.19	Ade Mallaban	WCC partners	Fire HQ	Overview of IRMP action plan given and WCC partners agreed to provide WFRS with a list of community events in May which we can attend to ensure we reach beyond the 'digital' community
02.04.19	Dave Pemberton Ade Mallaban	WCC Councillors	Nuneaton Fire station	Action 2.2: Cllr Kondakor and Cllr Clare Golby: DP explained that this was very much about seeking ideas and at an early stage - there is no specific detailed plan.: Generally agreed to the concept of keeping the same resources but have a different spread. Make sure you do it with people - not to them. Request to share draft IRMP survey questions.
03.04.19	Dave Pemberton Ade Mallaban	Nuneaton and Bedworth Borough Councillors	Nuneaton Fire station	Action 2.2: Cllr Hancox (NBBC - Bedworth) unable to attend but by e-mail stated his view that Bedworth residents would oppose the closure or relocation of Bedworth fire station. Cllr Kyle Evans (Bedworth Slough) DP explained that this was very much about seeking ideas and at an early stage - there is no specific detailed plan: KE understood overall concept and supported Bermuda Pk location Suggested that we obtained feedback from staff at Nuneaton / Bedworth fire stations.
10.04.19	Dave Pemberton Ade Mallaban	WCC / North Warwickshire Borough / Parish Councillors	Coleshill Fire station	Action 2.2: Attended: Julie Hobster, Dave Reilly, Mark Weatherley, Alan Vaughton, Keith Woodward, Richard Habgood, Steve Sorrell (WFRS) Cllr Reilly provided NW planning overview up to 2033 and beyond.Advised that we should continue to have a long term predictive approach to IRM planning, and should consider the massive HS2 implications in NW. WFRS should consider a potential multi blue light location, to include GP relocation opportunities, at a Coleshill site (allotments). Discussions would need to take place about this no later than 2020.
03.05.19	Dave Pemberton	MP North Warwickshire	Craig Tracey office	Action 2.2: Craig Tracey MP: Range of actions / ideas came from the meeting. Craig invited WFRS Station Commanders to surgeries in Coleshill and Bedworth.
09.05.19	Neil McElvenny Ade Mallaban	CREO Group	Coleshill Fire Station	This is national FRS group that shares best practice in consultation processes.
20.05.19	Neil McElvenny Ade Mallaban	General Public	Rugby Library	Action 2.1: Provided overview of IRMP action plan. Hard copy and on line Survey responses facilitated.
22.05.19	Dave Pemberton	Rugby Borough Councillors	Rugby Fire Station	Action 2.1: Cllr Adrian Warwick - WCC Fosse ward (also the new chair of Resources and Fire OSC)

Warwickshire Fire and Rescue Service Engagement Log

Please complete an entry for every meeting you have where you discuss WFRS IRMP Action Plan

- **Action 2.1: Provide an additional fire station within the Rugby area, in line with the WFRS Asset Management Plan.**

- **Action 2.2: Explore the options for new fire stations locations within the Nuneaton and North Warwickshire, in line with our Asset Management Plan.**

				Cllr Jill Simpson-Vince - WCC Brownsover & Coton Park ward: RBC Coton & Boughton, portfolio holder for growth & investment. Cllr Sally Bragg - RBC Wlston & The Lawfords Cllr Julie Barrow - RBC Bilton Broad support, though some supported the need for additional resources rather than the splitting of existing.
23.05.19	Neil McElvenny Ade Mallaban	General Public	Rugby Town Hall	Action 2.1: Provided overview of IRMP action plan. Hard copy and on line Survey responses facilitated.
24.05.19	Dave Pemberton	MP Nuneaton	Marcus Jones office	Action 2.2: Marcus Jones MP - supported action but would need to be presented with strong evidence base if the existing location of Nuneaton fire station was to be changed.
28.05.19	Ian Walker Ade Mallaban	General Public	Rugby Town Hall	Action 2.1: Provided overview of IRMP action plan. Hard copy and on line Survey responses facilitated.
05.06.19	Dave Pemberton Ade Mallaban	Rep Bodies	Nuneaton Fire Station	Action 2.2 Overview of relevant actions and discussion around fire cover implications. Attendees thought it important to concentrate on maintaining RDS availability at Bedworth and Polesworth to prevent cover moves by WDS pumps and detachments by WDS staff.
07.06.19	Dave Pemberton	MP Rugby	Rugby Fire Station	Action 2.1: Agreed with the concept of relocating fire engines outside of the town centre to maximise attendance times to the Rugby area, so would prefer if the site in the South West was implemented at the same time as a new site in the North.

Warwickshire Fire and Rescue Service

IRMP – Draft Action Plan 2019/20 Feedback Report

Date published July 2019

Report produced by Service Improvement Team - WFRS

BACKGROUND/METHODOLOGY

Residents and stakeholders were invited to provide feedback on our IRMP draft action plan 2019/20.

The feedback activity was carried out between 6th May and 16th June 2019. An online survey was hosted on the Warwickshire County Council consultation and engagement hub (Ask Warwickshire) and a paper copy was made available. This report presents the analysis of data from the completed survey.

KEY MESSAGES

- There were 61 respondents to the survey.

- People were asked how difficult or easy was it to understand the actions listed in the action plan. 25 (41%) of respondents said it was neither easy or difficulty, 24 (39%) said it was easy or very easy, 11 (18%) said it was difficult or very difficult and 1(2%) did not answer.

- Overall the majority of respondents 43(63%) heard about the survey via social media (fire and rescue and county council platforms), and the county council website.

- On- line engagement was the most popular choice on how we should engage with our communities with 47 (77%) of respondents choosing on -line surveys and 28 (46%) choosing social media. Community events or meetings and open days were chosen by 22 (36%) and 18 (30%) respectively. Other options included paper surveys, visits to established groups, and newspapers.

RESULTS - RESPONDENT ANALYSIS

Respondent Profile
There were 61 responses to the survey. Figure 1 provides details of the profile of respondents. 51% of respondent were male and 38% were female. The majority of respondents were of working age (18-59) (54%) and 39% were in the 60 -74 year age group. 82% of respondents identified their ethnicity as 'white'.

Figure 1 – Respondent Profile

		Count	%
Gender	Female	23	37.70%
	Male	31	50.82%
	Non-binary	1	1.64%
	Prefer not to say	6	9.84%
		Count	%
Age in years	18 – 29	3	4.92%
	30 – 44	13	21.31%
	45 – 59	17	27.87%
	60 – 74	24	39.34%
	75 +	2	3.28%
	Prefer not to say	2	3.28%

		Count	%
Long standing illness or disability	No	47	77.05%
	Not Answered	1	1.64%
	Prefer not to answer	5	8.20%
	Yes	8	13.11%
		Count	**%**
Ethnicity	Asian or Asian British - Indian	1	1.64%
	Black or Black British - African	1	1.64%
	Gypsy or Traveller	1	1.64%
	Mixed - White and Asian	1	1.64%
	Other Asian Background	1	1.64%
	Prefer not to say	6	9.84%
	White	50	81.97%
		Count	**%**
Religion	Buddhist	2	3.28%
	Christian	31	50.82%
	Hindu	1	1.64%
	Muslim	1	1.64%
	No religion	18	29.51%
	Prefer not to say	6	9.84%
	Spiritual	2	3.28%
		Count	**%**
Sexuality	Bi / bisexual	2	3.28%
	Gay man	1	1.64%
	Gay woman / lesbian	2	3.28%
	Heterosexual / straight	46	75.41%
	Prefer not to say	10	16.39%
		Count	**%**
Gender Identity	Bi / bisexual	2	3.28%
	Gay man	1	1.64%
	Gay woman / lesbian	2	3.28%
	Heterosexual / straight	46	75.41%
	Prefer not to say	10	16.39%

ABOUT RESPONDENTS

Reason for completing the survey

Respondents were asked which category they felt most accurately reflected the capacity in which they were responding to the survey. Figure 2 provides the details of the respondent categories.

The majority of respondents identified themselves as 'general public' 38(62%). A quarter of respondents, 15 (25%) identified themselves as either currently or previously worked for the Fire Service (12/20%) or as a family member of someone who currently or previously worked for the Fire Service (3/5%).

Figure 2 Number of respondents by category

Respondent Category	Number of Respondents	%
General public	38	62.30%
Family member of someone who currently or previously worked for the Fire Service	3	4.92%
Elected representative	7	11.48%
Currently or previously worked for the Fire Service	12	19.67%
Any other (please specify below)	1	1.64%
Grand Total	**61**	**100.00%**

Place of residence/work of respondents

The highest percentage of respondents (34%) lived in the North Warwickshire borough, 23% lived in Warwick district, 20% lived in Rugby borough and 13% lived in Stratford upon Avon borough. (Figure 3).

Figure 3 Number of respondents by resident/work location

District or borough where respondents live/work	Number of Respondents	%
Live / work outside Warwickshire	1	1.64%
North Warwickshire Borough	21	34.43%
Nuneaton & Bedworth Borough	4	6.56%
Rugby Borough	12	19.67%
Stratford on Avon District	8	13.11%
Warwick District	14	22.95%
Work Countywide	1	1.64%

HOW DIFFICULT OR EASY WAS IT TO UNDERSTAND THE ACTIONS LISTED?

Respondents were asked how easy or difficult it was to understand the actions listed in the IRMP draft action plan. The graph and table shown in figure 4 provides the details of the responses. 41% of respondents said it was neither easy or difficulty, 39% said it was easy or very easy, 18% said it was difficult or very difficult and 2% did not answer.

Figure 4 – How difficult or easy is it to understand the actions listed in the draft action plan?
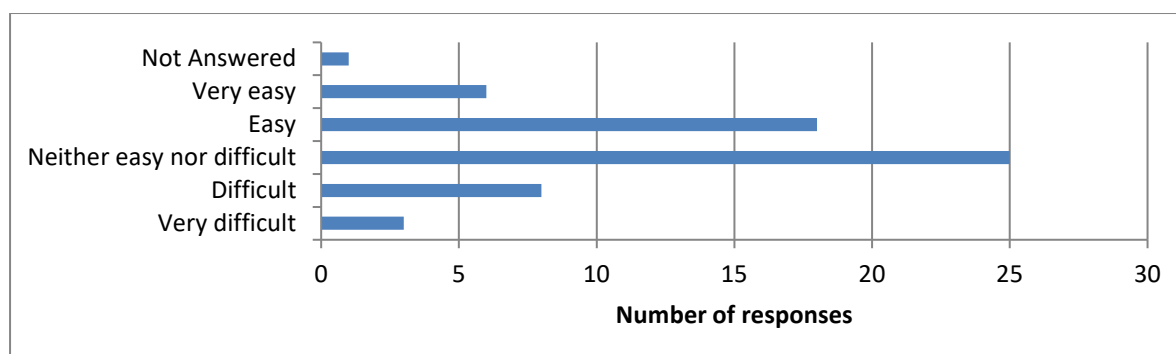
How difficult or easy is it to understand the actions listed	Count	%
Difficult	8	13.11%
Easy	18	29.51%
Neither easy nor difficult	25	40.98%
Not Answered	1	1.64%
Very difficult	3	4.92%
Very easy	6	9.84%
Grand Total	**61**	**100.00%**

GENERAL FEEDBACK ON THE PLAN

Respondents were asked if they had any general feedback on the plan. There were 35 responses. Figure 5 describes the common themes and gives some illustrative examples of comments received. A full list of comments is available and can be provided on request.

Figure 5 – General Feedback

Theme	Description	*Examples for illustration*
Draft action plan presentation and format	Use language that is easily understood by communities and is jargon free	*'The information description is very difficult for communities to understand.'* *'Once again it uses jargon that the public do not understand. Unless you worked in the service it does not make sense. Plain English please!'*
Resourcing	Resourcing in terms of staff reduction	*'Shouldn't keep reducing full time staff as will put more pressure on those remaining unless increasing part time staff to more than cover (ie 3 full time should equal 6 part time, not 3 part time)'* *'Surely action 2.3 will impede public safety. The fire service is at its bare bones already, how does removing firefighters help the public. We need more firefighters on the front line.'*
Core functions	Deliver core functions	*'The hospital to home service sounds interesting but is this a fore [sic] service role?'* *'Stick to emergency response and forget things like hospital transport. Front line is already bare bones, increase front line jobs and use them in the front line'.*
Trust/ Praise	Trust in fire service to make correct decisions	*'We are happy to rely on your expertise!'*

Collaboration	Cross border working with other fire services	*'More fire stations rather than one would seem to allow greater coverage and if linked with other services this would help'* *'You don't say whether this is a natural progression, or if it an attempt to work within decreasing budgets. Fortunately I have not first hand been required to use the services of Fire and Rescue but that does not mean I am unaware. But I have experienced first hand the confusion caused by the combination of two Police Forces sharing assets and the problem of bordering with a third Police Force, so sharing assets causes me concerns.'*
Accessibility/ Infrastructure	Impact on rural areas and of HS2	*'More detail is needed on HS2 and the impact it will have on North Warwickshire'* *'How does this plan improve the availability of the services and reduce response times for the needs of rural communities'.*

HOW DID YOU HEAR ABOUT THE SURVEY

The respondents were asked how they heard about the survey. Social media (fire and rescue and county council platforms) was the way in which the greatest number of respondents had heard about the survey followed by the county council website. The graph and table shown in Figure 6 provides the full details

Figure 6   - How did you hear about the survey?
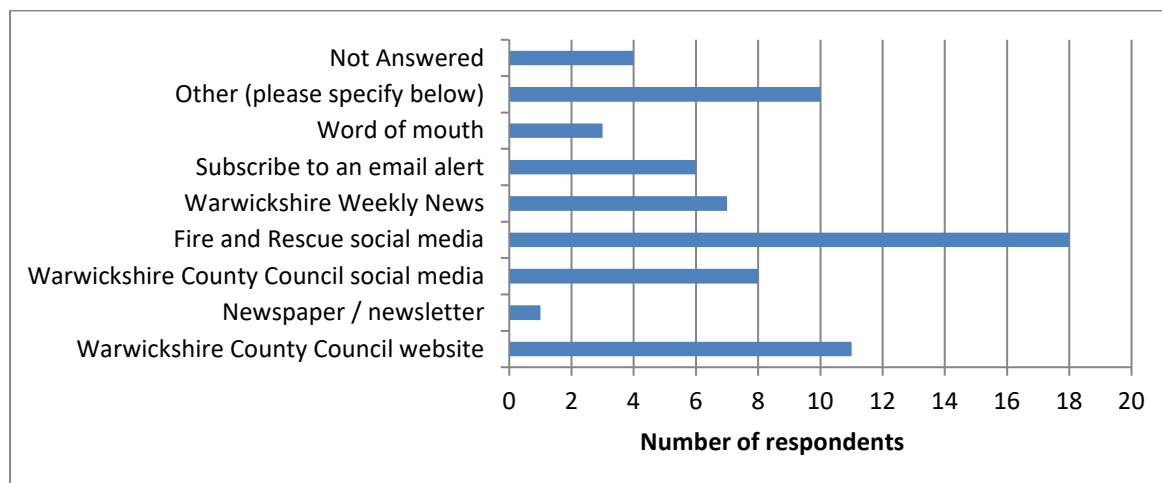
Option	Total	%
Warwickshire County Council website	11	18.03%
Newspaper / newsletter	1	1.639%
Warwickshire County Council social media	8	13.11%
Fire and Rescue social media	18	29.51%
Warwickshire Weekly News	7	11.48%

Subscribe to an email alert	6	9.83%
Word of mouth	3	4.92%
Other (please specify below)	10	16.39%
Not Answered	4	6.56%

Respondents were asked if they had heard about the survey elsewhere. There were 14 responses given. 6 respondents had heard via Facebook/twitter (social media), 4 had heard via e-mail circulation, 3 had heard via elected representatives (councillors) and 1 had heard face -to -face. If you take into account these comments, then the percentage of respondents that heard about the survey via our on -line presence increases to 63%.

 METHODS OF ENGAGEMENT

The most popular methods for engaging with communities   were identified as, on- line surveys, social media, community events and open days. The graph and table shown in figure 7 provides the full details

Figure 7 – How would you like us to engage with you?
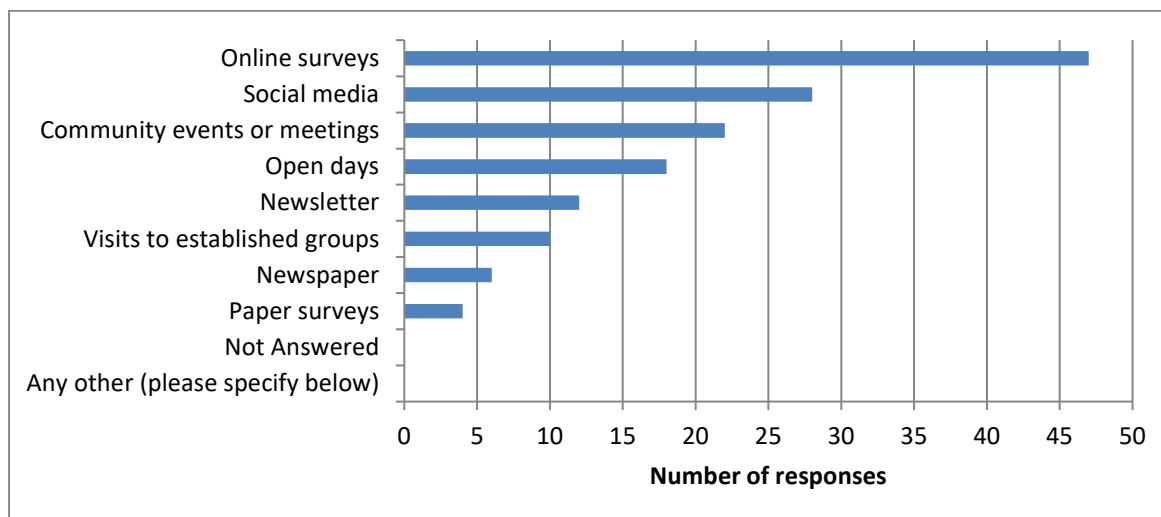
Option	Total	%
Online surveys	47	77.05%
Social media	28	45.90%
Community events or meetings	22	36.07%
Open days	18	29.51%
Newsletter	12	19.67%
Visits to established groups	10	16.39%
Newspaper	6	9.836%
Paper surveys	4	6.557%
Any other (please specify below)	0	0%
Not Answered	0	0%

ADDITIONAL COMMENTS ON HOW WE SHOULD ENGAGE WITH COMMUNITIES

Respondents were asked if they had any other comments they would like to share with us on how Fire and Rescue should engage with communities. There were 22 responses. Figure 8 describes the common themes and gives some illustrative examples of comments received. A full list of comments is available and can be provided on request.

Figure 8 – Additional comments on engagement

Theme	Description	*Examples for illustration*
Alternative methods of engagement	Other engagement methods to consider	*'Face to face with an explanation'* *'More interaction with the Parish Council'*
Current engagement	The current engagement is considered positive	*'Keep communicating & talking to the people who rely on the service to keep them safe'* *'I think that community engagement is a real strength of Warwickshire Fire and Rescue.'*
	The current engagement is considered non-existent or insufficient	*'Does not seem to exist as far as the general public are concerned.* **The service only responds when contacted'**
Other issues not directly relating to engagement	Respondents commented on issues such as, rural accessibility, funding and the survey as a whole	*'Again my concern relates to the response times and availability of all services for rural communities particularly those on the outskirts of the region eg the rural villages of Avon Dassett, Farnborough and Tyson'* *'Time and time again firefighters are praised for the work that they do, yet management always survive any culling of positions and its always the guys at the sharp end that suffer'.* *'This survey is a waste of time, the majority of it is about the person completing it and not much at all about the risk management plan. It just seems to be ticking the diversity boxes'.*

WARWICKSHIRE FIRE & RESCUE SERVICE

CONSULTATION ON NEW FIRE STATION IN RUGBY 2019

Author: Rosie Smith

Date published: June 2019

Report produced by the Insight Service, Commissioning Support Unit

BACKGROUND /METHODOLOGY

The consultation follows the proposal to build a new fire station to the south of Rugby town centre located on Symmetry Park, north of the A45/M45 roundabout. The existing Corporation Street fire station has two appliances and crews. The proposal would involve re-locating one of the two fire appliances and crew from Corporation Street to the proposed new location.

The consultation on a new fire station in the south of Rugby was carried out between 6th May 2019 and 16th June 2019. An online survey was hosted on Citizen Space and was also made available in paper format. The survey was part of a wider consultation exercise with residents and key stakeholders. This report presents an analysis of data from completed survey responses. Verbatim responses to open text questions which sought respondents' views on the fire service proposals are presented in Appendix 1.

KEY MESSAGES

- Meeting the fire service emergency response standard was considered 'important' by almost all (97%) respondents. Respondents indicated they felt quick or faster response times were crucial in dealing with incidents. However, it was also noted by respondents that time was not the only factor to consider and that appropriate resources (specifically the number of crew and appliances) required to meet the needs of the incident were also important.
- Overall, the majority of respondents (135/82.8%) indicated they supported Warwickshire Fire & Rescue's plans to provide a new fire station to the south of Rugby. Reasons cited for supporting the fire service proposals included recognition that the borough was expanding in terms of household and population size, traffic congestion in the current town centre location and the provision of an improved service to the south of Rugby Borough.
- Whilst there was broad support for a new fire station in the south of Rugby Borough *per se*, there was considerably less enthusiasm for the splitting of resources between the new and existing fire station in Corporation Street. Expansion of the borough was cited by respondents as indicating a need to add to resources rather than re-distribute them.
- Additionally, concerns were expressed that the centre and north of Rugby may be adversely affected by the shift in resources.

- The specific location of the proposed new fire station was questioned by some respondents. Reasons included traffic congestion in the area around the new site, its proximity to a conservation area and the impact on immediate neighbours (mostly noise related).

RESULTS –RESPONDENT ANALYSIS

Respondent Profile

There were 165 responses to the survey. Figure 1 provides details of the profile of respondents. There was an equal split of gender. The majority of respondents were of working age (18-59) and identified their ethnicity as 'White'.

Figure 1 Respondent Profile

		Count	%
Gender	Male	72	43.6%
	Female	74	44.8%
	Prefer not to say	10	6.1%
	Not answered	8	4.8%
	Prefer to self-describe	1	0.6%
Age in years	Under 18	1	0.6%
	18-29	16	9.7%
	30-44	49	29.7%
	45-59	52	31.5%
	60-74	24	14.5%
	75+	9	5.5%
	Prefer not to say	7	4.2%
	Not answered	7	4.2%
Long standing illness or disability	Yes	25	15.2%
	No	117	70.9%
	Prefer not to say	13	7.9%
	Not answered	10	6.1%
Ethnicity	White	136	82.4%
	Gypsy or Irish Traveller	0	0.0%
	Mixed - White and Black Caribbean	0	0.0%
	Mixed - White and Black African	0	0.0%
	Mixed - White and Asian	0	0.0%
	Mixed - Any other mixed background	0	0.0%
	Arab	0	0.0%
	Asian or Asian British - Pakistani	2	1.2%
	Asian or Asian British - Bangladeshi	4	2.4%
	Asian or Asian British - Chinese	1	0.6%
	Asian or Asian British - Indian	0	0.0%
	Asian or Asian British Any other background	0	0.0%
	Black or Black British - African	1	0.6%

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	Black or Black British - Caribbean	1	0.6%
	Black or Black British - Any other background	1	0.6%
	Any other Ethnic group. Please specify	1	0.6%
	Prefer not to say	10	6.1%
	Not answered	8	4.8%
Religion	Buddhist	0	0.0%
	Christian	71	43.0%
	Jewish	0	0.0%
	Muslim	4	2.4%
	Hindu	2	1.2%
	Sikh	0	0.0%
	Spiritual	1	0.6%
	Other - please specify	1	0.6%
	No religion	61	37.0%
	Prefer not to say	17	10.3%
	Not answered	8	4.8%
Sexuality	Heterosexual or straight	133	80.6%
	Gay or lesbian	1	0.6%
	Bisexual	2	1.2%
	Other	1	0.6%
	Prefer not to say	18	10.9%
	Not answered	10	6.1%

ABOUT RESPONDENTS

Reason for completing the survey

Respondents were asked at the outset of the survey which category they felt most accurately reflected in what capacity they were responding to the survey. Figure 2 illustrates the breakdown of respondents by the categories from which they could choose.

Figure 2 Number of respondents by category

Respondent Category	No. of Respondents	%
General public	138	83.6%
Currently or previously worked for the Fire Service	9	5.5%
Any other	7	4.2%
Elected representative	6	3.6%
Local business	3	1.8%
Family member of someone who currently or previously worked for the Fire Service	2	1.2%
Total	**165**	**100%**

The majority of respondents identified themselves as 'General public' (84%) with far fewer respondents identifying with other categories.

Place of residence/work of respondents

The majority of respondents (93%) indicated that they either lived or worked in Rugby Borough. Figure 3 presents a breakdown of the resident/work location of respondents.

Figure 3 Number of respondents by resident/work location

District/borough where respondents lives/works	No. of Respondents	%
Rugby Borough	154	93%
Warwick District	3	2%
North Warwickshire Borough	2	1%
Nuneaton & Bedworth Borough	2	1%
Stratford-on-Avon District	1	1%
Live/work outside of Warwickshire	3	2%

Respondents who selected Rugby Borough in the survey were also asked which area of the Borough they lived. The majority of respondents lived in the south of the borough. Figure 4 illustrates which areas were selected by respondents.

Figure 4 Which area of Rugby do you live?

Area of Rugby	No. of Respondents	%
Bilton & Town Centre (New Bilton, Overslade)	56	36.4%
Rugby Rural South (Binley Woods, Ryton-on-Dunsmore, Stretton-on-Dunsmore, Dunchurch)	31	20.1%
Hillmorton (Hillmorton, Paddock)	27	17.5%
Newbold & Brownsover (Newbold, Brownsover, Benn, Town Centre North, Cattlemarket and Coton Park)	25	16.2%
Rugby Rural North (Wolvey, Wolston, Bramcote, Harborough Magna, Brinklow, Church Lawford, Long Lawford)	15	9.7%
Total	**154**	**100%**

MEETING THE FIRE SERVICE EMERGENCY RESPONSE

Warwickshire Fire and Rescue service has an emergency response standard to provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions. Respondents were asked how important this standard was to them. The standard was considered 'important' by 97% (160) of all respondents. Three respondents had 'no opinion' while just 2 out of the 165 respondents felt it was 'not important'. Respondents were also asked if they had further comments relating to the importance of the emergency response standard. Comments grouped by theme are detailed in Figure 5.

About a third of respondents provided comments following this question. Comments commonly referred to a desire to see the fire service respond to incidents as quickly as possible or indeed more quickly than the standard in some cases. Additionally, a number of respondents sought to comment on the standard in the context of local resource provision. It was noted by a number of respondents that while an appliance may get to an incident, its capacity to safely respond may be limited and require a second appliance to fully deal with the incident. In short, while the time factor was considered important, sufficient resources to deal with whatever the situation presented were also mentioned as a factor to consider. The latter sentiment was expressed by several respondents who currently or have worked for the fire service but not exclusively so and respondents who identified themselves as the 'General public' also sought to highlight this matter.

Figure 5 How important is it to you that the fire service meets its emergency response standard?

| Theme	Description	Example for illustration
Responding quickly to incidents	Comments related to the general importance of the fire service responding to incidents as quickly as possible or indeed faster than the standard requirement.	*"Important to put fires out and attend on time"* *"Fire Crews need to get to an incident as fast as possible"* *"People's lives are at risk if this target isn't met"*
Resource Provision	Meeting the standard needed to be seen in the context of the availability of local resources (fire crews and additional appliances). Some concerns were expressed about the splitting of resources between the existing and new fire station and that while an appliance may get to an incident, its capacity to respond depended on sufficient crew levels and/or a second appliance being available.	*"It is also important to have the correct number of people/fire engines to deal with incidents"* *"Just getting a fire engine to life risk incidents isn't going to be enough if there are not enough firefighters on the engine"* *"Say you need 2 engines for an electrical house fire….In your plan, one arrives in target time but the second engine arrives 10 minutes later.* *How is that 'in target' if you need TWO for the job? It is just massaging*

		figures and not fixing the problem at all."
Disagreement with standard	A small number of comments disagreed with the standard as outlined.	"It is essential the fire service is able to reach for emergencies effectively and promptly. 75% is too low" "I think it should be quick but don't agree with standards"

LEVEL OF SUPPORT FOR THE PROPOSED NEW FIRE STATION

Overall, the majority of respondents (135/82.8%) indicated they supported Warwickshire Fire & Rescue's plans to provide a new fire station to the south of Rugby. In contrast, 14.5% (24) of respondents did not support the proposals while 3.6% (6) respondents indicated they didn't know.

Figure 6 Support for the Warwickshire Fire & Rescue plan to move a fire engine and crew to a new station
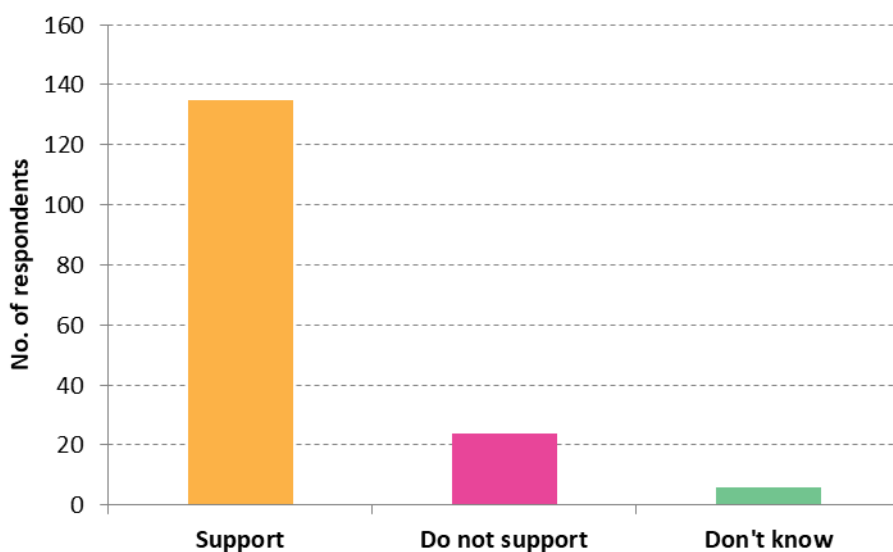
Support levels were, however, different when respondent groups were considered. When the 'General Public' category was considered, support for the proposal was 84.8%. Support among all other categories combined (current or previously worked for the fire service/elected representative/family member of someone who currently or previously worked for the fire service/local business/any other) was lower (66.6%/18). Support among those who had currently or previously worked for the Fire Service or had a family member work for them was lower with 6 out of 11 respondents not in support of the proposals. However, the number of respondents in categories other than 'general public' was quite low as Figure 2 highlights.

There were few differences in levels of support by the area in Rugby in which people lived although support was noticeably lower in the Rugby Rural South location when compared with other areas. Figure 7 outlines differences in support levels by area of residence.

Figure 7 Percentage support for the Fire Service proposals by area of Rugby Borough residence
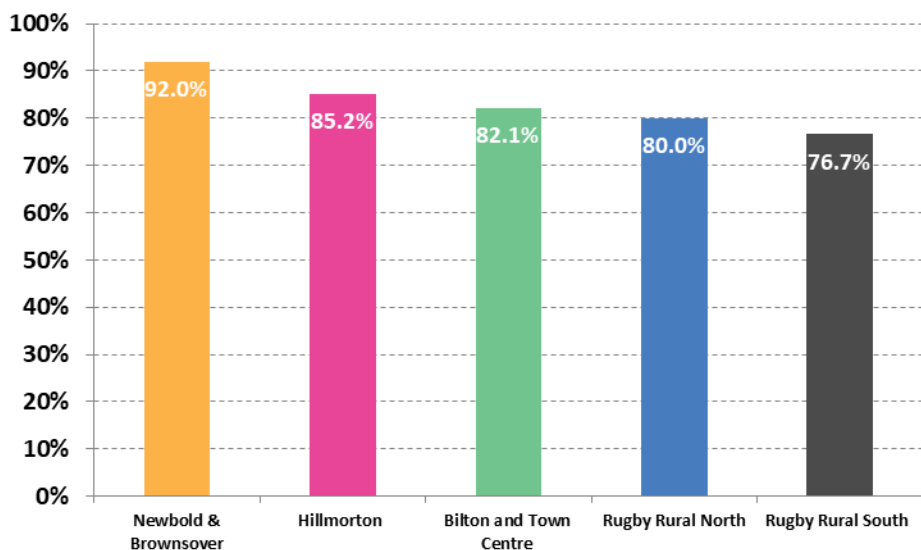
Responses to open the text question on support for Fire Service proposals

Open text responses to this question have been organised into themes detailed in Figure 8. Comments included those in broad support of the proposals, particularly in the light of an expanding population, existing traffic congestion where the current fire station is located and potentially an improved service to the south of the borough. However, concerns about the proposals were also raised and these focused primarily on the perception that resources were being re-distributed rather than added to, that the centre and north of Rugby may receive a diminished service following the changes to service provision and difficulties meeting the needs of incidents requiring two appliances.

Figure 8 Themes from the open text question on support for the Fire Service proposals

Theme	Description	Example for illustration
General broad agreement for the scheme	Comments reiterated general support for the proposals. Reasons for the support included; • Expanding development/population in Rugby Borough especially in the south • Traffic and access issues relating to the current site in Corporation Street • Provision of better access to services for communities in the south of the Borough	*"with the additional housing and possible commercial development in the south of Rugby I feel that a fire station is necessary to reduce the response time if required"* *"I feel developments like this are definitely needed due to the increasing number of houses in the area to ensure any emergencies etc.*

		are dealt with efficiently" *"The Town centre has a lot of traffic and may block the fire engines"* *"I believe it will provide an additional and more efficient service to emergency situations to the South side of Rugby and the rural communities"*
Resource Provision - Re-distribution of existing resources (crew and appliance)	A feature of both supporters and non-supporters of the scheme was a concern about splitting the existing service at Corporation Street from two to one crew and engine. Key concerns were; • Expansion of the borough suggests the need for more resources not re-distributing existing services • Specific concern that the proposal would impact adversely on north and central parts of the borough • Appliance may get to scene within time standard but may not be able to deploy until arrival of second appliance • Concern expressed about location of fire service boat	*"If the population is growing like you state then there is clearly a need for a new station, however splitting a station in halve just to meet your attendance times is clearly wrong."* *"I'm worried that splitting teams leave them weaker and without expertise as a group. One engine in each station isn't enough and leaves it vulnerable to not being able to function if something were to happen to it. I would expect two engines per station."* *"It sounds to me like you propose to spread existing resources more thinly , Rugby is expanding rapidly , the need for an extra station should suggest an increase in fire engines and crew not a reorganisation of the present resource"* *"So one appliance will meet the target response time but will not be able to deploy into a fire until the second appliance arrives, which will take longer"*
Location of proposed new station in the south of Rugby Borough not seen as appropriate	A number of respondents felt the proposed site was not appropriate. Reasons included: • Traffic congestion in the local area • Proximity to conservation area • Impact (primarily noise) on local community	*"Every time there is an accident on the M45, the whole lot near there gets gridlocked and queues for hours."* *"The currently proposed location would result in many of the Rugby call outs having to travel via the Dunchurch Cross roads, a junction in which queuing traffic is becoming an ever increasing problem."* *"We get noise from the M45, A45,, There will be extra noise from the Fire Engines Sirens, and if both Police & Ambulance will get based there, , To much noise . & Pollution"* *"There are lots of wildlife around here and it's a couple of hundred metres from a conservation area."*

| Consultation process | A small number of comments were made regarding the consultation process. These included;
• Not feeling as though the local community were adequately informed about the consultation
• Critical reference to the Facebook page poll as part of the wider consultation | *"10 days since the consultation opened and only after complaints, do you finally email the Parish Clerk of Thurlaston to advise them"* |

While the headline level of support among respondents could be considered high at 82.8%, analysis of the subsequent open text question indicates that respondents often sought to clarify or place a caveat around their agreement. In short, the proposal of a new fire station was generally popular but respondents had reservations about the re-deployment of a crew and appliance from the existing site to the new one, preferring instead to see an additional crew and engine for the new site too.

POSITIVE AND NEGATIVE IMPACTS OF THE PROPOSED NEW FIRE STATION

Respondents were also asked if they thought there were any positive or negative impacts that the Fire and Rescue service should consider if an additional fire station was cited in the south Rugby area. Mostly, the impacts which were identified by respondents reiterated or expanded upon issues identified in the question regarding support for the new fire station and set out in Figure 8. Potential positive and negative impacts as identified by respondents are grouped and presented in Figures 9 and 10.

Figure 9 – Potential positive impacts identified by respondents

Theme	Description	Example for illustration
Improved response times and coverage in the south of Rugby	An umbrella theme which referred to improved response times and coverage as a result of the station's new location including access to the local road network and closer proximity to housing development in the south of the borough.	*"Faster response times to south west area,"* *"In an emergency they will be able to respond quicker to those houses and incidents that are not close to the town centre."* *"Easy access from station to main roads"*
Job and community benefits	A number of comments referred to potential job opportunities related to the new station as well as wider benefits to the community by having a fire station	*"More jobs would open to the local community"* *"The new station could also create new employment opportunities for people, which again can only be considered as a positive impact."*

Figure 10 – Potential negative impacts identified by respondents

Theme/negative impact	Description	Example for illustration
Concern about the dilution of service and impact elsewhere in the county	A key theme which emerged from the data included a general concern with the splitting of the current service and its potential consequences for service quality in some parts of the county. Key points: • Service not able to meet potential demand of expansion in the borough • Reduced response time/coverage in central and north Rugby locations	*"Splitting the engines does not solve the problem just creates an extra delay factor"* *"Splitting of resources- no increase in the number of engines although there will be an increase in the number of potential fires-ideally the number of engines and crews would also be increased"* *"I feel spreading crews arounds is trying to achieve more with less. The crew and engines should reflect the growth around Rugby and should be increased"* *"Concern is the potential detriment to central Rugby"* *"Reducing cover to town centre and north of town. Seriously reducing ability to cover motorways, M1 and M6"*
Impact on fire crew decision making	Concerns expressed relating to fire crew decision making at incidents that require a second appliance	*"Crews working outside of safe systems through moral pressures to take defensive action in the early stages to prevent loss of life or property, whilst awaiting supporting appliance"* *"Less ability to deal with escalating incidents quickly due to less resources attending…..* *decision making by the initial attending crew may be affected by the pressure to do something unsafe.*
Impact on neighbours	Potential negative impacts were identified for those living close to the proposed fire station location. This particularly related to noise nuisance.	*"Noise of sirens near houses"* *"Noise should be restricted until out of a rural area"* *"Potentially noise... if you lived right next to the station".*
Impact on local wildlife and conservation area	A number of comments made reference to the potential impact on local wildlife and that the area in the vicinity of the proposed new fire station is a conservation area	*"You need to consider the impact on the environment. You need to consider what it looks like"* *"The proposed location is right next to a conservation area. Fire station I think should be nearer to the new road so easier access to all'*

Fire Service personnel and day to day running of service	Some comments related to the potential direct impact on fire service personnel and on-the-ground practicalities including: • loss of jobs, expertise and watch culture • Mental health as service stretched • Potential need to duplicate activities (e.g. briefings) or time will needed to travel between stations for events • Less able to facilitate station visits/community engagement	*"Impact on crew mental health and resilience of being too stretched in trying to attend operational incidents"* *"Possible redundancy and loss of expertise from Corporation st"*
Existing traffic issues at proposed site of fire station	Comments reiterated traffic concerns mentioned in response to a previous question around support for the proposed fire station. These focused on concerns about existing traffic congestion in the vicinity of the proposed new fire station, hampering access to incidents at busy times.	*"traffic on A45 and Dunchurch is a nightmare"* *"The fire station would be better placed more rurally perhaps, to avoid being tied up in heavy town traffic and the difficulties with an appliance then meeting its targets of response times"* *"All very well having a 2nd station but not much help if appliances are likely to be sitting in stationary traffic en route to attend!"*

ADDITIONAL COMMENTS FROM RESPONDENTS

Finally, respondents were asked if they had any further comments. These are detailed in Figure 11. They included comments which expressed general support for the proposal and/or the Fire Service and the work they do. Further comments echoed earlier concerns about the re-distribution of resources (fire appliance and crew) from the current site to new location rather than the provision of additional crew and appliances.

Figure 11 Any further comments

Theme	Description	Example for illustration
General support for proposal and Fire Service	Comments related to general support for the proposals and/or support for the work done by the fire service in general	*"I think this is a good idea"* *"I hope this gets the go ahead"* *"Good luck with providing us with a better service on an already tight budget. Thank you to the brave men and women whom attend all the situations they face on a daily basis to protect us"*
Resource provision	Comments reiterated concerns about splitting	*"additional crew rather than taking*

	resources at the central location and/or referred to a desire to see an additional crew and appliance at the new station.	*a crew from the current station so that Rugby is served by 3 crews overall"* *"Increasing building numbers may sound good but ultimately based on your evidence that Rugby is growing then you have in effect identified that more crew and appliances could potentially be needed"* *"Please give some serious thought to providing an additional (third) appliance to the new fire station, so that the current two appliances are able to remain at the present station. I really fail to see how any improvements can be obtained, through only building a new station, but not also providing an additional appliance and crews"*
Consultation process	A number of comments referred to the consultation process itself. In particular: • Ensuring the wider community were engaged in the consultation/survey • That immediate neighbours of the scheme were contacted directly • Critical comment regarding poll about the scheme on Facebook page • Request for elected members to be involved in further discussions	*"Please make an effort to contact local residents directly"* *"Make sure you consult with people who live next to it e.g. Coventry Road."* *"Many people will not receive the information about this consultation,….are the fire service making sure that this survey is reaching out to young and older people, disability groups, BME etc".*
Traffic	A small number of comments referred again to issues with traffic congestion in the area	*"……..many of the main roads in Rugby are totally inadequate in size for the amount of traffic they are expected to carry, then the Fire Service and the other emergency services do not have a chance of making their way through the traffic and achieving good response time"*

Overall, the proposed new fire station in the south of Rugby borough was strongly supported by respondents to the survey. However, that support was often clearly set in the context of concern about the adequacy of resources available at both the new and existing fire stations to respond to the needs of incidents in the future.

WARWICKSHIRE FIRE & RESCUE SERVICE

CONSULTATION ON NEW FIRE STATION IN RUGBY 2019

Appendix 1

Produced by the Insight Service

June 2019

The following is a list of verbatim comments provided by respondents to the open questions on the Fire Service consultation survey carried out in May 2019. It is sometimes necessary to remove comments to avoid identification of individuals. However, all comments were used in the analysis and generation of themes presented in the main report.

To what extent do you support the Service's plan to move a fire engine and crew to the new station? Open text - Please tell us why
10 days since the consultation opened and only after complaints, do you finally email the Parish Clerk of Thurlaston to advise them ; the area in which you plan to build. I can't support something that doesn't seem to care about the area in which you plan to build. Thurlaston should have been the first to know, not the last. Still a shame you are solely relying on a newspaper no one buys and a Parish Clerk to send the message for you, rather than contacting the neighbours to this proposed station directly
Agree with new fire station BUT NOT move an engine. Needs to be an ADDITIONAL engine. Say you need 2 engines for an electrical house fire (told by fire service called to next door). In your plan, one arrives in target time but the second engine arrives 10 minutes later. How is that 'in target' if you need TWO for the job? It is just massaging figures and not fixing the problem at all. Need NEW station with BOTH stations FULLY manned and full engines.
Firstly I am 100% in total agreement to the need for a new station, because of the continued building of new housing developments, and the massively growing population within Rugby, but I believe that the new station should have on completion, a third appliance and crew, and when possible a second appliance and crew at the new station. I really don't see the point of building a new station, but not also increasing appliances and man power. I previously was a firefighter for a number of years, and am aware that on a great many occasions, it is necessary for two appliances to be immediately mobilized to certain incidents, and for that reason, there could then be occasions when with having divided the current stations resources, your response targets may well be severely compromised, if a second appliance is then having to travel from the other station. Surely Rugby is of a size now, whereby not only is there the need for another station, but also for the appliances and man power to be increased, and unless both additional requirements are addressed, then there will be little if anything to be gained, from only building another station.
I believe that firefighter safety is being put at risk by splitting the appliances across the town. From past experience i would rather see 2 appliances arrive together albeit a couple of minutes later, and utilise safe systems of work. Having a single pump station requires OCL to be increased to 5 in order maintain some semblance of effective response in the early stages. I would refer you to house fire in 2018, ****detail removed. On this occasion supporting appliances came from Southam and Leamington, but the initial response proved ineffective with a crew of 4 resulting in the RC attending and taking over control of the incident.
I think that the proposed location is in the wrong place you should have kept Brinklow station open which would serve the local villages which is why you are proposing the current location, building the fire station where you propose on the border with Northamptonshire will be used a lot for cross border help which will take resources away from a already overstretched Warwickshire fire service.
I think we should have a new fire Engine and crew not move anything from town
If risk and incidents are going to increase, as you state, then surely the new fire station should have an additional crew, rather than stretching the current crews. This appears to be designed to purely meet attendance times and stop the clock. Getting 1 fire engine there in 10 minutes doesn't mean a crew of 4 will actually be able to tackle the incident - they may still need to wait for back up from the crew in town. The move would seriously reduce ability to deal with incidents on the M1 and M6 and other incidents in north of town.
If the population is growing like you state then there is clearly a need for a new station, however splitting a station in halve just to meet your attendance times is clearly wrong. A new station correct crewing levels for the area is clearly the way to go, not the avenue your looking at stretching a already over stretched fire service. ****comment removed to protect anonymity
I'm worried that splitting teams leave them weaker and without expertise as a group. One engine in each station isn't enough and leaves it vulnerable to not being able to function if something were to happen to it. I would expect two engines per station.

*******comment removed to protect anonymity …….no one could be bothered to even let us know about this consultation. Luckily it was shared by a friend who had been told about the consultation who lives in Brownsover!!! Fancy only consulting on people who it means little to!

If I think I'm too far away from everywhere, then it means the station would be too. It takes 15 mins for me to drive to the areas you have randomly decided to consult with, which means that's the minimum time it will take you too. You may wish to know that everytime there is an accident on the M45, the whole lot near there gets gridlocked and queues for hours. If I can't get out of my own drive, you won't get a fire engine out.

******comment removed to protect anonymity…

I just find the location baffling. It's near nothing. Even if they build the warehouses and houses here, still miles from anywhere but there and traffic chaos on A45 and at Dunchurch Square. There are lots of wildlife around here and it's a couple of hundred metres from a conservation area. It's cruel to the environment. A fire station would make me safer, but that's about it. Completely against it, and even more so now I know you opted to ignore those who actually live where you propose this station!

It leaves Rugby Central and areas not close to the new station with fewer resources that are within the very local proximity. Rugby is a growing town - is this enough resources?

It sounds to me like you propose to spread existing resources more thinly , rugby is expanding rapidly , the need for an extra station should suggest an increase in fire engines and crew not a reorganisation of the present resources

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So on Facebook, you did a ridiculous poll. You ask people who have joined a fire and rescue page if they support an additional fire station. Well of course they will support, they like fire stations hence they joined the group, and yes an additional one is good. You put a link, but didn't actually mention specifically where it would be, the distance from other locations. If someone asked me if I supported an additional station I'd say yes too, but when you then take into account where, it's a no. Right on the outskirts. Lorries are apparently going to be coming out of there 12 lorries per second. It's going to be gridlock. It's right next to a conservation area, an old people's home too, so I am expecting therefore you are expecting to get through all the traffic on that road with using a siren. I do not support purely due to the badly planned location. It's like someone's got land so you are using it, rather than finding a suitable location. Exactly the same ridiculous idea as the local plan.

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the highway plans aren't well founded such that there will be traffic chaos in the area. Would be better to build it near TW Tyres.

The justification to spend £3.6 million on a new firestation because of 61 additional incidents per year is not an effective use of public money. The response standard is likley to be achieved on 75% of occassions. For P1 incidents you will need both appliances and probably more to attend.

The Location has not been thought through.....there is only 1 access road into Rugby from this location, and it passes through the traffic lights in Dunchurch, with insufficient room for the fire engine to pass between two lines of traffic coming / going through the lights (which are a high traffic area at work times with long queuing). There is going to be a high risk of cars trying to move out of the way possibly having to mount the pavement and / or get too close to parked cars.

If you are intending to have good access to the south via Ashlawn road, then this will not work, it appears the actual traffic patterns surrounding your position may not have been studied.

The new fire station is even further away from the eastern border with Coventry, further reducing fire cover to the villages between Rugby and the A46 border with Coventry. We are currently unable to meet our response times to this area and this will reduce current attendance from 2 fire appliances that take over 10 minutes to 1 fire appliance that takes over 10 minutes but will no longer have support for an even longer period of time

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There is a need for an additional appliance not to displace one from Rugby. So one appliance will meet the target response time but will not be able to deploy into a fire until the second appliance arrives, which will take longer. As crews increasingly ride with 4 people there aren't enough crew to deploy into say a house fire until another appliance arrives.

Ok you meet your response time target but then the crews are put in the difficult position of not being able to deploy BA crew safely so either putting them at risk or the risk of criticism for not deploying - not helpful for the crew's mental health and resilience.

As usual this looks like an improvement for the 'paper pushers and bean counters' but puts frontline crews in a difficult and stressful situation.

This plan does not take into account the 12,400 houses which are going to be allowed to be built in the SW of Rugby, in addition to those mentioned. An overall plan which provides for the fire service to meet its emergency response standard for the whole of the Rugby area is essential. just relocating one fire engine to a new fire station near the M45, will not solve the overall problem. At the same time a new fire station covering the north of the Borough and the M6 Motorway should be built, and the present Rugby fire station should be shut. Consideration should seriously be given to increasing the number of fire engines to three to provide good cover for the area.

We get noise from the M45,A45, , There will be extra noise from the Fire Engines Sirens, and if both Police & Ambulance will get based there, , To much noise . & Polution

---

With all the development work being done as part of Haulton development I beleive the provision of an extra Rugby fire station would be better located by Haulton.

Also the currently proposed location would result many of the Rugby call outs having to travel via the Dunchurch Cross roads, a junction in which queuing traffic is becoming an ever increasing problem.

Wrong location as too far out and traffic in big directions is slow

Concerns over getting to long lawford *Like to see town centre site kept due to concerns over getting back into town*
Not enough detail has been provided about the move and how the fire engine will be crewed. Will the firefighters be on a retained duty crewing system?
Personally I'd have expected an additional engine and crew, not just a redistribution of them.
Whilst I agree that two fire stations should be in Rugby given the huge amount of new houses being built, I don't agree that 1 of the current fire engines should be relocated from Corporation Street as there is substantial development in the Northern part of Rugby. I think an additional fire engine should be provided to the Southern part of Rugby, instead of relocating a current engine.
Agree with statement the demographics of the area are changing massively so changed priorities
All seems to be a very sensible and well thought out suggestion. Thurlaston
An obvious requirement
AREA SHOULD BE WELL COVERED WITH FIRE ENGINES
As long as the impact of extra development at Houlton and the Coton Meadows sites together with the increased traffic through Rugby Town Centre have been taken into account.
As stated the volume of new estates and poor road infrastructure would effect response times.
As the town is expanding at an alarming rate there needs to be an increase in all emergency services including the hospital. *I support the extra fire station as well as the need for an extra engine and crew.* *Whether the extra crew for the engine is full time or retained.*
As town expands in size, more houses, more families, everyone needs safe cover from threat or fire and accidents
Because of how long it takes with the increasing traffic to get out to that side of Rugby
Because rugby is growing so fast think we need more fire crews
Clear need and benefits to response
Congestion at Dunchurch crossroads and other link roads delay fire response
Convenience given traffic
Due to expansion of town seems logical. *Somes concerns over attending fires in North due to the same issues.*
Due to the expansion of Rugby
Everybody needs a fire engine. The fire service is good
Faster service in an increasingly busy and populated part of time.
Fully support this
Geographic spread ... reduces risk if roads are congested in the town centre..
Given expansion and how rugby's growing
Good idea
Good idea
Good idea as long as you are keeping the fire engine in the town
Good idea given traffic volume
Good thing to see more through on giving a better service to the public
Good to get fire engines quicker to respond to fire and rescue
Good to improve cover
Good to see we are bing consulted and make me feel safe
********comment removed to protect anonymity, we were so grateful for the speed and professionalism of our local fire fighters! However, now that Rugby is growing very quickly and extending over a vast area, the current fire station and appliances were not designed to cover such a huge area, so potentially this puts residents at risk!
I agree with the aims of forward planning against forecast traffic challenges in getting between the north and south of Rugby from the current station location
I agree with the plan to have a new fire station in Rugby, as it will provide more jobs in the area and guarantee better response times. However, I think that in order to get more recruits, that the fire service do not *move* a crew and appliance to the new station, but that a new appliance and crew are stationed there.

I believe it will provide an additional and more efficient service to emergency situations to the South side of Rugby and the rural communities.
I believe that a fire station on that side of rugby will allow fire services to get to those areas quicker and will also offer support and help to nearby towns and even to the current fire station in town
I feel developments like this are definitely needed due to the increasing number of houses in the area to ensure any emergencies etc are dealt with efficiently
I live in Cawston and the area isn't on your list of areas. The area of Cawston is expanding so with the additional housing and possible commercial development in the south of Rugby I feel that a fire station is necessary to reduce the response time if required
I live in Wolston - closer to us
I support recognising the need to meet growing demand but have concerns regarding the impact on response times for the villages north of Rugby. I appreciate in the future a North Station would address this but am concerned about short - medium term impact
I think it will reduce response time to the south of Rugby. It concerns me that the response time could be high if there is only a station on corporation street. The traffic in Rugby is already horrendous and is only set to worsen.
I think it would be a good idea as you say the town is growing and it would be better to have more opportunity to get a fire from another station in the borough if that is necessary
I'm supportive of the moves to get a better response time
If it saves peoples lives - all for it Time to get to people is important
Improve the fire engine cover
Improve the fire engine response
It is definitely needed with all the new housing developments being built on that side of rugby
It is important to increase the fire service with the increase of the population
It makes complete sense to have two fire stations when Rugby is expanding at the rate it is. Safety for life is paramount and I would hope that the engines and crew will be at least doubled??
It will allow easier access for appliances to reach the population in the South
It will be more practical to move a station to get to the emergencies quicker
It will help you meet your attendance times
It's important to invest in and expand the Fire & Rescue service inline with the expanding development of Rugby in order to maintain safe response times.
Its a shame that the new site won't have 'new' engines , rather than splitting the existing services, but I can see the logic in siting units on both sides of Rugby. So lets hope more finding appears for more units and we eventually have three stations, North, South and Town Centre
Live in Dunchurch
Long way to go through rugby currently
Makes sense given housing expansion.
More houses=more infrastructure needed.
My Brother in Law works in the fire service and I have always believed in the exceptional work carried out by all public services. Having another fire station within the ever expending town can only be a good thing in my opinion!
***** Comment removed With the significant housing developments happening and planned, we would be VERY concerned about the capacity of the current provision; especially in relation to an emergency at one of ther schools.
Provides better coverage to areas of Rugby Borough which are expanding, always felt that the closure of the Fire Station at Brinklow was a big mistake, not convinced that the centralisation in Corporation St would not cope with future expansion of the Borough.
Quick response please
Quicker response times
Rugby has over doubled in properties and population in recent years and it is not viable to expect 1 fire station with a small crew to attend all situations within a reasonable time frame, safely and efficiently.
Rugby Town in growing at a very fast rate and a lot of services are either missing or unable to deal with increased population.
Saving lives in an emergency is important
Support good idea
Support spreading the cover but would it be better to have an additional fire engine and crew rather than split the current cover into 2 locations?
Support the direction to keep the fire station and develop a further fire station

The fire station is in central Rugby and it seems that response times to area may be compromised if vehicles have to negotiate traffic in the town in order to get to this area. There more and more developments in this area which the fire station will have to serve.
The fire station location is important however I agree that we should a valuate the needs of the wider community to respond to fires and other incidents as quickly as possible.
The increasing size of the town
The proposals detailed are pragmatic and give due diligent consideration to current and prospective risk.
The proposed location for the new station will reduce the time it takes an appliance from Rugby to reach the rural communities surrounding the town
The Town centre has a lot of traffic and may block the fire engines
The town is growing at a vast rate and it'll be very important to have another station at the other side of town
The villages of Thurlaston and Dunchurch would be better served with a new station.
There is currently only one fire station Rugby which is located in the town centre if there are emergencies on the out skirts of Rugby such as Dunchurch , Thurlaston or the M45 response times would be impeded by traffic and congestion in the town centre which could lead to the loss of life and/or property which could have been prevented with a more suitably placed second fire station.
There is a need to provide coverage across the borough...the existing station is ideally situated for the m6&a5 also the railway lines. An additional station would and could cover the ever expanding business and home's.
This will cover a wider area, more quickly and save life's
To be able to cover wider ranges of the county quicker can only be more beneficial to us all
Top hero's
Very much support, as Rugby grows, more areas to be covered
We need more services in Rugby. We tire of Rugby being overlooked constantly by county wide services (and Coventry and Rugby services), including the fire service
We need to support the plans due to the building work and the town centre is getting   Congested this may result in a fire engine not making the 10 minute time slot. I would like it to be quicker than 10 minutes...
With more houses being built we need more fire engines to respond from different parts of the town
With the amount of new houses going up in the area this is a necessity, so that response times can be quick and effective.
With the continued growth and development of Communities and the associated impact on infrastructure it seems reasonable to distribute Emergency Response vehicles to support a more effective initial attendance
With the planned expansion its only sensible. If you could tell the NHS that too, that'd be great!!
With the traffic congestion and new homes being built it makes sense to have a second fire station
Yes this help protect people

How important to you is it that the fire service meets its emergency response standard? (To provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions) - If you wish you can tell us more about your answer
Agree with new fire station BUT NOT move an engine. *Needs to be an ADDITIONAL engine.* *Say you need 2 engines for an electrical house fire (told by fire service called to next door). In your plan, one arrives in target time but the second engine arrives 10 minutes later.* *How is that 'in target' if you need TWO for the job? It is just massaging figures and not fixing the problem at all.* *Need NEW station with BOTH stations FULLY manned and full engines.*
All incidents should be reachable and dealable with efficiently to provide the best chance of success. Therefore, being able to respond quickly is a key aspect of the fire service in my opinion.
An initial responding fire engine to P1 incidents will be limited in what it can do. A more realistic measure is the attendance standard of the second fire engine. I beleive the national and local policy includes 2 Fire engines for all life risk incidents.
Are you going to increase establishments of the firefighters to maintain the crewing levels. I would like to see a sustainable feature for the service...
Better than a police response would like to be quicker if at all possible
But that does not mean I want to live right on top of them.
Discussed aerial appliance and why there's not one at rugby
Essential

6

Even if they don't get there within 10 mins as it is the standard it gives them a goal time to work towards
Extremely important. The borough is expanding fast and a wider area of cover is necessary. *We hear a lot about public services but not the fire brigade. Grenfell has shown how important they are and the Rugby Cement Office building is suitably located to show how imperative that Rugby has a 5 star brigade presence*
Fire Crews need to get to an incident as fast as possible
Get there as quickly as possible to save life
Have to meet the response to stop people losing their lives
How can this possibly not be important to anyone, when it is absolutely critical that if lives and property are to be saved, you have simply got to have the resources in both appliances and manpower, in which to have the best possible chance of achieving these targets.
I don't agree with stats, and I come from a safety background. However if you think you are going to get to places in 10 mins, then good luck! Already referred to time it will take before I read the question
I think it should be quick but don't agree with standards
I would Like the fire station to respond quicker if at all possible.
If the proposal was to increase fire cover it would be acceptable and hard to argue against, however providing fire cover in a new area by reducing cover in an existing area is not an improvement. A central fire station is not always the best option but in the case of Rugby it is fairly central to all areas of the borough
Important for all
Important to put fires out and attend on time
It is also important to have the correct number of people/fire engines to deal with incident. Moving the current crew appears to just be a clock stopping exercise.
It is essential the fire service is able to reach for emergencies effectively and promptly. 75% is too low.
It is extremely important
Just getting a fire engine to life risk incidents isn't going to be enough if there are not enough firefighters on the engine.
Life depends on you arriving promptly
Lives are often at risk when there's a fire and the quicker the fire services gets to the incident the quicker lives can be saved!
Not only all the new estates but also Dunchurch and Draycote water.
**** comment deleted …..a small fire in our attic. If the fire appliances hadn't arrived within the short response time, our house could have been more damaged.
Peoples lives are at risk if this target isn't met
Quicker response time would be better
Quicker response times improve the chance of saving lives
Quickest response time possible
Quickly if possible
Save lives
Seconds makes difference between life and death/serious injury in case of fire/rta's
Sooner the better
Speed of response = potentially lives saved.
The fire service is stretched too much in our area need more fire people very important service
The fire station situated in Corporation Street has a long way to travel to get to emergencies and the new site suggested would be good for outlying areas
The HMI has manuliped grid references for long enough, don't tell me that the way it works, Surrey my county has been destroyed, what next voleenters. To man pumps
The service needs to acknowledge that the decision to close Brinklow and downgrade Bedworth, increased Rugby turnout area beyond reasonable limits. Currently a property fire in Binley woods Coventry is picked up by Rugby, when previously Brinklow and Bedworth would have attended. Moving stations will reduce times in some areas not covered but increase them in others. The size of expansion of the town would benefit from a 3rd truck at the existing location (on Call), to support the existing 2 whole-time.
This statistic is reasonable providing that the valuable fire crews are given the appropriate man power and equipment to do so, targets are great but in the real world are rarely representative of all facts.
To stop people burning
Very important
Very important to meet the response time as best that you can
Vital
Vitally important. People need to feel safe and secure. That's what we pay our taxes for

We run a care home with many elderly venerable people who need a quick response time to save lives.
When something happens you need to reach it as soon as possible especially when life ins involved
*Which fire engine was stationed in Rugby fire station, when both of the Rugby fire engines were called to the fire **** comment removed …recently?* *If there was no fire engine there, what was the emergency response time likely to be for the Rugby area? Where would the fire engine have to come from in that case?*
With any emergency, every second counts. With children - even more so! Self explanatory I would think.
Would like it to be quicker
Yes quicker if possible please
You must have targets to know if you meet what the public wants from you

Are there any impacts which you think Warwickshire Fire and Rescue Service should consider when developing and providing an additional fire station within the Rugby area?
- Positive impacts

A fire station is just a big garage to park a fire engine in. Is a permant station require, does it need to be crewed 24 hours a day. Would a smaller satellite response location be more cost effective   The 5500 new homes will all have hard wired smoke detectors, the increased traffic will not significantly increase KSI RTCs.
The propos to put and additional fire station and 24hr crew improve fire cover to the Southam Retained Crew and area. It will also help to support Northants fire cover into Daventry.
Access routes on travelling to new station
Additional resources not redeployment, so in effect replacing the Brinklow pump.
Agree with new fire station BUT NOT move an engine. *Needs to be an ADDITIONAL engine.* *Say you need 2 engines for an electrical house fire (told by fire service called to next door). In your plan, one arrives in target time but the second engine arrives 10 minutes later.* *How is that 'in target' if you need TWO for the job? It is just massaging figures and not fixing the problem at all.* *Need NEW station with BOTH stations FULLY manned and full engines.*
As mentioned in 3 above, only if two new fire stations are built will the north and the south of Rugby have a better quality of fire emergency response times than it does now.
Be viable - so people know you are there. Drive Fire Engine around the estate every now and then
Best location for it
Better for the Town to build a Fire Station *I trust the Fire Service*
Better response time and knowing you are there . Road collision RTC s
By setting up the station this seems to open the way to the long term plan of increasing service provision in line with housing growth
Can avoid traffic snarls
Consider where new houses and building may be developed on the outskirts of the town/borough. *Potential issues with increased traffic on roads in Rugby as more people are purchasing cars and more people cycling on roads. With outskirts of rugby being rural, need to consider tractors and milk tankers which can impact on flow of traffic.*
Coverage due to development
EASY ACCESS FROM THE STATIONS TO MAIN ROADS
Every second counts
Faster response times
Faster response times
Faster response times to south west area, *Modern fire station financed by 106 monies*
Faster response times *Any addition to the emergency services is an addition to the quality of life to everyone in the town* *I would feel happier, safer and proud of Rugby to have an improving emergency service*
Faster service
Full borough coverage.
Future planned residential development in South west area

Good coverage for more rural areas
Good for everyone
Good idea
Good idea to get fire engines there quicker
Good idea to help fire engines get there quicker
Good to hear the fire service are improving the fire engines cover... I would like to see the same with the emergency medical facilities here in Rugby
Good to know the fire engine will improve in responding time
Good to see better response fire engines
Great to hear you are giving a the community a voice and it a good plan
Greater community involvement. Raised public expectations and confidence in the ability of the fire service to respond to emergencies.
Greater response for Road accidents in the area and fires
I feel it is a positive thing to have an additional fire station *Due to the infrastructure more houses need to have the proper support like fire stations*
I think prodomantly it would be noise and traffic congestion, both need to be factored in and not in the middle of a beauty spot.
Improved response times in South
In an emergency they will be able to respond quicker to those houses and incidents that are not close to the town centre. Many lives could be saved with this new fire station going up.
In reading all the material and proposal its not as clear as it could be what your proposals are to ensure that the rapid and effective deployment of the Rescue Boat is maintained with two stations ie you really need to clarify:-   *1) Which station location will be where the boat will be based.* *2) How will this mobilisation be staffed ? (including initial turnout when base Pump is on* *   station and when not) and can this "special" response be staffed from either station?* *   What happens if both Rugby stations deploy primary pumps?*
Increased response time + increased capacity = more lived saved. Simple!
It needs to be located with a good network of roads to be able to provide quick response times
It provides the opportunity to ensure attendance times are being met
Jobs *Fire Safety*
Life saving is important
Modern facilities for training. *More cost effective building.* *Speed of response.* *Future growth of the town will mean more population outside the town centre... more traffic accidents potentially... more house fires... new industrial parks with potential fire hazards.*
More coverage over such a wide area since rugby is expanding so rapidly
More jobs would open to the local community *The local community would now have a place which could be significant*
Nearer to centre of population with faster response time because of not having to negotiate town centre traffic.
Nobody minds where the fire service builds its station
Not that I can thin of
Obviously we would all live in a safer community with more professional's on hand to respond in our times of need.
Positive to get response
Providing some better cover to south of town.
Proving Bette cover good routes to all area of the town and outline areas of Rugby
Public awareness *Response times - safety*
Quick response times for rural areas of Rugby *Job Creation* *Community Support*
Quicker fire engine to south of Rugby
Quicker response time *More appliances in rugby*

Quicker response time.   *Needs to be closer to the crossing over the A45 by the premier in or a gap in the central reservation so they can get across the A45 quickly rather than going around the roundabout*
Quicker response to areas near the new fire station
Quicker responses
Quicker to respond to fires near the station   *More jobs?*
Rapid responce to the South and an increased visibility to the public not living in the town centre
Really needed - a good idea   *Also*   *A 3rd station in the North should be looked at too*
Reasonable overlap of coverage between stations.
Reduced times to motorway incidents
Respond to fire as possible
Response time drastically improved which ultimately will save more lives and property.
Response time improvement when serving rural communities around Rugby.   *Greater operational flexibility if an additional appliance is required at a large incident in Ryton, Long Itchington, Southam etc - or on the A45/M45.*
Response time will be met better   *Can cover more ground more quickly*
Response times improved
Response times   *Environmental concerns*   *Costs*
Response   *Split attendance*
Rugby is extending so more areas to cover
Saving lives
That the large areas of housing and businesses that are proposed have access to a quick response if they ever need the service.
The idea of a new station is great as long as you recruit firefighters.
The positive impacts should be to the benefit of all residents in the Rugby area. Everyone needs to be and feel safe in the event of a fire, think Grenfell Tower!
There can only be positive impacts when building the new station, and greatly increasing the potential to achieve and hopefully even improve the current targets. Undoubtedly because of the size that Rugby has currently increased to, and with plans already underway to continue increasing the amount of new housing developments, industrial units, and the population, it has got to now be questionable as to if the fire service is really able to fully mean the requirements of the residents of Rugby. Unless another station, AND appliance and crews are forth coming, then it will clearly not be able to, and lives and property will undoubtedly be lost, that may well have not needed to be lost, had enough resources be made available to the growing population of Rugby. The new station could also create new employment opportunities for people, which again can only be considered as a positive impact.
This is a badly worded question. The proposed answer boxes do not make sense. What positive impacts should you consider? Well, that you need to get to people; well you won't
This will result in a quicker time to South Rugby Area
Try to involve local people.
Use the station to develop community spirit
Very interesting can you not keep both fire engines in the town as well. I do agree with cover the area in the south of Rugby the town is expanding
Very positive move
villages will get quicker response with back up from rugby and vice versa
Will the reduction in the engines at Rugby station on Corporation Street be OK
With an expanding town and network routes having more fire stations within the Rugby area will be a huge benefit!
Yes it very positive and make you feel safe
Yes very good and positive move to maintain cover on the rugby area

Are there any impacts which you think Warwickshire Fire and Rescue Service should consider when developing and providing an additional fire station within the Rugby area? - Negative impacts
Again response times
Be aware of neighbors
Calamities - serious incidents on the M6 *May reduce attendance to the motorways* *Ability to meet these demands isn't diluted*
Cant see any negative impacts
Concern is the potential detriment to central Rugby
Concern re: reduced response time North of Rugby
concerned over ability to reach town centre so would like one appliance kept centrally
Cost of supporting two or more stations (Outweighed by the benefits)
Cost to the fire service budget
Crews working outside of safe systems through moral pressures to take defensive action in the early stages to prevent loss of life or property, whilst awaiting supporting appliance. *Forced change of shift patterns to accommodate move. Loosing watch culture, in direct contrast to findings of AOS inquiry that clearly highlighted the benefits of crews having knowledge of one another strengths and weaknesses.* *Drills either being diluted or joined up by one appliance travelling to the other location, impacting on turn out times that your trying to reduce. Also diesel costs, productivity time sat in traffic, emissions, and general management of set up. Cost of additional vehicles and equipment for drills. Development firefighters loosing knowledge base of 50% of current mentors.* *Management structure... Is a watch commander going to based at each station. Watches already stripped of RC for 50% of time now being further reduced to only 25%. (Directly goes against findings of peer reviews and HMI).* *Station visits/hosting is currently allowing high level of engagement particularly with large groups of children and diverse community groups. With limited resources to host and greater chance of being left abandoned/postponed in the event of a turn out. Lectures/briefings from management teams and union officials duplicated.* *Admin function either lost or additional admin recruited at cost.*
Effect on homeowners in near vicinity which might have to hear blues & twos every time engine is sent out.
Haulton!
Higher density housing in the town and a reduction in fire crews available.
I do not believe there to be any negative impacts, when building another fire station within Rugby, and greatly increasing and potentially improving current response targets, and the opportunity to save more lives and property.
I feel spreading crews arounds is trying to achieve more with less . The crew and engines should reflect the growth around rugby and should be increased not just split
I may have overlooked this but I did not see the risk modelling for the risk of increased journey time for a second engine to the north of rugby; particularly the rail lines, industrial areas and m6 motorway
If there is a very large fire in areas near the existing station - will one fire engine be enough? *What happens if there id an emergency and the one fire engine is already dealing with something else?*
Impact on crew mental health and resilience of being too stretched in trying to attend operational incidents.
Increase in road traffic volumes slows response times down.
Increased costs which have to be met possibly through the loss of firefighters responding!
It needs to be somewhere that has clear access to the area you are planning to support without impeding current traffic flow or risk causing traffic jams and or accidents.
Keep fire station away from houses so don't disturb people at night
Less police managing speeding, so more potential for car crashes which results with increased demand for fire services.
More crews and firefighters please
Negative impacts you should consider; its next to a conservation area, there is an old people's home and Menieres sufferers in the area as stated in the local plan responses whereby noise would be a negative affect on their health, it's nowhere near anyway but Dunchurch and Thurlaston; traffic on a45 and Dunchurch is a nightmare.
No
Noise of sirens near houses.
None
None
None
None

None
None
None
None
None
none ,response from additional station and back up from rugby (corporation street
Not able to think of any
Not necessarily negative however working on the assumption that a life risk incident would attract a response of more than one Fire appliance it would be useful to understand the approach to be adopted in order to achieve the same level of response standard for simultaneous incidents within, for example, the Rugby area whilst still achieving the same standard for other areas of Warwickshire, particularly when facing continual pressures to cut budgets. Whether responding from one location or two locations this still leaves 2 'close' resources covering an ever increasing population/risk profile
Not too near to houses
Possibility of a fire in the North Rugby area - take longer for the second fire engine to arrive
Possible redundancy and loss of expertise from Corporation st. One engine per station is not enough for a town of 109,000 people.
Possibly some noise pollution but the benefits outweigh the problems
Potentially noise... if you lived right next to the station... *But personally I'd be happy to suffer a little noise if it meant lives were being saved.*
Reduced cover for a large swathe of the eastern area of the district. *Less ability to deal with escalating incidents quickly due to less resources attending.* *Risk of increased fire deaths.* *Risk of increased deaths from Road traffic collisions.* *Risk of increased damage to property* *Risk of injury/ death of Firefighters due to lack of resources.* *Decision making by the initial attending crew may be affected by the pressure to do something unsafe.* *Incidents located junction 1 to 2 M6 north bound will only have 1 fire appliance in attendance for an unacceptable amount of time, creating an increased risk to personnel. Adhering to WFRS's own motorway policies, the initial crew will be unable to perform any rescues or extinguish any fires on a live carriageway until the arrival of supporting appliances*
Reducing cover to town centre and north of town. Seriously reducing ability to cover motorways, M1 and M6. *Reducing ability to reach outlying villages- eg, Brinklow and those areas.*
Road infrastructure and traffic volumes
Rugby town is the second largest town in Warwickshire - if an appliance is removed from the existing station, it is reasonable to assume that response times within the town may be affected
Should have access to ALL areas of Rugby *Should not be close to a conservation area* *Should contact local residents* *Noise should be restricted until out of a rural area*
Splitting a two pump station up is total madness. *Your doing it just to maintain your times your an embarrassment.* *It's time senior management stuck there heads up above the wall and said something.*
Splitting crews may be not the best way ...
Splitting of resources- no increase in the number of engines although there will be an increase in the number of potential fires- ideally the number of engines and crews would also be increased.
Splitting the engines does not solve the problem just creates an extra delay factor
Splitting the existing trucks, rather than providing new units. *Fingers crossed there is only one fire or emergency at a time*
The additional fire station in the SW of Rugby will only improve the emergency response time for the south of Rugby. Is that fire engine to be used as a second appliance to back up say the Southam fire engine when the need arises? Is the proposed relocation only to provide easier access to other other areas of the County where fire cover is at its limit? *If the fire engine from the proposed fire station needs to attend to the east to a fire, until the so called Dunchurch Relief Road is built, if ever, it will be held up at the traffic light junction in the middle of Dunchurch.*
The current road systems and road infra structure has clearly not been thought through to consider all the additional traffic from new developments. All very well having a 2nd station but not much help if appliances are likely to be sitting in stationary traffic en rote to attend!
The fire cover into North Rugby and onto the M6 and M1 will be degraded.
The fire station would be better placed more rurally perhaps, to avoid being tied up in heavy town traffic and the difficulties with an appliance then meeting its targets of response times. *This would also mean a better access to main routes throughout the borough.*

The neighbours views maybe!!! Have I laboured the lack of consultation with people who live next to it enough yet?! You need to fasdfconsider the impact on the environment. You need to consider what it looks like (you'll find one of the main modifications of the local plan is that anything there needs to be in keeping with the rural area...so are you making the station out of grass like Gloucester services?).   *But if you insist on ignoring the locals, removing the wildlife we've got, travelling for periods of time and building it anyway, then at least make sure it has places for the locals to have work experience or fire cadets...and parking so people don't dump their cars outside my house.*
The proposed location is right next to a conservation area. Fire station I think should be nearer to the new road so easier access to all
The Rescue boat clarity is I see the only potential negative Impact
The service need to maintain a resilience within each fire station
Traffic?   *Access to other services*
Yes - it should impact the current station e.g. resources being diverted to the new one
You need more staff and better pay - with that infrastructure in place first

Do you have any further comments? - Further comments
Any improvement to the time for fire engines...
Appreciate the hard work that the fire service does
As previously stated, additional crew rather than taking a crew from the current station so that rugby is served by 3 crews overall, or have a full engine at both stations with a smaller response vehicle at the rugby as an additional asset at rugby central
Aside from these new plans, I think that the plan for the Southam Fire Training Centre should be announced as to whether it will continue or not.
CONTINUE TO PROVIDE THEIR EXCELLENT SERVICE FOR FIRE PREVENTION
Don't want to see any cuts in the service provision or the absolute limit of providing the service
Establishment as a whole service is important as I have already stated
Excellent idea.
Good luck with providing us with a better service on an already tight budget. Thank you to the brave men and women whom attend all the situations they face on a daily basis to protect us.
Good to be consulted
Happy Service you had from work respect and in my experience also been very good at get the job done very professionally
How is this even a consultation?   *How are there not recognised numbers of engines per head population and mile of trunk road network, and recognised distances involved that make this a simple calculation*
I am deeply concerned that this survey/consultation will not be reflective of the rugby community. Many people will not receive the information about this consultation, so I recommend you involve community groups and key charities that operate in the area.   *Are the fire service making sure that this survey is reaching out to young and older people, disability groups, BME groups etc.*   *Have the Warwickshire equality and inclusion charity been informed?*
I am happy if you get there in 10 mins. I think the fire service is good
I do not agree with you asking questions to the public e.g. on social media by wording questions to gain the answer you want. It's farsical to say you are consulting but then to do a poll without telling them the detail to gain an obvious yes, then to ask them to complete the survey which links to this and not the information about it. Disgusting back handed way of getting what you want. Complete lack of trust now
I hope this gets the go ahead
I live in Thurlaston but have not been informed of this consultation. I only know because an email has been sent to me from a neighbour who saw it on Facebook. Should those of us near to this proposed fire station not have been directly informed of the consultation? I feel the views of those next to it mean nothing now we have not been told.
I think our firefighters do an amazing job to help save our lives and believe that we, as the general public of rugby should get behind them and support them in the second fire station; it could save many more lives!
I think this is a good idea
I would like the fire engine to be quicker
I would welcome a formal discussion regarding this issue as a Borough Councillor as would fellow Labour County Councillors and the PPC.
I'm happy to be involved and the fire service is discussing there plans
If you are building a new road to avoid the dunchurch traffic lights / crossroad then this would be a workable solution which could also take away the unwanted traffic already flowing through the village

Increasing building numbers may sound good but ultimately based on your evidence that rugby is growing then you have in effect identified that more crew and appliances could potentially be needed.
Initially the idea of an additional station in Rugby looks good until you assess the impact of simply relocating one appliance. How will you Service M6 RTCs from Dunchurch, when two appliances are needed? How will you deploy crew into a house fire if only one pump arrives?
It would be beneficial to have 2 engines at each station, but due to the financial complexities I unfortunately cannot see this ever happening. Such a shame when human lives are at risk
***comment removed
Just do it!
Make sure you consult with people who live next to it e.g. Coventry Road. Also, your survey fails to mention the very area you are planning to build on...parts are Dunchurch, but that end of Coventry Road is actually Thurlaston. So not only do you not consult with us, but you can't even be bothered to list our area on your survey.
Need NEW station with BOTH stations FULLY manned and full engines.
Need two fire engines in each location
No
No
No obviously this suggestion has been well thought out I just hope that sense will prevail with people who do Not want any change at all
No.
None
none
Not within the scope of this survey.
Our fire service deserves first class facilities . They put their lives on the line for us every day. Location is key to response times, so given the dynamic growth in the town it is only reasonable to review the ideal location to service Rugby's population.
Please give some serious thought to providing an additional (third) appliance to the new fire station, so that the current two appliances are able to remain at the present station. I really fail to see how any improvements can be obtained, through only building a new station, but not also providing an additional appliance and crews, and Rugby must surely be of a large enough population now, to warrant taking this action, if the fire service is to have any hope whatsoever of fully meeting the needs of the residents and businesses.
Please make an effort to contact local residents directly. I may have heard about it, but no guarantee my other neighbours have. It's a poor show to not contact residents in the immediate vicinity during a consultation. The same happened with the local plan. Why the council insist on keeping Thurlaston in the dark about thing being built next to them, I'll never know
Shutting Brinklow fire station was a huge mistake. We live in a rural area and rugby fire crew have a huge area to cover which is why they often don't meet their 10 minute target time
The county council elected members have to accept that the funding available for fire and rescue has dropped to an unacceptable and unsustainable level. The mantra of doing more with less reached its limit several years ago. If no additional funding is available, there has to be an honest and frank discussion in regard to reducing the amount of fire cover that can be provided with the current funding available. *The policy of asking it's employees to work unlawful duty systems, reducing the level of firefighters to the bone, pressuring employees to change duty systems to unpredictable and 'family unfriendly' systems is not the answer.* *The fire authority also needs to honestly look at the millions of pounds in funding that is removed from the fire and rescue budget that goes to pay for council services. Highly inflated costs for services such as HR, building / property maintenance, PR, ICT and other services. If this funding (that is provided by central government for fire and rescue) was used for that purpose alone, additional fire appliances and personnel could be provided- increasing availability and fire cover for the whole county.*
The presence of two stations in the Town area of Rugby may present the ideal opportunity to offer peak time resilience with staggering shift times (allocated to one or other station or on alternating pattern). *May also present the opportunity to look at anticipated contingency cover for special appliance deployment from a pool of wholetime / retained operators . If weather / environmental hazard warnings are increased to "red alert" deploy contingency cover from specialist reserve list of staff.* *Alternatively use rostered reserve from "hub" or cluster bases to support pump crews left short by specialist deployment.*
There is little or no justification for this proposal. **** comment removed and I would receive better initial response from this proposal. However, the standard of fire cover was not a consideration when I decided to move here. *Spending 3.6 million pounds to improve response to 6 potential additional P1 incidents is unlikely to be considered appropriate from any perspective. Altenative options should be considered.*
This is just spreading existing resources more thinly. It is not providing more cover. *You state there will be more incidents, due to the town expansion, therefore should be extra firefighters, not just the same number spread further apart.*

Unless and until Warwickshire County Council and Rugby Borough Council wake up to the fact that many of the main roads in Rugby are totally inadequate in size for the amount of traffic they are expected to carry, then the Fire Service and the other emergency services do not have a chance of making their way through the traffic and achieving good response times.   *As an example, in Dunchurch this afternoon the Southam Road from the traffic lights was blocked. The Councils, with their complete lack of forethought, have allowed parking on both sides of the road. The width left between the parked vehicles is only just adequate for two car to pass. If there are lorries or big vans they have to wait, blocking the road, until the traffic in the opposite direction stops and they can then squeeze their way through.*
We need more fire service personel At the rate rugby is expanding it is needed!!!
Welcome that closer to me in event of fire
Whilst fire engines are being shared I hope there will be additional vehicles required for incidents such as RTAs.
Would urge the service to reconsider and favour the current model for reasons of initial actions of 2 appliance attendance being more conducive to firefighter safety.... or increase the OCL to 5 as a minimum.
You do a good job

Warwickshire Fire and Rescue Service

CONSULTATION ON NEW FIRE STATION IN RUGBY - ADDITIONAL COMMENTS

Appendix 2

Date published July 2019

Report produced by the Service Improvement Team WFRS

CONSULTATION ADDITIONAL COMMENTS

The table below reflects the additional comments that have been made by residents and key stakeholders over and above the comments captured in the online surveys. It is sometimes necessary to remove comments to avoid identification of individuals. However, all comments were used in the analysis and generation of themes presented in the main report.

The majority of the comments were made during face to face meetings or via emails.

CONSULTATION COMMENTS

Method	Comments
Face to face	All broadly in support and they requested the link to the survey, which will be sent out to them.
Face to face	Agree with the concept of relocating fire engines outside of the town centre to maximise attendance times to the Rugby area, so would prefer if the site in the South West was implemented at the same time as a new site in the North.
Email	***Consultation on an additional fire station – but no additional fire engine – for the Rugby area*** ***Introduction*** *Warwickshire County Council are "consulting" on their proposal to move one of the fire engines based in the Rugby area to a new fire station to be created in Symmetry Park, which it is proposed will be part of the SW Rugby Sustainable Urban Extension.* *The reason given for the move is that the development of the South West Rugby area will see additional traffic further slowing the response of the county's fire engines and resulting in a failure to meet emergency response standards. (Sadly the former Chief Fire Officer did not explain these adverse consequences of the South West Rugby Sustainable Urban Extension to the government's Inspector when he was conducted his Examination in Public of the new Rugby Local Plan).* ***Is this a consultation?*** *In 2014 the Supreme Court, in Moseley v Haringey, upheld the Sedley principles established in R v Brent LBC ex parte Gunning (1985) that consultation should take place when there is still time to influence the policy outcome.* *Unsurprisingly this legal requirement is also government policy. HMG's Code of Practice on Consultation (2008) states "Formal consultation should take place at a stage when there is scope to influence the policy outcome".* *Warwickshire County Council has supported the development of SW Rugby despite the adverse consequences for traffic congestion and delayed response times. It stands to make a significant profit from the sale of its own land holdings in the area. Its consequent failure to meet emergency response standards means that it has to develop new methods of responding to incidents in the Rugby.* *In fact Warwickshire County Council already has a policy on this matter and this policy can be found on page 119 of the Rugby Local Plan (2019) which states the county's commitment to provide an onsite fire and rescue presence **no later than 31 March 2021**. Given this commitment it is not at all clear what the policy outcome, which could be influenced, could be.*

What are the alternatives?

The Moseley v Haringey case already cited gives a strong steer to alerting the public to rejected policy options as part of the process of consultation.

The county council's consultation does not refer to any other solutions to meeting emergency response standards in the Rugby area.

Again the purpose of the consultation is not clear. If the only way to meet emergency response times is to develop an additional fire station in Symmetry Park why "consult"?

Why Symmetry Park?

If developed Symmetry Park will be on the extreme South West edge of Rugby's urban area.

Symmetry Park would not be a good location for serving the town generally.

Symmetry Park is not a good location for serving the South of town. Fire engines attending incidents in Hillmorton in the South East of town will have significantly further to travel than they currently do. Indeed if Rugby's second fire engine was then moved to the North of town it is difficult to see how emergency response times for the Hillmorton area could be maintained. Has this been modelled?

Whilst the Rugby Local Plan allocates the ground on which Symmetry Park is proposed for a sustainable urban extension there is no planning permission for Symmetry Park. A planning application for a larger development of warehouses than is allocated in the Local Plan has been made. This planning application has drawn objections from both the county council and Highways England. It has not been determined. It is not certain that it will be approved. Meanwhile housing development in SW Rugby continues apace and will surely result in the increased traffic congestion that the county council predicts.

In their consultation the county council concede that their current proposal will not be able to honour their Infrastructure Development Plan commitments to provide an onsite fire and rescue presence in SW Rugby no later than 31 March 2021.

What other sites have been considered and rejected?

The county council is silent on the other options it considered before plumping for Symmetry Park.

Would sites elsewhere in SW Rugby sustainable urban extension not provide better response times for the Rugby urban area?

Would not a site in the eastern arm of the sustainable urban extension not only cut response times in SW Rugby, when compared to the alternative of the Corporation Street site, but also cut response times in SE Rugby (Hillmorton) when compared to both the alternatives of a site in Symmetry Park and the current Corporation Street site?

Given there is already outline planning permission for the development of the eastern arm, albeit without provision for a fire station, and that the county council as Highways Authority have agreed that this is an acceptable location for additional traffic, should this site not be considered? Necessary site works such as completing an archaeological investigation have been completed for the eastern arm whereas the full scale of the archaeological investigation for Symmetry Park has yet to be agreed far less concluded. Was the eastern arm considered? If it was considered why was it rejected? The advanced stage of planning for the eastern arm suggests that a site could be provided within phase 2 of the Rugby Local Plan and thus honour the county's Infrastructure Development Plan commitments.

*Is there not a strong case that an additional fire station site in the eastern arm of the SW Rugby sustainable urban extension would **both** provide better response times overall in southern Rugby (than either the Corporation Street site alone or the Corporation Street site and a Symmetry Park site) **and** also be likely to be available earlier than a Symmetry Park site?*

Appendix G

Ten Minute Response Footprints (Rugby)

It is proposed that Fire and Rescue have a new response base that is located so that the ten minute response standard can be achieved for the additional incidents that will occur across the new Rugby South West development and its arterial roads. The impact of the new development is so significant that it is necessary to relocate some staff and equipment so that this effective response can be maintained. Relocating assets to Rugby South will maintain safety of the public by providing a more consistent response to emergency incidents. The diagrams show the response footprint of the new site:

Response Footprints, 10 Minutes:


Life Risk Incidents
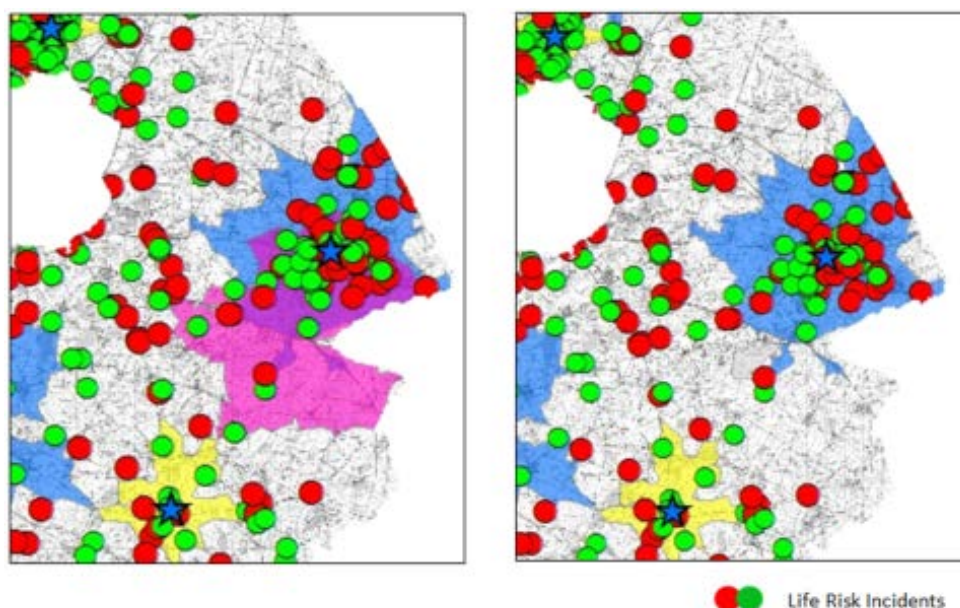
The 10 minute response time coverage is represented by the shaded areas (isochrones) on the maps. The blue and yellow isochrones represent the current 10 minute response time coverage. The purple isochrone shows the wider 10 minute response time coverage provided by the new location, which will improve both local and county wide risk cover.

As well as the extended response footprint of the new site, the map shows it's correlation with the occurrence of life risk incidents (P1 & P2 incidents). Incident data used is from 2011 to 2013, therefore, as previously noted, additional incidents would be expected to occur in the new development area covered by the Rugby South footprint.

Feedback during the Consultation Process:

During the six week consultation process (that commenced on 6 May 2019), one respondent suggested an alternative site for the fire station to the east of the Rugby South West development. The charts below show the resultant modelling to allow comparison between the proposed Rugby South location and the alternative location on the eastern arm of the Rugby South West development.

Response Footprints, 10 Minutes:
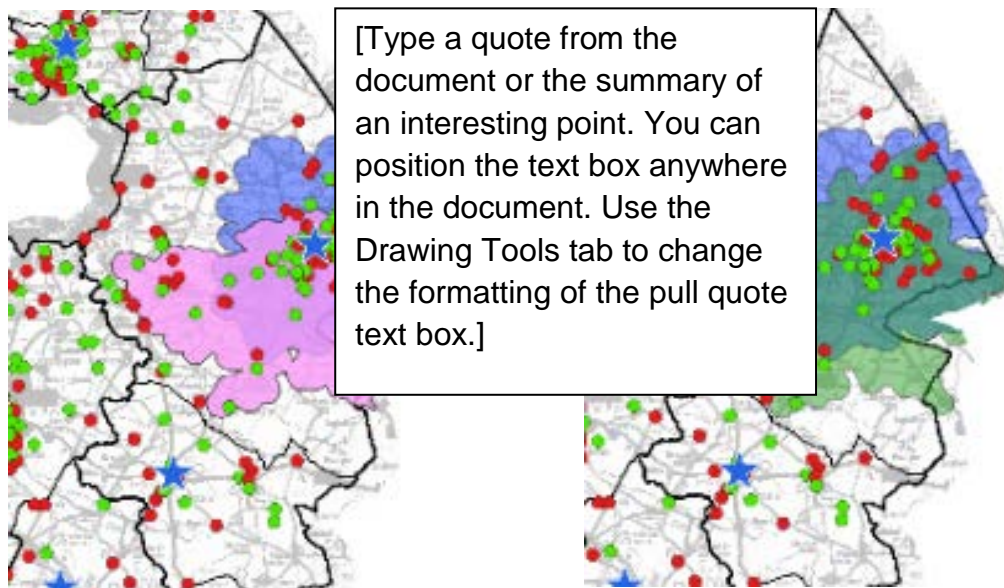
The blue isochrones represent the current 10 minute response time coverage. The purple isochrone shows the wider 10 minute response time coverage provided by the proposed Rugby South, and the green isochrone shows the 10 minute response time of the alternative suggested site.

It can be seen that the combined footprint of the current site and the proposed Rugby South offers a better response for the first fire engine than the use of the suggested alternative, particularly having a greater reach into the area to the west of Rugby, improving both local and county wide risk cover.

Therefore, considering an alternative location, such as on the suggested eastern arm of the Rugby South West development, does not provide an improvement in response, when compared to the Rugby South location proposed in the Draft IRMP Action Plan 2019/20.

Day Model 10 Minute Response
Original Proposed Location

Day Model 10 Minute Response
Alternative Proposed Location
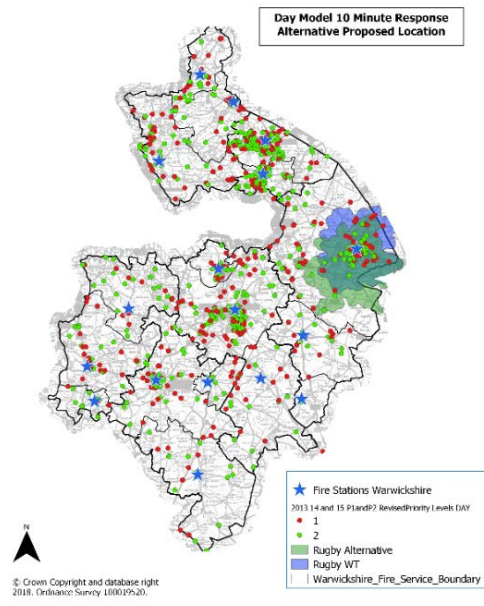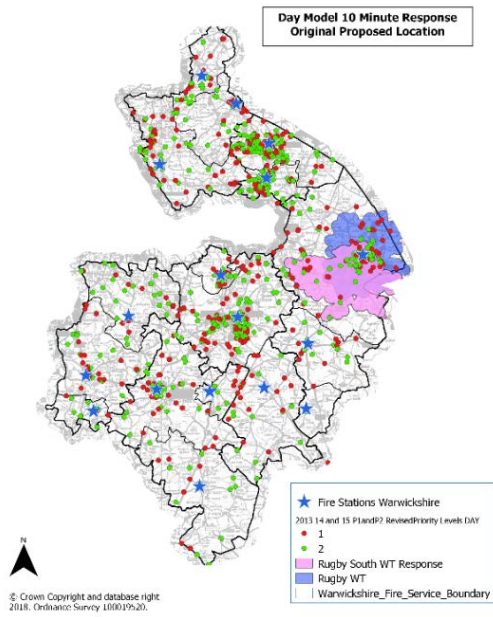
Warwickshire Fire and Rescue Service

Engagement feedback on exploring options for Nuneaton and North Warwickshire fire station locations.

Date published July 2019

Report produced by Service Improvement Team - WFRS

BACKGROUND/METHODOLOGY

The engagement activity followed the proposal in the IRMP draft action plan 2019/20 (action 2.2), to explore the options for new fire station locations within the Nuneaton and North Warwickshire area to:

- Identify the optimum fire station locations that best enhance the use of resources to respond to emergencies;
- Deliver fire prevention activity;
- Consider the impact of future housing and commercial developments;
- Build greater collaboration with neighbouring fire services to provide a more efficient and effective level of emergency response across geographical boundaries.

The engagement activity was carried out between 6th May and 16th June 2019. An online survey was hosted on the Warwickshire County Council consultation and engagement hub (Ask Warwickshire) and a paper copy was made available. The survey was part of a wider engagement exercise with residents and key stakeholders. This report presents the analysis of data from the completed survey.

KEY MESSAGES

- There were 93 responses to the survey. The majority of respondents 51 (55%) agreed with the reasons for exploring the options for fire station locations in Nuneaton and North Warwickshire, while 10 (11%) disagreed. It is important to note however that over a third of the survey respondents either didn't answer (31/33%) or had no opinion (1/1%). However an examination of the 26 responses to explain the reason for their answers provides more nuanced feedback on whether there should be any changes to current fire station locations.

- Respondents considered that the 3 most important things that WFRS should consider when exploring options for fire station locations are:

  o Response times
  o Access to a good road network
  o Being responded to by a Warwickshire Crew (not a crew from over the county border)

- Nearly all of the respondents (93.55%) felt it was important that the fire service meets its emergency response standard.

KEY THEMES

The following themes were identified when analysing the comments made in response to the individual questions in the survey:

- **Funding and Resourcing**
  As the county continues to expand in terms of residential, commercial and infrastructure developments, there was general support for the reasons for exploring fire station locations. Several comments suggested that there should provision for increasing the number of fire stations rather than relocating the current resource. However concerns were raise about the funding implications.

Further comments suggested that consideration should be given to increasing current resourcing in terms of staff, equipment and crewing arrangements and Retained Duty System (RDS) recruitment and retention.

- **Coverage and Accessibility**
  It is important to maintain coverage and improve response times and have good accessibility to road networks etc. However potential negative impacts were expressed about traffic congestion and the disturbance to the immediate neighbourhood.

  One comment stated that full analysis of incident types, commercial v residential etc. should be undertaken when planning fire station locations.

- **Maintaining Current Locations**
  Several general comments questioned why there was a need to move from the current locations and why it was not possible to maintain and build upon the current stations. Concerns were also raised about the impacts on community safety, cohesion or the potential disconnect from local communities if stations were located out of town.

- **Collaboration and Shared Premises**
  A number of comments suggested that consideration should be given to collaboration and shared premises with other blue light services; however some concern was raised about neighbouring services being too busy to assist.

RESULTS - RESPONDENT ANALYSIS

Respondent Profile
There were 93 responses to the survey. Figure 1 provides details of the profile of respondents. 45% of respondents were female and 36% were male. The majority of respondents were of working age (18-59) (70%) and identified their ethnicity as 'white' (77%).

Figure 1 – Respondent Profile

		Count	%
Gender	Female	42	45.2%
	Male	33	35.5%
	Not Answered	2	2.2%
	Prefer not to say	15	16.1%
	Prefer to self-describe	1	1.1%
Age in years	18 – 29	7	7.5%
	30 – 44	23	24.7%
	45 – 59	35	37.6%
	60 – 74	13	14.0%
	75 +	1	1.1%
	Not Answered	1	1.1%
	Prefer not to say	12	12.9%
	Under 18	1	1.1%
Long standing illness or disability	No	65	69.9%

	Not Answered	2	2.2%
	Prefer not to answer	13	14.0%
	Yes	13	14.0%
Ethnicity	Arab	1	1.08%
	Asian or Asian British - Indian	2	2.15%
	Black or Black British - Caribbean	2	2.15%
	Chinese	1	1.08%
	Mixed - White and Asian	1	1.08%
	Not Answered	1	1.08%
	Prefer not to say	13	13.98%
	White	72	77.42%
Religion	Any other religion or belief	4	4.30%
	Buddhist	1	1.08%
	Christian	48	51.61%
	Hindu	1	1.08%
	Muslim	1	1.08%
	No religion	23	24.73%
	Not Answered	1	1.08%
	Prefer not to say	13	13.98%
	Sikh	1	1.08%
Sexuality	Bi / bisexual	2	2.15%
	Gay man	1	1.08%
	Gay woman / lesbian	1	1.08%
	Heterosexual / straight	64	68.82%
	Not Answered	2	2.15%
	Other	1	1.08%
	Prefer not to say	22	23.66%
Gender Identity	No	1	1.08%
	Not Answered	4	4.30%
	Prefer not to say	14	15.05%
	Yes	74	79.57%

ABOUT RESPONDENTS

Reason for completing the survey

Respondents were asked which category they felt most accurately reflected the capacity they were responding to the survey. Figure 2 provides the details of the respondent categories.

The majority of respondents identified themselves as 'general public'. Nearly a quarter of respondents identified themselves as either currently or previously worked for the Fire Service or as a family member of someone who currently or previously worked for the Fire Service .

Figure 2 Number of respondents by category

Respondent Category	Number of Respondents	%
General public	64	68.82%
Currently or previously worked for the Fire Service	15	16.13%
Family member of someone who currently or previously worked for the Fire Service	6	6.45%
Any other (please specify below)	4	4.30%
Local business	2	2.15%
Elected representative	2	2.15%
Total	**93**	**100.00%**

Place of residence/work of respondents

The majority of respondents (87%) indicated that they either lived or worked in Nuneaton and Bedworth or North Warwickshire Boroughs. (Figure 3)

Figure 3 Number of respondents by residential/work location

District/borough where respondents live/work	Number of Respondents	%
Nuneaton & Bedworth Borough	50	53.76%
North Warwickshire Borough	31	33.33%
Live / work outside Warwickshire	3	3.23%
Work Countywide	3	3.23%
Rugby Borough	3	3.23%
Warwick District	2	2.15%
Stratford on Avon District	1	1.08%
Grand Total	**93**	**100.00%**

Respondents who selected Nuneaton and Bedworth or North Warwickshire Boroughs were also asked which area of those boroughs they lived. The majority of respondents from North Warwickshire lived in the Coleshill and Arley area and the majority of respondents from Nuneaton and Bedworth lived in Bedworth Central and Bulkington (Figure 4).

Figure 4 – Which area of North Warwickshire/Nuneaton and Bedworth do you live?

Area of North Warwickshire	Number of respondents	%
Coleshill & Arley (Coleshill, Fillongley and Arley)	18	58.06%
Polesworth (Polesworth, Dordon, Baddesley Ensor, Warton, Newton Regis, Austrey)	7	22.58%
Atherstone and Hartshill (Atherstone, Mancetter, Hartshill, Oldbury, Caldecote)	5	16.13%
Kingsbury (Kingsbury, Hurley, Wood End)	1	3.23%
Total	**31**	**100.00%**

Area of Nuneaton and Bedworth	Number of respondents	%
Bedworth Central & Bulkington (Town Centre, Exhall, Bulkington)	26	52.00%
Bedworth West (Bedworth Heath, Goodyers End, Keresley Newlands, Ash Green, Neal's Green)	5	10.00%
Not Answered	1	2.00%
Nuneaton Central (Town Centre, Attleborough, Bermuda, Hill Top, Chilvers Coton)	7	14.00%
Nuneaton Common & West (Galley Common, Camp Hill, Stockingford, Whittleford)	4	8.00%
Weddington, Horeston Grange and Whitestone (Weddington, Horeston Grange, St. Nicolas, Whitestone)	7	14.00%
Total	**50**	**100.00%**

**FEEDBACK ON EXPLORING OPTIONS FOR FIRE STATION LOCATIONS.**

The following sections describe common themes and give some illustrative examples of comments received. A full list of comments is available and can be provided on request.

IMPORTANT CONSIDERATIONS WHEN EXPLORING OPTIONS FOR FIRE STATION LOCATIONS.

Respondents were asked to choose the top three things that should be considered when exploring options for fire station locations. A list of options was provided along with an 'other' option (Figure 5). The top three issues identified were

- Response times
- Access to a good road network
- Being responded to by a Warwickshire Crew (not a crew from over the county border)

Figure 5 – Number of responses to each of the options.
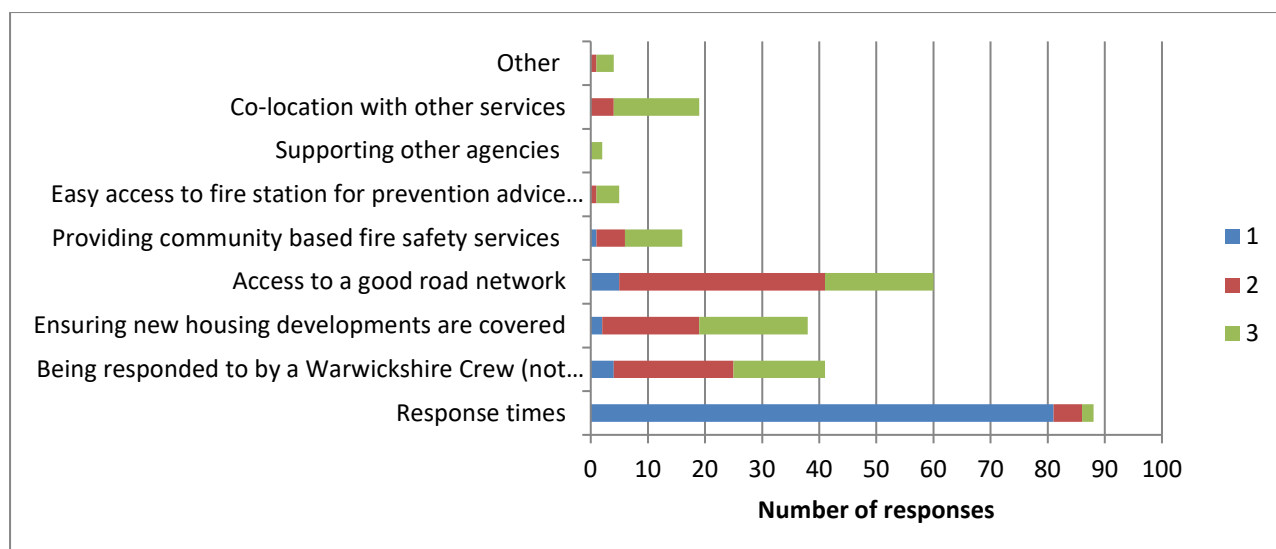
8 respondents provided comments on other considerations following this question. The general themes identified are shown in Figure 6

Figure 6 – Other considerations

Theme	Description	*Examples for illustration*
Response times	Responding as quickly as possible to incidents	*'Resources that are able to respond the most effectively from which ever service or area.* *3 trucks at the Bermuda site as has been looked at for the last 20 years would give access to all major road networks except A5 which can be covered by Atherstone.* *It will improve response time in Bedworth while still able to maintain a good time into Nuneaton'* *'time to get to an emergency in time'* *'Ensuring response is appropriate to risk at the most value added level whilst achieving cost benefits ie subsidiarity in response'.*
Visibility	The visual presence of fire fighters in the community	*'Seeing local Firemen in the community'*
Central locations	The location of stations in relation to town centres	*'Being centrally located in the town centre'* *'Always be at the centre of the town just like a bike hub'.*
Overall considerations	Importance of all options to providing a sustainable service.	*'All are important to ensure a good sustainable service'.*

MEETING THE FIRE SERVICE RESPONSE STANDARD

The current emergency response standard is to provide the first fire engine to attend life risk emergencies across the County within 10 minutes on 75% of occasions. The standard was considered important by 94% (87) of all respondents (Figure 7). Two respondents (2%) felt it was not important two respondents (2%) had no opinion and two respondents (2%) did not answer.

Figure 7- How important to you is the Fire Service Emergency Response standard?
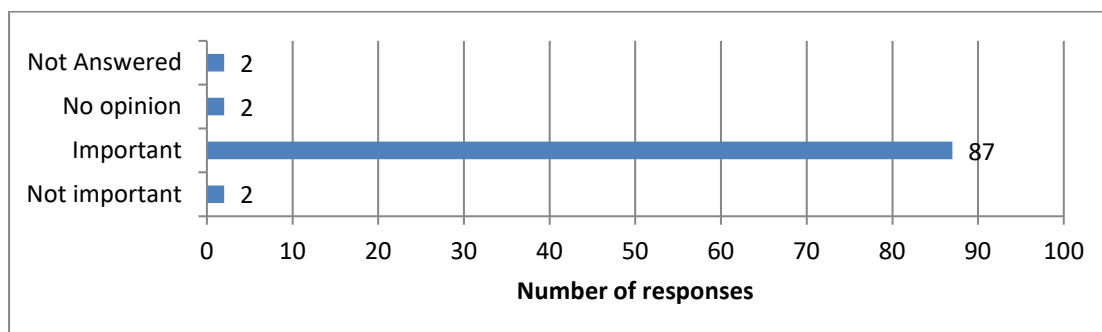
Respondents were invited to say more about their response to this question; 24 (26%) respondents provided comments. The majority of these respondents (19/79%) felt that the standard is important however they would like the fire service to respond as quickly as possible to an emergency and consider reducing the 10 minute target or attending incidents within 10 minutes on all occasions. All themes are shown in figure 8.

**Figure 8 – Importance of meeting the emergency response standard**

Theme	Description	*Examples for illustration*
Response times	Responding as quickly as possible to incidents. Reducing the 10 minute target. Attend incidents within 10 minutes on all occasions	*'This should be a 5 min standard why should we accept less than people over the boarder* [*sic*] *in the West Midlands'* *'Agree important but feel should be aiming for 100%'* *'10 min on 75% of time is already not achieved, the service should be aiming for 10 min 100% of the time.'*
Coverage	Maintaining multiple sites to ensure standard is met	*'I believe it's important, but to achieve this in North Warwickshire would require multiple sites'*
Effective response on arrival	Ensure that the target is used to ensure an effective response on arrival at an incident	*'Very important but to be an effective response and not just a method of stopping the clock as we have seen in other services'* *'As long as they are able to do the job when they arrive and are not just arriving to stop the clock whilst waiting for additional crews to arrive*

		to safely deal with the incident.'
Growth Development	Maintain emergency response as the area develops and grows	*'It's important that the current target be maintained or improved on even if more houses etc are added to the area. More council funding needs to be available when providing new homes to ensure all support services Police, gps etc are maintained.'*

REASONS FOR EXPLORING FIRE STATION LOCATIONS

The majority of respondents (51/55%) agreed with the reasons given for exploring the options for fire station locations in Nuneaton and North Warwickshire, 10 (11%) disagreed, however in total a third of respondents 31(33%) did not answer and one respondent (1%) had no opinion. (Figure 9)

Figure 9 - Level of support for reasons for exploring options for fire station locations
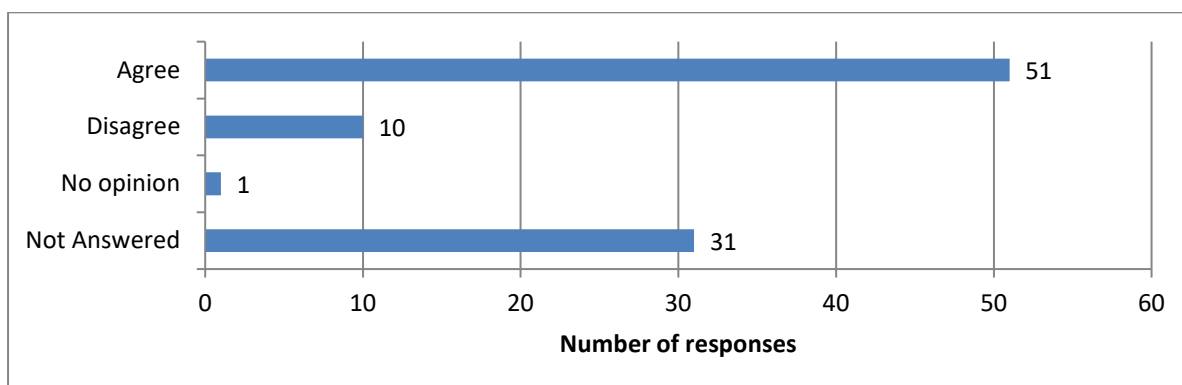
Respondents were invited to provide a reason for their response; 26 (28%) respondents provided comments. In most cases, respondents agreed with the reasons for the review, but added comments that suggested this does not mean they agree that stations should be moved (Figure 10)

Figure 10 - Level of support for reasons for exploring options for fire station locations (Comments made)

Theme	Description	*Examples for illustration*
Funding	Funding in terms of the cost v benefits of relocating stations	*'It would appear to be sensible to review existing locations based on the reasons provided. However the reasons do not mention the budgetary pressures that councils have been under due to austerity measures. This must also be a driver in the review therefore I think it is misleading not to mention this as one of the reasons when consulting us public. At the very least it is a limiting factor ie because*

		of number of locations you are thinking about. It would also be useful to know where you currently are with hitting the 10 minute target in all locations.'
Resourcing	Resourcing in terms of needing additional resources rather than moving current resources and crewing arrangements i.e. full time v retained.	*'I agree that there needs to be more fire stations, but using additional fire engines, not re-locating current ones'.*
Resource flexibility	Impact on response times, relocating stations as towns expand and locating stations based on level of risk	*'Effectively placing resources makes perfect sense yet 10 minutes to attend incidents is far too long for fire survivability, why should we have fire stations, should we not have resources that move with the risk, we are proposing to build another facility at significant cost, this is an unacceptable financial outlay, resources should have the flexibility that meet the community needs within the financial constraints placed on the service.'*
Maintain status quo	Keep and build on current locations	*'Not aware of any issue with current locations'* *'More attention to existing stations eg number of staff and equipment. Not single pump stations dotted around the area.'*
Collaboration	Impact of neighbouring fire services being busy and unable to assist	*'I think response times are important as everybody deserves to have the fire service attend asap if they require them. But if you have to rely on neighbouring brigades for cover along the county border, then you run the risk of having no cover in those areas at all at times if the neighbouring brigades are busy'*
Accessibility	Impact of traffic congestion	*'The traffic around Bedworth town centre is quite difficult to negotiate during an 'emergency'* *Because location and response, ease of access to areas is important and increases your ability to rescue'*
Urban growth	Impact of new developments	*'As the population changes and the needs of communities change it makes complete sense to review the current provision, and make the necessary changes to meet the service standards'* *'Nuneaton fire station is based roughly in the centre of the town. It currently has access to most directions and external circumferences of the town from this central location, and given*

		that housing developments are currently being identified across the town, in all directions, it makes no sense at all to re-centre the fire station'.

POSITIVE AND NEGATIVE IMPACTS WE SHOULD CONSIDER WHEN EXPLORING OPTIONS

Respondents were asked if they thought there were any potential positive or negative impacts that we should consider when exploring options for fire station locations. This question was completed by 57 (61%) respondents. There were 52 responses for positive impacts and 47 responses for negative impacts. Themes emerging from the responses given for positive impacts are shown in Figure 11 and for negative impacts in Figure 12.

Positive Impacts

Figure 11 - Positive impact themes identified

Theme	Description	Examples for illustration
Coverage and Accessibility	Better and wider coverage, including accessibility to the road network, whilst retaining/improving response times	*'More wide span cover* *Quick access to large housing areas and industrial areas* *Location, easy access to road links'* *'If coverage is increased then this is positive'*
Staff Resources	Impact on RDS recruitment and retention. Consider more whole time crews	*'Reduction of retained staff to more whole time staff would be positive'* *'Recruiting from retained would also give a more experienced workforce'* *'Easy access to firefighters (retained) to get to the stations'*
Local Communities	Impact of supporting local communities and community safety	*'A modern fire station(s) that supports fire crews to serve the local communities fully can only be a good thing.'* *'Fire Stations for local community - feel safer'*
Resourcing	Provide additional fire stations	*'Increasing the number of fire stations within the Warwickshire area to ensure response times are met in addition to their supportive duties to the community would be welcomed'.*
Maintain status quo	Keep specific current stations	*'Keep it in Coleshill has done excellent service with TWO engines running as we have a busy duel carriageways linking to motorways and new building hence population growing. '*

		Polesworth and Bedworth also mentioned in individual comments
Collaboration	Collaboration with other fire services and blue light services	*'Closer working and responding with West Midlands and may be a merger with them due to the poor standard of service that Warwickshire offers and making effective cost savings for all tax payers '*
Urban growth	Impact of new developments and transport infrastructure	*'Right that you're considering new housing developments.* *Also need to consider the impacts of HS2 construction which will cause a lot of "rat running" displaced traffic on unsuitable roads so increase in accidents.* *Whether the housing developers are paying for road safety improvements - most aren't so existing road network unsafe for extra volume of cars.'*

Negative Impacts

Figure 12 - Negative impact themes identified

Key theme	Description	Examples for illustration
Rural Communities	Impact on rural areas if the stations are located some distance away	*'Concerned that in rural areas where roads are narrow and single lane access in some places, residents requiring a fire engine in an emergency situation could have to wait some time if fire stations were located miles away.'*
Funding	Funding potential relocations and future funding implications	*'Budget reductions! How will the service fund the station relocations'*
Urban growth and Infrastructure	Population growth means more stations rather than relocation of current resource	*'As the town grows is one fire station enough?'*
Staff Resources	Impact on current crewing arrangements in terms of full time v RDS and their ability to travel to stations within the time limit	*'Increase in population and building developments but no increase in appliances. Atherstone, Polesworth and surroundings has more and more houses being built yet still only 2x Atherstone and 1x Polesworth. Both relying on Day Crewed/Retained staff which adds to response times. Maybe consider making new stations with facility for Full Time rotas.'*

Accessibility	Accessibility for fire staff	'To move the station would mean some part-time firefighters maybe having to give up the profession (if they couldn't get to any new location within 5 mins), thereby losing valuable experience, as well as potential difficulties in accessing major roads quickly!'
Collaboration	Collaboration with other fire services and blue light services	'Relying on other services to respond to incidents on your area is dangerous. If you can join up and have a collaborative service with the other fire services that surround us then that would be a better way of ensuring the community stays safe'.
Maintain status quo	Retain specific stations	I'f [*sic*]based in Coleshill and then moved worse decision to growing population in area.' 'No negatives, Coleshill fire station is essential to our, not so small town'
Local environment and infrastructure	Traffic congestion and disruption to neighbourhoods (noise and pollution) Access to road network	'traffic congestion on current road network. Disturbance to the immediate neighbourhood. M6 - 4 lane running - accidents could increase. Access to roads, traffic and road works which causes delays'
Local Communities	Impact on local communities if fire stations located out of town	'1)Moving a station further away from its employees 2)The high cost involved that could be used for other means 3)Not treating this exercise as a 'merger' to reduce number of stations/firefighters at the risk of safety 4) Disconnect from the community if stations are moved out of town centres'
	Impact of any closures on jobs services to the local community and the loss of local knowledge and community support	'Potential closure of fire stations this would have an adverse impact on jobs and service to the local community.'

Communications	Communications need to handle carefully to avoid the misconception that relocations being seen as closures.	*'public misconception of moving bases will be seen as closures this has to be handled very sensitively'.*

OTHER ISSUES OR FACTORS WE SHOULD CONSIDER WHEN EXPLORING OPTIONS FOR FIRE STATION LOCATIONS

Respondents were asked if there were any other issues or factors we should consider when exploring fire station locations. There were 34 (37%) responses and the themes listed in Figure 13 were identified.

Figure 13 – Other issues or factors

Theme	Description	Examples for illustration
Collaboration	Collaboration with other fire services and blue light services	*'Bringing resources and ideas from all blue light services including neighbouring services. You should also effectively utilise all fire appliances and resources from whichever service.* *Think about utilising resources from other agencies ie transport, HR, fire control.'*
Urban growth	New housing development growth requires additional services	*'The massive new housing developments in Warton Polesworth and Nuneaton.'*
Infrastructure	Future proof against infrastructure plans and industrial growth .i.e. HS2	*'Take in to account. Hams hall and industrial estate growth as well as the impact of HS2 with years of disruption this could affect roads and cause more accidents'*
Complete a full analysis of requirements	Full analysis of types of incidents, age of property, residential v commercial premises when planning where fire stations are located	*Analysis of the types of incidents/calls/types of site affected may help inform decisions on potential location of new stations. E.g. presumably household fires are the most prevalent? What about fires in commercial/industrial properties? Would they require a quicker response time due to the potential materials on site, number of people working on site etc? '* *'Perhaps the age of properties also need to be taken into account. Presumably new builds might be more resilient than older properties (improvements to Building Regs etc.)? In an ideal world, yes all properties should be accessible within 10 minutes - but if that is not possible, would older properties require a quicker*

		response time because of their construction materials? Would new builds be more resilient/better placed if responses within 10 minutes are not possible?'
Maintain status quo	Keep specific current stations	*'facts are it's working where it is with two. We have suffered already with no police presence since station went, would hate to think how bad things can get (and it will) if Coleshill fire station was to move away. It has helped saves life's [sic], residents will fight to keep the TWO engines running in our community'…* *'just keep Coleshill fire station as it is'*
Resourcing	Resourcing staff and equipment and current crewing arrangements, including more full-time watches.	*'Staff numbers and equipment'* . *'Change of rota to Full Time watches at all stations. Move stations to outer edges of towns rather than central gridlocked area (Nuneaton/Atherstone/Polesworth). Closer working relationships with West Mids/Leics/Staffs for borderless attendances'.*
Communities	Impact on rural areas accessibility	*'More rural locations ie Polesworth retained fire fighters would struggle to get to a call out in Austrey within 10 minutes. The roads are windy & would put pressure on crew driver to get there in time which could put other road users at risk.'*
Facilities	Advanced training centre	*'Enough room for an advanced training centre for new recruits would be crucial'.*
Local Communities	Consider RDS impact if moved from local communities and the impact of one big hub v smaller stations.	*'Ensuring that a retained crew is available from Bedworth fire station, in its current location or possible future location. Furthermore the protection of retained firefighter jobs, who lie at the heart of the Bedworth community. '* *'Building one big hub does not make service's better having smaller local stations help unite the community'*
Accessibility	Impact of traffic congestion	*'Fire location for on call crews need to accessible Bedworth is gridlock every day at peak times'*
Funding	Funding implications	*'Do the costs of relocating outweigh any benefits or does it create an unnecessary cost to offer a reduced, less effective service, which could cost lives (potential savings -v- saving lives)?! If it's not broke, don't fix it!!'*

ADDITIONAL COMMENTS WE SHOULD CONSIDER WHEN EXPLORING OPTIONS FOR FIRE STATION LOCATIONS

Respondents were asked if they had any further comments they would like to share with us. There were 24 (26%) responses and the following themes were identified.

Figure 14 – Additional comments

Theme	Description	Examples for illustration
Collaboration	Collaboration and shared premises with other blue light services	*'Thank you for all you do but please look at different and modern ways to serve the community's of Warwickshire we can not afford to continually build stations for single services.* *Also fire stations & ambulances should run out of the same premises like they do in America. Reducing costs for bases etc '*
Accessibility	Accessibility to road network	*'With motorway's becoming more busy crews to be in good access and 24/7 cover in Nuneaton and Bedworth and extra crews for cover if a major fire to happen'*
Urban growth	Impact of new developments and infrastructure	*'Our emergency services are this countries great asset and we need to ensure they meet an ever increasing demand due to volume of traffic on all roads, new housing estates,etc'.*
Trust/ Praise	Trust in fire service to make correct decisions	*'We rely on your service and trust you, therefore I believe your knowledge and expertise should carry more weight than anyone else's views.'* *'Just to continue with the excellent work that Coleshill station and crew do for our town, keeping us safe'*
Resourcing	Correct crewing in terms of contracts (fulltime v retained)	*'I fully support our local fire station & they are a big part of our community but I feel they are under resourced & if planning goes ahead to develop our housing in the village by the amount that is proposed then I feel we should have a full time crew & not just 'on call'* *'Make Polesworth station full time?'*
Maintain status quo	Retain specific stations	*'Please retain a fire station in Bedworth.* *With the amount of houses being built in the Nuneaton and Bedworth areas. The need for 2 stations is more important than spending the money building a brand new one'*

		'Retain Coleshill Fire Station'
Coverage	Impact on current coverage	*'Bedworth has previously "lost coverage" when the station was changed. The change should not not penalise Bedworth further'.*
Funding	Funding implications	*'I will repeat what I said to the previous question - if it's not broke, don't fix it! Cost savings -v- saving lives (& jobs)!'*
Resources	Consider the most effective appliances	*'There is a need to consider smaller appliances given the greater volume of traffic on the roads in the Nuneaton /Bedworth area. West Midlands have now employed a fleet of small appliances. Bedworth has a small appliance which does not seem to be mobilised that often. It seems to be driven around the area covering arson prevention more than anything else.'* *'I hear on the grapevine that the small Iveco appliances are considered by the firefighters to be a failure. It sounds as though little consideration was given as to how they could be intergrated [sic] into the existing fleet.'*

Overall several of the themes identified were evident across all question responses. The majority of respondents supported the review of fire station locations; however there were more nuanced views on actually implementing any changes to current fire station locations.

There was recognition that as the county expands it is necessary to review our service in terms of locations, resourcing and the impact on the local environment and communities, however further, more detailed information on the future plan for the service was required to enable communities to make final informed opinions on future fire station locations.

Appendix I

Integrated Risk Management Plan - Consultation and Engagement

Marcomms Evaluation: June 2019

WARWICKSHIRE
FIRE & RESCUE SERVICE

Communications Objectives	To raise awareness and increase take up for our IRMP Consultation with specific focus on the Rugby consultation and Nuneaton and North Warwickshire engagement activity.
Audience	Residents, key stakeholders, MP's, businesses, local members
Key Success	- Increase in the amount of surveys filled in - Improve resident and stakeholder engagement

Inputs		Outputs	
Media / external Comms	- Draft news release – WFRS urge residents to have their say - Draft news release – Come along and have your say - Support with Q&A's - Briefing comms team - Intranet - Draft Marcomms Strategy - Draft news release - Have you had your say	Media	**News release – Come along and have your say, Rugby Consultation** – (113 unique page views) Issued 17 June 2019 **News release - Have you had your say** – (155 unique page views) issued 10 June 2019 **News release – WFRS urge residents to have their say** – (135 unique page views) issued 6 May 2019
Digital	- Planning and scheduling content - Create content for web page link - Draft regular posts for social media - Update Q&A's for web page	Digital	**Facebook – 16 Posts issued** - Reach: 29,710 - Engagement: 1,541 - Shares: 51 - Comments: 5

			Twitter – 18 posts issued • Impressions: 31,111 • Engagement: 496 • Clicks on links: 207 • Retweets: 27 • Likes: 43
Internal Marcomms	• Drafting relevant content for internal publications • Ensure that all editors of aware of content and that the story is being covered. • Provide relevant images	Internal Marcomms	Content was issued in the following publications; • IPeople - 160 • Fire Matters - 145 • Communities Briefing – 176 views • Resources Briefing – 233 views • Re-Member • W4W – 316 views • Intranet – 65 people reached • Warwickshire Weekly Newsletter – goes out to 4,641

Comments on social media

Comments	Facebook	Responses	Facebook
	Is the station on corporation street staying? It is it being knocked down then crews relocating to this new station?		Hi the consultation is around having two fire stations. The one on Corporation Street and an additional station in South West Rugby.
	Any ideas for the duty system for the new station??		The details of duty systems will form part of the consultation.
	Is the consultation available online? I missed the event but would be interested in having a say. Thanks!		Hi no problem, here's a link to the Rugby consultation - https://ask.warwickshire.gov.uk/.../additional-fire.../
	Is this expansion or cuts?		Hi, thank you for your comment. To confirm, this is consultation and early engagement to decide where best to locate our resources to ensure that we continue to provide the best service that we can to the residents of Warwickshire.

Social media survey: Facebook

Social media survey: Twitter

20:41 ⓖ 📶 81% ▮

← Warwickshire FRS
12.9K Tweets ⋮

Tweets Tweets & replies Media Likes

Warwickshire FRS @WarksFire… · 4d ⌄
As part of our Integrated Risk Management Plan we are looking to provide an additional fire station in Rugby. The consultation closes 16 June 2019 - ask.warwickshire.gov.uk/fire-and-rescu…

To what extent do you support the Service's plan to move a fire engine and crew to the new station?

Do not support — 12%
Support — 76%
Don't know — 12%

17 votes · Final results

Warwickshire FRS @WarksFire… · 4d ⌄
The crew from Henley were called to an RTC in the early hours of the morning on the M42 J3 to 3A. On arrival one … s on its roof in lane 3 of the carriag… Luckily the casualty was out of the …

20:41 ⓖ 📶 81% ▮

← Warwickshire FRS
12.9K Tweets ⋮

Tweets Tweets & replies Media Likes

💬   ⟲ 1   ♡ 3   ⤸   ılı

Warwickshire FRS @WarksFire… · 1d ⌄
We are exploring options for new fire station locations within the Nuneaton and North Warwickshire area. Based on the information outlined in the link below, do you agree or disagree with our reasons for reviewing the station locations? ask.warwickshire.gov.uk/fire-and-rescu… B

Agree — 72%
Disagree — 24%
Don't know — 4%

25 votes · Final results

💬   ⟲   ♡ 1   ⤸   ılı

Warwickshire FRS @WarksFire… · 1d ⌄
It's carers week 2019! If you provide regular help for someone who c… cope without you, you are a care… you don't need to do it alone.

Radio Interviews:

BBC Coventry and Warwickshire - radio interview - 20 May 2019

BBC Coventry and Warwickshire - radio interview - 14 May 2019

EQUALITY IMPACT ASSESSMENT (EIA)

Rugby South Fire Station

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Service/policy/strategy/practice/plan being assessed	**Rugby South Fire Station – New Build** Within the current Draft IRMP Action Plan 2019-20, objective 2.1 is specific in that we have a need to look ahead to the impact that future housing and commercial developments will have on the capability and location of our resources; namely our fire stations. In particular we have identified the need for a new fire station to the south of Rugby.
Business Unit/Service Area	Fire & Rescue
Is this a new or existing service/policy/strategy/practice/plan? *If an existing service/policy/strategy/practice/plan please state date of last assessment*	New
EIA Review team – list of members	Ade Mallaban, Rosemarie Holme
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	April 2019 – Reviewed August 2019
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees?	No

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*If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	

Details of service/policy/strategy/practice/plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan?	The development in the South West Rugby area will see significant employment provision, as well as 5400 new homes, built in the coming years. This development will not only increase the population in the area that requires WFRS prevention and protection services, but will widen the populated geographical area in which we are expected to provide an emergency response within current performance requirements. WFRS has an agreed performance standard to provide a response to life risk incidents (such as building fires and road traffic collisions) within ten minutes.
(2) Who are the customers?	People who live or work in the Rugby area or throughout Warwickshire. WFRS Staff.
(3) How has equality been considered in the development or review so far?	Equality has been considered in the EIA carried out for the IRMP in November 2016. During the evidence gathering process we have considered: ● Demographic predictions from the Insight Team (including Warwickshire Challenges 2019)

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	- WFRS Risk Profile 2016 - Service demand information - Census data - Other Fire and Rescue Services' Risk Management Plans - Local and national performance information - Warwickshire County Council's One Organisational Plan - WFRS Outturn Report, National Risk Assessment - The National Framework and CFOA Operational Assurance As part of the consultation process, we are ensuring that all groups with protected characteristics are able to contribute their views via various methods. These include on-line surveys, paper copies if requested, email, telephone, using our network of WCC partners, charities, community development teams and the Community Engagement officer.
(4) What is the reason for the change/development?	A changing risk profile of the Rugby area, and the large scale new developments taking place, means that we have to consider how and where our resources are deployed to deal with emergency incidents and community prevention activities.
(5) How does it fit with Warwickshire County Council's wider objectives?	The One Organisational Plan 2020 outlines WCCs core purpose to make Warwickshire the best it can be. This is supported by two outcomes: - Warwickshire's communities and individuals are supported to be safe, healthy and independent - Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

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(6) Why might it be important to consider equality and the protected characteristics?	As a universal service that ensures the safety of all communities across Warwickshire, it is imperative to identify the impact of how our services are delivered to individuals with protected characteristics who may use them. By identifying and mitigating any negative impacts and maximising the positive ones, it helps us to achieve WCC's Equality and Diversity Objective; 'WCC provides fair and accessible services to the citizens of Warwickshire'. WFRS works closely with other partners (eg health professionals) to increase the social value of our services, and as a direct result of these partnerships, and our consideration of equality, we adapt our services to meet the needs of vulnerable groups. This is illustrated by the Hospital to Home service that has recently been introduced.
Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	● Demographic data from the Insight Team (Warwickshire Challenges 2019) ● WFRS Risk Profile 2016 ● Service demand information (used to support the IRMP consultation survey) ● Census data ● Local and national performance information ● WFRS Outturn Report ● JSNA place-based needs assessments
(8) What does the data you have tell you about your customers and about protected equality groups?	It informs us of current and future demographic changes for all groups, including those with protected characteristics. This assists us when considering both current and future resource planning, in terms of staff and future locations.

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(9) What do you need to know more about?	Nothing identified currently. We are seeking the views of the community on the impacts of our plans by a formal consultation process, therefore ensuring: 'Warwickshire residents are informed, are involved in the decision and are able to make their view heard' (*WCC's vision for consultation and engagement*)
(10) How could you find this out and who could help you?	As part of the consultation process, we are ensuring that all groups with protected characteristics are able to contribute their views via various methods. These include on-line surveys, paper copies if requested, email, telephone, using our network of WCC partners, charities, community development teams and the Community Engagement officer.
Engagement and Consultation	
(11) Who have you consulted with from protected equality groups?	All groups are involved in the formal consultation exercise. We will ensure the views of residents captured is representative of the demographic of Rugby by collecting equality monitoring data as part of the process and comparing it to local demographic data available.
(12) Who else could you consult with?	Key business partners, including local representatives, businesses and other public sector services.
(13) Who can help you to do this?	We have completed a stakeholder plan and will be working through the network of partners to ensure that we continue to reach all groups.

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Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	At the end of the consultation period, an analysis report will be presented to Cabinet in September 2019, and will be used as evidence in the ongoing planning and build of the Fire Station.

Please note: Further information and advice about the corporate consultation process can be found <u>here</u>.

(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: **Eliminate discrimination/mitigate negative impact** **Advance equality of opportunity** **Foster good relations**
		Positive impacts identified (actual and potential)	Negative impacts identified (actual and potential)	
Age	From our data analysis, there are no specific identified impacts for this group		**Staff impacts:** The transfer of staff to the new fire station location may impact some within this group.	Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have

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				consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request. August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation. WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.
Disability	From our data analysis, there are no specific identified impacts for this group		**Staff impacts**: The transfer of staff to the new fire station location may impact some within this group.	Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.

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				Paper copies and alternative formats of the survey are available by request August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation. WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.
Sex	From our data analysis, there are no specific identified impacts for this group		**Staff impacts**: The transfer of staff to the new fire station location may impact some within this group.	Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request August 2019 A review of the data gathered as part of the

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				consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation. WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.
Race	From our data analysis, there are no specific identified impacts for this group		**Staff impacts**: The transfer of staff to the new fire station location may impact some within this group.	Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.

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				WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.
Religion or belief	From our data analysis, there are no specific identified impacts for this group			Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request. August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation. WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.

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Gender Reassignment	From our data analysis, there are no specific identified impacts for this group			Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request. August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.
Pregnancy and Maternity	From our data analysis, there are no specific identified impacts for this group		**Staff impacts**: The transfer of staff to the new fire station location may impact some within this group.	Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have

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				consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request. August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation. WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.
Sexual orientation	From our data analysis, there are no specific identified impacts for this group			Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.

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				Paper copies and alternative formats of the survey are available by request. August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.
Marriage and Civil Partnership	From our data analysis, there are no specific identified impacts for this group			Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey. In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner. Paper copies and alternative formats of the survey are available by request. August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will

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				be used to inform our future IRMP strategy and methods of engagement/consultation.

(16) Outcomes of Equality Impact Assessment			
Action	**Timescale**	**Responsibility**	**Outcome**
Seek the views of the community on the impacts of our plan by a formal consultation process.	6 May 2019 – 16 June 2019	Service Improvement Team	Consultation process, including the production of the report completed
Present Consultation Analysis report to Cabinet	Sept 2019	Service Improvement Team	
Utilise evidence gathered as part of the Consultation in the ongoing planning and build of the Fire Station	June 2019 – Dec 2022	Service Improvement Team	
Review the impact and potential actions on protected groups (listed in Q15)	June 2019	Service Improvement Team	WFRS has reviewed the data from the consultation report and there are no specific identified impacts on the protected groups listed on Q15. The transfer of staff to the new fire station location may impact some within the groups

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			listed in Q15. WFRS will continue to monitor and consider any disproportionate impacts on staff within those groups

Date of Next Review	**A review was conducted in August 2019 and a further review will be undertaken after the Cabinet meeting in September 2019**

Name and signature of Officer completing the EIA	Ade Mallaban 12/08/19
Name and signature of Assistant Director	CFO Kieran Amos 12/08/19
Name and signature of Directorate Equalities Champion	DCFO Barnaby Briggs 12/08/19

Warwickshire
County Council

Resources and Fire & Rescue
Overview and Scrutiny Committee

18 December 2019

Operational benchmarking performance report of Warwickshire Fire and Rescue Service 2018/19

Recommendation

It is recommended that the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on the contents of this report.

1.0 Key Issues

1.1 This report summarises the performance of Warwickshire Fire and Rescue Service (WFRS) against certain key incident categories in comparison to the other 44 English Fire and Rescue Services (FRSs) and against a range of organisational factors where broad comparisons can be made. Incident and population data has been taken from the Fire Statistics Data Tables April 2018 to March 2019, published by the Home Office in August 2019; the number of dwellings information has been taken from the CIPFA latest published statistics. Incident data is collated using the national Incident Recording System used within each FRS. It should be noted that FRS supplied data is no longer subject to a national audit process and therefore it cannot be guaranteed that information is consistently recorded or presented from Service to Service.

2.0 Incident Activity

2.1 Across England, when compared to levels of incidents attended by Fire and Rescue Services 5 years ago, there has been a significant reduction. However, in the last 2 years there have been year on year increases in levels of incidents attended, that trend continued in 2018/19. This pattern is also apparent within Warwickshire, with a 5-year reduction of 49.7%. However, between 2018/19 and 2017/18 there is a 14.5% overall increase in the levels of incidents attended.

2.2 <u>Total Incidents Attended</u> – this category includes all incidents attended by the FRSs including all fires, false alarms, special services and road traffic collisions (RTCs).


Total Number of Incidents per 10,000 population
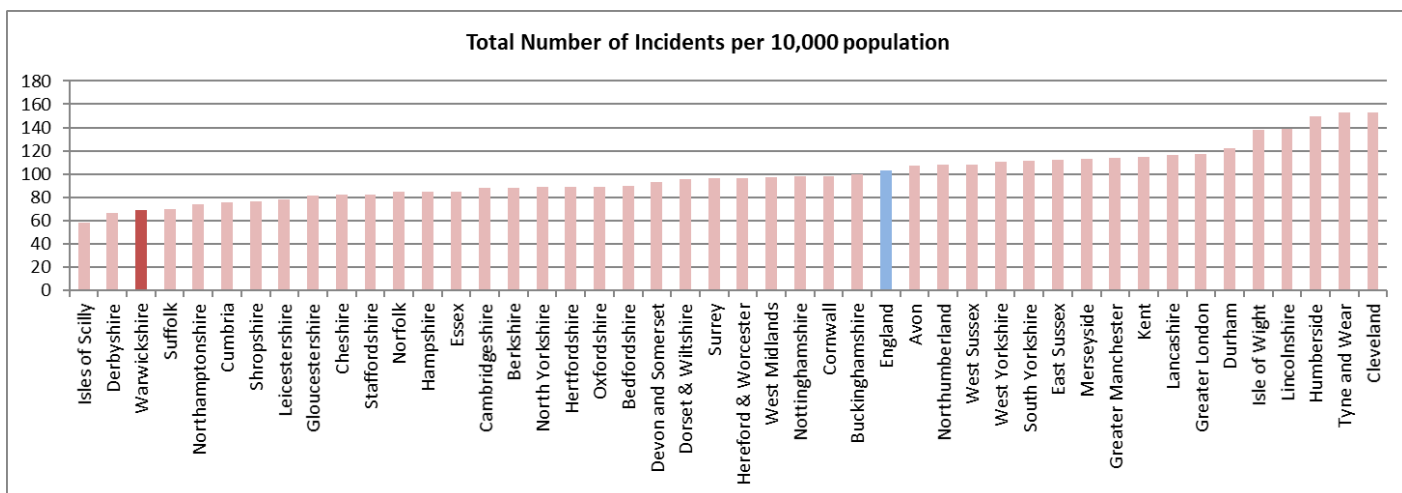
Warwickshire:	69.37
Position:	3/45
England:	102.91
Average:	99.22
Significantly Rural:	94.04

2.3 When compared with other FRSs, Warwickshire attends the 3rd lowest level of incidents per 10,000 population. In part, the low level can be attributed to differences in local call challenge, mobilizing and attendance policies between fire services.

The overall rate for total incidents in Warwickshire per 10,000 population has increased from 63.36 in 2017/18 to 69.37 in 2018/19. In comparison a smaller increase in the number of incidents has been experienced at a national level with an increase from 102.20 in 2017/18 to 102.91 in 2018/19. Warwickshire moved from 1st to 3rd position in terms of rankings.

Warwickshire's rate of incidents per 10,000 population remains significantly lower than the England rate of 102.91, the overall average of 99.22 and all other significantly rural English Services of 94.04.

2.4 <u>Primary Fires</u> - These 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 domestic and non-domestic fires, vehicle fires and other property fires.

Total Number of Primary Fires per 10,000 population
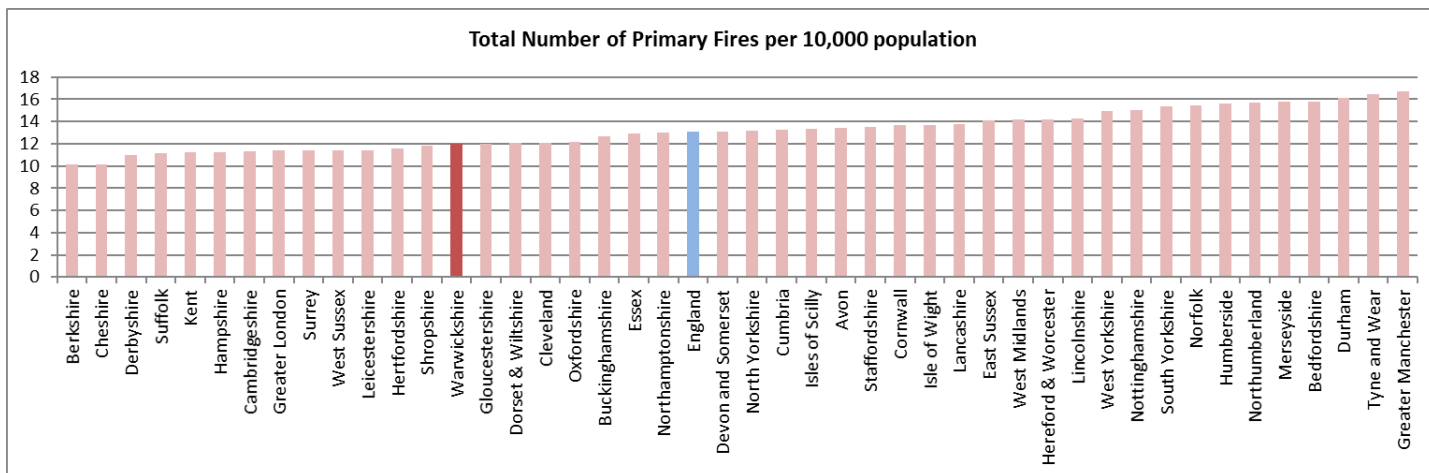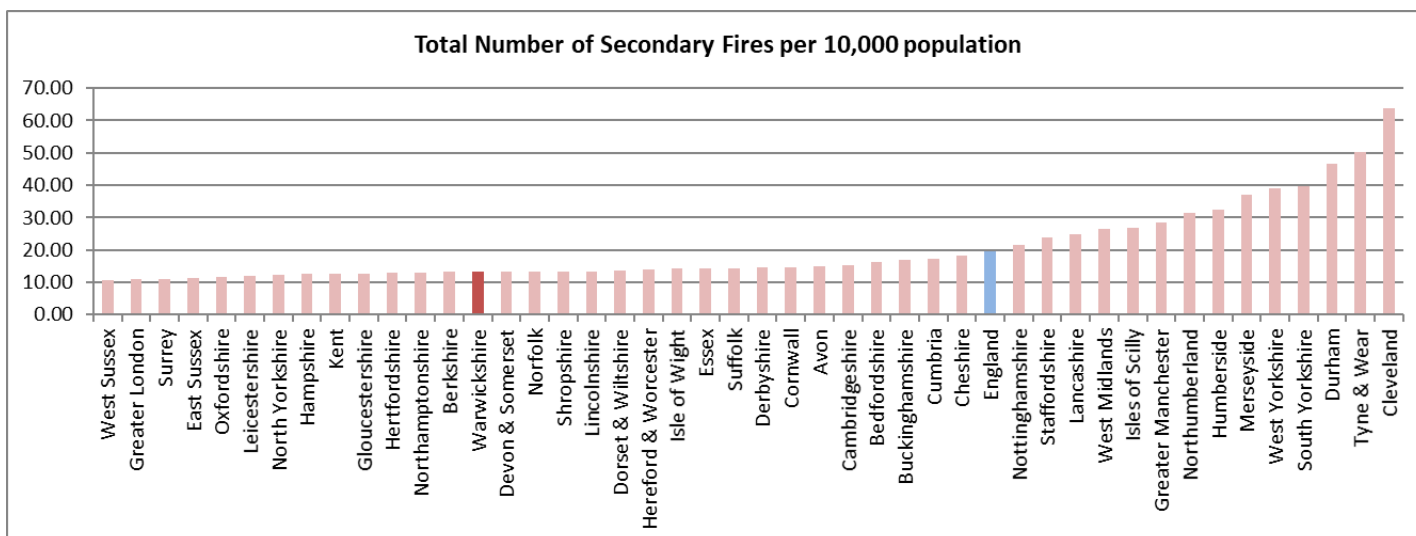

Warwickshire: 11.96
Position: 14/45
England: 13.08
Average: 13.22
Significantly Rural: 12.52

2.5   Nationally there has been a decrease in the number of primary fires per 10,000 population compared to the previous year, 13.08 in 2018/19 compared to 13.41 in 2017/18. Warwickshire follows this trend to a degree but with a smaller decrease with a rate of 11.96 compared to 12.14 but has remained static in terms of the rankings at position 14.

Warwickshire's rate of primary fires per 10,000 population remains significantly lower than the England rate of 13.08, the overall average of 13.22 and all other significantly rural English Services with 12.52.

2.6 <u>Secondary Fires</u> – These are fires that do not involve property, vehicles or life risk and are mostly outdoor fires, such as refuse and grassland fires. Derelict property and vehicles and fires confined to a chimney structure are also included in this incident type.


Total Number of Secondary Fires per 10,000 population

Warwickshire:	13.33
Position:	14/45
England:	18.09
Average:	20.31
Significantly Rural:	15.53

2.7 During 2018/19 the level of secondary fires in England increased to 18.09 from 16.11 in 2017/18. Warwickshire levels also increased, by a slightly bigger margin, from 10.04 to 13.33. Warwickshire improved its league position by 4 positions from 18th to 14th, this is the third year in succession where an improved position has been achieved.

Warwickshire's rate of secondary fires per 10,000 population remains lower than the England rate of 18.09, the overall average of 20.31 and all other significantly rural English Services with 15.53.

2.8 <u>Accidental Dwelling Fires</u> - This category covers various types of domestic residences: houses, flats, bungalows, care homes as well as caravans and houseboats used as permanent dwellings and where the cause of the fire has been accidental or not known. These types of fire are a subcategory of primary fires.

Total Number of Accidental Dwelling Fires per 10,000 dwellings
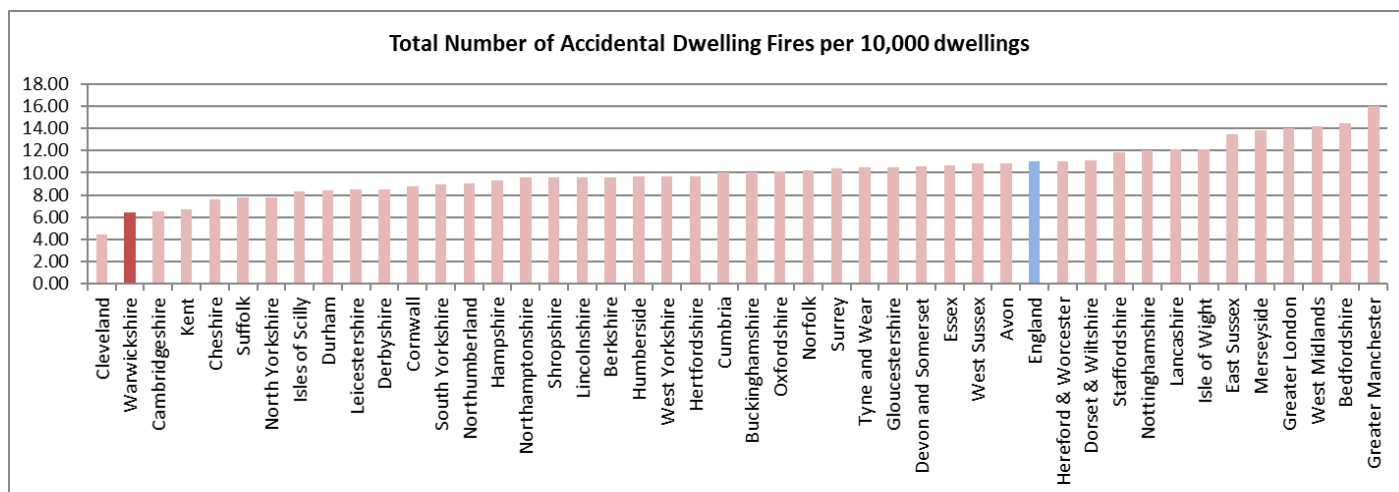
Warwickshire:	6.41
Position:	2/45
England:	11.00
Average:	10.12
Significantly Rural:	9.89

2.9 The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2018/19 to 11.00 compared to the rate of 11.46 in 2017/18. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second position from 2017/18, however the rate of accidental dwelling fires increased from 6.00 in 2017/18 to 6.41 in 2018/19.

Warwickshire's rate of accidental dwelling fires per 10,000 dwellings remains significantly lower than the England rate of 11.00, the overall average of 10.12 and all other significantly rural English Services with 9.89.

2.10 Fire Related Deaths and Injuries - Fire related deaths and injuries are primary incidents where either the cause of death has been recorded by the Coroner as fire related or where a sustained injury has been fire related such as smoke inhalation or burns and includes any precautionary checks. The measure includes both members of the community and WFRS personnel.

2.11 WFRS has historically experienced very low numbers in terms of fire related deaths however during 2018/19 there were 6 fire related deaths, which is a high level for Warwickshire. Full investigations are always undertaken to understand the circumstances behind these tragedies and identify any improvement activities for targeting of fire safety campaigns. Please note a chart has not been included for this measure as such low levels of fire related deaths occur nationally.

Number of Fire Related Injuries per 10,000 population
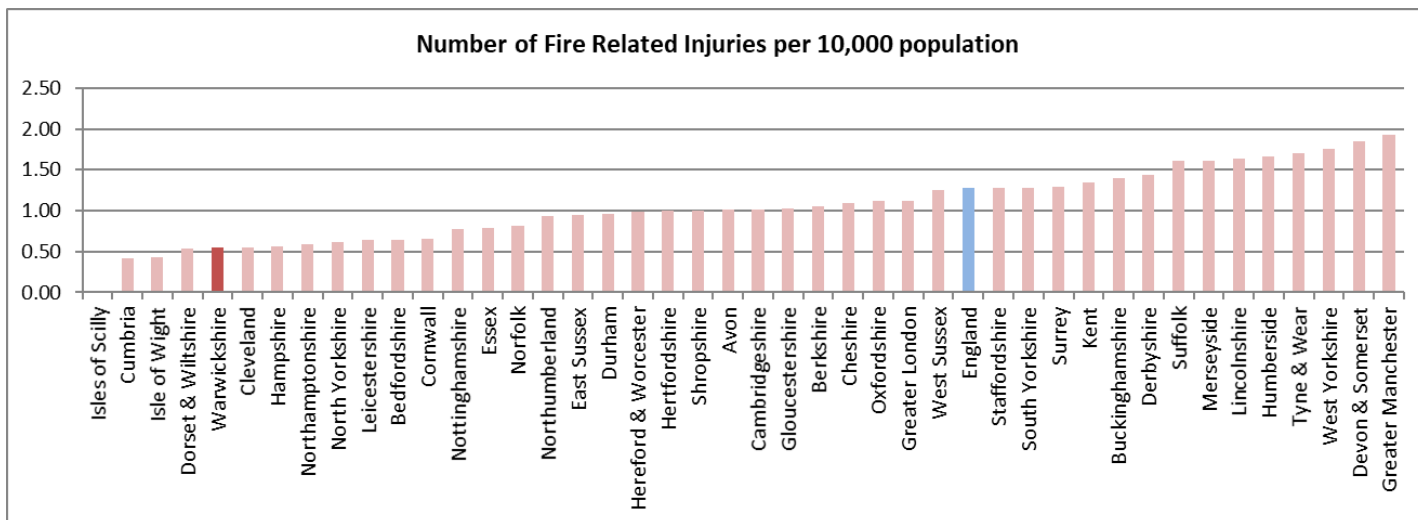
Warwickshire: 0.54
Position: 5/45
England: 1.28
Average: 1.13
Significantly Rural: 1.02

2.12 Warwickshire's performance in terms of fire related injuries per 10,000 population has improved with a recorded rate of 0.54 in 2018/19 compared to 0.65 in 2017/18. Similarly, at a national level the rate of fire related injuries per 10,000 population has reduced slightly from 1.32 in 2017/18 to 1.28 in 2018/19.

Warwickshire's rate of fire related injuries per 10,000 population remains significantly lower than the England rate of 1.28, the overall average of 1.13 and all other significantly rural English Services with 1.02.

2.13 Deliberate Fires - This category is related to incidents of deliberate fire setting, where the source of ignition is believed to be deliberate. It includes fires of a primary and secondary nature but is mostly comprised of secondary fires.

Total Number of Deliberate Fires per 10,000 population
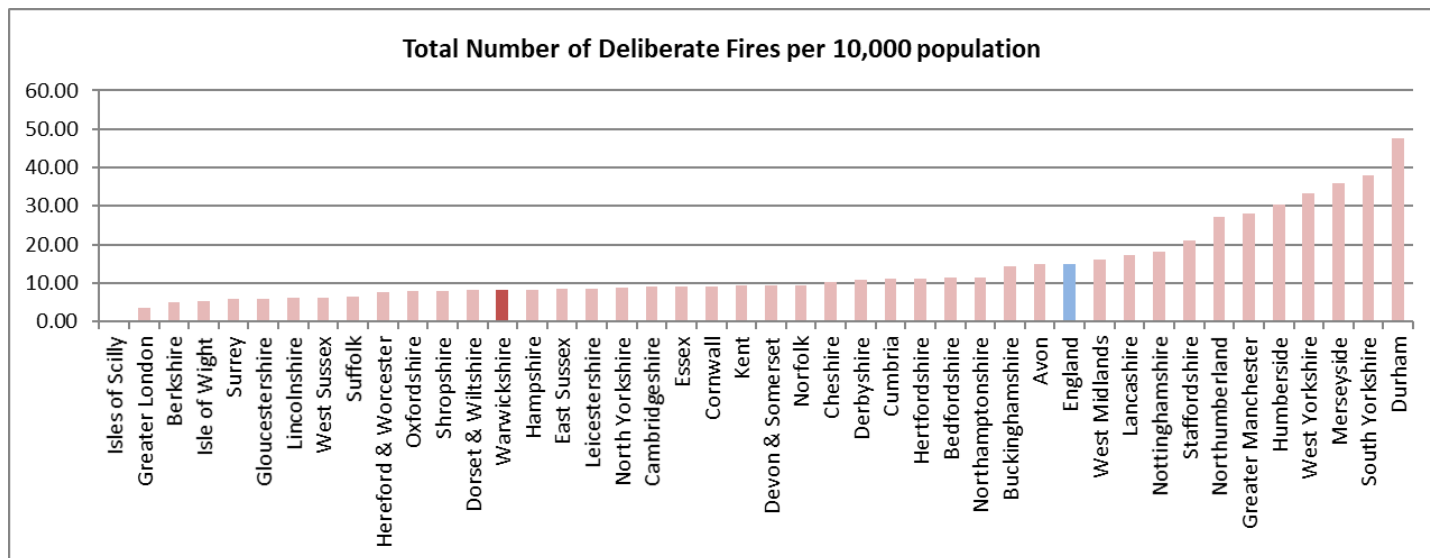
Warwickshire:	8.16
Position:	14/45
England:	14.87
Average:	15.51
Significantly Rural:	11.29

2.14 Across England the overall rate of deliberate fire setting has increased slightly from 14.61 in 2017/18 to 14.87 during 2018/19. Warwickshire improved the overall league position from 19th to 14th as the rate of deliberate fires decreased from 8.82 to 8.16.

Warwickshire's rate of deliberate fires per 10,000 population remains significantly lower than the England rate of 14.87, the overall average of 15.51 and all other significantly rural English Services with 11.29.

2.15 Special Services - This incident category includes a diverse range of incident types including emergency medical response, flooding, hazardous material, rescue or release of people.

Total Number of Special Service Incidents per 10,000 population
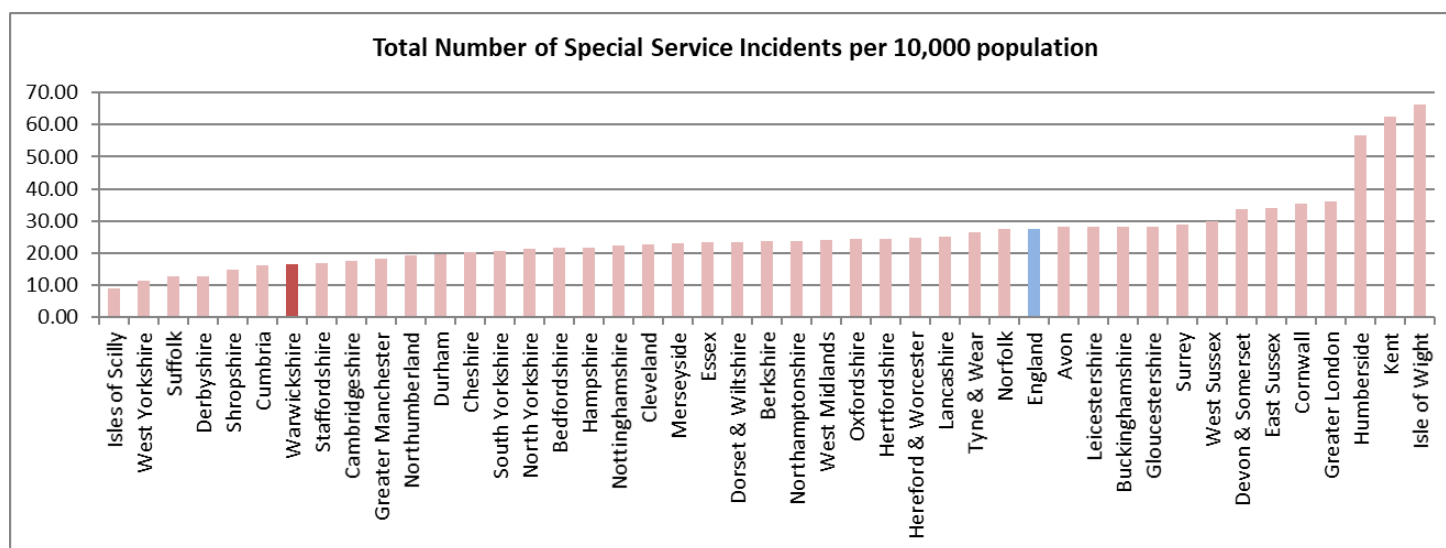
Warwickshire: 16.51
Position: 7/45
England: 27.67
Average: 26.76
Significantly Rural: 29.80

2.16 Warwickshire attends lower levels of special service incidents per 10,000 population compared to some other Services in part due to its challenge of 999 callers and its attendance policies. Because of some historical policy changes by WFRS and the revision of some previous non-attendance decisions there has been an increase in the number of incidents of this type attended. There has been an increase to 16.51 in 2018/19 from 10.13 in 2017/18 and Warwickshire has moved from the number 5 position to number 7. Nationally levels of this type of incident have also increased to 27.67 in 2018/19 from 24.06 in 2017/18.

Warwickshire's rate of special service incidents per 10,000 population remains significantly lower than the England rate of 27.67, the overall average of 26.76 and all other significantly rural English Services with 29.80.

2.17 Road Traffic Collisions (RTCs) - This incident category relates to incidents that WFRS attend where there has been a road traffic collision on Warwickshire roads, please note that there will be other RTC's in the County that WFRS will not have been called to. The Operational activity at such incidents will depend on the nature of the incident but regularly includes extricating injured persons from the vehicle.
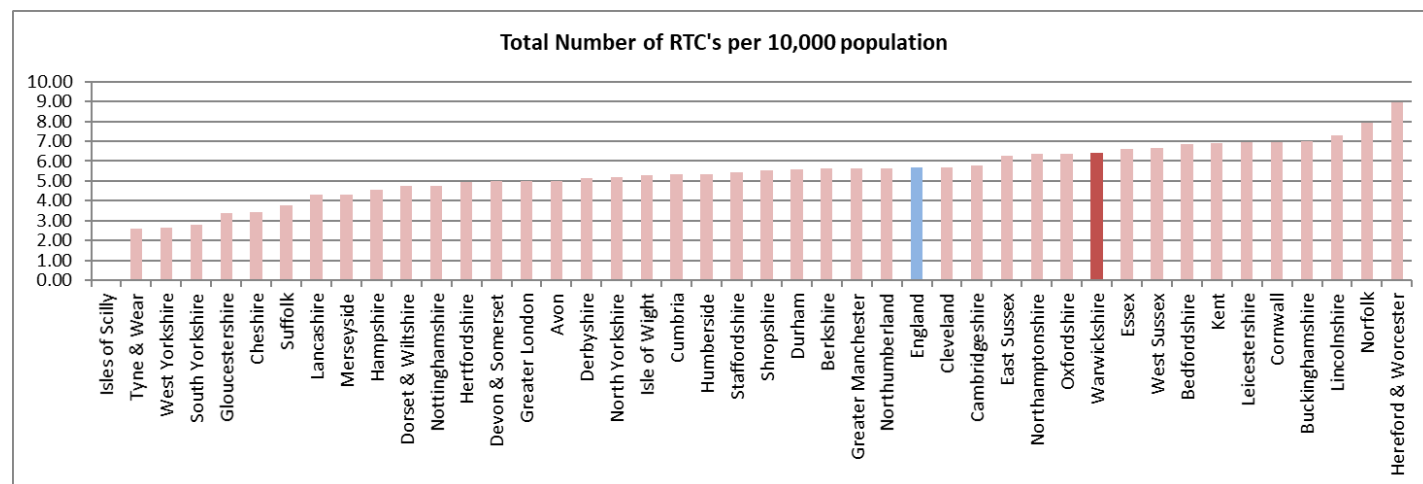

Total Number of RTC's per 10,000 population

Warwickshire: 6.39
Position: 33/45
England: 5.68
Average: 5.54
Significantly Rural: 6.02

2.18 Nationally the rate of RTC incidents increased from 5.41 in 2017/18 to 5.68 in 2018/19, there

has been a similar increase in Warwickshire from 6.23 to 6.39. Warwickshire's league position has slipped from 31st in 2017/18 to 33rd in 2018/19 and performs significantly lower than the national average.

Warwickshire's rate of RTC incidents per 10,000 population remains significantly higher than the England rate of 5.68, the overall average of 5.54 and all other significantly rural English Services with 6.02.

2.19 Conclusions on Incident Activity

2.20 Overall performance remains consistently good in several key areas both in terms of comparing WFRS against other FRSs and other FRSs that are considered to be significantly rural as Warwickshire is. These areas include overall levels of incidents, accidental dwelling fires and fire related deaths and injuries. Despite improved benchmarking performance, focus needs to remain on deliberate fire setting. Levels of RTCs across the County remain a concern as performance has deteriorated against all comparator series and prioritising activity to reduce the risk and improve the safety of Warwickshire communities is recommended.

2.21 Community Fire Safety

The Fire Authority has a statutory duty to make provision for promoting fire safety in its area. This duty is delivered by the Community Fire Safety (CFS) team who deliver a range of initiatives, either by delivering services and directly or by providing the policy and support necessary to allow frontline fire station personnel deliver a number of activities to complement the overall aim of keeping the public safe. A summary of the main activities are as follows which, in total, typically see some 40,000 members of the public having a direct face to face contact with a member of WFRS each year:

Safe and Well Checks - These are visits into the homes of those people who may be at greater risk of having fires in the home to offer guidance and advice and in some cases, to fit smoke detectors. The visit now incorporates a wider range of risks in the home including from slips, trips and falls, smoking cessation, home security and winter warmth. The Community Fire Safety team have strengthened relations with Social Care colleagues to further develop the referral process to maximise information sharing between key agencies.

Schools Programme - Visits take place to children in Primary Schools in years 1 and 5; our aim is to develop the children's knowledge and understanding of fire safety behaviour and to provide them with survival skills in the event of a fire. Secondary schools also have visits to reinforce the "FIRE!" scheme which is used by teachers in schools during Personal, Social and Health Education / Citizenship lessons; pupils will have worked through the scheme before they receive a visit by a Community Fire Safety Officer and so have some knowledge of fire safety and arson awareness.

Targeted Campaigns are delivered throughout the year - National campaigns such as smoke

alarm 'test it Tuesdays', white goods safety 'register my appliance', health initiatives 'no smoking day' and water safety campaign 'drowning prevention' will be supported locally. In addition, there are local bespoke campaigns such as the Chimney Fire awareness which is based on our own historical information around when and where incidents occur.

Small Fires Unit (SFU) – This provides both firefighting capability at specific times and a joint and high visibility patrol with Police Community Support Officers (PCSOs) in deliberate small fire hotspots in Nuneaton and Bedworth. The SFU will challenge anti-social behaviour; provide fire safety education and messages to young people. They are directly based on intelligence from Arson Reduction and Police.

Anti-Social Behaviour Intervention Team (ASBIT) - Joint high visibility patrols with PCSOs to challenge anti-social behaviour and provide fire safety/ASB education. Schemes run at peak times (e.g. school holidays, exam results time and Halloween and the Bonfire Night period).

Bicycle Intervention, Knowledge and Education (B.I.K.E) - High visibility patrols of wooded areas and recreational grounds to engage and educate young people in Nuneaton and North Warwickshire areas. This scheme runs on a peak demand basis.

Hospital to Home (HTH) – This is a commissioned service providing a transportation and settling service for the over 65s. It was initially a 12 month pilot that started in August 2018, due to its initial success, WFRS have now secured further funding to support until March 2020. The service provides a home transport service from Warwick and George Eliot Hospitals between the hours of 10:00 - 00:00. On arrival at the service users home address the HTH team will also ensure basic welfare needs are met, undertake an initial hazard spotting exercise and fit smoke alarms if appropriate. If the customer consents to a full Safe & Well check the HTH team will forward a referral to the Prevention department. In the majority of cases this should be completed within 5 days.

Nursery Boxes - Are an available resource for childminders and early years settings. They contain a selection of early years resources that fit in with the early year's educational framework. All children who access the boxes receive accident prevention and fire prevention information to take home. The Nursery Boxes are working in partnership with public health to help with the reduction of unintentional injuries to the under fives and reduce childhood obesity with healthy food packs.

Heart Shield - Is a collaboration between Warwickshire Public Health and WFRS. The initiative is delivered to secondary school pupils and covers skills such as, emergency life support, Cardiopulmonary Resuscitation (CPR) and how to use a Public Access Defibrillator. The sessions also include information on key heart health messages to help reduce the risk of them having heart related issues associated to lifestyle in later life.

Rural Crime - Work with Rural Crime coordinators to visit rural victims of arson and to provide

prevention advice to surrounding farms.

Road Safety Education - WFRS works in partnership with Warwickshire County Council (WCC) Road Safety Partnership to deliver the "Driving Ambitions" and "Fatal 4" education sessions within secondary schools and colleges across the county. The session aims to encourage safe driving habits with inexperienced drivers.

Biker Down - The Service works in collaboration with the 'Safer Roads Partnership' working with Warwickshire Police and West Midlands Ambulance Service to deliver safety awareness sessions to motorbikers of all ages. The sessions cover accident scene safety, basic first aid and the science of being seen.

2.22 Community Fire Protection

The WFRS Fire Protection team regulates fire safety standards of premises within the communities of Warwickshire by inspecting, monitoring and reviewing businesses under the provisions of the Regulatory Reform (Fire Safety) Order 2005. The team works hard to raise awareness to business owners and managers of the risk of fire in the workplace. The enforcement and advisory activities help those responsible to develop and implement appropriate fire safety processes which will ensure the safety of employees and premises.

Fire Safety Audits - The audit is an examination of the business premises and relevant documents to ascertain how the premises are being managed regarding fire safety. Advice and information is offered during the visit as well as any improvement action that may be required. The Protection team targets higher risk premises for audit by employing a risk and intelligence based principle which can be adapted to address both local and national trends. The management team will also apply professional judgement based upon local knowledge and national advice when tailoring the inspection programme.

Highrise Building Fire Safety - Following the tragic fire at Grenfell Tower the Fire Protection team have been working very closely with the local authority and private sector landlords to ensure that high rise buildings within Warwickshire are compliant with fire safety standards. This has been completed in conjunction with visits by operational fire crews to residents to offer and complete Safe and Well Checks further raising safety.

Business Fire Safety checks (BFSC) - A BFSC is an information gathering process relating to a premises fire protection requirements and potential non-compliance within the standards. This work is carried out by operational fire crews on behalf of the Fire Protection department during other routine visits to premises. This allows the Fire Protection department to check a greater proportion of business premises in the county, reduce burdens on business from multiple visits from the Fire Service whilst identifying and reducing risk to the community.

In addition to the full fire safety inspections the fire protection team undertakes a range of fire

protection activities which includes, post fire audits, building regulation consultations; enforcement/ prohibition action; event safety and sports ground safety as well as inspecting under other legislation such as the Housing Act, Marriage Act and Licensing Act.

2.23   The Warwickshire Risk Profile analyses the risk across the County in greater detail and Local Risk Plans are developed and used by stations to address their local risk. There is a Management Information Dashboard that can be used to monitor incident activity at station level and by the Arson Reduction Manager. Senior managers at tactical and strategic level review and challenge performance at six weekly performance meetings.

3.0   Financial Implications

3.1   Not applicable for the purposes of this performance report.

4.0   Timescales associated with the decision and next steps

4.1   Not applicable.

Background Papers
None.

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Resources and Fire and Rescue Overview and Scrutiny Committee

15 December 2019

Debt Management Process

Recommendation(s)

1. Note current performance in relation to income management and debt recovery and the planned development of an income management strategy.

2. Note the developments that are underway to continue to improve the Council's collection of income and management of debt.

1.0 Background

1.1 Resources and Fire and Rescue Overview and Scrutiny Committee has requested a report on the Council's debt management process. This report provides the committee with:

- An overview of the Council's income and debt recovery policy;
- Information on the Council's performance in receiving payments due and recovering monies owed, including comparisons to other similar authorities; and
- Proposals for developing an Income Management Strategy and updated debt recovery policy along with a summary of the ongoing activities to manage income and debt effectively.

2.0 Income and Debt Recovery Overview

2.1 The effective management and collection of debt is an essential contributor to WCC's financial resources and an integral part of the wider resourcing of service provision. The corporate debt recovery policy has the following objective: *"In order to maximise income for the provision of good and services, Warwickshire County Council will collect all debt owing to it promptly, effectively, efficiently and economically."*

2.2 The debt recovery policy sets out the principles by which Services should raise charges for good and services and manage the collection of income. It sets the framework under which the Council can claim interest on late payments, allow payment by instalments, and instigate debt recovery proceedings, including referral for legal action. The policy also describes the circumstances under which debts may be written off, and the approvals required to do so. In accordance with good accounting practice, the Council makes appropriate provision for bad debts, and this is determined by each Directorate based on an assessment of the type and age of debts outstanding.

2.3 WCC raises around 30,000 invoices to customers ("sundry debtors") each year with a value of nearly £160m, and a further 65,000 invoices with a value of £35m for Adult Social Care services. The number of sundry debtor invoices has remained relatively stable over the past five years, although the value of invoices has increased significantly from c£80m to c£160m as a result of the increase in construction work taking place across the County under section 106 and section 278 agreements. Over the same period, adult social care income invoiced has increased by c. £11.5m, resulting in a further 20,000 transactions per annum. Given the complexity and the sensitivities around social care debt, separate processes and policies apply.

2.4 The increase in both the value and volume of income related transactions means that it is essential that income and debt recovery remains a highly visible activity that is managed and monitored effectively.

3.0 Income and Debt Recovery Performance – Sundry Debt

3.1 Summary of Sundry Debtors (excluding Social Care)

As at 30th September 2019, WCC had £10.1m of debt more than 35 days old. Of this, £2.7m (27%) related to third party developers; £2.3m (23%) to the NHS; £1.7m (17%) to WCC maintained schools (of which £1.3m related to schools in financial difficulty); and the remaining 33% related to a range of other sundry debtors[1].

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[1] For comparison purposes, WCC currently pays 92% of supplier invoices within its standard payment terms of 30 days, compared to a target of 95%.

3.2 Comparative Performance

The latest CIPFA benchmarking data shows that the County Council performs well compared to other local authorities. The cost of debt recovery is lower than other authorities, while productivity is higher and a greater proportion of invoices is collected within a 90-day timeframe. In addition, WCC writes off less of its total debt than the average:

	Table 5: Sundry Debtors - Comparative Measures	WCC	Average
1	Cost per £'000 debit raised	£2.58	£3.24
2	Debtor days (the average days taken for a debt to be paid)	31.5 days	31.5 days
3	% invoices collected in 90 days	92%	83%
4	% debt (by value) collected in 90 days	87%	88%
5	Cost per invoice	£5.02	£6.45
6	Invoices processed per FTE	9,356 invoices	9,248 invoices
7	Write-offs as % of total debt	0.13%	0.38%

3.3 Third Party Developers

WCC invoices third party developers where the Council has carried out work on their behalf under a specific development agreement (e.g. S106 and S278 agreements). The potentially prolonged timescale between signing the agreement and the billing process can result in detailed negotiations before invoices are settled. In order to recognise this negotiation stage, WCC has introduced a practice of finalising and agreeing the invoice amount with the developer before the invoice is issued. There should therefore be no reason for developers not to pay within WCC's 21-day payment terms. Nevertheless, the authority does on occasion have some difficulty in recovering contributions on time and a review of the current processes is underway to ensure that these debts are being escalated quickly and a robust approach is being taken to recovering sums due.

3.4 WCC Maintained Schools

Of overdue debt relating to WCC maintained schools, 76% relates to schools in financial difficulty. These debts are not actively pursued but support is proactively provided through the Schools Finance Team to help schools put in place a robust financial recovery plan. Until schools are able to recover their deficits, this remains a financial risk for the council that needs to be managed through reserves, and it is important that the position is kept under review. When the school becomes financially stable then repayment of outstanding debts is pursued.

3.5   NHS

NHS debts are managed through an ongoing dialogue between the County Council and NHS partners regarding Joint Funding and Continuing Health Care. The Debt Recovery Team sends regular statements to the CCGs, and outstanding invoices are discussed directly with CCG representatives rather than escalating to Legal Services. There is clearly a balance to be achieved when working with partners. However, other levers are being pursued, including increased liaison between the County Council's and CCGs' finance services.

3.6   Sundry Debtors

For other sundry debts, the debt management processes are applied, involving reminder letters and ultimately a referral to legal services. In some instances, where debt is considered to be unrecoverable, debts are written off.

4.0   Income and Debt Recovery Performance – Social Care Debt

4.1   Of the total amount invoiced for Social Care costs, the County Council successfully collects around 93% in the first 12 months. There is some limited benchmarking information available from the CIPFA benchmarking results 2018 against which Warwickshire's performance can be compared:

Table 2: Adult Social Care: Comparative Measure	WCC	Average
Debtor days – Residential Care	131 days	93 days
Debtor Days – Non-residential Care	51 days	84 days
Write-offs as % of debt – Residential Care	0.14%	0.68%
Write-offs as % of debt – Non-residential Care	0.34%	2.43%

4.2   These statistics suggest that WCC is more successful in securing payment from clients and other parties than the comparator group for both residential and non-residential care, although it has to wait longer for payment in respect of Residential Care.

4.3   The level of social care debt has been increasing in recent years, and as a result the bad debt provision at the end of 2018/19 was increased to £1.3m, which represents c. 10% of total outstanding aged debt.

4.4   Social care debt will be pursued until it is deemed irrecoverable, at which point amounts under £2,000 are written off against the provision, while elected members are asked to approve the write-off of debts over this value. Debts are only deemed irrecoverable for one of the following reasons: a) Death: estate impecunious, b) Customer subject to a Debt Relief Order, c) No funds available: confirmation by Appointee, d) Charges incorrectly applied/ communicated, e) Limitation period for recovery reached, or f) Further pursuit uneconomical.

4.5   The provision for adult social care bad debt was reviewed in April 2019 and amended to reflect more accurately the risk of unrecoverable debt. The provision is now calculated based on both the age of the debt, and whether it is secured (either on property or by instalments) or unsecured. The current provision is £1.037m, which represents c. 3% of the annual income raised.

5.0   Service Developments

5.1   A new Income Management Strategy with a refreshed debt recovery policy is being developed for implementation from April 2020. This will ensure the alignment of the Council's income collection and debt recovery policies and practices with the organisation's over-arching direction of travel. In particular, it will look at balancing the need to provide customers with appropriate mechanisms to make payments for goods and services (recognising the differing characteristics of the various customer and client groups) with the objective of placing digital at the heart of the relationship with customers.

5.3   The refreshed debt recovery policy will review the approach to setting the bad debt provision for sundry debts, as has already been done for adult social care. At present the adequacy of the provision is reviewed by each Directorate individually as part of the year-end accounting processes, based on the type and age of debt. At the end of 2018/19 the Council's total bad debt provision was £2.013m, as set out below:

Bad Debt Provision @ 31 March 2019	£m
Schools	0.036
People	1.472
Communities	0.337
Resources	0.166
Total Bad Debt Provision	**2.013**

The review will consider whether it is appropriate to introduce a standard approach to calculating the bad debt provision across all Directorates, and if so, what the basis of the calculation should be.

5.2 The adoption of an Income Management Strategy will be the catalyst for reviewing all of the channels of payment that are available to the Council's customers, looking particularly at changes that are needed to align current practices to the strategy, opportunities to take full advantage of digital technologies, and moving to an offer of a comprehensive and cohesive package of payment options to customers.

5.3 The Finance service is currently working with other WCC services to implement a facility for payment by direct debit. The facility has already been introduced in School Transport, with a view to rolling it out across other key services. To date, 3520 payments totalling over £290,000 have been made successfully by School Transport customers. Planning is underway for implementation in Adult Social Care, and opportunities for further rollouts are currently being assessed.

6.0 Financial Implications

6.1 The financial implications of the report are set out in the sections above.

7.0 Environmental Implications

7.1 The new Income Management Strategy will review how payment channels can be made available to customers which align with the Digital and Technology Strategy. Over time, there is the potential for the increased use of digital payment channels to reduce significantly the need for paper-based payment mechanisms.

Supporting Document

Warwickshire County Council Debt Management Policy

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

Local Member(s): none
Other members: none

Resources, Fire & Rescue Overview & Scrutiny Committee

18 December 2019

Update on Heritage and Culture Service Performance

1.   Introduction

1.1   This report gives Members an overview of the performance of the Heritage and Culture Service following a service restructure, delivery of the One Organisation Plan savings targets and the move to the Resources Directorate.

2.   Background

2.1   Heritage & Culture Warwickshire (HCW) acts as professional lead to safeguard Warwickshire's archives, natural history and natural sciences, protect its historic and natural environment and provide high quality heritage and cultural engagement opportunities for everyone in the County and beyond. The service cares for, and develops, the two County heritage collections - Museum and Archives - to ensure these irreplaceable heritage assets are preserved for generations to come.

HCW are responsible for five sites – Market Hall Museum, St Johns House, Warwickshire County Record Office, Museum Collection stores (currently based at Montague Road) and Chesterton Windmill. HCW also curate and care for the collection at the Roman Alcester Museum. The Warwickshire County Museum collection contains over 800,000 individual objects and is the oldest local authority museum collection in the UK. The Warwickshire County Record Office contains the Warwickshire archives dating back to the 12th century (a more detailed profile of HCW service areas and case studies is provided in Appendix 2).

2.2   In the period 2011 – 2018 the Heritage and Culture Service was required to reduce annual costs by more than 60% as part of the wider Warwickshire County Council (WCC) One Organisation Plan savings.

During that same period, a number of Heritage & Culture Warwickshire's (HCW) service areas were moved to other service areas within WCC including: Historic Environment Record, Planning Archaeology, Tourism, Ecology and Archaeology Warwickshire.

At the same time, the service was experiencing an increased demand for professional advice services due to loss of specialist heritage and arts staff at District and Borough level, and through staffing reductions at Arts Council England and the loss of the MLA (Museums, Libraries, Archives West Midlands).

This unprecedented reduction in resource prompted HCW to make a thorough assessment of their existing services, resulting in the prioritisation of four aspects of service provision:

- Management and care of Warwickshire's collections (Archive and Museum)
- Provision of public access through the County Museum and County Archive, in line with minimum requirements to meet Arts Council England and The National Archives Accreditation
- Development of outreach and public engagement programme
- Development of new income streams and optimising commercial opportunities within the Service

HCW was successful in securing external funding from Arts Council England to support the process of business transformation, resulting in significant organisational change:

- Staffing restructure to ensure breadth of professional expertise was retained whilst maximising opportunities for shared working across HCW and other WCC service areas
- Reductions in management staff (from 5 FTE to 1.6 FTE), prioritising capacity within customer facing roles
- Closure of public opening at St Johns House, prioritising pre-booked educational and other group visits on site
- A successful redevelopment of Market Hall Museum following over £1m of investment from the Heritage Lottery Fund. The refurbished museum was designed to increase public access to the collections, provide space to further develop HCW's education and outreach offer, and generate regular income through the provision of a new shop and café
- Investment in the digitisation of collections and archives, providing greater remote access to our services for customers
- Growing our volunteer team (including remote volunteering), supporting service development and ensuring our high quality visitor experience is maintained
- Working proactively to develop new partnerships to facilitate shared approaches to meeting WCC priorities (e.g. health and wellbeing)

The progress that has been made to date is in part due to a more business-like approach to service delivery and income generation, and to the commitment and hard work of HCW staff at every level.

The service continues to reshape and realign the heritage and culture service offer for the County, responding to county council priorities, changes in information governance, opportunities within the sector e.g. Coventry City of Culture 2021, and the changing needs of heritage customers and participants.

3. Heritage and Culture Service Performance

3.1 HCW operates from 3 main sites in Warwick town centre – Market Hall Museum, Warwickshire County Record Office and St Johns House. The service also offers outreach and engagement activity across the County (including sites such as Kingsbury Water Park, Cross Hands Quarry, Roman Alcester, Chesterton Windmill) and delivers over 55 outreach sessions in schools each year.

	2016/17	2017/18	2018/19
Number of on-site visitors	42,017	91,378	89,527
Number of page views of HCW online resources	2,194,414	3,576,905	4,049,454
Number of volunteer hours	8,005	8,536	10,153
Number of new collections acquired for Warwickshire	119	235	112
Number of children attending a school event	6,165	5,853	4,852
Number of followers on social media	11,366	11,864	14,421
Number of people attending a community event	11,666	8,334	9,502
Number of digital images created	n/a	n/a	69,851

The increase in the number of on-site visitors reflects the re-opening of the refurbished Market Hall Museum. These figures have been sustained, with only a slight drop off in the year following re-opening. Some of the biggest increases have been in digital engagement, with an ongoing rise in the use of online resources and social media.
(See Appendix 1 – HCW Service infographic 2018-19)

3.2 Physical Visits

The number of physical visits to HCW sites is broadly reflective of national trends for both Museum and Archive services. The number of physical visits to the Warwickshire County Record Office (WCRO) has been steadily reducing over the past 3-5 years as general visitors (e.g. for family history) access information in digital format (through the WCC website or commercial sites such as Ancestry or Find my Past).

Numbers have plateaued over the past 2 years (at around 3,000 per year) and visitors often consist of specialist researchers and academics, as well as those requiring on-site access to confidential or sensitive material.

Visits to Market Hall Museum grew significantly following refurbishment (from 30,000 pa to over 75,000 pa), and these visitor numbers have now steadied at around 78,000 pa.

	2016/17	2017/18	2018/19
Number of on-site visitors	42,017	91,378	89,527

3.3 Learning and Community Engagement

HCW has a well-established Heritage Education service offering curriculum linked programmes (either on-site or outreach) to KS1 and KS2. Alongside the formal learning offer, the Learning and Community Engagement team (LaCE) develop and deliver an annual programme of events, workshops and participatory activities for children, young people, families, adults and older people. This team lead the work for HCW in terms of meeting broader WCC priorities, supporting breadth of access to heritage and culture and Warwickshire's collections and developing a range of externally funded projects and programmes to meet the needs of Warwickshire's diverse communities e.g. Dementia Café, *Relaxed opening* – early evening opening at Market Hall Museum with a focus on creating space for neurodiverse individuals and their families.

Performance data for this area is showing a steady reduction in take up of on-site education visits. This reflects national trends as school budgets have come under pressure and the cost of coach travel has increased, at the same time as changes in subject area focus within the national curriculum. Over the same period Heritage Education have seen an increase in bookings for outreach activity (within schools).

	2016/17	**2017/18**	**2018/19**
Number of children attending a school event	6,165	5,853	3,364
Number of people attending a community event	11,666	8,334	9,502

3.4 Digital engagement and preservation

The growth of digital engagement, particularly in relation to archival material, has been driven primarily by the growth of external websites such as *Ancestry* and *Find my Past,* which is available free of charge at the WCRO and through Warwickshire Libraries. Much of the traditional family history audience now access information in this way, and there is an ongoing appetite for newly digitised material. The WCRO website pages achieve the highest number of all county council website hits, a figure which has remained static for the past few years. In 2017, to coincide with the re-launch of Market Hall Museum, HCW launched the *Our Warwickshire* community history website – which now achieves just under 900,000 page views per year.

HCW are currently delivering the Warwickshire Bytes digital heritage project (due to complete in March 2020). The project has included the digitisation of court transcriptions and WW1 records, and has included the successful pilot of remote digital volunteering – supported by a campaign from the BBC's *Who Do You Think You Are* magazine.

	2016/17	**2017/18**	**2018/19**
Number of page views of HCW online resources	2,194,414	3,576,905	4,049,454
Number of digital images created	n/a	n/a	69,851

3.5 Acquisitions

The number of acquisitions (museum and archive) is dependent upon a number of factors, including the amount of infrastructure development happening in the county (and subsequent archaeological finds) and the rate of objects/archives being offered to the service from members of the public. In line with national trends (which have seen a significant decrease in numbers

of professional curating and archival staff in the sector following public spending reductions) the quantity of active collecting has remained static or reduced.

The county council's Museum and Archive Collection and Development Policies have recently been reviewed by external subject matter specialists and will be considered by Cabinet in January 2020.

Whilst new acquisitions are not a current priority for the service, when an opportunity for Warwickshire to acquire an object or archive with significance to the county is presented – as was the case with the recent South Warwick Roman Coin Hoard – HCW will work hard to ensure enough external funds are raised for the purchase, and to secure the acquisition for Warwickshire.

	2016/17	**2017/18**	**2018/19**
Number of new collections acquired for Warwickshire	119	235	112

4.   Development Opportunities

4.1   HCW are currently working towards a number of development priorities for the period 2020 - 2025.

4.2   Warwickshire Heritage & Culture Strategy

Evidence of the wider benefits to society of heritage and culture*, the contribution heritage and culture make to the local economy and the need to work collaboratively to maximise reducing resources has prompted the need for a strategic approach to the development of heritage and culture in Warwickshire. Work is now underway, led by HCW along with county council partners (Tourism, Community and Voluntary Sector Partnerships, Economic Development and Regeneration, Country Parks, Libraries) and working with external stakeholders (including Districts and Boroughs) to create an ambitious 5-year Heritage & Culture Strategy for Warwickshire. The draft Strategy was formally approved by Cabinet in November. The next stage of work will involve working with partners across the county to develop an ambitious action plan.

* The Museum Association's Museums Taskforce Report and Recommendations, 2018 states:

"*Museums can help to make people's lives better*

- *Museums enhance health and wellbeing.*
- *Museums are inclusive organisations that often work with vulnerable and*

marginalised communities.

- *Museums contribute to life-long learning and inspire self-expression and creativity, helping to develop valuable, transferable skills.*
- *Museums entertain and inspire audiences, bringing communities together and informing individual and collective identity.*
- *Museums help to create a sense of belonging by working with communities and encouraging active public participation.*
- *Museums help to revitalise local economies, creating jobs and offering a wide range of employment, training and work-experience opportunities.*
- *Museums are integral to place-making and help to create better places for us all to live and work.*

Museums perform many roles in society, but what makes them different is that they work with the public to explore and share compelling stories about real objects and collections in unique settings."[1]

4.3 New Collections Centre for the Warwickshire Museum Collection

The Warwickshire Museum Collection is due to be moved from Montague Road to Hawkes Point by March 2020. The move is a significant logistical challenge for the service - with over 800,000 individual objects to pack and move. Whilst the square meterage being provided for storage at Hawkes Point is currently less than currently exists at Montague Road (which may generate long term storage issues as the collection grows, particularly with the likely addition of significant archaeological archive material generated by HS2), the Museum team are keen to capitalise on the new, purpose built storage facility by exploring new ways to offer tours, study visits and schools programmes at the new site.

4.4 High profile Heritage and Culture projects – Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022

Two high profile cultural events on Warwickshire's doorstep will create significant opportunities for the development of heritage and culture across the county. Investment in Coventry City of Culture 2021 and the Commonwealth Games in Birmingham 2022 have been identified within Warwickshire's draft Heritage & Culture Strategy as an opportunity to raise the profile of the county's cultural offer, develop new partnerships and attract inward investment.

4.5 Increased archival storage at the Warwickshire County Record Office

The need for storage capacity is a fundamental requirement for an Archive service to function and meet the needs of the authority. Archival storage space within the current WCRO site at Priory Park, Warwick, is forecast to run out of space in 2021 – with the resultant impact on service delivery.

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[1] "*Museums Taskforce Report and Recommendations*", report of the Museums Association, 2018

Rationalisation of existing collection storage has been underway since 2010 to make the most of available space. Investigation into potential short- and long-term storage options, including the potential utilisation of Shire Hall

basement (originally the home of the archive service until the move the Priory Park) and potential extension of the strong room storage at Priory Park are currently underway. Digital preservation is also being explored (digital preservation is the storage and retrieval of records in digital format – rather than the traditional paper archive), but is unlikely to be a solution for the county council in the short to medium term as no long term process for digital preservation has been found, or adopted, by any accredited Archive at regional or national level to date.

4.6 Digital Preservation

One of the challenges facing the Archive service is the need to address future digital preservation for WCC records and public records. The majority of records now created are done so in a digital format. It is imperative the Archive service is able to preserve these indefinitely. As such, the establishment of procedures for the transfer and storage of digital born county council records and public records will be a key focus for collections development over the next 5 years.

4.7 HCW is increasingly working in partnership with other WCC service areas and external organisations across the county to develop a more strategic approach to meeting WCC priorities, with a particular focus on inclusion and wellbeing. Areas of work currently underway include:

- The development of a new audience development strategy, with a focus on long term strategies to support greater breadth of heritage and culture engagement across the county
- Development of a new arts education partnership for Warwickshire (Arts Council funded) - Arts Connect
- Initiation and development of the Creative Health Alliance

5. The Wider Service Offer

5.1 The Heritage and Culture service works towards achieving council objectives, local priorities and wider agendas by actively supporting:

- **Health and wellbeing** through engagement activity such as the Dementia Cafe
- **Formal Learning** through heritage education programmes at St Johns House to research visits to the Museum Stores by FE/HE students
- **Lifelong learning** through summer holiday activities, curator talks to adult workshops
- **Community and a sense of place** through helping Warwickshire people access their family and community history
- **The independence and wellbeing of older people** who form the core of our volunteer teams
- **Democracy** through the proper management of public records

Through the preservation and provision of access to Warwickshire's historic

collections and archives, the HCW service manages Warwickshire's irreplaceable historic assets for future generations to both learn from and enjoy.

6.   Environmental Impact

6.1   The service operates from a number of historic buildings, including Grade 1 and 2* listed, however the service takes account of the need to minimise the environmental impact where possible. An example of this would be the work within the WCRO strongrooms to reduce the need for the air conditioning system to be running continually. Air conditioning/electricity use has been reduced significantly, reducing running costs whilst maintaining the environmental stability of the archival storage. The WCRO Conservation Officer is now being asked to advise other Archive services in how to take a similar approach.

7.   Financial Implications

Two areas of work within HCW's development opportunities (outlined above) may have financial implications:

7.1   Archival Storage: If the recommendation to instruct officers to investigate options for future storage of archival records is approved, a scoping exercise to identify possible solutions will need to be completed. Any long-term archival storage solutions identified will have a capital cost.

7.2   Heritage & Culture Strategy: It will be ensured that the Strategy is deliverable within resource projections, budget allocations and savings in the emerging Medium-Term Financial Strategy and will be subject to the final outcome of that process. Resource will be required to deliver such an ambitious Strategy. Some budget and staffing will be provided by Business and Customer Services. The Service will also be working with colleagues who are leading on the City of Culture programme to which the county council has made a financial contribution.

8.   Conclusion

Heritage & Culture Warwickshire continues to move forward and develop its services to meet the needs of its customers, and to meet broader county council priorities. The development work underway in relation to the proposed Heritage & Culture Strategy for Warwickshire will provide an additional opportunity to progress, capitalising on local and regional support

and the investment and profile of events such as Coventry City of Culture 2021.

9.   Background Papers

None.

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

Local Member(s): none
Other members: none

Appendices

Appendix 1 – Heritage and Culture Infographic 2018/19
Appendix 2 – Service area profiles and case studies
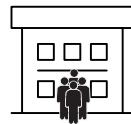
A Year in Heritage & Culture Warwickshire

Appendix 1

Warwickshire County Council

LEARNING

112 collections were acquired for Warwickshire

7,540 documents were produced at the County Record Office

840 under 5's attended "Arty Toys"

1,794 enquiries answered

433 children attended sleepovers at the Market Hall Museum

310 people hunted for fossils

4,852 children attended our school events

3,364 people attended our school holiday programme

123 events for children and families

89,527 site visitors

COMMUNITY, HEALTH & WELLBEING

10,153 volunteer hours

92 people attended our "Dementia Cafes"

9,502 people attended our community events

DIGITAL & INFORMATION

Our Warwickshire

869,061 page views on Our Warwickshire

4,049,454 hits on online resources

261 access to information requests answered

9,013 items added to the archives online catalogue

69,851 digital images created

1,147 followers on Instagram

4,038 followers on Facebook

9,236 followers on Twitter

Heritage & Culture Warwickshire (HCW) Service Area Profiles & case studies

Heritage & Culture Warwickshire is organised into 6 teams, each with its own area of professional specialism -

Warwickshire County Record Office

Warwickshire County Record Office (WCRO) is based in Priory Park, where its purpose-built premises provide safe and controlled accommodation for almost three miles of archives in 4 strongrooms and is managed by a team of 9 FTE archive and conservation specialists. The strongrooms were last extended in 2002 and the office provides services and facilities for up to 80 visitors per day. WCRO's archive collections date back to the 12th century and contains information about all aspects of life and work in Warwickshire. WCRO holds a coherent record of local government in Warwickshire since 1625. WCRO holds records of WCC from 1889 and of its predecessor (the court of Quarter Sessions in its administrative and judicial role) from 1625.

WCRO holds records of over 250 Church of England parishes including the registers of baptism, marriage and burials and the records of various parish officials. WCRO also holds over 5,000 items of manorial records, dating from 1334, which provide the most detailed source for medieval village life in Warwickshire.

Many of the records of the large landed estates are deposited including those for Warwick Castle, Newdigate of Arbury Hall, Throckmorton of Coughton Court, Lucy of Charlecote, Seymour of Ragley Hall and Feilding of Newhham Paddox. These collections are rich in deeds, rentals, maps, correspondence and accounts and provide research material for many social and political topics, significant people and events. There are also substantial collections from local institutions including the Union Workhouse, Warwickshire Quarter Sessions and Warwick County Lunatic Asylum, Hatton.

WCRO provides access to records to a wide range of individuals, including members of the public wishing to discover more about their family or local history. This family history research is predominantly for pleasure but can include those wanting to identify any hereditary diseases, especially those relating to mental health, and families locating relatives (for example following adoption) or other family members.

WCRO plays a key role in ensuring that WCC and other public bodies are accountable and open to scrutiny, helping to provide public trust and confidence in such bodies. A recent example of this is the visits by members of Infected Blood Inquiry in May 2019 and June 2019 to examine the records of the Coventry and Warwickshire Partnership NHS Trust.

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Case Study - Infected Blood Inquiry

The Infected Blood Inquiry has completed two visits to the County Record Office to conduct research into historic Warwickshire Health Authority records. Of national importance, the inquiry has been established to examine why patients in the UK were given infected blood, the effect this has had on their families and the response of relevant authorities to the crisis. A team of six lawyers have successfully located information useful to the inquiry within record office collections.

Prior to the first visit, record office staff utilised their expertise and knowledge to locate records of interest on behalf of the inquiry. Contact was made with local NHS Trusts to gain permission for the inquiry to access the material. This avoided any need for the inquiry to compel the council and/or local NHS Trusts to produce the documentation, saving time and reducing the burden on the public purse.

Warwickshire County Museum Service

The Warwickshire Museum Service is based at Market Hall Museum and Montague Road Museum stores. The service looks after the Warwickshire Museum collection of over 800,000 objects and leads the exhibition programme at Market Hall. The collection includes objects and artefacts from across a broad range of disciplines, including archaeology, natural history, geology, numismatics, social history, photography, toys & dolls, costume & textiles and musical instruments. The 3.6 FTE team work with regional partners, communities across the County and teams within the County Council to promote heritage and culture, interpret our significant and unique collections and to make our heritage personally and virtually accessible for all. They also take responsibility for all Treasure finds in the County e.g. the recent South Warwickshire Roman Hoard, and provide professional advice in relation to archaeological finds and deposits relating to the Warwickshire HS2 route.

Visitor Services & Operation Team

HCW's visitor services team of 4.2 FTE is based at Market Hall Museum, which houses displays on a rotating basis from both Warwickshire's museum and archive collections, and from community co-created projects. Highlights include the Sheldon Tapestry Map of Warwickshire - recently loaned to The British Museum's summer exhibition, the second largest early Roman coin hoard in the country, a live observation beehive and Giant Irish deer. Following a HLF funded refurbishment in 2016, the Museum now welcomes over 75,000 visitors a year - and supports the delivery of an annual programme of community engagement projects ranging from the weekly Arty Tots and their grandparents under 5's session, monthly Dementia Cafe, monthly 'lates' - evening opening including open-mic nights, board games, specialist talks, through to family school holiday activities and community 'Knit and Natter' sessions.

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Learning & Community Engagement

The Learning and Community Engagement Team (LaCE) of 1.3 FTE staff provide an annual programme of community engagement, participation and curriculum focused activity across all HCW's sites, outreach to schools and to other partner sites (e.g. Kingsbury Water Park) alongside the delivery of an established schools programme at St Johns House Museum in Warwick.

During the year, the team will develop and deliver activity as diverse as:

- KS1/KS2 Victorian Laundry and Schoolroom sessions at St Johns House
- Brownie/Cub sleepovers at Market Hall Museum
- Summer Holiday summer programme 2019 - 'Moon Rock', including moon landing family day, resources for under 5's, astronaut 'training', community talk 'The moon in science and science fiction'
- Family fossil finding sessions at Cross Hands Quarry
- Stone Age to Iron Age sessions at Kingsbury Water Park
- 'Crime & Punishment' KS2 sessions at the County Record Office
- 'Mr Magnolia' Theatre in the garden for family audiences at St Johns House
- Monthly dementia cafe at Market Hall Museum
- Free 'Time Travellers' summer holiday programme for pupils in receipt of FSM - funded through fundraising activity
- Newly developed programme for home-educated children and young people, KS1 - KS3
- Volunteer-led monthly 'Knit and Natter' session at Market Hall Museum
- Delivery of the annual Heritage Open days - including Chesterton Windmill

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Case Study - ReCollections Dementia cafe

ReCollections is a dementia café at Market Hall Museum. It uses the unique setting of the museum alongside items in the collection and creative activity to engage and inspire older people living with dementia and their loved ones.

Sessions take place once a month on a Monday afternoon when the Museum is closed to the general public; with limited spaces (maximum 12) participants can relax in a calm, inviting and intimate environment and take part in tailored artist-led activities, curator talks, museum tours and object handling alongside games and refreshments.

Current attendees have said: *"It was good to see the collection and jog memories and to have such a lovely building used for such an event", "It's brilliant, really innovative...to see her participate when I didn't think she would", "We always come away feeling positive"*

County Arts Service

The County Arts Officer of 0.5 FTE initiates, supports and brokers partnerships with a wide range of arts and non-arts organisations to develop an accessible, high

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quality and sustainable arts infrastructure across the county, raising the profile of the arts within Warwickshire, regionally and nationally. As the professional arts lead for the County, the arts officer provides professional arts development advice both internally and externally, raises funds to support the development and delivery of projects around the county and has a particular focus on using the arts as a tool for supporting broader WCC objectives - particularly in relation to health and wellbeing. The County Arts Officer is currently working with arts organisations across Warwickshire to support potential engagement activity as part of Coventry City of Culture 2021, and is part of the leadership teams for both the Creative Health Alliance and arts education partnership Arts Connect.

Case Study - Warwickshire Open Studios

Set up and managed by the County Arts Service for the first time in 2002, Warwickshire Open Studios has helped local artists and designer makers open up their studios, offer exhibitions, demonstrations and opportunities for the public to buy their work. Now an annual event, it has grown to become the County's largest exhibition of visual art and craft, supporting a broad range of individual practitioners and makers.

In 2008, the County Arts Service worked closely with a group of volunteer artists to take over the running of the event, which has now become self-sustaining. This event now contributes over £1.3 million annually to the local economy, welcoming thousands of visitors to over 200 venues across the County.

HCW Development & Volunteering Team

The HCW Development and Volunteering Team of 2.9 FTE has the responsibility of developing all aspects of HCW's service delivery - with a particular focus on audience development, volunteering and growing commercial income. Following the refurbishment of Market Hall Museum the team have launched a venue and events hire package - which is beginning to provide additional income for the service, as well as supporting the implementation of a new cafe and shop in the Museum. The team have prioritised generating closer links and raising the profile of HCW with Warwick town centre and Warwickshire and Coventry business networks such as the C&W Chamber and Shakespeare's England, along with supporting WCC regeneration and tourism initiatives through the Destination Management Partnerships.

HCW's volunteer co-ordinator provides the link between HCW and third sector organisations eg WCAVA, as well as recruiting, supporting and providing long term development opportunities for HCW's volunteer team. HCW's 110 regular volunteers provide the service with additional support in a wide range of areas - from public facing activities such as our Arty Tots under 5's sessions, opening Chesterton Windmill, meeting and greeting visitors at Market Hall through to 'behind the scenes' conservation, cataloguing and transcription work in the museum and archive. HCW

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volunteers regularly win awards, the most recent being the 2019 WCAVA Annual Volunteer Award in the Creative and Heritage category.

Case Study - Volunteering at the WCRO

Douglas was a retired GP with an interest in local history. He approached the WCRO to see if we could shed any light on a local building he was investigating. When he heard about an ambitious project to scan, caption and compile a public database of local historic photographs, he signed up as a volunteer.

Douglas volunteered at the County Record Office for over 10 years. He learned to use a computer for the first time, and contributed his enthusiasm and local knowledge to a wide range of projects. He became friendly with other volunteers and became part of an active network of like-minded people.

When his wife died, Douglas's family were concerned about whether he could continue to live alone. His regular contact with the County Record Office was a key factor in Douglas' and his family's decision that his quality of life, his active contribution to society through his voluntary work and his social network were so important as to make it inappropriate to consider residential care at that point. Douglas continued to volunteer on a regular basis until a few months before his death aged 93.

5

Warwickshire's

HERITAGE & CULTURE STRATEGY

2020—2025

Warwickshire
County Council

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Contents

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Introduction

Warwickshire has a rich heritage and culture, stretching back over centuries. The county is rightly proud of its history, and the collective endeavours and accomplishments of previous generations of Warwickshire citizens. Now we have developed a strategic plan for the future, which both builds on past achievements and delivers on present-day priorities.

We are a well-connected county, with a wealth of historic and natural assets that inspire and support the growing diversification of our economy and communities. Our county is already a great place to live, work and do business. The challenge is to make it even better. The County Council's overriding ambition is to make Warwickshire 'the best it can be'. The Heritage and Culture Strategy is shaped around three main themes which reflect

current priorities - health and well-being, sense of place, and economic vibrancy.

I must thank the many heritage and culture organisations and practitioners who contributed their ideas and expertise to this Strategy. Together we have drawn up an ambitious blueprint for the heritage and culture sector in Warwickshire, based on new levels of co-operation and joint-working towards shared goals.

Izzi Seccombe
Leader of Warwickshire County Council

Warwickshire Today

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Warwickshire covers an area of roughly 760 square miles. It has no cities but several large towns and many smaller villages. It is a relatively green county - 64% of the land area is classed as rural - with a strong agricultural heritage and a network of green spaces, country parks and accessible waterways. Broadly-speaking, there is a north-south divide, with post-industrial communities in the north and more affluent areas further south.

The population of around 571,000 is approximately 69% urban and 31% rural. Forecasts suggest significant population growth over the next 20 years, driven primarily by migration and an ageing population. The number of people aged over 85 is expected to double between 2011 and 2021. At the last census (2011) non 'White British' groups made up approximately 12% of the population. This figure is also forecast to grow.

Economy

The county has one of the fastest growing economies in the country and the past two decades have seen a shift in economic profile. Whilst some traditional industries have disappeared - the last Warwickshire colliery, for example, closed in 2013 - the motor industry is still a major employer. Warwickshire today is playing a leading role in the research and development of future road transport - including zero carbon and autonomous vehicles - bringing together the county's strengths in manufacturing and digital technology. New technology companies such as the cluster of computer gaming companies based in Leamington Spa (10% of the UK total) are driving forward digital innovation and next generation creative content. Warwickshire's growing Higher and Further Education sectors are key drivers in this area, supporting sector skills development and providing an environment for creativity and innovation to flourish.

Heritage and Culture

The Heritage and Culture sector in Warwickshire has an international profile, predominantly driven by the 'brand' of Shakespeare. Tourism is worth just over £1.1 billion to the Warwickshire economy every year and supports some 20,300 jobs. Across the county there are clusters of small to medium-sized arts and heritage creative producers, artists, venues and heritage attractions providing access to a broad range of work and engagement opportunities. Warwickshire also has a successful and growing festival scene encompassing music, performing and visual art, literature and food. A strong heritage and culture helps attract inward investment. New and relocating businesses see Warwickshire as a dynamic, innovative and well-connected county where good staff will be happy to live and work.

Polesworth
Atherstone
Nuneaton
Coleshill
Bedworth
Rugby
Kenilworth
Royal Leamington Spa
Henley-in-Arden
Warwick
Southam
Alcester
Stratford-upon-Avon
Kineton
Bidford-on-Avon
Shipston-on-Stour

Challenges

The challenges facing Warwickshire mirror those of the nation as a whole - to address the north-south divide and rural isolation, and to 'level the playing field' for all citizens, regardless of where they live. There is a need to address issues arising from an ageing population. The changing face of the workforce means a greater need to nurture and invest in creative talent, supporting a culture of innovation. Good health and well-being are vital factors in ensuring our communities play an active part in shaping Warwickshire's future. Access to heritage and culture widens horizons, enriches lives, and engenders a sense of belonging. The Heritage and Culture Strategy aims to contribute on all fronts.

County Council Context

The Heritage and Culture Strategy 2020 - 2025 has clear synergies with Warwickshire County Council's council plan which aims to:

- capitalise on the strengths of individuals, communities and our collective assets to make Warwickshire the best it can be, now and for future generations

- build on the strengths of the county as a whole, its communities, individual people and the Council as an organisation - focusing on our two priority outcomes for the county:

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

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

In addition, heritage and culture will play a key role in the Place Strategy that is currently being developed.

A man and child
look over an exhibit
in Warwick Market
Hall Museum.

Heritage and Culture Defined

We have taken a broad definition encompassing not only history and the arts but also the natural environment, architecture, industry, innovation and sport. By 'heritage and culture' we mean:

- our collective experience, endeavour and achievement over centuries

- our history and our place in the world

- who we are, what we stand for and where we belong

- the context of our lives and the backdrop to our future hopes and aspirations

- what makes us proud to be from Warwickshire

A statue of
William Webb Ellis
in Rugby.

In the context of this strategy, heritage and culture:

- describes our past, explains our present and informs our future

- celebrates our diversity but gives us a cohesive identity

- contributes to our well-being and economic growth

Why We Need A Heritage & Culture Strategy

1. There is a strong evidence base for the wider benefits of heritage and culture to society

2. The heritage and culture sector makes a significant contribution to the growing economy in Warwickshire

3. Warwickshire is well-placed to take advantage of major forthcoming cultural events in our two nearest cities - Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022

4. Warwickshire is rich in heritage and natural assets, which require safeguarding for future generations to enjoy

5. We are stronger and can achieve more together. By pooling our efforts and resources on clearly-defined, well-coordinated campaigns we can be more effective and reach more people

6. We need to put our creativity and expertise to work on tackling wider issues for Warwickshire, and inspire and help local people to live healthier and more fulfilling lives

Automotive production line in Leamington Spa.

Vision and Objectives

Our vision is:

By 2025 Warwickshire will have a thriving, innovative and creative heritage and culture sector working collaboratively to develop and deliver a rich, high quality, accessible heritage and cultural offer for all who live, work and visit Warwickshire

Our vision is underpinned by the following objectives:

- To create the conditions to enable a thriving, innovative and creative heritage and culture sector

- To empower the heritage and culture sector to support the county council in transforming the way services are designed and delivered for the benefit of all who live, work and visit Warwickshire

Recent Research: Department of Culture, Media and Sport

In May 2019 the Department for Digital, Culture, Media and Sport published a report on Changing Lives: the social impact of participation in culture and sport. The report suggested that 'arguably the most important finding from this inquiry is that there is no dispute about the positive social impact of participation in culture and sport'.

There was plentiful evidence of the benefits to both physical and mental health, and a focus on 'social prescribing' - GPs and other health professionals referring people to activities in their community instead of only offering medication. The report stressed the importance of health and well-being economically, as well as for individuals, by reducing demand for health and social care services, and the costs of providing them.

publications.parliament.uk/pa/cm201719/cmselect/cmcumeds/734/73402.htm

Warwick Museum.

Recent Research:
Arts Council England

Three key facts underpin Arts Council England's starting point to explaining *why art and culture matters*:

- Art and culture contribute £10.6 billion to the UK economy - the UK has a creative economy worth £27 billion and culture brings £850 million to UK, through tourism, each year.

- Arts and culture help tackle social injustice - theatres, museums, galleries and libraries are the beating heart of our towns and cities. Not only do they bring prosperity, they bring communities together and make life worth living

- Our creative industries are successful throughout the world - our leading cultural institutions are a calling card worldwide and have important trading links from the US or Germany to China and South Korea. Last year our National Portfolio Organisations earned £57 million abroad.

artscouncil.org.uk/make-case-art-and-culture/why-art-and-culture-matters

Recent Research:
Culture is Digital

Government figures suggest a total online audience of 50.4 million people in the UK, with the average Briton spending 24 hours a week online.

The Culture is Digital project stresses that today's audiences - particularly younger people - are no longer passive receivers of culture and expect instant access to all forms of digital content. This has implications for digital skill-levels and resources within the sector and its capability to exploit opportunities to widen public access, increase audience engagement and enhance customer experiences through technology.

The campaign describes the culture and technology sectors as "the ultimate power couple" and calls for more partnership working between the two to drive innovation.

gov.uk/government/publications/culture-is-digital

Big City Events

**Coventry
City Of Culture 2021**

Coventry will become the UK City of Culture in 2021 - launching a huge campaign to celebrate and showcase the city and what it has to offer. Based on the experiences of previous winners of the title, City of Culture status will boost the local economy, tourism, arts and culture, and civic pride.

Warwickshire County Council is gearing up to take advantage of the opportunities. It has invested £1 million into the project and has a place on the board of the Coventry City of Culture Trust, an independent charity set up to manage the process.

coventry2021.co.uk/

**Birmingham
Commonwealth Games 2022**

England's second city will host the Commonwealth Games in 2022, with the stated aim of 'showcasing the region's strengths'. Sporting venues across the West Midlands include Leamington Spa, which will host Lawn Bowls competitions. Plans are already underway to deliver a wider cultural programme linked to the games, with opportunities for Warwickshire organisations, businesses and local communities to get involved.

birmingham.gov.uk/Birmingham2022

What Will The Strategy Do?

The strategy has been shaped around three main themes or building blocks and is underpinned by a commitment to ensuring equality of access:

Health and Well-being

Taking part in heritage and cultural activity can promote good physical and mental health and provide a focus for promoting independence, happiness and engagement for everyone.

Objectives

- Support mental health and well-being

- Combat loneliness and isolation

- Promote physical activity and fitness

- Provide further evidence of the benefits of heritage and culture to health and well-being

We will:

- Work with partners to promote spaces and places where cultural product can actively support physical and mental well-being

- Work with partners to develop projects which combat loneliness and isolation

- Work collaboratively with the Creative Health Alliance to initiate and support projects which use heritage and culture to promote good physical and mental health

- Explore areas of work which provide evidence that heritage and culture can help the prevention and escalation of health issues

- Work with Warwickshire's district and borough councils to maximise opportunities for sports and physical activities

Sense of Place

Heritage and culture promote a sense of identity, providing a focus for growing strong communities and individuals who feel empowered to make choices that affect their lives and giving people a feeling of belonging to a place.

Objectives

- Respond to the needs of an increasingly diverse population

- Promote pride in, and a sense of belonging to, local communities and the county as a whole

- Protect Warwickshire's heritage and cultural assets, historic and natural environment for the future

- Attract investment in new projects to maximise the benefits of the county's heritage and cultural assets

We will:

- Work as a sector to ensure our heritage and cultural offer reflects the increasingly diverse population in Warwickshire

- Provide greater opportunities for residents to have access to, celebrate and have a voice for their own heritage and culture, to make them feel part of a Warwickshire community

- Build on Warwickshire's heritage and cultural assets, protecting our valued historic and natural environment - developing and investing in new assets for future generations to enjoy

- Work with partners to identify, and maximise the benefits of, Warwickshire's unique heritage and cultural assets to both residents and visitors

Economic Vibrancy

Heritage and culture are an important and growing part of the creative and cultural economy in Warwickshire.

Objectives

- Exploit opportunities to capitalise on Coventry City of Culture and Birmingham Commonwealth Games

- Support and promote growth in the heritage and culture sector

- Maximise the potential benefits of new technology

- Promote investment to support, grow and retain creative talent

- Contribute to the growth of the visitor economy

We will:

- Capitalise on the investment in Coventry City of Culture to create a lasting legacy of cultural growth in Warwickshire

- Work collaboratively to support the growth of emerging and small scale creative and cultural businesses, organisations and practitioners in Warwickshire and maximise the potential benefits of new technology in supporting this growth

- Work in partnership to support investment, growth and retention of creative talent in Warwickshire

- Maximise the contribution of heritage and culture in driving growth in the visitor economy

- Promote heritage and culture nationally and internationally to drive more inward investment

Sector Engagement

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Warwickshire County Council is spearheading the Strategy in collaboration with the local heritage and culture sector. Initial engagement was via an online survey and an all-day conference in Warwick at which representatives of partner authorities and heritage/arts organisations large and small were able to contribute their ideas, priorities and expertise via a series of workshops.

The July 2019 survey attracted responses from a wide range of heritage and culture organisations across Warwickshire. The results revealed (average percentages):

- confirmation of why we need a Warwickshire Heritage and Culture Strategy (91%)

- majority approval of the contextual definition (83%)

- strong support for health and well-being (91%), sense of place (91%) and economic (86%) priorities

Discussions at the conference were wide-ranging. Some recurring themes emerged: Delegates felt the Heritage and Culture Strategy should be based on a shared identity and infrastructure and that it should be for everyone. The Strategy should be countywide, cross-departmental, cross-sector and responsive to the needs of local communities. Advocacy, promotion and sustainability were key issues and there were calls for 'grass roots' activity and engagement. The audience was strongly in favour of developing a shared action plan for the county.

The Old Shire Hall.

Governance

The Strategy will be managed by Warwickshire County Council with continuing input from partners and stakeholders. A Steering Group has been set up to oversee and monitor progress with representatives from across the County Council. This Group will report on a bi-annual basis to the broader Stakeholders Group, which includes representatives from Warwickshire's district and borough councils with backgrounds in heritage and culture, tourism and economic development, health and well-being, and the third sector.

Needle making benches in Nuneaton.

Working Together To Achieve Our Priorities

The success of the Warwickshire Heritage and Culture Strategy will depend on sector partners and stakeholders working together to achieve shared goals. We will use our collective voice to influence funders and decision-makers, using evidence-based research and evaluation to persuade them of the value and further potential of heritage and culture to benefit Warwickshire people and the local economy. We will engage with other sectors - business, tourism, health and education - to press the case for heritage and culture as a force for the greater good. Communication will be key to ensuring our impact on health and well-being, sense of place and economic vibrancy is clear to all.

Year 1 Action Plan
The clear message from the sector, which emerged from initial engagement, was that the Warwickshire Heritage and Culture

Strategy should be developed and delivered in partnership. We will therefore work with partners and stakeholders to co-produce an action plan ensuring we listen to sector specialists and provide a firm footing to move forward.

Over the next six months we will:

- Identify a model of partnership working to inform the governance of the Strategy

- Set up a series of workshops, across the county, at which partners and stakeholders will help to develop a workable and achievable action plan

- Develop an agile action plan in a digital format to deliver the Strategy's priorities

- Be ambitious and take risks and begin developing new partnerships to achieve our priorities

- Explore potential for investment in heritage and culture from external sources, for example, Heritage Lottery Fund and Arts Council England

- Pursue opportunities for heritage and culture in Warwickshire to benefit from Coventry City of Culture and the Birmingham Commonwealth Games

- Consider how we can work collectively to raise Warwickshire's profile as a destination and cultural brand at national and international level

- Work in partnership with the third sector and volunteers on co-production, ensuring communities have a voice in shaping and delivering local, relevant cultural product

- Begin the process of identifying potential flagship heritage and culture projects for the county

- Work in partnership with the Creative Health Alliance to move forward collaborative working in relation to physical and mental health

- Work with partners and stakeholders to identifying ways to increase opportunities for public participation in sports and other physical activities

- Collectively consider and agree how we will measure success

- Schedule annual or bi-annual conferences to review and update the action plan and to hear from leading national figures on heritage and culture

We will monitor our progress with partners on a regular basis and share our results and review the Strategy in three years' time.

Next Steps:

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We will work with our colleagues, partners and stakeholders to identify a governance structure to support the creation, development and delivery of an action plan and set out how we will make progress against the identified priorities.

This process will start immediately, with a series of meetings with stakeholders, across the county, to help shape the process.

We aim to finalise the outline plan by February 2020, for launch in March 2020.

What Will Success Look Like?

Our ambition is for Warwickshire to be known as a creative county where:

- people choose to live, work and invest

- diversity thrives and is celebrated

- all citizens have access to high-quality heritage and culture from an early age

We aim to enhance Warwickshire's reputation as a creative county locally, nationally and internationally and to find new ways to showcase and market our heritage and culture assets. We want to expand Warwickshire's heritage and cultural tourism offer and grow the visitor economy through enhanced connectivity and innovation.

We also want Warwickshire to be known as a county with a strong focus on improving the health and well-being of its people and a place they are proud to call home.

How can you get involved?
If you are interested in helping to shape the action plan or want to find out more please email:

heritageandculture@warwickshire.gov.uk

How Will We Measure Success?

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Partners and stakeholders will need to collectively consider the best ways to capture data both quantitative and qualitative as they work together to develop the Strategy's action plan. Measures might include:

- Increased public participation in heritage and culture, sports and other physical activities

- Wider access to heritage and culture activities and extended reach

- Increased investment in Warwickshire's creative talent, product and profile

- Successful internal and external funding bids

- Number and scope of new or expanded collaborative projects

- Benefits derived from opportunities presented by Coventry City of Culture and Birmingham Commonwealth Games

- Media coverage, marketing, promotion and publicity

- Increased visitor numbers

Thank You!

Warwickshire County Council would like to thank everyone who helped to develop this Strategy. Many different organisations, from across the local heritage and culture sector, contributed their ideas, expertise, and enthusiasm. We hope these organisations will continue work in partnership - along with others - to draw up an ambitious and achievable action plan to take the Warwickshire Heritage and Culture Strategy forward over the next five years.

Warwickshire
County Council