Cabinet

Date: Thursday 17 February 2022
Time: 1.45 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Andy Jenns
Councillor Kam Kaur
Councillor Jeff Morgan
Councillor Wallace Redford
Councillor Heather Timms

Items on the agenda: -

1. **General**

    (1) Apologies

    (2) Disclosures of Pecuniary and Non-Pecuniary Interests

    (3) Minutes of the Previous Meeting   5 - 12
    To approve the minutes of the meeting held on 25 January 2022.

    (4) Public Speaking
    To note any requests to speak on any items that are on the agenda
    in accordance with the Council's Public Speaking Scheme (see
    footnote to this agenda).

2. **Council Plan 2020-2025 Quarter 3 Performance Progress Report**   13 - 34
    (Period under review April 2021 to December 2021)
    A report that presents Cabinet with an update on the Council's
    performance set against the targets contained in the Corporate Plan.

    Portfolio Holder – Councillor Andy Jenns

Warwickshire
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9. **Children's Services Residential Proposals** 159 - 212
An exempt report setting out Children's Services residential proposals.

Portfolio Holder – Councillor Jeff Morgan

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

Warwickshire
County Council

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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
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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 that features on the agenda. 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.

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Warwickshire
County Council

Cabinet

Tuesday 25 January 2022

Minutes

Attendance

Committee Members
Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Jenns
Councillor Kam Kaur
Councillor Wallace Redford
Councillor Heather Timms

Others Present

Councillors Jonathan Chilvers, Sarah Feeney, John Holland, and Jerry Roodhouse.

1. **General**

    (1) Apologies

    Councillors Andy Crump and Jeff Morgan.

    (2) Disclosures of Pecuniary and Non-Pecuniary Interests

    None.

    (3) Minutes of the Previous Meeting

    The minutes of the meeting of Cabinet held on 7 December 2021 were agreed as an accurate record.

    (4) Public Speaking

    None.

2. **Developing Our Council Plan 2022**

Councillor Isobel Seccombe (Leader of Council and Chair of Cabinet) explained to the meeting that the Council Plan presented to the meeting built on the draft version presented to Cabinet in December. She advised that the document underpinned the medium term financial strategy and

its style and presentation had been developed to ensure the final, adopted version was more engaging and provided clarity on the ambitions of the Council going forward. She drew attention to the three strategic priorities and seven areas of focus set out on page 5 of the plan.

Councillor Andy Jenns welcomed the Plan, applauding its style and structure. He noted that it was a strategic document which would be underpinned by a delivery plan that would more clearly define the actions to achieve the priorities set out.

Councillor Jerry Roodhouse also welcomed the Plan and noted its use as a strategic document. However, he considered that there were a number of strategies which had recently been refreshed (eg the Domestic Violence strategy and Heritage and Culture Strategy) that underpinned its aims and ambitions and he suggested that these should be identified within the Plan together with URLs to make them easy to locate.

Councillor Seccombe noted that efforts had been made to ensure the Council Plan was a concise document. She advised that the Council's strategic framework was due to be refreshed from 1 April 2022, and whilst there were many strategies within the framework, she agreed that it would be helpful for them to be identified and made more easily locatable.

Resolved:

That Cabinet
1. Approves the Council Plan and supporting State of Warwickshire evidence base for submission to Full Council in February 2022.
2. Authorises the Chief Executive in consultation with the Leader to make such minor amendments to the Council Plan as she considers necessary in advance of it being presented to Full Council for approval

3. 2022/23 Budget and 2022-27 Medium Term Financial Strategy - Updated Information

Councillor Peter Butlin (Deputy Leader of the Council) introduced the published report which provided an update on the current financial position:
- The Local Government finance settlement was broadly positive for 2022/23 and provided £5.4m more funding from Central Government had been estimated from the Comprehensive Spending Review, although nearly £2m of this funding came with new expectations and costs in Adult Social Care, so only £3.4m was available to use to balance the budget reported in December.
- Additionally because the settlement was only one year and the Government Department for Levelling Up, Communities and Housing had signalled that the fair funding review would be implemented for the 2023/24 settlement it was unclear what impact this would have on core grants from Government moving forward.
- A cautious approach had been adopted, and a 25% reduction in core grants bad been assumed, meaning that only £0.2m of the £3.4m available in 2022/23 had been assumed would carry forward on an on-going basis from 2023/24 at this stage.
- In terms of Council tax and business rates the final positions from some Districts and Boroughs were awaited. In respect of Council Tax, initial indications suggested the overall tax base had increased more than planning assumptions and there should be an overall surplus on the collection fund.

- The report also provided an update on reserves, which were key to managing the short-term budget position, as was the review of the general risk reserve to ensure that appropriate financial mitigations were available should any risks escalate to become real issues.
- Since December there had also been a number of additional unavoidable spending pressures identified through the latest 2021/22 financial monitoring and issues that had emerged late in the process, totalling £0.77m.

There were no questions or comments on the report.

Resolved:

That Cabinet:
1. Notes the latest resource and spending information and the impact on the emerging budget proposals;
2. Notes the Strategic Director for Resources' risk assessment on the level of general reserves, as detailed in Appendix A;
3. Publishes, in light of the information provided, their 2022/23 budget resolutions for recommendation to Council on 8 February 2022; and
4. Authorises the Strategic Director for Resources to incorporate the outstanding resource information into the budget resolutions to be considered by Council on 8 February 2022.

4. Allocation of 2022/23 Dedicated Schools Grant

Councillor Peter Butlin (Deputy Leader of the Council) explained that the Dedicated Schools Grant (DSG) was the ring-fenced grant from Government that provided each local authority with an allocation of funding for schools and services for pupils. He indicated that the report outlined the context and position for each of the four blocks of the DSG, and the current proposed allocations.

Councillor Isobel Seccombe clarified that the Council was the accounting body but that the funding was distributed straight to the schools.

Councillor Jerry Roodhouse welcomed the support of the Schools Forum, although he expressed disappointment that not all the members had been able to support the transfer from the Schools Block to the High Needs Block. He noted that deficits in the High Needs DSG was a national issue that needed to be addressed and that continued pressure needed to be applied on this point. Councillor Seccombe considered that this had been an issue in the spotlight for some time and the associated White Paper was still awaited.

Resolved:

That Cabinet:
1. Approves the allocation of the Schools Block DSG, as outlined in Section 3 of the report;
2. Approves the Early Years allocation of funding for all early years providers as outlined in Section 4 of the report;
3. Approves the proposed allocation of the High Needs DSG budget for 2022/23, as set out in Section 5 of the report; and
4. Supports the proposals for allocating the 2022/23 Central School Services DSG budget, as set out in Section 6 of the report.

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5. Treasury Management Strategy and Investment Strategy

Councillor Peter Butlin (Deputy Leader of the Council) presented the Treasury Management Strategy and Investment Strategy for endorsement. He noted that this was an annual report but that it held more significance this year due to the implications of the Warwickshire Property and Development Group and the Warwickshire Recovery and Investment Fund.

Councillor Jerry Roodhouse commented on the level of external debt and borrowing and the associated loan to value rates set out in the report which could result in significant pressure. In response, Councillor Butlin advised that the £431m of external debt was well below the operation boundary of £590m which it was not expected debt should exceed and the authorised statutory limit was £709m which the council could not legally exceed. Compared to other local authority borrowing profiles, Warwickshire was still in a strong comparative position.

Resolved:

That Cabinet recommends to Council that:
1. The Treasury Management Strategy for 2022/23 (Appendix 2 to the report) be approved with effect from 1st April 2022.
2. The Investment Strategy for 2022/23 (Appendix 3 to the report) be approved with effect from 1 April 2022.
3. The revised lending limits for the Warwickshire Property Development Group come into immediate effect (Appendix 3 to the report at Annex 7).
4. Council requires the Strategic Director for Resources to ensure that gross borrowing does not exceed the prudential level specified (Appendix 2 to the report, Section 3.13, Table 10 "Authorised Borrowing Limit").
5. Council requires the Strategic Director for Resources to ensure that gross investment in non-Treasury investments does not exceed the prudential levels specified (Appendix 3 to the report at Annex 7).
6. Council delegates authority to the Strategic Director for Resources to undertake delegated responsibilities in respect of both strategies (Appendix 2 to the report at Annex 7, and Appendix 3 to the report at Section 2.5).
7. Council requires the Strategic Director for Resources to implement the Minimum Revenue Provision (MRP) Policy (Appendix 2 to the report at Section 2.8-2.20).

6. 2021-22 Financial Monitoring - Forecast Position as at Quarter 3

Councillor Peter Butlin (Deputy Leader of the Council) presented this report, noting that in terms of the revenue forecast, an overall overspend was still forecasted since the position at quarter 2. He noted that there had been a small increase in the remaining service variance, but this only left a net overspend of £0.55m, which was well within the acceptable tolerance.

There were no questions or comments on the report.

Resolved:

That Cabinet:

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1. Notes the adjusted forecast overspend of £0.551m that would need to be funded from the Directorate and General Risk Reserves at the end of 2021/22.
2. Notes there is a forecast adverse variance of £0.747m in the delivery of 2021/22 savings.
3. Approves the carry forward of £0.072m from Environment Services forecast underspend to enable the purchase of a replacement recovery vehicle for County Fleet Management reducing running cost as well as future maintenance costs.
4. Notes the forecast capital spend for 2021/22 of £138.529m, of which £124.363m is capital payments controllable by the County Council and the balance, of £14.166m, relates to schemes funded by s278 developer contributions where the timing is not directly controllable by the Council.
5. Approves the carry forward of the reprofiled spend on the capital programme of £29.255m in 2021/22 into future years and note the carry forward of s278 contributions of £2.576m that is not directly controllable by the Council.

7. Revenue Investment Funds 2021/22 - January 2022 Report

Councillor Peter Butlin (Deputy Leader of the Council) introduced this report which contained a single bid for the SEND and Inclusion Change Programme funding for Phase 2 costs being incurred in the current financial year.

Resolved:

That Cabinet:
1. Approves the SEND & Inclusion Change Programme Phase 2 bid as detailed in section 2 amounting to £0.969m from the Preventing Vulnerability Investment Fund.
2. Authorises the Strategic Director for Communities to procure and enter any agreements to give effect to the above proposals on terms and conditions acceptable to the Strategic Director for Resources.

8. Warwickshire Recovery and Investment Fund Investment Strategy

Councillor Peter Butlin (Deputy Leader of the Council) explained that the report presented a strategic document outlining the Warwickshire Recovery and Investment Fund's investment activities. The objectives of the WRIF were comprehensively detailed in the report.

Councillor Isobel Seccombe noted that an annual review had been promised and whilst it was still early days, this was an exciting opportunity for Warwickshire and the business sector.

Resolved:

That Cabinet approves the Warwickshire Recovery and Investment Fund Investment Strategy attached at Appendix 2 to the report.

9. Better Care Fund Plan 2021/22 Submission

Councillor Margaret Bell (Portfolio Holder for Adult Social Care and Health) introduced and summarised this report which sought approval of the Better Care Fund 2021/22 Plan, following assurance and confirmation of approval to spend by NHS England, to enable a Section 75

agreement between Warwickshire County Council and Coventry and Warwickshire Clinical Commissioning Group to be entered into.

Resolved:

That Cabinet delegates authority to the Strategic Director for People to enter into the proposed section 75 NHS Act 2006 agreement, with Coventry and Warwickshire Clinical Commissioning Group for delivery of the Better Care Fund Plan for 2021/22, on terms and conditions acceptable to him and the Strategic Director for Resources.

10. Delivering a Healthier Warwickshire – Physical Health Improvement Services – Approval to Tender

Councillor Margaret Bell (Portfolio Holder for Adult Social Care and Health) introduced this report which outlined the approach to the re-tendering of adult physical health services in Warwickshire. In summarising the report, Councillor Bell noted that the Council commissioned seven physical health and wellbeing services for adults across eight contracts which were approaching their expiration deadline. This presented an opportunity to review the current model of commissioning to ensure that the next commissioning cycle met current need, principles, and objectives to serve the population of Warwickshire.

Councillor Jerry Roodhouse highlighted the financial implications of the contribution of £90,000 from the Clinical Commissioning Group (CCG) not being secured. In response, Councillor Bell noted that the CCG was in the process of becoming an Integrated Care System (ICS) which had caused some delay but, as there was universal recognition for the importance of the affected service, she was expecting the funds to materialise along with further funding from the NHS.

Councillor Sarah Feeney asked about the link to GP Services and the difficulties patients faced securing face to face appointments. Councillor Bell advised that the report did not cover GP Services but that GPs would be asked, as part of the co-production work, what was working well for them. Health checks were an important part of the service which would continue to link in to GP Services in this regard.

Resolved:

That Cabinet:
1. Notes the key lines of enquiry relating to the recommissioning of the physical health and wellbeing services that are in scope.
2. Approves the commencement of a procurement process for the provision of an integrated adult physical health and wellbeing service by Warwickshire County Council.

Authorises the Strategic Director for People, in consultation with the Portfolio Holder for Adult Social Care and Health to enter into all relevant contracts for the provision of adult physical health and wellbeing services on terms and conditions acceptable to the Strategic Director for Resources.

11. Warwickshire Design Guide

Councillor Wallace Redford (Portfolio Holder for) presented this report, noting that there was currently no documentation that set out Warwickshire County Council's expectations to support developers and designers preparing to deliver improvements to the highway network. He

noted that the proposed new 'Warwickshire Design Guide' would provide comprehensive guidance in respect of all transportation infrastructure and the design of roads having regard to current trends in national and local transportation policies, the call for the flexible application of design standards and to take account of their environmental impact. He explained that the new guide superseded '*The Warwickshire Guide 2001 – Transport and Roads for Developments'* and was a highly important document for the wider community as it set down the standards of safety, sustainability and accessibility of built development that would endure for generations. Councillor Redford advised that the new guide would be a live document available on the Council's website and it would be reviewed annually to ensure it was up to date.

Members welcomed the report. Councillor Heather Timms particularly welcomed the transparency of the guidance in terms of the work of the Team and availability to the public.

Resolved:

That Cabinet:
1. Approves and adopts the Warwickshire Design Guide attached at Appendix 2 to the report; and
2. Authorises the Strategic Director for Communities to make such modifications to the Warwickshire Design Guide as he may from time to time consider to be appropriate, in consultation with the Portfolio Holder for Transport and Planning, in light of new evidence or changes in relevant legislation, standards, codes and guidance.

12. Establishment of Warwickshire Property and Development Group (WPDG) Subsidiary

In presenting this report, Councillor Peter Butlin (Deputy Leader of the Council), noted that the broad principles of requesting the Warwickshire Property and Development Group to operate the County Council's leased estate management services was made by Cabinet in July 2021. Councillor Butlin advised that, following a review, it had been concluded that the most appropriate and tax efficient way to set this up within WPDG was to establish a subsidiary company to perform this role. He noted that this was a sensible course of action which did not present any financial or non-financial issues for the County Council and it was proposed to repurpose a redundant dormant company already owned by the Council, which was originally set up to safeguard a potential company name for WPDG. Council Butlin explained that the transfer of this existing company to WPDG, and to allow an appropriate name change to reflect the new estates management functions it would take on, was considered simpler and more efficient and cost effective than WPDG having to set up a completely new subsidiary from scratch and WCC having to close the redundant company.

Resolved:

That Cabinet:
1. Approves the establishment of a subsidiary company by Warwickshire Property and Development Group Limited (WPDG) for the delivery of estate management services.
2. Authorises the Strategic Director for Resources to undertake any arrangements he considers necessary to implement the above approval.

13. Reports Containing Exempt or Confidential Information

Resolved:

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

14. Exempt Minutes of the 7 December 2021 Meeting of Cabinet

The exempt minutes of the Cabinet meeting held on 7 December 2021 were agreed as an accurate record.

15. Warwickshire Recovery and Investment Fund Investment Bids

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

Resolved:

The recommendations as set out in the exempt report were agreed.

16. Contracts for Property Maintenance Services of Building, Mechanical & Electrical Works

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

Resolved:

The recommendations as set out in the exempt report were agreed.

17. Warwickshire Property and Development Group (WPDG) Business Plan

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

Resolved:

The recommendations as set out in the exempt report were agreed.

The meeting rose at 2.52pm

…………………………
Chair

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Cabinet

17 February 2022

Council Plan 2020-2025
Quarter 3 Performance Progress Report
Period under review: 1st April 2021 to 31st December 2021

Recommendations

Cabinet is recommended to:

a) Consider progress on the delivery of the Council Plan 2020 - 2025 for the period as contained in the report.

1. Report Summary

1.1. This report summarises the performance of the Organisation at Quarter 3, 1st April 2021 to 31st December 2021.

1.2. Key Human Resources performance measures and the management of Strategic Risks are also highlighted within this report.

1.3. Comprehensive performance reporting is now enabled through the following link to Power BI 2021/22 Cabinet Performance Report.

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

The Council's plans to deliver those outcomes continues to be affected, to varying extents, by the Covid-19 Pandemic with changed demand on Services and changes to Service delivery. Progress to achieve these outcomes is assessed against 54 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at Quarter 3
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	25

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Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	13	8
WCC making the best use of its resources	14	13

2.2 Reporting against the following 3 KBMs remains paused due to national suspension of examination regimes and are not included in this report:

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

8 proxy measures have been introduced for educational attainment to provide oversight in this area and an Education progress update, including these measures, is being shared with Children & Young People Overview and Scrutiny Committee.

Reporting against 4 other KBMs had been suspended as inspection and reporting regimes were paused due to the Covid-19 Pandemic response. Information is now available for 2 of these KBMs but the remaining 2 remain paused as data restrictions still apply.

National Body	KBM
Dept of Health Care Services	% of Year 6 children (aged 10-11 years): prevalence of obesity (including severely obese)
Care Quality Commission	% of residential placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission

At Quarter 3, there are a further 3 KBMs which are unavailable for reporting as either data is awaited or they are annual measures and will be reported at year-end.

2.3 Overall, the Council continues to maintain its robust performance across the board in the face of increased and changing demand, due to the ongoing and varying degree of impact of the Covid-19 Pandemic resulting in significant changes in how services are delivered. Despite some restrictions being reintroduced, Council Services are continuing to provide support to communities most in need alongside their core work .

2.4 At Quarter 3, there are 46 KBMs available for reporting. Of these, 54% (25) are On Track and 46% (21) are Not on Track. This is a slight decline from Quarter 2 when 65% (28) of reportable measures were On Track and 35% (18) Not on Track. Table 1 below summarises KBM status at Quarter 3 by agreed Outcomes.

Outcome	Current Status	No. of measures
Warwickshire's communities and individuals are supported to be safe, healthy and independent	On Track	13
	Not on Track	12
	Not Applicable	2
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	On Track	4
	Not on Track	4
	Not Applicable	5
WCC making the best use of its resources	On Track	8
	Not on Track	5
	Not Applicable	1

Table 1

Within the Quarter, 4 KBMs have changed status from On Track to Not on Track;
- % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates);
- % of children and young people seen within 18 weeks (Referral to Treatment Time) amalgamated across the three Clinical Commissioning Group (CCGs);
- No. of properties better protected from flooding; and,
- % General and Directorate Risk Reserves Compared to the Net Revenue Budget.

2.5 Of the 54% (25) KBMs which are On Track and achieving target there are several measures of note, including:

- No. of permanent admissions to residential or nursing care: under 65 which remains at consistently low levels and below agreed target;
- No. of permanent admissions to residential or nursing care: over 65 which remains at levels below agreed target despite a rise from 44 in November to 61 in December;
- No. of people in receipt of an Adult Social Care Service is consistently stable around 6,800;
- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET) continues to decline from the start of the year at 41% to 27%, marginally above the target of 34%;
- No. of businesses supported to start and grow within Warwickshire through County Council activities where Quarter 3 performance is significantly ahead of the target (200) due to additional, time-limited economic recovery programmes being delivered;
- The 4 Education proxy measures for all pupils show that Warwickshire children are performing well, above national average and statistical neighbours, for achieving GCSE Grades 4 and 5 for English and Maths, Attainment 8 Progress and the English Baccalaureate Average Point Score.
- % customer satisfaction level with Customer Service Centre remains high, with a year high of 92% in December, and over target despite a sustained and material increase in changing demand;
- No. of WCC social media followers which is continuing to grow at a steady pace and currently stands at 383,767, and as a result of this excellent progress this year's target has now been increased; and
- % Employee Engagement Score from the Winter Check In Survey, has fallen slightly, but remains high at 74%.
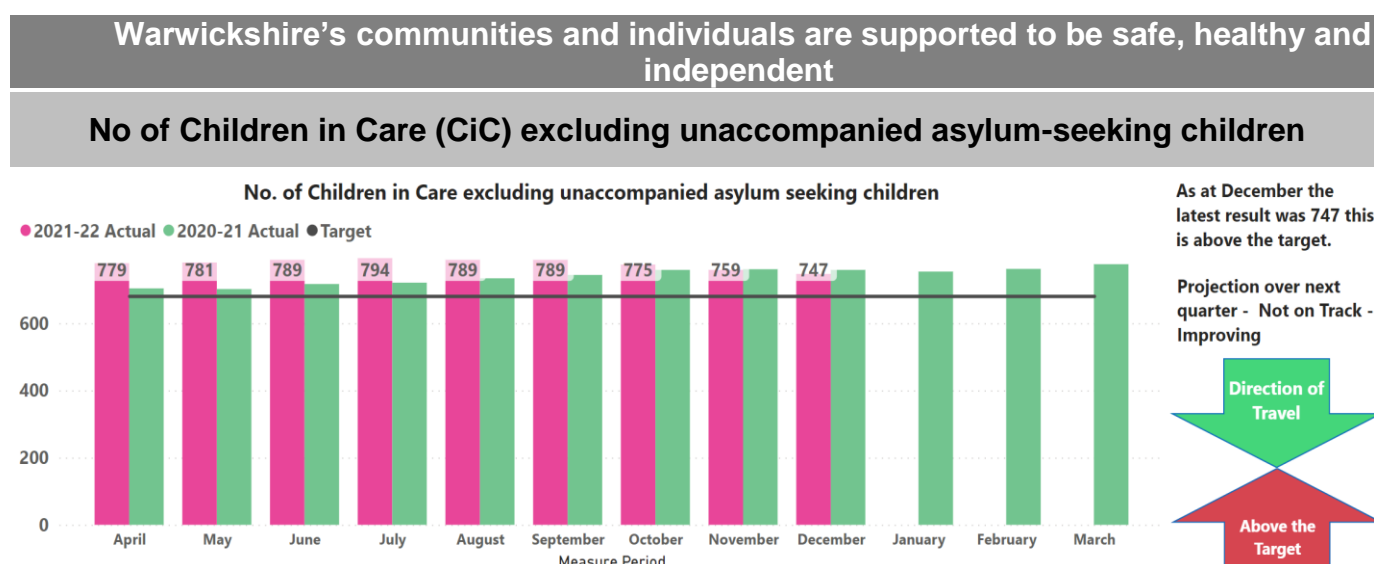
The following KBMs continue to sustain their long trend of good performance and have been consistently reported as On Track:

- No. of children open to an Early Help Pathway: continues to have a positive direction of travel and is significantly above last year's levels and the set target; and
- Rate of total recorded crime per 1,000 population: despite a slight increase over the previous months, rates remain below last year and the target for 21/22.

1 KBM is reported as being On Track but projected to decline over the next reporting period:

- No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure – although currently On Track this measure is bring flagged as a potential future improvement activity area as the social care provider market is currently very unstable. There are several providers experiencing sustainability challenges and it is increasingly likely that there may be one or more instances of business failure by the end of the financial year.

2.6 Of the 46% (21) KBMs that are Not on Track there are 8 measures which are subject to exception reporting. Table 2 provides detailed performance narrative, improvement activity and explanation of projected trajectory in relation to those measures.

Warwickshire's communities and individuals are supported to be safe, healthy and independent
No of Children in Care (CiC) excluding unaccompanied asylum-seeking children

Current performance narrative:

This month Warwickshire has seen a reduction of 15 in Children in Care numbers and 43 in the quarter. While figures remain above target for the year, the service believes there will be further falls in Children in Care numbers in January and February in line with the downward trajectory this quarter.
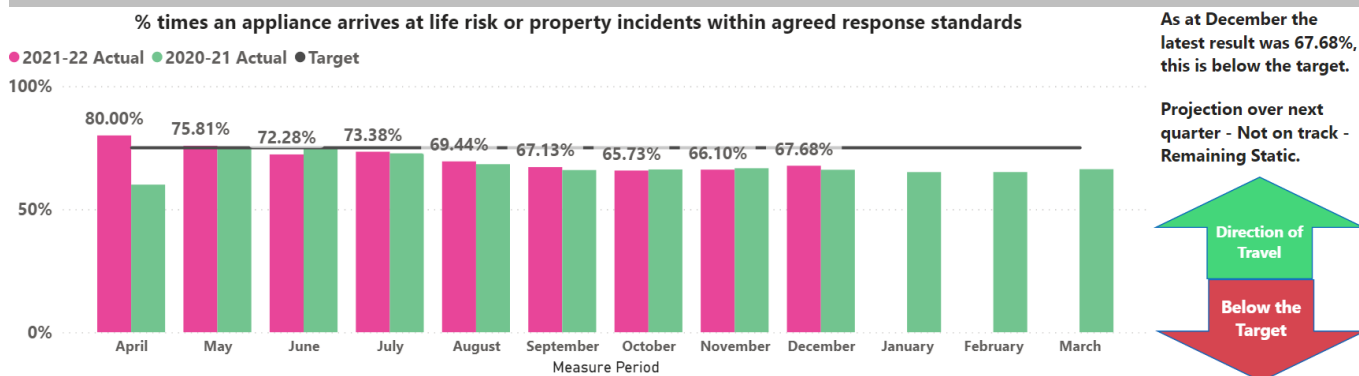
Improvement activity:

The Children's Transformation Programme's change projects have been implemented and appear to have slowed down the numbers of children entering care. The service continues to work closely with the local courts to bring down the backlog of work in court, which is speeding up discharges and the making of special guardianship orders, child arrangement orders and adoptions.

Explanation of the projected trajectory: Not on Track - Improving

There are a significant number of young people that will turn 18 between January and March 2022. Twelve young people are currently placed for adoption who should achieve permanence through adoption.

% 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

● 2021-22 Actual ● 2020-21 Actual ● Target

As at December the latest result was 67.68%, this is below the target.

Projection over next quarter - Not on track - Remaining Static.

Direction of Travel

Below the Target

Current performance:

The April to December 2021 figure of 67.68% is a slight improvement on the year end 2020/21 figure of 66.05%.

The beginning of a return to normality post-Covid has brought an increase in operational activity but no reduction in staff absences due to positive Covid-19 tests or self-isolating. Increased social contact outside of the work environment has increased Covid-19 related absence. The resultant reductions in crewing levels have a direct impact on appliance availability and attendance times.

Improvement activity:

Covid-19 related safety precautions have been reinforced across all fire stations. The Service deploys staff flexibly across duty systems to provide optimum operational crewing at any given time. 20 new wholetime recruits joining the Service by end of February should improve the wholetime availability picture. Recruitment and retention of On-Call firefighters is an ongoing and increasingly difficult challenge, reflecting the national picture, and the Service now has a dedicated On-Call support officer looking at options to address this.

The Integrated Risk Management Plan Assurance Panel is reviewing the targets around response.

Explanation of the projected trajectory: Not on Track – Remaining Static

In the longer term the Service Asset Management Plan sets out the intention to relocate some whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10-minute travel time, particularly those on the motorway network.

No. of fire related deaths

No. of fire related deaths

● 2021-22 Actual ● 2020-21 Actual ● Target

As at December, the latest result was 0, this is in line with the target(0).

Projection over next quarter - Not on track - Remaining static

Direction of Travel

Above the Target
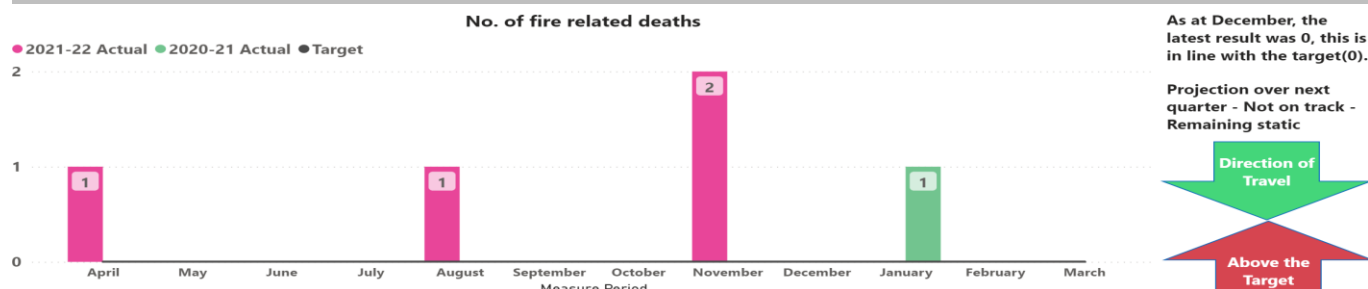
Current Performance:

For the period 1st April to 31st December 2021 there have been 4 fire related deaths, compared to zero in the same period of 2020.

There were 3 suicides by self-immolation, one in April and 2 in November. In August there was a major non-domestic fire incident occurred at the Leesons premises (in Leamington Spa) and is currently under investigation.
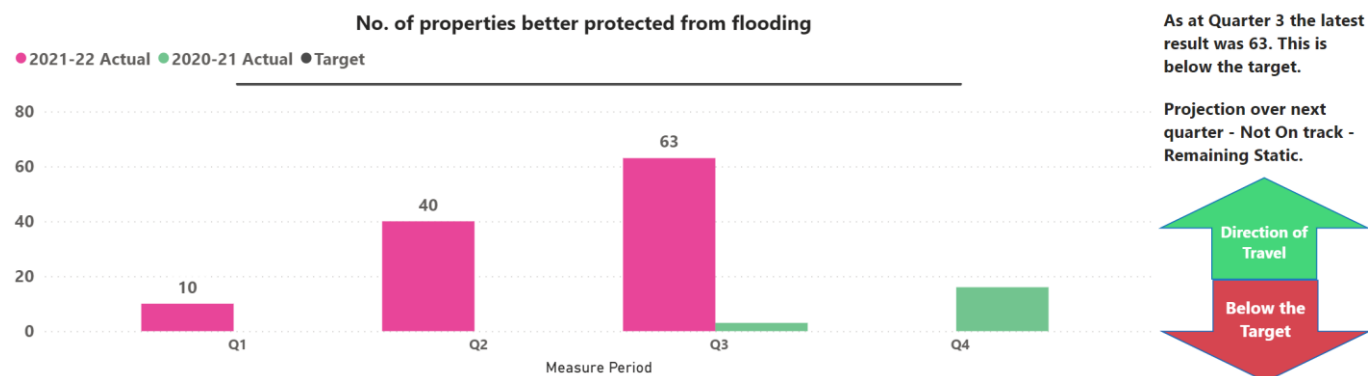
Improvement Activity:

The Service investigates every fire related death very seriously in an effort to understand causes and identify any appropriate improvement activity. Where it is identified that an improved multi agency approach could have prevented the fatality a multi-agency serious case review is carried out. With a growing trend, albeit in small numbers, for suicide by self-immolation the Service has joined the multi-agency suicide prevention group to see if any prevention strategies can be deployed.

As a result of feedback and recommendation from Her Majesty's Inspectorate Constabularies and Fire and Rescue Services all fire related deaths are reported to the Fire Leadership Team and a new Serious Incident Review approach is being designed.

Explanation of the projection trajectory: Not 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 identify and address all preventable causal factors to fire deaths.

No. of properties better protected from flooding

No. of properties better protected from flooding

● 2021-22 Actual ● 2020-21 Actual ● Target

As at Quarter 3 the latest result was 63. This is below the target.

Projection over next quarter - Not On track - Remaining Static.

Direction of Travel

Below the Target

Current Performance:

Due to issues with Business Case approval, Listed Building Consents and resident engagement, delays to the Capital Programme have pushed back delivery of several schemes to 2022/23. Pailton and Bilton Road are expected to deliver a further 5 better protected properties and Phase 1 of Fillongley will also deliver 6 better protected properties this financial year.

Several of the schemes have increased the numbers of properties expected to be protected and will need to be included in the target for next financial year, such as Fenny Compton which has been approved for 52 properties up from 40; however, they will not be delivered until next financial year.

Covid-19 has had a negative effect on delivery in several different ways. The schemes the service deliver are property based, so difficulties have arisen from being able to survey and fit inside of properties whilst there have been restrictions. Additionally, the service have not been able to engage with communities as affectively as the service would have usually (in person) so this has delayed delivery. Manufacture of the products has been delayed due to manufacturers catching up for a period when workers were on furlough – lead in times remain high, and costs have increased (meaning additional exception reporting to the Environment Agency). On the subject of the Environment Agency, their approvals have been very slow which in turn has slowed down delivery.

- 2 businesses and 1 residential property were better protected through pre-enforcement action to cleanse a ditch course and crossing in Little Compton.
- 7 properties better protected following pre-enforcement action to cleanse watercourse in Broadwell. WCC Structures have also cleansed the upstream WCC culvert asset.
- 10 properties better protected through partnership working, to address defects within culverted watercourse that would affect conveyance. Defect relates to Bell Brook Bypass scheme and wider issues remain under investigation.
- 2 properties better protected though advising riparian landowners on ditch maintenance and through partnership working with highways to address highway crossing.
- 1 property plus highway better protected through partnership working with North Worcestershire Water Management to enforce the repair of a culverted watercourse.

Improvement Activity:

More upfront community engagement is required to ensure delays do not occur which push delivery into the next financial year for future schemes, this is especially necessary with Covid-19 making it more difficult to have face to face meetings. Long lead in times for manufacturing of products is also causing delays.

Explanation of the projection trajectory: Not on Track – Remaining Static

Currently projected to not hit target. The expected number of properties is 74, this is short of the target of 90 due to the reasons given above.

In regards to catching up with the properties that haven't been protected this year it is anticipated they will be delivered within the first half of next year.

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

% unemployment rate

% Unemployment rate

● Actual ● Target

Bar chart values:
- 13/14: 5.60%
- 14/15: 2.40%
- 15/16: 2.60%
- 16/17: 2.90%
- 17/18: 2.00%
- 18/19: 2.30%
- 19/20: 2.20%
- 20/21: 3.20%
- 21/22: 3.40%

Measure Period

As at 21/22 the latest result was 3.4%, this is above the target.

Projection over next quarter - Not on track - Remaining Static

Direction of Travel

Above the Target
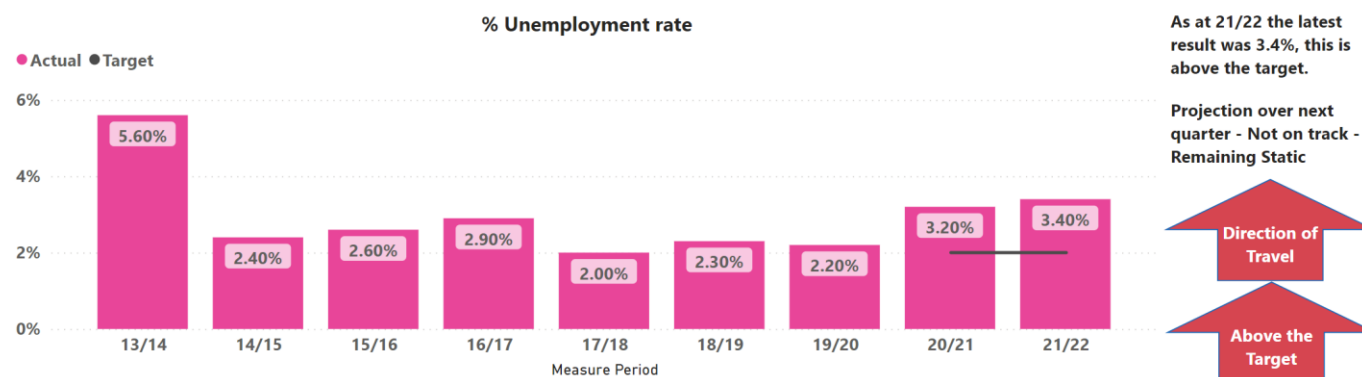
Current performance:

The unemployment rate fell to 3.4% in Quarter 3 2021 from 4.4% in Quarter 2 2021 on trend with the rate for England which also fell to 5.0% in Quarter 2 2021 from 5.2. Performance compares favourably with other statistical neighbours: Coventry (5.3%), Leicestershire (5.9%), Worcestershire (2.8%), North Northamptonshire (4.1%) and West Northamptonshire (5.6%).
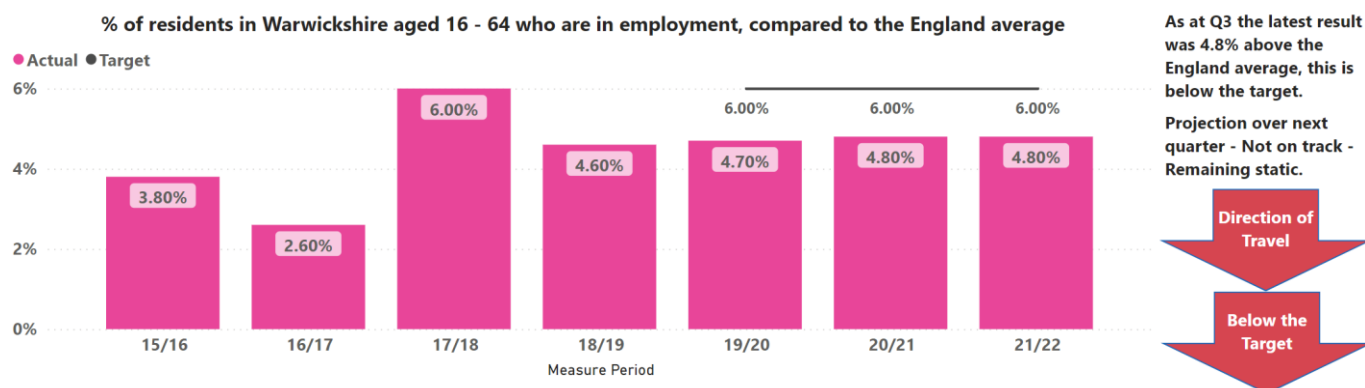
Improvement activity:

The fall in unemployment rate within Warwickshire in Quarter 3 2021 is in line with the national trend which also experienced a reduction. Despite the ending of the furlough scheme (September 2021) the true extent of the withdrawal of scheme will only be seen in Quarter 4 as the labour market adjusts and the data catches up. High vacancy numbers and increasing hiring from employers may also be a contributing factor to the reduced unemployment levels both within the county and nationally. The full impact of the ending of the furlough scheme will be seen in Quarter 4 2021.

Explanation of the projected trajectory: Not on Track – Remaining Static

This will be reviewed as data is available to assess the full impacts of Pandemic on the labour market but the latest figures from Quarter 3 2021 are above the target currently set for 2021/22.

% of residents in Warwickshire aged 16-64 who are in employment compared to the England average

% of residents in Warwickshire aged 16 - 64 who are in employment, compared to the England average

● Actual ● Target

Bar chart values:
- 15/16: 3.80%
- 16/17: 2.60%
- 17/18: 6.00%
- 18/19: 4.60%
- 19/20: 4.70% (target 6.00%)
- 20/21: 4.80% (target 6.00%)
- 21/22: 4.80% (target 6.00%)

Measure Period

As at Q3 the latest result was 4.8% above the England average, this is below the target.

Projection over next quarter - Not on track - Remaining static.

Direction of Travel

Below the Target

Current performance:

Currently the percentage of residents in Warwickshire aged 16-64 who are in employment is 4.8% higher than the England average. Latest data for Quarter 3 shows 79.7% of those aged 16-64 are in employment in Warwickshire, a rise from 79.4% in Quarter 2 2021. England also experienced an incremental increase from 74.7% to 74.9% and the gap between England and Warwickshire's employment rate has increased slightly.

As mentioned in previous quarters, due to the makeup of the Warwickshire economy, forecasts predicted the county would be disproportionally affected, particularly for hospitality & tourism. Despite the ending of the furlough scheme (September 2021) the true extent of the withdrawal of the scheme will only be seen in Quarter 4 as the labour market adjusts and the data catches up.
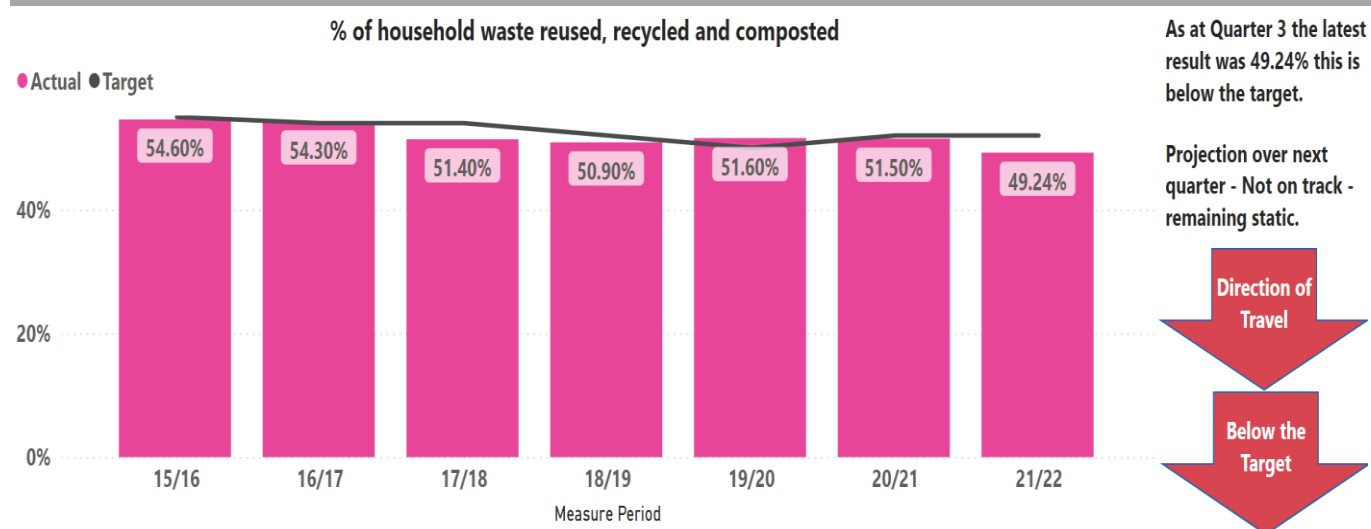
Improvement activity:

Strong demand for WCC's Business Skills Support Service continues as we support employers bringing employees back to work and onboard new ones. Job vacancies continued to rise alongside recruitment activities from businesses in Quarter 3 which could be a contributing factor to the rise in employment levels. It was also reported that there was a rise in part time work as Covid-19 restrictions eased. Despite the ending of the furlough scheme (September 2021) the true extent of the withdrawal of scheme will only be seen in Quarter 4 as the labour market adjusts and the data catches up.

Explanation of the projected trajectory: Not on Track – Remaining Static

Difficult to predict until the impacts of the Government's furlough scheme tail off and data lags catch up. It is more likely that this will be seen in Quarter 4 data.

% of household waste re-used, recycled and composted

% of household waste reused, recycled and composted

- Actual ● Target

| 15/16 | 16/17 | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 |
| 54.60% | 54.30% | 51.40% | 50.90% | 51.60% | 51.50% | 49.24% |

Measure Period

As at Quarter 3 the latest result was 49.24% this is below the target.

Projection over next quarter - Not on track - remaining static.

Direction of Travel

Below the Target

Current performance narrative:

This forecast is based on figures April to September 2021. Performance is not fully within WCC's control as the districts are responsible for collection. A number of factors within the collection system have impacted countywide performance. Green Waste is expected to reduce this year due to charging introduced by North Warwickshire Borough and Stratford District Councils. Also, the

loss of the PURE recycling facility due to a fire had a negative impact on recycling in Stratford-on-Avon District. In addition, operational issues with driver shortages and Covid-19 have led to disruption in waste collection in several areas e.g., suspension of green/bio waste collections in 4 of the 5 district and boroughs. An increase in the amount of residual waste collected has also reduced our recycling performance.

Improvement activity:

Activity continues to promote waste reduction, reuse, recycling and composting. 8,798 subscribers received the December edition of the 'Warwickshire Recycles' e-newsletter. Slim Your Bin has recruited 1,253 'bin dieters' onto its 4-week training programme. The module called 'Slim Your Bin Kids', proved popular over the school holidays. YouTube Home Composting Workshop launched last year, this has been viewed 1700 times and feedback has been very positive. Subsidised cold/hot compost bins are available to purchase from the recycling centres and online. Sales of composting equipment last financial year were double what they had been for the previous financial year. The countywide food waste recycling behaviour change campaign – In to Win, continues across the County with 5,811 households are now signed up.

Stratford District Council (SDC) and Warwick District Council (WDC) are completely changing their collection systems from August 2022. Food waste will be collected separately weekly and general waste will be collected every three weeks. This is expected to result in an increase in overall recycling rate and a reduction in waste sent to landfill / incineration. The service is working with WDC / SDC on finalising a treatment specification for food waste which will be out to tender soon.

In WDC from August, recycling could be further increased as they change from a box / bag recycling collection method to a wheeled bin for all dry recycling. However, WDC will decide on 23rd Feb about charging for green garden waste, which if introduced from April 2022, would reduce the overall recycling rate. WCC waste behaviour change officers are working with SDC and WDC to make sure that communications from all councils supports this transition. In the past few weeks, the service have been supporting Nuneaton & Bedworth Borough Council (NBBC) as some of their recycling collections have been affected by the Coventry strikes (NBBC subcontract recycling collection to Coventry City Council).
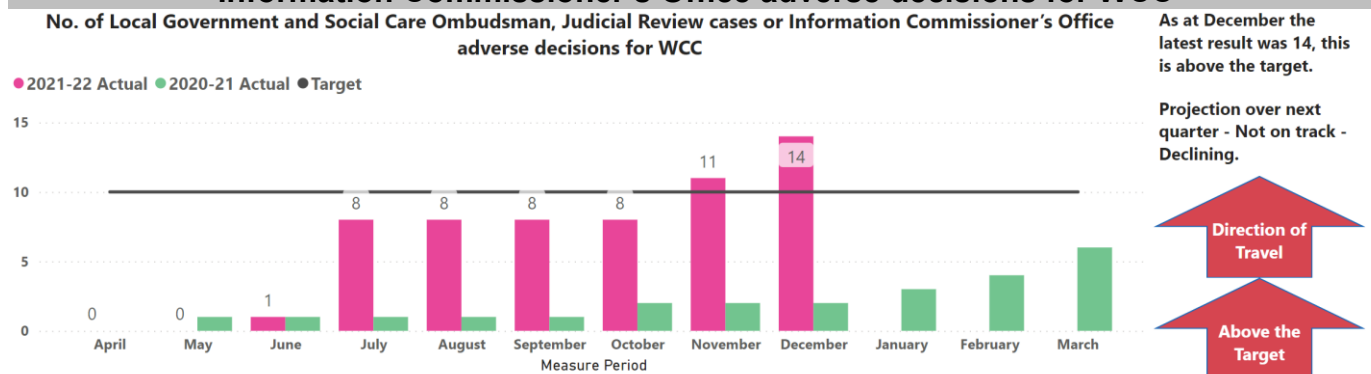
All of the districts and boroughs are partners in Sherbourne Recycling, the materials recovery facility which should be in operation next year. It is expected that this state-of-the-art recycling facility will be able to accept and extract more recyclable material, leading to an increased recycling rate. WCC will communicate about the use of the facility - good news for increased recycling, transparency of where recycling goes and reduced haulage. Updates are provided by North Warwickshire Borough Council to partners quarterly.

Explanation of the projected trajectory: Not on Track – Remaining Static

Forecast made using data April to September. The first two quarters generally have the most waste arising as usually there is less green waste over the winter period.

WCC Making Best Use of its Resources

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC

● 2021-22 Actual ● 2020-21 Actual ● Target

As at December the latest result was 14, this is above the target.

Projection over next quarter - Not on track - Declining.

Direction of Travel

Above the Target

Current Performance:

After 3 quarters there have been 14 adverse decisions against the Council - 11 upheld Local Government and Social Care Ombudsman (LGSCO) decisions and 3 upheld Information Commissioner's Office (ICO) decisions. The target has therefore been exceeded. The impact of Covid-19 both in the context of the Council's ability to respond to complaints and the Ombudsman pausing investigations of complaints has had some impact on the increase in the number of adverse decisions the organisation is seeing this year.

Of the 11 LGSCO upheld decisions 5 relate to Adult Social Care 3 relate to Education Services and 3 relate to Children & Families. One of the upheld ICO complaint relates to Fire & Rescue and related to a request for information about incident details attended by Fire & Rescue and the Council's initial decision to refuse disclosure. The other 2 upheld ICO complaints were both from the same complainant and were in relation to information requested about village greens. Both complaints were only partly upheld, one because WCC did not respond to the requests for information on time and the other because the ICO found that WCC failed to provide appropriate advice and assistance to the complainant.

Improvement activity:

The trajectory for this measure has been significantly impacted by Covid-19, over this year and last. As a result, until the 'hump' of cases has come through the system, it is difficult to improve on the current position as decisions that are likely to be upheld by either the LGSCO or the ICO in the next quarter are already being investigated. However, lessons learned from all upheld complaints are always considered and shared with relevant officers. In addition, provision has been made in the MTFS for additional funding to support services to improve the complaints process. This should have a positive impact in terms of our complaints handling overall and in particular, the cases progressing to the LGCSO.

Explanation of the projection trajectory: Not on Track - Declining

There are currently a further 11 complaints of which the Council is aware, being investigated by the LGSCO - 3 of these have a draft upheld decision (they relate to Adult Social Care, Education Services and Children & Families). There is also 1 complaint about WCC currently being investigated by the ICO. 4 threats of Judicial Review have also been received although these all appear to be at the pre-action stage and therefore it is unlikely that there will be any final determinations this financial year. Therefore, this measure is projected to decline further over the next reporting period.

Table 2

2.7 Of the remaining 13 KBMs that are Not on Track, forecast performance is projected to improve for 1 KBM:

- % General and Directorate Risk Reserves Compared to the Net Revenue Budget.

The other 10 KBMs will remain Not on Track but static:

- % biodiversity net gain in Warwickshire;
- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG);
- No. of People assisted to live independently through provision of Social Care equipment;
- % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates);
- % of Children receiving a 6-8 week health check (C8i) ;
- % of children and young people seen within 18 weeks (Referral to Treatment Time) amalgamated across the three Clinical Commissioning Group (CCGs);
- % of Women who smoke at the time of delivery across Warwickshire;
- % biodiversity net gain in Warwickshire;
- No. of fire related injuries
- % Variation of Revenue Savings Achieved Against Agreed MTFS (Whole Council) - activity will be focused on sustaining the level of savings still being forecast as a minimum and ensuring services maintain off-setting savings to keep hitting their overall budget position.

1 KBM is Not on Track and set to decline further;

- % of capital expenditure against budget.

1 further KBM does not have a forward projection as it is an annual measure;

- % Employee Engagement Score.

Table 3 illustrates the forecast performance projection over the forthcoming reporting period for the 54 KBMs.

	On Track			Not on Track			Not Applicable
	Improving	Remaining Static	Declining	Improving	Remaining Static	Declining	
Warwickshire's communities and individuals are supported to be safe, healthy and independent	2	11	0	1	10	0	3
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	1	3	0	0	4	0	5
WCC making the best use of its resources	1	4	1	1	1	2	4

Table 3

12

2.8 The Pandemic continues to impact on a proportion of these measures leading to delays in programmes of activity and both additional and frequently changing service demands. 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 report.

2.9 The Council is developing a new performance management framework alongside the Council Plan refresh, which aims to provide a sharpened focus on performance and trajectory and will better support delivery of the Organisation's new priorities as outlined in the refreshed Council Plan. A Members Working Group (MWG) has been supporting the development of the new Framework and Cabinet will receive a full report, including the recommendations from the MWG and the full proposed Performance Management Framework, in March.

3. Management of HR

3.1 A summary of the position on Human Resources (HR) management, is shown below:

- Sickness Absence: Quarter 3 has seen a modest increase in days of sickness absence per Full Time Equivalent (FTE) with the rolling 12-month average rising from 8.05 days to 8.50 days. The target is 8 days/FTE with a tolerance of +/- 1 day given that 2020/21 was an unprecedented year. Managing attendance remains a significant focus area where HR Advisory are working with managers on priority cases: long term sick, stress and mental health and individuals reaching trigger points within the policy. Proactive work on wellbeing continues and external "Thrive" bronze accreditation through West Midlands Combined Authority was achieved in 2021. 'Our Wellbeing Approach' is now being finalised for launch in Quarter 4. A winter flu vaccination programme has enabled colleagues not eligible for NHS vaccinations to be vaccinated either at a Warwickshire County Council setting or through community pharmacies. Higher levels of absence attributed to Covid-19 and seasonal illnesses are anticipated through the second half of 2021/22. Covid-19 is now the 4th highest cause of absence at 9.4% of days lost and an average of 0.8 days per FTE. Measures are in place, including the return to home working for all colleagues able to do so, flu and Covid-19 vaccination programmes, agile working colleague engagement and a continued focus on activities to build a sustainable and resilient workforce.
- Headcount: Headcount has increased by 71 heads and 59 FTE's over the last quarter. The largest increase in Headcount over Quarter 3 comes from People Directorate with an increase of 75 heads overall. Within People Directorate, Children & Families has the largest service increase (67 heads) with a team transfer from Communities Directorate contributing significantly. Resources Directorate has increased by 37 heads overall with the Business Support Service increasing by 25 heads with the filling of vacant posts. Communities Directorate has decreased by 56 heads overall including restructures and transfers of colleagues to People Directorate.
- Age profile: The age profile remains largely stable with the average joiner being some eight and a half years younger than the average leaver.
- Staff turnover: Turnover (at 11.5% for the rolling 12 months to Quarter 3) is showing an increase of around 1% from the previous quarter. Around sixty percent of leavers are due to voluntary resignations which is largely typical of environments not undergoing significant organisational change. The national pay dispute remains a watch area, coupled with increases in the national minimum wage from April 2022. A wider range of employment choices may become available putting pressure on the ability to

attract and retain colleagues in lower paid occupational groups. Measures include a continued focus on colleague engagement, communication, well-being and employer value proposition. Extension of the pilot approach to peer-to-peer recognition, an in-person STAR awards event and long service awards.

- This HR headline figures are available in Appendix A.

4.   Management of Risk

4.1   Strategic risks were reviewed and updated by Corporate Board in January 2022 and are reported at Appendix B, along with mitigation strategies, ownership, and an indication of the direction of travel for each risk, based on movements in risk scores. Risks added to the strategic risk register in Quarter 3 are:

- Risks and opportunities associated with delivering against the Net Zero Carbon Emissions target for the County by 2050 (Risk 17); and
- The risk of sustained inflationary pressures and cost of living increases with resulting internal pressures on staff costs and service resilience, as well as social, health and economic impacts for our communities and businesses (Risk 18).

4.2   Strategic areas of risk that are assessed as high (red rating) or with increasing levels of residual risk due to a challenging external environment include:

- The risk that inequalities, which were compounded by the Pandemic across a range of social, economic, education and well-being indicators, are sustained with cost-of-living increases, despite targeted catch up activity in schools, social care, community health & well-being and support for businesses.
- The risk of ongoing pressure on Special Education Needs & Disabilities (SEND) resources and targeted services to support the increasing population of students with Education Health Care Plans continues to present service delivery and financial challenges. These are being addressed through the SEND programme and Medium erm Financial Strategy, including actions to address areas of weakness identified in Ofsted's SEND Local Area Inspection.
- Commissioned social care services continue to face increasing levels of disruption and demand pressures driven by health service backlogs, care staff shortages and price and wage inflation.
- The risk of continuing areas of uncertainty in national policy, funding assumptions and evidence of volatility in external economic factors. We are experiencing and predicting further inflationary pressures, supply chain disruption and labour shortages, which impact directly on the Council's ability to forecast outcomes and act to sustain core services over the longer term.

4.3   The use of Directorate Risk Profiles from this quarter will allow oversight of operational risks by Directorate Leadership Teams. This will support the mitigation of risks in line with risk appetite and where required, enable the process of escalation and de-escalation of risks through Corporate Board, Directorate Leadership Teams, service areas and Delivery Groups.

4.4   Service risk registers, recording operational risks, are reviewed and updated at least quarterly by Assistant Directors and service risk owners, with total net red risks reducing slightly from 9 in Quarter 2 to 8 in Quarter 3. During Quarter 3, operational risks associated with delivering the roads Winter Maintenance Programme were mitigated and the impact of

demand pressures for Children and Families core service are now being managed within tolerable levels. WFRS highest rated risks reflect the focus on Fire Protection and On call Availability improvement areas following the Her Majesty's Inspectorate of Constabularies Fire & Rescue Services inspection report.

4.5 As part of an integrated approach to refreshing the Council Plan and Medium Term Financial Strategy, strategic risk appetite levels were tested with Assistant Directors and found to be at similar levels to a year ago. A full refresh of risk appetite will be completed early in 2022-23 against the Council's new Council Plan priorities and areas of focus.

5. Financial Implications

5.1 None specific to this report but please refer to the associated finance performance report, which is reported to Cabinet at this same meeting.

6. Environmental Implications

6.1 None specific to this report.

Background Papers

None

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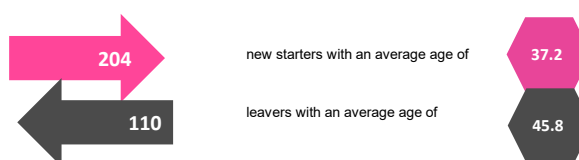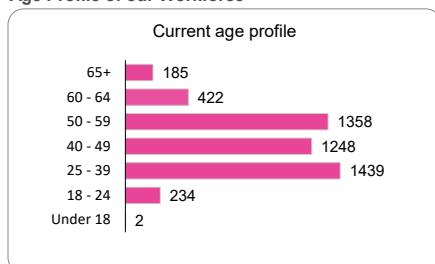
Appendix A

Part 2: Headline HR Information

Key statistics on the number of employees, age profile, staff turnover and sickness absence.
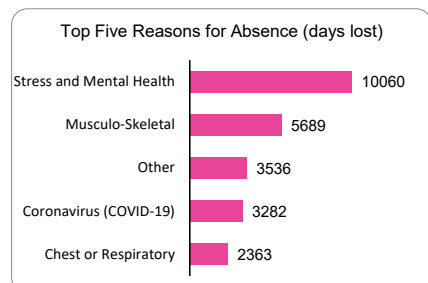
Number of Employees
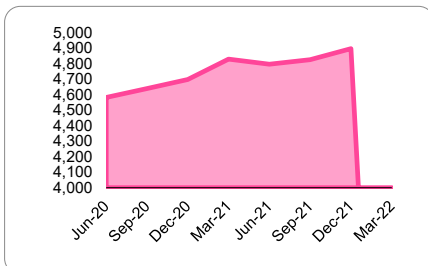
	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Year End 21/22
Headcount	**4,583**	**4,640**	**4,699**	**4,830**	**4,798**	**4,827**	**4,898**	
Full-time Equivalents	3,784	3,855	3,918	4,036	4,025	4,086	4,145	
Whole-time Equivalents	3,746	3,828	3,898	4,008	4,014	4,049	4,131	
Number of Posts	5,720		5,875	6,047	5,776	5,746	5,824	

Age Profile of our Workforce

Current age profile

Age band	Count
65+	185
60 - 64	422
50 - 59	1358
40 - 49	1248
25 - 39	1439
18 - 24	234
Under 18	2

204 new starters with an average age of **37.2**

110 leavers with an average age of **45.8**

Sickness Absence Statistics

Top Five Reasons for Absence (days lost)

Reason	Days lost
Stress and Mental Health	10060
Musculo-Skeletal	5689
Other	3536
Coronavirus (COVID-19)	3282
Chest or Respiratory	2363

	Year End 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22	Q2 21/22	Q3 21/22
Days lost through sickness	**40,514**	**7,737**	**6,632**	**8,100**	**28,558**	**7,882**	**7,720**	**9,442**
... of which short-term	13,584 33.5%	1,774 22.9%	1,627 24.5%	2,760 34.1%	8,180 28.6%	1,987 25.2%	2,719 35.2%	3,516 37.2%
... of which long-term	26,929 66.5%	5,963 77.1%	5,005 75.5%	5,340 65.9%	20,378 71.4%	5,895 74.8%	5,001 64.8%	5,926 62.8%

Staff Turnover (1st October - 31st December 2021)

Top Five Reasons for Leaving WCC (headcount)

Reason	Count
Resignation	62
Retirement	17
By Mutual Agreement	8
Redundancy - Compulsory	5
Transfer	5

	New Starters	Leavers	% Turnover
Headcount	**204**	**110**	**11.5% (rolling year) 2.2% (Q3 21/22)**
Full-time Equivalents	175.8	90.1	
Posts	219	115	

Commentary:

Sickness Absence: Quarter 3 has seen a modest increase in days of sickness absence per FTE with the rolling 12-month average rising from 8.05 days to 8.50 days. The target is 8 days/FTE with a tolerance of +/- 1 day given that 2020/21 was an unprecedented year. Managing attendance remains a significant focus area where HR Advisory are working with managers on priority cases: long term sick, stress and mental health and individuals reaching trigger points within the policy. Proactive work on wellbeing continues and external "Thrive" bronze accreditation through West Midlands Combined Authority was achieved in 2021. 'Our Wellbeing Approach' is now being finalised for launch in Quarter 4. A winter flu vaccination programme has enabled colleagues not eligible for NHS vaccinations to be vaccinated either at a Warwickshire County Council setting or through community pharmacies. Higher levels of absence attributed to Covid-19 and seasonal illnesses are anticipated through the second half of 2021/22. Covid-19 is now the 4th highest cause of absence at 9.4% of days lost and an average of 0.8 days per FTE. Measures are in place, including the return to home working for all colleagues able to do so, flu and Covid-19 vaccination programmes, agile working colleague engagement and a continued focus on activities to build a sustainable and resilient workforce.

Headcount: Headcount has increased by 71 heads and 59 FTE's over the last quarter. The largest increase in Headcount over Quarter 3 comes from People Directorate with an increase of 75 heads overall. Within People Directorate, Children & Families has the largest service increase (67 heads) with a team transfer from Communities Directorate contributing significantly. Resources Directorate has increased by 37 heads overall with the Business Support Service increasing by 25 heads with the filling of vacant posts. Communities Directorate has decreased by 56 heads overall including restructures and transfers of colleagues to People Directorate.

Age profile: The age profile remains largely stable with the average joiner being some eight and a half years younger than the average leaver.

Staff turnover: Turnover (at 11.5% for the rolling 12 months to Quarter 3) is showing an increase of around 1% from the previous quarter. Around sixty percent of leavers are due to voluntary resignations which is largely typical of environments not undergoing significant organisational change. The national pay dispute remains a watch area; coupled with increases in the national minimum wage from April 2022 a wider range of employment choices may become available putting pressure on the ability to attract and retain colleagues in lower paid occupational groups. Measures include a continued focus on colleague engagement, communication, well-being and employer value proposition. Extension of the pilot approach to peer-to-peer recognition, an in-person STAR awards event and long service awards.

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Appendix B

1. Strategic Risk Update, Corporate Board 17 January 2022

For each strategic risk, a **residual risk score is applied, using a consistent risk assessment matrix [(impact x likelihood) + impact]**. The positive impact of existing control and mitigation measures is also considered.

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Residual Risk Scores Corporate Board assessment			
				Feb 2021	Oct 2021	January 2022	Direction of Travel
Vibrant Economy & Places Risk Appetite: Economy (Open) Service Delivery (Cautious)	01.Risk of slow or stalling economic growth affecting business, key sectors and town centre viability.	WRIF and WPDC Business Plans target social and economic benefits. Maintaining engagement and foresight of external funding programmes through sector and regional networks and collaborations. Deliver major infrastructure, digital connectivity and improved transport options. Council resources dedicated to proactive support for business and creating the conditions for priority investment, training and skills. Social Welfare Fund.	Communities	16	12	12	↓
	02.Risk of not delivering or achieving on our area-based regeneration and place priorities, due to differential levels of recovery from the economic impacts of Covid-19, including (but not limited to) to business impacts, financial exclusion and stress.			New	12	12	→
	03. Risk of education and skills gaps widening and inability to catch up to regain pre-pandemic levels of attainment after restricted access to school learning settings, lasting mental health and child development impacts.	Social Inequalities Strategy Education Strategy. WRIF investment allocations and new WCC business support funds.		16	12	12	→
Best Lives Risk Appetite: Community safety and wellbeing, Safeguarding. (Minimalist)	04.Risk of continuing Covid transmission and infections as a result of new covid variants and a possible surge as Covid-related restrictions are eased, resulting in adverse impacts on health & well-being, including mental health.	Campaigns and public communications to support County based vaccination programme. PH Covid Outbreak Management plan	People	12	8	12	→
	05.Risk of Post Pandemic widening of social and health inequalities and inability to catch up, compounded by challenges in healthcare catch up and cost of living increases, e.g., increased waiting lists for treatments and the emergence of long covid, resulting in worsening outcomes for our communities.	Community Powered Warwickshire Programme. Levelling Up initiatives. People Strategy & Commissioning Plans 2020-22 – Health, Well Being and Self Care, Integrated and Targeted Support.		16	16	16	→
	06: Risk of failings in the protection of vulnerable children in our communities and the potential for legal and reputational damage to the Council.	Children and Families service plan and owned strategies; Children & Families Improvement Action Plan (Post Ofsted); Child Friendly Warwickshire Strategy		10	10	10	→

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Residual Risk Scores Corporate Board assessment			
				Feb 2021	Oct 2021	January 2022	Direction of Travel
	07: Risk of failings in the protection of vulnerable adults in our communities and the potential for legal and reputational damage to the Council.	Adult Social Care service plans; Service development and assurance frameworks including case file reviews and learning.		10	10	10	→
	08: Risk of continued and increasing levels of disruption to care markets and impacts on the supply of core provision and cost pressures from inflation, demand and legislative changes.	Integrated Commissioning approach provides some flexibility to respond to pressure points. Market viability framework; market intelligence and engagement will inform market analysis and future plans (fee levels, provider support).		12	12	16	↑
Sustainable Futures Risk Appetite: Climate Change (Open)	09 (revised).Risk of not achieving our climate change target of net zero by 2030, if we fail to adopt sustainability goals within our core service activities, plans and strategies.	Climate Change Programme overseen by dedicated Climate Change Delivery Group and proposals to commission external support to deliver net zero. *In Q3, we will split risk 9 to show County wide risks and challenges separately form the Council's own climate changes targets, opportunities and risks.*		12	12	12	→
Great Council & Partner Risk Appetite: People (Minimalist)	10.Risk of failing to sustain and progress change to modernise, innovate and take advantage of technology-driven solutions within the organisation and ways we work, failing to fully update legacy IT systems.	Digital & Technology Strategy; Change team and hubs to support services through change and drive out benefits.	Resources	8	6	6	→
	11.Risk of staff health and wellbeing concerns due to post pandemic new ways of working; isolation, loss of team culture, remote/office working tensions and low resilience following pandemic-related workloads.	Our People Strategy supported by the How We Work programme and Delivery Group oversight.		8	8	8	→
Commercial (Open)	12.Risk of negative results (financial and social) from our commercial and investment activities.	Commercial Strategy and support for traded services. WRIF and WPDG investment, governance and regulatory compliance arrangements, including oversight and assurance on managing financial risk.		12	12	12	→
Service Delivery (Cautious)	13. Risk of insufficient resources to match the increasing demand for SEND provision and not achieving our SEND and Inclusion ambitions, worsening outcomes for our communities, damaging the council's financial resilience and potential for reputational damage to the council.	Education Strategy: SEND & Inclusion Change Programme and oversight of Ofsted inspection improvement actions. Progress on all sub projects is overseen by the Better Lives Delivery Group.	Communities	Escalated from Service Risk level	16	16	→

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Residual Risk Scores Corporate Board assessment			
				Feb 2021	Oct 2021	January 2022	Direction of Travel
Service Delivery (Cautious)	14. Risk of continued uncertainty about key policy, economic and funding forecasts; impacting on financial planning assumptions and our ability to address the ongoing structural gap in available resources to deliver Council Plan priorities and respond effectively to unplanned events.	MTFS update process includes scenario planning and sensitivity analysis of assumptions. Shorter term volatility is managed through reserves and availability of unallocated funds. An Integrated Planning approach allows refreshed Council priorities to inform resource planning and allocation decisions, including scaling back or withdrawing from activity.	Resources	16	20	16	→
Reputation (cautious)	15. Risk of legal, regulatory, Information security non-compliance, impacting on the Council's reputation and future joint working and engagement opportunities.	Governance Code, Information Gov and Data Strategies and oversight arrangements. Council response to ICO intervention on Subject Access Requests.		6	9	9	→
	16. The risk of detriment to our reputation, including that of financial loss from commercial activities, locally, nationally and with partners and our community.	Customer experience strategy, Strategic Communications Framework, Governance Code and annual assurance effectiveness review.		6	6	6	→
RISKS ADDED Q3	17.The risk of sustained inflationary pressures and cost of living increases putting pressure on staff costs, recruitment and retention and impacting on service resilience, service continuity and affordability as well as social, health and economic inequality.	Risk 2,5 and 14 Mitigation approach				12	↑
	18.Risk of not achieving County net zero by 2050, biodiversity and climate adaptation targets, if national roadmap and guidance on approach and funding structures is not clear and unable to mobilise businesses, communities and co-delivery partners where there are critical dependencies.	Spotlight on WCC led climate change action via dedicated website, open communication channels and community engagement opportunities. Warwickshire & Coventry COP event March 2022. Green shoots fund phase 1 and 2.	Jointly owned risk			15	↑

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Cabinet

17 February 2022

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection of Warwickshire Fire and Rescue Service (WFRS)

Recommendation(s)

1. That Cabinet considers and comments upon the HMICFRS Inspection Report for Warwickshire Fire and Rescue Service.
2. That Cabinet considers and endorses the HMICFRS Action Plan for Warwickshire Fire and Rescue Service attached at Appendix 2.

1. Key Issues

1.1 HMICFRS carried out a full inspection of WFRS In February – March 2021.

1.2 This inspection was virtual and took place online over a period of 8 weeks during the Covid19 pandemic.

1.3 The report detailing the inspection findings was publicly released on the 12th January 2022 (Appendix 1)

1.4 HMICFRS grade every Fire and Rescue Service against three pillars: Efficiency, Effectiveness and People. There are four gradings that are used: Outstanding, Good, Requires Improvement and Inadequate. WFRS has been graded as requiring improvement in all areas.

1.5 There are then 11 subsets on which a Fire and Rescue Service is graded and WFRS was graded in all but one area as Requires Improvement. In relation to preventing fires and other risks WFRS was graded as Inadequate.

1.6 HMICFRS has issued WFRS, within this inspection report, with three Causes of Concern: one in Protection, one in Prevention and one in relation to equality, diversity and inclusion (EDI).

1.7 A Cause of Concern is defined as a serious, critical, or systemic shortcoming in a Fire and Rescue Service's practice, policy or performance.

1.8 An action plan to deliver improvement in these three areas had to be submitted by 31st August 2021. At that point in time, although the WFRS had received detail in relation to the three causes of concern, it hadn't received the full inspection report.

1.9 The Leader of the Council agreed the HMICFRS Action Plan in August, and the action plan was submitted to HMICFRS by the required deadline of 31st August 2021.

1.10 The detailed inspection report, received subsequently, identifies 41 Areas for Improvement. This has led to a review of the action plan which was originally submitted and the action plan being enhanced by further, more specific actions. The updated Action Plan is contained at Appendix 2.

1.11 WFRS will be expected to show improvements in the areas identified by HMICFRS whilst maintaining standards and levels of performance in other areas.

1.12 An assessment of the resources required to deliver improvements was undertaken with support and input from colleagues across the Council to determine the level of resources required. £1,550,000 over two years would be required for improvement and this allocation was agreed as part of the Council's budget decision on 8th February 2021.

1.13 A further visit by HMICFRS to WFRS is expected in February 2022.

2. Supporting Information

2.1 Following an HMICFRS inspection between March and May 2021, Warwickshire Fire and Rescue Service have been notified of three Causes of Concern. These are as follows.

A. The service hasn't done enough since the last inspection to develop a prevention activity that prioritises those most at risk of fire. Recommendation(s): the service should:

- Develop a clear prevention strategy that prioritises the people most at risk and make sure that work to reduce risk is proportionate.
- Put in place an effective system for joint reviews after significant or fatal incidents. Reviews should be at an appropriate strategic level in the service and with partner agencies.
- Review its systems and processes for dealing with referrals from partner agencies to make sure they are managed in accordance with risk.

B. The service hasn't done enough since the last inspection to identify its highest risk premises to inform its risk-based inspection programme. Recommendation(s): the service should:

- Develop a protection strategy with a resourced and prioritised risk-based inspection programme.
- Review its risk-based inspection programme to make sure it identifies its highest risk premises.
- Put in place a clear plan with timescales for improving its management of risk information.

C. The service isn't taking a proportionate approach to promoting equality, diversity and inclusion (EDI) in the workplace. Recommendation(s): the service should make sure that:

- Its actions to promote EDI don't compromise the integrity of other policies, including health and safety and performance management.
- Senior leaders respond appropriately and quickly to EDI feedback or concerns from its staff.
- Its approach to positive action is appropriate and proportionate and is understood by staff; and
- It understands the diversity of its workforce and has the right provisions in place to support their individual needs.

2.2 In order to address these concerns and respond to the detailed inspection report, WFRS have produced the revised Action Plan shown in Appendix 2.

2.3 HMICFRS will regularly inspect WFRS around the Causes of Concern over the next two years prior to our next full inspection to assess improvement being delivered against the Causes of Concern. The first visit from the inspectorate is likely to be in the February 2022.

3. Improvement Action

3.1 Since receiving the Causes of Concern and the detailed inspection report WFRS has focused on delivering improvement. The following improvement has been delivered:

Overarching actions of the Service

3.2 A number of actions have been taken to lay the foundations for improvement. These include the following:

- A review and restructure of the Service has been undertaken with a view to strengthening the support and focus on the key areas of Prevention, Protection and Response. The revised structure was put in place on the 1st September 2021.
- Work was started to refresh the Integrated Risk Management Plan (IRMP) risk analysis using newly available approaches. As well as ensuring our understanding of risk is as current as possible the new approaches are also designed to increase the level of detailed analysis available to support Strategy reviews.
- The importance and value of staff views and inclusion in the improvement process has been recognised with staff briefings and consultation on the proposed action plan underway.

3.3 The key role of monitoring, assurance and peer support has also been recognised with the following arrangements having been put in place:

- The National Fire Chiefs Council (NFCC) has been approached and has now offered peer support to ensure improvements take account of national best practice and all the options available to us.
- The related service improvement plan will be given oversight and scrutiny through the IRMP assurance panel, which ensures our plans and commitments made to the community within the IRMP are suitably met. The Vice Chair of the NFCC will also sit on this panel to give objective views on the implementation of the Service's improvement plan that relates to the causes of concern.
- The County Council internal audit team have been commissioned to objectively assure the service improvement plan against the causes of concern and related recommendations to ensure the right actions are being taken.

Preventing fires and other risks

3.4   A review of our prevention work is underway. Key policy and processes will also be reviewed part of this work with particular focus on those relating to the reviewing of significant incidents with partners and how we deal with referrals from partner agencies. The foundation work highlighted above, and in particular the IRMP refresh of the risk analysis, will be core to developing our revised approach and ensuring it takes account of national best practice and the needs of the community.

3.5   In addition the Service has:

- Clarified with staff the priority risks we look for when reviewing requests for safe and well checks against national guidance.
- Introduced a process to report all significant and fatal incidents to the Fire leadership team to enable them to ensure that appropriate actions are being taken by the service and with partners.
- Improved centrally held record keeping and management to support significant and fatal incident reviews.
- Renewed efforts to reduce the prioritised list of safe and well checks and increased related monitoring arrangements.

Protecting the public through Fire regulation

3.6   The Service is developing its protection strategy and in addition the following specific actions have been taken .

- Data relating to premises has been updated, the result being an increase in the number of building we hold detailed records for.
- A revised prioritisation process has been implemented and places the 35,000 premises identified into a numbered list from 1 – 35,000. Number one is the highest risk given national and local risk indicators and number 35,000 the lowest.

- Work is underway to create a refreshed project to replace current IT data systems that will assist in the storage and management of the prioritised risk-based inspection programme and data. A project manager has been appointed to progress this work.
- Options for temporarily increasing the numbers of competent fire protection specialists are being developed and adverts have been placed for operational staff with relevant competencies to join the protection team on a temporary basis. This approach is designed to enable the service to maintain and build on the number of audits made whilst supporting newer members of the protection team in building the skills and experience required.
- Training is continuing to be rolled out for operational crews and staff to increase the capacity of the Service in fire regulation, whilst the review of the related strategy is finalised.

Ensuring fairness and promoting diversity

3.7   After talking to staff and consulting with HMICFRS it is understood that the majority of evidence which led to this Cause of Concern was put forward by staff who were concerned or affected by the Service's past actions relating to recruitment and how we communicated around EDI.

3.8   During a recent recruitment campaign we took the following actions to ensure similar issues did not arise and at the same time have started to build engagement with staff around these issues:

- Established a middle management forum focused on positive action and positive discrimination. The related understanding gained through this was then cascaded out to all staff.
- Communicated and discussed with our staff, our recruitment physical test standards, and how these relate to positive action with particular focus on why we have recently changed the standards and their alignment with national guidance
- Reviewed via the recruitment team the over lapping policies and made checks against their intended ways of working to ensure there was the right synergy
- Covered these issues in our staff briefing and consultation process will be refreshing the approach of our Staff Inclusion Network to support the right conversations and feedback taking place.
- Provided staff with the opportunity to find out more information on the work the Service is doing each month as part of our Equality, Diversity, and Inclusion strategy.
- Expanded the awareness of and opportunities for development and promotion including producing a new promotion policy which has been developed with staff (and is currently subject to the consultation) and introducing a Future Leaders apprenticeship degree programme which started in September 2021 to support talent management in the organisation.

4.   Financial Implications

4.1   The total cost to resource the improvement plan is circa £3.7m

4.2   This figure of £3.7m can be reduced down to £1.55m through the efficient and efficient prioritisation of existing resources across WCC.

4.3   There is a current MTFS allocation for this improvement of £1.55m over two years.

4.4   The £1.55m is an unavoidable service pressure in the MTFS

4.5   This is a time limited investment to deliver improvement.

4.6   Being able to deliver the required improvements within the MTFS allocations relies upon the wider support of WCC at no cost to WFRS in relation to the work required that has been identified within the improvement plan.

4.7   It is essential that the improvement delivered through the investment can be seen and measured. The improvements and outcomes that will be delivered are as follows:

a) A Listening, Communication and Engagement Strategy based on a newly developed EDI narrative. The Service has a Strategic Plan that shows how we will reach the maturity level we want to achieve

b) A greater understanding of their communities and the differences that exist. It proactively seeks to engage and support communities and each other and understands the strength of diversity.

c) A workforce that feels they belong and work in an environment that supports their physical, mental, and cultural needs.

d) A clear prevention strategy that prioritises the people most at risk and makes sure that work to reduce risk is proportionate.

e) A Serious Case Review Policy that promotes learning and safeguards our communities

f) A robust referral pathway that is supported by an IT system that manages referrals based on risk.

g) A Protection strategy document that enables our ambition and direction to be translated into coherent actions. It will align with the IRMP, Service Plan, drive the Fire Protection business plan, and be resourced appropriately.

h) A complete, assured data-set of up-to-date premises within Warwickshire covered by the RRFSO 2005.

i) A clearly defined RBIP process that ensures high-risk premises are identified, prioritised and inspected within an appropriate time-specific period. Information supplied by the RBIP provides further data to inform the IRMP and yearly action plan better.

5. Environmental Implications

5.1 None.

6. Timescales associated with the decision and next steps

6.1 The updated Action Plan will be used to progress improvements across WFRS. Progress will be reported back to the IRMP Assurance Panel, Corporate Board and Cabinet on an ongoing basis and the Resources and FRS Overview and Scrutiny Committee will have a monitoring and scrutiny role.

Appendices

Appendix 1. HMICFRS Inspection Report of WFRS
Appendix 2. WFRS HMICFRS Action Plan

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The report was circulated to the following members prior to publication: Chair and Party Spokes of the Resources and FRS Overview and Scrutiny Committee

Local Member(s):
Other members:

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HMICFRS

Her Majesty's Inspectorate of Constabulary
and Fire & Rescue Services

Fire & Rescue Service 2021/22

Effectiveness, efficiency and people

An inspection of Warwickshire Fire and Rescue Service

Contents

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About this inspection

This is our third inspection of fire and rescue services across England. We first inspected Warwickshire Fire and Rescue Service in June 2018, publishing a report with our findings in December 2018 on the service's effectiveness and efficiency and how it looks after its people. Our second inspection, in autumn 2020, considered how the service was responding to the pandemic. This inspection considers for a second time the service's effectiveness, efficiency and people.

In this round of our inspections of all 44 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?

2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?

3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings for Warwickshire Fire and Rescue Service.

What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Good is our expected graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards.

If the service exceeds what we expect for good, we will judge it as outstanding.

If we find shortcomings in the service, we will judge it as requires improvement.

If we find serious critical failings of policy, practice or performance of the fire and rescue service, we will judge it as inadequate.

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Overview

Question	This inspection	2018/19
⚙ Effectiveness	●●○○ **Requires improvement**	**Good**
Understanding fires and other risks	●●○○ Requires improvement	Good
Preventing fires and other risks	●○○○ Inadequate	Good
Protecting the public through fire regulation	●●○○ Requires improvement	Requires improvement
Responding to fires and other emergencies	●●○○ Requires improvement	Good
Responding to major and multi-agency incidents	●●●○ Good	Good

Question	This inspection	2018/19
£ Efficiency	●●○○ **Requires improvement**	**Good**
Making best use of resources	●●○○ Requires improvement	Good
Future affordability	●●○○ Requires improvement	Good

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Question	This inspection	2018/19
👥 **People**	●●○○ **Requires improvement**	**Requires improvement**
Promoting the right values and culture	●●○○ Requires improvement	Good
Getting the right people with the right skills	●●○○ Requires improvement	Good
Ensuring fairness and promoting diversity	●●○○ Requires improvement	Requires improvement
Managing performance and developing leaders	●●○○ Requires improvement	Requires improvement

HMI summary

Before I provide my assessment of Warwickshire Fire and Rescue Service, I would like to pay tribute to the late Chief Fire Officer Kieran Amos, who sadly died in November 2021.

Kieran retired earlier that year after 30 years of service in the fire and rescue sector. He joined Warwickshire FRS in April 2019 and much of his service in Warwickshire was spent leading the service's response to the pandemic. During this time, the service worked steadfastly with other organisations to support the communities of Warwickshire.

Kieran is much missed by all those who knew him and we are indebted to him for his service.

It was a pleasure to re-visit Warwickshire Fire and Rescue Service, and I am grateful for the positive and constructive way that the service engaged with our inspection.

I want to thank the service for working with us by accommodating the virtual approach of this inspection. These inspections would normally be conducted using a hybrid approach but inspecting against the backdrop of the pandemic meant we had to inspect virtually. I also want to recognise the disruption caused by the pandemic. This has been considered in our findings.

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We are satisfied with some aspects of the performance of the service. For example, we are pleased to see that the service is contributing to its local community by operating a hospital-to-home scheme on behalf of local health trusts. The scheme transports patients who are ready for discharge from hospitals and helps people who might be vulnerable. We are also pleased to see that the service is good at tackling fire-setting behaviour and responding to national risks.

However, we are disappointed that the service has not made the progress we expected since our 2018 inspection. We identified three causes of concern:

- the service hasn't got better at detecting who are the people most at risk from fire and doing prevention work with them to reduce the risk posed to them;
- the service hasn't done enough since 2018 to identify high-risk premises; and
- although the service has tried to improve diversity and inclusion since our 2018 inspection, its approach to this has made its staff disengage.

Moreover, in our last inspection we found the service's ICT systems were unreliable. Regrettably, the service still hasn't improved them, and this is hindering its work.

We also found that parts of the service don't have enough trained people to do the work needed. This means that the service can't work towards achieving its priorities.

Finally, we found that the service doesn't do enough to check how long staff have worked on shifts, which means that it doesn't always know if firefighters are fit for duty.

This year, we identified three recommendations. The service should:

- develop a prevention plan which makes a priority of people most at risk from fire;
- do better at identifying high-risk premises; and
- take a proportionate approach to equality, diversity and inclusion.

Wendy Williams

HM Inspector of Fire & Rescue Services

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Service in numbers

Response	Warwickshire	England
Incidents attended per 1,000 population Year ending 31 December 2020	6.31	9.39
Home fire safety checks carried out by fire and rescue service per 1,000 population Year ending 31 March 2020	10.74	10.17
Fire safety audits per 100 known premises Year ending 31 March 2020	0.91	2.55
Average availability of pumps Year ending 31 March 2020	85.19%	83.07%

Cost		
Firefighter cost per person per year Year ending 31 March 2020	£25.05	£23.82

Incidents attended in the year to 31 December 2020

All Fires 1,121 (31%)

Non-fire Incidents 1,016 (28%)

Total

3,647

False Alarms 1,510 (41%)

5
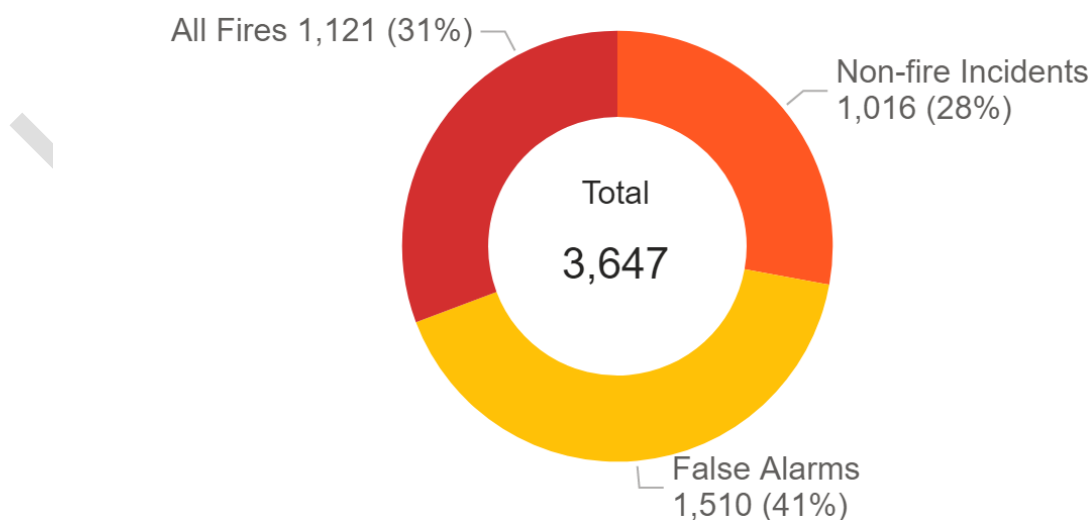
Workforce	Warwickshire	England
Five-year change in total workforce 2015 to 2020	7.26%	-5.30%
Number of firefighters per 1,000 population Year ending 31 March 2020	0.69	0.63
Percentage of firefighters who are wholetime Year ending 31 March 2020	65.32%	65.10%

Percentage population, firefighters and workforce who are female as at 31 March 2020

Female ●Firefighters ●Workforce ●Local population

7.14%

16.93%

50.60%

0% 10% 20% 30% 40% 50%
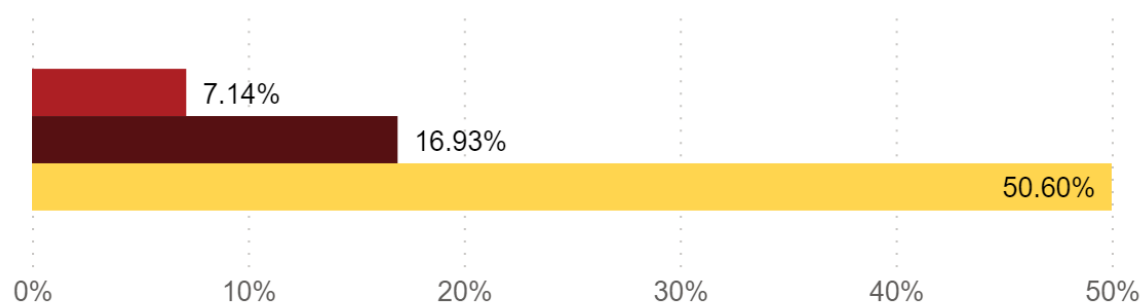
Percentage of population, firefighters, and workforce who are Black, Asian and minority ethnic (BAME) as at 31 March 2020

BAME ●Firefighters ●Workforce ●Local population

2.74%

2.66%

7.29%

0% 10% 20% 30% 40% 50%
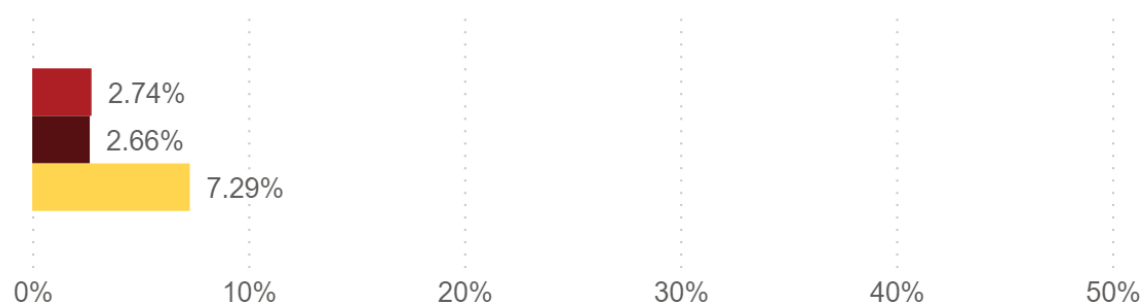
For more information on data and analysis throughout this report, please view the 'About the data' section of our website.

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Effectiveness

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How effective is the service at keeping people safe and secure?

●●○○○

Requires improvement

Summary

An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It should target its fire prevention and protection activities to those who are at greatest risk from fire, and make sure fire safety legislation is being enforced. And when the public calls for help, respond promptly with the right skills and equipment to deal with the incident effectively. Warwickshire Fire and Rescue Service's overall effectiveness requires improvement.

Warwickshire Fire and Rescue Service has not made the progress that we would expect since our inspection in 2018.

It has developed a new integrated risk management plan (IRMP) and identified the risks in the community as part of that. But the risk information available to firefighters still isn't always up to date.

The service hasn't made progress in making sure it targets its prevention work at people who are most at risk from fire. It has a significant backlog in this area. The service has made the needed investment in its protection team. But it is not yet seeing the benefit of this. So, we haven't seen any improvement yet in its risk-based inspection programme. We did see an improvement in the level of enforcement action.

We found the service is good at responding to national risks. But it is not meeting its targets for responding to emergencies in its own communities.

8

Understanding the risk of fire and other emergencies

●●○○

Requires improvement (2018: Good)

Warwickshire Fire and Rescue Service requires improvement at understanding risk.

Each fire and rescue service should identify and assess all foreseeable fire and rescue-related risks that could affect its communities. Arrangements should be put in place through the service's prevention, protection and response capabilities to prevent or mitigate these risks for the public.

Areas for improvement

- The service should make sure its IRMP is informed by a comprehensive understanding of current and future risk by working with those communities that are most at risk of fire and other emergencies. It should use a wide range of data to build the risk profile and use operational data to test whether the risk profile is up to date.

- The service should make sure that the aims and objectives of prevention, protection and response activity are clearly outlined in its IRMP.

- The service should make sure it gathers and records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.

- The service needs to ensure that risk information in Control is consistently kept up to date.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is good at identifying risk in the community

The service has assessed an appropriate range of risks and threats after a thorough integrated risk management planning process. When assessing risk, it has considered relevant information collected from a broad range of internal and external sources and data sets. The service works with the county council, which provides the data about communities from a range of sources, and data from national reports by public health and other government departments. The service analyses this data to provide information on local risks that affect community risk. For example, it identified that local authority proposals to create more cycle paths and walkways in Stratford would affect how long it took fire engines to attend incidents.

Since we last inspected, the service has made progress in how it works with the local community to build its risk profile. When appropriate, the service has consulted community groups, local authorities and the police. During the pandemic it made good use of its website and social media to reach all parts of the community. This helped it

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to both understand the risk and explain how it intends to mitigate it. The service received its highest response to date to its consultation on its IRMP. We welcome this.

The service doesn't clearly set out how it will fulfil its risk management plan

After assessing relevant risks, the service has recorded its findings in an IRMP. But the plan doesn't fully indicate to the public how the risks will be mitigated. It doesn't give timescales or stipulate the resources it needs to mitigate the risks. Some of the actions have been carried over from the previous plan but have no timescales for completion, for example the development of new training facilities and a new station at Rugby South.

It's not clear from the plan how the service intends to use its prevention, protection and response resources to reduce risk and threats to the community it serves now and in the future. The service has departmental plans for these areas, but they do not always clearly link back to the IRMP and the departmental plans are not available to the public.

The service knows that it does not have enough resources to fulfil all the actions in the plan. It has some ways of estimating changes to risk levels in the future. For example, it reviews incident data, specifically flooding risks. But this analysis is limited. The service has not clearly set out the steps it will take over the five-year IRMP period should risk levels change, even though this is expected.

The service can't be sure that the risk information it holds is accurate and up to date

In our last inspection we raised a concern about the risk information available to firefighters. Despite this, we are disappointed to find the service still can't ensure that this information is relevant and up to date.

The system the service uses to collect and update risk information about premises can't be relied on to be accurate. It doesn't automatically update the mobile data terminals which firefighters rely on for risk-critical information at emergency incidents, or the mobilising system in control. So staff must make changes manually. This delays the passing of risk information to stations and control and means there is a risk that the information isn't accurate.

We also found that on-call staff don't routinely get involved in assessing risks in their own areas. This means that they are not always familiar with risks or given up-to-date information about those risks. We heard about an example where on-call staff on a routine community visit found in their area a significant risk which wasn't on the mobile data terminal.

We found that the risk information that is collected is communicated well. Staff in the control room showed us that they could communicate information about risk. Urgent risk information is processed within 72 hours and staff in the control room showed us how the service uses flash messages to highlight a temporary risk.

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The service doesn't consistently use emerging information from operational activity to test its risk profile and challenge its risk management plan

We found limited evidence that the service learns from and acts on feedback from either local or national operational activity. We reviewed a range of significant incidents where we would have expected the service, in line with its policy, to carry out operational learning. We are disappointed not to find evidence of this.

So, the service is missing the opportunity to review risk assessments or challenge the assumptions in the IRMP.

The service has taken appropriate action to reduce risk following the Grenfell Tower inquiry

During this round of inspection, we sampled how each fire and rescue service has responded to the recommendations and learning from phase one of the Grenfell Tower fire inquiry.

Warwickshire Fire and Rescue Service has taken some steps to respond to this tragedy. The service identified that it has 38 high-rise buildings but none of these have cladding that is similar to the cladding installed on Grenfell Tower. It has carried out a fire safety audit at each building and ensured extra safety measures have been put in place. The service has bought a turntable ladder and smoke hoods.

But we found a lack of detail on how the service records information on high-rise premises or premises with cladding similar to the cladding installed on Grenfell Tower and how it shares this information with its prevention, protection and response teams. However, the service has recognised this and is taking action to increase the detail needed.

Preventing fires and other risks

Inadequate (2018: Good)

Warwickshire Fire and Rescue Service is inadequate at preventing fires and other risks.

Fire and rescue services must promote fire safety, including giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sector, as well as with the police and ambulance services. They should provide intelligence and risk information with these other organisations when they identify vulnerability or exploitation.

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Cause of concern

The service hasn't done enough since the last inspection to develop prevention activity that prioritises those most at risk of fire.

Recommendations

By 31 August 2021, the service should:

- develop a clear prevention strategy that prioritises the people most at risk and make sure that work to reduce risk is proportionate;
- put in place an effective system for joint reviews after significant or fatal incidents. Reviews should be at an appropriate strategic level in the service and with partner agencies; and
- review its systems and processes for dealing with referrals from partner agencies to make sure they are managed in accordance with risk.

Areas for improvement

- The service should evaluate its prevention work so that it understands what works.
- The service should make sure it puts in place measures so it can reduce the backlog of safe and well visits that has built up during the COVID-19 pandemic.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service doesn't have a prevention plan that clearly links to the risk management plan

The service does not have a prevention plan that clearly sets out how it will target those most at risk from fire in its communities. It has a departmental action plan which sets out the activities the department will undertake. But these aren't always clearly linked to the risks and priorities in the IRMP.

Prevention work mostly happens in isolation. We found little evidence that the service shares relevant information between its prevention, protection and response functions. For example, we reviewed records of significant fires and found in all but one there was no evidence that information had been shared with other functions.

We are particularly concerned to find that during the pandemic the service stopped carrying out joint reviews with other agencies it works with after significant or fatal fires. This is contrary to its policy. Four significant fires, including fatal fires, and two significant other fatalities occurred during the period we reviewed. But there was no learning to understand whether the service's systems and processes are effective at keeping people safe from fires. So, the service is missing the opportunity to use the learning from these events to reduce the risk of further fatal fires.

After the Grenfell Tower tragedy, the service carried out some prevention activity at high-rise and high-risk premises. There were 13 such premises which were domestic. We are concerned to find the records of the activity were incomplete and that there is no programme of ongoing prevention activity at these premises.

The service has made limited progress since the COVID-19 inspection

We considered how the service had adapted its prevention work during our COVID-19 inspection in September 2020. At that time, we found it had adapted its public prevention work appropriately. Although we acknowledge the impact the pandemic has had, the service has made limited progress to reduce the backlog of safe and well visits. On 31 March 2021, there were still 667 outstanding visits and the service doesn't have a plan to prioritise and complete them. During the pandemic, the service also stopped receiving telephone referrals from the county council contact centre, from which it used to get information about vulnerable people. People were instead directed to the website. This means that if some people are unable to use the website option then there is a risk that the service may not be getting all the referrals it needs to make sure it keeps people safe from fire.

The service has made no progress since our previous inspection in 2018 on how it targets its prevention activity

The service still doesn't have a clear, risk-based approach that directs prevention activity towards the people most at risk from fire and other emergencies. The service uses only limited information and data to target its prevention activity. It does not have an effective way to prioritise referrals for safe and well visits, the majority of which come from the county council. Other referrals that are passed to the operational crews are acted on in date order rather than priority order.

We found only limited evidence of vulnerable people being referred to other relevant organisations if their needs couldn't be met by the service. We are particularly concerned to find the service doesn't have a system to communicate with the referring agency when it has been unable to contact the individual. We are also concerned to find that over half the referrals from agencies were either still outstanding or that the service had closed them after making attempts but without carrying out a safe and well visit.

Staff have not been adequately trained to conduct safe and well checks

The service departmental action plan states that it will train operational staff on conducting safe and well visits, which include falls assessments. But most operational staff we spoke to told us they don't have the right skills and confidence to make safe and well visits. They told us that there had been limited and in some cases no training in this area.

Staff are not appropriately trained to respond to safeguarding concerns

The staff we interviewed told us that they have received little or no training in identifying safeguarding concerns. And, while they did say that they felt they would be able to identify a safeguarding problem and would feel confident to refer it to their manager, they did not provide us with any examples.

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The service is good at collaboration with health through the hospital-to-home scheme but could do more to explore opportunities with other relevant organisations

The service works with some local organisations, for example the police and ambulance service, to provide road safety messages, and with the Safer Warwickshire Partnership group.

The service operates a hospital-to-home scheme on behalf of local health trusts. Staff transport patients who are ready for discharge from hospital to their homes and carry out a safe and well check. The scheme helps to reduce preventable hospital admissions and delayed transfers of care. And it gives the service access to people who may be vulnerable. The service is valued by both hospital staff and householders.

The service is good at tackling fire-setting behaviour

The service works closely with the police to tackle fire-setting behaviour and support the prosecution of arsonists.

In the service area there has been a downward trend in deliberate fires since 2015. It has a lower rate of deliberate fires than the national average.

The service doesn't routinely evaluate its prevention activity

Since we last inspected the service in 2018, we are disappointed to find limited evidence that the service has improved the way it evaluates how effective its activity is. And we are also disappointed to find limited evidence of how it makes sure all its communities get equal access to prevention activity that meets their needs.

We did find that the service had evaluated the pilot of the hospital-to-home scheme. As a result, this scheme was extended. But we found that a lack of capacity in the prevention team means that they don't have time to evaluate their main work. So, the service doesn't know if its work is benefiting the public, and it can't make continuous improvements.

Protecting the public through fire regulation

Requires improvement (2018: Requires improvement)

Warwickshire Fire and Rescue Service requires improvement at protecting the public through fire regulation.

All fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

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Cause of concern

The service hasn't done enough since the last inspection to determine its highest risk premises to inform its risk-based inspection programme.

Recommendations

By 31 August 2021, the service should:

- develop a protection strategy with a resourced and prioritised risk-based inspection programme;
- review its risk-based inspection programme to make sure it identifies its highest risk premises; and
- put in place a clear plan with timescales for improving its management of risk information.

Areas for improvement

- The service should make sure there are enough qualified staff across the service to carry out fire safety audits competently.
- The service should make sure it effectively addresses the burden of false alarms.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Protection activity doesn't clearly link to the integrated risk management plan

The service doesn't have a protection plan that clearly sets out how it assesses risks or how it targets its enforcement and inspection activity. It has a departmental plan, but this isn't clearly linked to the risks identified in its IRMP. We found no planned approach to how the service will inspect, audit and review premises. It is unclear what level of activity the service aims for. And it is not clear how it evaluates what benefit protection activity will have for the public.

Protection activity generally happens in isolation rather than across the whole service. In the files we reviewed we did not find that learning from inspections after fires was considered or disseminated across the service. The service's protection, prevention and response functions do not routinely exchange information.

The service has made limited progress since the COVID-19 inspection

We considered how the service had adapted its protection activity during our COVID-19 specific inspection in September 2020. At that time, we found it had adapted its protection work well. Since then we have found that the service has a backlog of inspections that it wasn't able to complete during the pandemic. The service has a target to carry out 175 audits of high-risk premises annually. In the year ending 31 March 2021 it had only audited 96 such premises. It has no clear plan to complete these inspections.

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During the pandemic the service started using electronic rather than paper-based building regulation submissions. It has continued using these, and that has made it quicker at processing such submissions.

Activity is not clearly aligned to risk

The service has a risk-based inspection programme, but it is limited in scope and not up to date. The service relies on a premises risk information system to inform its risk-based inspection programme. But staff told us that they can't rely on this system as it often produces inaccurate information. We identified this problem in our previous inspection in 2018. We are concerned to find that the service has not made enough progress to improve the system. The risk-based inspection programme hasn't been updated since 2019 so the service can't be sure that it has identified all high-risk premises.

We also found that the service isn't consistently auditing the buildings it has targeted in the timescales it has set. Some of the audit files we reviewed were of a good quality, but others were incomplete.

The service has taken appropriate action to audit high-rise buildings

The service identified that it doesn't have any high-rise buildings with cladding that is similar to the cladding installed on Grenfell Tower. But some of its lower-rise buildings do have that cladding. It has 38 high-rise buildings and has carried out a fire safety audit at each. It has acted appropriately to ensure additional safety measures have been put in place. In some cases where there were significant structural or compartmental problems the buildings have been demolished.

However, we found a lack of detail on how the information from these audits is recorded or shared with response and prevention teams.

Quality of audits is inconsistent

We reviewed a range of audits of different premises across the service. This included audits:

- that were part of the service's risk-based inspection programme;
- after fires at premises where fire safety legislation applied;
- where enforcement action had been taken; and
- at high-rise, high-risk buildings.

Not all the audits we reviewed were completed in a consistent, systematic way, or in line with the service's policies.

Limited quality assurance takes place

We found limited evidence of appropriate review and oversight of fire safety inspections. We were told that this is because of the lack of qualified fire safety inspectors and the workload of the team.

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Operational staff have not been trained adequately in fire prevention and protection. So, although they carry out risk inspections, the quality of these inspections can't be assured.

The service doesn't have good evaluation tools to measure its effectiveness or to make sure all sections of its communities get equal access to protection services that meet their needs.

The service has made progress on taking enforcement action

Since we last inspected the service in 2018 it has made some progress in enforcement activity. In the files we reviewed we saw that it had taken proportionate enforcement action. The service has introduced a compliance level calculator to help it decide the appropriate level of enforcement. It has also recently successfully prosecuted a business that was failing to comply with fire safety regulations.

In the year to 31 March 2020, the service:
- issued no alteration notices,
- issued 10 enforcement notices,
- issued 11 prohibition notices; and
- undertook one prosecution.

It has completed one prosecution since 2016.

There are not enough qualified staff to provide the risk-based inspection programme

We said in the last inspection that the service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.

Since then the service has invested in its protection staff and recruited six new inspecting officers. These staff are working towards appropriate accreditation, but they are not yet fully qualified. So, the service is yet to see the benefit of this investment. The staff who are qualified to do the risk-based inspection programme are often not as productive as they could be because too much of their time is absorbed by an inefficient system.

The service has plans to introduce the level 3 business fire safety qualification for operational staff to help with low-level fire safety audits, but at the time of the inspection this had not happened and operational staff have not received training in protection.

The service does not routinely share information with other agencies

The service works inconsistently with other enforcement agencies to regulate fire safety. It doesn't routinely exchange risk information with them. The files we reviewed showed that in some cases information had been appropriately shared with, for example, the Warwickshire Care Partnership, but in other cases we found information wasn't shared when it should have been.

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The service has improved its response times to building consultations

The service has significantly improved the time it takes to respond to building consultations on fire safety arrangements at new and altered buildings. In the year ending 31 March 2020 it had only responded to 25.8 percent of consultations within the required timeframe (112 of 434). This figure has increased to 88.3 percent in 2020/21 (318 of 360). This is to be commended. But the service needs to do more to improve communication with the other agencies it works with.

More work is needed with businesses to promote fire safety

The service could do more to engage with local businesses and other organisations to promote compliance with fire safety legislation. It has done some good work since the Grenfell Tower fire with local authorities and property management companies to address the risks in high-rise properties. But the lack of capacity in the team means that they have not been able to engage with business forums. And the service needs better information on its website about business fire safety.

Not enough action has been taken to reduce unwanted fire signals

The service changed its policy two years ago to reduce the number of unwanted fire signals. But this did not work as intended and resulted in the service attending more calls.

The number of calls that are unwanted fire signals has increased significantly from 543 in 2017/18 to 2,590 in 2019/20. The service is also attending more calls than in previous years. So, engines may be unavailable to attend genuine incidents because they are attending false alarms. This also creates a risk to the public because more fire engines are travelling on roads at high speed.

The service is reviewing its unwanted fire signals policy.

Responding to fires and other emergencies

Requires improvement (2018: Good)

Warwickshire Fire and Rescue Service requires improvement at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies within their areas.

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Areas for improvement

- The service should ensure its response strategy provides the most appropriate response for the public in line with its integrated risk management plan.
- The service should ensure its operational and control room staff have good access to relevant and up-to-date cross-border risk information.
- The service should ensure it has an effective system for learning from operational incidents.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service's response plan isn't clear

The service doesn't have a response plan that is clearly linked to the risks identified in its IRMP. The service is over-reliant on historical data based on demand, for example demographic data, crime data and information on arson, to inform the IRMP and district resource plans.

Where it has identified that it needs to move resources to better mitigate risk it has been slow to develop plans. And on other occasions, such as the proposal to make changes to the site at Leamington Spa, the service could not explain a clear rationale for its plan.

The service is not meeting its response standards

There are no national response standards of performance for the public. But the service has set out its own response standards in its IRMP. It states that it will get to all life risk calls in 10 minutes 75 percent of the time for the first engine and in 15 minutes 90 percent of the time for the second engine.

The service doesn't always meet these standards. In the year to 31 March 2020, the service responded to life risk incidents within 10 minutes 71 percent of the time with the first engine and within 15 minutes 80 percent of the time with the second engine. This got worse in the year ending 31 March 2021, when it responded to life risk incidents within 10 minutes 66 percent of the time with the first engine and within 15 minutes 75 percent of the time with the second engine. The service states that it aims to do more prevention and protection activity in those areas it can't reach in 10 minutes, but we did not find evidence of this. We were told the service put resources where they will have most impact on risk. This was the reason for the proposal for a new station at Rugby South, but it has not yet been built.

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The service does not meet its published availability targets for fire engines

To support its response plan, the service aims to have 90 percent of on-call fire engines available at major stations and 100 percent of wholetime fire engines available at all times. The service doesn't always meet this standard. In the year ending 31 March 2020 it achieved 85 percent on-call availability and 98 percent wholetime availability. It also stated that it would aim to have no instances where a fire engine failed to mobilise to an incident. In the same year there were nine instances of this. The data for the year ending 31 March 2021 shows a slight improvement but the service is still not meeting its standards.

The service can command incidents effectively

Incident commanders are trained and assessed regularly and properly. This includes an annual health check and a full assessment every two years. So, the service can safely, assertively and effectively manage all the incidents it might expect, from the small and routine to the complex, and those involving multi-agency organisations.

As part of our inspection we interviewed incident commanders from across the service. They showed us they were familiar with assessing risks, making decisions and recording information at incidents in line with national best practice and the joint emergency services interoperability principles (JESIP).

Control staff do not regularly get involved in operational learning and debriefing

We found that the service's control staff are invited to debriefing and operational learning events. But they rarely attend because the control room often doesn't have enough staff to meet its minimum crewing levels. The control room has not fully tested and exercised its fallback arrangements with Northamptonshire Fire and Rescue Service control since February 2020 because of the restrictions due to the pandemic.

The service can deal with fire survival guidance calls

The control room staff we interviewed were confident they could provide fire survival guidance to many callers simultaneously. After the Grenfell Tower fire, this was identified as something services need to be able to do. Staff are properly trained and can get help with multiple calls from Northamptonshire Fire and Rescue Service control room. Staff provided a good example of giving fire survival guidance to a caller which had a successful result. But we found that the service doesn't have arrangements for giving fire survival guidance to callers who don't speak English. We are disappointed that staff could not identify on their system other buildings with cladding similar to the type installed on Grenfell Tower, although the service has this risk information.

Control has good systems to exchange real-time risk information with incident commanders, other responding partners and other supporting fire and rescue services. This includes communicating in a timely way with crews and making sure all staff in the control room are up to date with the latest information.

If the service needs to pass calls to Northamptonshire Fire and Rescue Service control then the two services can both access and update the incident information on

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a shared system. With this good situational awareness the service can give the public accurate and tailored advice.

Staff have good access to risk information within the service but not for neighbouring fire and rescue services

We sampled a range of risk information, including that given to firefighters responding to incidents at high-risk, high-rise buildings, and that held by fire control.

We found that the control room and stations did not have access to appropriate and up-to-date over-the-border risks. We found that this was a problem in our previous inspection. But we found that the service sends out regular bulletins to update risk information and the mobile data terminals on the fire engines are updated promptly. The information we reviewed was up to date and detailed. Staff could easily access and understand it.

The service doesn't consistently evaluate operational performance and national operational guidance

As part of the inspection we reviewed a range of emergency incidents and training events.

We are pleased to see the service audits incident command to assure itself that staff command incidents in line with operational guidance.

We found examples of operational learning from incidents being spread through the service. Following incidents and exercises, stations complete a form capturing that learning, which they send to the operational planning team. The team then sends operational bulletins to all stations by email to share the learning.

But we are concerned to find that there has been no formal structured learning after serious incidents for some time. We reviewed six such incidents in the last 18 months. We found that none had a formal debrief. So, information was not shared internally or with other relevant organisations. We also reviewed two multi-agency exercises and a significant commercial fire. Learning from these had not been fully shared within the service or with other agencies over a year later.

We also found the process for allocating and monitoring actions after incident debriefs was inefficient. It is a manual process operated by one individual and we found gaps in timescales and monitoring. The service can't be sure that all actions are completed. So it isn't routinely improving its service to the public.

The service doesn't do enough to keep the public informed about incidents

The service has some systems to inform the public about ongoing incidents and help keep them safe during and after incidents. But these systems aren't comprehensive enough for the service to be sure the messages are reaching the public.

It uses social and local media to warn and inform the public about ongoing incidents. But the support for this isn't available in the evenings and at weekends so it has to rely on other support, for example the police. The service's website doesn't have any live incident information.

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Responding to major and multi-agency incidents

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Good (2018: Good)

Warwickshire Fire and Rescue Service is good at responding to major and multi-agency incidents.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

Area for improvement

The service should ensure it understands national and cross-border risks and is well prepared to meet such risks.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is well prepared for major and multi-agency incidents

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. These risks are listed in both local and national risk registers as part of its integrated risk management planning. For example, it has major incident plans and site-specific operational plans for all its high risks in the county such as Warwick Castle and the Kingsbury Oil Terminal.

It is also familiar with the significant risks that could be faced by neighbouring fire and rescue services that it might reasonably be asked to respond to in an emergency. For example, it has carried out a multi-agency exercise with Leicestershire FRS. But firefighters don't always have access to risk information from neighbouring services. The service shares its risk information on Resilience Direct but this isn't always reciprocated by neighbouring services.

The service is good at responding to major and multi-agency incidents

We reviewed the arrangements the service has to respond to different major incidents, including flooding and marauding terrorist attacks (MTA).

The service has good arrangements, which are well understood by staff. For example, staff in the control room were clear on the action to take if a major incident were called. The service does not have its own MTA team but can support other services in the event of such an attack and a lead officer works closely with police, ambulance and local authorities. The service has resources to support a major incident, such as a mass decontamination unit, environmental unit and high-volume pump and staff are clear on when and how to deploy these resources.

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The service can work effectively with other fire services

The service supports other fire and rescue services responding to emergency incidents. It does cross-border exercises with neighbouring services to share learning and local teams train on specific risks with other agencies. It has also supported other services to respond to emergency incidents, for example the flooding event in Hereford and Worcester FRS. It is intraoperable with these services and can form part of a multi-agency response. The service has successfully deployed to other services and has used national assets as such.

The service carries out cross-border exercising but the plan needs to be updated

The service has a cross-border exercise plan with neighbouring fire and rescue services so that they can work together effectively to keep the public safe. But this plan needs updating and during the pandemic fire services have done less testing and exercising. Nevertheless, the service still carried out two major exercises.

Incident commanders understand JESIP

The incident commanders we interviewed had been trained in and were familiar with the joint emergency services interoperability principles.

The service could provide us with strong evidence that it consistently follows these principles. All the incident commanders that we spoke to could effectively describe the joint decision-making principles. And they could describe the procedures for reporting information on major incidents to relevant government departments.

The service is improving the way it works with other relevant organisations

The service has good arrangements to respond to emergencies with other partners in the Warwickshire Local Resilience Forum (LRF). This includes using national co-ordination and advisory framework arrangements to supplement resources if needed.

The service is a valued participant in the LRF. The chief fire officer chairs the LRF and the service leads the training and exercising sub-groups. The recently reformed training and exercising group is developing a schedule of training with plans for flooding and HS2 rail exercising.

The service uses national learning to inform planning

The service keeps itself up to date with joint operational learning updates from other fire services and national operational learning from the police service and ambulance trusts. This learning informs planning assumptions made with other organisations the service works with.

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Efficiency

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How efficient is the service at keeping people safe and secure?

Requires improvement

Summary

An efficient fire and rescue service will manage its budget and use its resources properly and appropriately. It will align its resources to the risks and priorities identified in its integrated risk management plan. It should try to achieve value for money and keep costs down without compromising public safety. It should make the best possible use of its resources to achieve better outcomes for the public. Plans should be based on robust and realistic assumptions about income and costs. Warwickshire Fire and Rescue Service's overall efficiency requires improvement.

We found that the service hasn't made progress since our 2018 inspection on some important developments. These developments would improve its response and training capability.

In 2018 we also found the IT systems were out of date and unreliable. The service still hasn't improved them. This hinders it in performing some statutory functions.

Some parts of the service don't have enough people with the right training and skills. So, the service can't work towards the priorities in its IRMP. The service doesn't manage staff performance in a way that lets it direct resources at priorities.

The service also isn't collaborating enough with others to improve efficiency.

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Making best use of resources

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Requires improvement (2018: Good)

Warwickshire Fire and Rescue Service requires improvement at making best use of its resources.

Fire and rescue services should manage their resources properly and appropriately, aligning those resources to meet the services' risks and statutory responsibilities. They should make best possible use of their resources to achieve better outcomes for the public.

The service's budget for 2021/22 is just under £22m. This is an increase from £21.1m in the previous financial year.

Areas for improvement

- The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.

- The service should make sure there is a testing programme for its business continuity plans, particularly in high risk areas of service.

- The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the IRMP.

- The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its IRMP.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service's plans don't effectively support its objectives

Since the last inspection, the service has put extra resources into its protection function using the government funding. But there is little evidence to show that the service has made enough progress with the provision of its protection function. There are several weaknesses that need addressing. The way the service allocates resources to prevention, protection and response functions is mainly based on historical information. This affects the service's ability to fulfil its responsibilities in these areas, as reflected in the effectiveness section. The service states that it wants to assess its overall resource capability, but we found no specific plans to do this. The service has developed a five-year IRMP but this isn't fully resourced and the service acknowledges that it may not be able to meet all objectives in the plan, although it does have clear financial plans covering the priorities.

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There is no performance management oversight of major functions such as prevention and protection. So, the service isn't evaluating activity to make sure it has enough resources to achieve the priorities in the IRMP.

The service sometimes uses its resources well to manage risk. We saw that it clearly links its operational activity to risk. It has reviewed its operational response cover. This led to the development of a new station at Gaydon and plans for a new station at Rugby to improve response times. But it has not made enough progress with this.

The service's budget is part of the county council budget and it has a sustainable financial position. We found suitable financial controls through the county council monitoring and scrutiny arrangements. This reduces the risk of misusing public money.

The service is not using its workforce in the most productive way

The service monitors the performance of its stations well. But its arrangements for managing performance in other functions are weak and don't clearly link resource use to the IRMP and the service's most important and long-term aims. The service doesn't coordinate its activity across prevention, protection and response to make sure that activity is directed at priorities in the IRMP. The lack of qualified resources in protection, which we also found in our last inspection, means that the service doesn't know if its activity is targeting the greatest risks.

The service should do more to make sure its workforce is as productive as possible. For example, the delays to the new training centres mean that staff must travel some distance for risk-critical training. This wastes staff time and costs the service extra money.

We did find that the technological changes to working practices as a result of the COVID-19 pandemic have continued, which is helping the service to give staff more flexible working options. The service, as part of the county council, is moving to more cloud-based technologies.

We found some areas in the service that were struggling with capacity. So staff were having to work extra hours or carry out multiple functions. For example, the service is running some projects which are not well co-ordinated and don't always involve the right people. These create additional workload for staff.

The service needs to collaborate more

Since the last inspection the service has decided not to proceed with the proposed collaboration with West Midlands Fire Service in control, training and prevention. This has contributed to the delays with Warwickshire FRS's new training centres as the service has had to look for other suitable options.

The service does have an effective collaboration with Northamptonshire Fire Control which provides resilience for both services. The service needs to ensure that this arrangement continues to provide the resilience for the service to provide an effective control room function.

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A notable collaboration project is the hospital-to-home partnership with the NHS. This doesn't generate savings for the service but helps to provide a more efficient patient discharge service for the NHS.

However, the service needs to do more to consider and participate in collaborative activities. The service has an informal arrangement with two neighbouring services, but this is not a formal collaboration. Other than a joint procurement of smoke hoods, there has not been much collaboration to date.

The service's monitoring, review and evaluation of the benefits and end results of its collaborations is limited in scope. The service doesn't use these activities to learn or change decisions. The only example we saw was an evaluation of the pilot of the hospital-to-home scheme that led to an expansion of the scheme. This scheme doesn't generate any savings for the service but does give it access to people who may be vulnerable.

The service hasn't fully tested its continuity arrangements

The service has business continuity plans for industrial action and fire control. But there are some gaps in the plans. They do not consider extra costs that may be incurred during, for example, industrial action, nor do they describe governance arrangements. There is no provision to review or evaluate the plans after they have been activated.

The plans haven't been fully reviewed and tested during the pandemic. In this period the service put on hold plans for a full evacuation of control to Northamptonshire FRS because of the restrictions in place. But this means that staff aren't fully aware of the arrangements and their associated responsibilities.

The service doesn't demonstrate sound financial management

We are disappointed to find little focus on efficiency in the service. So it can't show it is getting value for money from the county council services it uses. We found no evidence of the service comparing the cost and value for money of its fleet and estates provision with other services. Procurement mostly takes place through framework agreements and a competitive tendering process. We saw examples where current arrangements cost the service more than if they were to procure parts and services themselves.

We are disappointed to see a lack of progress since our last inspection on the development of a new station at Rugby and the development of new training facilities. The current training arrangements are costing the service extra money. In the year ending 31 March 2021 it has allocated an extra £275,000 to provide the training needed.

Making the fire and rescue service affordable now and in the future

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Requires improvement (2018: Good)

Warwickshire Fire and Rescue Service requires improvement at making itself affordable now and in the future.

Fire and rescue services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. Services should have robust spending plans that reflect future financial challenges and efficiency opportunities and should invest in better services for the public.

Areas for improvement

- The service needs to assure itself that it is maximising opportunities to improve workforce productivity and develop future capacity through use of innovation, including the use of technology.

- The service should make sure that its IT systems are resilient, reliable, accurate and accessible.

- The service should make sure that its fleet and estates management programmes are linked to the IRMP, and it understands the impact future changes to those programmes may have on its service to the public.

- The service needs to speed up progress with its estates plans for training to ensure it is delivering effective and efficient training provision.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service manages its financial risks well

The service has a secure financial position. The service's budget is part of the overall county council budget which shows a balanced budget over five years.

The financial consequences of withdrawing from the collaboration with West Midlands FRS have been mitigated by allocating extra funding to the fire budget. The council's financial plans included an allocation of approximately £1m to mitigate the risk associated with its day-crewed plus duty system. The service manages its main financial risks through a risk register which it regularly reviews.

The county council is not expecting the service to make any savings in the 2020–21 financial year.

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Use of reserves

The service doesn't hold its own reserves. These are held by the county council. We were told that the council reserves are available for the service to make bids against. We have seen evidence that funding is available to the service to meet its priorities.

The service isn't maximising efficiency through its fleet and estates

We found the service's fleet and estates provision to be inefficient. The service is charged by the county council for works and services. This does not always provide best value for money.

And the service does not properly assess the effect any changes in estate and fleet provision or future innovation may have on risk. There is an asset management plan which identifies proposals for the fire estate. These changes include new training facilities, and changes to Nuneaton, Bedworth and Leamington sites. But the service has made very little progress with these schemes and it has not assessed the impact on risk of this lack of progress.

The service is not using technology well to transform its service

The service has a five-year digital plan. It contains little detail, beyond some broad strategic statements, on what the plans are to improve the efficiency and effectiveness of the workforce.

We are disappointed that problems with technology that we identified in our last inspection have not been resolved. These are creating significant capacity problems for staff. We were told that many IT systems are out of date and don't help them to work efficiently and effectively.

The service has limited capacity and capability to bring about lasting future change. There is little evidence of it working with others to improve efficiency.

The service is not doing enough to generate income

The service considers options for generating extra income, but its ambition and track record in securing extra income is limited. For example, it has plans to generate income from its training facilities but the delays with these mean that this hasn't progressed. It also plans to generate income from fire safety work with local businesses, but again the capacity problems in the protection team have delayed this.

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People

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How well does the service look after its people?

Requires improvement

Summary

A well-led fire and rescue service develops and maintains a workforce that is supported, professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of staff at all levels. All staff should feel supported and be given opportunities to develop. Equality, diversity and inclusion is embedded in everything the service does and its staff understand their role in promoting it. Overall, Warwickshire Fire and Rescue Service requires improvement at looking after its people.

Since we last inspected Warwickshire Fire and Rescue Service in 2018 it has put a greater emphasis on equality, diversity and inclusion, which is to its credit. But we found that its approach isn't always proportionate and it has left its workforce disengaged.

The service has a set of values but we didn't find these shown consistently.

Staff value the service's wellbeing support. But we found that the service still doesn't have a wellbeing plan or evaluate its provision.

There are some areas of health and safety that need improvement. We found that the service doesn't monitor the working time of its staff to make sure they are fit for duty.

The service provides good risk-critical training for its staff but other training is inconsistent. Staff still feel that the promotion processes aren't fair.

Promoting the right values and culture

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Requires improvement (2018: Good)

Warwickshire Fire and Rescue Service requires improvement at promoting the right values and culture.

Fire and rescue services should have positive and inclusive cultures, modelled by the behaviours of their senior leaders. Health and safety should be effectively promoted, and staff should have access to a range of wellbeing support that can be tailored to their individual needs.

Areas for improvement

- The service should ensure it has a robust system in place to review and update its risk assessments.
- The service should ensure that recommendations from workplace accidents are monitored and actioned appropriately and in a timely manner.
- The service should monitor overtime and secondary contracts to ensure working hours are not exceeded.
- The service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service doesn't consistently demonstrate the right culture, behaviours and values

The service has a clearly defined set of values, and most staff agree that they are aware of them.

But the service's culture doesn't always align with its values. Staff told us that the service's values aren't demonstrated at all levels. We heard that staff seeking promotion were reluctant to challenge for fear this might affect their chances. We also heard that the open culture promoted by senior leaders sometimes had a negative effect, with staff bypassing their line managers.

Staff told us that despite on-call firefighters playing an important role and having similar responsibilities they are not given the same recognition or opportunities as wholetime staff. This has created a cultural divide.

Most staff we spoke to did say that senior leaders are approachable and demonstrate the service's values well.

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Workforce wellbeing provision is good but the service needs to engage more with its staff to understand their individual needs

The service has some wellbeing provisions to support the mental and physical health of staff. This includes occupational health, post-incident support, wellbeing ambassadors and a wellbeing portal where staff can access information on the support and services available. Staff were positive about the occupational health service and all staff reported they understand and have confidence in the wellbeing support processes available. But we found that some of these roles are carried out on a voluntary basis and rely on the goodwill of staff. There is no occupational health plan and the service doesn't monitor the uptake of the wellbeing services or review its provision to understand if it is meeting individual needs.

Although the service states that line managers are required to meet their staff monthly to discuss their wellbeing, nearly half of the respondents to the staff survey said they were having wellbeing conversations once a year or less.

Some aspects of health and safety are not being monitored effectively by the service

The service continues to have sufficient governance arrangements to review and report on health and safety. A committee meets every eight weeks to review the measures that ensure the health, safety and wellbeing at work of staff. The service reports health and safety to the leadership team at the county council, which has oversight. The representative bodies are fully involved in this committee.

But we heard that the service doesn't always communicate changes to health and safety policy effectively to staff. It emails risk-critical information to staff in a bulletin, which they have to sign to say they have read. But staff told us there is no other way to communicate health and safety matters.

We were told that the service doesn't monitor or review the results of investigations into accidents and near misses. As such, they cannot be sure that the improvements identified by investigations have been made. We also heard that although risk assessments are carried out at station level there is no oversight of these. So, the service is not effectively monitoring risk assessments in a way which will assure both quality and consistency.

We found that the service was not effectively managing the working hours of staff. Some staff work additional or excessive hours from overtime and secondary employment. The service puts the onus on staff to manage their working time. So there is no oversight or scrutiny to check whether staff are fit for duty.

The service manages absence well

As part of our inspection, we reviewed some case files to consider how the service manages and supports staff through absence including sickness, parental and special leave.

We found the service has clear and consistent processes to manage absences for all staff. There is clear guidance for managers, who get information on staff absences from the county council. Although managers told us that they hadn't received formal

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training in managing absence, they were confident in the process. Absences are managed well and in accordance with policy. The staff we spoke to also understood the process and their responsibilities when absent from work.

Overall, the service saw no significant difference in staff absences over the 12 months between 1 April 2019 and 31 March 2020.

Getting the right people with the right skills

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Requires improvement (2018: Good)

Warwickshire Fire and Rescue Service requires improvement at getting the right people with the right skills.

Fire and rescue services should have workforce plans in place that are linked to their integrated risk management plans, set out their current and future skills requirements, and address capability gaps. This should be supplemented by a culture of continuous improvement that includes appropriate learning and development across the service.

Areas for improvement

- The service should ensure that it is able to record and monitor the training and competence of all its staff.
- The service should ensure it has the necessary skills and capabilities to carry out the integrated risk management plan.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service needs to improve its workforce planning so it can fully understand the skills and capabilities of its workforce

Although there is some workforce planning, the service doesn't effectively take full account of the skills and capabilities it needs to meet the requirements of its IRMP.

We found limited evidence that the service's planning allows it to fully consider workforce skills and overcome any gaps in capability. For example, a monthly meeting is held to review the operational resourcing, but this is reactive and based on known absences.

The service uses a system to monitor the operational competence of its workforce. But this doesn't inform a longer-term workforce plan and doesn't routinely include information on other training.

The service provides good training for risk-critical skills including incident command. It also has effective processes to monitor this training. And it uses a robust resource management system to manage the availability and skills of operational staff.

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But we found significant gaps and inconsistencies when considering other training provision. This includes training on safeguarding, health and safety, and equality, diversity and inclusion. We also found that operational staff were not adequately trained in prevention and protection work.

We are concerned to find that the service still doesn't have a system to monitor the competence of its control room staff.

The service needs to offer staff learning and development that goes beyond risk-critical training

Although the service provides learning and development, this is focused on risk-critical skills and it doesn't meet the needs of all staff or the organisation. The staff we spoke to were positive about the learning after operational incidents. Most staff who responded to the survey agreed that the service listens to feedback from operational incidents and acts on what it has learned.

Most staff told us that they received enough training to do their job and were satisfied with the learning and development opportunities available. But some staff told us that they haven't received enough training in prevention and protection to allow them to do their job effectively. The service plans to introduce training in business fire safety but this had not been implemented at the time of our inspection.

Ensuring fairness and promoting diversity

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Requires improvement (2018: Requires improvement)

Warwickshire Fire and Rescue Service requires improvement at ensuring fairness and promoting diversity.

Creating a more representative workforce will provide huge benefits for fire and rescue services. This includes greater access to talent and different ways of thinking, and improved understanding of and engagement with their local communities. Each service should make sure that equality, diversity and inclusion are firmly embedded and understood across the organisation. This includes successfully taking steps to remove inequality and making progress to improve fairness, diversity and inclusion at all levels within the service. It should proactively seek and respond to feedback from staff and make sure any action taken is meaningful.

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Cause of concern

The service isn't taking a proportionate approach to promoting equality, diversity and inclusion (EDI) in the workplace.

Recommendations

By 31 August 2021, the service should make sure that:

- its actions to promote EDI don't compromise the integrity of other policies, including health and safety and performance management;
- senior leaders respond appropriately and quickly to EDI feedback or concerns from its staff;
- its approach to positive action is appropriate and proportionate and is understood by staff; and
- it understands the diversity of its workforce and has the right provisions in place to support their individual needs.

Areas for improvement

- The service should put in place mechanisms to engage with all staff and monitor how effective the mechanisms are.
- Staff survey outcomes and progress on actions should be regularly communicated to the workforce.
- The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service isn't effective at seeking and acting on staff feedback and challenge

The service needs to improve its approach to equality, diversity and inclusion (EDI). In a small number of cases, the present approach has a detrimental impact on health and safety and as a result is not credible with staff. Staff feel disconnected from EDI and the ways of addressing their concerns are ineffective.

Since our last inspection the service has placed greater focus on EDI, which is positive, but its actions are not always proportionate. Many staff told us that the service's approach was forceful rather than educational and this was having a negative impact on the workforce. It has also compromised on other important areas such as health and safety, which had a negative impact on the credibility of the actions the service was taking. Some of the workforce feel that some actions taken by the service do not uphold the required standards of operational competence in some cases for those with protected characteristics. As a result, the workforce has become even more sceptical about the benefits of diversity. The service explained that its actions were legitimate in this area, but staff told us that the service had not explained the reasons for this to the workforce.

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Although the service does have some means of gathering staff feedback, these are inconsistent and do not have the desired impact. For example, the inclusion network has only met three times and is only accessible to those staff that are at work between 9.00am and 5.00pm. The service has also set up six-weekly meetings called 'mission and purpose', and staff based at headquarters were aware of these and their purpose. But the staff we spoke to at stations weren't aware of these meetings.

There is also a service improvement network, which is intended to include people from underrepresented groups, but staff told us that they didn't know how people were selected for it. And staff we spoke to did not know the purpose of this network.

Staff have limited confidence in the service's feedback methods and don't think they are effective. Staff told us that the service uses surveys to get feedback. But the findings are not discussed and staff don't see any meaningful actions as a result. We heard that staff feel less confident to challenge on issues relating to EDI than they do with other areas.

The service has a process for equality impact assessments, but there is not enough scrutiny of them. So the impacts on each of the protected characteristics may not be adequately assessed. Nor does the service know if it is acting on its findings. And it does not know if such action is appropriate.

More work is needed to increase staff diversity. There has been limited progress to improve both BAME and gender diversity across all staff in the service. Since 2017/18, the percentage of staff who have self-declared as being from a BAME group has fallen from 3.4 percent to 2.7 percent (this represents 12 and 11 members of staff respectively). Eighteen percent of the workforce don't declare their ethnicity. In the same period the percentage of female staff has increased slightly from 81 to 85 members of staff, but this included one additional wholetime member of staff and one fewer on-call member of staff. The overall percentage of women firefighters is 7 percent, which is the England average.

The service has made some progress in encouraging applicants from diverse backgrounds into middle and senior level positions. Some of these positions are advertised without the need for an operational background and are advertised externally.

The service also does some work to encourage underrepresented groups to apply for roles in the service through offering taster days. We look forward to seeing whether this will have a positive effect in its forthcoming wholetime recruitment campaign.

The service needs to do more to address disproportionality in recruitment, promotion and progression processes

The service needs to do more to make sure its recruitment and promotion and progression processes are fair. It does not have a clear plan on how it will do this and it doesn't evaluate its activity. There is a lack of service oversight of recruitment processes to make sure they are fair and consistent.

We heard how staff viewed the recruitment process as a tick-box exercise to increase diversity. We reviewed promotion processes and found that the service

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didn't consistently follow its own policy. This led to a grievance. We note that the service is reviewing its promotion policy.

The service needs to improve the way it tackles bullying, harassment and discrimination

The service could go further to improve staff understanding of bullying, harassment and discrimination, including their responsibilities for eliminating it. Through our staff survey, 32 members of staff told us they had been subject to harassment or discrimination over the previous 12 months. Of these staff, the majority stated that no action had been taken as a result of them reporting the incidents.

Although the service does have clear policies and procedures, staff have limited confidence in the service's ability to deal effectively with disciplinary and grievance cases. A significant proportion of the staff we spoke to told us they would not feel comfortable reporting confidential matters. We heard some staff say that they would not feel comfortable in challenging inappropriate behaviour. We saw that the service does not monitor results of grievance processes or use them to inform organisational learning and improvements.

Managing performance and developing leaders

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Requires improvement (2018: Requires improvement)

Warwickshire Fire and Rescue Service requires improvement at managing performance and developing leaders.

Fire and rescue services should have robust and meaningful performance management arrangements in place for their staff. All staff should be supported to meet their potential and there should be a focus on developing high-potential staff and improving diversity in leadership roles.

Areas for improvement

- The service should make sure its selection, development and promotion of staff is open and fair.
- The service should make sure it has mechanisms in place to manage and develop talent within the organisation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is inconsistent at managing individuals' performance

The service has a performance management system, but we heard that the effectiveness of this depended on the skills of the line manager doing the review. We also heard that the process is more effective for those staff in development or seeking promotion.

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In our staff survey, 75 percent of respondents (116 of 154) reported that they had a personal development review or appraisal in the last 12 months and most of these staff (90) stated that these were meaningful. Less than half of all staff were recorded to have had a performance appraisal in the year ending 31 March 2020, with only 23 percent of support staff having one.

The service isn't effective at developing leadership and high-potential staff at all levels

The service needs to improve how it actively manages career pathways, including those for specialist skills and for leadership roles.

The service doesn't have a formal talent management scheme to develop leaders and high-potential staff. Its promotion processes aren't managed in a way that ensures it offers progression and development opportunities in an open and fair way. For example, we saw inconsistencies in the advertising and filling of promotion opportunities. This undermines staff perception of fairness in the process.

The service hasn't made enough progress since our last inspection to make sure that its promotion processes are seen as fair by staff. In the staff survey that we carried out more than half of those who responded said that they didn't think the promotion process was fair and a third said that they weren't given the same opportunities as other staff to develop.

The service should consider more formal arrangements to identify and support members of staff to become senior leaders. There is a significant gap in succession planning at present. The service has not set out how it will identify high-performing staff and develop them. The only process it has is the promotion process.

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Warwickshire Statement of Action for Warwickshire Fire and Rescue Service (WFRS) 2021

Purpose of this statement

Between March 2021 and May 2021, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted an inspection of Warwickshire Fire and Rescue Service (WFRS) to assess the effectiveness and efficiency of the Service and how well the Service looks after its people. HMICFRS use the judgment criteria of 'outstanding, good, requires improvement or inadequate' on the three categories based on inspection findings, analysis and Her Majesty's Inspectors' (HMIs') professional judgement across the year.

Following the inspection, WFRS have been notified of three causes of concern. WFRS is responsible for producing an action plan stating how they intend to address the recommendations, with the Fire Authority responsible for its delivery.

Within each Cause of Concern, HMICFRS has stipulated several recommendations.

The three Causes of Concern identified by HMICFRS are:

1. The service hasn't done enough since the last inspection to develop a prevention activity that prioritises those most at risk of fire.

2. The service hasn't done enough since the last inspection to identify its highest risk premises to inform its risk-based inspection programme.

3. The service isn't taking a proportionate approach to promoting equality, diversity and inclusion (EDI) in the workplace.

WFRS and the Fire Authority are committed to improving the effectiveness and efficiency of the service we provide to communities of Warwickshire. We understand that our biggest asset are our people and we are determined to improve their experiences at work so that everyone feels they belong. Since the inspection, senior leaders in WFRS and WCC have been working with HMICFRS to understand the actions we need to take to make improvements.

This is our statement of action. It sets out:

1. Our vision and priorities

2. The arrangements for working together to oversee this work

3. Causes of Concern from the inspection and subsequent recommendations for each.

4. A summary of the outcomes we are seeking to achieve to address the weaknesses identified and the improvements we will make

5. The high priority actions we will take to address the concerns identified by inspectors

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6. Managing performance

7. Governance and scrutiny

8. Resourcing the action plan

DRAFT

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Our vision and priorities

Warwickshire Fire and Rescue Service (WFRS) has a clear vision:

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

We are committed to continually review how we are performing so that the people of Warwickshire are assured that the service they can expect to receive is effective and efficient. We want the people in the service to feel empowered, supported and included so that the services they deliver meet the needs of our communities. WFRS, the Fire Authority and WCC have formed a cross party Integrated Risk Management Plan Assurance Panel to provide governance by continuously challenging, supporting and improving the quality of our work and our outcomes.

Although there are many strengths, senior leaders recognise there are areas for further improvement across the service and welcome the feedback from the inspection to provide further focus to deliver our change plans.

Warwickshire Fire Authority has a statutory duty to write an Integrated Risk Management Plan (IRMP). The IRMP demonstrates how the service will fulfil the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve. Warwickshire Fire Authorities IRMP demonstrates how we assess and manage foreseeable risks within all our communities. It allows us to ensure that Warwickshire remains a safe place to live and work and describes what additional actions we intend to take in the years to come. Our IRMP is underpinned by three main principles:

1. We will always prioritise the delivery of our statutory duties, focusing on public and Firefighter safety.

2. We will strive for continuous improvement and create change with our County Council and partners, to deliver the best possible 'joined up' customer services and outcomes for our community.

3. We will also focus on developing, valuing and empowering our people, undoubtedly our greatest asset; recognising this value and nurturing an inclusive culture, so we grow with our society and better support our priorities.

The Business Plan builds on these principles with 3 priority outcomes:

1. Ensure we can identify the most vulnerable in our community and work together to drive down risk and prevent incidents occurring.

2. Support our businesses and our residents to feel and be safer in their places of work

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

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Our arrangements for working together

We will make sure the right people are involved in this action plan and our change programme. This will include members, senior leaders, partners and other Fire and Rescue Services. Improvement work will be delivered through a set of work-streams and monitored by the Continuous Improvement and Change Board and reported to the Integrated Risk Management Board (IRMB). Progress will also be overseen by the Integrated Risk Management Plan Assurance Panel (IRMP Assurance Panel), the Fire Authority (Cabinet), WCC Corporate Board and HMICFRS.

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■ Green = Formal Governance reporting structure

■ Blue = External inspection

▢ Grey = Monitoring, Assurance & Scrutiny
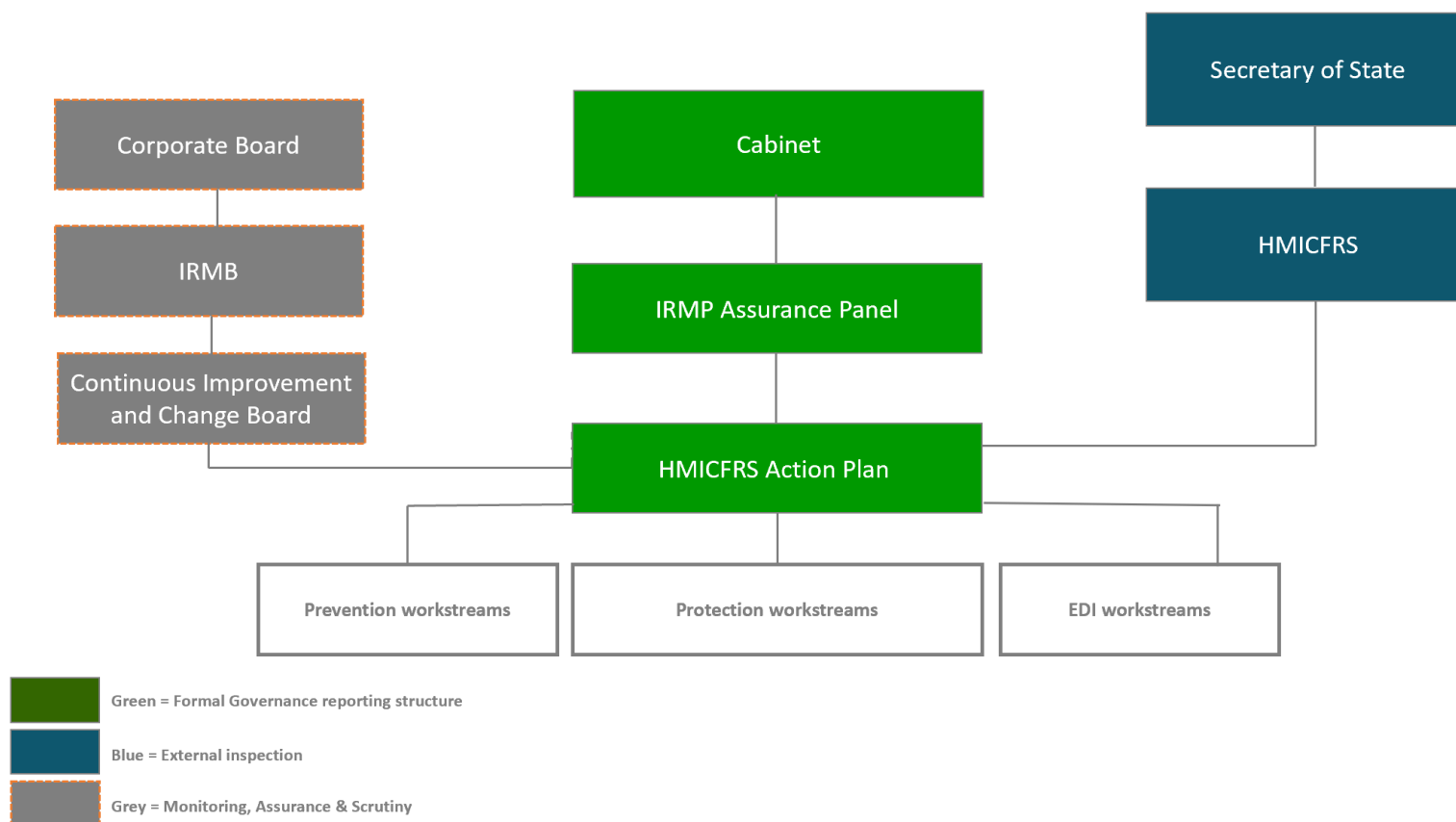
Causes of Concern from the HMICFRS Inspection

HMICFRS identified three Causes of Concern. Within each Cause of Concern they made several recommendations. Each Cause of Concern is underpinned my common interdependencies detailed in the table below.

Interdependencies.

Ref:	Service wide Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates					Progress/Impact
1	Review and refresh the IRMP	The IRMP will be refreshed and be built upon four key documents that have been developed with our people, consulted on and implemented. The four documents will be: a risk analysis document, a protection strategy, a prevention strategy and a response strategy	CFO	April 2022						
2	Regular engagement with HMICFRS	A clear schedule of meetings with HMICFRS will be produced and these meetings will have clear purpose	CFO	ongoing						
3	Review and change service structure to reflect statutory duties and IRMP delivery	A new structure will be developed,	CFO	Sept 2021						Completed

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		implemented and communicated across the service. The new structure will enable the delivery of focused PPR delivery							
4	Review internal communications and mechanisms for engagement	Feedback from our people will be captured to understand if we have improved our communication and engagement	CFO	April 2022					
5	Review digital provision across Fire that enables communication and delivery off efficient and effective services to the community	A digital solution will be implemented to enhance communication and engagement. This will have been designed with our people and feedback from our people will be sought to improve communications and engagement.	CFO	April 2022					

The Causes of Concern and associated recommendations are provided in the tables below along with a summary of the key outcomes we are seeking to achieve.

Cause of Concern 1: EDI	
HMICFRS Recommendations	**Outcome we are seeking to achieve**
- Its actions to promote EDI don't compromise the integrity of other policies, including health and safety and performance management - Senior leaders respond appropriately and quickly to EDI feedback or concerns from its staff.	- The Service has a Listening, Communication and Engagement Strategy that is based on a newly developed EDI narrative. - The Service has a Strategic Plan that shows how we will reach the maturity level we want to achieve

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- Its approach to positive action is appropriate and proportionate and is understood by staff
- It understands the diversity of its workforce and has the right provisions in place to support their individual needs.

Sections for action plan to include:

1. Culture review
2. Produce a strategic plan stating how we will move forward in maturity
3. Refocus the EDI narrative that connects with our people
4. Develop a Listening, communication and engagement strategy incorporating staff engagement

- Staff understand what we value and why
- There is alignment between values and processes, policies and strategic direction.
- The Service has a concerns escalation process
- The Service has a greater understanding of their communities and the differences that exist. It proactively seeks to engage and support communities and each other and understands the strength of diversity.
- All staff feel they belong and work in environment that supports their needs, both physically, mentally and culturally.

Cause of Concern 2: Prevention	
HMICFRS Recommendations	**Outcome we are seeking to achieve**
- Develop a clear prevention strategy that prioritises the people most at risk and make sure that work to reduce risk is proportionate. - Put in place an effective system for joint reviews after significant or fatal incidents. - Reviews should be at an appropriate strategic level in the service and with partner agencies. - Review its systems and processes for dealing with referrals from partner agencies to make sure they are managed in accordance with risk. Action Plan to include: - Risk based programme - Risk based Prevention Strategy, in line with NFCC standard - Serious Fire Case Reviews - Embed a robust IT system that can prioritise referrals based on risk - Develop a backlog recording system that enables the service to see how many visits are in the backlog	- The Service will follow a clear Prevention Strategy which states risk groups and how we will work to reduce the risk to them. - The Service will follow a Serious Case Review Policy following incidents that meet the threshold stated in said policy. - The Serious Case Review Policy includes internal and external actions and is followed by WFRS and Partners - The Service has a robust referral pathway that is supported by an IT system that manages referrals based on risk.

Cause of Concern 3: Protection

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HMICFRS Recommendations	Outcome we are seeking to achieve
• Develop a protection strategy with a resourced and prioritised risk-based inspection programme. • Review the risk-based inspection programme (RBIP) to make sure it identifies its highest risk premises. • Put in place a clear plan with timescales for improving its management of risk information Action Plan to include: 1. Risk based Protection strategy in line with future NFCC standards 2. Risk based inspection programme (RBIP) 3. Replace the current FARYNOR system. 4. Resource review	• A Protection strategy document is aligned to the IRMP, Service Plan and drive the Fire Protection business plan. • A complete, assured, data-set of up to date premises within Warwickshire, that are covered by the RRFSO 2005. • A new, clearly defined RBIP process that ensures high-risk premises are identified, prioritised and inspected within an appropriate time specific period. • Information supplied by the RBIP provides further data to better inform the IRMP and yearly action plan. • All premises related data is stored in a single data management repository and is available for access and use by all appropriate stakeholders, and informs the IRMP, response model and associated action plans. • Fire Protection Strategy identifies the resources required to deliver it, and those resources are provided.

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Action Plans to address the Causes of Concerns identified by HMICFRS.

The tables below state the action plans developed to address each recommendation within the 3 Causes for Concern.

Key.

Progress

Blue	Completed
Green	On Track, no concerns
Amber	On Track, some concerns
Red	No Progress or major concerns
Blank	Not yet started

Cause of Concern 1: EDI

• **Recommendation 1: Its actions to promote EDI don't compromise the integrity of other policies, including health and safety and performance management**	
General Outcomes:	The Service has a Listening, Communication and Engagement Strategy that is based on a newly developed EDI narrative. The Service has a Strategic Plan that shows how we will reach the maturity level we want to achieve.
Recommendation Owner:	AM Prevention and Risk
Strategic Priority linked to IRMP Objective:	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective:	We will bring clarity to what we value and why and then create alignment across processes, policies and strategic direction

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Ref: 1	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
1.1	Complete a culture review using the NFCC maturity model and use this as the basis for future actions and activity.	Culture review completed and Service matched against appropriate maturity level	AM Prevention and Risk, externally commissioned facilitator	May 2022					
1.2	Produce a strategic plan stating how we will move forward in maturity	Strategic Plan developed	AM Prevention and Risk	July 2022					
1.3	Refocus the EDI narrative that connects with our people	A WFRS EDI brand is produced, embedded in communications and understood by all	AM Prevention and Risk	Sept 2022					
1.4	Develop a Listening, communication and engagement strategy incorporating staff engagement	Listening, communication and engagement Strategy is produced	AM Prevention and Risk, externally commissioned facilitator	April 2022					

• **Recommendation 2: Senior leaders respond appropriately and quickly to EDI feedback or concerns from its staff.**	
General Outcomes:	The Service has a Listening, Communication and Engagement Strategy that is based on a newly developed EDI narrative and includes the concerns escalation process.
Recommendation Owner:	AM Prevention and Risk
Strategic Priority linked to IRMP Objective:	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective:	There is effective two way engagement between staff and managers with an established feedback/concerns channel

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Ref: 2	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
2.1	Develop a Listening, communication and engagement strategy incorporating staff engagement	Listening, communication and engagement Strategy is produced	AM Prevention and Risk, externally commissioned facilitator	April 2022					
2.2	Develop and implement a concerns escalation process	Concerns escalation process adopted	AM Prevention and Risk	Jan 2022					

Recommendation 3: Its approach to positive action is appropriate and proportionate and is understood by staff	
General Outcomes:	The Service has a greater understanding of their communities and the differences that exist. It proactively seeks to engage and support communities and each other and understands the strength of diversity.
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective:	We will work to create a culture that embraces difference and inclusion.

Ref: 3	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
3.1	Develop and deliver an awareness package for all staff that supports our the EDI Strategic Plan that explains how we are looking at delivering the plan our expectations of values and behaviours along with activities we will run with associated	Strategic EDI Plan produced	AM Prevention	June 2022					

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Ref	Action	Measure of success	Lead and resource	Date for delivery					Progress/Impact
	rationale and explanation								
3.2	Develop and deliver a specific positive action training package to all staff	Staff understand positive action and are involved in the activities that support it	AM Prevention	April 2022					
3.3	Create an understanding throughout the service of the diverse communities we serve and the value of this diversity	Community station ground breakdown provided to stations with an explanation of cultural differences and any associated fire risks. Station plans include community engagement plans and stations have developed relationships with community leaders. Increased targeted community engagement events	AM Prevention and Central Intelligence teams	Sept 2022					

Recommendation 4: It understands the diversity of its workforce and has the right provisions in place to support their individual needs.	
General Outcomes:	All staff feel they belong and work in environment that supports their needs, both physically, mentally and culturally.
Theme Owner:	AM Prevention and Risk
Strategic priority (IRMP Objective):	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective	All staff are supported throughout their time with the service both in their physical working environment and the policies and procedures in place to support them

Ref: 4	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact

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4.1	Ensure that analysis is undertaken to understand the needs of our people and then take action to ensure that the environment, both physical and culturally, enables all to belong and be included.	Workplaces reflect the needs of our people and policies support everyone	AM Prevention : WCC Facilities Team & OHU	April 2022					
4.2	Review welfare policies that support staff	Welfare support policies are reviewed and amended	AM Prevention	April 2022					
4.3	Ensure EDI is embedded into HR, business systems and process eg promotion policy and that relevant processes have an EIA completed on them	EIAs are completed for all relevant policies	AM Prevention EDI Team (WCC)	April 2022					

Cause of Concern: Prevention

Recommendation 1: Develop a clear prevention strategy that prioritises the people most at risk and make sure that work to reduce risk is proportionate.	
General Outcomes:	The Service will follow a clear Prevention Strategy which states risk groups and how we will work to reduce the risk to them.
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	• Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS. • Implement digital solutions to enhance our service delivery. • Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.
Objective	Using the risk analysis within the IRMP, develop a risk based prevention strategy

Ref:5	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact

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5.1	Review risk prioritisation within the community	Risk Prioritisation is clear, understood and stated in the Prevention Strategy	AM Prevention	Jan 2022						
5.2	Develop a risk based programme and add it into the Prevention Strategy	The risk based programme is embedded in the Prevention Strategy	AM Prevention	March 2022						
5.3	Produce a risk based prevention strategy, in line with NFCC standard	A Prevention Strategy is adopted	AM Prevention	Dec 2021						

Recommendation 2: Put in place an effective system for joint reviews after significant or fatal incidents.	
General Outcomes:	The Service will follow a Serious Case Review Policy following incidents that meet the threshold stated in said policy.
	The Serious Incident Review Policy includes internal and external actions and if followed by WFRS and Partners.
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.
Objective	Review current internal policy and process in order to develop a process for reviewing significant fire incidents, detailing clear accountabilities within the service.
	Work with partners on safeguarding board and wider to agree a process for reviewing significant fire incidents

Ref:6	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
6.1	Immediate action: Prior to any policy review and adoption every serious incident will be reviewed and actions taken with partners and the prevention lead. FLT will be updated on a monthly basis.	FLT will receive monthly updates on Serious Fire Cases and actions taken. Details will be recorded in one place.	AM Prevention	August 2021					

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6.2	Review and amend current policy	A new Serious Fire Case Review policy is produced	AM Prevention	Oct 2021					
6.3	Adopt new policy	The Serious Fire Case Review policy is adopted and understood by relevant stakeholders	AM Prevention	Nov 2021					
6.4	Explore and embed case recording systems	A robust recording system is in place to capture Serious Fire Case Reviews	AM Prevention	June 2022					
6.5	Develop and agree process with partners	Partners agree what actions need to be taken collectively following a serious fire	AM Prevention	April 2022					
6.6	Write process into internal policy	The external process is included in the Serious Fire Case Review Policy	AM Prevention	June 2022					

Recommendation 3: Review its systems and processes for dealing with referrals from partner agencies to make sure they are managed in accordance with risk.	
General Outcomes:	Manage referral process according to risk
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	• Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS. • Implement digital solutions to enhance our service delivery.
Objective	The Service has a robust referral pathway that is supported by an IT system that manages referrals based on risk.

Ref: 7	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact

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7.1	Immediate action: work through safe and well backlog and prioritise visits according to risk	safe and well backlog reduced to normal waiting period (circa 50 a month)	AM Prevention	Dec 2021						
7.2	Develop a backlog recording system that enables the service to see how many visits are in the backlog	Backlog report developed and used and reported into FLT on a monthly basis	AM Prevention	Sept 2021						
7.3	Review current pathway	Referral pathway has been reviewed and amended	AM Prevention	March 2022						
7.4	Embed a robust IT system that can prioritise referrals based on risk	The Service has a robust IT system that manages referrals based on risk	AM Prevention and Firmstep support	Aug 2022						
7.5	Develop a risk based prioritisation programme	The risk based programme is embedded in the Prevention Strategy	AM Prevention	March 2022						
7.6	Agree referral process with partners	Partners are provided with the referral pathway and risk prioritisation explanation	AM Prevention	June 2022						

Cause of Concern: Protection.

Recommendation 1: Develop a protection strategy with a resourced and prioritised risk-based inspection	
General Outcomes:	A Protection strategy document that enables our ambition and direction to be translated into coherent actions. It will align to the IRMP, Service Plan and drive the Fire Protection business plan.
	Fire Protection Strategy identifies the resources required to deliver it, and those resources are provided.

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Theme Owner:	AM Protection
Strategic Priority (IRMP Objective):	• Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties. • Implement digital solutions to enhance our service delivery.
Objective (s):	Using the risk analysis within the IRMP, develop a risk-based Protection strategy in line with future NFCC standards.
	Review resources within the Fire Protection department to ensure that the Fire Protection Strategy can be effectively delivered.

Ref:8	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
8.1	A draft Protection strategy is presented to, and approved by IRMB.	A Fire Protection strategy that clearly articulates the 'why', 'what' and 'how', is relevant, makes sense and deliverable.	AM Protection	Dec 21					Green
8.2	Carry out resource review	Sufficient resource is provided to successfully implement the Fire Protection Strategy.	AM Protection	Dec 21					Amber
8.3	Sufficient resources are in place to implement the Fire Protection strategy								

Recommendation 2 & 3 (linked): Review the risk-based inspection programme (RBIP) to make sure it identifies its highest risk premises. Put in place a clear plan with timescales for improving its management of risk information.	
General Outcomes:	A complete, assured, dataset of up-to-date premises within Warwickshire, that are covered by the RRFSO 2005.
	A new, clearly defined RBIP process that ensures high-risk premises are identified, prioritised and inspected within an appropriate time specific period. Information supplied by the RBIP provides further data to better inform the IRMP and yearly action plan.
	All premises related data is stored in a single data management repository and is available for access and use by all appropriate stakeholders, and informs the IRMP, response model and associated action plans

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Theme Owner:	AM Protection
Strategic Priority (IRMP Objective):	• Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties. • Implement digital solutions to enhance our service delivery
Objectives	Review data collection processes to ensure all necessary premises related data informs the RBIP.
	Develop a new risk-based inspection programme (RBIP)
	Replace the current FARYNOR system
	Resources required to complete design, procurement and implementation processes secured.
	Introduction of technology that provides a premises risk management system to effectively manage all premises related data

Ref:9	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
					Dec 21	Mar 22	Jun 22	Sep 22	
9.1	Review of data collection sources and processes is completed.	A Fire Protection strategy that is underpinned by accurate and sufficient data.	GM Protection BI	Aug 21					Completed
9.2	A new RBIP process has been designed and produced in consultation with key stakeholders.	A Fire Protection strategy that protects those buildings and persons most at risk.	GM Protection BI	Oct 21					Green
9.3	Introduction of a workflow tool that enables the effective delivery of the RBIP								
9.4	Resources required to complete design, procurement and implementation processes for new Farynor secured.	One source of premises data, that is free from data errors and duplication.	WCC ICT Strategy & Commissioning Manager PMO, ICT, Legal, Proc	May 22					Amber

9.5	Introduction of technology that provides a premises risk management system to effectively manage all premises related data	Access to all relevant premises data is available to all who need it, when they need it.	GM Protection/ WCC Digital & ICT Service Manager	May 22					Amber

How will we manage performance?

Improvement work will be delivered through a set of work-streams and monitored by the Continuous Improvement and Change Board and reported to the Integrated Risk Management Board (IRMB). Progress will also be overseen by the Integrated Risk Management Plan Assurance Panel (IRMP Assurance Panel), the Fire Authority (Cabinet), WCC Corporate Board and HMICFRS.

Governance and Scrutiny

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Governance/Scrutiny Type	Purpose	Frequency
Integrated Risk Management Board	Monitor Service progress against Action Plans. To resolve issues escalated by CICB.	Monthly
Continuous Improvement and Change Board	To review the progress of the action plan and to unblock any issues or barriers at the earliest opportunity, escalate to IRMB where necessary	Monthly
WCC Corporate Board and Cabinet	Updates and overview	6 monthly
Integrated Risk Management Assurance Panel	Overview and scrutiny on behalf of the Fire Authority of the progress of the action plan	Quarterly
NFCC Peer Review Team led by Justin Johnston	Peer review on best practice, challenge and feedback on the actions and progress. Mentoring and coaching.	TBC
HMICFRS	Analyse evidence of progress against the CoC, to provide guidance and understanding on process	TBC

How will we resource the action plans?

It is proposed that a project manager within the FOM is allocated to specifically support WFRS on a full time basis for a period of 4 weeks to make an evidence based assessment of the resource requirements needed to deliver this action plan including an understanding of the capacity of existing resources.

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Cabinet

17 February 2022

Determination of Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions for the 2023/2024 Academic year

Recommendation(s)

That Cabinet:

1. Approves the Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions during the 2023/2024 Academic year, as outlined in Appendix 1, Appendix 2 and Appendix 3.

2. Authorises the Strategic Director for Communities in consultation with the Portfolio Holder for Children, Families and Education to approve the Admission Arrangements, Co-ordinated Scheme and In Year admission process in future years, unless those arrangements or schemes are subject to consultation as outlined in Section 1.

1.   Executive Summary

1.1   All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements are determined by the relevant admission authority for that school.

1.2   Warwickshire County Council are the admissions authority for all Community and Voluntary Controlled Schools within Warwickshire.

1.3   For Academies, Foundation and Voluntary Aided schools the governing body or academy trust, as appropriate, is responsible for determining the admission arrangements

1.4   Admission authorities must set (or 'determine') admission arrangements annually. Where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years.

1.5   Minor changes are proposed for the 2023/ 2024 Admission Arrangements for any schools where the Local Authority is the admission authority.

1.6   Changes include the reduction in the published admission number at 2 schools to better reflect the pupil intakes and amendments to the oversubscription criteria to ensure the definition of looked after children is in line with the new Admission Code 2021, alongside revision and clarification of the information outlined in all documents.

1.7   As required under the Admission Code 2021 where a change is proposed consultation has been undertaken. The consultation began on 22nd November 2021 and ran until 14th January 2022.

1.8   Details of the consultation were published via Ask Warwickshire and the head teacher and chair of governors for all Warwickshire schools and academies were notified directly. All schools were asked to pass information on the consultation on to parents or carers and details were included in the Family Information Service newsletter. In addition the Catholic Archdiocese and Church of England Diocese were notified alongside all neighbouring Local Authorities.

1.9   In total eight responses were received to the consultation, none of which were concerning the proposed changes. Of the eight responses received four were seeking signposting to the application process, one concerned classroom organisation and admission at an academy, one suggested changes to the arrangements to give higher priority to siblings above other local children, and two concerned the admissions priority at transfer from infant to junior schools. A summary of those consultation responses can be found in Appendix 4.

1.10   In line with the Department for Education School Admissions Code 2021 if no future changes are proposed consultation is not required again until 2028.

1.11   It is proposed that the co-ordination of the administration of in-year admissions for 2023/ 2024 remain with the Local Authority. While it is not a legal requirement for Local Authorities to process such applications, retaining this function provides numerous benefits with regard to pupil safeguarding and the tracking of vulnerable children and assists in the undertaking of the statutory responsibility for operation of the Fair Access Protocol.

1.12   The majority of admission authorities wish for the Local Authority to continue to carry out the in-year application function on their behalf. No additional resources are required to continue this function.

2.   Financial Implications

2.1   None

3.   Environmental Implications

3.1   None

4.   Timescales associated with the decision and next steps

4.1   If approved, the proposed admission arrangements will apply to applications received for the 2023/24 academic year.

Appendices

1.   Appendix 1 - Warwickshire County Council admissions arrangements 2023-24
2.   Appendix 2 - Warwickshire County Council Coordinated Scheme 2023-24
3.   Appendix 3 - Warwickshire County Council In-Year Admission Process 2023-24
4.   Appendix 4 – Consultation Responses

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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**Warwickshire County Council
Admission Arrangements 2023/24
for community and voluntary controlled schools**

Warwickshire County Council is the Admissions Authority for all community and voluntary controlled schools within Warwickshire.

These admission arrangements should be read in conjunction with the Warwickshire coordinated scheme for admission to school in 2023.

Offers for the 2023 entry year will be made up to each schools Published Admission Number (PAN) as outlined in this document.

If the number of applications for any school is less than the published admission number then all applicants will be offered a place.

The Admissions Service may request additional evidence to determine a child's eligibility for particular oversubscription criteria.

Warwickshire County Council's relevant area for consultation is contained within the administrative area of Warwickshire County Council.

When a Warwickshire Community or Voluntary Controlled school is over-subscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order.

Primary Schools (reception entry):

1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.

2. Children who receive the Early Years Pupil Premium for their early years provider at the time of the making of the application, with no more than 14% of the places available to be allocated under this category.

3. Children who are currently, or have been at any point since birth, subject to a Child in Need Plan or a Child Protection Plan, with no more than 9% of the places available to be allocated under this category.

4. Children living in the Priority Area for the school, who will have a sibling attending the same school in Years 1 to 6 at the time of admission in September 2023.

5. Other children living in the Priority Area for the school.

6. Children living outside the Priority Area for the school, who will have a sibling attending the same school in Years 1 to 6 at the time of admission in September 2023.

7. Other children living outside the Priority Area for the school.

Infant Schools (reception entry):

1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.

2. Children who receive the Early Years Pupil Premium for their early years provider at the time of the making of the application, with no more than 14% of the places available to be allocated under this category.

3. Children who are currently, or have been at any point since birth, subject to a Child in Need Plan or a Child Protection Plan, with no more than 9% of the places available to be allocated under this category.

4a. Children living in the Priority Area for the school, who will have a sibling attending the same school in Year 1 or 2 at the time of admission in September 2023.

4b. Children living in the Priority Area for the school, who will have a sibling attending the Partner Junior School in Years 3 - 6 at the time of admission in September 2023*.

5. Other children living in the priority area for the school.

6a. Children living outside the Priority Area for the school, who will have a sibling attending the same school in Year 1 or 2 at the time of admission in September 2023.

6b. Children living outside the Priority Area for the school, who will have a sibling attending the Partner Junior School in Years 3 - 6 at the time of admission in September 2023*.

7. Other children living outside the priority area for the school.

* If you are also applying for a Year 3 place at the Partner Junior School for another child, for entry in September 2023, please be aware that they will not be considered as a sibling link for the infant school applicant until after that child has been offered a place at the junior school and you have confirmed your acceptance of the Year 3 place.

Junior Schools (Year 3 entry):

1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.

2. Children who receive the Pupil Premium, or Service Premium, through their current school.

3. Children who are currently, or have been at any point since birth, subject to a Child in Need Plan or a Child Protection Plan, with no more than 9%** of the places available to be allocated under this category.

4. Children who currently attend the Partner Infant School and who intend to remain at that school until the end of the 2022/2023 academic year in July 2023.

5a. Children living in the Priority Area for the school, who will have a sibling attending the same school in Years 4, 5 or 6 at the time of admission in September 2023.

5b. Children living in the Priority Area for the school, who will have a sibling attending the Partner Infant School at the time of admission in September 2023*.

6. Other children living in the Priority Area for the school.

7a. Children living outside the Priority Area for the school, who will have a sibling attending the same school in Years 4, 5 or 6 at the time of admission in September 2023.

7b. Children living outside the priority area for the school, who will have a sibling attending the Partner Infant School at the time of admission in September 2023*.

8. Other children living outside the Priority Area for the school.

* If you are also applying for a Reception place at the partner infant school for another child, for entry in September 2023, please be aware that they will not be considered as a sibling link for the junior school applicant until after that child has been offered a place at the infant school and you have confirmed your acceptance of the Reception place.

Definition of looked after and previously looked after children

Previously looked after children are children who were looked after but ceased to be so because they were adopted (or became subject to a child arrangements order or special guardianship order). All references to previously looked after children mean such children who were adopted (or subject to child arrangements orders or special guardianship orders) immediately following having been looked after and those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society. This includes children who were adopted under the Adoption Act 1976 (see Section 12 adoption orders) and children who were adopted under the Adoption and Children Act 2002 (see Section 46 adoption orders).

Child arrangements orders are defined in Section 8 of the Children Act 1989, as amended by Section 12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence order in force prior to 22 April 2014 is deemed to be a child arrangements order. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians)

A copy of any relevant documents may be requested as evidence at any time during the admissions process.

Clarification on places available for those in receipt of Early Years Pupil Premium

Where stated, priority is available for children who are in receipt of the Early Years Pupil Premium through their early years' provider, with no more than 14%* of the places available to be allocated under this category. The child must be in receipt of the premium at the time the application is made;

Check your eligibility at: www.warwickshire.gov.uk/freeschoolmeals

*14% represents the national figure (13.7%) of children in receipt of Free School Meals, as stated within the Department for Education's Statistical Publication entitled, 'Schools, Pupils and their Characteristics', issued in June 2018.

If the number of places from the percentage results in a decimal number, then this will be rounded down to a whole number if .4 or below and rounded up to a whole number if .5 or above.

E.g.: 14% of 30 = 4.2. In this case, the number of places available to allocate within this category would be a rounded down to a whole number of 4.

Clarification on places available to those subject to a Child in Need Plan or a Child Protection Plan.

Where stated, priority is available for children who are subject to a Child in Need Plan or a Child Protection Plan at the time of making the application, or who have been at any point since 1 September 2015, with no more than 9%** of the places available to be allocated under this category.

Further checks will be undertaken by Warwickshire County Council to confirm circumstances for children who are considered under this category. Relevant documents may also be requested from applicants at any time during the admissions process.

**9% represents an average figure (8.7%) within the local authority of children either in need or on a child protection plan (where the conference stage commenced), when compared with cohort sizes of children aged 4 – 16, resident in Warwickshire within the 2017/18 academic year. Data obtained from the Department for Education's statistical publication entitled, 'Characteristics of Children in Need', which contains analysis of data obtained in March 2017.

If the number of places from the percentage results in a decimal number, then this will be rounded down to a whole number if .4 or below and round up to a whole number if .5 or above.

E.g.: 9% of 30 = 2.7. In this case, the number of places available to allocate within this category would be a rounded up to a whole number of 3.

If there are more applicants who comply with either category 2 or 3 than the number of places available under that category, places will be allocated based on the distance between home and school, in line with the rules set out in these criteria for 'Priority within each over-subscription criterion'.

Definition of Priority Areas

Each community and voluntary controlled school have an area identified as its Priority Area (this is sometimes referred to as a 'catchment area').

Full details of Priority Areas are available on the Warwickshire County Council website and can be viewed using interactive maps.

Infant and Primary School Priority Area Maps can be viewed at:

http://www.warwickshire.gov.uk/mapinfantprimaryschools

Junior and Primary School Priority Area Maps can be viewed at:

http://www.warwickshire.gov.uk/mapjuniorprimaryschools

Priority within each oversubscription criteria

Where applicants are allocated the same oversubscription criteria, priority is given in order of distance between the child's home address and the school applied for, with the shortest distance being given highest priority.

Distance will be calculated by using a straight-line measurement from the address point location of the applicant's home address (as set by Ordnance Survey) to the pre-determined point ('centroid') of the school in question. All distances are subject to changes which may occur with updates of mapping data.

Tie Break

Where the distance from home to school is identical for two or more applicants within the same oversubscription criteria individual priority will be determined by random allocation using a random number generator. The allocation will be carried out by two officers of the Admissions Service in the presence of a local authority solicitor. The result of the draw will be recorded and countersigned at the time by all parties involved. Applicants will be notified of the outcome in writing.

Definition of Sibling

Sibling is defined as a brother or sister, a half brother or sister, a step brother or sister, an adopted brother or sister, a child living at the same address who is being Looked After by a local authority, or the child of a parents' partner where the child for whom the school place is being sought is living in the same family unit and at the same address as that sibling.

Warwickshire Partner Infant and Partner Junior schools for oversubscription criteria

Area	Infant schools	Partner with	Junior schools
Nuneaton & Bedworth	Abbey C of E Infant School	*Partner with*	Queen's C of E Academy
	Arden Forest Infant School (Bulkington)	*Partner with*	St James C of E Academy (Bulkington)
	Chilvers Coton Community Infant School and Nursery	*Partner with*	Queen's C of E Academy
			Middlemarch Junior School
	Exhall Cedars Infant School, Exhall	*Partner with*	Exhall Junior School, Bedworth
	Galley Common Infant School	*Partner with*	Michael Drayton Junior School (Hartshill)
	Nathaniel Newton Infant School		
	Glendale Infant School	*Partner with*	Croft Junior School
			Middlemarch Junior School
	Race Leys Infant School (Bedworth)	*Partner with*	Race Leys Junior School (Bedworth)
	Whitestone Infant School	*Partner with*	Chetwynd Junior School
Rugby	Abbots Farm Infant School	*Partner with*	Abbots Farm Junior School
	Bawnmore Community Infant School	*Partner with*	Bilton C of E Junior School
	Bilton Infant School		
	Boughton Leigh Infant School	*Partner with*	Boughton Leigh Junior School
	Brownsover Community Infant School		
	Dunchurch (Foundation) Infant School	*Partner with*	Dunchurch Boughton C of E (Aided) Junior School
	Leamington Hastings C of E Academy		
	Henry Hinde Infant School	*Partner with*	Henry Hinde Junior School
Warwick/ Leamington	Briar Hill Infant School, Whitnash	*Partner with*	St Margaret's C of E Junior School, Whitnash
	Emscote Infant School, Warwick	*Partner with*	All Saint's C of E Junior School, Warwick
	Telford Infant School, Leamington	*Partner with*	Telford Junior School, Leamington
	Thorns Community Infant School, Kenilworth	*Partner with*	Park Hill Junior School, Kenilworth
Studley	Studley Community Infant School	*Partner with*	Studley St Mary's C of E Academy, Studley

Published Admission Number (PAN) for Warwickshire community or voluntary controlled schools

School Name	PAN 2022/23	PAN 2023/24	Type
Abbey C of E Infant School	60	**60**	Infant
Abbots Farm Infant School	60	**60**	Infant
Abbots Farm Junior School	66	**66**	Junior
All Saints' C of E Junior School	60	**60**	Junior
All Saints C of E Primary School and Nursery, Nuneaton	30	**30**	Primary
Alveston C of E Primary School	30	**30**	Primary
Arden Forest Infant School	60	**60**	Infant
Arley Primary School	45	**30**	Primary
Bawnmore Community Infant School	60	**60**	Infant
Bidford-On-Avon C of E Primary School	45	**45**	Primary
Bilton C of E Junior School	105	**105**	Junior
Bilton Infant School	60	**60**	Infant
Binley Woods Primary School	30	**30**	Primary
Bishops Tachbrook C of E Primary School	30	**30**	Primary
Bishopton Primary School	60	**45**	Primary
Boughton Leigh Infant School	90	**90**	Infant
Boughton Leigh Junior School	120	**120**	Junior
Bournebrook C of E Primary School	20	**20**	Primary
Briar Hill Infant School	90	**90**	Infant
Bridgetown Primary School	60	**60**	Primary
Brookhurst Primary School	60	**60**	Primary
Brownsover Community Infant School	60	**60**	Infant
Camp Hill Primary School	60	**60**	Primary
Chetwynd Junior School	90	**90**	Junior
Chilvers Coton Community Infant School	60	**60**	Infant

Clapham Terrace Community Primary School and Nursery	30	**30**	Primary
Claverdon Primary School	30	**30**	Primary
Clifton-upon-Dunsmore C of E Primary School	30	**30**	Primary
Clinton Primary School	30	**30**	Primary
Coten End Primary School	90	**90**	Primary
Croft Junior School	90	**90**	Junior
Cubbington C of E Primary School	30	**30**	Primary
Eastlands Primary School	30	**30**	Primary
Emscote Infant School	60	**60**	Infant
Ettington C of E Primary School	30	**30**	Primary
Exhall Cedars Infant School	60	**60**	Infant
Exhall Junior School (formerly St Giles' Junior School)	60	**60**	Junior
Galley Common Infant School	54	**54**	Infant
Glendale Infant School	90	**90**	Infant
Goodyers End Primary School	60	**60**	Primary
Great Alne Primary School	16	**16**	Primary
Hampton Lucy C of E Primary School	15	**15**	Primary
Harbury C of E Primary School	30	**30**	Primary
High Meadow Community School	30	**30**	Infant
Hillmorton Primary School	60	**60**	Primary
Holy Trinity C of E Primary School	60	**60**	Primary
Hurley Primary School	30	**30**	Primary
Ilmington C of E Primary School	15	**15**	Primary
Kingsbury Primary School	45	**45**	Primary
Lapworth C of E Primary School	30	**30**	Primary
Lighthorne Heath Primary School	13	**13**	Primary
Long Lawford Primary School	90	**90**	Primary
Loxley C of E Community Primary School	6	**6**	Primary

Mappleborough Green C of E Primary School	17	**17**	Primary
Michael Drayton Junior School	150	**150**	Junior
Milby Primary School	60	**60**	Primary
Milverton Primary School	45	**45**	Primary
Nathaniel Newton Infant School	90	**90**	Infant
Newbold And Tredington C of E Primary School	15	**15**	Primary
Newburgh Primary School	60	**60**	Primary
Newdigate Primary and Nursery School	60	**60**	Primary
Northlands Primary School	30	**30**	Primary
Nursery Hill Primary School	25	**25**	Primary
Outwoods Primary School	60	**60**	Primary
Paddox Primary School	90	**90**	Primary
Park Hill Junior School	66	**66**	Junior
Priors Field Primary School	30	**30**	Primary
Provost Williams C of E Primary School	30	**30**	Primary
Quinton Primary School	30	**30**	Primary
Race Leys Infant School	60	**60**	Infant
Radford Semele C of E Primary School	30	**30**	Primary
Shottery St Andrew's C of E Primary School	15	**15**	Primary
Shrubland Street Community Primary School	28	**28**	Primary
Shustoke C of E Primary School	30	**30**	Primary
Snitterfield Primary School	15	**15**	Primary
St John's Primary School	30	**30**	Primary
St Matthew's Bloxam C of E Primary School	30	**30**	Primary
St Nicholas C of E Primary School	60	**60**	Primary
St Paul's C of E Primary School, Nuneaton	60	**60**	Primary
St Margaret's C of E Junior School	90	**90**	Junior
Sydenham Primary School	60	**60**	Primary

Telford Infant School	90	**90**	Infant
Telford Junior School	90	**90**	Junior
The Dassett C of E Primary School	30	**30**	Primary
Thomas Jolyffe Primary School	60	**60**	Primary
Thorns Community Infant School	60	**60**	Infant
Water Orton Primary School	45	**45**	Primary
Weddington Primary School	60	**60**	Primary
Welford-on-Avon Primary School	30	**30**	Primary
Wembrook Primary School	90	**90**	Primary
Westgate Primary School	30	**30**	Primary
Wheelwright Lane Primary School	30	**30**	Primary
Whitestone Infant School	90	**90**	Infant
Whitnash Primary School	60	**60**	Primary
Wolston St Margaret's C of E Primary School	30	**30**	Primary
Wolvey C of E Primary School	30	**30**	Primary

**Coordinated Scheme for admission to school
in September 2023.**

1. **Background**

   1.1. All local authorities are required to have in place a scheme for coordinating admission arrangements for maintained schools and other mainstream state-funded schools (e.g. academies) within their area.

   1.2. Warwickshire School Admissions Service will co-ordinate all applications made during the normal admissions rounds (i.e. applications for Reception Year, Year 3 at a Junior School, Year 7)

   1.3. The scheme sets out general principles and processes for the 2023 main admissions rounds. Further details on school admission and how to apply is available online at: www.warwickshire.gov.uk/admissions

   1.4. All processes set out in this scheme will be undertaken in line with the School Admissions Code (2021).

   1.5. Parents/ carers resident in Warwickshire who are applying for a place for their child to start school or transfer to a junior or secondary school in September 2023 will make a single application to the Local Authority.

   1.6. The aim of the coordinated scheme is to offer one school place per child. This scheme is intended to simplify the admission process and reduce any chance that a child is left without a school place.

   1.7. Under the system of coordinated admissions, parents apply directly to their home authority and make a single application for a school place. Parents will then receive a single offer of a school place from their home authority.

   1.8. Independent (fee-paying) schools are not part of the coordinated scheme. These schools will have their own admission process and parents should contact the relevant school directly if they wish to apply for a place at an independent school.

1.9. This scheme relates to children who are due to start school in reception, transfer to a junior school, or transfer to a secondary school in September 2023.

1.10. For junior school transfer applications places will only be allocated at designated junior schools, except where places at a primary school have been allocated by the Local Authority in agreement with the individual school to meet a local need for places.

1.11. All applications to move to a primary school for Year 3 in September 2023, should follow the in-year admissions process,

1.12. Applications from Warwickshire residents who wish to apply to schools outside of Warwickshire for a Year 10 place in a 14-19 UTC or Studio School, as well as those who wish to transfer to Year 5 or Year 6 at Middle schools or Year 9 at a high school (three-tier systems), for entry in September 2023 will be processed in line with the timetable set out for secondary coordination.

1.13. Such applications will be processed in line with the deadlines and processes associated with Warwickshire's secondary coordinated admissions process.

1.14. For any application for a place in Year 10 of a school which does not have Year 10 as the 'normal point of entry' for that school, the in-year admissions process should be followed.

1.15. All other applications to start school in any other year group or to move schools during the academic year should follow the Warwickshire in-year admissions process.

2. Application deadlines

2.1. The application process for secondary school applications (Year 7) opens from 1st September 2022 and from 1st November 2022 for primary phase applications (Years R and 3).

2.2. National deadlines are in place for both primary and secondary admission rounds:

31 October 2022 - closing date for secondary school applications (Year 7)

15 January 2023 - closing date for primary phase applications (Years R and 3)

3. Admission Arrangements

3.1. All admission authorities are required to have a set of admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications received than places available at that school. Details of all Warwickshire's publicly funded schools and their admission arrangements will be published on the Admissions website.

3.2. All Admission arrangements are determined by the relevant admission authority, in line with the School Admissions Code (2021).

3.3. The table below outlines the relevant admissions authority for different types of school:

Type of School	Who is the admission authority?
Academies (inc. Free Schools)	Academy Trust
Foundation Schools	Governing Body
Voluntary Aided Schools	Governing Body
Voluntary Controlled Schools	Local Authority
Community Schools	Local Authority

3.4. Schools where the local authority is not the admissions authority are also required to publish their admission arrangements on the school website.

4. Applying for a school place

4.1. Applications from Warwickshire residents should be made using Warwickshire's online application system, via the Warwickshire Admissions webpage.

4.2. The Warwickshire application form allows Warwickshire parents to:

- Name a maximum of six schools on their application.
- Rank their preferred schools in the order they would like their child to be offered a place (with most preferred school as the first preference).
- Give details of any siblings who will also be attending one of the preferred schools at the point of admission of the child for whom a place is being applied
- Give details of any parent who is a staff member at the school which has been named as a preference
- Provide details of social or medical issues, where relevant for the oversubscription criteria of some own admission authority schools.
- Indicate if the child has an Education, Health and Care Plan, in which case a different admissions process is followed.
- Confirm details in relation to faith if applying to a school that includes

faith as part of the admission arrangements.
- Confirm if the child falls within the classification of 'Looked After'* or 'Previously Looked After', in line with paragraph 1.7 of the School Admissions Code (2021).

4.3. Alternatively, parents can contact the Admissions Service and make an application over the telephone. This allows parents to provide the same information as the online system, but in this case the offer of a school place will be sent via second class post, so may not be received as quickly as an online offer, which will be sent electronically.

4.4. Completed applications should be received by the Admissions Service by no later than midnight on the relevant national closing date. Any applications received after the closing date will be considered as late unless suitable evidence of a house move can be provided by the relevant deadlines (see below). Any other amendments to an application will only be accepted before the national closing date. Any changes made to an application after this date will be classed as late.

5. Supplementary Information Forms

5.1. Some schools require parents to complete a Supplementary Information Form inorder to assign the oversubscription criteria, this may include details of particular faith and will be outlined in the admission arrangements for that school. This can be attached to online application, or paper copies submitted directly to the school being applied for.

6. Child's Home Address

6.1. Details of the child's permanent address must be included on the application, even if they are planning to move after the deadline.

6.2. Children who spend part of their week with one parent and part with another, at different addresses, must use the address at which they spend most of their time. This address will be used for determining any school Priority Area and distance from school.

6.3. If arrangements are such that a child resides at two addresses for equal amounts of time, then parents must decide which address to use for admissions purposes. Failure to agree on the address to use on the child's application for a school by the national closing date will result in Warwickshire County Council using a random number generator to determine which application to process.

6.4. There is an expectation that the child will be resident at the address used to allocate a place on a long-term basis, and until at least the start of the autumn term in September 2023.

7. Evidence of address and moving home.

7.1. Either during the application process or after the offer of a school place, parents may be asked for proof of address.

7.2. School places will be allocated using the child's home address as included on the application form. For house moves after the application deadline parents will be asked to provide evidence of their new address by the dates outlined below.

7.3. Applications where new address evidence is received before the 31st December 2022 (Year 7 applicants) or 1st February 2023 (Year R and Year 3 applicants) may amend the original on-time application with the new address and may also change the schools named in their original on-time application if the original preferences are no longer appropriate.

7.4. Address evidence received after 31st December 2022 (Year 7) or 1st February 2023 (Year R and Year 3) cannot be considered for the on-time application. The new address will be used to communicate the outcome of the application only. The admission service should be contacted after national offer day to amend address details and any preferences will be considered as part of the reallocation process.

Acceptable documents to confirm a child's home address include:
- 2022/2023 Council Tax Bill
- 2022/2023 Council Tax Benefit letter/notice
- Utility bill (gas, water or electric), dated within the last 6 months
- Copy of tenancy agreement or mortgage statement for the property, dated within the last 12 months
- Copy of most recent Child Tax Credits or Child Benefit letter

Additional acceptable proof if moving home includes:
- a full copy of the signed tenancy agreement (which should terminate on, or after, 1st September 2023),
- or a letter from the family's solicitor confirming that there has been an exchange of contracts on the new property.

7.5. Some own admission authority schools (including Grammar schools) may have additional residency requirements that parents must abide by for their

application to be classed as on time. Please refer to the individual school's admission arrangements for further details.

7.6. Where a school place is offered based on an address which is subsequently found to be different from the address where the child ordinarily resides, that place may be withdrawn.

7.7. Short-term house moves purely to secure a school place may be considered fraudulent or intentionally misleading and, in such circumstances, the place may be withdrawn.

8. Applications for schools outside of Warwickshire and applications for Warwickshire schools from families living in other areas.

8.1. Applications from Warwickshire residents for schools in other local authorities will be electronically exchanged with the relevant coordinating local authority along with any relevant additional/supplementary information.

8.2. Residents of other areas must apply to their home local authority who will then forward application details to Warwickshire. Parents of Year 2 or Year 6 children attending Warwickshire schools but living in other local authorities should contact their home local authority for information about the application process.

8.3. Notification of any offers will be exchanged between local authorities and offers will only be sent from the home authority.

9. Consideration of applications

9.1. All on-time applications for each school will be considered together. If there are more applications received for a school than there are places available, then the relevant oversubscription criteria, as outlined in that school's admission arrangements, will be assigned to each application.

9.2. If a child can be offered a place at more than one of their preferred schools, reference will be made to preference order as outlined on the application form and a place will be offered at the school listed as the highest preference. If none of the schools named on the application can offer a place, a place will be allocated at the nearest state funded school with a place available.

9.3. A single school place should be identified and offered for each child by the end of the coordinated admissions process.

10. Notification of offers

10.1. National offer day is:

1ˢᵗ March 2023 for secondary school applications (Year 7)

17ᵗʰ April 2023 for primary phase applications (Years R and 3)

10.2. All applicants who made an on-time application <u>online</u> will receive notification of the school place offered, **after** 8.30am on the relevant national offer day. These offers will be available to view via the online parent portal system.

10.3. Offer letters will only be sent to applicants who completed an application over the telephone or via paper copy. Letters will be sent second class, with the intention of them being received by the recipient **after national offer day**.

10.4. Further information on how offers were made and next steps will be available on the relevant national offer day via the [Warwickshire Admission webpage](#).

11. Appeals

11.1. Parents will be informed of their statutory right of appeal when they receive the outcome of their application. Parents can appeal for any preference where they have received a refusal.

11.2. Appeals for places at Community and Voluntary Controlled Schools can be lodged on the [Warwickshire School Appeals website](#). Parents should contact own admission authority schools directly for details of their appeals process.

11.3. The appeals timetable and other relevant information is available on the website. This includes the number of appeals heard in previous years and the outcome, for each school (where the local authority administers this process).

12. Late applications

12.1. Any application received after the national deadlines, or the extended deadlines for those moving to a new house, will be considered as late. Exceptions will only be considered if there is written evidence of exceptional circumstances.

12.2. Late applications will be processed after all on-time applications and will be considered as part of the relevant reallocation round, depending on when the application is received

12.3. Any requests to include new preferences to a previously on time application

after the national closing date will be classed as **late**. Any schools named on the application prior to the national deadline will not be affected and will remain as on time.

13. Waiting lists

13.1. Children will automatically be added to the waiting list of any non-selective school named as a higher preference than the school allocated.

13.2. Each waiting list will be ranked according to the admission policy and oversubscription criteria for that school. Waiting lists will not take into account the date individual applications were received or the length of time a child has been on the list.

13.3. Offers from waiting lists will be made in reallocation rounds as outlined in the relevant timetable. When a place becomes available it will be allocated to the child at the top of the waiting list on the date of that reallocation round.

13.4. Offers to Warwickshire residents from the waiting list will be made by the local authority. The Admissions Service will attempt to contact the family prior to any re-offer from a waiting list being made. Offers from waiting lists to residents of other local authorities will be sent electronically to the home local authority who will notify the parents.

13.5. Only one school place will be offered as part of the coordinated admissions process. When an offer for a higher preference school is made from a waiting list and accepted, the previous school offered will be automatically withdrawn and the child removed from the waiting lists for any other schools listed as a lower preference than the one now offered.

13.6. The local authority will continue to operate the coordinated admissions scheme, in relation to processing new applications and allocating places up to and including 31st August 2023.

13.7. For schools that remain over-subscribed after 31st August 2023, Warwickshire Admissions Service will retain a waiting list until the end of the Autumn term (31st December 2023). At that point, it will be the decision of each school to determine if they wish to keep a waiting list for the remainder of that academic year, and if they wish for a waiting list to be held either with the school directly or with the local authority, on the school's behalf.

14. UK Military families/ Crown Servants

14.1. For families of UK Service Personnel with proof of a confirmed posting within the county, or crown servants returning from overseas to live in the county with a relocation date, a Unit postal address, quartering area address or future home address will be accepted as the address for the application, in accordance with the School Admissions Code. The application should be accompanied by an official letter that declares a relocation date, and evidence of what the intended address shall be.

14.2. The application will follow the coordinated admissions process in all other respects, as outlined in this document.

15. Overseas residents

15.1. There is no legal requirement to process applications from other families coming from overseas who are not yet resident within Warwickshire, except as set out above.

15.2. Overseas residents, with a planned relocation to Warwickshire will be asked to provide exchange of contracts, signed tenancy agreement (usually of 12-month duration) or other evidence by the relevant deadline for submitting proof of address. If this cannot be provided, the applicant's current (overseas) address will be used in the application. All such applications will be processed in line with the coordinated scheme.

16. Deferred or delayed entry into Reception and children educated outside of their chronological year group.

16.1. While most children are educated in the year group determined by their date of birth, the School Admissions Code does allow parents to request that their child is educated outside of their normal age group.

16.2. Any request for a child to delay entry into reception should be submitted to the local authority at the same time that you apply for your child to start in Reception in their chronological year group. This will ensure that your application can still be processed if your request to delay is not supported.

16.3. Requests for delayed entry into reception should be made using the Delayed Entry Request Form available on the Warwickshire School Admissions webpages.

16.4. Requests for children to be educated outside of their chronological year group must be made in writing, directly to the headteacher of the school at which an offer has been made and accepted.

16.5. Further guidance relating to delayed or deferred entry and the education of children outside of their chronological year group is also available on the Warwickshire School Admissions [webpages](#).

17. Timetable for Secondary Coordinated Admissions Scheme, for entry in September 2023

Date	Activity
1 September 2022	Application process opens for children due to transfer to secondary school in September 2023
31 October 2022	**National closing date for Secondary School applications**
7 November 2022	LA exchange of application data with other LAs (then ongoing as further late applications are received)
31 December 2022	Final day to submit proof of address and make any changes to the application required due to a house move.
16 December 2022	All Warwickshire secondary schools to have completed sibling checks and confirm eligibility for school-specific criteria.
16 January to 4 February 2023	LA exchange of offer data with other LAs (then ongoing)
01 March 2023	**National offer day for children due to transfer to secondary school in September 2023**
15 March 2023	Final day to amend applications ahead of 1st reallocation from waiting lists
22 March 2023	1st reallocation from waiting lists
28 March 2023	Deadline by which appeals must be lodged in order to be guaranteed a hearing by 13 June 2023
tbc April 2023	Final day to amend applications ahead of 2nd reallocation from waiting lists
24 April 2023	2nd reallocation from waiting lists
April 2023 to June 2023	Appeal hearings
01 September 2023	Coordinated scheme for 2023 ends, all further applications to be considered in line with Warwickshire's In Year application process

18. **Timetable for Reception and Junior Coordinated Admissions Scheme, for entry in September 2023**

Date	Activity
01 November 2022	Application process opens for children due to start school in reception or transfer to a junior school in September 2023
15 January 2023	**National closing date for reception and junior school applications**
23 January 2023	LA exchange of application data with other LAs (then ongoing as further late applications are received)
1 February 2023	Final day to submit proof of address and make any changes to the application required due to a house move.
17 February 2023	All Warwickshire infant, junior and primary schools to have completed sibling checks and confirm eligibility for school-specific criteria.
20 February 2023 to 22 March 2023	LA exchange of offer data with other LAs (then ongoing)
17 April 2023	**National offer day for children due to transfer to reception and junior school in September 2023**
2 May 2023	Final day to amend applications ahead of 1st reallocation from waiting lists
9 May 2023	1st reallocation from waiting lists
tbc May 2023	Deadline by which appeals must be lodged in order to be guaranteed a hearing by 13 June 2023
26 May 2023	Final day to amend applications ahead of 2nd reallocation from waiting lists
12 June 2023	2nd reallocation from waiting lists
June and July 2023	Appeal hearings
1 September 2023	Coordinated scheme for 2023 ends, all further applications to be considered in line with Warwickshire's In Year application process

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Warwickshire County Council
In-Year Admissions Process

2023/2024 Academic Year

Background

In-year applications are those when a parent or carer wants their child to change schools during the school year, perhaps because of a house move or other change in personal circumstances. They are applications that fall outside the standard Coordinated Scheme and will follow the process outlined in this document.

Warwickshire County Council coordinates the in-year applications for all community and voluntary controlled schools, and the majority of own admission authority schools, such as academies. The full list and contact details of schools that manage their own in-year applications can be found on the Warwickshire Admissions webpages.

All processes set out for In-year school admissions will be undertaken in line with the School Admissions Code (2021).

The document sets out the processes for the In-year change of school applications during the 2023/24 academic year. Further details on school admission and how to apply is available online at: www.warwickshire.gov.uk/admissions

Details of which school are local to the applicant's home address can be found online using the Warwickshire Find a School webpage. The Warwickshire Admissions Team will be able to advise which schools have places available in each year group.

Non-Warwickshire residents should contact the local authority in which they live to establish the in-year admissions process in relation to their home authority.

Applications to start school in reception or transfer to a junior or secondary school in September 2023 must be made in line with the Coordinated Scheme for admission to school in September 2023.

Admission Arrangements

All admission authorities are required to have a set of admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications received than places available at that school. Details of all Warwickshire's publicly funded schools and their admission arrangements are published on the Admissions website.

All in-year applications will be processed inline with the determined admission arrangements for the relevant schools.

Applying for an In-year school place

Applications from Warwickshire residents wanting their child to move schools during the year should be made using Warwickshire's online application system, via the Warwickshire Admissions webpage

Application forms for Warwickshire schools that handle their own in-year admissions are available directly from the schools. The full list and contact details of schools that manage their own in-year applications can be found on the Warwickshire Admissions webpages. Any applications received by Warwickshire County Council for schools which handle their own in-year admissions will be forwarded to the school in question.

Consideration of applications

Upon receipt of a completed In-year application, the Admissions Service will consider each school in the order of preference shown on the application beginning with the school listed as the first preference.

When an application is made to a voluntary aided school or an academy the admission service will ask the school to confirm within 2 school days if they are able to offer a place. If they are, then the parents will be notified in writing and no further consideration will be given to any remaining preferences.

For community or voluntary controlled schools, the Admissions Service will ask the school to confirm the number of spaces available within 2 school days. Once confirmation of number of available spaces has been received the Admissions Service will review the application against any existing waiting lists and if an offer can be made the parents will be notified in writing and no further consideration will be given to any remaining preferences.

Where the first preference school is not able to offer a place then the relevant oversubscription criteria will be used to determine the child's place on the school's waiting list.

Further preferences named on the application will then be considered in order, using the same process as outlined above, until a place can be offered at one of the schools named on the application, or all preferences have been exhausted.

Should it not be possible to offer a place at any of the preferences named on the application, and the applicant does not want their child to remain at their current school, then a place will be allocated at the next nearest school with availability. This could be either a community or voluntary controlled school or an own admission authority school which has a space, including voluntary aided schools and academies. The next nearest school with availability will be identified based on distance calculated by a straight-line measurement.

Appeals

Parents will be informed of their statutory right of appeal when they receive the outcome of their application. Parents can appeal for any preference where they have received a refusal.

Appeals for places at Community and Voluntary Controlled Schools can be lodged on the Warwickshire School Appeals website. Own admission authority schools should be contacted directly for details of their appeals process.

Waiting Lists

Children will automatically be added to the waiting list of any Community and Voluntary Controlled Schools named as a higher preference than the school allocated.

Each waiting list will be ranked according to the admission policy and oversubscription criteria for that school. Waiting lists will not take into account the date individual applications were received or the length of time a child has been on the list.

Waiting lists will be cleared at the end of each term and parents must contact the Admissions Service to confirm their continued interest in remaining on the waiting list for a school and the details included in the original In-year application are still accurate.

Failure to confirm continued interest in a particular school by the beginning of both the Spring term and the Summer term will result in the child being removed from the relevant waiting list(s).

Own admission authority schools should be contacted directly for details of their waiting list policy.

Timescales

Warwickshire County Council aims to process in-year applications within 10 school days, in certain circumstances applications may take slightly longer to process but all applications will be processed within a maximum of 15 school days. The County Council will aim to notify the parents of the outcome of the application in writing within 10 school days where possible.

It is often not possible to process applications as effectively during the school holidays when schools are closed, particularly during the summer holiday period. In-Year applications submitted at the end of July are unlikely to be processed until the beginning of September.

Once a place is offered parents have ten working days to accept the place, details of how to accept a place will be sent with the offer. If a place is not accepted within this time, then the offer may be withdrawn.

The child must normally start at the school within twenty school days of the place being offered.

Child's Home Address

Details of the child's permanent address must be included the on the application, or details of the child's future permanent address if moving home.

Children who spend part of their week with one parent and part with another, at different addresses, must use the address at which they spend most of their time. This address will be used for determining any school priority area and distance from school.

In all cases it is expected that parents will agree on the address to be used and which schools to apply for before an application is made. If arrangements are such that a child resides at two addresses for equal amounts of time, then parents must decide which address to use for admissions purposes. Failure to agree on the address to use on the child's application for a school will result in Warwickshire County Council using a random number generator to determine which application to process.

There is an expectation that the child will be resident at the address used to allocate a place on a long-term basis.

Evidence of address.

Either during the application process or after the offer of a school place, parents maybe asked for proof of address. As part of the application process, documentation concerning the child's home address will be requested.

School places will be allocated using the child's home address as included on the application form.

Acceptable documents to confirm a child's home address include:
- 2022/2023 Council Tax Bill
- 2022/2023 Council Tax Benefit letter/notice
- Utility bill (gas, water or electric), dated within the last 6 months
- Copy of tenancy agreement or mortgage statement for the property, dated within the last 12 months
- Copy of most recent Child Tax Credits or Child Benefit letter

Additional acceptable proof if moving home includes:
•   a full copy of the signed tenancy agreement (which should terminate on, or after, 1st September 2023),
•   or a letter from the family's solicitor confirming that there has been an exchange of contracts on the new property.

Where a school place is offered based on an address which is subsequently found to be different from the address where the child ordinarily resides, that place may be withdrawn.

Short-term house moves purely to secure a school place may be considered fraudulent or intentionally misleading and, in such circumstances, the place may be withdrawn.

Warwickshire residents applying for a place at schools outside of Warwickshire

Warwickshire residents wishing to apply for a place at a school outside of Warwickshire should contact the relevant admission authority for that school for information on the application process.

Non-Warwickshire residents applying for a place at a Warwickshire school

Non-Warwickshire residents wishing to apply for a place at a Warwickshire school should, in the first instance, contact the local authority in which they live. In some cases, parents and carers may then be directed to apply via the Warwickshire Admissions Service and the above process should be followed.

Children educated outside of their chronological year group

Guidance relating to the education of children outside of their chronological year group is available on the Warwickshire School Admissions webpages.

Fair Access Protocol

Some applications may need to be considered under Warwickshire County Council's 'Fair Access Protocol' (FAP). This will apply to some children when it has not been possible to secure a school place for them through the normal in-year admissions process.

If a child's application is being considered under the FAP then the parent or carer will be notified of this as soon as possible after submitting the application.

Further information on the FAP can be found on the Warwickshire School Admissions Webpages.

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Appendix 4

Determination of Admission Arrangements, Co-ordinated Scheme and In Year process for school admissions for the 2023/2024 Academic year

Summary of Consultation Responses

Consultation response received	LA comment
Thank you for the opportunity to provide feedback on the Warwickshire Admissions Arrangements 2023/2024. I am a governor of the Bilton Community Federation that was recently formed in April 2020. We are a family of 2 infant schools (Bilton Infant School and Bawnmore Community Infant School) and 1 junior school (Bilton junior School) that share the community of Bilton. There is a history of the 2 infant schools being the main feeder for the junior school and our federation was formed to make this journey even smoother. At the moment, there are no priorities given to pupils at our infant schools for admission to Bilton Junior School. Ideally, we would like such a priority to be included in the admissions process in order that our families can be more confident about the continuity of learning for their children.	The current and proposed 2023/24 arrangements, recognise and give priority to 'partner schools'. As such, after children with EHCPs those in Care, receiving Pupil Premium or subject to a Child in Need Plan or a Child Protection Plan, children attending a partner infant school are given the highest admissions priority over other children applying for year 3 at the partner junior school. Likewise, siblings of children already attending either the partner infant or junior school are given higher priority than other children. The intention is that in most cases on time applications received from children attending the Infant schools will be allocated a place at the partner junior school.
I would be grateful if the following clause could be reviewed. It appears to place a bias against siblings with a 3 school year gap. Could it be amended to say that it is counted as a sibling link at the time of application providing the year 3 applicant was attending the partner infant school, but if the place at the partner junior school is not accepted then the link no longer applies.	In addition to the above comment, where siblings are applying at the same time to start reception and transfer to junior school the application process takes account of sibling offers to ensure the partner school sibling link is correctly applied
I would like to make a suggestion going forward for admissions to primary schools from 2023. I feel Warwickshire should match admissions policies like Staffordshire and other authorities by giving priority to sibling places over catchment places. In modern Warwickshire, most parents have a form of transport to be able to travel to school however if siblings are not within the same school, this can cause severe disruption to parents and children. It has a negative effect on finances, time organisation and mental health and I strongly believe sibling places should be prioritised from 3rd to 2nd place.	Further analysis would be required to assess the impact or displacement of other local children of this request
I am writing to provide my feedback on the Consultation Process for Warwickshire School Admissions 2023 onwards. My children are both at The Ferncumbe C of E Primary School. One is in year 4 and one is in year 6. It is a small, village school with a single form intake. That was one of the things which most appealed to us when we chose it. Over the years we have been there, though, the school has expanded rapidly - when my eldest started at the school, the classes further up the school only had around 14 or 15 pupils in each. The lower school classes, however, were all around 30 pupils as the school sought to increase the amount of funding it received each year (as explained to us by the Headmistress when we she showed us around the school). This has continued to the point that most (but not all) years since my children have been at the school there have been 30 children in each new Reception class.	The Ferncumbe C of E Primary School is an academy and as such Admission arrangements are determined by the Academy Trust

This may be great from a funding point of view, but the school is creaking at the seams from a space and quality of teaching point of view. The outdoor space was always relatively limited, but this has decreased twice since my eldest started – once with the arrival of what was meant to be a temporary outside classroom, but has been there for 5+ years now. This took up a large chunk of the playground space. Then, another large chunk of playground space was taken up when an additional permanent classroom was built. The end result being that the school is housing a lot more children than it ever has before (ca. 190), but has a lot less outdoor space. This has had a huge impact on play times, specifically the space and time permitted for each class is very limited. This is not in the best interests of the children. The increase in numbers has also had a hugely negative impact on the inside space. My eldest child has spent the last 4years (the whole of KS2) in the same classroom. I have been told many reasons, but I understand the main reason for this is that because at the point the decision was made, there were 27 of pupils in the class plus their SEN support staff, and this was the only class in the school which is large enough to hold them all. This is despite the fact that with the temporary classroom, which is still in the playground, the school has 8 useable classrooms for 7 classes. This has had a massive impact on some of the pupils, who feel upset and frustrated, not just because they have been stuck in the same room for years on end (with the same teacher for 3 out of those 4 years) but also that they have not had the normal 'rights of passage' that all of the other pupils in other years have enjoyed in moving classrooms each year. They are not being prepared for year 7, when they will suddenly have to deal with new schools, multiple classrooms and multiple teachers each week. The school has an excellent record for SEN support, which is absolutely superb. But if there is only one classroom in the whole school large enough to home 27 pupils plus their required support staff, the school should not be welcoming 30 children in to Reception each year. I would strongly recommend, therefore, for the sake of all of the children and the teaching staff, that Admissions needs to set a lower limit on how many children can be admitted each year.	
4x responses received requiring signposting to the application process. No comments were made on the consultation documents.	

Cabinet

17 February 2022

Change of Age Range - Camp Hill Primary School

Recommendation(s)

1.   That Cabinet approves changing the age range at Camp Hill Primary School from 3-11 to 2-11 with effect from March 2022.

1.   Executive Summary

1.1   Camp Hill Primary School currently has an age range of 3 – 11, admitting 3 year olds into a Nursery class. The school also operates a Pre-School for 2-4 year olds.

1.2   The school wishes to change its age range to become a 2 – 11 primary school, in advance of converting to academy status in March 2022. The academy conversion process is such that, for the school to continue to support 2 and 3 year old children, this age range change should be made in advance of the conversion.

1.3   There will be no material alterations to the places offered for 2, 3 and 4 years olds at the school.

1.4   A statutory consultation was undertaken between 4 and 31 January 2022, during which no responses were received.

2.   Financial Implications

2.1   None

3.   Environmental Implications

3.1   None

4.   Timescales associated with the decision and next steps

4.1   If the recommendation is approved, the change will be made by the school, effective prior to 1 March 2022.

Appendices
None

Background Papers
The statutory public consultation documents are available online here:
https://ask.warwickshire.gov.uk/schools/camp-hill-primary-school

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

Local Member(s): Councillor Brett Beetham - brettbeetham@warwickshire.gov.uk

Other members:

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