

Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Tuesday 9 March 2021
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 December 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. Update on Heritage and Culture Strategy

15 - 28

The report and appendix are attached.

6. Update on Scrutiny Review

29 - 48

The report and appendix are attached.

7. HMICFRS COVID-19 Inspection Report

49 - 62

The report and appendix are attached.

8. Draft Integrated Risk Management Plan (IRMP) 2020-25: Post-Consultation Report

63 - 244

The report and background papers are attached.

9. Update on Customer Experience Strategy

245 - 266

The report and two appendices are attached.

10. 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).

11. 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".

12. Exempt Minutes

267 - 274

To confirm the minutes of the meeting held on 16 December 2020.

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

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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 December 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 Maggie O'Rourke
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 Jerry Roodhouse

Officers

Kieran Amos, Chief Fire Officer
Helen Barnsley, Democratic Services Officer
Vanessa Belton, Delivery Lead – Business Intelligence
Jagdeep Birring, Technical Specialist, Production Systems
Barnaby Briggs, Assistant Chief Fire Officer
John Cole, Trainee Democratic Services Officer
Craig Cusack, Assistant Director, Enabling Services
Sarah Duxbury, Assistant Director, Governance & Policy
Richard Ennis, Interim Programme Director – Place Shaping
Andrew Felton, Assistant Director, Finance
Allison Lehky, Service Manager, HR Enabling
John Parmiter, BDUK Manager
Rob Powell, Strategic Director, Resources
Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)
Steve Smith, Assistant Director, Commissioning Support Unit
Kate Sullivan, Lead Commissioner – Culture, Leadership and Performance
Rich Thomas, Strategy and Commissioning Manager, HROD
Peter Wren, Service Manager – Digital and ICT

1. General

(1) Apologies

Apologies were received from Councillor Jenns, Councillor Redford was present as a substitute.

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

None.

(3) Chair's Announcements

There were none.

(4) Minutes of Previous Meeting

Resolved:

That the minutes of the meeting held on 16 September 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

Councillor Falp praised the Authority's Heritage and Culture Strategy. However, she commented that there was concern that some of the Council's partners would struggle to meet their targets due to restrictions imposed by the pandemic. She asked what measures were in place to ensure delivery of the Council's priorities in this area.

Councillor Kaur advised that the query related to work under the Environment and Heritage & Culture Portfolio led by Councillor Timms. She reported that work was underway to secure museums in the County against coronavirus with an aspiration to welcome visitors when practicable. She would refer the query to Councillor Timms.

Rob Powell (Strategic Director, Resources) advised that the Committee would receive an update on the implementation of the Heritage and Culture Strategy at its meeting in March 2021.

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. Council Plan 2020-2025 Quarterly Progress Report (April 2020 to September 2020)

Kieran Amos (Chief Fire Officer) introduced the report, stating that Warwickshire Fire and Rescue Service (WFRS) had maintained a focus on improving performance levels during the period with an emphasis on attendance times, improved availability of on-call and retained firefighters, and commissioned work to examine the County's risk profile.

In response to Councillor Redford, Barnaby Briggs (Assistant Chief Fire Officer) advised that a centralised database of local employers was not held by WFRS for the purpose of recruiting retained firefighters. Contact with local businesses for this purpose was delegated to local station managers and on-call watch managers. He added that, where a local station had a strong on-call unit, recruitment tended to thrive. However, in instances where fewer retained firefighters were available, WFRS would intervene.

Councillor Crump stated that in fatality cases, in many instances response time targets had been met, however, WFRS had sadly been unable to save the individuals concerned. This underlined the importance of the prevention agenda.

In response to Councillor Boad, Barnaby Briggs advised that WFRS experienced a reduction in the number of staff absences during the period of the pandemic with improved availability of on-call firefighters who were furloughed from their regular employment. He reported that incidences of COVID-19 within the Service had been limited, and the risk of transmission of the virus had been acted upon promptly.

In response to Councillor Boad, Barnaby Briggs reported that response times had increased during the period of the report. He stated that a reduction in the number of serious incidents had been observed during the pandemic, however, a disproportionate number of serious incidents had occurred outside of the areas of the County which WFRS was capable of reaching within a ten-minute period.

Sarah Duxbury (Assistant Director, Governance & Policy) advised that a decrease in sickness and absence levels had been observed across the wider organisation during the period of the report. She stated that the introduction of agile working had helped to facilitate this improvement, with a greater likelihood that staff would work from home in circumstances when they felt unwell but well enough to work. Additionally, agile working had enabled staff who were obliged to self-isolate to continue working during the pandemic. She stated that a good level of support for mental health and wellbeing had been provided by managers during a difficult period, improving the resilience of the organisation.

In response to Councillor Boad, Rich Thomas (Strategy and Commissioning Manager, HROD) reported that, in 2019, around half of WCC employees had not taken any time off for sickness; the average number of days taken as sick leave was estimated to be 11 days per person. Since then, the number had significantly reduced. He advised that, on average, two-thirds of absences pertained to longer-term sickness (for a duration of a month or longer).

In response to Councillor Reilly, Rob Powell (Strategic Director, Resources) advised that the variation in levels of reported performance was attributable to the unique circumstances brought about by the pandemic. He advised that the narrative statements within the report provided contextual information for targets which had not been reached in areas such as debt collection,

where the Authority had sought to recognise the financial pressure on providers as a result of COVID-19.

Rob Powell stated that a refreshed performance framework was being developed which would adopt a slimmed down, tiered approach to bring greater clarity to reporting.

Resolved:

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

6. Our People Strategy

Rich Thomas (Strategy and Commissioning Manager, HROD) and Allison Lehky (Service Manager, HR Enabling) introduced the report and provided a presentation to members highlighting the key themes of the Our People Strategy (OPS). He advised that the OPS had been refreshed to align with the Council Plan 2020 – 2025 and requested that members consider the proposed delivery priorities which would inform the Delivery Plan for 2021/22.

In response to Councillor Webb, Allison Lehky advised that measures had been implemented to support new starters to the organisation during the period of the pandemic. She acknowledged that it was difficult to replicate the immediacy of communication as would be the case within the conventional office environment, however, by encouraging the use of group chat facilities on Microsoft Teams it would be possible to support new starters' development and integration. She agreed to explore the prospect of sharing guidance information with local businesses to support their response to remote working during the pandemic.

Rich Thomas advised that work was being undertaken as part of the wider estates master planning programme to develop collaboration spaces within the office environment in anticipation of a physical return to the workplace.

Councillor Reilly praised the report, however, he observed that the Strategy had not outlined any specific targets.

Rich Thomas advised that, in most cases, measurement frameworks were already in place; employee turnover rates were tracked, alongside attendance, and employee satisfaction and engagement. These provided a basis to measure morale across the organisation.

Rob Powell emphasised that the OPS was a high-level strategy, rather than a delivery plan. It included key metrics which were monitored by the organisation with greater regularity in the era of coronavirus through check-in surveys. He stated that a robust Performance Framework underpinned the delivery of the Strategy.

In response to Councillor Birdi, Rich Thomas advised that the Vivup platform had been developed to bring together the benefits on offer to WCC employees, including discounts on products (such as electrical goods and home shopping), alongside initiatives such as the Employee Assistance Programme, Cycle to Work scheme, and childcare vouchers.

Rich Thomas acknowledged the importance of the role performed by line managers. He emphasised that measures had been implemented to consolidate channels of communication to ensure that line managers were kept well informed. Line managers would be supported by the organisation to access the knowledge and skills required to enable them to perform effectively.

In response to Councillor Boad, Allison Lehky stated that, at the beginning of the pandemic, a £100 allowance was made available to employees as an immediate response to support homeworking arrangements. Since then, the £100 cap had been lifted in acknowledgement of the ongoing requirement for widespread homeworking. She advised that employees had been encouraged to undertake a Display Screen Equipment (DSE) assessment to ensure that they were able to work safely and comfortably. Employees were encouraged to discuss their ongoing homeworking requirements with line managers.

In response to Councillor Boad's query in respect of workplace arrangements for individuals at risk of domestic abuse, Allison Lehky advised that employees could confidentially apply for a fixed workplace setting in order to prioritise safety and wellbeing.

Resolved:

That the Committee supports the proposed delivery priorities set out in Appendix 2 of the Report to inform the development of the Our People Strategy Delivery Plan for 2021/22.

7. Operational Benchmarking Performance Report of Warwickshire Fire and Rescue Service 2019/20

Barnaby Briggs (Assistant Chief Fire Officer) provided a summary of the report which was orientated to benchmark the performance of Warwickshire Fire and Rescue Service (WFRS) against the other 43 Fire and Rescue Services in England.

Barnaby Briggs advised that a National Audit Review process was no longer in place, therefore it was not possible to guarantee that all Fire and Rescue Services were recording data in the same way. However, he stated that the report still represented a good indicator of performance.

In response to Councillor Redford, Barnaby Briggs advised that in cases where a faulty electrical device was found to be the cause of a fire, details were passed on to a national agency. This data was collated to enable manufacturers to be held accountable for fire-prone equipment.

In response to Councillor Redford, Kieran Amos (Chief Fire Officer) advised that the 'Hospital to Home' scheme had been expanded to cover all three of the County's major hospitals. The scheme had proved to be an asset during the pandemic and presented opportunities to WFRS to expand its range of community services.

Kieran Amos advised that the 'Fire Fit' campaign had proved to be an effective means of community engagement to promote fitness and wellbeing. He added that WFRS provided opportunities to young people to enable them to gain an accredited qualification in physical training and health.

In response to Councillor Reilly, Kieran Amos stated that WFRS benefitted from its status as a County Council Fire and Rescue Service. By working in partnership with colleagues in Adult Social

Care, Public Health, as well as Warwickshire Police and the Safer Warwickshire Partnership Board, WFRS could continue to build upon the quality of services it had delivered to date.

In response to Councillor O'Rourke, Barnaby Briggs advised that monitoring of long-term outputs provided scope to measure the success of prevention initiatives. For example, Home Fire Safety checks had been implemented around 25 years ago with an aspiration to lower incidence rates of primary fires; it was apparent that this approach had delivered benefits.

In response to Councillor O'Rourke, Kieran Amos advised that he foresaw challenges ahead for WFRS in the areas of climate change, economy, and levelling-up. WFRS would benefit from its status as a County Council Fire and Rescue Service to address these issues by working collectively with other service areas.

Kieran Amos advised that there were opportunities for WFRS to flex its service to provide capacity in support of the COVID-19 vaccination programme, if required. This could include providing transport for vulnerable or elderly people who might otherwise struggle to reach a vaccination centre.

Resolved:

That the Committee notes the content of the report.

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

John Parmiter (BDUK Manager) introduced the report, stating that the importance of superfast connectivity had been underlined by the introduction of widespread homeworking during the pandemic. Broadband connectivity now represented a fourth utility for many households; it would be necessary to keep up with the pace of change to ensure that connectivity speeds were aligned with modern demands on the system.

In response to Councillor Birdi, John Parmiter advised that developers were not legally obliged to provide a full fibre connection to new housing developments. This represented a missed opportunity.

In response to Councillor Webb, John Parmiter advised that effective partnership arrangements were in place between WCC and borough and district councils to encourage prioritisation of broadband connectivity within the planning process. He added that liaison with central government to seek a change to planning legislation would be welcomed, however, it was acknowledged that making such representations on behalf of the Council fell outside of the remit of the Overview and Scrutiny Committee.

In response to Councillor Boad, John Parmiter stated that mobile connectivity was a cost-effective and expeditious solution to connect to remote locations. He praised the commitment and level of support shown by the Council to broadband connectivity over the past ten years. This had demonstrated foresight; digital connectivity was now a key element of the Authority's COVID-19 Recovery Programme.

In response to Councillor Reilly, John Parmiter advised that work had been commissioned to test 4G coverage across Warwickshire. This data had been utilised to produce a heat map of 'hot spots' (where the network was overburdened) and 'not spots' (where there was no signal). This resource would be utilised to identify areas where improvements were required. In response to the Chair, he agreed to circulate details of this resource to members of the Council.

Resolved:

1. That the Committee notes the progress that the Coventry, Solihull and Warwickshire (CSW) Superfast Project has made to extend Superfast connectivity across the sub-region.
2. That the Committee notes proposals for Digital Connectivity, including mobile technologies.

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. Warwickshire Property and Development Company

The Committee received a confidential briefing.

At 17:00, the Chair moved that the meeting continue beyond three hours' duration. Councillor Birdi seconded the motion.

The Chair called a vote on the motion which was accepted unanimously by those present.

The meeting rose at 18:10

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Chair

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

Item / Lead Officer	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 2020 – 2025 Performance Report	Council Plan 2020 – 2025 Performance Report (Q3 Performance Reporting has been suspended due to ongoing pandemic pressures; Q4 Reporting is anticipated to go ahead)	* Standing item for every meeting
Ayub Khan	Heritage and Culture Strategy Update	9 March 2021
Nic Vine	Update on Scrutiny Review	9 March 2021
John Findlay	Customer Experience Strategy Update	9 March 2021
Ben Brook	HMICFRS Covid-19 Inspection Report	9 March 2021
Ben Brook / Ade Mallaban	Draft Integrated Risk Management Plan (IRMP) 2020 – 25: Post Consultation Report	9 March 2021
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.	27 May 2021 (prospective additional meeting of OSC, to be confirmed)
John Findlay	Complaints Strategy Update	14 July 2021

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

John Findlay	Voluntary and Community Sector Strategy	14 July 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

Resources and Fire & Rescue Overview and Scrutiny Committee**9 March 2021****Warwickshire Heritage and Culture Strategy 2020 - 2025: Progress Report****1. Recommendations**

That the Overview and Scrutiny Committee:

- a) Notes the contents of the attached Progress Report.
- b) Agrees the direction of travel.
- c) Comments on the proposed priority actions going forward.

2. Introduction

The Warwickshire Heritage and Culture Strategy 2020 -2025 was approved and adopted by WCC Cabinet in late 2019. This report provides Overview & Scrutiny with an update on progress over the past year, and on reprioritising some of the actions going forward.

3. Background

The Warwickshire Heritage and Culture Strategy 2020 - 2025 is a county and sector-wide collaboration led by Warwickshire County Council. It was developed during 2019, following extensive sector engagement, and was formally adopted in November 2019.

An initial strategy action plan was finalised in March 2020, just before the coronavirus lockdown. A video version of that plan can be seen [here](#).

The coronavirus pandemic has had a devastating impact on the heritage and culture sector in Warwickshire, as elsewhere, and the after-effects will be felt for many years to come. Whilst the main thrust of the five-year strategy remains unchanged the short-term focus is on post-pandemic recovery. To this end, a revised action plan, for the year ending April 2022, is being developed. In the meantime, significant progress has been made against some of the Strategy's key objectives.

Over the past year we have:

- kept in contact with partners and stakeholders via e-newsletters and a sector survey
- had e-meetings with key organisations and partners to maintain momentum
- held Steering Group meetings in February and October
- secured funding for social prescribing and arts projects
- started work on a *Visit Warwickshire* campaign to boost post-pandemic tourism
- worked with the Canal and River Trust on a Warwickshire Waterways Strategy
- supported the development of a Local Cultural Education Partnership
- provided signposting and advice on available funding for sector survival and recovery

The Heritage and Culture Strategy is a sector-wide programme. Progress has been limited by much of the sector being quarantined or furloughed.

4. Steering Group members

The original steering group was much larger as we developed the Strategy. We suggest a smaller, more focused group takes the programme forward:

Warwickshire County Council:

- Ayub Khan - Business and Customer Services (Chair)
- Emma Andrews - Heritage and Culture, Museums
- Richard Lewis - Heritage and Culture, Archives
- Victoria Barnard - Communities
- Sarah Tregaskis - Communities
- Emily van de Venter - Public Health

Districts and Boroughs:

- | | |
|---|---------------------------|
| • Warwick District Council | David Guilding |
| • Rugby Borough Council | Sally Godden/Nikki Grange |
| • North Warwickshire Borough Council | Rachel Stephens |
| • Nuneaton and Bedworth Borough Council | Catherine Nisbet |
| • Stratford Upon Avon District Council | Joanne Bozdoganli |

5. Action Plan for 2020 - 2021

The Steering Group will meet in Spring 2021 to finalise an action plan for the year ahead, focused primarily on supporting post-pandemic recovery across the county's heritage and culture sector. The action plan will meet the core principles of the County Council's COVID-19 Recovery Plan. Priorities will include:

- Providing opportunities for networking and peer-to-peer support
- Organising a campus marketplace event for freelancers, in partnership with Warwick School
- Focusing on outdoor activities and our natural heritage
- Further developing our social prescribing offer
- Flagging up recovery funding for the sector
- Supporting remote volunteering
- Finalising the development of a Warwickshire Waterways Strategy
- Working with Coventry City of Culture 2021 and Birmingham Commonwealth Games
- Planning and delivering an Arts and Nature project for the county
- Ensuring good practice and signposting information on COVID-safe venues and events

We will need to engage the wider sector in delivering the above and work with partners to determine measures of success.

6. Financial Implications

There is no funding attached to this strategy and actions are contained within existing service budgets and through partnership working.

7. Environmental Implications

The Heritage & Culture Strategy will support the ambitions of Warwickshire's Climate Change Strategy.

Appendix: Warwickshire Heritage and Culture Strategy 2020 -2025 progress report.

Background Papers

None

	Name	Contact details
Report author	Ayub Khan	01926 412492 ayubkhan@warwickshire.gov.uk
Assistant Director	Kushal Birla	01926 412013 kushalbirla@warwickshire.gov.uk
Strategic Director	Rob Powell	01926 412564 robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Heather Timms	cllrtimms@warwickshire.gov.uk

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

Councillors Birdi, Boad, Falp, O'Rourke, Timms and Warwick

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Warwickshire Heritage and Culture Strategy 2020 - 2025

Progress report

February 2021



Introduction

The Warwickshire Heritage and Culture Strategy 2020 - 2025 was approved and adopted in late 2019. This report provides an update on progress over the past year, and introduces plans to reprioritise some of the actions going forward.

Context

The Warwickshire Heritage and Culture Strategy is one of five core five-year strategies for delivering the County Council's vision "to make Warwickshire the best it can be - sustainable now and for future generations". The other core strategies cover:

- Customer experience
- Digital and technology
- Commercial objectives
- Voluntary and community sector

Warwickshire County Council (WCC) developed a new 'functional operating model' in response to the changing role of local government in post-austerity England. The model is based on 'one organisation' thinking, effective use of available resources, and services shaped around community input and involvement.

Collaboration

The Heritage and Culture Strategy 2020 - 2025 was developed in collaboration with heritage and culture organisations - and individual practitioners - from across Warwickshire. Whilst WCC

is spearheading the Strategy, it is essentially a county and sector-wide partnership.

Vision

Our collective vision is that, by 2025, Warwickshire will have a thriving, innovative and creative heritage and culture sector working collaboratively to develop and deliver a rich, high-quality, accessible heritage and culture offer for all who live, work in, and visit Warwickshire.



Getting started

Governance

The Heritage and Culture Strategy began to take shape in 2019. WCC set up a Project Group of four, a Steering Group made up of representatives from relevant County, District and Borough Council teams, and a wider Stakeholder Group comprising countywide sector contacts - from individual Warwickshire artists and volunteers to the Royal Shakespeare Company and The National Archives - a list which grows ever longer.

The Project Group is in constant e-contact and meets as and when required. The Steering Group, chaired by WCC Universal Services Manager Ayub Khan MBE, will continue to meet at key points of decision-making - approximately four times a year.

Background research

The Project Group conducted benchmarking research by comparing strategies from other areas. These ranged considerably in length and scope but were labelled 'culture' - rather than 'heritage and culture' - strategies. The group also looked at mounting evidence for the wider benefits of heritage and culture to individuals, society and the economy.

Definition

A decision was made to draft a broad definition of 'heritage and culture' for Warwickshire's strategy, encompassing not only history and the arts but also the natural environment, architecture, industry, innovation and sport. The thinking was that anything narrower could limit the strategy's scope and progress later on.

By 'heritage and culture' we mean:

- our collective experience, endeavour and achievement over centuries
- our history and our place in the world
- who we are, what we stand for and where we belong
- the context of our lives and the backdrop to our future hopes and aspirations
- what makes us proud to be from Warwickshire

In the context of this strategy, heritage and culture:

- describes our past, explains our present and informs our future
- celebrates our diversity but gives us a cohesive identity
- contributes to our wellbeing and economic growth

Developing the strategy

Priorities

WCC proposed shaping the strategy around three main themes reflecting current priorities:

- health and wellbeing
- sense of place
- economic vibrancy

Sector engagement

In Summer 2019 the Project Group sent out a survey to Stakeholder Group contacts which revealed (average percentages):

- Confirmation that we needed a Warwickshire Heritage and Culture Strategy (91%)
- Majority approval of the draft definition (82%)
- Strong support for the priorities suggested (89%)

In July 2019, WCC held an all-day conference in Warwick. The event was designed to both inspire the local heritage and culture sector, and give delegates an opportunity to share their opinions and suggestions for the development of the strategy.

More than 80 separate individuals and organisations, large and small, contributed via the survey and conference.

Strategy drafted and approved

The Project Group drafted the Warwickshire Heritage and Culture Strategy 2020 - 2025 in Autumn 2019, incorporating feedback from the survey, conference and Steering Group. The strategy was approved and adopted by WCC's Cabinet in November 2019 and can be seen [here](#):

Alignment

The finalised strategy was sent to a number of high-level partners and potential funders, including Arts Council England, Sport England and The National Archives, to get feedback on how it chimed with their own policies and forward programmes.

"I know how hard it is to get a simple and shared expression of priorities so it is great to see these expressed so clearly and linked into effective action. They directly address almost all of the priorities set out in CILIP's own foresight work."

*Nick Poole - Chief Executive
CILIP - The Library and information Association*

Action plan workshops

Countywide workshops

Following WCC approval, the next step was to collectively develop an ambitious but workable initial action plan for the strategy. The Project Group organised a series of eight countywide workshops, inviting the heritage and culture sector to contribute their expertise, ideas and suggestions.

The first five workshops were held in different parts of the county to ensure local opportunities to get involved. The last three workshops each focused more specifically on one of the strategy's three key themes: health and wellbeing, sense of place and economic vibrancy.

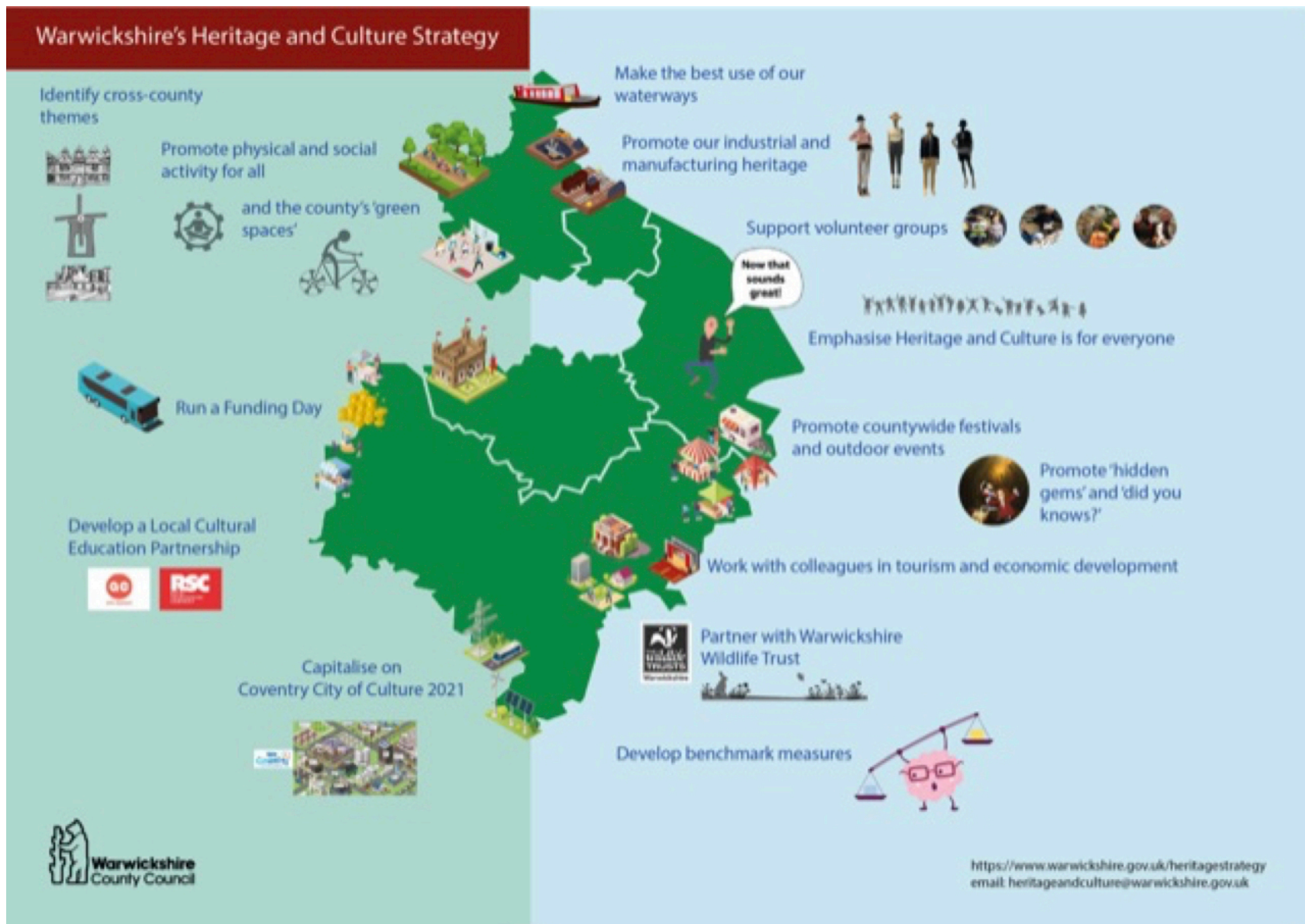
The workshops took place during January and February 2020 and were attended by a total of 70 delegates. Discussions were wide-ranging and encompassed both local and countywide issues and ideas, as well as the strategy's three main themes. However, some recurring topics emerged.



Ten recurring themes

- Accessibility: limited public transport (especially in rural areas) and public perceptions - 'not for me'
- Communication and marketing
- North-South divide: wealth and diversity of heritage and culture across the county - 'hidden gems'
- Promotion of the county's industrial and manufacturing history, and the natural environment (green spaces)
- Lack of funding - and support needed for making applications
- Potential for cross-county promotional themes - eg Roman history and sites
- Importance of 'getting them young' to develop lifelong interests and participatory habits
- Heavy dependence on volunteers and concerns about recruiting the next generation
- Shortage of venues/creative spaces (particularly in the north of the county)
- Appetite for Festivals and outdoor events

Initial action plan



Coronavirus impact

New perspectives

The original action plan was finalised just before the coronavirus lockdown of March 2020. The global pandemic hit the heritage and culture sector hard and, a year later, the world looks very different. Some of the behavioural and attitudinal shifts borne of the collective coronavirus experience will be long-term, if not permanent.

Restrictions to reduce the spread of infection made people more wary of public places and social proximity in general. Meanwhile many became online consumers, finding the services they needed - and entertainment - online. Warwickshire Libraries, for example, saw use of digital services rise by 800%. People lost the habit of going out or mixing beyond their immediate circle and, when restrictions eased, they remained uncomfortable with wider social interaction.

There will be a plus-side to all this. During lockdown pollution cleared, parking wasn't a problem, wildlife flourished, and people re-connected with the simpler things in life. Parks and green spaces became really important for local communities. The perhaps over-used phrase 'health and wellbeing' had real meaning. Lives became more local and less expensive - in both monetary and environmental terms.

People's preoccupations are now, quite literally, closer to home. The heritage and culture sector can - and should - capitalise on these new perspectives.

Sector survey

In May 2020 Warwickshire County Council's Heritage and Culture team conducted a quick survey to gauge the impact of the health crisis on the sector and identify priorities going forward. The survey was sent to more than 150 organisations and received a total of 77 responses.

The main categories of support respondents said they needed were:

- | | |
|---|-----|
| • marketing and profile-raising | 50% |
| • sector-specific financial support | 39% |
| • networking | 37% |
| • training and professional development | 16% |
| • programme development support | 12% |

Of the 66 respondents who answered a question about digital adaptations, 38 mentioned delivering some form of their business online. Another strong theme was increasing social media communication to keep in touch with the public. However, some said digital expertise was an issue.

The results revealed an appetite for collaboration, particularly on publicity and promotion, and a widely-held belief that increased networking would be especially beneficial as venues, individuals and organisations sought to re-establish themselves once restrictions were lifted.

Progress to date

Partners across the sector furloughed staff and closed buildings during the pandemic - pausing a lot of developmental activity and limiting progress. However, it was not halted completely - meetings and conversations continued online. Despite the hiatus, we can report some achievements:

- Held two Steering Group meetings and planned a special session on finalising a 2021-22 action plan
- Sent out several e-newsletters to keep countywide sector contacts up-to-date
- Conducted a sector survey in May to take stock and gauge priorities going forward
- Developed a Warwickshire Waterways Strategy 2020 - 2025 in partnership with the Canal and River Trust
- Worked with Arts Connect and the RSC on a Local Cultural Education Partnership for the county's young people
- Started work on a *Visit Warwickshire* campaign to help the recovery of the county's tourism sector
- Secured funding for a three-year Creative Health project around social prescribing
- Engaged with a number of key organisations including Warwickshire Wildlife Trust, Compton Verney, the North Warwickshire Heritage Support Group, and CW10
- Received funding for an Arts Challenge project
- Joined a City of Culture digital project with Coventry Libraries
- Set up an Officer Working Group to look at maximising the impact of Birmingham Commonwealth Games 2022 on Warwickshire, including attracting live sites
- Partnership working on the above, between WCC and Museum and Art Gallery teams in Leamington and Rugby, is underway

Recovery planning

Whilst the main thrust and key elements of the five-year strategy remain unchanged, the focus for the year ahead will be on supporting post-coronavirus recovery.

A revised action plan is needed for the year April 2021 to March 2022. To this end, the Steering Group will schedule a special e-meeting in Spring 2021 to consider achievable and effective ways forward.

The updated action plan will reflect shorter-term priorities of a sector devastated by the pandemic, as well as longer-term, strategic ambitions to 2025. It will follow the six core principles of the WCC Covid-19 Recovery Plan:

- Target recovery activity and support to where most needed
- Stabilise and accelerate the recovery
- Tackle inequalities
- Join up and work in partnership
- Focus on environmental challenges
- Apply our learning from COVID-19

WCC Heritage and Culture will work in partnership with colleagues in Communities and Public Health to ensure the action plan supports the Council's recovery priorities around health and wellbeing, digital resources, community involvement, the local economy and sustainability.

Immediate actions for the year ahead

Based on the May 2020 sector survey results and WCC's Covid Recovery Plan, we will prioritise:

- Providing opportunities for networking and peer-to-peer support - for example by supporting the Warwick District Cultural Compact and delivering a campus marketplace event, in partnership with Warwick School, for arts organisations and freelancers to support the economic recovery of heritage and culture education-providers across the county
- Focusing on outdoor activities and our natural heritage - for example by developing new strategic partnerships and projects with the Canal and River Trust and Warwickshire Wildlife Trust, and the delivery of eight outdoor public realm projects in 2021-22, supported by WCC and LEP funding
- Further developing our social prescribing offer - currently being piloted through the Early Intervention Fund Creative Health Programme
- Signposting recovery funding for the heritage and culture sector, and acting as an advocate to maximise investment for the sector as part of COVID recovery
- Supporting the growth in remote volunteering
- Working with Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022 to explore opportunities for Warwickshire to participate and benefit from these major cultural events
- Planning and delivering an Arts and Nature project for the county
- Ensuring good practice and signposting to information on running COVID-safe venues and events

Measures of success

Measures of success will be identified by funding bodies supporting individual projects. Warwickshire's Heritage and Culture Strategy Steering Group will consider measures of success more broadly, using information from Arts Council England's Taking Part survey.



Resources and Fire & Rescue Overview and Scrutiny Committee

Update on Scrutiny Review

9 March 2021

Recommendation

That the Committee considers and comments upon the findings of the independent review into Overview and Scrutiny

1. Executive Summary

- 1.1. In February 2020, Dr Jane Martin CBE was appointed to provide advice upon appropriate principles for scrutiny in light of the statutory guidance, key opportunities to improve upon our current ways of operating scrutiny, and how WCC might move forward to develop its scrutiny approach to deliver on the Council Plan and objectives.
- 1.2. The review was conducted via a series of remote interviews with members, officers and Corporate Board, and included a desktop analysis of past agendas, minutes and Task and Finish Group outputs and covered the following themes:
 - Culture and behaviours;
 - Reinforcing the value and importance of challenge;
 - Ownership of recommendations and actions;
 - Support for scrutiny members;
 - Aligning scrutiny more effectively to our Council Plan objectives; and
 - How to involve the public in scrutiny more effectively.
- 1.3. The feedback was positive and highlighted examples of good practice including the commitment of all involved to improvement and the support for the review at member level. However, despite some good examples (particularly in recent times with member working groups on Covid recovery) there is a conclusion that the scrutiny function needs to be reinvigorated and a principles-based approach was recommended to reset and drive the refreshed approach, reflecting the principles of good scrutiny embedded in statutory guidance:
 - independent ownership;
 - driving improvement;
 - critical friend challenge; and
 - public voice.

- 1.4. There was positive feedback of the role of Democratic Services officers to date and an acknowledgement of resource constraints.

2. Opportunities to Improve

- 2.1 The review outlined a number of opportunities for improvement. These were:

- **Parity of esteem:** Scrutiny must have an authoritative voice and support to enhance executive policy development and decision-making.
- **Scrutinising performance:** Scrutiny discussions should be clearly led so that presentations add value, there is a clear line of sight to corporate success indicators and interpretation of the data is usefully aligned to risk.
- **Build a corporate partnership:** Scrutiny should hold the executive to account where necessary. Scrutiny members own the process recognising the wider public interest for Warwickshire. The agenda should be focused on corporate business with purposeful evidence-based discussion.
- **Work smarter:** Meetings should be more flexible, proactive and responsive to corporate priorities. Meetings should be collegiate, constructive and challenging.
- **Member support and training:** Members and officers involved in training should be supported and provided with appropriate training to maximise the benefit from their roles in the scrutiny process.
- **Develop external focus:** Imaginative thinking to reach local people is needed. Scrutiny should be aligned with public consultation exercises to inform executive strategy.

3. Principles proposed

- 3.1 The report focused on a series of principles that would drive the refreshed approach. These were:

- **Partnership:** The scrutiny function is an integral, authoritative corporate partner with the executive in policy development and decision-making. This partnership is focused and aligned with the Council's strategic objectives, corporate performance indicators, and the corporate business and planning cycle. Whilst the function is independent of Cabinet and owned by scrutiny members it will be flexible, dynamic and pro-active in support of the executive decision-making process.

- **Purposeful:** The scrutiny function is focused on making an impact and exerting influence on corporate policy and practice to develop learning and improvement. Its main aim is to ensure WCC can be the best it can be by building corporate experience and expertise based on a sense of place, especially in a fast-paced transformational change environment.
- **Challenging:** The scrutiny function will provide constructive cross-party challenge to hold the executive to account based on evidence and reflecting the views of local people. This includes both internal and external scrutiny. As 'critical friends', scrutiny members should respectfully ask the tough questions of the executive and professional officers of the Council, as well as external partners and providers, from an informed perspective and expect considered and informative answers.
- **Transparent:** The scrutiny function should shine a light internally and externally. It is an important vehicle for public consultation which should engage external partners, local people, and service users, and represent their views. Overview and Scrutiny should provide open and transparent scrutiny in the public interest to enhance the legitimacy of the local authority and build public trust and confidence.

4. Recommendations from the review

4.1 The recommendations reached in the review were as follows:

- The Council should relaunch the scrutiny function, championed by the Leader and Cabinet, with a corporate 'common purpose' WCC scrutiny guide setting out the ambition and expectations for the function based on a partnership of mutual respect, transparency and constructive challenge. This should highlight a behaviour code based on the 3 C's: *collegiate, constructive and challenging*.
- Create greater alignment with corporate objectives by restructuring scrutiny committees in parallel to foster greater scrutiny of corporate themes and objectives and corporate performance. In the current circumstances, restructuring to follow the change portfolio themes could be an effective way forward. Any restructure would have to take into account statutory requirements.
- Provide recognised authoritative leadership and direction for the scrutiny function by creating a new role of Chair of Overview and Scrutiny to chair a new Overview and Scrutiny Panel comprised of all scrutiny Chairs. This post could be an elected position by all council members.
- Greater use of virtual meetings technology and, where appropriate, social media to engage the public, service providers and external partners and encourage elected member active participation. A move to allow remote meetings beyond May 2021 will require legislative change

- Consider creating a dedicated team of Overview and Scrutiny officers resourced adequately, to provide data (particularly performance data) and information, advice and support to O&S Chairs and members, including liaison with strategic directors and senior staff.
- Review the timetable for scrutiny committees to ensure meetings are held at the optimum time alongside the corporate business cycle and Cabinet meetings. Allow for greater meeting and agenda flexibility and greater use of Task and Finish Groups for scrutiny work, from single issue to corporate strategic themes, conducted to a strict brief and timescale with a project planning methodology. Dynamic Task and Finish Groups should be able to conduct a review in as little as one day where appropriate. But also conduct in-depth longer pieces of work.
- Making use of virtual technology, in-house training and briefings should be provided for scrutiny Chairs and members on appointment and on-going, including subject updates as required and skills development. The Adult Health and Social Care Committee model of in-committee member briefings should be rolled out further. Committees should conduct an annual self-evaluation. A suite of scrutiny questions may be a good prompt to build confidence.

5. Points to Consider

- 5.1 The Committee is requested to consider the recommendations and suggestions summarised above and set out in more detail in the Independent Review Report at Annex 1, and to provide its views on the way forward for the refresh of scrutiny activity in Warwickshire.
- 5.2 The following points and questions are intended to help that consideration:
- 5.2.1 Does the Council wish to consider reconfiguring the Overview and Scrutiny Committees to align with the Council Plan or change portfolio themes or in some other way? If so, the practicalities of this approach would need to be considered to ensure that we meet statutory obligations, that scrutiny covers all Council functions, that there is balance across committees and that routeing is clear for cross over items.
 - 5.2.2 How should agendas be reinvigorated?
 - 5.2.3 What are members views on the opportunities identified to improve (Section 2 of this report) and are there any others which members would wish to highlight?
 - 5.2.4 Do members support the principles that the review recommends? (Section 3 of this report)

5.2.5 Do members support the recommendations from the review (Section 4 of this report), and if so,

- How could we make greater use of technology to support Overview and Scrutiny? What type of meetings would be better delivered remotely or would members prefer to see continue remotely (if the law allows)?
- How would training be best delivered and should we consider a bespoke training plan for all Scrutiny members?
- From an officer perspective, creating a dedicated team of Democratic Services Officers (DSO) to support Overview and Scrutiny could create unintended recruitment and retention issues within the Service. A preferable option would be to consider how we enhance the Overview and Scrutiny support whilst retaining roles which cover both aspects of the DSO role (committee support and scrutiny support).

6. Financial Implications

- 6.1 The revenue implications of any change cannot be quantified at this time as it will depend upon the recommendations received and the working up the implementation plan. Full consideration will be given to the cost of any proposals which will be included within the report to council noted at para 8.2.

7. Environmental Implications

- 7.1 An increase in digital meetings could reduce journeys to Shire Hall and thus have a positive impact. Whether that is possible will depend in large part upon whether legislation is permanently altered to enable such meetings to go ahead. Other environmental implications may present themselves as the proposals are developed and will be dealt with more fully in the report to council noted at para 8.2

8. Timetable for the decision and next steps

- 8.1 The Report was presented to Leaders and Deputies meeting in February 2021. It will be taken with a duplicate of this report to the other Overview and Scrutiny committee meetings in February and March in order to obtain views and suggestions for developing proposals for future scrutiny.
- 8.2 Officers will then prepare and implementation plan for discussion prior to a report to Council post elections with recommendations for implementation.

Appendices

1. Report of Jane Martin OBE

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

Councillors Birdi, Boad, Falp, O'Rourke and Warwick

**Review of the Overview and Scrutiny Function
Warwickshire County Council**

FINAL REPORT

**Dr Jane Martin CBE
October 2020**

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The Brief

WCC (consistent with revised statutory guidance May 2019) believe effective overview and scrutiny should:

- Provide constructive ‘critical friend’ challenge;
 - Amplify the voices and concerns of the public;
 - Be led by independent people who take responsibility for their role; and
 - Drive improvement in public services.
-
- Scrutiny will not be effective unless an organisation’s culture, behaviours and attitudes support it
 - Resourcing of scrutiny is critical to its long-term success and to embedding the culture within any authority
 - Effective scrutiny requires good planning. The recommendations of scrutiny should make a tangible difference to the work of the authority and, in order to do so, require a long-term agenda and forward plan that is flexible enough to accommodate any matters of urgency that may crop up.
 - Warwickshire’s model of specialist OSCs supported by Democratic Services Officers and with expert input from specialist officers is a valid model, provided it is adequately resourced but there are other models and approaches which may provide a greater level of benefit in the new landscape we are operating in

Corporate Board agreed that now is an appropriate time to review the approach to scrutiny. The Leader of the Council is fully supportive of this review.

A final report will present recommendations to Corporate Board and subsequently members on:

- (a) appropriate principles for scrutiny (considering the challenges above and in light of the statutory guidance),
- (b) feedback on key opportunities to improve upon our current ways of operating scrutiny, and
- (c) a recommendation as to how WCC might move forward to develop its scrutiny approach to deliver on the Council Plan and objectives.

Methodology

In order to gain a broad insight into the current arrangements, challenges and opportunities of the overview and scrutiny function, telephone interviews were conducted with 27 participants during June, July and August. These included:

The Leader and Deputy Leader of the Council
Cabinet Portfolio Holders
Chair of Scrutiny Committees
Representatives from each of the political parties
The Chief Executive
Strategic Directors
Democratic Services Officers

The interviews were confidential and no interviewee will be quoted. The interviewer took written notes of the discussions for the sole purpose of this report which will be destroyed when the report is received and signed off.

Interviews were based on questions organised around the following themes:

1. How do we embed scrutiny in the DNA of the organisation and drive the necessary culture and behaviours required to ensure scrutiny adds value to delivery of our organisational priority outcomes?
2. How do we give voice to and drive a change in the approach/attitude to scrutiny by members and officers; i.e. Reinforce the value and importance of challenge, remove the perception that it is “fault finding”, and drive an effective and collaborative approach to scrutiny which is impactful?
3. How do we manage disagreements in approach - i.e. executive-scrutiny protocols etc.?
4. How do we embed ownership with members and officers of recommendations from scrutiny, and ensure that the actions that arise are followed through and monitored?
5. How do we ensure scrutiny members are supported in having an independent and open mind-set and have the right skills set to fulfil their role?
6. How do we align scrutiny more effectively to our Council Plan objectives – including commitments to climate change and commercial approach to problem solving?
7. How do involve the public in scrutiny more effectively?

Desk-based background review of relevant corporate documents including minutes of scrutiny meetings was also undertaken.

Throughout this report the overview and scrutiny function will be referred to as the scrutiny function or scrutiny.

Overview

Warwickshire County Council currently operates with four Overview and Scrutiny Committees: Resources and Fire & Rescue; Communities; Children & Young People; Adult Social Care and Health with an additional joint Health Committee. The Council has a Conservative majority group of 33 elected members with small opposition groups formed by 7 Labour, 8 Liberal Democrat and 2 Green Party representatives. In addition, there are 4 Independents. There are 3 vacant seats at the current time. The Council has in the past often had no political party in overall control. The ways of working from this tradition seem to have coloured a consensus approach and some deference to officers which persists. Reflecting the current political environment, members of the majority group have been nominated for the Chairs of all Scrutiny committees. The Leader of the Council and her Deputy both value the importance of an effective scrutiny function and want to encourage a more impactful role.

Across all interviewees there was clear support for developing an effective scrutiny function. In most cases, from a range of perspectives, interviewees were positive about the work carried out and felt that the Cabinet were open to different views, ideas and challenge. But there is inconsistency between committees and the contribution of committee members, sometimes coloured by party politics, and often a general lack of constructive challenge. Reasons for this are not entirely clear, but it is certainly felt that scrutiny members need to be fully supported, with clearly presented information; that they need to keep their knowledge base up to date; and fully understand the role they can play and the influence that can be brought to bear on corporate policy development and decision. Frustration expressed around some of these issues demonstrates the need for change, and the willingness to change. The potential of the scrutiny function is not currently being developed or harnessed to support the strategic ambition of the Council.

There is, however, much good practice. Some Chairs are particularly mentioned for their skilled chairing and effective approach to reviews which have been greatly valued. For example, the cross-party work of the Climate Change Working Group; external scrutiny of GP provision; and the scrutiny review of Home/School Transport.

The Council clearly fosters good relationships. There is good cross-party working and a good working relationship between executive and scrutiny. Although scrutiny appears to make few recommendations back to the executive, when they do these are fairly considered. It is notable that although not formally scrutiny groups, the cross-party Cabinet Working Groups for post-Covid strategy development have been universally welcomed, not least for the clear focus and deadlines. The regular agenda setting meetings between scrutiny committee Chairs and their portfolio holder counterparts (spokes and chairs meetings) supported by officers are clearly very effective. It must be said, however, that although Council officers

are supportive of scrutiny, scrutiny committee members expressed a sense that they felt the needs of executive members were usually prioritised.

All concerned were positive about the support from Democratic Services Officers and valued the role they played. But it was acknowledged that resources had been pared back over recent years and the department was mainly focused on administration. The lack of resources was most acute in limiting the number of task and finish scrutiny groups. These groups were regarded as the most effective way of working but required proper resourcing which was now lacking. Resourcing may also have a knock-on effect on public engagement arrangements and there could be opportunities to build on the corporate 'Let's Talk' public consultation exercise. In any event, there is potential for more imaginative thinking on public involvement in scrutiny, which is often best tapped into in a task and finish group environment. Whilst there are some very good examples of external scrutiny which involve external partners and user groups, there is more that could be done. It was acknowledged that the geography of the County could mitigate against participation and that the use of technology for more remote engagement could be an opportunity

In the main, however, the scrutiny function seems to be 'stuck in a rut' and needs to be reinvigorated. Routine scrutiny committee meetings are in danger of losing their way based on a formulaic cycle with the addition of members' topics of interest. Indeed the balance currently being struck is between review of individual scrutiny members' special interests which motivate engagement, and effective scrutiny of corporate business (especially performance) and good overview of policy development which is not yet seen as meaningful by some members. There is also frustration on the part of many members at the length of some agendas, and the way business is conducted which can stifle robust discussion. Scrutiny business needs to be much more purposeful and prioritised in relation to the Council corporate cycle and forward plan. Across the piece scrutiny members need to be better engaged in this regard and scrutiny Chairs need to be both supported and more open to achieving this. The routinised approach to committee meetings with a set timetable is frustrating for many, including the executive, and means that scrutiny is not timely and too slow. Indeed, many interviewees were critical of the lack of flexibility and pro-activity. This devalues the role of scrutiny. The Council's ambitious plans for transformational change only highlights the lack of dynamism.

Appropriate principles for scrutiny

The following principles should be adopted to reset and drive a refreshed approach to the overview and scrutiny function. They reflect the principles of good scrutiny embedded in statutory guidance: independent ownership; driving improvement; critical friend challenge and public voice.

1. **Partnership: The scrutiny function is an integral, authoritative corporate partner with the executive in policy development and decision-making.** This partnership is focused and aligned with the council's strategic objectives, corporate performance indicators, and the corporate business and planning cycle. Whilst the function is independent of Cabinet and owned by scrutiny members it will be flexible, dynamic and pro-active in support of the executive decision-making process.
2. **Purposeful: The scrutiny function is focused on making an impact and exerting influence on corporate policy and practice to develop learning and improvement.** Its main aim is to ensure WCC can be the best it can be by building corporate experience and expertise based on a sense of place, especially in a fast-paced transformational change environment.
3. **Challenging: The scrutiny function will provide constructive cross-party challenge to hold the executive to account based on evidence and reflecting the views of local people.** This includes both internal and external scrutiny. As 'critical friends', scrutiny members should respectfully ask the tough questions of the executive and professional officers of the Council, as well as external partners and provider, from an informed perspective and expect considered and informative answers.
4. **Transparent: The scrutiny function should shine a light internally and externally.** It is an important vehicle for public consultation which should engage external partners, local people and service users, and represent their views. O&S should provide open and transparent scrutiny in the public interest to enhance the legitimacy of the local authority and build public trust and confidence.

Key opportunities to improve

There are a number of key areas where there are significant opportunities to improve.

Parity of esteem: Scrutiny should not be seen as a second-class function. It must have an authoritative voice. This means that all members and officers should demonstrate in their day to day practice how best to realise the potential for an effective scrutiny function to enhance executive policy development and decision-making.

Scrutinising performance: The way in which corporate performance is scrutinised is not yet satisfactory. The way in which performance data is presented to scrutiny has been carefully considered and reviewed recently, and the general view is that this is now better, but there is still room for improvement so that scrutiny members make the best use of the data. Scrutiny discussions should be clearly led so that presentations add value, there is a clear line of sight to corporate success indicators and interpretation of the data is usefully aligned to risk. Effort put into this by both officers and members will pay dividends

Build a corporate partnership: From a strong base of good working relationship and mutual member and officer respect there must be more rigorous challenge from scrutiny and acknowledgement that the scrutiny function should hold the executive to account where necessary: a 'one Council' model. The executive and senior management are open and welcome the challenge from scrutiny. It is notable that scrutiny is rarely the theatre for oppositional politics but scrutiny members must collectively own the process and not depend on officers. This means more rigour but best behaviour. It is also importance that members get the balance right between representing the views of their constituents and recognising the wider public interest for Warwickshire. They should set the agenda but be focused on corporate business with purposeful evidence -based discussion. All scrutiny members from all parties have a role to play in this endeavour.

It is also notable that the recent opportunity to work together to develop common aims in Cabinet cross-party working groups post-Covid has been universally welcomed. To build this partnership in practice, scrutiny needs to work cross-boundaries and not be silo focused. Scrutiny chairs and members should be thinking of how they can impact constructively on policy development and decisions. This does not mean routinely 'clearing' executive decisions but prioritising and acknowledging where challenge and accountability is most needed. It also means working with senior management and portfolio-holders but also holding them to account. Scrutiny needs to understand the evidence-base for policy and decisions and the impact on local people but recognise corporate objectives and understand that the executive has to work effectively and often quickly to respond to local issues and/or government initiatives. The overview function of policy is equally important in driving

transformation, improvement and learning by shaping policy throughout the annual corporate planning cycle.

Work smarter: Scrutiny meetings vary in their practice and impact but there is much potential for improvement. The 'chairs and spokes' meetings work well but still agendas can be too long and packed with pet topics. Meetings must be more flexible, pro-active and responsive to corporate priorities. The respectful environment must not be cosy but nor should it be confrontational. Behaviour in meetings should follow 3 C's: collegiate, constructive and challenging. The development of virtual meetings using remote technology has shown that more efficient use of time can be made. Many interviewees said this should be continued not least to avoid travel time and costs.

Member support and training: Scrutiny members need adequate support from officers across the Council so they are properly informed and advised. This is especially the case for scrutiny Chairs. This review presents an opportunity to redefine 'what good looks like' for scrutiny and agree how best to achieve this. It seems that resources for training and support is lacking but virtual technology provides a cost-effective opportunity for in-house briefings and scrutiny skills development. The in-committee member training initiated in the Health and Social Care Scrutiny Committee was acknowledged as effective and helpful

Develop external focus: There are some very good examples of external scrutiny reviews including transport providers and Academy Trusts, but this requires sufficient resources. Scrutiny is the Council function designed to gather the views and experiences of service users and providers to feed into the corporate cycle. Imaginative thinking to reach local people and not just known activists is needed. A one Council approach means that scrutiny should be aligned with and can often lead public consultation exercises to inform executive strategy.

Recommendations to develop WCC approach to scrutiny

1. The Council should relaunch the scrutiny function, championed by the Leader and Cabinet, with a corporate 'common purpose' WCC scrutiny guide setting out the ambition and expectations for the function based on a partnership of mutual respect, transparency and constructive challenge. This should highlight a behaviour code based on the 3 C's: collegiate, constructive and challenging.
2. Provide recognised authoritative leadership and direction for the scrutiny function by creating a new role of Chair of Overview and Scrutiny to chair a new Overview and Scrutiny Panel comprised all scrutiny Chairs. This post could be an elected position by all council members.
3. Create greater alignment with corporate objectives by restructuring scrutiny committees in parallel to foster greater scrutiny of corporate themes and objectives and corporate performance. In the current circumstances, restructuring to follow the four change portfolio themes; Place, Economy and Climate; Community; Health and Wellbeing and Social Care; and Organisation could be an effective way forward. Any restructure would have to take into account statutory requirements.
4. Review the timetable for scrutiny committees to ensure meetings are held at the optimum time alongside the corporate business cycle and Cabinet meetings. Allow for greater meeting and agenda flexibility and greater use of Task and Finish Groups for scrutiny work, from single issue to corporate strategic themes, conducted to a strict brief and timescale with a project planning methodology. Dynamic Task and Finish Groups should be able to conduct a review in as little as one day where appropriate. But also conduct in-depth longer pieces of work.
5. Create a dedicated team of O&S officers resourced adequately to provide data (particularly performance data) and information, advice and support to O&S Chairs and members, including liaison with strategic directors and senior staff.
6. Greater use of virtual meetings technology and, where appropriate, social media to engage the public, service providers and external partners and encourage elected member active participation.
7. Making use of virtual technology, in-house training and briefings should be provided for scrutiny Chairs and members on appointment and on-going, including subject updates as required and skills development. The Adult Health and Social Care Committee model of in-committee member briefings should be rolled out further.

Committees should conduct an annual self-evaluation. A suite of scrutiny questions may be a good prompt to build confidence.

Dr Jane Martin CBE 2 October 2020

Appendix 1

List of interviewees

1. Councillor Adrian Warwick
(Chair of Resources and Fire & Rescue OSC)
2. Councillor Alan Cockburn
(Chair of Communities OSC)
3. Councillor Andy Crump
(Portfolio Holder for Fire & Rescue and Community Safety)
4. Councillor Colin Hayfield
(Portfolio Holder for Education and Learning)
5. Councillor Heather Timms
(Portfolio Holder for Environment and Heritage & Culture)
6. Councillor Izzi Seccombe
(Leader of the Council and Conservative Group and Portfolio Holder for Economic Development)
7. Councillor Jeff Clarke
(Portfolio Holder for Transport & Planning)
8. Councillor Jeff Morgan
(Portfolio Holder for Children's Services)
9. Councillor Jerry Roodhouse
(Leader of the Liberal Democrats)
10. Councillor John Holland
(Labour member)
11. Councillor Jonathan Chilvers
(Leader of the Green Party)
12. Councillor Kam Kaur
(Portfolio Holder for Customer and Transformation)

13. Councillor Keith Kondakor
(Green Party Member)
 14. Councillor Les Caborn
(Portfolio Holder for Adult Social Care & Health)
 15. Councillor Peter Butlin
(Deputy Leader of the Council and Conservative Group and Portfolio Holder for Finance and Property)
 16. Councillor Wallace Redford
(Chair of Adult Social Care & Health OSC)
 17. Councillor Yousef Dahmash
(Chair of Children and Young People's OSC)
-

18. Helen Barnsley – Democratic Services Officer
19. Mark Ryder – Strategic Director (Communities)
20. Monica Fogarty – Chief Executive
21. Nic Vine - Strategy and Commissioning Manager (Legal and Democratic)
22. Nigel Minns – Strategic Director (People)
23. Paul Spencer – Senior Democratic Services Officer
24. Paul Williams – Democratic Services Team Leader
25. Rob Powell– Strategic Director (Resources)
26. Sarah Duxbury - Assistant Director (Governance & Policy)

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Resources and Fire and Rescue Overview and Scrutiny Committee

9 March 2021

Covid19 Inspection of Warwickshire Fire and Rescue Service

Recommendation(s)

That the Overview and Scrutiny Committee note the summary findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Covid19 specific inspection of Warwickshire Fire and Rescue Service (WFRS).

1.0 Key Issues

- 1.1 Within Warwickshire a joined up and partnership approach has been taken to responding to the pandemic. WFRS has worked together with WCC colleagues and partner agencies such as Public Health England, the NHS and Warwickshire Police to respond to the needs of the communities of Warwickshire during the pandemic.
- 1.2 The pandemic is a global event that has affected everyone and every organisation. Fire and rescue services have had to continue to provide a service to the public and, like every other public service, have had to do so within the restrictions imposed.
- 1.3 In August 2020, HMICFRS were commissioned by the Home Secretary to inspect how fire and rescue services in England are responding to the COVID-19 pandemic.
- 1.4 For this inspection, HMICFRS were asked by the Home Secretary to consider what is working well and what is being learned; how the fire sector is responding to the COVID-19 crisis; how fire services are dealing with the problems they face; and what changes are likely as a result of the COVID-19 pandemic. HMICFRS recognise that the pandemic is not over and as such the inspection looked at Warwickshire Fire and Rescue Services (WFRS) initial response.
- 1.5 HMICFRS inspected WFRS between 28 September and 9 October 2020.
- 1.6 This HMICFRS Covid19 specific inspection did not provide WFRS with a grading. The feedback provided was a narrative on areas of strength and areas for future focus.

2.0 Options and Proposal

2.1 In summary, HMICFRS stated that they:

“Were impressed with how Warwickshire Fire and Rescue Service maintained its statutory functions and made good use of its staff to carry out additional duties to support the community during the pandemic. It primarily used its wholetime firefighters to respond to emergencies. The service used the increased availability of its on-call workforce beyond their normal operational commitment to help support those most vulnerable in the community”

2.2 HMICFRS also recognised that WFRS effectively responded to the pandemic in the following ways:

- WMFS offered a range of additional support to help its communities during the pandemic. For example, staff made telephone calls to vulnerable people to check on their welfare. They delivered food parcels and prescriptions, and transported people from hospital to their homes.
- WFRS managed their resources well and supported staff working from home. The service was able to maintain the resilience of its control room by putting in place measures to protect the health and safety of those staff.
- WFRS supported its staff well during the pandemic, making sure their health, safety and wellbeing were protected.
- WFRS identified a potential issue of whether on-call firefighters would qualify for furloughed payments for their primary employment given their on-call contract and related payments. The service raised the issue promptly with the National Fire Chiefs Council (NFCC), which worked with the Department for Work and Pensions and Her Majesty’s Revenue and Customs to clarify the position that on-call firefighters were able to still do their role. This advice helped other fire and rescue services.
- WFRS is now considering how to use its wholetime and on-call workforce more effectively to build resilience and take on more community-focused activity.

2.3 The following areas for future focus were put forward by HMICFRS:

- WFRS should determine how it will adopt, for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.
- WFRS should continue to develop its approach to those staff at higher risk from COVID-19, to make sure that they get the right wellbeing and support provisions in place.

- WFRS should make sure it has processes in place to work and negotiate effectively with all appropriate staff associations about subjects relevant to their members.
 - WFRS should also make sure wholtime firefighters are fully productive, while minimising the risk of them contracting or spreading the virus
- 2.4 All inspections will highlight areas for development and growth. Warwickshire County Council, including WFRS, is a learning organisation that welcomes feedback and opportunities to improve. Activity is already taking place to develop in the areas of future focus identified through the HMICFRS Covid19 inspection.
- 2.5 The full HMICFRS Covid19 inspection narrative about WFRS can be found on the HMICFRS website link below or in the attached document to this report:

[Link to WFRS HMICFRS Covid 19 Inspection 22.1.21](#)

3.0 Financial Implications

3.1 None

4.0 Timescales associated with the decision and next steps

4.1 Not applicable

Background papers

None

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

Local Member(s): Cllr Andy Crump

Other members: Councillors Warwick, Singh Birdi, Boad, O'Rourke and Falp

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Promoting improvements
in policing and fire & rescue
services to make everyone safer

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Wendy Williams

Her Majesty's Inspector of Fire & Rescue Services
Her Majesty's Inspector of Constabulary

Kieran Amos
Chief Fire Officer
Warwickshire Fire and Rescue Service

Councillor Andy Crump
Chair
Warwickshire Fire and Rescue Authority

22 January 2021

Dear Mr Amos and Cllr Crump,

COVID-19 INSPECTION: WARWICKSHIRE FIRE AND RESCUE SERVICE

In August 2020, we were commissioned by the Home Secretary to inspect how fire and rescue services in England are responding to the COVID-19 pandemic. This letter sets out our assessment of the effectiveness of your service's response to the pandemic.

2. The pandemic is a global event that has affected everyone and every organisation. Fire and rescue services have had to continue to provide a service to the public and, like every other public service, have had to do so within the restrictions imposed.

3. For this inspection, we were asked by the Home Secretary to consider what is working well and what is being learned; how the fire sector is responding to the COVID-19 crisis; how fire services are dealing with the problems they face; and what changes are likely as a result of the COVID-19 pandemic. We recognise that the pandemic is not over and as such this inspection concerns the service's initial response.

4. I am grateful for the positive and constructive way your service engaged with our inspection. I am also very grateful to your service for the positive contribution you have made to your community during the pandemic. We inspected your service between 28 September and 9 October 2020. This letter summarises our findings.

5. In relation to your service, Warwickshire Local Resilience Forum (LRF) declared a major incident on 19 March 2020.

6. In summary, we were impressed with how Warwickshire Fire and Rescue Service maintained its statutory functions and made good use of its staff to carry out additional duties to support the community during the pandemic. It primarily used its wholetime firefighters to respond

to emergencies. The service used the increased availability of its on-call workforce beyond their normal operational commitment to help support those most vulnerable in the community.

7. It also offered a range of additional support to help its communities during the pandemic. For example, staff made telephone calls to vulnerable people to check on their welfare. They delivered food parcels and prescriptions, and transported people from hospital to their homes.

8. The service managed resources well. And it received a government grant, which meant that its financial position was largely unaffected. The service was able to maintain the resilience of its control room by putting in place measures to protect the health and safety of those staff. The service worked well with partners to manage the impacts of the pandemic. It supported its staff well during the pandemic, making sure their health, safety and wellbeing were protected. The service identified a potential issue of whether on-call firefighters would qualify for furloughed payments for their primary employment given their on-call contract and related payments. The service raised the issue promptly with the National Fire Chiefs Council (NFCC), which worked with the Department for Work and Pensions and Her Majesty's Revenue and Customs to clarify the position that on-call firefighters were able to still do their role. This advice helped other fire and rescue services.

9. The service supported staff working from home. Through the county council, every member of staff who was required to work from home was entitled to buy additional equipment to support this.

10. The service is now considering how to use its wholetime and on-call workforce more effectively to build resilience and take on more community-focused activity.

11. We recognise that the arrangements for managing the pandemic may carry on for some time, and that the service is now planning for the future. In order to be as efficient and effective as possible, Warwickshire Fire and Rescue Service should focus on the following areas:

- (a) It should determine how it will adopt, for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.
- (b) It should continue to develop its approach to those staff at higher risk from COVID-19, to make sure that they get the right wellbeing and support provisions in place.
- (c) It should make sure it has processes in place to work and negotiate effectively with all appropriate staff associations about subjects relevant to their members.
- (d) It should also make sure wholetime firefighters are fully productive, while minimising the risk of them contracting or spreading the virus.

Preparing for the pandemic

12. In line with good governance, the service had a pandemic flu plan and business continuity plans in place that were in date. These plans were activated.
13. The plans were detailed enough to enable the service to make an effective initial response, but understandably, they didn't anticipate and mitigate all the risks presented by COVID-19.
14. The service has reviewed its plans to reflect the changing situation and what it has learned during the pandemic.
15. The service identified early the need for specific planning over and above the planning in its existing business continuity and pandemic flu plans. The service is now making changes to prevention, protection and road safety work. It is also better aligning its activities to the government COVID-19 alert levels, and giving clearer communications to staff.

Fulfilling statutory functions

16. The main functions of a fire and rescue service are firefighting, promoting fire safety through prevention and protection (making sure building owners comply with fire safety legislation), rescuing people in road traffic collisions, and responding to emergencies.
17. The service has continued to provide its core statutory functions throughout the pandemic in line with advice from the NFCC. This means the service has continued to respond to calls from the public and attend emergencies. It continued to offer a home fire risk check to those people who it identified as being most at risk from fire. It also contacted vulnerable people who were known to other agencies, to offer wellbeing support. The service carried out desktop reviews of premises risks, and continued its enforcement activity. It also continued to respond to statutory building consultations.

Response

18. The service told us that between 1 April and 30 June 2020 it attended fewer incidents than it did during the same period in 2019.
19. The overall availability of fire engines was better during the pandemic than it was during the same period in 2019. Between 1 April and 30 June 2020, the service's average overall fire engine availability was 93.5 percent compared with 87.0 percent during the same period in 2019. We were told this was due to several factors, including staff being flexible with their leave arrangements, fewer staff absences due to the strict measures in place to reduce the risk of infection in the workplace, and more on-call firefighters being available to respond to emergencies due to them being furloughed or made redundant from their primary employment.
20. The service didn't change its crewing models or shift patterns during this period, but it did have plans in place to reduce standard crewing on fire engines if the need arose.

21. The service told us that its average response time to fires increased during the pandemic compared with the same period in 2019. This was mainly due to the location of incidents being rural and further away from stations. This may not be reflected in [official statistics recently published by the Home Office](#), because services don't all collect and calculate their data the same way.

22. The service had adequate arrangements in place to make sure that its control room had enough staff during the pandemic.

23. The service put in place measures to protect the staff in the control room. These included isolating the control room from other parts of the service, restricting visitors to the control room and maintaining hygiene. Its ability to maintain a control room function would have been at risk if it had experienced increased sickness levels. However, the service is also able to draw on support from Northamptonshire fire control.

Prevention

24. The NFCC issued guidance explaining how services should take a risk-based approach to continuing prevention activity during the COVID-19 pandemic. The service broadly adopted this guidance.

25. The service conducted fewer safe and well visits than it would normally undertake. The service reviewed which individuals and groups it considered to be at an increased risk from fire as a result of the COVID-19 pandemic. It found that the type of people at risk hadn't changed significantly.

26. The service decided to stop offering face-to-face safe and well visits in order to protect staff and the community. It introduced the option of a safe and well visit by telephone. However, when the service identified a significant risk to an individual, or it wasn't able to contact the individual after repeated calls, then staff paid a visit. It also introduced other options. These included making wellbeing telephone calls to vulnerable people on behalf of other agencies and posting safety messages on social media.

Protection

27. The NFCC issued guidance on how to continue protection activity during the COVID-19 pandemic. This included maintaining a risk-based approach, completing desktop audits and issuing enforcement notices electronically. The service adopted this guidance. Among other activity, the service carried out audits on those premises that are at the greatest risk from fire.

28. The service reviewed how it defines premises as high risk during the pandemic. It focused on high-risk premises that stayed open, such as care homes, bed and breakfast businesses that had taken in homeless people, and hospitals. The service offered advice and guidance on its website.

29. The service stopped conducting the fire safety audits it would normally undertake. It introduced risk-based desktop appraisals instead of face-to-face audits to minimise face-to-face contact between members of staff and the public. It also introduced other measures to reduce social contact. For example, it used telephone calls to make the initial contact. It completed more desktop assessments. It used electronic documents to replace hard-copy letters, and offered better information on its website. Also, it gave staff appropriate personal protective equipment (PPE).

30. The service continued to issue alteration notices, enforcement notices and prohibition notices on a risk-based approach. It also continued to respond to statutory building control consultations.

Staff health and safety and wellbeing

31. The service gave some consideration to the wellbeing needs of staff. It introduced listening mates and wellbeing ambassadors. It also carried out surveys to check on staff wellbeing. But it could have done more to talk to staff about their needs, so that it could have helped them to identify and access the right support.

32. Most staff survey respondents told us that they could access services to support their mental wellbeing if needed. However, the service could have been clearer with staff about the range of wellbeing services available to them. The service is considering how it should plan for the potential longer-term effects of COVID-19 on its workforce.

33. More could have been done to identify and address the specific needs of staff members most at risk from COVID-19, including those from a black, Asian and minority ethnic background and those with underlying health problems. These members of staff didn't get the tailored support they may have needed.

34. The service made sure that firefighters were competent to do their work during the pandemic. This included keeping up to date with most of the firefighter fitness requirements.

35. The service assessed the risks of new work to make sure its staff had the skills and equipment needed to work safely and effectively.

36. The service provided its workforce with appropriate PPE in a timely manner. It bought PPE through the national fire sector scheme and local procurement mechanisms. This allowed the service to make sure it had the right PPE, enough resources and achieved value for money.

Staff absence

37. Absences have decreased compared with the same period in 2019. The number of days/shifts lost due to sickness absence between 1 April and 30 June 2020 decreased by 35.4 percent compared with the same period in 2019.

38. The service updated the absence policy so that it could better manage staff wellbeing and health and safety, and make more effective decisions on how to allocate work. This included

information about actions that staff should take if they have symptoms of COVID-19, and guidance about travelling abroad and quarantine. The policy also had a question-and-answer factsheet. Data was routinely collected on the numbers of staff either absent, self-isolating or working from home.

Staff engagement

39. Most staff survey respondents told us that the service provided regular and relevant communication to all staff during the COVID-19 pandemic. This included regular correspondence with staff about wellbeing and health and safety by email, telephone and the internal newsletter 'Fire Matters'.

40. The service made use of email and social media when communicating with on-call staff during the pandemic.

41. The service intends to maintain some of the changes it has made to its ways of working in response to COVID-19, particularly the level of communication it has had with staff. But the service could have made more use of the technology available to communicate with staff in a way that felt more personal.

Working with others, and making changes locally

42. To protect communities, fire and rescue service staff were encouraged to carry out extra roles beyond their core duties. This was to support other local blue light services and other public service providers that were experiencing high levels of demand, and to offer other support to its communities.

43. The service carried out the following new activities: assisting vulnerable people; delivering PPE; packing/repacking food for vulnerable people; and providing training packages. The service was ready to help with transporting bodies and fitting face masks, but this wasn't requested of them.

44. A national 'tripartite agreement' was put in place to include the new activities that firefighters could carry out during the pandemic. The agreement was between the NFCC, National Employers and the Fire Brigades Union (FBU), and specified what new roles firefighters could provide during the pandemic. Each service then consulted locally on the specific work it had been asked to support, to agree how to address any health and safety requirements, including risk assessments. If public sector partners requested further support outside the tripartite agreement, the specifics would need to be agreed nationally before the work could begin.

45. The service consulted locally to implement the tripartite agreement with the FBU, the Fire Officers Association (FOA) and the Fire and Rescue Service Association (FRSA). The service could have done more to communicate with the representative bodies of non-operational staff, including UNISON, especially as their members were also undertaking additional responsibilities.

46. Most of the new work done by the service, including that under the tripartite agreement, was agreed on time for it to start promptly and in line with the request from the partner agency.

47. There were extra requests for work by partner agencies that fell outside the tripartite agreement. These included: doing wellbeing checks on vulnerable people; transporting people from hospital to their homes; carrying out safe and well checks; collecting prescriptions from pharmacies; delivering COVID-19 tests to test centres; and participating in the COVID marshal scheme. (The latter is a government programme, managed by the local authority, to educate and encourage communities to comply with COVID-19 restrictions.)

48. This work was agreed with the FRSA and FOA. The service asked staff to volunteer to carry out the work. The work was undertaken on time and in line with the request from the partner agency. This is described in more detail later in this report.

49. All new work, including that done under the tripartite agreement, was risk-assessed and complied with the health and safety requirements.

50. This work was carried out by the prevention team supported by on-call staff who were engaged on a separate contract of employment for this work.

51. The service hasn't yet fully reviewed and evaluated its activities to support other organisations during this period, so it hasn't yet identified which activities to continue.

Local resilience forum

52. To keep the public safe, fire and rescue services work with other organisations to assess the risk of an emergency and to maintain plans for responding to one. To do so, the service should be an integrated and active member of its LRF. Warwickshire Fire and Rescue Service is a member of Warwickshire LRF. At the start of the pandemic, the Warwickshire and West Midlands LRFs combined to form one LRF. The LRF told us that the Ministry of Housing, Communities and Local Government cited this as good practice.

53. The service was an active member of the combined Warwickshire and West Midlands LRF during the pandemic. The service told us that the LRF's arrangements enabled the service to be fully engaged and integrated in the multi-agency response.

54. As part of the LRF's response to COVID-19, the chief fire officer is deputy chair of the LRF. The service chaired a group that reported on excess deaths and supported the coroner. It also supported the police to help with social distancing in the retail sector. The service was able to allocate suitably qualified staff to participate in LRF activities without affecting its core duties.

Use of resources

55. The service's financial position hasn't yet been significantly affected by the pandemic.

56. The service, with support from the county council, has made robust and realistic calculations of the extra costs it has faced during the pandemic. At the time of our inspection its main extra costs were related to staff and PPE. It fully understands the effect these costs will have on its previously agreed budget and anticipated savings.

57. The service received extra government funding through the county council to support its response. At the time of our inspection, it spent this money on staff who volunteered to carry out additional work and PPE. In total, it spent approximately an additional £250,000. It has shown how it used this income efficiently, and that it mitigated against the financial risks that arose during this period.

58. The service didn't use any of its reserves to meet the extra costs that arose during this period.

Ways of working

59. The service changed how it operates during the pandemic. For example, it encouraged staff to work from home where possible. It had the necessary IT to support remote working. And the county council allocated £100 to every member of staff to spend on equipment to support homeworking.

60. The service could quickly implement changes to how it operates. This allowed its staff to work flexibly and efficiently during the pandemic. The service plans to consider how to adapt its flexible working arrangements to make sure it has the right provisions in place to support a modern workforce.

Staffing

61. The service had enough resources available to respond to the level of demand during the COVID-19 pandemic, and to reallocate resources where necessary to support the work of its partner organisations.

62. The service could have made better use of the capacity of its wholetime firefighters. The service placed them in 'bubbles' to prevent transmission of the virus between staff and the community, and to make sure the service could continue to respond to fires and other emergencies. Prevention staff, and on-call firefighters who were offered additional contracts, carried out safe and well calls to vulnerable people. The service has recognised that it didn't make best use of its wholetime firefighters, who could also have supported this work. It has plans to change this approach in the future.

63. Work under the tripartite agreement was mainly done by non-operational staff supported by on-call staff on separate contracts. The service also took this approach because it wanted to make sure that wholetime firefighters were available to respond to incidents. The service had planning and training in place to use staff on stations for other tripartite activities which weren't requested.

Governance of the service's response

64. Each fire and rescue service is overseen by a fire and rescue authority. There are several different governance arrangements in place across England, and the size of the authority varies between services. Each authority ultimately has the same function: to set the service's priorities and budget and make sure that the budget is spent wisely.

65. Members of Warwickshire Fire and Rescue Authority were involved in discussions with the chief fire officer and the service on the service's ability to discharge its statutory functions during the pandemic. Members of the fire and rescue authority and the service maintained a constructive relationship.

66. During the pandemic, the fire and rescue authority reduced the level of oversight and scrutiny it gave the service. It temporarily suspended overview and scrutiny meetings. But there was more informal communication between the chief fire officer and the chair of the authority and fire authority members had access to the service's strategic and tactical command groups.

Looking to the future

67. During the pandemic, services were able to adapt quickly to new ways of working. This meant they could respond to emergencies and take on a greater role in the community by supporting other blue light services and partner agencies. It is now essential that services use their experiences during COVID-19 as a platform for lasting reform and modernisation.

68. Warwickshire Fire and Rescue Service has improved its collaboration with the police and other partners. It is looking at ways in which its workforce can support these organisations more permanently, especially during periods of heightened demand for those partners. The service wants to continue to increase its 'hospital to home' service. It wants to use its on-call staff more to support vulnerable people in the community. The service also plans to continue with remote working where this is more efficient and supports wellbeing. It also has plans to increase the staffing of its control room.

69. Good practice and what worked was shared with other services. By combining West Midlands and Warwickshire LRFs, the service was able to work and share information with more local partners. The service also shares a border with Oxfordshire and Gloucestershire fire and rescue services. This group regularly exchanges information. One example of this relates to developing the ability to support the coroner. Warwickshire County Council set up a working group that met every day. This included public health, the police and Warwickshire Fire and Rescue Service. The service received accurate information from this group on the number of COVID-19 cases and deaths, and had access to wider information from the West Midlands region. The service was also able to share learning and information with the rest of the West Midlands, the Ministry of Housing, Communities and Local Government, and the Home Office.

Next steps

70. This letter will be published on our website. We propose restarting our second round of effectiveness and efficiency fire and rescue inspections in spring 2021, when we will follow up on our findings.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Wendy Williams', with a long horizontal flourish extending to the right.

Wendy Williams

Her Majesty's Inspector of Fire & Rescue Services

Her Majesty's Inspector of Constabulary

Resources and Fire & Rescue Overview and Scrutiny Committee

Draft Integrated Risk Management Plan 2020 - 25: Post Consultation Report

9 March 2021

Recommendations

The recommendations of this report are that Resources and Fire & Rescue OSC consider the view expressed by Cabinet on 11 February 2021, and recommend that Council:

1. Notes the outcome of the eight-week Draft Integrated Risk Management Plan (IRMP) 2020-2025 consultation process.
2. Approves the IRMP 2020 - 2025 and the proposals therein:
 - **Proposal 1** - Ensure our workforce and ethos reflect the diverse communities we serve
 - **Proposal 2** - Assess our capabilities to improve our ways of working in response to any future pandemics
 - **Proposal 3** - Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties
 - **Proposal 4** - Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS
 - **Proposal 5** - Implement digital solutions to enhance our service delivery
3. Authorises the Cabinet to approve the annual action plans to deliver the IRMP.

1. Executive Summary

- 1.1. Following the consultation process and, after considering the feedback received that showed that the majority of the respondents agreed with the proposals and felt they were important, the CFO considers that the overarching proposals contained within this report should remain unchanged and form the vision for the IRMP over the next five years. Supporting IRMP action plans will align to these key proposals and WCC strategic direction throughout this period.
- 1.2. Warwickshire Fire and Rescue Service (WFRS) has a statutory duty under the Fire and Rescue Services Act 2004, via the Fire and Rescue Service's National Framework, to prepare an Integrated Risk Management Plan (IRMP). The IRMP 2020 - 2025 sets out the Fire Authority's vision and priorities for the next five years and provides details on how WFRS will ensure Warwickshire's communities and individuals are supported, to be safe, healthy and independent.
- 1.3. The plan reflects up to date risk analyses and demonstrates how Fire and Rescue assesses and manages foreseeable risks within communities to ensure that Warwickshire remains a safe place to live and work and it describes how Fire and

Rescue mitigate risks through their activities and the effective and efficient use of people, resources and equipment.

1.4. The proposals have been developed and linked to the Warwickshire County Council's (WCC's) Council Plan 2020 - 2025 Priority Outcomes:

- Warwickshire's communities and individuals are supported to be safe, healthy and independent
- Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure
- Making the best use of resources.

The IRMP Proposal 3, 'Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties', is linked to development of the property estate for WFRS in alignment with the WCC Property Strategy, as set out in the Cabinet Report: WFRS Strategic Direction for Property.

1.5. The proposals will complement the WCC Recovery Plan that outlines priority actions for recovery from Covid 19.

1.6. The approach to developing the IRMP consists of incorporating and coordinating a number of elements to form a continuous and interactive process. It will continue to evolve and adapt to address and mitigate emerging national and local community risks and will conduct effective consultation, as appropriate, throughout its development and at all review stages. In this way, the methodology allows Fire and Rescue to review and revise the plan as often as it is necessary to ensure that it is able to deliver the requirements set out within it.

1.7. The IRMP includes the following components all of which were available during the public consultation

- IRMP 20-25 Summary Document (includes the proposals)
- Warwickshire Risk Profile 2020
- Local Area Profiles ·
- Community Risk Register ·
- Warwickshire Insights (includes our performance) ·
- Annual Action Plans ·
- Our Annual Review ·
- Annual Statement of Assurance

1.8. Fire and Rescue, with support from Business Intelligence, Communications, Legal Services and the Strategic Consultation and Engagement Lead, planned and delivered an eight-week consultation process that commenced on 14th September 2020. The current situation around Covid 19 curtailed face to face opportunities, however this was addressed by making use of virtual and online technology with particular emphasis on social media.

1.9. The process incorporated the following elements:

- An online survey was hosted on the 'Ask Warwickshire' website and was supported by the production and release of a short-animated video to explain

the proposals. Paper copies of the survey and alternative formats were also available. People could respond directly in writing or by e-mail.

- News releases to the local press and promotion of the online surveys across Fire and Rescue and WCC social media, internal communications platforms, and the Localities' communities mailing lists.
- Communications with key partners to advertise details of the consultation process across communities and community groups.
- Raising awareness with harder to reach groups via the production and release of short video clips on social media over a period of time, using fire staff to explain the proposals.
- The Equalities Impact Assessment, which has been reviewed and did not raise any further issues during the consultation.

1.10. Overall, the majority of the respondents agreed with the proposals and felt they were important. The analysis for each proposal is summarised in more detail in section 4 of this paper and the full analysis report and verbatim comments are provided as background papers.

1.11. Key messages from Consultation Exercise

- There was a total of 163 respondents to the survey.
- Overall, the majority of the respondents agreed with the proposals and felt they were important.
- Proposal 3 was the most agreed with proposal, with 93% agreeing, or strongly agreeing with it.
- No respondent stated Proposals 3 and 5 as being 'Not at all important'.
- Nearly one quarter (22%) of respondents disagreed, or strongly disagreed, with Proposal 1 thus making it the least popular proposal.
- Over two thirds (72%) stated the five proposals would help the WFRS prepare for fire related risks and issues over the next five years, opposed to 9% who did not believe this, leaving 18% unsure.
- Over half (60%) of respondents were the general public, with 21% of all respondents stating they currently or previously worked for the Fire Service.
- The survey response reflects the proactive work undertaken to ensure that the diverse views of our communities can be heard.
- Over four fifths (83%) of respondents were of White ethnicity, 7% being of a Black, Asian and Minority Ethnic (BAME) background whilst the remaining 10% stated 'Prefer not to say' / left the question unanswered.
- Nearly half (46%) identified their religion or belief as Christian, followed by 36% stating they had no religion.
- Nearly half (46%) of respondents were aged 45-59 years, followed by 22% aged 60-74 years.

- Most of the 46 further comments praised the WFRS for their services (36 respondents).

1.12. Further responses to the consultation were received from Leamington Spa Town Council, Fire Officers' Association (FOA), and the Fire Brigades Union (FBU). The analysis of their responses is summarised in section 4 of this report.

1.13. The quality feedback received through the public consultation exercise will be used to inform future IRMP work. In particular, it will shape and influence the annual action plans. The consultation analysis report and the verbatim comments that are provided for members as background papers highlight all the feedback received from the consultation and is available for members to consider as part of their decision-making process.

2. Financial Implications

2.1. This paper seeks approval for the IRMP and its proposals. The IRMP financial implications arising from future planned activities will be addressed through the formulation and development of the Fire Service annual action plans which is the next stage of the process.

2.2. Once the IRMP proposals are approved, Fire and Rescue will develop the annual actions which will consider the financial impact of the activities contained within.

2.3. The first annual action plan will be developed and presented for consideration and approval during 2021.

3. Environmental Implications

3.1. This paper seeks approval for the IRMP and its proposals. The IRMP environmental impacts arising from future planned activities will be addressed through the formulation and development of the Fire Service annual action plans which is the next stage of the process.

3.2. Once the IRMP proposals are approved, Fire and Rescue will develop the annual actions which will consider the environmental impact of the activities contained within.

3.3. The first annual action plan will be developed and presented for consideration and approval during 2021.

4. Supporting Information

4.1. The analysis for each proposal is summarised below:

4.2. Proposal 1: Ensure our workforce and ethos reflect the diverse communities we serve.

- 67% (109 respondents) agreed or strongly agreed with this proposal and 67% stated it was important or very important.
- Respondents who agreed with this proposal stated reasons such as reflecting the diversity of the community and being inclusive of all. Respondents who disagreed

or were neutral mentioned themes such as ensuring the right person for the job (20 people). It is worth noting that respondents who felt this proposal was important, or very important, also echoed that it is about the right people for the job

- A further theme to emerge from those who gave their reasons for why the proposal was not important was that it is not applicable for fire service jobs.
- 44 respondents provided comments on what WFRS should consider when developing this proposal. The responses were varied however the reoccurring comments were ensuring the right person for the job. Other considerations were youth recruitment, promotional recruitment material showcasing diversity and consider staff's recommendations and training in general.

4.3. Proposal 2: Assess our capabilities to improve our ways of working in response to any future pandemics.

- 88% (143 respondents) agreed or strongly agreed with this proposal and 88% stated it was important or very important.
- The key themes to emerge were supporting vulnerable residents, being prepared for the inevitability of a future pandemic, WFRS being visible and in the position to deal with future pandemics, and the need to adapt to an ever-changing world.
- The key theme to emerge from those who gave their reasons for not agreeing with the proposal or did not think it was important was that it was not an applicable role for the fire service, however the respondents did admit it was best to be prepared.
- 32 respondents provided comments on what WFRS should consider when developing this proposal. The responses were varied however the two themes that emerged were that WFRS should consider staff wellbeing and collaborate with partner organisations.

4.4. Proposal 3: Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties.

- 93% (151 respondents) agreed or strongly agreed with this proposal and 94% (153 respondents) stated it was important or very important.
- The key themes to emerge were around society evolving with growing populations and wider issues such as HS2, WFRS having the resources to deliver their statutory duty, response times being met and saving lives.
- One respondent thought the proposal was vague and others mentioned limited resources and ensuring staff are supported.
- 35 respondents provided comments on what WFRS should consider when developing this proposal. The responses were varied however the following themes emerged. WFRS should consider the location of fire stations, noting that rural areas need some thought, environmental issues (i.e flooding) and collaborating with other services.

4.5. Proposal 4 Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.

- 74% (121 respondents) agreed or strongly agreed with this proposal and 71% (116 respondents) stated it was important or very important.
- The key themes to emerge were collaborating with partner agencies, supporting community health outcomes and supporting Social Care and NHS, though respondents did note that WFRS's primary functions should not be diluted.
- Other themes to emerge from those who gave their reasons for not agreeing with the proposal or did not think it was important or had a neutral stance was it was not applicable to WFRS, the primary function should not be lost, and the proposal caters for government cuts.
- 26 respondents provided comments on what WFRS should consider when developing this proposal. The responses were varied however the following themes emerged. WFRS should collaborate with the NHS and Social Care to develop specific actions for this proposal and communicate it effectively to the public.

4.6. Proposal 5: Implement digital solutions to enhance our service delivery.

- 92% (150 respondents) agreed or strongly agreed with this proposal and 87% (141 respondents) stated it was important or very important.
- The key themes to emerge were ensuring WFRS evolve in the digital world, improving performance, ensuring the community is not negatively impacted and ensure maximum value of service delivery.
- Other themes to emerge included ensuring training is not neglected and that technology is not wholly relied upon. Another comment received was that this may make WCC/WFRS vulnerable to cyber-attack.
- Other comments included one respondent who stated that more response staff and appliances were needed and three who gave a neutral response as they felt the proposal lacked sufficient detail to comment on.
- 36 respondents provided comments on what WFRS should consider when developing this proposal. The responses were varied however the following themes emerged. Some respondents stated more consideration needed to go into elaborating on the proposal and sharing specific examples. Other considerations ranged from ensuring that technology does not replace human interaction and consider access issues e.g. for the elderly or disabled and more.

4.7. Other information

- 72% (117 respondents) stated that the five proposals would help WFRS prepare for fire related risks and issues over the next 5 years.
- The key themes to emerge from this question was that proposal 1 and 4 did not relate to fire related risks, and respondents were concerned about the impact this would have on capacity and core duties. Four respondents stated more

information on the proposals were needed to assess if they would help WFRS to prepare for the next 5 years.

- Online surveys, social media and community events and newsletters were the most popular choices when asked how respondents would like WFRS to communicate in the future.

4.8. 46 respondents provided further comments. The most common theme was praise for WFRS services which should receive more publicity and WFRS should advertise its service to Warwickshire residents.

4.9. Other formal responses received

4.10. Leamington Spa Town Council supports the aspirations and the five proposals in the draft plan. The Councillors noted the importance of diversity issues and their significance in ensuring that the service works effectively with all sections of the community to support safety and wellbeing. Councillors also commented on their recent experiences of the Warwickshire Fire and Rescue service being involved in activities and events which support diversity.

4.11. Please see the background paper - 'IRMP Survey results 2020' for the Leamington Spa Town Council's full response.

4.12. The FOA fully supports the five IRMP proposals, whilst maintaining the view that statutory duties and emergency response should be prioritised. They are also supportive of innovation and new ways of working which support the Fire and Rescue principle of delivering its statutory duty and prioritising firefighter and public safety.

4.13. The Fire Brigades Union (FBU) provided a response which included comments that were outside the scope of the IRMP consultation. Their position in relation to the specific IRMP proposals is summarised below:

- Proposal 1 - 'A priority that requires urgent work'.
- Proposal 2 - 'Work which should have been undertaken prior to the pandemic on a national and local scale as the risk sat on the National Risk Register for over ten years'.
- Proposal 3 - 'The very purpose of IRMP and should be detailed within the document and not left open ended'.
- Proposal 4 - 'This is out of the role of a Firefighter and should not be the focus of an FRS. Additions and changes to role and function of an FRS should be pursued through the National Joint Council'.
- Proposal 5 - 'No reference in the document. Unable to comment until we have seen specific proposals'.

4.14. Several external and internal communication channels were used to encourage communities to engage with the consultation process and complete the online survey including social media adverts, news releases, internal publications (Fire Matters and Working for Warwickshire).

4.15. Across all social media platforms, the consultation advert/video was seen 22,284 times and 2,998 people clicked the link or viewed the video. There were 24 posts on Facebook which had a reach of 40,000 and led to 1195 engagements. There were 21 posts on Twitter with 95 likes, retweets and replies.

- 4.16.** Please see background Paper - Marcomms Evaluation Report for a full breakdown of all communication activity undertaken to support the consultation.

5. Timescales associated with the decision and next steps

- 5.1.** The IRMP 2020 - 2025 proposals will inform and influence Fire and Rescue annual action and business plans and will serve as the strategic framework for the delivery of all prevention, protection and response activity over the next five years in a way that makes best use of resources.
- 5.2.** The draft Fire and Rescue 2021 - 22 action plan will be developed and submitted for Council/Cabinet approval during 2021 and will provide more detail on the specific actions that will be taken to address community risk.
- 5.3.** Future annual action plans will align Service planning with the Council Plan 2020 - 2025 priority outcomes, as well as the WCC property and people strategies.
- 5.4.** Fire and Rescue will consult with communities on any actions that may affect them as appropriate.
- 5.5.** All subsequent action plans will be developed in line with the IRMP2020 - 2025 and submitted for approval at the appropriate time.
- 5.6.** Once approved the IRMP and its component documents will be published on the website in April 2021.

Background Papers

- IRMP 2020 - 2025
 - IRMP 20-25 Summary Document
 - Warwickshire Risk Profile 2020
 - WFRS 2019-20 Annual Review
 - WFRS 2019-20 Statement of Assurance
- Consultation on IRMP 2020-2025 - 'IRMP Survey Results 2020' Report
- Verbatim Comments IRMP 2025
- Marcomms Consultation Evaluation Report
- Equality Impact Assessment

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Councillors Parminder Singh Birdi, Sarah Boad, Andy Crump, Judy Falp, Maggie O'Rourke, and Adrian Warwick.



INTEGRATED RISK MANAGEMENT PLAN 2020-2025

SUMMARY



Welcome

Warwickshire Fire and Rescue Service takes an evidence-based approach to serving the communities of Warwickshire. Under the Fire and Rescue National Framework for England 2018, every Fire and Rescue Service needs to assess all foreseeable fire and rescue related risks that could affect their communities. The following approach is taken to our Integrated Risk Management:

- We assess all foreseeable risk and vulnerability within the communities of Warwickshire through our risk analysis – this is captured in our Integrated Risk Management Plan
- We have a high-level plan that identifies how we will remove, reduce or mitigate the identified risk in the communities of Warwickshire based upon the risk analysis – this is captured in our Business Plan.
- We measure our performance in reducing risk and vulnerability in the communities of Warwickshire through our Key Performance Indicators
- We assure the process we have taken to reducing risk and vulnerability in our communities through our Annual Statement of Assurance that is published annually.

Our focus through our Integrated Risk Management approach for Warwickshire Fire and Rescue Service (WFRS) is clear; that we will always prioritise the delivery of our statutory duties to reduce risk and vulnerability within Warwickshire through Prevention, Protection and Response activities. As a part of Warwickshire County Council (WCC) and working with partners we will continuously improve our overall performance to be the best we can be.

We will communicate how we intend to use our resources and deliver our services to our community most effectively and efficiently through our Integrated Risk Management Plan, through a clear business plan, through our Key Performance Indicators and our Statement of Assurance. Risk and vulnerability is changing; we are therefore focused on continuously improving and changing the service we provide to our community and have a continuous improvement and change programme of work.

Our IRMP recognises the challenges we face as a sector. We are a self-aware organisation seeking to continually improve but also recognise the value of The State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019 and the Grenfell Inquiry in identifying many of these challenges.

To meet these challenges, we will work with colleagues and partners to:

- Ensure we can identify the most vulnerable in our community and work together to drive down risk and prevent incidents occurring. Our safe and well work is our primary method to best deliver our services to vulnerable people or to signpost and refer their needs to our partners.
- Support our businesses and our residents to feel and be safer in their places of work and homes. Using our Protection: Fire Safety skills to help businesses be more resilient, therefore supporting a more sustainable and secure economy.
- Reduce demand on public services and improve our overall efficiency and effectiveness, through making the best use of our niche skills, resources, digital, data and technology.

Our 3 Key Principles:

- 1. We will always prioritise the delivery of our statutory duties, focussing on public and Firefighter safety.**
- 2. We will strive for continuous improvement and create change with our County Council and partners, to deliver the best possible 'joined up' customer services and outcomes for our community.**
- 3. We will also focus on developing, valuing and empowering our people, undoubtedly our greatest asset; recognising this value and nurturing an inclusive culture, so we grow with our society and better support our priorities.**



Kieran Amos
Chief Fire Officer



Andy Crump
Portfolio Holder

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





What is our Integrated Risk Management Plan?

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

Our IRMP demonstrates how we assess and manage foreseeable risks within all our communities. It allows us to ensure that Warwickshire remains a safe place to live and work and describes what additional actions we intend to take in the years to come.

Our IRMP approach consists of a number of elements that are co-ordinated to form a continuous and interactive process. It will continue to evolve and adapt to address and mitigate emerging national and local community risks.

The components of our IRMP consist of the following:

-  IRMP 20-25 Summary (This Document)
-  Warwickshire Risk Profile 2020
-  Local Area Profiles
-  Community Risk Register
-  Annual Action Plans
-  Warwickshire Insights (Includes Our Performance, Demographic Profile and Warwickshire 2025)
-  Our Annual Review
-  Annual Statement of Assurance

About Us

- ➡ WFRS is a County Council Fire and Rescue Service, and Warwickshire County Council (WCC) is the Fire Authority for the area.
- ➡ WCC discharges its statutory duties through WFRS to deliver an effective Fire and Rescue Service to the communities of Warwickshire.
- ➡ We have 17 fire stations.
- ➡ We have a fleet of 37 response vehicles, of which 23 are fire engines.
- ➡ To deliver our services, we employ over 350 specialist staff, of which 311 are firefighters.
- ➡ Warwickshire is strategically located, covers 1,975 sq km and has a population of 577,933.
- ➡ The county has an extensive road network spanning 4,130 km, including 140 km of motorways.
- ➡ Our operational budget is £21.2m, of which £18.8m is spent on our staff.



About Us - What We Do








Prevention

We believe that prevention is a key element of the services we deliver and that by encouraging simple changes in our residents' perception and behaviour we can help reduce risk within their homes and communities.

We develop community safety and prevention strategies to build the confidence and safety of all our vulnerable residents, and improve the quality of life for all Warwickshire's communities.

We work with all key community safety agencies to continually ensure that the best outcomes are delivered for our most vulnerable residents.

We deliver a whole range of prevention activities including:

-  Safe & Well checks
-  Hospital to Home referrals
-  School visits
-  Road safety sessions
-  Safety awareness fire education (SAFE) sessions
-  Promoting and delivering fire safety advice
-  Multi-channel messaging, including social media

Protection

We have a duty to inspect high risk buildings, businesses and commercial premises under a range of fire safety legislation.

We adopt a risk based approach to conducting our protection activity, that includes fire safety inspections, fire safety checks, and building regulation and planning consultations.

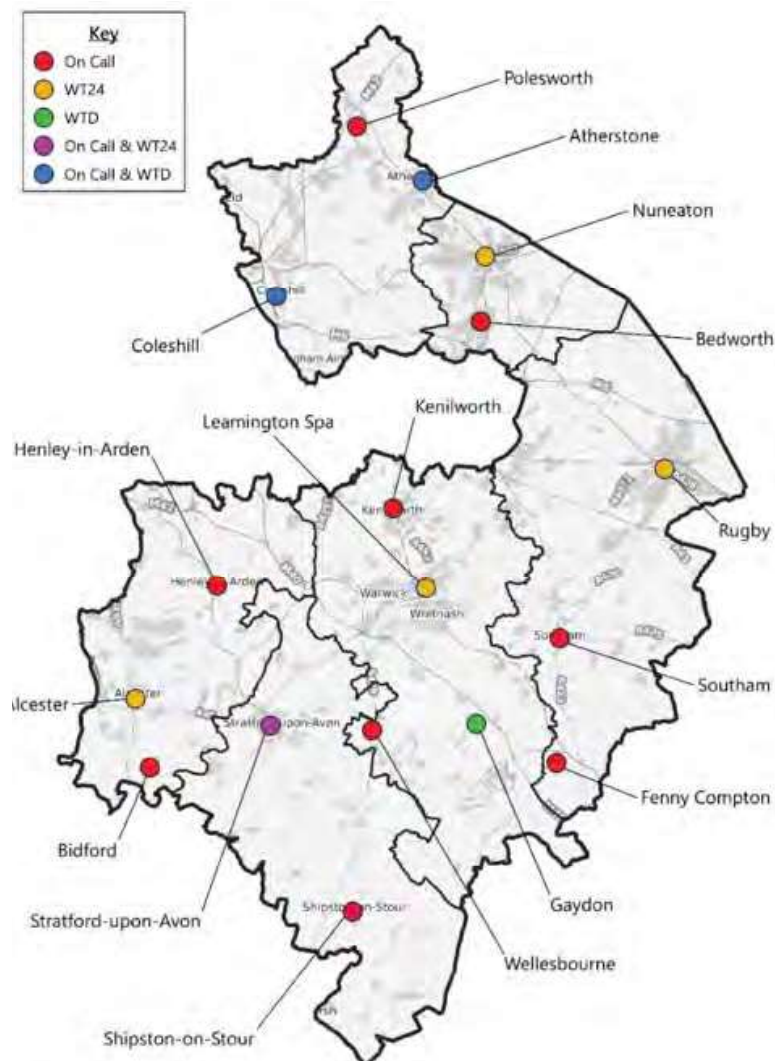
Response

We recognise that it is not always possible to prevent incidents occurring.

We provide emergency response across a wide range of incidents including fires, road traffic collisions, false alarms, and other special services such as water and animal rescues.

We aim to attend life-threatening incidents within 10 minutes at least 75% of the time. We will also work across our borders with neighbouring fire and rescue services.

About Us - Our Fire Stations



Our Fire Stations and Fire Engines

Wholetime:

- Nuneaton x 2
- Leamington x 2
- Rugby x 2
- Alcester
- Stratford

On Call:

- Polesworth
- Coleshill
- Atherstone
- Bedworth
- Southam
- Fenny
- Shipston
- Stratford
- Bidford
- Henley
- Wellesbourne
- Kenilworth

WT during the day:

- Gaydon
- Atherstone

WT during the day and WT On Call at Night:

- Coleshill



About Us - Community Performance

Community performance can be found by clicking the following link: [Warwickshire Insights](#)

Our headlines for the last year 2019/20 are as follows:

Total Number of
Incidents Attended

3,843

1.8% less than previous year

Response Times to
Life Risk Incidents:

Attendance in
10 minutes

70.1%

Response Times to Life Risk Incidents:
Average Attendance Time

10 mins 42 secs

Number of Premises
influenced by Protection

1,818

Below our target of 2,000

Total Number
Accidental
Dwelling Fires

161

1 less than
previous year

Number of
Road Traffic
Collisions

347

2% less than
previous year

Number of Community Safety Contacts

43,645

Above our target
of 40,000 contacts

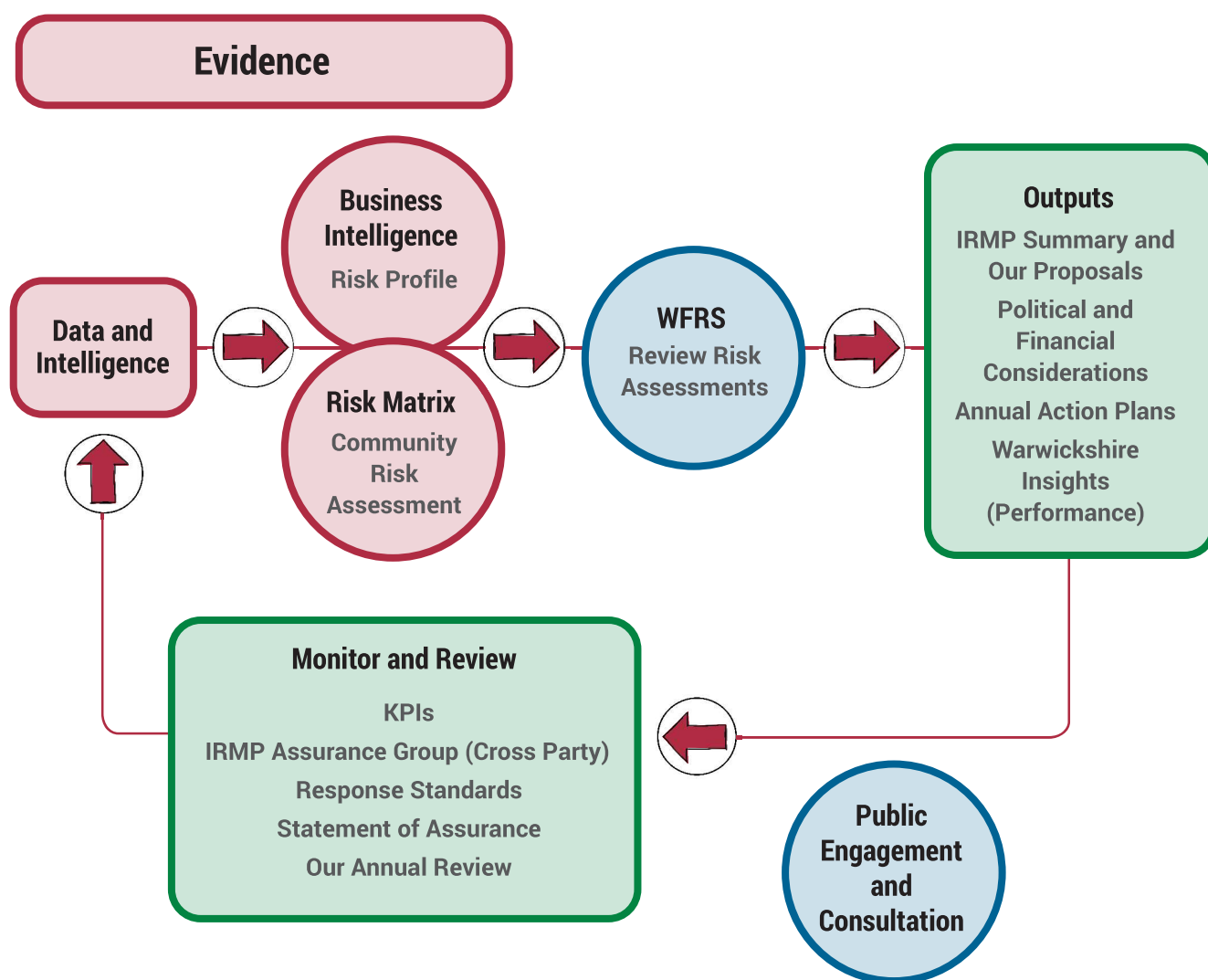


Risk Management in Warwickshire - Reviewing Our Risks

Risk management planning is the way that we identify and manage the risks that impact on our communities. Understanding all the risk underpins everything we do to ensure our communities, businesses, heritage and environment are kept safe.

We are committed to an evidence and community centred approach in identifying our priorities and objectives.

The methodology we apply is shown in the chart below:



Risk Management in Warwickshire - Assessing Our Risk

What our data tells us

Our comprehensive profile of risk can be found by clicking the following link: [WFRS Risk Profile 2020](#)

The extensive research and analysis of the incidents attended by us for the 3 year period from 01.01.2017 to 31.12.2019 concluded:

Long term trends:

Nationally, levels of attended incidents by WFRS are significantly lower than a decade ago. Warwickshire follows this trend with 38.4% fewer incidents attended in the period April 2018 to March 2019 compared to the same period of 2008/9. All incident types reported a significant reduction.

2009 vs 2019 Incident Figures:

Incident Type	April 2008 to March 2009	April 2018 to March 2019	Percentage Change
Primary Fires	1,118	678	- 39.4%
Secondary Fires*	1,349	752	- 44.3%
False Alarms	2,603	1,559	- 40.1%
Special Services	736	572	- 22.3%
Road Traffic Collisions	551	354	- 35.8%
Total Incidents	6,357	3,915	- 38.4%

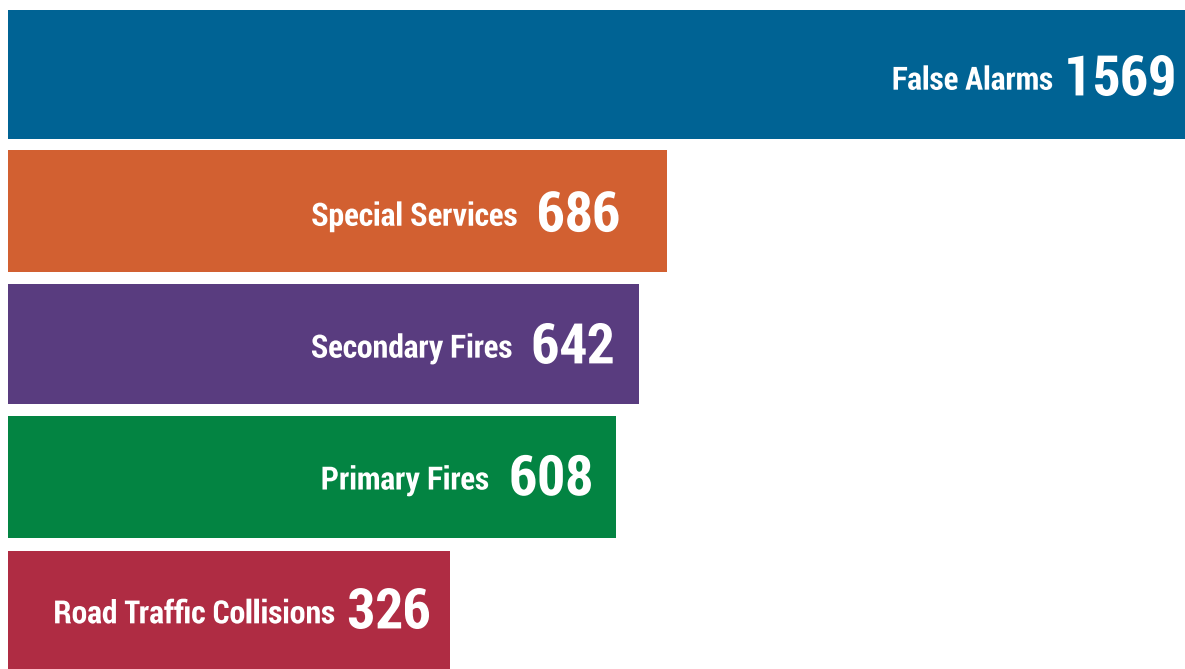
Short term trends:

The chart below shows the breakdown of incidents reported to WFRS for the period January to December 2019.

False Alarms incidents continue to form the largest proportion of attended incidents (41%) and by comparison Road Traffic Collisions constitute the smallest proportion of attended incidents (9%).

This breakdown is consistent with the previous IRMP report.

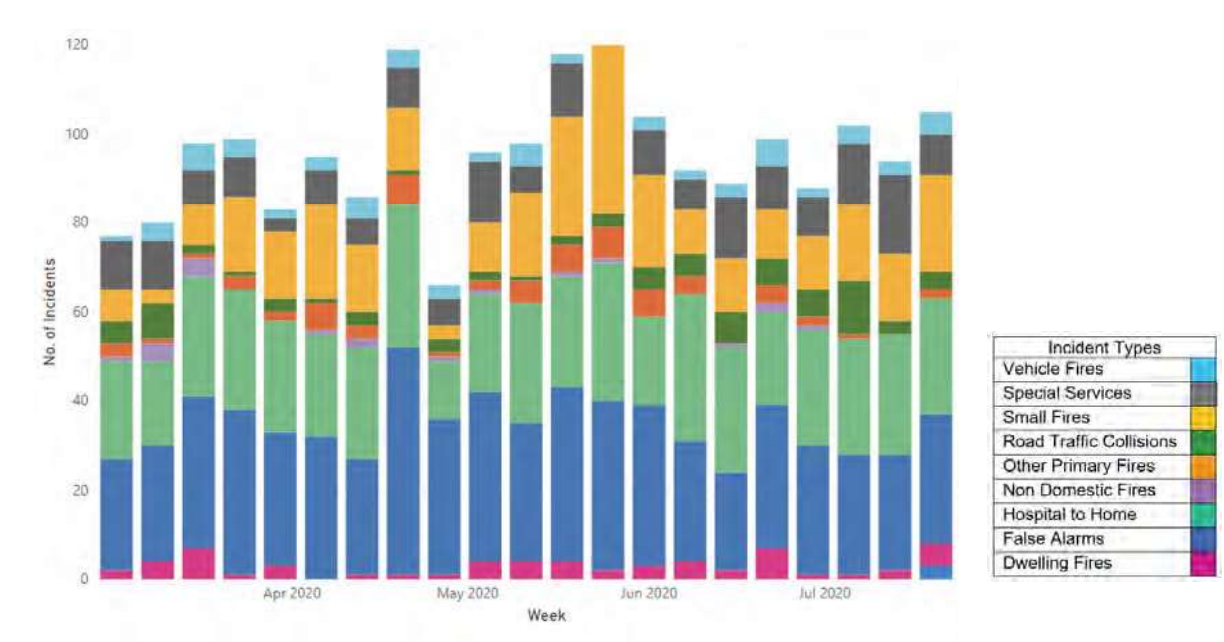
January to December 2019 - Incident Breakdown



COVID-19 Recovery

While dealing with the COVID-19 pandemic we noted a change in the risk profile, albeit perhaps temporary,. This is considered further in our planning as the recovery from COVID-19 may have future implications for WFRS and may lead to permanent changes in the risk profiles for certain incident types that WFRS respond to.

The chart shows our attendance to incidents. During the pandemic, 537 people used our Hospital to Home service, which is an increase of 132 when compared to the same period in 2019.



Daily Incident Profile

The occurrence of life risk incidents over a typical 24 hour period shows that our busiest time of day for these emergency incidents is between midday and late evening.

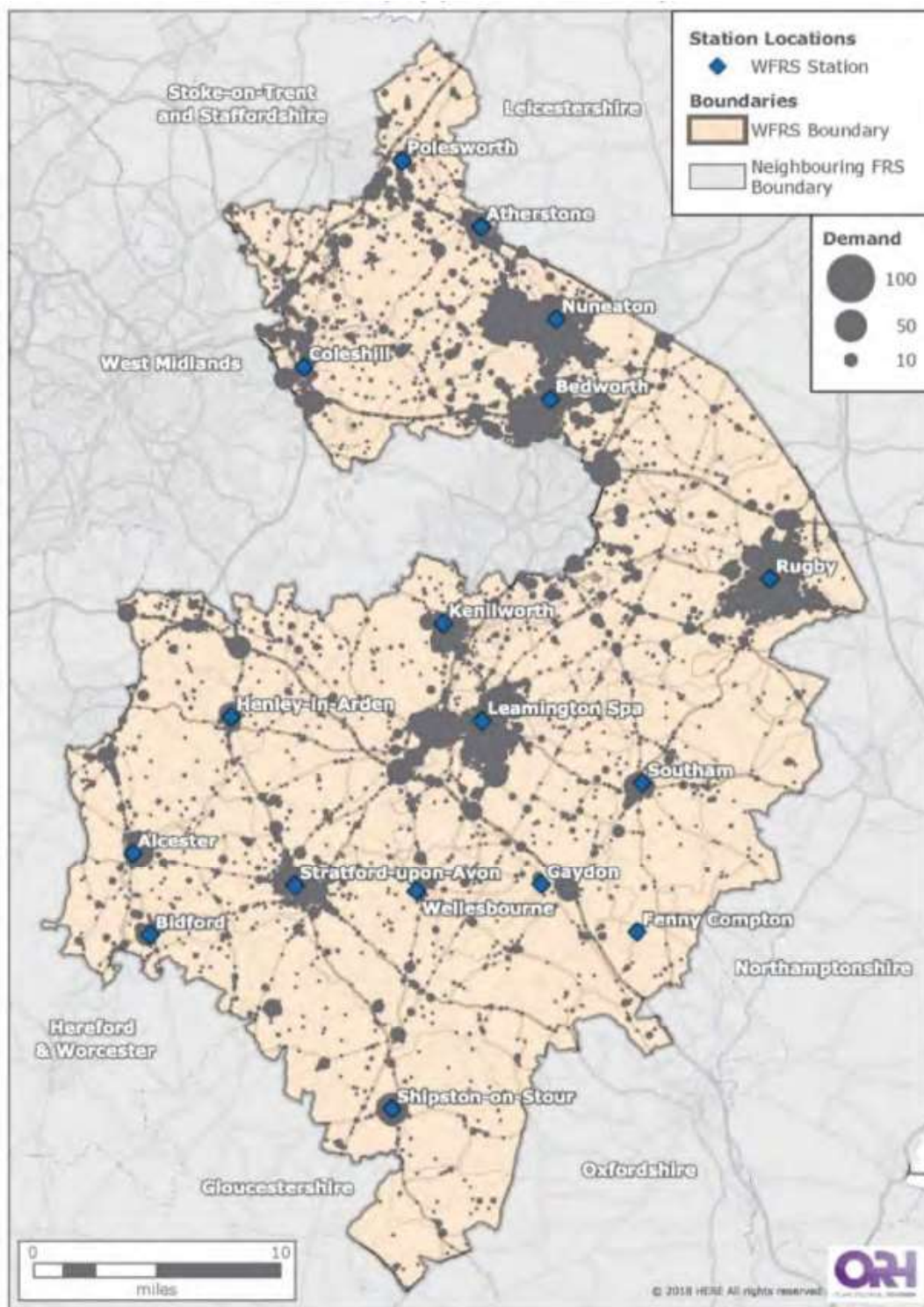
The chart shows all incidents and life risk incidents (P1 immediate threat to life & P2 high risk threat to life) plotted:



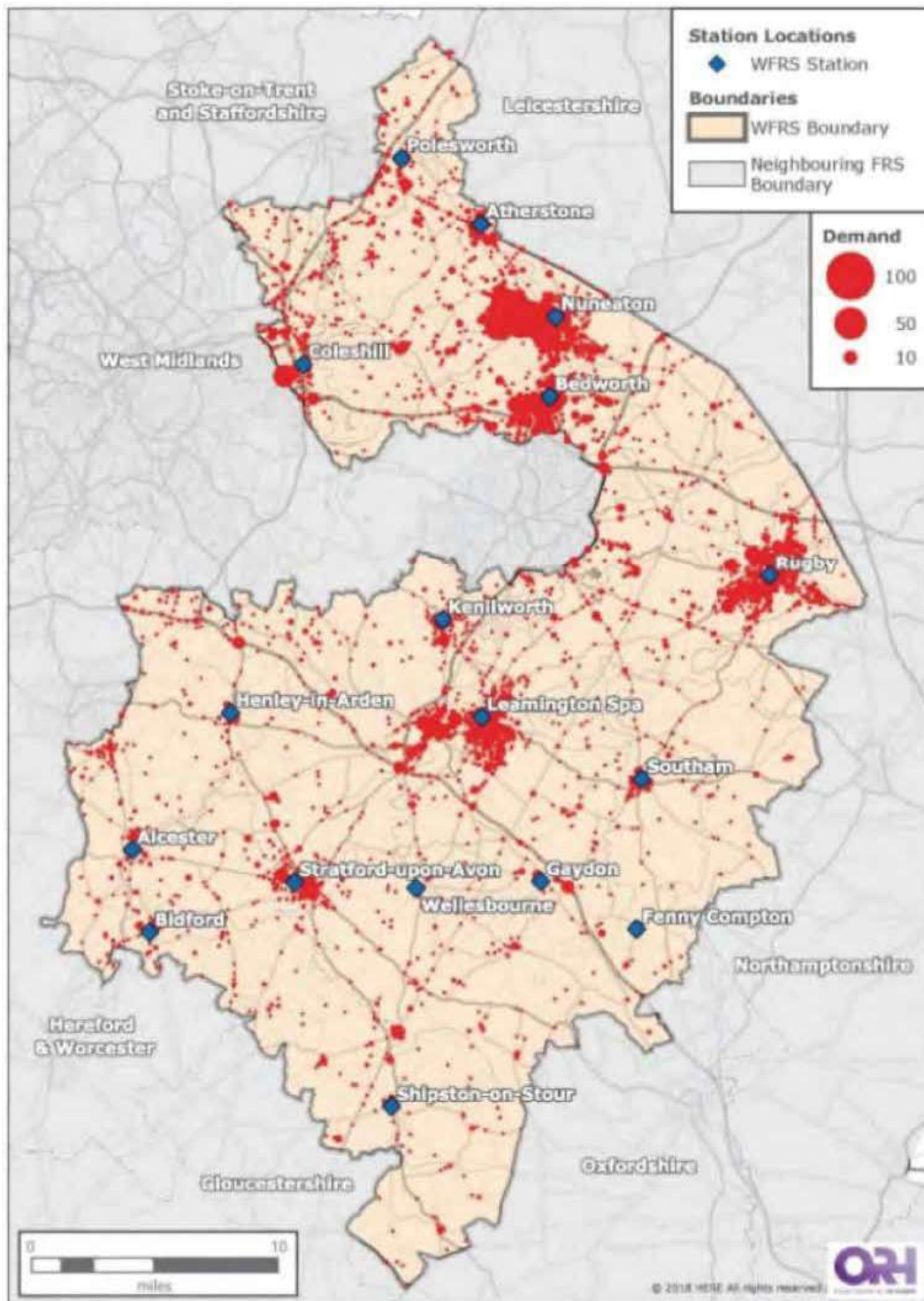
Incident Demand Maps

The locations of emergency incidents are in line with our expectations, typically with most fires occurring in urban areas whilst the location of serious road traffic collisions occur primarily on motorways and rural roads:

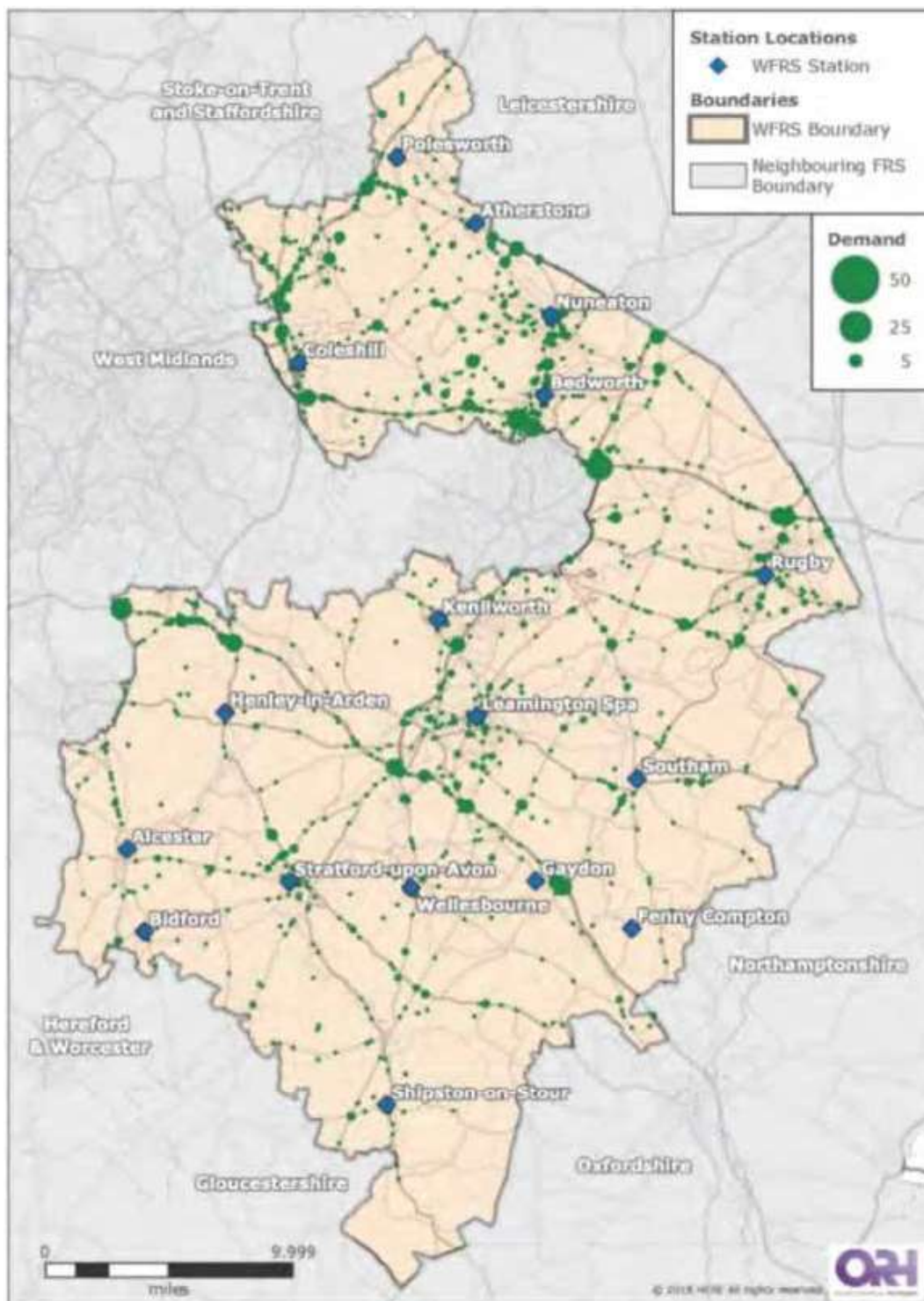
All Incidents:



Fires:



RTCs:



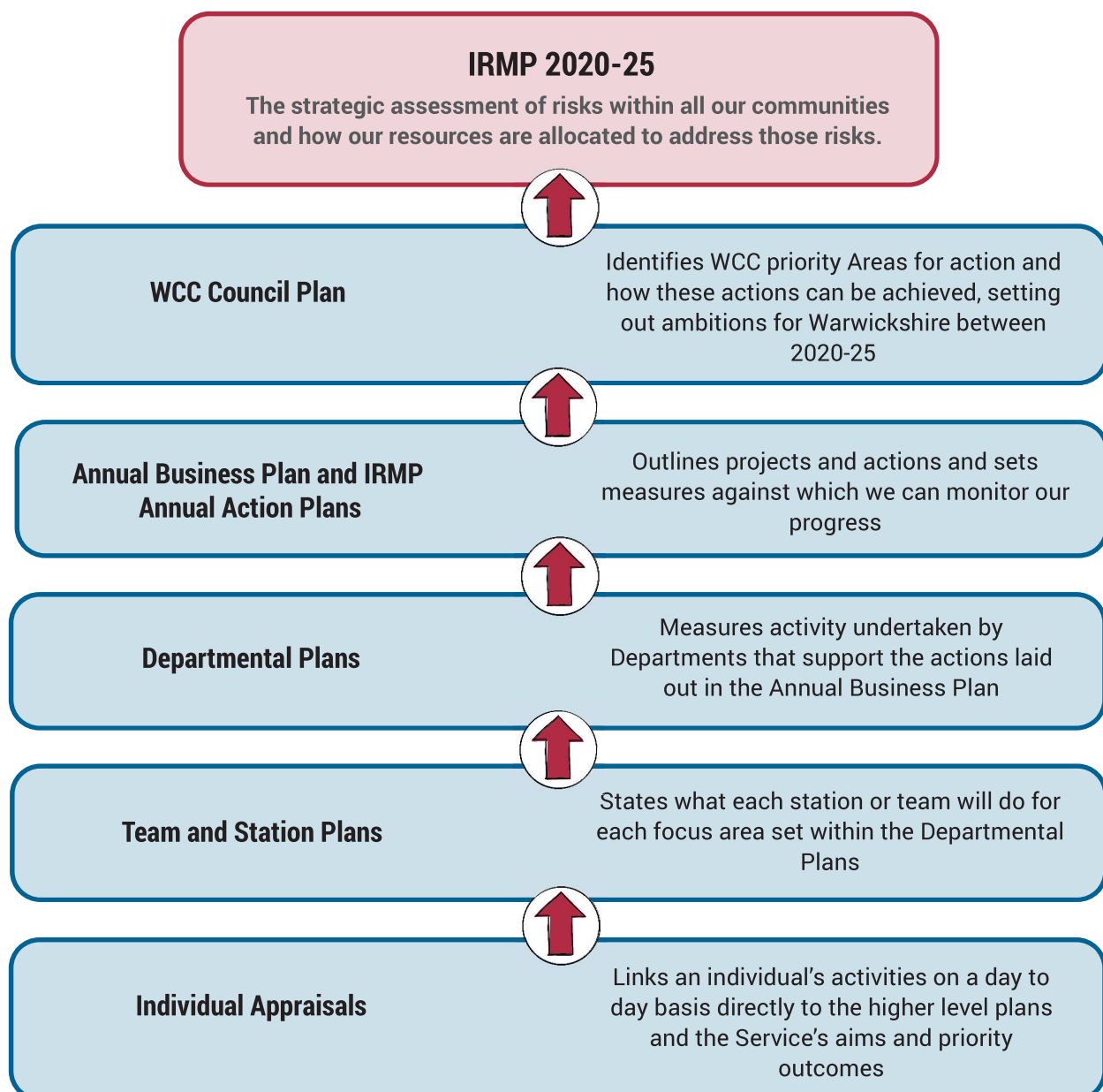
Risk Management in Warwickshire - Assessing Our Risk

What are we aiming to achieve?

We will include predictive analysis in developing our future plans and our IRMP will adopt an evidence based approach to understand risk and vulnerability in the community and translate our understanding into the effective delivery and evaluation of the services we provide.

We will seek continuous improvement and we will seek feedback to ensure we learn and improve our services.

As a principal element of our business planning, our proposals are linked to the WCC Council plan and associated annual action plans:



Our IRMP 20-25 Proposals

These are our proposals for the next five years (2020-25):

Proposal	Principal Supporting Evidence
Ensure our workforce and ethos reflect the diverse communities we serve.	HMICFRS Inspection Report 2018 Warwickshire Insights WCC Council Plan
Assess our capabilities to improve our ways of working in response to any future pandemics.	WFRS and WCC Pandemic Recovery Plans Community Risk Register Warwickshire 2025 Report
Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.	NFCC Community Risk Programme Risk Profile 2020 and Resource Mapping HMICFRS Inspection Report 2018
Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.	WFRS and WCC Pandemic Recovery Plan Warwickshire Insights and Warwickshire 2025 Report WCC Council Plan
Implement digital solutions to enhance our service delivery.	NFCC Community Risk Programme WCC Council Plan



Consultation and Engagement / Tell Us What You Think

Your views are important and we invite you to tell us what you think of our plan.



A public consultation will run from 14 September 2020 till 6 November 2020.



To participate in our IRMP consultation please complete the online survey which can be found on the 'www.warwickshire.gov.uk/ask' website.



Alternatively, if you require a paper survey, or need any assistance in completing or providing feedback, please contact us by email: wfrsirm@warwickshire.gov.uk



Or, you can write to us at:

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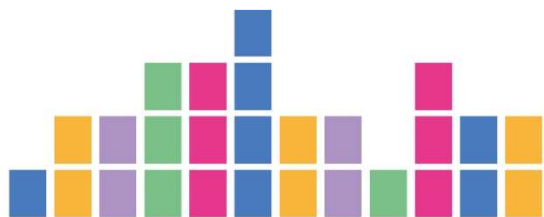
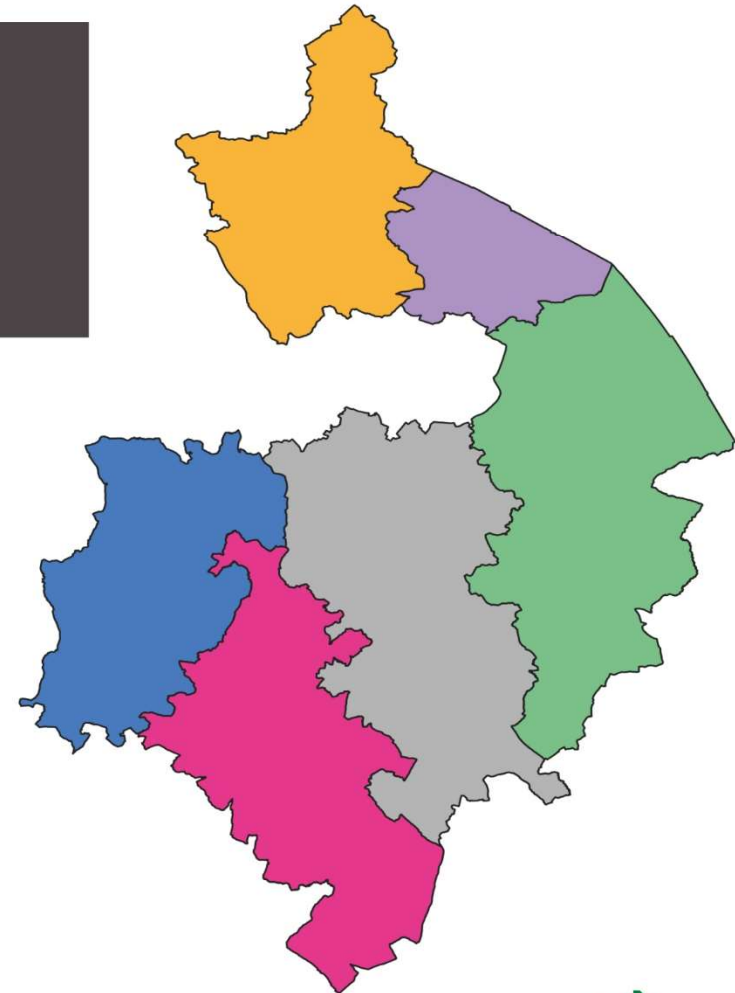


www.warwickshire.gov.uk/fireandrescue



Warwickshire Fire & Rescue Service Risk Profile 2020

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Disclaimer

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Publication Date: July 2020

Author: Jemma Bull, Business Intelligence Delivery Lead (Community Safety)

Risk Profile 2020

The following report is based on an in-depth research and analysis of incidents attended by WFRS over the three year period of 1st January 2017 to 31st December 2019. It is one document in a suite of products designed to inform the Integrated Risk Management Plan (IRMP) and assist with the development of the plan in 2020.

The report also aims to identify emerging risks and issues for WFRS and concludes with a 'Future Risks and Opportunities' section which follows the PESTELO framework and highlights the various challenges, threats and opportunities presented by the environment in which WFRS operates.

Documents that sit alongside this risk profile are:

- Station Risk Profiles
- Warwickshire Insights web platform – data and reports

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1.0 Introduction

The Warwickshire Risk Profile provides the evidence base for the Integrated Risk Management Plan (IRMP) which is a statutory requirement for all Fire and Rescue services. A new version of the IRMP is currently being developed and is scheduled to be published later this year. This Risk Profile aims to aid the decision making of the Integrated Risk Management Board and to form the plans for managing the risks across Warwickshire.

This profile offers an insight into current risks within Warwickshire. It includes an analysis of WFRS data, identifying key trends and proposing actions where appropriate as a result of consultation with officers and practitioners. Exploring both long and short term trends, it enables a better understanding of risk and the targeting of resources. This enables the Service to respond to both opportunities and challenges effectively and proactively. The conclusions drawn will also assist in planning and policy setting at an operational and strategic level.

This profile should be read in conjunction with a wider context of documents which inform the community safety landscape and the health and wellbeing needs of the Warwickshire population:

- Community Safety Partnership Strategic Assessments 2020/21 (four reports – by CSP area)
- Joint Strategic Needs Assessment Place Based Profiles 2019/20 – 20 Needs Assessment documents covering the 22 Warwickshire JSNA areas.

WFRS play a key role in achieving community health and safety outcomes and it is important to consider the findings from the JSNA place based profiles when researching this risk profile. These documents are designed to enable better joined up working between partner agencies in Warwickshire and all have been produced by the Business Intelligence team.

1.1 Current Vision and Priorities

WFRS work with colleagues and partners to ensure the safety and wellbeing of the residents of Warwickshire through prevention, protection and response. The priority outcomes for the Service are:

Ensure we can identify the most vulnerable in our community and work together to drive down risk and prevent incidents occurring. Our safe and well work is our primary method to best deliver our services to vulnerable people or to signpost and refer their needs to our partners.

Support our businesses and our residents to feel and be safer in their places of work and homes. Using our Protection: Fire Safety skills to help businesses be more resilient, therefore supporting a more sustainable and secure economy.

Reduce demand on public services and improve our overall efficiency and effectiveness, through making the best use of our niche skills, resources, digital, data and technology.

As the overall number of fires has reduced steadily over the past decade, the WFRS approach to protecting the community has evolved to include more and more preventative work alongside delivering its statutory duties. WFRS are part of a wider network of agencies that provides resilience in the face of a multitude of issues, one example being severe weather conditions. It is becoming more innovative in the way it uses technology and deploys its resources to meet new and emerging risks. WFRS also works with partner agencies to tackle anti-social behaviour and to reach the most vulnerable and hard to reach groups in the community. Continuing to build effective partnerships, particularly with partner agencies and other emergency services, is key to the development of the Service going forward.

The Hospital to Home service is a great example of a new service introduced by WFRS to help take the pressure off hospitals and keep patients safe, along with enabling Warwickshire Fire and Rescue Service to play a pivotal role in the community.

1.1.1 COVID-19 Pandemic

At the time of writing the report WFRS were dealing with a response to COVID-19 and a change in the risk profile, albeit perhaps temporary, to deal with the pandemic. This is considered further in this risk profile as the response to COVID-19 may have future implications for WFRS and may lead to permanent changes in the risk profiles for certain incident types that WFRS respond to.

In March 2020, Coronavirus disease (COVID-19) was declared a pandemic in the UK and the country went into lockdown to avoid further spread of the virus. COVID-19 is an infectious disease caused by a newly discovered coronavirus. The World Health Organisation advises that most people infected with the virus will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people and those with underlying health conditions are more likely to develop serious illness.

The effect of the lockdown is already being seen locally in Warwickshire, with an impact already being experienced in relation to increases and reductions in particular types of incidents. The picture is changing daily and it is difficult to assess at this early stage the impact it could have to WFRS in the next few months and longer term. Senior Fire Officers are monitoring the situation daily and are informed by a number of different Business Intelligence reports providing them with the latest information. The pandemic has already had a huge impact on the risk profile for WFRS and it is expected to continue to change over the coming months. Senior Fire Officers are very much aware of this and the IRMP team will be responsive and reactive to future changes in the national and local position. It

is expected that the Risk Profile for Warwickshire will look very different over the next twelve months and beyond.

1.2 Warwickshire Overview

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

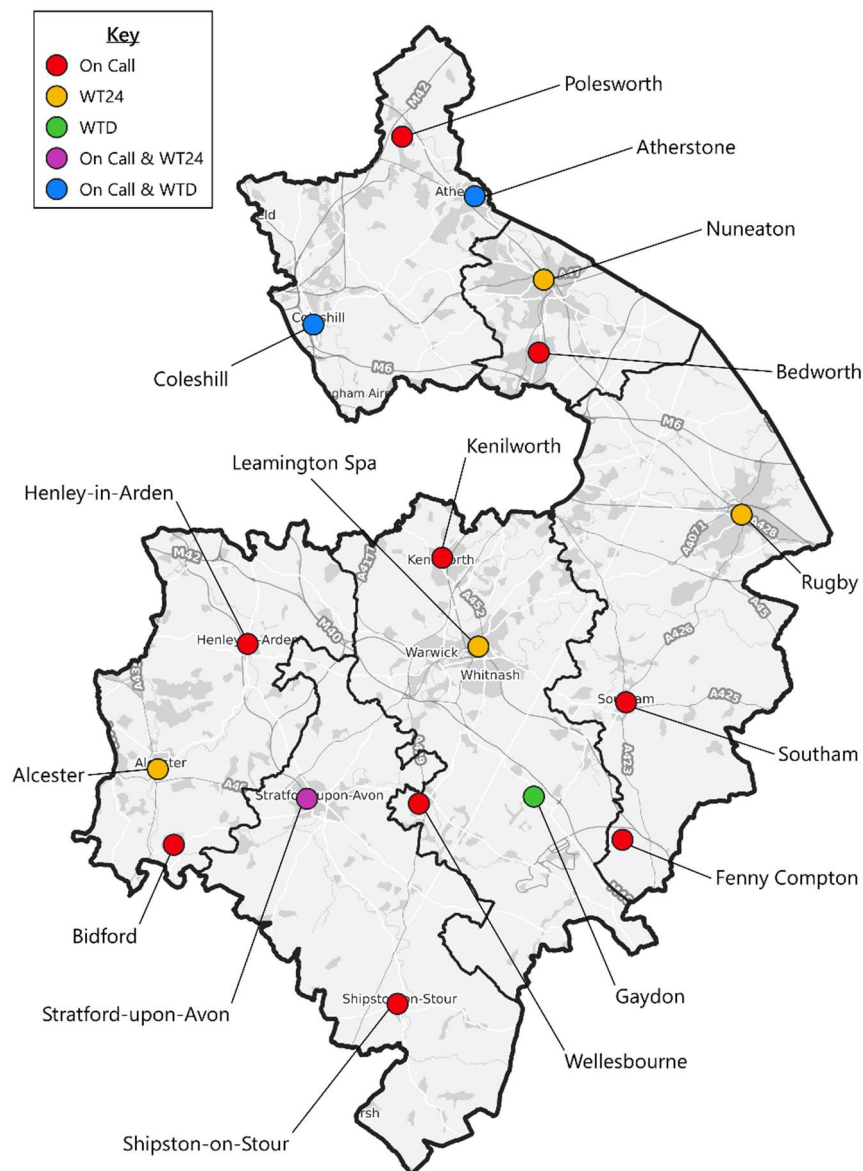
The 2019 mid-year population estimate reveals the Warwickshire population to be 577,933¹, of which 20.8% of the population are aged 65 plus (120,273). The majority of Warwickshire residents live in the major towns, with one third of the County classed as 'rural.' Warwick District consistently reports the highest population level (143,753), with North Warwickshire Borough reporting the lowest (65,264).

With regards to population density, Nuneaton and Bedworth Borough is the most densely populated area of the county, with roughly 1,600 persons inhabiting each square kilometre, significantly higher than the national average of 413 people per square km and Warwickshire average of 278. It is important to note that demographic and geographic variables impact on WFRS pressures and demands and with an increasing population, the future demands are likely to be significant.

Fire Stations are organised into six Station Clusters, positioned strategically within each district and borough to ensure an effective response of ten minutes to 75% of incidents where life is at risk. The map illustrates the distribution of stations at March 2020, complemented by greater detail in the adjacent table.

¹ Office for National Statistics, 2019 Mid-Year Population Statistics

Station Locations and Station Type



Station	Description	Station Location
On Call Station	Fire engine crew not on station. Staff are on call to respond from home or their place of primary employment. They have up to 5 mins to turn up to a Fire Station.	x 1 Atherstone x 1 Bedworth x 1 Bidford x 1 Coleshill x 1 Fenny Compton x 1 Henley x 1 Kenilworth x 1 Polesworth x 1 Shipston x 1 Southam x 1 Stratford x 1 Wellesbourne
WT24 Station Whole-Time 24 hours	Fire engine crew are on station and are available for immediate response 24/7.	x 1 Alcester x 2 Leamington x 2 Nuneaton x 2 Rugby x 1 Stratford
WTD Station Whole-Time Day	Fire engine crew are on station and are available for immediate response – day time only.	x 1 Atherstone x 1 Coleshill (WTD/On call night) x 1 Gaydon

1.3 Overview of Incidents

Incidents attended by WFRS can be categorised into five main types. The table defines each of these types.

Fire Type	Description
Primary Fires	Includes home fires, business (non domestic) fires, vehicle fires and other fires. They involve properties or vehicles where casualties or rescues have occurred. They also include incidents where five or more fire engines are in attendance.
Secondary Fires	Also called small fires – do not involve life risk and are mostly outdoor fires such as refuse and grassland fires. Fires in derelict properties and vehicles are also counted as secondary/small fires, in addition to chimney fires which are confined to the chimney structure of a building.
False Alarms	False alarms are incidents where WFRS are called to a location and discover on arrival that there is no emergency situation requiring their services.
Special Services	Comprises a range of incidents from water rescue and flooding to animal rescue.
Road Traffic Collisions	Occurs when a vehicle collides with another vehicle, pedestrian, animal, road debris or other stationary obstruction, such as a tree or utility pole.

1.3.1 Long Term Trends

Nationally, levels of attended incidents by WFRS are significantly lower than a decade ago. Warwickshire follows this trend with 38.4% fewer incidents attended in the period April 2018 to March 2019 compared to the same period of 2008/9. All incident types reported a significant reduction.

Long Term Trends – 2009 vs 2019 Incident Figures

Incident Type	April 2008 to March 2009	April 2018 to March 2019	Percentage Change
Primary Fires	1,118	678	- 39.4%
Secondary Fires*	1,349	752	- 44.3%
False Alarms	2,603	1,559	- 40.1%
Special Services	736	572	- 22.3%
Road Traffic Collisions	551	354	- 35.8%
Total Incidents	6,357	3,915	- 38.4%

* includes chimney fires

Consistent reductions in attended incidents are often attributed to changes in Fire Service policies, technological advancement and lifestyle choices. For example, changes in lifestyle habits and safer electrical appliances are cited as an explanation for reductions in accidental home fires. Similarly, improvements and advancements in the motoring industry, such as safer motor vehicle features, have contributed to the reduction in road traffic collisions, assisted by changes to local mobilisation policies. Also, the use of a targeted approach towards prevention activity has helped reduce the number of incidents that the Service attend.

National legislation changes have also impacted on WFRS, as have financial challenges over recent years.

1.3.2 Short Term Trends

The chart below shows the breakdown of incidents reported to WFRS for the period January to December 2019.

False Alarms incidents continue to form the largest proportion of attended incidents (41%) and by comparison, Road Traffic Collisions constitute the smallest proportion of attended incidents (9%). This breakdown is consistent with the previous IRMP report.

January to December 2019 - Incident Breakdown

■ Primary Fires
 ■ Secondary Fires
 ■ False Alarms
 ■ Special Services
 ■ Road Traffic Collisions



1.3.3 Benchmarking

It is important to benchmark our performance against other Fire and Rescue Services to help with service improvement. An annual benchmarking exercise is undertaken to compare Warwickshire performance against the other 45 English Fire and Rescue Services (using Home Office data tables).

Benchmarking – WFRS & National Rates 2018/19 vs 2017/18 (1st is Best Performing)

Category	Warks 2017/18 Rate Per 10,000 Population	Warks 2018/19 Rate Per 10,000 Population	England 2018/19 Rate Per 10,000 Population	Ranking (out of 45 Fire Services)
Total Incidents Attended	63.36	69.37	102.91	3rd (1 st)
Primary Fires	12.41	11.96	13.08	14th (14 th)
Secondary Fires	10.04	13.33	18.09	14th (18 th)
Accidental Dwelling Fires	6.00	6.41	11.00	2nd (2 nd)
Fire Related Injuries	0.65	0.54	1.28	5th
Deliberate Fires	8.82	8.16	14.87	14th (19 th)
Special Services	10.13	16.51	27.67	7th (5 th)
Road Traffic Collisions	6.23	6.39	5.68	33rd (31 st)

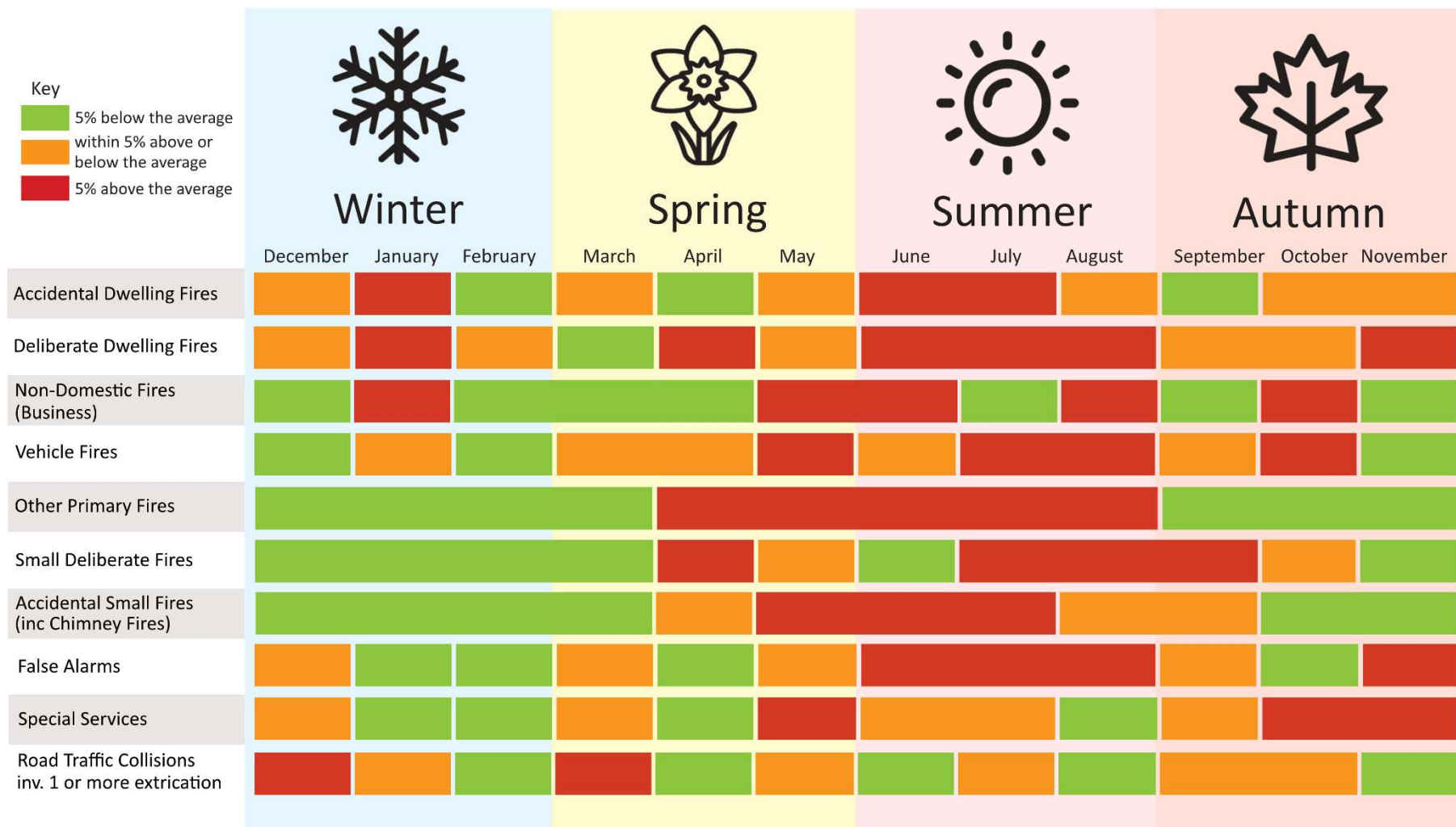
Source: OSC Committee Report 2018/19

Note: Incident data reported nationally is no longer audited and therefore exact like for like recording may not be possible.

Overall performance by WFRS remains consistently good in several key areas, specifically levels of incidents, accidental dwelling fires and fire related injuries. Despite improved benchmarking performance, improvements need to be made on deliberate fire setting and road traffic collisions.

1.3.4 Seasonality

The weather and other seasonal attributes are a common theme within the analysis of Fire and Rescue attended incidents. Both affect the likelihood and severity of incidents, particularly for road traffic collisions and deliberate small fire setting.



2.0 Primary Fires

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

The table below provides the breakdown of primary fires incidents and the categorisation between accidental and deliberate for the past three years. Overall there has been an 8.5% reduction in primary fire incidents.

The largest increase has been seen in the number of accidental home fires (8.9%) and accidental other fires (11.1%).

Primary Fires - Three Year Overview – 2017 to 2019

Incident Type		Proportion of Total Primary Fires	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Home Fires	Accidental	23.0%	135	170	147	+ 12
	Deliberate	2.4%	19	17	11	- 8
Non-Domestic (Business Fires)	Accidental	9.4%	66	66	54	- 12
	Deliberate	2.9%	19	19	19	0
Vehicle Fires	Accidental	28.4%	186	199	174	- 12
	Deliberate	12.1%	91	71	77	- 14
Other Fires	Accidental	13.4%	72	111	80	+ 8
	Deliberate	8.4%	74	48	44	- 30
Warwickshire Total		100%	662	701	606	- 56

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

2.1 Home Fires

Home fires include both accidental and deliberate incidents and cover various types of domestic residences including houses, flats, bungalows, care homes as well as caravans and houseboats used as permanent dwellings.

2.6%

(3 incidents)

The percentage increase seen for fires in the home over the three year period of January 2017 to December 2019

8.9%

(12 incidents)

The percentage increase seen for accidental home fires over the three year period of January 2017 to December 2019

- 42%

(8 incidents)

The percentage reduction seen for deliberate home fires over the three year period of January 2017 to December 2019

2.1.1 Accidental Home Fires

Accidental Home Fires are of great concern to WFRS as nationally they are responsible for the highest number of fire fatalities.

29%

(131 incidents)

The proportion of accidental home fires over the 3 year period were reported in the Nuneaton & Bedworth Station Cluster

12

The increased number of accidental home fires that the Warwick Station Cluster has reported when comparing 2019 (41) to 2017 (29)

- 12

The reduction in the number of accidental home fires that the Rugby Station Cluster has reported when comparing 2019 (21) to 2017 (33)

Accidental Home Fires by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	10	9	13	+ 3
North Warwickshire	12	17	18	+ 6
Nuneaton & Bedworth	41	52	38	- 3
Rugby	33	41	21	- 12
Stratford	10	14	16	+ 6
Warwick	29	37	41	+ 12
Total	135	170	147	+ 12

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of accidental home fires over the three year period:

- One of the main causes of accidental home fires is cooking, in the three year period 27.7% (125) incidents were of this type and 34.3% (155) started in the kitchen.
- Of the kitchen fires, 49% (76) were caused by the cooker/oven and 7.7% (12) by the grill/toaster.
- Fires also commonly started in the bedroom (8.6%, 39). Of these fires, over one fifth (23%, 9) were given an ignition cause of fault in electricity supply (wiring, cable or plugs) and a further 15.4% (6) were due to candles.

37.4%

(169 incidents)

The number of incidents where the person involved was aged 18-64 years old

7.5%

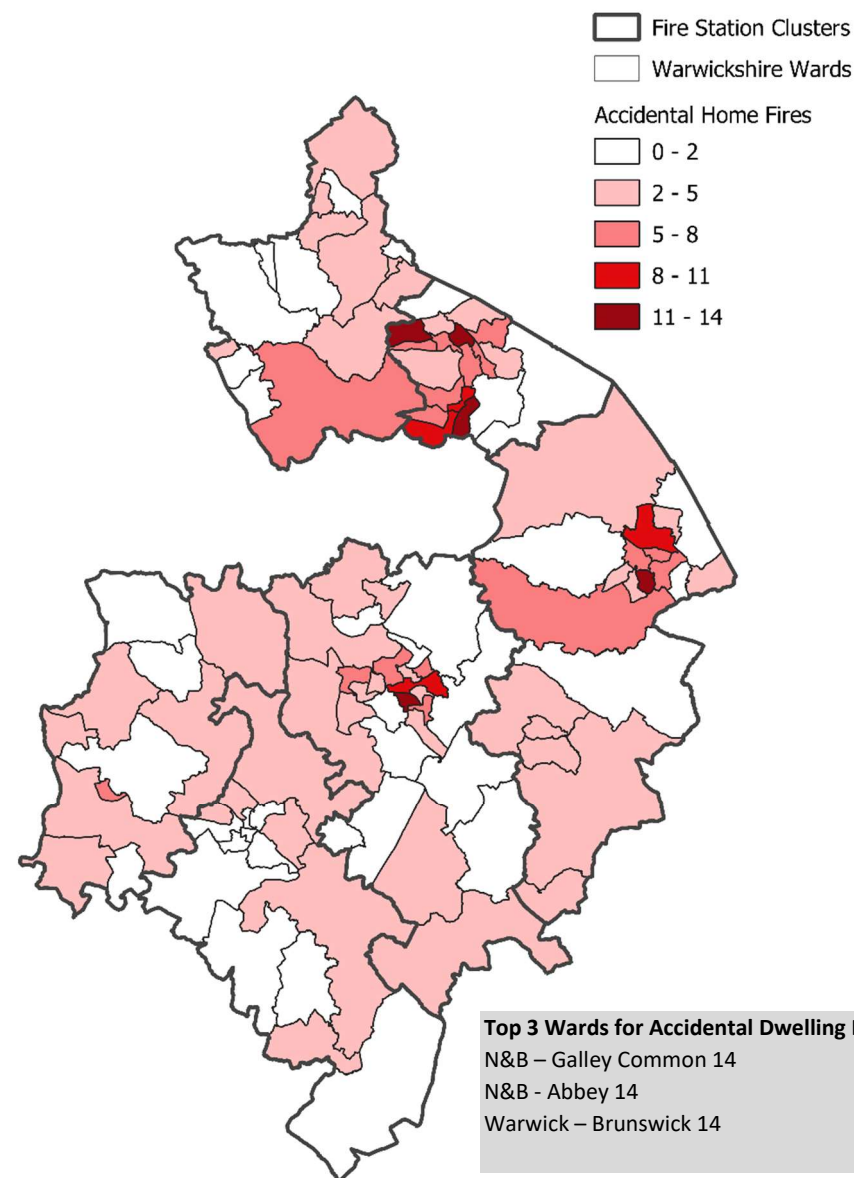
(34 incidents)

The number of incidents suspected to be linked to alcohol as a contributory factor

64%

(290 incidents)

The number of incidents where an alarm system was present



2.1.2 Multi-Occupancy and High-Rise Homes

Two types of residences of particular interest to WFRS are Homes in Multiple Occupation (HIMO) and high-rise homes. HIMO are rental properties shared by multiple tenants that are not family members and high-rise homes are defined as residential buildings with four or more stories.

The numbers of accidental home fires at these types of properties have been reducing. Over the three year period of January 2017 to December 2019 there have been only 11 fires of this type with two fires in 2017, four in 2018 and five in 2019, which are all lower than the 14 reported in 2015. Both Nuneaton & Bedworth Station Cluster (4 fires) and Warwick Station Cluster (4 fires) reported the highest volume of fires in this period.

Accidental Home Fires at high rise properties have also been reducing. There have been 7 recorded over the three year period, three in 2017, three in 2018 and only one in 2019.

- 64.3%

(9 incidents)
Less accidental home fires in homes of multiple occupation when comparing 2015 (14) to 2019 (5)

4

Accidental home fires were recorded at a licensed HIMO over the three year period – 7 of the 11 fires were either at unlicensed premises or it is unknown if they are licensed

5

Accidental fires in high rise properties were located in Warwick Station Cluster over the three year period (out of a total of 7)

Many high-rise buildings (particularly social housing blocks) were built between 1950 and 1970 and were built to lower housing fire safety standards. For example current building regulations require buildings to over 18m high to have certain firefighting measures installed (e.g. firefighting lifts) but retrospective

applications of such measures is not required, meaning that some older buildings are lacking in these provisions.

Fire in high-rise buildings present firefighters with a number of challenges. It may be hard to establish where the fire is coming from in a high rise building and additionally, the way in which fire and smoke spreads during a fire is more difficult to predict in these types of buildings. The weather can also impact on these incidents, with high winds impacting on the spread of a fire and the increased danger to firefighters.

There is a current preference for office conversions to flats within towns across the county, this leads to more densely population towns with HIMO providing the highest density.

Some sheltered housing accommodation has also been raised as a concern as it can have insufficient fire compartmentation where breaches to escape routes has allowed for rapid and unseen fire spread. One focus to check for potential breaches into escape routes is via Safe and Well Checks.

Due to the risk of harm to victims, risk to firefighters and the potential devastation to life/lives that a fire in either a HIMO or higher rise can cause, they will continue to remain a priority area for WFRS.

2.1.3 Safe and Well Visits / Checks

WFRS continuously educate residents on the risk of house fires, how to reduce them and keep both themselves and their families safe. The free visit helps to protect the most vulnerable people within our communities. During the visit WFRS provide fire safety advice, check that any smoke alarms are working and replace and install new ones if necessary. They also provide advice to residents on preventing trips/falls, giving up smoking, winter warmth, home security and hydration and healthy eating. They also include advice on other areas of health and well-being which impact on the NHS and social care services.

During the period 1st April 2018 to 31st March 2020 there were 11,107 safe and well checks made to vulnerable people. Through a variety of methods of targeting, fire safety advice, smoke alarms and specialist equipment were used to assist in keeping the public safe.

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

Previously, Mosaic data used to be used in order to determine where vulnerable people were living in order to conduct a Home Fire Safety Check, however in recent years Exeter data (NHS patient registration system from GP surgeries) has been published and has been used in conjunction with other datasets to assist with targeting vulnerable groups. In addition to the Exeter data the methodology also includes:

- Response time data – how far away people live from a fire station.
- Mosaic data which highlights Mosaic Groups and Types in the community which may be at a higher risk of experiencing a fire in the home based on historical incident data.
- Falls and trips data, highlighting where people aged over 55 have experienced a higher rate of admissions to hospital with falls and slip related problems.

The data advises three categories: Gold, Silver and Bronze, which show the urgency of where the fire checks need to be conducted.

Gold: targets over 75 year olds who live over 5 minutes away from a fire station.

Silver: targets over 75 years olds who lives between 5 and 10 minutes away from a fire station.

Bronze: targets over 65 year olds who live over 5 minutes away.

All three categories are being targeted in the various catchment areas.

Going forward this methodology is being reviewed as new data is being released as part of the effort to tackle COVID-19, with more information being made available to local authorities.

2.1.4 Smoke Alarms

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

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

The proportion of dwellings with a smoke alarm increased greatly in the 1990s and has continued to increase since then. This is considered to be one of the number of causes of the reduction in fatalities that occurred in the 1990s and 2000s. Positively, the number of dwelling fires where a smoke alarm has been activated has been increasing, evidencing that more residents are aware of fire safety. For the period 1st April 2017 to 31st March 2018 41% of fires saw a smoke

alarm activated and this increased to 48% in the period 1st April 2019 to 29th February 2020.

In Warwickshire, the smoke alarm ownership figures are closely aligned with those of England and Great Britain as a whole. Across the three year period of 1st April 2017 to 31st December 2019, 61.3% of dwelling fires had a smoke alarm present in the home.

Also, following years of home safety campaigns by WFRS the number of dwellings where a smoke alarm was not fitted has been reducing. For the period 1st April 2017 to 31st March 2018, 36% of dwelling fires were at homes where a smoke alarm was not fitted. For the period 1st April 2019 to 29th February 2020 this had reduced to 30%.

An area of concern is where smoke alarms have not activated in homes. For the period 1st April 2019 to 29th February 2020, 27% of dwelling fires did not have a smoke alarm activate which is an increase from 23% in 2017/18. One of the main reasons is due to missing or faulty batteries. Therefore it is advised that residents have multiple alarms around the home. Another reason that battery powered smoke alarms failed to operate in dwelling fires is that the fire products did not reach the alarm/detector.

Focusing on areas of the county where smoke alarms were not present in dwelling fires, Nuneaton & Bedworth Station Cluster reported the highest proportion. Of the total dwelling fires recorded across the county for the period 1st April 2019 to 29th February 2020, 30% were in the Nuneaton & Bedworth Station Cluster followed by Rugby Station Cluster with 25%. Almost two thirds of dwelling fires (67%) where a smoke alarm were not present were in the north of the county (includes North Warwickshire Station Cluster area). Further work is recommended to identify if this is linked to deprivation and behavioural factors.

Over one third (35.6%, 37) were in residential dwellings and 31.7% (33) were in garden sheds or garages where no smoke alarms were present.

61%

Of dwelling fires in the three year period of 2017 to 2019 had a smoke alarm in the home

30%

Of dwelling fires for the period 1st April 2019 to 29th February 2020 were at homes where a smoke alarm was not fitted

27%

Almost one third of dwelling fires for the period 1st April 2019 to 29th February 2020 did not have a smoke alarm activate

2.1.5 Deliberate Home Fires

Deliberate home fires are fires in the home where ignition is suspected to be intentional or malicious.

45%

(21 incidents)

The proportion of deliberate home fires over the 3 year period reported in the Nuneaton & Bedworth Station Cluster

5

The increased number of deliberate home fires that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (8) to 2017 (3)

- 8

The reduction in the number of deliberate home fires that the Warwick Station Cluster has reported when comparing 2019 (0) to 2017 (8)

Deliberate Home Fires by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	1	1	0	- 1
North Warwickshire	3	0	2	- 1
Nuneaton & Bedworth	3	10	8	+ 5
Rugby	4	1	0	- 4
Stratford	0	2	1	+ 1
Warwick	8	3	0	- 8
Total	19	17	11	- 8

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of deliberate home fires over the three year period:

- Nuneaton & Bedworth Station Cluster recorded the highest proportion of deliberate home fires (45%, 21) when compared to the other station clusters.
- Across all areas, adults aged 18-64 years (where details were known) started 21.3% (10) of the deliberate home fires.
- Young people (youths aged 10 to 17 years – where details were known) were responsible for only two of the fires (4.3%).
- 10.6% (5) of the deliberate fires were linked to alcohol and/or drugs.

Risks and Issues

- Kitchen fires and cooking continue to be the leading cause of accidental home fires. Faulty electrical wiring/cables and plugs are also a concern, particularly for those fires that start in the bedroom.
- HIMO's and high rise building accidental home fires are reducing but the risk factors mean that this is a key area that WFRS need to maintain as a priority.
- Over one third of fires in the home reported either not having a smoke alarm system in place or it was not known if they had one. Mosaic analysis to be completed focusing on the at risk groups of accidental home fires which will assist with targeting preventative work and Home Fire Safety Checks.
- The north of the county reports a higher proportion of fires in the home where smoke alarms are not present. Further work is recommended to identify if this is linked to deprivation and behavioural factors.
- An area of concern is where smoke alarms have not activated in homes and levels have been increasing in Warwickshire.

- Fires in the home have a very high life risk and it is important that WFRS continue to work with vulnerable groups, particularly the elderly and those with health conditions, in particular ensuring Safe and Well Checks are targeted at the groups that need them the most.
- Across the county, the increasing older population and the risk of social isolation for vulnerable people is a risk area for WFRS and will impact on services in the future.
- To develop a new targeting methodology for the safe and well checks conducted by WFRS, including new data which is being released as part of the COV-19 effort.

2.2 Business Fires (Non-Domestic)

Business (non-domestic) fires include both accidental and deliberate incidents at commercial properties.

19

The average number of deliberate business fires recorded each year (over the three year period of January 2017 to December 2019)

- 18%

(12 incidents)
The reduction in accidental business fires when comparing 2017 (66) to 2019 (54)

- 14%

(12 incidents)
The reduction in total business fires when comparing 2017 (85) to 2019 (73)

2.2.1 Accidental Business Fires

Accidental business fires (non-domestic) are fires at a commercial premises. The period of focus is over the three year period of 1st January 2017 to 31st December 2019.

Risk Profile 2020

22%

(40 incidents)

The proportion of accidental business fires over the 3 year period reported in the Rugby Station Cluster

- 9

The reduction in the number of accidental business fires that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (6) to 2017 (15)

6%

(12 incidents)

The Alcester Station Cluster reports the lowest proportion of accidental business fires over the 3 year period

Accidental Business Fires by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	3	5	4	+ 1
North Warwickshire	8	11	7	- 1
Nuneaton & Bedworth	15	17	6	- 9
Rugby	16	9	15	- 1
Stratford	8	5	6	- 2
Warwick	16	19	16	0
Total	66	66	54	- 12

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of accidental business fires over the three year period:

- Industrial manufacturing properties were the location for the highest number of reported accidental business fires (12%, 23), followed by food and drink premises (11.8%, 22).
- Where recorded, factories (8.6%) and warehouses (6.5%) were the types of buildings where the highest proportion of fires occurred.

- One of the main causes of accidental business fires was a faulty fuel supply (electricity) (18.3%, 34) followed by a fault in equipment or an appliance (17.7%, 33).
- The ignition source for accidental business fires was most likely to be the electricity supply (23%, 43) or a cooking related appliance (14%, 26).

23%

(42 incidents)

Of fires were caused by a person aged 18-64 years old (where age known)

23%

(43 incidents)

Of fires had an ignition source of the electricity supply

14%

(26 incidents)

Of fires were caused by a cooking related appliance

2.2.2 Deliberate Business Fires

Deliberate business fires (non-domestic) are cases of deliberate fire setting at a commercial premises. The period of focus is over the three year period of 1st January 2017 to 31st December 2019.

32%

(18 incidents)

The proportion of deliberate business fires over the 3 year period reported in the Nuneaton & Bedworth Station Cluster

2

The increased number of deliberate business fires that the Rugby Station Cluster has reported when comparing 2019 (4) to 2017 (2)

- 2

The reduction in the number of deliberate business fires that the Alcester Station Cluster has reported when comparing 2019 (1) to 2017 (3)

Deliberate Business Fires by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	3	0	1	- 2
North Warwickshire	4	5	4	0
Nuneaton & Bedworth	7	3	8	+ 1
Rugby	2	3	4	+ 2
Stratford	1	3	1	0
Warwick	2	5	1	- 1
Total	19	19	19	0

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of deliberate business fires over the three year period:

- Youths aged 10 to 17 years started 8 of the deliberate fires (14%).
- The highest proportion of deliberate business fires were reported at permanent agricultural locations (21.1%, 12).
- Barns were a popular location for deliberate fires (17.5%, 10).
- Almost one third (29.8%, 17) of the deliberate fires were started by a naked flame (included lighted card or paper).

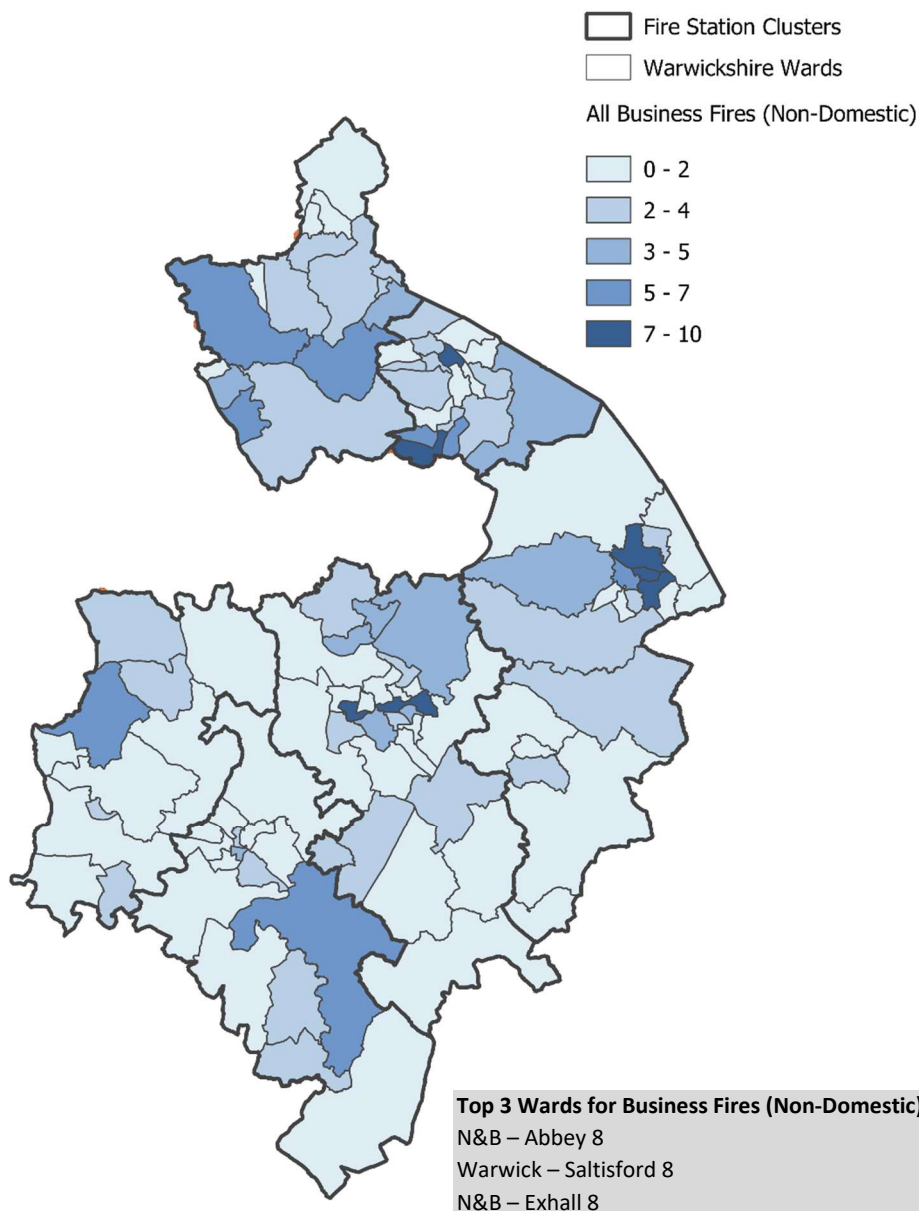
2.2.3 Fire Safety Audits

Fire safety legislation is enforced by the Fire Protection Team that works to promote fire protection and safe practices in the workplace. Under the Fire Services Act 2004, WFRS firefighters conduct visits to business premises to inspect them and make sure that they adhere to Fire and Safety rules and regulations.

In the two year period of 1st April 2017 to 31st March 2019 there were a total of 759 fire safety audits carried out over 2,655.91 hours. Of these audits, 375 premises were deemed unsatisfactory in terms of compliance with fire safety law and 53 buildings were given prohibition and enforcement notices. These figures have been increasing year on year and continue an upward trend showing the increased enforcement WFRS have been undertaking.

Fire Safety Audits & Outcomes 1st April 2017 – 31st March 2019 (2 Years)

	Audits & Outcomes	No. of Fire Safety Audits & Outcomes	No. of Hours
✓	Audits with Satisfactory Outcome	384	1,164.42
✗	Audits with Unsatisfactory Outcome	375	1,491.49
⚠	Enforcement Notices	30	-
⚠	Prohibition Notices	23	-
📋	Outcomes from Enforcement (Satisfactory)	33	-



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

2.2.4 Legislation

Primary Authority Scheme

All businesses, charities and other organisations must comply with fire safety regulations as defined by the 2005 Fire Safety Order. The Primary Authority Scheme (PAS) concerns businesses operating in more than one local authority fire enforcement area. It allows these businesses to form a partnership with a Fire and Rescue Service of their choosing (a 'lead authority') for fire safety advice and enforcement. The Fire and Rescue Service chosen as a lead authority need not necessarily be the closest one to the business or the one in the County in which the business has most of its offices or outlets - i.e. it is at the discretion of the organisation to choose a FRS to partner with.

By working closely with a business, the lead authority is able to offer consistent fire safety advice for application across all of the business's locations. A national inspection plan can also be created by the lead authority to improve the effectiveness of inspection, avoid repeated checks and enable better sharing of information. The aim of this scheme is to offer clear advice on compliance with fire safety and to provide consistent enforcement of fire safety legislation, to the mutual benefit of organisations and Fire and Rescue Services, and ultimately the

community. WFRS are currently entering its third year of the PAS which is with the mid counties Co-op.

Risk Based Inspections

The area of fire protection will see much change both the immediate and longer term future. Much of this change will be driven by the outcomes from Grenfell and following some subsequent fires which have been less widely reported. Changes will be seen in the form of legislation, a more robust inspection process, Fire Risk Assessors, Approved Inspectors and through audits and other relation building safety work.

Robust enforcement will be key to supporting the change that will be seen in the actions of both large and small building owners in relation to responsibility. The new Risk Based Inspection process will see WFRS targeting the highest risk premises in the county and more enforcement will be issued. After previously not prosecuting owners this will now change, and where serious failings are discovered, prosecutions will be issued. In Warwickshire there is one significant case running which has been running for almost two years.

Risks and Issues

- Levels of fire safety audits and risk based inspections are expected to increase and more enforcement will be issued to premises.
- There are issues with the Farnor reporting system and reporting information from the system is extremely difficult. As part of the HMIC inspection this system is being reviewed and better ways of reporting investigated. It is believed that the system is not providing accurate reports and as such attempting to do this manually is taking up a significant amount of resource.
- In today's uncertain economic climate, it is possible that businesses may invest less into meeting fire safety standards which will result in the decline of standards - putting both employees and firefighters at risk.

2.3 Vehicle Fires

Vehicle fires are a category within primary fires and include both accidental and deliberate fires. A distinction needs to be made here between these vehicle fires and those included in the 'Secondary Fire' category which are fires in derelict vehicles. Vehicle fires remain the largest proportion of primary fires attended.

- 9%

(26 incidents)

The percentage reduction seen for all vehicle fires over the three year period of January 2017 to December 2019

- 6.5%

(12 incidents)

The percentage reduction seen for accidental vehicle fires over the three year period of January 2017 to December 2019

- 15%

(14 incidents)

The percentage reduction seen for deliberate vehicle fires over the three year period of January 2017 to December 2019

2.3.1 Accidental Vehicle Fires

25%

(140 incidents)

The proportion of accidental vehicle fires over the 3 year period reported in the Warwick Station Cluster

7

The increased number of accidental vehicle fires that the Alcester Station Cluster has reported when comparing 2019 (16) to 2017 (9)

- 16

The reduction in the number of accidental vehicle fires that the North Warwickshire Station Cluster has reported when comparing 2019 (38) to 2017 (54)

Accidental Vehicle Fires by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	9	24	16	+ 7
North Warwickshire	54	27	38	- 16
Nuneaton & Bedworth	35	34	32	- 3
Rugby	32	52	36	+ 4
Stratford	12	10	6	- 6
Warwick	42	52	46	+ 4
Total	184	199	174	- 10

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of accidental vehicle fires over the three year period:

- Warwick Station Cluster reported the highest proportion of accidental vehicle fires (25%) but levels across the rest of south Warwickshire are low.
- The north of the county reported 60.9% of the total accidental vehicle fires.
- Cars (59.4%) were the most common vehicle type to be in an accidental vehicle fire, followed by vans (11.8%) and HGVs/lorries (11%).
- Where known, 'engine or fuel line or pump' was the largest cause given for the ignition source (14.4%) followed by 'electrical fault' (14%). For many incidents it was unknown what the ignition source was or how the fire was caused.

2.3.2 Deliberate Vehicle Fires

37%

(89 incidents)

One third of deliberate vehicle fires over the 3 year period were reported in the Nuneaton & Bedworth Station Cluster

6

The increased number of deliberate vehicle fires that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (32) to 2017 (26)

- 9

The reduction in the number of deliberate vehicle fires that the Warwick Station Cluster has reported when comparing 2019 (4) to 2017 (13)

Deliberate Vehicle Fires by Station Cluster - Three Year Overview – 2017 to 2019

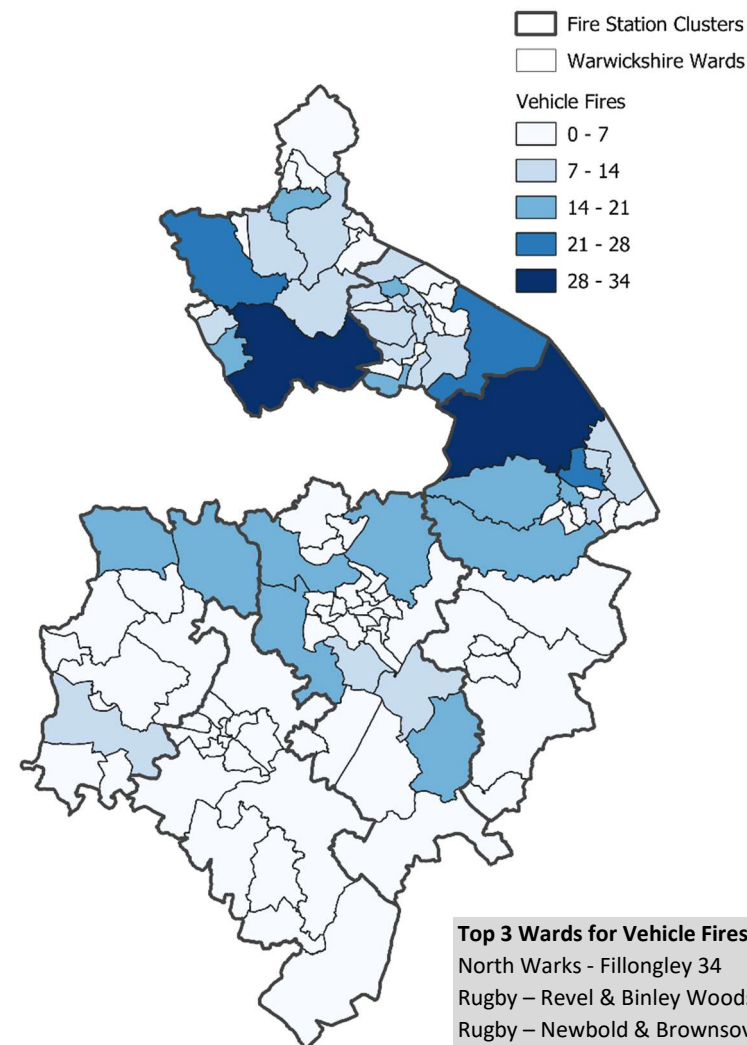
Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	5	1	5	0
North Warwickshire	21	8	17	- 4
Nuneaton & Bedworth	26	31	32	+ 6
Rugby	24	22	17	- 7
Stratford	4	2	2	- 2
Warwick	13	7	4	- 9
Total	93	71	77	- 16

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of deliberate vehicle fires over the three year period:

- Almost every area of the county saw a reduction in deliberate vehicle fires except for Nuneaton & Bedworth Station Cluster, which saw an increase of 6 incidents (23%).
- The north of the county reported 82.2% of the total deliberate vehicle fires.

- Cars (57.7%) were the most common vehicle type to be in a deliberate vehicle fire, followed by motorcycles (18.7%).
- Where known, 'naked flame' was the largest cause given for the ignition source (14.9%) followed by 'fuel/chemical related' (12%). For many incidents it was unknown what the ignition source was or how the fire was caused.



Risks and Issues

- Across the county levels of deliberate vehicle fires have reduced by over 17%, however Nuneaton and Bedworth Borough saw an increase of 23% (6 incidents). There is an issue for areas in Warwickshire that border large conurbations, such as Coventry, because cars are often bought into the county to be set alight. Targeted prevention work will continue to address this area.

2.4 Other Primary Fires

'Other' primary fires are primary fires that do not fall under the other primary fire categories and include fires to various other valuable assets.

15%
(22 incidents)

The percentage reduction seen for all 'other' primary fires over the three year period of January 2017 to December 2019

11%
(8 incidents)

The percentage increase seen for accidental 'other' primary fires over the three year period of January 2017 to December 2019

- 41%
(30 incidents)

The percentage reduction seen for deliberate 'other' primary fires over the three year period of January 2017 to December 2019

2.4.1 Accidental Other Primary Fires

23%
(61 incidents)

The proportion of accidental other primary fires over the 3 year period reported in the Nuneaton & Bedworth Station Cluster

6

The increased number of accidental other primary fires that the North Warwickshire Station Cluster has reported when comparing 2019 (12) to 2017 (6)

- 33%

The reduction in the number of primary other fires that the Stratford Station Cluster has reported when comparing 2019 (6) to 2017 (9)

Accidental Other Primary Fires by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	10	10	9	- 1
North Warwickshire	6	26	12	+ 6
Nuneaton & Bedworth	20	24	17	- 3
Rugby	11	23	14	+ 3
Stratford	9	9	6	- 3
Warwick	17	19	20	+ 3
Total	73	111	78	+ 5

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of accidental other primary fires over the three year period:

- Grassland, woodland and crops (includes forest, conifers and wood) were the property type most likely to be accidentally set fire to (30.5%, 80) followed by outdoor structures (includes tents, storage facilities and recycling points) at 26.7% (70).
- The main cause of the fire, where known, was most likely to be overheating (17.6%, 46) or a bonfire getting out of control (7.6%, 20).

- The ignition source for fires, where known, was most likely to be the electricity supply (8.8%, 23) followed by 'naked flame' on either lighted card or paper (6.9%, 18).
- Where details were collected, adults aged 18 to 64 years were the most likely cause of the accidental fire (27.5%, 72).

2.4.2 Deliberate Other Primary Fires

39%
(65 incidents)

The proportion of deliberate other primary fires over the 3 year period reported in the Nuneaton & Bedworth Station Cluster

- 13

The reduction in the number of deliberate other primary fires that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (18) to 2017 (31)

NO CHANGE

Only the North Warwickshire Station Cluster has seen no change in the number of deliberate other primary fires when comparing 2019 (7) to 2017 (7)

An analysis of deliberate other primary fires over the three year period:

- Grassland, woodland and crops (includes forest, conifers and wood) were the property type most likely to be deliberately set fire to (42.9%, 72) followed by outdoor structures (includes tents, storage facilities and recycling points) at 27.4% (46).
- Within these categories, stacked bale crops (19.6%, 33) were the property type most likely to be deliberately set fire to, followed by woodland forest (18.5%, 31) and private garages (10.1%, 17).
- The main cause of the deliberate fires, where known, was most likely to be caused by a 'naked flame – lighted card or paper' (20.2%, 34) or matches and candles (19.6%, 33).
- For most of the incidents it is not known who caused the fire but where this information is recorded, 14.3% (24) of these fires were caused by youths aged 10 to 17 years and 6.6% (10) were caused by adults aged 18 to 64 years.

Risks and Issues

- Deliberate other primary fires have seen a reduction of 35.6 % (26 incidents) over the three year period. The deliberate setting fire of grassland, woodland and crops will remain an issue because of the nature of the county's physical geography and environment.

Deliberate Other Primary Fires by Station Cluster - Three Year Overview 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	7	4	3	- 4
North Warwickshire	7	8	7	0
Nuneaton & Bedworth	31	16	18	- 13
Rugby	13	5	12	- 1
Stratford	3	6	1	- 2
Warwick	12	9	6	- 6
Total	73	48	47	- 26

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

3.0 Road Traffic Collisions

3.1 Road Traffic Collisions attended by WFRS

Nationally, Road Traffic Collisions (RTCs) are the most frequently attended non-fire incident. There can be a high risk to life associated with these incidents. English Fire and Rescue Services attended 31,090 RTCs in 2018/19, which is an increase of three per cent compared to 2017/18.

In the last risk profile, Extrications formed the largest proportion of attended RTC incidents at 62%. This has now shifted considerably and Services Rendered are now the most attended incidents by officers (51%) where Extrications have reduced to 33% of the attended incidents. This is reassuring that the most serious RTC incidents have reduced over the past three years, therefore victims are not needing to be extricated.

RTC incidents attended by WFRS have reduced over the three year period for both Extrications (30.4%) and for No Services Rendered (21.2%). Services Rendered RTC incidents have seen an increase of 25.7% (37) where there are now less extrications but there is still a requirement for officers to attend the scene of an RTC to provide other services in their emergency response.

26%

(37 incidents)

The percentage increase seen for 'Services Rendered' RTC incidents over the three year period of January 2017 to December 2019

- 30%

(41 incidents)

The percentage reduction seen for 'Extrications' over the three year period of January 2017 to December 2019

51%

(529 incidents)

The proportion of the total RTC incidents which are 'Services Rendered'

RTC Incidents - Three Year Overview – 2017 to 2019

Incident Type	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Extrications	135	114	94	- 41
Services Rendered	144	204	181	+ 37
No Services Rendered	66	49	52	- 14
Total RTCs Attended	345	367	327	- 18

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

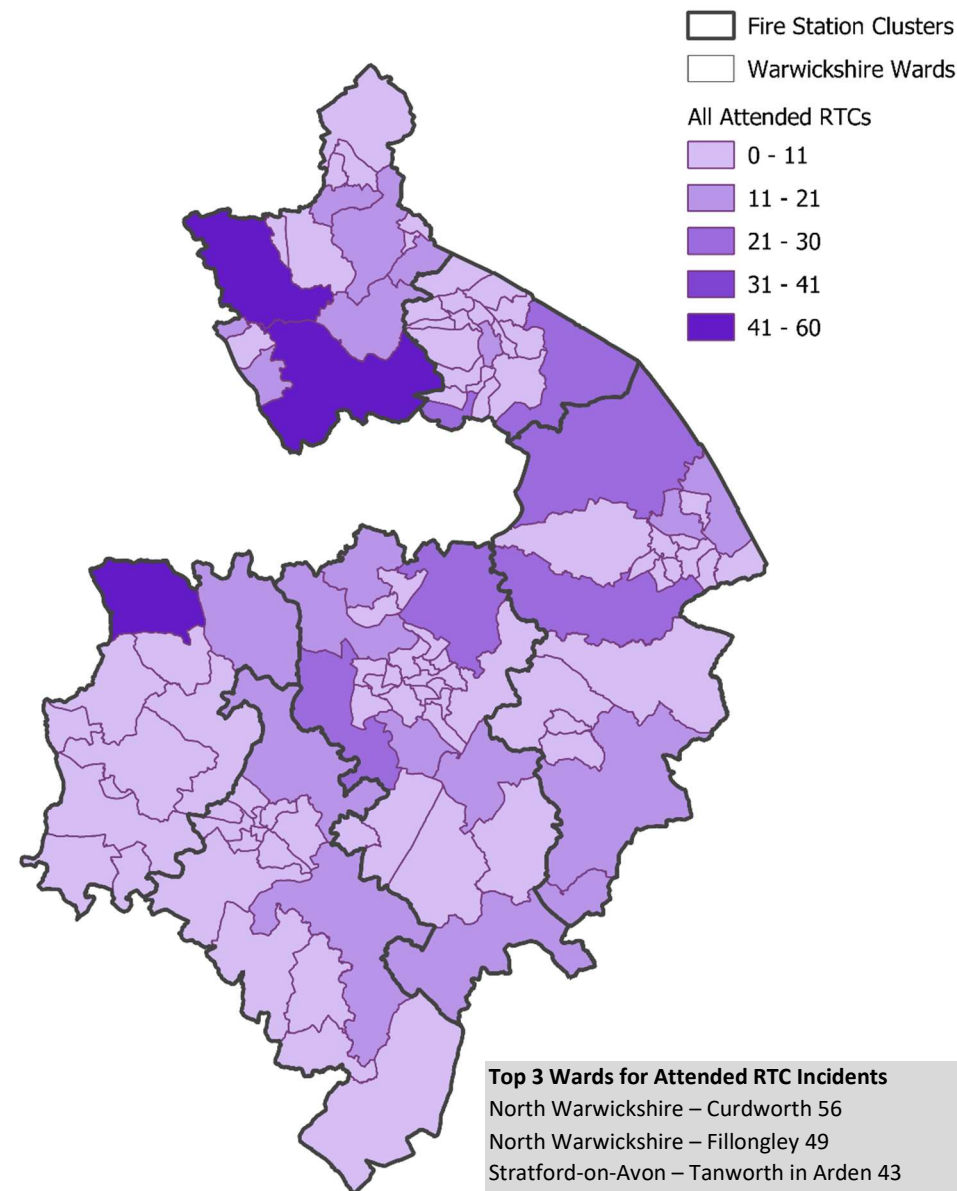
RTC Incidents by Station Cluster - Three Year Overview 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Extrications Total	135	114	94	- 41
Alcester	12	16	11	- 1
North Warwickshire	45	23	20	- 25
Nuneaton & Bedworth	25	14	13	- 12
Rugby	23	21	25	+ 2
Stratford	10	16	3	- 7
Warwick	20	24	22	+ 2
Services Rendered Total	144	204	181	+ 37
Alcester	19	17	23	+ 4
North Warwickshire	43	60	44	+ 1
Nuneaton & Bedworth	28	30	31	+ 3
Rugby	23	35	38	+ 15
Stratford	9	7	14	+ 5
Warwick	22	55	31	+ 9

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of all RTC attended incidents over the three year period:

- The largest volume of Services Rendered RTC incidents are attended in the North Warwickshire Station Cluster. Almost one third of the total incidents over the three year period (27.8%) are reported in this cluster, which is not unexpected given the largely rural nature of the area, and the volume of traffic passing through the main roads to the M42 motorway.
- Rugby Station Cluster has seen the largest increase in attended incidents, with an increase of 15 incidents (65.2%) when comparing 2019 (38) to 2017 (23). Warwick Station Cluster has also seen an increase in attended incidents, with an increase of 9 incidents (41%) when comparing 2019 (31) to 2017 (22).
- Extrication incidents have seen a big reduction over the past three years, where the number of incidents have reduced by over half. The largest reduction has been seen in the North Warwickshire Cluster but this is not surprising as this is where the largest volume of incidents are reported. The cluster reported a reduction of 25 incidents (55.6%) when comparing 2019 (20) to 2017 (45).
- The Nuneaton & Bedworth Station Cluster also saw levels reduce by half (48%) where incidents reduced from 25 reported in 2017 to 13 in 2019.
- Two thirds of the incidents (77.8%, 808) involved a car and 4.4% (46) involved a lorry/HGV.
- There were multiple vehicles involved in 10.8% (112) of the incidents attended.



3.2 Killed or Seriously Injured (KSI) – Road Traffic Collisions

The Traffic and Road Safety Team at Warwickshire County Council collect data on those killed or seriously injured as the result of a road traffic collision. Levels saw an increasing trend after the lowest number of KSI were recorded in a year in 2013 (288). At 2017 there were 352 KSI recorded and by 2019 this had reduced to 309.

KSI Incidents - Three Year Overview – 2017 to 2019

Incident Type	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Fatal	38	35	32	- 6
Serious (injury)	314	317	277	- 37
Total KSI	352	352	309	- 43

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

Fatal incidents accounted for 11.6% of the total incidents in 2019 and incidents with a serious injury 89.6%. The proportion of fatal incidents has increased slightly over the three year period.

Levels of KSI are on the decline and the long-term trend is very positive. There were 639 people KSI on Warwickshire roads in 2000 and this has reduced to 309 in 2019, a reduction of 51.6%. Reductions can be attributed to improvements in technology, improvements in vehicle engineering, reductions in speed limits and improvements in trauma care.

Overall, road traffic collisions attended by WFRS have reduced by 5.2% (18 incidents). The number of those killed or seriously injured in road traffic collisions in the county has also reduced by 12.2% (43 incidents) which is to be welcomed. However, according to Public Health England Fingertips data in the Local Authority Health Profiles, Warwickshire still has the highest KSI incidents level in

the Midlands (64.3 per 100,000, compared to 38.4 per 100,00 for the West Midlands between 2016 -2018).

WCC recently approved investment for three casualty reduction schemes and an installation of average speed cameras and has reinvigorated the Warwickshire Road Safety Partnership between the WCC Road Safety team, Warwickshire Fire & Rescue and Warwickshire Police.

Risks and Issues

- The increase in attended incidents in the Rugby and Warwick areas are linked to the multiple high speed motorway and road networks within Warwickshire.
- The lockdown period for COVID-19 initially led to a reduction in the number of vehicles on the roads and WFRS attended less incidents during this period. Incident levels have started to increase since lockdown was lifted. This is a changing picture and the demand locally to WFRS will change as more people return to work and school and should lockdown be reimposed.

4.0 Secondary Fires

Secondary fires are all fires with no casualties, rescues or property loss and are not attended by five or more fire engines. They include outdoor fires, derelict property and also include chimney fires.

After a period of reductions, in recent years secondary fires have started to increase again. Accidental secondary fires have seen the largest increase over the past three years with an increase of 18.6% (45) when comparing 1st January to 31st December 2019 (287) to the same period of 2017 (242). Both deliberate secondary fires and chimney fires have seen a reduction.

All Secondary Fires - Three Year Overview – 2017 to 2019

Incident Type	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Accidental Secondary	242	397	287	+ 45
Deliberate Secondary	316	274	309	- 7
Chimney Fires	54	50	46	- 8
Total Secondary Fires	612	721	642	+ 30

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

47%

(926 incidents)

The proportion of secondary fires which are classed as 'accidental' over the 3 year period

19%

(45 incidents)

The percentage increase seen for 'accidental' secondary fires over the three year period

- 8

The reduction in Chimney fires reported when comparing 2019 (46) to 2017 (54)

4.1 Accidental Secondary Fires

26%

(243 incidents)

The proportion of accidental secondary fires over the 3 year period reported in the Warwick Station Cluster

22

The increased number of accidental secondary fires that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (83) to 2017 (61)

- 4

The reduction in the number of accidental secondary fires that the North Warwickshire Station Cluster has reported when comparing 2019 (34) to 2017 (38)

Accidental Secondary Fires by Station Cluster - Three Year Overview 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	19	31	18	- 1
North Warwickshire	38	53	34	- 4
Nuneaton & Bedworth	61	99	83	+ 22
Rugby	39	67	51	+ 12
Stratford	23	37	25	+ 2
Warwick	62	110	76	+ 14
Total	242	397	287	+ 45

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of accidental secondary fires over the three year period:

- Just over half of the accidental secondary fires occur in the north of the county (56.7%) and 46.3% (243) of these are reported in the Nuneaton & Bedworth Station Cluster.

- A large proportion (40.9%) of the fires occurred at 'grassland, woodland and crops' locations and tree scrubs were accidentally set fire to in 11.7% (108) of the incidents.
- Almost one third of the fires (30.1%) occurred at 'other outdoors – land' where loose refuse was a popular property type to set fire to (23.4%).
- Fires also occurred at 'outdoor structures' (25.6%) and 14.5% (135) of the total accidental fires saw either a small or large refuse container set fire to.

4.2 Deliberate Secondary Fires

41%

(368 incidents)
Over one third of deliberate secondary fires over the 3 year period were reported in the Nuneaton & Bedworth Station Cluster

35

The increased number of deliberate secondary fires that the North Warwickshire Station Cluster has reported when comparing 2019 (82) to 2017 (47)

- 24

The reduction in the number of deliberate secondary fires that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (111) to 2017 (135)

An analysis of deliberate secondary fires over the three year period:

- The north of the county by far reports the highest number of deliberate secondary fires. Over two thirds (78.8%) of fires were reported here, with half of the incidents (52%, 368) being reported in the Nuneaton & Bedworth Station Cluster.
- A large proportion (40%) of the fires occurred at an 'other outdoors – land' location of which almost one third (32.5%) of all deliberate secondary fires saw loose refuse being set fire to (292 incidents).
- Over one third of fires were in 'grassland, woodland and crops' locations (36.6%) and tree scrubs were deliberately set fire to in 14.1% (127) of the incidents.
- Small or large refuse containers were also popular items to be deliberately set fire to (10.2%, 92).

Over the last five years WFRS have focused work around the use of the Small Fires Unit, BIKE teams and ASBIT (Anti-Social Behaviour Intervention Team) for targeted patrols, promotion of the 'Dob Em In' campaign and conducting visual audits. In addition, WFRS provide arson awareness for Year 7 and some Year 8 pupils at all but one of Nuneaton's secondary schools.

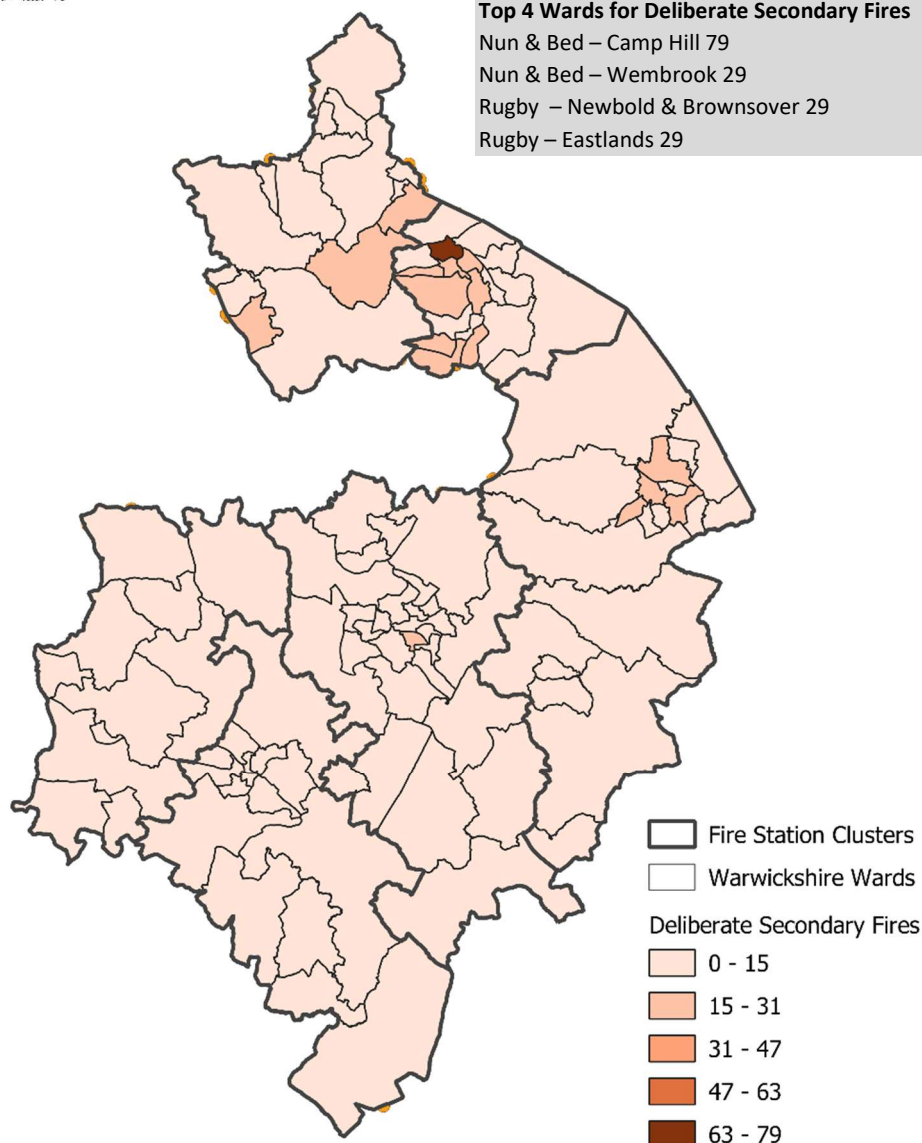
Deliberate Secondary Fires by Station Cluster - Three Year Overview 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	8	9	2	- 6
North Warwickshire	47	47	82	+ 35
Nuneaton & Bedworth	135	122	111	- 24
Rugby	51	50	63	+ 12
Stratford	19	8	6	- 13
Warwick	56	38	45	- 11
Total	316	274	309	- 7

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

Top 4 Wards for Deliberate Secondary Fires

Nun & Bed – Camp Hill 79
Nun & Bed – Wembrook 29
Rugby – Newbold & Brownsover 29
Rugby – Eastlands 29



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5.0 Deliberate Fire Setting

Deliberate fire setting incidents are where the source of the ignition is believed to be malicious or deliberate. The incidents include both primary and secondary fires but are mostly comprised of secondary fires.

All Deliberate Fires - Three Year Overview – 2017 to 2019

Incident Type	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Deliberate Primary Fires	203	155	151	- 52
Deliberate Secondary Fires	317	274	309	- 8
Total Deliberate Fires	520	429	460	- 60

Deliberate Primary Fires - Three Year Overview – 2017 to 2019




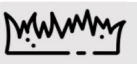
Incident Type	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Deliberate Home Fires	19	17	11	- 8
Deliberate Business Fires	19	19	19	0
Deliberate Vehicle Fires	91	71	77	- 14
Deliberate Other Fires	74	48	44	- 30
Total Deliberate Primary Fires	203	155	151	- 52

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

Deliberate primary fires are of particular concern to WFRS due to the greater risk they pose to human life and these types of fires can also involve property of high value. In 2018 and 2019, Nuneaton and Bedworth Borough has had the most primary fires reported, with deliberate fires in the Nuneaton & Bedworth Station Cluster accounting for 41% of all deliberate fires in the county. The Nuneaton & Bedworth Station Cluster also accounted for 30.9% of all secondary fires in the county.

In 2018 and 2019, of the deliberate primary fires reported in Nuneaton and Bedworth Station Cluster, the majority were deliberate car fires which accounted for 50.4% of the total deliberate fires. Of the deliberate secondary fires reported in Nuneaton and Bedworth Station Cluster, setting fire to refuse was the main ignition type, accounting for over one third (39%) of the fires in the cluster. This is also a similar picture for the county, with 37.2% of the deliberate secondary fires seeing refuse set fire to. This is a five percentage points increase in this type of fire setting. The table below shows the top deliberate fire setting methods within the county.

Deliberate Secondary Fires by Cause (Proportion of Total Fires) – 2015 vs 2019

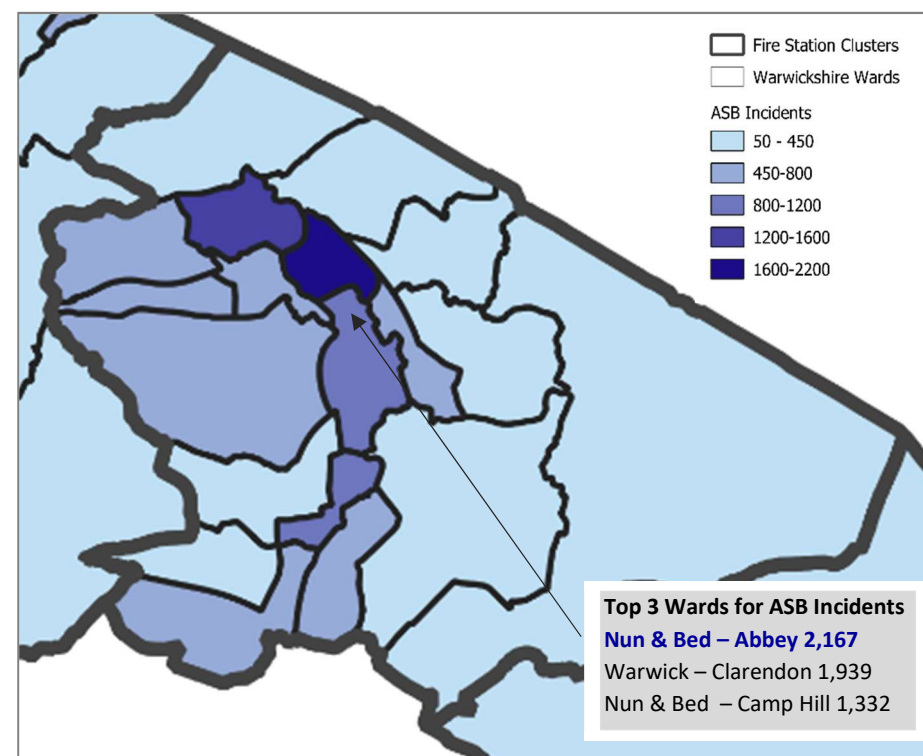
	2019	2015	Direction of Travel
 Loose Refuse / rubbish tip	34%	44%	↓
 Tree Scrub / scrubland	26%	7%	↑
 Wheelie Bin / refuse container / recycle container	15%	10%	↑
 Grassland / pasture	7%	21%	↓

Explanations for this include various socioeconomic, these include the relatively high levels of unemployment, poverty and (perhaps subsequently) high levels of

crime and anti-social behaviour (ASB) incidents in the Nuneaton and Bedworth Borough as compared to other districts and boroughs within Warwickshire.

The maps show the hotspots for deliberate small fires alongside anti-social behaviour (ASB) incidents reported to Warwickshire Police. There is a strong link between ASB and incidents of deliberate small fires, as ASB incidents can include deliberate fire setting. The Nuneaton and Bedworth Borough area has the highest proportion of ASB incidents with 30% of the total incidents reported in this area. This is a slight reduction on the 32% reported in the last IRMP risk profile in 2016.

Police Reported ASB Incidents in N&B Station Cluster

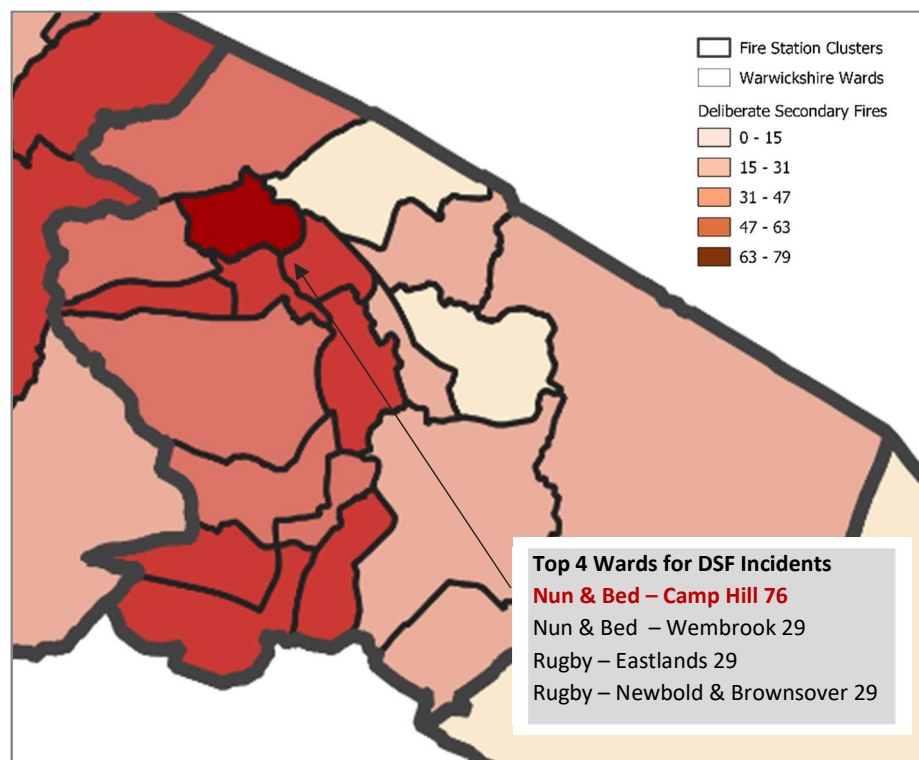


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Camp Hill Ward in the Nuneaton & Bedworth Station Cluster reported the third highest level of anti-social behaviour incidents over the three year period and is the primary hotspot for deliberate small fires in the cluster. The ward sees 8.8% of the total deliberate small fires occurring here and 5% of the total anti-social behaviour incidents reported in the county.

As advised in the previous report the Nuneaton & Bedworth Station Cluster, particularly Camp Hill ward, remains the area reporting the greatest deliberate fire setting activity and is a continued focus area for WFRS.

Deliberate Small Fire Incidents in N&B Station Cluster



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Risks and Issues

- The north of the county remains the highest risk area for both accidental and deliberate secondary fires. Nuneaton & Bedworth Station Cluster area is the most affected area for deliberate secondary fires.
- Deprivation and anti-social behaviour are contributing factors to the high levels of deliberate fire setting in the Nuneaton and Bedworth Station cluster which equates to 41% of the total deliberate fires within Warwickshire.
- The Anti-Social Behaviour Intervention Team (ASBIT), which consists of officers from both WFRS and Warwickshire Police, continue to develop a pro-active approach to supporting the reduction of incidents. COVID-19 has had a huge impact on WFRS' ability to provide services around reducing arson, in particular the engagement, visibility and prevention work carried out by Small Fires Unit team, ASBIT and BIKE teams. This has been due to not being able to socially distance or mix crews.
- Partner agencies are beginning to see an increase in neighbour disputes due to COVID-19 as a result of more people being at home. There has been an increase in the number of controlled burns and garden fires, which in turn has caused, and added to, existing disputes.
- Fires started by fly tipping have also increased, where waste has been fly tipped on private land and set alight. This could be due to a period where waste facilities were closed, however there is a general upward trend in fly tipping incidents noted by WFRS partners.
- There is anticipated to be an increase in garden fires due to the incorrect disposal of barbecues and glass left on grassed areas. These will be mainly accidental in nature as opposed to malicious intent to cause fire damage. This is due to an increased number of people 'staycationing'.
- In the Atherstone area (North Warwickshire Borough) there is an identified issue with young people causing damage by fire (in particular over the summer of 2019). There is a risk of the pattern repeating itself

in 2020. The majority of the issues were escalated by a lack of a co-ordinated approach.

- With the development of HS2 there is a risk that we will see an increase in void buildings being breached and set fire to along the route of HS2. Continued work needs to be done with HS2 to ensure all buildings acquired by them are secured and patrolled until such time as they are demolished.

6.0 False Alarms

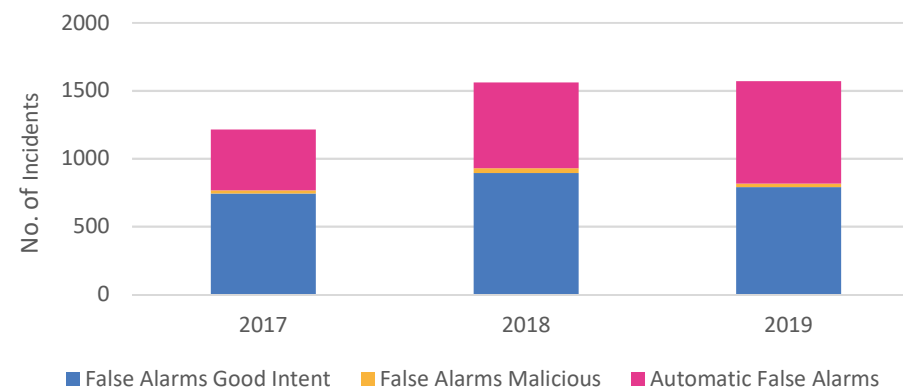
False Alarms are incidents where WFRS attend a location only to discover that there is/was no actual fire incident. There are three categories within this:

- Automatic False Alarms (AFAs)
- False Alarms with Good Intent
- False Alarms – Malicious

False alarm incidents consistently account for the largest proportion of incidents attended by WFRS and levels have increased over the past three years. Over the three year period, the largest proportion of incidents attended were False Alarms with Good Intent (56%), which is a reduction compared to the last report where they accounted for 69% of all false alarm incidents.

The number of Automatic False Alarms has been increasing and for the three year period account for 42% of all false alarm incidents. This is an increase from 27% reported in the last report, which is an increase of 15 percentage points.

2017 - 2019 False Alarm Incidents



All False Alarm Incidents - Three Year Overview – 2017 to 2019

Incident Type	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19
Automatic False Alarms	448	632	753
False Alarms with Good Intent	742	894	789
False Alarms - Malicious	24	35	27
Total False Alarms	1,214	1,561	1,569

The most common reasons for false alarms are the accidental triggering by a human or animal, system issues or contaminants such as dust or steam. Good intent false alarms are calls made in good faith, such as when people see or smell smoke and malicious calls usually involve a hoax call or the deliberate activation of an alarm².

An analysis of false alarm incidents over the three year period:

- Overall, levels have been increasing over the three year period and continue an upward trend.
- Automatic False Alarms in particular have seen a large increase, from 246 incidents reported in 2014 to 753 in 2019.
- Increases can be viewed positively as more properties are likely to contain fire alarms and are being set off by smoke.
- False Alarm Good Intent incidents remain the highest reported type of false alarm (56%).
- False Alarm Malicious incidents have reduced slightly and now account for 2% of the total reported incidents.

6.1 Automatic False Alarms

Automatic Fire Alarms are defined as calls received from non-domestic automatic fire alarm systems.

34%
(627 incidents)

The proportion of AFAs over the 3 year period reported in the Warwick Station Cluster

86

The increased number of AFAs that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (156) to 2017 (70)

- 1

The reduction in the number of AFAs that the North Warwickshire Station Cluster has reported when comparing 2019 (28) to 2017 (29)

Automatic False Alarm Incidents by Station Cluster - 3 Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	41	56	67	+ 26
North Warwickshire	29	33	28	- 1
Nuneaton & Bedworth	70	119	156	+ 86
Rugby	74	130	154	+ 80
Stratford	64	90	93	+ 29
Warwick	170	202	255	+ 85
Total	448	630	753	+ 305

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

² Activities, spending and productivity in the F&R Services since 2009 (ONS)

An analysis of AFAs over the three year period:

- Overall, AFAs increased by 68% (305) which follows an increase reported in the last risk profile of a 180% increase between 2013 and 2015.
- Warwick Station cluster reported by far the highest proportion of AFAs over the three year period (34.2%) followed by Rugby Station cluster (19.6%).
- Only North Warwickshire Station cluster saw a reduction in incidents over the three year period (by one incident), all of the other clusters saw an increase.
- The largest increase in incidents has been seen in the Nuneaton & Bedworth Station cluster (86 incidents) followed by the Warwick Station cluster (85 incidents).

A new AFA policy was introduced in 2016 and WFRS have now adopted a risk based approach to calls from fire alarm monitoring organisations. It focuses on the most vulnerable people in our communities. Fire control operators apply a robust and effective call challenge to all requests for a fire engine and they seek information to establish if the building falls into one of the identified groups for vulnerable people.

Since 2016, when WFRS receive an AFA call and is no further sign of a fire, they will not respond to commercial/business premises and non-sleeping premises unless there is an emergency call confirming there is a fire, or signs of a fire can be seen.

Adopting a more appropriate response to risk allows WFRS to focus efforts on preventative measures and on engaging with communities and vulnerable groups to assist with education prevention activity.

6.2 False Alarms with Good Intent (FAGI)

False Alarms with Good Intent incidents represent the largest proportion of incidents to WFRS.

28%

(685 incidents)
The proportion of FAGI incidents over the 3 year period reported in the Warwick Station Cluster

35

The increased number of FAGI incidents that the Rugby Station Cluster has reported when comparing 2019 (166) to 2017 (131)

- 6

The reduction in the number of FAGI incidents that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (185) to 2017 (191)

False Alarms with Good Intent by Station Cluster - Three Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	46	81	54	+ 8
North Warwickshire	94	113	111	+ 17
Nuneaton & Bedworth	191	189	185	- 6
Rugby	131	182	166	+ 35
Stratford	56	79	54	- 2
Warwick	224	242	219	- 5
Total	742	886	789	+ 47

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of FAGI incidents over the three year period:

- Overall, FAGI incidents increased by 6.3% (47) which follows a reduction reported in the last risk profile.
- Warwick Station cluster reported the highest proportion of incidents over the three year period (28.3%) followed by Nuneaton & Bedworth Station Cluster (23.4%).
- The Nuneaton & Bedworth Station cluster saw the largest reduction in incidents (6 incidents) followed by the Warwick Station cluster (5 incidents).
- The largest increase in incidents has been seen in the Rugby Station cluster (35 incidents).

FAGI incidents still represent a large proportion of false alarm calls and are challenging to reduce as they are usually made by well intended residents.

6.3 False Alarms Malicious

False Alarms Malicious (FAM) are calls made to WFRS where there is no actual emergency, but in contrast to False Alarms with Good Intent, here the caller is aware of this. They are calls made to WFRS with the aim of misleading the emergency services into thinking there is an actual emergency when there is not.

34%

(29 incidents)

The proportion of FAM incidents over the 3 year period reported in the Nuneaton & Bedworth Station Cluster

3

The increased number of FAM incidents that the Nuneaton & Bedworth Station Cluster has reported when comparing 2019 (8) to 2017 (5)

- 4

The reduction in the number of FAM incidents that the Warwick Station Cluster has reported when comparing 2019 (2) to 2017 (6)

False Alarms Malicious by Station Cluster - Three Year Overview – 2017 to 2019

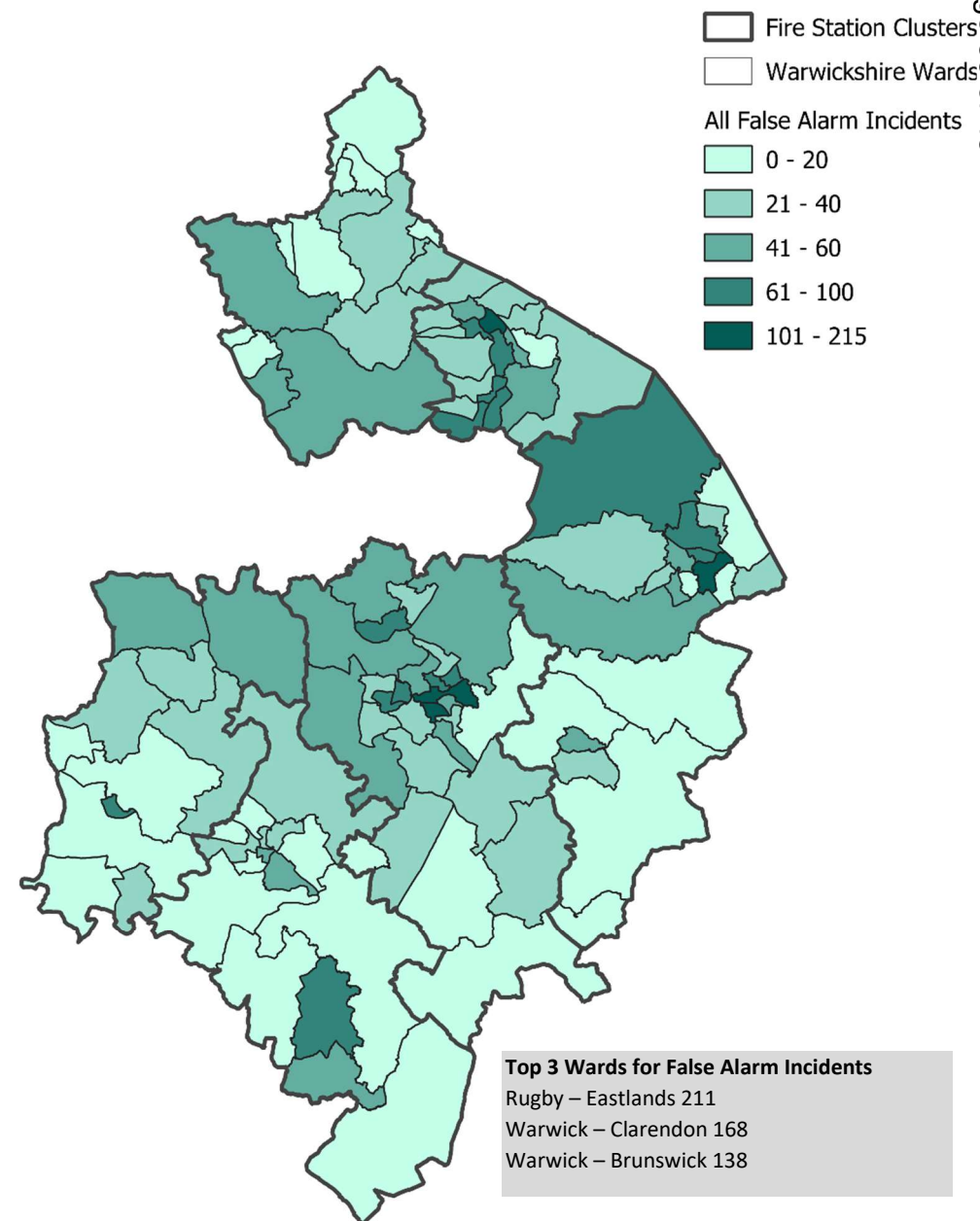
Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	2	4	3	+ 1
North Warwickshire	4	1	5	+ 1
Nuneaton & Bedworth	5	16	8	+ 3
Rugby	6	0	7	+ 1
Stratford	1	2	2	+ 1
Warwick	6	12	2	- 4
Total	24	35	27	+ 3

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

An analysis of FAM incidents over the three year period:

- Overall, FAM incidents increased by 12.5% (3) which follows a reduction reported in the last risk profile.
- Nuneaton & Bedworth Station cluster reported the highest proportion of incidents over the three year period (33.7%) followed by the Warwick Station Cluster (23.3%).
- The Warwick Station cluster was the only area to see a reduction in incidents (4 incidents), all other areas saw a slight increase.
- The largest increase in incidents has been seen in the Nuneaton & Bedworth Station cluster (3 incidents).

Levels have remained fairly steady over the three years and are considered to be low.



Risks and Issues

- The increase of AFAs across the county correspond to the risk based approach in responding to calls from residential premises, care homes and sheltered accommodation.
- With regards to AFAs calls from commercial and business premises, the service will develop a consistent and co-ordinated approach with occupiers to reduce repeated false alarms.

7.0 Special Services

Special Services incidents are non-fire incidents (excluding RTCs) that are attended by WFRS. They consist of incidents that require the attendance of an officer or an appliance, from domestic incidents through to major disasters (examples of these can be water rescues or stabilising unsafe structures). The attendance at these types of incidents have increased significantly over the last decade. The last report advised an increase of 41% (75 incidents) and over the last three years there has been a further increase of 46% (217 incidents).

28%

(486 incidents)

The proportion of Special Services incidents reported over the 3 year period in the Warwick Station Cluster

70

The increased number of Special Services incidents that the Warwick Station Cluster has reported when comparing 2019 (194) to 2017 (124)

- 5






Rugby Station Cluster was the only area to see a reduction over the three year period – from 137 in 2017 to 132 in 2019

Special Services Incidents by Station Cluster - 3 Year Overview – 2017 to 2019

Station Cluster	Jan to Dec 17	Jan to Dec 18	Jan to Dec 19	Number Change 2019 vs 2017*
Alcester	31	34	76	+ 45
North Warwickshire	44	68	67	+ 23
Nuneaton & Bedworth	83	126	132	+ 49
Rugby	137	138	132	- 5
Stratford	49	62	85	+ 36
Warwick	124	168	194	+ 70
Total	469	596	686	+ 217

*RAG based on percentage change: red an increase above 5%, green a reduction greater than 5%, amber increases or reductions within 5%

Top 5 Types of Attended Special Services Incident

	13% Flooding	46% Make safe 27% Advice only
	12% Assist other agencies	61% Assistance to other agencies 27% Other 10% Missing person
	12% Effecting entry / exit	37% For child 26% For person in distress 18% For medical case
	10% Other rescue / release of persons	61% Other 22% Trapped in or under machinery or other object
	9% Animal Assistance	33% Domestic animal 22% Livestock 18% Trapped animal

Over the last three years flooding incidents were highest type of Special Services incident call out for WFRS and was directly affected by bad weather periods. Climate change and changing weather patterns are a contributory factor to the increase in Special Service incidents and increased demand on WFRS services. WFRS remain prepared for an increase in these types of incidents and their continued training enables Warwickshire crews to be able to respond when their skills are needed. Training and development of Fire Officers is extremely important as the nature of Special Services incidents can change quite quickly and officers need to be able to adapt to changing demands.

Risks and Issues

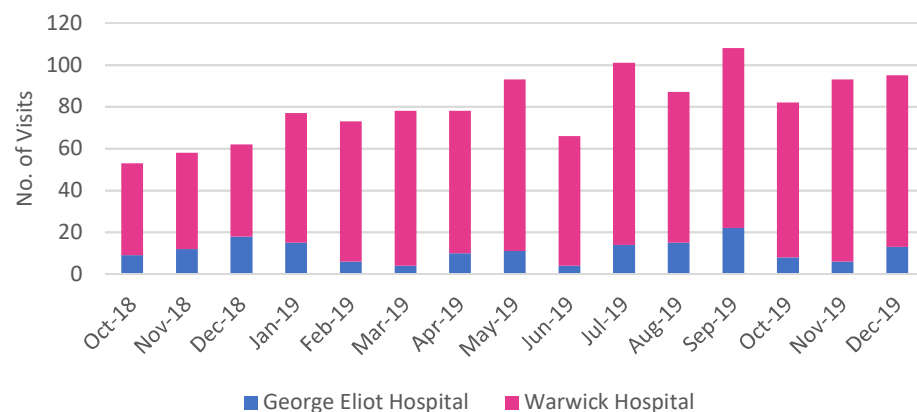
- Environmental factors will increase the need to provide flood and water rescue response for the community.
- The potential change to DEFRA guidance around increasing the number of hours required to maintain water rescue competence is an issue for WFRS.

8.0 Hospital to Home






The Hospital to Home scheme was launched by WFRS in August 2018 and is run in partnership with Public Health, Adult Social Care and the local hospitals and funded by the Better Care Fund. The aim of the scheme is to support elderly and vulnerable patients who have been treated at hospital and are well enough to get back to where they feel safe and can be supported to live independently, which could be either in their own home or to a care home. The scheme has helped to reduce the number of patients who have previously had to be admitted to hospital because they had no immediate friends or family to help the get home. Once home the patient is settled in by the Hospital to Home team and makes a referral for a Safe and Well Check. Those delivering the service are not on duty and are used on a self-rostering basis.

The scheme has been a big success in the county and has helped to strengthen WFRS' brand within the community, where crews are getting involved in a wide range of work keeping our communities safe. An analysis of the scheme so far, for the period 1st October 2018 to 31st December 2019 is below.

Hospital to Home Visits – 1st October 2018 to 31st December 2019



Hospital to Home Visits – Key Statistics

	86% Referrals from Warwick Hospital	14% Referrals from George Eliot Hospital
	39% 60 min response time achieved	61% 60 min response time <u>not</u> achieved
	79 Safe and Well Checks were carried out at the visit	395 Safe and Well Checks were scheduled for a crew to return
	50% Returned to homes in Warwick District (highest proportion of users of the service)	76% Of Warwick District users of the service were returned to their own home, 24% to a care home
	48% Of users were aged 85 years plus	59% Of users of the service were female

The Hospital to Home scheme has seen an increase in visits over the months since it began, with the largest proportion of the referrals being from Warwick Hospital. It is too early in the scheme to be able to see any trends in peaks and demands of the service but demand is expected to increase in light of COVID-19 pressures.

Risks and Issues

- In light of the recent COVID-19 situation there has been more pressure put on the scheme and at the time of writing it was anticipated that the scheme was having to adapt to a different way of working to cope with the higher numbers needing the service.
- The Hospital to Home scheme will be a crucial avenue to help identify even more vulnerable people who may not have access to other resources to report issues. For example, those suffering domestic abuse, where volunteers may notice signs of concern when returning a person home or they may be asked directly for help. Similarly it could help to identify situations of hoarding which can be linked to mental health problems.
- The number of referrals from George Eliot hospital is currently 14%. The Hospital to Home team has identified that further work is required to communicate the benefits of the scheme. They will continue to work with the hospital to improve the number of referrals.

9.0 Risk Management

One of the roles of Fire and Rescue Services is to protect against fire and are therefore involved in the design process of the construction of new buildings, making sure that they are designed in accordance with fire safety specifications.

Premises Risk

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

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

These scores are then tallied and a risk level is assigned to each premises. A building with up to two severe hazards is classed as a Level 1, those with between three and five severe hazards are a Level 2, and premises with more than five severe hazards are categorised as Level 3. Once they are scored, buildings are referenced with a unique number and information is gathered to support the formulation of operational strategies and tactics. In the case of Level 3 buildings operational plans are also made detailing how a fire would be dealt with in a safe and effective way, such that damage is mitigated should a fire occur. Hence, the more risk present in the building the more information provided for the support of operational plans. Across Warwickshire at May 2020 there are 155 Level 2 buildings, including building types such as hotels, hospitals and factories. There are 35 level 3 buildings in Warwickshire.

Heritage Risk

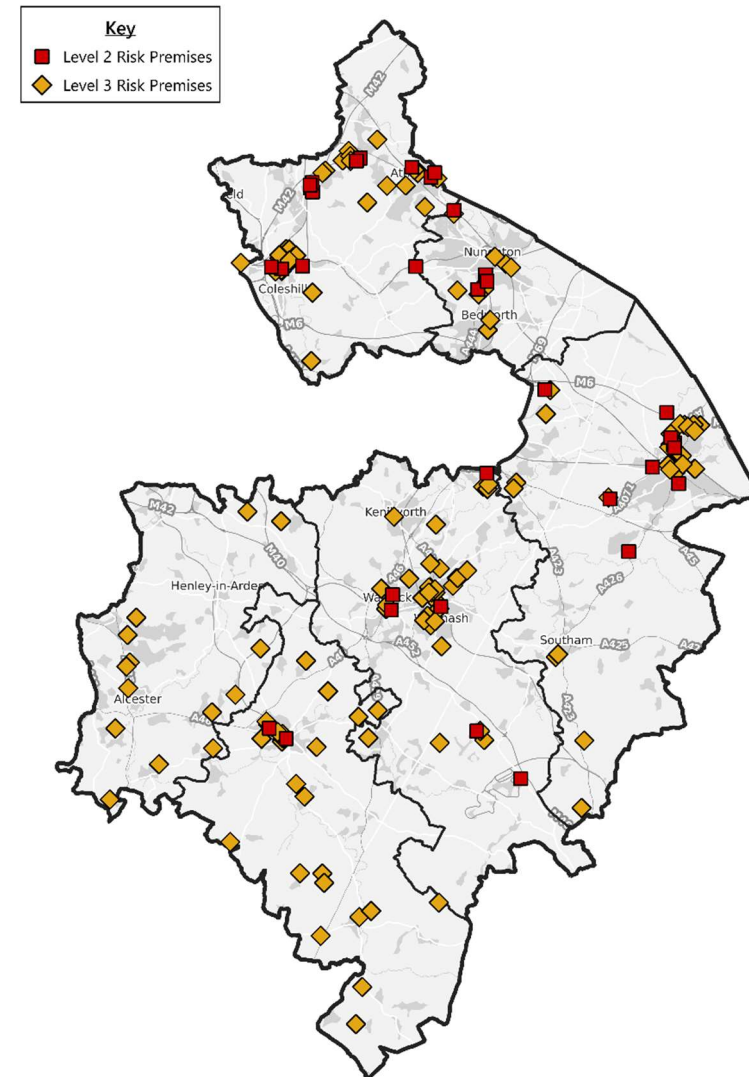
A subcategory of high risk buildings is heritage buildings. These properties are buildings that are important to the country's heritage and history, and some of them were built as far back as medieval times. This section concerns the protection of heritage properties from fire, and the management of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

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

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

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

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



Sprinklers

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

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

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

1. A reduction in the number of fire fatalities and casualties.
Sprinklers reduce fatalities and casualties from fire in a number of ways such as by allowing people to escape the building while the fire is confined and by reducing the toxicity and quantity of smoke which is the main cause of fire fatalities.
2. A reduction in property damages and a subsequent reduction in insurance costs and premiums.
By for example restricting the fire to its room of origin, and allowing more time to evacuate, property damages in sprinklered properties have been shown to be less by between 30 and 60% than in buildings without sprinkler systems.
3. A reduction in the environmental impact of fires.
Substantially less water is required by sprinklers to contain a fire as compared to that needed by firefighters to manually suppress a fire. They

also reduce the carbon footprint of fires, by controlling and sometimes extinguishing them altogether. Sprinklers also act to reduce the amount of this run-off water, and to reduce the requirement for the disposal of hazardous waste.

4. A reduction in incident levels attended by fire and rescue services and subsequent cost savings.

Sprinklers control fires whilst fire crews arrive at the scene of a fire meaning fewer appliances are required. Sprinklers also mean that the number of Automatic False Alarm incidents is reduced.

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

Water Risk

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

Assessment of current flood risk is conducted by partners of the Warwickshire Local Resilience Forum who consider the likelihood and potential impact of flooding events from all sources. This assessment forms part of the Local Resilience Forum Community Risk Register and identifies both Major Local Fluvial



Flooding and Major Reservoir Dam Failure as Medium to High risks within Warwickshire.





Flood response planning in Warwickshire is led by the CSW Resilience Team and is coordinated with all partners of the Local Resilience Forum to produce the Warwickshire Multi-Agency Flood Plan. The plan outlines agency responsibilities, monitoring resources, local arrangements and specific areas of risk to ensure an appropriate and coordinated response is delivered across the county in the event of widespread flooding.




Further water risk includes the risk of a fatality due to drowning in a static body of water, for example in a reservoir or lake. WFRS undertake preventative work at key times of the year when the risk of these types of incidents are higher, with public information and safety messages being distributed.


10.0 Future Risks and Opportunities

This section aims to identify a number of key changes that may potentially affect WFRS' future activities and the demand on the service. The ever-changing context in which WFRS operates presents it with a number of challenges and threats, as well opportunities. This section provides an insight into factors that may impact WFRS activity in the short and long term future, such as demographic changes, organisational and legislative changes, technological advancements and environmental factors. The issues described are categorised into **PESTELO** categories: **p**olitical, **e**conomic, **s**ocial, **t**echnological, **e**nvironmental, **l**egal and/or **o**rganisational. The overall purpose of this section is to allow WFRS to take into account these various factors when planning for the future.

Risk or Issue	Description	Potential Impact on WFRS	Risk Category (PESTELO)	Impact Level and Type
COVID 19 – Short term 	<p>The global pandemic of COV-19 has led to an unprecedented national and local picture.</p> <p>At the time of writing this picture was still developing.</p> <p>Short-term this is impacting on all areas of life.</p>	<ul style="list-style-type: none"> - Increased demand on Hospital to Home service – requiring a change in the way this one on one service is delivered to help cover a greater number of residents with less risk to WFRS officers and volunteers. - Firefighters being called upon to support new areas e.g. supporting health colleagues in relation to the pandemic and responding to community incidents that are outside of the usual parameters. - Increase in demand for the services of the Arson Reduction Team due to a possible increase in anti-social behaviour incidents and deliberate fire setting incidents due to young people not attending schools and colleges, particularly over warmer weather periods. 	Political Economic Social Organisational	<p>High and negative impact on service demand. There will be huge pressures on service demand and likely a reduced workforce where officers are self-isolated or ill.</p>
COVID 19 – Long term 	<p>Longer-term the impact will be far reaching into all parts of daily life.</p>	<ul style="list-style-type: none"> - There will be a new risk profile for WFRS. - There will likely be a shift to working from home for employees and less people working on business premises. - A reduction in business premises as more employees are working remotely. - A potential increase in fires in the home with people having more electrical equipment at home at risk of causing a fire (it also increases the use of white goods if more people are at home for long periods). - A change in the role of the Firefighter. A shift to support the health services, local partners and the community. Using Safe and Well Checks to help target vulnerable people. 	Political Economic Social Technological Environmental Organisational	<p>High and negative impact on service demand. There will be significant pressures on service demand and likely a reduced workforce where officers are self-isolated or ill.</p>

Risk or Issue	Description	Potential Impact on WFRS	Risk Category (PESTELO)	Impact Level and Type
Firefighters roles expanded 	<p>Following on from COVID-19 explore the potential to broaden all fire service roles to enable significant support to be given to other community areas such as Adult Social Care.</p> <p>Officers supporting the protection of NHS services and staff.</p>	<ul style="list-style-type: none"> - A shift to officers supporting health services and helping to protect the NHS. This is not statutory currently but this could change. - Safe and Well Checks to be expanded to assist Police and partners with intelligence gathering and targeting vulnerable individuals e.g. to help with intelligence gathering of County Lines work. 	Political Economic Legal Organisational	<p>High and positive impact on service demand. An opportunity to increase the community role for WFRS.</p>
Hospital to Home 	<p>The COVID-19 pandemic is changing the way that the Hospital to Home service works in the short-term and it is likely that this will affect it long-term.</p>	<ul style="list-style-type: none"> - An increase in the number of vulnerable people being supported by the service. - Greater impact on officers and volunteers with a push to recruit more volunteers. - A change in the way the service is delivered by supporting more people with less resources. 	Economic Social Technological Organisational	<p>High and positive impact on service demand. The scheme is invaluable to residents and is a proactive partnership approach with the aim of reducing demands on NHS services.</p>
Joint Strategic Needs Assessment – Place Based Approach 	<p>The Business Intelligence team have been conducting a two year work programme of place-based needs assessments for all areas of the county. Almost all of the JSNA areas have their own needs assessments completed. The key themes emerging are:</p> <ul style="list-style-type: none"> - mental health and wellbeing - loneliness and social isolation - long-term health and disability - obesity or being overweight 	<ul style="list-style-type: none"> - The needs assessments have identified priority needs across the JSNA areas which link to some wider themes for Warwickshire. Several of the themes link to WFRS activity: - An increase in incidents that are suicide related or linked to mental health issues that need WFRS support, of particular concern is that fire related suicides may increase. - An increase in incidents for call outs to people that are obese that need rescuing from their home or from an incident. - An increase in accidental incidents where social isolation is an issue, particularly for older people. 	Political Economic Social Environmental Organisational	<p>High and positive impact on service demand. A proactive partnership approach to support and protect the most vulnerable in our communities will improve outcomes for residents and reduce the demand on WFRS services.</p>
Ageing Population 	<p>An ageing population who are living an increasing number of their later years in poor health will impact on health and social care services.</p> <p>Dementia, diabetes, musculoskeletal diseases and mental ill health are all areas that are likely to have greater impact on health services.</p>	<ul style="list-style-type: none"> - Older people are amongst the most vulnerable groups to fire and are considered more at risk of an accidental home fire. Mobility issues can impact on a person's ability to react quickly to a fire or escape from a property. There are also mental health issues which come with old age, such as dementia, which can increase the risk of accidentally starting a fire or being a fatality. - An ageing population means an increase in the number of vulnerable residents in the community. WFRS will need to adapt their preventative work around Safe and Well Checks to accommodate a growing number of people. - Partnership work will be a focus in order to help reduce the risk of accidental fires in the home. 	Political Economic Social Organisational	<p>High and negative impact on service demand. An ageing population will place significant pressures on public services.</p>

Population growth and new housing developments 	<p>A growing number of households, residents and employees in Warwickshire will increase demand on infrastructure (e.g. roads, schools, social housing) and services (e.g. social care, waste management). New housing developments are common sights across Warwickshire.</p>	<ul style="list-style-type: none"> - An increasing population will impact on WFRS and health services with more demand for services, particularly for older people where the largest population growth is set to be seen (50 plus). - An increased risk of accidental home fires. - Increased traffic on the roads, particularly at peak times, with a risk of increasing road traffic accidents. - Roads will become busier resulting in more congestion on the roads and reduced air quality. Developments in self-driving cars and trucks, and improved battery technology leading to more electric or hybrid cars may offer solutions. - More infrastructure will need to be put in place for new housing stock, for example the installation of fire hydrants to ensure water supplies are close by in the case of a fire. - A need to support people living healthy and longer lives in their own home – a partnership approach supported by all agencies to reduce the demand on services. - To tailor services to diverse communities based on their preferences. - The requirement to explore multi agency hub/shared buildings with partners to address community issues, to share data on the vulnerable and take a coordinated approach. E.g. Police, Social Care, Education and Substance Misuse partners. 	Political Economic Social Technological Environmental Legal Organisational	<p>High and negative impact on service demand. An increasing population will place significant pressures on public services and WFRS will have to adapt to these changing and diverse communities.</p>
Poverty and Deprivation 	<p>Unemployment and poverty are expected to increase during the COVID-19 pandemic. Many businesses will collapse and people will lose their jobs. The full extent of this may not be felt for some time.</p>	<p>Unemployment, poverty and deprivation are all factors that impact on WFRS' services – the Nuneaton & Bedworth area being the area with the highest levels.</p> <ul style="list-style-type: none"> - An increase in deliberate fire setting, linked to anti-social behaviour where the highest levels are in Nuneaton & Bedworth Borough. - An increase in alcohol and drug linked incidents, particularly accidental fires where victims are unable to respond quickly. - An increase in fires for vulnerable groups, including older people living in poverty living in poor housing. 	Economic Social	<p>High and negative impact on service demand. It is impossible to predict the scale of this following the COVID-19 pandemic.</p>
HS2 	<p>A new high speed railway will connect London, Birmingham, Manchester and Leeds, cutting through Warwickshire. It is expected to carry 300,000 passengers per day when fully operational.</p>	<p>Increases in the number of new home developments and an increase in the number of people living within Warwickshire, impacting directly on WFRS resources across all incident types. In particular an increase in people will lead to more people travelling on the roads, an increase in the number of road traffic collisions and there will be more people at risk of a home fire.</p> <p>There is the risk of a train derailment or serious incident within Warwickshire which would have a large impact on resources in its response.</p>	Economic Social Technological Environmental	<p>High and negative impact on service demand. An increasing population both living in and travelling within Warwickshire will place significant pressures on public services. WFRS will have to review the way they deliver services in order to</p>

				respond to higher levels of incidents being reported.
Climate change 	<p>By 2025 action on climate change will be advancing and include measures such as better insulation of buildings, less use of fossil fuels, more use of green electricity, local schemes to generate electricity and offsetting of carbon through initiatives like tree planting.</p>	<p>Climate change will likely impact on WFRS by an increase in special services incidents and rescue incidents, in particular where flooding is involved.</p> <p>Changing weather patterns can also lead to hotter, drier periods which can increase incidents of outdoor fires and deliberate small fire setting. A requirement to be flexible to respond to a changing need and an investment in suitable equipment e.g. water rescue specialist equipment. Training is key to fire officers being able to respond safely and effectively to incidents</p>	Environmental	<p>High and negative impact on service demand. Climate change is likely to increase special services incidents.</p>

11.0 Summary and Conclusions

Forming the evidence base for the Integrated Risk Management Plan, this document analyses attended incident levels by WFRS between January 2017 and December 2019 (3 years). Divided into 5 main categories (Primary Fires, Secondary Fires, False Alarms, RTCs and Special Services), current and emerging trends have been identified where possible. Recommendations have been made, and emerging risks and issues identified that may affect WFRS in the years ahead.

As mentioned at the start of the document, the COVID-19 situation is changing the risk profile for Warwickshire and WFRS need to be responsive to the challenges it brings. There is an evolving role for fire in providing a community response in supporting its residents, with a greater focus on prevention, and this will be a focus for the IRMP in future years.

The central themes of this risk profile are as follows:

- WFRS continues to respond appropriately to service demand, responding and adapting flexibly to evolving pressures, in particular adapting to the challenges that the current COVID-19 situation brings.
- WFRS adopts an expansive proactive and preventative agenda, engaging with communities, particularly those who are vulnerable, across the county to raise awareness and appreciation of personal resilience and safety.
- WFRS continues to work successfully with a range of agencies, such as the Police and Local Authorities, working in partnership where possible to collaborate on keeping Warwickshire residents safe from harm;
- Protocols, policies and supporting systems need to continue to be reviewed regularly, reflecting changing need and demand.

It is important that WFRS does not operate in isolation and uses the resources that being part of the wider County Council offers. WFRS needs to respond appropriately to broader challenges, notably pressures of austerity and the increasing need to operate with greater efficiency and less resources.

Looking ahead, uncertainty will likely remain. It is important that the IRMP process is a live process that can easily adapt and respond to a changing national and local climate. WFRS remains in a strong position to respond to these challenges, notably due to their proactive and preventative approach to existing pressures, enhancing skill-sets and community resilience.

Warwickshire Fire and Rescue Service IRMP Annual Review 2019 - 20

Looking Back at What We have Achieved

Each year, we develop an action plan that supports our overarching IRMP proposals. This helps us deliver continuous improvement.

Last year, we identified these actions. We said we would:	We are proud to say:
Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.	<p>We introduced new command and control software in our Fire Control which improved our management of emergency incidents and enabled us to provide a robust back up with Northamptonshire, our neighbouring Fire and Rescue Service.</p> <p>We are progressing the development of new training facilities at four sites across Warwickshire, including breathing apparatus training and water rescue training facilities at Lea Marston in partnership with the Environment Agency.</p>
Continue to review the number, location and resourcing of our fire stations and fire engines.	<p>We are continuing to review our fire station locations across the County to ensure that we respond to emergencies as quickly as we can. Because we know how important this is to you, we asked an independent third party to check and confirm our work.</p> <p>We are providing an additional fire station in Rugby in response to the changing community risk of the area, and we have secured funding from the developers to help pay for the new fire station.</p> <p>We took delivery of a brand new aerial fire appliance in October 2019 which is designed to provide easy access to high rise properties, even in narrow streets.</p>
Maximise the flexibility and utility of our workforce.	<p>We are continuing to work with our wholetime staff to develop flexible ways to work to make sure that we continue to provide consistent and robust levels of service across the County, including providing additional support for stations on the Day Crewing Plus duty system.</p> <p>In the last year we have recruited 15 new wholetime firefighters on flexible crewing contracts and 14 on-call firefighters.</p>

	<p>We have changed our senior management structure to include both uniformed and non-uniformed staff, which has given us greater flexibility and enabled us to make the best use of the skills and experience of the people that work for us.</p>
<p>Develop the use of emerging technology.</p>	<p>We are part of the national Emergency Services Network programme to provide a replacement communications system that will ensure we can communicate effectively with other fire and rescue services, blue light services and responding agencies using the latest digital technology.</p> <p>The latest Microsoft computer software (Microsoft 365) has been rolled out across the Service to improve internal and external communications and staff flexibility.</p> <p>We have introduced live video links at incidents which can be viewed remotely to ensure we are doing everything we can as safely as possible to deal with the incident.</p>
<p>Use our capacity to improve wider community health and social care outcomes.</p>	<p>We have successfully launched a hospital to home service, which has enabled us to deliver prevention advice and conduct safe and well checks for our most vulnerable residents and helped reduce pressure and impacts on hospitals. This has been even more important during the Covid 19 pandemic where our staff supported the national effort to protect the NHS.</p> <p>We are working closely with our partners to ensure that we continue to reach and support our most vulnerable residents.</p>
<p>Deliver continuous improvement activity as identified through the HMICFRS inspection programme</p>	<p>Our HMICFRS inspection took place in July 2018 and we were judged 'Good' overall.</p> <p>Based on the recommendations in the HMICFRS report, we have</p> <ul style="list-style-type: none"> • Recruited more staff to work in our Fire Protection department to deliver a risk based inspection programme • Reviewed our recruitment practice to better target under-represented groups • Developed our understanding of diversity • Engaged and consulted with our communities



WARWICKSHIRE
FIRE & RESCUE SERVICE

Warwickshire Fire and Rescue Service

Statement of Assurance

2019/20

Contents

1. Foreword
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3. Legal and Statutory Responsibilities
4. Financial Assurance
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(HMICFRS)
8. Conclusion

1. Joint Foreword from Councillor Andy Crump and Chief Fire Officer Kieran Amos

Warwickshire Fire and Rescue Service (WFRS) is a County Council Fire and Rescue service, which discharges fire and rescue functions on behalf of Warwickshire County Council (WCC) - which is the Warwickshire Fire and Rescue Authority (WFRA).

WFRS is integrated within the portfolio of services delivered to the community by WCC, and as such this brings a range of benefits to the performance and statutory compliance of the Fire and Rescue Service.

We are pleased to provide our local communities with this Statement of Assurance on financial, governance and operational matters, and confirm that WFRA continues to meet the statutory duties of the Fire and Rescue Services Act, Regulatory Reform (Fire Safety) Order, Civil Contingencies Act and the Fire and Rescue National Framework for England.

The Statement of Assurance has due regard to the expectations set out in the Warwickshire Fire and Rescue Integrated Risk Management Plan (IRMP) 2017 - 2020 and its annual action plans.

We are currently developing our proposals for the IRMP 2020 – 2025, which will support WCC's 2020 - 2025 Council Plan and will be subject to an 8-week consultation process in September 2020.

We are proud of our achievements in the last 12 months, and in particular our response to the Covid-19 pandemic and the way in which we supported the most vulnerable members of our community by being there when they needed us most. This has been achieved alongside the ongoing delivery of our key strategic projects.



Andy Crump
Cabinet Member for Fire and Community Safety



Kieran Amos
Chief Fire Officer

2. Introduction

We are required to publish an annual 'Statement of Assurance' as part of the Fire and Rescue National Framework for England. The Framework states that for the relevant year, the Authority must provide assurances to their community and to government on financial, governance and operational matters, and must have had regard to the National Framework and its IRMP.

3. Legal and Statutory Responsibilities

Fire and Rescue Services Act 2004

The Fire and Rescue Services Act 2004 sets out the duties and powers of fire authorities. The Fire and Rescue Authority has a number of core functions:

- To promote fire safety, including the provision of information and publicity on steps to be taken to prevent fires, and to give advice on fire prevention and escape planning from buildings in case of fire
- Extinguishing fires and protecting life and property in the event of fires
- Responding to, and rescue of people from road traffic collisions (RTCs) and protecting people from serious harm in the event of RTCs
- To deal with emergencies, other than fires and road traffic accidents

Civil Contingencies Act 2004

The Civil Contingencies Act 2004 (CCA) places duties on Category 1 Responders – WFRS is a Category 1 responder. The Act calls for a Local Resilience Forum (LRF) to be established of which WFRS is a member. The Forum ensures that there is an appropriate level of preparedness to enable an effective multi agency response to emergencies which may have a significant impact on communities.

The LRF is a partnership consisting of representatives from Police, Local Authorities, Fire, Ambulance, Environment Agency, Health, Military, Utility companies and Transport companies. The Act requires Category 1 Responders to maintain plans for:

- Preventing emergencies
- Reducing, controlling or mitigating the effects of emergencies
- Taking other action in the event of emergencies

These plans are drawn from risk assessments and have regard for the arrangements to warn, inform and advise the public at the time of an emergency.

Fire Safety Regulatory Reform Order 2005

WFRS enforces the following fire safety legislation on behalf of the Fire and Rescue Authority:

- The Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Act 1974
- The Dangerous Substances (Notification and Marking of Sites) Regulations 1990
- The Health and Safety (Safety Signs and Signals) Regulations 1996
- The Construction (Design and Management) Regulations 2007

Fire & Rescue National Framework for England

Integrated Risk Management Plan:

The IRMP fulfils the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve. The IRMP 2017-2020 is the strategic document that informs the 2019-20 Statement of Assurance and can be viewed by clicking on the link below:

[Warwickshire Fire and Rescue IRMP 2017-2020](#)

The IRMP demonstrates how we assess and manage foreseeable risks within all our communities. It allows us to ensure that Warwickshire remains a safe place to live and work and describes what additional actions we intend to take to keep our communities safe.

We are currently developing the IRMP 2020-2025 which sets out our proposals for the next five years and will be subject to a public consultation process beginning in September 2020.

4. Financial Assurance

We place a great deal of emphasis on ensuring that our financial management arrangements meet the highest standards.

This is discharged through a number of key processes as follows:

- The annual statement of accounts is produced in line with the accounting codes of practice, it is scrutinised by independent governance, audit and scrutiny committee, approved by WCC and audited by auditors prior to publication.
- Monthly management team accounts are produced and reported back to the corporate finance and management teams.
- Independent external audit review is given annually to ascertain whether the Service is providing value for money.

Link to WCC's annual statement of accounts:

<https://www.warwickshire.gov.uk/directory-record/6071/2019-20>

5. Governance Assurance

The Fire and Rescue Authority has an approved code of governance in accordance with WCC governance arrangements.

Links to the constitutions of WCC:

<https://www.warwickshire.gov.uk/constitution>

An annual governance statement is produced by WCC explaining how WCC has complied with the code of corporate governance and also meets the requirements of the regulation 4(3) of the accounts and audit (England) regulations 2011.

Link to the annual governance statement:

<https://i.warwickshire.gov.uk/annual-governance-statement-2017-18>

6. Operational Assurance

We are a key member of the Local Resilience Forum and have been instrumental in co-ordinating and implementing a countywide response to Covid-19, including working closely with partners to protect the NHS and Social Care.

Mutual aid arrangements are in place with other services to provide resilience for large scale or complex incidents where additional resources need to be called on. We actively contribute to national resilience and make our assets available to support national emergencies where required.

Performance reports are presented to and scrutinised by the WCC Resources and Fire Overview and Scrutiny Committee (OSC). The final 2019/20 performance report will be presented at the September 2020 OSC meeting.

We continue to strive to achieve a high level of performance against key community safety indicators and have experienced a long-term reduction in fires compared to a decade ago. In the short term, the number of accidental house fires in 2019 has reduced when compared to the previous year, however these incidents remain a focus for us.

There is a mixed picture when looking at fire related deaths and injury. In 2019/20 there was a reduction in the number of fire related deaths but an increase in the number of injuries when compared to the previous year. Historically levels of fire related injuries in Warwickshire have remained low and when compared nationally we are one of the best performers for this measure.

We investigate every single fire death and monitor levels and types of fire related injury to better understand any underlying factors to prevent further deaths and injuries.

The percentage of time the first appliance arrived at life risk or property incidents within 10 minutes has improved compared to the previous year, however it remains below the target. We continue to deploy staff flexibly in order to provide optimum

crewing and provide targeted prevention activity in those communities where it is difficult to reach within 10 minutes.

The IRMP 2020 - 2025 will build on the progress we have made to ensure our staff and fire stations are in the right locations at the right times to improve our emergency response times and to deliver targeted prevention activities.

7. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

We were inspected during July 2018 and were graded as good in two out of the three areas reviewed by HMICFRS. The inspection focused on three main areas; how effective and how efficient we are and how well we look after our people.

The report, which was published on 20th December 2018, acknowledged that our overall efficiency and effectiveness is good. This means that we assess the full range of foreseeable fire and rescue risks our community face, prevent fires well, and respond promptly to emergencies, with the right skills and equipment to deal with the incident effectively.

We take our responsibility for staff wellbeing seriously and demonstrate a willingness to learn and improve. The role of our Arson Reduction Officer, and our close working with the Police and colleagues in Adult Social Care and Public Health are particularly successful elements of our community safety strategy. We conduct regular fire safety checks and work with local businesses to make sure they meet fire regulations. Enforcement activity is undertaken when necessary.

A second inspection by HMICFRS was planned for March 2020 however due to the Covid-19 pandemic the inspection will now take place in 2021.

The full HMICFRS 2019 inspection report is available via the following link:

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/warwickshire-fire-and-rescue-service-report-2018-19.pdf>

An annual customer service excellence audit was conducted in January 2020 and we were highly commended.

Links to the WCC One Organisational Plan and customer service audit report:

<https://www.warwickshire.gov.uk/businessplan>

<https://www.warwickshire.gov.uk/audit>

8. Conclusion

Over the last 12 months we have met and in some areas exceeded our legal responsibilities through the Fire and Rescue National Framework, striving for

continuous improvement to meet the changing risk and vulnerability and the needs and expectations of the communities we serve.

Signed

.....
Andy Crump
Cabinet Member
for Fire and Community Safety

.....
Kieran Amos
Chief Fire Officer



WARWICKSHIRE FIRE AND RESCUE

IRMP SURVEY RESULTS 2020

Author: Matthew Wand

Date published: December 2020

Report produced by Business Intelligence, Commissioning Support Unit

BACKGROUND

Warwickshire Fire and Rescue Service (WFRS) requested Warwickshire residents' views on the following five proposals for their Integrated Risk Management Plan (IRMP) for the next five years (2020-25).

1. Ensure our workforce and ethos reflect the diverse communities we serve.
2. Assess our capabilities to improve our ways of working in response to any future pandemics.
3. Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.
4. Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.
5. Implement digital solutions to enhance our service delivery.

The IRMP demonstrates how WFRS assess and manage foreseeable risks within all its communities. It ensures that Warwickshire remains a safe place to live and work and describes what additional actions are intended to be taken between 2020-25.

A public consultation was run from 14th September to 6th November 2020. The primary means of feeding back was via an online survey designed by the Continuous Improvement and Change team. This was available using the Citizen Space platform on <https://ask.warwickshire.gov.uk/>. Paper copies of the survey or provision in an alternative format could be requested by telephone or email. People were also able to respond to the consultation directly by email or in writing. It is worth noting an alternative format was not requested, an email response was received however by Royal Leamington Spa Town Council (See Appendix 1, page 22).

See Appendix 2 (separate document) for verbatim comments to the open-ended questions within the survey.

The survey was also promoted through several outlets including the WFRS Facebook page, Twitter, Instagram and the Warwickshire Weekly News newsletter; a paid advert was created for Social Media. In addition, it was shared internally through Fire Matters, the Intranet and the W4W Magazine. The Equality, Diversity and Inclusion team developed a marketing media clip for the IRMP which officers from the Fire Service departments took part in. Due to Covid-19 no volunteers were used on this occasion.

The feedback will inform WFRS on respondents' views on the Fire Authority's vision and priorities for the next five years (2020-25). It will also aid the IRMB (Integrated Risk Management Board) in identifying and carrying out evidence-based decisions.

METHODOLOGY

In order to gather the views of Warwickshire residents, an online survey was available on Ask Warwickshire using the Citizen Space platform.

This report is structured in three main sections. First, the key messages from the analysis on the IRMP Survey results. The main section of the report presents the results from the survey which includes more detail than the supplementary infographic. Following this, the third section contains any interesting findings that arose from the cross-tabulation analysis carried out. The final section focuses on general observations gained from the survey results, to aid evidence-based decision for the IRMB.

There will be example quotations for illustrative purposes included throughout this report, so that examples of respondents' views can be seen.



KEY MESSAGES

- The IRMP survey received a total of 163 responses, all received online.
- Proposal 3 (Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties) was the most agreed with proposal, with 93% agreeing, or strongly agreeing with it.
- No respondent stated Proposals 3 and 5 as being 'Not at all important'.
- Nearly one quarter (22%) of respondents disagreed, or strongly disagreed, with Proposal 1 (Ensure our workforce and ethos reflect the diverse communities we serve), thus making it the least popular proposal.
- Over two thirds (72%) stated the five proposals would help the WFRS prepare for fire related risks and issues over the next five years, opposed to 9% who did not believe this, leaving 18% unsure.
- Over half (60%) of respondents were the general public, with 21% of all respondents stating they currently or previously worked for the Fire Service.
- All districts/boroughs bar Warwick District were under-represented when comparing where the survey respondents resided to the 2019 population estimates for these areas.
- Over four fifths (83%) of respondents were of White ethnicity, 7% being of a Black, Asian and Minority Ethnic (BAME) background whilst the remaining 10% stated 'Prefer not to say' / left the question unanswered.
- Nearly half (46%) identified their religion or belief as Christian, followed by 36% stating they had no religion.
- Nearly half (46%) of respondents were aged 45-59 years, followed by 22% aged 60-74 years.
- Most of the 46 further comments praised the WFRS for their services (n=36).

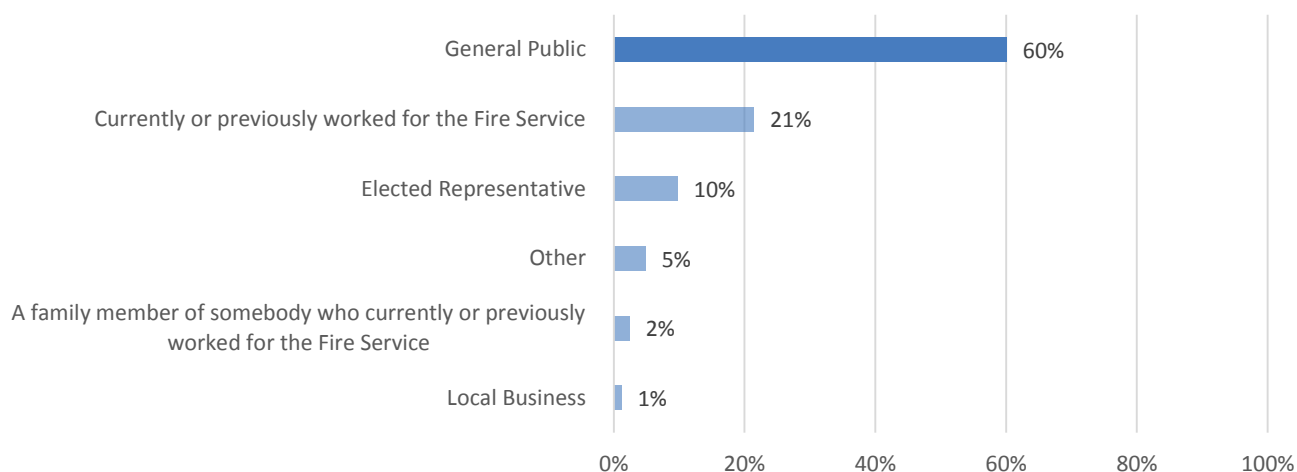


WFRS STAFF SURVEY – SURVEY ANALYSIS

ABOUT RESPONDENTS

Respondents were asked to identify which statement best described them, and asked which Warwickshire district or borough they lived, or worked in; the results of this are presented in Table 1 & Table 2.

Table 1. Description



The figures in Table 1 indicate that over half of all respondents (60%, n=98) who completed the survey described themselves as the General Public. This is followed by 21% (n=35) who stated that they currently or previously worked for the Fire Service and 10% (n=16) stated they were an Elected Representative. The remaining 8% (n=14) of respondents were made up of other, a family member of somebody who currently or previously worked for the Fire Service and local business.

Table 2. Residence

The Warwickshire district or borough where you live, or work, if you are responding on behalf of an organisation	Survey respondents (% / No.)	2019 mid-year population estimates ¹ (%)
Warwick District	34% (n=55)	24.9%
Stratford-on-Avon District	18% (n=30)	22.5%
Rugby Borough	17% (n=27)	18.8%
Nuneaton and Bedworth Borough	15% (n=24)	22.5%
North Warwickshire Borough	9% (n=15)	11.3%
Outside Warwickshire	4% (n=6)	n/a
Work Countywide	4% (n=6)	n/a
Total	163	577,933

In addition to stating their current role, respondents were asked to specify which district or borough they live, or work (if they were responding on behalf of an organisation). Table 2 indicates that one third (34%, n=55) of respondents resided in Warwick District, which is disproportionate to the ONS mid-year 2019 population estimates for this area (24.9% of Warwickshire's total population lived in Warwick District). However, whilst the mid-year estimates suggest Nuneaton and Bedworth Borough is home to 22.5% of Warwickshire's total population, the survey results show that 15% (n=24) of all respondents to this survey lived in this borough. This



is similar for those in Stratford-on-Avon District (18% of survey respondents, 22.5% of Warwickshire's population), North Warwickshire Borough (9% of survey respondents, 11.3% of Warwickshire's population) and Rugby Borough (17% of survey respondents, 18.8% of Warwickshire's population). This suggests that all districts/boroughs bar Warwick District were under-represented when comparing where the survey respondents resided to the 2019 population estimates for these areas.

The online survey also asked respondents to complete information regarding equality and diversity at the end of the survey. The results of this are set out in Table 3 on pages 20-21 of this report.

THE FIVE PROPOSALS FOR 2020-25

This section of the report focuses on the series of questions respondents were asked on the five proposals; each proposal had a page to itself on the survey. The results are representative of respondents' views during the time the survey was live (between 14th September and 6th November 2020).

Respondents were asked three questions around each proposal – to what extent do they agree with the proposal, how important it was to them and if there are any considerations WFRS should consider when developing it. Through a six-point scale, respondents were asked to rate the extent they agreed with the proposal, along with how important it was to them. Respondents were asked to elaborate on the reason for their given rating for each of these two questions via a free text field.

Proposal 1: 'Ensure our workforce and ethos reflect the diverse communities we serve'

Figure 3. To what extent do you agree with the proposal 'Ensure our workforce and ethos reflect the diverse communities we serve'?

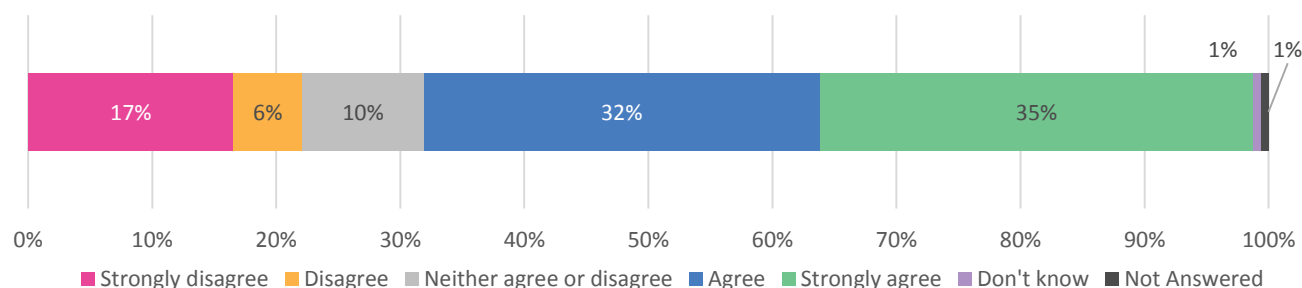


Figure 3 shows the breakdown to the extent the 163 respondents agreed with Proposal 1: 'Ensure our workforce and ethos reflect the diverse communities we serve'. For analysis, the responses have been grouped, and referred to, as agree, or strongly agree, neither agree or disagree, disagree, or strongly disagree, don't know and not answered. Over two thirds (67%, n=109) of respondents stated they agreed, or strongly agreed, with Proposal 1, compared to 22% (n=36) who disagreed, or strongly disagreed. In addition, 10% (n=16) of respondents neither agreed nor disagreed, 1% (n=1) stated they 'don't know' whilst 1% (n=1) did not answer the question.

In addition to this ranking, respondents were asked to give a reason for their answer through a free text box provided. There were 78 qualitative responses from this question; a higher proportion of respondents (72%,



n=26) who disagreed, or strongly disagreed, elaborated on their rating, compared to those who agreed, or strongly agreed (39%, n=42) with this proposal.

The top three themes referred to: ensuring the right person for the job, reflecting our general population and being inclusive of all. For those 36 respondents who disagreed, or strongly disagreed, with the proposal the recurring theme was ensuring the right person for the job (n=14); this theme was also the reason for 6 respondents neither agreeing or disagreeing with this proposal. It is worth noting that several respondents stated they agreed with the statement so long as it does not result in positive discrimination. Respondents who agreed, or strongly agreed, with this proposal stated reasons such as reflecting our general population (n=8) and being inclusive of all (n=7).

Example quotations for illustrative purposes:

- *“Regardless of race or gender, Warwickshire should recruit for the most competent people for the job role.”* (Ensuring the right person for the job - Disagree)
- *“My community is mainly white. However I would like to see diversity that reflects the ethnic make up and genders of the U.K.”* (Reflecting the general population - Disagree)
- *“I believe our service should reflect all representatives of the communities we serve.”* (Being inclusive of all - Agree)

Figure 4. How important to you is it that the Fire Service ‘Ensure our workforce and ethos reflect the diverse communities we serve’?

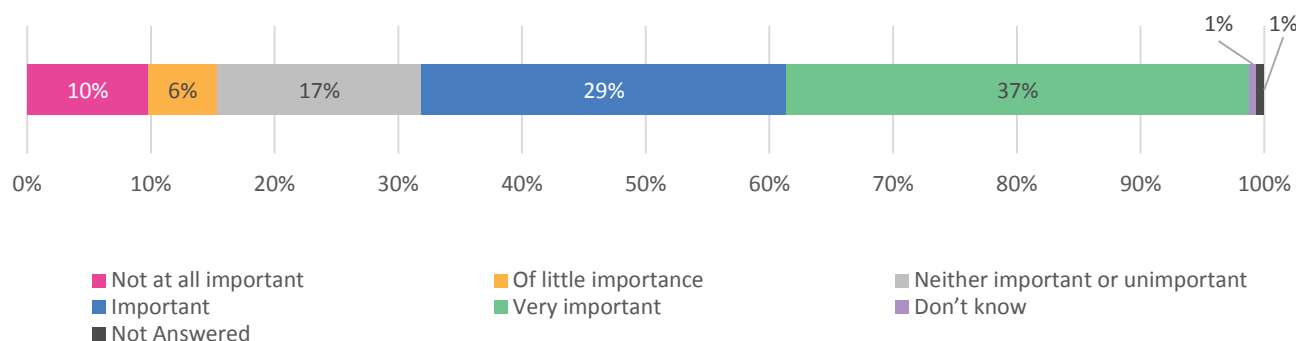


Figure 4 shows the breakdown to the importance the 163 respondents stated Proposal 1 was: ‘How important to you is it that the Fire Service ‘Ensure our workforce and ethos reflect the diverse communities we serve?’’. For analysis, the responses have been grouped, and referred to, as important, or very important, neither important or unimportant, of little importance, or not at all important, ‘don’t know’ and not answered. Over two thirds (67%, n=109) of respondents stated Proposal 1 was important, or very important to them, compared to 15% (n=25) who stated it was of little importance, or not at all important. In addition, 17% (n=27) of respondents felt it was neither important or unimportant, 1% (n=1) stated they ‘don’t know’ whilst 1% (n=1) did not answer the question.

In addition to this ranking given, respondents were asked to give a reason for their answer through a free text box provided. There were 66 qualitative responses from this question; a higher proportion of respondents (68%, n=17) who stated this proposal was of little importance, or no importance at all, elaborated on their rating, compared to those who stated it was important, or very important (39%, n=42).

Of those 42 respondents who elaborated on why Proposal 1 was important, or very important to them, the top themes were around reflecting the community to understand it (n=11), WFRS represent the community (n=8)



and community engagement (n=5). For those respondents who stated Proposal 1 was of little importance, or no importance at all, the main reasons given were it is not applicable for the job (n=8) and it is about ensuring the right people for the job (n=8). It is worth noting that respondents who felt this proposal was important, or very important, also echoed that it is about the right people for the job.

Example quotations for illustrative purposes:

- *“When you are setting strategy and direction it is again essential these are measured and reflective of our communities. Having a diverse workforce will enable a rounded perspective.”* (Reflecting the community to understand it - Important)
- *“We are a diverse nation and if the fire service doesn’t reflect that, it can’t be as effective or as supportive.”* (WFRS to represent the community - Important)
- *“I don’t honestly see how colour or race makes a difference as to how they perform their work.”* (Not applicable for the job – Not important)

Respondents were also asked to provide comments that WFRS should consider when developing this proposal, to which 44 respondents provided their views. Overall, the responses were varied, however the most frequent comment themed around ensuring the right person for the job (n=10); respondents stated positive discrimination should not be encouraged. Other considerations respondents commented on were around youth recruitment and promotional material for recruitment/showcasing diversity. Additionally, it was mentioned to consider staff’s recommendations and training in general.

Proposal 2: ‘Assess our capabilities to improve our ways of working in response to any future pandemics’

Figure 5. To what extent do you agree with the proposal ‘Assess our capabilities to improve our ways of working in response to any future pandemics’?

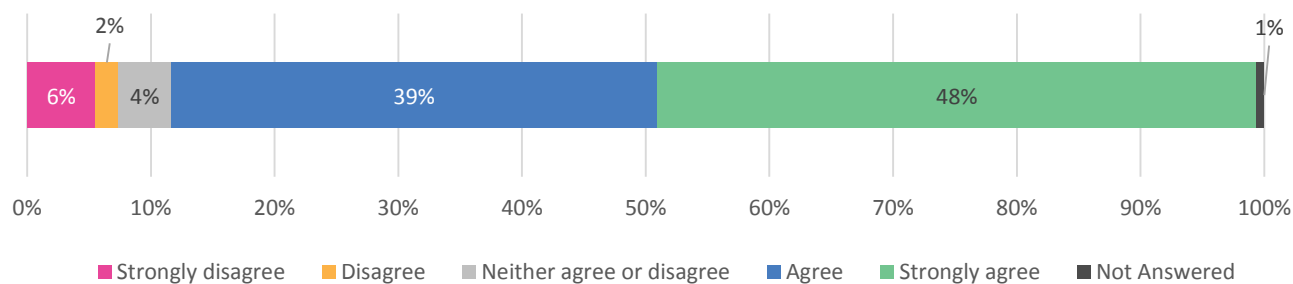


Figure 5 shows the breakdown to the extent the 163 respondents agreed with Proposal 2: ‘Assess our capabilities to improve our ways of working in response to any future pandemics’. The majority (88%, n=143) of respondents stated they agreed, or strongly agreed, with Proposal 2, compared to 7% (n=12) who disagreed, or strongly disagreed. In addition, 4% (n=7) of respondents neither agreed nor disagreed, whilst 1% (n=1) did not answer the question.

In addition to this ranking given, respondents were asked to give a reason for their answer through a free text box provided. There were 62 qualitative responses from this question.

Most comments were from respondents who agreed (n=53), compared to those who disagreed (n=8) with Proposal 2. For those who agreed, or strongly agreed, the most prevalent reasons were around supporting vulnerable residents (n=12). Closely following this was the reason that future pandemics are inevitable (n=11), it



is best to be prepared (n=11) and that WFRS are in the best position i.e. the front line to deal with future pandemics (n=9). Additionally, respondents agreed due to the need to adapt to an ever changing world (n=5). For those respondents who disagreed, or strongly disagreed, the main reason was around it not being an applicable role for the Fire Service (n=4), although respondents did admit it is best to be prepared (n=3).

Example quotations for illustrative purposes:

- *“Without this support the very vulnerable people in our society would be left without support.”* (Supporting vulnerable residents - Agree)
- *“You deal with fires, not viruses.”* (n/a role for Fire Service - Disagree)

Figure 6. How important to you is it that the Fire Service ‘Assess our capabilities to improve our ways of working in response to any future pandemics’?

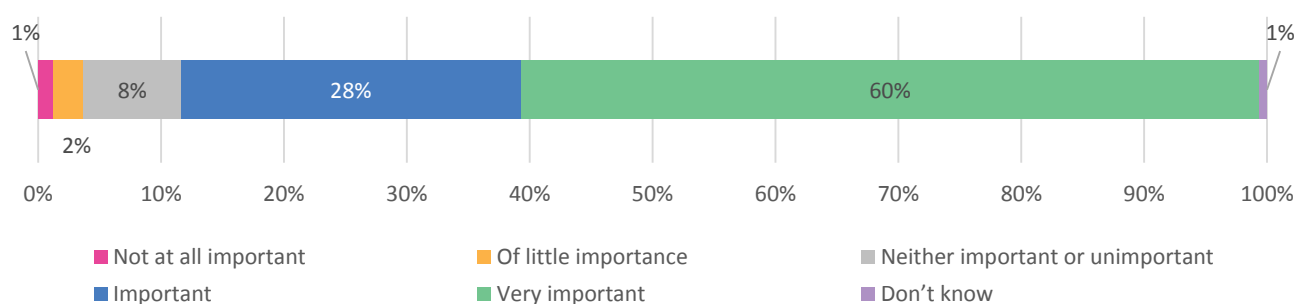


Figure 6 shows the breakdown to how important Proposal 2 was for the 163 respondents. The majority (88%, n=143) of respondents stated Proposal 2 was important, or very important to them, compared to 4% (n=6) who stated it was of little importance, or not at all important. In addition, 8% (n=13) of respondents felt it was neither important or unimportant, whilst 1% (n=1) stated they ‘don’t know’.

As before, respondents were asked to give a reason for their answer through a free text box provided; a total of 50 respondents did so. Most comments were left from respondents who stated Proposal 2 was important (n=43), compared to those who did not (n=5). For those who stated it was important, or very important, the top reason was to ensure WFRS are prepared for next time i.e. a plan is in place (n=21). In line with this were reasons around the community, namely ensuring that WFRS can deal with the needs of the community (n=8) and community presence (n=4). For the minority of respondents who stated Proposal 2 was of little importance, or no importance at all, the main reason given was that it is not applicable for the Fire Service (n=4).

Example quotations for illustrative purposes:

- *“The availability of all emergency services are of importance should the current situation resurface or a new threat arise any improvement in ensuring this is important.”* (Ensure the WFRS are prepared for next time - Important)
- *“I think brigade is losing focus.”* (n/a for Fire Service – Not important)

Respondents were also asked to provide comments that WFRS should consider when developing this proposal, to which 32 respondents provided their views. Whilst responses were varied, two themes emerged; respondents stated that WFRS should consider staff e.g. well-being (n=8) and collaborating with partner organisations (n=6).



Proposal 3: 'Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties'

Figure 7. To what extent do you agree with the proposal 'Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver out statutory duties'?

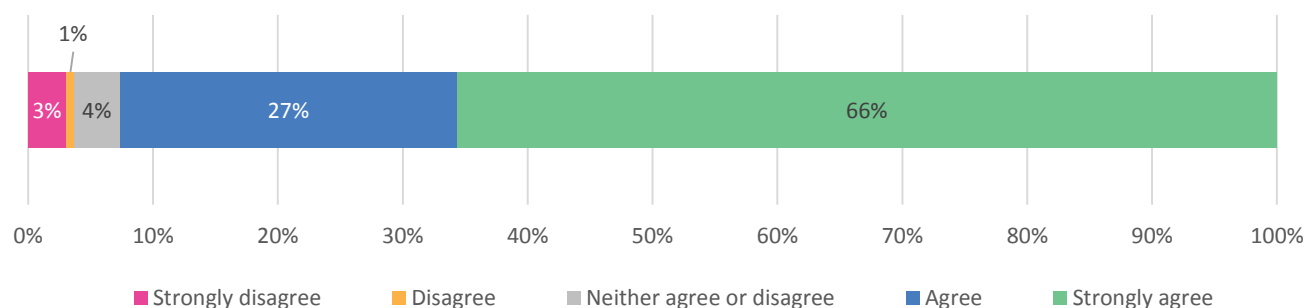


Figure 7 shows the breakdown to the extent the 163 respondents agreed with Proposal 3. Over nine tenths (93%, n=151) of respondents stated they agreed, or strongly agreed, with Proposal 3, compared to 4% (n=6) who disagreed, or strongly disagreed. In addition, 4% (n=6) of respondents neither agreed nor disagreed, all respondents answered this question.

Respondents were asked to elaborate on their answer, to which 64 respondents did. Nearly all (n=62) responses were from respondents who agreed, or strongly agreed, with Proposal 3.

In order of prevalence, the top reasons for respondents agreeing, or strongly agreeing, with Proposal 3 were around society evolving (n=15), it being a given (n=12), response times (n=10) and saving lives (n=9). To elaborate, respondents noted they agreed with Proposal 3 as society is ever changing, with a growing population, towns having expanded and wider issues, such as HS2. In addition, respondents stated it was a given, an expected form of action, to carry out Proposal 3. Regarding response times, respondents agreed with Proposal 3 due to it being needed to ensure response time standards are met, and in conjunction it will ensure lives are saved. Both of the respondents who disagreed stated they thought this was a given, with one saying it was a vague proposal.

Example quotations for illustrative purposes:

- *"WFRS needs to constantly look at where people are living, where climate events are taking place, where developments are taking place and comparing it to where they have their resources - both engines, stations and people."* (Society evolving - Agree)
- *"Time is of the essence - life or death so its important the service can cover the requirement sof all the borough.."* (Response times - Agree)



Figure 8. How important to you is it that the Fire Service ‘Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties’?

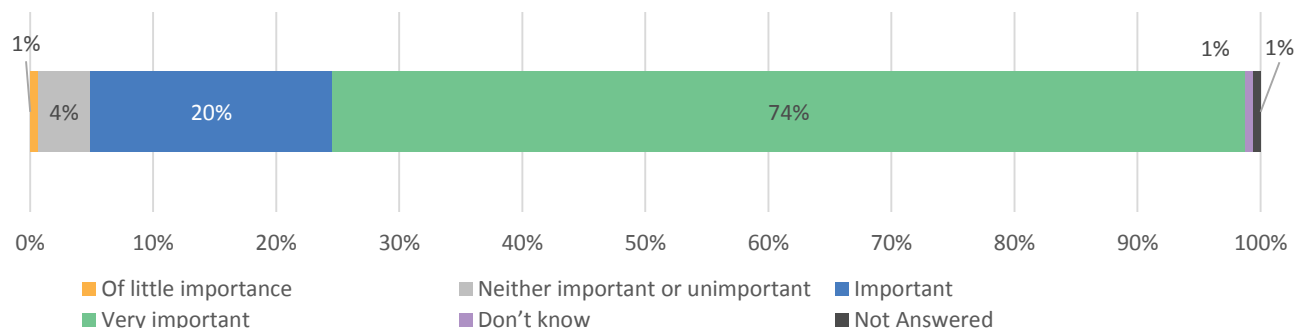


Figure 8 shows the breakdown to how important Proposal 3 was for the 163 respondents. Nearly all (94%, n=153) of respondents stated Proposal 3 was important, or very important to them, compared to 1% (n=1) who stated it was of little importance (no respondent stated it was ‘Not at all important’). In addition, 4% (n=7) of respondents felt it was neither important or unimportant, 1% (n=1) stated they ‘don’t know’ whilst 1% (n=1) did not answer the question.

As before, respondents were asked to give a reason for their answer through a free text box provided; a total of 48 respondents did so. Most comments were from respondents who stated Proposal 3 was important (n=45), the remainder being from those respondents who stated it was neither important or unimportant or ‘don’t Know’ (n=3). For those who stated Proposal 3 was important, or very important, the top two reasons were so that WFRS could save lives (n=8) and society is ever evolving e.g. housing developments (n=8). Following this, respondents stated it is a given for WFRS (n=7). Other reasons mentioned themed around limited resources (n=6), response times (n=5) and ensuring staff are supported (n=4).

Example quotations for illustrative purposes:

- *“It could mean the difference between life or death.”* (So WFRS could save lives - Important)
- *“Increasing population in some areas, including the increase of developments in the county which increase the pressure of existing resources to cope with the new developments.”* (Society is ever evolving - Important)

Respondents were also asked to provide comments that WFRS should consider when developing this proposal, to which 35 respondents provided their views. Whilst responses were varied, a few themes emerged; respondents stated that WFRS should consider the location of fire stations (n=9), noting that rural areas required thought. In addition, considerations around environmental issues such as flooding (n=5) and collaborating with other services e.g. for best practice (n=4) should be taken into account with Proposal 3.



Proposal 4: 'Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS'

Figure 9. To what extent do you agree with the proposal 'Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS'?

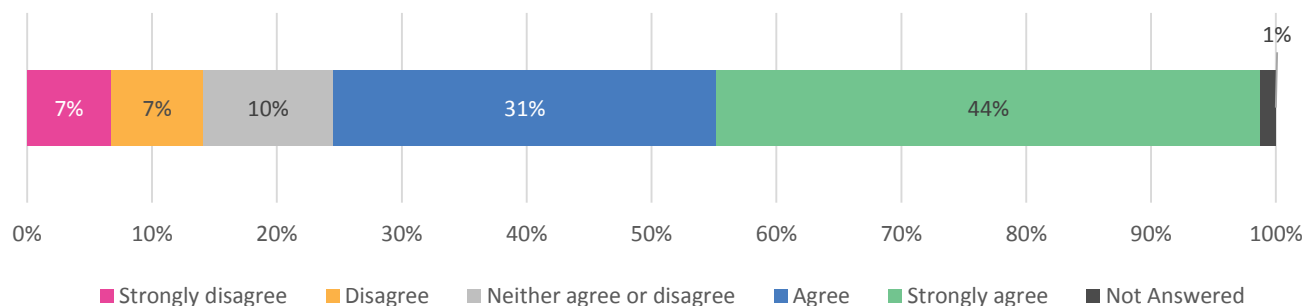


Figure 9 shows the breakdown to the extent the 163 respondents agreed with Proposal 4. Under three quarters (74%, n=121) of respondents stated they agreed, or strongly agreed, with Proposal 4, compared to 14% (n=23) who disagreed, or strongly disagreed. In addition, 10% (n=17) of respondents neither agreed nor disagreed, whilst 1% (n=2) did not answer the question.

Respondents were asked to elaborate on their answer, to which 68 respondents did. Most responses were from respondents who agreed, or strongly agreed, with Proposal 4 (n=41), whilst the minority from those who disagreed, or strongly disagreed (n=17). The remaining responses were from those who neither agreed nor disagreed (n=10).

The top reasons for respondents agreeing, or strongly agreeing, with Proposal 4 were themed accordingly. The most prevalent theme was around collaborating with partner agencies (n=14), followed by supporting the community (n=10) and then due to Social Care and NHS struggles (n=5). Whilst agreeing, respondents also noted it is important that WFRS's primary functions are not diluted (n=4). Respondents who disagreed, or strongly disagreed, stated it is not an applicable role for WFRS (n=12). Lastly, respondents neither agreed nor disagreed with Proposal 4 for a few reasons. Reasons for this neutral stance centred around ensuring that the primary function of WFRS is not lost, and that this current proposal caters for government cuts when it is their role.

Example quotations for illustrative purposes:

- *"Some degree of integration and cooperation between services can help deliver and support the community more effectively, although it is a shame that each of the other services do not have sufficient resources to provide their own backup."* (Collaboration with partner agencies - Agree)
- *"Community health, social care and the NHS are not within the competence of the Fire Service. You should not be contemplating any involvement."* (n/a to the Fire Service - Disagree)



Figure 10. How important to you is it that the Fire Service ‘Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS’?

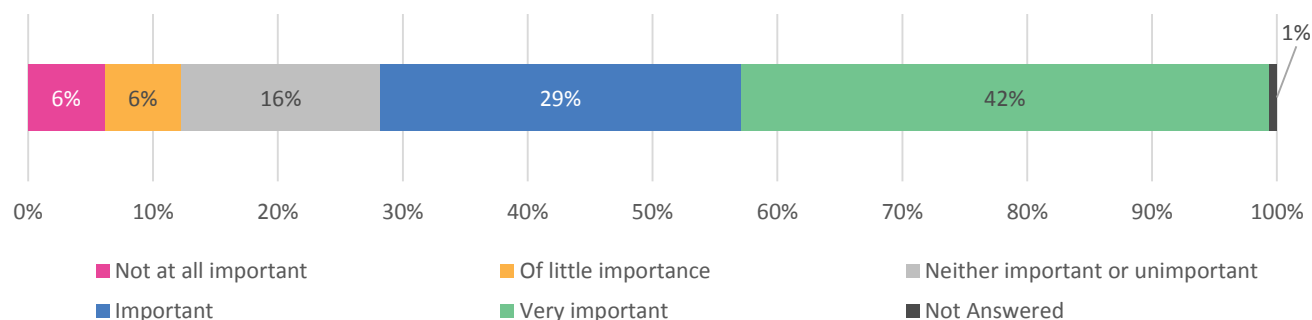


Figure 10 shows the breakdown to how important Proposal 4 was for the 163 respondents. Over two thirds (71%, n=116) of respondents stated Proposal 4 was important, or very important to them, compared to 12% (n=20) who stated it was of little importance, or not at all important. In addition, 16% (n=26) of respondents felt it was neither important or unimportant, whilst 1% (n=1) did not answer the question.

Respondents were asked to give a reason for their answer through a free text box provided; a total of 55 respondents did so. Most comments were left by respondents who stated Proposal 4 was important (n=35), the remainder being those who felt it was not important (n=12) and those who took a neutral stance (n=8). Reasons were varied for those respondents stating Proposal 4 was important, or very important. However, a few themes did emerge. One theme prevalent was around WFRS collaborating with partner agencies (n=9), followed by respondents who stated this proposal supported the health outcomes of the community (n=7). Other reasons respondents felt it was important were around easing the strain to Social Care and the NHS (n=4) and the funding issues currently faced (n=4). In comparison, respondents stated this proposal was not important due to it not being an applicable role for WFRS (n=8). Those respondents who took a neutral stance stated it should not dilute the core functions of WFRS (n=2) and that it caters for Government cuts (n=2).

Example quotations for illustrative purposes:

- *“It is important that our emergency services work together and support each other to provide an integrated service.”* (Collaboration with partner agencies - Important)
- *“It is not the role of the service. Where do we stop...? Should we start working the checkouts in Tesco to alleviate the strain on the retail sector, or harvest crops to ease the pressure on farmer...”* (n/a to the Fire Service – Not important)

Respondents were also asked to provide comments that WFRS should consider when developing this proposal, to which 26 respondents provided their views. Responses were varied and ranged from respondents stating that WFRS should collaborate with the NHS and Social Care to develop this proposal. Additionally, respondents stated to consider developing specifics around this proposal, and to ensure these are effectively communicated to the public.

Example quotation for illustrative purposes:

- *“Consider a mapping exercise of all our partners, stakeholders, community groups and organisations and allies who are able to support the collaboration to support social care and NHS.”*



Proposal 5: 'Implement digital solutions to enhance our service delivery'

Figure 11. To what extent do you agree with the proposal 'Implement digital solutions to enhance our service delivery'?

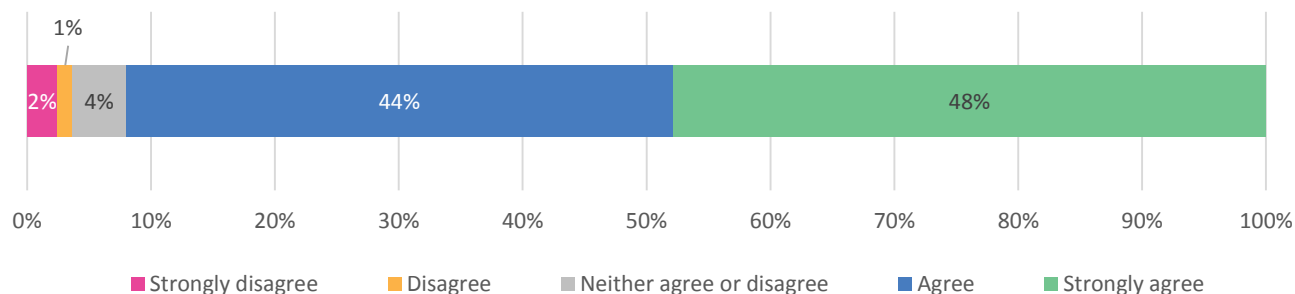


Figure 11 shows the breakdown to the extent the 163 respondents agreed with Proposal 5. Over nine tenths (92%, n=150) of respondents stated they agreed, or strongly agreed, with Proposal 5, compared to 4% (n=6) who disagreed, or strongly disagreed. In addition, 4% (n=7) of respondents neither agreed nor disagreed, all 163 respondents answered this question.

Respondents were asked to elaborate on their answer, to which 54 respondents did. Most responses were from respondents who agreed, or strongly agreed, with Proposal 5 (n=54), whilst the minority were from those who disagreed, or strongly disagreed (n=2). The remaining responses were from those who neither agreed nor disagreed (n=4).

The top reasons for respondents agreeing, or strongly agreeing, with Proposal 5 were themed accordingly. The most prevalent theme was around living in a digital world and ensuring that WFRS evolve with it (n=13). This was followed by respondents stating they agreed with Proposal 5 as it would improve the performance of WFRS staff e.g. achieving faster response times (n=11). Other responses were varied, it was however important that the community are not negatively impacted on (n=6), and that this proposal will ensure maximum value of service delivery (n=5). It was also noted that it is important that training is not neglected, and technology is not wholly relied upon (n=5). One of the two respondents who disagreed, or strongly disagreed, stated it may open Warwickshire County Council up to a cyber-attack, the other stated more appliances or response staff are needed. Lastly, respondents neither agreed nor disagreed with Proposal 5 due to it being vague and not providing sufficient enough detail to give a response (n=3).

Example quotations for illustrative purposes:

- *"We are in digital age and gire service need to keep up with modern standards."* (Digital world - Agree)
- *"Faster response times if quicker accurate info gathered."* (Improves performance - Agree)



Figure 12. How important to you is it that the Fire Service 'Implement digital solutions to enhance our service delivery'?

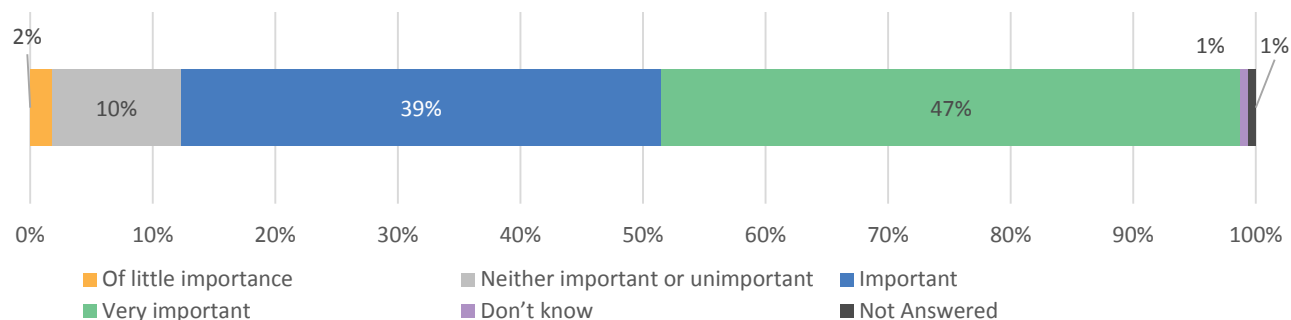


Figure 12 shows the breakdown to how important Proposal 5 was for the 163 respondents. Nearly nine tenths (87%, n=141) of respondents stated Proposal 5 was important, or very important to them, compared to 2% (n=3) who stated it was of little importance (no respondent rated this proposal as 'Not at all important'). In addition, 10% (n=17) of respondents felt it was neither important or unimportant, 1% (n=1) stated they 'don't know' whilst 1% (n=1) did not answer the question.

Unfortunately, due to an error in the survey, respondents were not given the opportunity to elaborate on how important Proposal 5 was to them through a free text field; this was only the case for this proposal. However, respondents often repeated what they stated in the previous text box regarding how much they agreed with the proposal, so we can still gain an understand of respondents' views.

Respondents were still asked to provide comments that WFRS should consider when developing this proposal, to which 36 respondents provided their views. Some respondents stated more consideration needed to go into elaborating on the proposal and sharing specific examples (n=5). Other considerations ranged from ensuring that technology does not replace human interaction and consider access issues e.g. for the elderly or disabled and more.

FUTURE PLANNING

The next section of the survey focused on future planning, with the first question asking respondents if they thought the suggested five proposals for 2020-25 would help WFRS prepare for fire related risks and issues.

Figure 13. 'Do you think the proposals will help us prepare for fire related risks and issues over the next 5 years? If not, what else should we think about?'

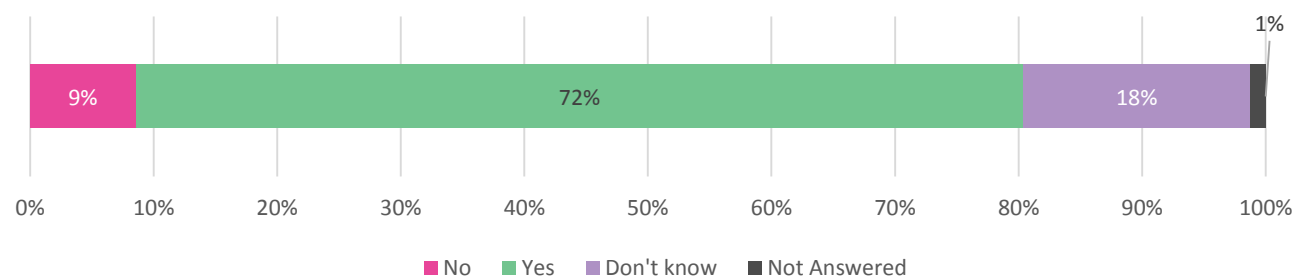


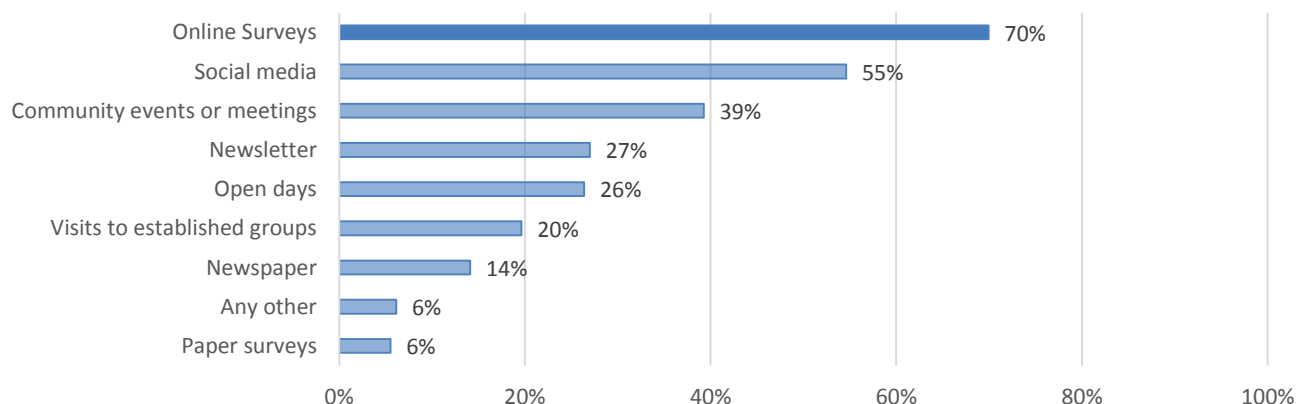
Figure 13 shows that most respondents (72%, n=117) stated the five proposals would help WFRS prepare for fire related risks and issues over the next five years, compared to 9% (n=14) who felt they would not. Nearly one fifth of respondents (18%, n=30) indicated they were unsure by selecting 'don't know', whilst 1% (n=1) did not answer the question.

Respondents were given the opportunity to express what else WFRS should think about when preparing for the next five years (2020-25); a total of 46 respondents gave their views. A mixture of different themes were raised in the free text question. Respondents stated that a Proposals 1 and 4 did not relate to fire related risks, and respondents were worried this would distract WFRS from their core duties and would be spread too thinly (n=13). Following this, several respondents (n=8) stated wider issues such as HS2 and new housing developments should be considered when developing the proposals. Tying in with this, respondents noted resources should be thought about (n=6). Several respondents (n=4) stated more information on the proposals was needed to decide as to whether they would help WFRS to prepare.

Example quotations for illustrative purposes:

- *"The proposals seem to have little to do with Fire Related Risks."* (n/a to fire related risks)
- *"You need to consider unique risks, such as flooding, HS2 within the proposals."* (Wider issues)
- *"With many large developments now happening in Nuneaton, Rugby and Leamington with vast amounts of housing to meet local needs do we need to increase the amount of resources we have to meet these needs."* (Resources)

Figure 14. 'How would you like WFRS to communicate with you in the future?'



The next question asked respondents how they would like WFRS to communicate with them in the future. The most popular choice was online surveys with 70% (n=114) of the 163 respondents choosing this option. Following this were social media (55%, n=89) and community events or meetings (39%, n=64) and newsletters (27%, n=44). The least popular choice of communication was paper surveys, with 6% (n=9) of respondents choosing this option.

It is worth noting that although only 6% (n=10) of respondents selected 'Any other', 14% (n=23) specified an 'Other' method of communication in the free text field. Several respondents re-iterated the above options given to them – especially community events and social media; some respondents noted a presence in the community e.g. with schools, would make for a more visible service. There were however a couple of new suggestions, that consisted of online broadcast/blogs e.g. through Zoom and e-mails.

The final question respondents were asked was if they had any other comments about WFRS; 28% (n=46) of respondents gave further comments. Positively, most comments praised WFRS for their services (n=36). One theme mentioned frequently in the remaining comments was that respondents stated more publicity would help



the service (n=5) in show casing its great work, and advertising what services are available to the residents of Warwickshire.

Example quotations for illustrative purposes:

- *“great service provided and great support during this pandemic. Well done and Thank you.”* (Praised the WFRS)
- *“Advertise more what work you do with other services e.g. police etc Show the work you do in schools etc.”* (Publicity)



CROSS TABULATION ANALYSIS

This section explores the relationship between multiple variables. For this survey on the IRMP, the relationship between the agreement with / the importance of a proposal and the reason for the respondent answering were examined. In this section, the scores 1 and 2 were grouped and referred to as disagree, or strongly disagree, 3 as neutral and 4 to 5 as agree, or strongly agree. The same grouping method was also used for the importance of a proposal.

The above was the only cross tabulation for the respondent profile that could be carried out. A cross tabulation analysis on whether a person's ethnicity affected their agreement with Proposal 1 for example would have been interesting. However, due to the small numbers, the data did not warrant this and it could have presented an unfair conclusion that may not have been representative of the general population. Respondents to the survey were not diverse with 7% (n=11) being of a Black, Asian and Minority Ethnic (BAME) background compared to those of a White ethnicity (83%, n=136); the ethnicity of the remaining 10% (n=16) of respondents was unknown.

Note: Through this section, it is worth re-iterating that although cross-tabulation analysis was carried out on a respondent's reason for responding the **percentages should be treated with caution given the fairly low response rate.**

Also note: The options 'Don't know' and 'Not Answered' have been excluded from all figures below, but not from the total number of respondents. The below figures only concentrate on reason for responding 1) Currently or previously worked for the Fire Service and 2) General Public; this is because the other reasons had low numbers.

Proposal 1: Ensure our workforce and ethos reflect the diverse communities we serve.

- Respondents who currently or previously worked for the Fire Service were more likely to agree with, and found important, Proposal 1 than the general public; see Figures 15 and 16 below.

Figure 15. Relationship between agreeance to Proposal 1 and reason for responding

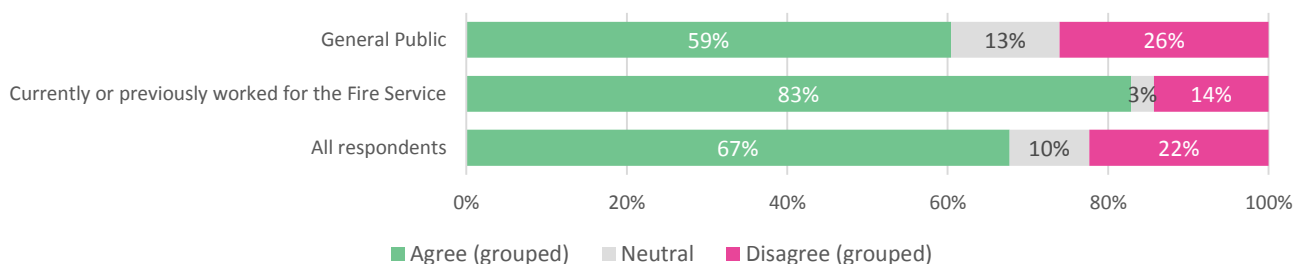
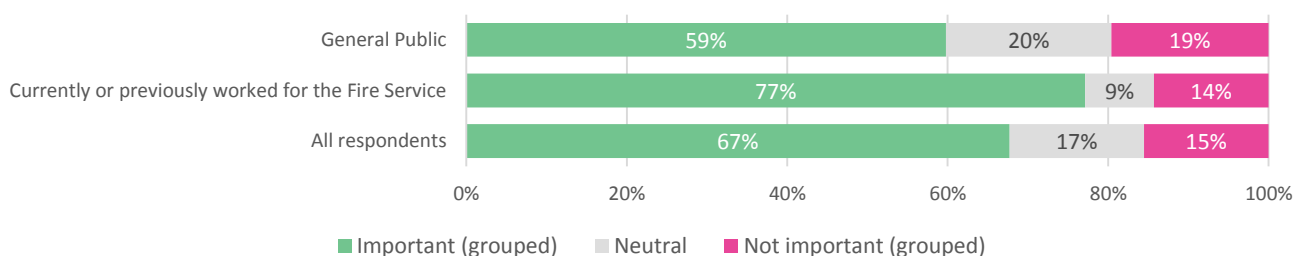


Figure 16. Relationship between importance of Proposal 1 and reason for responding



As shown in Figure 15, more respondents who currently or previously worked for the Fire Service (83%, n=29) agreed with Proposal 1, compared to the general public (59%, n=58). The third bar shows the proportion of all respondents, to highlight the differences that variable (reason for responding) makes to a respondent's answer. Similarly, Figure 16 shows that a higher proportion of respondents who currently or previously worked for the Fire Service (77%, n=27) felt Proposal 1 was important, compared to the general public (59%, n=58).

Proportions for those who currently or previously worked for the Fire Service were calculated based on the 35 respondents, versus the 98 respondents who stated they were the general public.

Proposal 2: Assess our capabilities to improve our ways of working in response to any future pandemics.

- For Proposal 2, there was very little difference in whether a respondent agreed, or felt the proposal was important to them, depending on their reason for responding.

Proposal 3: Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.

- For Proposal 3, there was very little difference in whether a respondent agreed, or felt the proposal was important to them, depending on their reason for responding.

Proposal 4: Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.

- Respondents who currently or previously worked for the Fire Service were more likely to agree with, and found important, Proposal 4 than the general public; see Figures 17 and 18 below.

Figure 17. Relationship between agreement to Proposal 4 and reason for responding

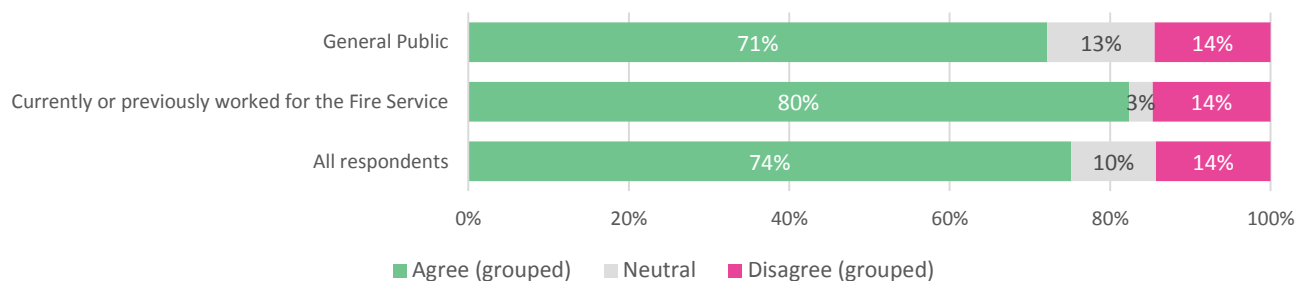
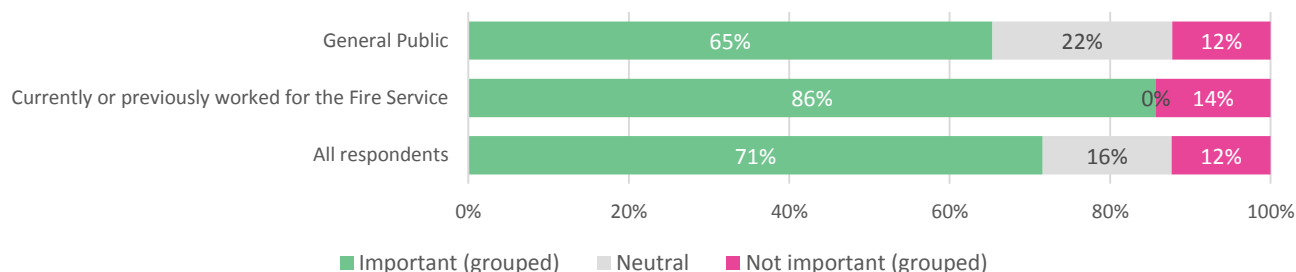


Figure 18. Relationship between importance of Proposal 4 and reason for responding



As shown in Figure 17 more respondents who currently or previously worked for the Fire Service (80%, n=28) agreed with Proposal 4, compared to the general public (71%, n=70). Figure 18 also shows that a higher proportion of respondents who currently or previously worked for the Fire Service (86%, n=30) felt Proposal 4 was important, compared to the general public (65%, n=64).



As before, proportions for those who currently or previously worked for the Fire Service were calculated based on the 35 respondents, versus the 98 respondents who stated they were the general public.

Proposal 5: Implement digital solutions to enhance our service delivery.

- Respondents who currently or previously worked for the Fire Service were more likely to agree with, and find Proposal 5 important, than the general public; see Figures 19 and 20 below.

Figure 19. Relationship between agreement to Proposal 5 and reason for responding

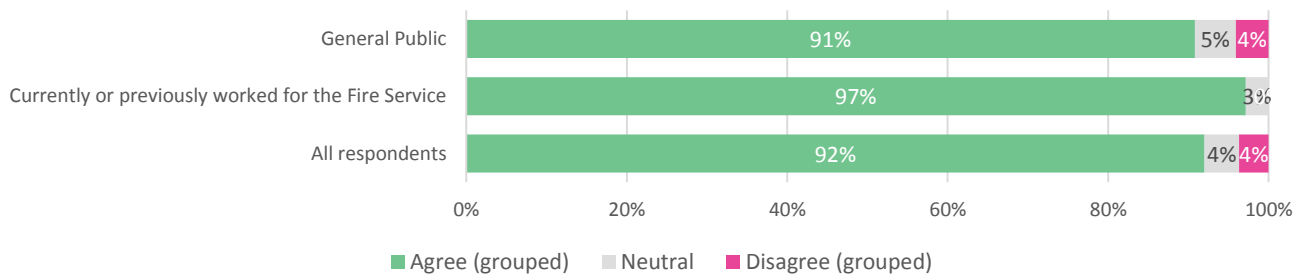
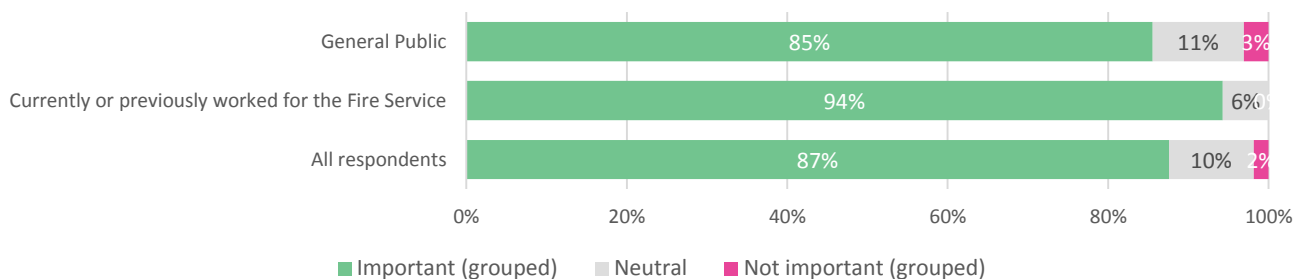


Figure 20. Relationship between importance of Proposal 5 and reason for responding



As shown in Figure 19, more respondents who currently or previously worked for the Fire Service (97%, n=34) agreed with Proposal 5, compared to the general public (91%, n=89). Similarly, Figure 20 also shows a higher proportion of respondents who currently or previously worked for the Fire Service (94%, n=33) felt Proposal 5 was important, compared to the general public (85%, n=83).



GENERAL OBSERVATIONS

This section lists general observations based on the qualitative and quantitative data generated from the IRMP Survey of 2020. These observations are based on the feedback received from the 163 respondents. Due to this, these views may not represent Warwickshire as a whole:

- For future surveys target residents in Stratford-on-Avon District and Nuneaton and Bedworth Borough as respondents were most under-represented here (Page 4).
- Provide better communications around Proposal 1 by ensuring it still promotes the right person for the job; this being the main reason for disagreement with the proposal (Pages 4-5).
- Inform the general public as to the specific wider activities that WFRS carry out e.g. school visits, as respondents were unsure (Page 11).
- Promote WFRS wider activities through social media and community events or meetings; these were the most popular methods of communication for respondents (Pages 11 & 14)
- For each proposal, where relevant, ensure wider issues such as HS2, a growing population etc are considered (Pages 8 & 14).
- Release detailed and specific actions that encompass these proposals; the vagueness of the proposals was not the most prevalent theme, but a recurring one (Pages 8 & 12).



EQUALITY AND DIVERSITY ANALYSIS

The online survey asked respondents to completed information regarding equality and diversity. The results of this are set out in the table below. It also includes 2019 Mid-Year population estimates (where available), or 2011 Census data for comparative purposes².

Table 3. Overall online respondent profile

Gender	Option	% (No.)	ONS 2019 Mid-Year Pop (%)
	Female	48% (78)	50.6%
	Male	41% (67)	49.4%
	Non-binary	0% (0)	n/a
	Prefer to self-describe	0% (0)	n/a
	Prefer not to say	9% (14)	n/a
	Not answered	2% (4)	n/a
Gender identity matches sex at birth	Option	% (No.)	
	Yes – my gender is the same as at birth	88% (144)	n/a
	No – my gender identity has changed	0% (0)	n/a
	Prefer not to say	9% (14)	n/a
	Not answered	3% (5)	n/a
Age in years	Option	% (No.)	ONS 2019 Mid-Year Pop (%)
	Under 18	0% (0)	20.4%
	18 – 29	5% (8)	14.2%
	30 – 44	16% (26)	17.8%
	45 – 59	46% (75)	21.0%
	60 – 74	22% (36)	16.8%
	75+	5% (8)	9.8%
	Prefer not to say	6% (9)	n/a
	Not answered	1% (1)	n/a
Long standing illness or disability	Option	% (No.)	
	Yes	12% (20)	n/a
	No	80% (130)	n/a
	Prefer not to answer	7% (12)	n/a
	Not answered	1% (1)	n/a
Ethnicity	Option	% (No.)	2011 Census Data (%)
	White – English/Welsh/Scottish/Northern Irish/British	79% (129)	88.5%
	White – Irish	1% (1)	1.0%
	White – Gypsy or Irish Traveller	0% (0)	0.1%
	Other White background	4% (6)	3.2%
	Black or Black British - African	1% (2)	0.4%



	Black or Black British - Caribbean	1% (1)	0.3%
	Other Black background	0% (0)	0.1%
	Asian or Asian British – Bangladeshi	0% (0)	0.1%
	Asian or Asian British – Indian	2% (4)	3.0%
	Asian or Asian British – Pakistani	1% (1)	0.3%
	Chinese	0% (0)	0.4%
	Other Asian Background	1% (1)	0.8%
	Mixed – White and Asian	0% (0)	0.5%
	Mixed – White and Black African	0% (0)	0.1%
	Mixed – White and Black Caribbean	1% (1)	0.6%
	Other Mixed background	1% (1)	0.3%
	Arab	0% (0)	0.1%
	Other Ethnic background	0% (0)	0.3%
	Prefer not to say	9% (15)	n/a
	Not answered	1% (1)	n/a
Religion	Option	% (No.)	2011 Census Data (%)
	Buddhist	0% (0)	0.3%
	Christian	46% (75)	64.5%
	Jewish	0% (0)	9.1%
	Muslim	1% (2)	1.1%
	Hindu	1% (1)	1.0%
	Sikh	1% (1)	1.7%
	Spiritual	0% (0)	n/a
	Any other religion or belief	2% (4)	0.4%
	No religion	36% (58)	24.1%
	Prefer not to say	12% (19)	n/a
	Not answered	2% (3)	6.8%
Sexual orientation	Option	% (No.)	
	Heterosexual or straight	81% (132)	n/a
	Gay man	1% (2)	n/a
	Gay woman / lesbian	1% (2)	n/a
	Bi / bisexual	1% (1)	n/a
	Other	1% (2)	n/a
	Prefer not to say	13% (22)	n/a
	Not answered	1% (2)	n/a

¹<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2019estimates> (published 24 June 2020)

²ONS Census 2011



APPENDIX 1

Written email response received from Royal Leamington Spa Town Council on the 6th November:

To whom it may concern,

Please find below comments sent on behalf of Leamington Spa Town Council in response to your consultation on Warwickshire Fire and Rescue Service's (WFRS) Integrated Risk Management Plan (IRMP) 2020 – 2025. The consultation document was considered at a meeting of the Town Council's Policy & Resources committee in October.

The Town Council is very supportive of the aspirations in the draft plan for the period 2020-2025 and the five 'proposals' identified in the consultation document, namely:

- *Ensure our workforce and ethos reflect the diverse communities we serve.*
- *Assess our capabilities to improve our ways of working in response to any future pandemics.*
- *Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.*
- *Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.*
- *Implement digital solutions to enhance our service delivery.*

Specifically, Town Councillors discussed the importance of diversity issues and their significance in ensuring that the service can work effectively with all sections of the community to support their safety and wellbeing. Councillors noted their recent experiences of the Warwickshire Fire and Rescue service being involved in activities and events which support this objective.

The Town Council is very supportive of the Fire and Rescue service's efforts and wishes it well in the delivery of its objectives through the proposed plan.

I would be grateful if you could confirm receipt of this consultation response.

Kind Regards,

Stephen

Stephen Marks

Town Clerk

Royal Leamington Spa Town Council

Town Hall

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Leamington Spa

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WARWICKSHIRE FIRE AND RESCUE

INTEGRATED RISK MANAGEMENT PLAN

SURVEY RESULTS 2020

Appendix 2

Produced by Business Intelligence
December 2020

The following is a list of verbatim comments provided by respondents to the open questions on the Integrated Risk Management Plan consultation survey carried out between 14th September to 6th November 2020. It is sometimes necessary to remove comments to avoid identification of individuals. Also excluded were comments who stated 'n/a' or 'No' or 'None' as these could not be analysed. However, all comments were used in the analysis and generation of themes presented in the main report.

Which statement best describes you? - If you selected 'Other' please provide more information here...
<i>WCC employee</i>
<i>Employment ***** with WCC</i>
<i>Employee of Warwickshire County Council, but live ***** of *****</i>
<i>Local Government Worker</i>
<i>Work for Local Authority</i>
<i>Local charity</i>
<i>Housing association *****</i>
<i>***** Fire and Rescue Service</i>
<i>WCC ***** Team</i>

To what extent do you agree with the proposal 'Ensure our workforce and ethos reflect the diverse communities we serve'? - Please tell us why.....
<i>It is important for local employers to take responsibility for ensuring that their workforce reflects the general population.</i>
<i>Would agree if it statement stressed not fulfilling quotas on diversity but getting the best people for the situation/vacancy. I believe that best person for the job is the best for the community.</i>
<i>You hire the best people for the job, not select them based on their ethnicity or where they were born.</i>
<i>To avoid perceived prejudices.</i>
<i>As long as it does not result in positive discrimination. The right person should get the job regardless of colour or creed</i>
<i>I can't disagree with this statement but you are not giving me any information on how you are going to achieve this proposal. It is unbelievably vague.</i>

<i>Just recruit the best candidates!</i>
<i>Staff need to be the right person for the job regardless of ethnicity etc</i>
<i>You need to reflect our community more with a diverse and agile workforce, more female and BAME over the next five years is essential</i>
<i>Regardless of race or gender, Warwickshire should recruit for the most competent people for the job role.</i>
<i>Who proposal is a non- issue to start with. No one cares about the make up of your workers (except the figure counters).Let the workforce be made up of the best people for the job regardless of background. Stop trying to manipulate the make up of your staff to fit what you think we want. The diverse community you serve couldn't care less who saves them, who carries out all the other work you do, they just want the best person available.</i>
<i>Feel that it should reflect the communities represented as long as skill levels of job etc are not reduced to allow this to happen.. standards are important.</i>
<i>Political correctness</i>
<i>This is a measure of a fair and level playing field. At the end of the day it is the individual merit of the applicant that matters the most.</i>
<i>Everyone should receive an equal service</i>
<i>Participate in local community activities, have a presence at Fetes, Open days , sporting events etc</i>
<i>The best way to get support of the community</i>
<i>Because equality should be the norm, not the exception.</i>
<i>It's a nice thing to have, but attitudes need to change. I have yet to see that happen.</i>
<i>People from different cultures and backgrounds may have specific needs so it's important the workforce understand this and the issues they may bring in order to deliver the best possible service.</i>
<i>I believe all organisations should be inclusive</i>
<i>Laudable aim but BETTER TO GET THE BEST POSSIBLE STAFF</i>
<i>The workforce needs to reflect the diversity of communities</i>
<i>Identity politics just creates more division, your staff should be the best you can recruit and the most suitable for the role. As an organisation you should be completely politically neutral as you serve the entire community, even if you disagree with their views. Your job is to keep ALL the people of Warwickshire safe. For example decorating your appliances in the LGBT colours only alienates groups that do not agree with that position, there are many conservative religious groups that will not have a fire engine outside their</i>

<i>house. Support individual groups when they have a day or a event, but flying flags and constant social media is too much.</i>
<i>When dealing with the general public it will enable the whole community to be understood and be treated equally</i>
<i>The fire service requires the best people not a correct number of different sexes or race</i>
<i>Not sure about the "ethos" reflecting the community, surely the ethos is about the aims of the organisation, which aren't necessarily the same as for the general public? However agree completely about the workforce.</i>
<i>I believe our service should reflect all representatives of the communities we serve.</i>
THE CANDIDATE MUST HAVE THE RIGHT QUALIFICATIONS AND ATTRIBUTES NO MATTER WHAT GENDER OR ETHNICITY.
<i>Need to comply with current legislation</i>
<i>As long as the processes are fair to all regardless of race, sexual orientation, religion etc then the process will be fair to all.</i>
<i>As a community service WFRS should reflect the community they serve.</i>
<i>The same opportunity exists to all communities and we need to accept that the role of a firefighter is not as appealing to some communities as it is others. Historically BAME employees have come and gone and they have had equal treatment in promotion and development, however the new narrative of employing based on skin tone, sexuality and religious belief has lowered the standard of the BAME candidate to those with `the world owes me attitude` whilst simultaneously putting off the better BAME candidate who wants to be treated as an equal and not singled out on tokenistic qualities. We don't target the Chinese, Goth, Satanic, Nudist, Polish or traveller communities. We are just pandering to a woke narrative to appear `right on` with a far left agenda.</i>
<i>It is important to promote community safety amongst ALL groups. There seems to be a great deal of focus on Asian and LGBTQ communities when there are so many more communities out there</i>
<i>I think it's important to represent our population and also gives a wider opportunity to more potential candidates for jobs</i>
<i>We need this so that the service can identify with the communities it serves</i>
<i>Representation from the whole community is essential to ensure our public services is enabled and considered in meeting the needs of the community, if you really are transparent it would be good to read how WFRS service operates it selection framework internally and externally how it has adopted and employed positive action like section 158 and 159</i>

<p><i>Agreed to an extent as long as this potential workforce also meet the basic criteria to be a fireman or woman and this does not mean ignoring other factors. i.e. if I live in an area of high crime, I don't need you to ignore a DBS and employ someone who doesn't meet the DBS criteria (for say being around vulnerable people).</i></p> <p><i>I would suggest a balanced approach is good and if there is potential within an under-represented group then looking to increase that workforce is good, but do it on a sustainable basis, i.e. have a 5 year plan, not a 3 month knee jerk plan.</i></p>
<p><i>Workforce should represent the communities we work in</i></p>
<p><i>Best person for the job is not dependent on positive diversity for diversity sake</i></p>
<p><i>We apply various strategies to engage with a wide verity of people, allowing all to take part and have the same chance to be part of WFRS.</i></p>
<p><i>I agree with the phrase.</i></p> <p><i>However the Service can still be percieved as sexist with only lip service being paid to issues affecting women. We need to be looking at processes, equipment (ensuring it is right for the individual) and then the person.</i></p>
<p><i>The more diverse we are, the better we will operate.</i></p>
<p><i>Don't waste money on critical race theory, spend the money on personal and equipment for front line staff.</i></p>
<p><i>This is not a primary concern to the majority of the population who view Fire and Rescue as people who will potentially save their lives, their children's lives or their property. As part of the county council, you are committed to certain standards of behaviour and rules around recruitment, and you are obliged by law to work within the Equality Act, therefore this statement is redundant. As the first point you state, it gives the impression that this your primary concern, which it shouldn't be. The laws and the county council rules ensure you do this anyway - you don't need to state it separately.</i></p>
<p><i>The job should go to the person best suited to it, not someone there to fill a diversity quota. Filling job roles based on skin colour should be illegal, not encouraged.</i></p>
<p><i>Firemen should be chosen on their ability irrespective of their ethnicity</i></p>
<p><i>Equality for all is the only way forwards</i></p>
<p><i>Need to ensure diversity is addressed as well as competence and professionalism</i></p>
<p><i>I believe that the best people should be recruited regardless of the community that you serve. If the whole county was white British but the fire service was all BAME then that would be fine.</i></p>
<p><i>"We cannot be what we cannot see"</i></p>

<i>Discrimination shouldn't need to be considered - the main criteria should be 'can you do the job required' nothing else matters</i>
<i>If you are coming to help me, then as long as you are capable of doing the tasks required then it doesn't matter about anything else.</i>
<i>to give a sense of belonging and demonstrate inclusiveness</i>
<i>Diversity in any section of the workforce is important, and needs to reflect our growing multicultural, multinational way forward in all aspects of our society.</i>
<i>This is essential to maintain respect and co-operation and to prevent any form of discrimination.</i>
<i>It's important that people can relate to the fire service and understands what we do. one way to do this is to ensure we attract people from our communities from a diverse background so we can bring different ways of thinking and skill sets to better keep the people of Warwickshire safe.</i>
<i>You should employ who is best for the job not because of there ethnicity</i>
<i>Recruit the best candidate for the job. Ensure there is a level playing field for each job. No preferential treatment to anyone</i>
<i>Regardless of ethnic origin, it should be the best person for the job.</i>
<i>Because different people have different backgrounds and bring with them knowledge and insight as to how different cultures might live and how best to help and serve them.</i>
<i>To reflect the community which this service serves</i>
<i>I feel that this already happens so is therefore a continuation of ensuring the workforce and ethos reflects the communities.</i>
<i>Only the best is needed and all candidates must be treated as equal</i>
<i>Because it's important to have transparency and fairness and inclusion of all</i>
<i>Don't see many female fire fighters though</i>
<i>This proposed policy is not required. The law is sufficient to give protection to the workforce. This is merely words for the sake of them.</i>
<i>Equality is important in every working environment</i>
<i>To be efficient and effective the Service must understand and appreciate the differing aspects of the County</i>

<i>Stop playing trendy PC games with the lives and safety of the public. Your guiding rule must be that the best person for the job is in that job. Just 'box ticking' may currently seem very PR worthy in the Management Boardroom, but it will only result in deaths if put into practise.</i>
<i>If I am stuck on the second & poor of a burning building, I do not care who comes to rescue me! Don't get hung up on "diversity and balance" - employ the best people for the job from what ever background or ethic group they are from.</i>
<i>This will just be lip service to appease those who campaign for this and will actually end up discriminating against those who aren't in minority groups...</i>
<i>We have currently undertaken some great LGBT awareness days and recruitment has took a real positive move towards the wider under represented communities</i>
<i>The issue of diversity is important to all organisations but I don't understand why this is being placed first in the list of priorities. There is very limited information as to what is actually planned in terms of actual aims or activities to base this response on or why this is deemed of such high importance. There is no evidence of a problematic organisational culture that would cause the community at large to believe that this can realistically be your top priority in the coming years. Shouldn't be the first priority be to be maintaining and improving the service that the whole county receives?</i>
<i>To give opportunity to all and create a culture that reflects the community you serve.</i>
<i>You should be recruiting the best person for the position. To achieve your statement you will need to discriminate to achieve your goals. Equality of opportunity is where you should be, not equality of outcome. How do you select which community groups you will base your ethos on?</i>
<i>I believe quite strongly that in order to serve our communities we first must learn to understand what the makeup of our communities so that we are able to meet their needs. It's so important that diversity inclusion is part of a service, its brand and the workforce is a true representation of its communities. A strong diverse workforce and inclusive culture are key and have multiple benefits, but the overarching aim must support and delivery of the Warwickshire Fire Service Strategy, this needs to be authentic and effective.</i> <i>An inclusive culture that supports diversity sends out a clear message to our communities, stakeholders, partners and allies that we are clear about the values and behaviours we hold, the cultural experience and the expectation of colleagues promote diversity and foster inclusion by setting cultural norms and encouraging recruitment from diverse talent from all parts of our communities.</i>
<i>My community is mainly white. However I would like to see diversity that reflects the ethnic make up and genders of the U.K.</i>
<i>Inequalities have existed in the past between uniformed and non uniformed staff.</i>

How important to you is it that the Fire Service 'Ensure our workforce and ethos reflect the diverse communities we serve'? - Please tell us why.....
<i>See answer to previous question.</i>
<i>It is far more important that the fire service saves lives, than follows any imaginary targets.</i>
<i>To avoid perceived prejudices.</i>
<i>I don't honestly see how colour or race makes a difference as to how they perform their work</i>
<i>When i need simeone to help me i am unconcerned as to wether they fit a certain profile just that they are able to do the job</i>
<i>To get into the community more you need to reflect it more</i>
<i>See above</i>
<i>Yes it's important, however more important is how many there are and then being absolutely capable of doing the job.</i>
<i>Political correctness taking over</i>
<i>We must all be seen as a single community of tolerant and decent people. The fire service is an emergency service charged with the preservation and rescue of life. That must be at the centre of all that you do.</i>
<i>So that everyone receives the same service and respect</i>
<i>It enables Community engagement if the Community identifies with the Fire Service. This is achieved if workforce reflects the community being served</i>
<i>It's important to continue to improve our commitment to our communities having a diverse workforce.</i>
<i>Because equality should be the norm, not the exception.</i>
<i>Again, very important, but not taken seriously</i>
<i>As above</i>
<i>It's the fair thing to do</i>
<i>It Concerns them.</i>
<i>If it doesnt there is a significant risk that the fire service offer is not diverse or meet the needs of the local communities</i>

<i>What if you had a large fundamental group within Warwickshire? Would you adopt their beliefs no matter how extreme?</i>
<i>It is the fact that we are diverse that makes the communities whole and this is something we should be proud of.</i>
<i>As above</i>
<i>It is important but its equally important to find that people want to do the job and are able too, rather than recruit from varying backgrounds just to ensure we reflect the community.</i>
<i>If the process is fair and transparent it will be obvious to all.</i>
<i>See above</i>
<i>A varied demographic not only enriches the workplace but also more accurately represents the real demographics of the broader Warwickshire population. We need cultural shifts in our workforce to mirror society. The change needed goes beyond corporate diversity policies of counting statistics and promoting 'minorities'.</i>
<i>As a white straight male i have never entered a community within Warwickshire showing less than complete professionalism and seeking a satisfactory outcome for the community requiring our assistance in the time of crisis. Never has a `customer` complained that they had been rescued or helped by a white man, or expressed a preference for a BAME public servant to attend for a better outcome. The only complaining appears to come from white liberal's heavily burdened by a misplaced sense of guilt.</i>
<i>When you are setting strategy and direction it is again essential these are measured and reflective of our communities. Having a diverse workforce will enable a rounded perspective.</i>
<i>It's the ideal, it is more important though that your workforce is able to do their job. That is the first priority.</i>
<i>As above</i>
<i>Fire rescue usually involves a person covered from head to toe in uniform and mask. How can you see what colour their skin is or how diverse they are?</i>
<i>Important, its about the messages that we give out and how we do that, that is more important, being inclusive, but saying that the public need to be receptive and engaging as well, which is not always the case.</i>
<i>So that we understand the diversity within our communities.</i>
<i>See above</i>
<i>Each member of the community is important. We have different needs, likes and dislikes, and belong to different cultures, all which make life interesting and rich, and we can all learn from each other. The Fire</i>

<i>Service is fantastic at bringing communities together, and promoting diversity and the richness it brings to us all.</i>
<i>You need the best people for the job, within the parameters of the law and the county council's rules and ways of working.</i>
<i>Our fire service should reflect the best suited for the job. Discrimination works both ways. Are people being turned away because they aren't a minority? Is that even legal?</i>
<i>However, recruitment and promotion should still be on merit, not diversity. Instead more education amongst minorities is probably needed so there are appropriate applicants from different backgrounds.</i>
<i>To reflect modern needs respect for all and expectations</i>
<i>While I would not agree with discrimination whether direct or indirect the best people should be recruited regardless of the community.</i>
<i>Whilst every effort should be made to attract, recruit and retain people from all communities the overriding need is to ensure the service is made up of individuals who are capable of meeting its exacting demands</i>
<i>It is essential to help build confidence and trust in a critical service. Relationships are key and the diversity helps build those relationships with our diverse community.</i>
<i>as above really</i>
<i>Understanding the behaviours and needs of the communities</i>
<i>With a more varied workforce there is a better chance of empathy with differing aspects of our society.</i>
<i>Please see previous answer</i>
<i>diversity of thought in decision making adds value and provides real natural challenge</i>
<i>it will help make WFRS become a employee of choice for everyone in our community and then WFRS can benefit from a wide skill set and different approaches to the way we do things.</i>
<i>Recruit the best people irrespective of sex colour etc</i>
<i>You select the best person regardless of ethnic origin.</i>
<i>The most important thing is that we have firefighters, fully trained and equipped, whatever their background, but it is important to reflect the culture and society that we are part of for the reason I mentioned above.</i>
<i>As long as people want to be part of this service, feel passionately about the job they want to do and can do the job to the standard that is expected, then that is what matters and that we have enough people to do the job.</i>

<i>It makes it easier for all communities to engage together</i>
<i>I hold the same values</i>
<i>Everyone needs help potentially</i>
<i>Of course it is important. But you do not need a policy to say so. Who are you trying to convince?</i>
<i>To be efficient and effective the Service must understand and appreciate the differing aspects of the County</i>
<i>Meritocracy over PC. The best trained staff, with the best equipment should be of prime importance.</i>
<i>Please see above answer</i>
<i>No service will ever truly reflect its community in all aspects.</i>
<i>It enables communities of lesser represented societies to join the service but equally allows crews to build bridges and relationships by having diverse crews.</i>
<i>Please see previous comments regarding why I don't understand why you think this is your first priority.</i>
<i>If i need the fire service, i want individuals that can do the job!</i>
<p><i>Celebrating diversity starts at the heart of the service. This is so important where leadership matters and key decisions can make a change by influencing social change in the culture, attitudes, values and behaviours.</i></p> <p><i>Protecting our communities and saving lives is at the heart of the service, Protect, Prevent and Response all have an element of diversity, celebrating our commitment as an organisation, valuing and celebrating our workforce and building on the rich diverse talent and attracting new talent.</i></p> <p><i>Moving forward there needs to be a clear vision and purpose, "Diversity Charter Fire Specific" which sets out EDI, promoted internally and externally. This bold statement of intent is part of the WFRS recognised brand but an endorsement which celebrates the diverse communities we serve, promotes an inclusive culture and set a vision for current and future collaborations.</i></p>
<i>We are a diverse nation and if the fire service doesn't reflect that, it can't be as effective or as supportive.</i>
<i>Staffing needs to reflect the diverse nature of the inhabitants of Warwickshire.</i>

Based on the information provided above, is there anything else which you think Warwickshire Fire and Rescue Service should consider when developing this proposal? – Comments (Proposal 1)
<i>Selecting best person for job, not selecting to fill diversity quotas.</i>
<i>You hire people based on their ability to do the job. Simple. No bending the rules or favouring anyone just because you have a box to tick.</i>

<i>When I'm leaning out the upstairs window of my engulfed house, do you think I really care where the heroic fireman\person climbing up the ladder is from?</i>
<i>I'm not sure what information you have provided above. It is very vague</i>
<i>See above</i>
<i>The fire service must recruit those best suited to the job. It is a job that not everyone could handle. Within its structures there should be a level of support for those firefighters exposed to the most horrific incidents.</i>
<i>Primary crewing of special appliances for the future.</i>
<i>Actually listening to staff and not make decisions based upon management, old school rhetoric . Staff below Grade G are not ever taken seriously</i>
<i>It should not result in over representation, or taking someone on just to fulfil a quota. Suitability for the job also needs to be considered.</i>
<i>While it is important the the service reflects the community when recruiting the best people for the job should be picked and positive discrimination should be avoided. This means that all communities should be encouraged and informed when recruitment is taking place.</i>
<i>Consider that only a small percentage of the community is made up of minority groups... hence the term 'minority group', and as such to ensure true equality a workforce should represent that same percentage make up of staff. Also consider the young white working class boys who will see the recruitment posters aimed solely at BAME candidates and left questioning if they are unworthy or no longer welcome in WFRS because of their birth colour, heterosexuality or lack of faith.</i>
<i>Youth development is a very important aspect within this proposal</i>
<i>Change the culture of recruiting white males refresh your outward recruitment drive with pictures, podcasts social media of a service that's wants to employee a diverse workforce. Drive this with personnel from all levels showcase the women and BAME at senior levels and management show the new generation who are thinking about a new career it is possible</i>
<i>Do you actually know who the community is and what you mean by this statement? For example if there is an aging community in the area you work in, I don't think you are suggesting it should reflect this community (employing over 65 year olds for example) - so be clear about what you mean, don't hide behind vagueness, if you mean you are under represented with BLM people say so, if you mean women say so, LGB say so. i.e. statement 'we include everybody in what we do' - what does that mean - you say it means you want staff to represent, but see my statement above about over 65 years, you don't mean that so be clear what 'everybody' actually means and what 'include' actually means (i.e. include for over 65 years could mean you</i>

<p><i>are going to visit older people and understand their concerns about fire risk).</i></p> <p><i>You can get this statement right, but be clear not vague.</i></p>
<p><i>The impact of the workforce Mental Health</i></p>
<p><i>Rethink your motives</i></p>
<p><i>Carry on, continually reviewing, listening and reengaging with the wider audience.</i></p>
<p><i>Ensuring that equipment, uniform and PPE is suitable for an individual and that inappropriate equipment does not hamper an individuals ability to perform a task.</i></p> <p><i>Ensure suggestions to improve items are listened to and not rubbished.</i></p>
<p><i>Statutory promotional boards for Fire-fighters should include more community based processes and initiatives to fall in line with the fantastic work that if currently being done.</i></p> <p><i>Institute of Fire Engineers based processes are dated processes, areas of these subjects should continue to be delivered through training and development.</i></p>
<p><i>Concentrate on saving the tax payers from fire and car crashes and forget time wasting woke issues.</i></p>
<p><i>We can remember that different cultures have a lot to offer and teach all of us. What may suit one community may not suit another, and so ensuring that the service be careful not to exclude anyone.</i></p>
<p><i>Give the job to the one who deserves it. Do not give it to the undeserving one who fills a quota.</i></p>
<p><i>Ensuring staff well trained and experienced</i></p> <p><i>Equally supported by their team and managers</i></p>
<p><i>The focus must be on what a person can do.</i></p> <p><i>Eliminate subconscious bias and employ the right people for the job in hand.</i></p>
<p><i>Even if certain sections of society are not represented by the workforce, education and understanding of all levels of the wider public should be understood in order to better direct the correct resources where they will be most needed.</i></p>
<p><i>Positive discrimination does not work, pick the best person, regardless of ethnic origin.</i></p>
<p><i>Think wider than just race, think about representing people living in different ways of life, like on boats, in park homes or travelling around. Their are different risks to all these ways of life that people living in houses would not necessarily understand.</i></p>
<p><i>Education, training , ability and team working.</i></p> <p><i>The wide remit of the service requires a variety of abilities and skills.</i></p>

<i>On the Whole I Think that Warwickshire Fire And Rescue Provide A really good Service to the People of Warwickshire and that there is Nothing else that should consider when Developing this Proposal.</i>
<i>location of fire stations and the area they support, such as motorway networks and business park that might draw on their services.</i>
<i>Nothing comes to mind</i>
<i>Encouraging young people in to the profession</i>
<i>Delete the proposal, it is unnecessary as legislation covers all possible problems.</i>
<i>Reflection is not the same as representation</i>
<i>Employ the best people for the job - don't worry about the ethnic balance</i>
<i>Be realistic, rather than dreaming about an unobtainable utopia.</i>
<i>None</i>
<i>Recruitment policy, diversity of current work force and those recruited in last 2-5 years</i>
<i>Equality of opportunity!</i>
<p><i>Have the right people, with the right skills, in the right place, at the right time</i></p> <p><i>Carry out an internal consultation on EDI, SWOT analysis with workforce so everyone is included.</i></p> <p><i>Understand and react to changing risk in order to deliver a modern, flexible and resilient fire and rescue service.</i></p> <p><i>Plan for and provide a seamless emergency response in partnership with other blue light agencies.</i></p> <p><i>Work with others to protect the public and help to keep them safe from fires, CV19 and other emergencies.</i></p> <p><i>Understand our diverse communities to target our resources on those that most need it.</i></p> <p><i>Work collaboratively with other agencies, stakeholders, partners and allies to deliver change.</i></p> <p><i>Celebrate the diversity of our communities so that we can learn and grow.</i></p>
<i>I would like to see Warwickshire Fire Service actively recruiting for women and BAME fire fighters. If we don't reflect our communities, how can we understand and support them? Understanding the barriers that discourage women and BAME individuals for joining the Fire Service and genuinely overcoming them should encourage more diverse recruits.</i>

To what extent do you agree with the proposal - 'Assess our capabilities to improve our ways of working in response to any future pandemics'? - Please tell us why.....
<i>You deal with fires, not viruses.</i>
<i>Maintaining old, systems and processes reduces effectiveness in a changing world. This should be an on going process.</i>
<i>Any support that it is possible to provide whilst not affecting the main role is helpful, especially to vulnerable residents</i>
<i>There must be a significant risk of this disease recurring or another pandemic arising. Lessons can and should be learned and preparations made for this and other major civil emergencies.</i>
<i>I can't disagree with this statement but you are not giving me any information on how you are going to achieve this proposal. It is unbelievably vague.</i>
<i>Focus should relate to fire fighting...dealing with accidents.</i>
<i>As an emergency service fore staff are on the front line and must be ready for future events. Co-ordination between the emergency services is vital. The police, fire and ambulance - health service need to work together on this and perhaps in liaison with the armed forces.</i>
<i>We need to be as prepared as possible for future emergencies / pandemics</i>
<i>The Fire Service is a respected organisation and as such assists in providing faith to the community that help/assistance is available irrespective of cause .</i>
<i>To protect the workforce and maintain a resilient emergency response</i>
<i>Without this support the very vulnerable people in our society would be left without support.</i>
<i>The current pandemic seems to have caught the government out, and it falls to public services to deal with these situations effectively</i>
<i>All services need to consider how their offer can support current and future pandemics and threats.</i>
<i>As a service with skills that can be applied to assist others agencies in their time of need should be explored and developed.</i>
<i>As the general public look to our services for help and advice I believe that we should be forward thinking about how we can improve on what we have already done.</i>
<i>I think this won't be the last pandemic and this one isn't over yet</i>
<i>This pandemic caught us all out and I think the Fire Service has a unique opportunity to be on the front line helping people.</i>

<p><i>Covid 19 taught us a lot with regards to changing our response in all areas to meet the needs of the most vulnerable in our communities, its has provided us with lots of intelligence to suggest we need to ensure we are fit for purpose with our response, departments and future planning.</i></p> <p><i>We should re-evaluate what we need to do and how we do it to ensure we do not slip back to the old routine and forget the challenges we faced.</i></p> <p><i>We have some great work examples out there and we should build these into any future pandemic planning procedures.</i></p>
<p><i>As charities are hard hit by this pandemic they cannot always provide support that they previous did. The fire service can help e.g. deliver foods, necessities to the general public in their down time.</i></p>
<p><i>It is vital that we continue our excellent work. Our communities need us.</i></p>
<p><i>It is better to be prepared that having to "fire fight" when an event like the pandemic occurs</i></p>
<p><i>I doubt anyone would disagree that we are in a position of trust able to reach the most vulnerable at times of crisis, however in order to achieve this we need to recognise the expanding role and reflect this in the salary of a shrinking workforce being stretched beyond safe and sustainable levels.</i></p>
<p><i>It is obvious that most authorities failed to prepare for a pandemic of any sort, let a lone the current one. Safeguards and preparations for future such problems should help reduce the impact on communities.</i></p>
<p><i>It is important to ensure that service can be delivered during these times.</i></p>
<p><i>Although it would be nice to think that this won't happen again in the future, I think there are lessons to be learned in all sectors. Even if you never have to use the things you plan, there's no harm doing it.</i></p>
<p><i>Capabilities to meet an ever changing world is essential however this needs to be balanced with the current financial constraints on the country as a whole.</i></p>
<p><i>Assess means understand - this is a good statement. I am hoping the next page talks about action.</i></p>
<p><i>Need to learn lessons from the curent pandemic</i></p>
<p><i>All of what was highlighted above, increase of hospital to home, delivered food parcels and kept contact with vulnerable residents, were carried out mostly by one department, not the wider service, some of which were sat at home. Apart from crews/control being in their bubbles, which I fully support. The public saw the fire service doing this great work, but it was green book staff who was actually doing it, with half of the staff being on 12 month fixed term contracts.</i></p> <p><i>The department showed, through leadership, (***) it was capable of working safely in the office, putting robust measures in place to protect staff, who were willing to continue to provide a service. Some may say it was wrong to do that, but we showed it worked and continued to deliver, every time we were asked to do something.</i></p> <p><i>It was refreshing and gave encouragement to the team when ***** and *** visited and spent the day on</i></p>

<i>the front line carrying out some of the above. They trusted the team and the measures that were applied and rolled up their sleeves.</i>
<i>In our present climate it seems a natural progression.</i>
<i>COVID 19 is new and evolving to face the challenges it poses is a must.</i>
<i>The pandemic has presented</i> <i>Numerous issues</i> <i>Highlighted others</i> <i>The need to care for each other's welfare is paramount especially those in need or vulnerable</i>
<i>Contingency planning for such events has been paid lip service.</i> <i>The current situation should remind everyone of the need to plan, train and finance for potential incidents, scenarios like this.</i> <i>The fire service is ideally placed to provide capacity to meet these needs</i>
<i>At times like this, then community resources must act together to protect and help the vulnerable and needy.</i> <i>Plans need to be in place and rehearsed so that they can be put into action as required.</i>
<i>so that we can provide a rapid and effective response no matter what the pandemic or national/international emergency</i>
<i>It is very important that services should cover all current and future outbreaks, and to understand which sections of society need help so as to better target resources</i>
<i>Vital to improve how we respond in the future. Also responses will have varied across the country. Need to note and learn from best practise.</i>
<i>Developing partnerships will help access vulnerability and reduce risk</i>
<i>we need to learn what went well and what didn't go well so that WFRS can continue to work through any times of pandemic</i>
<i>Please don't forget why you are there. A fire service first</i>
<i>Helping your local community is a good thing, how could it be discouraged?</i>
<i>By working together with partner agencies we can be stronger together and be able to meet a changing landscape flexibly. It is good to be able to pull together and adapt as things change. The support provided to help in the communities has been amazing, we should not lose this because things are getting back to normal.</i>
<i>So the service can be ready for all eventualities.</i>

<i>These are currently strange and unprecedented times so I think everyone needs to review and perhaps review their ways of working to deal with the current pandemic and any future situations</i>
<i>No one knows what the future holds but the emergency services must have a plan ready for any occasion</i>
<i>Clearly we were all taken by surprise and we need to accept this is likely to happen again and therefore we need to have a better and faster to implement response</i>
<i>The NHS needs all the help it can get</i>
<i>You have forgotten the core principles for which you are employed. It is not your position to deal with pandemics.</i>
<i>It has become evident that future pandemics are possible and vital that emergency services can help</i>
<i>Any emergency service must plan and have the flexibility to meet the unknown but it must not be deflected from its core responsibilities</i>
<i>Instead of constantly cutting services and establishments, you should have sufficient emergency back up for likely scenarios. It was always done via the Civil Defence Plans, but recently fell victim to those who wished to raise salaries by diverting equipment renewal costs.</i>
<i>This seems obvious for an emergency service and no further explanation is required</i>
<i>We need to be ready, but this should not shape the focus of everything we do.</i>
<i>Covid is unfortunately not going to go away so the more we can adapt and prepare the better we can function in the communities.</i>
<i>I'm sure the Fire Service has made a valid contribution to the pandemic but this is not the core duties of the service. It is the wider fire and rescue risks that Service should give its main focus to. Furthermore phrases like "assess our capabilities" gives little detail to give a meaningful response. I imagine all organisations are doing the same currently so there seems to be little value in consulting the public on such a bland statement.</i>
<i>We need to assess all eventualities in an ever changing world and get ready for living with pandemics</i>
<i>There will be more pandemics in the future</i>
<i>Everyone should pull together which makes the community stronger and knowing there is additional support is very encouraging</i>
<i>I believe it is so important all services pull together and work in collaboration for the benefit of communities. A trusted brand as WFRS promotes safety and security and at times, providing additional help to communities and adding value where it is most needed. Coordinating a swift response to elderly and the most vulnerable in their time of need.</i>

WFRS has shown courage and strength and remained resilience to the changing effect of CV19 across communities. Providing reassurance and support to communities, the elderly and vulnerable members of our society as always. Working on a coordinated response providing guidance and training where possible for their workforce who remain at the front line.

I strongly support the continuation of the work which has been carried out by WFRS into the hearts of our communities when it is most needed. This is a test and sentiment that you have strong leadership and a proactive service across all department that continue to provide excellent service into the communities of Warwickshire.

The fire service is such a hugely important part of the community and they have the influence and ability to help assist other departments such as the NHS. They should help out wherever possible during situations such as covid

I don't think that the Fire Service can improve its efficacy understanding what it does well and what it needs to work on. It would be more beneficial to complete the process without blame or discouragement at all levels.

Hospital to Home Service. Unless you have been offered or received this service the average resident in Warwickshire is not aware that this service exists.

How important to you is it that the Fire Service 'Assess our capabilities to improve our ways of working in response to any future pandemics'? - Please tell us why.....

It is important to me to know that public sector organisations have an effective plan in place to recover from the current Covid 19 and any future peaks or pandemics.

Same as above.

Maintaining old, systems and processes reduces effectiveness in a changing world. This should be an on going process.

For reasons stated in response to previous question.

Whilst it is important to be aware of how you might work in a pandemic, it is very difficult to plan for something unknown. Again, the proposal is not a proposal, just a statement of what would be nice to do.

The availability of all emergency services are of importance should the current situation resurface or a new threat arise any improvement in ensuring this is important

Yes things may need to be done in different ways however main focus and spending should be on numbers fire fighters and the job itself.

I think brigade is losing focus

<i>The public have a view of the fire service as simply dealing with fires and accidents. Pandemics are something new and equally menacing. As above the need for co-ordination between services becomes all the more important.</i>
<i>No one knows when and how they may find themselves to be the vulnerable person who needs help and it is essential that the fire service are ready to deal with the needs of people.</i>
<i>The known issue of staff reduction due to infection indicates that a tiered approach should be made to ensure our core activity is protected and crewed through any eventuality. Also tiers should reflect support provision to our communities. This would entail the scaling back to the need to provide as opposed to the nice to provide for our community.</i>
<i>Looking at the data the traditional role of the fire Service may be reducing as there would appear to be less house fires and RTAs however we all would like a local fire Service for when emergencies do occur so to broaden the role of the Fire Service seems a good idea so that there is a reason to keep a presence in all communities.</i>
<i>Future pandemics might be deadlier</i>
<i>The Fire service is working for the best interest of the public</i>
<i>To ensure the service is fit for purpose, can maximise its effectiveness but also still meets its priorities as a fire service</i>
<i>We need to build on what we have learnt from this pandemic to ensure that if anything like this happens again we can move quicker to help those that require the most assistance.</i>
<i>So that the service is prepared next time.</i>
<i>Because of the role the Fire Service can play and the trust that the Public have in the Fire Service</i>
<i>If we do not assess this, we could potentially be left without a response function to deal with any emergencies.</i>
<i>As previously stated to help those vulnerable residence in the borough</i>
<i>A targeted Service is vital to our communities.</i>
<i>When a workforce is demoralised by another insulting pay offer i feel the role we are best placed to carryout is the role of reactionary firefighting with the community safety and prevention elements outsourced to the private sector. This will highlight to those that make decisions on pay offers just how valuable a firefighter is and how insulting the recent uplift was.</i>
<i>To improve efficiency should there be another pandemic.</i>

<i>Every public service should be brought to bare during these unprecedented times in supporting the public, economy infrastructure etc being able to do this will require commitment and change as well as letting go of antiquated culture at all levels.</i>
<i>If you don't assess (and review) you don't understand</i>
<i>as above</i>
<i>Because we will see lock down again. We will continue to see vulnerable people slip through our net of not receiving a safe and well's, we will see others not accessing the right help and support that is needed or the chance of not being referred on, unless we work in a different way to reach those individuals. This may result in fire deaths and serious injuries from fires, which will undo all the great prevention work that the service has carried out over the years.</i>
<i>To look after the welfare of all personnel and the people we serve</i>
<i>See above</i>
<i>To ensure needs are met by all government staff I am a ***** and work for *** I know how diverse my role has become over the last * months we all need to change our duties to ensure the safekeeping of others are addressed</i>
<i>Contingency planning for such events has been paid lip service. The current situation should remind everyone of the need to plan, train and finance for potential incidents, scenarios like this. The fire service is ideally placed to provide capacity to meet these needs</i>
<i>There needs to be a plan so that assistance can be given without leaving gaps in other essential services that need to be covered during the outbreak.</i>
<i>No pandemic is the same as another and therefore it's important that services are flexible and better able to adapt to different needs from the public.</i>
<i>See last answer</i>
<i>enhances resilience</i>
<i>Future planning is a good thing.</i>
<i>Same as above: ie "By working together with partner agencies we can be stronger together and be able to meet a changing landscape flexibly. It is good to be able to pull together and adapt as things change. The support provided to help in the communities has been amazing, we should not lose this because things are getting back to normal."</i>
<i>we don't know what the future holds but covid has given us an insight; this needs to be considered but the fundamental services of the fire service must take priority.</i>

<i>It should be important to everyone as it affects us all</i>
<i>The service you provide needs to be maintained at all times</i>
<i>You are our go to people for every emergency. Who is better trained ?</i>
<i>You should not be involved in any way.</i>
<i>Whilst no-one expected the Covid-19 attack, it was always a possibility, just as an ICBM strike was, and still is, and Nuclear Defence measures, such as 'Protect & Survive' were kept, however outdated, but ... just in case.</i>
<i>Again, it is important, however, so is dealing with day to day problems.</i>
<i>As mentioned before we need to prepare for the worst case that if crews have to isolate or attract covid themselves. Our response model will need to possibly change to create bubbles. I feel that office based WMs could be assigned to work from stations to assist in crewing and add resilience</i>
<i>See previous comments. This is the core duty of other services.</i>
<p><i>As a customer of WFRS I need to assure that the service which is providing a service to its customer can meet the ever-changing demands of its community. Developing and improving effective change is to meet new risks, to adapt to social change, to improve effectiveness and efficiency and to grasp the opportunities offered by technological advances.</i></p> <p><i>I strongly believe that the capabilities of the service should remain at a high level so that we are assured as the community that we are in trusted hands. The skills the workforce need will change as technological advances and new risks are recognised; this change will include the way we modernise a fire service fit for 2020!</i></p> <p><i>Communities face even greater challenges with CV19, climate change, housing, landscapes, road networks and flooding leading to more water related rescues and protecting livestock. Other challenges such as terrorist attacks and community tensions based on political decisions and community cohesion are part of daily events. In every aspect of change, WFRS need to ensure that an effective peer challenge process and to share best practice where possible. This will complement the safeguards and vision provided by HMICFRS.</i></p>
<i>It is their duty to help people in times of crisis, not just situations of fire or RTA but in all situations where the community should be at risk.</i>
<i>A better way of working should make the service more effective which benefits us all. The more effective the service is, the more lives it saves.</i>
<p><i>Too much has been left to chance in the early days of the Pandemic.</i></p> <p><i>There needs to be clear plans on how the service will respond.</i></p> <p><i>Web site appears to be more Warwickshire County Council than Fire & Rescue compared with those of other</i></p>

fire authorities.

The only way to find information is by having to search numerous web sites.

A lot of businesses and local government departments email information which may be of interest to subscribers.

Based on the information provided above, is there anything else which you think Warwickshire Fire and Rescue Service should consider when developing this proposal? – Comments (Proposal 2)

*Closer working relationship with neighbouring organisations especially with respect to ***** (which should fit within and form part of the WFRS remit for both budgeting and management reasons).*

As before, no information provided. What are you going to do?

Keeping your staff safe and healthy should be top priority, that would benefit communities in the best way

Widen the scope of duties undertaken by fire services

Co-ordination.

How the Fire Service continues to work with other partners and does not offer or duplicate services that are better provided by others

Look at what worked well during this pandemic and keep it.

Reduce the current work carried out and prioritise rather than following previous trends of adding onto an already expanding role. Platitudes are all well and good but the take home pay required to keep up with living costs are ultimately why we motivate ourselves to go to work in the first place.

You should recognise the crews that helped keep services running as normal during the pandemic, and harsher management of those individuals within the role that used it as an excuse to get time off.

Think about how this could be done collectively with all emergency services and local councils, stop using administrative boundaries to justify spending. Public services is a resource for all and should not be separated by a badge they wear or where someone lives.

Be honest - we only move forward by honestly assessing current.

Be open to new ideas

Pray there isn't another pandemic!!

*As an *** ** Worker - thank you for your support!*

Care for staff

Be flexible enough to address the changing needs. We may not be aware of what is ahead that needs addressing but keep open mind.

<i>Think wider than Warwickshire.</i>
<i>Pandemics are just one topic of "crisis". There are other crisis matters such as Global Warming and the lack of water provision to fight fires and grow crops etc</i>
<i>As long as the best use of resources is made in any further and future outbreaks then more sections of society will feel they are covered in case of need. Nobody should feel they have been left out by emergency services and that everyone needs to know help is available when needed.</i>
<i>Just do your best and help those you can, without endangering yourself. Simple!</i>
<i>Just want to point out that it was the **** team that delivered the services to help and support our communities by providing additional services to our vulnerable residents. For example, we increased our hospital to home service, helped deliver food parcels and we kept in contact with our vulnerable residents to see how they were getting on.</i>
<i>Think about how to access rural and physically distant people. Towns and cities generally have good infrastructure, resources and networks to get help to people who need it. Rural villages and hamlets have less of these things so might benefit from more help - even if this is online in the form of a database or signposting.</i>
<i>Evaluate whether the Fire and Rescue service should be the responsible body to undertake extra services during a pandemic. Decide which of these services sit well with your set up. Know what is likely to be required and plan ways to provide useful assistance if and when the time comes. Be prepared!</i>
<i>Hopefully there will not be any Future Pandemics (least ways not for A While let,s face it there has,nt been A Really serious one for A Hundred Years) so is it in Warwickshire Fire And Rescue case to make Plans for Something that might not Happen.</i>
<i>Have an active risk level assessment at all times</i>
<i>Safety for your personnel and huge amounts Of mental health and occupational health support</i>
<i>Delete the proposal.</i>
<i>As pandemics are more long term the Service must consider and concentrate on core skills and knowledge.</i>
<i>Consider installing local liaison set ups in all, small widely scattered communities, working with Local Authorities and other Emergency / Volunteer Services.</i>
<i>Just my previous point of WMs in offices assigned to stations.</i>
<i>How other uk and international services are responding</i>

There may be an opportunity to conduct an audit of the service so that the service is well equipped, informed and has the right workforce at the right place at the right time to provide an excellent service to all its customers.

I would like to assume that sharing and learning from best practice with other regions would be part of the process

I believe there is a need to make information more readily available to the residents of Warwickshire. Having had a Fire Safety inspection in my home years ago I asked for sufficient copies of the booklet to give to all the home in my street. I happen to live in a street where most of the residents are retired. Completing this survey makes me think I should repeat the exercise.

To what extent do you agree with the proposal 'Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties? - Please tell us why.....

Fire and Rescue Services should be proactive in ensuring that their emergency response remains effective as the County changes due to new buildings and changing public behaviours.

If you mean shutting down a whole load of smaller fire stations and making a few large ones then I completely disagree. Every town needs a fire service.

Whilst maintaining high levels of flexibility which I also believe to be essential.

*I can only speak as a resident of ***** which is growing as a village hugely with new houses being built all the time. In rural areas having a local station is the difference between life and death*

Presently, WFRS response times against their own standards are not being met as evidenced within this IRMP. This is either down to lack of appliances and staff - a matter for urgent review if that is the case, or it is due to appliance stations being in the wrong places. A review is encouraged but ONLY in the event that there is no net loss in staff numbers or appliance numbers.

This needs to be done as you are not currently meeting your 75% attendance time target. This suggests resources are either in the wrong place or simply not enough resources to cover the area.

Its of obvious benefit to have resources where they are needed, with more and more housing and business areas being developed and spreading out the current locations of assets may nit be the right place for the future.

There is no need for a whole time Station in Alcester it is a money pit and Is not busy enough to warrant the spending.

This is surely critical

<i>I would hope you have already done this?</i>
<i>I often wonder why the police, fire and ambulance service do not share the same campus? This would make co-ordination and communication easier and may support efficiency.</i>
<i>By making sure resources are in the right place at the right time there will be a faster response and that can save lives and distress</i>
<i>Again, Listen to staff and stop taking on mindless projects that waste money that is so valuable elsewhere.</i>
<i>This is a necessity in order for the Service to provide the most effective service to it's communities.</i>
<i>It makes complete sense to have resources where they are needed</i>
<i>It's all about getting there faster, with the proper trained staff</i>
<i>Change is happening all of the time - there's a risk that if this does not remain a priority previous plans become out of date very quickly</i>
<i>Warwickshire is growing all the time, HS2..</i>
<i>Surely this is something you should be doing already, as a matter of course.</i>
<i>Looking at the results on where the most incidents were over the previous year we need to look at are the right resources in the right place and do we have enough to cope with the growing population of the areas with new homes and schools opening.</i>
<i>This should not be used as an excuse to make further cutbacks under the guise of improvement to services</i>
<i>Fire stations are dated, in the wrong places and in need of assessment. They were great when they were built in the 70s but as the towns expand they need to move to enable response times to be met.</i>
<i>Time is of the essence - life or death so its important the service can cover the requirement sof all the borough.</i>
<i>It is vital we have the personnel and assetts in the correct places to deal with anything that is presented to us.</i>
<i>It is rather obvious. I would expect any closures to be risk assessed.</i>
<i>Most stations were built long before the network of roads surrounding them, and the expanding size of towns has put strain on the road networks with increased number of vehicles moving through the county. The unreliability of an on call appliance being available 24/7 has increased the burden on it`s nearest wholetime station, and combined with the loss of strategically located stations in a political game of chess in 2009 there are huge disparities in the likelihood of getting a reasonable response in a postcode lottery.</i>

<i>Emergencies need prompt access to resources.</i>
<i>It is vitally important that you asses the risk in the correct manner. Your IRMP document does not do this. Looking at fires and RTCs is not a proper risk evaluation. You have other types of incidents where there is immediate life risk and this does not appear to be taken into consideration.</i>
<i>being in the right place in the future is important. Given the expaning numbers of housing estates, and the work you do on the motorways is a base in the cnetre of Leamington still sensible?</i>
<i>This goes without saying however your assessment of risk will need to be reflective of rural communities not just mass population or industrial area.</i>
<i>How else can you effectively function?</i>
<i>We have such a rural patch, response times to these areas needs to be comparable with urban communities</i>
<i>The only time I called the fire brigade for a car fire a few years ago, 2 engines arrived. One from ***** road, *** and one from *****.</i>
<i>Times change, our services must change with them, if and when it is needed, but we should not be scared to say no, at times to change, just for change sake.</i>
<i>Completely agree. However thought must be given to those who may suffer if there is a change of location and they are adequately compensated due to not living within a turnout area - due to a change of station. I know this could happen to me personally.</i>
<i>You should be doing this all ready, not something that should be a new proposal</i>
<i>I strongly agree, so long as this isn't a cost cutting exercise to close stations and lose staff!</i>
<i>To insure support applied when needed</i>
<i>Yen minutes is a long time to wait of you are in a life threatening situation.</i>
<i>in a world of limited resources, efficient use of what is available is critical</i>
<i>That's required to deliver the fundamental services.</i>
<i>Society is continually evolving and services need to be targeted to as wider and more diverse area as possible. Lessons learned are very important in realising where services fall short or where services should be available for immediate help. As more housing is built and the population grows, the emergency services have to be able to provide resources anywhere they could be needed.</i>
<i>It is the only way of ensuring that with limited resources what we do have are both targeted/sited in the best places, but also flexible enough to deal with the unforeseen.</i>

<i>resources should match risk and reflect changes</i>
<i>WFRS needs to constantly look at where people are living, where climate events are taking place, where developments are taking place and comparing it to where they have their resources - both engines, stations and people.</i>
<i>Not enough part time stations are available in the daytime. Do we have enough availability in the day. If so what are the plans. Proposals are rather vague with no substance .are there plans to move firefighters or engines?</i>
<i>Don't close down fire stations without careful assessment of the danger you put the community in if you close local fire stations...which is what your really trying to do..</i>
<i>Without the fire service people would die. It is very important that the resources are maintained and deployed in the right areas to maximise them.</i>
<i>I think there have been too many cuts to our emergency services and know a number of fire stations have been closed. I think it is right to review and assess this, even more so in light of COVID, to ensure that the service does have the right capacity as well as sites to offer the first class service that we have come to expect from our fantastic Fire Service.</i>
<i>Fire service must be situated where its needed most and to have easy access to major arterial roads</i>
<i>Goes without saying this is a given and highly important</i>
<i>You can't do the job if you don't have the people and equipment</i>
<i>This is not necessary: you should be doing this as a matter of course. We are aware that you will need to consult with local authorities and the community when forming any further proposals.</i>
<i>It is vital that resources are near enough to get to where they are required in the shortest time to prevent loss of life and property.</i>
<i>The risks are changing and the various industrial and housing projects need to be reflected.</i>
<i>You must at all times avoid the catastrophic centralization of services that has so badly affected the Police and Ambulance Services from correctly doing their job.</i>
<i>Obvious There is one question that your statement leaves open "who decides that resources are needed in the place that they are located?"</i>
<i>Stop cutting resources to meet budgets. The resources required should dictate the budget required, not the other way round.</i>

<i>Its about getting fire appliances to incidents in the quickest and safest time to meet our standards to add better value for the community. Looking at new station locations is important</i>
<i>I would have thought this was an ongoing activity all the time. Like the previous questions, the proposal is very bland and almost meaningless without further details as an issue for public consultation.</i>
<i>Should be continually under review as needs change, houses are built and population increases. We need facts, not media driven, alarmist campaigns, such as keeping Kenilworth open. Was that the right thing?</i>
<i>I believe that it is important that we have a high level of service in all areas meaning that the equipment and staff are well equipped with the knowledge and information and are at the right place at the right time so that they are able to meet the demand at all times.</i>
<i>I would also like to add that the safety of firefighter is important taking to account the wellbeing and fatigue issues as well making sure that the level of training is delivered as and when required.</i>
<i>As a service we are able to make investment to building and equipment so that the service is well equipped with new technology which is paramount to the safety of Warwickshire communities.</i>
<i>fire services should be accessible all over the county. There should not be any areas that could be let down due to a station not being near by. This will put communities at risk of incident and accident.</i>
<i>I agree with the above explanation. A improved service will save more lives.</i>
<i>All organisations/ businesses must carry out regular checks on themselves in order to ensure they are functioning .</i> <i>Have the right personnel of the right calibre, that they are up to date with the changes in technology. Are providing value for money in the service they provide.</i> <i>Sometime it is useful to have these carried out by external consultants.</i>

How important to you is it that the Fire Service 'Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties'? - Please tell us why.....
<i>It's important that we have local fire stations. The closure of small local stations is not an option.</i>
<i>Without proposals it is difficult to comment</i>
<i>You should be doing that on an ongoing basis.</i>
<i>With more houses being built in Warwickshire some stations may need to be more than retained</i>
<i>Whilst maintaining high levels of flexibility which I also believe to be essential.</i>

<i>See response above. More work needs to be done with District Councils, in their guise as Local Planning Authorities to release and create Section 106 liabilities in order to fund any associated changes eg major housing developments in Rugby & Leamington Spa should be funding new response stations on the 'Gaydon' model.</i>
<i>See above response</i>
<i>See above</i>
<i>Right equipment in the right place at the right time</i>
<i>as above</i>
<i>As I said above, if this is not already the case then why is it not?</i>
<i>By making sure resources are in the right place at the right time there will be a faster response and that can save lives and distress</i>
<i>Maintaining the best emergency response possible</i>
<i>Again, Listen to staff and stop taking on mindless projects that waste money that is so valuable elsewhere.</i>
<i>It could mean the difference between life or death</i>
<i>As above</i>
<i>Change is happening all of the time - there's a risk that if this does not remain a priority previous plans become out of date very quickly</i>
<i>As above really as the population of Warwickshire grows over the next 5 years does the Fire Service have enough personnel and physical assets to cope with the growth. Larger families living closer together.</i>
<i>It is time to evaluate shift systems fully, and look at new operating models to ensure we meet the risk.</i>
<i>As above</i>
<i>For our communities and the safety of our personnel.</i>
<i>This piece of work should have taken place a long time ago, and has been widely investigated and discussed. Unfortunately the service has always relied too heavily on pleasing its political masters and has historically allowed them to dictate badly thought out closures of stations, in order to place a resource on a councillors doorstep.</i>
<i>As above.</i>
<i>As above</i>

<i>But it should not be just about response, other support services with in WFRS also need the correct buildings to work from and deliver focused solutions and be able to move with purpose and energy.</i>
<i>As above - consultation needs to be upfront and honest from the beginning</i>
<i>Obviously you need resources in the places they are most likely to be used and from where they can be swiftly deployed. This should be regularly reviewed, especially with the closure of stations - if this has not had an impact on your ability to deliver your statutory duties, then this is good, but it should be recognised if it has affected it.</i>
<i>See above!</i>
<i>Staff and public need to feel confident and comfortable with services provided</i>
<i>in a world of limited resources, efficient use of what is available is critical</i>
<i>Plans must be in place with enough resources to cover for the majority of situations.</i>
<i>Increasing population in some areas, including the increase of developments in the county which increase the pressure of existing resources to cope with the new developments.</i>
<i>It is important that information is collected to better direct available resources where they can be best used. A continually evolving society must be reflected by the fire service, which must be able to adapt to change.</i>
<i>See previous answer</i>
<i>as above</i>
<i>WFRS needs to be they are needed when they are needed</i>
<i>Closure to save money doesn't always work...</i>
<i>For the above reasons: ie "Without the fire service people would die. It is very important that the resources are maintained and deployed in the right areas to maximise them."</i>
<i>Saving time saves lives</i>
<i>It will keep us safer and ensure the best level of safety is delivered</i>
<i>Stands to reason</i>
<i>You have previously consulted local authorities regarding unnecessary 'assets'. This proved to be a waste of the authorities time and your time as you did not act on any suggestions.</i>
<i>This is core business.</i>

<i>The pattern & location of bases has been worked out based upon years of actual need, it is ridiculous to simply close stations and rely on 'Hubs' (always miles from real areas of need, ineffectual and inefficient) just as a money saving project.</i>
<i>As per previous reason</i>
<i>Its about getting fire appliances to incidents in the quickest and safest time to meet our standards to add better value for the community. Looking at new station locations is important</i>
<i>I expect this to happen routinely! Any public consultation should be based on what you plan to enhance or change the service, not set out a general intention to review something.</i>
<i>Having the stations situated where they are is encouraging as they can save more lives and property and protect the environment</i>
<i>Repeated Question Please see above.</i>
<i>People's lives and safety depend on it Closing fire stations</i>
<i>As stated in question above unless this work is carried out regularly management is not going to know what is going on and whether this is correct for the organisation.</i>

Based on the information provided above, is there anything else which you think Warwickshire Fire and Rescue Service should consider when developing this proposal? – Comments (Proposal 3)
<i>Upgrading stations from retained to either day crewed or whole time with more houses being built in Warwickshire</i>
<i>Section 106 liability maximisation; co-location with WARKS Police or WMAS eg at Greys Mallory or Tournament Fields to serve M40; M6 response station at the Ricoh arena</i>
<i>What has changed between now and the previous IRMP? You said you needed to do this last time and yet attendance targets are still not being met. Will you achieve anything this time?</i>
<i>Give consideration to enviromental issues such as flooding and maybe enhance the ability to deal with them.</i>
<i>Look at 2 pump stations and why they are needed other neighbouring services have more incidents at single pump stations why do we pay for 2?</i>
<i>Warwickshire F and R S yes, but who is talking to and with other fire services? Which service is, or has, developed best practice? Collective collaboration is a rich vein to explore.</i>
<i>Again, Listen to staff and stop taking on mindless projects that waste money that is so valuable elsewhere.</i>
<i>Review of appliances eg LRP capabilities and general issues that have arisen with the appliances recently</i>

<i>Sadly there is no real information provided in the plan. No real indication of how you intend to cope with the increase in housing being built in the south of the county. No information on your plans to keep equipment up to date, and in the right places, what you plan to invest in. I would expect to see a 5 year financial/investment plan.</i>
<i>Location is the key</i>
<i>To consider what assets are available from bordering Fire services</i>
<i>There should be adequate cover for built up areas, but also rural areas. Ideally, resources need to be divided into different suitable locations as required to satisfy the needs of both urban and rural areas.</i>
<i>Future proof the new locations and consider OB assistance may not always be reciprocated due to their own constraints.</i> <i>Consider the crews forced to work in poorly designed and equipped stations (such as Gaydon) and the difficulty then faced of attracting anyone into it.</i> <i>Consider the wisdom of splitting a 2 pump station with specials who will then have to co-locate in order to operate or train that equipment.</i> <i>Strain put on single pump left in Rugby for example while awaiting second appliance at incidents..... better to increase number of appliances in a risk area rather than rob peter to pay paul.</i>
<i>That there is adequate services for the local community and any cuts does not lead to losing lives</i>
<i>All life risk incidents, the lack of 10 minute coverage within the service to be able to respond to life risk incidents.</i> <i>Consider special contingency measures and hub locations when flooding incidents occur so response can be more efficient.</i>
<i>How flexible is your resources do they move with risk this said planning for the unexpected is always difficult did you plan for COVID 19. resources will need to be pulled together in the future and reliance on other services will need be looked at.</i>
<i>I am not sure how you can achieve this with the current funding issues, there presents (to a lay person) as there not be sufficient funds to have the right assets and people in the right place at the right time.</i>
<i>Small communities and stations are just as important as large cities, please protect them</i>
<i>To keep open mind</i> <i>Be flexible if necessary and change accordingly</i>
<i>Staff must widen their portfolio of functions that they can provide</i>
<i>How could you use volunteer groups to address extraordinary situations?</i> <i>Maybe during the current pandemic, volunteers could be used to deliver items to the needy leaving your resources free to cover for the situations where specific training is required.</i>

<i>Act as a focal point for command and control of volunteer groups to effectively increase the resources to tackle extraordinary circumstances, such as COVID</i>
<i>Statistics and data are important in directing services where they will be most needed, and a continually evolving service will better reflect their need by the ever growing community. As wider coverage of services as possible should be available and no section of society should feel they are not able to call on help when needed. Education is important but services should be directed to as wider area as possible, not leaving businesses or public feeling they are not covered by help.</i>
<i>If your thinking of closing rugby fire station, remember the population has increased a lot in 20 years....thinking you can close fire stations and using say Coventry or Other local fire stations is complete nonsense.</i>
<i>Think about rural areas as well as towns. A fire station on call responds slower than a 24 hr one. Don't just consider populations based on number of houses, there are many communities living in alternative ways, marinas of boats, park homes, traveller communities etc as well as the ones that travel the waterways or roads. Consider how you would attend a boat fire in the middle of nowhere.</i>
<i>Provide awareness education of safety and fire risks for :</i> <i>The general public in the the home,</i> <i>Risks in the workplace</i> <i>Risk the wider community</i> <i>Safety at home for the elderly and vulnerable adults</i> <i>Arson prevention measures.</i>
<i>As Special services rescues include rescues from water and given the recent flooding in Warwickshire in November 2019 - the number of these rescues or impacts of flooding may increase in the future due to climate change and more extreme weather events. As such considering flood risk when placing resources and assets could assist in delivering statutory duties, both in relation to flooding preventing access/egress to residents or flooding hotspots where specialist rescues are likely to be required.</i>
<i>Bigger budget but used wisely</i>
<i>Reduce the large number of Fire Stations with immediate effect.</i>
<i>It is important that fire stations do not close down so that a nearby response is available in all areas rural and urban</i>
<i>The 70% in 10 minutes response does not sound very impressive. It would be interesting to know the quantity of response to different levels of risk in various geographic areas within the County. Those figures could be more reassuring.</i>
<i>Local communities should have a major voice in deciding what resources are required locally</i>

<i>Maybe possibly split all 2 pump stations and re-locate to harder areas to hit.</i>
<i>Transparency in all data provided to help all understand compromises</i>
<i>Strengthening our collaboration, networks and engagement opportunities with all communities.</i>
<i>I hope Closing fire stations and making fire fighters redundant are not in the plan. That smacks of austerity not improvements for the people that you claim to want to keep safe.</i>

To what extent do you agree with the proposal 'Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS'? - Please tell us why.....
<i>Leave health matters to the NHS.</i>
<i>You deal with fires. Leave the NHS to do it's thing.</i>
<i>Long term and integrated solutions need to take priority.</i>
<i>Only if agreed with other agencies eg as Northants FRS where appliances turn out to assist the ambulance service with medical emergencies (especially in rural areas)</i>
<i>I can't disagree with this statement but you are not giving me any information on how you are going to achieve this proposal. It is unbelievably vague.</i>
<i>Horses for courses. A firefighter is just that not a social worker or community nurse. Fair enough fire safety advice etc but as for social care issues leave it to the professionals in that area</i>
<i>There is latent capacity within response to enable this to be a focus for five years</i>
<i>Not in fireservice role</i>
<i>The government should stop cutting back in social care, social workers, care in the community, and mental health support so that police and fire fighters can do their actual jobs.</i>
<i>Losing sight of core business</i>
<i>If there is no 'shout' to answer and no training in the pipeline then this would represent a real opportunity to deploy staff into a wider role in the community. It would be one that would be appreciated.</i>
<i>It feels sensible that our health care and social care partners are supported by WFRS. By educating and helping people to stay safe and well this also reduces the burden on the NHS and Social Care</i>
<i>Help in protecting the community when they need us most</i>

<i>See previous comment, broadening the role of the FS would help to make it relevant to future situations that might arise</i>
<i>I think the work we do with partner organisations is 100% brilliant. This is going to continue to need funding. I hope the government won't screw this up too!</i>
<i>There is always more that can be done even with limited resources</i>
<i>I would think it's the government's job to protect social care and the NHS, and it should be a priority. If it isn't, we need a new government.</i>
<i>The Fire service make's a different to people lives.</i>
<i>The current offer e.g. hospital to home and safe and health checks demonstrates how the fire service can support wider community health outcomes</i>
<i>Similar to the pandemic question, however ensure you are covering and exceeding your statutory duties before expanding into other areas.</i>
<i>The Fire Service is a specialised service so in some ways we don't want to dilute that. If however there is some cross over with the services then working together to get the best result is always the best way.</i>
<i>Should not be the job of a firefight</i>
<i>We have alot to offer other service, so why wouldn't we work with our partners to assist the most vulnerable.</i>
<i>Social care is on teh brink and needs as much support as can be provided by trained resources especially when in pandemic situations.</i>
<i>Support of further initiatives in the community is good but this must not be at the reduction of service of our primary function.</i>
<i>WFRS serve the community so the more involved they can be, the better. Extend the Hospital to Home service</i>
<i>While we carry out their roles the government will be seeing that as an opportunity to cut them further. We should be supporting the hard working staff of the NHS by backing them in their fight for more funding. We should concentrate on the primary role of the fire service unless the services merge and we get paramedics on the back of fire engines putting us up to 5.</i>
<i>Some degree of integration and cooperation between services can help deliver and support the community more effectively, although it is a shame that each of the other services do not have sufficient resources to provide their own backup.</i>
<i>Reduction of injury/damage to property would obviously be of benefit to social care and NHS.</i>

<i>I work for the ** and *** so this is important to me</i>
<i>I think this is really hard as everywhere is under funded - I agree that the proposal is a good one but in practice, will this limit your capacity in other areas and what effect could this have?</i>
<i>Although these questions are loaded towards an answer this is again essential we can respond to the health needs of our communities</i>
<i>In the past information and services have been fragmented. Shared data and more communication between services is vital.</i>
<p><i>I think your work should compliment but 'protect' the NHS and social care? The NHS and social care have their own roles and what would 'protect' actually entail?</i></p> <p><i>As previous sections of this questionnaire I can't answer as the sentence is too vague, you would need to tell me what 'protect' entails to be able to answer. On this question I fear you have gone with a populist headline rather than something meaningful that could be considered and critiqued?</i></p>
<i>Can be ideally placed to support those vulnerable and isolated communities</i>
<p><i>I agree, but it must be proportionate to what work we can deliver on and the support that we can give to NHS and Public Health.</i></p> <p><i>Steps have to be taken carefully to ensure we chose the right work and not because it attracts large pots of funding. Work that we know makes a difference to the people and the wider Health Organisation.</i></p>
<p><i>Agree</i></p> <p><i>However it is important not to let this get in the way of our core statutory duties - this is something to work on - once we have the statutory elements of our duties in a good place.</i></p>
<i>This work is already showing good signs and it is good to collaborate.</i>
<i>A collaborative effort enables the blue light services provide the best possible service for the community and its changing needs.</i>
<i>Your job is to fight fires etc stick to that</i>
<i>Perhaps these proposals could be made more widely public?</i>
<i>To provide support and guidance</i>
<i>Whilst their capacity allows them to support this idea I am not sure that this area is the most effective use of fire & rescue staff.</i>
<i>It is essential to ensure no single resource is stretched beyond capacity.</i>
<i>Multi-Agency Approach</i>

<i>Wherever possible the fire and rescue services need to be able to help other emergency services when they are called upon. Best use of resources is important and when not actually fighting fires the service should be helping other emergency services whenever and wherever they may be needed.</i>
<i>Unless all public services work together and support each other with all the cuts there have been the public will really suffer even more neglect than they do now.</i>
<i>build relationships with key partners will enable risk reduction opportunities</i>
<i>its important agencies work together to help support those most vulnerable people in the communities</i>
<i>I hope frontline availability is not compromised with such proposals. I assume this is directed at support staff</i>
<i>Your fireman and women....your not trained to do social care.....though doing fire checks for the elderly is greatly appreciated.</i>
<i>By working with the NHS and health and social care you are freeing up resources that allow them to focus on the most needy and they can stretch their resources further. Social Care and NHS need protecting and if you can support them in any way that would be great. Although ultimately they should be adequately funded and supported by the government in the first place!</i>
<i>Now, even more than before, we all need to work together to help our community and so I think this is a great proposal for all concerned.</i>
<i>I Think that it is A Good idea for WFARS to work alongside other Emergency Services as this could Possibly benefit everybody.</i>
<i>It's the ideal opportunity to broaden the fire services remit</i>
<i>The more integrated we work with each other the better</i>
<i>We are a nation with many needs and not so many good people to deliver what is needed</i>
<i>Community health, social care and the NHS are not within the competence of the Fire Service. You should not be contemplating any involvement.</i>
<i>The Covid-19 pandemic has demonstrated why it is important for emergency services to work jointly with the community and the Social Care and NHS</i>
<i>I do not understand this. The whole community deserves protection. The NHS should be protecting us.</i>
<i>The 'multi agency approach' bought in by Authorities in the 90's was very quickly proven to be a serious error, and showed that no-one benefitted, certainly not the Public. By taking away the prime directive for a Service ad spreading its role out, it caused confusion at both grass roots level and in general response to all questions.</i>

<i>This is not a “fire service” requirement, it depends on the degree of “support”</i>
<i>The Fire Service should be the Fire Service, not the NHS....</i>
<i>The NHS are under immense strain and by the service working collaboratively together could help ease that strain.</i>
<p><i>I have seen some positive examples of the work the service has done over the last few years and it is laudable. I would question, however, whether this is of such high importance to the service that it is appropriate to be contained within this set of proposals.</i></p> <p><i>When listening to the current evidence being submitted to ongoing public enquiries such as Grenfell Tower and Manchester Arena I would have expected to see major emergency preplanning to be a key priority for you in this plan rather than the proposals I have seen so far.</i></p>
<i>You are the fire brigade, not the NHS!</i>
<p><i>I believe as a service we need to work cross services especially with the excellent collaboration during CV19. A more community centred approaches is needed mobilising assets within communities, promoting equity and increasing people’s control over their health and lives.</i></p> <ul style="list-style-type: none"> <i>• Strengthening communities – where approaches involve building on community capacities to take action together on health and the social determinants of health.</i> <i>• Volunteer and peer roles – where approaches focus on enhancing individuals’ capabilities to provide advice, information and support or organise activities around health and wellbeing in their or other communities developing fire volunteers to support.</i> <i>• Collaborations and partnerships – where approaches involve communities and local services working together at any stage of planning cycle, from identifying needs through to implementation and evaluation.</i> <i>• Access to community resources – where approaches connect people to community resources, practical help, group activities and volunteering opportunities to meet health needs and increase social participation.</i>
<i>If the service have the ability to assist the wider community outside of the fire remit then they should be able to do so.</i>
<i>It sounds great, but what does it actually mean? What can you do to improve health and protect the NHS and social care? It sounds like political speak to me.</i>
<i>This will depend to a large extent on how it is viewed by the representative bodies.</i>

How important to you is it that the Fire Service ‘Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS’? - Please tell us why.....

<i>Leave health matters to the NHS.</i>
<i>Same as above.</i>
<i>I can't see how social care is part of the fire services job. We need more firemen/women and more social care reinstated. Cuts to these are criminal.</i>
<i>Long term and integrated solutions need to take priority.</i>
<i>It is important that our emergency services work together and support each other to provide an integrated service</i>
<i>As above - only with active encouragement and participation of WMAS</i>
<i>You are a fire and rescue service. The basics of meeting your response targets should be met before you divert resources to other areas</i>
<i>This should not be a fire service activity i would rather they spend their time on fire/accident prevention and training</i>
<i>This is essential within the role of a firefighter and the service should push the union to change their stance</i>
<i>Focus in doing your own job not nhs jobs</i>
<i>Whilst it should be considered government should stop cut backs in other areas to allow police and fire fighters to focus on their main jobs.</i>
<i>This is irrelevant for fire service</i>
<i>Our population is aging and there is an increasing need to deploy our resources to maximum benefit.</i>
<i>I would hope that any advice given to me by the WFRS would keep me safer and well so that I could live a better life keeping me healthier and able to look after myself for longer.</i>
<i>I think the work we do with partner organisations is 100% brilliant. This is going to continue to need funding. I hope the government won't screw this up too!</i>
<i>See above</i>
<i>I think there should be much closer links between WFRS and the ambulance services.</i>
<i>Prevention is better than the cure</i>
<i>The current offer e.g. hospital to home and safe and health checks demonstrates how the fire service can support wider community health outcomes</i>

<i>Community when something like the pandemic hits we need to pull together so that we all get the best possible outcome</i>
<i>We have a good track record of working with our partners, we have started projects that have been very successful in recent years, my only worry is that it is properly funded and commissioned.</i>
<i>As previously stated - social care needs extra support in these times</i>
<i>To assist our colleagues in the Health and Social Care is vital but again not at the reduction of service in our primary function.</i>
<i>It is not the role of the service. Where do we stop...? Should we start working the checkouts in Tesco to alleviate the strain on the retail sector, or harvest crops to ease the pressure on farmers. We are not and never should be a national asset to be used as the army have in the past. Next time Serco can't provide security at the olympics we'll have trucks off the run while we prop them up at this rate.</i>
<i>As above</i>
<i>As above the point is too vague to understand what you mean by this.</i>
<i>It is important to develop opportunities to build strong relationships to protect social care and NHS, as it has shown countless times, one departments vulnerable person is another departments vulnerable person, they are one of the same.</i>
<i>There is a role for us to play in this area - using the good reputation that the Service has. However this is not to go racing ahead of our core duties which are to prevent fires, rtc's and water incidents, it should be done almost as a separate arm to the service on a non- profit making basis (any additional money invested back into service)</i>
<i>it gives use a wider view of the communities that we serve, improving our delivery.</i>
<i>As long as it doesn't distract the fire service from its core job.</i>
<i>The Fire Service is excellent at being the eyes and ears on the front line, and informs Social Care and the NHS of what is going on behind the community's front door. Most people trust us and see us as a friend who is there to help.</i>
<i>....so long as it does not take away from firefighters being firefighters and remove funding from this crucial service</i>
<i>Roles in all services have changed and will / may need to change again according to pandemic now or in future</i>
<i>Why is this needed as a priority of the fire service. Surely concentrating on protecting the health of people through education on fire safety, accident prevention and fire precautions should be the priority not</i>

<i>"supporting community health outcomes". The community have Joe Wicks etc for that but if my house is on fire I'm not sending for him.</i>
<i>Whilst their capacity allows them to support this idea I am not sure that this area is the most effective use of fire & rescue staff.</i>
<i>In these times of job cuts, layoffs etc there is only so much resources (people, equipment, money...) to go around. Cross functional services must be considered to ensure that the system remains effective regardless of the circumstances.</i>
<i>Sharing information and resources cuts costs overall</i>
<i>Although not their primary duty, the fire service should be adaptable in order to best use its resources to help other services so that everyone feels safer.</i>
<i>Please see previous answer</i>
<i>Read above.</i>
<i>For the above reasons: "By working with the NHS and health and social care you are freeing up resources that allow them to focus on the most needy and they can stretch their resources further. Social Care and NHS need protecting and if you can support them in any way that would be great. Although ultimately they should be adequately funded and supported by the government in the first place!"</i>
<i>We all use these services at one time or another in our lives so we need to protect as not sure what it would be like without them.</i>
<i>I think the work that has been done through Covid, and before, has been important, but it is not the first line job of the fire service. if resources are limited, the fire service need to ensure that they are not overwhelmed by calls to action that are not achievable and put too much pressure on the service as a whole.</i>
<i>It's an important role and needs to be done by trusted personnel</i>
<i>This will enable you to evolve and improve</i>
<i>I would think you are busy enough already and yet you are expected to just turn up and sort things out at the drop of a hat</i>
<i>See above.</i>
<i>I do not understand</i>
<i>The Fire Service should be there for what it is designed for, not as a taxi for people to get home from hospital.</i>

The NHS are under immense strain and by the service working collaboratively together could help ease that strain.

See previous comments re other issues being more important.

I think it helps knowing that u can deal with these scenarios is reassuring to all groups in society especially the most vulnerable

Fire and rescue services have a proven track record of significantly reducing demand through prevention activities; this presents an opportunity to health and social care partners to modify and make use of their early intervention mechanisms in a range of risk areas.

I believe that it is so important that we continue to strengthen the excellent collaborations with partners, stakeholders and communities and allies to continue to develop and protect work around social care and NHS.

Fire frontline staff have had a massive impact on communities especially the elderly and vulnerable providing friendship calls, food parcels and pharmacy drop offs where they were most needed. This joint collaboration and working with agencies have become a life line to many and should be continued as part of the delivery plan for the next 5 years and beyond.

This collaboration could even go further developing our links with voluntary and community sector, faith communities and communities of interest.

It sounds great, but what does it actually mean? What can the fire service do to improve health and protect the NHS and social care? It sounds like political speak to me.

This will depend to a large extent on how it is viewed by the representative bodies. If they do not want to get involved then it is dead.

Based on the information provided above, is there anything else which you think Warwickshire Fire and Rescue Service should consider when developing this proposal? – Comments (Proposal 4)

Give the money you would spend on this to social services/nhs

Work with FBU nationally to use firefighters for more roles in health

Communicate with Social Care and NHS providers. What do they need and how can the fire service support?

I think the work we do with partner organisations is 100% brilliant. This is going to continue to need funding. I hope the government won't screw this up too!

Funding for this offer needs to be still available and also not detract from the Fire Service being able to deliver key Fire Service priorities including fire safety

<i>An excellent proposal that brings the WFRS together with healthcare professionals, to help provide services that either complements theirs, or free them up to concentrate on their other priorities.</i>
<i>Get our own house in order first. Once properly resourced and funded we then consider growing the role.</i>
<i>Being mindful of listening to everyone</i>
<i>Invest in Future technologies development, maximise resource usage skill sets, use data to make informed decisions and development of strategy.</i>
<i>As above, please be specific.</i>
<i>Funding streams are fluctuating especially in these times - consider impact of short term contracts on people.</i>
<i>Many older adults feel safe with us, especially during lockdown. Many of them struggle to get to appointments, and worry about having to pay for transport and putting themselves at risk, or may be due to sensory deprivation may worry about not hearing when their name is called. If we had a branch of Hospital to Home who was solely there to provide assistance with getting people to appointments, we could be their eyes and ears throughout the entire hospital visit.</i>
<i>Again keep open mind do not close doors</i>
<i>Consider ceasing this support and focus on other areas</i>
<i>Incident "Aftermath" care</i> <i>Agency approach for the injured (rtc & fire) , the homeless due to fire, to develop a method of improving the mental health of those affected by incidents by helping physically.</i>
<i>All emergency services need to work together to cover as wider area as possible and best use of available resources made. Nobody should feel left out or that they cannot rely on emergency help, and integrated services will go a long way to make every section of society feel safer.</i>
<i>any future collaboration needs to be beneficial to both partners - the fire service should support activities that enable them to provide fire safety advice/ interventions to those people they are in contact with through any collaboration</i>
<i>Once the pandemic is over, go to schools, colleges, show them what you do...this used to be done all the time...hardly see it now...pre COVID 19.</i>
<i>Consider how helping people out of hospital and settled back home can make discharge much quicker. Sometimes people have no support around them and being discharged home where there is no food and you're not well enough to get it is a real problem for many.</i>

<i>Consider also how you could maybe offer work experience or volunteer opportunities to people with additional needs so that they can gain experience to help them get a job.</i>
<i>Concentrate on core duties and only add extra projects when the current ones are running smoothly. Do not spread your efforts too thinly</i>
<i>No as I,ve said it,s A good thing that WFARS Should be able to Work alongside other Emergency Services as it Would Benefit everybody.</i>
<i>No. Under no circumstances should the proposal go forward.</i>
<i>To keep the momentum going in NHS.</i>
<i>Consider a mapping exercise of all our partners, stakeholders, community groups and organisations and allies who are able to support the collaboration to support social care and NHS.</i>
<i>It sounds impressive, but it sounds like something a politician would say. It sounds good but means little. I would like to know how you intend to improve health and protect the NHS and social care?</i>
<p><i>Produce a IRMP Consultation that is in plain English.</i></p> <p><i>This has been designed to confuse anyone who attempts to complete it.</i></p> <p><i>Who produces this drivel. Every time one of these consultation is launched it seems to provide less information on which to base constructive answers.</i></p> <p><i>Previous consultations have provided information on which to make a judgement, there appears to be none of that this time.</i></p> <p><i>I just wonder how many residents of the county will even attempt to complete it once they have started to read it through.</i></p>

To what extent do you agree with the proposal 'Implement digital solutions to enhance our service delivery'? - Please tell us why.....
<i>Not enough information to quantify.</i>
<i>Implement what works best for now and the future. The fact that it is digital technology should not be a primary driver.</i>
<i>Service delivery at present can only be enhanced with more appliances or response staff. Enhanced IT provision should only be where it can be realised as a cost neutral exercise.</i>
<i>I can't disagree with this statement but you are not giving me any information on how you are going to achieve this proposal. It is unbelievably vague.</i>

<i>Technological solutions are improving all the time its important that the best is used</i>
<i>We are in digital age and gire service need to keep up with modern standards</i>
<i>Anything that keeps firefighters safer and helps them do job better or quicker should be done.</i>
<i>Best technical solutions make sense</i>
<i>If this saves lives then it must be a priority.</i>
<i>Technology does bring benefits when it works but I would hope that it is not relied on entirely and does not replace good training and good sense because if the digital system fails I would hope that the service would continue to operate well. Technology seems to bring difficulties as well as benefits and sometimes seems to create an industry of its own and is expensive</i>
<i>Fire Service need the funding to maintain sector competence and compliance otherwise this will affect operational effectiveness</i>
<i>Future IT innovation in technology is important for the future of the emergency fire service to have the right response to any emergency and assist in collecting data that will assist in decision making for the future needs of our county</i>
<i>Speed is often v important which modern communication allows however there should be backup to consider situations where mobile signals or internet availability is not what it should be as in a rural location</i>
<i>To have the knowledge readily available to enable the best assistance possible for the general public.</i>
<i>We live in a digital society and the Service has to keep keep up with technological advances especially in those areas of work that can help make the Service more effective</i>
<i>The service needs to move with the times</i>
<i>You have to move forward with all the Fire fighters Training</i>
<i>Digital solutions demonstrate efficiency and maximises value for money solutions</i>
<i>They way you deliver your products should always be reviewed, are the tax payer getting the best value</i>
<i>Fire Service when the majority of the workforce are frontline and are in the public eye technology cannot replace that human contact. If the pubic benefit from technology and it improves the human contact that is fine but there does have to be some input from the public</i>
<i>The best of technology should be available to our fire service</i>
<i>We work in a digital age, its so important to develop this , we are still using numerous systems that dont talk to each other which is madness</i>

<i>Faster response times if quicker accurate info gathered</i>
<i>We need all the current information regarding premises and risks within our communities at the time of call. We need to ensure this information is available to our crews through digital enhanced information and is easily available. Should premises be made to disclose information that may be of use to us as a matter of law.</i>
<i>Digital is the way forward and to be successful services need to embrace this.</i>
<i>A lot of time is wasted transferring from hand written notes across to digital format..... however, the standard of BA comms has and always will be an issue and the service should prioritise tech to enhance the operational ability before investing in tablets for CFS. Thermal imaging and BA comms. MDT touch screen turnout, in attendance, assistance and stop messages to reduce radio time.</i>
<i>Efficient analysis/transmission of information.</i>
<i>as long as it doesnt impact on local services and vulnerable people like the elderly</i>
<i>IT can help. Increased and timely communication is vital. Robust hand held or body devices essential, To include cameras.</i>
<i>Making contact more effective is always good. Please be cautious who benefits from this effectiveness; too often it can be the service not the customer.</i>
<i>digital solutions 'fit' the younger age groups predominantly, releasing up more face-face time for isolated populations.....maybe!</i>
<i>This should be and is needed in some areas, but not all areas of service work. It certainly helps staff deliver a better more efficient service. In saying that, we must also remember not everybody (our vulnerable) we work with has access to broad band/intranet services and still require that face to face engagement, with old school leaflets. For them to be effective it needs to be delivered on quickly and efficiently, not try to rule the world, but bite size chunks that can be delivered on, too many times work is started and it quickly spirals out of control and never gets delivered on.</i>
<i>We have too many systems - some of which are not suitable for purpose Invest in order to make things more efficient - Premises risk information needs to be a priority - and ideally we need to go to one/two systems most where everyone can input and by seeing one premise we can see incidents, risks, safe and wells completed, in one place. Also need to update MDT's to make them more user friendly</i>

<i>We are developing all the time and digital services will help progress</i>
<i>Good idea</i>
<i>But more money should always be used on training the fire fighters. Good technology is useless if the basic training of firefighters is neglected.</i>
<i>The more information you have and have access to quickly and accurately, the safer your staff will be and more helpful to the public</i>
<i>Digital age</i> <i>Can be helpful even though others may be intrusive</i> <i>Not more intrusive than use of credit card at the supermarket</i> <i>But results equates to a safer service provider by warwickshire</i>
<i>in a world of decreasing resources we must use what is available to best effect.</i> <i>Digital and IC technologies offer significant opportunities to meet demands in innovative, efficient ways and research in to what technologies can be utilised must be maximised</i>
<i>Big data is an essential part of everyday life.</i> <i>Understanding, developing & utilising this data is critical to ensure that effective responses can be delivered in the most efficient way possible.</i> <i>Establishing vulnerability & risks in any situation can only be done with effective information.</i>
<i>Continually evolving technology should be made use of in order to best direct the right resources to where they are most needed. It should be efficient and help to combine as many services together as possible to best direct help, but not be overly complex or costly at the expense of other resources.</i>
<i>However please make sure that they are really fit for purpose and also there are back-up mechanisms in place if they go down.(learn from the NHS fiasco!)</i>
<i>future proofing the Service</i>
<i>But don't lose your sense of community.</i>
<i>It is important to have systems and processes in place that work and are accurate, allowing you to respond effectively and quickly. However they are not the most important thing in my opinion.</i>
<i>Digital services can be great but face to face can have a greater impact.</i>
<i>To enable quick communication to all stakeholder</i>
<i>New technology is being made available daily and I think that it is very important the Fire service keep up with any updates and digital solutions that will improve the service that is already provided.</i>

<i>In this day and age all technology that improves the service should be implemented</i>
<i>This is key to your future and engagement with a community that is moving more and more into a digital world</i>
<i>All good as long as the internet works, but in critical situations a plan B is important</i>
<i>Disappointed to learn that you are not already doing this.</i>
<i>Every service needs to keep up digitally with data on risk and to ensure services can be implemented where required in the shortest of time.</i>
<i>A key source of future efficiency</i>
<i>It is a serious error to put too much reliance on Technology. This can, as has been proven recently by the Gov't in its Track & Trace and Testing systems, fail catastrophically. It is open to cyber attack and other simple failures. When dealing with serious incidents, as much evidence as early as possible must be available to front line staff, this needs to come directly from those concerned. Active decisions need to be made from Front Line Officers, not someone in a far distant call centre.</i>
<i>Embracing technology is the best way to keep efficiency levels improving.</i>
<i>We have moved massively over the past 10 years in technology so lets adapt the way we work and operate to reflect this. Equally when we inspect premises and SW Checks maybe link to tabs and databases to save crews repeating work when arriving back at the station.</i>
<i>Like the previous proposals already commented on, there is insufficient information to give a meaningful response. I would expect every organisation - public or private - to be looking at furthering its digital support but without better detail it is unrealistic to expect a suitable response that is positive or negative.</i>
<i>Optimise the use of technology</i>
<i>The specialist services can be deployed where needed and having the latest tech will save many more lives</i>
<p><i>Modern technology and modernising the service go without saying. The service needs to invest in the latest digital technology to produce results. As information grows so should the service making sure that all departments are well equipped with the latest technology with systems which provide vital information to support prevention, protection, response and control. This information is vital form receiving a 999 call to the role that firefighters play on an incident ground and control room.</i></p> <p><i>Supporting meaningful transformation of our Fire & Rescue services, and ensuring that digital becomes business-as-usual will be significantly boosted by industry's engagement with, and understanding of services' priorities and ambitions, which commonly include:</i></p> <ul style="list-style-type: none"> <i>• Transforming communications</i> <i>• Better data management and use (including storage, security, application)</i>

<ul style="list-style-type: none"> • <i>Instilling flexibility and agility to enable integration of future technologies</i> • <i>Facilitating multi-agency working and collaboration</i> • <i>Training and up-skilling</i>
<i>The better the equipment the better the service that could be provided</i>
<i>Technology has the potential to improve the efficacy of service delivery in many areas, including the fire service.</i>
<i>Technology is changing almost daily, so there is a need to keep up.</i> <i>No examples of just how this could be achieved.</i>

Based on the information provided above, is there anything else which you think Warwickshire Fire and Rescue Service should consider when developing this proposal? – Comments (Proposal 5)
<i>Digital solutions should not be at the expense of actual jobs for people. Actual “feet on the ground” is the best solution.</i>
<i>Same as above.</i>
<i>Cost! It should only be considered as a cost neutral proposal</i>
<i>Saves timeAnd money</i>
<i>A lot of money has been wasted by the police and health service on so called digital solutions that simply did not work. Find out why and avoid the waste of money they have burnt through.</i> <i>What is the view of front line fire fighters? What do they need?</i>
<i>Again there is no information provided here. What 'digital solutions' do you have currently, what are missing, what are you linking at implementing? How will they help meet your targets, improve your service levels?</i>
<i>Don't rely on computers there do not put fires out</i>
<i>This will enhance our capabilities so much, reduce risk and aid firefighters and incident management.</i>
<i>Still need face to face interaction with the public thatnyou serve.</i>
<i>Consider the use of better imaging equipment such as sonar for water based incidents.</i>
<i>As above</i>
<i>As above</i>

<i>As above - and again there is too little in the way of what this means. If it means you will implement a call centre that is 'press one for fire, press two for cat in tree' then no, this does not enhance my service. I don't know what it actually means?</i>
<i>I believe fire safety is best taught face to face, in schools. Digital solutions should be developed for difficult times like the present, when face to face contact is discouraged, but otherwise actually getting out and speaking to people is best. This is the same for home safety checks and information sharing - many people take in information and retain it much better if they have learnt it face to face and have been able to ask questions.</i>
<i>Same as NHS to provide best care faster and more Efficient</i>
<i>in a world of decreasing resources we must use what is available to best effect. Digital and IC technologies offer significant opportunities to meet demands in innovative, efficient ways and research in to what technologies can be utilised must be maximised</i>
<i>It is a huge resource that is widely available - utilising it it correctly is essential</i>
<i>Live feedback and inter-departmental communication including video, photos and graphics where needed.</i>
<i>Technology is not cheap but available technological help must be made best use of to combine help and target it where and when needed, but not at the expense of other resources. Our reliance on technology grows continually but I feel that an action plan must be in place to fall back on when that technology fails or becomes overly complex. Use of technology must not be made at the expense of other services.</i>
<i>If technology can improve response times this must be a good thing</i>
<i>See above..</i>
<i>Consider that if you are planning to share these systems and digital infrastructure that not everyone has or can use the internet. We have many economically deprived areas who struggle to get online and also an large elderly population who don't know how to get online. That's without even thinking about people who have learning disabilities, either severe or mild, that mean that online information is not the best thing for them.</i>
<i>With any new solutions, need to ensure that there is the support behind it as this will ensure a smooth implementation and enhanced experience for all involved and in addition, training so that the service know how to use any new system.</i>
<i>Include the most up to date flood risk data in planning and preparing for future emergencies which includes allowances for climate change etc. Include surface water flood risk data in risk assessments in addition to fluvial flood risk from rivers etc. Use data to identify hotspots where special rescues are more likely to be required in flooding conditions.</i>

<i>It is worrying that there are so many false alarms; better tracing of reporting may assist in dealing with fraudulent reports and help to take action against those responsible. I think this should be considered in the technological advancements.</i>
<i>Failure to do so will compromise your ability to deliver an effective service</i>
<i>It must remain easily accessible and usable for all residents.</i>
<i>There has to be a balance between how much is spent on digital solutions and actually providing a service.</i>
<i>Sounds as though you are doing the right things.</i>
<i>Avoid at all costs losing the personal touch. People who contact the Fire Service usually do so at times of great distress, a push button, coded or box ticking response does not work, and always results in misinformation.</i>
<i>As above</i>
<i>Better information needs to be given rather than listing bland concepts.</i>
<i>How will you do this, how will you specify needs? Who will you go to for solutions and are there systems out there already that would work?</i>
<i>Investment, Investment and more Investment!</i>
<i>Listen to the software developers and not their managers. Bosses/sales people will promise the earth to close a sale and to keep their customers happy. Technology is not as easy as it sounds. Make sure the products are tested to death. Tech managers are so obsessed with deadlines that they allow software to be released without proper testing, developers don't like that. Which is why things go wrong like Santander bank.</i>
<i>Technology is changing almost daily, so there is a need to keep up, however millions can be wasted chasing technology that will never materialise. I.E. Fire Control Project</i>

Do you think the proposals will help us prepare for fire related risks and issues over the next 5 years? If not, what else should we think about? - Comments
<i>But there needs to be more emphasis on rural firefighting.</i>
<i>Insufficient resources</i>
<i>Not enough information.</i>
<i>All analysis should be on going. Change is a constant.</i>

<p><i>More detailed work needs to be done with assessment of vulnerable people living in the community; risk profiles assess building types generally, not necessarily the occupiers.</i></p> <p><i>Post Grenfell it is interesting that WFRS have deleted 2No CARP's in favour of a single TL. Has a specific risk assessment been carried out associated with high rise properties and TL availability across the county?</i></p> <p><i>When was the County's Major Incident Plan last reviewed, updated and tested? What are assessed as the County's biggest risks and how would incidents there be managed eg DM Kineton, Kingsbury, M40 nuclear transportation, DIRFT, major terrorist targets eg Stratford, Warwick, etc</i></p> <p><i>Will HS2 affect WFRS eg risk increases, attendance times, etc?</i></p>
<p><i>You haven't actually given any proposals, just vague suggestions of what you hope to start looking at. How can I know if this will have any effect as I don't yet know what it is you are proposing to do.</i></p>
<p><i>Not all of the proposals are aimed at risk those that are will help the others are just political</i></p>
<p><i>This will assist a risk based approach to incidents similar to that done by the ambulance 10'yeats ago i</i></p>
<p><i>Reflecting public minorities with the service won't help to solve fire related risks and issues.</i></p> <p><i>Focus on keeping us safe, we don't care who turns up when we are in need, just that they can do the job.</i></p>
<p><i>Is the fire service equipped with the physical and human resources it needs?</i></p> <p><i>Cuts to the Police force were damaging, so let us hope that lesson has been learned by those with the purse strings.</i></p> <p><i>The fire service is our insurance for a safe and secure future. It must be able to deliver this with the resources it needs.</i></p> <p><i>The work it has done and continues to do, is much appreciated by the general public.</i></p>
<p><i>It would seem from the data that fire risks are reducing with but the FS is essential to attend any fire that happens, broadening its remit might make the justification of an adequate personnel role easier to the benefit of all</i></p>
<p><i>You don't seem to have enough resource available, as your own figures show you have missed the 75% target for life threatening incidents.</i></p>
<p><i>Maybe - depends on funding</i></p>
<p><i>No detail provided. Nothing on which to make any judgement.</i></p>

Some of the proposals directly help preparation for fire related risks and issues, some proposals are tangential and not core. There's a need to assess whether it's cost effective and appropriate for Fire personal to pick up other areas of responsibility. If supporting communities in other ways e.g. around health outcomes, can be delivered by latent capacity along side other fire related activities that are already happening then expanding the remit of officers seems a sensible thing to do. If expansion is simply requiring additional resources and doesn't have the natural alignment then there needs to be clear justification that it offers value for money to utilise fire staff in this way rather than other professionals.

With many large developments now happening in Nuneaton, Rugby and Leamington with vast amounts of housing to meet local needs do we need to increase the amount of resources we have to meet these needs.

Economic downturn / recession (caused by Coronavirus and/or Brexit) needs to be considered

recruitment and retention. Poor stagnant wages, shift systems made un-family friendly, too woke, insufficient focus on team building and social aspect of a watch based culture is turning off old and new alike.

If there are cutbacks then things are put into place so lives are not lost

You need to consider unique risks, such as flooding, HS2 within the proposals.

Yes it will, understanding and been representative of communities will def help

Too many of the statements here have been too vague for me to know one way or the other. It feels like popularist statements with catch phrases have been used at the expense of detail about what they mean. I think if you were clearer what you mean it would be easier to give an opinion on whether they will be effective or not.

I would hope so, the fire Service have done a great job to reduce the number of actual fires

If done in the right way and carried out and delivered upon it should help us do what we say, enable us to move with purpose and energy, be very focused on delivering solutions and best serve the people of Warwickshire the best way we can.

Most of the proposals seem to distract from the fire service core mission. Seems to be ideas for the higher ups to save money in different departments by stretching the fire service to do other jobs to cover from cost cutting in other areas.

All except the first proposal, which is box-ticking and has no relation to fire related risks.

The worry would be that your proposals are spreading you too thin when it comes to fighting fires or attending rescues

I certainly hope the proposal will support their services and community

<i>The proposals don't seem focused on fire related risks. I completely agree with reviewing deployment, ensuring trading of staff and investment in new technology but I don't understand why the other priorities are there at all.</i>
<i>I hope so</i>
<i>I feel the proposals will make resources more widely available and combine different emergency services to attempt to cover each and any possible need, but when something works well, don't change it. I think it is possible to over analyse resources and make available services overly complex. The public need to be able to call on reliable services and therefore it is important that every available resource is made best use of, but not at the expense of their primary use.</i>
<i>I hope the expanding roles into health is not at the detriment of your primary role. I hope you do not Spread your resources too thinly. We need a proper resourced fire service and not a diluted jack of all trades service. Please ensure that when we need the fire service that is what we get. The right people. The right equipment in the shortest time</i>
<i>Communicating to the stakeholders who are not digitally equipped.</i>
<i>Cyber crime, especially if you are doing more things digitally</i>
<i>It is very important that the service remains publicly owned and funded - not put out to private contractors</i>
<i>The proposals seem to have little to do with Fire Related Risks.</i>
<i>Future risks should always be considered in a changing world. Such things as more people using electric vehicles leading to more charging points or the possibility of war or chemical attack all have to be considered in the bigger picture.</i>
<i>See comments above about changing risks both structural and geographic. Unfortunately the document is difficult to access and read as it does not open in a large window. Does it mention the disruption due to HS2 Construction quite apart from the associated risks?</i>
<i>You have completely ignored the effect of HS2 and its 'ribbon development' and other threats to the Green Belt affecting Warwickshire which will result in real incidents for the Service to deal with, in preference for PC box ticking.</i>
<i>I am concerned about the increase in road traffic (locally) and the increased potential for RTA. I am also concerned about the long term risk of HS2 - both the potential of derailment (as an extreme) and also the effect of poor maintenance of the track area and the potential for "pedestrian incidents"</i>
<i>Not if too much focus is spent on ensuring Diversity and propping up the underfunded NHS</i>

<i>I feel this is a great way forward for WFRS</i>
<i>At least 2 of the earlier proposals deal with risks other than fire so this question is inconsistent to the earlier part of the consultation.</i>
<i>I am very surprised to see how little attention seems to be being currently given to what I, and I think the whole public, expect the Fire Service to focus its main attention on.</i>
<i>The plan provides and vision as a service moves forward into the next 5 years setting out key priorities and actions which are around people and place as identified. The plan needs to have realistic targets and milestones so that they are measured by outcomes. This should be around the reporting process considering community risks and how we manage the risk as we move forward.</i>
<i>I hope so, fire service personnel are consulted at all levels as they will useful comments to make. If you want to make real change, ensure that you are authentic in your desire to improve and be transparent throughout the process. Change is not easy.</i>
<i>Why is this Risk Profile hidden away this far into the document, when it could have been there to be read at the beginning.</i> <i>I have been struggling to find information on which to base my observations.</i>

How would like WFRS to communicate with you in the future?
' - Please specify here.....
<i>Integration with other services and other aspects of the community are important.</i>
<i>Social</i> <i>Media is quick and works</i>
<i>Online and newspaper updates I like. Community events are another way of reaching the public and the occasional visit to a school is worthwhile.</i>
<i>On line broadcast/blogs</i>
<i>I think more presence within the Indian community would be helpful to give them a better understanding of what the Service can provide</i>
<i>Targeting appropriate groups and looking at on-line forums might increase coverage. There are a lot more on-line communities since Covid that could be tapped into.</i>
<i>Virtual Network Events</i>
<i>Email</i>

<i>By email please.</i>
<p><i>All of the above, as one communication path is not inclusive and does not allow true communication and representation across the board.</i></p> <p><i>Even then we have to accept we wont get to everybody as we need the public to play their part and be engaging and there is always a small percentage that do not.</i></p>
<i>Open days at University Hospital, for better information sharing/collaboration between you and NHS? You turned out on a Thursday night, now come on in?? :)</i>
<i>Online I am a happy to respond</i>
<i>A greater role is schools particularly secondary would be beneficial.</i>
<i>A visible service is important in making the public feel safer, and they should be approachable to the general public in order to make them more integrated in society.</i>
<i>NFCC</i>
<i>Through work</i>
<i>Online meetings that I can access from my own home, via Zoom or equivalent.</i>
<i>Seasonal messages to the general public about preventing fires, also minimising risk of accidents in the home.</i>
<i>Relevant information via newsletters online</i>
<i>***** Council would welcome attendance from the Fire Service to establish efficient working relationships</i>
<p><i>Online surveys like this are not effective if the proposals are as bland as the ones I have currently answered. This feels like a poor attempt at public consultation as the questions asked carry little detail as to what is actually planned and they also cover some areas I am surprised you regard as being your top priorities in the coming years.</i></p>
<i>I believe a strong communication plan is needed so that the workforce and colleagues are able to share the same information which is relevant. The information and content need to be accurate and engagement with communities needs to be straightened exploring all community networks.</i>
<p><i>Warwickshire's PCC issues a monthly newsletter.</i></p> <p><i>Information could be circulated via the Localities Teams.</i></p> <p><i>Very little appears in the Warwickshire Weekly News that relates to Fire & Rescue. Maybe you need a better Communications Officer.</i></p>

Do you have any other comments you would like to make about Warwickshire Fire and Rescue Service? - Comments
<i>I think they're amazing. More resources are needed.</i>
<i>I think they do a wonderful job and are a hugely important service to our community. Fantastic</i>
<i>Generally, public perception is that the Service is excellent and delivers a high quality emergency response. Speaking with personnel, it seems it is a little strained and creaking with respect to a number of issues with some of its buildings eg HQ, response times and appliance availability.</i>
<i>You do a first rate job</i>
<i>Doing a great job.</i>
<i>Thanks for risking your lives for the public. What the government have said/dine in grenfel case of fire fighters etc is disgraceful. Only government and their departments are to blame for using poor materials.</i>
<i>Keep up your good work so that we can all sleep safely in our beds. You are a reassuring presence for every community.</i>
<i>I believe that WFRS has a very good reputation and does a very good job. Thank you for your hard work and the pride you have in it. You make us feel safe and we know that you will always respond to our emergencies. Your attitude to helping and educating the public is well thought of and I hope that the reputation that you currently have and the service you give will continue into the future.</i>
<i>I'm very proud to serve as a firefighter in Warwickshire and the commitment from the leadership team.</i>
<i>Only that I think they provide an outstanding service to the population of Warwickshire.</i>
<i>Keep doing what you are doing because you do a great job.</i>
<i>I think that the Fire and Rescue Service of Warwickshire are excellent and would like to say they don't always get the recognition that they deserve. Thank you</i>
<i>People in rural areas do feel more vulnerable in certain circumstances due to the attend times when faced with fire threat. Good communication is key to keep people feeling supported.</i>
<i>We are excellent at what we do. We need to remember that.</i>
<i>It is an excellent service and one we tend to taker for granted except when we need it. A more public face would help with keeping the service in the public mind and increase appreciation for much needed service.</i>
<i>Thank you for all services you have provided.</i>
<i>An outstanding 24hr service, the staff are remarkable and many are volunteers, giving up their spare time for others. Truly amazing, thank you one and all</i>

<i>The IRMP document released is not adequate, Its very basic and there are too many charts within it with no explanation of what the reader is actually looking at. Graphics on the document are poor.</i>
<i>I think the staff do an amazing job, I hope the funding can be increased so this can continue.</i> <i>p.s. your next page is wrong for the diversity, you are obliged to capture 'sex' not 'gender' information, please read the updated information about this subject so you can correctly comply.</i>
<i>This survey does not allow you to tick more than one geographical area. Our charity delivers to ***** Warwickshire and *****</i>
<i>I'm sure you already know how grateful the public are for the job you choose to do and the enormous risks you take to help people. I applaud you all.</i>
<i>I believe we are great and I am proud to be part of the service, but at times we could be better and provide more, there is always room to improve to be the best we can. I believe the people of Warwickshire get great value for money and most of the time get a fantastic service, but it needs to be continuous with no dips. I believe that green book supportive departments need to be recognised more, developed more and not seen as just supporting departments. As some functions with in the service would not take place, but these are the staff that don't move on (because no path for promotion) but still enjoy their jobs, work to a high standard, so offer continuity, experience and knowledge and carry out the jobs that are not sexy but provide support to ensure we offer a fantastic fire service to the communities of Warwickshire.</i> <i>All departments are important, response is high but should not be king, remember its Prevention, Protection Response, in that order, for a reason.</i>
<i>I have only worked for Warwickshire Fire and Rescue Service for a *** ***, and quickly realised what an amazing organisation it is to work for. We have terrific managers who listen to us, and allow us to develop our training to tailor our and the service's needs. Members of the community trust the Fire Service, and feel reassured by our help.</i>
<i>Please stop using drag queens as entertainment in your Pride events - they are an offensive parody of women and totally unrelated to fire safety.</i>
<i>I think more should be done to involve kids. They are the fire fighters of the future. Maybe days where they get to go for rides in the truck, or get to slide down poles. Maybe in summer you could have fire hose parties. Anyway to get kids excited about a life as a firefighter.</i>
<i>Stay safe!</i>
<i>An Excellent service</i> <i>which like other services has to change as needs require</i>

<p><i>with the white paper on local government reform due to be published imminently and the inevitable savings that we will all have to make following the Corona Virus pandemic, Collaboration will never be more appropriate.</i></p> <p><i>wider collaboration with other blue light services, neighbouring fire services, communities and local business will be essential to ensure the service is able to meet future challenges in the most effective and efficient way</i></p>
<p><i>Keep up the good work and stay safe.</i></p>
<p><i>great service provided and great support during this pandemic. Well done and Thank you</i></p>
<p><i>Keep up the good work</i></p>
<p><i>I have always felt more comfortable knowing that help is a phone call away, and that needs to be continued into the future. Making services more diverse can have the effect of making communication more complex to the public and the big three services, fire, ambulance and police should not be diluted by breaking those services into smaller more diverse units, thereby making things confusing to the public. Simplicity is important so when needed people know who to call upon in any given situation.</i></p>
<p><i>Keep doing what you do.....there is respect out there for your guys/girls..</i></p>
<p><i>Only comment I would like to make is that you continue to provide an excellent service to the people of Warwickshire and I feel safe knowing we have such an efficient, up to date Fire service to support us.</i></p>
<p><i>No as I Say like everybody else think WFARS Do A Brilliant Job under some very difficult Circumstances (certainly since Covid19 as Been Around) which as Probably added more Problems to A Already Difficult Job.</i></p>
<p><i>Thank you for the work that you do</i></p>
<p><i>An essential service to maintain the safety of our community</i></p>
<p><i>I think you do a great job and it's good to see you want to develop further and be fit for the future</i></p>
<p><i>Thank you to our unsung heroes</i></p>
<p><i>One is prompted to enquire if you have completely lost your way and lost sight of your purpose.</i></p> <p><i>This survey and the suggestions appear to indicate that you have rather a lot of spare time on your hands.</i></p> <p><i>Perhaps you should consider reducing the number of fire stations as per your proposal of a few years ago.</i></p>
<p><i>Personally, a forward thing service which is really moving positively towards making WFRS a better service through continuous development.</i></p>
<p><i>I have always had very high regard of the service and the work it has done over many years, particularly in the last decade. This consultation, however, feels poorly constructed for the reasons given previously.</i></p>

I believe they do an amazing job and if it creates more opportunity's to be part of it then i would like the opportunity to join

An excellent service provided by talented workforce!

Be safe

Advertise more what work you do with other services e.g. police etc
Show the work you do in schools etc

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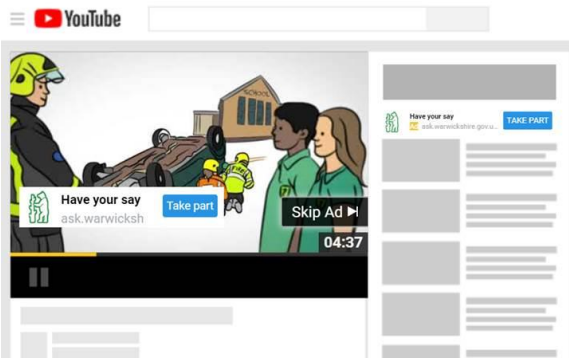


Integrated Risk Management Plan - Consultation and Engagement

Marcomms Evaluation: November 2020

Communications Objectives	To raise awareness and increase take up for our IRMP Consultation 2020-2025
Audience	Residents, key stakeholders, MP's, businesses, local members
Key Success	<ul style="list-style-type: none"> • Increase in the amount of surveys filled in • Improve resident and stakeholder engagement

Inputs		
Media	News releases Have you had your say yet? Views sought on Warwickshire's integrated risk management plan	Have you had your say yet? - 98 views, average time on page 05:17 Views sought on Warwickshire's integrated risk management plan - 279 views, average time on page 03:20 Coverage in Leamington Observer
Social media (organic)	<ul style="list-style-type: none"> • Planning and scheduling social media content across WCC and WFRS Facebook and Twitter channels • Draft regular posts for social media 	WFRS Facebook – <ul style="list-style-type: none"> • 24 posts • 40k reach • 1195 engagements Twitter <ul style="list-style-type: none"> • 21 posts • 95 likes, retweets and replies
Social media (paid advertising)	Creation of paid adverts to be promoted across YouTube, Facebook and Instagram	22,284 impressions 2,998 views and clicks

		
Newsletters	Link to survey promoted in newsletters going out to residents in Warwickshire	Warwickshire Weekly News (18th September) – emailed out to 3,127 residents – 43 clicks
Internal	<ul style="list-style-type: none"> • Drafting relevant content for internal publications • Ensure that all editors are aware of content and that the story is being covered. • Provide relevant images 	<p>Content was issued in the following publications;</p> <ul style="list-style-type: none"> • Fire Matters – Issue 127 – 88 views • Intranet – Shape the future of WFRS – 69 views • Working for Warwickshire – 18th September – 336 views

Warwickshire County Council Equality Impact Assessment (EIA) Form

The purpose of an EIA is to ensure WCC is as inclusive as possible, both as a service deliverer and as an employer. It also demonstrates our compliance with Public Sector Equality Duty (PSED).

This document is a planning tool, designed to help you improve programmes of work by considering the implications for different groups of people. A guidance document is available [here](#).

Please note that, once approved, this document will be made public, unless you have indicated that it contains sensitive information. Please ensure that the form is clear and easy to understand. If you would like any support or advice on completing this document, please contact the Equality, Diversity and Inclusion (EDI) team on 01926 412370 or equalities@warwickshire.gov.uk

Service / policy / strategy / practice / plan being assessed	WFRS IRMP 2020/2025
Business Unit / Service Area	Warwickshire Fire and Rescue Service
Is this a new or existing service / policy / strategy / practice / plan? If an existing service / policy / strategy / practice / plan please state date of last assessment	New Plan – (Reviewed after consultation)
EIA Review team – list of members	Ade Mallaban – IRMP Manager Rose Holme – IRMP Support Officer
Do any other Business Units / Service Areas need to be included?	No
Does this EIA contain personal and / or sensitive information?	No

Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and / or employees?

No

1. Please explain the background to your proposed activity and the reasons for it.

Section 21 of the Fire and Rescue Services Act 2004 states that Fire Authorities must comply with the Fire and Rescue National Framework, which requires each Fire and Rescue Service (FRS) to produce an Integrated Risk Management Plan. The plan must

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and be easily accessible and publicly available.

2. Please outline your proposed activity including a summary of the main actions.

The IRMP 2020 - 2025 sets out the Fire Authority's vision and priorities for the next five years and the actions WFRS will take to ensure Warwickshire's communities and individuals are supported, to be safe, healthy and independent. The plan fulfils the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all FRSs. The framework recognises that FRSs are best placed to identify, prepare for and address the risks within the communities they serve.

Our plan reflects up to date risk analyses and demonstrates how the Service assesses and manages foreseeable risks within our communities. It allows us to ensure that Warwickshire remains a safe place to live and work and it describes how we mitigate risks through our activities and the effective and efficient use of our people, resources and equipment.

Our approach to developing the IRMP consists of incorporating and coordinating a number of elements to form a continuous and interactive process. It will continue to evolve and adapt to address and mitigate emerging national and local community risks and will reflect effective consultation throughout its development and at all review stages. In this way, our methodology allows us to review and revise our plan as often as it is necessary to ensure that we are able to deliver the requirements set out within it.

The IRMP therefore includes the following components all of which will be easily accessible and available for the public consultation:

- IRMP 20-25 Summary Document (includes the proposals)
- Warwickshire Risk Profile 2020
- Local Area Profiles
- Community Risk Register
- Warwickshire Insights (includes our performance)
- Annual Action Plans
- Our Annual Review
- Annual Statement of Assurance

The service intends to consult on the following IRMP proposals:

- Ensure our workforce and ethos reflect the diverse communities we serve
- Assess our capabilities to improve our ways of working in response to any future pandemics
- Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties
- Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS
- Implement digital solutions to enhance our service delivery

These proposals will inform and influence our future annual action and business plans over the five year period of the IRMP, and in this way, will support WCC outcomes and objectives as outlined in the Council Plan 2020/2025.

The action planning process will detail how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on our communities in a way that will make best use of available resources.

It is proposed that an 8-week consultation exercise takes place between Monday 14 September 2020 and Friday 6 November 2020.

3. Who is this going to impact and how? (customers, service users, public and staff)

It is good practice to seek the views of your stakeholders and for these to influence your proposed activity. Please list anything you have already found out. If you still need to talk to stakeholders, include this as an 'action' at the end of your EIA. **Note that in some cases, there is a duty to consult, see [more](#).**

We have a legal duty to consult. The IRMP will impact everybody who lives and works in Warwickshire.

The WFRS IRMP Survey Results 2020 report produced by BI can be viewed [here](#).

The consultation sought the views of the community on the 5 proposals that will form the strategic framework for WFRS over the next 5 years. The consultation did not identify any further issues in relation to inclusivity or compliance with PSED.

4. Please analyse the potential impact of your proposed activity against the protected characteristics.

N.B Think about what actions you might take to mitigate / remove the negative impacts and maximize on the positive ones. This will form part of your action plan at question 7.

	What information do you have? What information do you still need to get?	Positive impacts	Negative impacts

Age	The number of people aged over 65 is increasing significantly across Warwickshire. People are living longer but live with poor health for longer.	People in this group are likely to fall into our vulnerable category. Our targeted prevention activity is aimed at protecting vulnerable residents including this group with protected characteristics.	Please click here to view the Council Report, which contains full details of the consultation process and outcome. No further issues were identified from the consultation for this group. We will continue to work with our expert partners to ensure we address any issues that may arise from our future action plans
Disability Consider <ul style="list-style-type: none"> Physical disabilities Sensory impairments Neurodiverse conditions (e.g. dyslexia) Mental health conditions (e.g. depression) Medical conditions (e.g. diabetes) 	Living with a disability may increase the chances of experiencing poor health and social isolation	People in this group are likely to fall into our vulnerable category. Our targeted prevention activity is aimed at protecting vulnerable residents including this group with protected characteristics.	Please click here to view the Council Report, which contains full details of the consultation process and outcome. No further issues were identified from the consultation for this group. We will continue to work with our expert partners to ensure we address any issues that may arise from our future action plans
Gender Reassignment	There is no impact identified for this group		
Marriage and Civil Partnership	There is no impact identified for this group		
Pregnancy and Maternity	There is no impact identified for this group		
Race	There is a low representation of people from the BAME community in our workforce	Our recruitment strategies and policies will be aimed at ensuring our workforce reflects more accurately all our communities.	

		Proactively engage BAME communities within their neighbourhoods and build on the community engagement work with existing relationships and networks.	
Religion or Belief	There is no impact identified for this group		
Sex	There is an under representation of women in our workforce	Our recruitment strategies and policies will be aimed at ensuring our workforce is more balanced in terms of gender.	
Sexual Orientation	There is no impact identified for this group		

5. What could the impact of your proposed activity be on other vulnerable groups e.g. deprivation, looked after children, carers?

Community / Customer Impact.

Our proposals are based on extensive research on the risks that exist within our communities, including groups with protected characteristics.

The proposals are aimed at mitigating both current and future community risk identified and in improving our prevention and protection work in the community, by targeting our services at the most vulnerable residents and by widening our role to increase the range of preventative services we offer through collaborative working with all partners including the NHS, Social Care and the Third Sector. Our proposals will provide greater social value and will contribute to improved community health and well-being. The introduction of the new service 'hospital to home' service and our support to the NHS in the Covid 19 pandemic is evidence of the impact we are currently having on providing greater social value and contributing to the overall objective of protecting the NHS and Social Care.

6. How does / could your proposed activity fulfil the three aims of PSED, giving due regard to:

- the elimination of discrimination, harassment and victimisation
- creating equality of opportunity between those who share a protected characteristic and those who do not
- fostering good relationships between those who share a protected characteristic and those who do not

In relation to responding to emergencies, preventing emergencies and protecting the public, and supporting and developing our staff, WFRS services are intended to benefit all. Through our IRMP and extensive community risk profile we plan and maintain our service to all members of the public including those who share a protected characteristic and those who do not. We actively continue to target the more vulnerable members of our communities, (who may have a protected characteristic) through our prevention and protection work. This has been demonstrated by the introduction of the hospital to home service and our response to the Covid 19 pandemic, which supports our most vulnerable residents and helps protect the NHS.

WFRS will be conducting a public consultation on the draft proposals and using WCC's consultation platform and WFRS and WCC's social media to connect with communities, staff, partners, and representative bodies.

WFRS's Community Engagement officer will set up and co-ordinate focus groups to ensure we reach a diverse and wide-ranging audience including those groups with protected characteristics. The IRMP is a continuous and evolving process and through the work of our community engagement officer and our station network we will continue to foster good relations with all our communities.

We are aware that the Covid 19 pandemic will curtail our face to face consultations however we intend to address this by making use of technology and holding virtual meetings e.g a closed Facebook group, virtual focus groups etc. and will work through our network of partners and colleagues to ensure we reach as many people as possible.

'The IRMP 2020 Consultation Report' produced by BI contains the outcome of the consultation and can be viewed [here](#)

Full Council will consider any responses to the consultation and approve the new IRMP at their meeting on 16th March 2021.

The IRMP will be implemented from April 2021.

7. Actions – what do you need to do next?

Consider:

- Who else do you need to talk to? Do you need to engage or consult?
- How you will ensure your activity is clearly communicated
- Whether you could mitigate any negative impacts for protected groups
- Whether you could do more to fulfil the aims of PSED
- Anything else you can think of!

Action	Timescale	Name of person responsible
Portfolio - Permission to Consult	By August 2020	Ade Mallaban
Formal Public Consultation with communities, partners, etc.	Sept to November 2020	Ade Mallaban
Formal Consultation with staff and rep bodies.	Sept to November 2020	Ade Mallaban
Cabinet/Council Approves Draft IRMP	February/March 2021	Ade Mallaban
IRMP Implemented	By April 2021	

8. Sign off.

Name of person/s completing EIA	Ade Mallaban
Name and signature of Assistant Director	Kieran Amos
Date	July 2020 - reviewed Dec 2020.
Date of next review and name of person/s responsible	April 2021 Once IRMP proposals approved – Ade Mallaban

Resources and Fire & Rescue Overview and Scrutiny Committee**Customer Experience Strategy Progress Report (Year 1)****9 March 2021****1. Recommendation**

- 1.1 That the Committee comment on progress on year one of the implementation of the Customer Experience Strategy.

2. Executive Summary

- 2.1 The Customer Experience Strategy was approved by Cabinet on 14 December 2019 and it sets out our commitment to enhancing the services we provide for our customers. It includes our vision to achieve a step change in the customer experience.
- 2.2 By aspiring to be as good as the best customer service organisations across the private, voluntary and community sector and public sectors, we will embed across the council, a more consistent customer experience based on a clear, simple customer promise.
- 2.3 To deliver the Strategy, an action plan was developed, and this report covers progress from January to December 2020. It should be recognised that the Council's COVID response has had a significant impact on the delivery of the plan.
- 2.4 Out of the 11 actions identified on the plan (see section 5 for details) 1 has been completed, 8 are in progress and will continue into 2021/22 and 1 has been delayed and will be picked up in year 2 of the action plan in 2021/22.
- 2.5 During 2020, a number of new service offers were launched to support members of the public as part of the organisation's response to COVID. These included:
- The Shielding Hub which provided over 10,000 food parcels to Warwickshire residents.
 - A freephone hotline which continues to operate seven days a week. In the initial response phase, the CSC took over 5,000 incoming calls for support with COVID related issues and made over 6,000 calls to customers ensuring they had the support they needed.
 - A distribution network which ensured PPE was provided to the essential service providers such as care homes.
 - A mass testing programme enabling residents in Warwickshire to

receive vital testing for COVID.

- A tracing service to trace sources of infection, where residents help us identify critical locations of infection.
- A service dedicated to supporting schools and Head Teachers in acknowledgement of the support and help our internal customers need in combating COVID.

2.6 The objectives and actions of the Customer Experience Strategy have not changed following COVID and the new services set up to support customers through COVID have all embraced the key objectives set out in the strategy:

- Deliver a Positive customer experience and outcomes.
- To enhance customer focus and engagement.
- Having a clear customer support service offer

2.7 It is evident from the work that has been delivered throughout the year supporting Warwickshire residents that staff have demonstrated their commitment through action to the customer promises especially in relation to COVID:

- Always take responsibility.
- Be open, honest and respectful.
- Be clear with you.
- Listen and learn.
- Look for solutions and make best use of everyone's time.
- Support you to use our online services.

2.8 In 2021/22 there will be refresh of the corporate performance framework to ensure we have a meaningful set of measures that tell us whether we're achieving purpose in customer terms, i.e. we understand failure demand and are designing it out.

2.9 Customer, digital and data have been bought together as a single programme, so that customer experience drives digital, and is informed by robust data. An example of this new approach is a review of the school's admissions system which will be a pathfinder for the wider programme by identifying failure demand and designing it out.

3. Financial Implications

3.1 None

4. Environmental Implications

4.1 None

5. Supporting Information

5.1 The following table summarises the activities from the Customer Experience Strategy Action Plan (Appendix 1) undertaken from January to December 2020. Included is a current status and comments relating to the various activities.

Please note that the service areas involved in progressing these actions have been and continue to be involved in the council's COVID response and recovery work and have therefore had to re-prioritise planned activities. There has however still been significant progress in actioning activities.

Action	Status	Comment
Outcome 1: Positive customer experience and outcomes		
Launch Customer Experience Strategy with each Directorate	Complete	Customer Experience Strategy and new Complaints Policy was launched with each Directorate Senior Management team.
Include in Induction Training for New Starters		'Induction Module - Customer Service in Warwickshire - IND Si012' revised and updated to include key elements of the Strategy including the Customer Promise.
Identify and map out the Customer pathways using WCC Website & Customer Service Centre for customers wanting to request services from Communities, Peoples & Resources Directorate.	In progress and will continue into year 2.	Exercise undertaken during the summer to look at all ways a customer could request a service via WCC Website. This information is now being used as part of the Catalyst review project into the replacement Customer Relationship Management System (CRM). Discovery phase of the catalyst project is now complete.
Review the provision of information & advice through all channels including arrangements for keeping it up to date	In progress and will continue into year 2.	New Information and Advice Platform and replacement of the Warwickshire Directory of Services planned for delivery 01/07/2021

Review and refine our customer feedback process	In progress and will continue into year 2.	New Customer Complaints Policy launched. Analysis of complaints being completed by BI using text-based recognition system. New complaints system will be part of the CRM system. Feedback from all areas of the organisation will continue to be identified and included in the customer view.
Develop community digital education programme aimed at getting communities and individuals online	In progress and will continue into year 2.	Activities that have been undertaken include those in response to COVID: Libraries ICT helpline, Customer Service Centre staff helping customers to navigate online, YouTube videos to help the public access digital services e.g., Borrow box.
Outcome 2: Enhanced Customer Focus and Engagement		
Set up a Citizens'/People's panel Investigate the options available for the Citizens Panel. What is the scope, responsibility and purpose of the citizens panel?	In progress and will continue into year 2.	In September 2020 Cabinet agreed the establishment of a Residents Panel for Warwickshire with the intention of providing additional capability for key policy areas, aligned to recovery and the Council Plans. The aim of the Panel is to provide WCC with the capability to access residents' views outside of formal consultation exercises.
Develop and implement an action plan with partners including the voluntary and private sector Co-produce a plan with WCS on customer engagement	Delayed	Due to COVID activity, this is now linked into the Community Recovery plan around the introduction of the Residents Panel (see above).
Outcome 3: Clear Customer Support Service Offer		
Undertake benchmarking review with public & private sector organisations considered to be best in class including digital and technological improvements Identify service providers prior to benchmarking	In progress and will continue into year 2.	Some elements of this activity have been covered by the Catalyst engagement project and the replacement of the telephony systems. Links with public & private sector organisations such as Coventry City Council, Agilisys, Virgin and CTalk have been made and researched for best practice. In

		addition to this input from those who have joined the organisation within the last year with relevant external experience has been drawn upon.
Undertake comprehensive 'customer experience' engagement activity to inform action plan and route map by engaging with Microsoft's Catalyst team to complete a review of the Customer Experience	In progress and will continue into year 2.	Catalyst Discovery Phase complete. Further work ongoing into 'customer experience' engagement activity throughout the organisation in partnership with Microsoft.
Embed staff behaviours at all tiers of the workforce that enable staff to offer innovative and creative solutions to deliver excellent services	In progress and will continue into year 2.	<p>Customer Promise shared as part of the Customer Experience Strategy launch with Directorate Leadership Teams.</p> <p>A communication plan will be developed, alongside working with HR&OD to embed the promise through the organisation.</p> <p>A formal method of measuring the level of buy in to the customer promise, which is a corporate wide standard, will need to be agreed.</p>
<p>Develop business requirements for technology investment (App, website, artificial intelligence, chatbots, etc)</p> <p>Engage with Microsoft Catalyst team to complete a review of the Customer Experience</p> <p>Develop Business Requirements for Contact Centre Telephony, CRM and Customer Feedback</p>	In progress and will continue into year 2.	<p>Catalyst discovery phase on 'customer experience' review complete and output from this will inform the design phase. Further work ongoing into 'customer experience' engagement activity will now continue as a result of the intelligence gained through the catalyst process and market research e.g., contact centre telephony system.</p> <p>Process redesign will identify where and what technology solutions are best to meet requirements.</p> <p>Options around which technology can be used to support the customer experience and be embedded into the new CRM</p>

		<p>system will now be taken forward in January 2021.</p> <p>Contact Centre Telephony system business requirement activity continues with workshops in January 2021.</p> <p>Voice recognition to be trialled within the Customer Service Centre in 2021. A pilot has been approved at PPD stage and a business case is being developed.</p>
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6. Timescales associated with the decision and next steps

- 6.1 Progress on the action plan agreed for the Customer Experience Strategy has been impacted by COVID, but the services provided by everyone at Warwickshire County Council in relation to the COVID response supported the fundamental ethos behind the Strategy.

Going forward there is still a significant amount of work that needs to be undertaken with regards improvements to embed the Strategy within the organisation.

Over the next 12 months mechanisms to capture customer feedback in a consistent way will be needed. Support will continue to be required from Business Intelligence to improve customer engagement as well as analyse and log all customer feedback.

A communication plan will be needed to assist in implementing of the customer promise throughout the organisation. Alongside this, work will be required with HR and Business intelligence on measuring how effectively the customer promise attributes have been embedded.

The outstanding actions from 2020/21 will be carried over to 2021/22 and progress monitored through the performance reporting framework.

Appendices

1. Appendix 1 [CSE Action Plan Year 1](#)
2. Appendix 2 Customer Experience Strategy 2020-2025 (link to website - <https://www.warwickshire.gov.uk/directory-record/2253/customer-experience-strategy>)

Background Papers

None

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Report Author	John Findlay Stephanie Gardner	Johnfindlay@warwickshire.gov.uk stephaniegardner@warwickshire.gov.uk
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The report was circulated to the following members prior to publication:

Councillor K. Kaur	Councillor A. Warwick	Councillor P. Singh Birdi
Councillor S. Boad	Councillor J. Falp	Councillor M. O'Rourke

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Appendix 1

Our Key Actions: Customer Experience Strategy

The table below describes the key actions that Customer Services will be delivering across 2020/21 supporting the organisation's priorities.

Key Action	Key Activity	Start Date	End Date	Measure of Success	Responsibility / Lead
Outcome 1: Positive customer experience and outcomes To provide customers with a comprehensive and consistent experience, irrespective of channel					
Promote the Customer Promise Council wide. Launch Customer Experience Strategy with each Directorate Include in Induction Training for New Starters		01/04/2020	31/03/2025	<ul style="list-style-type: none">The majority of customers’ needs are met at first point of contactCustomers find it easy and access the services they need at the right timeInformation and advice about Council services and what is available in the local community is accurate and quickly/ easily availableCustomers feel valued, listened to and understoodCustomers contact us 24 hours a day, seven days a week using our website and social media and have more flexible personalised services	Service Managers
		01/04/2020	31/12/2020		
	Review and redesign all customer pathways across all channels	01/04/2020	31/03/2021		Service Manager—Operational Excellence
	Identify and map out the Customer pathways using WCC Website & Customer Service Centre for customers wanting to request services from Communities, Peoples & Resources Directorate.				
	Review the provision of information & advice through all channels including arrangements for keeping it up to date	01/04/2020	31/03/2021		
Review and refine our customer feedback process	01/04/2020	31/03/2021			
Develop community digital education programme aimed at getting communities and individuals on line	01/04/2020	31/03/2021		Service Manager—Face to Face	
Outcome 2: Enhanced Customer Focus and Engagement To enable our customers to support themselves, build supportive communities and help people and communities to find their own solutions					
Set up a Citizens’/People’s panel Desktop review and benchmarking of comparable local authorities’ frameworks, working group meetings completed, any additional research completed.		01/04/2020	31/03/2021	<ul style="list-style-type: none">Customers are empowered and confident to help themselves and each other to resolve issues affecting them and their local communitiesCustomers and local communities are actively involved in improving and delivering local servicesCustomers can see we have learnt from their feedback, including compliments and complaints, to improve the customer experienceBuild better relationships between the public, private and third sectors across the county for the benefit of the people of Warwickshire	Service Manager—Operational Excellence
	Develop and implement an action plan with partners including the voluntary and private sector Co produce a plan with WCS on customer engagement	01/04/2020	31/03/2021		
Outcome 3: Offer To Improve customer experience by embedding our customer service promise, measuring what matters to customers and training our staff to meet people’s needs more consistently					
Undertake benchmarking review with public & private sector organisations considered to be best in class including digital and technological improvements Identify service providers prior to benchmarking		01/04/2020	31/03/2021	<ul style="list-style-type: none">The Council employs staff with the right skills to deliver a positive customer experienceStaff are highly skilled in understanding and meeting customers’ specific needsCouncil and partner services are seamless and joined up and deliver a positive customer experience regardless of organisational or service boundariesThe Council provides clear and consistent choices for customers to access servicesCustomer experience is improved by new technology and digital exclusion is reduced	Service Manager—Operational Excellence
	Undertake comprehensive ‘customer experience’ engagement activity to inform action plan and route map.	01/04/2020	31/12/2020		
Engage with Microsofts Catalyst team to complete a review of the Customer Experience					
Embed staff behaviours at all tiers of the workforce that enable staff to offer innovate and creative solutions to deliver excellent services	01/04/2020	31/03/2021		Service Managers	
Develop business requirements for technology investment (App, website, artificial intelligence, chatbots, etc)					
Engage with Microsofts Catalyst team to complete a review of the Customer Experience	01/04/2020	31/12/2020		Service Managers	
Develop Business Requirements for Contact Centre Telephony , CRM and Customer Feedback	01/04/2020	31/03/2021			

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Customer Experience

Strategy 2020-2025

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Foreword



Councillor Izzi Seccombe OBE

Leader of

Warwickshire County Council



Monica Fogarty

Chief Executive of
Warwickshire County Council

Welcome to the Customer Experience Strategy which sets out our commitment to enhancing the services we provide for our customers.

It includes our vision to achieve a step change in the customer experience the county council delivers to its customers. By aspiring to be as good as the best customer service organisations across the private, voluntary and community sector and public sectors, we will embed across the council, a more consistent customer experience based on a clear, simple customer promise.

We will benefit from investment in technology to streamline and simplify our services, enabling us to manage demand effectively and releasing capacity for those with more complex needs.

We will embed a 'digital by choice' culture across the Council in recognition that our customers want a more immediate, personalised service and expect to be able to contact us 24 hours a day, seven days a week. We will ensure that all customer channels including telephone and face-to-face enhance the customer experience.

We have already begun to respond to this through our improved website (www.warwickshire.gov.uk) enabling our customers to access a range of council services, information and advice they need on-line, anytime as well as signposting to other services in Warwickshire.

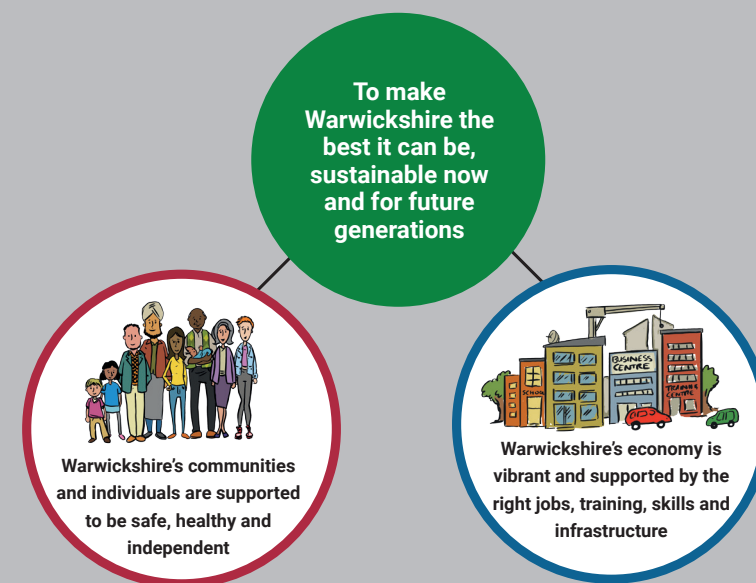
We will work collaboratively with our partners, local communities and individuals to deliver a positive customer experience.

We will seek out and use customer insight and feedback including compliments and complaints to quickly improve our services,

putting the customer experience at the heart of what we do.

Our staff are critical in ensuring our customers receive the best possible experience and we will train our staff to deliver our customer promise maximising the value they provide to our customers at each interaction.

In delivering our Customer Experience Strategy, we will raise the profile of the "customer" throughout the organisation and ensure that our plans, decisions, actions and overall culture, are customer centric and by working together, we can ensure that we make Warwickshire the best it can be.

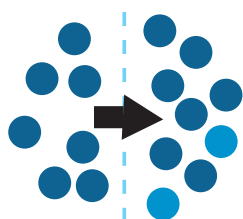


Our county our people

For the purpose of this strategy, our “customers” are businesses, partners and anyone who lives, works and visits Warwickshire and it is important to understand and predict how these demographic changes will impact and subsequently inform the way we provide our services in the future.

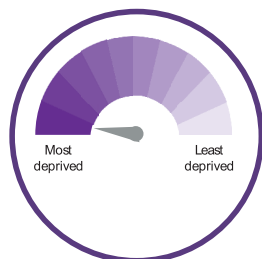
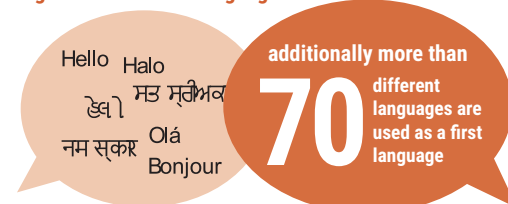


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By 2041 it is projected that Warwickshire will be home to **612,240** residents. An increase of 53,249 or 9.5% from 2016

Across Warwickshire **4%** of residents do not have English as their first language



The 2015 Index of multiple Deprivation highlights **8 LSOAs in Warwickshire** that feature in the most deprived communities in the country

By 2041 it is projected that the population of those aged 85 and over will increase by **116%**

116%

By 2041 there will be

75.8

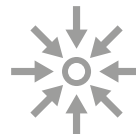
dependants (those aged 0-15 and 65+) to every 100 adults of working age



Reflecting on our customer needs, these changes will pose a number of specific challenges that will need to be collectively addressed if we are to ensure a positive customer experience:



providing an excellent customer service across an increasingly diverse community



maintaining the customer experience when a growing population is increasing demand for our services



a rapidly aging population and increasing dependency means many need our services and extra help to live independently



ensuring there is enough capacity to tailor our services to the different needs of our most vulnerable individuals and communities



Given the increasing number of complex, cross cutting issues that individuals and communities need our help to address, our customer facing staff need to move beyond the purely transactional to support early intervention, prevention and help manage demand.

as an organisation, we need to look towards multi agency prevention and demand management initiatives to help deliver solutions together

What do we know about our current customer experience?

Delivering services to local businesses and residents, enabling people to report and request services, dealing with enquiries across all service channels and enabling people to access information, is a significant part of our core purpose.

The following information about customers and customer transactions gives a flavour of the number of interactions handled by the Council during financial year 2018/19 and the feedback given by our customers:

Our Customer Service Centre responds to around

300,000

Customer contacts per year, via:



Last year Family Information Service received

3,530

enquiries via phone and email...

...and supported over

900

families on a face to face basis.



Our libraries have over

1,400,000

visits per year

He didn't doubt me, he just listened to what I said with a fair attitude and respect

Exemplary service, staff were extremely helpful and knowledgeable. Cannot thank them enough for the help provided.

Connection was a bit of a problem, but was resolved. Otherwise everything was great, the staff were lovely

The ability to transact easily and effectively with the Council is an **organisational priority**, getting it right provides the opportunity for efficient service delivery, but getting it wrong consumes resources and **impacts on satisfaction** with the Council and its services.

By adopting a 'values based' approach, we have set out the **behaviours expected from our staff and contractors**, in which the step by step interaction – from the first point of contact to resolution – **delivers our promise** and a satisfactory outcome for our customers.

Why do we need a strategy?

The way public services and how the public sector work together in Warwickshire needs to change significantly over the coming years. The need for us to provide a high-quality customer experience in the age of digital, machine learning and artificial intelligence is even more important to help us meet increasing demand for services, tackle complex problems and work within our resource levels. We need to drive a new way of working and transform how we deliver our services focused on understanding and examining customers' experience, expectations and choices, our systems and processes and the individual behaviour of our staff.

This strategy sets out our commitment to

Make it easier for our customers to access information and advice and services and enable them to help themselves

Reduce demand and cost through innovative and effective redesign of our services

Prioritise capacity to support those with complex problems or vulnerability

Embed our Customer Promise across the whole Council in a consistent joined up way

We must develop **more cost-effective ways** for our customers to contact us. We need to **manage demand** for our services, supporting our customers to self-help wherever possible by embracing technological solutions when they can and thereby enabling the council to provide more tailored/ value added services for those who need it.

We recognise the need to raise our aspirations and be much better at **learning from the best**, marrying the best of public service values in terms of customer service and adopt the best practices from digital service providers and private, voluntary, community and public sector organisations.

This strategy will ensure that going forward, we will provide responsive, high quality and continually improving standards of customer service informed by customer engagement and feedback. We will use data about demand for our services, including understanding and addressing the causes of **'failure demand'** to better understand customers' needs and experiences and, critically, to drive rapid learning and improvement.



Our vision

The way forward – achieving our vision: We believe that there is a way this can be achieved through an integrated whole council offer, with consistent standards, excellent use of digital technology, a customer experience focused culture, well trained, knowledgeable staff and a flexible approach to designing services around customer demand.

We recognise that for your customer experience to be as good as the best, we need to become much more focused on the customer experience at each stage of the customer journey. In order to achieve this, we have developed a customer promise that will help us deliver our vision, improve our customers' experience no matter the channel achieve the outcomes we have set out in this strategy.

“Your customer experience with Warwickshire County Council will be as good as the best”



Our Customer Promise

We promise to:

Always take responsibility

- We will take ownership for resolving your problem with you
- We will set out clear expectations about our services
- We will aim to resolve your question the first time you contact us
- We will take responsibility for innovating and redesigning services with the customer at the forefront

Be open, honest and respectful

- We will treat you with dignity and respect
- We will be understanding, approachable, open and honest
- We will actively listen and respond empathetically and professionally to your concerns, complaints or queries
- We will have 'new conversations' with you that identify and enable you to build on your strengths

Be clear with you

- We will do things when we say we will
- We will ensure you feel well informed and able to engage positively with us
- We will provide our information, advice and signposting to services clearly, consistently and up to date
- We will provide you with opportunities to be actively involved in shaping our services

Listen and learn

- We will understand your point of view and continually seek feedback to improve the customer experience
- We will seek to earn your trust so you feel confident your views will be heard and addressed
- We will study customer demand to identify the things we need to do differently and respond accordingly

Look for solutions and make best use of everyone's time

- We will work with you to identify solutions to your issues
- We will seek to provide a seamless and joined up service between the council and our partners
- We will work in a way that ensures you do not waste your time
- We will maximise selfhelp and early intervention to resolve problems early
- We will ensure our staff are highly skilled and trained

Help and support you to use our on-line services

- We will make it easy for you to undertake simple tasks through our website and from smartphones
- We will respond to complex enquiries in person or video appointments if you prefer
- We will give you access to your data and keep the information you give us safe and secure
- We will help and support you and your local community to use our on-line service

Our framework for success

To bring about the changes required to realise our ambition for this strategy, we have identified three key outcomes. Beneath these are three ambitious objectives that we aim to deliver over the next 5 years. Our focus on the promotion of self help, managing demand and digital solutions underpins all elements of the strategy.

To make a real difference, these outcomes and objectives will have to be pursued together and we will build on the wealth of the good practice already in place. In consultation with our partners, our customers and our staff, we will develop robust performance measures to measure the impact of what is being delivered on the customer experience.

Our Vision

"Your customer experience with Warwickshire County Council will be as good as the best"

Our Outcomes

**Positive
customer
experience and
outcomes**

**Enhanced
Customer
Focus and
Engagement**

**Clear
Customer
Support
Service Offer**

Our Objectives

To provide customers with a comprehensive and consistent experience, irrespective of channel

To enable our customers to support themselves, build supportive communities and help people and communities to find their own solutions

To Improve customer experience by embedding our customer service promise, measuring what matters to customers and training our staff to meet people's needs more consistently

Promoting Self-help

Digital Solutions

Managing Demand

Delivering the Strategy

To deliver the strategy we will implement an action plan. Our outline action plan has been developed under the three outcomes and objectives identified to deliver our vision:

Outcome 1	Positive customer experience and outcomes To provide customers with a comprehensive and consistent experience, irrespective of channel
<i>How we will achieve this</i>	<ul style="list-style-type: none"> • Promote council wide the Council's Customer Promise • Review and redesign all customer pathways across all channels • Review the provision of information and advice through all channels including arrangements for keeping it up to date • Develop and implement a customer experience performance framework • Review and refine our customer feedback processes • Develop community digital education programme aimed at getting communities and individuals on-line
Outcome 2	Enhanced Customer Focus and Engagement To enable our customers to support themselves, build supportive communities and help people and communities to find their own solutions
<i>How we will achieve this</i>	<ul style="list-style-type: none"> • Set up a Citizens'/People's panel • Develop and implement an action plan with partners including the voluntary and private sector • Deliver a county-wide programme about the principles and importance of customer engagement, participation and co-producing services • Develop a corporate approach to asset-based working and connecting staff with their communities

Outcome 3	Clear Customer Support Service Offer To Improve customer experience by embedding our customer service promise, measuring what matters to customers and training our staff to meet people's needs
How we will achieve this	<ul style="list-style-type: none"> • Undertake benchmarking review with public and private sector organisations considered to be best in class including in the use of digital technology • Undertake comprehensive 'customer experience' engagement activity to inform the action plan and the route map • Develop and implement a clear Customer Service Offer • Review and consider where services could be delivered more effectively and/or efficiently by the voluntary and community sectors • Develop and deliver a customer excellence training programme for all Warwickshire County Council staff • Embed staff behaviors at all tiers of the workforce that enable staff to offer innovate and creative solutions to deliver excellent services • Develop business requirements for technology investment (App, website, artificial intelligence, chatbots, etc)

The action plan will be reported upon six monthly to Corporate Board and annually to the Resources and Fire & Rescue Overview and Scrutiny Committee. Specific actions will be monitored by Business and Customer Services.

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

Document is Restricted

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