### **Warwickshire Fire and Rescue Service**



# Annual Statement of Assurance 2023-2024







Warwickshire County Council



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# Introduction

Welcome to Warwickshire Fire and Rescue Service (WFRS) Annual Statement of Assurance 2023/24.

It has been another busy year for WFRS as we continue to deliver our *Community Risk Management Plan 2022-2027 (CRMP)*. Each year we take the opportunity to review and refresh our strategy to make sure it remains current. This year our review has resulted in some minor updates to better reflect our ways of working, and from April 2024 our strategy will include, "Resilience", our fourth control measure. Over the winter months we ran an extensive public consultation to gain valuable information from our local communities to help develop our Resourcing to Risk Programme. At the point of preparing this statement, feedback from our consultation is being analysed and will be used to help shape future resource options that the Fire Authority will consider during 2024.



# **Our Vision**

# *"To make Warwickshire the best that it can be, now and in the future"*

### **Our Mission**



The Fire and Rescue National Framework for England requires us to report on our progress against our CRMP and we provide this through the Annual Statement of Assurance (ASoA). This year's ASoA is the second since the publication of our strategy and gives us the opportunity to update you on our journey. We hope you find this statement interesting, and that it provides you with the assurance that we are meeting our statutory duties and working to make Warwickshire the best it can be, now and in the future.



**Clir Andy Crump** Cabinet Member for Fire & Community Safety, Warwickshire County Council



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



# About Us

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

The service is also supported by key specialist services which are gathered into WCC Resources Directorate.

# Warwickshire Fire and Rescue Service Profile



We have **17** fire stations.



We have a fleet of **37** response vehicles, of which **23** are fire engines.



We employ approximately 500 people, of which **390** are operational firefighters.



Warwickshire is strategically located, covers 1,975 sq. km, and has a population of 599,200.



The county has an **extensive road** network spanning 4,130 km, including 140 km of motorways.



Our operational budget for 2023/24 is £25.2m, of which £23.9m is spent on our people.



# Our Community Risk Management Plan 2022-2027



Each Fire and Rescue Authority has a statutory duty to produce a Community Risk Management Plan (CRMP) and we use the <u>NFCC Community</u> <u>Risk Management Planning Strategic</u> <u>Framework</u> to support the development of our plan. Our CRMP is made up of four component parts which, when combined, set out the key challenges and risks facing our communities, how we intend to mitigate them, and how we assure that we are achieving the desired outcomes. It demonstrates how we use our Prevention, Protection and Response integrated approach to achieve our mission.



#### **Our Risk Analysis**

The methodology we use to identify, analyse, and prioritise risk within our communities.

### **Our Strategy & Associated Plans**

Our priorities, and the plans and actions that we will take to mitigate and reduce risk.

# Performance Measures & Outcomes

The methods we use to assess the effectiveness of our actions.

#### Assurance

The arrangements we have in place to assure ourselves and our communities that the information on which we base our decisions and delivery our services is evidence-based, effective and efficient, and reduces risk.

# **Our Risk Analysis**

Using the <u>NFCC Community Risk Data and</u> <u>Business Intelligence Guidance</u> we have developed our risk analysis using 17 different hazard data sets, a combination of 'People & Place' data. This is our evidence base that enables us to identify where we need to act to address the challenges that our communities face now and in the future. Our risk analysis is regularly reviewed so that we can consider the data and intelligence available to us, and the value it could bring to our CRMP.

# **Our Hazard Data Sets**



#### Prevention

- Index of multiple deprivation
- · Lone households
- Long term health problem or disability
- Over 65s (registered to a GP)
- Active adult social care users
- Households in fuel poverty
- Hospital to home collections

#### Protection

- High risk buildings
- Unwanted fire signals

#### Response

- Dwelling fires
- Other primary fires
- Secondary fires
- Non-domestic fires
- Road traffic collisions
- Special services (ex RTC)

#### Climate

- River flood zone coverage (fluvial)
- Surface water flood zone coverage (pluvial)

# **Risk Management**

Everyone in the service has some responsibility for managing risk and we adopt the Warwickshire County Council Strategic Risk Management Framework. This is the council's policy document guiding

our approach and practice. The framework is made up of three key elements and we apply this approach to the achievement of our CRMP and strategic priorities.

Strategic Intent		
Why	Sets out the objectives for risk management to inform our strategic planning and decision-making and support the achievement of the Council Plan.	
What	Sets out the tools and activities that we will use to deliver our objectives and management of risk.	
How	Describes how we will implement and govern the framework through relevant systems, procedures, and practices.	

The framework sets out our risk appetite, how we assess and record risk, and our risk management governance arrangements. We have a risk register, and this is managed by risk leads, it also identifies risk owners who are responsible for the delivery of mitigating actions. Our risk register is reviewed by our WFRS Community Risk Management Board (CRMB) monthly, and our strategic risks are reviewed quarterly at WCC Corporate Board and Cabinet and reported annually to the WCC Audit and Standards Committee.



# Our Prevention, Protection and Response Strategy and Associated Plans

It is our strategy and associated plans that provide our direction of travel and the actions we need to take to mitigate risk and address our challenges. Our strategy sets our integrated approach through our prevention, protection and response arrangements and identifies our areas of focus for the five-year period. Here are some of our achievements during the 2nd year of our strategy.







# Prevention

#### PRIORITY: We are identifying the most vulnerable people in our communities and improving their safety, health, and wellbeing through targeted prevention activities directly linked to vulnerability and risk.

	Our Focus	Our Achievements	Our Outcomes
Targeting High Risk	To review our approach to the delivery of Safe & Well visits, identifying options to better target risk not volume.	Better IT solutions are being developed to assist our people to target the most vulnerable high-risk people.	The total number of Safe & Well checks have increased by 61% (compared to same period 22/23).
		We have made changes to the eligibility criteria enabling the service to better target those most at risk of fire.	The number of Safe & Well checks delivered to very high/high risk people have increased by 42% (compared to same period 22/23).
	To increase the number of Safe & Well referrals from partner agencies.	We are adopting a new approach to target high risk people based on an approach successfully used by a neighbouring fire and rescue service.	The number of Safe & Well checks delivered in very high/high risk areas have increased by 36% (compared to same period 22/23).
		We have strengthened the referral process with our partners.	The number of Safe & Well referrals from partner agencies has increased by 20% (compared to same period 22/23).

### PRIORITY: We are ensuring that our people and relevant partners have the necessary skills and capabilities to deliver a wide range of prevention activities to improve community safety.

Our Focus	Our Achievements	Our Outcomes	
Person Centred Framework	To ensure our people and key partners understand and can apply the Person- Centred Framework in order to reduce community risk.	We have developed a training package that our partners can access via a variety of platforms including some face-to-face sessions.	During 2023/24 706 delegates across 136 different partner organisations have accessed the training packages enabling them to deliver prevention activities to the highest standard.



### PRIORITY: We are adopting a collaborative approach, sharing information, and learning with relevant stakeholders and partners to improve organisational performance and community safety Achievements.

	Our Focus	Our Achievements	Our Outcomes
Partnerships	To Identify opportunities	A new protocol has been	We continue to identify and support
	to strengthen	established with our Adult Social	some of the most vulnerable people
	information sharing	Care partner; this provides	in Warwickshire and the number
	and learning in order	more data on vulnerable people	of Safe & Well checks delivered
	to improve partnership	within Warwickshire enabling	to very high/high risk people have
	working to reduce	our people to better target	increased by 42% (compared to same
	community risk.	interventions.	period 22/23).

### PRIORITY: We are pro-actively engaging with and supporting relevant partners in reducing identified community risk, for example road traffic collisions.

	Our Focus	Our Achievements	Our Outcomes
Wider Community Risk	Identify opportunities to address non-fire related community risks, including associated collaborative interventions.	Through the Warwickshire Road Safety Partnership, we are working with the Road Safety Foundation to implement a joint incident review panel within Warwickshire taking best practice from other organisations.	This project is still in progress and will continue into 2024/25. Once complete, this review panel will enable the partnership to better identify learning from road traffic collisions and implement preventative measures to make travelling through Warwickshire safer.



### PRIORITY: We are ensuring that our people can act on safeguarding concerns and have the necessary skills and knowledge to do so.

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Safeguarding	To embed safeguarding training and support at every level of the service.	Level 1 Training – We have embedded our universal e-learning training which is compulsory for all our people. It sets out responsibilities and provides safeguarding knowledge and understanding.	92% of our people have now received this training, enabling them to recognise and act upon safeguarding concerns. During 2023/24 our firefighters identified around 50 safeguarding concerns that have been referred to the relevant partner agency.
		Level 3 Training – We have embedded training specifically for our managers who are supporting and leading teams and our service. This includes a more detailed understanding of responsibility, legislation, and procedures including recruitment.	All our managers have now received this training, enabling them to recognise and act upon safeguarding concerns but also to lead and support our people through the process.

PRIORITY: We are evaluating our integrated approach to ensure its effectiveness in reducing risk.				
	Our Focus	Our Achievements	Our Outcomes	
coi	Ensure that we have a consistent approach to evaluation.	We have continued to test and develop our evaluation toolkit. Our focus over 2023/24 was to	Evaluation has enabled us to better understand the impact of our activities and apply any learning.	
		evaluate our Hospital to Home (H2H) initiative. This initiative involves transporting some of the most vulnerable people in Warwickshire from hospital to home.	Approximately 20% of our Safe & Well checks are generated through our H2H service.	
			87% of people accessing our H2H service received a safe and well check and a similar percentage have remained at home since.	
			People accessing our H2H service continue to remember some of our key fire safety messages, including electrical safety and escape plans.	



# Protection



### PRIORITY: We are identifying, through our Risk Based Inspection Programme, those premises that pose the greatest risk and effectively targeting our resources to protect the built environment.

Our Focus	Our Achievements	Our Outcomes	
Risk Based Inspection	To ensure we are inspecting premises based on risk and allocating resource effectively.	We have reviewed and refreshed our Risk Based Inspection Programme (RBIP) so that we can prioritise the inspection of premises based on risk.	We have conducted 557 Fire Safety Audits during 2023/24 and 68% of these audits have been conducted in high-risk buildings.

#### PRIORITY: We are ensuring accurate risk information is available to those that need it when they need it.

	Our Focus	Our Achievements	Our Outcomes
	and embed the Risk Management System	We have procured a new Risk Management System.	A new software provider has been secured and is working on delivery in 2024.
		We have procured new hardware to support our new RMS.	50 Surface Go's have been purchased; this will enable our people to carry out fire safety visits more efficiently.

### PRIORITY: We are strengthening our specialist Fire Protection capacity to ensure that we have a sustainable staffing model.

	Our Focus	Our Achievements	Our Outcomes
Sustainable Fire Protection Training and Qualifications	To train and develop staff in Fire Safety to increase our capacity and capability in regulatory fire safety activities and to support a sustainable Risk Based Inspection Programme (RBIP).	Our training and development programme for our specialist fire protection team sees qualification and competency levels at an all-time high.	80% of our Fire Safety Inspectors are now competent with a Level 4 Diploma in Fire Safety. 100% of our Level 3 Fire Safety Auditors are now competent. The number of high-risk audits carried out by our specialist team has increased by 151% since last year.



#### **PRIORITY:** We are developing our people to utilise more of our workforce to reduce community risk.

	Our Focus	Our Achievements	Our Outcomes
Sustainable Fire Protection Training and Qualifications	To train and develop staff in Fire Safety to increase our capacity and capability in regulatory fire safety activities and to support a sustainable Risk Based Inspection Programme (RBIP).	We have developed an Integrated Protection Project that is being delivered over three phases to build capacity, develop skill sets and increase productivity.	We have trained an additional 60 supervisory managers in Level 3 Fire Safety training, currently 58% of this cohort have successfully completed the training. This additional capacity will enable our people to inspect more lower to medium risk premises in the future.

#### PRIORITY: We are supporting businesses to help themselves and encourage a strong fire safety culture.

	Our Focus	Our Achievements	Our Outcomes
Sustainable Fire Protection Training and Qualifications	Provide better and user- friendly access to our Fire Safety services to enable local businesses to engage with us more effectively.	We have updated and modernised our Business Fire Safety internet pages making advice and guidance more accessible to local businesses.	Over the year there have been 6,718 views, by 4,785 users on our Business Fire Safety website pages. Our activity during 2023/24 has influenced 1,977 premises (buildings) in Warwickshire.





# Response

PRIORITY: We are resourcing to risk, to provide a risk based, effective and efficient response because our communities expect us to be there when they need us.				
	Our Focus	Our Achievements	Our Outcomes	
Resourcing to Risk	To develop an agile resourcing approach that ensures we are resourcing to risk at all times.	We commissioned an independent analysis of our service profile.	The analysis verified that our response locations are geographically well placed, however the configuration of our resources do not align to risk or demand.	
		We completed a 13-week Public Consultation gaining valuable feedback from our communities on a proposed resource model that better aligns our resources to risk and demand.	We held seven public information sessions engaging with 357 members of our communities. We received 1,279 online survey responses and 84 formal email responses.	
		We formed a working group that included independent membership to develop an assessment criterion that will be used to assess alternative proposals fed back through the consultation.	We assessed alternative proposals using a transparent and consistent assessment methodology and we are developing resource options for the Fire Authority to consider during 2024.	



### PRIORITY: We are ensuring our people have the necessary skills and competencies to deliver prevention, protection, and response activities because we are committed to keeping our community and people safe.

	Our Focus	Our Achievements	Our Outcomes	
Workforce Strategy	We will develop a workforce strategy that enables the delivery of our Prevention, Protection and Response Strategy and is sustainable now, and	We have developed and launched a new "Competence to Manage" programme, designed to provide a consistent approach to leadership development and performance management.	We have addressed a skills gap for our newly promoted leaders, and we currently have 171 of our people enrolled on the programme providing them with the knowledge and understanding required to deliver the service's strategy.	
	into the future.	We have conducted a review of our approach to promotion to ensure we have an internal development process that is consistent and transparent.	We have developed a new promotion process and we have piloted it on strategic, middle manager and supervisory level. This will be reviewed during 2024 before permanent implementation.	
	Develop and embrace a leadership approach that supports our values and promotes an inclusive and enabling culture.	We have delivered a training programme "Leading Self & Others" for all supervisory managers.	This self-awareness training programme has profiled our people's strengths. They now better understand their individual strengths and the service has a greater understanding of our collective strengths.	
Leadership Culture		We commissioned an independent Culture Review to gain a detailed understanding of WFRS' current culture and to ensure the service creates a positive, inclusive, and engaging	37 group discussions were held, 61 one-to-one conversations took place and 67% of the workforce engaged. We now have a better understanding	
		working environment for all existing and future staff.	of when we are at our best and, building upon this approach, we are delivering an action plan that will help to improve our working environment.	



PRIORITY: We are strengthening our specialist response capability and developing our people in response to the broadening nature and increasing variation of the types of incidents we attend.				
	Our Focus	Our Achievements	Our Outcomes	
	Boosting Emergency Preparedness.	We have developed a suite of documents, policy, and procedural guidance to support our firefighters in the event of a wildfire incident. We have also developed a Wildfire e-learning training and assessment package.	This training is compulsory for all operational and control room staff, it provides them with the knowledge and guidance that will support them to better prepare for and respond to wildfire incidents. 95% of our operational staff have completed and passed this training	
			and assessment within the required timeframe.	
Climate Change		Working with our partners, we have refreshed and relaunched the Warwickshire Resilience Forum website.	Our local communities have access to information and guidance that will help prepare them for emergencies and know who to contact for support.	
		Warwickshire Local Resilience Forum (WLRF) held a successful flooding response exercise in September 2023. We participated in the exercise that involved a week-long work through 'live play' and simulated meetings.	Learning from exercising will make us better prepared for incidents and emergencies relating to flooding.	
		We have trained a team of Water & Flood Incident Managers. This is a nationally recognised DEFRA Mod 5 Qualification.	This training provides an extensive framework of knowledge to manage all levels of water and flood emergency safely and effectively, making us better prepared to support a local and/or national response.	

PRIORITY: We are ensuring accurate risk information is available to those that need it when they need it.			
	Our Focus	Our Achievements	Our Outcomes
Risk Information	To provide up-to-date critical information to the crews on the ground.	Our project to replace the outdated Mobile Data Terminals (MDTs) on all frontline appliances continues to progress and is due for completion during 2024.	Background ICT security work has been completed on the MDT network. Status Messaging & Automatic Vehicle Location is ready for user testing during May 2024. Our pilot of status messaging/AVLs has commenced and is due to be roled to our full fleet by the end of June 2024.

# **Our Performance & Outcomes**



We adopt the Warwickshire County Council Business Planning and Performance Management Framework. This is the council's policy document guiding our approach and practice. The purpose of the Framework is to enable us to improve performance and deliver our priorities, it also sets out

the systems, procedures, and reporting arrangements that we use. The framework is made up of three key elements and we apply this approach to the achievement of our CRMP and associated plans.

Strategic Intent	
Why	Sets out the objectives for Business Planning & Performance Management to support our strategic planning and decision making and support the achievement of the Council Plan.
What	Sets out the tools and activities that we will use to deliver our Business Planning and Performance Management Framework objectives.
How	Describes how we will implement and govern the Framework through relevant systems, procedures, and practices.

The service has moved to using Microsoft Power BI for performance information and analysis. New dashboards and reports have been created visualising data and making it accessible to all staff.

Our performance is reviewed by our WFRS Community Risk Management Board (CRMB) monthly, and our key business measures are reviewed quarterly at Overview & Scrutiny and Cabinet. Our year end is concluded with a look back over the year and our Annual Performance Report is presented to the Resources & Fire & Rescue Overview and Scrutiny Committee.

During 2023/24 our total activity undertaken was 135,850 which includes 4,398 incidents attended. The infographic below features some of our statistical highlights over the year.



# Statistical Highlights 2023-24



\*WFRS have a targetto respond to 75% of calls within 10 minutes. This target was not metin the 2023/24 financial year when 67% of appliances arrived at life risk or property incidents within the 10 minute target.

Data sources: Firecrest, Fire Service Rota, Vision, WFRS Prevention Team & WFRS Performance Tracker. Report produced by the Business Intelligence Team, April 2024.



### **Governance** Making sure our governance arrangements are delivering our services effectively and efficiently.

Governance is about delivering our promises, engaging with, and leading our communities, and maintaining high standards of conduct. It sets the framework for the way in which we work to achieve our priorities and it is essential for the delivery of high-quality services. It is made up of all the systems, processes, culture, and behaviours which direct and control the way in which we work. It is all about doing the right thing.

The service's overall governing body is Warwickshire Fire and Rescue Authority (WFRA). The Authority ensures that the service is carrying out its statutory duties as set out in the <u>Fire and Rescue Services Act 2004</u>, and the <u>Fire and Rescue National Framework for England</u>.

### **Corporate Governance Framework**

WFRS operates within the <u>WCC Corporate Code of Governance</u> <u>Framework</u>, and we adopt <u>The Code of Corporate Governance for</u> <u>Warwickshire County Council</u>. This comprises the Governance principles, systems, processes, culture, and values by which the Council is directed, controlled and through which it is accountable to and engages with the communities of Warwickshire. We also adopt the <u>NFCC Core Code of</u> <u>Ethics</u> to further complement our behaviours, values and culture.

### Finance ensuring our financial arrangements are in order and providing good value for money.

The service operates within the <u>WCC Medium Term Financial Strategy</u> (<u>MTFS</u>) this is a five-year rolling strategy that aligns our resources to the objectives and ambitions set out in the Council Plan and more specifically in our CRMP. The Authority approves a medium-term financial plan each year, this sets out the resources needed to deliver our services and agrees an annual budget.

WFRS is an integrated part of WCC and receives a range of services provided via central corporate functions or procured contracts. The service's net controllable revenue budget for 2023/24 is £25.2m and the year was concluded with a 0.2% underspend.



### WFRS Revenue Budget 2023/24

Source: Warwickshire County Council Unit 4 Financial System

WFRS operates within WCC financial policy and procedures, and the service is supported by the WCC Finance Service. Finance teams assist with financial advice, operational support, and technical accounting.

Budgets are devolved to budget managers who have responsibility for managing budgets and providing financial forecasts that inform Service and Cabinet decisions. Monitoring, and control of their budgets are important in ensuring delivery of the MTFS, Council Plan and our CRMP, and to ensure we maintain the Council's sound financial position.

Staff with financial responsibilities are trained and have access to a dedicated financial training and guidance portal to ensure that our financial management arrangements meet the highest standards.



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



HMICFRS support our 3rd Line of Defence within our Assurance Management Framework providing an external independent assessment of Effectiveness, Efficiency & People. HMICFRS commenced its third round of inspections in January 2023 and following a ten-week inspection process our inspection report was published in September 2023, the findings are summarised below and you can read the full inspection report <u>here</u>.

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Understanding fire and risk	Preventing fire and risk	
		Responding to fires and emergencies	Public safety through fire regulation	
		Responding to major incidents	Best use of resources	
		Promoting values and culture	Future affordability	
			Right people, right skills	
			Promoting fairness and diversity	
			Managing performance and developing leaders	



### **Progress since our last inspection**

WFRS have made notable progress since our last inspection, however we do still have one Cause of Concern linked to Fire Protection. This was revisited during February 2024 and another re-visit is planned towards the end of the summer 2024 to review progress.







### **Assurance Declaration**

Thank you for taking the time to read our Annual Statement of Assurance, we hope it informs and assures our communities and other relevant stakeholders that we are meeting national operational, financial and governance expectations; and that we are meeting the requirements set out in the Fire and Rescue National Framework for England.

We are committed to continuing to provide an excellent level of service to you, our communities, whilst continuing to meet our statutory requirements. Our Annual Statement of Assurance enables us to keep you informed on our journey and we welcome any views you may have on the content of this Statement. If you have any comments or would like to contact us about any issue, please visit our website where you will find full contact details along with links to further information about our services and activities.

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Andy Crump Cabinet Member for Fire and Community Safety

Ben Brook Chief Fire Officer

# **Further Information**



This statement includes links to relevant documents published on our website and elsewhere, which may help you to further assess our effectiveness.

FRA's operate within a clearly defined statutory framework and there are key legislative documents defining these responsibilities.

Statutory	Purpose
Fire and Rescue Services Act 2004	<ul> <li>Sets out the responsibilities of Fire and Rescue Authorities. There are four key responsibilities that we must make provision for.</li> <li>extinguishing fires in our area</li> <li>protecting life and property in the event of fires in our area</li> <li>rescuing and protecting people in the event of a road traffic collision, and</li> <li>rescuing and protecting people in the event of other emergencies.</li> </ul>
Civil Contingencies Act 2004	Provides a clear framework that sets out the roles and responsibilities of organisations with a role to play in preparing for and responding to emergencies in the UK. Fire & Rescue Authorities are a Category 1 responder under the Act.
Fire Safety Regulatory Reform Order 2005	The Order is designed to provide a minimum fire safety standard in non- domestic premises. Any person who exercises some level of control for premises (the 'responsible person') needs to take reasonable steps to reduce the risk from fire and ensure that people can escape safely if a fire does occur.
<u>Fire and Rescue National</u> <u>Framework for England</u>	The national framework sets out the government's priorities and objectives for fire and rescue authorities. The government has a duty to produce the framework and keep it current. Fire and rescue authorities must have regard to the framework in carrying out their duties.
Community Risk Management Plan	The CRMP identifies and assesses all foreseeable fire and rescue related risks that could affect our community, looks at the resources we have in place and the activity we need to undertake to meet these risks and improve safety.
Local Resilience Forum	A requirement of the Civil Contingencies Act 2004 to ensure that there is an appropriate level of preparedness to enable an effective multi agency response to emergencies which may have a significant impact on communities.

In summary these statutory requirements set out the FRA's responsibilities for.

- Provision of fire prevention and protection activities and response to fire and rescue related incidents.
- Emergency preparedness and multi-agency response.
- Fire safety advice and law enforcement.
- Assessment and management of risk.
- Accountability.

For more information visit: www.warwickshire.gov.uk/fireandrescue

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To have your say on Council services and priorities you can take part in our ongoing consultation and engagement at <u>www.warwickshire.gov.uk/ask</u>

For help to understand this information please contact us on 01926 410410

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