

Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Wednesday 14 July 2021
Time: 2.00 pm
Venue: Shire Hall, Warwick

Membership

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Sue Markham
Councillor Caroline Phillips
Councillor Will Roberts
Councillor Richard Spencer
Councillor Robert Tromans
Councillor Martin Watson

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda 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>

(3) Chair's Announcements

(4) Minutes of Previous Meeting

5 - 16

To confirm the minutes of the meetings held on 25 May 2021 (Election of Chair and Vice Chair) and 27 May 2021.

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

17 - 18

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

5. Year End Council Plan 2020-2025 Quarterly Progress Report (April 2020 to March 2021)

19 - 42

The report and appendix (Performance Framework 2021/22) are attached.

6. Voluntary and Community Sector Strategy 2020-25 Progress Report

43 - 52

The report and appendix are attached.

7. 2020-21 Performance Report of Warwickshire Fire and Rescue Service Activity 53 - 70

The report and appendix are attached.

8. Integrated Risk Management Plan (IRMP) Assurance Panel - Update Verbal Report

A verbal report from Warwickshire Fire & Rescue Service on the formation of a Cross-Party IRMP Assurance Panel.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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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

Tuesday 25 May 2021

Minutes

Attendance

Committee Members

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Sue Markham
Councillor Caroline Phillips
Councillor Will Roberts
Councillor Richard Spencer
Councillor Robert Tromans

Officers

Paul Williams (Democratic Services Team Leader)

1. General

(1) Apologies

Apologies were received from Councillor Martin Watson.

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

There were none.

2. Election of Chair

Councillor Parminder Singh Birdi proposed that Councillor Adrian Warwick be Chair of the Committee and was seconded by Councillor Robert Tromans.

There were no other nominations.

Resolved:

That Councillor Adrian Warwick be elected Chair of the Resources and Fire & Rescue Overview and Scrutiny Committee for the ensuing municipal year.

3. Election of Vice-Chair

Councillor Adrian Warwick proposed that Councillor Parminder Singh Birdi be Vice Chair of the Committee and was seconded by Councillor Robert Tromans.

There were no other nominations.

Resolved:

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

The meeting rose at 11:40

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Chair

Resources and Fire & Rescue Overview and Scrutiny Committee

Thursday 27 May 2021

Minutes

Attendance

Committee Members

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi
Councillor Sarah Boad
Councillor Marian Humphreys
Councillor Chris Mills
Councillor Caroline Phillips

Other County Councillors

Councillor Peter Butlin, Deputy Leader and Portfolio Holder for Finance and Property
Councillor Dave Humphreys
Councillor Andy Jenns, Portfolio Holder for Customer and Transformation
Councillor Kam Kaur, Portfolio Holder for Economy and Place

Officers

David Ayton-Hill, Assistant Director, Communities
Reece Bowman, Interim Programme Manager
John Cole, Trainee Democratic Services Officer
Richard Ennis, Interim Programme Director – Place Shaping
Andrew Felton, Assistant Director, Finance
Chris Kaye, Strategy and Commissioning Manager (Commercialism)
Isabelle Moorhouse, Trainee Democratic Services Officer
Rob Powell, Strategic Director, Resources
Virginia Rennie, Strategy and Commissioning Manager (Strategic Finance)
Steve Smith, Assistant Director, Commissioning Support Unit
Nichola Vine, Strategy and Commissioning Manager, Legal and Democratic

1. General

(1) Apologies

Apologies were received from Councillor Piers Daniell and Councillor Martin Watson.
Councillor Marian Humphreys and Councillor Chris Mills were present as substitutes.

Apologies were also received from Councillor Andy Crump, Councillor Sue Markham, Councillor Will Roberts, and Councillor Robert Tromans; and from officers Kushal Birla (Assistant Director, Business & Customer Services) and Sarah Duxbury (Assistant Director, Governance & Policy).

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Chair's Announcements

There were none.

(4) Minutes of Previous Meeting

Resolved:

That the minutes of the meeting held on 9 March 2021 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 Boad requested an update of progress made towards establishment of a cross-party Integrated Risk Management Plan (IRMP) Assurance Panel. It was resolved that a written update would be provided following the meeting.

4. Work Programme

Councillor Boad requested that consideration be given to the Integrated Risk Management Plan (IRMP) Assurance Panel at the Committee's next meeting on 14 July 2021. The Chair agreed that this would be a suitable course of action.

Resolved:

That the Committee agrees the updated 2021/22 Work Programme, as set out in the report, and notes the scheduled future meeting dates.

5. Warwickshire Recovery and Investment Fund

Councillor Butlin introduced the report and provided an overview of the Warwickshire Recovery and Investment Fund (WRIF). He stated that, prior to the outbreak of coronavirus, economic growth in Warwickshire had been strong; recovery from the effects of the Pandemic was a key priority for the Authority.

Councillor Butlin stated that the Pandemic had severely impacted upon levels of employment and productivity in Warwickshire. In response, a recovery plan had been devised which included development of WRIF which would have the capability to intervene effectively to provide targeted financial support to local businesses.

Councillor Butlin emphasised the scale of WRIF. The initiative would make use of the Council's own financial resources as well its ability to borrow at a cheap rate. This provided a means to enact measures to stimulate the economy at a critical time.

Councillor Butlin requested that the Committee scrutinise proposals, including economic output, governance, and legal and financial considerations. The view of the Committee would be reported to Cabinet prior to presentation of the relevant aspects of proposals to full Council. The launch of the scheme was proposed to coincide with the lifting of restrictions. WRIF would seek to mitigate the impact of the cessation of the Coronavirus Job Retention Scheme (and other government support) and provide employment opportunities for individuals facing redundancy.

Councillor Butlin outlined the aims of the proposals. WRIF would be a policy response to economic recovery, it was not orientated to generate substantial returns. However, any surpluses generated by the end of the five-year scheme could be taken forward for reinvestment in a modified form.

Councillor Butlin stated that WRIF was subject to a high level of governance. It would be vital to enact measures to ensure that taxpayers' money was managed wisely. It was an ambitious project to improve the quality of life in Warwickshire and promote economic recovery.

Rob Powell (Strategic Director, Resources) summarised the work undertaken to date. It was intended that WCC make use of its financial resilience to accelerate delivery of the organisation's policy objectives and address the economic impact of COVID-19. Investment would be targeted to drive the Warwickshire economy of the future. He stated that the WRIF was a closed fund, with a five-year timescale and a maximum investment by the Council of £140million. This sum had been ringfenced; Cabinet would make a judgement whether to recommend proposals to full Council in July 2021.

Rob Powell stated that WRIF had been developed with input across service areas, including Economy & Skills, Finance, and Governance & Policy. Engagement with the Chamber of Commerce, Local Enterprise Partnership, Local Growth Hub and others had confirmed the need for intervention. This was not a speculative initiative; it sought to address a known gap in access to finance for businesses.

Rob Powell stated that the WRIF report had been shared with the External Auditor, Grant Thornton (who, helpfully, had been the auditors of recent public interest reports), to test the thinking and development of these proposals. A subsequent conversation with the Assistant Director of Finance did not indicate any material issues by the external auditor at this stage.

Rob Powell summarised the anticipated benefits of the WRIF which included creation of 2200 new jobs and safeguarding of 4000 jobs which could otherwise be lost. The scheme would also seek to attract additional private sector investment of close to £100m into the County's economy.

Rob Powell stated that WRIF represented a strong statement by the Council to promote Warwickshire as a place to do business. There were financial benefits for the Council, a net

positive return was projected from the £140million investment. However, the purpose of the scheme was to facilitate delivery of policy objectives. He highlighted the advantages of the approach taken by the WRIF compared with grant funding, which would constitute a 100% loss with some economic benefits. Financial modelling suggested that some defaults could be anticipated but that the Council stood to recover its initial investment as well as an additional £4.6million.

Rob Powell stated that WRIF should deliver advantages to WCC, as well as borough and district councils, by strengthening the business rates and council tax base. This provided a wider financial benefit which would help to fund the delivery of services and protect the most vulnerable in line with Council Plan objectives.

Rob Powell provided an overview of the structure of the Fund which was underpinned by three pillars, or streams. The balance of the fund across the three streams had been carefully examined to minimise potential risks whilst allowing for movement of funds between the pillars.

Rob Powell introduced the largest of the three pillars, 'Business Investment and Growth', which had an allocation of up to £90million. This fund was targeted at established businesses with a track record of success and strong prospects for growth. Overall, this pillar would deliver the fewest loans but they would be of the highest value. This underlined the importance of making sound judgements to limit risk. The Investment Strategy set out the key factors determining eligibility for investment, including the sectors most important to driving the future growth of the economy such as low carbon jobs, the automotive sector and battery technology.

Rob Powell outlined proposals for the middle pillar of the scheme, 'Local Communities and Enterprise' (LCE), which had been allocated up to £10million. This fund was targeted at small to medium-sized enterprises, micro-businesses and start-ups. Smaller amounts would be lent, but to a greater number of businesses. He stated that there was an increased likelihood of some losses under this pillar and it was projected that this investment stream could lose money. Its inclusion was justified by the anticipated benefit to job creation; and through consideration of the overall gains across the WRIF that would offset any losses in the LCE. External fund managers with expertise in this area would be appointed to run the LCE.

Rob Powell advised that investments under the LCE stream were more complex than the larger scale loans to established businesses. There was potential for social enterprise to be supported by this fund, and links to the robust voluntary and community sector in Warwickshire would be established. The Investment Strategy would be reviewed on an annual basis.

Rob Powell introduced the third pillar of the scheme, 'Property and Infrastructure'. A sum of up to £40million would be allocated to this stream. This fund would assess the outlook for investment in commercial sites, employment land and business premises. It was recognised that employment land was at a premium. The fund would enable investment in sites to retain, grow and attract businesses and jobs to Warwickshire. Investments under this pillar would have greater security based upon the acquisition of tangible assets. It was likely that external fund managers would be appointed to identify opportunities and make recommendations with final decisions made by Cabinet.

Rob Powell advised that, in June 2020, a report had been submitted to Cabinet to seek approval for the Council's Place Shaping Programme. This had been supported by independent economic

analysis which examined potential impacts of COVID-19 on Warwickshire's economy. Scenario modelling had been utilised to forecast possible outcomes; it was projected that employment levels would not recover to pre-2019 levels until 2025. This underlined the importance of intervention.

Rob Powell advised that, in mid-2020, 40% of small and medium sized enterprises (SME) expressed concern that they faced permanent closure; a third of businesses were not confident of surviving the coming 12 months. He commented that new business start-ups would be key to economic recovery. Supply of capital would be an important factor influencing economic growth.

Rob Powell stated that the risk appetite of banks was likely to diminish making conditions more challenging for businesses without a proven track record to access finance. It was recognised that 19,000 new homes were required in Warwickshire by 2025 and that demand for employment land was high. There was a need to ensure that business premises would be available to enable commercial activities to operate successfully.

Rob Powell provided an overview of the key principles of WRIF. The terms specifying eligibility for investments to be limited to businesses 'in Warwickshire' were under review. There were plausible scenarios whereby investment in an organisation located just outside of the County could be justified on policy grounds. Consideration would be given to enabling flexibility to allow investment in opportunities close to Warwickshire that would deliver benefits for Warwickshire residents. However, he emphasised that investments far from the County would not be considered.

Rob Powell advised that the Investment Strategy would be updated on an annual basis and presented to Cabinet. Opportunities to curtail future investments would be enabled to provide flexibility and minimise risk. He stated that WCC would be making a substantial increase in its historically low levels of borrowing in the short term.

Rob Powell advised that WRIF was riskier than ordinary treasury management approaches but the economic challenges and opportunities conferred justified the level of risk. Extensive work had been undertaken to set out governance measures to mitigate risk. WRIF would be subject to robust member oversight. Discussion with the Council's external auditor had helped to inform development of governance arrangements.

Rob Powell reported that scrutiny of the WRIF and Warwickshire Property and Development Group (WPDG) would be enabled by a cross-party Member Oversight Group. This would not be a decision-making body; its focus would be on performance, priorities, and progress. The Oversight Group would provide an annual report of its findings to full Council. The Audit and Standards Committee would examine WRIF accounts with input from internal and external auditors.

Rob Powell advised that an Investment Panel would be established, comprising officers and chaired by the Strategic Director for Communities. The Strategic Director for Resources, as the statutory Chief Finance Officer, would not contribute to the Investment Panel in the interests of maintaining independent due diligence. The Investment Panel would determine whether to progress recommendations from officers and external fund managers to Cabinet for a final decision to be made.

Andrew Felton (Assistant Director, Finance) provided an overview of projected borrowing levels. Funding for the scheme would be derived from cash balances held by WCC which had been accumulated over time. This would avoid external borrowing at a lower net cost relative to

investment income lost to the organisation. A strategy had been agreed to run normal cash balances down to around £120million which would be sufficient to finance the day-to-day operation of the Authority. The remaining amount would be invested in WRIF and WPDG. An increase in external borrowing of around £130million would be required for WRIF. He stated that WCC was a relatively low borrower in comparison with similarly sized local authorities and was rated among the most financially resilient local authorities nationally. The measures outlined were considered to be compliant with the Prudential Code and within acceptable parameters.

Rob Powell summarised the request that would be made to Cabinet in June 2021 which included consideration of the recommendations made by the OSC, and agreement to recommend that full Council review the proposed changes to the Treasury Management and Investment Strategy in July 2021.

Councillor Phillips praised the initiative. She drew attention to the high demand for employment land. She highlighted the potential for the scheme to operate flexibly to enable investment in activities close to the County boundary which could impact positively on Warwickshire residents, such as MIRA Technology Park, located north of Nuneaton.

Rob Powell stated that liaison with borough and district councils had helped to inform an understanding of the priorities for growth across the County. There was scope to factor flexibility into the scheme to enable strategic investment in businesses close to, but outside of Warwickshire.

David Ayton-Hill (Assistant Director, Communities) highlighted the importance of MIRA Technology Park, particularly in the automotive research and development sector. He commented that an investment of this type could impact positively on supply chain companies operating within Warwickshire. He stated that diversification of the automotive supply chain had been identified as a priority; with investment, a shift towards electric vehicles and new technologies could be facilitated with long-term benefits.

Councillor Butlin stated that the shortage of employment land was attributable to the expansion of large-scale 'sheds' which limited opportunities for SMEs. WRIF and WPDG would seek to invest in facilities which enabled access for smaller operators.

In response to Councillor Boad, Rob Powell advised that the WRIF Investment Strategy placed a strong emphasis on social value and the importance of creating good quality jobs with scope for personal development. Significant changes were anticipated across workplaces and the Strategy would seek to enact measures to promote opportunities in the right areas, such as electric vehicles.

David Ayton-Hill advised that an assessment would be made of the employment practices of companies seeking to access funding. The assessment would also examine the types of jobs that would be created and the outlook for inclusion of apprenticeship schemes.

In response to Councillor Boad, Rob Powell advised that financial projections took account of levels of default. Investments would be assessed annually to determine ongoing viability; the Annual Treasury Management Strategy could be utilised to address issues relating to cashflow and levels of ongoing investment. A rolling refresh of assumptions for the coming year would occur annually.

Andrew Felton commented that the annual review would focus upon levels of default based upon the current circumstances of companies accessing the scheme. A calculation of 'impairment' would be used to assess any likely losses. A Commercial Risk Reserve of £7.5million would be available if required. However, there would be opportunities to pause investments to prevent any serious difficulties. Where an asset was held as part of an investment, the Authority had greater security.

The Chair highlighted the benefits of WRIF in comparison with a grant funding approach, which did not provide any direct return. He praised the rationale of the initiative which enabled money to be recycled through the system to support business and stimulate growth. He acknowledged the presence of risk but stated that the initiative constituted a responsible course of action for the Authority during an unprecedented crisis.

In response to Councillor Birdi, David Ayton-Hill advised that work in collaboration with other agencies within the business sector had been prioritised. Liaison with the Chamber of Commerce, Federation of Small Businesses, Growth Hub and other intermediaries had helped to shape the proposals. An evidence-driven approach had been taken to identify funding gaps and ensure that intervention dovetailed with other initiatives. He stated that it was likely that WCC's investment in companies would sit alongside contributions from others, such as venture capitalist groups.

Councillor Birdi commented that, collectively, small businesses employed the largest number of people. They were usually the first to recover from an economic downturn. He emphasised the importance of support being targeted effectively to this group through the Local Communities and Enterprise pillar.

David Ayton-Hill stated that marketing of WRIF would be prioritised and the Economy & Skills Team would work closely with the externally appointed provider to promote opportunities to small business owners. Ongoing promotion would make use of success stories from businesses that had benefitted from the scheme.

In response to Councillor Marian Humphreys, Rob Powell advised that transport links to businesses in rural locations would be an indirect consideration; viability of investments would be the principal factor determining allocation of funding and any wider issues around transportation would require separate consideration.

David Ayton-Hill advised that the Local Transport Plan (LTP) provided a framework to assess accessibility to employment. He added that the issue would not be overlooked in specific cases, for example, if a business in an isolated setting presented a proposal to appoint a large number of apprentices, this would be challenged.

Councillor Butlin commented that digital connectivity was of equal importance. The Pandemic had shown the benefits of working remotely and WCC had enacted measures to improve digital connectivity across Warwickshire. This would help to support businesses in rural locations.

Councillor Kaur reported that 4G coverage in Warwickshire was at 97% - 98%. The Council was working with partnership organisations and neighbouring authorities to integrate connectivity and introduce 5G coverage.

In response to the Chair, Rob Powell advised that an eight week lead-in time for the resolution of applications to the Fund had been calculated to enable Cabinet decision-making and allow transparency and oversight to be maintained. A six week period would be viable in some circumstances. However, the Economy & Skills Team would work with businesses from the outset to smooth the process and ensure clarity in respect of timescales.

Andrew Felton commented that the investments made by the Business Investment Growth pillar of the Fund would be substantial. The eight-week lead-in period was realistic given the nature of these investments.

David Ayton-Hill advised that early engagement with a prospective applicant would provide an outline of the type of product on offer. This could be established quite quickly and enable a company to decide whether it would like to proceed.

The Chair summarised the areas of debate relevant to the Committee's recommendation to Cabinet.

The Chair moved that the Committee:

1. Notes the appropriateness and adequacy of the County Council's draft governance, control, monitoring and decision-making arrangements as set out in the report.
2. Recommends to Cabinet that businesses situated close the County boundary but outside of Warwickshire be regarded as eligible for investment in cases when a benefit to Warwickshire residents is discernible.
3. Recommends to Cabinet that the proposed Member Oversight Group be confirmed as cross-party in membership.
4. Recommends to Cabinet that the Annual Report of the Member Oversight Panel be presented to the Resources and Fire & Rescue OSC each year to enable attention to be given to the performance, priorities, and progress of WRIF.
5. Notes the WRIF's draft inaugural Business Plan and WRIF Investment Strategy in advance of them being submitted to Cabinet for approval.

Councillor Birdi seconded the motion.

The Chair called a vote on the motion. In addition to the Chair, Councillors Birdi, Boad, M. Humphreys, Mills, and Phillips voted in favour of the motion.

There were no votes against the motion.

There were no abstentions.

Resolved:

That the Committee:

1. Notes the appropriateness and adequacy of the County Council's draft governance, control, monitoring and decision-making arrangements as set out in the report.
2. Recommends to Cabinet that businesses situated close the County boundary but outside of Warwickshire be regarded as eligible for investment in cases when a benefit to Warwickshire residents is discernible.
3. Recommends to Cabinet that the proposed Member Oversight Group be confirmed as cross-party in membership.
4. Recommends to Cabinet that the Annual Report of the Member Oversight Panel be presented to the Resources and Fire & Rescue OSC each year to enable attention to be given to the performance, priorities, and progress of WRIF.
5. Notes the WRIF's draft inaugural Business Plan and WRIF Investment Strategy in advance of them being submitted to Cabinet for approval.

The meeting rose at 11:00

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Chair

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**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2021/2022 – July 2021**

Item / Lead Officer	Report detail	Date of next report
Public Question Time/Questions to the Portfolio Holders / Work Programme	Standing items for every meeting.	* Standing item
Council Plan 2020 – 2025 Performance Report	Council Plan 2020 – 2025 Performance Report	* Standing item
John Findlay / Charles Barlow	Voluntary and Community Sector Strategy	14 July 2021
Warwickshire Fire & Rescue Service	Integrated Risk Management Plan (IRMP) Assurance Panel - Update	14 July 2021
Warwickshire Fire & Rescue Service	2020-21 Performance Report of Warwickshire Fire and Rescue Service Activity	14 July 2021
Maureen Oakes	Customer Feedback Overview Report	15 September 2021
Warwickshire Fire & Rescue Service	Verbal Update: Impact of the construction phase of HS2 on Warwickshire Fire & Rescue Service	TBC

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Resources and Fire & Rescue Overview and Scrutiny Committee

14 July 2021

Council Plan 2020-2025 Year End Performance Progress Report Period under review: April 2020 to March 2021

Recommendation

That the Overview and Scrutiny Committee:

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

1. Introduction

- 1.1. The Council Plan Year End Performance Report for the period April 1st, 2020 to March 31st, 2021 was considered and approved by Cabinet on 17th June 2021. The report provides an overview of progress of the key elements of the Council Plan, specifically in relation to performance against Key Business Measures (KBM)s, strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the 17th June 2021 Cabinet meeting.
- 1.2. This report draws on information extracted from both Cabinet reports to provide this Committee with information relevant to its remit.
- 1.3. Comprehensive performance reporting is now enabled through the following link to Power BI [full OSC Year End 2020/21 Performance Report](#)

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

[Warwickshire's Communities Exception Dashboard](#)

[Warwickshire's Best Use of Resources Exception Dashboard](#)

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

- 2.1 The Council Plan 2020 – 2025 aims to achieve two high level Outcomes:
 - **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
 - **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

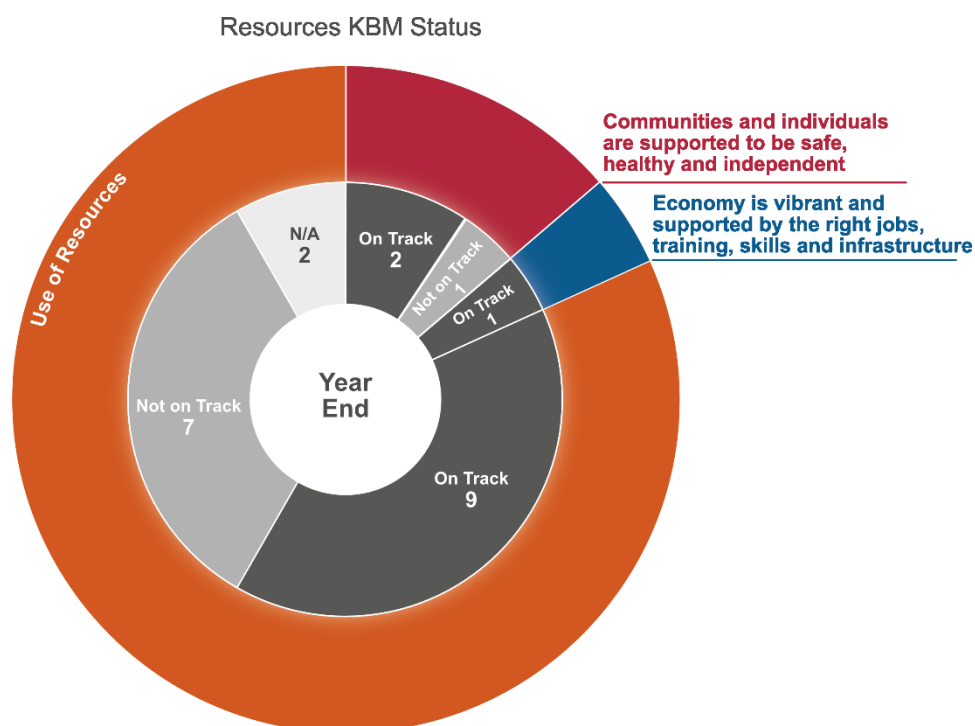
Delivery of the outcomes is supported by **WCC making the best use of its resources.**

Progress to achieve these outcomes is assessed against 58 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at Year End
Warwickshire’s communities and individuals are supported to be safe, healthy and independent	28	23
Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure	12	9
WCC making the best use of its resources	18	16

2.2 Overall, the Council has sustained robust performance across the board in the face of the challenges posed by the pandemic, including increasing demand, new service delivery to meet the challenges of the pandemic and significant changes in how services are delivered. As WCC returns towards a more business as usual situation as restrictions are loosened, Services are redirecting their focus onto their core work and this is reflected in KBM performance.

2.3 Chart 2, below, is a simple representation of the performance of the KBMs reporting to the Resources OSC. Measures which fall under each of WCC’s three Outcomes are colour coded to indicate if they are On Track or Not on Track



2.4 Of the 60% (12) KBMs that are On Track, there are eight of note which are detailed below with information on current performance narrative, improvement activity and explanation of projected trajectory. Two KBM’s are unavailable for reporting at this quarter: % of ICT return

on investment (ROI) is currently under review; and Total office occupancy costs is impacted upon due to the closure of WCC buildings.

WCC makes the best use of its resources

Number of days sick leave per FTE (rolling 12 months)



Current performance narrative:

2020/21 has seen a steady reduction in sick absence levels. The overall position, at 7.45 days per FTE, which is an improvement of 3.45 days compared to 2019/20 outturn of 10.9 days. Whilst there are many drivers of attendance the most significant factor in 2020/21 has been the Covid-19 pandemic resulting in social distancing measures and the move to a large proportion of Warwickshire employees working from home in accordance with central government guidance.

Improvement Activity:

Improvement activity continues to be driven through the Sustainable and Resilient Workforce project in addition to a range of contributory initiatives including approaches to wellbeing, engagement, safety and agile working, all of which have been considerable focus areas.

Explanation of the projected trajectory: On Track- improving

2021/22 is likely to prove a challenging year with travel restrictions being lifted and greater freedoms resulting in wider exposure to a range of transmittable conditions. This, coupled with the unknown impact of long Covid and mental health impacts of the pandemic may drive increases in ill health and absenteeism. The sustainable and resilient workforce project together with continued focus on wellbeing, engagement and agile working aim to mitigate these risks. Covid-19 and flu vaccination programmes will continue together with routine testing and the provision of Covid-19 safe work settings. The overall aim is to maintain the 202/21 outturn level of 7.45 absence days per FTE through 2021/22.

% leaders and managers driving a high-performance culture

% leaders and managers driving a high performance culture

● % leaders and managers driving a high performance culture ● Target



Direction of Travel

As at Year End the 20/21 results are 76%, there is no target.

n/a
Difference from Target

Projection over next year - On Track- Improving

% leaders and managers driving a high performance culture Commentary

Current performance narrative:

The High performance culture index focuses on colleagues: feeling valued & recognised at work; having ability to take responsibility for their own performance; having regular 1:1's with their manager, and; receiving ongoing and constructive feedback on their performance. 2021 has seen an 8 percentage point increase in this indicator, from 68% to 76%. Leadership Teams are investigating the detail to focus on areas where further improvement activity may be needed.

Improvement activity:

Improvement activity within Our People Strategy, approved by Staff & Pensions Committee in December 2020 aims to further enhance performance in this area in 2021/22 with enabling activities a focus on recognition, agile working, engagement and strengthening of trusting, adult to adult working relationships.

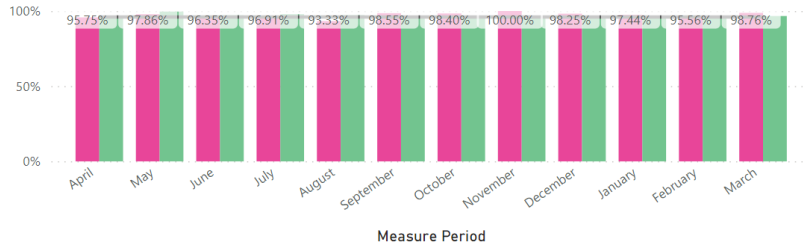
Explanation of the projected trajectory: On Track- improving

Despite significant planned activity, modest performance improvement is anticipated in 2021/22 starting from the high outturn position of 76% positive.

% customer satisfaction with ICT Services

% customer satisfaction with ICT Services

● 2020-21 Actual ● 2019-20 Actual ● 2020-21 Target



Direction of Travel

As at March, the latest result was 98.76% this is currently above the target.

Target is 96%

above
Difference from Target

Projection over next quarter - On Track- Improving

Current performance narrative:

With a target of 96%, the service has completed the year above 97%. An impressive achievement in what has been a difficult and challenging year to continue providing a frontline service at the highest level possible.

Improvement activity:

A number of continuous service improvement actions have been recorded to be implemented this year for example, adding a Voice mail option to the main Service Desk number; amending the feedback questionnaire and updating customers if service improvements are based on their feedback. These will in return help improve the not just the percentage but also the number of responses received.

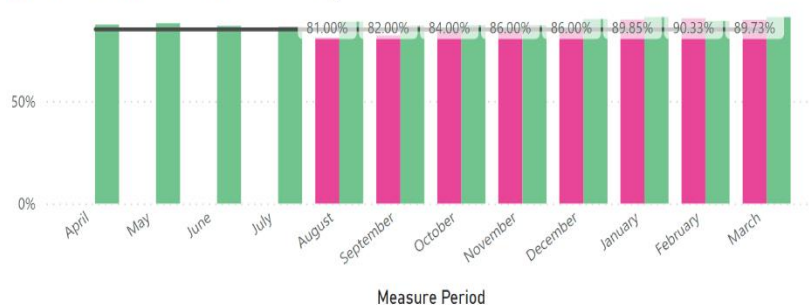
Explanation of the projected trajectory: On Track- improving

The service expects 2021/22 to follow a similar pattern although will aim to see an increase in the total number of responses. There may also be a review as to how the feedback/satisfaction is collected.

% customer satisfaction level with Customer Service Centre

% customer satisfaction level with Customer Service Centre

● 2020-21 Actual ● 2019-20 Actual ● 2020-21 Target



Direction of Travel
 As at March the latest result was 89.73% this is currently above the target.
 Target is 85%
 above
 Difference from Target
 Projection over next quarter - On Track- Remaining Static

Current performance narrative:

During 2020/21, the Customer Service Centre (CSC) experienced an increase in telephone call volumes – inbound and outbound. This is reflective of the corporate response to Covid-19 to ensure the most vulnerable, can access services and support through all channels including telephone e.g. Covid-19 hotline, Covid-19 Winter Grant Scheme (welfare support) and Adult Social Care.

From March 2020, the CSC extended its service offer to include the Shielding Hub/ Covid-19 0800 freephone hotline open 7 days a week. The hotline was initially set up to support the 22,000 shielding residents during the first lockdown and has since remained a key WCC contact channel, publicised on the website, publications and through social media. From March to July 2020, 8,238 inbound calls and over 6,500 outbound calls were made to extremely vulnerable residents.

There has also been a significant increase demand for the Local Welfare Scheme with 18,114 calls representing a 68% increase. This is as a result of an overall increase in financial hardship experienced by residents and the impact of the Covid-19 Winter Support Grant Scheme. The latter was one off funding from the Department for Work and Pensions (DWP) for the period December 2020 to April 2021, to support those most in need with the cost of food, energy, water bills and other essentials. Warwickshire’s £1.89million allocation was successfully distributed through the Local Welfare Scheme by telephone application or automatic payment where eligible. In particular, there was an increase in calls over the school holiday periods as this fund

provided food support for children eligible for benefits related free school meals.

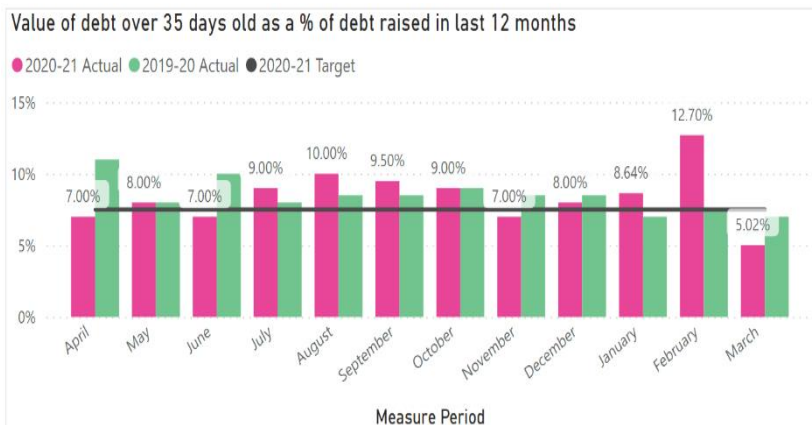
Improvement activity:

The Service will continue its quality assurance processes as well as monitoring demand and resource availability and action when needed.

Explanation of the projected trajectory: On Track- improving

The CSC has been fully operational throughout 19/20 and increased its service offer in response to Covid-19 and customer needs. Individual customer feedback has been overwhelmingly positive, and this is reflected in this measure as there has been a steady increase in satisfaction levels and it is expected this will continue to be on or above target going forward.

Value of debt over 35 days old as a % of debt raised in last 12 months



↓ Direction of Travel
 As at March the latest result was 5.02%, this is currently below the target.
 Target is 7.5%
below
 Difference from Target Projection over next quarter - On Track- remaining static

Current performance narrative:

The figure reported is actual for the period. Although the year end was on track, for most of the year, it was not on track, mainly due to Covid-19, however fluctuations are expected month on month.

Improvement activity:

Outstanding debt is managed proactively on a monthly basis, with a focus on chasing those that are able to be chased i.e. not in a legal process. There are known key areas where debtors take longer to pay.

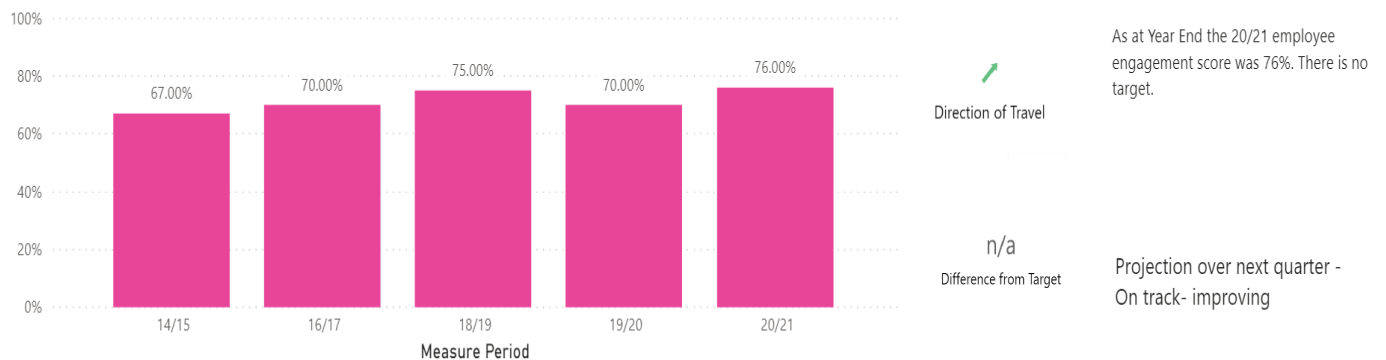
- The NHS, where payment tends to take place at around 45 days. Regular meetings are held with NHS partners to ensure sums owed are agreed and being progressed. Approximately £16m of invoices raised to NHS in late January/February which has now hit over 35 day limit and so included in this calculation.
- Schools – significant progress was made at year-end to secure overdue payments from schools, but there remain a number who are in financial difficulty and where it is agreed that debts will not be chased until they have recovered their financial position to an acceptable level.
- Third party developers, where debts are actively pursued and managed on a continuous basis, with regular liaison with the appropriate officers in commissioning directorates.

Explanation of the projected trajectory: On Track- remaining static

Going into the next reporting period, performance is likely to remain static, on or around the target.

% Employee Engagement Score

% Employee Engagement Score



Current performance narrative:

The Engagement Index focuses on: opportunities for personal development and growth; encouraging the proposal of new ideas for service improvement to customers; it being safe to speak up and challenge the way things are done at work; pride in working for Warwickshire, and viewing the Council as a good employer. 2021 has seen a 6 percentage point increase in this indicator, from 70% to 76%. Leadership Teams are investigating the detail to focus on areas where further improvement activity may be needed.

Improvement activity:

This will be centred on Our People Strategy. 2021/22 will continue to be driven by a strong Equality, Diversity and Inclusion (EDI) agenda, introduction of 'Big Conversations', a continuing focus on communications and development of managerial and leadership capabilities; particularly given the continuation of agile working arrangements underpinned by trust and adult to adult working relationships.

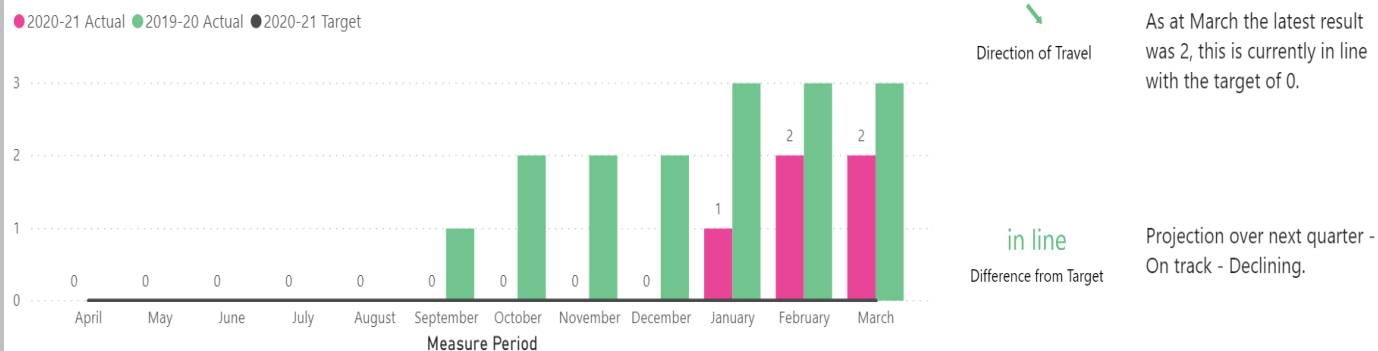
Explanation of the projected trajectory: On Track- improving

Further modest improvement is anticipated in 2021/22 despite the high outturn position in 2020/21.

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

No. of fire related deaths

No. of fire related deaths



Current performance:

For the period 1st April 2020 to 31st March 2021 there have been 2 fire related deaths which is a reduction on 3 recorded in the same period of 2019/20.

The details have yet to be confirmed by the Coroner that they were fire related and figures will be updated once WCC have confirmation. Initial indications suggest that one incident may have been suicide whilst the other was a recently widowed gentleman, whose wife had been his informal carer, involved in a kitchen fire. This latter change in circumstances does not appear, as far as initial investigations have shown at least, to have triggered any multi agency intervention and this will be followed up.

Improvement activity:

In the event of a fire related death the Service investigates each one in an effort to understand causes and identify any appropriate improvement activity.

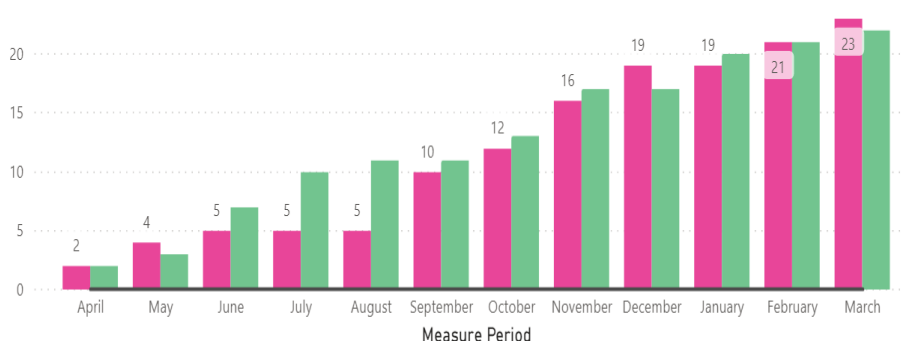
Explanation of the projection trajectory: On Track- Remaining Static

Detailed reports have previously been to the Overview & Scrutiny Committee and Committee Members recognise that it is difficult to influence fire death outcomes as a result of suicide or crime. However, the Service will endeavour to seek all preventable causal factors to fire deaths.

No. of fire related injuries

No. of fire related injuries

● 2020-21 Actual ● 2019-20 Actual ● 2020-21 Target



Direction of Travel
As at March the latest result was 23, this is currently above the target of 0.

above
Difference from Target
Projection over next quarter - On track - Declining.

Current performance:

Of the 23 fire related injuries, 13 saw victims taken to hospital and 10 were given first aid at the scene. Three incidents saw victims with serious injuries. Of the three serious injuries, one saw a victim where initial indications are that this individual had been smoking in bed and that the mattress had caught fire. A second saw an incident where the victim had sustained severe burns to the face head area believed to be from a bottle of white spirit which had been set on fire. A third saw a gentlemen in his 80's sent to hospital for smoke inhalation linked to an electric blanket fire.

Improvement activity:

The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activity. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any causal factors (such as alcohol/drug dependency/mental health issues) in the hope of preventing similar incidents and injuries in the future. Smoke hoods have been purchased to allow crews to escort members of the public through smoke to safety.

Explanation of the projection trajectory: On Track- Declining

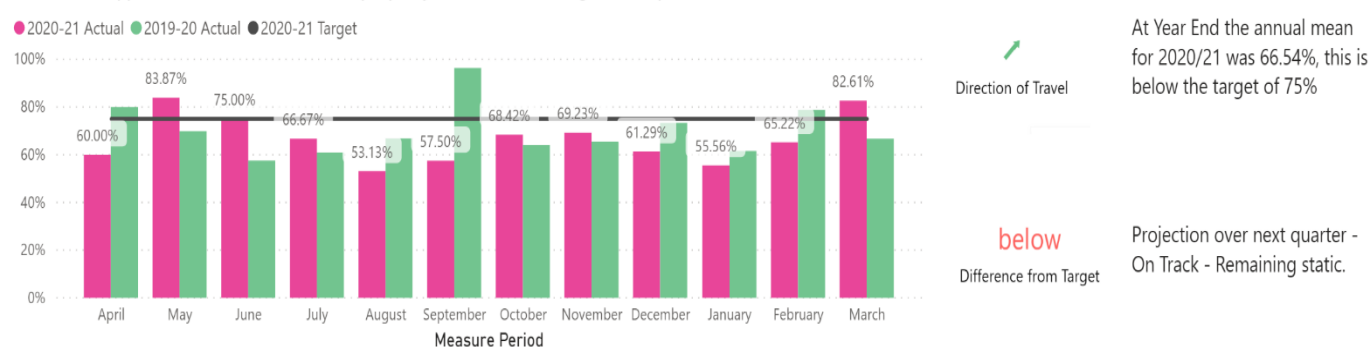
Detailed reports have previously been to OSC, and Committee Members recognise that it is difficult to influence fire related injury outcomes. However, the Service will endeavour to identify and reduce all preventable causal factors to fire injuries.

Of the nine (45%) KBMs that are Not on Track at Year End, one KBMs require highlighting below with details of the current performance narrative, improvement activity and explanation of projected trajectory:

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

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

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



Current performance:

The April 2020 to March 2021 figure for the percentage of times an appliance arrives at life risk or property incidents within agreed response standards is 66.54% which is a reduction on the year end 2019/20 figure of 70.1%.

The Covid-19 epidemic has resulted in a welcome reduction in life risk incidents as people spot potential situations in the home earlier and travel less, resulting in a reduction in serious fires and Road Traffic Collisions (RTC). The epidemic has also had the effect of reducing the support available to On-Call fire stations from Wholtime station as the Service introduced station "bubbles" and had to cancel a programmed recruits course to prevent spread of the virus. Resultant lower availability on rural On-Call stations combined with the usual wide geographical spread of incidents has resulted in significant variations from month to month. For example, performance against targets for RTC's was 100% in May but down to 40% in August. Whilst this statistical variation looks startling it has not been reflected in officer's "real world" qualitative daily performance monitoring within the Service.

From April 2020 to March 2021 the average time to respond to a life risk incident for the attending appliance is:

- 8 minutes 32 seconds for Fire incidents
- 9 minutes 47 seconds for Road Traffic Collisions
- 8 minutes 25 seconds for Special Services incidents

For initial appliances which missed the 10-minute target the average time for response was:

- 13 minutes 47 seconds for Fire incidents
- 12 minutes 55 seconds for Road Traffic Collisions
- 13 minutes 39 seconds for Special Services incidents

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

Improvement activity:

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

Unfortunately, with the resurgence of the virus a brief relaxation of the station bubble approach has had to be rescinded but the completion of the first 2020 On-Call recruits course should alleviate some of the crewing pressures.

Explanation of the projection trajectory: On track – remaining static

In the longer term the Service Asset Management Plan sets out the intention to relocate some whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10 minute travel time, particularly those on the motorway network. The first of these new locations established will be "Rugby South" for which section 106 funding has been secured and which will provide much improved cover to both the A45 and the new developments to the south west of Rugby.

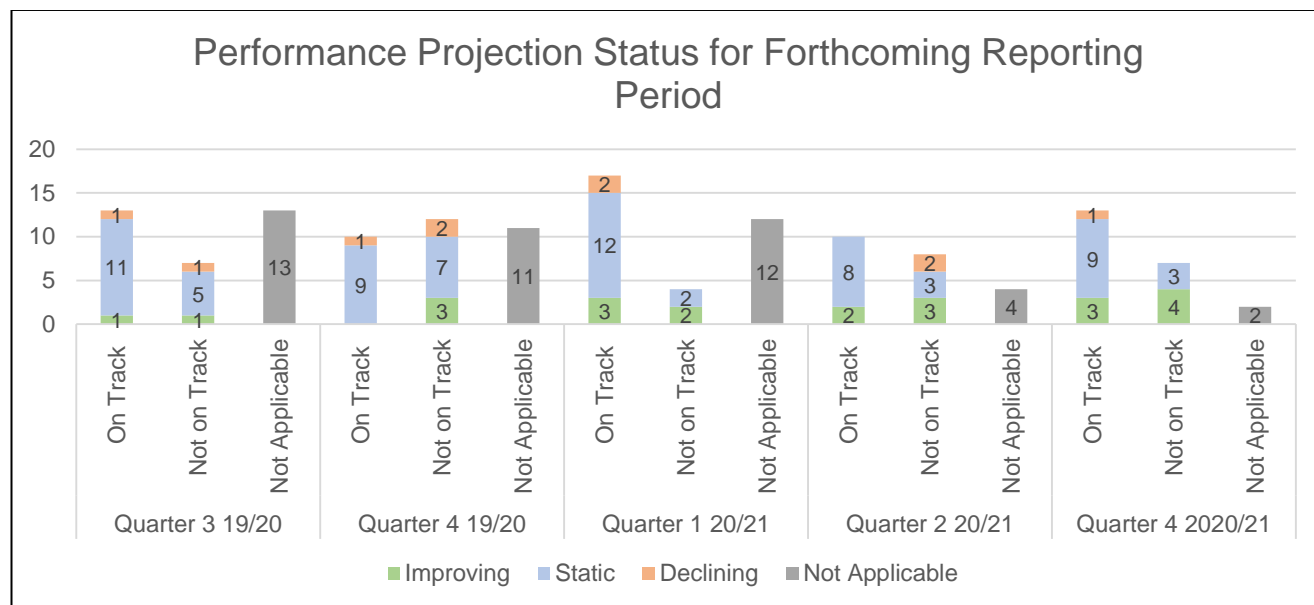
Performance against many of the finance measures are not on track, and are projected to remain static, due to the Covid-19 pandemic, however the 2021/22 Covid-19 response grant fund should help alleviate further pressures into next year. The Year End Finance Outturn report, as presented to 17th June Cabinet, has further information on the impacts on budgets and associated mitigating actions.

Despite the challenges of the past year, several (four) measures have remained On Track throughout. These are

- **% of Capital Property Investment Projects which are commissioned with fully defined business case criteria and defined benefits to be realised (previously ‘% of Capital construction projects which fully deliver defined business case criteria’);**
- **No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner’s Office adverse decisions for WCC**
- **% customer satisfaction with ICT Services**
- **% Warwickshire broadband coverage**

Number of days sick leave per FTE (rolling 12 months) has remained On Track since quarter 2 20/21

2.5 Chart 2 below illustrates the considered forecast performance projection over the forthcoming reporting period as well as the three previous periods. Please note, performance reporting for Quarter 3 2020/21 was paused.



It is forecast that over the next period overall performance will remain largely On Track over Quarter 1.

Of the eight measures which are currently Not on Track, it is forecast that two measures will improve performance status to On Track

- % times a fire appliance arrives at life risk or property incidents within agreed response standards
- No. of fire related deaths

The remaining six will stay Not on Track although four are still expected to improve performance:

- % of new change projects with measurable benefits identified within the business case;
- % of reports with substantial assurance level or above;
- % of capital expenditure against budget; and
- No. of WCC social media followers

The pandemic has impacted the majority of these measures leading to delays in programmes of activity and changing service demands. Positively, none are projected to decline further and improvement activity is in place to improve performance across all measures and this is under constant review to ensure it is robust. Full context on all measures is provided in the Power BI reports.

As the Organisation continues to transform the Performance Framework evolves providing a sharpened focus on performance and supports delivery of the Organisation’s priorities. The light touch review of the Performance Framework for the 2021/22 period has been conducted with Strategic and Assistant Directors and Cabinet approved the new Framework as attached in

Appendix A. A comprehensive review of the entire Framework is already in progress ready for implementation in 2022/23.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

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

	2020/21 Budget £'000	2020/21 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Business and Customer Services	18,504	23,323	4,819 26.04%	0	4,819
<p>Business and Customer Services - (£4.819m net overspend; +26%. £5.730m Covid pressures)</p> <ul style="list-style-type: none"> The Covid related costs of £5.730m have increased by £0.311m compared to the last report. The main reason for the increase is the increase in the level of income losses. The Covid pressure is made up of: <ul style="list-style-type: none"> Loss of income in general registration services and libraries and museums (£1.012m) Winter Support Grant expenditure (£1.876m) Expenditure on Welfare schemes, Shielding hubs and Clinically Extremely Vulnerable (CEV) support (£1.521m) Other operational Covid related expenditure including the set up of Digital post room and enabling customer service calls to be taken from home (£0.410m) The remaining non-Covid related underspend of £0.911m is made up of one off staff underspends due to vacancies in areas not subject to savings plans and where the implementation of service redesign has been delayed and reduced operational costs as a result of Covid impacts on normal business. The customer support area has not achieved MTFS savings due to Covid delays in implementation and shows an underspend, however, this is due to funding which was allocated specifically to enable the service redesign to take place. The in year delay in this work has led to a carry forward request to enable it to be achieved in 2021/22. 					
Commissioning Support Unit	6,392	12,973	6,281 98.26%	0	6,281
<p>Commissioning Support Unit - (£6.281m net overspend; +98%. £6.951m Covid pressures)</p> <ul style="list-style-type: none"> The Covid related pressures comprise of Contain Outbreak Management Fund (COMF) spending for Community Lateral flow testing (£1.682m), Central PPE supplies (£1.211m) and other COMF related spending of which further details can be found in Appendix C of this report (£3.581m). In addition, there is other operational spend made up mostly of staff 					

<p>related costs and unachievable recharges (£0.477m).</p> <ul style="list-style-type: none"> Excluding the Covid pressures, there is a net underspend within CSU of £0.670m due to delays on the transition to the Portfolio Management Office (PMO) where funding set aside has not been used and is subject to a carry forward request, staff vacancies across the service and over achievements of income against the ESPO contract. The overspend has reduced since Q3 due to the fact that some COMF spending has been delayed and will take place in 2021/22. 					
Enabling Services	25,836	23,267	(2,569) -9.94	0	(2,569)
<p>Enabling Services - (£2.569m net underspend; -10%. £0.903m Covid pressures)</p> <ul style="list-style-type: none"> Covid pressures within the service have reduced compared to the previous report and comprise of :- <ul style="list-style-type: none"> Expenditure on making offices safe, additional cleaning and security (£0.699m). This has reduced by £0.394m since Q3 as additional lockdowns meant the spend on getting offices ready was not as high as first anticipated. Other operational Covid related spend and losses of income in Catering, Maintenance and Minor Works, Recruitment and Vetting (£0.204m). Excluding Covid costs, there is an underspend of £3.472m which has increased by £0.396m compared to Q3. The underspend is primarily due to the following: <ul style="list-style-type: none"> An underspend in Digital and ICT, which is mostly incorporated into MTFS savings (£1.127m). Facilities Management underspends from Shire Hall being closed for bookings (£0.174m) Underspends across the service from project delays (eg Warwickshire Academy, Microsoft Sharepoint Migration, Meeting Room Technology and the Graduate Scheme) which are subject to requests for carry forward into 2021/22 (£1.008m). Income targets being exceeded in WES traded services (£0.383m) The remaining underspend is mostly due to staff vacancies being held ahead of the new structure to be implemented in April, when these savings will be released as part of the MTFS; and some property income being received in year for work carried out and completed in a previous year. The forecast underspend excluding Covid pressures has increased by £0.396m from Q3 due to reductions on staffing and operational spending, and higher than forecast WES traded income being achieved. 					
Finance	6,421	6,577	156 2.43%	0	156
<p>Finance Service – (£0.156m net overspend; 2%. £0.431m Covid pressures)</p> <ul style="list-style-type: none"> The reduction of £0.144m in the net overspend since Q3 is mainly as a result of a reduction in the Covid funding to be applied to the schools absence insurance scheme (£0.394m). Other Covid costs relate to operational expenditure attributable to Covid. Excluding Covid the underspend of £0.373m is due to delays in populating the full structure following the Functional Operating Model; some additional Pension Fund income; and the Traded Education service exceeding their gross surplus target. 					

Governance and Policy	2,722	3,734	1,012 37.18%	0	1,012
<p>Governance and Policy – (£1.012m net overspend; +37%. £0.929m Covid pressures)</p> <ul style="list-style-type: none"> The Covid pressures of £0.929m are made up of the loss of external income within legal services and spending within Communications on printing for Corporate Covid messaging. The non-Covid forecast overspend has reduced since Q3 by £0.486m. <ul style="list-style-type: none"> Property Management ended the year with an overspend of £0.603m due to unrealisable OOP savings and devolved maintenance charges not previously forecast. This was mostly offset by an over achievement of internal income within Legal and Democratic and an in year underspend on HR consultancy. 					
Fire and Rescue	21,371	21,286	(85) -0.40%	0	(85)
<p>Fire and Rescue - (£0.085m net underspend; -0.4%. £0.258m Covid pressures)</p> <ul style="list-style-type: none"> The Covid related pressures are primarily a result of overtime (£0.258m). The underspend excluding Covid was mainly due to vacancies and reduced legal costs. These were partly offset by overspends on the roll out of uniform, cover for long term absence and the recently approved Firefighter Recruitment plan. The increased underspend of £0.360m since Q3 was due to a delay in PPE expenditure that was expected by year end, reduced activity in Hospital to Home and the arson Reduction Team and a late award of a contract generating training income. 					

3.2. Delivery of the Savings Plan

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

	2020/21 Target £'000	2020/21 Actual to Date £'000	2020/21 Forecast £'000
Business and Customer Services	1,140	371	371
<p>The delay in implementing the Business Support FOM has impacted the Service's ability to deliver the savings this year. A request has been made to reprofile the savings pending the re-engineering of Business Support Service processes coupled with the implementation of digital solutions as appropriate.</p>			
Commissioning Support Unit	405	218	218
<p>Service redesigns being delayed until October coupled with the impact of Covid, has delayed the ability to recharge to other services.</p>			

Enabling Services	774	774	774
Finance	0	0	0
Governance and Policy	40	0	0
External trading was greatly reduced due to COVID so this savings target was not met in 2020/21. Electronic record keeping delayed due to Covid.			
Fire and Rescue	0	0	0

3.3 Capital Programme

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

	Approved budget for all current and future years (£'000)	2020/21 Forecast £'000	Slippage from 2020/21 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Business and Customer Services	1,950	10	3%	0	(4)	1,946
Spend has occurred sooner than anticipated on one front door projects.						
Enabling Services	31,658	(723)	-20%	13,045	(606)	44,097
There was a £0.757m delay in both schools and non-schools maintenance projects.						
Governance and Policy	4,510	(730)	-32%	640	6	5,156
The delays mostly relate to rural services where spending of £0.569m has slipped into 2021-22. Another £0.189m is due to delays in the rationalisation of county storage project.						
Fire and Rescue	7,931	(2,609)	-68%	948	(113)	8,766

£1.891m relates to delays to the Fire and Rescue training capital programme. The commencement of these projects has been realigned to the overall training programme. There has, in addition to this, been a delay in the WFRS emergency services network project (£0.334m) resulting from a dependency on the upgrade of incident command and control systems. In addition to this there were delays in the replacement of vehicles (£0.465m).

4. Supporting Papers

- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 11th February is available via the committee system.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

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WCC Outcomes and Objectives Performance Framework 21/22

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



Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain looked after

- % of placements in provision (agency foster care or residential) of Good or Outstanding quality as rated by Ofsted (CLA)
- % of children and young people seen within 18 weeks (Referral to Treatment Time) amalgamated across the three Clinical Commissioning Group (CCGs)
- No. of children open to an Early Help Pathway (KBM)
- No of Children in Care excluding unaccompanied asylum seeking children
- % of Children in Care aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption
- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)



Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long health care

- % of carers in receipt of Self Directed Support on the final day of the reporting period
- % of Women who smoke at the time of delivery across Warwickshire
- % of Children receiving a 6-8 week health check (C8i)
- % of Year 6 children (aged 10-11 years): prevalence of obesity (including severely obese)
- % Population vaccination coverage – Measles, mumps and rubella (MMR) for two doses (5 years old)



Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life; achieve and live independently

- No. of permanent admissions to residential or nursing care: over 65
- No. of permanent admissions to residential or nursing care: under 65
- No. of people in receipt of an Adult Social Care Service
- % of people open to Adult Social Care over the age of 80 receiving care at home
- Suicide rate (Persons) per 100,000
- % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates)
- No. of Domestic Abuse incidents reported
- % of residential placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission
- No. of people with a learning disability or autism in an inpatient unit commissioned by the CCG
- No. of People assisted to live independently through provision of Social Care equipment (includes children)



Work with communities to reduce crime and disorder and promote safety across Warwickshire

- % times an appliance arrives at life risk of property incidents within agreed response standards
- No. of fire related deaths
- No. of fire related injuries
- No. of people killed or seriously injured on our roads
- No. of properties better protected from flooding
- Rate of crime per 1000 population

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



Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire

- % 16 and 17 year olds who are Not in Education, Employment or Training (also a KBI in Communities)
- No. of businesses supported to start and grow within Warwickshire through County Council activities
- % unemployment rate
- Gross Value Added (GVA) per employee as a % of UK average
- % of residents in Warwickshire aged 16-64 who are in employment compared to the England average



Increase reuse, recycling and composting rates and reduce waste across Warwickshire

- % of household waste re-used, recycled and composted



Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way

- No. of journeys on public transport services supported by WCC
- % biodiversity net gain in Warwickshire
- % of road network meeting specified condition



Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy

- No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through Business failure



Support and enable children and young people to access a place in high quality education settings

- % of children achieving GCSE level 4 in both English and Maths
- Progress 8 score
- % of children achieving the KS2 expected standard for combined reading, writing and maths

Making the best use of resources



Make it easy for customers to access our information and services so they have a positive experience of our services.

- % customer satisfaction level with Customer Service Centre
- No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC



Put our resources in the right place to support the Organisation's priorities and balance the books

- No. of days sick absence per FTE (rolling 12 months)
- % of Capital Investment Projects delivered against Client Brief (time, cost, quality, realised)
- No. of WCC social media followers
- Value of debt over 35 days old as a % of debt raised in last 12 months
- % of Capital Expenditure Against Budget (setting baseline in 21/22)
- % General and Directorate Risk Reserves compared to the Net Revenue Budget
- % Variation DSG overspend compared to Budget Provision
- % Variation of Revenue Savings Achieved Against Agreed MTFS (Whole Council)
- % of Pension Fund Returns Compared to Target



Develop our workforce so that it has the right skills and capabilities to get the job done

- % Employee Engagement Score (Staff Survey)
- Gender Pay Gap (Mean Average) reported annually
- Ethnicity Pay Gap (Mean Average) Reported annually

Resources and Fire & Rescue Overview and Scrutiny Committee

Voluntary and Community Sector Strategy 2020-25 Progress Report

14 July 2021

Recommendation(s)

1. The Committee notes and comments on the progress made against the Voluntary and Community Sector Strategy 2020-25

1. Executive Summary

- 1.1 The Voluntary and Community Sector Strategy 2020-25 was approved by Cabinet on 12 September 2019. It aims to create a thriving, sustainable and dynamic voluntary and community sector that improves the lives of individuals and communities in Warwickshire.
- 1.2 The Strategy recognises that within Warwickshire's many and diverse communities there is a wealth of skills, resources, relationships, and networks that we can build on. By working together, we can capitalise on the strengths of our collective assets to make Warwickshire the best it can be, now and for future generations.
- 1.3 The pandemic has further highlighted the wealth of skills and resources within communities, in their response to local priorities and identification of strong, robust, and sustainable solutions.
- 1.3 Although the voluntary and community sector has responded positively to the pandemic, it has faced many challenges and has changed significantly and fundamentally since March 2020. The sector:
 - Has needed to employ new models of delivery where face-to-face contact was often the default model.
 - Has seen large numbers of existing volunteers needing to shield, isolate or otherwise pause or stop their volunteering.
 - Has experienced large numbers and different types of new volunteer coming forward, although in many cases this is best described as social action rather than volunteering, for example in respect of the local COVID support and mutual aid groups.
 - Has seen a significant drop in income from grant streams and traded income.
 - Has needed to use financial reserves to continue operating in many cases.
 - Has seen increases in demand for services, especially around mental wellbeing, loneliness and isolation, and financial exclusion.

1.4 The vision and purpose of the Strategy have not altered because of the pandemic. The key objectives remain to support the Council Plan 2020-25 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, and skills and infrastructure.

1.5 There is a crucial link between the Strategy and the COVID Recovery Plan, whose fourth priority is 'to harness the power of our communities to tackle inequality and social exclusion'. An extensive programme of work to deliver this priority forms part of the Council's Change Portfolio, flowing from, and reflecting, much learning from the Pandemic where the role of Warwickshire's voluntary and community groups has been instrumental. There will also be a crucial link between the Strategy and the new Council Plan.

1.6 Appendix 1 features the six priorities from the Strategy and activities completed against these priorities.

1.7 In addition to the Strategy's golden threads of social value and digital inclusion, additional threads around climate change, mental wellbeing, loneliness and isolation, and financial exclusion, must all now be considered.

1.8 2021/22 looks set to bring further uncertainty to the voluntary and community sector and the Council will need to continue its approach of the previous 12 months: acting on lessons learnt and evidence, investing intelligently, applying flexibility where necessary, and recognising the strengths of the sector.

2 Financial Implications

2.1 None

3 Environmental Implications

3.1 None

4 Supporting Information

4.1 The Strategy includes six interdependent and connected priorities:

- Strengths-based working.
- Promoting social action and volunteering.
- Community engagement.
- Effective partnerships.
- Self-help, early intervention and prevention.

- Investment in local communities.

4.2 To deliver the Strategy a delivery plan was being developed in the early months of 2020. However, at the time of commencing engagement on the draft delivery plan the pandemic took hold, resources were diverted, and engagement was paused. Subsequently many of the actions in the draft delivery plan were incorporated into the COVID Community Recovery Plan, including key workstreams around:

- The recommissioning of the Voluntary Sector Support, Equalities, and Residents' Advice services.
- The development of a set of proposals around the Council's approach to social value.
- Agreeing and implementing a common strengths-based approach across Council services.
- Increasing social action through the scoping and development of place-based institutions and assets.
- Developing digital platforms and technologies to support communities.
- Reviewing existing strategic partnerships including the Third, Private and Public Sector Partnership Group (now known as the Thriving Communities Partnership) and Financial Inclusion Partnership.
- Addressing poverty through the promotion of key support schemes and financial inclusion work.
- The introduction of a new Community Engagement and Participation Framework.
- Scoping opportunities / approaches to increase capacity building in communities for prevention, self-help, early intervention and improve community wellbeing.
- Ensuring access to IT and training for the most vulnerable.
- Supporting voluntary and community sector activities around employment and work-readiness, for example job clubs.

4.3 During the pandemic many new service offers were launched to support communities and residents as part of the Council's response, including:

- A directory of COVID support groups and mutual aid groups, which at its peak contained details of 280 groups across the county.
- A programme to train Community Champions across the county, which so far has recruited and trained 90 individuals from a wide range of communities and backgrounds.
- A simplified County Councillors' Grant Fund stripped back to expedite funding getting to grass-roots voluntary and community groups. The Fund supported 300 groups in 2020/21
- Targeted community engagement work to support test and trace activity in every part of the county.
- Volunteer involvement in the Shielding Hub which provided over 10,500 food parcels to residents.
- Enhanced support through our commissioned voluntary sector providers Warwickshire Community and Voluntary Action, Citizens Advice, the

Equality and Inclusion Partnership, and Warwickshire Association of Local Councils. Examples include a comprehensive programme of support to organisations that have been negatively impacted through COVID, increased community engagement around Equality Act protected characteristic groups, translation/interpretation support, and weekly newsletters to town and parish councils to support those shielding and/or isolating.

- Extension of the existing contracts with our voluntary sector providers and service priorities reviewed and changed to reflect COVID pressures. Feedback on the existing services from communities, residents, and partners as part of continuous improvement.
- Continuation of work to have in place new voluntary sector support services/contracts from 1 April 2022, which has involved further stakeholder engagement to ensure both current and future service requirements are embedded into specifications.
- Online briefing sessions with Councillors.
- Increased work across Council Directorates and service areas, specifically around shielding, test and trace and the community testing programme.
- Increased partnership working with the Borough and District Councils, Health, and the Police, again around shielding, test and trace and community testing, but also supporting the vaccination programme and community safety initiatives.

4.4 Through a combination of funding to support clinically extremely vulnerable individuals, and Contain Outbreak Management Funding, additional investment has been made into the voluntary and community sector to help address specific pressures. Examples include:

- £46,000 COMF funding to support the volunteering elements of the community testing programme, resulting in 300 volunteers being recruited and managed.
- £120,000 COMF funding to provide additional debt worker and housing specialist advisors, providing intensive support to 400 vulnerable individuals.
- £9,000 of CEV funding to local art projects aimed at sustaining good mental health, engaging with 500 individuals.
- £20,000 of CEV funding for a befriending project, supporting 100 vulnerable individuals each week.

5 Timescales associated with the decision and next steps

5.1 There are no associated timescales or next steps.

Appendices

Appendix 1. Activities completed against the six priorities of the Strategy.

Background Papers

1. Voluntary and Community Sector Strategy 2020-25

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Lead Member		

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

Local Member(s): None

Other members: Councillors Warwick, Singh Birdi, Phillips, Boad, W. Roberts

Appendix 1

Priority	Actions against this priority
<p>Priority 1: Strengths-based working To embed a new way of working within the Council which harnesses the skills, connections, and potential of our communities, thereby enabling a culture of innovation in service delivery.</p>	<p>The Council is developing an organisation-wide approach to strengths-based working.</p> <p>The Council continues to invest in an asset-based community development programme in priority neighbourhoods.</p> <p>The Council has developed a new Community Development apprenticeship programme.</p> <p>The Council has recruited a BAME Community Development Worker.</p> <p>The Council is supporting the network of COVID support and mutual aid groups.</p>
<p>Priority 2: Promoting social action and volunteering To create an environment that enables the mobilisation of individuals and communities to respond to locally agreed priorities and strengthen connectivity.</p>	<p>The Council has extended its current Voluntary and Community Sector Support service until 31 March 2022.</p> <p>The Council is commissioning a new Voluntary and Community Sector Support service from 1 April 2022. The commissioning is involving input from all Directorates.</p> <p>The Council has invested additional monies into the current Support service via the Contain Outbreak Management Fund and in response to service pressures.</p> <p>The Council, through its Voluntary and Community Sector Support provider is creating a network for newly formed community groups, including COVID support and mutual aid groups.</p> <p>The Council is undertaking research to understand the motivation behind social action.</p> <p>The Council is mapping social action.</p> <p>The Council is developing a community toolkit to create the conditions for and support flexible and dynamic social action.</p> <p>The Council is participating in a programme of Compassionate Communities as a model for Social Action.</p>

	<p>The Council has developed a Good Neighbour Scheme pilot in Rugby Borough.</p> <p>The Council is revamping its Volunteer Managers' Network.</p> <p>The Council is working with employers to encourage employer-support-volunteering schemes and micro-volunteering opportunities.</p> <p>The Council has created a programme of volunteering around mass testing sites, with over 250 regular volunteers.</p>
<p>Priority 3: Community engagement To facilitate effective and meaningful dialogue between the Council, residents and the voluntary and community sector to ensure appropriate involvement in the design, delivery, ongoing transformation and continuous improvement of public services.</p>	<p>The Council is creating a Community Engagement and Participation Framework.</p> <p>The Council is investigating new accessible and inclusive digital technology to assist with Community Engagement.</p> <p>The Council will launch the new Information and Advice Portal (Searchlight) in June.</p> <p>The Council is investigating alternative engagement methods for those who are digitally excluded, including older people.</p> <p>A new Digital Inclusion Task and Finish Group is planned.</p> <p>The Council has put in place a new service level agreement with Warwickshire Association of Local Councils, to engage with town and parish councils and to develop the capacity and resilience of these.</p>
<p>Priority 4: Effective partnerships To facilitate collaboration and coordination to maximise the use of resources across the public, private and voluntary and community sectors.</p>	<p>The Council has reviewed its Third, Private and Public Sector Partnership Group (now known as the Thriving Communities Partnership).</p> <p>The Council is reviewing its Financial Inclusion Partnership.</p> <p>The Council remains committed to the Armed Forces Strategic Partnership</p> <p>The Council has had a key contribution to the establishment and running of new partnerships during the pandemic, including the Incident Management Teams</p> <p>The Council has created a Food Forum and</p>

	<p>associated sub-groups. The Forum is chaired by the Portfolio Holder for Environment, Climate and Culture.</p> <p>The Council is involved with dementia partnerships and support groups across the county.</p> <p>The Council is involved in the creation of a COVID survivors' partnership.</p>
<p>Priority 5: Self-help, early intervention, and prevention To promote and support community-based models of self-help and early intervention activities that help to build resilience and reduce the demand on public services.</p>	<p>The Council has continued its Time Banking proof of concept, with time banks established in each of the 5 Boroughs and Districts.</p> <p>The Council has established a network of 90 Community Champions across the county.</p> <p>The Council is developing digital platforms and technology to support community recovery, in turn enabling self-help and prevention.</p> <p>The Council has undertaken a project around the NHS Volunteer Responder tool, to evaluate its effectiveness across the county and to help embed a refreshed tool, to be launched in summer 2021, with a specific focus on Nuneaton and Bedworth where usage rates have been lower.</p> <p>The Council is developing an early intervention and prevention strategy / framework, led by Strategic Commissioning.</p> <p>The Council is looking at ways of working with the voluntary and community sector to recycle IT equipment and to provide ICT skills and training.</p> <p>The Council continues to provide holistic support to job clubs across the county.</p> <p>The Council is creating a Loneliness and Social Isolation Action Plan.</p> <p>The Council is creating a Family Hardship Strategy.</p>
<p>Priority 6: Investment in local communities To help secure a strong and sustainable voluntary and community sector in Warwickshire, including the development of</p>	<p>The Council has created a Social Value Task Group.</p> <p>The Council has continued its Councillors' Grant Fund, running 2 rounds of this in 2020/21</p>

digital skills and capabilities within our communities.

and investing £342,000 into grass roots' voluntary and community sector groups.

The Council, through DEFRA Emergency Assistance Funding, has funded 29 projects a total of £520,000. The funding was allocated through proactive working with Borough and District Council partners.

The Council, through MHCLG funding to support Clinically Extremely Vulnerable individuals, has provided voluntary and community groups with around £300,000 of additional investment.

Vulnerable communities have been supported using Local Welfare Scheme funding and COVID Local Support Grant.

COVID funding has topped-up contracts supporting the mental health and loneliness and isolation agendas.

Following a Budget resolution in February 2021, proposals for a Social Endowment/Investment Fund are being developed, to go to Cabinet in September 2021.

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Resources and Fire & Rescue Overview and Scrutiny Committee

14 July 2021

2020-21 Performance Report of Warwickshire Fire and Rescue Service Activity

Recommendation

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

1.0 Summary and Conclusions

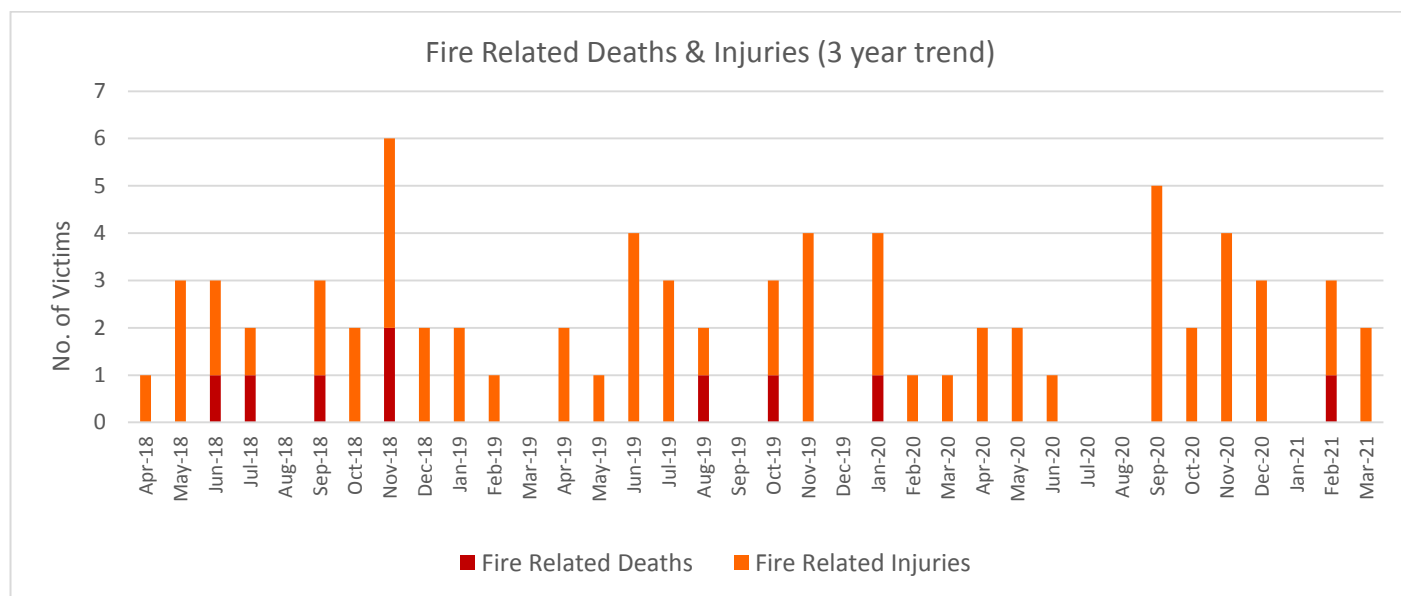
- 1.1 This report summarises the performance of Warwickshire Fire and Rescue Service (WFRS) against some of the key business measures reported on corporately. The figures have been taken from across a number of Fire and Rescue teams and aim to give a view of historical trends (over the past three years where possible) and a summary of the most recent performance for the period 1st April 2020 to 31st March 2021.
- 1.2 The performance across all of the measures has been directly affected by the COVID-19 pandemic. Many of the incident types usually attended by firefighters have seen significant reductions in the lockdown periods which has impacted on the 2020/21 figures. Levels have slowly been increasing as restrictions have been lifted in spring 2021.
- 1.3 Positively, the number of incidents attended has reduced across all of the key areas. In particular there have been reductions in the number of fire deaths and injuries, accidental dwelling fires, deliberate fires and attended road traffic collisions. Some areas saw reductions of over one third. During the pandemic Firefighters have been actively involved in many other community based activities, for example staffing lateral flow test sites and delivering medicine and food parcels.
- 1.4 Appliance availability remains high for wholetime (97.42%) and the on-call availability figure is lower at 70.67%. Recruitment challenges impact on the on call availability figures and the figures have been affected by the pandemic when officers have returned to primary

employment.

- 1.5 The Fire Control Team have met the target of handling calls within 90 seconds on 86.8% of occasions over the last twelve months, which continues to exceed the target of 85%.
- 1.6 Community prevention activity has also been directly affected during the pandemic, where firefighters have not been able to engage with the public as they usually would. Teams have been quick to respond and adapt to new ways of working and have been conducting online Safe and Well Checks to ensure people remain safe in their homes and also have assisted with prescription drops, welfare calls and food parcel coordination.
- 1.7 There has been a significant increase in Hospital to Home activity throughout the pandemic. 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 is 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 them get home.
- 1.8 Once home the patient is settled in by the Hospital to Home team where they will check if there are working smoke alarms present and fit new ones if required. They can also make 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. Due to the pandemic there has never been a bigger demand for this service and the number of referrals and collections is increasing month on month.
- 1.9 The service continues to monitor and track its performance with acknowledgement of the changing risk profile. Key drivers for future change in the risk profile are the effects of emerging from the COVID-19 pandemic and climate change.
- 1.10 New reports are being regularly developed by the Business Intelligence team and are shared with fire personnel at all levels to assist with targeting resources more effectively and prevention work.

2.0 Key Business Measures

2.1 Fire Related Deaths and Injuries



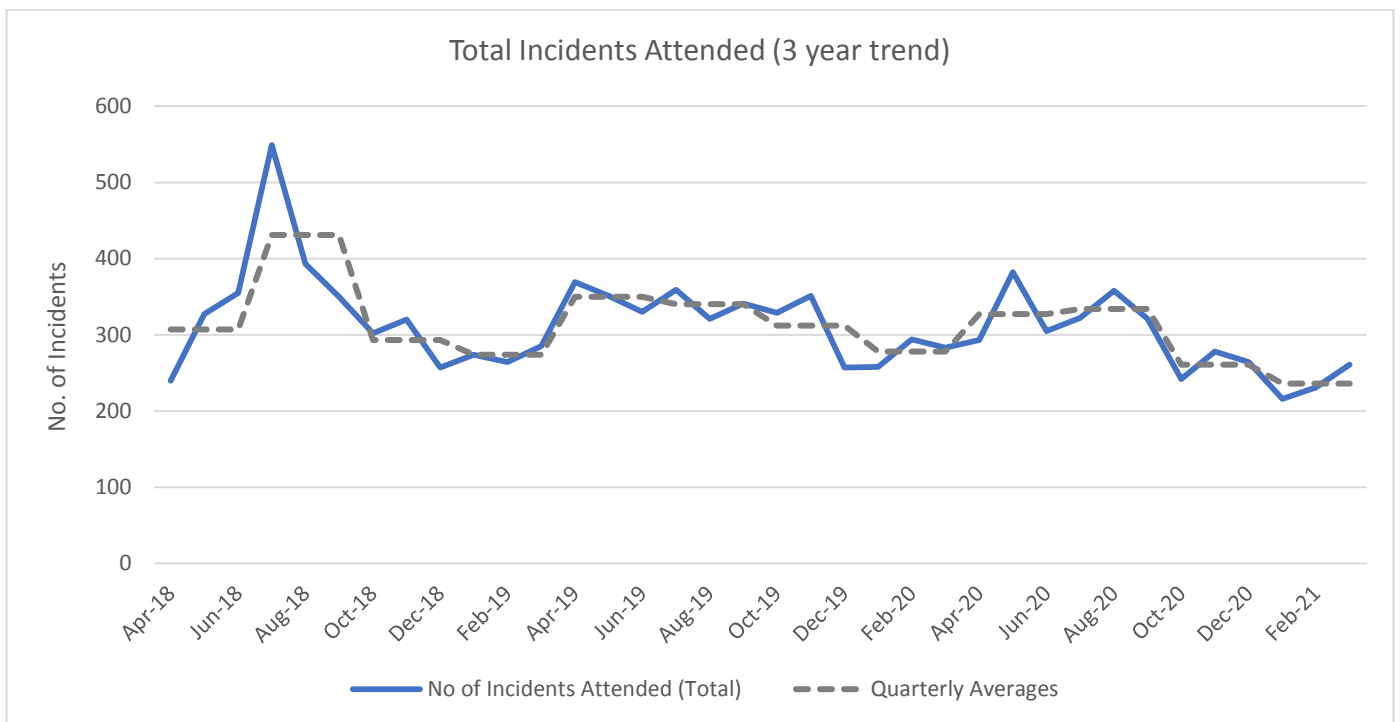
Source: Firecrest

In 2020/21 there was one fire related death recorded, which is a reduction on three recorded in the same period of 2019/20. The Coroner has yet to confirm that it was fire related and the figure will be updated once we have confirmation. In the event of a fire related death, the Service investigates in an effort to understand causes and identify any appropriate improvement activity.

In 2020/21 there were 23 fire related injuries recorded, which is an increase of one incident as compared to the 22 fire related injuries recorded in the same period of 2019/20. For the 23 victims, 13 victims were taken to hospital and 10 were given first aid at the scene. Three incidents saw victims with serious injuries.

The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activity. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any causal factors (such as alcohol/drug dependency/mental health issues) in the hope of preventing similar incidents and injuries in the future.

2.2 Number of Attended Incidents



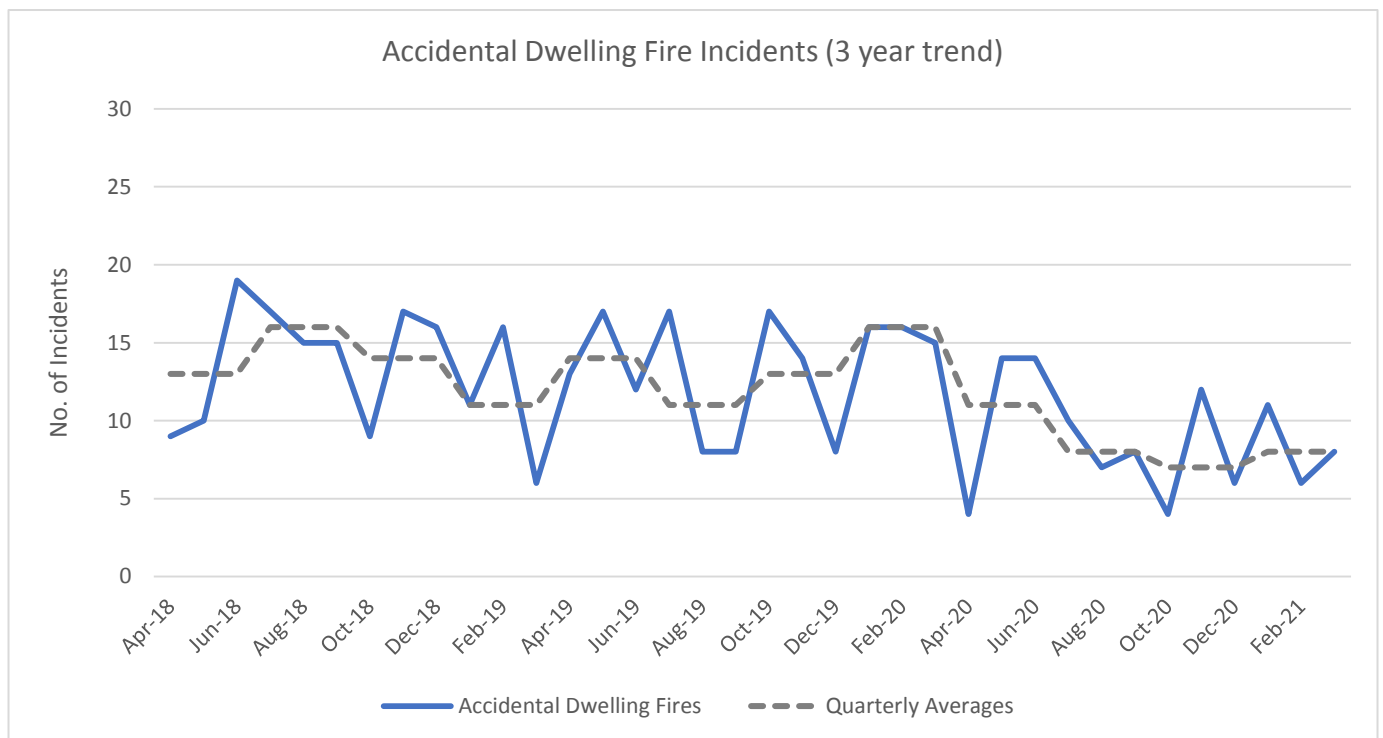
Source: Firecrest

From April 2020 to March 2021, WFRS have attended 3,473 incidents which is a 10.6% reduction (370) on the same period of 2019/20. The level of incidents has been directly affected by the COVID-19 pandemic. The total amount of fires attended has reduced by 15% (180 incidents) and in particular there has been a large reduction in the number of deliberate fires (27%, 119). False alarms experienced an increase of 0.8% (12 incidents). Road traffic collisions saw a reduction of 22% (77 incidents) and levels for Special Services attendances reduced by 18% (123 incidents). Special Services incidents are non-fire related incidents (excluding road traffic collisions).

The peak seen in Summer 2018 occurred due to the increase in fire related incidents which was the result of a month long heatwave.

The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities. The increasing number of false alarms resulting from unwanted signals from fire alarm systems in life risk premises (e.g. care homes) will need to be addressed as soon as possible once COVID-19 restrictions are lifted. The Service has to respond to such calls but, at the moment, sending non-emergency staff into such premises to give advice and help reduce the number of calls is not possible.

2.3 Number of Accidental Dwelling Fires



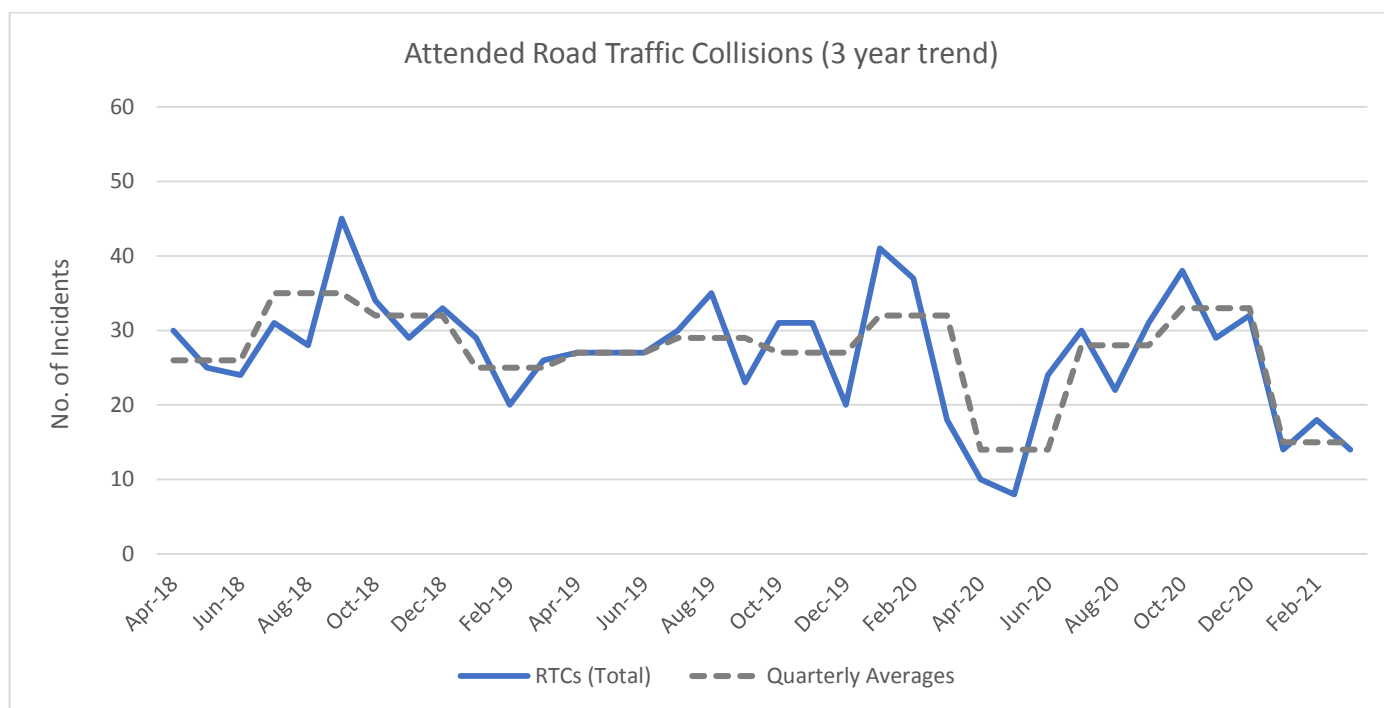
Source: Firecrest

From April 2020 to March 2021, WFRS have attended 104 accidental dwelling fires, which is a 35.4% reduction (57 incidents) when comparing to the same period of 2019/20 (161). The level of incidents has been directly affected by the COVID-19 pandemic. More people are remaining in their homes and are likely to spot fires and report them sooner. Incident levels and severity of incident are monitored closely to identify and react to any emerging trends. National benchmarking for 2019/20 indicates that Warwickshire remains a top performer when compared nationally.

Since July 2019 an addition to the Firecrest incident system questions has made it possible to understand how many accidental dwelling fires are confined to the room of origin. The proportion of fires confined to the room of origin has increased over the last two years. For the period April 2020 to March 2021, 86% of accidental fires are confined to the room of origin which is an increase from 82% reported between July 2019 and March 2020. It is possible that this increase could be attributed to an increase of people working from home and being more vigilant.

A risk analysis for Accidental Dwelling Fires has been recently conducted by the Business Intelligence team which highlights Mosaic Groups which are most at risk of suffering a fire to assist with targeting preventative work across Warwickshire (by identifying where these groups live). The team have also conducted a piece of analysis to assist with targeting Safe and Well Checks to vulnerable households in the community.

2.4 Number of Road Traffic Collisions Attended



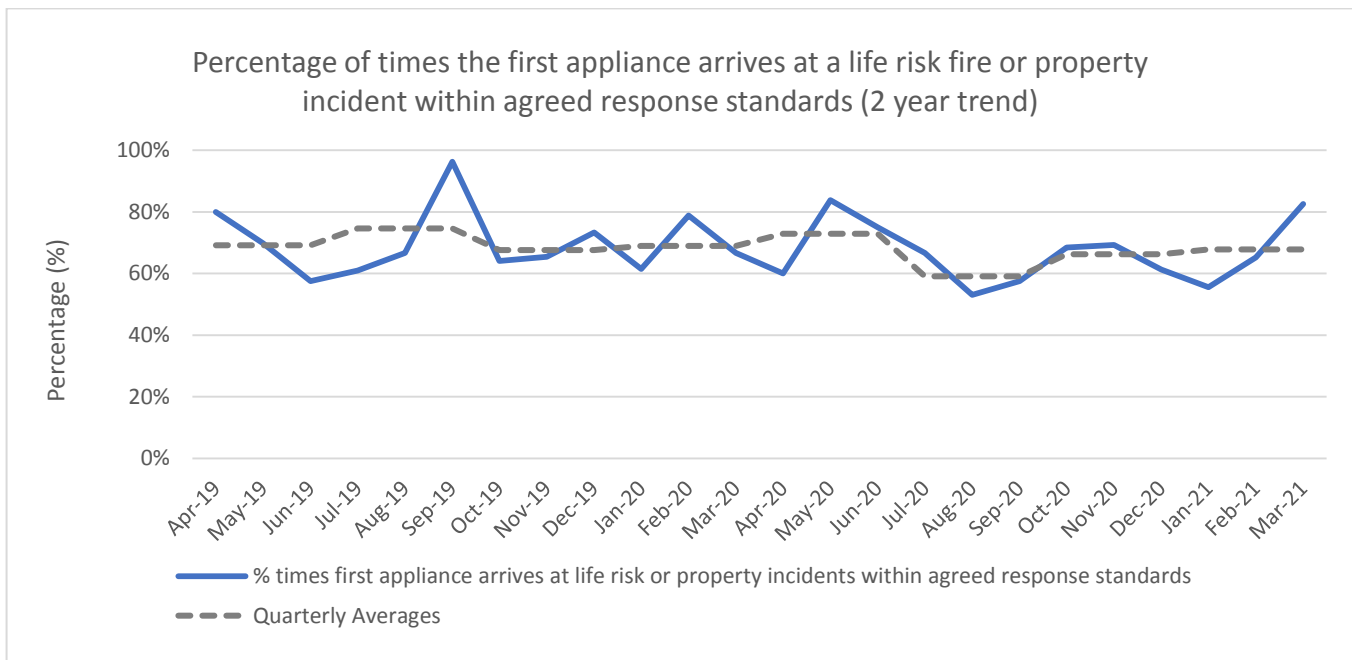
Source: Firecrest

From April 2020 to March 2021, Warwickshire Fire & Rescue Service have attended 270 road traffic collisions, which is a 22.2% reduction (77 incidents) when comparing to the same period of 2019/20 (347). The figures have been greatly affected by the lockdown period for the COVID-19 pandemic but the number of road traffic collisions have been increasing since lockdown restrictions eased. Of the total of road traffic collisions attended, there have been 55 incidents requiring extrications, which is 44% less than last year (44).

The frequency, types and locations of this type of incident are monitored closely to identify any emerging trends and subsequent prevention activity. The Business Intelligence team conducted an analytical profile of people killed or seriously injured on Warwickshire roads by station cluster to reveal the trends, the key themes for accidents and the hotspot areas. The profile has been shared with all of the station managers, firefighters and the WCC Road Safety Team to assist with preventative work.

The Service continue to work in partnership to reduce the number of people killed and seriously injured on Warwickshire roads, also working with surrounding Fire Services.

2.5 Response Times



Source: Firecrest, Vision

The April 2020 to March 2021 figure for the percentage of times an appliance arrives at life risk or property incidents within agreed response standards is 66.54% which is a reduction on the year end 2019/20 figure of 70.1%. The target time is ten minutes for the first attending appliance. The average time to respond to a life risk incident for the attending appliance is:

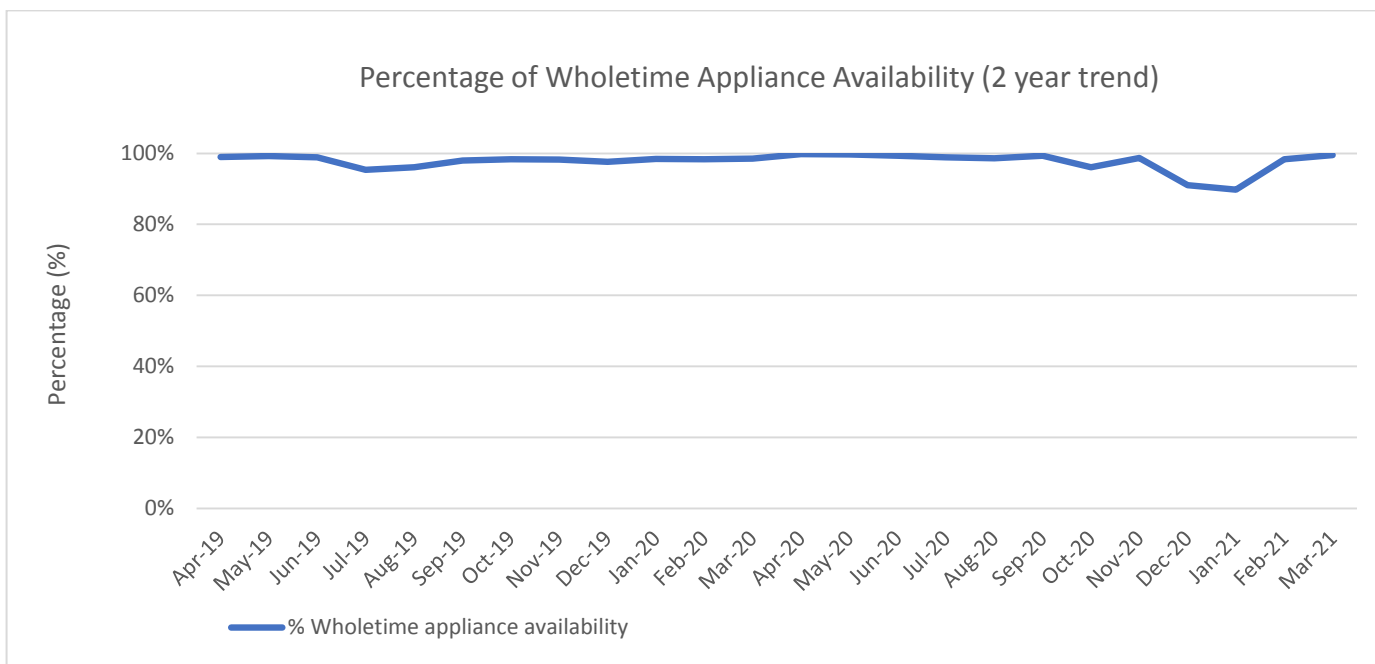
- 8 minutes 32 seconds for Fire incidents
- 9 minutes 47 seconds for Road Traffic Collisions
- 8 minutes 25 seconds for Special Services incidents

For initial appliances which missed the 10 minute target the average time for response was:

- 13 minutes 47 seconds for Fire incidents
- 12 minutes 55 seconds for Road Traffic Collisions
- 13 minutes 39 seconds for Special Services incidents

The Service focuses its attention and short-term remedial measures on the incidents which occurred within the modelled 10 minute response time but at which that target time was missed. The COVID-19 epidemic has resulted in a welcome reduction in life risk incidents as people spot potential situations in the home earlier and travel less, resulting in a reduction in serious fires and road traffic collisions. The epidemic has also had the effect of reducing the support available to On-Call fire stations from Whole-time station as the Service introduced station "bubbles" and had to cancel a programmed recruits course to prevent spread of the virus. Resultant lower availability on rural On-Call stations combined with the usual wide geographical spread of incidents has resulted in significant variations from month to month.

2.6 Wholetime Appliance Availability



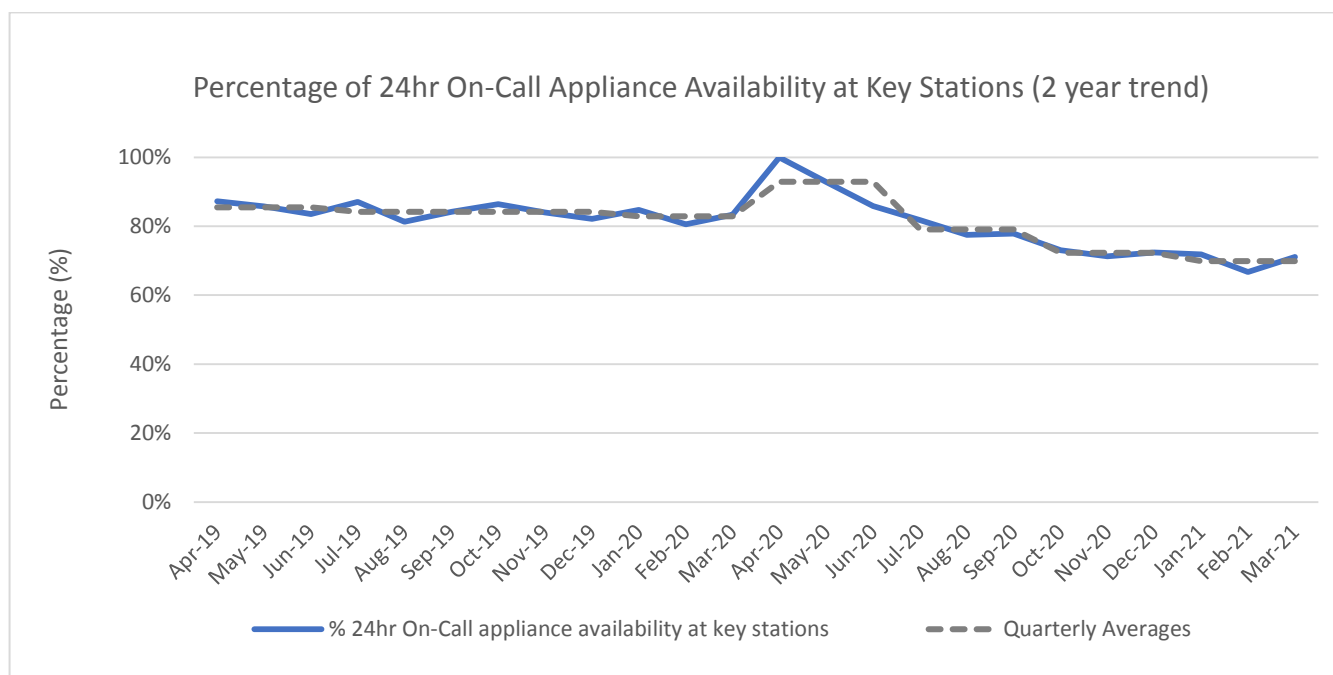
Source: One Drive, Wholetime Availability Spreadsheets, 2019/20, 2020/21, 2021/22

The average Wholetime appliance availability for the full year 2020/21 is 97.42%, which is a very slight reduction on the 2019/20 figure (97.99%).

A decision was taken early in the COVID-19 epidemic to create station bubbles in order to limit the potential spread of COVID-19. This has had a slight downward effect on availability, although the service has not found itself in the position of having to respond with depleted numbers.

The use of temporary contracts, transfers in from other Services and the introduction of a pool of recently retired firefighters working part time to fill crewing gaps should assist with availability. The agreed additional funding to mitigate fatigue associated with working the Day Crewed Plus duty system should affect a significant improvement in overall appliance availability once new Firefighters have been recruited and trained to take up the positions.

2.7 24hr On-Call Appliance Availability at Key Stations



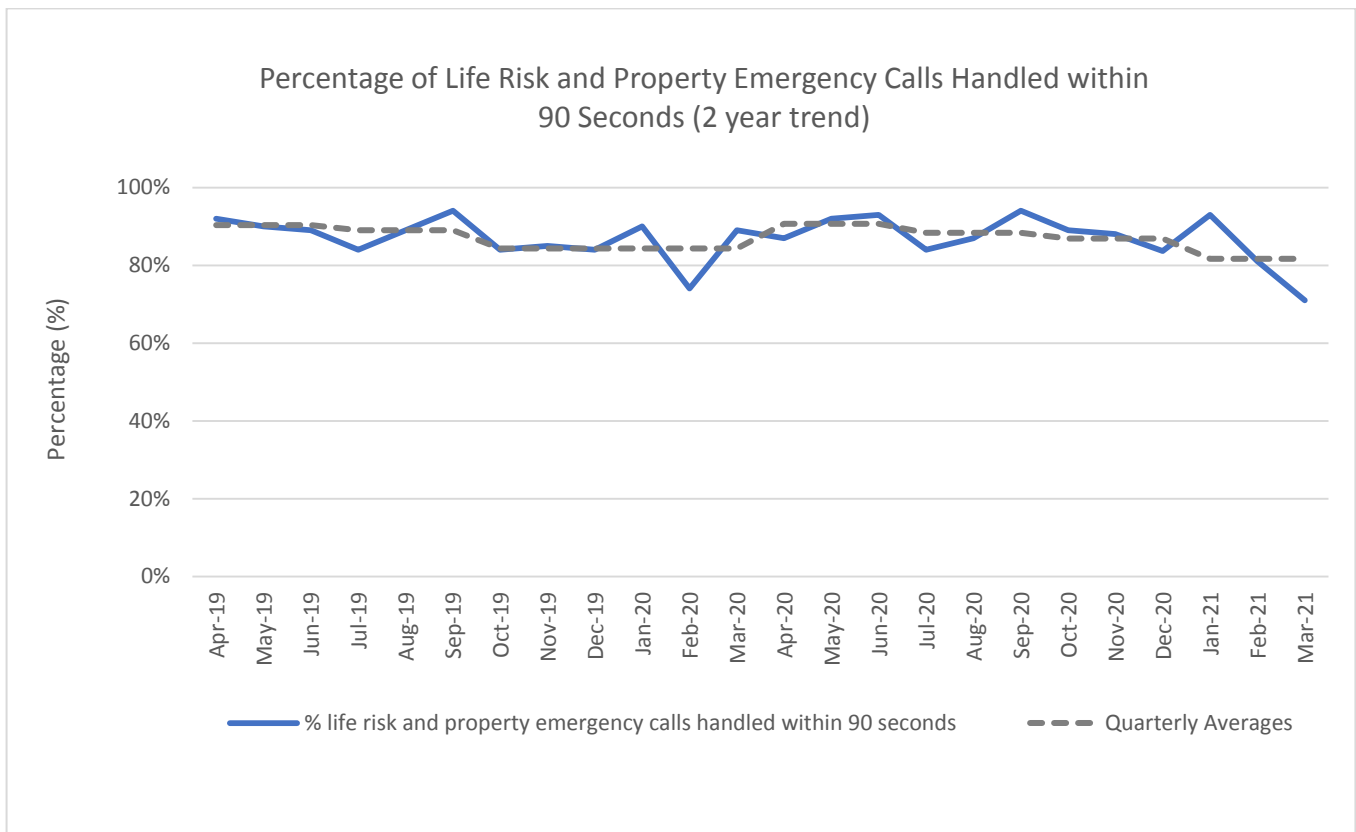
Source: Fire Service Rota

From 1st November 2020 it was agreed that going forward, the key availability measure (percentage) should focus on on-call crews that are available as a full crew to respond to Priority 1 incidents. The figures reflect this change from the 1st November. For the period November 2020 to March 2021 the average on-call availability figure for the full year is 70.67%.

Improved availability of On-Call staff at key stations has reduced the need to support them with wholetime resources. There was a noticeable improvement during the early stages of the COVID-19 epidemic though this has waned as staff have gone back to primary employment.

The intention is to enable on call stations to become self-supporting and create a "virtuous cycle" of improving commitment and availability, though this may be tempered by the effect of recruiting on call staff in to wholetime positions. A dedicated Station Manager has been moved within Response to focus on exploring new approaches to improve on call availability which should, alongside a resumption of recruit training, begin to improve the picture. On call recruitment remains a challenge and is an ongoing and continual process.

2.8 Life Risk and Property Emergency Calls Handled within 90 Seconds



Source: Fire Control - Vision

The Fire Control Team have achieved an average call handling time of 86.8% over the last 12 months - which exceeds the target of 85%. Whilst accuracy in extracting information from a caller, to inform the most suitable response, is always the predominate factor above speed, the improvement in call handling figures reflect the work that has been done to bring new members of the team fully up to speed and the improving confidence across the team.

2.9 Number of Community Safety Contacts

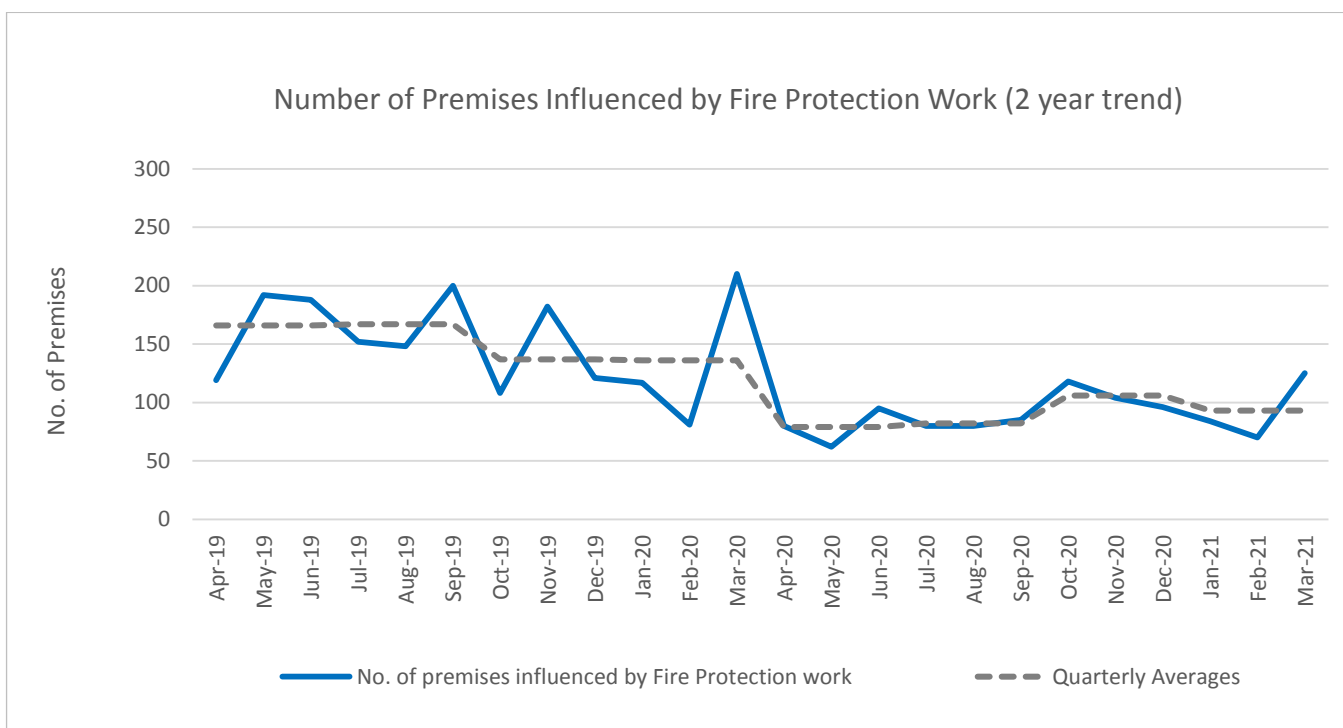


Source: Fire Prevention Team

The target has always been met and exceeded year on year through an extensive range of targeted safety initiatives and engagements that the Service would normally deliver on. However, as a result of the face to face restrictions that Covid-19 brings, the strategic intention is now to focus even more on WCC's most vulnerable, but in different ways. This will involve different ways of working, which may mean spending more time with fewer people, but these will be people with the greatest need of our prevention and community safety services, which should provide an overall increased benefit in higher risk prevention outcomes.

There has been a significant increase in Hospital to Home activity so far this year, which by definition puts us in contact with one of our key target demographics. Covid-19 has had an impact due to social distancing rules and as such WCC have not reached the 2020/21 target of 40,000 contacts. The full year figure for 2020/21 was 9,910 contacts.

2.10 No. of Premises Influenced by Fire Protection Work



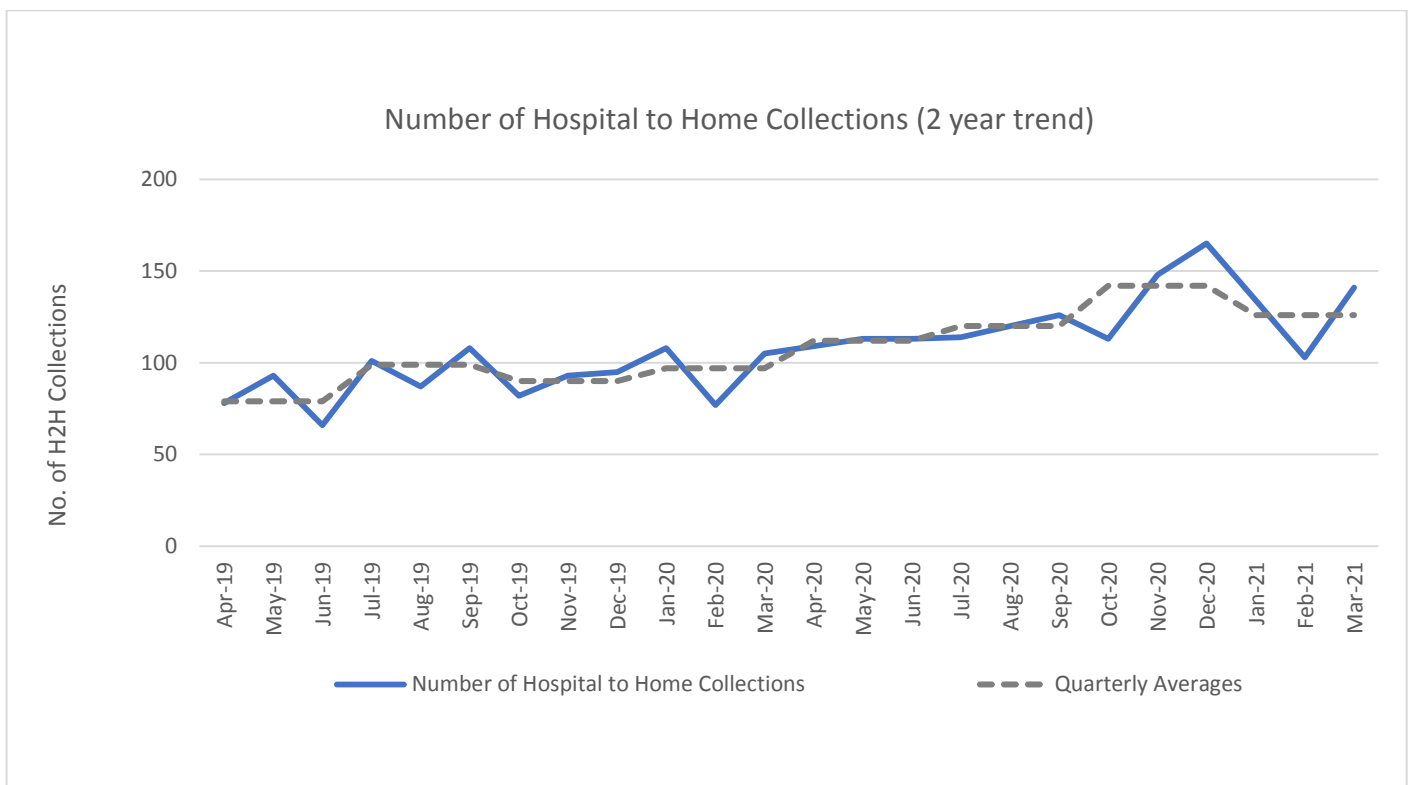
Source: Fire Protection Team

The target for 2020/21 for the number of premises influenced by fire protection work was 2,000 compared to the actual figure achieved of 1,079. This was a new measure that was introduced last year to reflect the positive contribution Fire Protection activity has within the communities of Warwickshire.

Much of the work that derives this performance figure is driven by audits of premises/structures falling under legislation relating to the hospitality sector, wedding venues, planning and building controls and sports grounds, as well as wider business premises concerns. These areas have been significantly hit by the pandemic and consequently there has been a reduction of incoming work coupled with the inability to visit premises such as care homes, schools and hospitals for the purpose of inspections. A further impact has arisen due to an increase in new starters to the department due to its recent expansion. This has a direct impact on output due to the level of support that is required by existing qualified and experienced fire personnel.

The Home Office and National Fire Chiefs Council (NFCC) agreed that desktop audits can be included in audit returns for Fire & Rescue Services and these are reflected in performance figures from Quarter 3 onwards. Although some areas did begin to “turn back on” last summer this was in a limited way and with the subsequent re-imposition of COVID-19 restrictions, continued low performance against conventional targets continued throughout the period. The team will continue to look at alternative ways to work, maintaining their focused and targeted approach on those most vulnerable and at risk.

2.11 Hospital to Home Collections



Source: Firecrest

As noted at the start of the report, the scheme has been a success and continues to strengthen the WRFS brand within the community, and ensure the elderly and vulnerable are supported and safe.

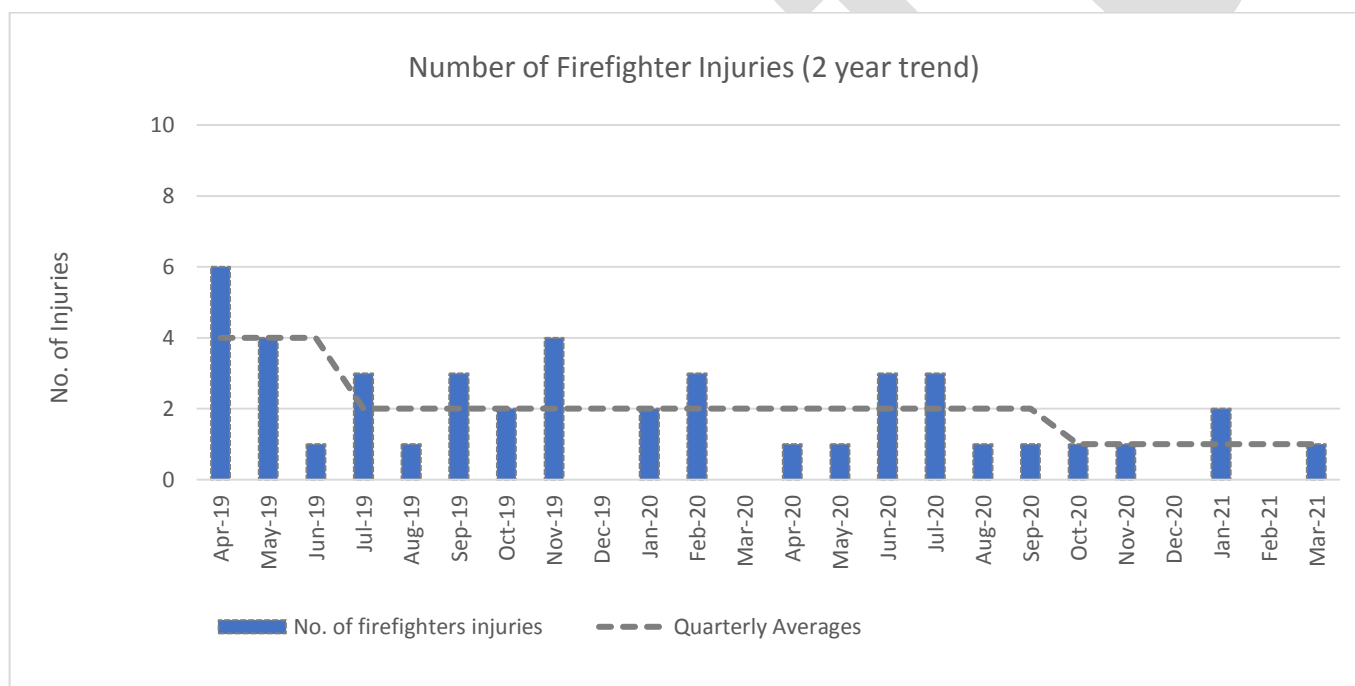
There has been a significant increase in Hospital to Home activity throughout the pandemic. The number of collections has increased from 1,092 in 2019/20 to 1,497 in 2020/21, a 37% increase (405 collections). Peaks in demand were in November and December 2020 when much of the local area was in lockdown.

2.12 No. of RIDDOR (reporting of injuries, diseases and dangerous occurrences reporting)

In 2020/21 there were 4 RIDDOR incidents reported, where the target is zero. It is however encouraging to report that no 'major injuries' and 'over-7day' injuries were reported.

Two Dangerous Occurrences were reported, these involved two separate incidents on the same training course where Breathing Apparatus (BA) sets were reported going into free flow (constant flow of air into the facemask). The issue was robustly investigated and the cause identified. As a result of the incidents, all personnel were reminded of the correct cleaning and stowage of set facemasks and all training sets were inspected for the fault found. All training sets are now subject to testing carried out twice a year.

2.13 No. of Firefighters Injuries



Source: WFRS Health & Safety Team

Whilst the target for 2020/21 is zero injuries, it is accepted that minor injuries will occur during operational and training activities. There were a total of 15 injuries reported for the 2020/21 period.

All reported injuries are investigated, and remedial measures are put in place where possible and appropriate.

3.0 Financial Implications

3.1 None.

4.0 Environmental Implications

4.1 None.

5.0 Timescales associated with the decision and next steps

5.1 Not applicable.

Background Papers

None

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

Local Member(s):

Other members:

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TOTAL ACTIVITY
undertaken in the Warwickshire community

Prevention
12,917
60,707 (19/20) ↓



Contacts - 9,910
43,645 (19/20)

Safe and Well Checks - 1,330
6,208 (19/20)

Road Safety activities - 362
409 (19/20)

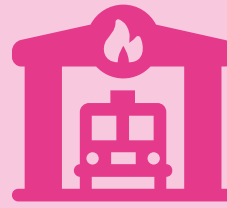
Protection
1,079
1,818 (19/20) ↓



premises influenced by Fire Protection

People school programmes - 1,315
6,326 (19/20)

Response
3,473 incidents attended
3,843 (19/20) ↓



False Alarms 1,592
46%

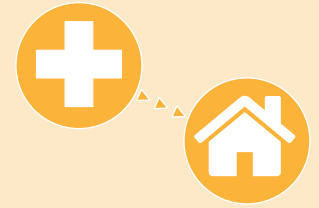
30% **Fires** 1,048

16% **Special Services** 563

8% **RTCs** 270 (8%)

30% of the 1,048 fires were deliberate
1,230 fires (2019/20) ↓

Hospital to Home
1,497
1,092 (19/20) ↑



Hospital to Home collections

Emergency calls

9,784
10,686 (19/20) ↓

Total emergency calls received by WFRS
999

97%

The average **wholtime** appliance availability was 97.4% for 2020/21

Between November 2020 to March 2021 the average on-call availability was 71%

Response time

Average time taken to respond to a life risk incident for the first attending appliance*

8 mins 32 secs

Fire incidents

9 mins 47 secs

Road Traffic Collisions

8 mins 25 secs

Special Service incidents



Casualties

23 fire related injuries
22 (19/20) ↑

1 fire related death
3 (19/20) ↓

Accidental Dwelling Fires (ADFs)

Attended
104 ADFs

86% confined to room of origin

104
161 (19/20) ↓

Emergency calls

87% of life risk and property emergency calls handled within **90 seconds**



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