Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Wednesday 16 December 2020
Time: 2.00 pm
Venue: Microsoft Teams

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

Items on the agenda: -

1. General

(1) Apologies

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

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

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

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

(3) Chair's Announcements

(4) Minutes of Previous Meeting 5 - 12
To confirm the minutes of the meeting held on 16 September 2020.

2. Public Question Time
Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact John Cole (Democratic Services) at least two working days prior to the meeting.

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

4. Work Programme 13 - 14
To consider the Committee's proposed Work Programme and future areas of scrutiny.

5. Council Plan 2020-2025 Quarterly Progress Report (April 2020 to September 2020) 15 - 28
The report is attached.

6. Our People Strategy 29 - 70
The report, appendices and background document are attached.

7. Operational Benchmarking Performance Report of Warwickshire Fire and Rescue Service 2019/20 71 - 84
The report is attached.

8. Coventry, Solihull & Warwickshire Superfast Broadband Project and Future Digital Connectivity 85 - 90
The report is attached.

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

10. Reports Containing Confidential or Exempt Information

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

11. Warwickshire Property and Development Company

91 - 286

The report and appendices are attached.

The next meeting of the Committee has been scheduled for 9 March 2021 at 2pm.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

To download papers for this meeting scan here with your camera

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

Public Speaking

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

Resources and Fire & Rescue Overview and Scrutiny Committee

Wednesday, 16 September 2020

Minutes

Attendance

Committee Members
Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi
Councillor Sarah Boad
Councillor John Cooke
Councillor Judy Falp
Councillor Peter Gilbert
Councillor Wallace Redford
Councillor David Reilly
Councillor Alan Webb

Other County Councillors
Councillor Peter Butlin, Deputy Leader and Portfolio Holder for Finance and Property
Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community Safety
Councillor Kam Kaur, Portfolio Holder for Customer and Transformation
Councillor Keith Kondakor
Councillor Heather Timms, Portfolio Holder for Environment, Heritage and Culture

Officers
Helen Barnsley, Democratic Services Officer
Vanessa Belton, Delivery Lead, Business Intelligence
Jagdeep Birring, Technical Specialist, Production Systems
Barnaby Briggs, Assistant Chief Fire Officer
Ben Brook, Assistant Chief Fire Officer
John Cole, Trainee Democratic Services Officer
Craig Cusack, Assistant Director – Enabling Services
Sarah Duxbury, Assistant Director – Governance & Policy
Andrew Felton, Assistant Director – Finance
Steve Smith, Assistant Director – Commissioning Support Unit

1. General

(1) Apologies

Apologies were received from Councillor Jenns, Councillor Redford was present as a substitute. Apologies were also received from Councillor O'Rourke and Rob Powell.

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

Councillor Reilly declared a personal interest in the HS2 scheme as his house is very close to the proposed route. He advised that he was the Lead Member for HS2 for North Warwickshire Borough Council and Warwickshire County Council.

(3) Chair's Announcements

There were none.

(4) Minutes of Previous Meetings

Resolved:

That the minutes of the meetings held on 23 July 2020 and 24 June 2020 be approved as a correct record.

There were no matters arising.

2. Public Question Time

No public questions were received or presented at the meeting.

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

In response to Councillor Boad, Councillor Kaur reported that the Library Service had continued to adapt positively to the challenges imposed by the outbreak of coronavirus. She stated that libraries in the County had continued to reach out to the community in imaginative ways, this was exemplified by Polesworth Library which had made use of innovative digital strategies to engage with service users.

In response to Councillor Reilly, Councillor Kaur agreed to circulate a briefing note to members highlighting the innovative work being undertaken within the Library Service, including how the experience of Polesworth Library was being shared across the Service.

4. Work Programme

Resolved:

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

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

Steve Smith (Assistant Director, Commissioning Support Unit) introduced the report. He drew attention to the 64 Key Business Measures (KBMs), 33 of which were within the ambit of the Resources and Fire & Rescue Overview and Scrutiny Committee. The report provided a summary of performance against KBMs.

Councillor Reilly highlighted Section 2.2 of the report which stated that 40% (13) of KPMs had not achieved target levels, commenting that this was an area of concern.

In response, Steve Smith drew attention to the remedial actions identified within the report and highlighted the improvements which could be seen within the Council Plan Quarter 1 Performance Progress Report (agenda item 6). He stated that the impact of COVID-19 had affected the Authority's performance figures in some areas.

Councillor Kaur commented that several factors had influenced performance reporting, including the 'revolving door' effect of measures being revised or discontinued, with new measures being introduced in response to changing demands. She stated that the Authority's response to coronavirus, which saw library staff being redeployed to support shielding hubs, or Business Support Services diverting resources in support of Communications, had affected the outcome of the report.

Councillor Kaur commented that key performance indicators would be reoriented based upon the COVID-19 Recovery Programme. She added that some areas of concern indicated by the report had been detected prior to the pandemic crisis and were subject to longer-term remedial action.

Councillor Reilly highlighted the importance of maintaining clearly monitorable standards of performance reporting. He stated that it would regrettable to reorient performance indicators where the Authority had failed to meet its targets and noted that the majority of the report related to pre-coronavirus performance. He suggested that where challenges had been detected, the Council should acknowledge the causes and present a plan of action.

Councillor Butlin emphasised that it was important to acknowledge the disruption caused by the outbreak of coronavirus. This had led to resources being diverted across the organisation and postponement of key areas of work. For example, highway improvement work had been impeded by the requirement to introduce social distancing measures on site. He stated that the Council had performed well in difficult circumstances, to the extent that it had been presented as an exemplar by Westminster to other local authorities.

The Chair highlighted that the pandemic crisis had brought about rapid organisational change and the transformation process enacted during the initial six weeks of lockdown would have taken many years to accomplish in ordinary circumstances.

Councillor Kaur agreed, adding that Cabinet had resolved to introduce a cross-party group to track the performance of the COVID-19 Recovery Plan and develop the Council's priorities for 2021/22. This provided an opportunity for members to contribute to the development of a longer-term performance reporting strategy.

Barnaby Briggs (Assistant Chief Fire Officer) indicated that some figures relating to the performance of the Fire & Rescue Service needed to be viewed in context; for example, the Service would not set a target of anything other than zero in relation to the number of fire-related deaths. Anything above that would not be acceptable.

Councillor Crump expressed his support for this principle, stating that in many instances response time targets had been met but the Fire & Rescue Service was unable to save the individuals concerned. This underlined the importance of the prevention agenda.

Councillor Kondakor highlighted the progress made in the expansion of broadband coverage. However, given the reliance upon digital services imposed by COVID-19, he asked if broadband targets should be raised.

In response, Craig Cusack (Assistant Director, Enabling Services) stated that significant progress had been made in this area. However, he commented that raising the performance target may not yield the desired outcome; the Authority was entirely dependent upon BT Openreach for delivery of the broadband programme. He stated that the response of BT Openreach to the pandemic was impressive, but that work to assert the Council's priorities in the delivery of broadband services was ongoing.

Resolved:

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

6. Council Plan Quarter 1 Performance Progress Report

Steve Smith (Assistant Director, Commissioning Support Unit) introduced the report. He drew attention to the KBM performance figures located in Section 2.3 of the report, as well as the sections which provided an analysis of the wider narrative affecting the Authority's performance in key areas.

In response to Councillor Cooke, Barnaby Briggs (Assistant Chief Fire Officer) advised that fire-related injury figures were collated on a quarterly basis and aggregated in the year-end report. He advised that five fire-related injuries had been recorded between 1 April 2020 and 30 June 2020. This contrasted with seven fire-related injuries during the equivalent period last year (Quarter 1, 2019-20).

Barnaby Briggs reported that a reduction in serious incidents had been observed during the period of the pandemic. He stated that it was difficult to establish cause and effect, but the data suggested that fires were being spotted more quickly, enabling a prompt response by the Fire Service.

In response to Councillor Boad, Barnaby Briggs agreed that the emergence from lockdown had prompted specific challenges during the period covered by the report. These included an increased number of road traffic collisions, which could be attributed to drivers being out of practice, or vehicles being compromised by a prolonged period of disuse. Incidences of fire at manufacturing plants had increased as production restarted; this could be ascribed to the 'mice in the wiring' effect. He commented that the year-end report would provide more insight into the effect of the pandemic on the Fire & Rescue Service.

Resolved:

That the Committee notes the progress of the delivery of the Council Plan 2020 – 2025 for the period as contained in the report.

7. HS2: Operational Considerations for Early Stage Construction

Barnaby Briggs (Assistant Chief Fire Officer) introduced the report which followed on from the verbal update provided at the previous meeting of the Committee. Since the publication of the report, Barnaby Briggs was able to provide an update in respect of the proposed locations of the larger construction compounds in the County. These included sites at: (i) Kingsbury; (ii) on the M6 loop road, close to Coleshill Heath Road; (iii) the M6, close to the location of the new railway station; (iv) Kenilworth (A46); (v) Fosse Way, near to Offchurch/Welsh Road; and (vi) Long Itchington Way (Southam Tunnel).

Barnaby Briggs reported that Warwickshire Fire & Rescue Service (WFRS) had provided support to Warwickshire Police during protests at Crackley, near Kenilworth. He emphasised that this was to enable access for police officers; WFRS did not participate in law enforcement activities.

In response to Councillor Cooke, Barnaby Briggs reported that HS2 Ltd. had communicated effectively with WFRS when temporary road closures were proposed. A WCC / HS2 Traffic Liaison Group (TLG) had been established to consolidate channels of communication. He advised that arrangements were in place whereby WFRS could utilise construction access routes on closed sections of highway if required, rather than face the prospect of lengthy diversions and the resultant effect on response times.

Councillor Reilly praised the response of WFRS to challenges posed by the HS2 scheme. He emphasised that the scale of the project was unprecedented, and that the construction phase of the scheme would set a rapidly evolving process in motion; the impact this will have on WFRS should be acknowledged.

Councillor Reilly advised that work was ongoing to examine the community safety impact of HS2. This included development of a dedicated Community Safety Strategic Assessment to consider the wider challenges of HS2, including its impact on the highway network, the effect on emergency services, and the implications of recent protests.

Councillor Kaur commented that she had witnessed protests in opposition to the HS2 scheme at Weston under Wetherley which had resulted in protesters straying into the highway, posing a safety risk. Barnaby Briggs advised that, although HS2 held responsibility for the security of their sites, instances of demonstrations ‘spilling over’ would need to be monitored by the emergency services.

Councillor Boad stated that HS2 was a contentious issue, attracting widespread opposition from residents. She commented that the construction phase would be in operation for many years, placing a burden on WFRS and local communities. She requested that WFRS continue to provide regular updates to the Committee.

The Chair indicated his agreement and requested that WFRS apprise the Committee of ongoing developments to be scheduled at future meetings.

Councillor Reilly drew attention to the additional risks posed by the construction phase of the scheme, including an increase in traffic. He stated that the Integrated Risk Management Plan (IRMP) would need to be attuned to these risks.

Resolved:

That the Committee:

1. Notes the report and agrees the Service approach to operational planning for HS2 construction.

2. Acknowledges and takes account of possible changes in the Service's response arrangements which may be necessitated by the construction of HS2.

8. Update regarding development of an IRMP Assurance Panel

Ben Brook (Assistant Chief Fire Officer) presented a verbal report outlining the proposal to establish an Integrated Risk Management Plan (IRMP) Assurance Panel. This Panel would enable the Authority to scrutinise the Fire Service's delivery of the IRMP and to monitor progress against annual action plans.

Ben Brook advised that it was proposed that the Panel would be cross-party in membership, based on political proportionality, and chaired by the Portfolio Holder for Fire & Rescue and Community Safety. The Panel would be similar in nature to the Task and Finish Group previously charged with responsibility for oversight of the IRMP but would operate on a longer-term, on-going basis. He advised that the proposal would be presented to Cabinet on 8 October 2020.

Ben Brook advised that the proposal drew upon the recommendations of Sir Thomas Winsor's 'State of Fire and Rescue Annual Assessment Report' (2019), as well as guidance issued by the Local Government Association in respect of governance arrangements. It was considered that the Authority had a duty to ensure that the proper assurances were in place to make certain that Warwickshire Fire & Rescue Service (WFRS) was working effectively and efficiently within the resources linked to the IRMP.

Ben Brook stated that it was proposed that the Panel would act as a 'critical friend' to WFRS, making use of both qualitative and quantitative evidence to develop an understanding of the performance of the Service and to identify any potential obstacles to the delivery of the IRMP. It was hoped that the initiative would be progressed promptly, subject to agreement from Cabinet.

In response to Councillor Boad, Ben Brook advised that the public consultation for the IRMP was underway and efforts had been made to engage widely with communities and stakeholders. He stated that the Communications Team had produced a high-quality animation and it was hoped that this would expand the reach of the consultation. He added that social media had been utilised, alongside direct approaches to key stakeholders, including town and parish councils. He invited councillors to utilise their networks to broaden awareness of the consultation and agreed to circulate a link to the animation to all members.

Councillor Boad expressed her support for the Assurance Panel, stating that members had demonstrated a good level of knowledge of WFRS during previous IRMP scrutiny groups.

Councillor Crump expressed his support for the proposal, stating that critical challenge was a positive aspiration. He commented that members had worked effectively during the IRMP Task and Finish Group and that he anticipated a good outcome. He added that HS2 would contribute to

increased pressure on WFRS, this underlined the importance of an IRMP which was dynamic and adaptable to the challenges ahead.

9. Any Urgent Matters

There were none.

10. Reports Containing Confidential or Exempt Information

Resolved:

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

11. Exempt Minutes

Resolved:

That the restricted minutes of the meeting held on 24 June 2020 be confirmed as a correct record and signed by the Chair.

The meeting rose at 15:04

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Chair

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

Item	Report detail	Date of next report
Public Question Time/Questions to the Portfolio Holders / Forward Plan	Report which includes Forward Plan decisions relevant to the remit of the Committee	* Standing item for every meeting
Council Plan	Council Plan 2020 – 2025 Progress Report	* Standing item for every meeting
Warwickshire Recovery and Investment Fund (WRIF)	This exempt report is part of the County's recovery programme, which is based on three distinct phases, During the Recovery Plan development, Member Working Groups considered the key challenges and solutions which could be used to support recovery in terms of Economy, Place and Climate Change.	9 March 2021
Kushal Birla/Ayub Khan	Heritage and Culture Update – strategy development and implementation	9 March 2021
Kushal Birla	Customer, Experience and Complaints Strategy	9 March 2021
Kushal Birla	Voluntary and Community Sector Strategy	9 March 2021
Warwickshire Fire & Rescue Service	Verbal Update: Impact of the construction phase of HS2 on Warwickshire Fire & Rescue Service	TBC
Warwickshire Fire & Rescue Service	Outcome of the IRMP Consultation	TBC

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Agenda Item 5

Resources and Fire & Rescue Overview and Scrutiny Committee

Council Plan 2020-2025 Quarterly Progress Report: Period Under Review: April 2020 to September 2020

Date of Meeting: 16 December 2020

Recommendation

That the Overview and Scrutiny Committee:

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

1. Introduction

1.1. The Council Plan Quarter 2 Performance Report for the period April 1st, 2020 to September 30th, 2020 was considered and approved by Cabinet on 12th November 2020. The report provides an overview of progress of the key elements of the Council Plan, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same November Cabinet meeting.

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

1.3. Comprehensive performance reporting is now enabled through the following link to Power BI full OSC Quarter 2 2020/21 Performance Report.

The Resources, Fire and Rescue OSC Quarter 2 2020/21 Exception dashboards contain details of those measures that are of significant note where good performance or areas of improvement activity need to be highlighted:

Warwickshire's Communities Exception Dashboard

Warwickshire's Best Use of Resources Exception Dashboard

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

2.1 The Council Plan 2020 – 2025 aims to achieve two high level Outcomes:

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

Delivery of the outcomes is supported by **WCC making the best use of its resources**.

Progress to achieve these outcomes is assessed against 58 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at Quarter 3
Warwickshire's communities and individuals are supported to be safe, healthy and independent	28	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12	11
WCC making the best use of its resources	18	14

As the Organisation continues to transform, the Commissioning Intentions Framework continues to evolve and provides a sharpened focus on performance and supports delivery of the Organisation's priorities.

2.2 At Quarter 2 there has been a decline in overall performance compared to the Quarter 1 position, alongside a reduction in the number of measures reported to the Committee.

2.3 Of the 58 KBMs, 22 are in the remit of this Overview and Scrutiny Committee. At Quarter 2 18 KBMs are available for reporting. 56% (10) KBMs are On Track and 44% (8) are Not on Track. This is a decline from the Quarter 1 position when, of the available KBMs, 80% (16) KBMs were on track while 20% (4) KBMs were behind track.

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

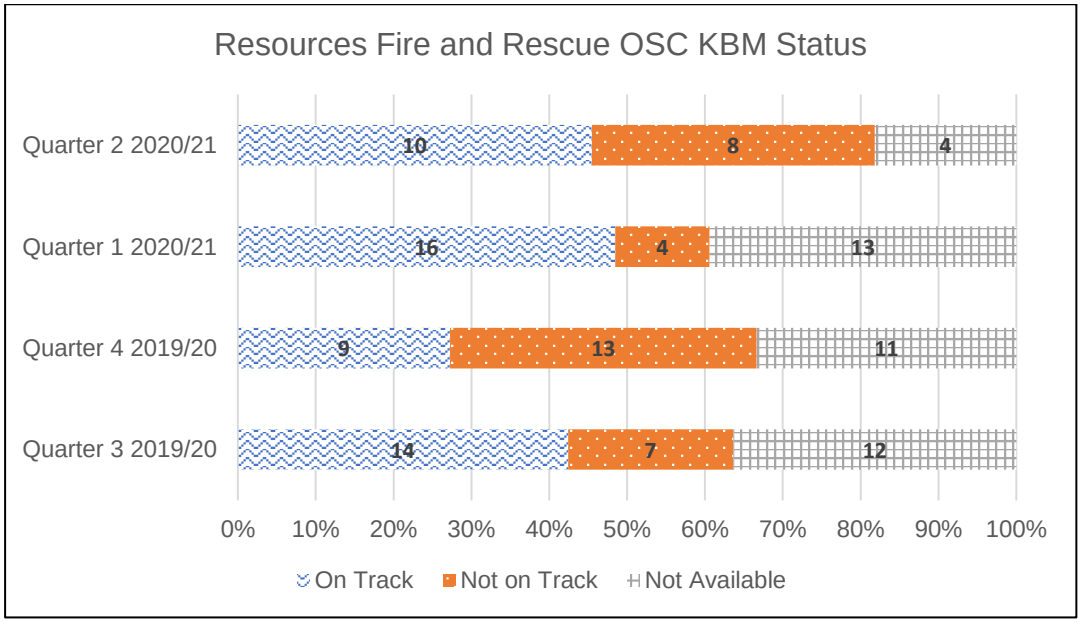

Chart 1

A further 4 KBM's are unavailable for reporting at this quarter:

- % Employee Engagement Score and % leaders and managers driving a high performance culture are based on the staff check in surveys, which are scheduled for November 2020 and January 2021 respectively;
- % of ICT return on investment (ROI) is currently under review; and
- Total office occupancy costs is impacted upon due to the closure of WCC buildings.

2.4 Of the 56% (10) KBMs achieving target, there are 4 of note:

- Number of days sick leave per FTE (rolling 12 months). Sickness absence has reduced significantly since April and has already met the annual target of a 7% reduction in days per FTE, (compared to 10.9 days at year end) and is currently at 9.15 days, which is a reduction of 10.9%;
- No. of fire related deaths. For the period 1st April to 30th September 2020 there have been zero fire related deaths which is a reduction on one recorded in the same period of 2019;
- No. of fire related injuries. For the period 1st April to 30th September there have been 10 fire related injuries which is a reduction on 11 recorded in the same period of 2019. Historically levels of fire related injuries in Warwickshire have remained low and when compared nationally, Warwickshire is one of the top performers for this measure; and
- No. of WCC social media followers. This figure is ahead of target. The Service has continued to build on the social media following by developing innovative and targeted approaches.

2.5 Of the 8 KBMs that are Not on Track at Quarter 2, 4 KBMs require highlighting in Table 1 below which details the current performance narrative, improvement activity and explanation of projected trajectory:

Warwickshire's communities and individuals are supported to be safe, healthy and independent
% times a fire appliance arrives at life risk or property incidents within agreed response standards
Current performance narrative The April to Sept 2020 figure for the percentage of times an appliance arrives at life risk or property incidents within agreed response standards is 65.97% which is a reduction on the year end 2019/20 figure of 70.1% Figures have been affected by the Covid-19 situation. There has been a reduction in the number of most incident types meaning that one missed response time can alter the statistics quite noticeably, resulting in the variations form month to month. Officer monitoring performance have not noticed a significant increase in attendance times outside of the targets. From April to Sept 2020 the average time to respond to a life risk incident for the attending appliance is: 9 minutes 1 second for Fire incidents 7 minutes 48 seconds for Road Traffic Collisions 8 minutes 5 seconds for Special Services incidents

For initial appliances which missed the 10 minute target the average time for response was:
13 minutes 17 seconds for Fire incidents
13 minutes 09 seconds for Road Traffic Collisions
12 minutes 51 seconds for Special Services incidents

The Service focuses its attention and short-term remedial measures on the incidents which occurred within the modelled 10 minute response time but at which that target time was missed.

Improvement activity

The Service deploys staff flexibly across different duty systems to provide optimum operational crewing at any given time, e.g. On-call staff will be utilised to support whole time crewing when needed and vice versa. Recruitment and retention of On-call firefighters is an ongoing challenge, reflecting the national picture, but the Service has seen significant improvements in On-call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered to remote rural areas which the Service knows it will struggle to reach within the 10 minute response time.

Explanation of the projected trajectory: Not on track – remaining static

In the longer term 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 outside of the current predicted 10 minute travel time, particularly those on the motorway network. The first of these new locations established will be "Rugby South" for which section 106 funding has been secured and which will provide much improved cover to both the A45 and the new developments to the south west of Rugby.

WCC makes the best use of its resources

Value of Revenue Savings Achieved Against Agreed MTFS

Current performance narrative

74% of individual Medium Term Financial Strategy (MTFS) savings options for 2020-21 are being delivered in full. However, the 25% of options that have been impacted and delayed by Covid-19 represent nearly 50% of the value of the savings. There are three key savings that represent the shortfall:
1. Just under £1.3m relates to delayed capital receipts as a result of the impact of Covid that would have reduced the need for borrowing.
2. Covid-19 delay to Business Support restructure and issues with budget transfers means the £0.88m will be reprofiled within the revised MTFS.
3. Delays due to Covid-19 in initiating work on Contract Management savings have impacted £0.5m of savings and the intention is to recover these savings in 2021/22.

Improvement activity

Given Covid-19 has been the main cause of delays in achieving target savings any shortfall

for 2020/21 will be off-set by the Covid-19 grants from Government. In terms of each problem area:

1. Work is still on-going to deliver the delayed capital receipts. There is some uncertainty over Covid-19 impact on disposal values, and potentially increased uncertainty about timing of receipts, that may still impact the savings ultimately achieved at a later stage.
2. Revised timescales have been agreed for the delivery of business support savings in future years.
3. There is now £3m of identified Third Party Spend savings over the 2021-2025 period and the remaining £3.5m has been allocated to individual services to identify as part of the MTFS process. The under-delivery of £0.5m in 20/21 will be mitigated from Covid emergency funding.

Explanation of the projected trajectory: Not on track - remaining static

There has been an improvement in this KBM since Quarter 1. There may be a further slight improvement before the end of the financial year, however, a prudent view at this stage has been taken due to the significant uncertainty created by Covid-19.

% of reports with substantial assurance level or above

Current performance narrative

Covid-19 has created an unusual position in relation to Audit reports given the suspension of the Audit plan from Mid March and only starting work up again around July time. Usually there is an on-going pipeline of reports with a range of opinions that balance out in the reporting. Those with substantial or higher reports are usually signed off more quickly by management and those with Limited or moderate opinions can take longer for management to agree or respond to recommendations. When lock down hit the reports outstanding at that time were the more difficult ones and the lack of any audit plan progression has meant no newer reports with higher level opinions being available to balance the picture. The 0% represents a sample of 6 completed reports from pre-March 2020 with 3 moderate and 3 limited opinions.

Improvement activity

For the audits completed with an assurance level below Substantial there is an agreed action plan to strengthen arrangements and progress on these actions is followed up and progress is reported to the Audit & Standards Committee to support process improvement and compliance.
Examining the annual trends in audit opinions though has highlighted a steady reduction in the proportion of 'substantial' and 'full' audit opinions for the last three years. Work is underway to understand if this simply reflects the cycle of audits or if there are other root causes, like level of organisational change, are leading to this position. Any findings will be reported to the Audit & Standards Committee within the next 2-3 months.

Explanation of projected trajectory: Not on track – improving

This is expected to improve moving forward now the audit plan is once again being delivered as a broader range of audits and opinions will once again emerge.

Value of debt over 35 days old as a % of debt raised in last 12 months
Current performance narrative The increase in debt reflects approved relaxation of debt collection activity as a result of Covid-19, recognising the financial pressures on some sectors, causing a small spike in May. September performance reflects the fact that invoicing has started again and debt recovery will depend on how financially viable / stable businesses are in the current climate. In addition, developers are being invoiced again, who have recommenced work. These invoices are significant and often result in delays in payment. Improvement activity Activity is being balanced to ensure debts are managed proactively, but also to ensure that any enforcement activity does not negatively affect supplier's financial stability, which would reduce the likelihood of recovering income. A proportion of outstanding debt relates to Clinical Commissioning Groups (CCGs), and work is underway with Warwickshire County Council commissioners to improve payment management processes in this area. Explanation of the projected trajectory: Not on track – declining A slight rise in outstanding debt may be expected in the next quarter due to a significant number of bills to Schools having been issued prior to the summer break, and payments may not be received until September / October. There is also uncertainty where there will be a growth in requests from businesses for some level of repayment plans or timing relief due to Covid-19 financial difficulties.

Table 1

Positively, the number of days sick leave per FTE (rolling 12 months) has moved to being On Track at Quarter 2 from Not Being On Track at Quarter 1.

7 KBMs have remained as being on track, however, the performance of 2, including % times a fire appliance arrives at life risk or property incidents within agreed response standards has declined compared to Quarter 1.

2.5 Chart 2 below illustrates the forecast performance projection over the forthcoming reporting period and previous quarters.

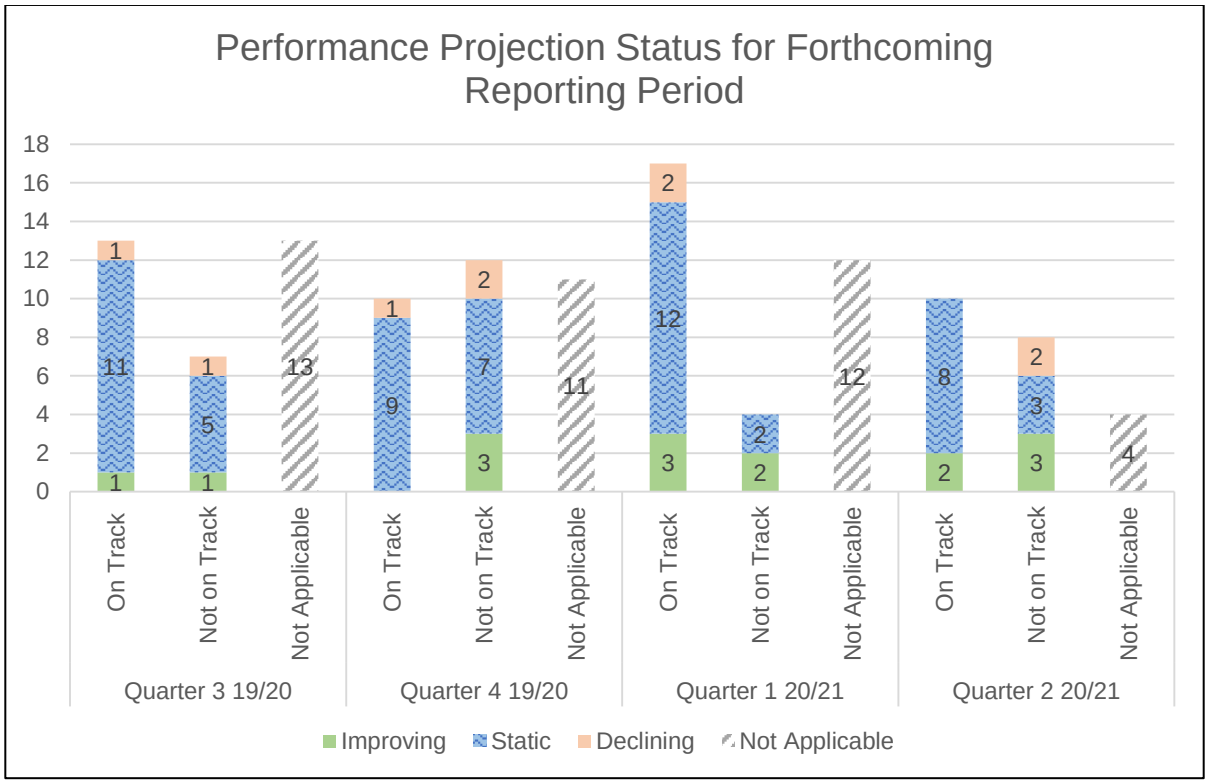

Chart 2

It is forecast that over the next period overall performance will remain similar to Quarter 2 with 10 of the 22 KBMs remaining with a status of On Track over Quarter 3. It is forecast that 3 measures reported as Not on Track at Quarter 2 will have the same status at Quarter 3, however 3 will be improving in performance:

- % of new change projects with measurable benefits identified within the business case;
- % customer satisfaction level with Customer Contact Centre; and
- % of reports with substantial assurance level or above.

The 2 measures which are currently not on track and set to decline further, as explained in Table 1 are:

- Value of Revenue Savings Achieved Against Agreed MTFS; and
- Value of debt over 35 days old as a % of debt raised in last 12 months.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

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

	2020/21 Budget £'000	2020/21 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Business and Customer Services	17,723	20,548	2,825 15.94%	0	2,825

The Covid related pressure of £3.214m consists of:

- £1.347m expenditure for Shielding Hubs and the Local Welfare Scheme. This represents an increase of £0.409m due to Estates costs to keep Shielding Hubs open until June 2021 and then revert them to their to former use and additional costs of free school meals provision during school holidays.
- Forecast losses of income within the community hubs area (predominantly wedding and library) income of £0.865m. This has increased by £0.113m following an in-depth review of registration income in the light of continued Covid restrictions.
- Non-delivery of £0.763m of MTFS savings relating to the FOM which has been delayed due to Covid.
- Additional costs of £0.239 being incurred to facilitate remote working, deal with increased call volumes and for the digital mailroom and post redirection.

The remaining non-Covid related underspend is made up of £0.455m staff underspends due to vacancies, which is offset with a £0.142m overspend forecast within the Local Welfare Scheme, the latter of which is expected to either be refunded or carried forward for use in future years.

The primary reason for the reduction in forecast overspend compared to Q1 of £0.969m is that a thorough review of the staffing and centralised budget position has been undertaken since the full implementation of the FOM and forecasts adjusted accordingly.

Commissioning Support Unit	6,349	8,323	1,974 31.09%	0	1,974

The Covid related expenditure includes £1.450m for PPE expenditure and £0.175m of staffing costs incurred due to Covid.

After taking account of the Covid pressures, there is a net overspend within CSU of £0.344m. This position requires further investigation and analysis and is likely to be refined following this work which will include identifying the extent to which funding may potentially offset an element of this.

The increased overspend compared to Q1 of £0.502m is as a result salary reviews taking place as part of the service redesign within the PMO. Work is ongoing to finalise the position once the redesign is complete.					
Enabling Services	26,140	25,364	(776) -2.97	0	(776)
The Covid related expenditure across Facilities Management and Property Construction and Engineering is currently forecast to be £1m related to making offices safe, additional cleaning and security. The remaining Covid related pressure is made up of equipment for staff working from home and income losses in Catering, Maintenance and Minor Works, Recruitment and Vetting. The underspend within the service is primarily due to a forecast underspend in Digital and ICT of £0.968m which has been calculated as part of the detailed zero-based budgeting exercise. These savings have mostly been incorporated into the refresh of the MTFS. Facilities Management is forecasting to underspend by £0.282m largely as a result of savings on utilities and reduced spend in relation to Shire Hall from having no bookings. Underspends of £0.506m are forecast within the Pears project and the graduate scheme which are likely to be required for carry forward into 2021/22. The reduction to the forecast since Q1 of £0.964m is largely related to the Pears project, graduate scheme and additional savings being identified within ICT as a result of the MTFS refresh.					
Finance	6,277	6,167	(110) -1.75%	0	(110)
The forecast underspend is mainly attributable to staff vacancies which are offsetting some minor operational overspends. This underspend may be partly utilised within year for the use of agency staff to maintain service delivery.					
Governance and Policy	2,760	3,518	758 27.46%	0	758
The Covid related expenditure comprises of £0.240m is as a result of Communications and Marketing Covid related costs, lost income within Legal Service of £0.369m and £0.065m of consultancy costs in Corporate Policy. Excluding Covid, there is a staffing pressure of £0.093m in HROD, where agreements to transfer funding between services are to be finalised.					

Legal and Democratic are forecasting a net non Covid pressure of £0.170m due to the use of agency staff to backfill maternity leave (£0.241m) being offset by savings in Democratic Services as a result of a reduction in meetings and travel (£0.071m). Due to the numbers of vacancies and delays to service redesign there are staff savings of £0.239m within Strategic Asset Management and Corporate Policy which largely offset these pressures. The reduction to the forecast since Q1 of £0.342m is mainly due to reviewing and adjusting the forecasts for staff and consultancy within Strategic Asset Management and small increases in the expected external income within Legal Services.					
Fire and Rescue	21,507	22,047	540 2.51%	0	540
The forecast overspend includes £0.293m due to Covid related factors where overtime has been required to maintain operational crewing to ensure availability of emergency response and provide additional services to the public during the lockdown phase and under increased new restrictions. The overspend after Covid Pressures relates to one-off spend relating to the National Workwear project and cover for long term absence and the Firefighter Recruitment Plan recently approved by Corporate Board. The forecast also includes the costs of running a Pilot Citizenship scheme for which Early Intervention Funding has been received. It is likely this will carry forward into 2021/22.					

3.2. Delivery of the Savings Plan

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

	2020/21 Target £'000	**2020/21 Actual to Date £'000**	**2020/21 Forecast £'000**
Business and Customer Services	1,140	260	260
The delay in implementing the Business Support FOM has impacted the Service's ability to deliver the savings this year. A request has been made to reprofile the savings pending the re-engineering of Business Support Service processes coupled with the implementation of digital solutions as appropriate.			
Commissioning Support Unit	405	120	405
Enabling Services	774	774	774

Finance	0	0	0
Governance and Policy	40	0	0
Electronic Record Keeping project delayed due to Covid - will be recommencing shortly - may delay full recovery in year 1.			
Fire and Rescue	0	0	0

3.3 Capital Programme

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

	Approved budget for all current and future years (£'000)	**Slippage from 2020/21 into Future Years £'000**	**Slippage from 2020/21 into Future Years (%)**	**Current quarter - new approved funding / schemes (£'000)**	**Newly resourced spend included in slippage figures (£'000)**	**All Current and Future Years Forecast (£'000)**
Business and Customer Services	1,950	180	7%	0	0	1,950
A contribution to the Hawkes Point project has meant spend on improving the customer experience has happened sooner than expected (£0.012m).						
Enabling Services	25,964	18,756	-2%	5,699	0	31,663
ICT spending has been delayed to allow time to review datacentre related outcomes and spend with the new ICT leadership group (£0.268m).						
Governance and Policy	4,519	4,502	0%	0	0	4,519
Fire and Rescue	8,081	4,406	-19%	52	0	8,133
£0.513m of funding redistributed between projects within the overarching training scheme and slippage of £0.890m. The Fire training capital scheme is progressing, and tenders have been received via an open market tender for the Kingsbury and Stratford sites. Due to current market conditions and an increase in demand for contractors both tenders exceed the original estimates. This has necessitated the transfer of funding between individual projects. Works are						

likely to commence on these two sites during December 2020. There has been a delay with the Lea Marston site due to additional planning conditions, the Service is hopeful that this site will be presented to the December 2020 planning committee, with a view to receiving and evaluating tenders by February 2021. The Service has taken the decision to temporarily pause the water rescue training provision at the Environment Agency site, until Lea Marston tender evaluation has been carried out. At this point the Service will be able to review the deliverability of the suite of training schemes within the existing budget, and if necessary, consider alternative funding arrangements.

4. Supporting Papers

4.1 A copy of the full report and supporting documents that went to Cabinet on the 12th November is available via the committee system.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

Authors:	Vanessa Belton, Delivery Lead Business Intelligence Performance, Planning and Quality vanessabelton@warwickshire.gov.uk Mandeep Kalsi, Performance Officer mandeepkalsi@warwickshire.gov.uk Jane Alsop, Performance Officer janealsop@warwickshire.gov.uk
Assistant Directors	Andrew Felton, Assistant Director Finance Andrewfelton@warwickshire.gov.uk
	Craig Cusack, Assistant Director Enabling Services craigcusack@warwickshire.gov.uk
	Kieran Amos, Chief Fire Officer; kieranamos@warwickshire.gov.uk
	Kushal Birla, Assistant Director Business and Customer Services kushalbirla@warwickshire.gov.uk
	Sarah Duxbury, Assistant Director Governance and Policy sarahduxbury@warwickshire.gov.uk
	Steve Smith, Assistant Director Commissioning Support Unit stevesmith@warwickshire.gov.uk
Strategic Directors	Mark Ryder, Strategic Director for Communities Markryder@warwickshire.gov.uk

	Rob Powell, Strategic Director for Resources robpowell@warwickshire.gov.uk
Portfolio Holders	Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property cllrbutlin@warwickshire.gov.uk
	Cllr K Kaur, Portfolio Holder for Customer and Transformation cllrkaur@warwickshire.gov.uk
	Cllr A Crump, Cabinet Portfolio Holder for Fire & Community Safety andycrump@warwickshire.gov.uk

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Resources and Fire & Rescue Overview and Scrutiny Committee

16 December 2020

Our People Strategy 2020-2025

Recommendations

That the Committee considers and comments upon the proposed delivery priorities set out in Appendix 2 to inform the development of the Our People Strategy delivery plan for 2021/22.

1.0 Introduction

1.1 This report introduces the refreshed Our People Strategy 2020-2025, which details:

a) Our Culture and People vision.
b) Our values and behaviours.
c) The building blocks, strategic outcomes, enablers, measures and high-level activities.
d) Implementation, review and measurement of success.

1.1 The report also sets out a series of proposed priority delivery themes for the period up to 2021/22 of the Strategy for the Committee to comment on. The priorities have been reviewed in light of the ongoing requirements for staff to prioritise Covid response and recovery. The delivery themes will be worked up into a detailed delivery plan for 2021/22 and beyond. However, we will need to retain agility in terms of the delivery plan and be able to flex the plan subject to the changing needs of our staff and the changing demands on our services. This will be managed by officers within HROD reporting to the Change Portfolio Board (Corporate Board) for oversight and approval of any in year operational changes that are required.

2.0 Our People Strategy

2.1 In 2018/2019, we developed and launched the first iteration of Our People Strategy to support the transformation programme and the effective leadership review. This Strategy has been refreshed and takes us forward to 2025.

2.2 To support the implementation of the Council Plan 2020-2025, the Our People Strategy focuses on our people and our culture. The Strategy sets out a clear vision for our people (as set out below), which is intended to be a personal and relevant statement about our workforce and how we want to be seen, internally and externally;
"Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best."

2.3 It also identifies five values, underpinning our existing six behaviours. Importantly, it comprises six key building blocks to achieve our vision. Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.

2.4 For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable. We have also defined the enablers, the measures and the key activities we intend to undertake to deliver the intended outcomes.

2.5 Whilst the building blocks enable us to categorise our work, it is important to note that our activities do not always sit neatly into one building block, with many cutting across a number of building blocks. A good example of this is the work within the Equality, Diversity and Inclusion agenda, which features in all that we do.

2.6 The activities will progress through the five years of the Strategy; those that are a priority have been categorized as priority delivery themes up to 2021/2022. For each activity the aim and what success looks like have been defined

2.7 The Strategy is being considered for approval by the Staff and Pensions Committee at its meeting on 14th December 2020. It has been developed by the Strategic HR and OD team, with input from the HROD Delivery function and with engagement from How We Work Board, Corporate Board, the wider HR community, union colleagues, senior leadership forum and our staff networks,

3.0 Priority Delivery Themes

3.1 The refreshed Our People Strategy sets out an ambitious programme over a 5 year period. The workforce is critical to the delivery of the strategic outcomes set out in the Council Plan. They are the 'face' of the Council in terms of our day to day operations and contact with residents and they are our ambassadors across a whole range of external settings. The Strategy therefore sets out our investment in staff and the areas that we intend to focus on to deliver Our People Vision and support delivery of the Council Plan.

3.2 However recognising the impact that Covid is continuing to have on the Council and the need to prioritise Covid response and recovery, the proposed delivery priorities for 2021/22 have been reviewed and re-prioritsed. Each of the Our

People Strategy building blocks will continue to have a range of planned activities in support of the Strategy and officers will continue to review and flex the delivery plan to meet changing service demands and staff needs.

3.3 Members are invited to comment on the proposed priority delivery themes set out in Appendix 2. The themes set out have had regard to views expressed by staff through the well-being / check in surveys that have been conducted since the start of the pandemic. They also take into account the comments made by members as part of the Cross Party Member Working Groups which helped to shape the development of the Council's Recovery Plan.

3.4 The priority delivery themes have been categorised as those that must be done and those where work has commenced and should continue within capacity levels. Future themes have also been identified for us to consider including and prioritising in future years.

3.5 The proposed priority delivery themes will be finalised and worked up by officers into a detailed delivery plan for 2021/2022 taking into account the views expressed by the Staff and Pensions Committee and the Resources and Fire and Rescue Overview and Scrutiny Committee.

3.6 An Equality Impact Assessment has been undertaken for the Our People Strategy and is provided as a background paper. This will be kept under review and updated as our plans develop

4. Conclusion

4.1 The report provides detail of the refreshed Our People Strategy along with the strategic objectives, enablers, measures and priority delivery themes.

4.2 This report seeks the Committees input into the priority delivery themes. Following this the delivery themes and delivery action plan will be finalised and plans for implementation put in place, including communications with staff across the organisation.

Appendices

Appendix 1 Our People Strategy

Appendix 2 Our People priority Delivery Themes

Background Papers

Our People Strategy Equality Impact Assessment

	Name	Contact details
Report Author	Rich Thomas HR/OD Strategy and Commissioning Manager	richthomas@warwickshire.gov.uk
Head of Service	Sarah Duxbury Assistant Director of Governance & Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director Resources Directorate	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Kam Kaur	kamkaur@warwickshire.gov.uk

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

Not applicable.

Our People Strategy

Maintaining our momentum

Our Council Plan 2020 - 2025 plan sets out our vision, which is supported by two outcomes:

To make Warwickshire the best it can be, sustainable now and for future generations

PRIORITY OUTCOME

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

PRIORITY OUTCOME

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

We are clear that because of increasing demand we need to continuously improve the way in which we do things. Central to our success is the development of our leadership capability and empowerment of our management to enable all of our people to be of their best and deliver service excellence.

To ensure that we embed the changes that we have made, we need to continue to drive our culture change.

Our People Strategy focuses on our people and our culture. By culture we mean our vision, values and behaviour. The Strategy sets out a clear vision for our people and identifies **five values**, underpinning our existing **six behaviours**. Importantly it states six key building blocks to achieve our vision.

We have changed our organisation through service redesigns and increased managerial spans of control.

Our response to the global pandemic has demonstrated the very best of Warwickshire and we will continue to build from this. Moving forward we aim to develop an organisation and workforce that is sustainable, resilient and effective. Equipping our people, supporting their wellbeing and empowering them to deliver will be essential in developing the agile and diverse workforce and trust based culture that we need.

Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.

Endorsed by the Staff and Pensions Committee in December 2020.

Our culture

The culture we adopt and embed is critical to the successful delivery of our new operating model. It ensures we are all pulling in the same direction to support the delivery of our strategic vision and outcomes.

Our people vision

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Our people vision is all about what we are striving to be. It is a personal and relevant statement about our workforce and how we want to be seen, internally and externally.

Our values - the Warwickshire DNA

To support the achievement of our vision, five key organisational values have been identified:

High performing

Collaborative

Customer focused

Accountable

Trustworthy

Our values are our fundamental, distinctive, characteristics and qualities. Our ambition is for everyone working for Warwickshire County Council to hold these values in their hearts and minds so that they drive behaviour at work and help us to achieve our strategic outcomes - this is why we are calling our values the Warwickshire DNA.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.

What is our strategy to achieve our vision?

Organisational structure

To embed the structure and maintain the principles. We have done the physical change, but we now need to make the culture change to support the new way of working. Realising the benefits, and equipping people to work in the Commissioning and Delivery Model. Continuous improvement, personal responsibility, empowerment and accountability will all be central to our success.

We have retained our three directorate structure: Resources, People and Communities but as part of our restructure some of our activities will be grouped differently within and between our current directorates.

Resources

People

Communities

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:

For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

What outcomes will be achieved

Culture, values and behaviour

Strategic Outcomes

Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.

Our people are diverse, feel that they belong and can bring their whole self to work.

Our people work with passion and purpose and are engaged to serve and aligned in the delivery of great work.

Building block 1

Enablers

We will embrace an adult to adult working relationship.

We will ensure that the voice and tone of our communications reflect our values and empowered culture and will lead by example.

We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.

Measures

Attendance

Retention

Performance

Engagement

EDI Metrics

Strategic Outcomes

Our people take personal responsibility and see leadership as an act rather than a status.

Our leaders are equipped to provide agile and situationally responsive leadership.

Our leaders take personal accountability and act in the interests of one Warwickshire.

Building block 2

Enablers

We will create the environment to enable and drive high performance and accountability.

We will equip our managers with the capabilities and empower them to lead.

We will agree parameters and trust our leaders to act within them.

Measures

Engagement

Progression of our people into and through leadership roles

Percentage of leaders meeting or exceeding their performance objectives

Organisational Development and Design

Strategic Outcomes

Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.

Our structures and resourcing models are flexible and agile in achieving our outcomes.

Our People understand the need to change and embrace it for the future good of Warwickshire.

Building block 3

Enablers

We will maintain the integrity of our organisational design principles, whilst continually reviewing and keeping them fit for purpose.

We enable effective decision making by clear and appropriate governance arrangements.

We will break down barriers to enable a collaborative, innovative and accountable environment.

Measures

Engagement

Retention

Organisational Performance Measures (to be defined)

Management performance against objectives

Performance

Strategic Outcomes

Our people have a clear line of sight from their individual contribution to our business outcomes.

Our people embrace a high performance culture that is measured by organisational and individual outcomes.

Our people are accountable for their behaviours and performance and take every opportunity to improve.

Building block 4

Enablers

We clearly define roles, parameters and expectations.

We will all have regular evidence based performance and development reviews, driven by open and honest conversations.

We recognise high performance and address under performance.

Measures

Individual Performance against objectives

Organisational performance against plan

Engagement

Building block 5

Reward and recognition

Strategic Outcomes

Our people regard our reward and recognition arrangements as fair and equitable.

Our people are recognised for their high performance and personal contribution.

Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.

Enablers

We have an employer value proposition and reward strategy that reflects what we stand for and what we aspire to be.

We retain and motivate our best talent by recognising performance and personal contribution.

We have recognition arrangements that are accessible to and for all.

Measures

Retention

Engagement

Recruitment metrics

Reward Market Benchmarking

Strategic Outcomes

Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.

Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.

Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.

Building block 6

Enablers

We will have an effective and timely approach to workforce planning, talent management and succession planning in place.

We continually create the learning and development opportunities to suit the current and future needs of the organisation and encourage our people to explore and further their career

We have flexible resourcing solutions to maximise talent, attraction and retention.

Measures

Engagement

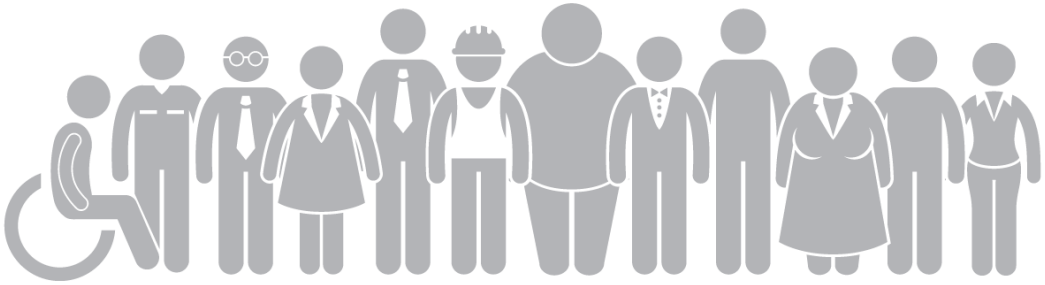
Learning and Development metrics

Staffing mix and profile indicators

Monitoring and measuring our success

Key business measures will be developed so that we can measure our success in achieving our people strategy outcomes and fulfilling our people vision.

Our How We Work Board will help to ensure that Our People Strategy continues to enable of organisational plans. It is the forum for agreeing our people priorities, success measures and monitoring both progress and delivery of outcomes.



Appendix 2

Our People Strategy
Priority Delivery Themes to 2021/2022

Building Block	Outcomes
	Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.
	Our people are diverse, feel that they belong and can bring their whole self to work.
	Our people are engaged to serve and aligned in the delivery of great work.

Priority Delivery Themes	Aim	Update
Must do:		
Employee Engagement strategy	To provide a framework for how we engage with our workforce that is flexible and future facing	We have already agreed the engagement approach for this year, which focuses on a number of themed check-in surveys. Check in 4, which was themed on engagement has recently closed and we await the results. Check in 5, 6 and 7 are planned every other month until June. We are also considering the future of engagement surveys, looking to move away from the annual Your Say survey and moving towards a more dynamic approach to measuring engagement throughout the year.
Sustainable and Resilient Workforce	To support the wellbeing of our workforce and reduce the level of sickness absence across the council, by providing an infrastructure for managers to proactively support wellbeing and manage absence.	The project group to support this work has already been set up and has representatives from across the directorates and specialism to look at ways in which wellbeing can be supported with the aim of reducing sickness absence. From the data, there has been a consistent improvement in absence since April 2020 and the priority areas for focus are long term sickness and stress and mental health absence. A wellbeing charter is being developed and managers are being asked to ensure that they take some basic actions in tackling absence.
Continuing within capacity levels	**Aim**	**Update**
EDI	Warwickshire County Council, a place where everyone feels valued, included, safe, supported and welcome', places our approach to inclusivity at the heart of everything we do.	The council wide action plan is being progressed and we have established a council wide equalities group, with representatives from across the council and our staff networks. EDI is a theme that runs through the whole Our People Strategy and is a particular priority for the organisation.

Future Themes

- People policy guidance and approach
- Commercial Culture

Building Block	Outcomes
	Our people take personal responsibility and see leadership as an act rather than a status.
	Our leaders are equipped to provide agile and situationally responsive leadership.
	Our leaders take personal accountability and act in the interest of one Warwickshire.

Must do's	**Aim**	**Update**
People metrics for managers	To provide managers with the information they require to understand the issues in their workforce and effectively manage them	Working with the Business Intelligence team, we are developing a consistent approach to provided people metrics data and insight on a regular basis and to enable managers to understand the trends and areas for improvement. DLT pack have already been implemented and work is underway in regards to getting reports down to line manager level. This is also supports the sustainable and resilient workforce and the approach to establishment control, where by in order for managers to be accountable for their people issues, we need to provide them with the necessary information.

Future Themes

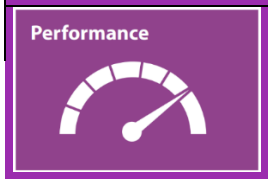
- Leadership offer

Building Block	Outcomes
	Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.
	Our structures and resourcing models are flexible and agile in achieving our outcomes.
	Our People understand the need to change and embrace it for the future good of Warwickshire

Must do's	**Aim**	**Update**
Flexible and Agile Working Strategy	To provide a framework so that work is what you do now where you do it, with the customer at the heart.	Following the pandemic response, we have reviewed the existing flexible working offer and have proposed an Agile Working offer, which has a set of principles and expectations. It is proposed that this will be launched in Jan 2021, following member approval. The new offer has service delivery at the heart, whilst allowing individuals to choose where and when they work. .

Future Themes

- Approach to change management
- Approach to Establishment

Building Block	Outcomes
	Our people have a clear line of sight from their individual contribution to our business outcomes.
	Our people embrace a high performance culture that is measured by organisational and individual outcomes.
	Our people are accountable for their behaviours and performance.

Priority Delivery Themes	Aim	Update
This area is considered business as usual so will continue as is and will be reviewed in the future		

Future Themes

- Tier 0-4 Performance Framework – Tier 0-4
- Appraisal Process – Tier 5

Building Block	Outcomes
	Our people regard reward and recognition arrangements are fair and equitable.
	Our people are recognised for their high performance and personal contribution.
	Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.

Continuing within capacity levels	Aim	Update
Recognition Platform	To provide an online and timely recognition platform that is easily accessible	We have recently commissioned and launched the Vivup benefits platform, which gives our people access to a range of benefits.
Employer Value Proposition	To embed the EVP that places the organisation as an employer of choice	Work was undertaken in 2019 to develop our employee value proposition and in line with making Warwickshire the best it can be, we want to ensure that we attract the best people to work in Warwickshire, and seeing Warwickshire as an employer of choice. The EVP is based around 3 themes: working with passion and purpose, explore and further your career and bettering ourselves at every opportunity. Further work is planned to ensure that we sustain the EVP messages and approaches through recruitment and other channel, particularly through our social media channels.

Future Themes

- Reward and recognitions strategy

Building Block	Outcomes
	Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.
	Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.
	Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.

Must do's	**Aim**	**Update**
Recruitment review	To review the overall recruitment experience for potential employees and managers to ensure the best recruitment decisions are made	As part of the pandemic response the recruitment team have taken back a number of management tasks in areas where their main focus has been continuing to provide front line service during this time. This has allowed the opportunity to reflect on the best use of resources and a Your HR recruitment review and a number of recommendations are currently being considered.
Continuing within capacity levels	**Aim**	**Update**
T1-4 Assessment review	To provide a refined assessment process for tiers 1-4 to ensure the best people are attracted and appointed.	Following the implementation of the Effective Leadership Review for Tiers 2, 3 and 4, we have taken the opportunity to review the competency framework and recruitment approach, which we are now embedding into business as usual in terms of recruitment and our performance framework.
Induction and Onboarding	To provide an induction and onboarding framework, so that new starters are welcomed and set up to succeed.	We understand that how new employees are welcomed into the organisation is important and determines their success, and we appreciated that this is changing due to working in a more agile way. We are looking at how we induct and onboard new employee and how we can improve the whole candidate experience.

Future Themes

- Organisation approach to workforce planning
- Learning and Development Offer
- Exit strategy
- Developing Career Pathways and Career Flexibility

Strategic People Improvement		
Must do's	**Aim**	**Update**
Policy, legal and Compliance	To enable our managers to operate within an empowered environment with frameworks that are modern, legal and enabling. Creating a positive employee experience that aligns with our EVP.	There are also a number of legislative changes that are coming into force over the next few months in terms of Brexit and Exit Cap, new immigration process and complicated pension changes. All of which need to be planned for and implemented.

EQUALITY IMPACT ASSESSMENT (EIA)

Our People Strategy 2020-2025
and Priority Delivery Themes 2021/2022

Warwickshire County Council

Service/policy/strategy/practice/plan being assessed	Our People Strategy 2020-2025 and Priority Delivery Themes 2021/2022
Business Unit/Service Area	Strategic HR and OD
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*	Refreshed from the 2018/2019 version of the Our People Strategy New Priority Delivery Themes 2021/2022
EIA Review team – list of members	Kate Sullivan, Kiera Rounsley
Do any other Business Units/Service Areas need to be included?	The Strategy impacts across the whole council
Date of assessment	25 November 2020
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	No

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 Our People strategy: • Focuses on our people and our culture, the vision, values and behaviour to support the delivery of the Our Council Plan 2020-2025 • Defines the vision - *Warwickshire County Council, a great place to work where diverse and talented people are enabled to do their best.* • Provides 6 key building blocks to achieve the vision, which includes strategic outcome, enablers and measures. • Priority Delivery Themes have been developed for delivery during 2021/2022
(2) Who are the customers?	The main customer will be our people however the impact of the strategy will be applicable to all our customers.
(3) How has equality been considered in the development or review so far?	The strategy has equality, diversity and inclusion at the heart and is a theme that runs through all of the building blocks, particularly in terms of the following statements: • Our people are diverse, feel that they belong and can bring their whole self to work • We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce • We will break down barriers to enable a collaborative, innovative and accountable environment • Our people are accountable for their behaviours and performance and take every opportunity to improve

	• Our people regard our reward and recognitions arrangement as fair and equitable • Our offer enables us to attract, retain, engage and motivate a diverse and motivate diverse and talented workforce. • We have recognition arrangements that are accessible to and for all • Our people are celebrated for their diversity and bring capabilities and behaviours to drive a high performance culture. The success of the strategy will measured using a number of Key business measures, which includes the Council's EDI metrics The Priority Delivery themes 2021/2022 identify the following activities which will support the EDI agenda in the strategy: • Employee Engagement Strategy • Sustainable and resilient workforce • EDI • People metrics for managers • Flexible and Agile Working • Recognition platform • Employer Value Proposition • Recruitment review • T1-4 assessment review • Induction and onboarding, Many of these activity areas, will have their own EIA developed as well.
(4) What is the reason for the change/development?	The Our People Strategy has been refreshed to ensure that is supports the Council Plan 2020-2025. The strategy describes the next stage of the journey in terms of our workforce.

(5) How does it fit with Warwickshire County Council's wider objectives?	Yes the strategy supports the Council Plan
(6) Why might it be important to consider equality and the protected characteristics?	To: • Ensure fairness • Ensure compliance (equality legislation) • Improve organisational effectiveness The strategy very much concentrates on ensuring fairness, ensuring compliance and Improving organisational effectiveness
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*	Business Measures, EDI annual report
(8) What does the data you have tell you about your customers and about protected equality groups?	Our workforce if diverse and all the protected equality groups are represented
(9) What do you need to know more about?	

(10) How could you find this out and who could help you?	
Engagement and Consultation	
(11) Who have you consulted with from protected equality groups?	In developing the strategy we have engaged with How We Work Board, Corporate Board, staff networks including the Council Wide Equality group, JCC, Senior leadership forum and the wider HR community and members.
(12) Who else could you consult with?	Once the strategy is agreed it will be shared with our current workforce, and will be available and visible for any future employees we employ.
(13) Who can help you to do this?	

Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	The strategy and the delivery plan will be reviewed on an annual basis, which will review the Key performance measures, celebrate the success and agree the delivery plan for the following year.

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

(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 201	**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	The Council's age profile shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.5% in the workforce compared with 13.1% in the local population, and the 50-59 age groups where there is a notably higher representation of 29.2% in the workforce compared with 20.1% in the local population. This is relatively similar compared to last the	The Priority delivery themes of the Our People Strategy, particularly regarding an Agile Workforce will offer opportunities for individuals who may not have been able to work previously due to other commitments such as caring responsibilities. Offers the opportunity to work fewer hours for those approaching retirement.	Some members of staff and customers may have difficulties adapting to new technology and ways of working	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups

	last two years figures.			

Disability	Of employees who have reported whether they have a disability, 7% have reported yes, and 93% no. This is broadly reflective of the general population of Warwickshire. There has been a slight increase since last year in the number of people reporting whether they have a disability or not (76.1%) and in the number of people indicating that they have. Approximately 1 in 4 people in the UK will experience a mental health problem each	The Priority delivery themes of the Our People Strategy, particularly regarding an Sustainable and Resilient Workforce will look to support the wellbeing of our workforce.	Our highest reason for sickness absence is stress and mental health reasons, and therefore as an employer we need to understand the reasons for this and look to address this.	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups

	year. In England, 1 in 6 people report experiencing a common mental health problem (such as anxiety and depression) in any given week. Current figures suggest two million people in the UK experience work related mental health problems at some point in their lives, with stress being the largest cause. Mental health is the highest reason for absence in the council and is a priority to address.			
Gender	The Council employs a higher percentage	As we become a more agile	**None**	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not

	of women (69.2%) than men (30.8.4%) at 31 March 2020 (The percentage of women has slightly increased by 0.6% from 31 March 2019 Our mean Gender pay gap is 2.7% which has reduced from 3.2% in 2019 Our Median Gender Paygap is 8.7%, which has reduced from 11.4% in 2019.	workforce we may see a further increase in the percentage of the female workforce.		compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups
Race	The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other	The Priority delivery themes of the Our People Strategy, particularly regarding	Consideration will need to be given to the exit data regarding race, and ensure that people from	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and

	shows a higher representation of BAME employees (15.3%) compared with the general Warwickshire population (11.8%) The proportion of employees who are of BAME origin has remained at the same level compared to March 2019. Our mean ethnicity Pay Gap is -2.6% and the median ethnicity pay gap is -3,2%, meaning that those from a BAME background earn more than White British employees.	recruitment and retention will need to ensure an inclusive culture	minority backgrounds are not leaving disproportionately .	the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups Continue to promote and deliver on our EDI programme of activity which is being driven by HROD across the organisation (there is a separate action plan relating to this work)

Religion or belief	The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire). Of employees who have reported a religion or belief (66.5%), 53.4% are Christian, 13.2 % declared a religion other than Christian, or are agnostic, and 28.0% no religious belief .	The Priority delivery themes of the Our People Strategy, particularly regarding Agile Working may provide greater scope for individuals to structure work around important religious events such as Eid or Ramadan.	None	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups

Gender Reassignment	There is currently no data available	None	None	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups
Pregnancy and Maternity	There is currently no data available	The Priority delivery themes of the Our People Strategy, particularly regarding our legislative framework will ensure that		Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes

		employees who are pregnant or on maternity are treated fairly .		Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups
Sexual orientation	Of employees who have reported sexual orientation, 95.6% are heterosexual, 2.8% gay or lesbian and 1.5% bisexual. These figures have remained relatively similar to 31 March 2019. This is broadly reflective of the general West Midlands population.	None	None	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups

Marriage and Civil Partnership **(Note: only in relation to due regard to eliminating unlawful discrimination)**	No data	None	None	Provide individual EIA's for each delivery theme to ensure equality of opportunity is not compromised Engage with relevant staff networks on the implementation of the Our People Strategy and the associated delivery themes Our Engagement approach will provide us workforce data in terms of engagement and other important questions, which will help us understand how our work is affecting different groups

(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Regularly review of EDI metric information to assess the success of the strategy	**Annually**	**Strategic HR and OD and EDI**

Date of Next Review	**January 2022**

Name and signature of Officer completing the EIA	**Kate Sullivan**
Name and signature of Assistant Director	**Sarah Duxbury – 26.11.2020**
Name and signature of Directorate Equalities Champion	

If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEPS ONCE COMPLETED:

1. Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)

2. Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes

3. Once signed off, ensure the completed EIA is saved in a secure place

Agenda Item 7

Resources and Fire & Rescue
Overview and Scrutiny Committee

16 December 2020

Operational benchmarking performance report of Warwickshire Fire and Rescue Service 2019/20

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on the contents of this report.

1.0 Key Issues

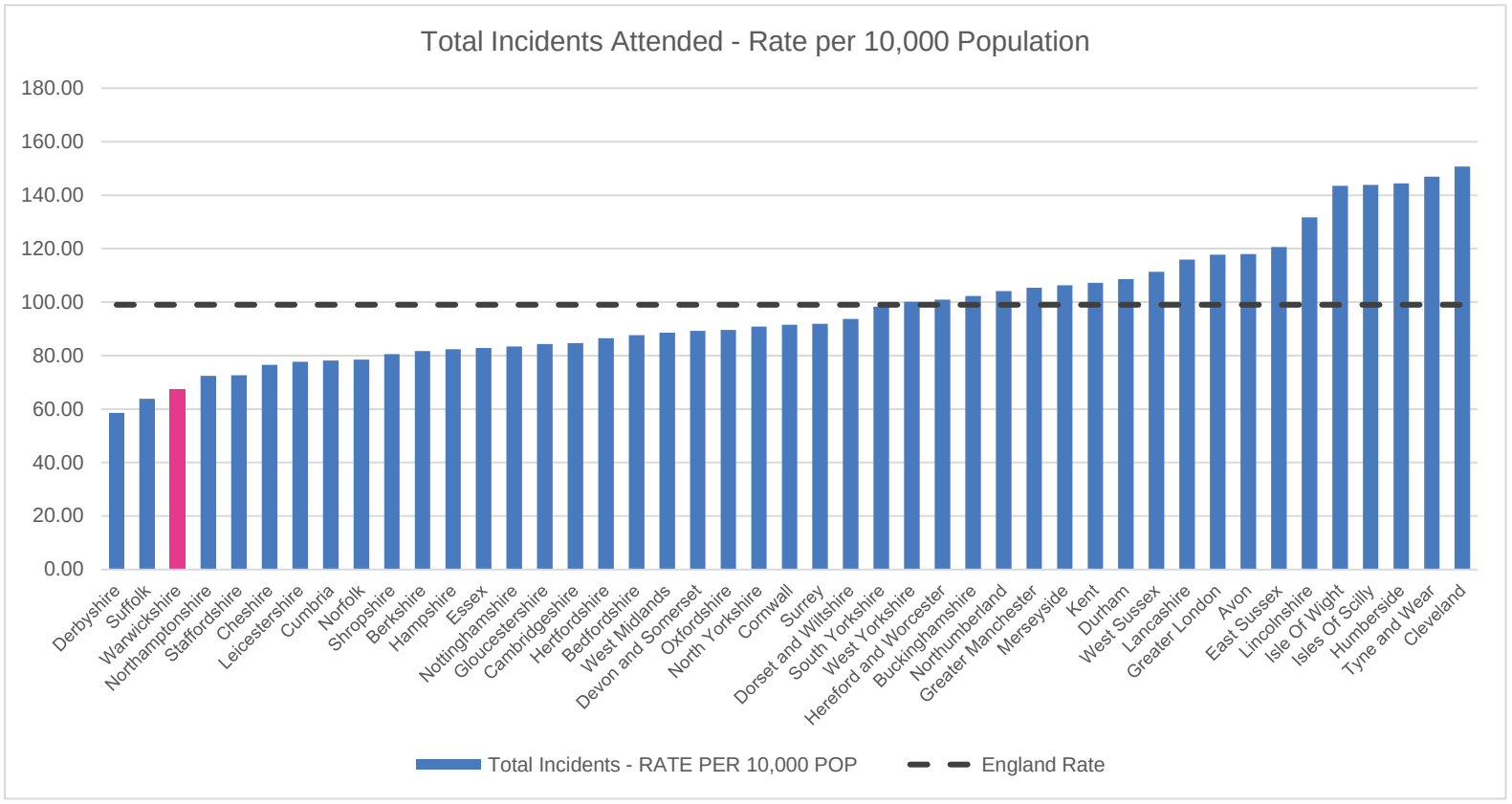
1.1 This report summarises the performance of Warwickshire Fire and Rescue Service (WFRS) against certain key incident categories in comparison to the other 44 English Fire and Rescue Services (FRSs) and against a range of organisational factors where broad comparisons can be made. Incident and population data has been taken from the Fire Statistics Data Tables April 2019 to March 2020, published by the Home Office in August 2020; the number of dwellings information has been taken from CIPFA 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, the number of incidents attended by Fire and Rescue Services peaked in 2003/4 at over one million incidents. For around a decade there was a general decline in all categories and by 2015/16 there were around half a million incidents attended per year. These figures have been increasing since and the main reason for the increase is the attendance of non-fire related incidents and false alarms.

Nationally, in 2019/20, 557,299 incidents were attended by Fire and Rescue Services (FRS), which was a 3% reduction on the previous year. Locally in Warwickshire, following a slight increase last year, there has been a reduction of 1.8% in the number of attended incidents, a reduction from 3,915 in 2018/19 to 3,843 in 2019/20.

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



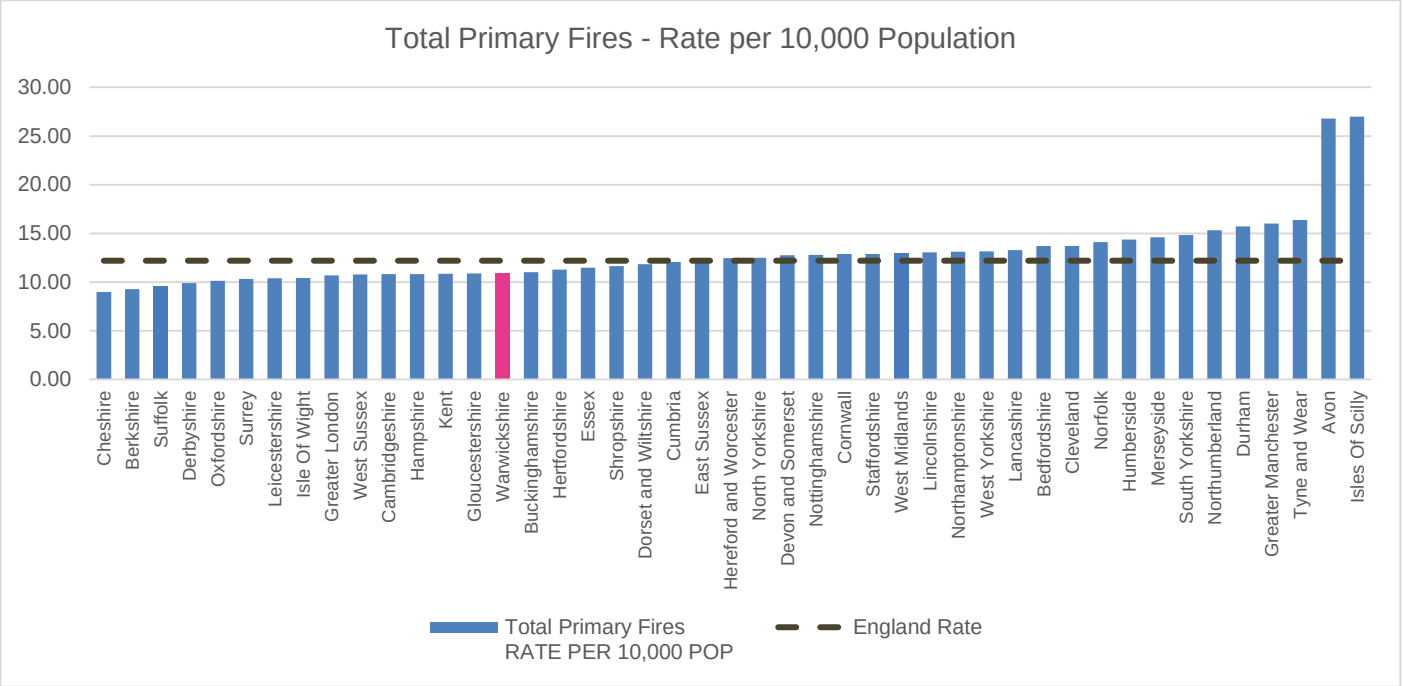
Warwickshire:	67.53
Position:	3/45
England:	99.01
Average:	98.08
Significantly Rural:	91.30

When compared with other FRS, 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, mobilising and attendance policies between fire services.

The overall rate for total incidents in Warwickshire per 10,000 population has reduced from 69.37 in 2018/19 to 67.53 in 2019/20. Warwickshire has remained at 3rd position in the rankings. Warwickshire's rate of incidents per 10,000 population remains significantly lower than the England rate of 99.01, the overall average rate of 98.08 and all other significantly rural English Services rate of 91.30.

In comparison, levels have also reduced at a national level, from 102.91 in 2018/19 to 99.01 in 2019/20.

2.3 Primary Fires - 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.

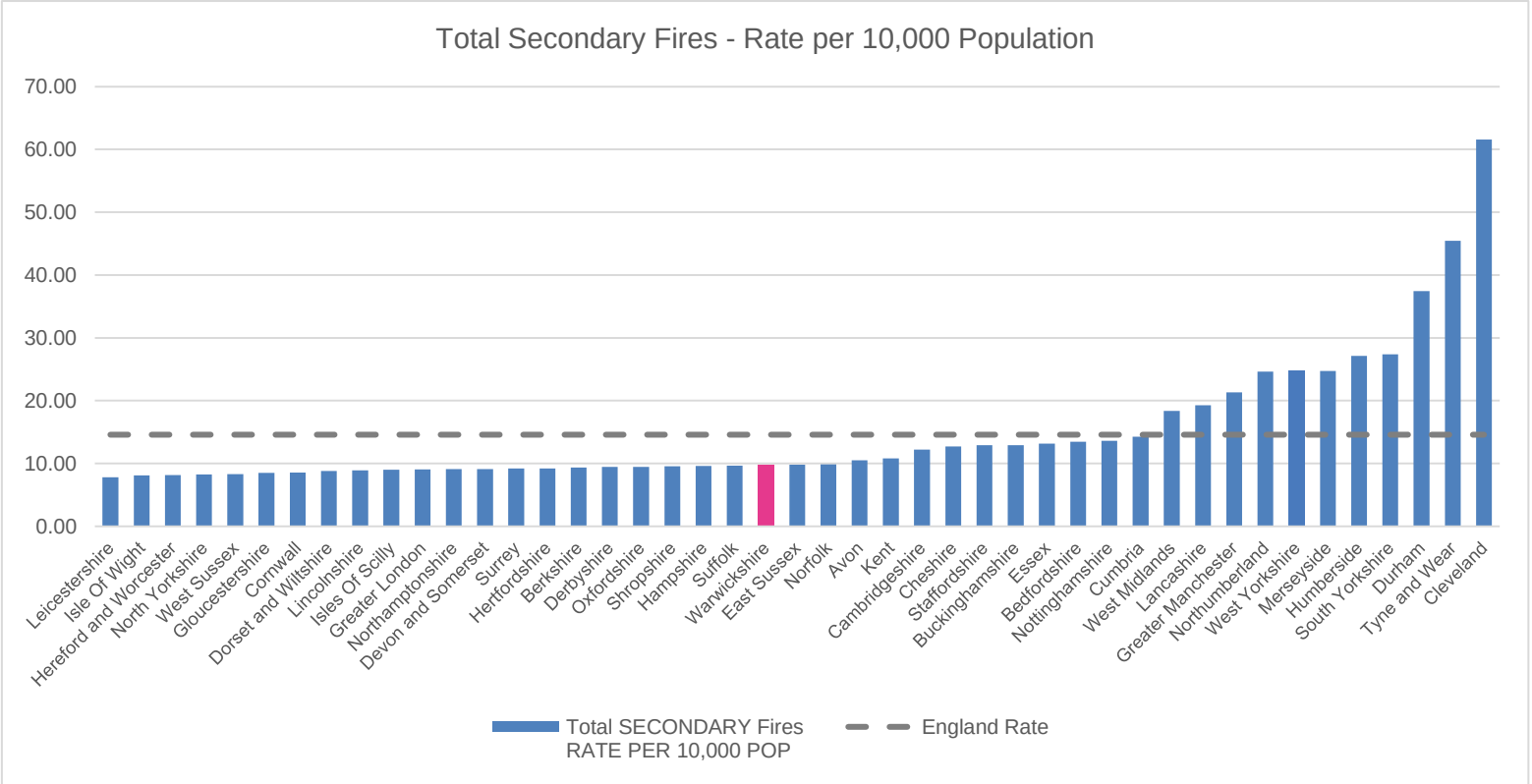


Warwickshire:	10.90
Position:	15/45
England:	12.20
Average:	12.91
Significantly Rural:	11.62

Nationally there has been a reduction in the number of primary fires per 10,000 population compared to the previous year, 13.08 in 2018/19 compared to 12.20 in 2019/20. Warwickshire has also seen a reduction, with a rate of 11.96 in 2018/19 compared to 10.90 in 2019/20 but has increased in its ranking to 15th.

Warwickshire's rate of incidents per 10,000 population remains lower than the England rate of 12.20, the overall average rate of 12.91 and all other significantly rural English Services rate of 11.62.

2.4 Secondary Fires – 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.

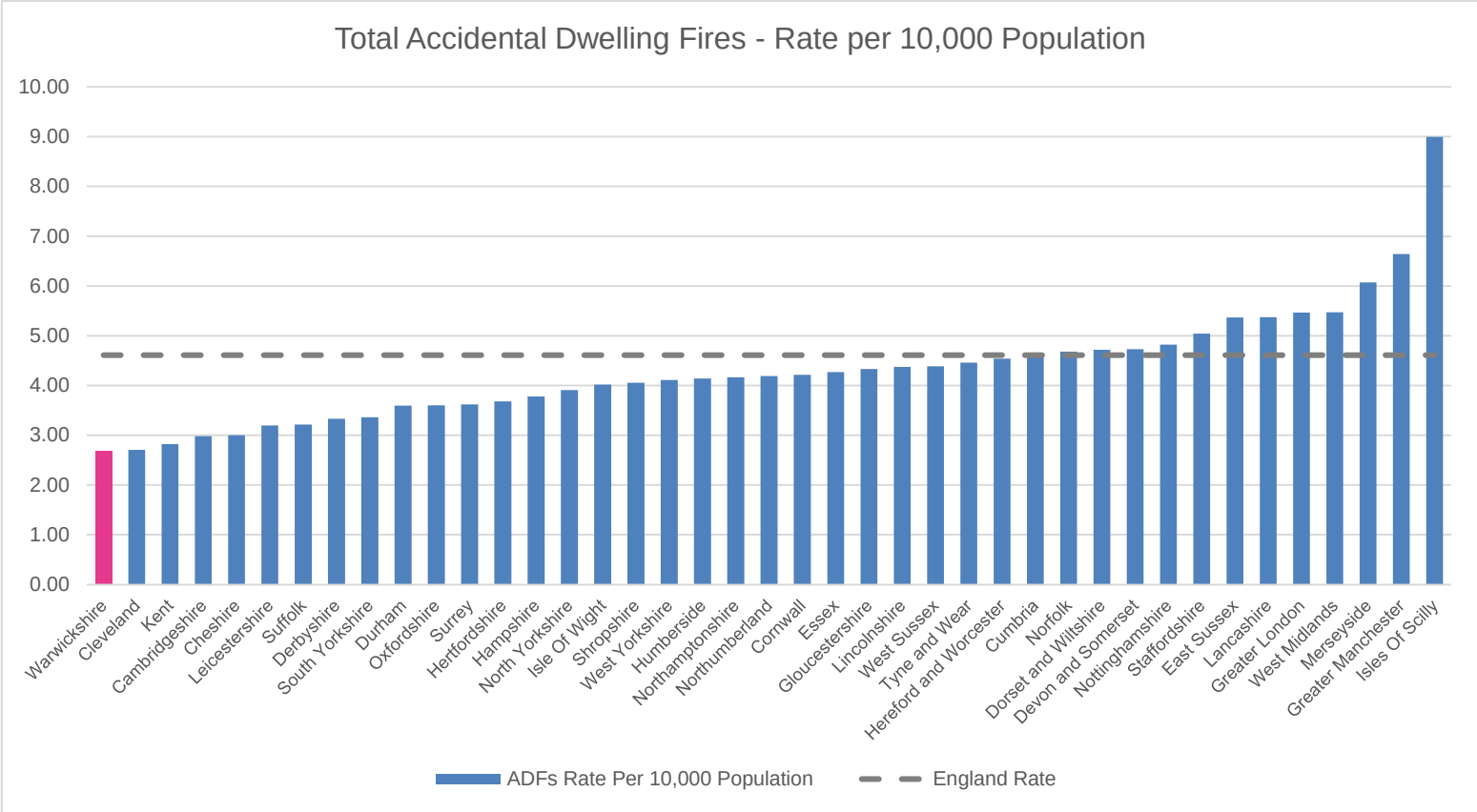


Warwickshire:	9.71
Position:	22/45
England:	14.59
Average:	15.01
Significantly Rural:	11.43

The level of secondary fires in England reduced from 18.09 in 2018/19 to 14.59 in 2019/20. In Warwickshire levels also reduced, from 13.33 in 2018/19 to 9.71 in 2019/20. After Warwickshire managed to improve its position in the rankings last year from 18th to 14th unfortunately it has now worsened to 22nd.

Warwickshire's rate of secondary fires per 10,000 population remains significantly lower than the England rate of 14.59, the overall average rate of 15.01 and all other significantly rural English Services rate of 11.43.

2.5 Accidental Dwelling Fires - This category covers various types of domestic residences such as 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.

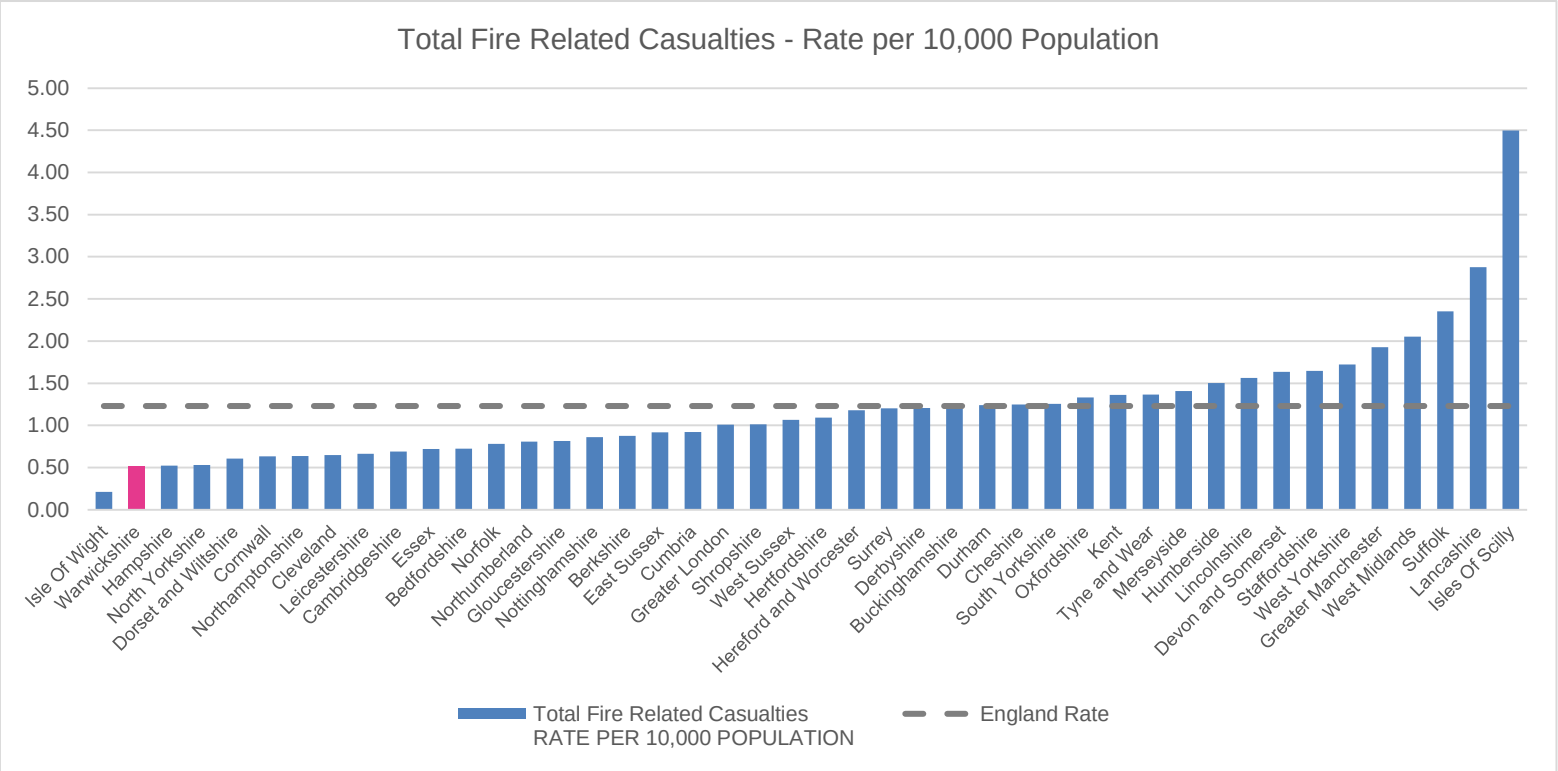


Warwickshire:	2.68
Position:	1/41
England:	4.61
Average:	3.93
Significantly Rural:	3.50

Nationally, the level of accidental dwelling fires has reduced by 4% in 2019/20 and this is a continuing trend since 2009/10. Warwickshire ranks first for all 41 Services that have provided their information, with a rate of 2.68 per 10,000 population. Warwickshire's rate remains significantly lower than the England rate of 4.61, the overall average rate of 3.93 and all other significantly rural English Services rate of 3.50.

2.6 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.

WFRS has historically experienced very low numbers in terms of fire related deaths. In 2019/20 there were 4 fire related deaths, which is a reduction from 6 reported in 2018/19. 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.

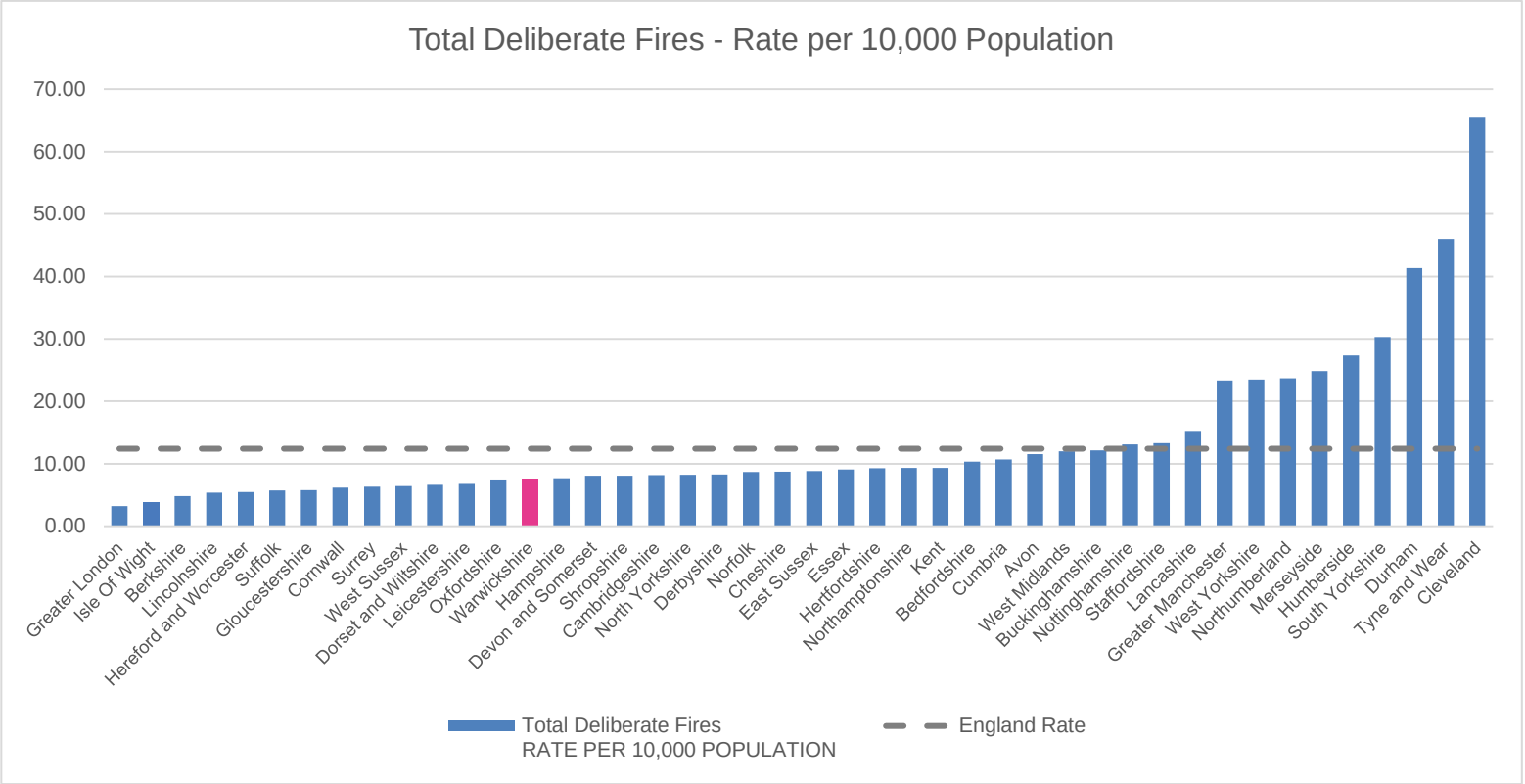


Warwickshire:	0.52
Position:	2/44
England:	1.23
Average:	1.18
Significantly Rural:	1.00

Warwickshire's performance in terms of fire related casualties per 10,000 population has improved slightly, with a rate of 0.52 in 2019/20 compared to 0.54 in 2018/19. Similarly, at a national level the rate of fire related injuries per 10,000 population has reduced slightly from 1.28 in 2018/19 to 1.23 in 2019/20.

Warwickshire's rate of fire related injuries per 10,000 population remains lower than the England rate of 1.23, the overall average rate of 1.18 and all other significantly rural English Services rate of 1.00.

2.7 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.

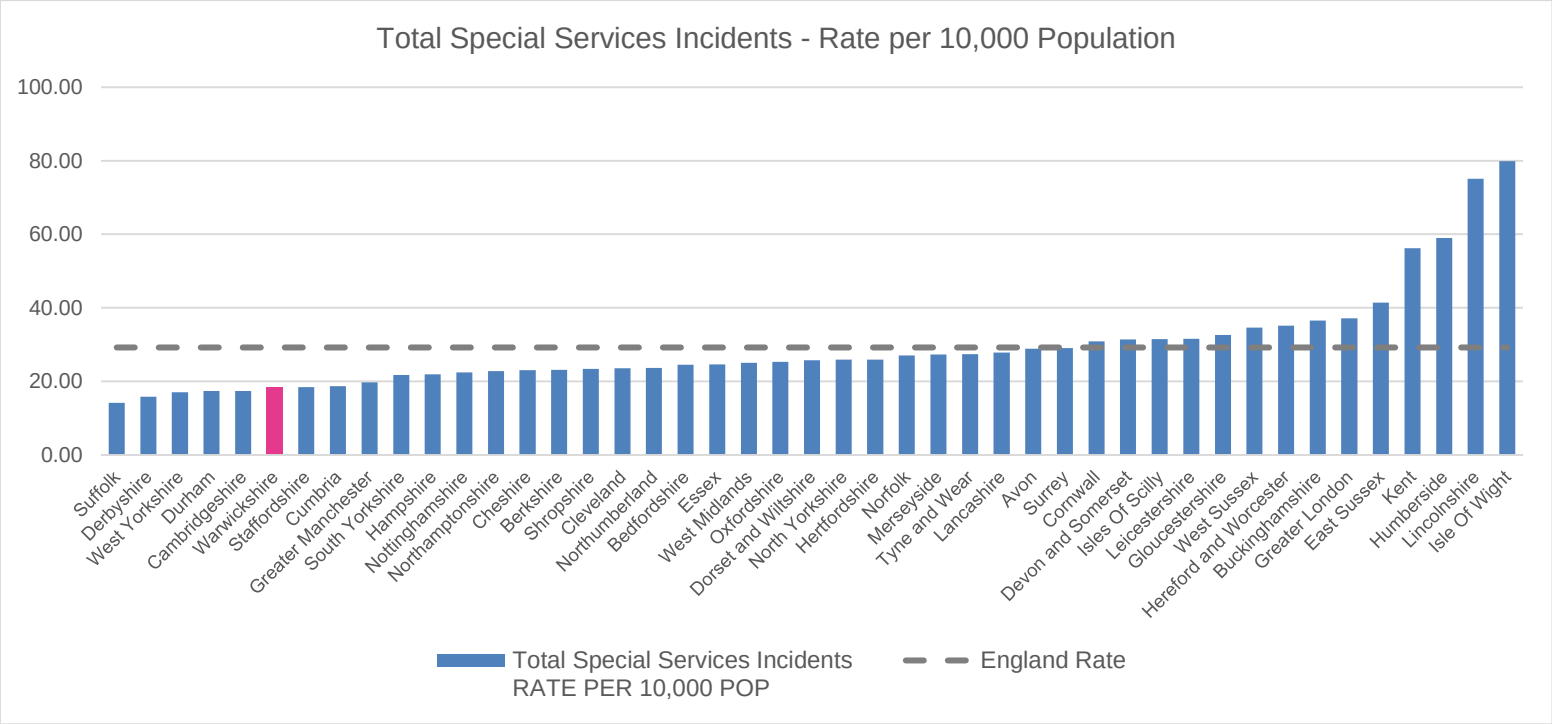


Warwickshire:	7.67
Position:	14/44
England:	12.40
Average:	13.58
Significantly Rural:	14.36

Nationally, the overall rate of deliberate fire setting has reduced from 14.87 in 2018/19 to 12.40 during 2019/20. The rate in Warwickshire reduced from 8.16 in 2018/19 to 7.67 in 2019/20 however, Warwickshire has maintained its ranking at 14th.

Warwickshire's rate of deliberate fire incidents per 10,000 population remains lower than the England rate of 12.40, the overall average rate of 13.62 and all other significantly rural English Services rate of 14.36.

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

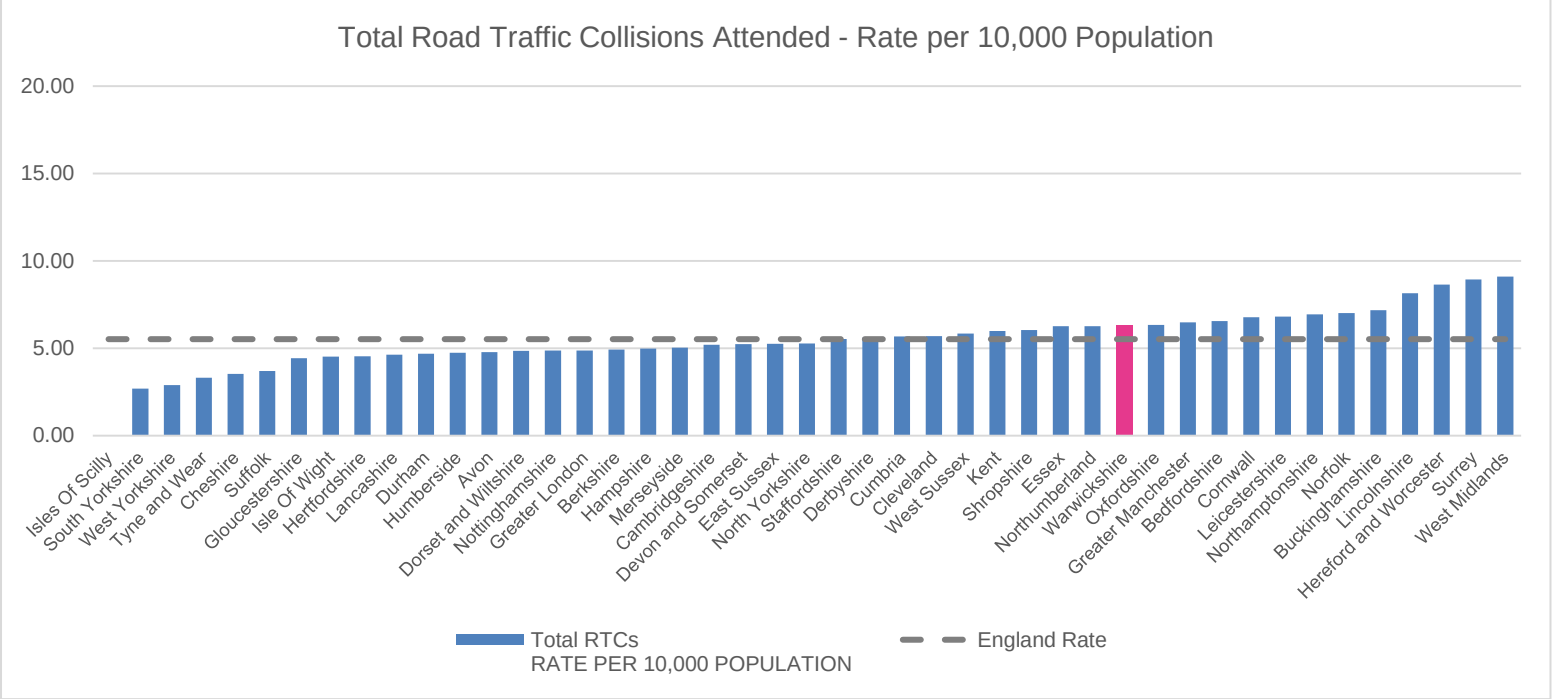


Warwickshire:	18.38
Position:	6/45
England:	29.22
Average:	29.35
Significantly Rural:	31.29

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 18.38 in 2019/20, from 16.51 in 2018/19, however Warwickshire's rankings have improved from 7th to 6th. Nationally levels have also increased slightly, from 27.67 in 2018/19 to 29.22 in 2019/20.

Warwickshire's rate of special services incidents per 10,000 population remains significantly lower than the England rate of 29.22, the overall average rate of 29.35 and all other significantly rural English Services rate of 31.29.

2.9 Road Traffic Collisions (RTCs) - This incident category relates to incidents that WFRS attend where there has been a road traffic collision on Warwickshire roads. It is important to 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.



Warwickshire:	6.32
Position:	33/45
England:	5.52
Average:	5.49
Significantly Rural:	5.91

Nationally the rate of attended road traffic collision incidents reduced slightly from 5.68 in 2018/19 to 5.52 in 2019/20. Warwickshire has seen a similar reduction, from 6.39 in 2018/19 to 6.32 in 2019/20 and the ranking has remained static at 33rd place.

Warwickshire's rate of attended road traffic collision incidents per 10,000 population remains higher than the England rate of 5.52, the overall average rate of 5.49 and all other significantly rural English Services rate of 5.91.

It is important to note here that the Warwickshire area has a large number of people travelling through it on the roads every day and is home to 92 miles of motorway. In the West Midlands region, Warwickshire has the largest amount of motorway network, the second highest local authority area is Staffordshire (64.5 miles of motorway) and Worcestershire (48.5 miles of motorway).

2.10 Conclusions on Incident Activity

Overall performance remains consistently good in key areas, both in terms of comparing WFRS against other Fire Services and also when comparing WFRS to other Fire Services that are classified as being 'significantly rural'. These key areas of good performance include the overall levels of incidents, accidental dwelling fires and fire related deaths and casualties. Focus needs to remain on deliberate fire setting and road traffic collisions. Due to performance in these areas showing little improvement, prioritising activity to reduce the risk

and improve the safety of Warwickshire communities is recommended.

2.11 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 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 the scheme. 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 five 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.

2.12 Community Fire Protection

The WFRS Fire Protection team enforces 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, premises and the continuity of businesses.

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.

2.13 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 None.

4.0 Environmental Implications

4.1 None.

5.0 Timescales associated with the decision and next steps

5.1 Not applicable.

Background Papers

None

	Name	**Contact Information**
Report Authors	Jemma Bull	jemmabull@warwickshire.gov.uk
	Tim Sargent	timsargent@warwickshire.gov.uk
	Roland Bayley	rolandbayley@warwickshire.gov.uk
Assistant Director	CFO Kieran Amos	kieranamos@warwickshire.gov.uk
Strategic Director	Mark Ryder	markryder@warwickshire.gov.uk
Portfolio Holder	Cllr Andy Crump	andycrump@wawickshire.gov.uk

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

None

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Agenda Item 8

Resources and Fire & Rescue Overview and Scrutiny Committee

16 December 2020

Coventry, Solihull & Warwickshire Superfast Broadband Project and Future Digital Connectivity

Recommendations

1. That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments upon the progress that the Coventry, Solihull and Warwickshire (CSW) Superfast Project has made to extend Superfast connectivity across the sub-region.

2. That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on Warwickshire's proposed planning for Digital Connectivity, including mobile technologies.

1.0 Purpose of the Report

1.1 The report will provide an overview of the existing Coventry, Solihull & Warwickshire Superfast Broadband Project and proposals to support future Digital Connectivity for Warwickshire.

2.0 Background

2.1 The BDUK Superfast Broadband programme started in 2010 and saw Warwickshire lead a partnership with Coventry, Solihull and our five Districts and Boroughs to establish the Coventry Solihull and Warwickshire (CSW) Superfast Broadband delivery team. The team has co-ordinated and managed the programme and the investment funding from a range of partners and stakeholders including Government departments, DCMS and BDUK, the European Regional Development Fund (ERDF) and Coventry and Warwickshire Local Enterprise Partnership.

2.2 The BDUK Superfast programme in progress has provided access to Superfast connectivity to 98% of the premises (businesses and residential) within Warwickshire. Superfast connectivity is specified as 24Mbs. This is a mixture of older copper technology, Fibre to the Cabinet (FTTC) and the newer fibre technology, Fibre to the premise (FTTP). The particular benefit of full fibre to the premise connectivity gives access to much higher, gigabit speeds, up to 1000Mbs.

2.3 Due to the withdrawal of Coventry CC from the existing contract with our suppliers, Openreach, it has been necessary to re-scope and extend the contract (Contract 3) which will now continue into 2022. This extension will deliver full fibre to an additional 3400 premises, which will take the overall Superfast coverage for Warwickshire to 99%.

2.4 In addition to Contract 3, the Warwickshire CSW team has been successful in bidding for £5.7m from the Government's Local Full Fibre Network (LFFN) Challenge Fund. This will deliver gigabit full fibre network connections into 320 of our public buildings including schools, libraries and fire and rescue sites. More importantly, this will bring the gigabit full fibre network into the communities surrounding these buildings ensuring that residential and business premises are also able to access gigabit services.

2.5 The Warwickshire team are now testing and trialling the use of mobile 4G technologies to access Internet services in areas where yet to be covered by Superfast or Fibre services. These mobile devices will provide better Internet connectivity for businesses and residents, as an interim measure, until the fibre network can be extended.

3.0 Future Developments

3.1 Fundamental to this report is the 'Future Telecoms Infrastructure Review' (FTIR), published by the Government in July 2018, as part of its Digital Strategy and Industrial Strategy, highlighting its aspirations for creating a 'world-class digital connectivity that is gigabit-capable, reliable, long-lasting and widely available across the UK – and to do so at pace'. The Government set out the scale of the task of creating a full fibre future for the United Kingdom with the aim to see 15 million premises connected to full fibre by 2025, with coverage across all parts of the country by 2033, and 5G coverage for the majority of the population by 2027.

3.2 At its June meeting, Cabinet agreed that the Place Shaping priorities for Warwickshire would include Digital and 5G and that access to fast high speed and reliable internet is now an important consideration for residents and businesses when considering living, working or investing in Warwickshire. Our local economy depends on our digital infrastructure delivering the necessary connectivity for everyone, both now and in the future. Fast and reliable broadband connections will enable community hubs, public services, and businesses to grow and develop as well as opening up the possibilities of new services for individuals.

3.3 The Government is committed to supporting the deployment of gigabit broadband across the country and is investing £5 billion by means of the 'Outside-In' programme to deliver gigabit speeds to the hardest-to-reach

communities in the UK. In addition, the Government have announced a £1 billion 'Shared Rural Network' deal with the mobile networks companies to extend 4G mobile coverage to the most rural parts of the country. Warwickshire needs to be in a position to take advantage of this investment funding.

3.4 The Government considers Local Authorities will play a critical role in delivering gigabit broadband. The deployment of these networks is complex and requires strong collaboration not only between telecommunications operators, councils and third parties (such as contractors), but also internally within the council. It is crucial that in order for councils to most effectively meet this challenge, all relevant teams - highways, planning, legal, estates and housing - work towards an agreed goal: bringing digital connectivity, along with faster economic growth and greater social inclusion, to local businesses and residents within the appropriate legal and regulatory frameworks.

3.5 The following table indicates the present level of full fibre connectivity for premises across Warwickshire, with national and local comparisons:

	Warwickshire	Coventry	Oxfordshire	Worcestershire	England
Full Fibre Connectivity (FTTP) to Premises	8.18%	53.75%	14.10%	9.12%	15.37%

Warwickshire's relatively low level of full fibre coverage reflects the fact that it is more difficult and more expensive to deploy fibre connectivity into rural areas.

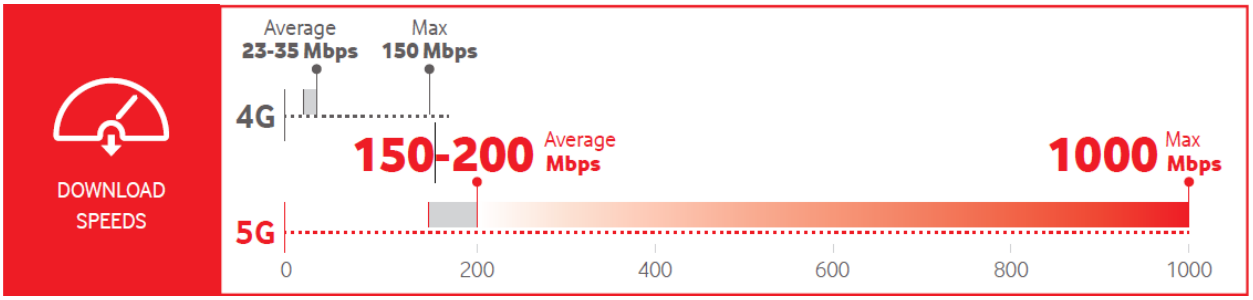
3.6 The combination of the LFFN programme of work, together with the completion of Contract 3 of the Superfast BDUK programme will help to increase the overall full fibre coverage for Warwickshire. However, at the completion of these programmes, in September 2021, overall full fibre coverage across Warwickshire is estimated to be 20%. A strategic intervention programme will be necessary to ensure that Warwickshire can significantly increase full fibre coverage above 50% by 2025, leading to 90% by 2030.

4.0 Mobile Connectivity - 4G and 5G

4.1 4G was launched in 2012, introducing a new wave of faster mobile broadband. In the coming years 4G will continue to improve but the move to 5G will provide a step change in the quality and reliability of mobile internet connections.

4.2 Government investment in the 'Shared Rural Network' will help solve most rural network coverage issues – extending 4G coverage to 95% of the UK landmass. In the UK, at least initially, 5G is being built on top of the existing 4G network infrastructure. This means that the improvements being made through the 'Shared Rural Network' will form the basis for future 5G rollout.

4.3 5G is not just the next generation of mobile network technology. It is a step-change in both speed and capacity. Offering speeds up to 10 times faster than 4G and a huge boost to network capacity, the benefits will be felt across the economy.



4.4 One very positive development of our work is the proposed partnership between Warwickshire County Council, Warwick University and BT. The focus of this work will be to establish a 5G Accelerator in Leamington Spa. This will support Warwickshire businesses and SMEs to better understand 5G technologies. Furthermore, this enterprise will help local tech companies to exploit the advantages that 5G networks will bring to the market and develop new products and services.

5G and Health Concerns

4.5 A small number of people have expressed concerns about the potential harmful effects on human health of 5G. There is nothing fundamentally different about the physical characteristics of the radio signals that will be produced by 5G to previous technologies like 3G and 4G.The Government has developed guidance to help councils and local politicians deal with queries from the public, counter misinformation and explain the facts about 5G. This will help support the Council's role in facilitating the roll-out of next-

generation infrastructure, and prevent misleading claims becoming a barrier to roll-out.

5.0 Financial Implications

5.1 Government funding in the form of the 'Outside-In Programme' amounts to £5bn in total. A Warwickshire Digital Infrastructure Team would submit a business case to access this funding. Initial estimates of Government funding for Warwickshire is £15m - £20m.

5.2 The Warwickshire Digital Infrastructure team will support inward investment from Mobile Network Operators and there will be income from the commercialisation of public assets for installation of small cell and macro cell antennas. The scope of this funding can only be determined following negotiation with Mobile network Operators and their agents.

5.3 The Warwickshire Digital Infrastructure team will work in conjunction with the Council and the five Districts and Boroughs to determine any additional financial investment required to deliver the Digital Infrastructure Strategy over time.

6.0 Environmental Implications

6.1 International standards have called for 5G to require much less energy to run than 4G, which means using less power while transmitting more data. For example, one kilowatt-hour (kWh) of electricity is needed to download 300 high-definition movies in 4G; with 5G, one kWh can download 5,000 ultra-high-definition movies.

6.2 Initially in the UK, 5G is being built on top of the existing 4G network infrastructure. This will potentially increase the height of existing masts to a marginal extent. In the future, more masts will need to be erected, controlled through existing planning legislation

Appendices

None

Background Papers

None

	Name	Contact Information
Report Author	John Parmiter	johnparmiter@warwickshire.gov.uk
Assistant Director	Craig Cusack	craigcusack@wawickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr. Kam Kaur	kamkaur@warwickshire.gov.uk

The report was circulated to the following members prior to publication:
Councillors Warwick, Singh Birdi, Falp, O'Rourke, Boad and Kaur

Agenda Item 11

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