

Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Wednesday 14 December 2022
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

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

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Chair's Announcements

(4) Minutes of Previous Meeting

5 - 10

2. Public Question Time

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

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

Up to 30 minutes of the meeting is available for the Committee to put

questions to the Leader and Portfolio Holders on any matters relevant to the remit of the Overview and Scrutiny Committee.

- | | |
|--|---------------|
| 4. School Admissions Update | Verbal update |
| 5. Council Plan 2022-2027 - Quarter 2 Performance Progress Report | 11 - 36 |
| 6. Resources and F&R OSC Customer Feedback Report 2021/22 | 37 - 50 |
| 7. WFRS Performance Benchmarking 2021/2022 | 51 - 72 |
| 8. Voice of Warwickshire residents' panel - Project Update | 73 - 76 |
| 9. Work Programme | 77 - 78 |
| 10. Any Urgent Matters | |
- At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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

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

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

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

Public Speaking

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

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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Resources and Fire & Rescue Overview and Scrutiny Committee

Tuesday 11 October 2022

Minutes

Attendance

Committee Members

Councillor Adrian Warwick (Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Jan Matecki (substitute member)
Councillor Sue Markham
Councillor Peter Gilbert

Officers

Rob Powell, Strategic Director for Resources
Amy Bridgewater-Carnall, Senior Democratic Services Officer
John Cole, Senior Democratic Services Officer
Andy Carswell, Democratic Services Officer
Olivia Cooper, Service Manager - Contract Management and Quality Assurance
Steve Smith, Assistant Director - Commissioning Support Unit
Nichola Vine, Strategy and Commissioning Manager (Legal and Democratic)

Others Present

Councillor Andy Crump (Portfolio Holder – Fire & Rescue and Community Safety)
Councillor Andy Jenns (Portfolio Holder – Customer and Transformation)
Councillor Martin Watson (Portfolio Holder – Economy)

1. General

(1) Apologies

Apologies were received from Councillors Roberts, Spencer and Tromans. Councillor Matecki was attending as a substitute for Councillor Spencer. Apologies were also received from Ben Brook, Sarah Duxbury and Andy Felton.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Chair's Announcements

The Chair informed members that Dave Pemberton would be retiring soon, and on behalf of the Committee he would like to wish him well. The Chair introduced members to Amy Bridgewater-Carnall, who had just joined the Democratic Services team as a Senior Officer, and welcomed her to Warwickshire County Council.

(4) Minutes of the Previous Meeting

The minutes of the meeting held on 8 June were approved as an accurate record.

2. Public Question Time

No questions had been received.

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

Councillor Sarah Boad said she had seen an item on Warwick Hospital on the news recently, and this had featured members of Warwickshire Fire and Rescue Service helping to take a patient home. She said the piece reflected well on WFRS and congratulated staff. Councillor Andy Crump endorsed Councillor Boad's comments, saying WFRS staff were able to help in ways that other emergency services could not and staff were very professional.

4. Council Plan 2022-2027 - Quarter 1 Performance Progress Report

The item was introduced by Steve Smith (Assistant Director, Commissioning Support Unit), who told members a new performance framework had been introduced and it had been considered at September's Cabinet meeting. The framework looked at the progress of 81 key business measures, of which 27 fell under the remit of the Committee. The framework encompassed the new Integrated Delivery Plan, which looked at 224 actions and projects taking place across the Council Plan. Of those, 60 were of relevance to the scope of the Committee. Steve Smith said the information was available for members to view on Power BI. Also included within the framework was an update on the current financial management situation. This included a commentary that highlighted the key risks that were of relevance to the Committee.

Steve Smith drew members' attention to the performance of the 21 key business measures that were available at the end of quarter one. Of these 15 were on track to be met and six were not. More data was now available that would show if the performance level was improving over time, remaining static, or declining. Some areas of particular focus were highlighted in the main report. Two of the key business measures not on track related to the number of fire-related deaths and injuries, which had already passed the yearly target. Councillor Sarah Boad noted the latest figure and target for fire-related deaths listed in the report was zero, but said this information was unhelpful as it was unclear what the cumulative total was for the year. It was agreed a cumulative total would be included going forward. Responding to a point raised by the Chair, Steve Smith confirmed that in cases of fire-related deaths officers had to wait to receive the report from the coroner to confirm the cause of death.

Steve Smith reminded members that a summary of the progress being made was shown in the report appendices. The majority of activities and actions were on track to be met, but those areas that represented the greatest amount of risk or were most likely to be compromised had been highlighted in the report. Members' attention was also drawn to the forecast financial performance in terms of either being on budget or showing an underspend of at least two per cent. Steve Smith informed members that an item on the cost of living crisis was due to be considered at the next Cabinet meeting.

Responding to a question from the Chair, Steve Smith said a new solar energy provider had been found and the backlog of cases was now being worked through.

Members noted the contents of the report.

5. Year End Performance Progress Report

Steve Smith introduced the item and explained it was being considered under the previous performance framework matrix and a different Council Plan. Of the 17 key business measures relevant to the Committee ten were on track and seven were not. Members' attention to the breakdown of performance under the different indicators and their trajectory.

The Chair said it was important to keep monitoring the capital budget, particularly in relation to increased rates of inflation. He said there was pressure to maintain the budget to avoid slippage, as there was the potential for the Council to be exposed to greater risks associated with inflation. Steve Smith said contingency based on the best available cost estimates was being built into the plan as part of the capital monitoring framework, as the situation was changing rapidly.

Councillor Boad noted the table on page 44 of the agenda regarding response times to incidents. She said risk-based targets were now in place, and stated her belief that these were much more sensible and meaningful compared to a simple time-based approach. Councillor Boad noted the report commentary regarding Covid and its impact on performance.

Steve Smith said more details about the performance of each measure, and what was required to get them on track, was available to view in Power BI. This was in response to Councillor Matecki noting there was a significant number of performance measures that were not on track to be met.

Regarding response times Councillor Andy Crump said a lot of risk analysis work had taken place to develop the Prevention Strategy to make premises and properties safer. A fire crew could attend an incident within ten minutes, which would be within the target response time, but it could already be too late for the crew to help. Councillor Crump said the Prevention Strategy was being kept under constant review to ensure the correct level of resources were in the right place. Councillor Pete Gilbert said it was also important not to lose any more services.

Councillor Martin Watson said some performance indicators were not on target against what had been anticipated at the start of the year. For example the indicator relating to the Recovery Investment Fund was not on track because less money than had been expected at the start of the year had been loaned out.

Members noted the contents of the report.

6. WFRS Performance Summary Report 2021/22

The Chair said that Ben Brook was unable to attend the meeting as he was involved in a training exercise. Members did not raise any comments or questions when asked by the Chair.

Members noted the contents of the report.

7. Procurement and Contract Management Strategy 2021-2026

The item was introduced by Olivia Cooper (Service Manager, Contract Management and Quality Assurance), who told the Committee that officers were confident they had engaged with the appropriate number of people to produce the strategy, which was scheduled to be considered by Cabinet for approval. She said a good procurement management strategy was fundamental in helping officers who commissioned services from a third party ensure good value for money and quality of service. The intention of the strategy was to help procuring managers understand what was required to ensure things were done in a legally compliant manner that would ensure local and corporate objectives would be delivered, particularly during a time of high inflation rates and market volatility. It would also be for the benefit of suppliers in understanding what was expected and required of them. Olivia Cooper said a draft version of the strategy had been ready in February 2020, but after it was reviewed later in the year the decision was taken to refresh the strategy. External organisations were involved in the review.

Olivia Cooper said the new strategy was supported by three pillars. The first was customer value: this was to ensure the service was provided at the quality needed to meet customer needs in line with the strategic objectives of the Council, and staff had the appropriate skills for procurement and contract management. The second pillar related to commercial value, which was intended to ensure value for money while embracing innovation in delivery of services. The final pillar was ensuring the social value policy that was adopted in 2019 was met in terms of recognising a third party's contribution to society. This could be in terms of how and when it spent money but also how it met the Council's objectives, such as those relating to climate change.

Olivia Cooper said the strategy was intended to run for five years, which included a detailed two-year delivery plan. Savings of £947,000 had been identified and anticipated.

Responding to a question from Councillor Piers Daniell regarding how value would be measured, Olivia Cooper said the three factors outlined through the three pillars would be balanced and considered at the tendering stage of any future procurement. A potential supplier's ability to meet other Council strategies would also be considered, as would ability to improve social value without significantly adding to the overall cost. Olivia Cooper stated her belief that social value done wrongly could potentially cost a lot of money. There would be a move away from focusing on compliance, as there would be an expectation that any procured contract would meet legal compliance. Responding to a question from Councillor Boad, Olivia Cooper said the proposed strategy allowed for flexibility throughout its intended five-year life. She said for example that the public procurement regulations, which were anticipated to be brought in next year, were considered when drawing up the strategy. Responding to a point raised by Councillor Matecki, Olivia Cooper said examples of good practice from the private sector were also considered.

Rob Powell (Strategic Director, Resources) said going forward there would be an increased emphasis on social value and it was expected there would be differences in how commercial value was

considered. He said currently two thirds of the Council's budget was spent in collaboration with partners and third parties and it was important to get spending rates right, and ensure partners were delivering what was being asked of them.

Members unanimously resolved to recommend the strategy to Cabinet for approval.

8. Work Programme

Councillor Boad noted the school admissions service was due to be discussed at the next meeting. She said there had been numerous negative comments about the service on social media, and noted that the Leader had recently apologised for its performance in the media. Councillor Boad said it was important the matter was discussed properly at the next meeting.

Members noted the contents of the work programme.

9. Any Urgent Matters

There were no additional urgent matters for discussion.

The meeting rose at 2.34pm

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Chair

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Resources, Fire & Rescue Service Overview & Scrutiny Committee

14th December 2022

Council Plan 2022-2027 Integrated Performance Report Quarter 2 2022/23

Period under review: April to September 2022

Recommendations

That the Committee considers and comments on Quarter 2 organisational performance, progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 The wider national context is a critical frame within which to view the Council's performance. The UK is experiencing the consequences of both significant political, global and macro-economic turbulence, including two recent changes of UK Government, the impact of the Pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.2 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and increased uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up and climate change.
- 1.3 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. The reporting of performance will track and highlight these impacts on delivery and performance, and inform the basis of prioritising activity and resource allocation as we undertake the refresh of the Integrated Delivery Plan.
- 1.4 This report summarises the Council's performance at the end of the second quarter (April-September 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 2 Integrated Performance and Finance reports Cabinet considered on the 10th November. Performance is

assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.

- 1.5 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.6 Management of Finance is summarised in Section 4 and the summary table is presented in Appendix 3.
- 1.7 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.8 The paper sets out a combined picture of the Council's delivery, performance, and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available for reporting until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.
- 1.9 Quarter 2 has seen a marginal decline in performance compared with the Quarter 1 position, reflecting the increasingly volatile, uncertain, and high-risk external environment which is impacting on resources and the wider economic environment, capacity and certainty about a number of key policy areas.
- 1.10 Of the 24 KBMs available for reporting this quarter the following table indicates an assessment of performance, compared to Quarter 1:

Quarter	On Track	Not on Track
1	71% (15)	29% (6)
2	62% (15)	38% (9)

- 1.11 Appendix 1 details performance for all the Committee related measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the 2022/23 Performance Portal available through this [link](#).
- 1.12 There are some key emerging themes highlighted by this report, including:
 - Increasing demand being reported in services specifically in the People Directorate and within Business and Customer Services such as the Local Welfare Scheme and the Customer Service Centre; and
 - Capacity issues are impacting delivery across the organisation. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market are reflected within the commentary on the Integrated Delivery Plan and performance; given significant and growing financial/inflationary pressures, there is no easy solution to these strategic workforce issues, which are being considered by our HR Strategy team.
- 1.13 Notable aspects of positive performance for specific measures include:

- % of applications made to the Warwickshire Local Welfare Scheme which are supported, currently achieving 92%;

In addition, performance is notable in some broader areas such as:

- a number of measures relating to our people and how we work which are performing strongly, particularly strong performance on measures relating to the recent staff engagement survey.

1.14 The main performance challenges relate to:

- fire response times within agreed standards, and the number of fire-related deaths and injuries which are exceeding the agreed targets;
- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan as target is being exceeded; and
- the percentage of schools with a deficit budget remains above the target of zero and is likely to decline as a result of inflationary pressures impacting school budgets, particularly due to pay awards that are not fully funded.

1.15 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.

1.16 The position is also positive in terms of delivery of the 59 actions set out in the Integrated Delivery Plan, with 76% being On Track and a further 2% Complete. Seventeen per cent of actions are At Risk or Compromised and 5% have yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.

1.17 A number of actions that are at risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all Councils.

1.18 At Quarter 2, relating to the remit of this committee there are 2 corporate strategic risks with a red (high) rating: economic growth slowing or stalling and inflation / the cost of living. In addition, at a service level there are two risks that are rated red (high) and which at the same time have had an actual risk rating greater than their risk target for 3 quarters: on call availability and protection capacity within Fire and Rescue Services.

2. Performance against the Performance Management Framework

2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.

2.2 A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the

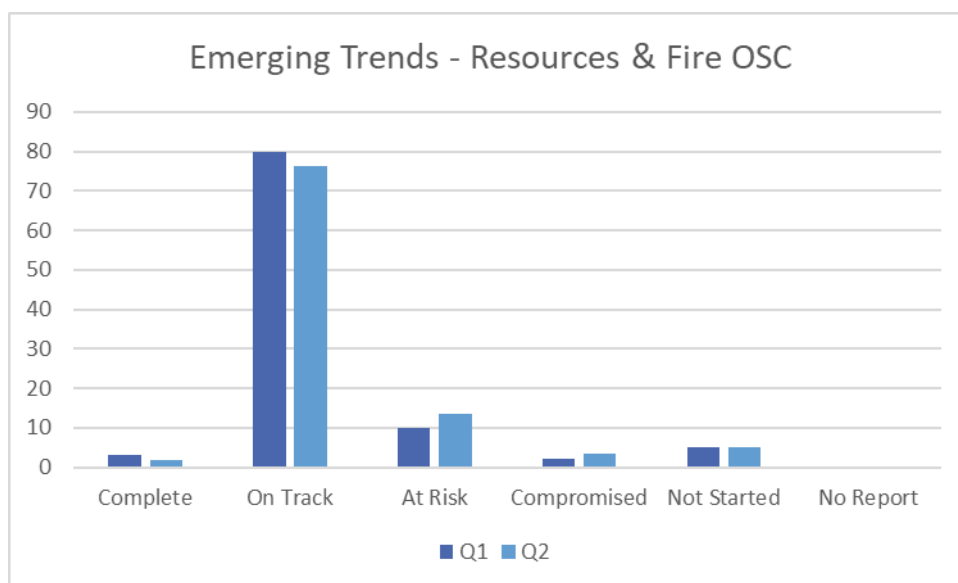
Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.

- 2.3 Comprehensive performance reporting is enabled through the Power BI link [2022/23 Performance Portal](#) as part of the revised and adopted Performance Management Framework.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.5 There are 31 KBMs in total that are in the remit of this Committee. Chart 1 of Appendix 1 details the reported status of the 24 KBMs which are being reported at Quarter 2, all of which have a measure status. 62% (15) KBMs are considered On Track and 38% (9) Not on Track, this is a marginal decline from Quarter 1 when 71% (15) KBMs On Track and 29% (6) Not on Track.
- 2.6 All 24 of the reportable measures have a forecast projection from the responsible service for the forthcoming period. 15 measures are forecasting to be On Track at Quarter 2, of which 1 is forecast to improve, 12 to remain static over the next quarter and 2 to decline. 9 are forecast to be Not on Track, with 3 forecast to improve, 1 to decline and the other 5 to remain static at the next reporting period.
- 2.7 As an agile approach is being taken to the new Performance Management Framework is being taken there are a number of developments that have been proposed to and agreed by Cabinet:
- new School Places measures are included in the Framework going forward to support the ongoing development of processes and systems in this area;
 - two new KBMs are included in the Framework to support the 'Harnessing Community Power' Area of Focus
 - Total no. of community groups
 - Total amount of money going into community groups

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas against all Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at Appendix 2. A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.

- 3.3 Of the 214 remaining actions within the Integrated Delivery Plan, 59 are attributable to the Resources, Fire and Rescue OSC. Detailed information on the performance summary of the Integrated Delivery Plan in relation to Resources & Fire & Rescue is included at Appendix 2. The majority of deliverables are on track or complete (76%), 17% are At Risk or Compromised and 5% are yet to start. Any exceptions are covered in Appendix 2.
- 3.4 Important points to flag in terms of delivery are:
- Commencement of the implementation of the new Customer Relationship Management System is delayed due to understanding impact of additional organisational demand (e.g., Adult Social Care Reform) and subsequently to assure benefits within services contributing to the organisational Medium Term Financial Strategy savings associated with the Digital Roadmap. As a result, it is anticipated that Horizon 1 will continue through 2023/24 Financial Year rather than completing at March 2023.
 - The review of our culture to enable delivery of the Council plan and support our values and behaviours has been de-prioritised. It was decided to focus activity on strategic workforce planning, rather than reviewing the culture. This work will be picked up in future years.
- 3.5 The graphic below shows emerging trends in terms of status of the activities by percentage.



4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 10th November 2022.

Metric	Target	Service	Performance at Quarter 2 2022/23
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Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Business and Customer Services	3.8%
		Commissioning Support Unit	(8.4%)
		Enabling Services	(5.5%)
		Finance	(4.4%)
		Governance & Policy	(2.7%)
		Fire & Rescue	1.2%
Performance against the approved savings target as measured by forecast under/overachievement	100%	Business and Customer Services	100%
		Commissioning Support Unit	100%
		Enabling Services	100%
		Finance	100%
		Governance & Policy	96.0%
		Fire & Rescue	0%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Business & Customer Services	35.9%
		Enabling Services	0%
		Governance & Policy	18.8%
		Fire & Rescue	7.0%

5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level the following strategic risks relating to Resources and Fire and Rescue Services are currently rated as red (high risk):
- Economic growth slows or stalls; and,
 - Inflation and the cost of living.
- 5.2 Mitigating actions are in place in respect of these risks, for example the Council Plan including a number of activities to protect and promote the local economy and a MTFS planning process that is incorporating the risks of inflation.
- 5.3 At a service level there are 46 risks recorded against services relating to Resources and Fire and Rescue Services. Key risks are highlighted where

they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target. To highlight the key risks a table of both red risks and risks significantly above target is provided at Appendix 4. The risks that are both red and significantly above target are the most significant risks, which are:

- On Call Availability (Fire and Rescue Services); and,
- Protection Capacity (Fire and Rescue Services).

5.4 Mitigating actions are in place in relation to these risks, for example in respect of staff training, recruitment, resourcing, and improved ways of working.

6. Environmental Implications

6.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

Appendix 2 – [Progress on the Integrated Delivery Plan](#)

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 10th November 2022

Role	Name	Contact Information
Report Author	Vanessa Belton, Delivery Lead Business Intelligence, Performance, Planning and Quality	vanessabelton@warwickshire.gov.uk
Assistant Director	Steve Smith, Assistant Director Commissioning Support Unit	stevesmith@warwickshire.gov.uk
Strategic Director	Mark Ryder, Strategic Director for Communities Rob Powell, Strategic Director for Resources	Markryder@warwickshire.gov.uk robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr A Crump, Cabinet Portfolio Holder for Fire & Community Safety Cllr A Jenns, Portfolio Holder for Customer and Transformation Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property	andycrump@warwickshire.gov.uk cllrjenns@warwickshire.gov.uk cllrbutlin@warwickshire.gov.uk

1. Resources, Fire & Rescue OSC Quarterly Performance Report Quarter 2

- 1.1 Detailed measure-by-measure performance reporting is accessible through the [2022/23 Performance Report](#).
- 1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. These are detailed in the table below alongside the number of KBMs that will be used to assess delivery, and the number being reported at Quarter 2.

Area of Focus	No. of KBMs	No. of KBMs available for reporting at Quarter 2
Create vibrant places with safe and inclusive communities	8	7
Deliver major infrastructure, digital connectivity and major transport options	7	5
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	9	5
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	3
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	10	6
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	14	8
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	13	10
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting Quarter 2
Harnessing community power	3	2
Our people and the way we work	8	6
Using our data and digital solutions to improve service delivery	4	3

1.3 Key Insights for Quarter 2 2022/23

- 1.4 There are 31 KBMs in total that are in the remit of this Committee. Chart 1 details the reported status of the 24 KBMs which are being reported at Quarter 2, all of which have a measure status. 62% (15) KBMs are On Track and 38% (9) are Not on Track.

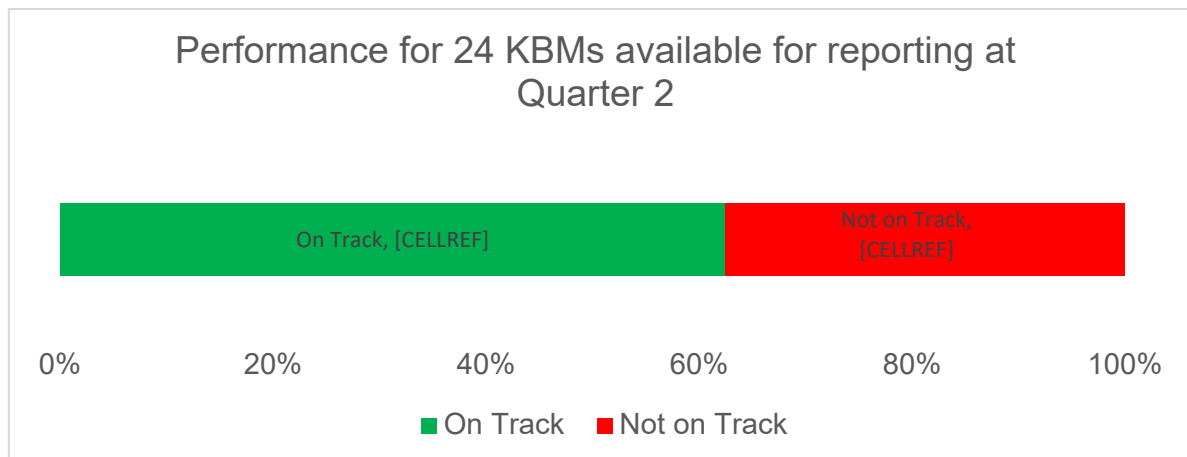


Chart 1

Chart 2 details the projected performance based on a Service forecast of the 24 reportable KBMs at the next quarter.

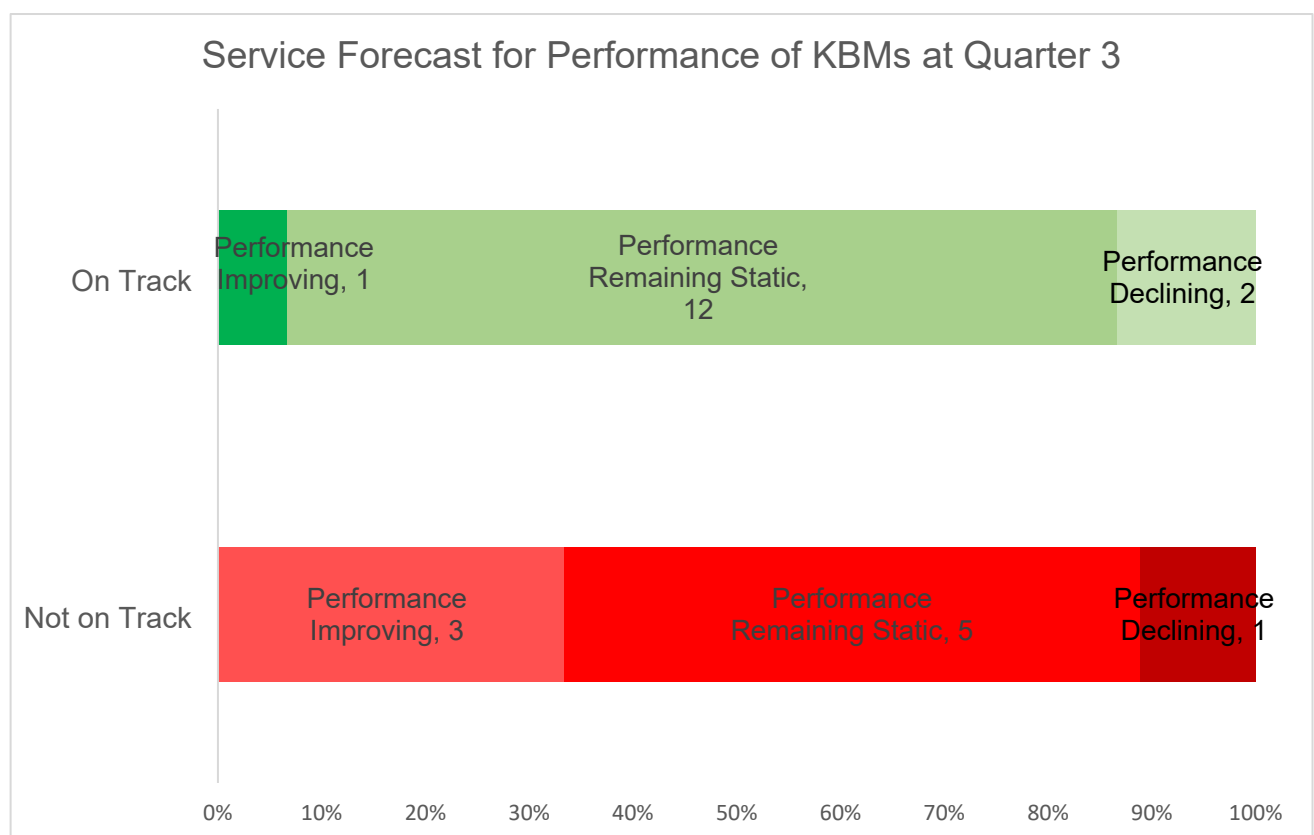


Chart 2

Explanatory Notes on Summary Tables

The following sections provide an overview of current performance by Area of Focus. The measure summary tables are a representation of the tables in the full Committee report on Power BI and are interactive. Please note:

- data is being added into the system as it becomes available so new information may be in the reports since the writing of this Quarterly position report;
- measure names in the summary tables and where highlighted are all links to take the reader directly to the measure report page in Power BI which provides full detail on the measure including charted data, performance narrative, improvement activity, trends and targets if applicable;
- a measure status is included based on performance either against the target and polarity of measure or where there is no target on improving/ declining performance;

- Services provide a forecast of where performance is heading over the next reporting period, this is informed by local knowledge, improvement activity and trend information;
- where the measure status or projection is Not Applicable, this is due to exceptional circumstances regarding the measure such as it is setting a baseline this year, the Power BI report will provide the reason by measure;
- the Latest Figure column represents the most current data available including last quarter, previous year or longer if data is lagged, full details are on Power BI report;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate; and,
- as the framework is more responsive there are annual or termly measures included on the tables with no reported data, this will be added as the relevant data becomes available e.g. attainment data from November.

1.5 Create vibrant places with safe and inclusive communities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
No. of fire related deaths	3**	0	Not on Track	Not on Track Performance Remaining Static
No. of fire related injuries	19**	26*	Not on Track	Not on Track Performance Remaining Static
% times a first appliance arrives at life risk of property incidents within agreed response standards	76.67	75	Not on Track	Not on Track Performance Remaining Static
No. of Road Traffic Collisions attended by WFRS	23	N/A	On Track	On Track Performance Declining

*Cumulative Year End Target

** There have been 0 fire related deaths and 2 fire related injuries for the month of September, the numbers shown in the latest figure are cumulative year to date.

Improvement Activity due to having already achieved 73% the cumulative Year End target and having a greater number than prior year:

- No. of fire related injuries

Improvement activity for not achieving the target over a considerable period of time:

- % times a first appliance arrives at life risk of property incidents within agreed response standards

1.6 Deliver major infrastructure, digital connectivity and improved transport options

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of site specific business cases approved for Warwickshire Property & Development Group	50	100	Not on Track	Not on Track Performance Remaining Static
% Company Borrowing profile Warwickshire Property & Development Group	100	100	On Track	On Track Performance Remaining static
Gross Warwickshire Recovery & Investment Fund lending (£)	16,000,000	32,000,000*	Not on Track	Not on Track Remaining Static
% of all capital schemes completed on budget	Due for reporting at Year End			

% of projects seeking member approval to changes in cost, time, scope or risk	25	0	On Track	On Track Performance Declining
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*Cumulative Year End Target

Performance within this Area of Focus is mixed and projection for the next period is for a similar position. Two measures require being highlighted as improvement activity at Quarter 2.

Improvement activity due to a being behind the lending profile:

- Gross Warwickshire Recovery & Investment Fund lending

Improvement activity due to the Capital Review Project seeking improvement activity in this area:

- % of projects seeking member approval to changes in cost, time, scope or risk

1.7 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
Proportion of capital programme total spend allocated to Sustainable Futures (%)	6	N/A	On Track	On Track Performance Remaining Static
Annual Scope 1 & 2 carbon reduction (tonnes of carbon)	Due for reporting at Year End			
Net carbon emissions for Council (scope 1&2 plus staff business travel)				

At Quarter 2 for this Area of Focus the performance levels are as expected and projected to remain so for the next quarter, this measure doesn't require highlighting at this time.

1.8 Through education, improve life opportunities for children, young people and those with special educational needs and disabilities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan	14.57	9	Not on Track	Not on Track Performance Improving
% of schools with a deficit budget	13.08	0	Not on Track	Not on Track Performance Declining
% of new school places delivered compared to target need	100	100	On Track	On Track Performance Improving

Improvement activity as performance is below target however, at this point in the financial year and the start of the academic year, this is subject to much fluidity:

- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan

1.9 Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of applications made to the Warwickshire Local Welfare Scheme which are supported	92	85	On Track	On Track Performance Remaining Static

At Quarter 2 for this Area of Focus the performance is as expected and projected to remain so for the next quarter.

1.10 Harnessing Community Power

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of positive media coverage	94	90	On Track	On Track Performance Remaining Static
Total no. of community groups	9700	N/A	On Track	On Track Performance Improving
Total amount of money going into community groups	Due for reporting at Year End			

Performance within this Area of Focus is within expected levels and projection for the next period is to remain at similar levels and at this time there are no measures which need highlighting.

1.11 Our people and the way we work

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% Employee Engagement Score	76	N/A	On Track	On Track Performance Remaining Static
% of staff agreeing that they are proud to work for WCC	80	79	On Track	On Track Performance Remaining Static
% Employee Wellbeing score	77	N/A	On Track	On Track Performance Remaining Static
% of staff agreement with "I feel safe to be my authentic self at work"	79	N/A	On Track	On Track Performance Remaining Static
% of staff agreeing "The council's internal communication keep me informed of what the council is doing"	N/A	88	Annual measure due for reporting after survey has been conducted	
No. of days sick absence per FTE (rolling 12 months)	8.6	8 (+/- 1 day)	On Track	On Track Performance Remaining Static
% occupancy rate of WCC Warwick office space	23	40	Not on Track	Not on Track Performance Improving
% reduction of WCC Warwick Office space	Annual measure due for reporting after survey has been conducted			

At Quarter 2 for the Area of Focus six measures are being reported and five are within expected levels, with the one Not on Track expecting to improve by the next quarter. The

four Your say survey measures are considered areas of good progress. Given the encouraging scores, the aim is to maintain the current level of performance and the Big Conversation engagement events will explore the scores further:

- % Employee Engagement Score
- % of staff agreeing that they are proud to work for WCC
- % Employee Wellbeing score
- % of staff agreement with "I feel safe to be my authentic self at work"

1.12 Using our data and digital solutions to improve service delivery

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% satisfaction with Customer Service Centre	81	85	Not on Track	Not on Track Performance Improving
% of Local Government and Social Care Ombudsman adverse determinations	67	70*	On Track	On Track Performance Remaining Static
% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)	3.28	+/-2	On Track	On Track Performance Remaining Static
% of green ratings against Value for Money (VFM) audit	83.00	Annual measure due for reporting at Year End		

*Cumulative Year End Target

Within this Area of Focus at Quarter 2 performance for 2 of the 3 reportable measures has declined with 1 measure is to be highlighted.

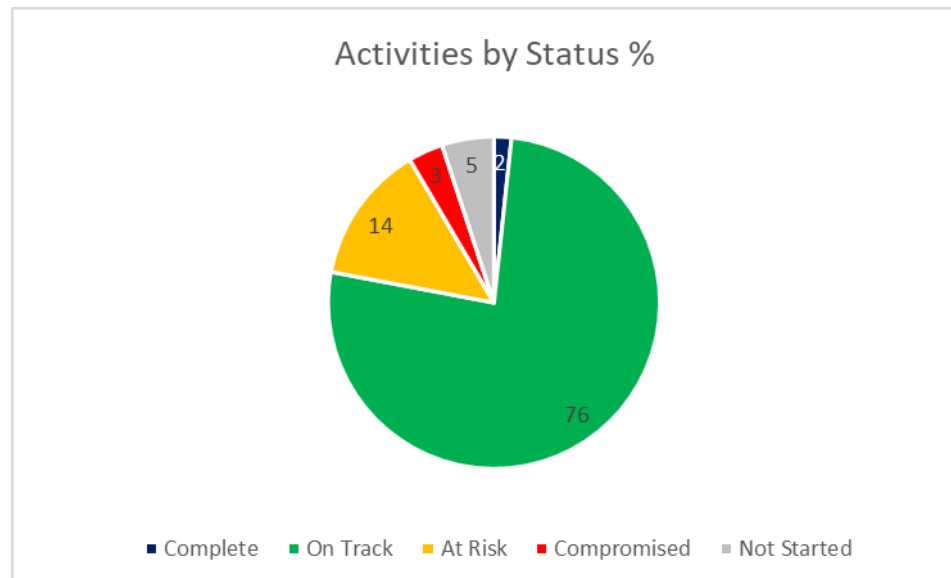
Improvement activity due to increased demand and high level of staff turnover:

- % satisfaction with Customer Service Centre

1. Resources, Fire & Rescue OSC Progress on the Integrated Delivery Plan Quarter 2

1.1 Key Insights for Quarter 2 2022/23

Of the 214 remaining actions within the Integrated Delivery Plan, 59 are attributable to the Resources, Fire and Rescue OSC. There is positive progress within Quarter 1 with 76% of activities being on track to achieve their objectives within the set timeframes, 17% are At Risk or Compromised, 2% have been completed this Quarter with a further 5% yet to start.



Completed activity:

The following activity has been completed during Quarter 2:

- Develop our Levelling-Up plan to address inequalities across the County and to include actions to support vibrant places with safe and inclusive communities. **The Levelling Up Approach was approved by Cabinet in July 22.**

1.2 Create vibrant places with safe and inclusive communities

Activity	Status	Narrative
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Deliver new firefighter training sites to upgrade our facilities. review of fire station facilities.	At Risk	An assessment is being made of properties occupied by WFRS to ensure that they are fit for purpose. Progress is also being made to look for and receive planning permission for the Minerva Breathing Apparatus training facilities to meet our statutory duties.

1.3 Deliver major infrastructure, digital connectivity and improved transport options

Activity	Status	Narrative
Investigate our approach to renewable energy as part of the development of the sustainable futures strategy.	At Risk	Opportunities identified so far remain on hold. The approach will start on the back of the direction set within the Sustainable Futures Strategy.
Support our subsidiary property company, Warwickshire Property and Development Group to provide flexible ownership models for priority workers with the first scheme/s identified, if viable.	At Risk	Officers working closely with WPDG Officers to develop flexible ownership options for key workers on initial sites to be developed subject to viability.
Support our subsidiary property company, Warwickshire Property and Development Group to identify land acquisition opportunities to support our plans for new homes, business development and growth in the county.	At Risk	The work continues, but there are implications on WCC should WPDG lead and vice versa which require working through. No aim to ultimate delivery of objective, but it will elongate the process.

1.4 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Activity	Status	Narrative
Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy.	At Risk	Whilst this year's delivery targets remain on track this is based around planned delivery on elements supporting de-carbonisation. Future work to deliver the wider estate approach still requires greater clarity on scope.
Move forward with renewable energy initiatives to include a 3-year programme to implement a Solar Panel purchasing scheme for	At Risk	Changed scheme installer. The new installers have got 254 households awaiting installation of solar panels, out of which 185 have been surveyed already ready for installation anytime soon. The

Warwickshire homeowners with a target of 1,200 installations completed in total.		project was expected to run for 3 years (2021,2022 and 2023) but due to installer delays, only two phases will be rolled out (2021 and 2023). It is unlikely that a target of 1200 installation will be completed.
Move forward with renewable energy initiatives to include exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral.	Not Started	Consideration being given to establishing a working group to scope approach for supporting householders with retrofitting homes. Customer Services (Kushal Birla) fund Act On Energy as part of Household Support Grant Fund Initiatives. Alison Cole/Rob Sabin commission the Council's 'Warm and Well' contract with Act on Energy.

1.5 Harnessing Community Power

Activity	Status	Narrative
Deliver the 5 “ground breaker” Community Power projects: Supporting wellbeing by drawing on what is available in local neighbourhoods.	Not Started	Still no capacity within Public Health to start this piece of work. NB this commentary relates only to the Health and Wellbeing Ground Breaker, not the others, all of which remain on target.

1.6 Using our data and digital solutions to improve service delivery

Activity	Status	Narrative
Deliver our digital Roadmap to improve automation and the provision of services while driving cost-reduction, with the first phase being the implementation of a new Customer Relationship Management system to ensure we can capture all the interactions we have with residents.	Compromised	Commencement delayed due to understanding impact of additional organisational demand (e.g., Adult Social Care Reform) and subsequently in order to assure benefits within services contributing to the organisational Medium Term Financial Strategy savings associated with the Digital Roadmap. As a result it is anticipated that Horizon 1 will continue through 2023/24 FY.
Implement a single “cloud-based” contact telephony system that enables other modes of getting in touch with the Council (such as chat functionality).	Compromised	Ongoing discussions underway prior to awarding the contract. No changes to March 2023 deadline forecast at present.

Implement a refreshed and automated process for managing payments between the Council and care providers.	At Risk	The project remains At Risk of Compromise due to the uncertainty surrounding the direction of the project until the Options Appraisal has been completed and reviewed by the Board. There is a risk that the original project key deliverables will be changed, dependant on the outcome of the options appraisal and subsequent decisions.
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1.7 Our People and the Way We Work

Activity	Status	Narrative
Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Undertaking a review of our culture to enable delivery of the Council plan and support our values and behaviours.	Not Started	As part of the reprioritisation, it was decided to focus activity on strategic workforce planning, rather than reviewing the culture. This work will be picked up in future years.

The following projects are currently On Track

Activity
Bring together and embed our work on Volunteering with our approach to harnessing Community Power to support our voluntary and community organisations to increase local and social activities (see Harnessing Community Power section 8.6).
Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire.
Deliver a refreshed and more strategic approach to managing our capital spend within the Council by implementing a new capital operating model to include reviewing and enhancing our approach to capital decision making, assurance and risk and streamlining our capital systems and performance reporting.
Engage widely on our Sustainable Futures strategy and to develop our delivery plans with the involvement of key stakeholders, groups and partners.
Continue to promote and fund local community climate mitigation projects through our Green Shoots Fund with a particular focus on those areas which were under-represented in the first round of projects. Distribute circa £300K funding through a competitive bidding process for projects in 2022/23.

Commission a research study to review possible adaptation impacts from climate change on three priority business service areas to include Flooding. Review the findings to inform any policy or service changes required.

Develop a county-wide Digital Inclusion programme.

Create a “Stepping Forward” offer for Warwickshire with partners that embeds a community power approach.

Implement a refreshed approach to consultation and engagement with residents, stakeholders and partners on key policy areas with a programme of activities delivered over the year including through our “Voice of Warwickshire” panel.

Create the conditions for greater volunteering and social action and provide tools to support the creation and development of Voluntary, Community and Social Enterprise groups.

Increase the number of payments to the Council that are able to be made electronically.

Deliver our Equality Diversity and Inclusion (Our People Strategy) programme and embed through training and development.

Deliver an Estates Master Plan for consideration by Cabinet during 2022/ 23 to make optimal use of our Warwick and Leamington Estate and which supports our new staff agile ways of working, enables efficient maintenance and provides opportunities for income generation, repurposing or savings.

Develop a wider Estates Master Plan for the entirety of the Council’s estate across the County which provides options on its optimal use.

Deliver an organisational development programme for our staff to cover community power, climate change, commercial knowledge and skills, Equality and Diversity and effective data management.

Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities - Create a plan to build on the role of libraries as community hubs and explore opportunities to expand the community hub model of delivery.

Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Supporting staff wellbeing and plans to achieve Silver “Thrive at work” accreditation.

Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Promoting working for the Council and addressing hard to recruit roles and staff retention.

Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Reviewing and refining our leadership development programme.

Support our subsidiary property company, Warwickshire Property and Development Group to Enter into a Joint Venture (JV) Partnership to deliver homes across the county.

Support our subsidiary property company, Warwickshire Property and Development Group to deliver the first scheme in Southam to create a number of business units in support of our economic growth ambitions.

Attract tourism and maximise the benefits of Warwickshire's magnificent heritage, culture and visitor economy to include a focus on progressing the Warwickshire County Council (Warwickshire County Council) Heritage & Culture Action Plan with the 2022/23 Action Plan and Steering Group revised and in place and the Year 1 actions delivered.

Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero council by 2030.

Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero County by 2050 (informed by the UN Sustainable Development Goals).

Move forward with renewable energy initiatives to include creating a 3-5 year plan for commercial renewable energy initiatives.

Supporting those who need the most help to include: Delivering the Household Support Grant in 2022/23, capturing learning to inform a review of the Warwickshire Local Welfare Scheme (to include options appraisal and costed model).

Supporting those who need the most help to include: Working with communities on the Community pantries "Stepping Forward" Ground-breaker project.

Deliver the 5 "ground breaker" Community Power projects: Supporting local transformation and regeneration.

Deliver the 5 "ground breaker" Community Power projects: Unlocking the skills and time of Council staff to support communities.

Deliver the 5 "ground breaker" Community Power projects: Enabling collaborative working on highways, transport and road safety.

Deliver the 5 "ground breaker" Community Power projects: Combatting food inequalities through community pantries.

Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: New mechanisms for engagement and partnership working to bring communities' voices and experience into the heart of council direction and decision making.

Deliver a range of engagement and culture change initiatives to support the “Stepping Forward” programme to include: An annual “Big Conversation” to create momentum, share learning and celebrate great examples of community power in action. and decision making.

Deliver a range of engagement and culture change initiatives to support the “Stepping Forward” programme to include: A culture change programme across the council to move to community orientated ways of thinking and working.

Deliver a range of engagement and culture change initiatives to support the “Stepping Forward” programme to include: A peer learning approach to support Councillors to maximise the benefits of a community powered approach in their local communities.

Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving school Places: Redesign the school admissions process to enable parents and carers to be supported to make a well- informed choice on their child’s school place.

Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Correspondence and Complaints: Change how we respond consistently across all our services to improve customer experience.

Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Social Media: Consider how we can best use social media to gain insight and feedback about issues or concerns raised about Council services.

Review our corporate wide approach to data management including: Re-establishing the key accountabilities for data oversight across the Council.

Review our corporate wide approach to data management including: Implementing an organisational culture change programme on effective data management.

Review our corporate wide approach to data management including: Refreshing our data assurance processes.

Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - **Develop our Prevention and Protection strategy action plans and implement a new risk-based inspection programme.**

Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - **Improve the understanding of Equality, Diversity and Inclusion across our Warwickshire Fire & Rescue Service including undertaking a cultural audit, staff engagement, training and a review of fire station facilities.**

Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Achieve a **positive reinspection outcome by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**.

Deliver a programme of technology upgrades for Warwickshire Fire and Rescue Service to support operational performance and national compliance with standards including updating our operational management & risk management system for recording for fire risks and hazards in buildings and our mobile data terminals on fire appliances.

Appendix 3 Resources, Fire & Rescue OSC Management of Financial Risk

Management of Financial Risk

1. Performance against the latest approved revenue budget as measured by forecast under/overspend

Service Area	Approved Budget	Service Forecast	(Under) /Overspend	% Change from Budget	Represented by:			
					Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance
	£m	£m	£m	%	£m	£m	£m	£m
Business and Customer Services	18.891	19.602	0.711	3.8%	0.000	0.031	0.378	0.302
Commissioning Support Unit	6.677	6.119	(0.558)	(8.4%)	(0.437)	0.000	0.062	(0.183)
Enabling Services	27.725	26.189	(1.536)	(5.5%)	(0.005)	0.000	0.000	(1.531)
Finance	6.324	6.046	(0.278)	(4.4%)	(0.195)	0.018	0.030	(0.131)
Governance & Policy	3.531	3.437	(0.094)	(2.7%)	0.000	0.006	0.243	(0.342)
Fire & Rescue	22.793	23.077	0.284	1.2%	0.000	0.240	0.000	0.044
Total	85.941	84.470	(1.471)	(1.7%)	(0.637)	0.295	0.713	(1.841)

2. Performance against the approved savings target as measured by forecast under/overachievement

As at Quarter 2 Business and Customer Services, Commissioning Support Unit, Enabling Services and Finance are reporting 100% delivery of their saving targets (16 schemes totalling £2.718m). Governance and Policy are reporting 96% delivery of their savings target (5 schemes totalling £0.138m), Fire and Rescue are reporting 0% delivery of their one scheme totalling £0.043m due to delay in sitting the Minerva unit.

Appendix 3 Resources, Fire & Rescue OSC Management of Financial Risk

3. Performance against the approved capital programme as measured by forecast delays in delivery

Service	Approved 2022-23 capital programme	New projects in year	Net over / underspend	Total capital programme	Budget Reprofile	Delays	Forecast In year capital spend	% Delays
	£m	£m	£m	£m	£m	£m	£m	
Business and Customer Support	1.422	0	0	1.422	0	(0.511)	0.911	(35.9%)
Enabling Services	14.900	0	0.352	15.252	0.381	0	15.633	0.0%
Governance and Policy	4.231	0	0	4.231	0.353	(0.796)	3.788	(18.8%)
Fire and Rescue	3.560	0	0	3.560	0	(0.250)	3.310	(7.0%)
Total	24.113	0	0.352	24.465	0.734	(1.557)	23.642	(6.5%)

Appendix 4 Resources, Fire & Rescue OSC Management of Risk

Key Service Risks Summary

At a service level there are 46 risks recorded against services relating to Resources and Fire and Rescue Services. Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target.

Resources and Fire and Rescue Services

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
Risk level has not exceeded the target for 3 quarters in a row	<ul style="list-style-type: none"> • 35 other risks 	<ul style="list-style-type: none"> • (Finance) Inflation creates an unbalanced budget. • (Finance) Insufficient resources to deliver the Authority's Council Plan and priorities • (Fire and Rescue Services) Cyber attacks • (Fire and Rescue Services) Emergency services network (Airwave) service
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	<ul style="list-style-type: none"> • (Fire and Rescue Services) Control Room Systems Critical Failure of ICT system • (Fire and Rescue Services) Training Project - Financial Risk • (Fire and Rescue Services) Water Rescue Training Inability to effectively maintain Firefighter competence using external water rescue training facilities. • (Enabling Services) Your HR Stabilization isn't achieved to a level that optimizes benefits for all users/organizations 	<ul style="list-style-type: none"> • (Fire and Rescue Services) On Call Availability • (Fire and Rescue Services) Protection Capacity

Appendix 4 Resources, Fire & Rescue OSC Management of Risk

	<ul style="list-style-type: none">• (Governance and Policy) Increase in serious data breaches and/or failure to address organisational backlog of Subject Access Requests	
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Resources and Fire & Rescue Overview and Scrutiny Committee

14 December 2022

Resources and F&R OSC Customer Feedback Report 2021/22

Recommendation

That the Committee considers and comments on the content of the Warwickshire County Council Corporate Customer Feedback overview report 2021/22.

1. Executive Summary

1.1 Summary of feedback received

Feedback is always welcomed from customers of the Council's services. The Council receives 4 types of feedback: comments, compliments, complaints, and questions. There were 5,017 cases created during 2021/22, which is an increase of almost 6% (4,737) on the previous year.

1.2 Customers have a choice of channels to provide their feedback: digitally via a self account they can set up through the Council's website, telephone, face to face at an outlet, or by post. Generally over recent years the use of a self account for feedback has been around 70%, rising to over 77% during 2020/21. However 2021/22 has seen a decrease in the proportion of complaints created via a self-account and a fall in the overall usage of self-accounts by 3% to 74%.

1.3 During the financial year 2021/22 the volume of cases processed and closed (4,746) decreased by just over 3% (4,903) on the previous financial year.

1.4 Timeliness

The Council has specific Service Level Agreements (SLA) for timeliness of response to feedback classed as a question or a complaint. Most cases that are received by the Council are dealt with by the appropriate Directorate team. During 2021/22, there were 3,228 cases assigned to teams across the Council. Of the 2,585 complaint and question cases assigned and processed during the period, 77% (89% of questions and 68% of complaints) were closed within the appropriate SLA. There is no SLA performance target for questions, however the target for complaints is 70%.

1.5 Complaints

- During 2021/22 there were a total of 1,941 complaints closed across the Council either by an assigned Directorate team, by the customer relations team or at triage. This represents an increase of over 21% on 2020/21 and over 27% more than during 2019/20. Of those closed 1,464 cases achieved the service level agreement (i.e., timeliness requirement), which means that over 75% of complaints were managed within required timescales. This achieves the authority's target of 70%.
- Most of the complaints raised focused on perceived issues with communication, physical environment issues, and protection of users. However, Contact Us currently only allows the selection of one complaint reason for each complaint raised; therefore, this may not provide a holistic view of all issues.
- 15.5% of the complaints closed were not upheld
- 17% of complaints have been upheld either fully or partially
- 23% of questions have been answered as part of a complaint.

1.6 Local Government and Social Care Ombudsman (LGSCO)

The Local Government and Social Care Ombudsman (LGSCO) can consider complaints from individuals against local authorities. The LGSCO usually expects the complainant to have completed the Council's own complaints process before it will consider a complaint. In the year 2021/22 the LGSCO received 54 complaints and enquiries and closed off/completed 58 complaints in respect of the Council (which included a number of complaints received by the LGSCO in the previous year).

In 14 cases the complainants were referred back to the Council for local resolution; in 3 cases advice was given to the complainant by the LGSCO; and in 3 cases the complaint or enquiry was incomplete or invalid.

Therefore, whilst the LGSCO concluded 58 complaints or enquiries only 38 were counted as a complaint decision by the LGSCO with 19 being closed after initial enquiries and 19 complaints being subject to full investigation by the LGSCO, 14 of which were upheld whilst 5 were not. This means that the LGSCO upheld 74% of the complaints it investigated against the Council which is slightly higher than the average for similar local authorities in this period (71%).

In the previous year (2020/21) the LGSCO closed off/completed 41 complaints or enquiries about the Council, undertaking 9 full investigations and upholding 6 of them giving an uphold rate of 67%. Therefore, there has been a slight increase in the percentage of complaints the LGSCO has upheld, however there was a slight increase in the number of complaints or enquiries considered by the LGSCO in this period. The difference between 2020/21 and 2021/22 is also not entirely unexpected given that there was a period during 2020 where the Ombudsman stayed claims given the pressures on Local Authorities responding to the pandemic.

Further details about the LGSCO complaints for 2021/22 can be seen in a report which was taken to Cabinet on 8 September 2022.

1.7 Learning from feedback

Putting things right where they have gone wrong and learning from issues raised is the most important part of our customer feedback process. Where there are opportunities for learning and change beyond the individual complaint raised, we look carefully at how best to do this. From the information captured on the system the main categories of learning have been recorded as follows:

1. Poor communication by officers, both internally and with the customer
2. Better planning required
3. Staff training needed
4. Improve the time for completing cases

- 1.8 The customer feedback report will be fundamentally reviewed for 2023 to reflect changes the Council is making to the customer experience, and useful feedback from Communities OSC

2. Financial Implications

None

3. Environmental Implications

None

4. Supporting Information

Performance highlights:

- 4.1 Number of cases created during 2021/22 was 6% up on 2020/21.
- 4.2 During 2019/20 approximately 70% of all cases were created digitally however during 2020/21 this increased to over 77% and fell slightly during 2021/22 to 74%. It should be noted that this is a corporate figure and there are differences across Directorates. For example, during 2021/22, the Communities Directorate received 80% of its feedback digitally whereas People Directorate received 38% of feedback digitally.
- 4.3 Of the 2,585 cases assigned to directorate teams, 77% (2,000) of cases were closed within the appropriate SLA (68% of complaints and 89% of questions), which is a decrease of 4% on 2019/20.
- 4.4 Over 82% of complaint cases during 2021/22 were in relation to:
- Communication 45%

- Physical environment issues 26%
- Protection of user over 12%

5. Timescales associated with the decision and next steps

Not applicable

Appendices

1. Appendix 1 – WCC Corporate Customer Feedback Overview report.

Background Papers

None

	Name	Contact Information
Report Author	Maureen Oakes	maureenoakes@warwickshire.gov.uk
Assistant Director	Kushal Birla Assistant Director for Customer and Business Services	kushalbirla@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Andy Jenns Portfolio Holder for Customer & Transformation	AndyJenns@Warwickshire.gov.uk

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

Councillors Adrian Warwick, Parminder Singh Birdi, Caroline Phillips, Sarah Boad and Will Roberts.

Corporate Customer Feedback Overview Report

Financial year 2021/22.

Introduction

The purpose of this report is to detail the four types of customer feedback which have been received by Warwickshire County Council during financial year 2021/22 including volume, efficiency of processing and outcome for the customer.

Background

This report will detail and analyse the following:

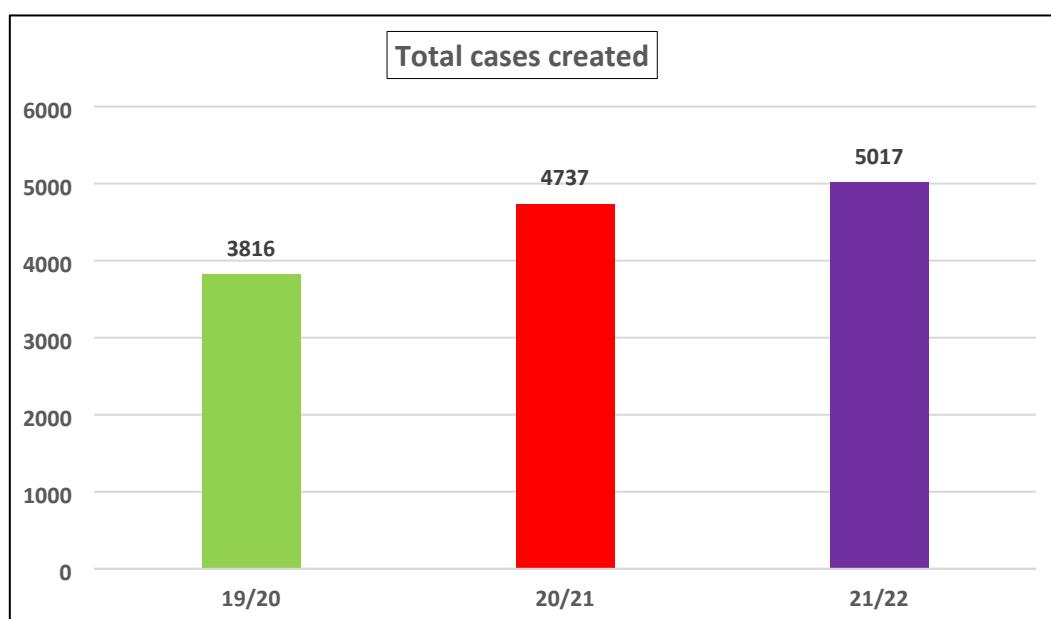
- Volume -
 - All feedback cases created during the period: compliments, complaints, questions and comments that have been received by all services across the organisation
 - Cases processed and closed within the period
- Timeliness – Feedback closed within the appropriate Service Level Agreement
- Complaint issues
- Outcomes and remedies for customers
- Local Government and Social Care Ombudsman (LGSCO)
- Learning from feedback

Overview of performance

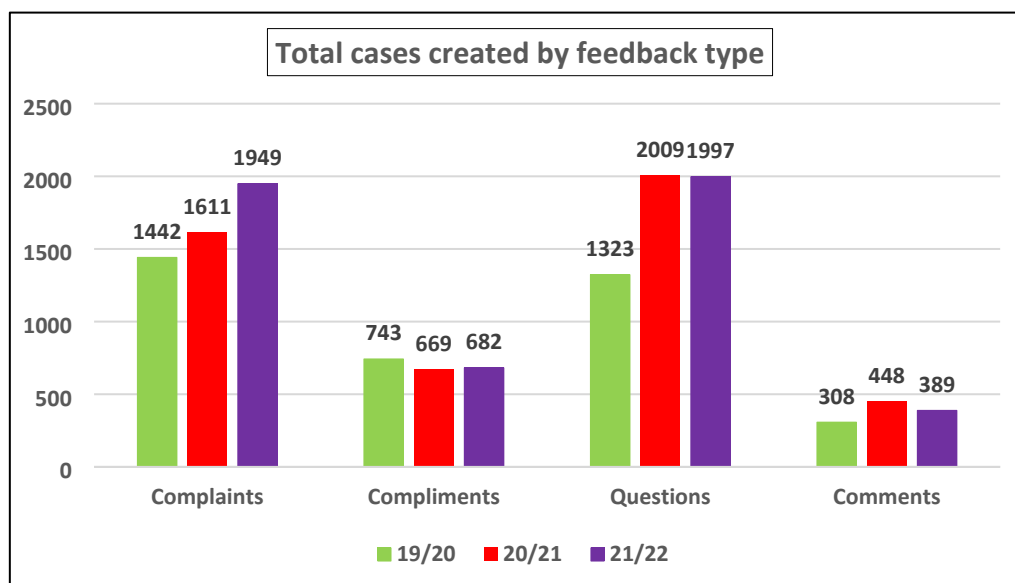
Volume

Feedback is always welcomed from customers of the Council's services. The tables below detail the number of cases received during the financial years 2019/20, 2020/21 and 2021/22 and the breakdown by volume of the 4 types of feedback.

The total number of cases created during 2021/22 was 5,017 which is an increase of almost 6% on the previous year.



Appendix 1



Cases created are all feedback cases that have been received within the period. This does not include cases that were created in the previous year which had not been closed in the same financial year.

Summary of volume of cases created during 2021/22:

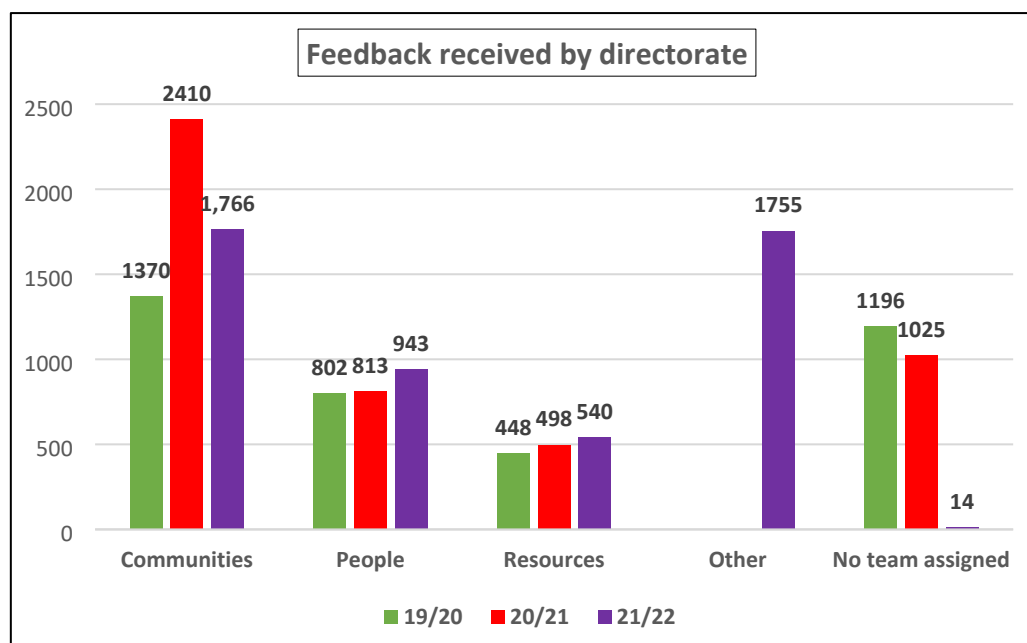
- Complaints increased by almost 21%, although Communities Directorate saw a decrease of nearly 12% during 2021/22.
- Compliments increased by 2% with People Directorate receiving 69% of all compliments assigned to teams during 2021/22.
- Questions reduced by 0.6% with questions to Communities Directorate decreasing by over 34% on the previous financial year
- Comments reduced by just over 13%, with Communities Directorate receiving over 71% of all comments assigned to teams during 2021/22.

During 2021/22 the trend, apart from complaints, has seen the volume of feedback compared to 2020/21 remaining at similar levels:

- Complaints have increased by almost 21% across the authority, with 2021/22 being the highest volume in the past 3 years:
 - Communities complaints are down by almost 12% on the previous financial year
 - Resources complaints have increased by over 56% on 2020/21
 - People complaints have increased by 44%
 - Complaint cases that are categorised as 'other', that is, processed by the Customer Relations Team, amount to almost 25% of complaint cases created.

The above analysis can be seen in the graph below:

Appendix 1



The 'other' category has been introduced this year and are cases that are not assigned to a directorate team but are those cases that have been processed by the Customer Relations Team.

Cases created via self account

Customers have a choice of channels to provide their feedback: digitally via a self account which they can set up through the WCC website, telephone, face to face at an outlet or by post.

The table below details the growth in digital channel use for feedback over the past 3 years.

Percentage of cases created* via customer self-account by feedback type			
Type of feedback	2019/20	2020/21	2021/22
Complaint	66%	69%	61%
Question	99%	99%	99%
Compliment	15%	19%	23%
Comment	85%	93%	93%
Total	69%	77%	74%

* Note that cases created is different from cases closed.

2021/22 has seen a decrease in the proportion of complaints created via a self-account and a fall in the overall usage of self-accounts by 3% on the previous year.

The table below details the percentage use of the digital channel by Directorate over the past 3 years.

Percentage of cases created* via customer self-account by directorate			
Directorate	2019/20	2020/21	2021/22
Communities	87%	89%	80%
People	30%	40%	38%
Resources	51%	70%	59%
Not assigned a team/closed at triage/other	83%	85%	92%
Total	70%	77%	74%

* Note that cases created is different from cases closed.

Appendix 1

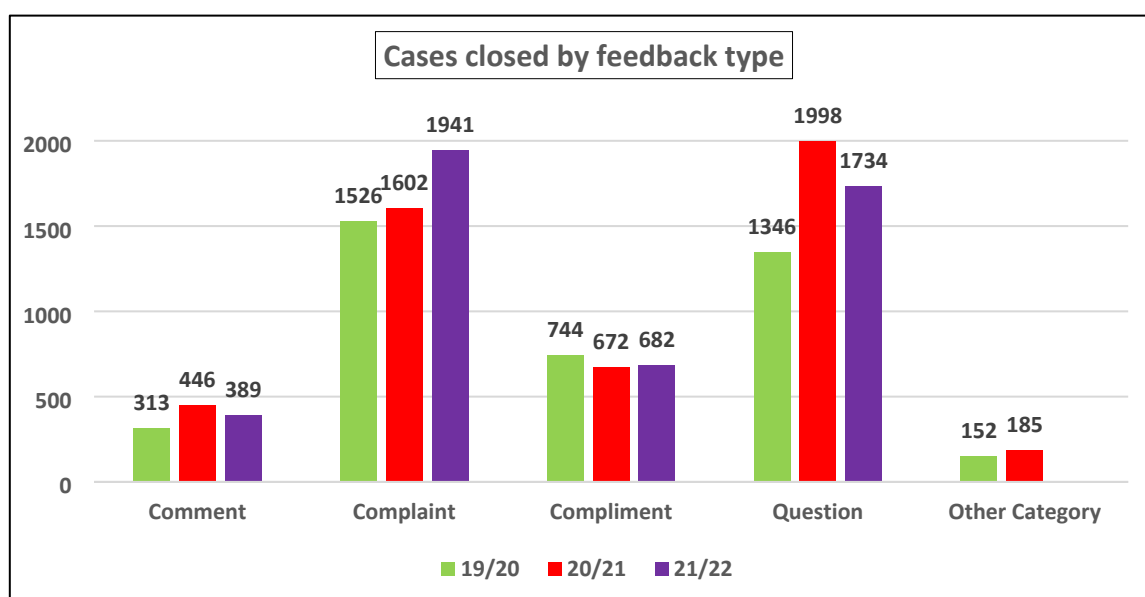
During 2021/22 the Communities Directorate received 80% of its feedback digitally whereas People Directorate received 38% of feedback digitally.

Cases closed

All cases received into Contact Us have to be processed prior to closing in the system. There are 2 different types of processing required:

1. A complaint or question relating to WCC and/or its services requires processing and a response provided to the customer within an agreed timescale (Service Level Agreement). As set out in our complaint policy link [here](#), Customer Care Charter and Standards link [Customer Care](#) or in legislation.
2. Feedback received within the system which is not with regard to WCC or the services it delivers or not appropriate for the system requires a specific response (generally signposting) to the customer.

The chart below details the number of cases that have been processed and closed over the past 3 years. During 2021/22 there was just over a 3% decrease in cases closed (4,746) on the previous financial year (4,903).



*For 2021/22 the 'other' category definition has changed and therefore is not comparable to previous years.

It should be noted that cases closed during a period represent those that have been processed, however there were existing cases which were carried over from the previous financial year, just as there were cases received but not processed by the end of the current period.

Appendix 1

Timescales

Cases Closed at Initial Triage

Warwickshire County Council has specific Service Level Agreements for timeliness of response to feedback classed as a question or a complaint, customers do not receive a response to comments or compliments made. Where a response is required, most of these cases are dealt with by the appropriate Directorate team. However, there are cases which are submitted digitally by customers via their self-account that are either not for Warwickshire County Council or not appropriate for the Contact Us process. These cases are:

1. Services delivered by another authority, a district or borough or another organisation
2. The reporting of an initial service request, generally highways related
3. Anonymous submission of question or complaint whereby it is not possible to fully process and respond to the customer.
4. Or can be answered by the Customer Relations Team immediately

Cases which fall into the above categories are closed at initial triage and the customer responded to accordingly. These cases are referred to as 'not assigned a team/closed at triage'. **All these cases are closed within the Service Level Agreement.** In addition, comments and compliments do not require a response to the customer and are generally processed and closed at triage.

Cases closed within the Service Level Agreement (SLA)

The table below details the responsiveness of each directorate to customer feedback during 2019/20, 2020/21 and 2021/22. It is important to note that questions and complaints for People Directorate are not all processed within the directorate; the Customer Service Centre - Supporting People Team, the Financial Assessment Team and the Commissioning Support Unit are service areas within the Resources Directorate that are responsible for investigating and responding to certain People Directorate complaints.

Complaints	2019/20			2020/21			2021/22		
	Number of Cases	Within SLA	%	Number of Cases	Within SLA	%	Number of Cases	Within SLA	%
Communities	577	510	88%	843	738	88%	763	625	82%
People	378	114	30%	308	130	42%	434	206	47%
Resources	185	111	60%	171	99	58%	238	150	63%
Total assigned	1,140	735	64%	1,322	967	73%	1,439	981	68%
Not assigned to a team / Other	386	386	100%	280	279	100%	502	482	96%
Total	1,526	1,121	73%	1,602	1,246	78%	1,941	1,464	75%
Questions									
Communities	713	645	90%	1,146	1,050	92%	766	702	92%
People	119	89	75%	200	152	76%	158	128	81%
Resources	132	100	76%	247	188	76%	222	189	85%
Total assigned	964	834	87%	1,593	1,390	87%	1,146	1,019	89%
Not assigned to a team / Other	382	382	100%	405	405	100%	851	831	98%
Total	1,346	1,216	90%	1,998	1,795	90%	1,997	1,850	93%

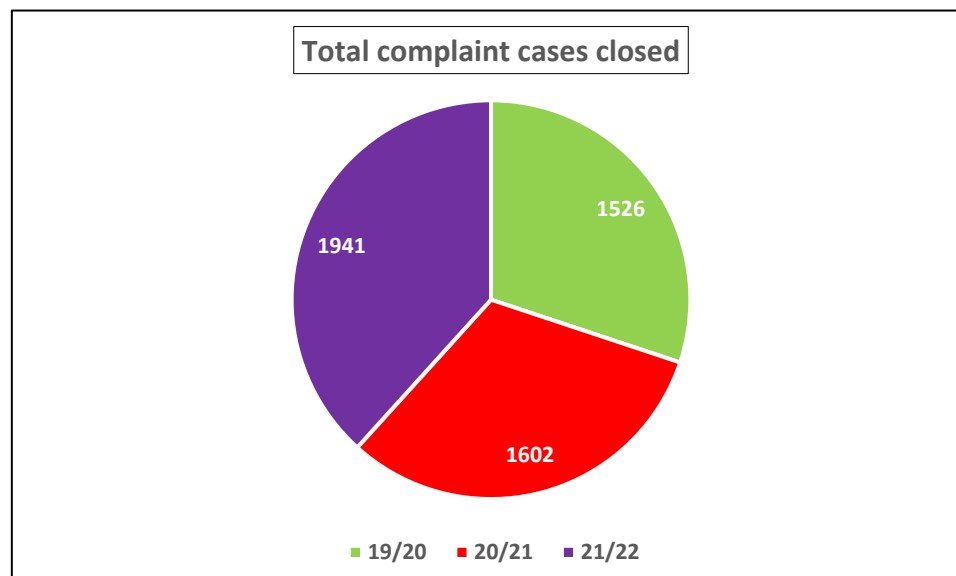
Appendix 1

	2019/20			2020/21			2021/22		
Comments									
Communities	102	94	92%	239	221	92%	119	106	89%
People	14	9	64%	21	16	76%	21	19	90%
Resources	40	37	93%	62	52	84%	27	25	93%
Total assigned	156	140	90%	322	289	90%	167	150	90%
Not assigned to a team / Other	157	157	100%	124	124	100%	222	220	99%
Total	313	297	95%	446	413	93%	389	370	95%
Compliments									
Communities	18	17	94%	151	148	98%	125	121	97%
People	357	354	99%	327	322	98%	329	323	98%
Resources	102	102	100%	16	14	88%	22	21	95%
Total assigned	477	473	99%	494	484	98%	476	465	98%
Not assigned to a team / Other	267	267	100%	178	178	100%	206	206	100%
Total	744	740	99%	672	662	99%	682	671	98%

Complaints

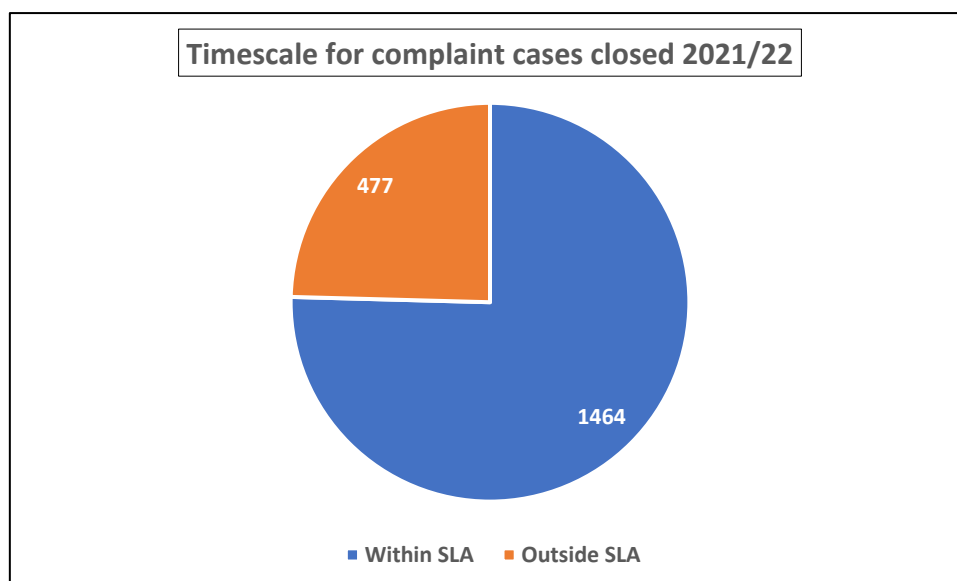
Closed cases

During 2021/22 there were over 21% more complaint cases closed than during the previous year and over 27% more than during 2019/20.



Of the 1,941 complaint cases processed during 2021/22, 1,464 cases achieved the service level agreement (i.e., timeliness requirement), which means that over 75% of complaints were managed within required timescales. This achieves the authority's target of 70%.

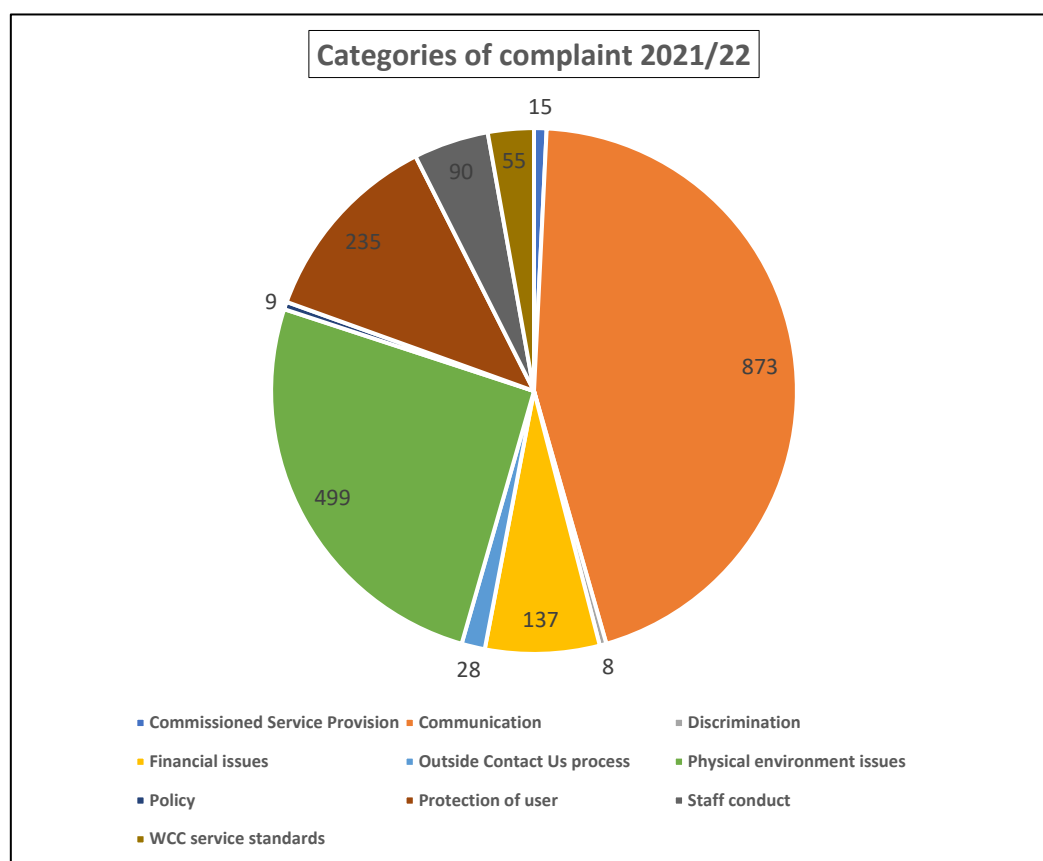
Appendix 1



Complaint issues

Most of the complaints raised focused on perceived issues with communication, physical environment issues, and protection of users. However, Contact Us currently only allows the selection of one complaint reason for each complaint raised; therefore, this may not provide a holistic view of all issues.

The diagram below shows the closure categories of all complaints processed during 2021/22.



Appendix 1**Closure categories of complaint by Directorate 2021/22**

When a complaint is processed and closed the investigating officer or triage officer must assign a reason to the complaint. Of the 1,941 complaints processed the table below details the categories assigned at closure either by Directorate, by the Customer Relations Team or when closed at triage.

During 2021/22 45% of complaints closed were categorised as communication issues which was the highest category for complaint. Communication was also the highest category in 2020/21 when it was almost 70%. During all 3 financial years the second highest closure reason was 'Physical Environment Issues' ranging from over 26% during 2021/22, 10% in 2020/21, and 23% in 2019/20.

Complaints by Category			
Category	2019/20	2020/21	2021/22
Commissioned Service Provision	35	16	15
Communication	219	1,110	873
Discrimination	4	7	8
Financial issues	69	56	137
Outside Contact Us process	78	27	28
Physical environment issues	353	153	499
Policy	74	10	9
Protection of user	39	54	235
Staff conduct	146	42	90
County Council service standards	510	127	55

Outcome and remedy for customers

Complaints closed by outcome			
Closure Outcome	Total 2019/20	Total 2020/21	Total 2021/22
No outcome provided	18	133	654
All: Transferred	24	61	37
Complaint: Deemed to be Withdrawn	43	35	11
Complaint: Inconclusive	54	58	79
Complaint: Not upheld	203	169	300
Complaint: Partially Upheld	158	121	189
Complaint: Upheld	98	130	140
Complaint: Withdrawn by Customer	21	20	16
Question: Answered	447	463	453
Question: Partially Answered	19	31	16
Question: Unable to Answer	55	101	46

Appendix 1

The above data shows:

- The percentage of complaints not upheld has increased from 10.5% in 2020/21 to 15.5% in 2021/22.
- Complaints that have been upheld either fully or partially have increased slightly from 16% in 2020/21 to 17% in 2021/22.
- The percentage of questions answered as part of a complaint has fallen from 29% in 2019/20 and 2020/21 to 23% in 2021/22.

Complaints closed by Remedy			
Remedy	Total 2019/20	Total 2020/21	Total 2021/22
Apology	241	218	316
Change in Policy	2	3	6
Change in Process	19	26	27
Explanation Provided	829	773	875
Financial Remedy	10	11	11
Service Provided	282	372	403

There can be more than one remedy to a complaint, but most of customers' issues have been resolved - at least partially - with an explanation. During 2021/22 an explanation was provided as a remedy in 45% of cases closed, 48% during 2020/21 and 54% in 2019/20. A further significant proportion have been resolved by providing an apology or delivery of a service.

Local Government and Social Care Ombudsman (LGSCO)

In the year 2021/22 the LGSCO received 54 complaints and enquiries and closed off/completed 58 complaints in respect of the Council (which included a number of complaints received by the LGSCO in the previous year). In 14 cases the complainants were referred back to the Council for local resolution; in 3 cases advice was given to the complainant by the LGSCO; and in 3 cases the complaint or enquiry was incomplete or invalid. Therefore, whilst the LGSCO concluded 58 complaints or enquiries only 38 were counted as a complaint decision by the LGSCO with 19 being closed after initial enquiries and 19 complaints being subject to full investigation by the LGSCO, 14 of which were upheld whilst 5 were not. This means that the LGSCO upheld 74% of the complaints it investigated against the Council which is slightly higher than the average for similar local authorities in this period (71%).

Full details of the areas these related to, and the outcome is as follows:

Area	Upheld	Not upheld	closed after initial enquires
Adult Social Care	6	4	2

Appendix 1

Education	5	0	5
Children and Families	3	1	7
Environment Services			4
Other			1

Further information is available on the LGSCO website [here](#)

Learning from feedback

Putting things right where they have gone wrong and learning from issues raised is the most important part of our customer feedback process.

As mentioned, the current complaints case management system, Contact Us, is under review due to failings around the level of information it captures, as well as its ability to manage information in a user-friendly, customer-centric way. Much of the detail in relation to learning from our customers' feedback therefore has been captured outside the system. There is a field 'Lessons learned' within Contact Us which should be completed by the investigating officer once the complaint has been closed however on most occasions this field is used for case notes, is marked N/A or is left blank.

However, from the responses captured on the system the main categories of learning have been recorded as follows:

- Poor communication by officers both internally and with the customer
- Better planning required
- Staff training needed
- Improve the timescale for processing and closing complaints

Summary

Understanding our customers and their views is key to delivering the best possible service, which is something Warwickshire County Council is committed to striving to achieve.

Customers have a right to take their complaints to the LGSCO if they remain unhappy. Therefore, while we aim to resolve issues as early as possible, it is an objective to ensure that our suggested/offered outcomes are appropriate so that the Ombudsman does not disagree with our decision, rather than to aspire to have less complaints taken to that stage.

Resources and Fire & Rescue Overview and Scrutiny Committee

14th December 2022

Operational Benchmarking Performance Report of Warwickshire Fire and Rescue Service 2021/22

Recommendation

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

1.0 Overview and Key Messages

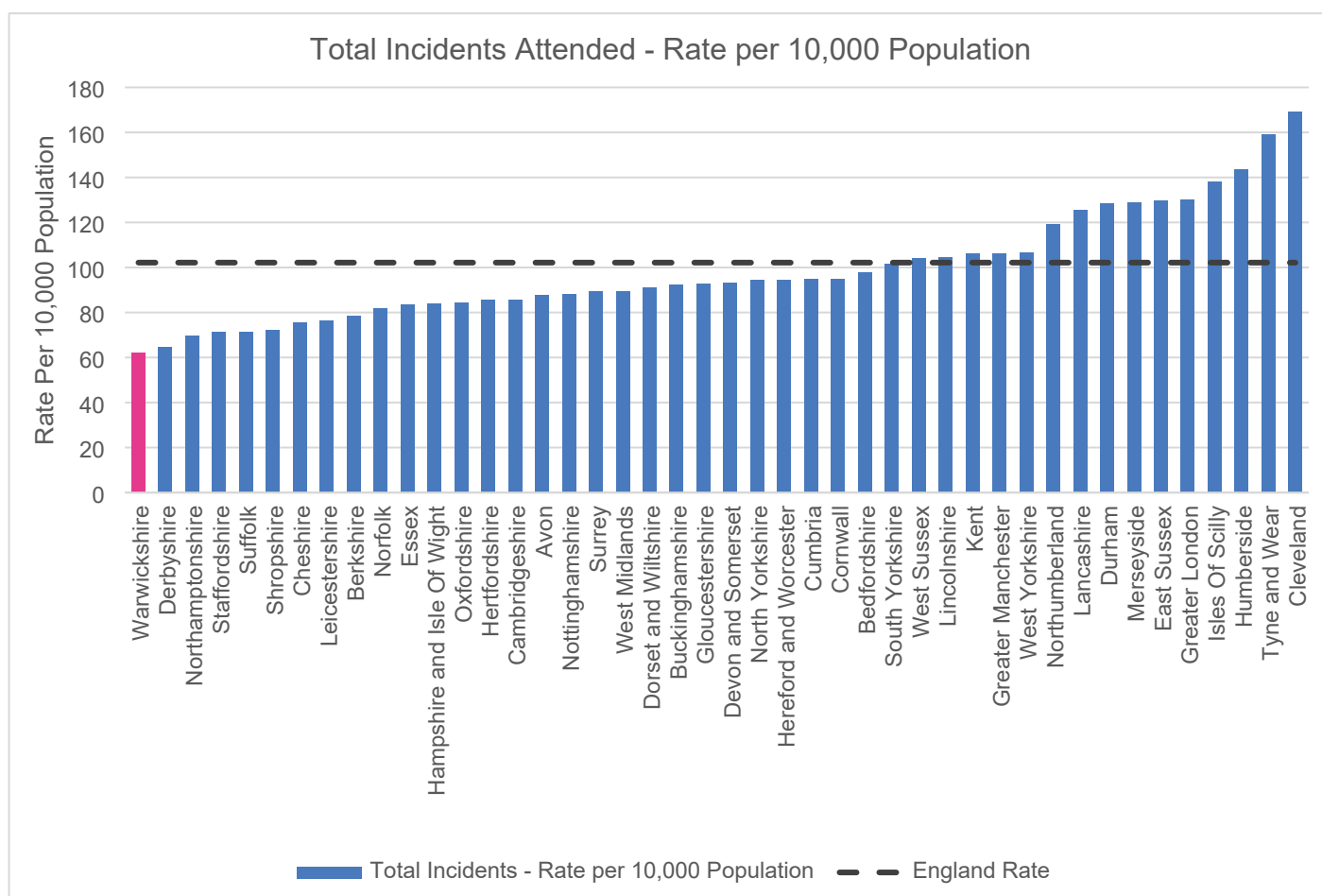
- 1.1 This report summarises the performance of Warwickshire Fire and Rescue Service (WFRS) against certain key incident categories in comparison to the other 43 English Fire and Rescue Services (FRSs) and against a range of organisational factors where broad comparisons can be made. Incident and population data has been taken from the Fire Statistics Data Tables April 2021 to March 2022, published by the Home Office in August 2022. Incident data is collated using the national Incident Recording System used within each FRS. It should be noted that FRS-supplied data is no longer subject to a national audit process and therefore it cannot be guaranteed that information is consistently recorded or presented from Service to Service.
- 1.2 Positively, Warwickshire has improved its ranking for 3 of the 8 key incident categories in comparison to the other 43 English Fire and Rescue Services (FRSs). It has remained best performing FRS for the rate per 10,000 population for accidental dwelling fires (ADFs) in 2021/22 and is now the best performing FRS for total incidents attended per 10,000 population, too. In addition, it is the second-best performing FRS for the rate per 10,000 population for Special Services incidents. It is worth mentioning that that the COVID-19 pandemic has directly influenced these figures, or the human behaviour that results in them. Nationally there was a fall in incident types during the first year of the pandemic, which was slightly counter-intuitive as, whilst it was expected that road traffic collisions would decrease, it was thought that lockdown might bring more accidental dwelling fires. Numbers of all incident types have now risen back to pre-pandemic levels and increased past them; suggesting that prevention activity, which was to a great extent paused during COVID-19, has a very limited currency and needs to be repeated frequently to remain effective.

2.0 Incident Activity

- 2.1 Across England, the number of incidents attended by FRSs peaked in 2003/4 at over one million incidents. For around a decade there was a general decline in all categories and by 2015/16 there were around half a million incidents attended per year. These figures have been increasing since and the main reason for the increase is the attendance of non-fire-related incidents and false alarms.
- 2.2 Nationally, in 2021/22, 577,053 incidents were attended by FRSs, which was an 11.3% increase on the previous year. Locally in Warwickshire, following a slight increase last year, there has been an increase of 5.5% in the number of attended incidents - from 3,517 in 2020/21 to 3,711 in 2021/22.

Total Incidents Attended

- 2.3 This category includes all incidents attended by FRSs, including all fires, false alarms, Special Services incidents and road traffic collisions (RTCs).



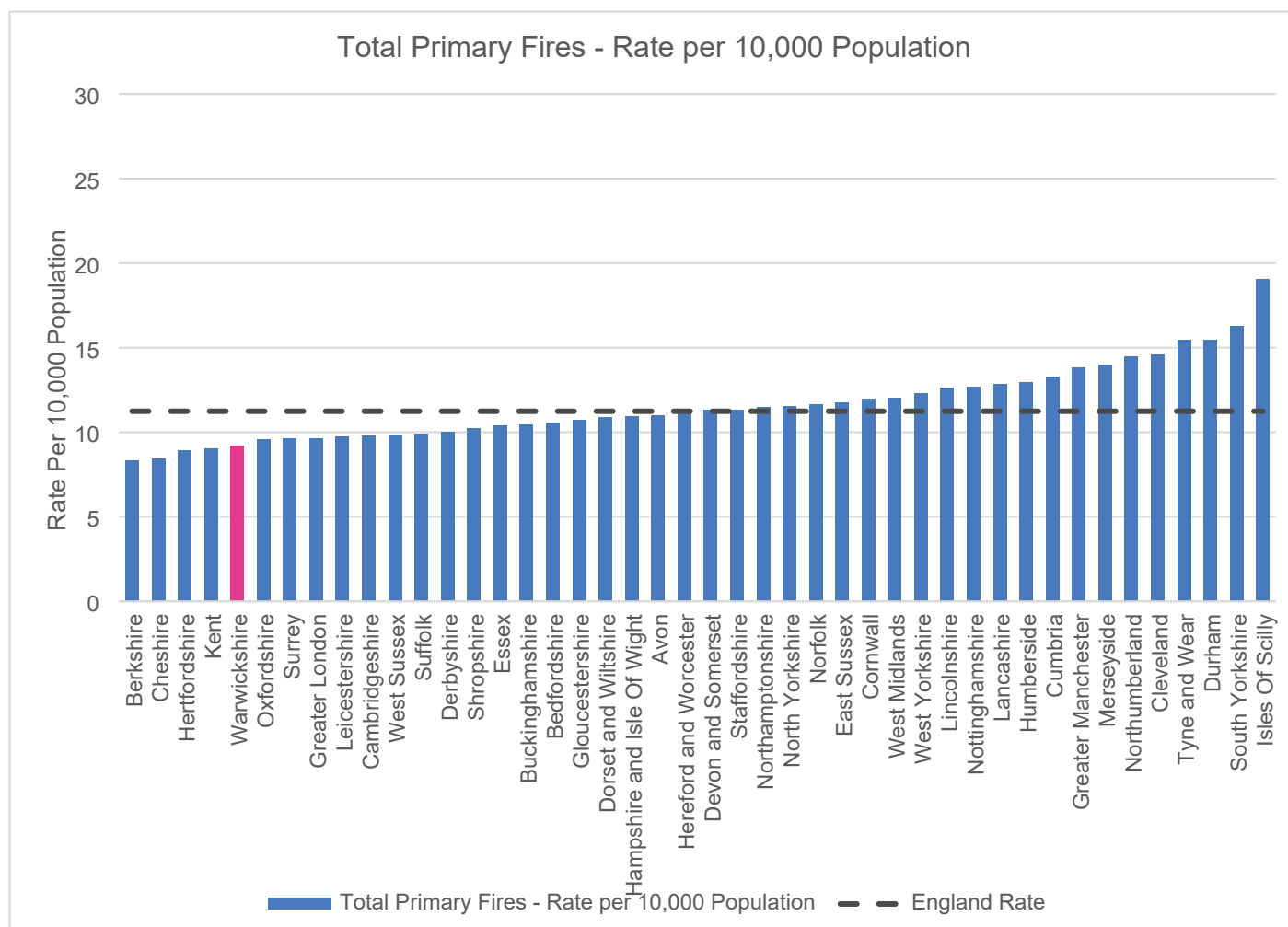
(Source: IRS, Home Office, 2022)

Warwickshire:	62.18
Position:	1/44
England:	102.15
Average:	98.77
Significantly Rural:	90.48

- 2.4 When compared with other FRSs, Warwickshire attends the lowest level of incidents per 10,000 population. In part, the low level can be attributed to differences in local call challenge, mobilising and attendance policies between FRSs.
- 2.5 The overall rate for total incidents in Warwickshire per 10,000 population has increased from 60.24 in 2020/21 to 62.18 in 2021/22. Warwickshire has managed to improve its position from 2nd to 1st in the rankings. Warwickshire's rate of incidents per 10,000 population remains significantly lower than the England rate of 102.15, the overall average rate of 98.77, and all other significantly rural English Services report a rate of 90.48.
- 2.6 In comparison, levels have also increased at a national level, from 91.65 in 2020/21 to 102.15 in 2021/22.

Primary Fires

- 2.7 In comparison, levels have also increased at a national level, from 91.65 in 2020/21 to 102.15 in 2021/22.
- 2.8 These are fires that involve property or vehicles, or where casualties or rescues have occurred; they also include incidents where five or more fire engines are in attendance. This category of fires includes domestic and non-domestic fires, vehicle fires and other property fires.



(Source: IRS, Home Office, 2022)

Warwickshire:	9.22
Position:	5/44
England:	11.24
Average:	11.61
Significantly Rural:	10.52

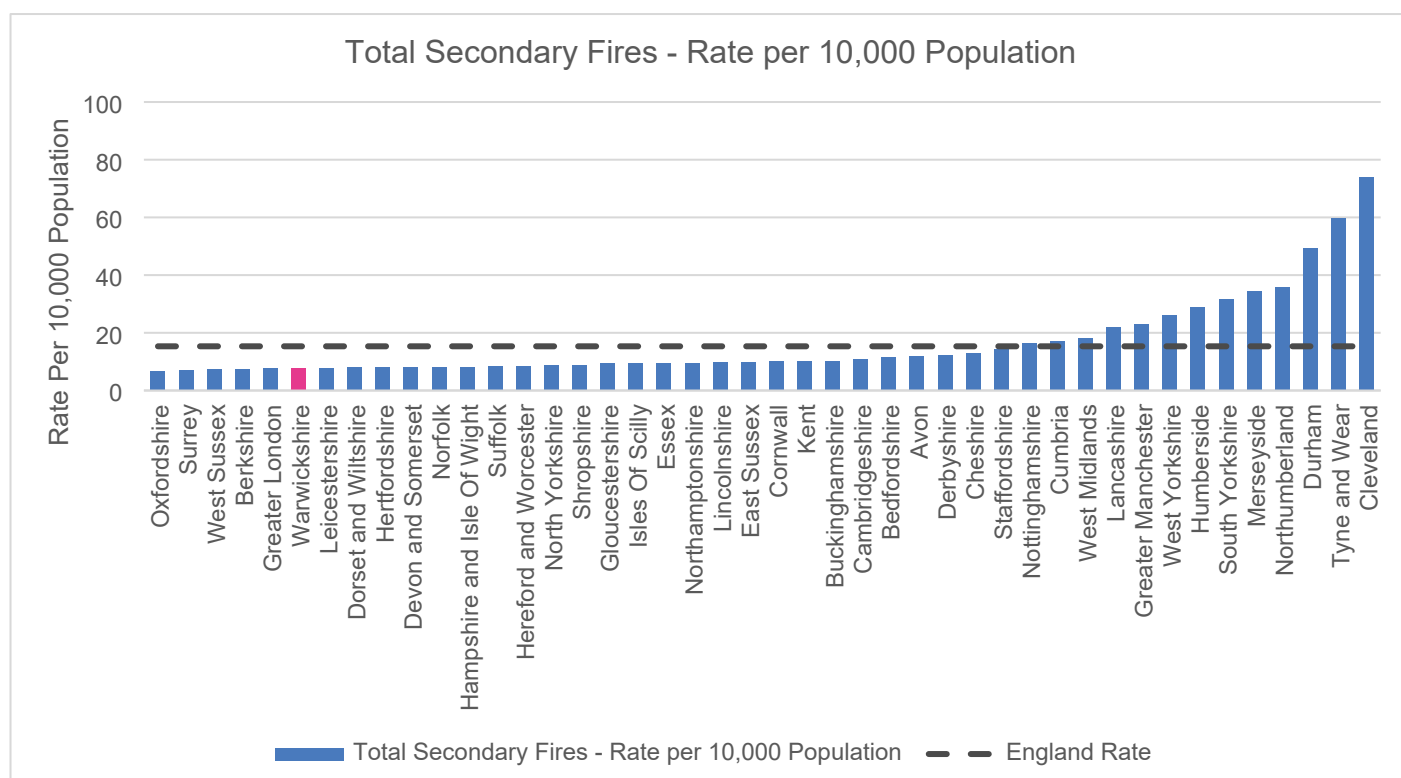
- 2.9 Nationally there has been an increase in the number of primary fires per 10,000 population compared to the previous year, with a rate of 11.24 in 2021/22 compared to 10.95 in 2020/21. Warwickshire has also seen an increase, with a rate of 9.22 in 2021/22 compared

to 8.32 in 2020/21, with its ranking lowering from 2nd to 5th.

- 2.10 Warwickshire's rate of incidents per 10,000 population remains lower than the England rate of 11.24, the overall average rate of 11.61, and all other significantly rural English Services rate of 10.52.

Secondary Fires

- 2.11 These are fires that do not involve property, vehicles or life risk and are mostly outdoor fires, such as refuse and grassland fires. Derelict property and vehicle fires and fires confined to a chimney structure are also included in this incident type.



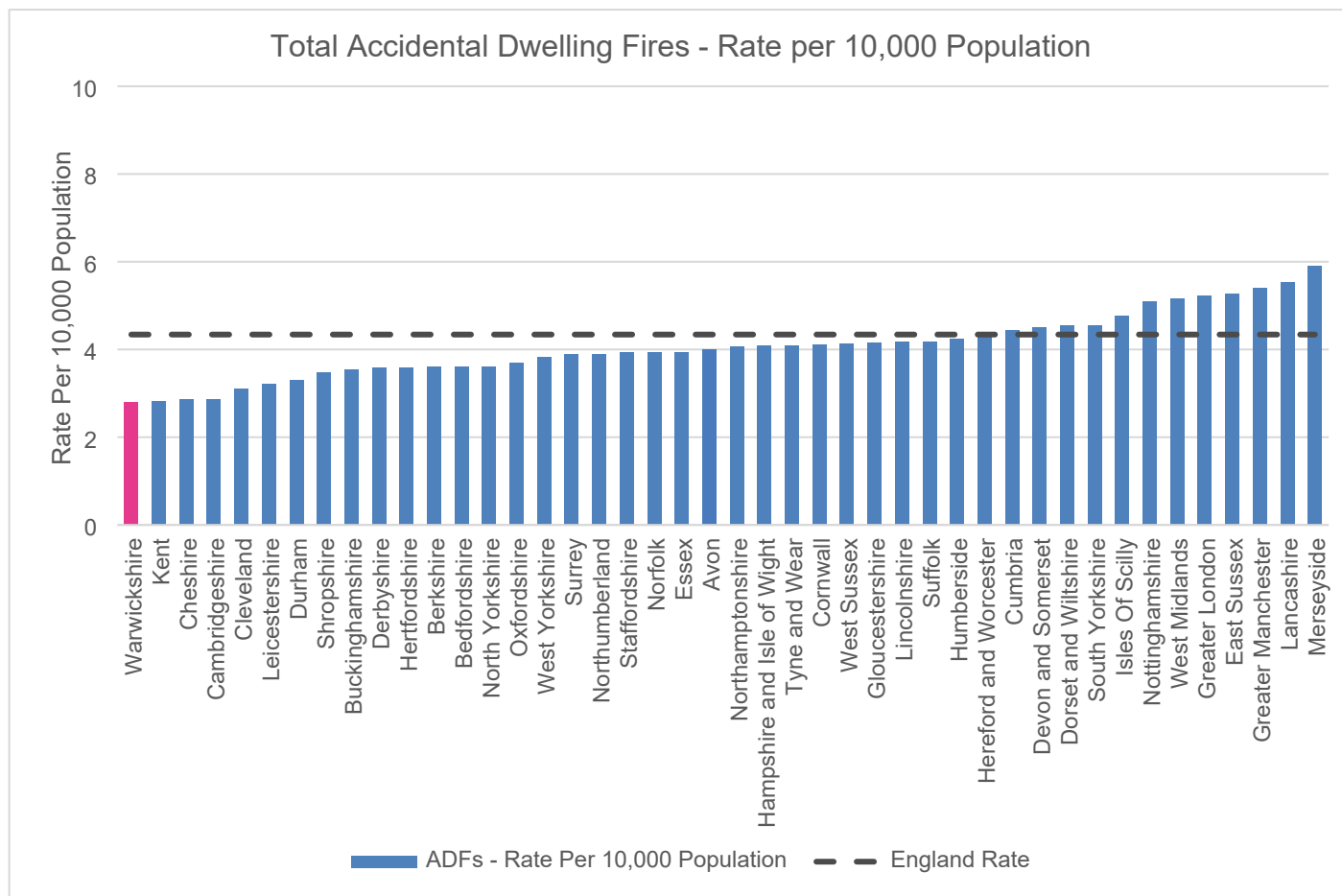
(Source: IRS, Home Office, 2022)

Warwickshire:	7.79
Position:	6/44
England:	15.32
Average:	16.54
Significantly Rural:	10.99

- 2.12 The level of secondary fires in England increased from 15.22 in 2020/21 to 15.32 in 2021/22. However, in Warwickshire, levels reduced from a rate of 9.25 in 2020/21 to 7.79 in 2021/22. Warwickshire has managed to improve its position in the rankings from 8th to 6th.
- 2.13 Warwickshire's rate of secondary fires per 10,000 population remains significantly lower than the England rate of 15.32, the overall average rate of 16.54, and all other significantly rural English Services rate of 10.99.

Accidental Dwelling Fires

- 2.14 This category covers various types of domestic residences such as houses, flats, bungalows and care homes, as well as caravans and houseboats used as permanent dwellings, and where the cause of the fire has been accidental or not known. These types of fire are a subcategory of primary fires.



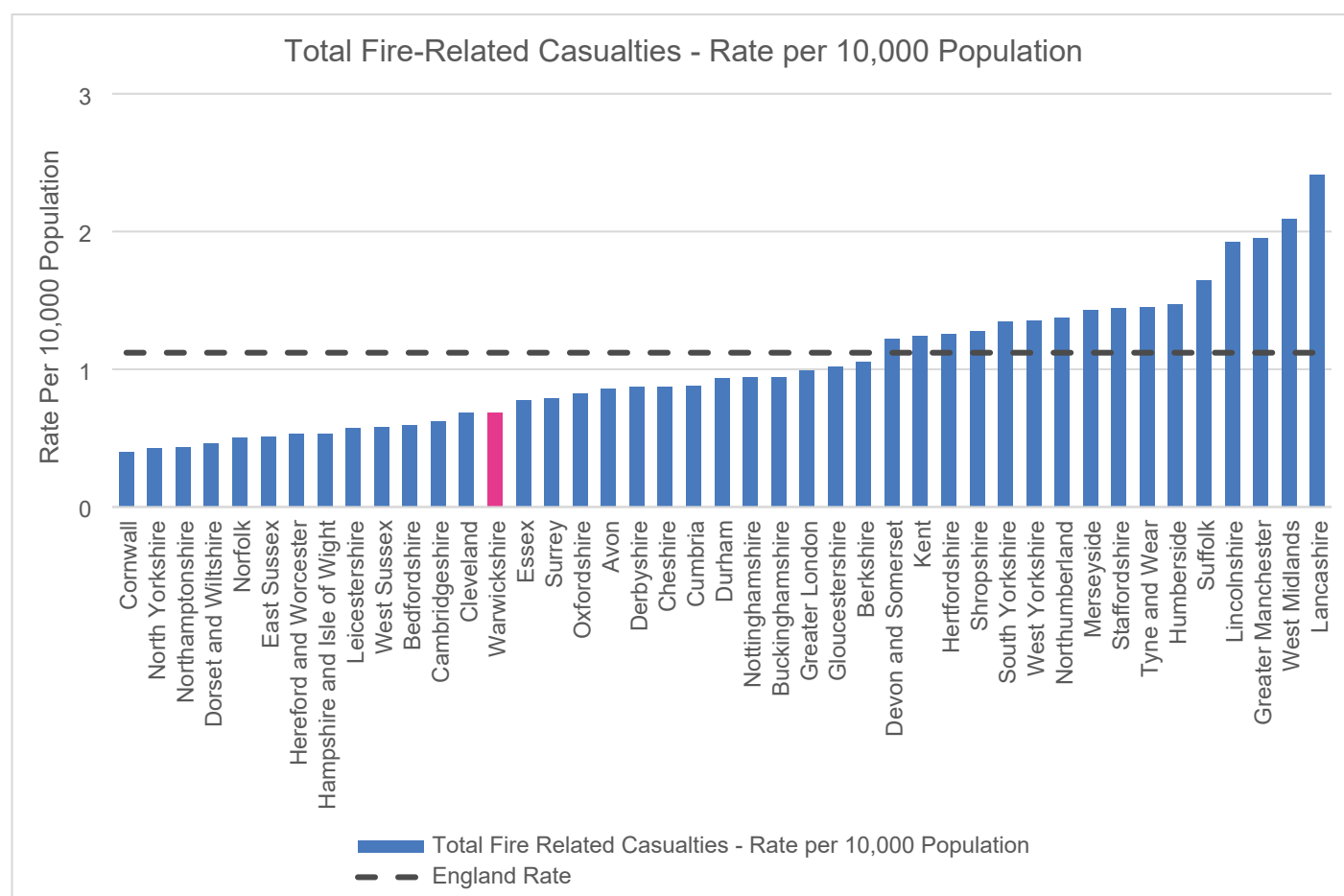
(Source: IRS, Home Office, 2022)

Warwickshire:	2.80
Position:	1/44
England:	4.34
Average:	4.07
Significantly Rural:	3.83

- 2.15 Nationally, the level of accidental dwelling fires has increased by 0.9% in 2021/22 compared to 2020/21, a slight change of direction from the continuing trend of decline since 2009/10. Warwickshire ranks 1st for all 44 Services, with a rate of 2.80 per 10,000 population. Warwickshire's rate remains significantly lower than the England rate of 4.34, the overall average rate of 4.07, and all other significantly rural English Services rate of 3.83. Performance in 2022/23 is expected to be affected by recent weather-related spikes in incidents, particularly for small fires and accidental dwelling fires.

Fire-Related Deaths and Injuries

- 2.16 Fire-related deaths and injuries are primary incidents where either the cause of death has been recorded by the Coroner as fire-related or where a sustained injury has been fire-related, such as smoke inhalation or burns, and includes any precautionary checks. The measure includes both members of the community and WFRS personnel.
- 2.17 WFRS has historically experienced very low numbers in terms of fire-related deaths. In 2021/22 there were 4 fire-related deaths, following 1 reported in 2020/21. Full investigations are always undertaken to understand the circumstances behind these tragedies and identify any improvement activities for targeting of fire safety campaigns. Please note a chart has not been included for this measure as such low levels of fire-related deaths occur nationally.



(Source: IRS, Home Office, 2022)

Warwickshire:	0.69
Position:	14/44
England:	1.12
Average:	1.03
Significantly Rural:	0.80

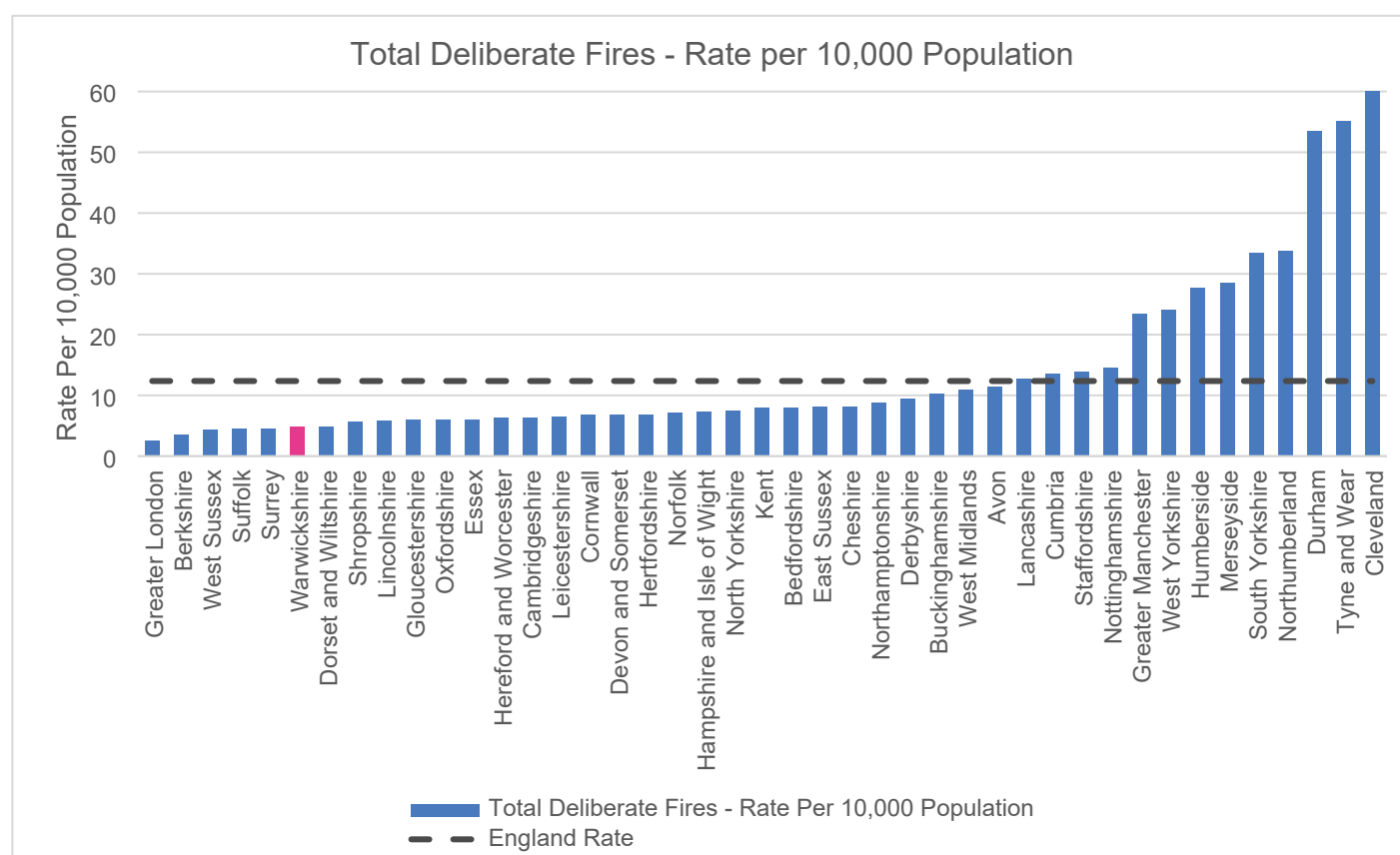
- 2.18 Warwickshire's performance in terms of fire-related casualties per 10,000 population has increased slightly, with a rate of 0.69 in 2021/22 compared to 0.53 in 2020/21. At a national level the rate of fire-related injuries per 10,000 population has remained the same in

2021/22 as in 2020/21 at 1.12.

- 2.19 Warwickshire's rate of fire related injuries per 10,000 population remains lower than the England rate of 1.12, the overall average rate of 1.03, and all other significantly rural English Services rate of 0.80.

Deliberate Fires

- 2.20 This category is related to incidents of deliberate fire setting, where the source of ignition is believed to be deliberate. It includes fires of a primary and secondary nature but is mostly comprised of secondary fires.



(Source: IRS, Home Office, 2022)

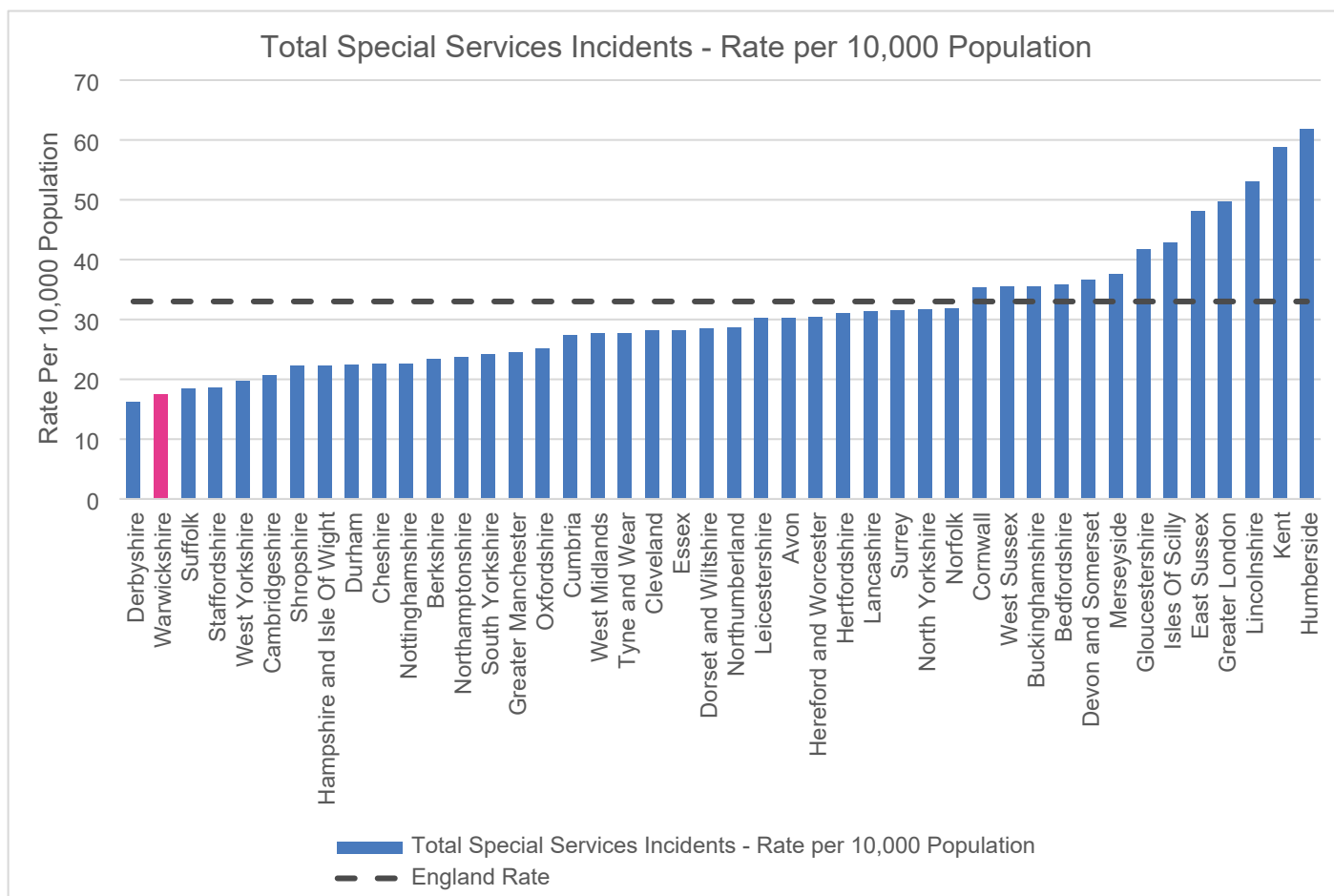
Warwickshire:	4.86
Position:	6/44
England:	11.36
Average:	14.30
Significantly Rural:	8.72

- 2.21 Nationally, the overall rate of deliberate fire setting has increased slightly from 11.27 in 2020/21 to 11.36 during 2021/22. The rate in Warwickshire reduced from 5.58 in 2020/21 to 4.86 in 2021/22, with Warwickshire's ranking improving from 11th to 6th.

- 2.22 Warwickshire's rate of deliberate fire incidents per 10,000 population remains lower than the England rate of 11.36, the overall average rate of 14.30, and all other significantly rural English Services rate of 8.72.

Special Services

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



(Source: IRS, Home Office, 2022)

Warwickshire:	17.51
Position:	2/45
England:	33.01
Average:	30.92
Significantly Rural:	32.65

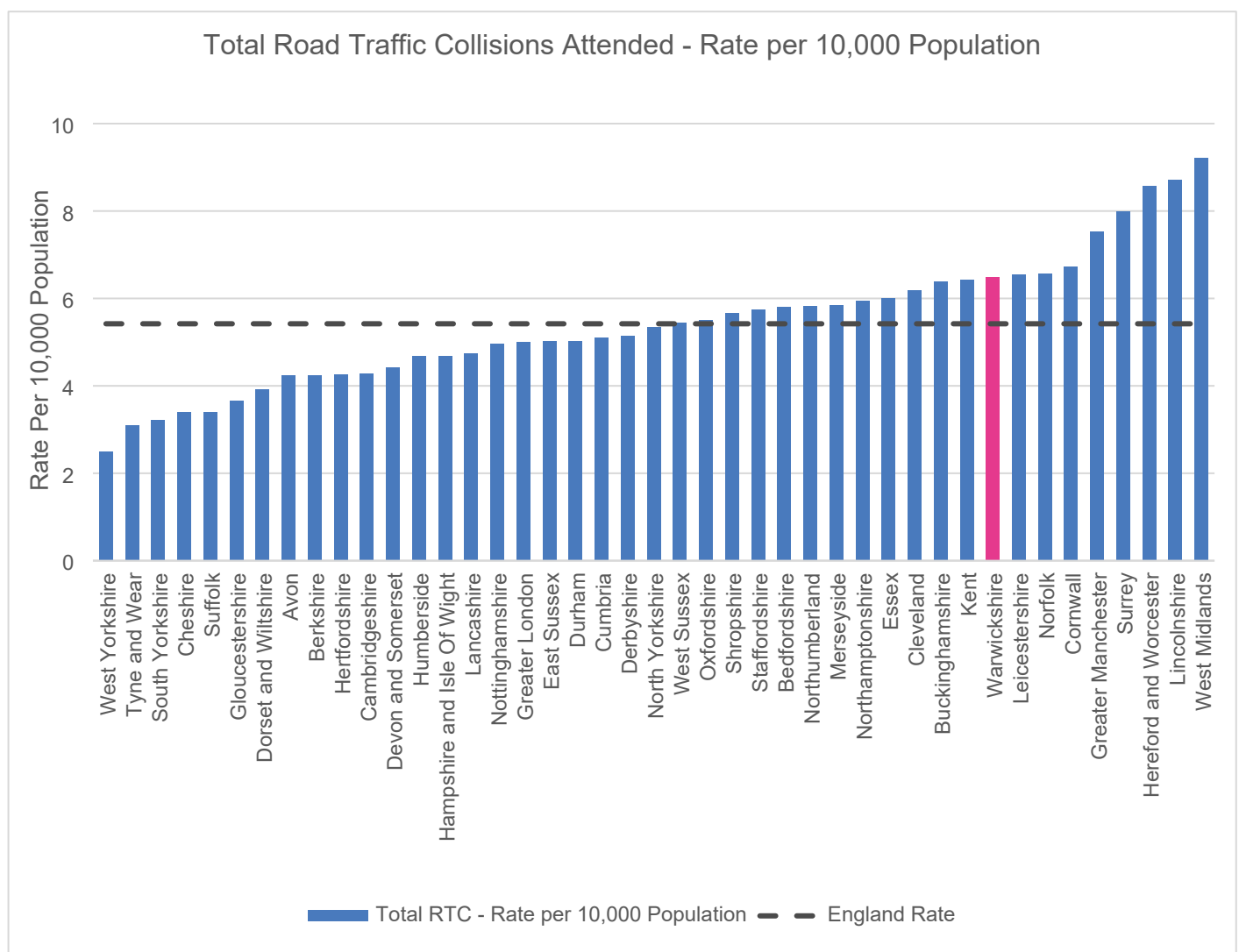
- 2.24 Warwickshire attends lower levels of special service incidents per 10,000 population compared to some other Services in part due to its challenge of 999 callers and its attendance policies. WFRS's staff in control robustly challenge any call they believe may be malicious, resulting in numerous "prank" calls being abandoned and no attendance being made. WFRS also limit their attendance to non-life risk premises where an automatic fire alarm has activated during normal working hours, unless a back-up call is received from the

premises confirming that there is a fire. Compared to the previous financial year, there has been an increase in rate per 10,000 population from 14.53 in 2020/21 to 17.51 in 2021/22. However, Warwickshire's ranking has remained the same as last year, still in 2nd. Nationally levels have also increased, from 25.53 in 2020/21 to 33.01 in 2021/22.

- 2.25 Warwickshire's rate of special services incidents per 10,000 population remains significantly lower than the England rate of 33.01, the overall average rate of 30.92, and all other significantly rural English Services rate of 32.65.

Road Traffic Collisions (RTCs)

- 2.26 This incident category relates to incidents that WFRS attend where there has been a road traffic collision on Warwickshire roads. It is important to note that there will be other RTCs in the county that WFRS will not have been called to. The operational activity at such incidents will depend on the nature of the incident but regularly includes extricating injured persons from the vehicle.



(Source: IRS, Home Office, 2022)

Warwickshire:	6.48
Position:	35/44
England:	5.42
Average:	5.43
Significantly Rural:	5.52

- 2.27 Nationally, the rate of attended road traffic collision incidents increased from 3.98 in 2020/21 to 5.42 in 2021/22. Warwickshire has seen a similar increase, from 4.59 in 2020/21 to 6.48 in 2021/22, with its ranking going down from 33rd to 35th place.
- 2.28 Warwickshire's rate of attended road traffic collision incidents per 10,000 population remains higher than the England rate of 5.42, the overall average rate of 5.43, and all other significantly rural English Services rate of 5.52.
- 2.29 It is important to note here that the Warwickshire area has many people travelling through it on the roads every day and is home to 92 miles of motorway. In the West Midlands region, Warwickshire has the largest amount of motorway network. The next highest local authority areas are Staffordshire (64.5 miles of motorway) and Worcestershire (48.5 miles of motorway). When comparing the number of RTCs attended in relation to the amount of motor vehicle traffic each FRS service area experienced, Warwickshire is one of the better performing FRSs, coming 4th (74.4 RTCs per billion motor vehicles) out of the 29 FRSs that can be compared (Department for Transport, 2021).

Conclusions on Incident Activity

- 2.30 Overall, performance remains consistently good in key areas, both in terms of comparing WFRS against other Fire Services and comparing WFRS to other Fire Services that are classified as being 'significantly rural'. Key areas of good performance nationally include the overall number of incidents, primary fires, secondary fires, accidental dwelling fires, deliberate fires and special services. Focus needs to remain on road traffic collisions and fire-related casualties, however recent weather-related spikes might affect benchmarking for other measures in 2022/23, such as small fires and accidental dwelling fires. Due to performance in these areas not showing signs of improvement, prioritising activity to reduce the risk and improve the safety of Warwickshire communities is recommended.

Prevention

- 2.31 The Fire Authority has a statutory duty to make provision for promoting fire safety in its area. This duty is delivered by the Prevention team, who deliver a range of initiatives either by delivering services directly, or by providing the policy and support necessary to allow frontline fire station personnel to deliver a number of activities to complement the overall aim of keeping the public safe. A summary of the main activities are as follows, which in total typically see some 40,000 members of the public having a direct face-to-face contact with a member of WFRS each year:
- i.) **Safe and Well Checks** - These are visits into the homes of people who may be at greater risk of having fires in the home, to offer guidance and advice, and in some cases to fit smoke detectors. The visit focuses on the individual's needs, by taking a

person-centered approach assessing the risks in the home, including from slips, trips and falls, smoking cessation, home security and winter warmth. The Prevention team have strengthened relations with partner agencies both public and private to further develop the referral process in order to maximise information sharing.

- ii.) **Schools Programme** - Visits take place to children in Primary Schools in Years 1 and 5; our aim is to develop the children's knowledge and understanding of fire safety behaviour and to provide them with survival skills in the event of a fire. Secondary schools also have visits to reinforce the "FIRE!" scheme that is used by teachers in schools during Personal, Social and Health Education / Citizenship lessons; pupils will have worked through the scheme before they receive a visit by a Prevention Officer and so have some knowledge of fire safety and arson awareness.
- iii.) **Targeted Campaigns** – These are delivered throughout the year. National campaigns such as 'test it Tuesdays' for smoke alarms, 'register my appliance' for white goods safety, 'no smoking day' as a health initiative and 'drowning prevention' as a water safety campaign will be supported locally. In addition, there are local bespoke campaigns such as the Chimney Fire awareness which is based on our own historical information around when and where incidents occur.
- iv.) **Small Fires Unit (SFU)** – This provides both firefighting capability at specific times and a joint and high visibility patrol with Police Community Support Officers (PCSOs) in deliberate small fire hotspots throughout the county. The SFU will challenge anti-social behaviour and provide fire safety education and messages to young people. They are directly based on intelligence from Arson Reduction and Police.
- v.) **Anti-Social Behaviour Intervention Team (ASBIT)** - Joint high visibility patrols with Police Community Support Officers (PCSOs) to challenge anti-social behaviour and provide fire safety/ASB education. Schemes run at peak times such as school holidays, exam results time and Halloween and the Bonfire Night period.
- vi.) **Bicycle Intervention, Knowledge and Education (B.I.K.E)** - High visibility patrols of wooded areas and recreational grounds to engage and educate young people in Warwickshire. This scheme runs on a peak demand basis.
- vii.) **Hospital to Home (HTH)** – This is a commissioned service providing a transportation and settling service for vulnerable members of our community. It was initially a 12-month pilot that started in August 2018 and, due to its initial success, WFRS have now secured further funding to support the scheme. The service provides a home transport service from Warwick and George Eliot Hospitals between the hours of 10:00 – 22:00. On arrival at the customer's home address, the HTH team will also ensure basic welfare needs are met, undertake an initial hazard spotting exercise and fit smoke alarms if appropriate. If the customer consents to a full Safe & Well check the HTH team will forward a referral to the Prevention department. In the majority of cases this should be completed within five days. In addition to the proactive safety intervention in the home, HTH realises wider benefits to the NHS by freeing up beds and ambulances for future patients.
- viii.) **Nursery Boxes** – These are an available resource for childminders and early years settings. They contain a selection of early years resources that fit in with the early

years' educational framework. All children who access the boxes receive accident prevention and fire prevention information to take home. The Nursery Boxes are working in partnership with Public Health to help with the reduction of unintentional injuries to the under-fives and reduce childhood obesity with healthy food packs.

- ix.) **Heart Shield** – This is a collaboration between Warwickshire Public Health and WFRS. The initiative is delivered to secondary school pupils and covers skills such as emergency life support, cardiopulmonary resuscitation (CPR) and how to use a Public Access Defibrillator (PAD). The sessions also include information on key heart health messages to help reduce the risk of them having heart-related issues associated to lifestyle in later life.
- x.) **Rural Crime** - Work with Rural Crime Coordinators to visit rural victims of arson and to provide prevention advice to surrounding farms.
- xi.) **Road Safety Education** - WFRS works in partnership with Warwickshire County Council (WCC) Road Safety Partnership, supporting their current ten-year strategy to deliver education sessions within secondary schools and colleges across the county. The session aims to encourage safe driving habits with inexperienced drivers.

WFRS chair the Post Collision Sub-Group as part of the Warwickshire Road Safety Partnership (WRSP). This working group is made up of key stakeholders whose focus is to review data and trends so that response to road traffic collisions (RTCs) can be continually improved, and the number and severity of incidents reduced, through pro-active collaboration.

- xii.) **Biker Down** - The Prevention Team works in collaboration with the 'Safer Roads Partnership', working with Warwickshire Police and West Midlands Ambulance Service to deliver safety awareness sessions to motorbike users of all ages. The sessions cover accident scene safety, basic first aid and the science of being seen.

Community Fire Protection

- 2.32 The WFRS Fire Protection team enforces fire safety standards of premises within the communities of Warwickshire by inspecting, monitoring and reviewing businesses under the provisions of the Regulatory Reform (Fire Safety) Order 2005. The team works hard to raise awareness to business owners and managers of the risk of fire in the workplace. The enforcement and advisory activities help those responsible to develop and implement appropriate fire safety processes that will ensure the safety of employees, premises and the continuity of businesses.
- 2.33 **Fire Safety Audits** - The audit is an examination of the business premises and relevant documents to ascertain how the premises are being managed regarding fire safety. Advice and information are offered during the visit as well as any improvement action that may be required and where necessary enforcement or prohibition notices may be served. The Protection team targets higher risk premises for audit by employing a risk- and intelligence-based principle that can be adapted to address both local and national trends. The management team will also apply professional judgement based upon local knowledge and national advice when tailoring the inspection programme.

- 2.34 **Highrise Building Fire Safety** - The Fire Protection team have continued to work closely with the National Fire Chief's Council (NFCC), the local authorities and private sector landlords to ensure that high rise buildings within Warwickshire are compliant with fire safety standards. In addition, work is progressing in preparation for the legislative changes that will come from the new Fire Safety Act and the Building Safety Bill, as well as the recommendations from the Grenfell Tower Inquiry phase one.
- 2.35 **Business Fire Safety Checks (BFSC)** - A BFSC is an information gathering process relating to a premises fire protection requirements and potential non-compliance within the standards. This work is carried out by operational fire crews on behalf of the Fire Protection department during other routine visits to premises. This allows the Fire Protection department to check a greater proportion of business premises in the county, reducing burdens on business from multiple visits from the Fire Service whilst identifying and reducing risk to the community.
- 2.36 In addition to the full fire safety audits, the fire protection team undertakes a range of fire protection activities, including reactive calls, post fire audits, building regulation consultations, enforcement/prohibition action (including prosecutions), event safety and sports ground safety, as well as inspecting under other legislation such as the Housing Act, Marriage Act and Licensing Act.
- 2.37 The Warwickshire Risk Profile analyses the risk across the County in greater detail and Local Risk Plans are developed and used by stations to address their local risk. There is a Management Information Dashboard that can be used to monitor incident activity at station level and by the Arson Reduction Manager. Senior managers at tactical and strategic levels review and challenge performance at bi-monthly performance meetings.

3.0 Financial Implications

- 3.1 None.

4.0 Environmental Implications

- 4.1 None.

5.0 Timescales Associated with the Decision and Next Steps

- 5.1 Not applicable.

Background Papers

None

	Name	Contact Information
Report Authors	Joshua Cavie	joshuacavie@warwickshire.gov.uk
Assistant Director	CFO Ben Brook	benbrook@warwickshire.gov.uk
Strategic Director	Mark Ryder	markryder@warwickshire.gov.uk
Portfolio Holder	Cllr Andy Crump	andycrump@warwickshire.gov.uk

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

Formal Community Risk Management Board (CRMB)

Local Member(s):

Other members:

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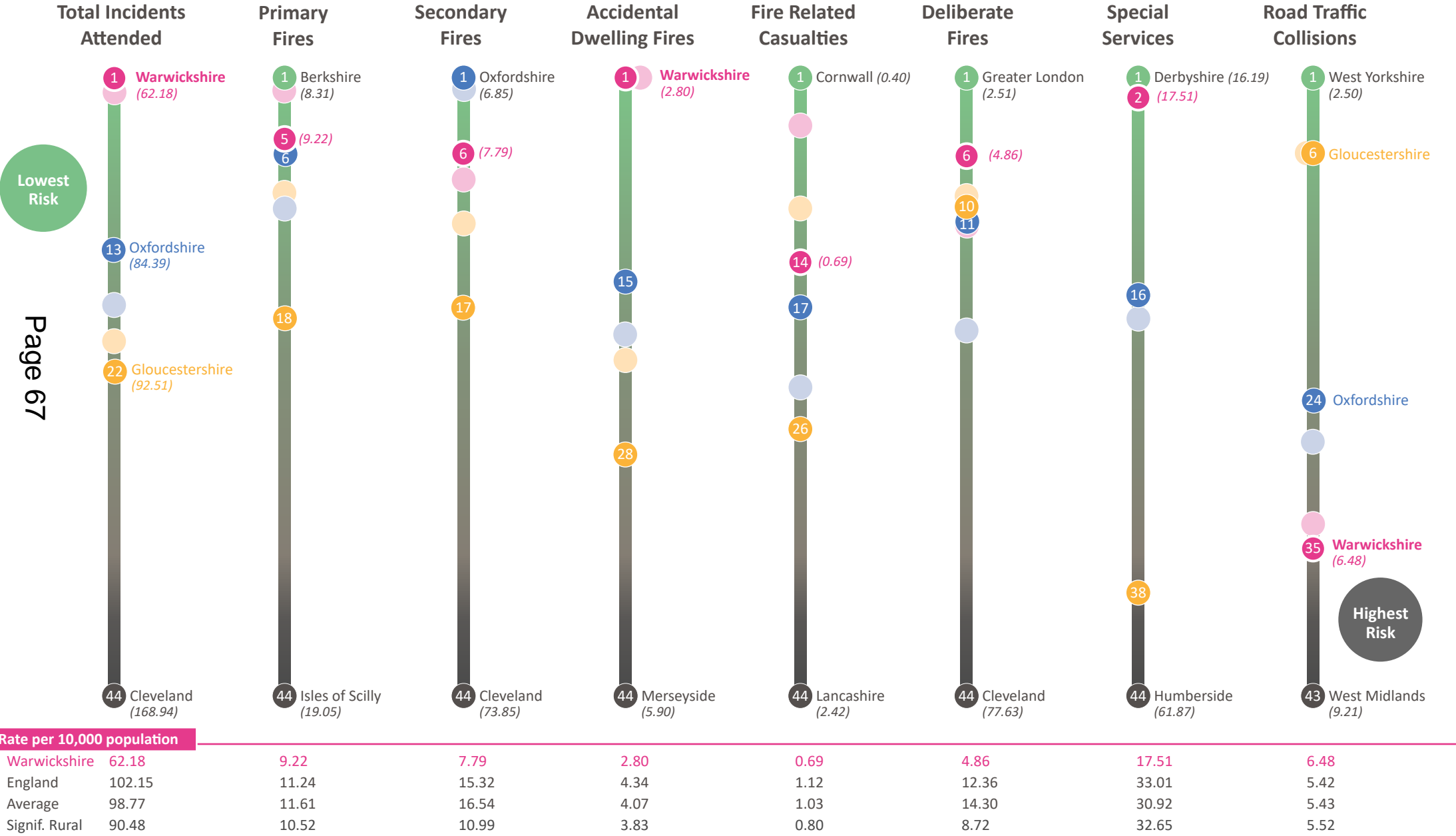
Benchmarking Operational Performance 2021/22

Summary of where Warwickshire Fire & Rescue Service **ranks** against certain key incident categories, in comparison to the other English Fire & Rescue Services. Information for **1st April 2021 to 31st March 2022** has been taken from multiple sources; please see full report for more information. Warwickshire has improved its ranked position for X of the 8 key incident categories.

WFRS remains ranked 1st (best performing) for Accidental Dwelling Fires and for 2021/22 ranks 1st for the total incidents attended



2020/21 rank for comparison



*Not all other 43 FRS provide their information.

Source: 2021-22 Operational Performance of Warwickshire Fire & Rescue Service (Business Intelligence). Fire & Rescue incident statistics (England) YE March 2022 (Home Office).

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RTC Benchmarking 2021/22

Below are the three ways Warwickshire has adopted their Road Traffic Collision (RTC) data for bench marking in comparison with Oxfordshire and Gloucestershire for the period of **1st April 2021 to 31st March 2022**.



2020/21 rank for comparison

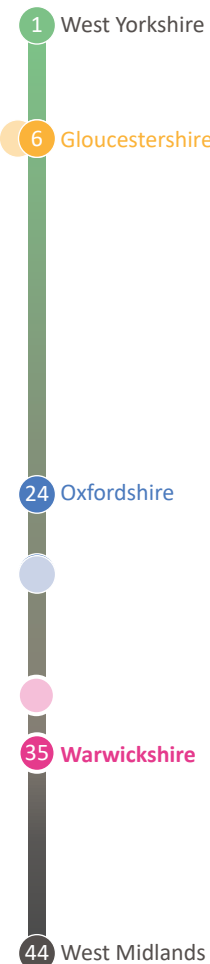


WARWICKSHIRE
FIRE & RESCUE SERVICE

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Method 1: Rate per 10,000 Population

RTCs



2020/21 position: 33

Local Authority	Motor Vehicle traffic flow (Billions)	Road Length - All (Miles)	Road Length - Motorways (Miles)
Gloucestershire	3.89	3,501	43
Warwickshire	5.20	2,648	92
Oxfordshire	4.16	3,008	35

Method 2: Rate per 1,000 Road Miles

Rank	Fatal & Serious Casualty Rate by 1,000 Road Miles	Road Length - All (Miles)	Road Length - Motorways (Miles)
14	Oxfordshire (80.1)	3,008	35
16	Warwickshire (87.6)	2,648	92
17	Gloucestershire (93.1)	3,501	43

Data source for method 2: Road miles data obtained from Department for Transport Statistics. Fatal & Serious Casualty data from 2021-22 Operational Performance of Warwickshire Fire & Rescue Service (Business Intelligence). Fire and Rescue incident statistics (England) YE March 2022 (Home Office).

Performance for all Fire and Rescue Service areas in 2021/22 has been directly impacted by the Covid-19 pandemic.

Method 1: Traffic flow and road length data provided for context in relation to rate per 10,000 population for ranking.

Data source for method 1: Contextual info (Traffic flow and road length) obtained from Department for Transport Statistics. Fatal & Serious Casualty data from 2021-22 Operational Performance of Warwickshire Fire & Rescue Service (Business Intelligence). Fire and Rescue incident statistics (England) YE March 2022 (Home Office).

Method 2: Used rate per 1,000 road miles to benchmark Warwickshire against Gloucestershire and Oxfordshire. Unfortunately, the geographies for both datasets do not match up. As 28 of the 44 Fire & Rescue Services can be matched to the 44 Local Authority geographies (DfT data) ranking has excluded these 16 unmatched F&R Services.

Method 3: Rate per 1,000,000,000 (billion) Motor Vehicles

Rank	Rate per 1,000,000,000 (billion) Motor Vehicles	Motor Vehicle traffic flow
2	Gloucestershire (60.7)	3.89 billion
4	Warwickshire (74.4)	5.20 billion
10	Oxfordshire (95.9)	4.16 billion

Data source for method 3: Traffic flow data obtained from Department for Transport Statistics. Fatal & Serious Casualty data from 2021-22 Operational Performance of Warwickshire Fire & Rescue Service (Business Intelligence). Fire and Rescue incident statistics (England) YE March 2022 (Home Office).

Method 3: Used rate per 1,000,000,000 (billion) traffic flow to benchmark Warwickshire against Gloucestershire and Oxfordshire. Unfortunately the geographies for both datasets do not match up. As 29 of the 44 Fire & Rescue Services can be matched to the 44 Local Authority geographies (DfT data) ranking has excluded these 15 unmatched F&R Services.

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Benchmarking Operational Performance 2021/22

This visual shows where Warwickshire Fire & Rescue Service ranks for **Special Services** (non-fire) incidents in comparison to the other English Fire & Rescue Services. Data covers the period **1st April 2021 to 31st March 2021**.

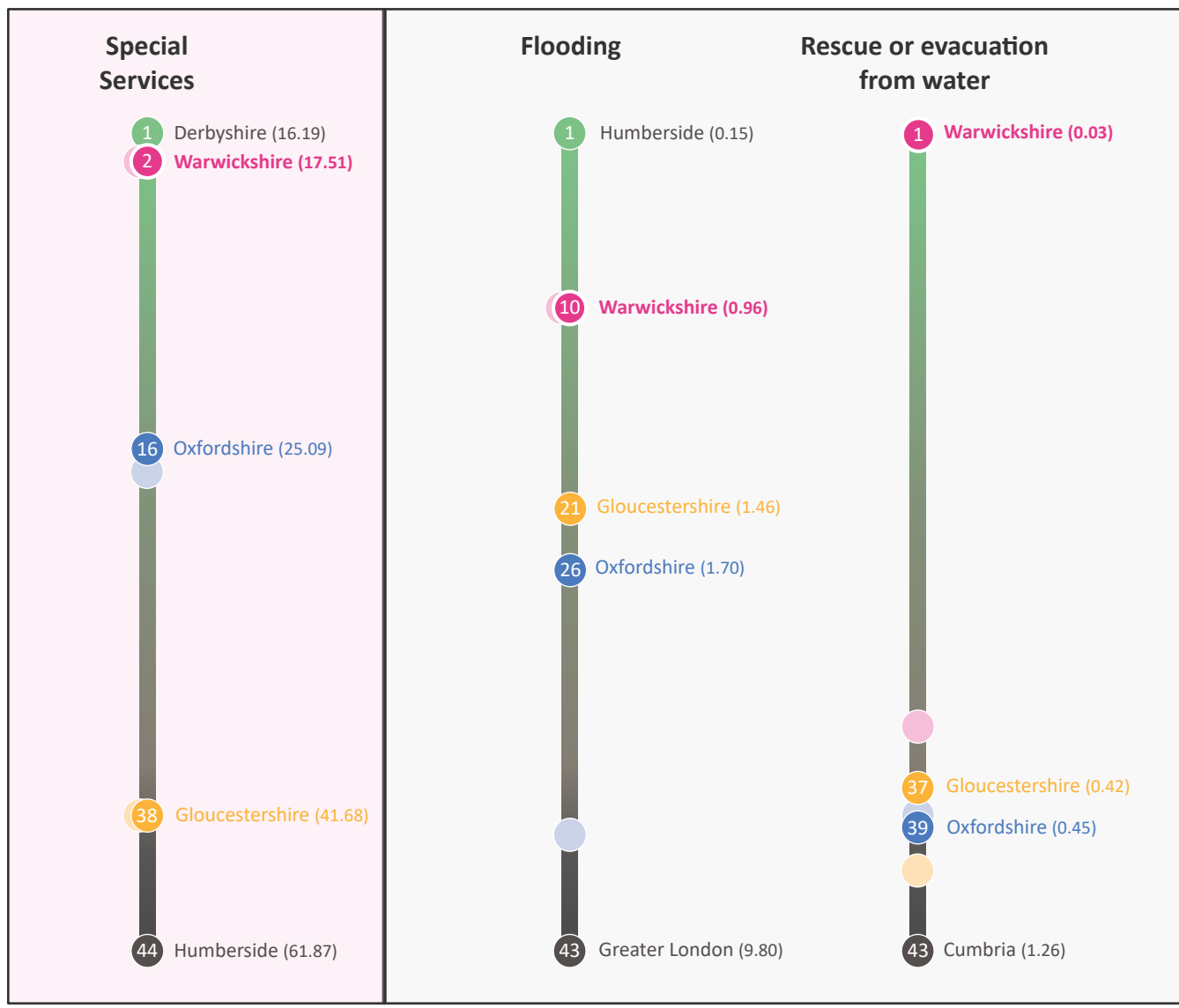
Note: Not all F&R Services provided their information for 2021/22.

2020/21 rank for comparison

Strongest Performing

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Weakest Performing



Warwickshire remains in 2nd position for the category of Special Services incidents (non-fire).

Warwickshire has improved its position from 33rd to 1st for the category of 'Rescue or evacuation from water'.

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Resources and Fire & Rescue Overview and Scrutiny Committee

14 December 2022

Voice of Warwickshire residents' panel - Project Update

Recommendations

That the Committee:

1. Reviews the interim report on the delivery of the Voice of Warwickshire project and notes the contribution the residents' panel provides to the ongoing development of Council strategy.
2. Considers how the panel can be used to inform the work of the Committee and support an evidence-based approach to policy development.

1. Executive Summary

- 1.1 Cabinet has previously approved (October 2020) the creation of a Warwickshire residents' panel to help inform the Council's policy making. This would deliver a specific action set out in the Customer Experience Strategy but, more broadly, provide a mechanism for the Council to engage with residents and take their views into account on a range of policy areas.
- 1.2 Resources and Fire & Rescue Overview and Scrutiny Committee received a report, in December 2021, describing how the panel was being established and how it would be used. The Committee asked that a further report was brought to review progress after the panel had been in place for twelve months.
- 1.3 Appendix 1 provides a detailed review of the activity delivered through the panel during 2022. The panel has been used to help inform policy in a number of key areas, including the Council's approach to tackling climate issues and the levelling up agenda.
- 1.4 There will be a further recruitment exercise in early 2023 to maintain membership numbers and ensure the panel remains representative of the Warwickshire population. The project team will also work with service areas to devise a work programme for 2023, focusing on supporting delivery of the Council Plan and Integrated Delivery Plan.

2. Financial Implications

- 2.1 The Medium Term Financial Strategy (MTFS) made an ongoing provision of £60k to deliver the Voice of Warwickshire panel, to cover staffing costs, software, licensing, recruitment and communications.

3. Environmental Implications

- 3.1 None

4. Supporting Information

- 4.1 A recruitment exercise was launched in October 2021 with an aim to recruit up to 1,000 residents aged 18 and over from across the county. The panel needed to be representative of the overall county population and targeted campaigns were used in certain parts of the county and with certain age groups where initial numbers were low.
- 4.2 In total, 1,013 residents joined the panel. Since early 2022, a small number have withdrawn from the panel and the current total is 1,000. The panel is broadly representative of Warwickshire's population although the 18-24 age group is under-represented despite significant efforts to engage with that specific age group.
- 4.3 A dedicated Voice of Warwickshire website was created so that panel members could be kept informed and, crucially, understand how their views have been used to help shape Council strategy. The website can be viewed at <https://www.warwickshire.gov.uk/voice>.
- 4.4 Appendix 1 details the specific surveys that have been conducted with the panel and how the insights gathered have been used. In summary, the following exercises have been completed or are scheduled:
- Feb 2022 – First survey (Climate & Energy)
 - May 2022 – Second survey (Levelling-Up)
 - Oct 2022 – Third survey (WCC website review)
 - Dec 2022 – Fourth survey scheduled (perceptions of WFRS and its role)
- 4.5 Response rates for the completed surveys to date have been 58% (Climate & Energy), 47% (Levelling-Up) and 36% (WCC website). These are at or above average for this type of exercise (the benchmark is 30%) and we should expect some drop-off over the course of the year.
- 4.6 The respective project groups and service leads that have commissioned surveys with the panel have all found them to be a highly valuable source of

intelligence. The information gathered has actively influenced how the strategies and associated action plans have been developed.

- 4.7 Additional recruitment will take place in early 2023 to ensure the panel remains vibrant and representative.
- 4.8 Alongside the additional recruitment activity, the Voice of Warwickshire project team will put out a further call in early 2023 for topics to cover during the next twelve months. The topics should align with Council priorities and the refreshed Integrated Delivery Plan.

5. Timescales associated with the decision and next steps

5.1 N/A

Appendices

1. [Voice of Warwickshire – Project Review](#)

Background Papers

N/A

	Name	Contact Information
Report Author	Spencer Payne	spencerpayne@warwickshire.gov.uk
Assistant Director	Steve Smith	stevesmithps@warwickshire.gov.uk
Strategic Director	Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Portfolio Holder for Customer & Transformation	andyjenns@warwickshire.gov.uk

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

Local Member(s):

Other members: Councillors Warwick, Birdi, Boad, Philipps and W. Roberts

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**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2022/2023 – December 2022**

Item / Lead Officer	Report detail	Date of next report
Public Question Time/Questions to the Portfolio Holders / Work Programme	Standing items for every meeting.	* Standing item
Council Plan 2020 – 2027 Performance Report	Council Plan 2020 – 2027 Performance Report	* Standing item
Inflation Contingency Fund	To be reviewed on a quarterly basis	Standing item from 22 February 2023
Update on Levelling Up	To receive an update on the Levelling Up programme	TBC
Member Oversight Group (WPDG / WRIF)	Annual Report of the Member Oversight Group to be presented to the Committee each year to enable attention to be given to the performance, progress, and priorities of WDPG and WRIF.	TBC (recurring annually)
Treasury Management and Investment Strategy Statements	To receive a full briefing on the statements	22 February 2023
Estates Masterplan Update	To consider the future of the WCC estates portfolio	22 February 2023

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2022/2023 – December 2022**

School Admissions Update	To receive a full report on school admissions, following a verbal update at the December meeting	22 February 2023
Energy Strategy	To consider energy usage at WCC buildings	22 February 2023