

# County Council

Date: Tuesday 13 December 2022  
Time: 10.00 am  
Venue: Council Chamber, Shire Hall

## Membership

Councillor Dave Humphreys (Chair), Councillor Christopher Kettle (Vice-Chair), Councillor Jo Barker, Councillor Richard Baxter-Payne, Councillor Brett Beetham, Councillor Margaret Bell, Councillor Parminder Singh Birdi, Councillor Sarah Boad, Councillor Barbara Brown, Councillor Peter Butlin, Councillor Jonathan Chilvers, Councillor Jeff Clarke, Councillor John Cooke, Councillor Andy Crump, Councillor Yousef Dahmash, Councillor Piers Daniell, Councillor Jackie D'Arcy, Councillor Tracey Drew, Councillor Judy Falp, Councillor Jenny Fradgley, Councillor Sarah Feeney, Councillor Bill Gifford, Councillor Peter Gilbert, Councillor Clare Golby, Councillor Brian Hammersley, Councillor John Holland, Councillor Marian Humphreys, Councillor Andy Jenns, Councillor Kam Kaur, Councillor Jack Kennaugh, Councillor Justin Kerridge, Councillor Sue Markham, Councillor Jan Matecki, Councillor Sarah Millar, Councillor Chris Mills, Councillor Jeff Morgan, Councillor Penny-Anne O'Donnell, Councillor Bhagwant Singh Pandher, Councillor Daren Pemberton, Councillor Caroline Phillips, Councillor Wallace Redford, Councillor Howard Roberts, Councillor Will Roberts, Councillor Kate Rolfe, Councillor Jerry Roodhouse, Councillor Isobel Seccombe OBE, Councillor Ian Shenton, Councillor Jill Simpson-Vince, Councillor Tim Sinclair, Councillor Mejar Singh, Councillor Richard Spencer, Councillor Heather Timms, Councillor Mandy Tromans, Councillor Robert Tromans, Councillor Martin Watson, Councillor Adrian Warwick and Councillor Andrew Wright

Items on the agenda: -

## 1. General

### (1) Apologies for Absence

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

### (3) Minutes of the previous meeting

Minutes of the previous meeting held on 29 September 2022.

5 - 30

### (4) Chair's announcements

### (5) Petitions

To receive any petitions submitted in accordance with the Council's Petitions Scheme.

## **(6) Public Speaking**

To note any requests to speak on any item on the agenda in accordance with the Council's Public Speaking Scheme (see note at end of the agenda).

- |           |  |           |
|-----------|--|-----------|
| <b>2.</b> | <b>Addition to Capital Programme 2022/23 Oakley School</b> | 31 - 34   |
| <b>3.</b> | <b>WFRS Prevention, Protection and Response Strategy</b>   | 35 - 160  |
| <b>4.</b> | <b>Local Pension Board Appointment</b>                     | 161 - 162 |
| <b>5.</b> | <b>Notice of Motion</b>                                    |           |
- To consider the following motion submitted by members in accordance with Standing Order 5:

### Labour Motion

Taking into account Article 2 Paragraph 2.3 of the Constitution which sets out the Roles and Functions of All Councillors and the Elected Member Role Profiles at Part 4(1) of the Constitution, this Council will review the role of local councillors in relation to decisions in their Division and make recommendations as to how it might be enhanced.

Proposer: Councillor John Holland

Seconder: Councillor Sarah Feeney

## **6. Member Question Time (Standing Order 7)**

A period of up to 40 minutes is allocated for questions to the Leader, Cabinet Portfolio Holders and Chairs of Overview and Scrutiny Committees.

## **7. Any Other items of Urgent Business**

To consider any other items that the Chair considers are urgent.

**Monica Fogarty**  
Chief Executive  
Warwickshire County Council  
Shire Hall, Warwick

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## Disclaimers

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### Disclosures of Pecuniary and Non-Pecuniary Interests

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

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

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

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web  
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

### 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 for that meeting. 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.

### COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

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# County Council

Thursday 29 September 2022

## Minutes

### Attendance

#### Committee Members

Councillor Dave Humphreys (Chair), Councillor Richard Baxter-Payne, Councillor Brett Beetham, Councillor Parminder Singh Birdi, Councillor Sarah Boad, Councillor Barbara Brown, Councillor Jonathan Chilvers, Councillor Jeff Clarke, Councillor Andy Crump, Councillor Tracey Drew, Councillor Judy Falp, Councillor Jenny Fradgley, Councillor Sarah Feeney, Councillor Bill Gifford, Councillor Peter Gilbert, Councillor Clare Golby, Councillor Brian Hammersley, Councillor John Holland, Councillor Marian Humphreys, Councillor Andy Jenns, Councillor Kam Kaur, Councillor Jack Kennaugh, Councillor Justin Kerridge, Councillor Christopher Kettle, Councillor Sue Markham, Councillor Sarah Millar, Councillor Chris Mills, Councillor Jeff Morgan, Councillor Penny-Anne O'Donnell, Councillor Bhagwant Singh Pandher, Councillor Caroline Phillips, Councillor Wallace Redford, Councillor Will Roberts, Councillor Kate Rolfe, Councillor Jerry Roodhouse, Councillor Isobel Seccombe OBE, Councillor Ian Shenton, Councillor Tim Sinclair, Councillor Mejar Singh, Councillor Richard Spencer, Councillor Heather Timms, Councillor Mandy Tromans, Councillor Robert Tromans, Councillor Martin Watson, Councillor Adrian Warwick and Councillor Andrew Wright

#### 1. Her Majesty Queen Elizabeth II

The Chairman stated that, given the sad news from Buckingham Palace on 8th September 2022 that HM Queen Elizabeth II had died, and the period of national mourning that followed, it was appropriate for Council to take time at the start of this meeting to mark this historic occasion.

Council stood for one minute's silence in memory of HM Queen Elizabeth II.

Councillor Isobel Seccombe led tributes, commending the Queen's dedication of her life to service and how thoroughly and well she had fulfilled her pledge. The soft partnership work that Her Majesty had conducted internationally had been of incalculable benefit to the United Kingdom. 15 Prime Ministers had served her and she had provided wise counsel to them all and been a rock for the country. It was a true reflection of her strength of personality that, in the two days before her death, Her Majesty was putting her duties first and welcoming a new Prime Minister. Councillor Seccombe stated that Her Majesty's interest in people of all ages, nations, and races; her interest in their work and communities and how those communities were supported was the foundation of her soft partnership skills. Councillor Seccombe also reflected on Her Majesty's visit to Stratford-upon-Avon in 1986, and her support of the Royal Show at Stoneleigh. She noted that the Queen had effortlessly mixed her personal interests with public duty and this was no doubt what helped her to deal with the stresses and strains of life in public service. Councillor Seccombe extended condolences to the Royal Family and commended their strength in sharing their loss in such a public way. She considered that Her Majesty's guidance had undoubtedly been of great important

to her family, particularly King Charles III, and the world would be a better place with more people like the Queen. In conclusion, Councillor Seccombe expressed her gratitude to those individuals and teams who had supported the efforts of the County Council and the Lord Lieutenant's Office through the period of national mourning.

Councillor John Holland echoed the remarks of Councillor Seccombe, particularly noting the Queen's long and dedicated service during which she had seen the evolution of the British Empire into the Commonwealth and how her influence had seen it develop into the strong organisation it was. Councillor Holland noted the links the people all over the world had to the Queen and the United Kingdom and how many British people could claim to have met the Queen. He noted that the Queen had travelled to Warwickshire on a number of occasions, for public and private events, and her signature appeared in the Register at St Mary's Church as she had witnessed a private wedding there.

Councillor Jerry Roodhouse placed on record thanks to HM Queen Elizabeth II for her commitment throughout 70 years' service. This was a momentous occasion in history as the Elizabethan period came to an end and the massive task of changing coins, notes, stamps, letter boxes, etc began. Councillor Roodhouse reflected on the Queen's sense of humour and the way that she could relax people with her smile.

Councillor Jonathan Chilvers reflected on his work with people struggling with addiction and homelessness and how despite the chaos and disarray of their lives, for many of these people their grandmother was a constant in their life; the Queen had very much been a grandmother to the nation. She had been a touchstone of continuity, stability and wisdom as things changed over the course of her reign and her loss was deeply felt. Councillor Chilvers noted that the baton had now been passed and considered that in many ways it lay with each elected Member in the Chamber representing their residents and communities and requested that each redouble their efforts to provide stability and, in honour of Her Majesty, be the person that people can turn to when they need help.

Councillor Judy Falp reflected on the fact that the Queen was the only monarch she had known and recalled her father being moved to meet the Queen as the Royal Family had remained in London throughout the second world war. Councillor Falp also recalled meeting King Charles III at the Royal Show and commended his love for his people and the countryside and she considered that, in turn, Prince William would make a good monarch. She commended the Royal Family for their strength in their loss, particularly the Queen's grandchildren and great-grandchildren.

Councillor Pete Gilbert considered that it was important for the Chamber to take time to pay tribute. He extolled HM Queen Elizabeth II as the greatest monarch in history and that to have witnessed this in our lifetime was a privilege. He reflected on her ability to combine majesty with humility and her optimistic attitude which was always apparent in her inspirational Christmas broadcasts. Councillor Gilbert reflected on the personal responsibility with which the Queen undertook the role of Supreme Governor of the Church of England and considered that it was not necessary to be a Christian to admire her devotion to her faith and the way she conducted her life in observance of that faith.

Councillor O'Donnell shared a personal experience when HM The Queen had visited the village in which Councillor O'Donnell's family had lived and how she had her sister had been jubilant when the Queen pointed out the Silver Jubilee banner they had created. Councillor O'Donnell also

reflected on the Queen's values, her role as an emotional anchor for the nation, and admired her ability to bring peace and reassurance, never waivering or complaining during her 70 years of service. Councillor O'Donnell concluded with the famous Paddington Bear quote: "Thank you Ma'am, for everything".

Cllr Christopher Kettle commended the example that Her Majesty had set and how steadfast and unshakeable she was, demonstrating her strength of character in the face of adversity such as when Michael Fagin broke into the Palace. He noted that the Queen had continued travelling well into her twilight years and hers was an example he would remember for all his life.

Councillor Parminder Singh Birdi shared his family's memories of the then Princess Elizabeth visiting Kenya and returning to Britain a Queen. He had personally met her on two occasions and shared his admiration for her ability to make those she spoke to feel at ease and like the most important person in the world. Councillor Birdi considered that the Queen was a unique person and a great lady to learn from.

## **2. General**

### **(1) Apologies for Absence**

Councillors Jo Barker, Margaret Bell, Peter Butlin, John Cooke, Jackie D'Arcy, Yousef Dahmash, Piers Daniell, Jan Matecki, and Jill Simpson-Vince.

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

None.

### **(3) Minutes of the Previous Meeting**

The minutes of the meeting of Council held on 19 July 2022 were agreed as an accurate record for signing by the Chair.

### **(4) Chair's Announcements**

#### **1) Commonwealth Games**

The Chairman, Councillor Dave Humphreys, made the following statement:

"Summer seems a long time ago now but, if I can, may I take you all back a few weeks to when the Commonwealth Games lit up the region in a truly momentous 11 days. Warwickshire played a huge part in the spectacle, and I would like to take this opportunity to recognise the fantastic efforts that went into delivering the county's elements of the Games this summer. It was a once-in-a-generation opportunity to host such important events in Warwickshire and our county and, indeed, this Authority, certainly rose to that occasion. What we showcased to those who attended the Road Races and Lawn and Para-Bowls, along with the global audience of many millions, was truly Warwickshire at its very best.

The work that took place across Warwickshire County Council over two years is nothing short

of remarkable and the fact that, in order to deliver such successful events, teams as diverse as County Highways, Trading Standards, Communications and Localities all co-ordinated perfectly is a testament to what an incredible organisation the County Council is and what we can achieve when we work together.

There are so many outstanding highlights from the 11 remarkable days of activity in Warwickshire, like the huge number of spectators lining the streets of Warwick for the road races and the packed live-site locations in Warwick and Leamington Spa that brought the games to life for so many residents who flocked to watch the action on the big screens.

But, as well as what we did see, there is what we didn't see. Despite the closures of roads needed to host the road race, residents were able to move around on the day and transport networks were maintained throughout. The day passed without incident and very little complaint. It takes some serious planning to go under the radar like that.

So, I would like to extend the thanks of this Council to everyone who was involved in making the Commonwealth Games in Warwickshire the incredible spectacle that it was. While I have already noted the efforts of so many of our officers throughout the council, I would recommend for particular approval the dedication and professionalism of our project lead, Rachel Baconnet (pron. Bac-on-ay), and also of John Noakes and Aaron Corsi, all of whom went way beyond the extra mile in coordinating our Games activity."

## **2) Former Councillor John Haynes**

Councillor Dave Humphreys, Chairman, made the following statement:

"It is my sad duty to inform Council of the recent passing of former County Councillor John Haynes.

John, a Labour Councillor, served as a Warwickshire County Councillor for two decades between 1989 and 2009, including a year as Chairman. However, he had served his community for much longer, winning his first election back in 1958 as an Exhall ward councillor on the former Bedworth Urban District Council. He was a popular local character, dedicated to the town of Bedworth, and the wider county, and had many stories to tell of his time in office.

Our condolences go to John's wife Hilda and their family."

Councillor Humphreys invited Council to stand for a minute's silence in memory of Councillor Haynes before inviting Councillors to pay their own tributes.

Councillor Isobel Seccombe spoke in memory of John Haynes, noting his amiable character and commitment to the County with a particular interest in law and order. She expressed commiserations to his family.

Councillor Pete Gilbert praised John Haynes' passion for his community and his long service. He expressed his respect for him and expressed condolences to his family. Councillor Gilbert considered John Haynes a local champion whose death was a great loss to the community.



Councillor Sarah Boad expressed her sadness for the loss of a good servant to his community. She noted that he was a community councillor who cared very deeply for the county.

Councillor John Holland also paid tribute to John Haynes and his reputation as a hard working and conscientious councillor who would be sadly missed.

## **(5) Petitions**

The Chair welcomed Mr Keith Turncliff to the meeting to present a petition requesting the installation of average speed cameras in Long Itchington.

Mr Turncliff made the following statement:

My request is for Average Speed Cameras to be installed on the A423 and Leamington Road in Long Itchington.

I worked for Warwickshire Police for over 35 years, mainly as a front line Police Officer, so have witnessed at first hand the results of speeding and the impact of fatal accidents on families.

After retiring, I have been a main member of the local Community Speed Watch team and devoted many hours in an effort to reduce speeds in the village. During my time with the CSW team I have witnessed vehicles travelling at 66 mph in 30 mph areas, on both the Southam Road and the Leamington Road. Then we had the Covid-19 pandemic.

However, since then, things have got worse. Warwickshire Police do carry out regular checks in the village as they recognise the problem we have, but tend to locate themselves outside the Duck on the Pond PH and only for the odd hour now and again. They need to vary the location and times where they carry out their checks.

This has had a knock on effect as the local CSW team is now redundant, because we cannot operate within a 2 mile radius of a location used regularly by Warwickshire Police - which effectively covers the whole village. To the best of my knowledge NO speed checks have ever been carried out on Leamington Road by Warwickshire Police, which is disappointing as we have proved to them that Leamington Road does have a speeding problem. For the purpose of this ePetition, I was fortunate to loan a speed gun from Warwickshire Police and carried out some covert checks in the 30mph areas, in order to obtain an accurate picture of speed in the village. My survey of 1,884 motorists, showed that 86% were exceeding the speed limit.

52 motorists were travelling at speeds of 52 mph or greater, which would have resulted in a disqualification from driving.

I believe there are three 'hotspots', where a fatal accident is most likely to occur in the village. By far the area that causes me most concern is at the entrance to the Two Boats Public House on Southam Road. Vehicles accelerate down the hill travelling South and those

travelling North fail to brake before they enter the 30 mph zone. There is a flashing 30 mph sign on the Southam Road, at this location, when travelling North. I submit that over 90% of vehicles trigger this flashing sign. There has been a fatal accident here in the past, albeit over 5 years ago. During the survey, two HS2 8-wheeler HGV lorries were clocked at 48 mph and 55 mph travelling North here. The highest speed of 73 mph was also recorded here, but going out of the village South towards Southam, which was 10% higher than previously recorded 66 mph, prior to the Covid pandemic.

I believe the second most likely location for a fatal accident in the village is Leamington Road at its junction with Short Lane, as there have been several damage only road traffic collisions but none resulting in serious injury. Vehicles travelling out of the village accelerate far too early and those entering the village ignore the various speed reduction measures already in place. These measures are countdown markers on the approach. Dragon's teeth painted on the road when entering the village, followed 150 metres later by a small single chicane. I did record speeds of 60 mph at this junction during my survey.

My third 'hotspot' is in the vicinity of the new pedestrian crossing where I also recorded speeds of 60 mph during the survey. There has been one fatal accident involving a mobility scooter and one serious injury accident within 100 metres of the crossing, both within the last 5 years.

Elsewhere, I recorded speeds of 71 mph leaving the village travelling north on the A423 towards Marton and 60 mph past Greenway's Care Home. These speeds are expected to be found on a dual carriageway or motorway, BUT NOT on village roads with pedestrian traffic, disabled persons on buggies, children going to and from school, dog walkers, horse riders, a care home and parents with prams and pushchairs.

Since I started this ePetition, there has been one fatal and one serious accident on the A423 between Long Itchington and Marton. I believe there will be more fatal accidents on this section of road and that a fatal accident will also happen within the village very soon.

I do understand that there are other areas in Warwickshire which have higher incidents of injury and fatal accidents. But it is a sad state of affairs when we as villages need more people to die in order to get the measures we so desperately need. More 30mph repeater signs, roundels on the road and flashing speed signs may help. An extra crossing facility in the vicinity of Lilac View would assist locals and help to reduce speeds.

Motoring has evolved, driving standards have fallen and traffic calming measures that may have been suitable 10 years ago, may now need a drastic re-think. I have looked at ALL of the traffic calming measures available and have come to the conclusion that in order to make the roads safe, Average Speed Cameras are the only solution.

Both Marton Parish Council and Long Itchington Parish Council support this petition. It's not just about speed and accidents. Raised speeds increase noise and pollution and we would ask that WCC also consider the effect that speeding vehicles have on the quality of life and will WCC help the residents of Long Itchington live their best lives?

I repeat this request is for average Speed Cameras to be installed on the A423 and

Leamington Road in the village of Long Itchington.”

Councillor Wallace Redford (Portfolio Holder for Transport and Planning) thanked Mr Turnecliff for the petition adding that he would consider it and provide a response.

#### **(6) Public Speaking**

None.

### **3. Education Capital Programme 2022/23**

Councillor Kam Kaur (Portfolio Holder for Education) moved the recommendation as set out in the report. Councillor Mandy Tromans seconded the recommendation and reserved the right to speak.

#### **Debate**

Councillor Tracey Drew quoted paragraph 3.4 of the report that “the vehicle access and car parking will be configured to allow future shared access to the existing Evergreen School adjacent to the site if required should expansion of the special provision be undertaken.”. Councillor Drew commented that the group would continue to push for design and build that maximised access and opportunities for active travel as well as vehicle travel. She reminded the meeting that Myton Road was a national cycle route and therefore, joining up the cycling and walking routes at the front and rear of this building was essential.

Councillor John Holland raised two issues: one regarding the lack of developer funding to support the building of Myton Gardens Primary School and the other focussing on the siting of Oakley Grove School.

Councillor Parminder Singh Birdi considered that the scheme was much needed and welcomed the investment in education.

Councillor Mandy Tromans spoke in support of the report, welcoming the proactive investment in the area to address shortfalls in provision.

In response Councillor Kaur noted that the siting of Oakley Grove and the associated negotiation of Section 106 funding was the responsibility of Warwick District Council and funding had already been allocated.

#### **Vote**

Upon being put to the vote, the motion was carried by a majority.

#### **Resolved:**

That Council agrees to add to the capital programme the scheme delivery of a school at Myton Gardens, at a cost of £13.400 million funded from Department for Education grant.

### **4. The Impact of Inflation on the Capital Programme**

Councillor Isobel Seccombe (Leader) moved the recommendation as set out in the report. Councillor Adrian Warwick seconded the recommendation and reserved the right to speak.

### **Debate**

Councillor Jerry Roodhouse welcomed the report and reflected on the current national economic situation and how that would impact on local authorities. He understood that there would be a need to prioritise the capital programme and he welcomed the provisions in the paper to report to scrutiny. Looking ahead, Councillor Roodhouse considered that there was a hard budget round ahead.

Councillor Will Roberts noted that the report informed Council that 47 schemes had been identified in the approved capital programme where it was likely schemes would need additional funding approved to deliver the projects in full and sought agreement that, for transparency, these schemes be identified publicly.

Councillor Sarah Feeney expressed concern that monies would need to be reallocated, asserting the need for councillors to understand which schemes would be put on hold as communities would be counting on them to improve the areas where they lived. Like Councillor Roodhouse, she anticipated hard times ahead.

Councillor Jonathan Chilvers welcomed a prudent piece of good governance but expressed concern about the exemptions detailed in paragraph 2.10 of the report and sought some reassurance in this regard.

Councillor Bill Gifford expressed his support for the proposals and commended the work that had been produced.

Councillor Adrian Warwick reflected on the reasons for the economic pressure, citing the conflict in Ukraine as a key cause. However, he was delighted to commend the report which supported the ongoing delivery of the capital programme.

In reply, Councillor Seccombe thanked Members for their comments and offered reassurance that there was clarity in terms of needing to deal with committed schemes as quickly as possible and the proposals set out in the report allowed for that to happen. She acknowledged that there would need to be some prioritisation but considered that the proposal was a sensible way of dealing with current pressures. In doing so, she commended the prudent financial management of the council over many years but recognised that this did not result in immunity to the current financial pressures facing the country. She also recognised that there would be a very challenging budget ahead.

### **Vote**

Upon being put to the vote, the motion was carried with unanimous support.

### **Resolved:**

That Council:

1. Sets aside £15m of the Capital Investment Fund to create an Inflation Contingency Fund to manage the impact of inflation on the approved capital programme; and

Delegates authority to make allocations from the Fund to the Strategic Director for Resources, in consultation with the Portfolio Holder for Finance and Property in accordance with the proposals in paragraph 2.9 of the report.

## **5. Officer Delegations**

Councillor Andy Jenns (Leader) moved the recommendation as set out in the report. Councillor Andy Crump seconded the recommendation and reserved the right to speak.

### **Debate**

Councillor Tracey Drew asked what impact the changes set out in paragraph 2.4.3 would have on the gypsy roma traveller community.

Councillor Sarah Feeney welcomed the clearer delegations with regard to the gypsy roma traveller community and welcomed the position with regard to special severance payments.

Councillor Crump – welcomed the sensible and reasonable delegations in the report relating to fire and rescue which gave more operational independence to the Chief Fire Officer.

Councillor Jenns thanked Members for their comments and clarified that the delegations would allow issues to be dealt with more quickly which would be of benefit to the gypsy roma traveller community.

### **Vote**

Upon being put to the vote, the motion was supported unanimously.

### **Resolved:**

That Council:

1. Approves the amendments to the Constitution as set out in Appendix 1 to the Report.

Authorises the Strategic Director for Resources to make any consequential amendments to any Human Resources or other corporate policies required as a result of the statutory guidance on special severance payments and the consequent changes to delegations.

## **6. Notices of Motion**

*The meeting adjourned while Members considered the amended Motions which had been tabled. The meeting reconvened at 11.55am.*

### **Cost of Living**

Two motions had been received on this topic with an amendment from the Conservative Group on each and, in the circumstances, the Chairman considered that the two motions and amendments should be debated in the round.

Councillor Jerry Roodhouse moved the Liberal Democrat motion as printed on the agenda:

“This Council recognises that we are in the middle of the worst cost of living crisis for 50 years and that it is having a major effect on many local people:

This Council therefore calls for a local Cost-of-Living Emergency Summit to be arranged, with stakeholders, including Citizens Advice, Food Banks, Local Trades Unions, Chambers of Commerce and local MPs to explore how more local help can be provided for those struggling with the cost of living – including extending the use of discretionary payments.

This Council also notes that increasingly Local Authorities are developing ‘Library Plus or ‘Warm Bank’ schemes, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends. The Council requests the Chief Executive to develop a funded plan for the use of ‘Warm Banks’ across the County which will include later opening for Libraries and other council owned buildings. where possible.

Finally this Council requests that the Leader writes to the Secretary of State expressing this Council's concerns over the impact that the cost of living is having on residents and also writes to the Mayor of the West Midlands Combined Authority and Leaders of all other Local Authorities in the West Midlands Region asking them to pass similar motions so we can take a united stand as Local Government to force the Government to do more to help local people.”

In moving the motion, Councillor Roodhouse noted the decisions of the Bank of England and the impact that would have on mortgages and considered that the economic situation was due to wider causes than the war in Ukraine. He considered that the winter, which could be harder due to climate change, would prove particularly difficult. He considered that a co-ordinated mechanism in the form of a website was needed to support residents through the cost of living crisis and also considered that the council's buildings could be utilised in support and that the covid network should be reinvigorated. He noted the amendment and supported debating the motions in the round.

Councillor Sarah Boad seconded the motion and reserved her right to speak.

#### Amendment:

“This Council recognises that we are **moving into one of the most significant** ~~in the middle of the worst~~ cost of living crisis **crises** for 50 years and that **inflation** it is having a major effect on many local people **and businesses**.

~~This Council therefore calls for a local Cost-of-Living Emergency Summit to be arranged, with stakeholders, including Citizens Advice, Food Banks, Local Trades Unions, Chambers of Commerce and local MPs to explore how more local help can be provided for those struggling with the cost of living – including extending the use of discretionary payments.~~

This Council also notes that increasingly Local Authorities are developing 'Library Plus' or 'Warm Bank' schemes, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends.

This Council welcomes work officers are undertaking to prepare a package of measures to support residents and communities with the cost of living, and a recent meeting of the six Warwickshire Council Leaders and Chief Executives to discuss the cost-of-living crisis.

The proposed cost of living measures will be presented to October Cabinet, in the context of an evaluation of the Government's recently announced package of measures to support people with the cost of living. This Council calls for the report to include the following:

- Extending the Warwickshire Local Welfare Scheme to support residents over the winter
- ~~The Council requests the Chief Executive to d~~Developing a funded plan for the use of "Warm Banks" across the County which will include later opening for libraries and other council owned buildings where possible a network of "Library Plus" or "Warm Hub" schemes, working with community and voluntary organisations, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends
- Working with key partners, expand on the information already available on the County Council Website, to create a "Cost of Living Hub" as an online resource offering practical and financial advice to struggling residents
- Convening a Warwickshire Cost of Living Summit to be arranged with key stakeholders and partners to help address the current crisis
- Working with community and voluntary organisations to develop a community response to the crisis, building on what already exists, and
- Working with Council staff and VCSE organisations to ensure we maximise the opportunities to inform and support residents in crisis and direct them towards services that can advise on saving money on heating bills, employment and skills and wellbeing support.

~~Finally this Council requests that the Leader writes to the Secretary of State expressing this Council's concerns over the impact that the cost of living is having on residents and also writes to the Mayor of the West Midlands Combined Authority and Leaders of all other Local Authorities in the West Midlands Region asking them to pass similar motions so we can take a united stand as Local Government to force the Government to do more to help local people."~~

[Additions in bold and underlined]

In moving the above amendment, Councillor Isobel Seccombe considered that a consolidated coordinated approach was at its essence. She reflected on the risk to budgets and needed to understand how the cost of living was going to impact residents so that resources could be targeted appropriately between the county, district and borough councils, town and parish councils and the voluntary sector. To this end, she suggested the inclusion of town and parish councils

wherever voluntary organisations were mentioned in the amendment. Councillor Seccombe noted that much of the amendment was already being anticipated with a report scheduled for Cabinet in October 2022. Meetings with district leaders and chief executives had taken place about a coordinated response and she considered that this approach would avoid duplication and recognise and support the role of other organisations such as the Citizens Advice Bureau. Councillor Seccombe was supportive of a Warwickshire Summit and noted that this would provide an opportunity to test proposals against need with partnership agencies. She did not accept that it was appropriate to write to the secretaries of state and instead believed the focus in Warwickshire should be on delivery with partners.

Cllr Heather Timms seconded the motion and reserved her right to speak.

Councillor Roodhouse accepted the amendment as friendly.

Councillor Sarah Feeney then moved the Labour motion as printed in the agenda:

“In response to the current rate of inflation and its effect on the residents and businesses of Warwickshire, this Council will

- Expand on the information already available on the County Council Website, to create a ‘Cost of Living Hub’ as an online resource offering practical and financial advice to struggling residents.
- Convene a local Cost of Living Emergency Summit, inviting stakeholders such as Citizen’s Advice, food banks, trade unions, charities and other partners to help address the current crisis.
- Work with partner agencies to develop a ‘One Warwickshire’ regular system of partnership reporting to help track the impact of the cost of living crisis at local level to grow our evidence base for our needs analysis and so we can target our response accurately.
- Work with community and voluntary organisations to develop a community response to the crisis, building on what already exists and taking a social justice approach. Ideas include a network of welcoming spaces where people can spend time, have access to Wi-Fi, free activities and support.
- Work with council staff and VCSE organisations to roll out signposting training to ensure we maximise opportunities to inform and support residents in crisis and direct them towards services that can advise on saving money on heating bills, employment and skills and wellbeing support.
- Seek to prioritise, subject to available funding, children’s centres and nurseries when faced with real-terms Government funding cuts to Local Authorities.
- Call on Party Group Leaders to lobby the Government to:
  - i. Keep benefit payments in line with inflation, in a system similar to the state pension ‘triple lock’; and



- ii. Continue to provide free school meals during school holidays and for it to expand eligibility to include anyone in receipt of Universal Credit.”

In moving the motion, Councillor Feeney recognised the principle of local government to support and serve its communities. She noted that inflation had reached a 40 year high and there were 50% increases in energy prices. She recognised that people were already living in debt and struggling, and noted reports that even households with an income of £45,000 per year would struggle, that women would be disproportionately affected and those with disabilities were facing very difficult choices. She noted that impacts were not just on individuals, but also on businesses. She highlighted that the crisis was exacerbated by numerous factors, including low increases in real wages and cuts to benefits. Councillor Feeney went on to point out the increasing reliance on foodbanks. She urged the council to work with as many partner organisations as possible to ensure that the right information was delivered to the right people at the right time. She sought a practical solution that supported local families to remain in their homes.

Councillor Sarah Millar seconded the motion and reserved her right to speak.

Amendment:

- **“This Council recognises that we are moving into one of the most significant cost of living crises and that** ~~In response to the current rate of inflation~~ **is having a major** ~~and its effect on the~~ **many local people** ~~residents and businesses. of Warwickshire, this Council will-~~

**This Council also notes that increasingly Local Authorities are developing ‘Library Plus or ‘Warm Bank’ schemes, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends.**

- **This Council welcomes work officers are undertaking to prepare a package of measures to support residents and communities with the cost of living, and a recent meeting of the six Warwickshire Council Leaders and Chief Executives to discuss the cost-of-living crisis.**

- **The proposed cost of living measures will be presented to October Cabinet, in the context of an evaluation of the Government’s recently announced package of measures to support people with the cost of living. This Council calls for the report to include the following:**

- **Extending the Warwickshire Local Welfare Scheme to support residents over the winter**
- **developing a funded plan for a network of ‘Library Plus’ or ‘Warm Hub’ schemes, working with community and voluntary organisations, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends**
- **Working with key partners, Expand** on the information already available on the County Council Website, to create a ‘Cost of Living Hub’ as an online resource offering practical and financial advice to struggling residents
- **Conveninge a local–Warwickshire Cost of Living Emergency Summit, to be arranged with key** ~~inviting stakeholders and such as Citizen’s Advice, food banks, trade unions, charities and other partners to help address the current crisis~~

- ~~Work with partner agencies to develop a 'One Warwickshire' regular system of partnership reporting to help track the impact of the cost of living crisis at local level to grow our evidence base for our needs analysis and so we can target our response accurately.~~
- **Working** with community and voluntary organisations to develop a community response to the crisis, building on what already exists, and ~~taking a social justice approach. Ideas include a network of welcoming spaces where people can spend time, have access to Wi-Fi, free activities and support~~
- **Working** with council staff and VCSE organisations to ~~roll-out signposting training to ensure we maximise opportunities to inform and support residents in crisis and direct them towards services that can advise on saving money on heating bills, employment and skills and wellbeing support.~~
- ~~Seek to prioritise, subject to available funding, children's centres and nurseries when faced with real-terms Government funding cuts to Local Authorities.~~
- ~~Call on Party Group Leaders to lobby the Government to: i. Keep benefit payments in line with inflation, in a system similar to the state pension 'triple lock'; and ii. Continue to provide free school meals during school holidays and for it to expand eligibility to include anyone in receipt of Universal Credit."~~

[Additions in bold and underlined]

Councillor Isobel Seccombe moved the amendment above, noting that it brought the motions into alignment and lamented that this approach had not been taken from the outset. Again, she noted that the content of the amendment reflected the work that was already taking place to bring a paper to Cabinet in October 2022 and hoped that it supported the intentions of the original motion and what could be achieved by working together with other councils and organisations.

Councillor Heather Timms seconded the motion and reserved her right to speak.

Councillor Feeney accepted the amendment as friendly (with the similar addition of town and parish councils already suggested) and requested that all groups had an input into the summit, which was agreed by Councillor Seccombe.

## Debate

Councillor Barbara Brown noted the impact on the third sector with increasing customers and reducing funding resulting in the need, in some cases, to use reserves. She pointed to statistics which demonstrated a decline in the third sector offer and noted that donations would also reduce as donors felt the impact of the cost of living themselves. Councillor Brown, therefore, cautioned against placing emphasis on the role of an unsupported third sector and asked that thought be given to the stress that was mounting on the sector.

Councillor Will Roberts welcomed the motions and recognised the need to work together to help Warwickshire residents. He noted that not all residents were connected to the internet and sought opportunities to connect with and signpost those residents too.

Councillor Adrian Warwick considered that conflict in Europe was the root cause of the current climate and he emphasised the need for unity at this time. He welcomed the inclusion of parish councils in the Motion and noted national support that had been made available for households.

Councillor Pete Gilbert welcomed the collegiate atmosphere in the Chamber. He stated that it was clear to him that local residents would struggle and it was important to ensure that action taken for them was effective. He noted that it was not just the vulnerable and elderly who might find themselves unable to access online services, but also those residents with pay as you go plans who may struggle to top up their credit. He noted that there was misinformation among residents and it would be important to make sure that messages were clear and accurate. Councillor Gilbert also acknowledged that there would be an impact on small businesses who were already struggling against the tide after the impacts of the credit crunch and Covid-19.

Councillor John Holland welcomed the agreement on the motions but was moved by the lack of action that local authorities could actually take and that the crisis had been building for some time. He believed that lobbying government was, therefore, key to the debate. He particularly noted widening inequalities and the rise of foodbanks. Councillor Holland sought a joint approach to the proposed summit to ensure that everyone who could make a valuable contribution through their attendance received an invite.

Councillor Jonathan Chilvers noted the stark portraits of the cost of living that had been shared. He believed that it made sense to take a co-ordinated approach and provide clear support and guidance for residents. Councillor Chilvers believed that there were many reasons for the current economic difficulties but that the situation had been exacerbated by recent fiscal moves by central government which would have long term implications for residents.

Councillor Heather Timms welcomed the united approach in the Chamber. She recalled the reaction to the Covid-19 pandemic which had supported growth in the voluntary sector and considered that this would provide a backdrop of support to the cost of living crisis. By way of illustration, she pointed to the introduction of community pantries. She also highlighted the importance of the skills agenda and the local welfare scheme. She emphasised the need to work together to do practical things to deliver results for residents of Warwickshire, including the establishment of a cost of living hub and the need for local councillors to be fully aware of the opportunities available so that they were well placed to provide advice and signposting to residents.

Councillor Isobel Seccombe noted that there was already a report being drafted on this topic which was due to be presented to Cabinet in October. However, events leading up to its publication could result in a change to its content and work with the district and borough councils was a particularly important factor that would be key to ensuring an appropriate delivery mechanism. Councillor Seccombe noted comments regarding overburdening the voluntary sector, recognising that many organisations were facing financial and capacity challenges. She noted that it would not be possible for the Council to solve the problem, but it was possible to make things easier and provide clarity on what support was available. The financial challenges ahead would also impact on the Council and, therefore, a practical approach was needed. She concluded that the summit would provide a worthwhile opportunity to bring together partners and the business sector.

Cllr Sarah Boad welcomed the discussion on joint working. She challenged assertions that the crisis was a result of conflict in Europe, considering that there were other economic reasons for the situation. She echoed comments about the need to manage misinformation, the impact of rising prices and welcomed the inclusion of town and parish councils in the response.

Cllr Sarah Millar reflected on the deletion of the word emergency from the motion despite the tone of the debate. She considered that the roots of the situation extended further back than the commencement of the war in Ukraine and highlighted the impact of the recent mini budget. She looked forward to the summit and urged more data tracking as she believed it was important to understand how the situation could be managed. She put on record her view that she did not think the amended motion was addressing the cost of living emergency in the right way.

Councillor Jerry Roodhouse considered that the debate had resulted in some interesting and valid comments. He reflected on recent events and the potential impact on local government. He echoed comments to revitalise and reinvigorate the Covid-19 network to tackle the cost of living crisis. He concluded by emphasising the need for central government to recognise the importance of local government and its ability to deliver results.

Councillor Sarah Feeney welcomed suggestions to utilise soft powers and thanked the chamber for recognising the impacts that the current situation had on local people and businesses. She reiterated comments that advice and information needed to be clear and precise with delivery methods on- and off- line. She also considered that there were a myriad of causes for the current situation.

## **Vote**

A vote was held. The motions (as amended) were carried unanimously.

## **Resolved:**

This Council recognises that we are moving into one of the most significant cost of living crises and that inflation having a major effect on many local people and businesses.

This Council also notes that increasingly Local Authorities are developing 'Library Plus' or 'Warm Bank' schemes, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends.

This Council welcomes work officers are undertaking to prepare a package of measures to support residents and communities with the cost of living, and a recent meeting of the six Warwickshire Council Leaders and Chief Executives to discuss the cost-of-living crisis.

The proposed cost of living measures will be presented to October Cabinet, in the context of an evaluation of the Government's recently announced package of measures to support people with the cost of living. This Council calls for the report to include the following:

- Extending the Warwickshire Local Welfare Scheme to support residents over the winter
- Developing a funded plan for a network of "Library Plus" or "Warm Hub" schemes, working with community and voluntary organisations and town and parish councils, to give residents a place to stay warm and keep the cost of bills at home down after school and during evenings and weekends

- Working with key partners, expand on the information already available on the County Council Website, to create a “Cost of Living Hub” as an online resource offering practical and financial advice to struggling residents
- Convening a Warwickshire Cost of Living Summit to be arranged with key stakeholders and partners to help address the current crisis
- Working with community and voluntary organisations and town and parish councils to develop a community response to the crisis, building on what already exists, and
- Working with Council staff and VCSE organisations to ensure we maximise the opportunities to inform and support residents in crisis and direct them towards services that can advise on saving money on heating bills, employment and skills and wellbeing support.

#### Green Motion: Affiliation to Electronics Watch

Councillor Jonathan Chilvers moved the following motion as printed on the agenda:

“This Council will:

1. Investigate affiliation to Electronics Watch in order to support our efforts for supply chain accountability for procurement of ICT hardware, electronics, including solar panels and batteries.
2. Bring a report to Resources and Fire & Rescue Overview & Scrutiny no later than February 2023.”

In proposing the Motion, Councillor Chilvers recognised that devices were built all over the world, including areas where the workforce could be exploited during the metal extraction process. He noted that the number of devices procured by the Council was relatively small and it was, therefore, difficult to make an impact on the transparency of complicated global supply chains to reduce the impact on those being exploited. The Motion therefore sought to assist through an organisation called Electronics Watch. Details of the organisations’ website had been circulated prior to the meeting.

Councillor Will Roberts seconded the Motion and reserved his right to speak.

#### **Debate**

Councillor Sarah Boad supported investigating affiliation further and looked forward to hearing more in a future report.

Councillor Tim Sinclair had investigated the company’s website, and believed Electronics Watch to be an initiative from an organisation seeking radical change, with a political premise and an anti-corporate philosophy. He was, therefore, unable to support affiliation.

Councillor Sarah Millar considered that the Motion supported key themes important to the Council, including addressing the climate emergency, and therefore supported investigations into affiliation.

Councillor Warwick echoed the concerns of Councillor Sinclair. He noted that the Council had robust procurement methods in place and stated he would not be comfortable working with a politically motivated organisation.

Councillor Tracey Drew highlighted growing awareness of an increase in demand for resources and the impact on sourcing materials. She considered that this Motion represented an opportunity to counter these impacts and human exploitation in a small and meaningful way.

Councillor Isobel Seccombe considered that the organisation's website did not have enough information and she felt it lacked credibility at the current time. In the future, this may change, but she currently felt it was more of a political statement. She urged the Chamber to be aware that agreeing to explore affiliation would divert finite resources away from other workstreams. She also pointed out that the Council had a credible procurement process.

Councillor Caroline Phillips countered comments about the organisation's website, considering that it did not show political influence.

Councillor Ian Shenton reflected on the time that had been spent during this meeting focussing on the cost of living crisis and, in light of that, he believed that diverting attention and resources to explore affiliation at this time was not appropriate.

Councillor Will Roberts lamented the arguments against the motion. He emphasised that the motion was seeking investigation into affiliation and focussed on the independent, not for profit, status of the organisation which he stated other Councils had signed up with. He expressed the view that it was important to ensure public funds were spent in a fair and ethical way to address human rights issues around the world.

Councillor Jonathan Chilvers also expressed disappointment at the response to the Motion and did not recognise the poor characterisation of the organisation that had been put forward during the debate. He emphasised the independence and not for profit status of Electronics Watch and explained the aims of the organisation to make ethical links across the globe. He noted that, as an end consumer, the Council had more power as a buyer than many other people around the world. He considered this was a constructive tool to use in the procurement process and hoped that the principles of the Motion could be supported.

## **Vote**

A vote was held and the Motion was defeated.

## **7. Member Question Time (Standing Order 7)**

(1) Question to Councillor Redford from Councillor Feeney

"A number of services in Rugby seem to be regularly cancelled in the morning at the moment. I've been informed by residents that the No 4 bus service at 7.45 is frequent cancelled leading to overcrowding on the next service. It is a bus that school children use to get to school and it does create problems when it doesn't run.

Also the 85 which goes to Coventry has similarly been cancelled a number of times with passengers waiting an hour for the next bus. One lady was 2 hours late for work in Coventry one day. I also know that a visually impaired resident gets that bus with his guide dog and its very difficult for them to make alternative arrangements if the bus does not turn up.

Can we ascertain why certain buses are cancelled on a fairly regular basis and also what steps the operator is taking to ensure that this will not be happening going forward?"

In response, Councillor Redford indicated that the problem lay with bus companies having extreme difficulties in recruiting staff, not just in Warwickshire, but nationwide. This was an ongoing situation although there were some indications that these difficulties were coming to an end at a local level. There had been a few problems in Rugby, with Councillor Redford noting problems with the timetables, reductions and cancellations. However, Councillor Redford advised that he had received assurances from Stagecoach that there would be an easing of the situation in the week following the meeting.

(2) Question to Councillor Redford from Councillor Holland

"Warwick town centre has an Air Quality Management Order in place. Computer modelling of air quality and traffic flows has shown that there is only one possible scheme. This was agreed by Cabinet in 2016 and all work is fully funded.

The scheme can be seen at [www.Warwickshire.gov.uk/warwicktowncentre](http://www.Warwickshire.gov.uk/warwicktowncentre)  
There has been no progress since May 2021. Will you ensure that the street work is completed as soon as possible?"

Councillor Redford agreed to do what he could to support the process and informed the meeting that it was proposed works at the St Johns Junction would be starting in July 2023 with further engagement with the local communities in the coming weeks.

By way of supplementary question, Councillor Holland asked for serious resource to be directed to the scheme. He noted that public consultation for St Johns was expected in July 2022 but nothing had happened and in fact over the previous 12 months, monthly meetings had taken place with no action moving forward. He considered that the scheme represented approximately two years' worth of work which could have been finished in 2018 or, accounting for some over-run, at least before the pandemic. There were other issues linked to the scheme, like a pedestrian crossing for the new GP Surgery which opened in June last year. A financial contribution had been received but the work was being held up by the work at St John's despite there being limited connection. Councillor Holland opined that the scheme was fully funding but resourcing was an issue. Councillor Redford repeated his agreement to do what he could to push the scheme along.

(3) Question to Councillor Redford from Councillor Drew

"Does the Portfolio Holder share concern that the travel plan for the new secondary school in Kenilworth, to open in a year's time, anticipates school runs being almost exclusively by car? Will he commit to work with myself, head teacher and officers to improve this plan?"

Councillor Redford provided the requested commitment. In doing so, he emphasised that it was a planning requirement for the school trust to submit the travel plan to the Council and that had not

yet been done. He, therefore, expressed his appreciation for anything Councillor Drew could do to expedite this.

(4) Question to Councillor Kaur from Councillor Fradgley

"I have been made aware of problems with admissions this year. Have the issues behind these problems been resolved now and are you confident they will not happen again? Are all children now accommodated?

Would you please give me the average time over the last three months between an application being made for an in-year school place and a place being allocated."

Councillor Kam Kaur advised that the most school places were allocated during the main school transfer window (March for secondary places and April for primary places). In-year admissions generally involved children moving into Warwickshire or wishing to change school, and for the current year included children arriving in Warwickshire under the Homes for Ukraine scheme. Many of the children applying for in-year moves had existing school places. This was a different process to the annual process which went smoothly in the current year for both primary and secondary schools.

Councillor Kaur explained that the Council's Admissions Service had experienced some challenges in the weeks prior to the meeting with regard to in-year admissions. In-year admissions were complex, not least because most school places were already taken making it challenging to balance parental preference with capacity, statutory class size limits for infant classes and the code requirement to apply oversubscription criteria to all those wanting places in oversubscribed schools.

Councillor Kaur went on to advise that the revised School Admissions Code in 2021 required some changes to be put in for summer 2022. The in-year process could only be run for high volumes when the schools were open. The School Admissions Code 2021 recognised that in-year admissions was a complex process and required in-year admissions to be processed within 15 school days, with an aim of 10 school days in the school year to which they apply. Some challenges had been experienced when introducing and embedding the new way of working, combined with an even higher than usual number of in-year applications received over the summer. Councillor Kaur expressed her apologies to schools and families affected by the impact of the changes, particularly noting poor service responding to calls and emails.

Despite these problems, the Council provided offers to secondary school applications by 9 September 2022 and primary by 16 September 2022. The Council had moved into a regular fortnightly process of processing batches of in-year applications received since September and expected to make further offers to those children by the end of the current week, again, in-line with the time expectations set out in the Code. The Council was embedding and refining its new processes, answering queries, apologies where the service had not met the standards aspired to and contacting schools to help support them with the changes. There was confidence the necessary changes were being embedded which would stand Warwickshire in good stead for the future.

With respect to the second part of the question, Councillor Kaur advised that as the Council had to process all the applications in the current school year from 1 September 2022, timeliness was measured against the Code requirement of 15 school days from the start of term and would



measure timeliness from receipt to offer during the rest of the school year. By 16 September 2022, the Council had processed over 1600 in-year applications for the current school year and were in the process of issuing offers in the current week for over 500 further applications received since the start of term (ie approximately three to four weeks ago). In doing so, it was expected that the majority would be processed within the 15 school days required.

Councillor Fradgley sought an email of the comprehensive response. She also stated that she had been asked by two or three schools in her division if they could contribute towards a discussion with the Council as to the issues they had encountered and put their experience to the Council to see if they could improve the situation for the following year.

Councillor Kaur stated that it was important to conduct a lessons learnt exercise which would involve schools. She appreciated any feedback that was submitted through the process.

(5) Question to Councillor Redford from Councillor Feeney

"I wondered if you would be able to set out the criteria and process for requesting average speed camera installation. Is there a different criteria for high speed roads in rural areas to that of high speed roads in towns?"

Councillor Redford advised that there was currently no difference in criteria. Some pilot studies were being conducted and Councillor Redford committed to sharing the policy criteria with Councillor Feeney at an early opportunity.

(6) Question to Councillor Watson from Councillor Warwick

"Could the portfolio holder confirm what the predicted saving to Warwickshire County Council is of the changes to National Insurance, welcome the retention of the higher threshold for our staff, and advise how the savings will be used?"

Councillor Martin Watson answered this question in the absence of Councillor Peter Butlin. He stated that the cost to the Council of the 1.25% uplift introduced in April 2022 was about £1.3m. Following the Chancellor's announcements in the previous week, that the increase would be reversed from 6 November 2022, it was expected a reduction in costs of circa £1.3m next year and a part year effect of circa £0.5m for the current year. The £0.5m saving for the current year would be redirected towards the cost of the 2022 pay award when it was agreed. The current national employers' offer would cost £1.6m more than the 4% uplift that was included in the budget that was agreed in February 2022 and the saving would reduce the need to use reserves to close the gap.

In the following year, as set out in the report to Cabinet in July 2022, the Council needed to find an estimated additional £20m cost reduction to balance the medium term financial strategy across the next five years. The £1.3m full year benefit would be put into the mix to help limit some of the more difficult decisions that would be required. However, the financial answer was not always straightforward and it was worth noting that in the current year a one-off grant was received from Central Government of £9.6m to increase inflationary pay and National Insurance and demand pressures.

Whilst the government had said that the money that was intended for health and social care through the levy would now be funded through general taxation and borrowing until the provision 2023/24 financial statement was announced in December, the Council would not know if the £9.6m would continue to be received in full or if the way it had been distributed between authorities would change. Essentially, meaning that the government may take the £1.3m back and say effectively the position would be net neutral. The expectation was it would be used to offset some of the challenges, however, the worst case scenario was that the Council might not get it anyway or it might be taken back.

Councillor Watson considered it worth mentioning the National Insurance reduction was welcomed. He thanked Councillor Feeney for her prior statements on the economy as he believed that a vibrant economy underpinned everything the Council did.

The Treasury had estimated that 920,000 businesses would also save an estimated £10,000 in the following year as a result of the National Insurance reversal with 20,000 of them being taken out of paying National Insurance entirely due to the increase in the employment allowance which rose from £4,000 to £5,000 in April 2022. In particular, small businesses, who employed over 13m people in the UK, will see a cut to their National Insurance bills in the following year which would be worth approximately between £4,200 for small businesses and £21,700 for medium sized businesses. In total 900,000 micro, small and medium businesses would benefit from the reversal of the National Insurance increase.

(7) Question to Councillor Timms from Councillor Beetham

“As the Portfolio Holder for Environment, Climate & Culture is aware I've been long championing the mobile community pantry in Camp Hill since the idea first came up and was very glad when Camp Hill was chosen due to being one of the top 3 most deprived areas in Warwickshire. I have been talking to residents who have used the service and residents who want to use the service and have received great feedback on this as it solves more than just the food issue but is part of a wider range of services that help improve people's financial state.

This is something Warwickshire County Council should be proud of providing in Camp Hill yet we do not hear a lot about it, with most media focus being on the non-mobile solution in Lillington can the portfolio holder please confirm how the project is going from a County perspective as I imagine from the chats I've had with residents it must be quite subscribed to and can the portfolio holder confirm for me the future of the community pantry in Camp Hill as well as the County promoting the work Camp Hill branch like it has in Lillington?”

Councillor Heather Timms welcomed the opportunity to highlight the success of community pantries bearing in mind that they had only been open for four months. There was a static site at Lillington which was open two days per week and mobiles at Camp Hill and Arley which were one day per week. The decision was taken to soft launch these facilities and also to have referrals from agencies in the first instance, but due to word of mouth, consideration was being given to how those facilities were responding. Proposals were being finalised around their future and that would be coming through in a report on the cost of living to Cabinet in October 2022. There was a website for the community pantries and it was aimed to populate it with more information as it progressed. Councillor Timms reflected on a recent webinar she had attended to talk to communities about the scheme and she stated that it would be really powerful to have case studies because the wraparound services of the community pantries was a really important part of

the scheme. There were those provided by the Citizens Advice Bureau and already they were starting to address debt issues and sorting out benefits for people. She was aware that the Department for Work and Pensions wanted involvement, along with MIND to address mental health issues as well so there was lots of scope within the community pantries to address those concerns and really meet the needs of residents in those emergency situations. Councillor Timms added that over 50 Ukrainian families had used the community pantries. The journey to setting up the communities pantries started at least 18 months ago but having them in place at this time had been absolutely phenomenal and they would be a real asset to Warwickshire as it addressed the cost of living crisis.

Councillor Timms acknowledged a supplementary request from Councillor Beetham seeking data with regard to the usage of the Camp Hill Community Pantry to be provided to him.

(8) Question to Councillor Seccombe from Councillor Holland

“The Council accounts were always presented to the July Council before Covid. What steps are being taken to return to this timetable now that Covid restrictions have been removed.”

Councillor Isobel Seccombe advised that the situation was not as straightforward as suggested by the question. She noted that until 2017 the deadline set by government was for all councils to present their audited accounts by the end of September. In 2018 and 2019 the government brought forward the deadline to the end of July. Whilst the County Council had been able to comply with the earlier date, many authorities had not been able to meet the deadline, and it had subsequently slipped again to the end of November. This was largely due to a number of issues, not least the increasing complexity of local authority operations and hence accounts which increased the amount of audit work required and an associated lack of capacity in the audit system. At the time of the meeting, the timetable requirements for the following year was still awaited but the Council was working to the end of November which was the required government deadline date previously.

Councillor Holland expressed concern that the deadline was the end of November but the Council meeting was not set until December. He noted the usefulness of the accounts in the judgments that councillors had to make, highlighting that information was only useful if it was accurate and timely and he considered December too late. He urged all those involved in the process to revert to July deadlines.

Councillor Seccombe responded that the deadline was set by government and it was a national requirement. She repeated that there was less capacity in the system and audits were a lot more complex than had historically been the case. The issue was not about the Council presenting its accounts for audit but more about the auditors have the capacity to deliver the audit. As much as an earlier date might be preferable, Councillor Seccombe noted that the auditors had queues of authorities and public sector bodies to audit and in the previous year it had been a struggle to get the accounts audited in time as the Council was behind other big organisations in the queue.

(9) Question to Councillor Seccombe from Councillor Rolfe

“Warwickshire is one the 38 local authority areas expected to benefit from the new Investment Zones scheme announced by the government.

Bearing in mind that not one of the 22 priority places identified in this council's draft report 'Spreading opportunity, embedding aspiration and tackling disparities' is in the Stratford district, does the Leader of the council expect that the Stratford district will benefit from the Investment Zones scheme, or will we be restricted to providing extra housing for those relocating to the new Zone?"

Responding to the question, Councillor Seccombe advised that the announcement about Investment Zones identified 38 potential sites across the county, with the site of the proposed Gigafactory having been set out specifically as one potential site. However, other locations in the county could come forward for consideration. The identification and selection of potential sites for Investment Zones would be undertaken in partnership with the district and borough councils and would be based on the criteria that government set out in terms of growth and deliverability within two years.

Councillor Rolfe asked for the response in writing and seceded to Councillor Chilvers to ask a supplementary question on her behalf. Councillor Chilvers noted that the details of the Investment Zones had not been finalised but that there was discussion about them not going through normal local authority procedures and he asked the Leader to confirm she would not allow the sovereignty of Warwickshire to be bypassed in the new Investment Zones.

Councillor Seccombe responded that the details around Investment Zones were vague but the speed of delivery was an important part. The gigafactory already had planning permission and that was one of the reasons it was part of the proposals. It was sitting within the fast track devolution proposals of the West Midlands Combined Authority. She advised that the Council had been told that all local authorities would be fully engaged. She knew little more than other councillors at this stage other than there may be flexibilities about the speed of development but she needed more understanding about what that actually meant.

(10) Question to Councillor Morgan from Councillor O'Donnell

"Could you please give an update on the progress with opening children's residential homes in the county and in particular I am interested in the home in Stratford-upon-Avon"

Councillor Jeff Morgan reminded the chamber of the Council's plan to open four children's homes around the county. The homes were for children for whom finding a foster placement was not possible, for instance there may be complex needs or other issues which prevent the Council looking after them in the county. There were four homes in the plan: Stratford-upon-Avon, Leamington Spa, Nuneaton and the final property was hoped to be in Bedworth or North Warwickshire. Frustratingly, the Stratford-upon-Avon home was ready for occupation but Ofsted had not yet been able to make their visit in order to make their judgement.

Councillor O'Donnell asked what timeline was offered by Ofsted but Councillor Morgan did not have this to hand and made a commitment to provide details after the meeting.

(11) Question to Councillor Redford from Councillor Golby

"We've got an organisation currently waiting to complete a planning application for submission to Nuneaton and Bedworth Borough Council that, if passed could bring hundreds of jobs to an area of deprivation. The consultation period for the planning application expired in January 2022 and the

application cannot be progressed because there is a delay in the County Highways response. In the spirit of levelling-up, can the Portfolio Holder commit to immediately expediting this response with his officers so that the application can at least be progressed to the next steps of the planning process.”

Councillor Redford answered in the affirmative.

(12) Question to Councillor Redford from Councillor Golby

“In 2017 one of the first things I voted on in this Chamber was agreeing a budget for some highways works and junction reconfiguration on College Street, Heath end Road and Greenmoor Road . There had been several dates given as a prospective start date for this project and this morning I was informed that there were more delays and this is now as a result of network management’s refusal to progress the Greenmoor Road project because of over-running works on the Bermuda Bridge project. This would potentially add another year on to the likely start date for the Heath End Road and Greenmoor Road junction reconfiguration which was not acceptable. We cannot continue with slippage on projects that would arguably deliver big benefits in my area and beyond because the Bridge project is running a year behind. Can I ask the Portfolio Holder to expedite Greenmore Road reconfiguration with his officers and push this project forward a priority regardless of the status of the Bermuda Bridge project?”

Councillor Redford answered in the affirmative.

(13) Question to Councillor Timms from Councillor Will Roberts

“Several locations have been identified for new investment zones in Warwickshire. The RSPB, Wildlife Trust and National Trust have said the new Investment Zones put forward in the mini budget will be an unprecedented attack on nature. Can you tell me whether you will be supporting investment zones that will have a detrimental effect on biodiversity in Warwickshire?”

Councillor Timms responded that she did not have enough information on what would be coming forward so she was not able to answer. However, she had taken a keen interest in the Coventry airport expansion when the Wildlife Trust had been very concerned due to the proximity of the Brandon Marsh Nature Reserve and she was very supportive at that time of their arguments with regard to the expansion. She stated that the investment zone at Coventry airport would not have the same detrimental impact on wildlife or biodiversity in the area but obviously more information would be available with the passage of time and she would be able to make a judgement about what was done going forward.

(14) Question to Councillor Seccombe from Councillor Chilvers

“In 2013 the Conservative Administration expressed scepticism about fracking like underground coal gasification when an application came forward. Given the announcement last week by the Prime Minister that fracking and UCG might be back on the agenda, will the Leader reaffirm that scepticism for this damaging technology?”

Councillor Isobel Seccombe stated as there was no viable interest at the time, she considered the question was asking her to pre-empt a situation which had not arisen and the technology was not understood. She suggested a wait and see approach was the correct response.

**8. Any Other items of Urgent Business**

None.

The meeting rose at 2.07pm

.....  
Chair

**County Council****13 December 2022****Addition to Capital Programme 2022/23 Oakley School****Recommendation**

That Council approves the allocation of an additional £4.311 million to the Oakley School project to be funded from unallocated Education Capital Resources, and its addition to the Capital Programme.

**1. Key Issues/Background**

- 1.1. Through decisions of Cabinet and Council between September 2021 and July 2022 the approved budget for the delivery of a new All-through School in South Leamington/ Warwick (Oakley School) stands at £56.150 million. The new school is required in line with the Education Sufficiency Strategy to accommodate the expected increase in pupil numbers within the Warwick District and in particular in this area of Leamington Spa which has been, and continues to be, subject to significant housing growth.
- 1.2. A main contractor (Wilmott Dixon) has been appointed and a reserved matters planning application has been approved by Warwick District Council in November 2022 with start on site estimated for December 2022 and completion expected for Summer 2024.
- 1.3. The allocated budget was subject to the results of further required site surveys and the continued development of the detailed design which at the time of allocation had still to be completed. Costing accuracy typically increases as a project proceeds through its development through to delivery and at the time that the current budget allocation was approved the project was at the detailed business case stage with an 85% costing confidence.
- 1.4. Since this time, as would be expected in the development of such a significant project to delivery stage, the project has continued to be developed and additional work undertaken to identify value management in the design. In addition, further survey information has been returned ranging from ecology, archaeology, geology, ground investigation (including soil samples) and highway safety and operation requirements. The greater understanding of these aspects and the constraints resulting from them, which has developed as part of this exercise, has been included within the tender process on all works packages based on these detailed designs. That process has been undertaken with a focus on securing best value and, where necessary, the need to place early orders for materials that may have significant lead times, and the potential risk of further inflationary uplifts, and

to allow the Council to agree a final contractual position with the main contractor prior to commencing work on site.

- 1.5. The results of the tender exercise have increased the cost estimate to £60.461 million meaning that additional funding of £4.311m is necessary to deliver the school. The revised project budget at £60.461million includes five percent contingency and has been subject to detailed scrutiny and due diligence by officers to ensure that the figures are robust. The figures do include a provisional sum in respect of highways works for which final costings are awaited but the contingency allowed is considered sufficiently robust to deal with this uncertainty. It is proposed this addition will be funded from unallocated Basic Need funding; the grant received from central government to support school place capital projects.
- 1.6. The most significant element of the increase relates to ground works. Further survey work in finalising the design has identified a need for lime stabilisation and significant additional earth works to improve the existing ground conditions following the detailed survey results at an approximate extra cost of £2.4m. Although the challenges presented by the topography of the site were recognised, the extent of the required stabilisation works was not anticipated when the budget provisions was agreed. Further increases in cost of circa £1m arise as a result of inflation (materials and labour) which has been and continues to be significant within the construction sector alongside the ongoing global supply chain difficulties. The remaining increases result from a range of mechanical and electrical requirements and additional costs of the highways works to improve traffic management and address local concerns raised in relation to traffic flow.
- 1.7. It is critical that the Council enters into contract with the main contractor prior to Christmas so that the project can progress, prices can be fixed, and completion dates are not put at risk. Council is therefore asked to agree the allocation of an additional £4.311million to the capital programme in respect of this project.

## **2. Environmental Implications**

- 2.1. There are no environmental implications arising directly from this report. The detailed environmental impacts of the scheme have been covered in previous reports containing the detail of the project proposal.
- 2.2. The Council remains committed to ensuring that all school buildings are compliant with Building Regulations including the increased sustainability requirements brought about by changes to Building Regulations in June 2022.

## **3. Financial Implications**

- 3.1. The financial implications of this recommendation are covered in the main body of the report above in that an additional £4.311m will be requested of Council to be allocated to the project from existing unallocated Basic Need grant. This brings the total cost of the school to £60.461 million



- 3.2. The Basic Need Allocation grant is awarded by the Department for Education. The grant received in 2022/23 has been fully allocated and utilised, therefore, the additional £4.311 million required will form a first call on future Basic Need allocations. Basic Need grant has been confirmed by the Department up to 2024/25. Currently the 2023/24 allocation contains £17.921 million not yet committed and the 2024/25 allocation contains £21.366 million not yet committed.
- 3.3. Approval of this additional cost will reduce the total available Basic Need grant balance to £34.976 million. Any further cost increases on this project will continue to call off the available Basic Need grant balance, resulting in fewer resources for other schools building and expansion projects across the county.
- 3.4. Following approval, the total funding of the project will consist of £11.466 million of Developer Contributions and £48.995 million of Basic Need grant.

#### 4. Background papers

Prior papers on this project are available via the Council's committee management system and on the Council's Website at <https://www.warwickshire.gov.uk/democracy/committee-agendas-meetings-papers>

Decisions were taken at Cabinet on 9 September 2021 and 14 July 2022 and at Council on 28 September 2021 and 19 July 2022.

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This paper was circulated to the following members: Cllr Jan Matecki – local member  
Group Leaders were also made aware of the recommendations in this report.



## County Council

**13 December 2022**

### **WFRS Prevention, Protection and Response Strategy**

#### **Recommendations**

That Council:

1. considers and takes account of the WFRS Prevention, Protection and Response Strategy 2022/2027 consultation process, and
2. approves the WFRS Prevention, Protection and Response Strategy 2022/2027 at Appendix 1 for publication.

#### **1. Executive Summary**

- 1.1 The Fire and Rescue National Framework for England places a requirement on every Fire and Rescue Service to have a Community Risk Management Plan (CRMP).
- 1.2 The CRMP sets out the Fire Authority's priorities, and the approach that Warwickshire Fire and Rescue Service (WFRS) will take to ensure communities and individuals who choose to live, work, do business, study, or visit Warwickshire are safe. The CRMP consists of four component parts:
  - Risk Analysis - An assessment of fire and rescue related risk in the community
  - WFRS Prevention, Protection and Response Strategy 2022 - 2027 - A strategy to reduce that risk through prevention, protection, and response activities
  - Performance Measures - A way to measure the impact of the strategy on reducing risk in the community
  - Statement of Assurance - Assurance of the process.
- 1.3 At their meeting on 12 April 2022, Cabinet approved the draft Prevention, Protection and Response Strategy, and its release for consultation with the community, our people, representative bodies, and partners.
- 1.4 A 12-week consultation exercise ran from 04.07.2022 to 25.09.2022 to seek views and feedback on the Prevention, Protection and Response strategy.
- 1.5 The full analysis of the consultation responses has been produced by the Council's Business Intelligence team and their report 'Warwickshire Fire and Rescue Service Prevention, Protection and Response Strategy 2022/2027

Consultation Results' is included as part of the background papers. A summary of the report is included in Section 4 Supporting Information.

#### **1.6 Key Facts:**

- 1.7 There were a total of 465 respondents to the online survey, and 7 e-mails received containing views and feedback on the Prevention, Protection and Response strategy.
- 1.8 Overall, the strategy was strongly supported by the majority of respondents to the survey.
- 1.9 A high proportion of respondents (90.5%) agreed or strongly agreed that we should target our resources to reduce risk.
- 1.10 The majority of respondents agreed with the Prevention, Protection and Response priorities; however, it is worth noting that where 90.9% and 90.5% of respondents respectively agreed with the prevention and protection priorities, with regards to the response priorities, 61.7% agreed whilst 32.1% did not agree.
- 1.11 A high proportion of respondents (87.5%) agreed, or strongly agreed, that the service offer would meet their safety needs.
- 1.12 A high proportion of respondents (86.1%) agreed that the Warwickshire Fire and Rescue Service approach will ensure that the priorities are delivered in the right way.
- 1.13 A high proportion of respondents (79.5%) were satisfied that the strategy will make Warwickshire the best it can be both now and in the future.
- 1.14 For every question, respondents were asked to give a reason for their answer. It is worth noting that a higher proportion of those who disagreed or strongly disagreed with the question elaborated on their response, compared to those who agreed or strongly agreed.

## **2. Financial Implications**

- 2.1 This paper seeks approval for the final Prevention, Protection and Response Strategy. The CRMP financial implications arising from future planned activities will be addressed through the formulation and development of the Fire & Rescue Business Plan.

## **3. Environmental Implications**

- 3.1 This paper seeks approval for the Prevention, Protection and Response Strategy. The CRMP environmental implications arising from future planned

activities will be addressed through the formulation and development of the Fire & Rescue Business Plan.

## 4. Supporting Information

- 4.1 Warwickshire Fire and Rescue Service, with support from Communications, Business Intelligence, Legal Services, and the Strategic Consultation and Engagement Lead, planned and delivered the 12-week consultation process which commenced on 04.07.2022 with the aim of seeking feedback on the Prevention, Protection and Response Strategy 2022/207.
- 4.2 The consultation process included the following elements:
- An online survey hosted on the 'Ask Warwickshire' website
  - Paper copies of the survey and alternative formats were also available - people could respond directly in writing or by e-mail
  - Production and release of a series of short-animated videos to explain the CRMP
  - News releases to the local press and promotion of the online survey across Warwickshire Fire and Rescue Service and Warwickshire County Council social media, internal communications platforms, and the local mailing lists
  - Communications with key partners to advertise details of the consultation process across communities and community groups
  - Attending local community events to encourage people to complete the online survey
  - Attending local elected representatives' forums to explain background to the strategy
- 4.3 A high proportion of respondents (90.5%) agreed or strongly agreed that we should target our resources to reduce risk. The prominent themes from the comments were general support for targeting resources with reference to 'prevention being better than cure' and it 'being the most efficient use of resources'. There were concerns expressed about resources not being equally distributed and some areas being better protected than others.
- 4.4 The majority of respondents agreed with the Prevention, Protection and Response priorities; however, it is worth noting that where 90.9% and 90.5% of respondents respectively agreed with the prevention and protection priorities, 61.7% agreed with the response priorities.
- 4.5 The prominent themes from the comments on the **prevention** priorities were for general support, with prevention being better than a cure, especially for vulnerable people. There were further comments on the importance of education and local engagement. There were concerns expressed about it not being the job of firefighters, and lack of measures.

- 4.6 The prominent themes from the comments on the **protection** priorities were for general support, the service having adequate resources and funding, and the framing of the question. There were further comments on the importance of education.
- 4.7 The prominent themes from the comments on the **response** priorities were for general support, having adequate resources and funding, adequate levels of personnel, and issues with framing the question. There were also comments how response times and availability would be impacted.
- 4.8 Respondents were also asked if there was anything else Warwickshire Fire and Rescue Service should consider in the prevention, protection, and response priorities. The comments were varied, however:
- the most frequent themes around the prevention priorities were ensuring sufficient information and education, sufficient funding and resources, and the impact of climate change
  - the most frequent themes around the protection priorities were sufficient information and education available, sufficient funding, and the importance of surveying buildings to ensure they are safe
  - the most frequent themes around the response priorities were sufficient resources and funding available, concerns about response times, staffing levels, and whether there would be reduction in fire station coverage
- 4.9 A high proportion of respondents (87.5%) agreed or strongly agreed that the service offer would meet their safety needs. The prominent themes from the comments were general support for the service offer, importance of response availability, concerns about equal distribution of resources, adequate training, and the need for adequate resources.
- 4.10 A high proportion of respondents (86.1%) agreed that the Warwickshire Fire and Rescue Service approach will ensure that the priorities are delivered in the right way. The prominent themes from the comments were support for the approach, adequate resources, and funding. Other comments were made about the importance of local communities, risk being unpredictable, and the importance of ethics within the approach.
- 4.11 A high proportion of respondents (79.5%) were satisfied that the strategy will make Warwickshire the best it can be both now and in the future. The prominent theme from the comments were general support for the strategy. There were also comments highlighting concerns about adequate resources, staffing levels, and equal coverage.
- 4.12 There were a further 154 qualitative responses to the question on 'any further comments you would like to make about WFRS'. The prominent themes were general support of the Service, adequate resources, adequate funding, protecting vulnerable people, and the importance of education. There were

also comments highlighting concerns about staffing levels, local engagement, and the service carrying out activities they are not responsible for.

## **5. Additional Responses Received**

- 5.1 Leamington Spa Town Council indicated its general support for the draft Prevention, Protection and Response Strategy 2022-2027.
- 5.2 Warwickshire Road Safety Partnership asked for, and were assured that, information about the partnership and that the targets WFRS have agreed were included in the relevant business plans for Prevention, Protection and Response.
- 5.3 The National Fire Chiefs Council (NFCC) Protection Policy and Reform Unit suggested changes to the thematic risks. These comments will be considered at the next annual review of the PPR strategy.
- 5.4 Several external and internal communication channels were used to encourage communities to engage with the consultation process and complete the online survey including social media, videos, news releases, and internal publications.
- 5.5 The background paper 'Marketing and Communications Evaluation Report' contains a full breakdown of all communication activity undertaken to support the consultation.

## **6. Timescales associated with the decision and next steps**

- 6.1 Once approved, the PPR Strategy will be published on the website in December 2022 and will be subject to an annual review.

## **Appendices**

- 1. WFRS Prevention, Protection and Response Strategy 2022/2027
- 2. Warwickshire Fire and Rescue Service Prevention, Protection and Response Strategy 2022/2027 Consultation Results (Report)
- 3. Warwickshire Fire and Rescue Service Prevention, Protection and Response Strategy 2022/2027 Consultation Results (Appendix) – Verbatim Comments

## **Background Papers**

Marketing and Communications Evaluation Report

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The report was circulated to the following members prior to publication  
 Local Member(s): Not applicable as county wide report



## Warwickshire Fire and Rescue Service



# Prevention, Protection and Response Strategy

2022-2027





## Our Vision

*“To make Warwickshire the best that it can be, now and in the future”*

## Our Mission



**Keeping  
people safe  
in their  
homes**



**Keeping  
people safe  
in their  
environment**



**Keeping  
people safe  
when they are  
travelling in  
and through  
Warwickshire**



**Keeping  
people safe  
in their  
workplace**

- 
1. Foreword
  2. Community risk management planning
  3. Why we need a strategy
  4. What we are focusing on
  5. How we are delivering this strategy
  6. How we know we are getting it right
  7. Supporting information



# Foreword

## Welcome to the Warwickshire Fire and Rescue Service Strategy 2022-2027.

Warwickshire is a fantastic, historic county with so much to offer. We want everyone who chooses to live, work, do business, study, or visit here to be safe. We want people to be safe and feel safe in their homes and workplaces, when they travel through Warwickshire and when enjoying the environment here in Warwickshire

Warwickshire Fire and Rescue Service, as an integral part of Warwickshire County Council (WCC), provides a risk-based service to the communities of Warwickshire. We work in collaboration and partnership with the people of Warwickshire to **prevent** incidents and emergencies from occurring, to **protect** people through safe buildings and when needed, **respond** to those who need us most when an emergency occurs.

Warwickshire Fire and Rescue Service provides services across the whole of Warwickshire covering 764 square miles. Our brilliant people deliver specialist support to resolve complex situations, targeted activities supporting the most vulnerable, and a universal level of service to all.

Our strategy is about Warwickshire stepping forward to meet the needs of our communities as we face new and emerging risks. We will take bold and radical action to support our communities to be safe, to support and sustain economic growth and business prosperity, to keep transport networks moving, and to enable the most vulnerable to live safely. We deliver this by taking a risk and evidence-based approach to all that we do. We also work to ensure that we are sustainable with a particular focus on climate change. Our ethics and values are incredibly important to us and guide how we act and serve on a day-to-day basis. We look after our people as they look after our communities and we are committed to ensuring that our people reflect and understand the diverse communities that we serve.

Now is the time for us to step forward together as we look to the next five years in which we will write the next chapter of our shared story. Across Warwickshire's diverse communities, we will meet our long-term challenges with energy, common purpose, and commitment.



**Cllr Andy Crump**  
Lead Portfolio Holder  
for Fire & Rescue and  
Community Safety,  
Warwickshire County Council



**Ben Brook**  
Chief Fire Officer,  
Warwickshire Fire & Rescue  
Service,  
Warwickshire County Council



# Community risk management planning process

Making sure our people and communities are kept as safe as possible is at the heart of everything we do. The Community Risk Programme (CRP) is one part of the National Fire Chiefs Council (NFCC) improvement programme. The outcome of the programme will be a set of standardised tools for fire and rescue services that will enable consistent identification, assessment, and mitigation strategies for community risks.

The NFCC have produced a strategic Risk Management Planning Framework and WFRS are adopting this framework as a tool to

understanding risk within Warwickshire. This drives the assessment of our risk, the delivery of our services, evaluation of our outcomes and provides organisational assurance.

We have used the NFCC process to form the basis of our CRMP planning process which involves the production of three key pieces of work. Our Risk Analysis, this strategy, and our Delivery Plan. The way in which we develop our CRMP ensures engagement throughout the service so that every person understands how they contribute.

## NFCC strategic risk management process



## Warwickshire County Council plan and integrated planning

Our CRMP supports the Council Plan and is presented as part of the integrated planning approach. This joined-up approach across the Council enables us to tackle the complex, inter-connected challenges, and to maximise

the opportunities, facing Warwickshire. A core aspect of this approach is the production of a suite of core and supporting strategies, and our strategy will form one these.

WCC integrated planning					
Council Plan	Medium Term Financial Plan	Core & Supporting Strategies	Delivery Plan	Performance Management Framework	Engagement Approach



## Risk analysis

As a service we are continually reviewing our risk by analysing our external and internal operating environments as part of our CRMP process. Our risk analysis underpins our CRMP by ensuring that our risk management process drives decision making within WFRS. It provides us with an in-depth knowledge of the challenges that we and our communities face and where we need to act to address these challenges. Whilst our strategy highlights some of the thematic risks that we face as a fire and rescue service, it is our risk analysis that provides the detailed profile for Warwickshire.

## Prevention, protection and response strategy

Our strategy sets out how we are making Warwickshire safer over the next 5 years. It outlines the priorities that every member of WFRS focuses on and the approach that we take to manage risk within Warwickshire.

## Delivery plan

Our delivery plan identifies the key actions that we undertake over 12-24 months to support the delivery of our strategy.

## Team plan

Our team plans are annual, and they describe in more detail the specific activities that teams carry out to support our delivery plan.

## Appraisal

Our people receive an annual appraisal that is reviewed throughout the year. This sets personal objectives that are clearly linked to the delivery of team plans and demonstrate how each individual contributes to our CRMP.





## Why we need a strategy

Each Fire and Rescue Service (FRS) is required by the Fire and Rescue National Framework for England to produce a community risk management plan. This plan sets out the main risks in our area, shows how we use prevention, protection, and response activities to prevent fires and other incidents, mitigate the effects of risks on our communities, and outline how resources are allocated.

We operate in a dynamic environment, and we need to effectively target our resources and develop our services to have the greatest impact in mitigating risk. Our strategy shapes our future direction ensuring that we remain, sustainable, efficient, effective and continually focussing on people and risk.

**This strategy is intended to take Warwickshire fire and rescue service forward and deliver a service for the twenty-first century. To achieve this, we are:**

**Adapting to social change**

**Adapting to new and emerging risk**

**Improving effectiveness and efficiency**

**Embracing opportunities for technological advances**

**Ensuring our workforce have the right skills**

**Developing a workforce that reflects the makeup of our communities**



# Warwickshire current risk analysis

Undertaking a strategic assessment of risk provides a vital foundation for our CRMP and this strategy. It enables us to assess both the likelihood and consequence of risk within our communities now and predict how it may look in the future. Risks are foreseeable and by analysing national and local data and intelligence we can target our resources and develop our people to work flexibly across statutory functions to manage ongoing and emerging risk.

In our fast moving and constantly changing world we also recognise that historical data doesn't always shape future events. It is therefore important that we remain agile and identify emerging trends so that we can target our resources and deliver our activities flexibly and proactively. The current risk profile for Warwickshire highlights some key challenges for us.

## Warwickshire fire and rescue service definition of risk (National Fire Chiefs Council - NFCC)

### **RISK**

**"A combination of the likelihood and consequences of hazardous events"**

### **COMMUNITY RISK**

**"The risk of unwanted events that might occur in the community, which the FRS aims to reduce. Includes, fires, road traffic collisions and other incidents that the FRS might respond to"**



# Thematic risks

**Our risk analysis has identified the following thematic risks.**

## Change in demographics profile



Certain groups are more at risk of having a fire and we will target our efforts to reduce the risk to these groups.

*People over 65 years of age.*

*People living alone.*

*Smokers.*

*Deprivation.*

*Adult Social Care Users.*

*People with long term health problems or disability.*

*Those without smoke alarms.*

*Individuals with drug or alcohol dependency.*

## Climate change



- Parts of Warwickshire are affected by flood risk.
- During 2020/21 we attended 68 flood related incidents.

## The built environment



Protecting our buildings, local businesses and places of heritage.

- Currently in Warwickshire we have around 30,000 commercial premises.
- Approximately 5% of our fires are in non-domestic premises.

## Ageing population



- Approximately 21% of Warwickshire's population are aged over 65.
- Around 50% of our victims of dwelling fires are aged 60 and over.

## Isolation & loneliness



- 29% of Warwickshire's population live in single occupancy homes.
- Around 60% of our victims of dwelling fires live alone.

## Mental health & wellbeing



- Prevalence of depression in age 18 years and over is around 12% in Warwickshire (higher than the national average of 11.6% "Public Health Report 2020").
- We are experiencing an increase in the number of incidents attended to people with mental health conditions.

## Network & infrastructure developments



- 1000's of new houses and major rail developments are planned across Warwickshire over the next 10 years.
- Warwickshire is home to 92 miles of motorway and has the largest motorway network in the West Midlands Region.
- Around 8% of our incidents involve Road Traffic Collisions (RTCs) and we witness more fatalities through RTCs than fire.

## Terrorism



- Fire and rescue services play a critical contribution in responding to acts of terrorism. This is an agreed function of the FRS and we must be able to respond to the threat of terrorism.

## National resilience capability



- National resilience provides specialist capabilities, personnel and resources which enhance the ability of the sector to respond effectively to large scale or critical incidents.





# What we are focusing on

## WFRS Integrated Approach

Understanding risk is crucial to the delivery of our service. Community risk management planning is a process that we adopt to ensure that we understand the risks faced by our communities and that we are taking appropriate action to reduce and manage those risks. We utilise our resources using a risk management approach based on a universal, targeted and specialist graded model for each statutory function.

We recognise that our risk profile and operating environment are changing and so it is crucial for us to target our resources and support those that need us the most. Our strategy is about setting out an integrated approach through our prevention, protection, and response arrangements, balancing the necessary strategic emergency cover whilst targeting those most vulnerable to risk.



### Prevention

Educating people to help prevent fires and other emergency incidents occurring



### Protection

Protecting our built environment



### Response

Ensuring we have the right resources to respond to emergencies



# Prevention



Reducing risk to the communities of Warwickshire is a fundamental part of our service. To do this, we are committed to reducing risk as far as possible by carrying out prevention activities. These activities are aimed at educating, supporting, and intervening, where necessary, to try and stop incidents from happening in the first place. Preventing incidents from happening, is by far the most effective way to make Warwickshire safer.

The Fire Service Act 2004 includes prevention as a core function and fire authorities must make provision for the purpose of promoting fire safety in its area to prevent fires and death or injuries by fire.

## Prevention priorities

Our Prevention priorities are driven by risk and support the mission statement outlined above, focussing primarily on keeping people safe at home, travelling in and through Warwickshire and in their environments.

- We are identifying the most vulnerable people in our communities and improving their safety, health, and wellbeing through targeted prevention activities directly linked to vulnerability and risk.
- We are ensuring that our people and relevant partners have the necessary skills and capabilities to deliver a wide range of prevention activities to improve community safety.
- We are adopting a collaborative approach, sharing information, and learning with relevant stakeholders and partners to improve organisational performance and community safety outcomes.
- We are pro-actively engaging with and supporting relevant partners in reducing identified community risk, for example road traffic collisions.
- We are ensuring that our people can act on safeguarding concerns and have the necessary skills and knowledge to do so.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

## Prevention Offer

### Specialist Offer

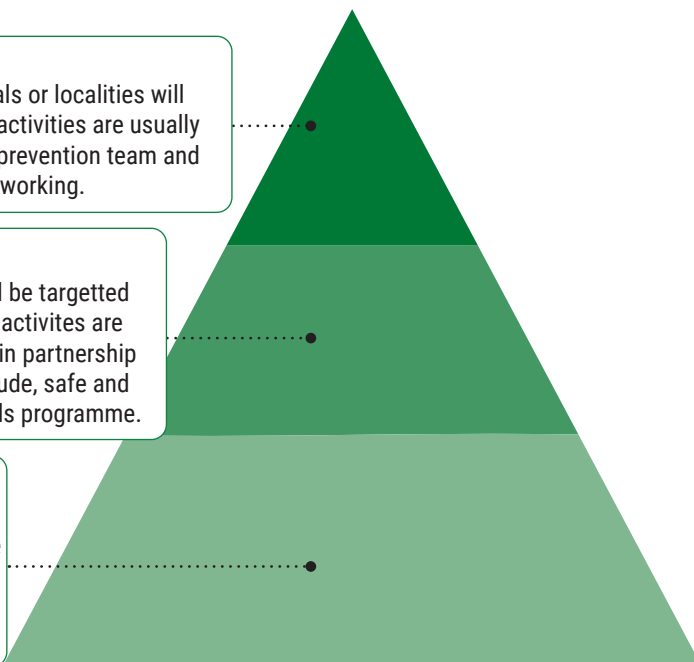
Complex high risk individuals or localities will require specialist support, activities are usually delivered by our specialist prevention team and often include multi agency working.

### Targeted Offer

Higher risk fire safety activities will be targetted to priority groups or places. These activities are usually delivered by WFRS staff or in partnership with local agencies. Examples include, safe and well checks road safety and schools programme.

### Universal Offer

Lower risk fire safety information, advice and guidance is available to all and will be accessible through a variety of activities including, safety messaging, educational toolkits, telephone advice.





## Protection



Fire Protection is another statutory function included within the Fire Service Act 2004. We have a responsibility to protect the 'built environment' within Warwickshire, this includes all workplaces and premises to which the public have access. It also includes other premises to which the Regulatory Reform (Fire Safety) Order 2005 applies, for example, communal areas in domestic premises such as high-rise buildings or Houses in Multiple Occupation.

The Grenfell Tower inquiry, and national work in the fire sector to address concerns raised as a result of the tragedy, have identified the need for increased consistency and commonality of understanding of 'higher risk' buildings.

In our endeavour to protect the built environment and support economic sustainability we provide information, guidance and advice to businesses and other employers to prevent fires happening in the first instance. Beyond this we also have a statutory duty to enforce compliance with fire safety law.

### Protection priorities

Our Protection priorities are driven by risk and support the mission statement outlined above focussing primarily on 'keeping people safe in their workplace'.

- We are identifying those premises that pose the greatest risk and effectively targeting our resources to protect the built environment.
- We are ensuring accurate risk information is available to those that need it when they need it.
- We are strengthening our specialist Fire Protection capacity to ensure that we have a sustainable staffing model.
- We are developing our people to utilise more of our workforce to reduce community risk.
- We are supporting businesses to help themselves and encourage a strong fire safety culture.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

### Protection Offer

#### Specialist Offer

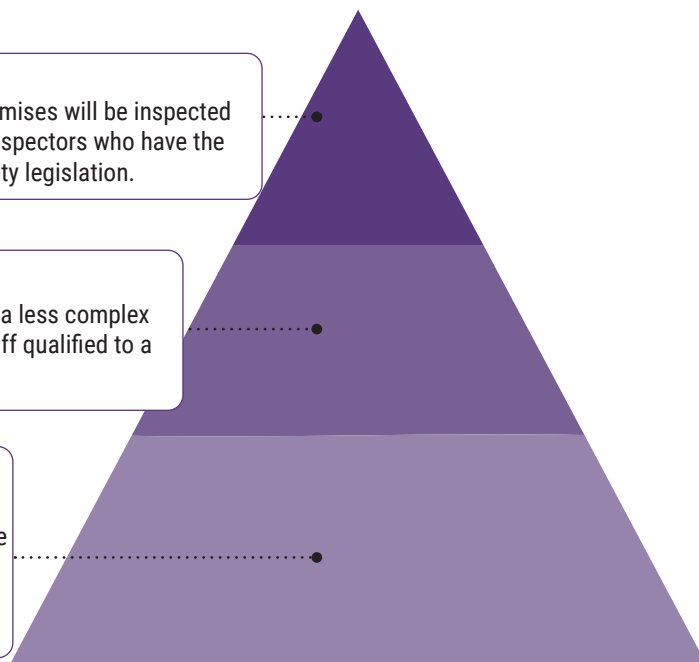
Complex and high risk premises will be inspected by specialist Fire Safety Inspectors who have the ability to enforce Fire Safety legislation.

#### Targeted Offer

Those higher risk premises of a less complex nature will be inspected by staff qualified to a minimum of level 3 fire safety.

#### Universal Offer

Lower risk fire safety information, advice and guidance is available to all and will be accessible through a variety of activities including, safety messaging, educational toolkits, and telephone advice.





## Response



All Fire and Rescue Authorities have statutory responsibilities for:

- Extinguishing fires in their area
- Protecting life and property in the event of fires in their area
- Rescuing and protecting people in the event of a road traffic collision, and
- Rescuing and protecting people in the event of other emergencies.

Our response starts from the initial 999 call in Fire Control. In the event of an emergency, we want to ensure that we respond according to risk protecting and limiting damage to life, property, and the environment.

### Response priorities

Our Response priorities are driven by risk and support all the mission statement outlined above; 'keeping people safe at home, travelling in and through Warwickshire, in their environments and in the workplace.'

- We are resourcing to risk, to provide a risk based, effective and efficient response because our communities expect us to be there when they need us.
- We are ensuring our people have the necessary skills and competencies to deliver prevention, protection and response activities because we are committed to keeping our community and people safe.
- We are strengthening our specialist response capability and developing our people in response to the broadening nature and increasing variation of the types of incidents we attend.
- We are ensuring accurate risk information is available to those that need it when they need it.

### Response Offer

#### Specialist Offer

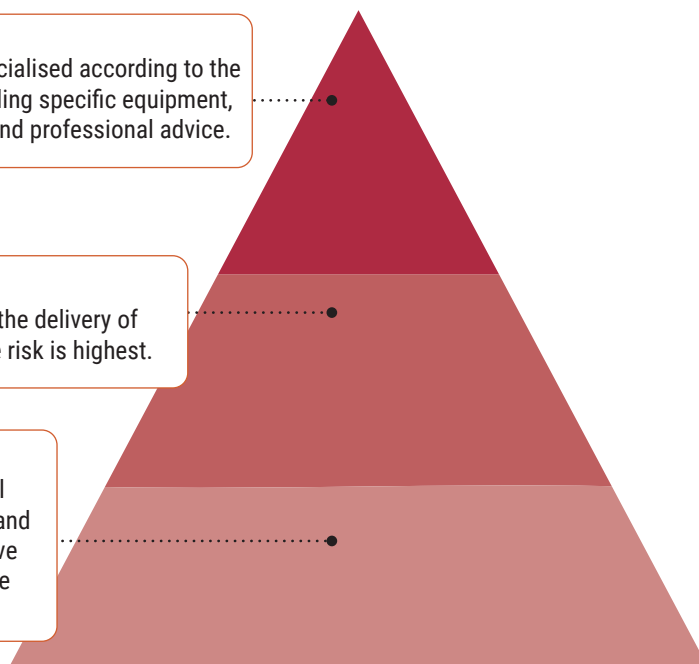
Our response will be specialised according to the type of incident by providing specific equipment, vehicles, technical skill and professional advice.

#### Targeted Offer

We will be flexible and prioritise the delivery of our response resource where the risk is highest.

#### Universal Offer

In the event of an emergency our control room staff will respond to all residents and visitors to Warwickshire. They will receive a response resource proportionate to the nature and severity of risk.





# How we are delivering this strategy

## Our values, our behaviours and our core code of ethics

We are adopting the NFCC Core Code of Ethics and embedding them in all that we do. This code supports the Values and Behaviours of WCC and the approach that we are taking to deliver Our strategy.

### NFCC core code of ethics



**Putting our  
communities  
first**



**Integrity**



**Dignity and  
respect**



**Leadership**



**Equality,  
diversity and  
inclusion**

### Warwickshire County Council values



**High performing**



**Collaborative**



**Customer focused**



**Accountable**



**Trustworthy**

### Warwickshire County Council behaviours



**Do what  
we say**



**Move with  
purpose and  
energy**



**Focus on  
solutions**



**Help people and  
communities to  
find their own  
solutions**



**Build strong  
working  
relationships**



**Be the best we  
can be**



## How we are delivering this strategy

Our Enabling Services are critical to the delivery of our strategy. The specialist skills and expertise within these teams are integral to the delivery of our prevention, protection and response functions and the priorities within this strategy. These teams also support our approach ensuring we focus on risk, ethics, sustainability, and people.

We are utilising expertise and resource from Council teams to address specific areas that enable us to deliver our objectives. These include areas highlighted in the HMICFRS State of Fire recommendations and our own HMICFRS Inspection report, specifically around, Equality, Diversity & Inclusion and People, Talent Management, Workforce Planning and Digital and Data.



### Our People

Training & Development  
Occupational Health and Wellbeing  
Health & Safety



### Our Operations

Risk Management & Improvement  
Operational Planning & Business Continuity  
Technical Support, Transport & Logistics



### Our Enabling Services

Finance  
Human Resources  
Digital & ICT  
Governance & Policy  
Facilities Management & Construction  
Commissioning Support Unit  
Business & Customer Support



# Our approach

Our approach includes areas of practice that we will embed within the delivery of our strategy. These themes will provide the assurance that we are delivering our priorities in the right way.

## Risk

- We take an evidence-based approach to risk management.
- We resource to meet our risk in an integrated and flexible way.

## Ethics

- We put the interests of the public, the community, and service users first.
- We act with integrity including being open, honest, and consistent in everything we do.
- We make decisions based on evidence and, without discrimination or bias.
- We are positive role models, always demonstrating flexibility and resilient leadership.
- We are accountable for everything we do and challenge behaviour that falls short of the highest standards.
- We continually recognise and promote the value of EDI both within the FRS and the wider communities.
- We stand against all forms of discrimination, create equal opportunities, promote equality foster good relations and celebrate difference.

## People

- We look after our people as our people look after our communities.

- We trust, empower, develop, and challenge each other to drive improvement and outcomes for our communities.
- We strive for excellence in everything we do.
- We work towards having a workforce that reflects our diverse communities.
- We support our people to achieve our risk based and flexible approach.

## Sustainability

- We comply with legislative requirements whilst seeking out best practice.
- We use digital solutions to support efficiency and effectiveness.
- We make the best use of resources to achieve value for money and contribute to a vibrant economy in Warwickshire.
- We seek to achieve financial sustainability through grants, partnerships, efficiency, and commercialisation opportunities.
- We embed environmental and climate change considerations into everything we do.
- We support our communities to be safe, healthy, and independent.
- We proactively seek out opportunities to collaborate with our partners.
- We continue to look forward, anticipating future tools, skills, and equipment we may need to delivery services that meet future needs and ensure we are as effective and efficient as possible.



# How we know we are getting it right

- ✓ Our strategy will be supported by a delivery plan which we will review and refresh each year on a rolling basis
- ✓ Our performance management arrangements enable us to maintain a sharp focus on delivering outcomes for Warwickshire and its communities.
- ✓ We provide assurance on the delivery of our strategy in line with our assurance framework.
- ✓ All people understand our strategy and are fully engaged with the development and delivery of our strategy and delivery plan.
- ✓ We produce of our Annual Statement of Assurance as required by The Fire and Rescue National Framework for England (2018).
- ✓ Our evaluation methods.
- ✓ We continually review and improve our operational performance through debriefing and organisational learning.

## Independent assessment

In July 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) extended its remit to include inspections of England's fire and rescue service. This inspection involves an assessment of our efficiency, effectiveness, and people. Following our most recent inspection during 2021 the inspectorate raised some challenges and suggested areas for improvement. In our commitment to continuous improvement, we incorporate this feedback into our strategy.



# Supporting Information

**Warwickshire County Council Plan**

**Warwickshire Risk Profile**

**Fire and Rescue National Framework for England**

**Fire Services Act 2004**

**National Fire Chief Council CRMP Strategic Framework**

**Fire Vision 2024**

**National Fire Chief Council Fire Standards**

For more information visit:

**[www.warwickshire.gov.uk/fireandrescue](http://www.warwickshire.gov.uk/fireandrescue)**



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Version: DRAFT#3  
Published: May 2022

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# **Warwickshire Fire and Rescue Prevention, Protection and Response Strategy 2022-2027 Consultation Results**

Author: Joshua Cavie

Date Published: October 2022

Report Produced by Business Intelligence, Commissioning Support Unit



## Background

Warwickshire Fire and Rescue Service's (WFRS) Prevention, Protection and Response Strategy 2022-2027 sets out the Fire Authority's mission for the next five years. It defines the priorities and the approach taken to ensure communities and individuals who choose to live, work, do business, study, or visit Warwickshire are safe. It also supports the Warwickshire County Council (WCC) outcomes and objectives as outlined in the Council Plan.

The strategy sets out how the Service are making Warwickshire safer over the next five years. It outlines the priorities that every member of WFRS focuses on and the approach that they take to manage risk within Warwickshire.

The strategy is one of the four components of our Community Risk Management Planning (CRMP). The other three components are:

- The Risk Analysis – assesses fire and rescue related risk in the community.
- Performance Measures – measures the impact of the strategy on reducing risk in the community.
- The Annual Statement of Assurance – provides financial, governance and operational assurance to the community and government.

A public consultation ran from 4th July to 25th September 2022. The primary means of feeding back was via an online survey created using the Citizen Space platform on <https://ask.warwickshire.gov.uk/>. Paper copies of the survey or provision in an alternative format could be requested by telephone or email. People were also able to respond to the consultation directly by email or in writing. It is worth noting almost all responses were received by the online survey, with only one response being received via post.

The survey was promoted through several outlets, including: the WFRS Facebook page, Twitter, Instagram, and the Warwickshire Weekly News newsletter. In addition, it was shared internally through Fire Matters, the WCC Intranet and the W4W Magazine.

The feedback will inform WFRS on respondents' views on the Fire Authority's Prevention, Protection and Response strategy for the next five years (2022-27). It will also aid the CRMB (Community Risk Management Board) in identifying and carrying out evidence-based decisions.

## Methodology

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

This report is structured in five main sections. Firstly, the key messages from the analysis on the Warwickshire Fire and Rescue Service's (WFRS) Prevention, Protection and Response Strategy 2022-2027 consultation results. Then, the main section of the report presents the results from the survey, which includes more detail than the supplementary infographic. After this, the results of the equality and diversity monitoring for respondents is reported on. Following this, the fourth section contains any interesting findings that arose from cross-tabulation analysis. The final section focuses on general observations gained from the survey results, to aid evidence-based decision making for the CRMB.



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



## Key Messages

- The Warwickshire Fire and Rescue Service's (WFRS) Prevention, Protection and Response Strategy 2022-2027 consultation received a total of 465 responses – 464 online and 1 via post.
- The most agreed with question when asked was 'To what extent do you agree with our prevention priorities?', with 90.9% responding 'Agree' or 'Strongly agree'.
- Almost a third (32.1%) of respondents responded 'Disagree' or 'Strongly disagree' when asked 'To what extent do you agree with our response priorities?', making it the most negatively responded to question.
- A high proportion of respondents (87.5%) either agree or strongly agree that the service offer meets their safety needs. A further 86.1% responded similarly to agree that WFRS' approach will ensure that priorities are delivered in the right way.
- A high proportion of respondents (79.5%) advised that they were either 'Very satisfied' or 'Satisfied' that the strategy will make Warwickshire the best that it can be both now and in the future. Conversely, 7.1% responded negatively with 'Dissatisfied' or 'Very dissatisfied'.
- Almost three quarters (74.2%) of respondents were the general public, in addition to 11.4% stating they currently or previously worked for the Fire Service.
- Nuneaton and Bedworth Borough and Rugby Borough were under-represented when comparing where survey respondents resided to the 2021 Census populations for these areas, with Warwick District and Stratford-on-Avon District being over-represented.
- Over four fifths (85.2%) of respondents were of White ethnicity, 3.1% were of a Black, Asian and Minority Ethnic (BAME) background, and 11.4% stated 'Prefer not to say'/left the question unanswered.
- Almost half (46.5%) of respondents identified their religion or belief as Christian, followed by 33.9% stating they had no religion.
- Almost one quarter (22.6%) of respondents were aged 50-59 years, followed by 17.4% aged 65-74 years. In the 2011 Census, these groups represented 14.2% and 11.0% of the Warwickshire population, respectively, meaning these groups were significantly over-represented.
- Half (50.0%) of the 154 further comments praised the WFRS for the services that they provide.

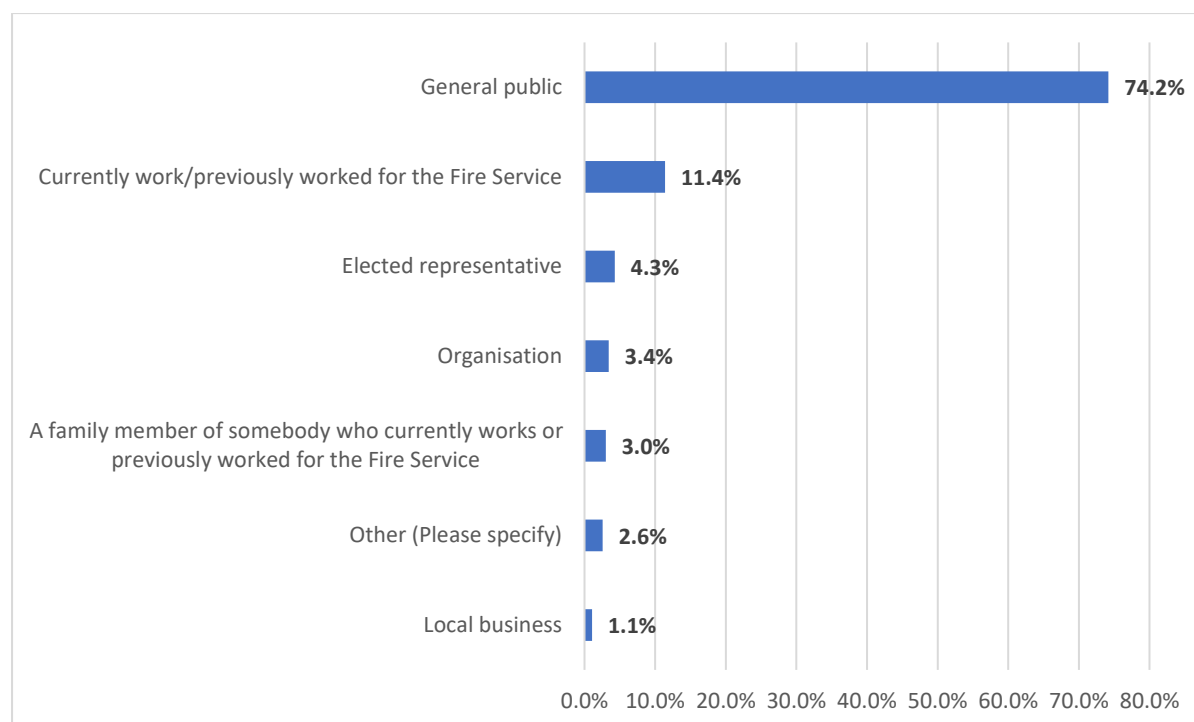


## Consultation Analysis

### Respondents

The Warwickshire Fire and Rescue Service's (WFRS) Prevention, Protection and Response Strategy 2022-2027 consultation received a total of 465 responses – 464 online and 1 via post.

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



**Figure 1: Category that best describes the respondent**

The results in Figure 1 indicate that almost three quarters of all respondents (74.2%, n=345) who completed the survey described themselves as the general public. This is followed by 11.4% (n=53) of respondents stating they currently or previously worked for the Fire Service. The remaining 14.4% (n=67) of respondents were made up of elected representatives, organisations, family members of somebody who currently or previously worked for the Fire Service, other, and local businesses. The free text responses of those who responded as 'other' can be seen in the Appendix.

The Warwickshire district or borough where you live, or work, if you are responding on behalf of an organisation	Survey Respondents (% / No.)	2021 Census Population (%)
Warwick District	30.1% (n=140)	24.9%
Stratford-on-Avon District	27.3% (n=127)	22.6%
Rugby Borough	15.4% (n=72)	19.1%
Nuneaton and Bedworth Borough	12.5% (n=58)	22.5%
North Warwickshire Borough	10.5% (n=49)	10.9%
Outside Warwickshire	2.2% (n=10)	N/A
Work Countywide	1.9% (n=9)	N/A
<b>Total</b>	<b>465</b>	<b>596,800</b>



**Table 1: Area where the respondent lives, works, or represents**

Table 1 indicates that 30.1% (n=140) of respondents resided in Warwick District, which is disproportionate to the 2021 Census population for this area (24.9% of Warwickshire's total population lives in Warwick District). This is similar to Stratford-on-Avon District (27.3% of respondents, 22.6% of Warwickshire's population). However, whilst the 2021 Census population shows that Nuneaton and Bedworth Borough is home to 22.5% of Warwickshire's total population, the consultation results show that 12.5% (n=58) of all respondents lived in this borough. Similar results were seen for those living in Rugby Borough (15.4% of respondents, 19.1% of Warwickshire's population). A similar proportion of responses from residents of North Warwickshire Borough were received, in line with the 2021 Census, as a proportion of the population of Warwickshire (10.5% of respondents, 10.9% of Warwickshire's population).

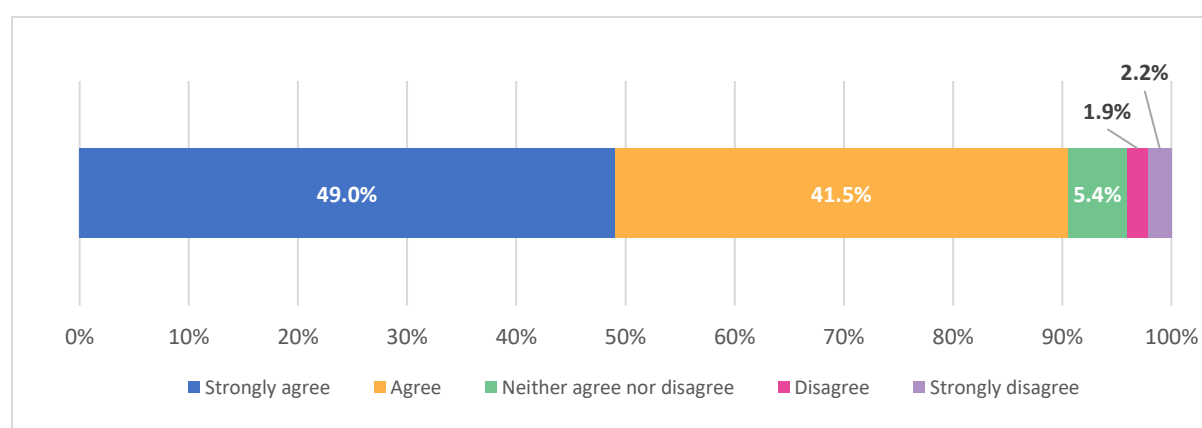
The online survey also asked respondents to complete information regarding equality and diversity at the end of the survey. The results of this are set out in Table 2 (page 19) of this report.

## Consultation Questions

This section of the report focuses on the series of questions respondents were asked on resourcing to risk, the prevention, protection and response priorities, and the Service's proposed strategy to enable these priorities. The results are representative of respondents' views during the time the survey was live (between 4<sup>th</sup> July 2022 and 25<sup>th</sup> September 2022).

Respondents were asked seven questions covering resourcing to risk, prevention, protection and response priorities, and how effective the Service's approach to delivering on these priorities would be. On a five-point scale, respondents were asked to rate the extent to which they agreed with each of these questions. Each of these questions had a free text field for respondents to elaborate on their position. Respondents were also able to add if they thought anything else should be considered in addition to the priorities laid out for prevention, protection and response. To finish the consultation, there was the option to make any other comments they had about Warwickshire Fire and Rescue Service. The key themes of the free text responses have been discussed, however all responses to the questions can be seen in the Appendix.

### Question 1: 'To what extent do you agree that we should target our resources to reduce risk?'







**Figure 2: Responses tally for 'To what extent do you agree that we should target our resources to reduce risk?'**

Figure 2 shows the breakdown to the extent the 465 respondents agreed with Question 1: 'To what extent do you agree that we should target our resources to reduce risk?'. Over 9 in 10 (90.5%, n=421) agreed or strongly agreed, compared to 4.1% (n=19) who disagreed or strongly disagreed. 5.4% (n=25) of respondents neither agreed nor disagreed.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 114 qualitative responses for this question, with a higher proportion of those who disagreed or strongly disagreed with the question (89.5%, n=17) elaborating on their response than those who agreed or strongly agreed (19.5%, n=82).

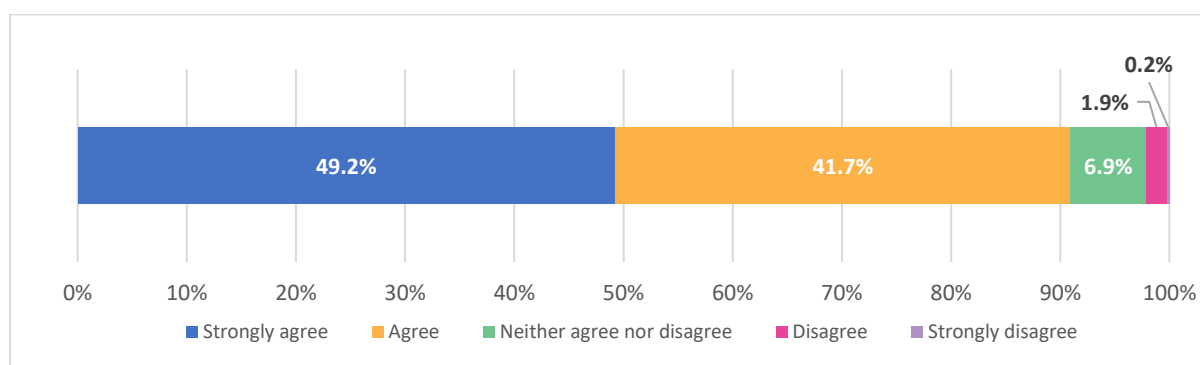
Some prominent recurring themes from the comments were general support for targeting resources to reduce risk, with reference to prevention being better than a cure and targeting resources being the most efficient use of those resources. There were also concerns that this would lead to resources not being distributed equally and some areas being better protected than others, leading to response times being affected for low-risk areas such as rural localities, as well as this possibly leading to unwanted fire station closures. In a similar vein, a prominent theme was that risk is unpredictable and thus moving resources based on this could be costly to areas that resources are moved away from.

Example quotations for illustrative purposes:

- "Proactive prevention is better and more cost effective than a reactive stance." (Strongly agree)
- "Areas not recognised as high risk have fires. Lower risk areas still need adequate cover." (Agree)
- "It sounds to me that some fire stations will be closed. Risk factors change constantly just like the weather." (Disagree)

Other less prevalent themes touched upon were requiring clarity on the risk assessment model in order to have an informed opinion, changing circumstances like climate change, the importance of education about fire risks, concerns about budget cuts, and personnel having adequate levels of training to target risk. Examples of these comments can be seen in the Appendix.

## Question 2: 'To what extent do you agree with our prevention priorities?'



**Figure 3: Response share for 'To what extent do you agree with our prevention priorities?'**

Figure 3 shows the breakdown to the extent the 465 respondents agreed with Question 2: 'To what extent do you agree with our prevention priorities?'. Over 9 in 10 (90.9%, n=423) agreed or strongly agreed



agreed, compared to 2.1% (n=10) who disagreed or strongly disagreed. 6.9% (n=32) of respondents neither agreed nor disagreed.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 74 qualitative responses for this question, with a higher proportion of those who disagreed or strongly disagreed with the question (80.0%, n=8) elaborating on their response compared to those who agreed or strongly agreed (12.5%, n=53).

Some prominent recurring themes from the comments were general support for the prevention priorities, with reference again to prevention being better than a cure, notably when it comes to the impact this will have on vulnerable members of society. There were also comments on the importance of education in prevention activities, suggestions for prevention activities and the importance of engaging with local communities when it comes to prevention work. Themes of concern in the comments were that this should not be the job of WFRS, there is a lack of measurement of the success of the priorities, and that the priorities were just rhetoric with no deliverable actions.

Example quotations for illustrative purposes:

- “Vulnerable people like impaired hearing need the prevention you can give for their continued self-supported living and peace of mind.” (Strongly agree)
- “Prevention is better than cure as they say.” (Agree)
- “You are not the Social Services that is their job to protect the 'vulnerable'.” (Disagree)

Respondents were also asked if there was anything else that should be considered in the prevention priorities, to which 143 respondents provided their views. Overall, the responses were varied, however the most frequent comments were themed around ensuring there was sufficient support and education available to local communities, notably for the most vulnerable and children in schools. Other considerations respondents commented on were around the funding and resources available to the Service, the role of changing circumstances like climate change in influencing prevention activities and prevention work taking place during planning stages for development.

Other less prevalent themes touched upon for this question were the use of other agencies to perform prevention work, the importance of communication in prevention work, antisocial behaviour, and issues with the framing of the question being asked. Examples of these comments can be seen in the Appendix.

### Question 3: ‘To what extent do you agree with our protection priorities?’

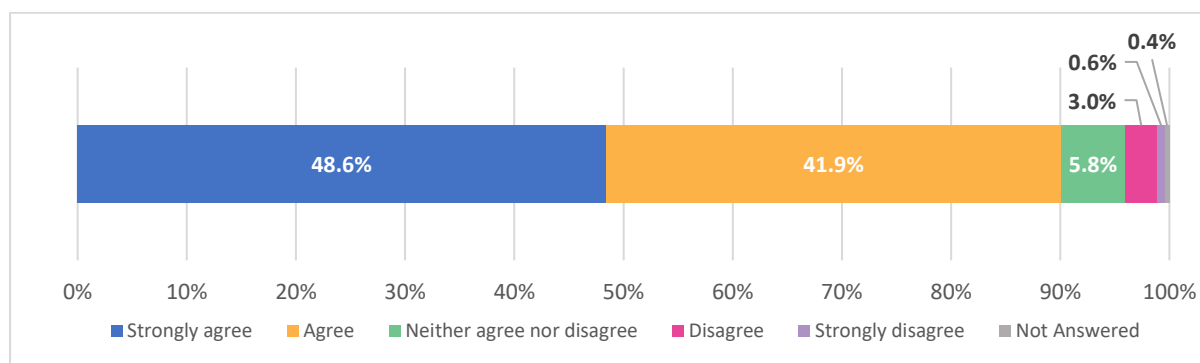


Figure 4: Response share for ‘To what extent do you agree with our protection priorities?’



Figure 4 shows the breakdown to the extent the 465 respondents agreed with Question 3: ‘To what extent do you agree with our protection priorities?’. Over 9 in 10 (90.5%, n=419) agreed or strongly agree, compared to 3.6% (n=17) who disagreed or strongly disagreed. 5.8% (n=27) of respondents neither agreed nor disagreed.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 67 qualitative responses for this question, with a higher proportion of those who disagreed or strongly disagreed with the question (88.2%, n=15) elaborating on their response than those who agreed or strongly agreed (9.3%, n=39).

Some prominent recurring themes from the comments were general support for the protection priorities, the Service having adequate resources and funding to realise these priorities, concern about budget cuts and issues with the framing of the question. There were also comments on the importance of education in protection activities, suggestions for protection activities and the priorities being rhetoric with no deliverable actions.

Example quotations for illustrative purposes:

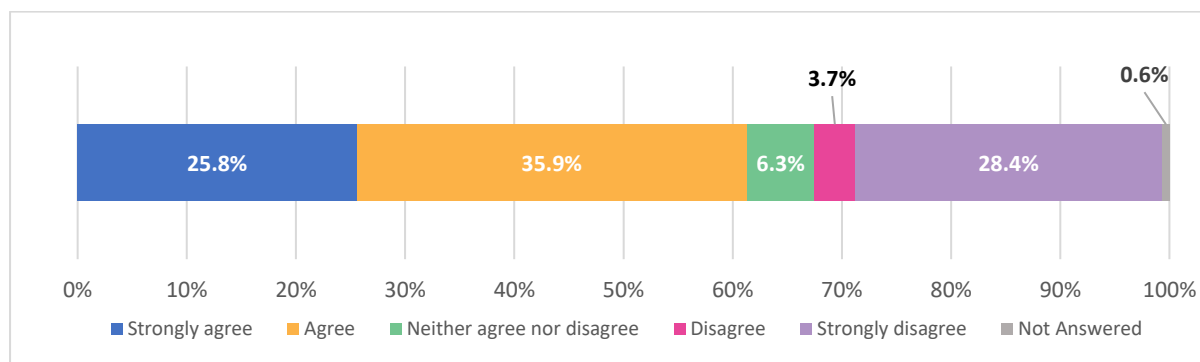
- “We need to have safe buildings to live and work in. Our schools and preschool nurseries need to be safe especially during the recent heat wave. Restaurants, retail outlets and charity shops should comply with building regulations and have suitable fire doors and trained fire wardens to make sure all staff members are evacuated in a safe and timely manner.” (Strongly agree)
- “Very essential to enable resource to be deployed flexibly to meet other situations.” (Strongly agree)
- “The strategy only works when there are sufficient resources and the capability to turn out sufficient, fully crewed appliances to meet any emergency requirement.” (Disagree)

Respondents were also asked if there was anything else that should be considered in the protection priorities, to which 78 respondents provided their views. Overall, the responses were varied, however the most frequent comments were themed around ensuring there was sufficient support and education available to local communities, notably for the most vulnerable and children in schools. Other considerations respondents commented on were around the funding and resources available to the Service, a lack of measurement of the success of the priorities, clarity on how the priorities are defined and the importance of surveying buildings to ensure they are safe.

Other less prevalent themes touched upon were the role protection priorities play in protecting the environment, the role of other agencies in protection activities, having adequate levels of personnel to carry out protection work and protection work taking place during planning stages for development. Examples of these comments can be seen in the Appendix.



#### Question 4: 'To what extent do you agree with our response priorities?'



**Figure 5: Response share for 'To what extent do you agree with our response priorities?'**

Figure 5 shows the breakdown to the extent the 465 respondents agreed with Question 4: 'To what extent do you agree with our response priorities?'. Almost two thirds (61.7%, n=285) agreed or strongly agreed, compared to almost one third (32.1%, n=148) who disagreed or strongly disagreed. The rate of disagreement with this question was significant compared to responses to the other questions in the consultation. 6.3% (n=29) of respondents neither agreed nor disagreed.

**Note:** the answer options for this question were in reverse order to the other questions in the consultation, which might have impacted on the way this question was answered.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 64 qualitative responses for this question, with a higher proportion of those who disagreed or strongly disagreed with the question (15.5%, n=23) elaborating on their response than those who agreed or strongly agreed (9.5%, n=27).

Some prominent recurring themes from the comments were general support for the response priorities, the Service having adequate resources and funding to realise these priorities, having adequate levels of personnel to carry out response work and issues with the framing of the question. There were also comments on the priorities being rhetoric with no deliverable actions, how response times would be impacted and concerns about response availability being impacted.

Example quotations for illustrative purposes:

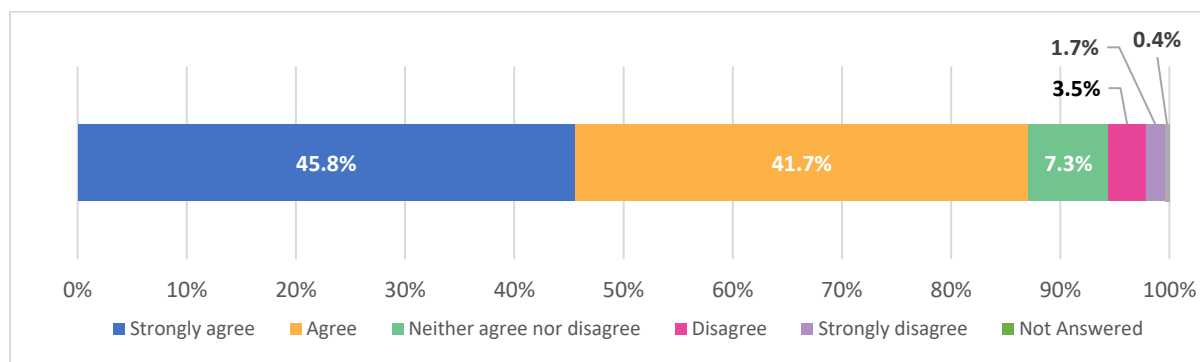
- "Right resources in the right place at the right time makes sense." (Strongly agree)
- "Being able to respond effectively, especially to the many different emergencies you might face, makes sense. What else would you do otherwise?" (Strongly agree)
- "This should not end up with closures to fire stations and a reduction in Full-time equivalent posts. This happens whenever discussions are had around response and priority. It always comes down to money." (Strongly disagree)

Respondents were also asked if there was anything else that should be considered in the response priorities, to which 67 respondents provided their views. Overall, the responses were varied, however the most frequent comments were themed around ensuring there are sufficient resources and funding available to carry out response work, further concerns about response times, having adequate levels of personnel to carry out response work and concerns that there will be fire station closures.

Other less prevalent themes touched upon were the role of other agencies in response activities, having equal Service coverage across the county, the age of the current appliances in use and changing circumstances like climate change. Examples of these comments can be seen in the Appendix.



### Question 5: 'To what extent do you agree that our service offer meets your safety needs?'



**Figure 6: Response share for 'To what extent do you agree that our service offer meets your safety needs?'**

Figure 6 shows the breakdown to the extent the 465 respondents agreed with Question 5: 'To what extent do you agree that our service offer meets your safety needs?'. Almost 9 in 10 (87.5%, n=405) agreed or strongly agreed, compared to 5.2% (n=24) who disagreed or strongly disagreed. 7.3% (n=34) of respondents neither agreed nor disagreed.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 73 qualitative responses for this question, with a higher proportion of those who disagreed or strongly disagreed with the question (79.2%, n=19) elaborating on their response than those who agreed or strongly agreed (9.4%, n=38).

Some prominent recurring themes from the comments were general support for the service offer's ability to keep the public safe, the importance of response availability, concern about resources not being equally distributed across the county and clarity being needed on how the priorities are defined. There were also comments on enforcement of certain aspects of the priorities, personnel being able to receive adequate training and concern about budget cuts that might take place.

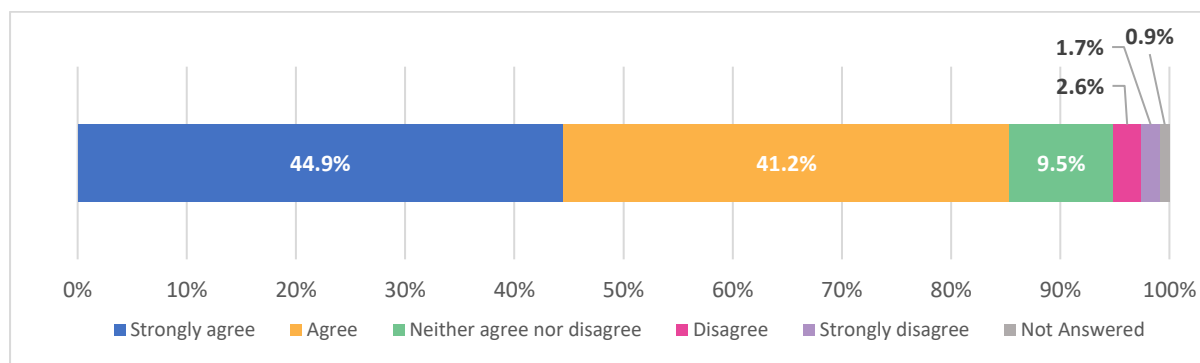
Example quotations for illustrative purposes:

- "This is a direction that WFRS has been undertaking for a number of years and has greatly improved our operational understanding and response to risk. This also assists with our day to day interaction with the communities; being able to inform them of our understandings, response and reassuring them about the issues within their community." (Strongly agree)
- "Great to hear you have specialist fire safety inspectors that are able to enforce regulations." (Strongly agree)
- "Targeting is great if you are in the target area, I worry about those who are outside of these areas. They also deserve the best service possible, this is looking like a cost saving exercise like the 'Minor injures unit' and the 'ambulance station'." (Strongly disagree)

Other less prevalent themes touched upon were how the vulnerable will be looked after, the Service having adequate resources and funding to realise the service offer, concerns about how rural localities would be affected and the importance of education in the Service's work. Examples of these comments can be seen in the Appendix.



**Question 6: 'To what extent do you agree that our approach will ensure that we are delivering our priorities in the right way?'**



**Figure 7: Response share for 'To what extent do you agree that our approach will ensure that we are delivering our priorities in the right way?'**

Figure 7 shows the breakdown to the extent the 465 respondents agreed with Question 6: 'To what extent do you agree that our service offer meets your safety needs?'. Almost 9 in 10 (86.1%, n=397) agreed or strongly agreed, compared to 4.3% (n=20) who disagreed or strongly disagreed. 9.5% (n=44) of respondents neither agreed nor disagreed.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 62 qualitative responses for this question, with a higher proportion of those who disagreed or strongly disagreed with the question (75.0%, n=15) elaborating on their response than those who agreed or strongly agreed (7.1%, n=28).

Some prominent recurring themes from the comments were general support for the approach, the approach being rhetoric with no deliverable actions, the Service having adequate resources and funding to realise these priorities and a lack of measurement of the success of the priorities. There were also comments on the importance of local communities, risk being unpredictable and thus moving resources based on this could be costly to areas resources are moved away from and the important role ethics plays in the approach.

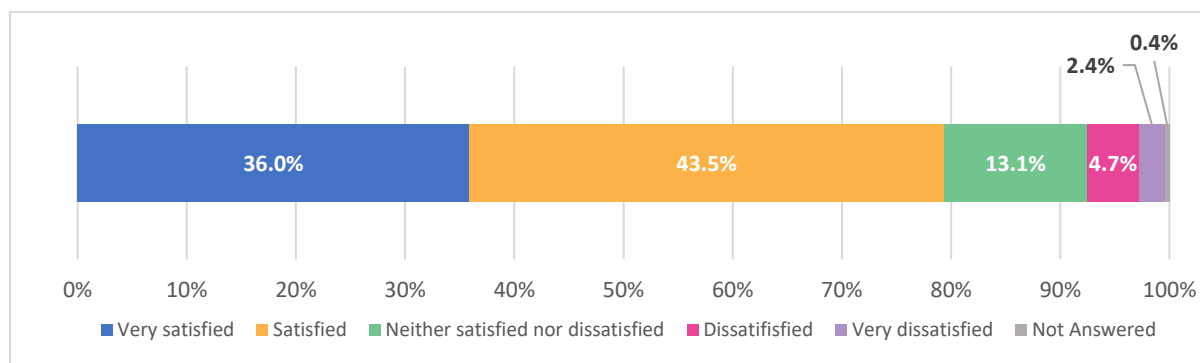
Example quotations for illustrative purposes:

- "The aims are excellent. I'm not sure the resources match the ambition. I would quite happily pay a little more Council Tax for a better service." (Strongly agree)
- "The approach could embed a more community powered approach, recognising that communities know their own priorities. The "People" bullet point could include something about collaboration with communities. At the moment it feels top-down." (Agree)
- "This is just rhetoric, nothing to measure what's going right/wrong." (Disagree)

Other less prevalent themes touched upon were the importance of looking after the environment, the levels of personnel available in the Service, being able to learn from past incidents and activity and the possibility of fire station closures. Examples of these comments can be seen in the Appendix.



**Question 7: ‘Overall how satisfied are you that our strategy will make Warwickshire the best that it can be both now and in the future?’**



**Figure 8: Response share for ‘Overall how satisfied are you that our strategy will make Warwickshire the best that it can be both now and in the future?’**

Figure 8 shows the breakdown to the extent the 465 respondents agreed with Question 7: ‘Overall how satisfied are you that our strategy will make Warwickshire the best that it can be both now and in the future?’. Almost 4 in 5 (79.5%, n=369) were satisfied or very satisfied, compared to 7.1% (n=33) who were dissatisfied or very dissatisfied. 13.1% (n=61) of respondents neither agreed nor disagreed.

In addition to their response to this question, respondents were asked to give a reason for their answer through a free text box provided. There were 106 qualitative responses for this question, with a higher proportion of those who were dissatisfied or very dissatisfied with the question (72.7%, n=24) elaborating on their response than those who were satisfied or very satisfied (15.7%, n=58).

Some prominent recurring themes from the comments were general support for the strategy, the Service having adequate resources and funding to realise the strategy, a lack of measurement of the success of the strategy and that the strategy were just rhetoric with no deliverable actions. There were also comments highlighting concerns about budget cuts, fire station closures, the levels of personnel available in the Service and having equal Service coverage across the county.

Example quotations for illustrative purposes:

- “It’s good to see a plan for future activities and areas that will be targeted and how that might be delivered in the future.” (Satisfied)
- “Delivering the strategy will depend on having the resources to do so.” (Satisfied)
- “Much of this strategy is vague with generalised statements. In theory much of it sounds are ok. But it does not cover response times / numbers of emergency vehicles available/ whether our local fire station will remain open. How does the risk assessment view the fire station in Stratford? Surely without it risk to Stratford residents goes up?” (Dissatisfied)

Other less prevalent themes touched upon were concern that rural localities would be disproportionately affected by the strategy, issues with the framing of the question, the welfare and pay of Service personnel and concern about response times. Examples of these comments can be seen in the Appendix.



### **Question 8: 'Do you have any other comments you would like to make about Warwickshire Fire and Rescue Service?'**

To finish the consultation, respondents were asked 'Do you have any other comments you would like to make about Warwickshire Fire and Rescue Service?'. There were 154 qualitative responses for this question, of which half (n=77) were comments praising the WFRS for the services that they provide.

Some prominent recurring themes from the comments were general support for the Service, the Service having adequate resources and funding to realise the strategy, the importance of protecting the vulnerable and the importance of education in Service activity. There were also comments highlighting concerns about the levels of personnel available in the Service, the importance of engaging with local communities, the Service performing jobs that they should not be responsible for and suggestions for improving the Service.

Example quotations for illustrative purposes:

- "The WFRS rightly so enjoys huge public respect. As an emergency service that is there 24/7 the general public are reassured by your presence."
- "We are so lucky to have such dedicated fire fighters to protect the community. The funding needs to be available for them to do their jobs efficiently with the best equipment and facilities. The safety of people cannot have a price put on it."
- "None other than the note about direct contact with the public and those people and places identified as most vulnerable."
- "Concentrate on what a Fire & Rescue Service is primarily there for - the clue is in the title. Yes to fire prevention, yes to educating/identifying the vulnerable - but ensure you don't lose sight of the need to prioritise availability of crews and appliances above all else - the availability of some RDS units is a disgrace and work needs to be done to improve that as a priority."
- "There needs to be a non emergency number to call the fire and rescue service just like 101 for the police. For instance trapped wildlife is not necessarily an blue light emergency but one feels it is wrong to dial 999 to ask if any assistance is available. Also to ask about fire prevention or general enquires relating to the services that you offer."

Other less prevalent themes touched upon were to regularly review the approach of the Fire Service, disapproval for the strategy, the importance of communication and the importance of Service personnel welfare and pay. Examples of these comments can be seen in the Appendix.





## Equality and Diversity Analysis

The online consultation asked respondents to complete information regarding equality and diversity. The results of this are set out in the table below. It also includes 2019 Mid-Year population estimates, 2021 Census or 2011 Census data (dependent on the most recent ONS data published) for Warwickshire for comparative purposes.

Gender	Option	% (No.)	2021 Census Data (%)
	Male (including trans male)	44.5% (207)	49.3%
	Female (including trans female)	44.1% (205)	50.7%
	Prefer not to say	8.8% (41)	N/A
	Not answered	2.1% (10)	N/A
	Prefer to self-describe (please state)	0.2% (1)	N/A
	Non-binary/agender/gender-fluid	0.2% (1)	N/A
Identify as trans/transgender	Option	% (No.)	
	No	88.0% (409)	N/A
	Prefer not to say	8.6% (40)	N/A
	Not answered	3.4% (16)	N/A
	Yes	0.2% (1)	N/A
Age in years	Option	% (No.)	ONS 2019 Mid-Year Pop (%)
	50 – 59	22.6% (105)	14.2%
	65 – 74	17.4% (81)	11.0%
	60 – 64	14.6% (68)	5.8%
	40 – 49	12.6% (59)	12.7%
	25 – 39	11.8% (55)	18.3%
	75+	11.4% (53)	9.8%
	Prefer not to say	6.7% (31)	N/A
	18 – 24	1.5% (7)	7.9%
	Not answered	1.2% (6)	N/A
Long standing illness or disability	Option	% (No.)	
	No	75.9% (353)	N/A
	Yes	13.5% (63)	N/A
	Prefer not to answer	8.6% (40)	N/A
	Not answered	1.7% (8)	N/A
Ethnicity	Option	% (No.)	2011 Census Data (%)
	White – English/Welsh/Scottish/Northern Irish/British	81.3% (378)	88.5%
	Prefer not to say	9.0% (42)	N/A
	Not answered	2.4% (11)	N/A
	Other White background	2.2% (10)	3.2%
	Asian or Asian British – Indian	1.9% (9)	3.0%
	White – Irish	1.7% (8)	1.0%



	Asian or Asian British – Pakistani	0.4% (2)	0.3%
	Black or Black British - African	0.2% (1)	0.4%
	Mixed – White and Asian	0.2% (1)	0.5%
	Mixed – White and Black Caribbean	0.2% (1)	0.6%
	Other Mixed background	0.2% (1)	0.3%
	Prefer to self-describe (please state if you wish)	0.2% (1)	N/A
	White – Gypsy or Irish Traveller	0.0% (0)	0.1%
	Black or Black British - Caribbean	0.0% (0)	0.3%
	Other Black background	0.0% (0)	0.1%
	Asian or Asian British – Bangladeshi	0.0% (0)	0.1%
	Chinese	0.0% (0)	0.4%
	Other Asian Background	0.0% (0)	0.8%
	Mixed – White and Black African	0.0% (0)	0.1%
	Arab	0.0% (0)	0.1%
	Other Ethnic background	0.0% (0)	0.3%
Religion	Option	% (No.)	2011 Census Data (%)
	Christian	46.5% (216)	64.5%
	No religion	33.9% (158)	24.1%
	Prefer not to say	13.1% (61)	N/A
	Not answered	2.6% (12)	6.8%
	Muslim	0.9% (4)	1.1%
	Spiritual	0.9% (4)	N/A
	Hindu	0.6% (3)	1.0%
	Any other religion or belief	0.6% (3)	0.4%
	Buddhist	0.4% (2)	0.3%
	Sikh	0.4% (2)	1.7%
	Jewish	0.0% (0)	9.1%
Sexual orientation	Option	% (No.)	
	Heterosexual or straight	75.2% (350)	N/A
	Prefer not to say	14.8% (69)	N/A
	Not answered	3.2% (15)	N/A
	Bi / bisexual	1.7% (8)	N/A
	Other	0.9% (4)	N/A
	Pansexual	0.4% (2)	N/A
	Gay man	0.2% (1)	N/A
	Gay woman / lesbian	0.0% (0)	N/A

**Table 2: Overall online respondent profile**



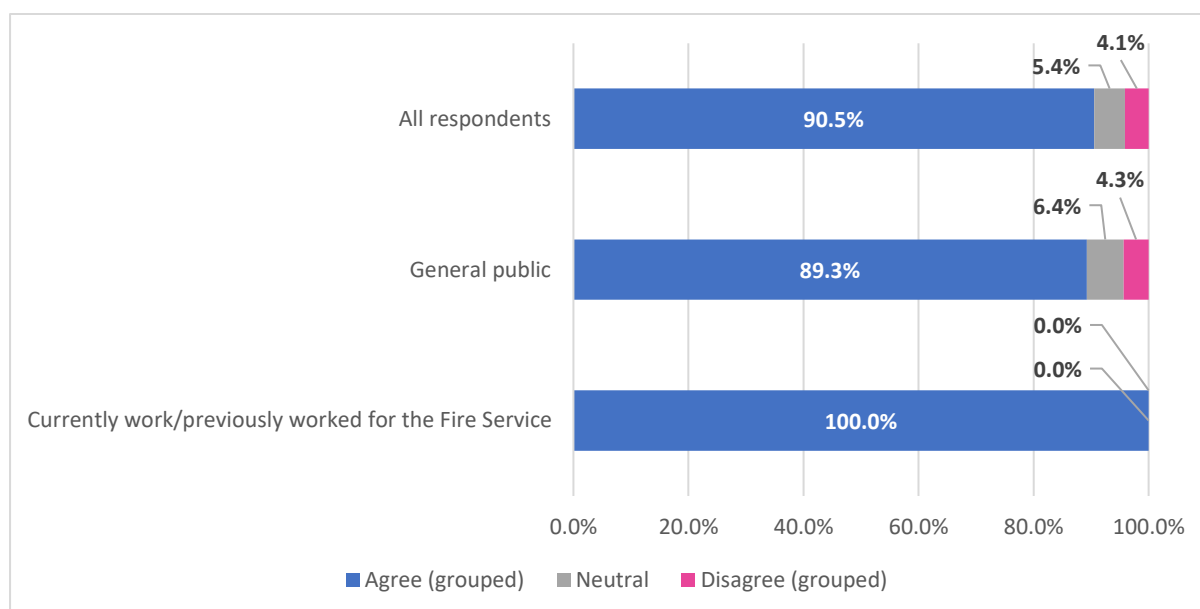
## Cross-Tabulation Analysis

This section explores the relationship between multiple variables. For this consultation on the Prevention, Protection and Response Strategy 2022-2027, the relationship between the agreement with a question and the description of the respondent was examined. The below Figures only concentrate on those who described themselves as 'General Public' and 'Currently or previously worked for the Fire Service' due to the low numbers for the other responses. The Figures also include the responses of all respondents for comparison, however it should be noted that the proportion of all respondents that described themselves as the general public was high (74.2% of all responses), and thus weights this result significantly. For all questions, a Fisher's exact test was performed to determine whether there was a statistically significant relationship ( $p < 0.05$ ) between the type of respondent and their level of agreement with the question.

This was the only cross-tabulation for the respondent profile that was carried out. Cross-tabulation analysis on whether a respondent's ethnicity affected their agreement with certain questions would have been beneficial, however, due to the small numbers, the data did not warrant this, and it could have presented an unfair conclusion that may not have been representative of the general population. Respondents to the survey were not diverse, with 3.1% ( $n=15$ ) being of a Black, Asian and Minority Ethnic (BAME) background compared to those of a White ethnicity (85.2%,  $n=396$ ). The ethnicity of the remaining 11.7% ( $n=53$ ) of respondents was unknown.

**Note:** The options 'Don't know' and 'Not Answered' have been excluded from all Figures below, but not from the total number of respondents.

### Question 1: 'To what extent do you agree that we should target our resources to reduce risk?'



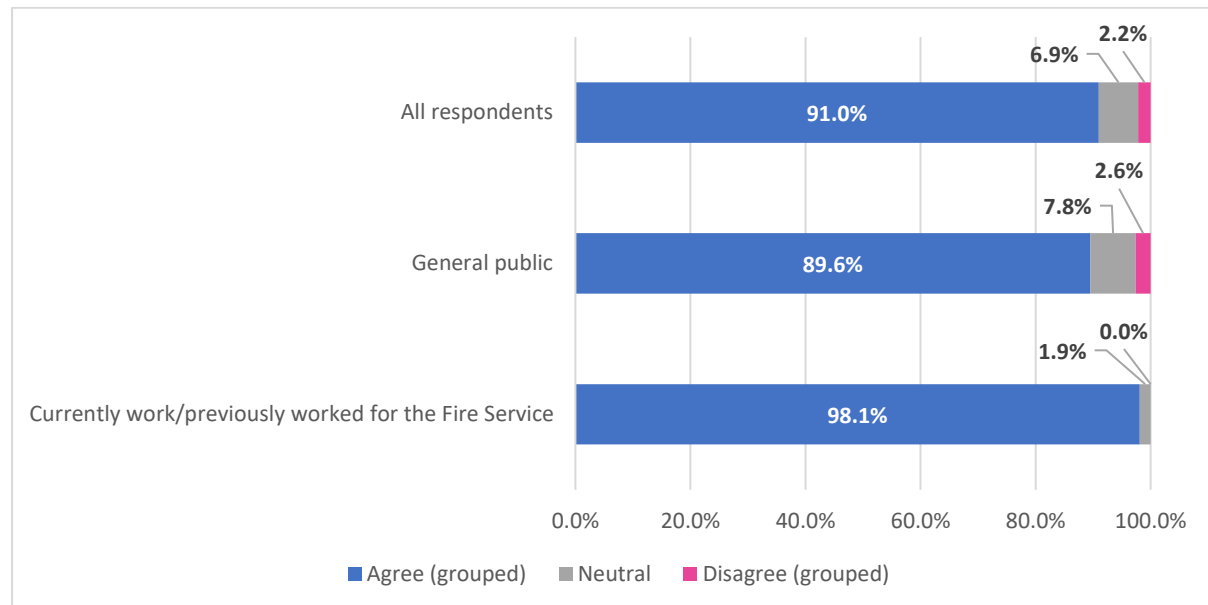
*Figure 9: Relationship between agreement with Question 1 and description of respondent*

As shown in Figure 9, all respondents who currently work/previously worked for the Fire Service ( $n=53$ ) agreed with the question, compared with 89.3% ( $n=308$ ) of the general public. This was the only



question where the type of respondent and how they responded to this question was statistically significantly dependent ( $p=0.03$ ).

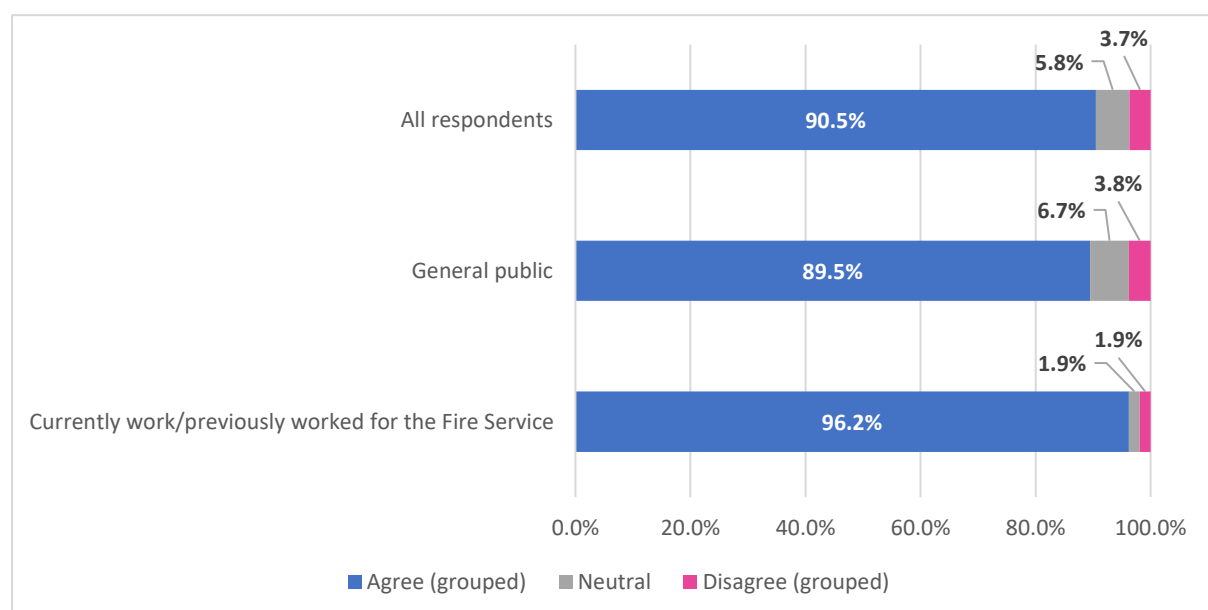
### Question 2: 'To what extent do you agree with our prevention priorities?'



**Figure 10: Relationship between agreement with Question 2 and description of respondent**

As can be seen Figure 10, 98.1% ( $n=52$ ) of respondents who currently work/previously worked for the Fire Service agreed with the question, compared with 89.6% ( $n=309$ ) of the general public. The relationship between the type of respondent and how they responded to this question was found not to be statistically significantly dependent ( $p=0.19$ ).

### Question 3: 'To what extent do you agree with our protection priorities?'

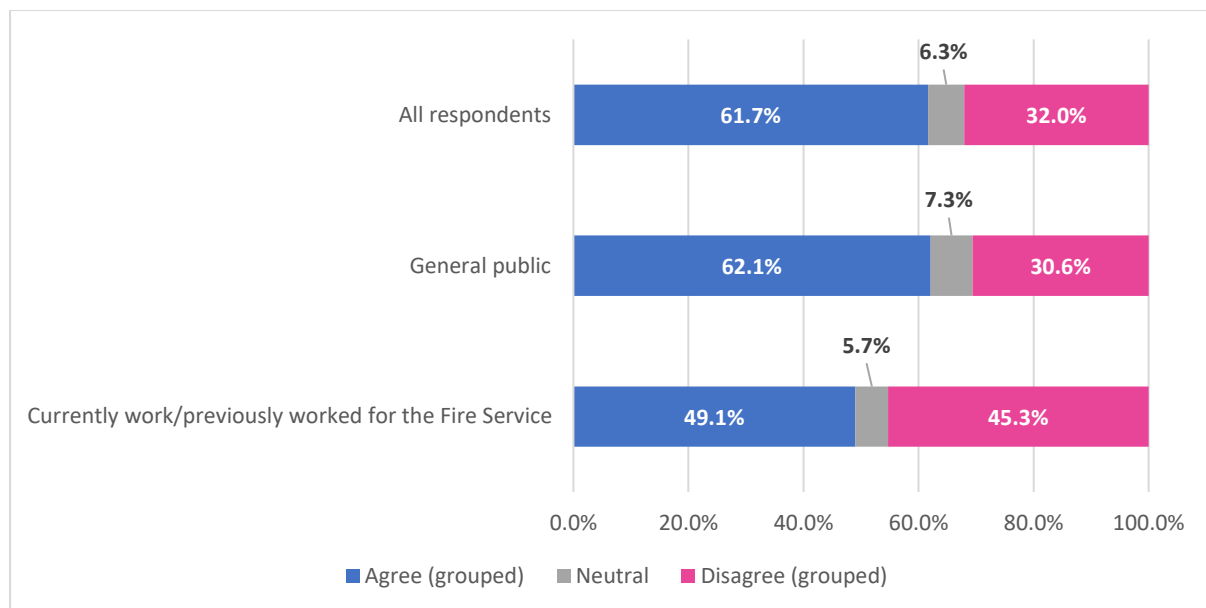




**Figure 11: Relationship between agreement with Question 3 and description of respondent**

As can be seen Figure 11, 96.2% (n=51) of respondents who currently work/previously worked for the Fire Service agreed with the question, compared with 89.5% (n=307) of the general public. The relationship between the type of respondent and how they responded to this question was found not to be statistically significantly dependent ( $p=0.39$ ).

#### Question 4: 'To what extent do you agree with our response priorities?'

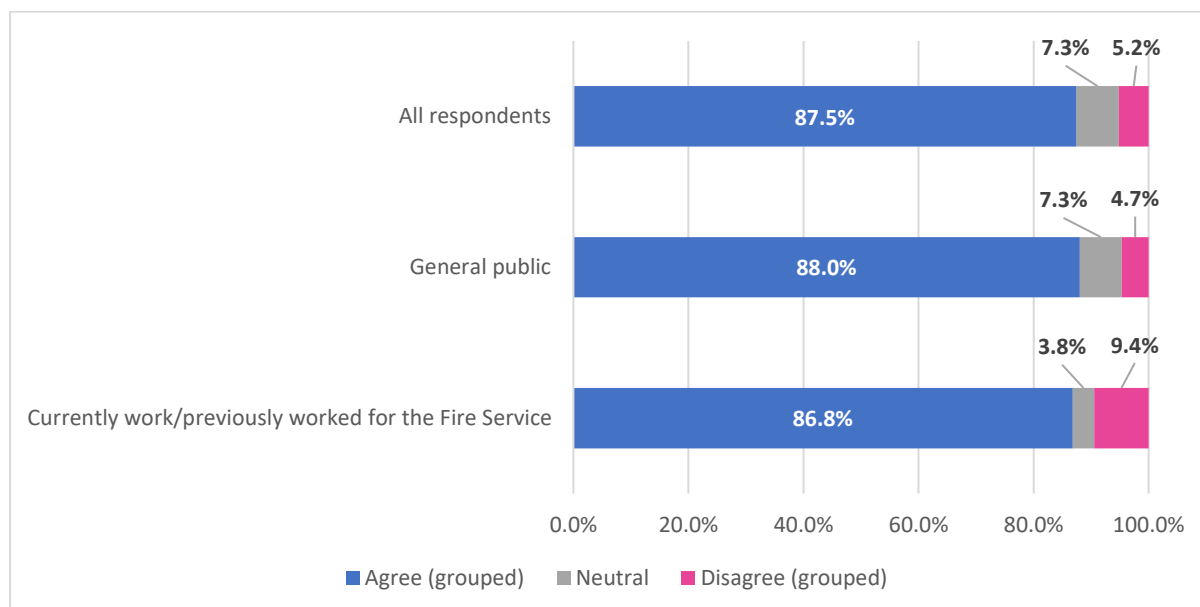


**Figure 12: Relationship between agreement with Question 4 and description of respondent**

As can be seen in Figure 12, 49.1% (n=26) of respondents who currently work/previously worked for the Fire Service agreed with the question, compared with 62.1% (n=213) of the general public. The relationship between the type of respondent and how they responded to this question was found not to be statistically significantly dependent ( $p=0.11$ ).



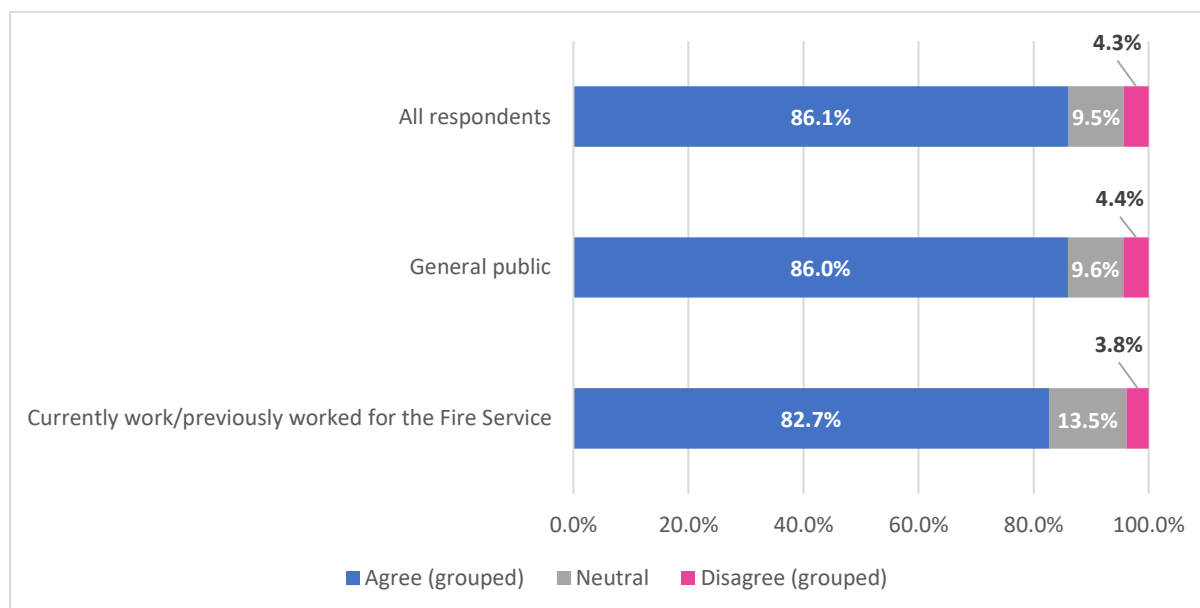
### Question 5: 'To what extent do you agree that our service offer meets your safety needs?'



**Figure 13: Relationship between agreement with Question 5 and description of respondent**

As can be seen in Figure 13, levels of agreement were consistent across the two groups, with 86.8% (n=46) of respondents who currently work/previously worked for the Fire Service and 88.0% (n=302) of the general public agreeing with the question. The relationship between the type of respondent and how they responded to this question was found not to be statistically significantly dependent ( $p=0.25$ ).

### Question 6: 'To what extent do you agree that our approach will ensure that we are delivering our priorities in the right way?'

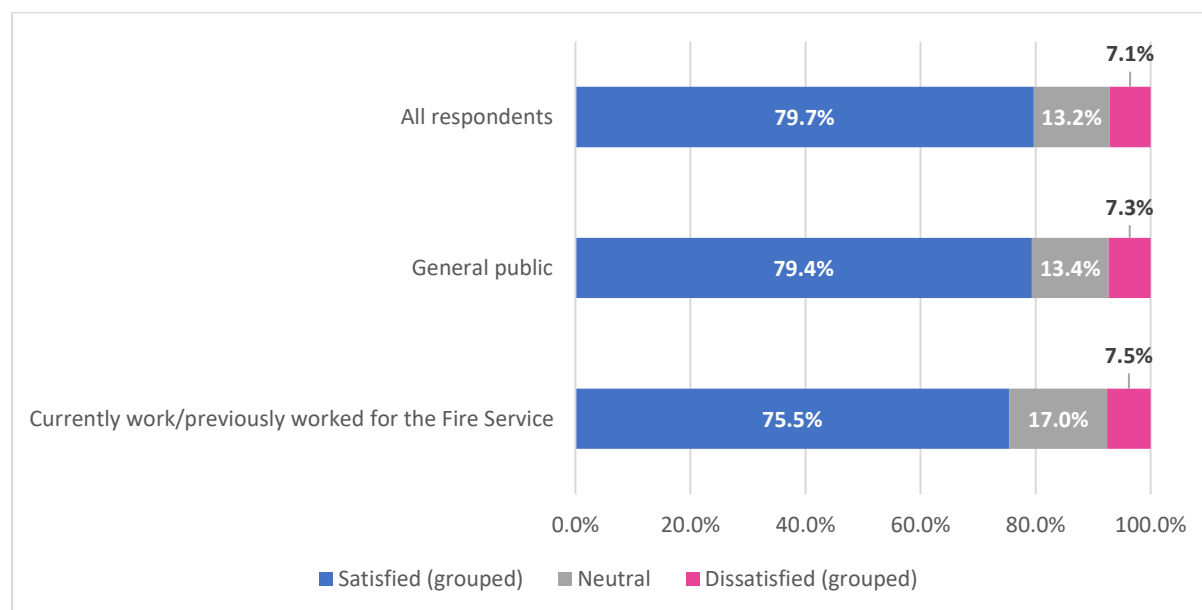


**Figure 14: Relationship between agreement with Question 6 and description of respondent**



As can be seen Figure 10, 82.7% (n=43) of respondents who currently work/previously worked for the Fire Service agreed with the question, compared with 86.0% (n=294) of the general public. The relationship between the type of respondent and how they responded to this question was found not to be statistically significantly dependent ( $p=0.60$ ).

**Question 7: 'Overall how satisfied are you that our strategy will make Warwickshire the best that it can be both now and in the future?'**



**Figure 15: Relationship between agreement with Question 7 and description of respondent**

As can be seen Figure 10, 75.5% (n=40) of respondents who currently work/previously worked for the Fire Service were satisfied with the strategy, compared with 79.4% (n=273) of the general public. The relationship between the type of respondent and how they responded to this question was found not to be statistically significantly dependent ( $p=0.74$ ).



## General Observations

This section lists observations based on the qualitative and quantitative data generated from the Warwickshire Fire and Rescue Prevention, Protection and Response Strategy 2022-2027 Consultation. These observations are based on the feedback received from the 465 respondents.

- For future surveys, look to target residents in Rugby Borough and Nuneaton and Bedworth Borough as respondents were most under-represented in these areas of Warwickshire.
- Reassure the population that resourcing to risk does not inherently mean budget cuts/fire station closures and removing coverage from some areas in preference of others, which was a consistent theme for disagreement across multiple questions. The question with the most negative feedback was regarding response priorities, where these concerns were particularly amplified.
- Release detailed and specific actions that encompass the priorities laid out as a recurring theme from the free text comments referred to the priorities being vague in how they translate into measurable results.
- Due to 465 responses being only a small sample of the population, these views do not represent Warwickshire as a whole. Looking to push surveys out to a wider, more representative audience would be beneficial in ensuring the responses reflected the views of the population.





# **Warwickshire Fire and Rescue Prevention, Protection and Response Strategy 2022-2027 Consultation Results**

## **Appendix**

Author: Joshua Cavie

Date Published: October 2022

Report Produced by Business Intelligence, Commissioning Support Unit



The following is a list of verbatim comments provided by respondents to the open questions in the Warwickshire Fire and Rescue Prevention, Protection and Response Strategy 2022-2027 consultation carried out between 4<sup>th</sup> July and 25<sup>th</sup> September 2022. It is sometimes necessary to remove comments to avoid identification of individuals. Also excluded were comments that stated 'N/A', 'No' or 'None' as these could not be analysed. However, all comments were used in the analysis and generation of themes presented in the main report.

Which statement best describes you? - Other (Please specify)
Son was a Young Firefighter
WCC Communities and Partnerships / Community Powered Warwickshire Lead
Retired
Member of the public also a local business
Past elected representative.
Homeowner
Currently applying for firefighter role
Member of Parliament
Retired local government officer
Charitable Trust operating as as a Limited Company Charity
Former volunteer firefighter while living Texas before returning back to Rugby
my current role is North warwickshire and bedworth labour disability officer
I am a co-opted local representative but am completing this as a member of the general public.
I am very proud to say that I served as a member of the fire authority for the Cambridgeshire Fire & Rescue Service and know just how good and highly appreciated the service that it and other F&RS throughout the country provide is.
retired construction and financial manager with a long standing interest in all matter fire and rescue.
Warwickshire Police

To what extent do you agree that we should target our resources to reduce risk? - Please tell us why	Themes
You have the required knowledge.	Support
Any house can have a fire. Resources need to be evenly distributed. More affluent areas are likely to lose granny in a fire if resources are allocated to say inner city areas instead	Equal coverage, rural localities
Statistics can very much be fortune telling shouldn't everybody have the same level of coverage? Because when trouble hits it's does care what your model said!	Equal coverage
Not only does targeting resources reduce risk, it also minimises any possibility of resources being wasted	Efficient
By reducing risk to start with you're reducing the need to tackle the consequences later. That is not only potentially cheaper but a lot less emotionally and physically damaging.	Efficient
This should not be at the cost of closing more fire stations	Fire station closures
If you target your resources, it saves time, money and maybe lives	Efficient



"Resourcing to risk" suggests that service will be prioritised to those areas with a high risk. Ergo... Those area with a low risk may be less likely to need a service - but when the do the service will be second class and potentially not of an acceptable standard.	Equal coverage
'Targeting' resources sounds like cuts to fire stations. How can you know where fires will break out or accidents happen?	Fire station closures
Your aim is to respond to emergencies and saving lives. There are others ie council who could target fire prevention.	Not WFRS' job
Targeting resources around the county to reduce risk, should not be to the detriment of training personnel to meet operational needs when required	Personnel training
Management of risk is the cornerstone of strategic planning. Without adequate risk analysis and containment, success will depend on random events that could effect outcome either way. It's what in Brexit was called "project fear" and now turns out to be "project reality".	Support
Should be risk and impact.	Change of definition
Too much targeting of resources to reduce risk will surely leave other areas more vulnerable and likely increase risks in those areas.	Equal coverage
This is a very leading question.	Question issue
Resources should be equally available to all . Those who are higher risk should make an additional payment or make alternative arrangements.	Equal coverage
I dialled 999 for an ambulance when my husband had broken and dislocated his ankle - he was assessed as low risk despite lying in agony on the kitchen floor - an ambulance did not arrive - if my house is on fire I expect to dial 999 and a fire crew to arrive - I do not expect to re assessed as low risk	Equal coverage
Prevention is better than cure.	Better than cure
All aspects of life are changing and resources need to be used to provide a good service	Resources
Cannot comment as no information about the data , algorithm/software used to predict risk	Model clarity
Need to also consider response times too all areas throughout county in case a lower risk area has issues needing attention.	Response times
Reducing risk has to be a positive thing	Support
Sparsely populated rural areas should not have reduced resources.	Rural localities
Most effective use of resources.	Efficient
So you can be funded and equipped properly to your anticipated needs	Efficient
Resources are limited and the bulk of them should be aimed at areas of highest risk. Low risk areas should receive a low amount of resources.	Efficient
Prevention is better than cure...	Better than cure
This has to be a better use of resources	Efficient
There must be an understood and agreed minimum level of support for any community. Taking the level of support below this level should be sacrosanct.	Levels of support
Targeting is fine as long as the base line of support is clear and it is understood that this cannot be breached.	
It's important as some people may not be aware of the risks they have at home	Support



I think that both you and the West Midlands Air Ambulance need Council/ Government support. We never have needed a callout but that is the nature of life. We never know what is going to happen next !	Support
Reducing the risk to any Fire service and working on prevention is better than attending incidents, be it RTC's or Fires. The more work done in reducing risk will help all communities to thrive,	Better than cure
Reducing Risk is good but ultimately the service is there to address and incident and you can never eliminate risk	Risk is unexpected
Common sense.	Support
There is little point in allocating resources to a no risk area	Levels of support
Because prevention is best.	Better than cure
Prevention is far, far better than dealing with the consequences of a fire.	Better than cure
Only works if the people analysing the risk get it right and are not affected by lobbying or peer pressure	External factors
Prevention is better than dealing with an emergency.	Better than cure
Prevention and protection resources are better positioned to reduce the risk in areas of higher activity but response resources should be positioned in such a way as to give an equal response to as many of your residents as possible in the event of a life threatening emergency	Efficient, equal coverage
reducing risk is important but response times are more important to save life. Reducing responsiveness because risk assessment is prioritised above that should be looked at	Response times
Targeting areas most at risk is cost effective, as long as it doesn't neglect areas likely to become more high risk, e.g. those areas where changes in circumstances due to the current economic climate might lead to increased fire risk (less frequent boiler maintenance to save on costs!?)	Efficient, changing circumstances
Prevention is always better	Better than cure
'Prevention is better than cure'	Better than cure
It seems sensible to assess resources and to match them against risk.	Support
Prevention is better and overall probably cheaper than 'cure' .	Better than cure, efficient
Seems that all this is working out which areas to cut funding	Budget cuts
Prevention is always better than cure. Saves lives, time and money in the end.	Better than cure, efficient
Whilst the strategy makes some sense, it surely leaves areas deemed 'low risk' with limited resources. In the past 12 months, for example, there have been 4 pubs, a recycling centre and numerous farm buildings - in rural or low risk areas - which have seen total fire loss.	Rural localities
As long as the risks have been properly identified and ranked.	Model certainty
I agree that the resources should be targetted to population risk, but the system is under resourced to cope with exceptional demands quickly enough. There is no slack in the system for large multi pump fires or other protracted incidents	Resources
Prioritising risk and prevention should be in concert to reduction of incidents	Efficient



Using resources to protect us all despite the greater awareness of the general public about keeping themselves and others safe there is still a need for education.	Education
Reducing the risk of a fire occurring and spreading saves lives.	Support
You state that risks are foreseeable. Risks are not foreseeable, and therefore locating assets in such a manner as to reduce coverage per square mile could provide insufficient coverage to villages and hamlets located away from major population centres (where foreseeable risks may be higher) but the inherent risks are much greater (for example due to fires in woodland, on open fields, in larger gardens where people burn rubbish).	Risk is unexpected, rural localities
I think if there are specific things at risk it's sensible to keep an eye on them	Support
Need to identify the risk to the county. Thanks to previous councillors our area is due to have more homes with less infrastructure therefore the risk is growing	Model certainty
Risk is important but the fact that you have reduced fire stations from areas is a bigger risk in itself. For instance no fire station in Studley, disgrace	Fire station closures
It would have been more helpful to elaborate on what some of the typical risks are, this would enable a better opinion.	Model clarity
As long as "targeted" resources doesn't mean closing local fire stations	Fire station closures
But targeting resources shouldn't mean reducing elsewhere	Equal coverage
Has to be necessary.	Support
Because if you need more resources then get another fire engine and crew where it is needed, not take a fire engine from one town and move it to another as this surely just creates more risk in the place where the fire engine was originally based	Equal coverage
As they say 'Prevention is better than cure'	Better than cure
More and more homes are being built in and around nuneaton, it would be foolish to reduce our fire people. in such a highly populated community	Personnel reduction
With limited funds, it's important that resources are located where they might be more needed or greater likelihood of major incidents. There are a number of changes taking place within society which will put additional pressures on the fire service e.g. impacts of extreme weather conditions and climate change such as wildfires, trends for 'big sheds' in warehousing and distribution and gigafactories, policies for densification in built-up areas, setting fires/arson, etc.	Support, changing circumstances
Using computer based analysis of fires will undoubtedly show the highest 'risk' as being where the most fires are located (i.e. in built up areas) - however, there is potentially a higher risk to life of elderly and vulnerable persons living in remote rural areas where the attendance of the fire service will be delayed. Don't allow for all resources to be sucked into the likes of Nuneaton, Leamington & Rugby - rural stations still need to be kept fully available.	Model issue, rural localities, equal coverage
is this another money saving exercise???	Budget cuts
reducing risk saves lives and resources	Support
this is a key element to using resources efficiently and educating people about how to avoid causing fires	Resources, education
But the phrasing strongly suggests minimum resources required at maximum tolerance of risk rather than lowest risk or better than adequate resources. It concerns me that an isolated community may be considered less so that a station or engine could be removed from service.	Question issue, rural localities, fire station closures



Important that the risk is reviewed frequently because things change. Your priority must remain that of an emergency service.	Changing circumstances
Everybody should be treated the same	Equal coverage
Stratford on Avon is growing with 1,000's of new homes being built in town and the likes of Meon Vale at Long Marston with no extra cover	Equal coverage
Even if budgets were plentiful, it makes sense not to waste anything and use money to its best effect. However, budgets are not plentiful and so targeting is even more necessary.	Efficient
prevention better than action	Better than cure
Proactive prevention is better and more cost effective than a reactive stance.	Better than cure
It would be wrong not to do this.	Support
No detail on what you are targetting and the possible consequences	Question issue
Prevention of any fire or emergency to reduce road risk or injury in homes / workplace is the very essence of what we do, we should be aiming to prevent and reduce any fire deaths or injury or related KSis to our communities as a major priority.	Efficient
Use data to identify where risks are greatest and target our planning and resources to these areas.	Resources
It is not much use having resources spread so thinly that they cannot reach incidents in a short time. It makes sense to target high risks areas as long as others aren't ignored.	Response times, equal coverage
Areas not recognised as high risk have fires. Lower risk areas still need adequate cover.	Equal coverage
Should encourage individuals to take personal responsibility.	Education
All of the hard work that has been done in the past to reduce and educate people about fires would definitely suffer with any budget cuts. I would hate to see it go back to the way it was 20 years ago.	Budget cuts
Essential as resources are so limited therefore need to be focused on high risk areas	Support
I do agree in principle surrounding resourcing to risk however risk is fluidic and will need constant evaluation, do you and your staff really unstandardised risk, do they have Knowledge of the overall impact on the project objectives, like scope, time, cost, and quality Plus does you process provide the Identification of secondary or new risks arising from the already identified risks	Changing circumstances, model clarity
Agree, though there will always be outliers to the risk analysis and these incidents also have to be adequately covered.	Risk is unexpected
No idea what the question means. Warwick and Leamington need their own service as they are conurbations	Question issue
To keep us all safe. We need to educate children on fire safety and train all firefighters to a high standard with different scenarios including BA Training and Animal Rescue. I am the widow of a Fire Officer and worked at Service Headquarters in Leamington Spa for 9.5 years in Personnel then Human Resources. I have smoke alarms, carbon monoxide detectors and am a trained Fire Warden. Health and Safety is very important and we need to protect the environment we all live in when there is a chemical incident. Water hydrants	Education, personnel training, resources



must be maintained and ongoing recruitment and retention of staff is very important as local knowledge and typography can save lives.	
It is incumbent on the Council to provide services to safeguard everyone in the borough - the current approach is flawed and does not appear to take into consideration the massive increase in housebuilding on the side of Nuneaton furthest away from Bedworth. It appears the target for aiming resources for best use is not the area which is in most need of those resources.	Equal coverage
With finale resources having a risk based approach to managing resources having the right people in the right place at the right time makes prefect sense.	Support
Seems like most sensible use of funds	Efficient
It sounds to me that some fire stations will be closed. Risk factors change constantly just like the weather.	Fire station closures, changing circumstances
Clearly evidenced higher risk needs addressing but whilst maintaining a suitable standard of emergency cover, prevention and protection services for more generic risk.	Response times
I believe that it is important so you can identify area's that may be higher risks and make sure they have preventative measures in place so not to waste resources in one area.	Efficient
Seems sensible to try and prevent a situation or be more aware of possible problems	Better than cure
I have noticed a large amount of publicity recently in relation to members of the public illegally accessing open bodies of water within the Nuneaton and Bedworth area. The local council recently announced they are working in partnership with representatives from "Blue light" organisations to prevent people from accessing the water. I strongly feel that consideration ought to be sort from qualified members of local youth organisations, such as Sea Cadets, who continue to promote water safety and who teach young people how to access the water safely. I feel young people, particularly those not educated in water safety, will continue to access the water illegally and continue with anti social behaviour regardless due to not having access to meaningful activities that capture their natural curiosity for adventure. The amount of work that Sea Cadets do for young people, in terms of keeping young people active, supporting mental health and emotional wellbeing, whilst also providing a vast array of opportunity and Nationally Recognised Qualifications, is unprecedented. It would be good if the "Blue Light" organisations and the Local Borough Council could hone in on these skills and knowledge to help young people even further. Local access to the water for this organisation is crucial to enable this to continue. Nuneaton and Bedworth Sea Cadets is based at the Rear of the Jubilee Sports Centre, Greenmoor Road, Nuneaton, Warwickshire, CV10 7EZ. Let's help support this organisation so that the young people are given access to what they need in order to thrive and improve life chances and opportunity for the young people within the Borough. They are our future!	ASB, education, other agencies
Prevention and good safety culture all the way	Support
More resources on preventing risk rather than responding to them might help and to do this some partnership working with other agencies might be time well spend. You already do this but more of it might help maybe?	Resources
Its obvious that any 'targetting of risk' is undertaken, however, it has to be undertaken with enthusiasm and diligence with a positive, demonstrated outcome. However, you cannot legislate for arson, weather and the like which	Risk is unexpected, response times





means you need fire crews to be ready, as ever. An understanding of local risk is also paramount, ie the probability of a derelict or void building being set fire too is obvious, so ensure local crews are aware of the issue. Also, perhaps look at what if a building was 'well alight' how long will it take for reinforcing appliances to arrive, and from where, as on call availability is short however you dress it up, so perhaps consider a bit more of rural day crewing or peripatetic crewing, and quicker use of OB appliances.	
It is important that resources are deployed to the highest risks to protect the communities of Warwickshire Prevent, protection and response interventions are all important but need to be deployed to based on the risk posed by that incident	Support
Mitigating risk saves lives and resources.	Support
I am interested in how you define risk and would welcome that being published	Model clarity
But not at the expense of reducing resources elsewhere.	Equal coverage
You good folks are able to offer prevention of risk in a non obtrusive way often by providing transport upon discharge from Hospital, you are then able to complete with the person's consent a Home safety check which is invaluable , particularly with older, infirm people. The public accept the Fire Services uniform far more readily than any other well-meaning organisation and the Community aim is to continue to network wherever possible to help save lives	Support
Targeting risk is a good idea but emergencies can arise where/when you least you expect them to.	Risk is unexpected
While this sounds good on paper, the risk of unforeseen risks must also be taken into account. For example water rescue is more likely in the south of the county where you have larger rivers, but this shouldn't mean that resources are taken too far from the north of the county	Risk is unexpected, equal coverage
Too much time spent thinking about talking about writing about not enough "people " on the ground doing	Management issue
Agree that a proactive approach to reduce risk is better than a reactive approach when something has already gone wrong, however question whether the fire service are best placed/equipped to do this.	Better than cure, resources
Concerned this analysis of risk does not thereby exclude the unexpected situations.	Risk is unexpected
We should be providing a safe level of cover for reasonable worst case situations given impact of climate change and deregulation. During periods of very high demand due to heat, storms and flooding it should be assumed that other areas face same challenges making mutual aid limited. The current proposals are underfunding and unsafe	Equal coverage, changing circumstances
Need to make sure you can get to anyone who needs fire service help promptly. Reducing risk (preventions) is obviously always better than having to deal with a situation. 'Prevention is better than cure'. BUT need enough resources so that you are reaching everyone not just those you have deemed higher risk.	Response times, better than cure, resources
While West Midlands Fire Service covers a mostly urban area, I am keen to understand more about how you progress this piece of work, especially as it relates to determining risk from rural areas. As the Programme Executive for the Community Risk Programme, I am particularly interested in how we can develop a consistent national definition of risk that also takes account of the very different nature of risk in rural areas compared to urban areas. There are some well recognised limitations to the Indices of Multiple Deprivation when applied to rural settings, not least in relation to the weightings given to certain	Rural localities, changing circumstances





<p>deprivation measures. Given that rural areas can have pockets of significant deprivation, especially health and housing related, disguised within an otherwise relatively affluent area.</p> <p>Similarly, we have found it important to consider the specific aspects of IMD which are both more relevant and more volatile. Current conditions (e.g. cost of living) will impact differently depending on the individual measure, and some will be more relevant to fire risk than others, so it may be wise to consider the weighting given.</p> <p>We have also recognised the changing risk profile and operating environment through our CRMP, and implemented 6 transformational CRMP projects to manage and mitigate this. Our CRMP team recently visited your service to discuss these and learn from each other risk analysis, challenges and approach. We are hoping to continue developing this collaboration.</p>	
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To what extent do you agree with our prevention priorities? - Please tell us why	Themes
It is important to prevent fires and other incidents because of the incalculable cost to life and property when an incident occurs	Support
You have the required skills M.	Support
Prevention targeting is a good idea	Support
Prevention especially with more vulnerable people is crucial	Vulnerable
Identifying the most vulnerable means you can put safety measures in place which reduces the likelihood of death/injury	Support
I agree with the strategy of risk reduction in vulnerable members and area of the community. I am concerned that this will lead to an "80-20 Strategy" where 80% of risks events are mitigated by addressing only 20% of the community - leaving 80% of the community with the same or reduced service level	Vulnerable, equal coverage
You're job is to respond to emergencies. There are other paper pushers who can identify those at risk. It should not be a front line service member.	Not WFRS' job
Although you have called these Aims "Priorities", they are essential to devising the program and measuring performance; it is impossible without. It is also impossible if all the Aims have not been identified, or if identified have not been quantified as objectives and goals. These prevention Priorities seem to cover all the bases and I cannot think of something that has been missed, nor an omission in the vision for how each priority could be managed	Lack of measurement
These don't appear to be prevention priorities but prevention actions.	Question issue
What do any of those priorities really mean? What are you actually going to do? What does that look like? I'm sure this is very well intentioned but these words are meaningless.	Rhetoric, lack of measurement
I am hoping this is not smokescreen/boiler plate to hide budget cuts/fire station closures	Budget cuts, fire station closures
It seems to be a proactive approach which seems very ready	Support
In my experience those with the loudest voice get help - not those in need	External factors
Just empty words. Its a page of principles that seem appropriate and not ground breaking just common sense. The words are principles not actions or expected outcomes. My question is so what?	Rhetoric



Helping to make Warwickshire safer is the priority	Support
If possible prevention and risk reduction is good approach	Support
Could be a way of sharing resources as well as skills	Support
None of these are measurable, not KPI's	Lack of measurement
You should have more say, or more influence on road planning, traffic controls, lane marking etc. and push more common sense into some road layouts that are poorly currently designed.	Suggestion
Please manage any safeguarding concerns through the relevant authorities. Need to ensure the true purpose of WFS is maintained.	Not WFRS' job
I believe it is important to work with other agencies and communities	Other agencies
Its just management speak. What are the risks? how are they identified? How are the outcomes measured?	Rhetoric, lack of measurement
If you could help stop the common speeding on the roads, it should help cut down on RTA's. No one does anything about this.	Suggestion
These priorities make sense.	Support
With the increase gap in health inequalities and higher reporting of ASB in Nuneaton this will support communities feeling safe.	Support
Prevention is better than cure	Better than cure
prevention is significantly better than dealing with the event	Better than cure
Your explanation of priorities is well expressed and thoughtful.	Support
Service people should have or be given the oppo to have any skills or training that they could ever need... there should be no constraints on our emergency services full stop	Personnel training
Knowledge and information ensure best possible actions are taken, preferably preventative actions to work towards reducing/eliminating emergencies.	Better than cure
If supported by full (5 person) whole time crews, again it makes some sense. The base premise of the service still prevails - the ability to turn out sufficient and fully crewed appliances to address any emergency in any location, when the need arises.	Resources
Too Reactionary. Prevention is about identifying strategically important assets and how best to protect them. Also it should identify where threats might come from and address them.	Suggestion
I live in a 'sheltered housing ' community and have, putting it crudely 'all my marbles' some others here do not. My alarm was activated recently, there was no apparent danger just perhaps a faulty, rarely tested alarm. There are some very old/infirm residents here who I suspect don't test their alarms which for some time was undertaken regularly by the resident 'Warden' but hasn't been for months if not years. My alarm was activated - I had no idea how to deal with it - no instructions written or otherwise having been provided. The sound of it resonated throughout the community and must have caused alarm to the resident group. I sought the aid of the Warden - couldn't help as she stated she was going off duty!!!!!! So left to my own devices I considered how I could get help/advice and called the fire service. They came within minutes - job done, advice AND a new alarm installed for nothing. WOW WOW WOW. What a service. Astonishing.	Support, vulnerable



I agree with the prevention priorities. I do have concerns about the risk of fire spreading and appropriate fire safety measures within buildings after the Grenfell Tower disaster. I understand that the Fire Service are not responsible for the fire safety of buildings or building regulations but would be interested to find out how this feeds in and what the fire service are able to do within it's role to improve issues like flammable cladding, windows or building materials, fire doors, sprinkler systems, wet risers in tower blocks etc.	Support, suggestion
Being vulnerable does not always increase the risk of an incident occurring. The outcome may be better in the media's perception (i.e. we have 'saved a vulnerable person') but this may be at the expense of someone who is not vulnerable.	Vulnerable, equal coverage
I really appreciated a visit from our local fire brigade officers who checked our house internal fire alarms and replaced the batteries and showed us how to check everything was working.	Support
This is fine as it stands but we are talking about the availability of a fire engine should there be a fire, and having to wait for an engine to come from bedworth could cost valuable time and may cost lives	Response times
If hot weather becomes the norm, due to climate change, education of the public will become important in preventing the start of wildfires. There will also need to be liaison with landowners to reduce risks of a fire spreading from fields to nearby housing. There also needs to be more contact with local schools to build relationships with children and their parents so that the dangers of playing with fire and vandalising water hydrants are understood from an early age. There needs to be stricter controls for the sale of accelerants such as lighter fuel. Our building regulations are very out of date and it is shocking that buildings that are up to 20,000 sqm in floorspace and 18m tall are not required in law to have sprinklers especially warehouses. There needs to be regular checks of factories and warehouses to ensure that regulations on the storage of flammable substances are being followed as the environmental impact of a warehouse/factory fire can be huge e.g., Prologis Park last year. The value of sprinklers needs to be communicated within the business community. There seems to be RTAs on the A444/M6 nearly everyday and speeding on residential roads is a problem at non-peak times so road safety is another important aspect. Responses to planning consultations are also key in ensuring that applicants address fire safety issues effectively e.g., site access for emergency vehicles. The properties of private landlords and houses in multiple occupation (HMOs) also need to be checked regularly to make sure that fire safety regulations are being followed.	Education, suggestion
Whilst prevention work is admirable and crucial you do still need to maintain an effective response as you cannot eliminate all fires or emergencies. This includes staffing of all appliances, including RDS appliances as a priority.	Response times, resources
great to identify and target the most vulnerable working with other agencies - you cant do it all alone	Other agencies
This is a typical public sector "Jobsworth" exercise aimed to benefit public sector civil servants rather than the public they "serve".	Management issue
I agree, but ultimately I am more concerned that in the event of an emergency I will be covered within a guaranteed response time. I would not like to think we have lost a station because we chose to spend a budget on fire prevention instead.	Response times, fire station closures
Prevention is better than cure as they say.	Better than cure



You are not the Social Services that is their job to to protect the 'vulnerable'	Not WFRS' job
I believe that prevention will help reduce the number of fires. Also the immobile need extra support at fire site.	Efficient, vulnerable
Proactive and collaborative in your approach to training and educating the public and communities you work with.	Education
Interacting with children & children groups to raise preventative actions with respect to fire and road accidents is an essential part of a preventative strategy	Education
There should be a dimension on cost to achieve and alignment to the fire services role. It should be fire and rescue related things mainly	Not WFRS' job
Priority to focus our efforts more in this area, previously it has always been seen as a less important area of the service and potentially not at the forefront of our service, but now I see this as the main focus.	Support
One of the biggest problems with collaborative initiatives is that some participants do not communicate in time or at all which negates the advantages desired. Examples are the lack of co-ordination in Social Services resulting in so many deaths of children and vulnerable adults.	Communication issues
As regards road traffic accidents most important issue is for the police to take untax and often unlicensed vehicles off the road. More ANPR checks	Suggestion
They make sense in the era we are living in now	Support
What are your methods for identifying the most vulnerable? If it is age and earnings related how do you know the mental health of others across Warwick?	Vulnerable, model clarity
It's a shame you are adopting a collaborative approach to sharing information, there is a wealth of information and local knowledge to be had and utilised in improving our communities. It's a shame you are not embedded more within the community leadership forums.	Local communities
Prevention is always better than cure.	Better than cure
Not sure what these are	Question issue
We should protect everyone but especially the most vulnerable such as children and babies, the disabled and people with learning difficulties and mental health issues. The elderly such as widows and widowers who live alone. People who are visually impaired and having hearing loss. People who have English as a second or third language. People who hoard or who live in poverty and single parent households. People with different religious beliefs and cultural attitudes may not have access to fire safety knowledge that could save their life or their children's. Staff should reflect the community they serve and be diverse and from different backgrounds.	Vulnerable
While the prevention strategy is admirable it is just words and jargon! Prevention should include the planning of new housing along with services close by. By allowing the builders to remove items such as schools, shops and doctor's surgery from the plans this makes it more likely residents will have to travel when these facilities are needed but are not close by. More travel, especially on the A5 corridor will lead to more accidents and the need for emergency services which does not appear to have been considered when the strategy was assembled.	Rhetoric, suggestion
"We are ensuring that our people and relevant partners have the necessary skills and capabilities to deliver a wide range of prevention activities to improve community safety. " Warwick District Council needs to be more proactive in dealing with open fires in green spaces and parks. Currently they are not engaging with communities in an effective manner (e.g public messaging is online only on their web pages -	Local communities



this will not reach the demographic who light & leave fires, burn hair spray cans). Direct community engagement is needed , clear impactful signage and education is needed. Currently this is not happening.	
Prevention should be at the forefront of all WF&RS do working with communities to change behaviours in order to keep people safe.	Local communities
Collaboration and integration seem sensible	Other agencies
Choose this response because you don't specify whether you are including criminal activity as a vulnerability is the deliberate starting of small fires/ arson.	Question issue
Good general approach listed.	Support
Vulnerable people like impaired hearing need the prevention you can give for their continued self supported living and peace of mind	Vulnerable
Fight fires don't be social workers	Not WFRS' job
Ultimately, if someone has a fire they want their nearest fire appliance to attend asap!	Response times
Reducing risk to communities is a priority for all emergency services, whether we do that as a single agency or in partnership with others. Prevention is a key priority for us all in actually preventing incidents happening in the first place, and therefore not requiring a resource. It is a fundamental part of policing as well so education and problem solving is key through education and working together to solve problems.	Better than cure, education
I would strongly agree save for point 5 (safeguarding) as you are entering a space that is more police orientated and this could adversely impact your ability to cross the household threshold when seeking to engage communities and your trusted brand.	Vulnerable, local communities
Whilst it is essential to target the most vulnerable it is still important to take a wider view. Even the most intelligent people aren't always street-wise and aware of risks so wider education is also necessary.	Vulnerable, education
Making those in greatest need aware of risks is important measure.	Vulnerable
Again we must not they exclude the unexpected	Risk is unexpected
as before - need more resources	Resources
Prevention is better than cure but need enough resources to handle situations that do occur.	Better than cure, resources
Very similar to our services priorities and would strongly agree within the consultation. The explicit referencing of your integrated approach is helpful in demonstrating a proportionate and targeted response to risk, in an efficient and effective way.	Support, efficient

Is there anything else we should consider in our prevention priorities?	Themes
Our priorities should be directed towards vulnerable persons within our area as we do. Wider Council involvement is needed to support these persons in our communities, with the resources to enhance our support and direct those vulnerable persons to get the help they require.	Vulnerable, resources
Rural. Communities	Rural localities
Expect the unexpected. Offer advice to all.	Risk is unexpected
Understanding that whatever the vulnerability, the views and concerns of such individuals are listened to	Communication



Clear communication between relevant parties	Communication
The key role that new/upgraded infrastructure design can have on risk prevention and thus be proactive in challenging it at the planning stage. For example pointing out area of new road and housing development design that are likely to bring vehicles, pedestrians and cyclists into conflict with one another that could be designed out (or at least greatly reduced).	Planning
Supporting individual residential and supported living accommodation to ensure the properties have the necessary equipment and fire safety in place	Vulnerable
Prevention is better than action following an event - but in the strategy document and the videos I have seen (I have watched them all) there is no mention of investigation of safety events or near-miss events and attempting to learn from those. While I expect & hope that this is "Business as usual" for the Fire & Emergency service ) would like to see this aspect of the work receive much more focus in the strategy	Better than cure, learning
Linked up thinking with police, health and social services would help but not at the cost of reducing front line firefighters and equipment.	Other agencies, resources
Within our prevention priorities, consideration should be given toward engaging with displaced communities and their leaders, these people have arrived within the country within the last year and their understanding of British emergency procedures etc may be lacking.	Vulnerable
I think these priorities could go a step further in terms of taking a community-powered approach. For example, it could be explicit that WFRS will work with communities to identify local prevention priorities, to identify possible solutions to these priorities, and in some cases to co-deliver activity against these priorities.	Local communities
Highlighting risks that can be reduced by other parts of the council e.g. improving cycle routes.	Other agencies
How economic and social deprivation, exacerbated by austerity policies, have made many problems in the county so much worse – and driven an even greater divide between the affluent south of the county and the forgotten northern end.	External factors
Education - be involved more in schools	Education
Over 80s	Vulnerable
Repeat Visit schools to re educate children and teens on why arson isn't clever, why attacking emergency services puts lives at risk, stretching resources that might not be their to protect them and their families in the future	Education, resources
Full transparency on parameters and process. Probably run pilot projects to check for effectiveness and unexpected detrimental outcomes/ side effects	Model clarity
Going into every property and home and make sure it is risk free. This service should be mandatory and inspections carried out annually.	Suggestion
Do stakeholders include Parish Councils?	Question issue
SMART targets	Suggestion
Educate younger generation via schools re fire prevention talks.	Education
Input in to the planning of new build homes and work places	Planning
school visits and fire prevention education	Education
I presume that a great proportion of risk comes from anti social behavior, deliberate anti establishment actions and vandalism. For example the kids the ride bikes without lights, and doing wheelies, holding up traffic and deliberately	ASB





being a nuisance. And the young lads who spin there wheels and drive recklessly in built up areas and car parks. are where accidents are caused - but are not solved by traffic calming measures or lower speed limits.	
More active lead in educating the public on fire safety and ways to prevent fire.  Any surveys undertaken on building types and materials used? (Eg Grenfell tower blocks?)	Education, surveys
I am assuming that you are involved in schools for education purposes	Education
Balancing providing a service to all against prioritising those most at risk is always a challenge.	Vulnerable
The prevention priority statements above are very woolly and could apply to many services such as healthcare and education. I'm not sure I understand how fire and rescue see "safety, health and well-being." Especially in the context of an emergency service.	Rhetoric
Road traffic accidents, though few in number, have dramatic consequences with regards to those involved, their families and friends, and other road users. Most road traffic accidents are the result of bad driving practices, not only by drivers of cars and lorries, but by cyclists and pedestrians. The standard of driving is reducing and can be seen by all every day.  Consideration should be given to safe driving campaigns, spot checks at vulnerable points and speed reduction facilities.	RTCs
You're priorities are excellent. I hope you get the support you need.	Support
Expand the programme	Support
Working to have community champions to help and support the message from the FRS.	Local communities
Request that electric vehicle manufacturers provide a suitable means or interface so that battery fires can be prevented in a vehicle incident/accident or dealt with, other than just keeping the area cool until the fire burns out. I can foresee a problem of reopening roads after an incident if this is not addressed with the increasing number of battery electric vehicles on the road	Suggestion
What are the risks? How are they identified? How are the outcomes measured? Who decides what is a risk?	Lack of measurement, management issue
Overview landlords and home owners gas safety. I live in a terraced house and just keep my fingers crossed that my neighbours take as much care as I do.	Suggestion
A communications campaign to promote these initiatives would be good. I only found out about the services you offer by chance.	Communication
Get the fire prevention messages out there ! Illustrate the risks and demonstrate what ordinary people can do to prevent a low risk danger risk from becoming a disaster.	Communication
Less committees and more feet on the ground	Management issue, resources
Yes education and schools programmes	Education
education & information to the community	Education
Make sure information and support is available in forms to reach the mentally vulnerable and those whose speak little or no English	Education, vulnerable



Shortage of money will lead to increased fire risk. Desperate people do stupid things.	Changing circumstances
Do more with schools , the older the more to be done	Education
Ensure that there is adequate personal in all areas	Resources
I cannot add to statement given.	Support
A data driven approach that looks to quantify benefits i.e desired outcomes post-intervention vs pre-interventions e.g. for a given location fewer call-outs after a program of prevention measures vs pre.	Lack of measurement
Yes, prevent governments from basically raping and pillaging any more services... my whole district is already feeling the effects of the huge reduction in policing!!	Management issue, budget cuts
Information and prevention of individual household fires and other emergencies.	Education
Use of volunteers - similar to the use of the Police Special Constabulary.	Local communities
Too Reactionary. Prevention is about identifying strategically important assets and how best to protect them. Also it should identify where threats might come from and address them.	Question issue
I trust the fire service to focus attention where risk is highest.	Support
Smoke alarms to any house hold	Suggestion
I am not sure this counts as pevention, or whether a more appropriate section will turn up later, but I'll mention it anyway. I feel the brigade could be doing more to help the very stetched Ambulance service, by attending simple, largely non-medical incidents such as elderley or infirm people who have had a no injury fall at home, and simply require assistance to get back up again. This happened to me late father a number of times when he slipped out of bed, or fell on the floor. My step mother was unable to assist him, and he had to wait up to 3 hours on one occaision for an ambulance to assist. By then, the uncomfortable and awkward postion meant a trip to hospital. Early intervention, eg, from the local pump would have had him back in bed, or oh a chair in short order, and no worse for wear. If it then turns out that medical assistance is required, the patient would be no worse off having to wait as long for an ambulance as previously.	Not WFRS' job, other agencies
I agree with the priorities - but i would like to understand how the risk management and budget allocation works.	Support
Specifically include priorities that safeguard children, elderly and disabled residents	Vulnerable
Spreading the word to groups like those living here - ancients ( rather a large number in S-o-A!) like me, who might just need or could do with regular reminders of what they need to do i.e. test their alarms in the absence of any such service here and who to call and not just if there's a fire. I was amazed by the unexpected service I received So, in the absence of many fires ( quite possibly be because your messages ARE getting out there) and if there is time, officers could routinely check alarms whilst giving advice/instruction advice to a few properties at a time but on a regular basis. It's pointless to give 'a talk' - just a 'jolly'! Rather a tall order - just a suggestion.	Vulnerable, suggestion
I understand that the Fire Service are not responsible for the fire safety of buildings or building regulations but would be interested to find out how this feeds in and what the fire service are able to do within it's role to improve issues	Surveys





like flammable cladding, windows or building materials, fire doors, sprinkler systems, wet risers in tower blocks, safe escape routes etc.	
Treat all households equally	Equal coverage
Fire services should be retained locally	Fire station closures
It is very important that a fire station continues to be located in Nuneaton town centre to provide speedy service across the town.	Fire station closures
The ridiculous expansion plans of housing and poor infrastructure approved by the council	Planning
Direct contact from time to time with the people you outline =assurance and good public relations	Communication
I have been made aware that Within the Prevention Team plan, there are specific actions that align to the WRSP strategy:	RTCs
Road Safety - Prevention team will work with County Road Safety Partnership to deliver targeted road safety interventions in line with the partnerships 10-year strategy to reduce deaths and serious injuries in Warwickshire.	
We will work with the newly formed Road Safety Post Collision subgroup, to review fatal RTC's and work with partners to reduce deaths and serious injuries in Warwickshire.	
I believe it should say Warwickshire Road Safety Partnership instead of County Road Safety Partnership. Also it should specify Warwickshire Road Safety Partnership Post Collision subgroup just to make it clearer for those who won't know what that is.	
Fires happen and no matter how much information you have when lightning strikes not much you can do its not always information we need its a nearby fire service	Risk is unexpected
Working with and exploring further partnership opportunities is key. Not sure how developed current partnership arrangements are.	Other agencies
Actually inspect more premises with suitably qualified inspecting officers.	Surveys
Risk is changing and evolving and as such the approach should be flexible. Identifying through horizon scanning is critical if the organisation is in a position to mitigate and respond effectively to these changes. Climate Change is one key area that will need to be prioritised in the future	Changing circumstances
with the ambulance station being removed from Stratford due to costing etc, it now looks like the fire station is due to down grade under the guise of "Prevention Protection and Response Strategy 2022-2027" Hope I'm wrong!!	Fire station closures
Target the elderly and infirm for their own safety	Vulnerable
use of volunteers locally to reinforce your prevention messages	Local communities
Reducing costs by drastically reducing payroll	Budget cuts
personal emergency evacuation plans should be implemented for all disabled residents especially those with either sensory or mobility issues which may inhibit their ability to escape dangers weather that be unable to hear the alarm or unable to escape.	Vulnerable
we need you to inspect and acknowledge and compliance of rules	Suggestion



Use data to inform your priorities.	Suggestion
Do the job you are paid to do, the clue is in your title "Fire and Rescue"	Not WFRS' job
Don't know - not knowledgeable enough to comment	Question issue
Yes look into the number of extra vehicles on the roads for the new homes being built. Also the impact on the new Electric Vehicle	Planning, suggestion
Engage with the public more frequently and communicate to the wider communities through workshops and community awareness days.	Local communities
It's ok providing the skills to deliver "prevention activities" but where's the commitment to DELIVER such activities?	Lack of measurement
Young adults and children playing with fires is fun do you still do school visits to let them see and feel a real fire and how quickly it can get out of hand	Education
Station location with changing demographics. Studley care home's increases elder population	Fire station location
Youth, petty crime, barbecues.... Liase with local shops eg why is Henley co op selling disposable bbq when it's easy for kids to pick them up and take them to the fields. They are even by the front door!	ASB
I'd like to see some mention of the risks to residents in high-rise buildings caused by combustible cladding.	Surveys
Please consider the wellbeing of your excellent people. They too have been through 2 years of the pandemic, some/many of the incidents they deal with are extremely traumatic. On a purely practical basis, protecting their mental wellbeing plays a significant part in retaining staff, keeping those you have in the best state to provide the best service and even in supporting recruitment. There is no reference either to diversity and inclusion. I would hope that you already have mechanisms in place but including these subjects in published material confirms your commitment to your people.	Personnel welfare
Capacity to carry out these priorities.	Resources
Spreading the benefits amongst those funding the service	Equal coverage
Speeding and Racing on roads around north Warwickshire	RTCs
Work with local authorities, council and Housing associations	Other agencies
Leave room to expand with current planned increases in local population and future proof if possible	Planning
I saw a fire engine sat down my road on Stowe Drive, I think they were talking to people on the doorstep about smoke alarms. This is a lovely service to offer but the truck was looking tired and old, maybe you need new fire engines that don't look so tired	Appliance age
We are extending our service to work with wider partners such as NHS, CCGs, ASC and Health to target those who need our help before accidents happen, supporting those who we identify at risk, where we as a service can provide steps to support them through the wider partnership work we do.	Other agencies
A greater focus on small rural villages as there are plenty	Rural localities
Potential use of local offices in certain areas with greatest need that will then feed back to main hub. Use personnel available to target problem areas.	Local communities
Arrange for reporting systems are set up to share information automatically without the need for human action similar to one-drive sharing between computers/mobile phones. In this wsy vital information, ideally, should not be missed by any partner providing they are staffed properly	Suggestion
Have a face to face conversation	Communication



I would like to see some more strategy around how Social Media plays a part in starting and reporting of incidents before they have even been looked at by the Fire Service. There is too much misinformation out there as it is.....	Communication issues
Location of Fire Stations and equipment to react as Warwick has gone through a population increase that does affect roads.	Fire station location
Monitoring and preparing for the potential future impacts of the climate crisis, such as flooding, wildfires etc.	Changing circumstances
High profiling, our fire stations need to be beacons of prevention with advertisement to encourage members of the public to seek advice either on station or through social media. The list could be endless for opportunities in this area	Communication
How the vulnerable and the visually impaired/disabled residents are looked after	Vulnerable
Smoke alarm and carbon monoxide alarms in homes	Suggestion
Education in braille and in different formats such as large print. Go to care homes and schools to talk about Fire Safety and what to do if you see a fire and to call 999. Go to the Mind hub and talk to people with mental health issues about fire safety. If they have a carer talk to them. Discourage arson and tackle youth crime. Fit smoke detectors and encourage new builds to have high standards of safety features such as smoke detectors, underfloor heating and solar panels. Encourage the use of carbon monoxide monitors. Discourage the use of candles in the home and portable barbecue's.	Vulnerable, ASB, education
The emergency services are concentrated in the town centre which is the sensible place for them but if even more housing is built then the risk will move away and given the increase in size of population when all the housing is built will require bolstering and moving closer to where the risk is likely to be most severe.	Fire station location, planning
If anyone knows it's your professionals. And an amazing job you all do. Thankyou.	Support
Risks identified and agreed by global insurance companies	External factors
No, I think the priorities listed above cover most of my thoughts. Ensuring the department is well-equipped to communicate with a diverse population is key (this leads on from the second bullet point).	Resources
'Having the best trained professionals to undertake Prevention duties' Prevention has been the poor relation to Protection colleagues with little or no professional pathway, this will change with plans from the Fire Service College for a new Prevention course that WF&RS will be in a position to take advantage of with contact other in place with the college for helping shape/support the new course.	Personnel training
Levelling up, climate change, cost of living crisis exacerbating inequalities. North/South wealth divide in the County. Why is Alcester a whole time station but Bedworth is on call - it doesn't make any sense.	Changing circumstances, fire station location
The recent hot weather has highlighted the need to also consider how residents' behaviour changes on a seasonal basis e.g. more barbecues.	Changing circumstances
Dry weather also poses a risk to fires in grass areas so environment / weather conditions should be integrated into the prevention priorities.	
Use of technology to reduce risk to fire fighters.	Resources
would like to see more risk specific and detailed prevention objectives, such as how the risks to our ageing population in Warwickshire will be mitigated	Vulnerable



through prevention. Would also like to see priorities that aim to prevent people from becoming significantly more vulnerable.	
Basic household education into fire prevention I believe is quite important	Education
Engage more with Industry to understand the existing and perceived risk from new technologies.	Local communities
Education in schools and other community events	Education
There should be retention of local fire services. Relocation to far flung areas is unacceptable due to the severing of local understanding	Fire station locations
I have noticed a large amount of publicity recently in relation to members of the public illegally accessing open bodies of water within the Nuneaton and Bedworth area. The local council recently announced they are working in partnership with representatives from "Blue light" organisations to prevent people from accessing the water. I strongly feel that consideration ought to be sort from qualified members of local youth organisations, such as Sea Cadets, who continue to promote water safety and who teach young people how to access the water safely. I feel young people, particularly those not educated in water safety, will continue to access the water illegally and continue with anti social behaviour regardless due to not having access to meaningful activities that capture their natural curiosity for adventure. The amount of work that Sea Cadets do for young people, in terms of keeping young people active, supporting mental health and emotional wellbeing, whilst also providing a vast array of opportunity and Nationally Recognised Qualifications, is unprecedented. It would be good if the "Blue Light" organisations and the Local Borough Council could hone in on these skills and knowledge to help young people even further. Local access to the water for this organisation is crucial to enable this to continue. Nuneaton and Bedworth Sea Cadets is based at the Rear of the Jubilee Sports Centre, Greenmoor Road, Nuneaton, Warwickshire, CV10 7EZ. Let's help support this organisation so that the young people are given access to what they need in order to thrive and improve life chances and opportunity for the young people within the Borough. They are our future!	ASB, education, other agencies
Do you visit schools ?	Education
Better training of staff on a local level especially on call to be able to deliver prevention activities	Personnel training
Responding to rapidly growing community as so much building development work going on in warickshire now more then ever, what is the impact?	Planning
Pay your staff the going rate taking into account adjacent counties	Personnel welfare
It is a plan that appears to be pointing in the right direction	Support
Back to basics	
look at derelict properties, look at weather issues which are coming, and look at the bigger picture of where a fire may happen.	Changing circumstances
I cannot see that anything is obviously missing form this strategy. It prioritises the vulnerable in our communities and recognises the importance of working in partnership with other Cat 1 responders.	Vulnerable
Our Parish (Combe Fields) has a large business park / industrial estate (ex Rolls-Royce, Ansty) containing businesses who handle hazardous chemicals. "In days of Yore" such businesses would have had their own local fire brigades. What "encouragement" can WFRS bring to bear, so that local fire precaution measures can be re-instated. Such local fire stations can take some of the burden of resposibility off WFRS.	Fire station locations



I would strongly agree save for point 5 (safeguarding) as you are entering a space that is more police orientated and this could adversely impact your ability to cross the household threshold when seeking to engage communities and your trusted brand.	Vulnerable
Continuing to work together with all organisations /resources in the Community to help support and advise on safety in the Home.	Local communities
Safety training is vital from an early age and should be given to all children & young adults in schools. Short, regular public information films on road safety, fire hazards & first aid should be a priority.	Education
More focus should be given to educating kids - the results will take time but will reduce incidents over time	Education
Raising awareness of risks	Education
More engagement with young people locally - attending youth clubs etc to advise of the risks of fire. We are aware that this type of engagement work is done with local schools and WFRS are to be congratulated on this.	Education, local communities
Have better informed and trained staff, most of them are in it for the payslip, they don't really care about communities!	Personnel training
They are quite big vague statements- more specifics needed	Rhetoric
Incidents in areas of fire and traffic are not just determined by a theoretical risk assessment	Risk is unexpected
Educating more people.	Education
Climate change. The high temperatures this summer and the scenes seen elsewhere show what can happen and the speed that this can happen. With this in mind, we must not be reducing cover.	Changing circumstances
There may be benefit in all these areas in explaining with examples how the service is achieving the priorities being set out, as they indicate that action is currently underway but remain generic	Question issue

To what extent do you agree with our protection priorities? - Please tell us why	Themes
You understand what is needed.	Support
What does this even mean it's a lot of fluffy words that don't state what you are actually going to do!	Rhetoric
We have some very old buildings in Warwickshire that would be irreplaceable that need as much protection as possible (within the bounds of things like listed building status), but we also have sites like MoD Kineton that poses a risk to a large surrounding area if something nasty should happen there. Needs to consider both domestic, commercial and public sites.	Property types
Cladding/flats need extra attention as still not resolved	Surveys
Historically people have most at risk in buildings Prioritising buildings therefore makes sense based on historic experience. Legislation will always reflect the historic perspective. I have previously mentions the importance of occurrence and near-miss investigation as a source of learning. This needs to be added in to the strategy. If there are a one or two events (for example) which arise because of a scenario with an emerging technology or product then this may be an early indicator of a a new trend which can be controlled before it gets out of control. It seems that Grenfell Tower was in part at least, contributed to by parties other than the Fire & Emergency services failing to do their job professionally and	Support, learning



ethically... While Fire & Emergency services can not be held responsible for such actions they can help to reduce the risk of the occurrence by forcefully and publicly taking legal action against any such offenders even when there has been no accident as a result. Such professional strategies need to be prevented and effective and publicly inflicted punitive action will be a strong deterrent.	
Sounds like cost cutting. So often we are seeing front line emergency workers tied up with paper work, risk assessment, H&S etc. We need guaranteed levels of firefighters and modern equipment to fulfill the needs of a growing number of housing.	Budget cuts, resources
I think it is incomplete	Disapproval
"We are strengthening our specialist Fire Protection capacity to ensure that we have a sustainable staffing model" sounds like a cover for reducing frontline numbers.	Personnel reduction
I am hoping this is not smokescreen/boiler plate to hide budget cuts/fire station closures	Budget cuts, fire station closures
I believe all premises should receive the same level of protection and care.	Equal coverage
Business does not see fire as an issue unless their insurers prioritise the issue	External factors
So do you need more people and vehicles and premises and funding to do this or is it what you're always done?	Model clarity
I think focus should be more on response to road traffic accidents which are far more common	RTCs
High needs for reactive measures	Response
This strategy sounds sensible	Support
We are identifying those premises that pose the greatest risk and effectively targeting our resources to protect the built environment. Why not just close these premises down or force them to update the buildings and eliminate the risk? Developing, Evaluating, Supporting. What does that mean?	Suggestion, model clarity
It feels like these priorities have been written by someone who should have a career in politics. They seem to say a lot but lack in detail and don't make clear what you are actually going to do	Rhetoric
It would be easier to agree wholeheartedly if you used plain English. What is "commonality of understanding"? Plain English is good English.	Question issue
You say you are identifying and targeting those premises that pose the greatest risk. I would have thought that fire is fairly indiscriminate and occurs where it's not anticipated. The fire service needs to be able to be responsive in times of unexpected emergency.	Risk is unexpected
Just train and pay people to do the jobs that are required!! As for all this other stuff.... Common sense should be enough to realise how and when anything being asked is implemented!! At risk groups... elderly... etc..  'We are evaluating our integrated approach to ensure its effectiveness in reducing risk'  Statements like this are everything that's wrong in this country.... Is anyone, at all interested in that statement?  Why can't the people just be asked, what do you think is working and what isn't, what do you think should be done, changed, added, removed, etc....	Personnel welfare, vulnerable



See previous comments. The strategy only works when there are sufficient resources and the capability to turn out sufficient, fully crewed appliances to meet any emergency requirement.	Resources
Prevention is about identifying strategically important assets not high risk. Also it should identify where threats might come from and address them.	Question issue
Professional team knows where to target resource.	Support
See above.	
Really glad to see you have mentioned Grenfell Tower and the Fire Service Role in enforcing compliance with the law. It appeared that a lot of the responsibility was outsourced but I feel more confident with the Fire Service having responsibility in this area. Really hoping that the Fire Service have the powers to for example label a building as not up to fire safety standards for a residential building and that people would be rehoused quickly.	Surveys
Greater precedence is being given to the built environment over the natural environment for which ecology cannot be quickly replaced, or indeed replaced at all. The built environment can be replaced with like for like, and insurance will cover losses.	The environment
As long as fire stations are fully staffed and able to respond to emergency call outs - I agree	Personnel levels
Targeting resources and moving them from one area to another just puts the people who were at less risk originally at a higher risk. I don't agree with moving resources, you need more fire engines and more staff as a solution.	Resources
Don't take people away from response work. If response and information can be combined that is OK, but people with clip boards or sitting in offices are not much use when an emergency occurs.	Resources
I would have thought you were already doing most of this??	Question issue
duty of care to protect people as best you can	
Totally unnecessary - jobs for the boys	Personnel levels
" supporting businesses to help themselves " should not mean that they can be allowed to flout fire safety because they don't have independent inspections.	External factors
however i feel something should be in place in all homes for those with hearing difficulties for when alarms are sounded, at present this seems it may not be the case and this should be dealt with urgently	Vulnerable
We are identifying those premises that pose the greatest risk and effectively targeting our resources to protect the built environment. -you should do all premises	Equal coverage
Again data history is helpful here. Having resources close to where incidents are likely may be possible?	Resource locations
Motorway systems, urban-industrial zones - is this is where most of the 'action' is?	
Farm fires?	
That's your job	
Terminology has been generalised to the point that it is getting very vague; so much so it is difficult to agree or disagree with the statements. What exactly the fourth one actually means is not at all clear to me.	Rhetoric, question issue
The fire service has a role to play to support businesses with fire safety and ensure they are safe for staff and firefighters	Support





More operations should be reviewed for how combining them with other agencies and neighbouring fire and rescue services can drive value for money	Other agencies
see answers to items 5 & 6 overleaf.	
Who talks to young people about risk?	Education
Offer businesses a fire approved certificate, for a fee. Market this service. Many small companies need help.	Suggestion
In theory the priorities are good, however in practice they are simply not working	Disapproval
Operational staff not trained to a high enough standard	Personnel training
Employment and business infrastructure will be key in supporting the local communities in this uncertain times	Local communities
Agree, but a base level will still be required as incidents won't all be according to your priorities	Levels of support
We need to have safe buildings to live and work in. Our schools and pre school nurseries need to be safe especially during the recent heat wave. Restaurants, retail outlets and charity shops should comply with building regulations and have suitable fire doors and trained fire wardens to make sure all staff members are evacuated in a safe and timely manner.	Support
The priority must be to have the risk mitigation as close to the risk area as possible. Removing one full time crew from Nuneaton is moving the service away from the severest risk zone.	Resource locations
Flood risk is becoming more of an issue with climate change too	The environment
A important area of business with well trained staff to meet the risks.	Support
Prevention seems safe and effective	Support
Prioritise on risk profile is the way to go.	Support
More enforcement and doing it impartially.	Enforcement
If you give advise, your officers should be prepared to put it in writing.	
Educating people is the first step.	Education
I'm concerned by the use of the word 'sustainable' this usually means 'cuts'	Budget cuts
You are the professionals and I would trust you more than other organisations	Support
These priorities are very much linked to the prevention agenda and putting responsibility back to businesses to prevent fires happening in the first place. Clearly the benefits of this are obvious and to prevent loss of life like we saw at Grenfell has to be a driving priority for us all, including building owners.	Support
See comment made in section 6.	
I am interested in how you will achieve and would welcome some publication on this: 'We are developing our people to utilise more of our workforce to reduce community risk. '	Lack of measurement
Education helps to ensure risks are mitigated	Education
Nothing about the ensuring the amount of resources available match the need. It doesn't state ensuring resources are increased to match growing need.	Resources
Very essential to enable resource to be deployed flexibly to meet other situations	Support
need properly funded service.	Budget cuts
Does not seem too cover the rescue aspect fully. Warwickshire has a lot of motorways and those take a lot of resource when accidents occur. This policy only appears to deal with fire not the rescue.	RTCs





Again we recognise very similar prevention priorities as to the ones your strategy and consultation highlight, and we would agree within the consultation.	Support
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Is there anything else we should consider in our protection priorities?	Themes
Encouraging community support for these measures	Local communities
With climate change underway, it might be worth considering the potential for, and effect that, wildfires in the county might have on the built environment. Whilst we're not heavily forested, there is still a lot of arable land surrounding the towns and villages, and if we get hot, dry summers they might be a source of problems.	The environment
Stay Put policy...personally I would ignore it and leave the building!	Policy
I see little mention in the strategy of mass transport. Warwickshire has an extensive network of railways and will soon be hosting HS2. The area is also overflowed by vast number on national and international air flights. While both of these transport industries have very good safety records in terms of fatalities per passenger mile (or million miles) - they do have the potential to cause very high impact should there be an incident. The same applies to a lesser extent with road transport. All of these sources of risk need to be addressed in the strategy - and the sources of risk recognised and mitigated against as far as is possible.	Model clarity
Adequate staffing & pay for staff Recommence Young Firefighters which trained so many young people (and through them, their wider families) about fire safety & the importance of the fire service.	Personnel welfare, personnel levels
Ensure building regulations ensure fire retardant materials and sprinklers in all public or care facilities are up to date.	Surveys
With the construction development of HS2 across Warwickshire, full engagement should be adopted with companies undertaking necessary works, this will afford our workforce and partners a full understanding of the actions that are taking place. This will future proof our response during the construction period, as well as post construction and operational use of the rail network system.	Planning
I think these priorities could go a step further in terms of taking a community-powered approach. For example, it could be explicit that WFRS will work with communities to identify local protection priorities, to identify possible solutions to these priorities, and in some cases to co-deliver activity against these priorities. The priorities include "supporting businesses to help themselves and encourage a strong fire safety culture", why not extend this to communities?	Local communities
I think a considerable proportion of risk arises from transport, including roads and pavements, and from waste, particularly when it is burned. These do not feature.	RTCs, model clarity
Roads	RTCs
Lobbying landlords in the county, including local authorities, to reduce rents on commercial properties or other similar innovations so that more empty buildings are occupied and therefore pose less of a fire risk. The cost of risk is being passed on to an already stretched public sector service.	External factors
Surprise spot checks should be done on premises to check advice being carried out.	Surveys



Poorly run businesses	External factors
Those whose do not engage with Warwickshire Firecwnd Rescue	
Not that I'm aware of, as a member of the public. I would hope you are available to provide advice to individuals as well as business.	Education
Identifying and support programs of known elderly vulnerable populations	Vulnerable
There should be a fire safety officer for a 1 -2 mile radius throughout the Warwick district council area. Or have responsibility for 100 properties or a workable number. Fire officers would be advising and working directly with each small community.	Resource locations
KPI's	Lack of measurement
input in the planning stages of housing developments to ensure road width and accessibility is considered.	Planning
Unsure	
Battery fire mitigation as stated previously .	Suggestion
I used to get a visit to make sure my fire alarm was working okay. That would be good as I have trouble reaching it now.	Vulnerable
Make sure you create priorities that you can measure the success of in a meaningful way that we can see the evidence of	Lack of measurement
Partnership working is essential	Other agencies
Using Plain Simple English, otherwise your messages won't get across!	Question issue
More visits and high fines	Surveys
Ensure that all businesses have up to date fire risk assessment and training	Enforcement
H&W have a form to give out to care agencies to give to clients who are vulnerable people/high risk in the case of a fire. Do you have one?	Vulnerable
Full and unrelenting resources for all Emergency Services without question...	Resources
No more boring , generic, pointless surveys...	
Make them count!	
Increasing/changing the number and locations of emergency response locations e.g. a north and south model for stations in Rugby, Nuneaton and Leamington like the models in Cheltenham, Gloucester, York and other locations.	Resource locations
For example: a derelict building might be a high fire risk but a water works not so.	Model clarity
Look at things holistically - so if ppl can't afford smoke alarms we should find them, but it goes further than that if ppl can't afford new items then there is a greater risk of continuing to use old or faulty items. Help ppl have sufficient funds to live on.	Vulnerable
see previous comment re cost v risk mitigation management	
See above.	
Hoping the Fire Service can improve fire safety standards where necessary at a local level above the national standards if they fall short e.g. building regulations that appeared to allow flammable materials to be used on buildings.	Surveys
Treat all households, property and land equally. Irrespective of distance from centres of population.	Equal coverage
The Strategy has no detail just general slogans	Rhetoric
Very important to continue to have resources and a fire station in Nuneaton town centre.	Fire station location



Consider the size of the towns and how much resource is really needed and whether you are just moving the problem from one place to another. Ultimately people's lives are at risk so it is not a decision to take lightly	Resource locations
The ever increasing conurbation area of Nuneaton requires an increase in manpower and equipment. Nuneaton is the largest town in Warwickshire, why endanger lives by stretching the resources to the limit?	Resources
This town needs its own fire service	Fire station location
The risk of fires spreading from agricultural land, derelict buildings/sites and fly tipping to residential properties. The risk of fires starting in warehouses or recycling sites and how nearby residential properties are protected from this e.g., landscape buffers, use of sprinklers, regular checks, smoking bans, etc. Are we protecting residents enough in mixed-use developments? Education of younger children about fire safety in schools.	Education
Prioritise maintaining 100% availability of all operational appliances.	Response availability
protecting the vulnerable - elderly etc at extra risk	Vulnerable
Pack testing for residents	Suggestion
You need information about the storage of materials in the ever expanding landscape of 'shed' that litter our landscape e.g. Hams Hall, Kingsbury etc.	Communication
I am sure everything has been considered	Support
Capacity to carry out protection activities	Resources
I said before maybe new fire engines as the ones in rugby look old and tired	Appliance age
Young people accessing sites and starting fires. Are empty properties high risk?	ASB
Radical up grading of IT systems currently in place that are outdated and ineffective and have been for many years. Dedicated teams need to assigned to these projects and not as an 'add on' to current role.	Resources
I think the department from top to bottom needs to be reviewed as it is not working effectively or efficiently	Disapproval
All new builds should be identified and fire control should know about them so they can mobilise the appropriate fire appliances to deal with the incident. Local knowledge is important including road closures or diversions.	Planning
Access out of the town centre is diabolical with only one bridge crossing the railway line. With the massive increase in housing on the opposite side of the railway from the current bases perhaps it is time to give consideration to moving the services bases to the other side of the railway?	Fire station location
Extreme weather events Flood risk Wild fire risk	The environment
Protection against woodland/grassland fires. In periods of excessive heat and dryness there should be a ban on fires/ barbecues.	The environment
Look at minimum return on service post training as this is a expensive investment in skills and knowledge.	Personnel training
In addition to supporting businesses this should include schools and young people.	Education
A sustainable staffing model doesn't just come from building capacity.	Personnel levels
Educating children to the Environmental impacts of fire especially in hotter weather?	Education, the environment



Education	Education
I have noticed a large amount of publicity recently in relation to members of the public illegally accessing open bodies of water within the Nuneaton and Bedworth area. The local council recently announced they are working in partnership with representatives from "Blue light" organisations to prevent people from accessing the water. I strongly feel that consideration ought to be sort from qualified members of local youth organisations, such as Sea Cadets, who continue to promote water safety and who teach young people how to access the water safely. I feel young people, particularly those not educated in water safety, will continue to access the water illegally and continue with anti social behaviour regardless due to not having access to meaningful activities that capture their natural curiosity for adventure. The amount of work that Sea Cadets do for young people, in terms of keeping young people active, supporting mental health and emotional wellbeing, whilst also providing a vast array of opportunity and Nationally Recognised Qualifications, is unprecedented. It would be good if the "Blue Light" organisations and the Local Borough Council could hone in on these skills and knowledge to help young people even further. Local access to the water for this organisation is crucial to enable this to continue. Nuneaton and Bedworth Sea Cadets is based at the Rear of the Jubilee Sports Centre, Greenmoor Road, Nuneaton, Warwickshire, CV10 7EZ. Let's help support this organisation so that the young people are given access to what they need in order to thrive and improve life chances and opportunity for the young people within the Borough. They are our future!	ASB, education, other agencies
Same as before allowing on call to be trained in and do Premise risk inspections. Especially those within there local area	Personnel training
People motivation towards greener solutions v responding to cost to living and people using fires to keep warm.	Changing circumstances
I am interested in how you will achieve and would welcome some publication on this: 'We are developing our people to utilise more of our workforce to reduce community risk. '	Lack of measurement
Increase FS resources to address the rapid growth in housing and population NOW. Address chronic decline in infrastructure across the borough. Poor road access, parking, traffic, lack of medical availability and responsiveness. All this increases risks.	Resources
Remain an open door with other organisations	Other agencies
WE ALL TRY TO SERVE THE PUBLIC	
WFRS should ensure that they have an up to date list of business owners and property owned in their locality to ensure that they are aware of all businesses and likely risks. Keyholder information for significant buildings needs to be kept by WFRS in case of emergency.	Resources
Helping isolated areas at relatively low risk to ensure none is ignored	Equal coverage
Ensure there are sufficient staff and resources to respond to accidents and fires. Rugby has grown enormously over the past 20 years and will continue to do so over the coming years. We recently called the fire brigade to a fire in adjacent garden close to houses. We were fortunate that the fire service came quickly which prevented much more serious damage.	Personnel levels
RESCUE. see comments above.	Model clarity
There may be benefit in all these areas in explaining with examples how the service is achieving the priorities being set out, as they indicate that action is	Lack of measurement



currently underway but remain generic.	
The only other comment of note is for consideration of how implementation of learning from independent and sector-led reviews is prioritised within your service.	

To what extent do you agree with our response priorities? - Please tell us why	Themes
Habitat s change and we need your skills.	Changing circumstances
I don't know what I'm agreeing with!	Question issue
Being able to respond effectively, especially to the many different emergencies you might face, makes sense. What else would you do otherwise?	Support
Prevention should always be the first option	Better than cure
I agree with the response priorities	Support
We need a modern practical fire service which can respond to a variety of threats to the person or public in general.	Resources
I believe that the communities are being left somewhat in the dark when it pertains to response levels that are maintained within the county. I understand that there have been issues concerning Covid; however response levels across the county can vary greatly due to the availability of personnel on a 24/7 basis across the varying communities. Are we really in a position to ensure 100% that we are there when needed?	Response times, response availability
<p>The first point is almost unintelligible. It sounds good because it is full of jargon words - like the videos - but doesn't convey anything meaningful. First line: "We are resourcing to risk, to provide a risk based, effective and efficient response..." what on earth does that mean? And the basis is necessarily cost-effective based because you are talking about resourcing - unless you have unlimited resources - as well as being risk based. What does "effective" mean when you are talking about resource priorities? Assuming you can't resource for every conceivable eventuality, there has to be a priority order below which you wont resource, so "efficiency" as an aim is contextual, not absolute. Because of this, the aim is difficult to perceive and therefore the objectives and performance measures will be difficult to define and open to dispute or criticism.</p> <p>The second point has unhelpful verbiage: "because we are committed to keeping our community and people safe". That doesn't add anything unless you are seriously suggesting that you will measure commitment amongst the workers or testing the policies against that as an ethical indicator. Even if that was the case, it doesn't belong here.</p> <p>Third point, again an attack of lexical dysentery, "broadening nature and increasing variation". Don't these phrases mean the same thing? Furthermore, the clear implication that development is driven by response to events, rather than prediction of risk, which is what you are supposed to be planning. One of the markers of a failing organisation is that it is on the back foot, rather than ahead of the game; firefighting if you like, and can accept the pun, and you don't change something merely because of adverse events.</p>	Rhetoric, question issue, disapproval



Final disaster is in the "More Information" section: "ensure that we respond according to risk". You plan according to risk. You respond according to need. It's a bit late to start considering the risk once the adverse event has occurred, moreover, the front line operators need to have a clear idea of what to do, and not be trying to evaluate risk (as in the risks identified in this plan/strategy)	
These are the statutory responsibilities.	
I am hoping this is not smokescreen/boiler plate to hide budget cuts/fire station closures	Budget cuts, fire station closures
Please respond when the public dial 999	Response availability
Another set of principles but no detail so not practical for me to agree with something that is just a set of vague overall aims. There's no information on what your priorities would be, who and where you would prioritise. By community? By available funds? By available staff?	Rhetoric
This is all very expensive; are the funds available?	Resources
this is getting anodyne & repetitive whilst too vague to be useful	Rhetoric
keep up the good work	Support
This should not end up with closures to fire stations and a reduction in Full-time equivalent posts. This happens whenever discussions are had around response and priority. It always comes down to money.	Fire station closures, personnel levels, resources
Seems a little more direct	Support
Yet again, your priorities really don't say anything measurable	Lack of measurement
As long as resourcing to risk doesn't mean "cutting back because there haven't been any major fires recently"	Resources
Again, this only makes sense in the event that there are sufficient and suitable resources fully available to meet both perceived (I.e. risk based) and actual need.	Resources
See above	
You appear to focussing risk on larger population centres to the detriment of sparsely populated / less "built up" rural areas. The risks in rural areas are probably much higher than in urban areas all things considered - farm land (loss of food), woodland (loss of timber and natural habitat), property replacement values.	Equal coverage, rural localities
There is nothing wrong with the principles detail required	Support
We need to ensure plenty of units and personnel positioned in the best places	Personnel levels
Risk assessments have to be completed correctly and more importantly to a standard that is possible to achieve and not over inhibitive.	Surveys
Again I strongly disagree with resourcing to risk. Data cannot predict the future and allocation of resources should be done differently. It should not be to try to save money and move a risk from one area to another	Disapproval, risk is unexpected
Resources being stretched to the limit. Ignoring the expansion of the town's population and area. The resources need increase not reduction.	Resources, planning



This is an extremely woolly description?? What does 'strengthening our specialist response capability' actually mean??	Rhetoric
Unusual that the sequence of answers (disagree first) is different to the previous ones (agree first). I presume this is deliberate to catch those who blindly tick the top option in all answers.	Question issue
"Jobs for the boys"	Personnel levels
A specialist in the needs of disabled people may be a good option, someone who can come in and look at the situation with the maximum knowledge available, who may be able to identify key issues which a regular council officer may miss and with a better understanding of how to work with those with specific needs.	Vulnerable
Response is the most important aspect where it could be a matter of life or death. I would prefer the response be a separate budget and the budget cover a good response target and not minimum. It concerns me when we discuss risk based as that also usually mean statistics...which might mean 95% are within 10 mins 9f a engine, but those 5% are paying all the same taxes...any statistics should be 100% same for every resident.	Resources, equal coverage
Fire training for all My works fire training as a eye opener that I apply	Personnel training
999 should action an instant response.	Response times
These are better statements.	Support
I would have thought this was your job anyway?	
I only agree because the actual outcome of the assessment needs to be shared and consulted upon. I actually sleep soundly because I think I know we have at least an ok 24/7 fire and rescue service response. Everything is being too cut to beyond the bone sometimes.	Resources
But we do expect you to be there when needed.	Response availability
Don't know what resourcing to risk means	Question issue
I can't understand why the response layout has changed for this question compared to others, previous and following questions have Strongly Agree at the top cascading down, where as this question is led by the Strongly Disagree option???	Question issue
You seem to have so many objectives that is most likely you will miss the key issue, attending incidents.	Model clarity
All very good if you would also spend the time capturing the data for Warwick and surrounding areas growth especially in new builds.	Planning
We don't deliver the best training. We deliver on a budget that isn't to the standard required. Confined space training as an example.	Personnel training, resources
Resource to risk, its difficult to understand when you have static fire stations that have been there for a number of years, are our staff and resources best placed when you have a infrastructure that cannot be moved.	Fire station locations
The priority must be to safeguard areas of greatest risk - one area being the A5. By moving a full time crew out of Nuneaton the possibility of delays is massively increased as there is no quick and easy route from Bedworth to many areas of Nuneaton.	Response times
Again right resources in the right place at the right time makes sense.	Support





Response times and numbers of well trained people to a fire are surely the most important. Are all our fire stations in the right places? My aunty lives on the border of West Midlands right next to a fire station but had to wait 25 minutes for a one from Nuneaton to come and put a car out at the bottom of her road - surely county lines should not be an issue in this day and age. Public safety first.	Response times, personnel levels
"We are ensuring our people have the necessary skills and competencies to deliver prevention, protection and response activities because we are committed to keeping our community and people safe. " I think it would be better to have your responders (firefighters) more dedicated to response work, including training to respond - rather than having them be a "jack of all trades" trying to deliver protection and prevention work as well. I see the firefighters primarily as my insurance policy in case my house catches fire or I have a car crash. I'd rather they concentrate on this.	Personnel training
Having the FRS available is a comfort to people. They may never need such help but fire is such a devastating experience the FRS helps	Support
Not enough information was provided on how many appliances were available during the recent busy period of dry weather at peak periods to make a decision .	Response availability
people want their local fire engine to attend, what about reducing entry level requirements re glasses, fitness, demands asked of crew for training time, look at the Volunteers in Australia, Germany etc etc.	Personnel levels
The response strategy is clearly based on risk and sometime difficult deployment decisions will need to be made, however I agree that the priority will always be protecting life followed by property and the environment. There is also a clear focus on providing staff with the right skills to to the job, including the more specialist skills required on occasions.	Personnel training
I am interested in why response is placed at the end of the prevention and protection sequence of words. Do you disagree that it emergency is the community's primary priority and that it is emergency response from which WFRS gains it reputation to be able to deliver its prevention and protection services?	Response
How would we know?	Question issue
Open information education is invaluable to help prevent risk.	Education
Resourcing to risk will leave areas assessed as lower risk at a greater chance of harm via insufficient resources	Equal coverage
we need a fire station back in Warwick , roads get very congested between Leamington & Warwick which can delay the appliance coming from Leamington	Fire station location
They are too vague and general. More specifics are needed. To state an 'effective response ' - people want to know what that is.	Rhetoric
Very important to resource full-time and on-call resources in the most effective way. For example the move of the water carrier to a on-call location at Kenilworth was a very sensible change	Resource locations
sounds great but you are underfunded.	Budget cuts
It sound like management speak and doesn't make it clear what this actually means to the general public. Are you basically spreading the workforce out more?	Management issue
Response – very similar to our services priorities and would strongly agree within the consultation.	Approval





Is there anything else we should consider in our response priorities?	Themes
Provision of the most up to date appliances to reduce our ageing fleet at an increased level. Although finance is tight and will be getting tighter investment to replace our older appliances will in the longer term reduce time appliances are not available and increase the reliability. Where we may buy 3 appliances a year for the next 3 years if we could buy 6 a year this would ensure we can move forward quickly.	Appliance age
Rural communities	Rural localities
Set an average response time to a 999 call?	Response times
Having served in the Fire Service I am acutely aware of how important 'knowing your patch' is which should be promoted and encouraged	Education
It is important to monitor partners response times	Response times
Stop closing local fire stations...even heard Stratfords might close yet housing is expanding and therefore population. Madness.	Fire station closures
"Rescuing and protecting people in the event of other emergencies" implies the the service will have no role in predicting, preventing or mitigating against "other emergencies". This leaves a vast range of situations and scenarios in which the service is not going to attempt to reduce risk or mitigate against emergencies occurring. These are important sources of risk reduction which should be added into the remit of the fire & emergency services.	Model clarity
Don't cut any staff or fire stations Maintain enough firefighters Start up Young Firefighters to spread knowledge & experience wider & foster the recruitment of future firefighters	Fire station closures, personnel reductions
The well being of your firefighters. Both mentally and in looking after them physically and financially for the risk and sights they see.	Personnel welfare
You should consider rewriting them.	Question issue
As I understand it if I dial 999 for an ambulance based on my husband's experience - it is not available - a fire engine does arrive for fires and RTA - please do not change this - I would hate to be a RTA or a house fire victim and not have the help needed . My husband lay on the kitchen floor in agony with a broken and dislocated ankle and was treated as a low priority this was a risk based approach - wound house fires and RTAs be treated the same	Response availability
Building a first class operational response is an absolute priority and promoting skills to keep Firefighters safe must be a key priority	Personnel training
I am concerned that given that your resources are finite, if you focus too much on prevention it will compromise your ability to respond when you are needed.	Resources
Most urgent first	
Keep the Stratford upon Avon fire station.	Fire station closures
Appropriate Equality & Diversity training is essential	Personnel training
Don't wait till they need it enforce fire safety protocols then people would be better equipped at the start not later	Better than cure
I cannot add to your statement.	
Utilise recall to duty for specialist skills such as training instructors utilising a technical rescue capability for Rope/Confined Space/EDBA/ Water etc..... Dedicated tech rescue team based at TADC.	Personnel training



See previous comments re additional response locations.	Resource locations
Have a look at the turn-out times of whole time stations and the day crewed ones when staff are present. It used to be a matter of pride to get a crewed appliance out of the station within 15-30 seconds. There now seems no sense of urgency at all, and it is often 1.5 - 2 minutes before the machine is mobile. I note that this is not a purely UK issue. but also happens in most developed countries. I see no logical reason for this, It creates a delayed response. Combined with the withdrawal of second pumps at a lot of stations, a slightly tardy attendance at a persons reported, is compounded by possibly having to wait for a covering BA team to arrive from another station before rescue can be attempted.	Response times, resources
See above.	
I note you put developing our people and just wanted to ensure that this covers the training of all staff to deal with major incidents e.g. Grenfell and how to make decisions based on the changing information on a scene, communication and feedback to decision makers within a major incident, feedback to call handlers regarding FSGs etc.	Personnel training
Call-out times to areas that are in "not spots" at the outer fringes of the county, bearing in mind that lanes can be narrow, winding and travel times are not as per googlemaps or a satnav system.	Response times, equal coverage
I don't understand language like that used here: 'We are resourcing to risk, to provide a risk based...' I fervently believe language like this to be a barrier between the public and effective safety.	Question issue
How crucial a town centre location is for Nuneaton fire station.	Fire station location
based on need not how loud people shout - consider location of stations etc	Communication
Why have you decided to reverse the ratings on this question? Previous views had 'Strongly Agree' first, now its 'Strongly Disagree'; is this to try and trick people into giving a different answer?	Question issue
Not that I can think of right now	
Consider the taxes people pay and allocate the resources fairly and consistently, not move a whole team to another area leaving the original town at risk	Equal coverage, resource location
Wildfires have suddenly become topical! As a rural service, you will have some expertise - is it enough? What next?	The environment
What is really important is maintaining the initial response by standard fire appliances (not under crewed/under equipped light appliances). A standard equipped and adequately crewed appliance arriving in good time makes all the difference to ANY incident by stabilising an incident, providing information, preventing escalation and making rescues.	Response times, resources
Not that I can think of	
Climate adaptation and the ability to respond to emerging and future risks should be a priority	Changing circumstances
If my house was on fire or I was in an accident I would expect a quick response.	Response times
Reduce council staff	Management issues



The safety of the public.	
Not sure wasting money on surveys is the answer?	Disapproval
The complexity of incidents is likely to increase under such influences as climate change and new technological developments. The need for specialist training and greater collaboration/integration with other service providers will increase too.	Changing circumstances, personnel training
Having more wholtime staff that can focus on prevention/protection in more rural areas that are currently retained	Personnel levels
Potential creation of a group of firefighter with OIC, driver, BA skills that can be moved around the county so our OnCall stations are also available during the day where crewing can be a problem, therefore giving more resources to the County and Service Control.	Personnel training, resources
Start focussing on the standards of our recruitment and the people who are responsible for the recruitments process. These people should be made up with staff that have done said process (and passed not failed and got in through "the back door") to maintain a high level of standards and have the credibility to support it. Currently we have staff that failed the W/T recruitment process themselves but are now responsible for over seeing it..... How is this even possible?	Personnel training
Support to the nhs ambulance service you have trauma trained staff that are sitting on station whilst ambulances are struggling with response times.	Other agencies
Is a response from Central Leamington station to Warwick the most effective and efficient it can be? I doubt it very much.	Fire station location
Greater collaboration with owners of abandoned properties to help protect firefighters called to repeated incidents.	Communication
Community resilience	Local communities
Nothing to add	
When I drive round the county and see the fleet of vehicles, the big fire engines seem very old compared to those in Birmingham and London that I've seen. Should we not have the best we can afford for the people in Warwickshire and how much does it cost to keep these old bangers on the road?	Appliance age
How many extra personnel will it take to manage all this risk assessment and will this impact on the number of front line for fighters?	Personnel levels
I'd like to see priorities that address the more generic risk County wide and how this will be mitigated through pp and r, with the higher risk factors then addressed in addition.	Levels of support
Potential lack of access to certain properties? ie poor car parking	External factors
Need to review how better use of groups such as Warwickshire Search & Rescue can be used e.g. in flooding response. The team has a group of DEFRA mod3 Swiftwater and Flood Rescue Technicians.	Resources
E gay with the community	Local communities
I have noticed a large amount of publicity recently in relation to members of the public illegally accessing open bodies of water within the Nuneaton and Bedworth area. The local council recently announced they are working in partnership with representatives from "Blue light" organisations to prevent people from accessing the water. I strongly feel that consideration ought to be sort from qualified members of local youth organisations, such as Sea Cadets, who continue to promote water safety and who teach young people how to	ASB, education, other agencies



access the water safely. I feel young people, particularly those not educated in water safety, will continue to access the water illegally and continue with anti social behaviour regardless due to not having access to meaningful activities that capture their natural curiosity for adventure. The amount of work that Sea Cadets do for young people, in terms of keeping young people active, supporting mental health and emotional wellbeing, whilst also providing a vast array of opportunity and Nationally Recognised Qualifications, is unprecedented. It would be good if the "Blue Light" organisations and the Local Borough Council could hone in on these skills and knowledge to help young people even further. Local access to the water for this organisation is crucial to enable this to continue. Nuneaton and Bedworth Sea Cadets is based at the Rear of the Jubilee Sports Centre, Greenmoor Road, Nuneaton, Warwickshire, CV10 7EZ. Let's help support this organisation so that the young people are given access to what they need in order to thrive and improve life chances and opportunity for the young people within the Borough. They are our future!	
Perhaps medical	Personnel training
Look at station locations and risk, especially with Coleshill, Atherstone, Nuneaton and Bedworth and consider resources in Leicestershire and WMids re availability, whilst potentially Gaydon have a long way to go if SWarks on call are unavailable. I would not like to explain why someone died because it took a long time for an appliance to arrive, and blaming lack of on call is not a solution. Look carefully at on call and how you can make it more attractive such as shifts at bigger stations, more and less training, use the local specialisms, engage with on call better.	Fire station locations
Any chance of re-introducing part time fire stations?	Fire stations
I am interested in why response is placed at the end of the prevention and protection sequence of words. Do you disagree that it emergency is the community's primary priority and that it is emergency response from which WFRS gains it reputation to be able to deliver its prevention and protection services?	Response
Get the A45 station up and running now, before developers weasel their way out of their commitment. But, NOT at the expense of the town centre site.	Fire station locations
Ensuring emergency response is available to everyone wherever they live in a time that makes people feel safe.	Response availability
There seems to be nothing about areas of growth. We have had lots of new housing in Nuneaton and there seems to be no increased cover from the Fire and Rescue service to cover this increased number of homes and population. I am sure it is not the only area in Warwickshire that is so affected.	Planning
There may be some benefit to further explaining what resourcing to risk means in a more layman's manner. Similarly explaining what specialist response capability and variation in incident types looks like.	Question issue

To what extent do you agree that our service offer meets your safety needs? - Please tell us why		Themes
Again I don't understand what I'm agreeing with. 1. Responding to 999 call is your primary function so why do I need to agree with this just do your job! 2. What you actually going to do? 3. Again doing your job! I guess there are a few complex factories who should already being doing this! It's not like we have many Grenfell style buildings in Warwickshire.		Question issue



My previous comment merely bears this out	
This should be done regularly where groups of elderly people live with reduced warden cover	Vulnerable
I live in Independent Living Accommodation and am grateful that we have regular safety checks	Vulnerable
While I agree with everything in your Service Offer - I believe that this is only a small proportion of the service which you should be offering. There needs to be much more focus on risk mitigation in transport infrastructure and communities in general as well as the public buildings and places of work currently being targeted. I appreciate that the expansion of service will come with a cost - it can not be delivered from the current budget and resource levels. The shortfall is multiples of current provision and not just a case of squeezing current teams a little harder.	Expansion required
Targeted & specialist sounds like a reduced service.	Personnel reduction
Clear targeting hut the main target no. 1 should be adequately resourced and responsive. If you move the fire station to one side if Nuneaton large new areas if Nuneaton will be hard to reach given the terrible traffic system. Both areas need their own station as they are both towns.	Fire station locations
This is a direction that WFRS has been undertaking for a number of years and has greatly improved our operational understanding and response to risk. This also assists with our day to day interaction with the communities; being able to inform them of our understandings, response and reassuring them about the issues within their community	Response, local communities
Again, it is a bit muddy. This time it is the use of the key word "integrated" which is also used in your videos and is a jargon word usually accompanied by similar jargon like "joined up"; always used without any context as to what may be integrated or joined up. If the authors' intention is to plead that the plan is joined up, which is how it reads, surely that should be what is expected? The extent of integration of the different strands of development and delivery would be mapped out against the objectives and goals so it can be shown that the whole is achieved by combined effort. If, however, integrated means something to do with organising the council itself, or integrating one council with another, or with a national service, or with private services, that is entirely different and it would be wrong to place that aim within a single delivery plan as necessary integration has to happen somewhere higher, possibly even in central government; which would consign the whole effort to that place in the sky where deceased intentions of the best intentions and aspirations of individuals forever languish even before death.	Rhetoric, question issue, model clarity
This is more like it! Concrete examples of what the policies and priorities actually mean. More of this in other areas please.	Support
I am hoping this is not smokescreen/boiler plate to hide budget cuts/fire station closures	Budget cuts, fire station closures
Just wondering how much your enforcement meadures are effective. Just thinking about how the Grefell- style cladding is still present in so many places around the country when those who should be responsible shirk those responsibilities	Enforcement
Experience of the ambulance service	



Seem good 3 actions you will take, but nothing to measure how effective this will or will not be. How about response times and evaluation of outcomes?	Lack of measurement, response times
The one episode when I needed the fire force services was while attempting to help a car accident victim ( extraction from overturned car and first aid)to.They were outstanding in such a stressful situation	Support
This is targeted and for those in need??? Everyone is in need. We all pay our tax for this service. Priority is not for certain people. This approach should be every household. They all pay their council tax and other taxes which fund the fire service.	Equal coverage
See response 10 = can you afford it?	Resources
still too vague to be useful	Rhetoric
I know that I can always ask for advice	Support
I have not had to access your services, so feel that I am unable to give an opinion.	
A bit more management speak	Management issue
My worry is how far away your response teams will be from me in Stratford upon Avon.	Fire station location
Particularly supportive of the initiatives outlined in Example 2 above.	Support
Rural areas are not adequately covered	Rural localities
These options make sense	Support
Linking with mental health services	Vulnerable
So what am I to expect when I call 999? Example 1 is noncommittal and sounds like it's more representative of The AA than a first responder	Model clarity
If I have a fire and you respond accordingly and everything goes well, then I can say wholeheartedly that your approach works. Until then, I trust that it will work.	
I cannot think of any other stratagem.	
I shouldn't have to judge your 'service offer'	Response availability
Makes me feel that if I disagree I'll get black marked and you won't attend if I have an emergency!! 😞. Lol!	
I have paid so much tax and worked hard for so many hours in my Life so far.... I've asked for nothing and hope never to..	
But... I should feel safe in the knowledge that if I lift the phone and dial 999 that it should be without thought or issue that the service I require are available and have the resource to do their job properly....	
Fire, ambulance, just to start with... all heroes!! Police.. mmm. Not so much! 🙋	
Maybe it is just a poor example but Specialist should cover a wide variety of risks not just fire. Complex buildings require multi agency approach; security could be an issue both physical and technological.	Personnel training
See above.	
Great to hear you have specialist fire safety inspectors that are able to enforce regulations.	Enforcement
Principles are sound, detail?	Model clarity



Just concerned as what "Balanced" means. If it means that I have to wait for an emergency vehicle to attend from a centralised or large town only then that is not acceptable. If balanced means we still have the vehicles and staff locally then I agree.	Model clarity, response availability
Reducing cover in rural areas means longer for help to arrive in what could be a life threatening situation	Rural localities
If you move one of the two fire engines out of Nuneaton station it puts Nuneaton residents at higher risk	Resources location
I am interested to hear more about how road safety visits will be targeted	Education
Sufficient staffing & provision needs to be available in all areas and areas such as Nuneaton should not have their provision reduced to increase provision in other areas	Personnel levels, resource location
All of the examples will be dependant on having the resources (particularly manpower) to implement them. A prompt response to dialling 999 is imperative if lives are to be saved.	Resources, response availability
As long as you have suitably qualified specialist fire safety inspectors available to visit complex high risk buildings....	Personnel training
targeting is great if you are in the target area, I worry about those who are outside of these areas. They also deserve the best service possible, this is looking like a cost saving exercise like the "Minor injures unit" and the "ambulance station" God help the people in need.	Equal coverage, budget cuts
Overkill - jobs for the boys	Personnel levels
personal evacuation plans need to be implemented ASAP along with not only inspections by fire safety experts but also by someone who understands the complexities of disabilities and can request specific and essential adaptations for disabled people	Vulnerable
Yes again that is your job that is what I pay my council tax for	
I rely on you as the experts	
Not sure what a "safe and well" check is. Maybe it's something to do with bank vaults and disused deep water pits?	
I recently attended a meeting where the local fire service gave a bit of a talk [sorry but to call it a presentation would be inaccurate] about community safety and its role in promoting it. I was unconvinced that the best efforts are being made to engage as widely with the community as would provide most benefit. These 4 representatives were well received by the goodly number of people attending but nobody was really equipped or inclined to challenge. Friendly challenge is to be encouraged particularly for a vital and much respected service such as WFRS.	Education
Care not to overlook areas that may not appear to be 'high risk' and miss new build areas that may not have easy road access. Eg Atherstone yards developments	Planning
On things like fire inspections I still think a few should be lucky dip type checks to then inform where things might be going well or wrong in other buildings / where perceived wisdom on where to check might be gappy	Assessment
Why else are you there.	
Not enough targeted activities in more rural areas	Rural localities
Help first, enforcement as a later step	Enforcement





It is a shame not to be able to offer more opportunities for community/education work. If these only happen in targeted areas, this may mean some communities don't benefit from these activities/your expertise.	Local communities, education
The service should be accessible by all. Need to be mindful that cost cutting is not disguise as integration and targeting language	Equal coverage, budget cuts
The specialist fire safety inspectors are not skilled or trained sufficiently	Personnel training
It's still seems the same as the last CRMP	
Am very local to my fire station . Would feel anxious if I lived in Warwick as traffic is bad.	Fire station location
All fire service personnel are trained to a very high standard and lessons have been learnt after the tragic loss of four firefighters at the incident at Atherstone-on-Stour. Specialist knowledge and training is provided and continual professional development is essential to keep abreast of any changes in the law and/or fire safety regulations.	Personnel training
The population is ageing and Nuneaton is no different. By reducing the availability of a fire crew the priority is not being met in terms of targeted safety checks or high risk buildings. Has bedworth suddenly developed a need for these services over Nuneaton? Please tell me where if they have. I would expect Coventry emergency services to support Bedworth more than Nuneaton being close to one another. It is far easier to get addition assistance to Bedworth in this way than to Nuneaton.	Response availability, resources locations
Having a tiered approach will ensure any risk is met with a appropriate resource.	Levels of support
Fire stations need to be local	Fire station locations
I don't consider myself most vulnerable to risk but the service offer is heavily biased to those who are, what service can I expect?	Equal coverage
HMICFRS suggests that Warwickshire needs improvement in the latest report. Do you disagree? I feel that they are probably in a better position to judge than I am. I understand that the funding has been reduced - I hold government to account for the service not being able to meet my safety needs, not WFRS management. I believe that WFRS are doing the best they can with the limited resources provided.	Budget cuts
Agree but more onus should be put on building control for the enforcement of building safety issues.	Enforcement
because you cannot get a truck to a fire quickly	Response times
I'm pleased that your strategy is risk-orientated, i am delighted not to see a single mention of 'demand' unlike certain Metropolitan FRs, who claim to be risk-based.	Support
This sounds like eligibility criteria may be applied to fire safety advice. A family with young children could think they're not able to access this advice	Equal coverage
You want a guarantee that an emergency response vehicle will be available & resources / investment is there.	Response availability
Expert inspection of fire safety in high-risk buildings is something which appears to have been taken from the fire service and should be back with them.	Assessment
You do not have enough resources and this is rationing.	Resources
Really unclear as to what the effects of this are. As a member of the public I want a good response with appropriate cover i.e. enough firefighters to actually	Response availability,





deal with an incident not just a fire engine arriving that is not serviced by enough people that they can't actually do the right thing and have to wait for more to arrive before they can properly deal with the situation. I do not know the exact numbers but I am aware that there is a certain number of trained personnel required on a scene before they can enter a burning building, as just an example. We need to the risk to firefighters themselves to be minimal which means enough of them available.	personnel levels
<p>Our Service Offer</p> <p>We would strongly agree with within the consultation, and utilisation of area risk mapping, which was discussed with your CRMP teams at our recent visit to WFRS HQ, is a great step forward in evidencing resource to risk. It also allows for simultaneous community risk reduction activity in a more efficient and effective way, and we are happy to discuss further our CRMP projects such as Risk Based Crewing, Blended Fleet and Dynamic Mobilising to offer further collaboration.</p>	Efficient, support

To what extent do you agree that our approach will ensure that we are delivering our priorities in the right way? - Please tell us why	Themes
I'm concerned about the energy crisis. Is there any education on what is safe to do to save money on energy. People may be driven to do unsafe things to save costs	Changing circumstances, education
This is just a tick box exercise you are not explaining what you are actually doing just fluff! This is a waste of my time and council tax to 'prove' you have engaged your residents	Rhetoric
There are no short cuts, or corner cutting, when considering the safety of those living in, working in, or passing through the county	Safety
I live in community dwellings and when the fire alarm goes off it is a minimum of 20 minutes before a warden arrives to switch it off	Response times
I see no reference to predictive or pre-emptive risk reduction. The danger of an "Evidence based approach" is that it will only perceive a risk when it has been demonstrated to exist - generally by a failure. There needs to be more effort put in to predicting risk scenarios and mitigating them before they become hard evidence.	Risk is unexpected
You won't be able to meet all your objectives if you only use risk models to decide what you need to do. Fire safety is universally needed.	Equal coverage
Your job is addressing risk and quick response to emergencies. The other 3 targets should be Council and County responsibilities and can be dealt with by planners, H&S and Environmental officers and should be enforced by them.	Not WFRS' job
Access and Vision; should be considered, the public and their representatives should be capable of directly viewing what the service actually provides. There is still a lack of understanding within public perception of the full undertakings that the FS and its partners undertake on behalf of the community.	Communication, lack of measurement
The approach could embed a more community powered approach, recognising that communities know their own priorities. The "People" bullet point could include something about collaboration with communities. At the moment it feels top-down.	Local communities
"evidence and risk based" - you mean "evidence based and risk based"? If you are talking about the "risk" that forms the object of the plan this is difficult since risk is subjective to some degree you are setting yourself up for failure by	Model clarity, lack of



<p>including that as an argument in delivery in addition to strategy. If you are talking about risks associated with the delivery rather than with the product, I don't think you need to say that; the risks of failed delivery should be part of the delivery strategy. But then the first line doesn't produce anything that you can measure, particularly as it is so totally embracing, "Everything we do". Really? The critical indicators for that will be like the last judgement I fear. The concept probably has merit in that delivery failure could be so catastrophic, like Grenfell (except that this was more because there wasn't a cogent strategy to start with).</p> <p>I think you rename this aim as "Evidenced" rather than "Risk"</p> <p>"Ethical", and "everything we do is ethical". Difficult territory and again you have totality in the word "everything". How on earth are you going to measure that? Who is going to define what "ethical" means? You probably already have tests for policies to check on inclusivity and so on, but you may mean (alternatively or additionally) a reference to personal ethical standards, such as candour, honesty, integrity, all of which can be evidenced by their absence in the current national administration.</p> <p>This needs a lot more thought as it doesn't easily lead to credible indicators.</p> <p>Final two points are quite good although I would have expected the HR element to be a component of the HR policies not the fire risk management strategy. So you are going to "ensure we value our people" as a corporate aim? Difficult. How are you going to measure the assurance? This is normally part of inclusivity risk management in HR. How is this going to feature in the delivery strategy for this single work stream? How are you going to define and measure "value our people" in the context of this work stream?</p> <p>What I think you may be intending here is that the benefits of the contributions made by each participant can be defined, measured, and applauded. Of course that should be part of the plan anyway, otherwise you can't write policies. So why is it separated out as a delivery aim?</p> <p>There is an inherent risk in this element because you are requiring people to work as a team with each member contributing differently, rather than all contributing jointly, and for a service that deals with major risk, having the whole depending on individual members is itself a risk.</p> <p>I think these more altruistic elements are the sort of thing seen frequently in public service industry; they are the jargon which characterises executive papers, and which look good in concept but are very difficult to translate into clear objectives, which is the whole purpose of asking me what I think of it. Anyway, I've told you now what I think, so I'll look to see what comes of it.</p>	<p>measurement, rhetoric</p>
Please define sustainable and ethical.	Model clarity
I am hoping this is not smokescreen/boiler plate to hide budget cuts/fire station closures	Budget cuts, fire station closures
Please do not change your ethics they mean a lot	Support
A good set of principles. How will you measure success. Will you have a board or some advisory body who will ask questions/provide appropriate challenge to how these broad principles are implemented?	Lack of measurement
Hopefully the major variables are factored in while stratifying risks and pilots projects were done with measurable consistent positive outcomes	



this is just rhetoric, nothing to measure what's going right/wrong	Rhetoric, lack of measurement
Would need to know the details to be able to evaluate	Model clarity
A lot of text used to state what you aspire to achieve yet very little on how	Rhetoric
Sustainability is a nonsense if you are preventing a disaster. You might have to knock down building drain water courses in a fire.	The environment
The aims are excellent. I'm not sure the resources match the ambition. I would quite happily pay a little more Council Tax for a better service.	Resources
yes the approach is good - but how is this balanced by budget?	Resources
Prevention always being better than cure but nevertheless when really needed you don't/haven't let us down.	Better than cure
All sounds good	Support
Your priorities do not explain how - you have only stated e.g. for ethics that everything we do is ethical. What does that mean? Is it more ethical to save a vulnerable person than a person who is not considered vulnerable ? What do you mean by being sustainable - not using water resources ? These need much better definition to make sense to residents so that they understand them in clear terms.	Rhetoric, model clarity, lack of measurement
You are also not measuring what is important. What is measured is what gets done. Response times can increase under your measures here because you are not benchmarking those against e.g. national averages, similar county averages, distance from fire station. As residents we would not know if you are good, bad or indifferent.	
There is nothing to disagree with but this seems just slogans	Rhetoric
You are stating your high level strategy, but the delivery is key. Simply asking do you agree with this strategy, is of little use if you later decide to close down the local fire station to save money.	Model clarity, fire station closures
How are your Risk Assessments going to assess "near misses" or more importantly how are you going to be aware of these?	Learning
Risk assessment should not mean resource reduction in other areas to compensate. Increase resources not move them about.	Equal coverage
Because Nuneaton town has always had two fire engines and countless lives have been saved thanks to the hardworking staff. My best friend and his parents would not be alive without Nuneaton fire service	Support
Delivery is key, but how are you learning and developing for tomorrow?	Learning
I think the general public are not interested in the emergency services making such woolly statements as 'ethical' or being 'sustainable' - what we want is an efficient fire & rescue service with all of its appliances available that will turn up in good time with properly trained and equipped crews - all of the rest is icing on the cake or politically correct soundbites the public is not really interested in i'm afraid.	Rhetoric, response times
I hoped you would be doing this already	
pleased you take such an ethical and sustainable approach	Ethical
This is again all about jobs for the boys - the survey is ridiculously long and wordy. How much did it cost????	Personnel levels
Well done	
Will you be looking at moving from your Diesel powered vehicles and pumps?	The environment



These can be see as basic rules of life rather than anything specific to Fire & Rescue. Remember, being "strategic" does not mean vague.	Rhetoric
First mention of 'ethical'. It would be interesting to see the service's definition of what doing everything in an ethical way actually means.	Ethical, model clarity
I'm a bit on the fence because I don't immediately see a value for money or affordability dimension which I suggest is worth thinking about. Better to be transparent with the public on any difficult calls influenced by affordability.	Resources
We are doing the best we can with the resources available to us.	Resources
So many words. Your people should have a simple message they understand and can repeat. This survey suggests a management consultant producing words for the sake of it.	Rhetoric
The four priorities are good as long as they are lived and breathed throughout the service	Support
It appears, again, that the risk has been incorrectly assessed given the large and very rapid increase in population particularly as a percentage of the additional housing is overspill which could not be incorporated in Coventry. It appears that this area will suffer because Coventry could not fulfil it's commitments?	External factors
Whilst WF&RS are a trusted brand in the community building trust & confidence from being visible across our communities should be paramount within the strategy. Fire trucks without question have instant recognition however the WHOLE prevention fleet (inclusive of Hospital to Home vehicles) have poor graphics with other emergency services not even knowing who staff are when they are given a friendly hand wave! Members of the public have mistaken the fleet for meter reading companies and gas utility providers. Frankly the graphics on the prevention fleet is poor and hardly putting us at the heart of our communities if we can't even be recognised for who we are. Within the Prevention team itself representations continue to be made to have a review of the graphics package on the fleet with West Yorkshire one such such brigade where there's no mistaking what the organisation is, frankly our communities deserve better in this respect!	Communication issues, local communities
I'm not sure I care how you do it as long as it is legal and doesn't cost me a fortune in council tax.	Resources
Like to see a reference to effective and modern management processes, to drive us to deliver support to services effectively and efficiently.	Management issue
Your approach will not "ENSURE" your priorities are delivered in the right way. It may provide you with a reasonable framework within which to work however.	Rhetoric
Your a professional service that operates within the confines of a modern society, I am overall grateful for the srevice you provide your community's	Support
You look like you have thought of everything	Support
It looks very considerate	Support
Risk, risk, risk, Nothing else matters. A truck has to attend and quickly, no matter how proactive you are you cannot legislate for all accidents, fires, emotions, weather etc etc. Perhaps you should look at merging with NHants or Leicestershire as you may have too many bosses and not enough firefighters to undertake the primary objective, save lives.	Risk is unexpected, management issue, personnel levels
capacity is always an issue	Resources
The vision is a strong clear one that public safety is at the heart of everything you do as a service. It is also clear that internal culture is important and the ethics of the organisation important .	Support



Trust of the public is key and the approach makes that clear that the public's safety drives all aspects.	
Lazy employees	Personnel
Behaviours dictate how services are delivered and i am delighted that ethics and values is placed as high as they are. This is testament to CFO Brook's modus operandi and I wish him and his service the very best as they reform the sector from Warwickshire. My only ask is that you give response the prioritisation it needs in your sequencing - it should be placed before response and protection for reasons stated in earlier comments.	Ethics, response
Agree with most, but disagree with the constant reference to risk assessment	
I have already benefited from the installation of smoke alarms by WFRS	Support
The implementation of startegy should be more than people driven	Suggestion
sounds great but you do not have funding to do this all. Need to demand more funding	Resources
Probably Ok but really not clear. All the statements are sensible but nowhere in this consultation does it say what you are proposing e.g. transferring appliances between stations? We need to know how many appliances and staff are going to be at each fire station before we can properly comment. I would expect a town the size of Nuneaton (and growing) to have at least 2 engines permanently stationed there. No way of knowing if this is going to be the case or the arguments for or against. Is Bedworth going to have to serve Nuneaton and the M6 corridor?	Rhetoric, model clarity
Our Approach	Support
We would agree within the consultation, and offer four similar key areas on how we will deliver our priorities, however we highlight Value within our approach.	

Overall how satisfied are you that our strategy will make Warwickshire the best that it can be both now and in the future? - Comments box	Theme
Would like to see more recognition of cover available to remoter rural communities	Rural localities
I live in Studley. We lost our first station. It is only a matter of time before something major happens here	Fire station closures
You have explained nothing here other than tell us you are going to try and do your job!	Rhetoric
It is a comprehensive plan which, being adhered to in a positive approach, can only be beneficial to a positive future	Support
The fire service in general reacts immediately to a potential disaster as it always has. All the surveys, all the opinions will not stop humans reacting to a disaster without necessarily following a strategy.	Response times
You all do a fantastic job - long may it continue!	Support
I am not seeing sufficient evidence in the espoused strategy to indicate that risks will be mitigated prior to maturity or that there will be significant learning drawn from event investigations and near-miss incidents. These may be "Business as usual" actions - but they need to be stated. They are very important sources of learning.	Rhetoric, learning
Very worried it will be used to justify reducing the number of fire stations & staff which will put people's lives at risk.	Fire station closures,



	personnel reduction
Words and documents are fine, but success is measured by actions. The problem with such documents is with their implementation and whether there is true capacity to deliver on their action points. Most such documents are produced because someone says we need to have them and then they gather dust while people get on with their jobs. Such documents are therefore often unrealistic by setting too many goals, just so that the document sounds good! The real problem is more likely to be lack of funding and resources!	Rhetoric, resources
I think it is a cost cutting exercise which will pass more paperwork etc onto firefighters who should be preparing, Practising and responding properly equipped to emergencies.	Budget cuts
It could be better but it at least acknowledges the things that should be important.	
The strategy should help reduce the risks to the community by placing resources in the right places. Prevention will teach people how to be safer which in turn will reduce the incidents that occur.	Resources, education
The strategy appears generic and I can't see how this is specific to Warwickshire. Perhaps all Fire and Rescue Services should use the same strategy and only highlight variations, saving time and money?	Rhetoric
I am hoping this is not smokescreen/boiler plate to hide budget cuts/fire station closures.	Budget cuts, fire station closures
It's driven by budgets - do what is right to keep us all safe	Resources
Its not a strategy. Its not a plan that can be measured	Lack of measurement
I'll be very satisfied when I see it work	
Continuous planning and risk assessment can result in a better service for everyone	Reflection
Probably will work but I don't think the information given is sufficient to give a conclusive opinion	Model clarity
Sounds good but is very expensive. Central government won't help so we the people need to put our money where our mouths are if we want the best.	Resources
This is all just pie in the sky. Nothing that can be measured, no way of telling if it's going right. No targets. Useless.	Lack of measurement
Where I respond with satisfied or agree rather than the strongest response is my lack of knowledge in this field as opposed to being unsupportive.	Question issue
Just concerned about ability to attract retained fire fighters and their availability.	Personnel levels
Ensure you fight for every penny you can get to ensure always more than adequate resources of manpower and equipment.	Resources, personnel levels
The service is focussed with this strategy. Delivering the service always depends on the calibre of staff	Personnel
I'm not qualified or sufficiently informed to make a realistic assessment if the steps outlined will lead to the "best" outcomes. I feel very sad to fill in such questionnaires, as most people cannot make realistic assessments, and yet we are made to feel empowered when we don't know enough. More popularism, perhaps you have to play the game and get high scores to ensure funding streams continue.	Question issue



must make sure the working group has a good mix of people from all backgrounds and that voices are heard. Many of the questions asked are very leading questions within this survey.	Personnel, question issue
You could provide details of how all these aspirations are measured and the reported outcomes.	Lack of measurement
A facade of looking good with all the right buzz words and back slapping from committees but past experience of producing reports and sitting on committees informs my view that the real answer to serving the community is employing the right people in the right quantity to do the work	Rhetoric
P	
This survey doesn't explain how the fire service is undertaking any of these processes.	Rhetoric
In my 30 years I have fortunately had no requirement to use the Fire and Rescue Services who in my view do a good job.	Support
The community will make Warwickshire the best it can be, whereas I'd be happy for you to concentrate on making it safer and maintaining a quality, professional response when needed the most	Response
While focussing response resources on areas of higher risk will undoubtedly reduce fire fatalities, there is a risk that it brings with it the 'post code lottery' that appears to exist in the West Midlands Ambulance Service. Affluent people in rural, low risk areas still have occasional need for emergency response. It is unethical to delay any form of emergency response purely because someone lives in a nice area.	Equal coverage, rural localities
The policies outlined are ambitious but depend upon high morale and support from all directly involved in their implementation.	Personnel welfare
You should pay more to retained firefighters	Personnel welfare
I think the strategy sounds very good however measuring success is also important and it would be good to understand the KPIs associated with each measure, how you will measure against them and what success in meeting each part of your strategy will look like.	Lack of measurement
But only IF all strategies do not lead to any further reductions in either station provision, front line appliance provision or emergency response staff numbers.	Fire station closures, personnel levels
Doesn't look at the full picture.	Disapproval
I agree with it all but it's quite vague high level statements so no detail to influence.	Rhetoric
The approach is fine, but i have no confidence, nor is it explained in your risk management plan, the impact of budgetary control.	Resources
See above. With fewer fires to 'fight' ( guess because the messages you send do have an effect) - you will nevertheless remain a vital service protecting us where and in, what potentially could be dangerous situations. You do a great job. Just keep going.	Support
I think the strategy is right. The only other thing would be assessing the future impacts of climate change and fluctuating weather patterns leading to very hot dry weather (creating conditions more liable to allowing fire to spread) for a period of time and also very wet windy weather (creating conditions more likely for flooding/ car accidents).	The environment, changing circumstances





I am not convinced that this strategy will deliver for all residents of Warwickshire, in particular those who are located in the outlying areas.	Equal coverage
says nothing about firefighter numbers, or numbers of stations and engines why not. also need info on attendance times. What about recruitment and decent pay?	Personnel numbers, fire stations, response times, personnel welfare
principles are nicely worded but what does it actually look like on the ground	Rhetoric
It is crucial the fire station remains in a central location in Nuneaton.	Fire station location
Satisfied with your intent, but delivery is key.	Support
As a horse owner I highly value the service provided to rural communities in Warwickshire by the Large Animal Rescue Unit based at Rugby Fire Station. I hope very much that it's work will continue to be funded under the new strategy.	Rural localities
Depends on the impact and the confidence of affected citizens	
Being in the south of the county means that the majority of resources are aimed more to the north. And we can't rely on cross county cover when their own resources are also being thinned	Equal coverage, resources
WFRS should be structured that it can deploy quickly anywhere in the county to an emergency whether it be a fire or RTC. Services and responses should be available in the North of the county equal to those in Warwick/Leamington, Stratford-upon-Avon and Shipston.	Response availability, equal coverage
I think it is terrible to even consider making the proposed change. Just get another fire engine and use the taxpayers money to fund it that's what we pay our taxes for	Resources
I respect all of your employees and have visited Coleshill Fire Station prevcovid when they held 'an open day'.	Support
Delivering the strategy will depend on having the resources to do so.	Resources
You can only make the best of the resources available - budget. Unless you can alter the shape and structure of the service (merger?) There is limited opportunity to make further improvements.	Resources
Sadly I think the service will just go down the politically correct route and concentrate on everything the public isn't interested in. This will be at the expense of ensuring that adequate appliances are available, fully crewed and equipped to respond to emergencies. Knowing that you have a strategy of sustainability really doesn't help a person trapped in a fire or a vehicle.	Rhetoric, personnel levels, resources
It is the same as it always is and always will be, what you require are the right resources when emergencies arise.	Resources
It is important that the organisation lives by the standards set in this document. Consistent application of this approach is critical to achieving the strategic priorities	Reflection
All you are doing is providing work for beancounters who do not provide anything for residents	Management issue
Your resource location strategy should include the retention of Kenilworth Fire Station, because there is an increasing RISK that Kenilworth will be occasionally cut off from Leamington by flooding at Chesford Bridge.	Fire station location





i can only say i would be satisfied when i know disabled people have what i see as essential services such as the personal evacuation plans and adaptations which will ensure everyone knows if there is a fire alarm ringing for example lights in the home flash or something like that for the hearing impaired.	Vulnerable
The information provided in this questionnaire is insufficient to clearly know how to answer as the definition of acceptable risk is not provided.	Model clarity
People before property.	Suggestion
I feel the fire service is underestimated - I trust you with my life ! With love and respect xx	Support
I need to see more information on your deliverables v targets to be able to comment further.	Lack of measurement, model clarity
I'm not saying that I am dissatisfied with the service but that these statements are not going to contribute much to improving it. For example, using an evidence based approach will fix what probl? Is everything today done based on hunches and gut feel?	Rhetoric
Keep up the good work	Support
Every step makes sense, using a finite resource for more prevention but more specialist capability in response ie. electric car fires	Resources, personnel training
I do think Warwickshire is quite small and so should look into sharing more services with other areas if that's a good idea. Also need to establish more sharing of emergency resources in a crisis as we surely need to get help from other services in a big incident?	Resources
But Hope this isn't a measured way of putting communities at risk to save money.	Budget cuts
However the closure of local stations is not a good idea. I know Warwick has lost its station many years ago but surely the response times to incidents has increased. Overall the fire service do an incredible job	Fire station closures
The areas covered by a wholetime response will work well but more rural areas less so.	Rural localities
Concentrate on helping people not all these words and bureaucracy	Rhetoric
Depends on future funding. Pressure to make 'efficiency' savings will compromise your strategy.	Resources, budget cuts
Warwickshire has been through a massive increase in population, buildings including homes, offices and warehouses. You are operating out of old Stations that are impacted by location and traffic impacting your ability to respond. You need to review and make decisions on building new Stations that will be able to react across the county and can be more sustainable in new building technology i.e solar, heat source, water collector etc.	Fire stations
I think you have a good strategy for current circumstances. Do you have any plans to be flexible and dynamic if the current climate conditions continue to worsen and to increase the likelihood of fire?	Changing circumstances, the environment
There is a lot of corporate language here. A survey is not real coproduction with the local community	Rhetoric
For Warwick, WFRS Cannot be the best that it can be with sub optimal cover from the central Leamington station.	Response availability
I was very proud to work for Warwickshire Fire and Rescue Service and I also married an operational firefighter. My colleagues were always professional and hard working and I learnt so much interviewing firefighters and paying them.	Support



Invigilating examinations for potential promotions and learning about fire safety and maintaining fire hydrants. Knowing the difference between a Whoetime firefighter, a day crewed firefighter and an On Call firefighter (Retained Duty System in my time with the brigade). Great place to work and an amazing doctor and nurse too. I remember so much from my role in Personnel and Human Resources and sadly my husband passed away six years ago whilst still in service from cancer and heart failure. He was only 51 but we gave him a full fire service funeral. I feel safe knowing I am being protected by professional members of the emergency services. My brother in law is also a firefighter and will retire next January after 46 years in service. Keep up the great work you all do. Thank you for your service.	
Little thought has been given to the increase in population in the area which will see a reduction in service which is paid for, in part, by the residents of the area. It is highly unlikely that the cost will reduce in line with the loss in service. This proposal is further proof that insufficient consideration is given to the needs of the immediate area. It was understood that Nuneaton had one of the busiest fire stations in the country - was that ever true and has it suddenly changed?	Planning, resources
I'm satisfied the strategy provides a risk based approach to managing resources for the benefit of Warwickshire residents although this needs to be kept under constant review as population sizes flex across the county. That said having a strong visible presence across our communities is paramount in order to build trust and confidence with my comments around the visibility of Prevention fleet vehicles a means if done right of supporting that goal!	Planning, local communities
There is a danger that over-emphasis on risk management and strategy development lead to overpaid personnel to run it at the expense of the number of actual trained staff.	Management issue
I feel that the survey is difficult to understand for some members of the community, I also feel, that in some areas it is generalised.	Question issue
Good platform for future development of what is a new approach.	Support
I would be willing to pay more tax if it would be used to fund Warwickshire Fire and Rescue Service operations. It is not reasonable to expect the same level of service whilst cutting the budget of an organization - over 40% since 2015.	Resources
As always, fantastic people helping their communities	Support
I'm concerned that cuts are part of this realignment. I'm concerned rugby will lose its fire station and see wait times increase; an example of this is 'ambulance' wait times which while a problem within the NHS itself, also see ambulatory vehicles travelling much further to local rugby patients. We need to retain local community linked fire services	Budget cuts, fires station closures
I have noticed a large amount of publicity recently in relation to members of the public illegally accessing open bodies of water within the Nuneaton and Bedworth area. The local council recently announced they are working in partnership with representatives from "Blue light" organisations to prevent people from accessing the water. I strongly feel that consideration ought to be sort from qualified members of local youth organisations, such as Sea Cadets, who continue to promote water safety and who teach young people how to access the water safely. I feel young people, particularly those not educated in water safety, will continue to access the water illegally and continue with anti social behaviour regardless due to not having access to meaningful activities that capture their natural curiosity for adventure. The amount of work that Sea Cadets do for young people, in terms of keeping young people active, supporting mental health and emotional wellbeing, whilst also providing a vast	ASB, education, other agencies



array of opportunity and Nationally Recognised Qualifications, is unprecedented. It would be good if the "Blue Light" organisations and the Local Borough Council could hone in on these skills and knowledge to help young people even further. Local access to the water for this organisation is crucial to enable this to continue. Nuneaton and Bedworth Sea Cadets is based at the Rear of the Jubilee Sports Centre, Greenmoor Road, Nuneaton, Warwickshire, CV10 7EZ. Let's help support this organisation so that the young people are given access to what they need in order to thrive and improve life chances and opportunity for the young people within the Borough. They are our future!	
It's good to see a plan for future activities and areas that will be targeted and how that might be delivered in the future	Support
Without sufficient funding a strategy becomes a useless piece of paper.	Resources
Well structured strategy that very much concentrates and focusses on the safety of Warwickshire residents.	Support
As ever the real test will be the extent to which the strategy is actually implemented.	
It is quite broad and looks positive	Support
You've lost sight of core objectives	Not WFRS' job
Don't be a taxi service for old people	
Assumes appropriate funding is available.	Resources
It is a very comprehensive strategy that addresses risk and looks to work collaboratively with partners, an experience I have always found to be a positive, with good working relationships with policing. It is clear where the focus lies and prevention, protection and response is a clear vision and easy to understand from the public's perspective. The keeping people safe mission is a strong believable one that the public can trust WFRS to protect them	Support
Just make the lazy fire service employees work for their living	Disapproval
Behaviours dictate how services are delivered and i am delighted that ethics and values is placed as high as they are. This is testament to CFO Brook's modus operandi and I wish him and his service the very best as they reform the sector from Warwickshire. My only ask is that you give response the prioritisation it needs in your sequencing - it should be placed before response and protection for reasons stated in earlier comments.	Ethics
I know the FS will do all it can to protect lives. It in its DNA. Make sure it's not solely run by academic use of spreadsheets and budgets.	Support
The proof of the pudding..... It will take time to see if it's working well	
Poor management from the top, leads to poor staff all the way through the Service.	Management issue
As a business owner we have had to use the fire service several times over the last 15 years two fires were arson and you provided more than ten units to both fires. Going foreword I would like to think that this capability will still be there in the future, not that I want to use it. Rugby is growing massively in size and climate change is giving more issues for the future in respect of flood and fire. I hope we end up with WFRS that can cope into the future.	Support, changing circumstances
Much of this strategy is vague with generalised statements. In theory much of it sounds are ok. But it does not cover response times / numbers of emergency vehicles available/ whether our local fire station will remain open. How does the risk assessment view the fire station in Stratford? Surely without it risk to Stratford residents goes up ?	Rhetoric, response times, fire station closures



There will always be the possibility of improvements so I cannot score higher!	
Strongly against service being proposed for Nuneaton and Bedworth, Need to increase resources rather than rob Nuneaton to cover Bedworth & M6	Resources locations
See previous comments. Not enough information to make informed comments. All very vague and full of management speak.	Model clarity, rhetoric

Do you have any other comments you would like to make about Warwickshire Fire and Rescue Service? - Please add your comments here	Theme
You guys do a fantastic job	Support
My hope is that this strategy is developed to its full potential, and is subjected to regular review	Support, reflection
As previously commented the fire procedure in the complex I live in is never implemented due to false alarms that take 20 minutes minimum for a warden to attend therefore everyone ignores the fireplace assuming it is a false alarm	Vulnerable
One point about this survey: why is the response order of Q9 the opposite way round to all the others? I very nearly entered "Strongly Disagree" rather than "Strongly Agree" and only spotted it at the last moment.	Question issue
Please do not fund the prevention strategies by reducing the Fire stations or front line Fire Fighters	Fire station closures, personnel reductions
Thank you for rescuing me from an RTA in Stratford where I was air ambulated to Birmingham with a bad concussion back in 2014 :)	Support
Thank you for keeping me safe. We have accidental fire alarms here quite often and service personnel are always considerate, regardless of circumstances.	Support
I see no reference in the strategy to the service level which the community can expect from the service. Glossy management strategies have their place and important for providing direction to the service. The end user in the community needs to know how long he / she is going to have to wait before a Service provider attends an incident. There is nothing I have read in completing this survey that indicates the level service that I as an end-user can expect.	Levels of service, management issue, response times
Young Firefighters was amazing. It taught so much to so many youngsters across the community: respect, teamwork; following instructions; new skills; responsibility; professionalism. Please start up these groups again. It would help spread knowledge about fire safety & reducing fire risks across the community.	Support, education, local communities
Totally undervalued until you need them and they are not there, haven't the staff or modern equipment to deal with a serious emergency. I don't need an accountant or paper pushing jobsworth to save me but a fully trained, brave, calm and equipped firefighter!!	Support, resources, personnel levels
WFRS provide an outstanding service within the communities that we serve. We aim to respond and assist our communities as and when required; however we should not lose sight of the need for constant investment and training in our personnel. Currently, in an effort to meet driven targeting, local based training has taken a sideways step. In the long term this can only be detrimental to the service we provide for our communities.	Support, resources, personnel training
Thanks for the opportunity to comment. You do a great job.	Support
High quality service and merits higher profile	Support
They are doing a difficult job in challenging circumstances.	Support



Love the new tagline on the sides of the engines, about discrimination. Just be sure to constantly review your approach in that area too!	Support, reflection
We used to have a Young Fire fighters Club in Wellesbourne which local children really enjoyed. Could schemes like this be revived as it gets the local community involved and teaches children about fire safety and teamwork.	Education, local communities
Keep up the good work	Support
I can only comment on Henley in Arden service and over the last 13 years of living here I can honestly say that anytime I wanted any advice or help Henley Firefighters (especially the station commander Kate?) they have given 1st class support and service. We feel safe knowing that we are lucky to have such a great team keeping us safe. Thank you!!!	Support
Thank you for a great service - fight budget cuts	Support, budget cuts
You provide an excellent service. I wish your budget was higher to enable you to do more	Support, resources
I know nothing about the WFARS and this survey didn't really leave me any better informed.	Disapproval
Those statements at the very beginning. Make them a wider social media ad campaign. Get people thinking even if they can't be bothered to plough way thru this survey. Who knew only 30% call outs were for fires. That's got to be good for the fire prevention msg is getting thru but could mean fire stations closing and that is never popular.	Communication
Appreciate the service you provide	Support
Overall a stellar group of people when it comes to their job so far in my experience	Support
Make your strategy for everyone. Your strategy will miss out people. Your strategy is NOT for everyone. You select those most in need. The people you ignore will die in a fire related accident.	Equal coverage
The best fire service in our county	Support
I just hope those dealing with returning people home from hospital are properly trained in dealing with this, ensure there are no unsafe discharges.	Personnel training
What about pay increase - in line with inflation?	Personnel welfare
This is all just pie in the sky. Nothing that can be measured, no way of telling if it's going right. No targets. Useless. What a waste of time.	Lack of measurement
Do a fantastic job despite being overstretched.	Support
Keep doing the brilliant job you are doing. Thank you	Support
Always reassured that assistance is there when needed.	Support
We know they are always there to help if we desperately needed help.	Support
Ensure a culture of continuous improvement is installed and maintained.	Reflection
CPR Training for the public is hard to find, could the Fire Service provide this. It would help save life in both fire and emergency situations. We both would be willing to pay for this.	Education
I think that you are a very efficient service.	Support
Hopefully it's a service I, or most people, will never need, so it's largely invisible. Many of the issues I have given an answer to are in the middle because of this, and getting my head around REPS etc is not something that can be done without thought.	Question issue
Hope you get the support you need in future !	Support



Coleshill fire station should be fully manned 24 hours of the day. Not have firefighters being on call at night. This ultimately lengthens arrival at incident. Night incidents are already likely to be reported later y than a daytime incident	Response availability
Only to say that I appreciate and value (as well as admire) all that they do and stand for.	Support
I am part of an OAP Association and we have requested a visit to one of our meetings in August to prepare for the winter checks	Vulnerable
Great respect for the retained firefighters	Support
Since I joined in 1978 there has been savings year on year calling them improvements.Nothing could be further from the truth	Budget cuts
Linking with NHS Long Term Plan, Halsharing best practices I.E hoarding pilots, other Counties.	Other agencies
You are always there for us your comunity .what more can we ask Thank you	Support
Warwickshire FRS has always served its community in a way it can be proud of. Long may this continue. Don't lose sight of what your community expects from you. Diversification is a great strategy for certain businesses but you do have a sort of monopoly in the public protection arena. WCC provide many community services, carried out by professionals who are paid far less than firefighters, please ensure that when we need our fire service, they are the best trained, most able and best provisioned crew they can be	Personnel training, personnel levels, resources
In the past I have been dealt with quickly when needed your services and your staff and friendly.	Support
Thankyou for your service	Support
be best efficient - sharing resouces / skills with othe emergency services/ authorities	Resources
Poor management	Management issue
Really appreciate their commitment, and the difficult situations they have to deal with. Well done all of you 🙌🙌🙌	Support
I have benefited personally from the WFRS and am very supportive of the services it provides.	Support
Lacks ambition. All bluster without substance. Buzz word bingo document that's weighted to an agreement without any detail. Pointless but usual for WFRS.	Rhetoric, model clarity
I think that Stratford upon Avon should have both fire and ambulance stations as it is a large town and rapidly growing larger.	Fire station location
Pay more to retained firefighters	Personnel welfare
Do you have a form to fill out re vulnerable/at risk clients eg a person bedbound upstairs.	Vulnerable
Thanks for all you do.	Support
You do a fantastic job.	Support
Keep up the great work!! Not all heroes wear capes!! 👍	Support
Continue to do a great job!	Support
We are so lucky to have such dedicated fire fighters to protect the community. The funding needs to be available for them to do their jobs efficiently with the best equipment and facilities. The safety of people cannot have a price put on it.	Support, resources
Improved use of the WFRS website and twitter account following the lead of other services eg Cornwall, London, North Yorks, etc with regular updates on incidents attended, which at least demonstrate to the general public the extent and range of service delivery that WFRS delivers.	Communicatio n





Doing a great job in spite of a poor strategy.	Support, disapproval
Keep doing what you're doing!	Support
I have wondered for a few years now if Warwickshire is too "small a County to maintain an independent Brigade, (the same agument can be made about policing) In the absence of the planned regionalisation, there is adiscussion to be had about North Wawickshire, and the Leamington - Warwick - Kenilworth area being incorporated into West Midlands F&R, Rugby etc into Northhants, and the rest of the County into Oxfordshire and/or Hereford & Worcs. Continuation of an independent service would be great, but are the financial resources sufficient to support it at the level required?	External factors, resources
I also wondered about future risks of electric and alternative fuel cars and also driverless cars could be something to think about.	Suggestion
says nothing about firefighter numbers, or numbers of stations and engines why not? also need info on attendance times. What about recruitment and decent pay?	Personnel levels, fire stations, personnel welfare
needs to stay as part of WCC -	External factors
I think they need to take more time on people when going through the application process to join WFRS. Previous mental health should not be a problem and a full thorough conversation should be undertaken.	Personnel levels
Losing an appliance from Nuneaton will be a big mistake.  The ever growing population is becoming more diverse and expanding every month.  The demographic of Nuneaton is covering a much larger area than ever before and cannot be managed safely with 1 appliance.  Crewing is already stripped to the absolute minimum and to loose an appliance would be a wrong decision for this expanding town.	Resource locations, resource reduction
There needs to be a non emergency number to call the fire and rescue service just like 101 for the police. For instance trapped wildlife is not necessarily an blue light emergency but one feels it is wrong to dial 999 to ask if any assistance is available. Also to ask about fire prevention or general enquires relating to the services that you offer.	Suggestion
Fantastic emergency service just a shame that u can't just focus on prevention etc with fires, my aunt needed a ambulance not onw free for about 10 hours came after 6 and that was a 999 call thankfully yourselves were free to go tot try and help her as it turned out she had br9ken her thigh bone just above her knee and is in plaster from her groin to her toes, we as a family can't thank u enough for what u did for her, u will always have my vote and any fundraising u do I try and get there thank you once again from the bottom of my heart xxxxxxxxx	Support
I think they do an amazing job in very difficult circumstances. All of this survey is very wordy and unclear.	Support, question issue
Just a massive thank you for all you do	Support



None other than the note about direct contact with the public and those people and places identified as most vulnerable	Local communities, vulnerable
No station closures or reduction of services in the North of the county.	Fire station closures
They are incredible brave people who deserve recognition for their hard work and bravery to keep us all safe and help us if we are in danger	Support
Reimagine the service; what are your expectations on the health agenda? How can services be charged for to generate income?	Vulnerable
Would it be possible to look at cross-boundary issues and communication for areas which are on administrative boundaries, such as Longford (Coventry City Council), Exhall and Poplar wards (Warwickshire County Council and Nuneaton and Bedworth Borough Council)?	Communication
Concentrate on what a Fire & Rescue Service is primarily there for - the clue is in the title. Yes to fire prevention, yes to educating/identifying the vulnerable - but ensure you don't lose sight of the need to prioritise availability of crews and appliances above all else - the availability of some RDS units is a disgrace and work needs to be done to improve that as a priority.	Not WFRS' job, response availability
Warwickshire Fire & Rescue Service has the potential to take the lead in many areas and from a performance perspective has a lot it should be proud of. Not withstanding the challenges the public sector faces it should always aspire to lead the sector whenever it can.	Support
We as an organisation have always found the service very helpful and accommodating particularly when dealing with issues around Fire Risk Assessments, Inspections/visits etc. We believe it is a very professional run organisation which serves the community very well.	Support
Thank you for the great work you do to protect us in our communities.	Support
You do a good job now, lets hope you don't upset the apple cart with any changes and things are made better.. Good Luck.	Support
To check that the elderly/infirm and challenged people have access to smoke & carbon monoxide detectors in their place of residence	Vulnerable
thanks for all your hard work	Support
WFRS needs adequate resourcing. Funding for some activities, eg support for elderly should be funded from Social services Budgets	Resources, not WFRS' job
They do a great job, let them get on with it without being held back by public sector parasites	Support, management issues
i have no issues with anything the fire service provides, the essential issues need to be sorted by the council with some assistance for you guys however thats for the council to deal with. you guys are awesome thank you	Support, management issues
Be transparent about what you consider acceptable risk. Provide a personalised statement or SLA to each community or better still as a statement on my council tax bill about what SLA I can expect at my address.	Model clarity
promote the junior fire service , have seen this at Studley and Bidford , seemed a great idea	Education, communication
The WFRS rightly so enjoys huge public respect. As an emergency service that is there 24/7 the general public are reassured by your presence.	Support
Why are WFRS doing the work of the Social Services ? For example the hospital to home service which seems to be a free taxi service would your employees	Not WFRS' job





involved in this be better employed on Fire Fighting or similar similar duties, again I comment this is not how I expect my taxes to be spent	
You are wonderful people xx	Support
As we rely on greener power what will us be using instead of water to fight fires and will it be as effective?	The environment
You are doing a great job in educating workplaces, schools, hospitals about fire prevention and safety! Thank you.	Support, education
Would like to see a full time crew based in Shipston. It has increased in size and with more traffic could slow any response to a fire. Also could Stratford district council be called upon to police parking in residential areas we live in a narrow road where people park all over you can barely get a car though let alone an engine or ambulance which must endanger a lot of people. Maybe a leaflet to show how bad parking at junctions or on the pavement is not only inconsiderate but illegal.	Resource location, education
Forgive me, I am newly living in Warwickshire and my longstanding experience is of Cambridgeshire FRS. I purposely didn't read your latest HMIFRS assessment until I had completed the survey but the questions that I have about the service are shown through the Inspector's report to be justified. I have restricted my comments to what I see as obvious omissions. If this is an example of what happens when the PCC is responsible for the fire service, it more than justifies Cambridgeshire's fight against any such takeover. I want to thank your officers and staff for their hard work to keep the community safe and wish you all every success in achieving the improvement that the Inspector points to in all areas. I will certainly look at what opportunities are available for members of the general public to contribute to helping you.	Support, external factors
home safety checks and fitting smoke alarms is an excellent service	Vulnerable
The people do a great job and take great risks for people they don't know so I'd like to say thanks	Support
Thank goodness you are still here.	Support
Coleshill Fire Service were passing when my husband collapsed in the road and their prompt response not only probably saved his life but reassured me of their care and efficiency.	Support
I have recently been in touch because I am very concerned about the general purpose block's of Flat's that the Council have. The Fire Risk Assessments that have been done came up with over 900 problems and these should be addressed by the Council ASAP.	Assessment
Thankyou for everything you do above and beyond your role, please stay safe all	Support
They do an excellent job in keeping everyone safe and the work they did during the pandemic was outstanding.	Support
We provide an excellent service to the people of Warwickshire with the resources we have. It is a County Council problem where to best use our resources for the whole community not just Fire & Rescue, but with further investment we can go to the next level. The County Council must challenge the Government to provide more finances.	Support, not WFRS' job, resources
We recently had a fire caused by a clothes dryer fault and the crew were excellent and helpful. The only problem was that because they had to travel from Leamington Spa it took a long time for them to arrive. This was not their fault since WCC had seen it wise to close all the roads through Warwick to our area and the engine was forced to use long diversions. Luckily I had already extinguished the fire before they arrived. However they did warn me of the dangers of this action.	Support



Thank you for all you do to keep us safe.	Support
I manage a nursing care home and strongly feel supported by the Warwickshire team. I can contact if I have any issues and value their service.	Support
The strategy and plans are fine I await the implementation on the ground.	
Be mindful of the significant number of new dwellings in our area and resource accordingly	Planning
Brave and always willing to put their lives at risk to save others. It is now up to the senior leadership team to make the right decisions to provide the correct environment and facilities that will support the fire fighters and the community.	Support, resources
I stand in awe of the people staffing our fire services, the conditions they work under and the risks (all be it assessed) that their work entails - they are all heros!	Support
The service in Warwick is lacking and residents are at risk ar the promised sevice following the closure of Warwick old station was closed was not delivered on.	Fire station closure, disapproval
Nice pic of a token electric car to portray an ECO image. Would like to see an electric car scheme for staff and charging points at work	Suggestion
People who are differently abled needs to be considered How would you cope with a guide dog user who was in distress	Vulnerable
They are the best part of Warwickshire County Council as they save life's everyday. Amazing people and very professional.	Support
Whilst the Service has a good direction, I believe that this needs additional funding to staff and support this.	Resources
WFRS reduced the numbers of crews when a new chief fire officer was appointed a number of years ago and we are now expected to accept a further reduction in emergency services? There has been little publicity around the reasons for the change in strategy - is Bedworth suddenly at greater risk? If so where has that risk come from and why has it taken over a year since the strategy was first proposed before the public were given a chance to respond? It must be borne in mind that we are paying for this service and do not deserve a reduction in service because it suits someone's budget!	Personnel levels, resources reduction, resource location
Just how amazing you all are and really appreciate everything you all do to keep everybody safe. Thankyou so much!	Support
Fire service needs stations in each large town, not in a hub	Fire station locations
Thanks for all that you guys do! You're ace!	Support
Awesome job by the Firefighters!	Support
Thank you for what you do	Support
Very happy to have you thank you	Support
Fire services for Rugby need to ensure they can meet the chaging requirements as Rugby town grows.	Changing circumstances
I have noticed a large amount of publicity recently in relation to members of the public illegally accessing open bodies of water within the Nuneaton and Bedworth area. The local council recently announced they are working in partnership with representatives from "Blue light" organisations to prevent people from accessing the water. I strongly feel that consideration ought to be sort from qualified members of local youth organisations, such as Sea Cadets, who continue to promote water safety and who teach young people how to access the water safely. I feel young people, particularly those not educated in water safety, will continue to access the water illegally and continue with anti	Education, ASB, other agencies



social behaviour regardless due to not having access to meaningful activities that capture their natural curiosity for adventure. The amount of work that Sea Cadets do for young people, in terms of keeping young people active, supporting mental health and emotional wellbeing, whilst also providing a vast array of opportunity and Nationally Recognised Qualifications, is unprecedented. It would be good if the "Blue Light" organisations and the Local Borough Council could hone in on these skills and knowledge to help young people even further. Local access to the water for this organisation is crucial to enable this to continue. Nuneaton and Bedworth Sea Cadets is based at the Rear of the Jubilee Sports Centre, Greenmoor Road, Nuneaton, Warwickshire, CV10 7EZ. Let's help support this organisation so that the young people are given access to what they need in order to thrive and improve life chances and opportunity for the young people within the Borough. They are our future!	
This is mostly common sense; it would have been useful to know what you see as the major deficiencies in the present system and how this research will target those	Disapproval
I know you are looking at Bedworth/Nuneaton. Look at the bigger picture in N Warks. Polesworth is OK, perhaps relocate Atherstone and one pump DC, with Coleshill relocated too as one pump DC, you will get money for the sites so dont be frightened to be radical, whilst the idea in Nuneaton and Bedworth is valid! Bedworth should never have dropped to on call in the first place. Specials: Decide, do they sit at Coleshill or Atherstone and crew accordingly. WMFS TRU is at Bickenhill, so why do you keep the RT at Coleshill, move it to somewhere more Central or Nuneaton, whilst the FoC is best at Coleshill because of Kingsbury, so a PM plus water carrier would work there, so by default the BAT at Athertone could move to Coleshill too, meaning four crew move to Coleshill. Ask yourselves though, have I got enough 'wholetime' firefighters to crew what I want and when; simply no!	Resource locations, personnel levels
I have had many years of experience working with colleagues in WFRS, they are always professional and knowledgeable and will always step up when called upon to support other agencies or the county effort to protect our communities.	Support
Amalgamate all fire and rescue services to save unnecessary duplications (lazy bosses)	Management issue
Behaviours dictate how services are delivered and i am delighted that ethics and values is placed as high as they are. This is testament to CFO Brook's modus operandi and I wish him and his service the very best as they reform the sector from Warwickshire. My only ask is that you give response the prioritisation it needs in your sequencing - it should be placed before response and protection for reasons stated in earlier comments.	Ethics, support, response
WFRS thank you for all you.	Support
In a working capacity I have always had excellent response from WFS , and look forward to continuing to work together	Support
These comments are submitted on behalf of Alcester Town Council. The Council wished to particularly congratulate Alcester fire brigade on its "hospital to home" transport service and other community engagement within the town.	Support, local communities, vulnerable
Brilliant service	Support
Excellent service , thankyou for risking your lives for us, bring back young firefighters !!!!	Support, suggestion
Great job	Support
Employ people that actually care.	Disapproval



Coleshill Fire Station checked our home ceiling fire alarms and updated the batteries and reminded us to check them regularly. I also attended a the station when they had advertised locally that we could register to update our first aid skills.	Education
Having a fire station nearby in Atherstone incase of fires is very reassuring and hope this never closes.	Support, fire station location
You have my full support	Support
Strongly against service being proposed for Nuneaton and Bedworth, Need to increase resources rather than rob Nuneaton to cover Bedworth & M6	Resource location
<p>Further feedback</p> <p>Within the consultation it is really clear the components that make up your CRMP and the integrated approach of each of them.</p> <p>One further comment is the launch of WMFS 'Our Plan' in April 2022, saw us be more explicit in the referencing of our six CRMP projects within our strategy to help all stakeholders make the intrinsic link better between CRMP and the delivery through the 3-year rolling strategy.</p> <p>Thank you for the opportunity to comment on your Prevention, Protection and Response Strategy 2022-2027 and also Community Risk Management Plan, such a collaborative approach is always welcome, and I'm encouraged to see that some elements of your plan mirror our own. I hope the following comments and questions are helpful and I appreciated you welcoming our CRMP team recently to discuss further.</p> <p>Strategy</p> <p>WMFS implement a 3-year rolling strategy, and feel 5 years may be too long a period to be able to accurately forecast and plan for delivering our services, especially in the operating environment we find ourselves.</p> <p>Our Vision</p> <p>Although your vision statement is clear on WFRS's goal and purpose, consideration may be given to if it is aspirational enough?</p> <p>Our Mission</p> <p>Currently as a service we do not have a mission statement but are considering including one within our strategy as you have done. The four pillars are clear and set out how you are looking to serve your community.</p> <p>Thematic Risks</p> <p>Although we highlight the broad risks we are facing as a service within 'Our Plan', we do not include specific key quantitative data that our risk review highlights. However, how you have set this out within your strategy will be really helpful for the community to understand your targeted approach to risk,</p>	Support, model issue, expansion



and the benefit of using an evidence-based approach. This is something we may want to consider moving forward.	
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## County Council

**13 December 2022**

### **Local Pension Board Appointment**

#### **Recommendation**

That Council approves the appointment of Councillor Ian Shenton as a scheme employer representative on the Warwickshire Local Pension Board for a three year term in accordance with the Terms of Reference of the Local Pension Board

#### **1. Basis and Makeup of the Board**

- 1.1 The Public Services Pensions Act 2013 requires the establishment of a Local Pension Board with responsibility for assisting the Scheme Manager of a Local Government Pension Fund in securing compliance with all relevant pensions laws, regulations and directions and the Pension Regulator's codes of practice
- 1.2 The Local Pension Board was set up in 2015 to assist the Warwickshire Pension Fund in ensuring that it is complying with relevant laws and regulations in the governance and operation of the Fund. The operations of the Local Pension Board are guided by a Terms of Reference which are approved by Council.
- 1.3 Pursuant to those Terms of Reference, the membership of the Local Pension Board is to consist of seven (7) members to include
  - 1.3.1 Scheme Member Representatives x 3
  - 1.3.2 Employer Representatives x 3
  - 1.3.3 Independent Representative x 1
- 1.4 The terms of reference for the Warwickshire Local Pension Board also specify that the tenure of membership shall be three years per appointment term, up to a maximum of nine years.
- 1.5 The board has an independent Chair also appointed for a three-year term. If a member resigns during their term of office the replacement is appointed for three years.
- 1.6 Following a vacancy becoming available on the Local Pension Board, Councillor Ian Shenton has been identified as a suitable candidate for the role of Scheme Employer representative to the Local Pension Board. His appointment will mean that the Board is fully constituted and will run from 13 December 2022 to 12 December 2025.

- 1.7 This appointment requires ratification by Council in accordance with the terms of reference of the Local Pension Board.

## 2. Financial Implications

There are no financial implications arising directly from this report.

## 3. Environmental Implications

There are no environmental implications arising directly from this report.

## 4. Timescales associated with the decision and next steps

If agreed, the appointment would take place with immediate effect.

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The report was not circulated to members prior to publication.