

## Communities Overview & Scrutiny

6th December 2011

### Integrated Risk Management Plan Mid-term Review

#### Recommendation

That the O&S Committee comment on the Warwickshire Fire & Rescue Authority Integrated Risk Management Plan as appropriate.

#### 1.0 Background

- 1.1 At Full Council on the 1<sup>st</sup> November 2011, the following was resolved in relation to the mid-term Integrated Risk Management Plan review:

“The Council, in its role as the Fire Authority, approves the Warwickshire Fire and Rescue Authority Integrated Risk Management Plan (mid-term review).”

#### 2.0 Proposal

- 2.1 That the Communities Overview & Scrutiny Committee comment on the Integrated Risk Management Plan as appropriate.

#### 3.0 Timescales associated with the decision/Next steps

- 3.1 Comments are to be collated at the Communities Overview & Scrutiny Committee meeting to be held on 6 December 2011.

#### Background Papers

1. County Council minutes – 1 November 2011, Item No. 2

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# Mid Term Review

September 2011



Integrated Risk Management Plan 2010 to 2013

# Foreword

**Warwickshire Fire and Rescue Authority is pleased to present a mid term review of the Integrated Risk Management Plan for 2010 - 2013. Within this review we are reflecting on the first 18 months of this three year plan. We consider how we are doing to date, what has changed and how the Service will move forward as we strive to improve further.**

Warwickshire County Council, as the Fire Authority is the accountable body responsible for ensuring local communities are protected by an effective fire and rescue service. The Authority is focussed on managing risks, setting out a shared vision with long term strategic objectives to protect communities and reduce risks to those people who live in, work in or visit Warwickshire.

Like most fire and rescue services, we are facing some significant challenges and we will have to continue taking tough decisions.

Since March 2010 there have been significant changes in the UK that we need to respond to. The coalition Government has made decisions on national debt reduction, regional fire frameworks and the National Fire Control Project, which have had immediate impacts.

There are evolving issues too, such as the Olympics in 2012, the business continuity threats we face, and crucially, how we can best partner with others to improve our Service.

Locally the Fire Authority is also subject to the investigation outcomes following the tragic fire incident at Atherstone on Stour in 2007.

While there are particular challenges on the horizon, it is our role to provide both leadership and ambition through our future plans. Through the delivery of this IRMP we will be better equipped to handle wider emergency situations such as complicated rescues and large-scale flooding. We will be ready to meet the demands of the 21st century through maintaining the highest standards of fire and emergency cover and increasing public and firefighter safety. We have made good progress so far and we are already realising some of the benefits as evidenced in our continued improvements against key performance targets.

Our approach will be regularly reviewed and revised based on the current risk information and the evaluation of outcomes.



**Cllr Richard Hobbs**



**CFO Graeme Smith**

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Our Service vision and priorities, which remain unchanged, are set out below.  
Under each priority are a number of statements which describe in more detail what we aim to achieve to ensure their delivery.

## “Protecting the community and making Warwickshire a safer place to live”

WE WILL ACHIEVE THIS THROUGH OUR 3 PRIORITIES:

KEEPING THE PUBLIC SAFE	KEEPING FIREFIGHTERS SAFE	DOING OUR VERY BEST
Responding to fires and other emergencies	Developing the skills of our workforce	Providing strong and effective leadership
Reducing deaths and injuries caused by fire and on the roads	Promoting the health, safety and well-being of our workforce	Delivering a value for money service
Focusing our efforts on the most vulnerable sections of the community	Providing the right equipment, vehicles and information to do the job	Meeting the expectations of the community
Being role models for young people	Reducing the occurrence of arson and anti-social behaviour	Improving all of the time
Enforcing fire safety law in the workplace	Being prepared for major threats and emergencies	Promoting equality and diversity
Protecting the environment	Treating our workforce as our biggest asset	Working with partners to provide a better service

Put in its most basic form, our vision and priorities mean that we will try to prevent emergencies happening in the first place, but when an emergency does occur we will ensure that we have the best vehicles, the best protective clothing and equipment, the right numbers of highly trained firefighters and we are ready to respond when the public need us most.

We hope this vision sets out a clear and shared understanding of why our Service is here, what we are trying to achieve, and the contribution we are making to the safety and wellbeing of the people of Warwickshire and wider national resilience.

We are making good progress in delivering our vision to make Warwickshire safer. Reductions have been made over a number of years to key performance indicators and this decrease in demand means that we are now attending fewer fires, false alarms and road traffic collisions.

This is partly due to our community safety work, fitting smoke alarms in houses, educating school children and providing fire safety advice to businesses. We also ensure that we assess 999 calls carefully so that we respond to real emergencies but not to false alarms caused by faulty or manufacturing equipment.

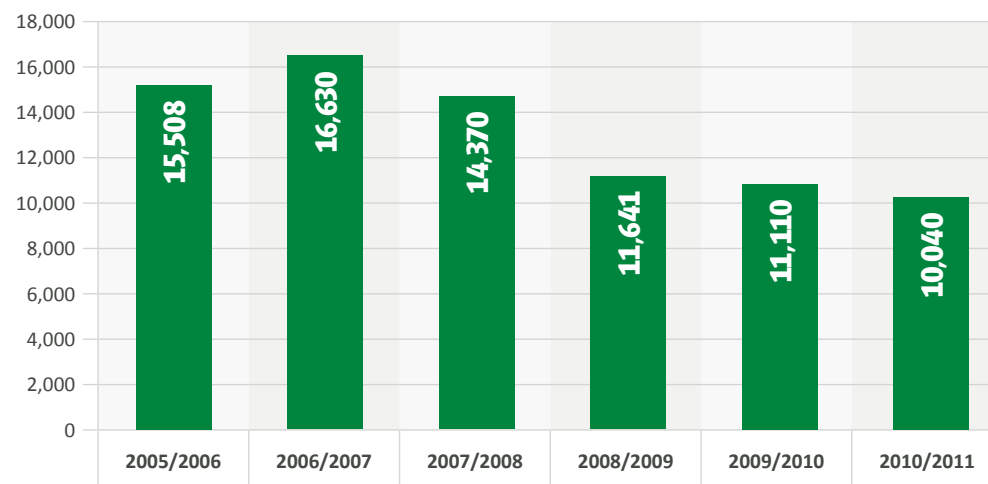
Warwickshire is the second best performing Authority in the country for low numbers of fires in people’s homes. However now that activity is as low as an average of 4 fires in the home per week in the whole of Warwickshire, we need to think carefully about how we can reach and protect the most vulnerable people. We will do this by increasingly targeting activity where it is really needed, rather than delivering wider, whole population, approaches.

The total number of incidents we have attended has reduced by 20% in a year. Charts 1 & 2 show the total number of calls received and also the number of incidents that firefighters have attended.

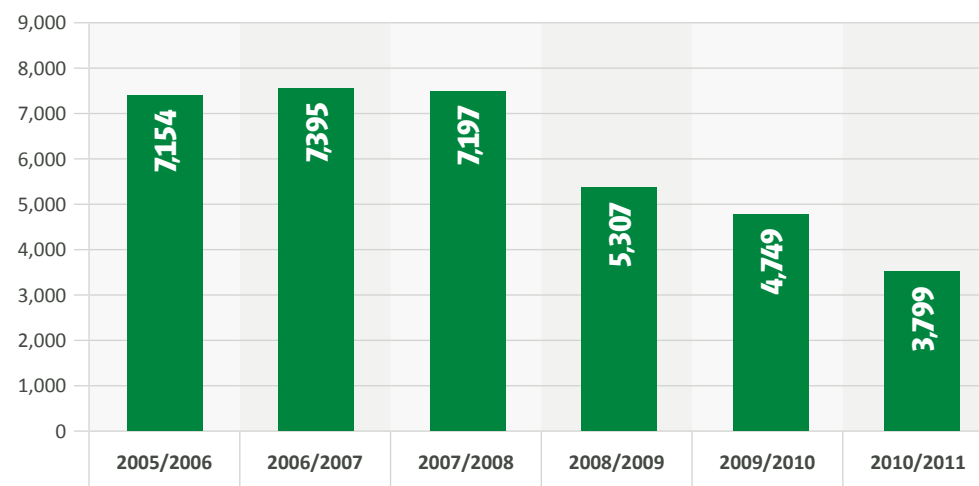
**Overall, we have made good progress in preventing incidents. The number has fallen consistently.**

**The difference between numbers of emergency calls received and incidents actually attended can be seen in these two tables.**

**CHART 1: Total number of calls to emergency incidents**

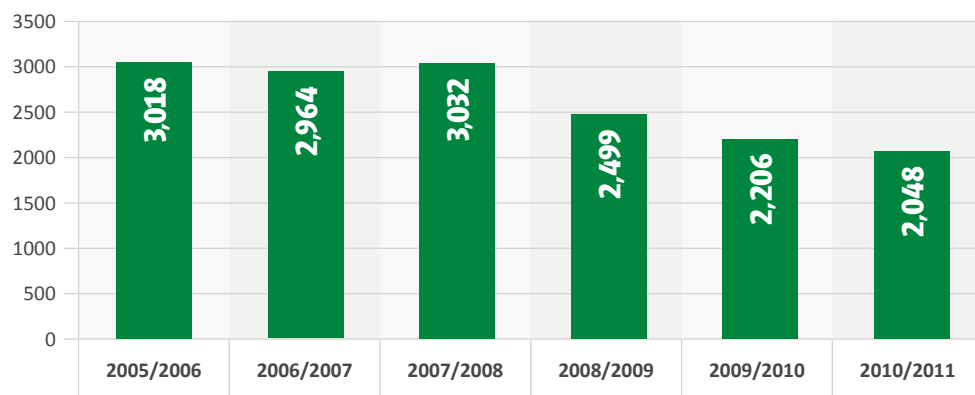


**CHART 2: Total number of incidents attended**



Charts 3 & 4 show the total number of all fires in the County and the number of these fires that are in people's homes. Reducing fires in the home is a priority for us because of the potential harm caused through deaths and injuries, financial loss and distress in the wider community.

**CHART 3: Total number of fires attended**



**CHART 4: Total number of accidental fires attended in homes**

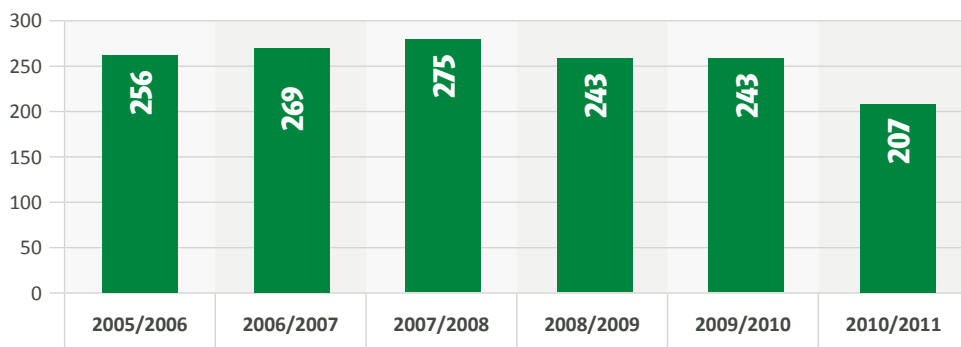


Chart 5 details numbers of fires in non domestic properties (for example: factories, schools and hotels) which have reduced by 52% since 2005/06 and the overall trend is down, however, there has been a slight numerical increase (11 over the year for whole of Warwickshire) in this type of fire. We will remain vigilant to ensure that the trend remains downward.

**CHART 5: Total number of fires in non domestic properties**

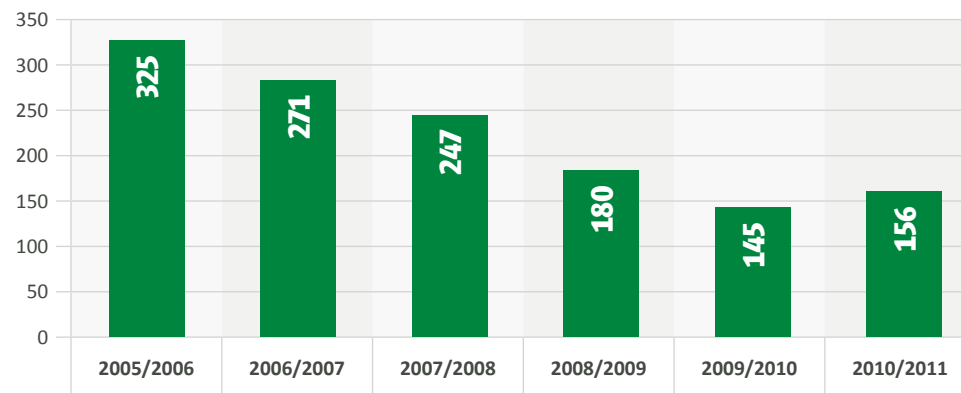
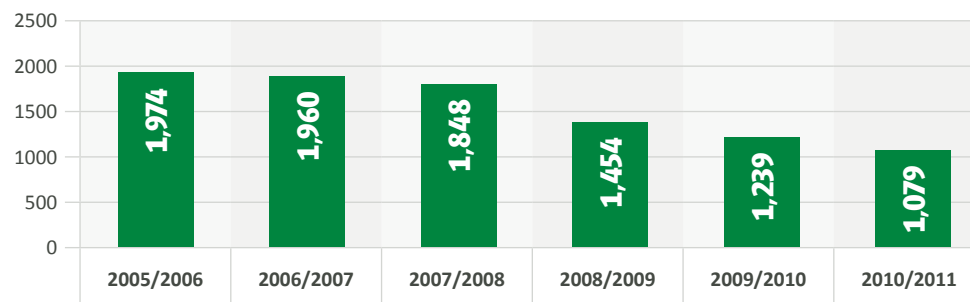


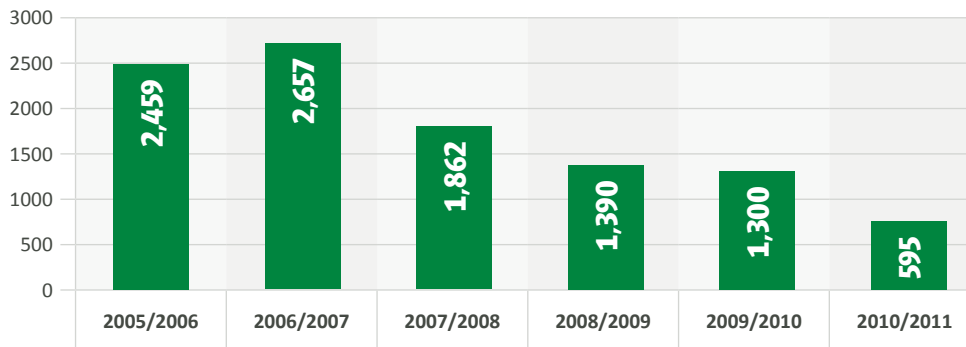
Chart 6 shows how we and our partners have reduced arson in Warwickshire. Reducing Arson is a priority because of the overall harm it causes the community. (For further analysis see our Strategic Assessment).

**CHART 6: Total number of deliberate fires attended**



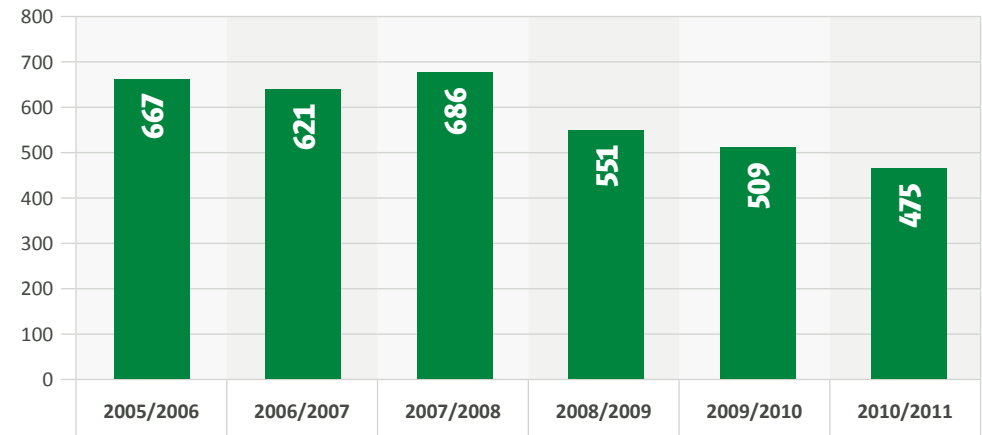
The new policy for false alarms, caused by automatic systems in business premises, has resulted in the lowest number of incidents of this kind ever recorded by the Service, as illustrated in chart 7.

**CHART 7: False alarms caused by automatic fire detection apparatus in non-domestic property**



The number of road traffic collisions has also steadily decreased as seen in chart 8, despite increasing numbers of vehicles on the road. We work closely with other agencies in Warwickshire's "Road Safety Partnership" to prevent road casualties.

**CHART 8: Total number of road traffic collisions attended**



## SUMMARY

**2010/11 has seen a period of sustained and significant performance improvement for the Service. As a result the community is safer now from the harm caused by fires and other emergencies than at any other time. We will maintain our focus and adapt our approach as necessary to ensure we sustain this improvement.**



# Our Achievements Since 2010

We have made good progress implementing our plans set out 18 months ago in our IRMP. We have improved our performance and also the things we do to support our Service. Our achievements are grouped under our priorities to demonstrate what we are doing to deliver them and achieve our vision.

## Keeping the Public Safe

### Meeting Response Standards

We continue to meet our publically agreed response times on 92% of occasions across the County. This means we attend incidents in urban areas within 10 minutes and rural areas within 20 minutes. Our average attendance time for all incidents is actually 8.22 minutes.

### Responding to Incidents

In order to make better use of our resources in terms of vehicles, equipment and firefighters we have introduced a new mobilising strategy. This included a complete review of the level of resources we send to different types of incidents to ensure that we send a response that is proportionate. We have also improved the way our officers respond and how they are organised and supported at incidents. We also intend to introduce a response standard for our fire officers who are mobilised to command larger or complex incidents.

### Response to Flooding or Water Rescues

Within phase one of our project to enhance water rescue, one of our firefighters has helped to develop a special telescopic rescue pole. We believe that we are the first fire and rescue service to have this enhanced capability. The poles are now being placed on all fire engines so that as soon as the first fire engine arrives at an emergency we can start a rescue almost immediately. This project will continue into 2011/12 to deliver further enhanced water rescue capability.

We have also improved the way our control room uses weather information and Environment Agency flooding data so that we are better prepared to place our resources exactly where they may be needed ahead of widespread flooding emergencies.



# Our Achievements Since 2010



## **Small Fires Philosophy**

As part of the small fires project we have changed the way we send fire engines to known small fires. This means that a reduced crew of firefighters can now tackle some fires and we can keep our main resources available for serious incidents.

## **Combined Aerial Rescue Pumps (CARPs)**

The Service is pleased to have commissioned two new concept fire engines that combine standard firefighting and rescue capability with a hydraulic platform capable of reaching heights of up to 26 metres for firefighting or rescue. The vehicles are stationed in Leamington Spa and Nuneaton, but can be used anywhere in the County.

## **Working to Reduce Risk**

Using the very latest in lifestyle information to understand where risks are greatest, we have been able to provide a more effective approach to the way we target and provide safety advice. This has enabled us to support the most vulnerable members of our communities which include the elderly, people with disabilities and families with young children. In addition we are working with various services including voluntary organisations to seek home fire safety referrals for those residents considered to be most at risk.

## **Increasing the Number of Home Fire Safety Checks (HFSCs) delivered and Smoke Detectors Fitted**

In the last year we have increased the number of targeted HFSCs we have delivered within our communities, thus completing the agreed target of 10,000 HFSCs during 2010 – 2011.

# Our Achievements Since 2010

## Working with partners to support young people

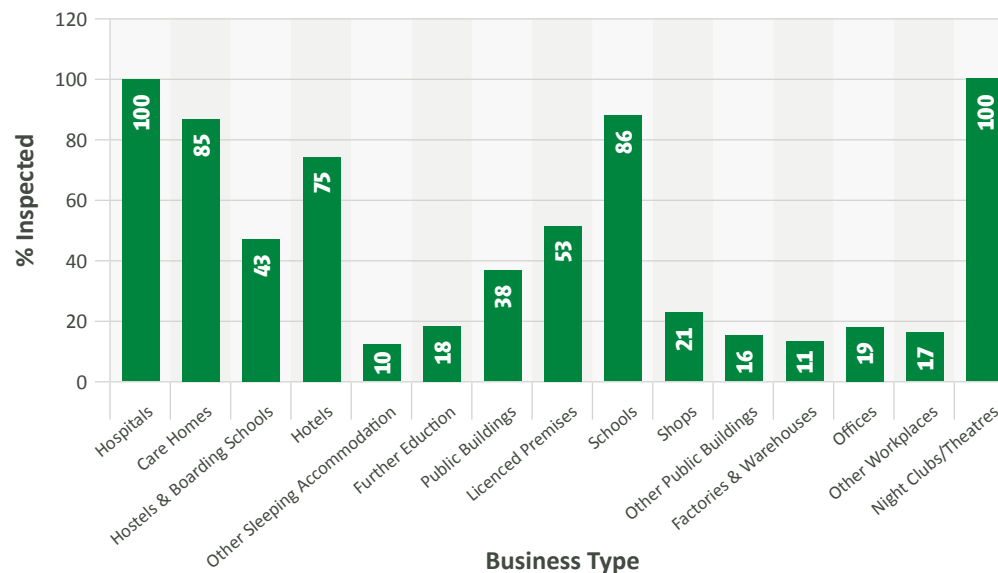
Warwickshire Fire and Rescue Service is committed to developing the skills of young people. We are aware of the leadership role that we have within our community. Firefighters are role models and are there when the community needs them most. We can use this brand and our public approval rating to overcome hurdles and engage with young people from different backgrounds. This is achieved through a variety of schemes including our Young Firefighters Association, our schools programme and youth development programmes such as FLARE which is delivered by firefighters and support workers from Connexions and aims to give young people not in employment, education and training (NEET) greater self confidence, motivation and skills to guide them towards training and job opportunities.

We have secured funds to ensure that the FLARE programme is in place until March 2012. We have joined the North Warwickshire Learning Consortia led by North Warwickshire College and have received funding for one FLARE course. The partnership applied for and received £1,000,000 of National Lottery money to establish support for young carers across Warwickshire.

## Helping businesses to keep people safe

We have developed a new Community Protection Strategy to deliver our statutory requirements for fire prevention and the promotion of fire safety in business, commercial and residential premises. Our risk based inspection programmes ensures that we target those premises that pose the greatest risk to life, property, the environment and the nation's heritage. The table opposite shows the number and type of premises that have been inspected in the last 5 years.

**CHART 9: Total percentage of premises inspected between 2006 and 2011 under the Regulatory Reform (Fires Safety) Order 2005**



## Protecting the environment

Reducing negative impacts on the environment linked to the delivery of our services is important to us. The changes we have made to the way in which we deploy our fire engines, through for example, the Automatic Fire Alarm (AFA) policy and the new mobilising policy, coupled with our preventative work means that we have made significantly fewer journeys compared to previous years. This has reduced both our fuel use and emissions which in turn has reduced our overall carbon footprint.

We have purchased a new type of firefighting foam for all our fire engines that is far less harmful to watercourses and the wider environment.

## Keeping the Firefighters Safe

### Developing Firefighter Skills

Over the last 18 months we have re-evaluated the specialist training we give to our firefighters to ensure that we deliver the most effective programmes to support our emergency response. For example: our firefighters are now receiving training in simulated fires and incident command at the world renowned Fire Service College in Gloucestershire.

### Promoting Health and Wellbeing for Our Staff

We know that our staff are our greatest asset and we need them to deliver our services. In order to maximise availability of our staff, it is essential to ensure that our firefighters are fit to carry out their duties. If firefighters become ill or injured we need the right support in place to help them back into the workplace as quickly as possible. To support this, we have introduced a new fitness policy and will increase the range of services available through our Occupational Health Department.

### Equipment

In the past 18 months we have continued to invest in firefighter safety with the completion of two major projects from previous IRMPs. Our firefighters are now wearing the very latest protective clothing to improve safety when responding to fires and other emergencies and using new breathing apparatus which incorporates wireless “telemetry”. This allows real-time, remote monitoring of firefighters whilst they are in a hazardous area. We have also updated our thermal image cameras which allow firefighters to “see” through smoke.

### Operational Policies and Risk Information for Emergencies

We have invested resources in an ongoing programme to check and renew our operational procedures. We have used a dedicated team to provide our firefighters with information in an improved and updated format. This is now available through laptop computers on our fire engines across Warwickshire.

We have also invested firefighter time and dedicated support resources into our risk information system that provides key safety data on premises and plans which give detailed guidance to firefighters.

### Reducing Arson

We have continued to resource the Arson Reduction Team based at the Justice Centre in Nuneaton and initiatives such as “ASBIT” (a team that deals with small fires and the anti-social behaviour associated with them). Arson incidents have reduced by 160 in the past year. The Arson Reduction Team have also focussed on derelict and empty buildings as just one empty, unsecured building can be a catalyst for a high number of incidents and puts firefighters at risk.



# Our Achievements Since 2010

## Doing Our Very Best

### Automatic Fire Alarm Attendance Policy

Within just nine months of introducing an AFA policy we have reduced our attendance to automatic fire alarms triggered unnecessarily. This has resulted in our firefighters attending 78% fewer false alarms compared with the same period the previous year. By reducing mobilisations to these type of calls we have improved the availability of firefighters to attend serious incidents and complete training, community fire safety and inspection work.

### Value for Money

As we make progress in implementing our Improvement Plan we are already realising financial savings. For example our AFA policy will save the Service around £100,000 per year. This money will be re-invested to deliver other elements of our plans such as introducing the specialist small fires unit and increasing our water rescue capability.

As part of our commitment to the County Council's programme of change, we are required to contribute to the overall savings agenda. This means that our budget for 2011/12 has reduced by £400,000 in real terms. To meet this reduction in spending we have had to look at areas where we could do things differently by re-structuring teams, reducing the number of staff we employ and taking a different approach to the delivery of some of our services.

### Management Restructure

We have completed a comprehensive re-structure of all the teams based at fire stations. These teams lead and manage our firefighters and provide contact with local communities. This has resulted in better supervision and support to local fire stations and will deliver £170k per year in savings which will be redirected to upgrade fire fighting and response capabilities through our improvement plan.

### Monitoring at Emergency Incidents

We have introduced a new system of "Active Incident Monitoring" (AIM). The additional resources we have allocated to this mean that we deploy dedicated officers to review our performance at emergencies. This gives us very quick feedback to supplement the information we already get from our other systems of review. The purpose of AIM is to both check and improve what we are doing to keep the public and firefighters safe.



## How we Identify Risks

**Continuously monitoring and reviewing our changing risks is vital to our performance and the safety of our firefighters. We use different sources of information including real incident data, proactive fire safety inspection of premises or sites around the county and operational incident debriefs. This allows us to develop our risk critical operational plans to deal with specific buildings or types of emergency situations.**

When responding locally, or as part of a regional or national resource, we need to know what our key threats may be and identify how they could stop us delivering our objectives. We identify risk in a number of ways, through day to day activity, by reviewing our performance at emergencies, by inspecting commercial and industrial buildings, exchanging information with other agencies, and when pre-planning for major emergencies.



In addition we use specialist software including MOSAIC to actively monitor and assess the changes in local communities. MOSAIC can also be used to understand the behaviours that contribute to personal risk, allowing us to target our resources to where they are needed the most. The Fire Service Emergency Cover Toolkit (FSEC) is used in conjunction with MOSAIC to ensure that we have the right resources (firefighters, fire engines and special appliances and equipment) in the right places to respond to incidents when they occur.

Other documents which inform our risk planning include the Warwickshire Observatory, Quality of Life Assessment and the Warwickshire Fire and Rescue Service Strategic Assessment which is also produced in partnership with the Warwickshire Observatory.

Key to reducing risks in Warwickshire is our work with partner agencies to respond to regional and national emergencies. For example, the Service helps to maintain a “Community Risk Register” as part of the Local Resilience Forum with other responsible organisations. This register identifies a range of possible emergencies within Warwickshire such as major transport incidents and flooding.

As required of all fire and rescue services, we have robust mutual support arrangements in place with neighbouring Fire and Rescue Services to enhance our response to major incidents and provide assistance for large scale and complex incidents.

When dealing with emergencies, one of the risks we face is keeping our firefighters safe. We deal with risks at emergency incidents using an approach that is based on safe systems of work. We make sure that firefighters have the correct training and skills, the right equipment, clear procedures, and the right information.

## Our Main Risks

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### Fires in the Home

Within Warwickshire, although there are very few house fires, the greatest risk to loss of life from fires is still in private dwellings. This was identified in our last IRMP and fits with the national picture. We will continue our prevention work in this area to ensure we protect the most vulnerable by carefully targeting our activities to achieve the maximum impact on the reduction of the risk of fires in the home.

### Fires in Non Domestic (Business) Premises

Following the introduction of the Regulatory Reform (Fire Safety) Order 2005, occupiers' responsibility for Fire Safety precautions has been reinforced within a large number of premises which were not previously designated under the Fire Precautions Act. The Fire and Rescue Authority has a statutory duty for the enforcement of the Order which it does via a risk based inspection programme of premises throughout the County. The programme currently focuses the work of available specialist inspection staff on high potential life risks premises such as hospitals, care homes, hotels, nightclubs and theatres that make up approximately 8% of properties falling under the scope of the Order. There remains however, a potential fire risk to employees and the general public within premises such as offices, factories and shops, which remain outside of the mainstream programmed inspection and audit process. To address this potential risk front line firefighting staff will now be trained and deployed to undertake audit and inspection work as part of their operational preparedness to identify areas of non-compliance within premises. This will allow a focused enforcement regime to be undertaken by specialist inspectors within these premises, where required.

### Arson

The Service has been successful in driving down the occurrence of deliberate fires. Schemes such as Car Clear, which remove abandoned vehicles that could become targets for arson and the many initiatives run by the Arson Reduction Team have contributed to this success. For example, the Anti Social Behaviour/ Fire Intervention Teams (ASBIT/ ASFIT) work to identify local hotspots for anti social behaviour and/ or fire setting and then actively interact with local people who may be causing the problems, thus reducing both anti social behaviour and arson incidents. Despite these achievements deliberate fires are still a priority because of the numbers involved and the harm caused to individuals and the well being of the wider community.

### Road Traffic Collisions (RTC)

We have used our reputation and the respect that our firefighters have in the community to support the Warwickshire Road Safety Partnership (WRSP) and deliver safety messages aimed at reducing the number of road traffic accidents. However injuries on the road remain a serious cause of death and injury to individuals that also have wider impacts on our communities. We will continue to contribute to initiatives where possible to assist the WRSP in further driving down the risk on our roads.

## Our Main Risks Continued

### Local and National Resilience

We are a key player in the preparation for major emergencies, such as flooding, in partnership with the Police, Health Services, our County Council and Voluntary groups. The Chief Fire Officer is now the Chair of the Local Resilience Forum (LRF) which helps to ensure that relevant public bodies are able to respond as one when they are needed. We will make sure our resilience arrangements are maintained and improved where appropriate.

### Heritage and Tourism

There are many sites of importance for nature conservation, geological sites, parks, gardens and historical buildings within Warwickshire. Attractions within the County include Warwick Castle, Kenilworth Castle, the Royal Pump Rooms, Stoneleigh Park (National Agricultural Centre) along with a number of cultural and historical attractions within the town of Stratford-upon-Avon, which is considered one of the most important tourist destinations within the UK. We have special plans in place to deal with incidents in these types of locations.

### Olympic Games 2012

A number of International teams will be hosted in the Midlands prior to and during the 2012 Olympic Games. The City of Coventry Stadium will host a number of football games and there will be an influx of tourists visiting and staying in the County. We are planning to deal with the potential impacts of this to ensure we can fulfil our responsibilities as a Category One responder.

### Business Continuity

We are a relatively small Service that plans well for the future, but we must make sure that we have enough capacity to deal with a wide range of disruptions to the services that we deliver. Plans have been developed to deal with different scenarios such as industrial disputes, extreme weather conditions and pandemic flu.

### Training and Equipment

We must continue to provide high quality training and equipment to promote firefighter safety and best delivery of service. We have already mentioned that our firefighters now have new protective clothing incorporating the latest safety technology and standards and they are also using new breathing apparatus (BA) sets which have improved our ability to operate safely in a number of ways. In addition we have re-evaluated the specialist training we give to our firefighters, for example our firefighters are now receiving training in simulated fires and incident command at the world renowned Fire Service College. We will continue to make further improvements to firefighter training and equipment as set out in this plan.

### Service Fire Control

Since the cancellation by the Government of the National Fire Control Project we have been exploring options so that we can continue to effectively deal with emergency calls. We are currently working with a neighbouring service to explore the best ways of achieving this objective whilst also increasing resilience.





# How we Respond to Incidents

Areas within the County are classified as falling into one of two groups: urban or rural. The Fire Authorities emergency response standard to incidents in urban areas is 10 minutes and rural areas 20 minutes. This means that we will get a first response fire engine to any location in Warwickshire within either 10 or 20 minutes.

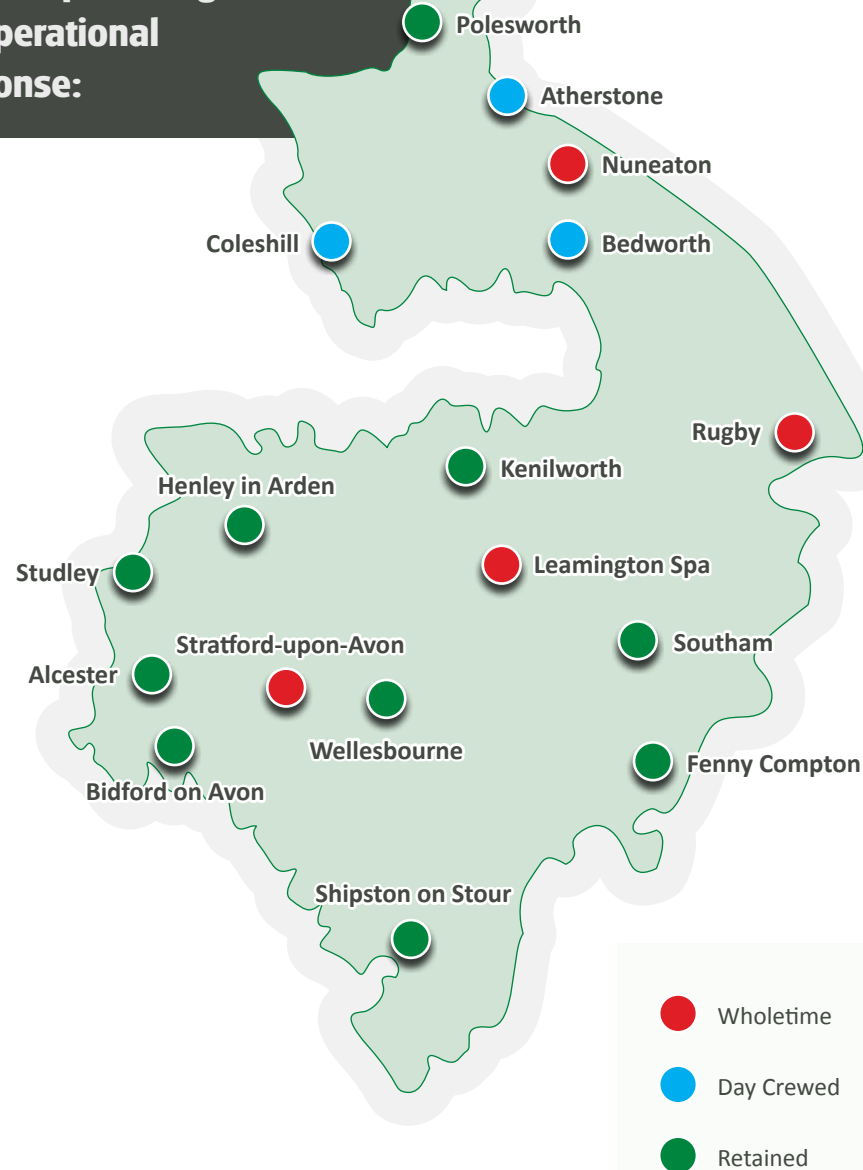
We have assessed the risks from different types of emergencies and as a result maintain over a 100 different incident types with specific plans. This means we can dispatch the appropriate fire engines, firefighters and equipment to the type of emergency. Incidents are split into categories which include, fires, hazardous materials, rescues and humanitarian assistance. We maintain a rota of fire officers available 24 hours a day to lead and command larger or complex incidents. Some of our officers have specialist skills such as fire investigation and dealing with hazardous materials and chemicals.

## Special appliances and equipment

We have reviewed where we will strategically locate all our specialist appliances to ensure we have the right equipment and vehicles in the right places to respond effectively to specialist rescues anywhere across the County. Our specialist appliances and equipment include:

<b>2 Combined Ariel Rescue Pumps (CARPS)</b>	Leamington and Nuneaton
<b>2 Rigid Hull Rescue Boats</b>	Rugby
<b>1 High Volume Pump and Hose Layer</b>	Stratford / Alcester
<b>1 Environmental Protection Unit</b>	Coleshill
<b>1 RTC / Specialist Rescue Unit</b>	Coleshill
<b>1 Incident Command Vehicle</b>	Atherstone
<b>1 Breathing Apparatus Control Pod</b>	Leamington
<b>1 Incident Response Unit</b>	Nuneaton
<b>2 Water Carriers</b>	Leamington and Stratford

## Locations of fire stations providing an operational response:



**In this mid term report we have considered how demand for our services is changing, what we have achieved since the IRMP was introduced in April 2010, what our main risks are today and how we respond to incidents.**

Analysis of our preventative work tells us that we should be targeting our resources for maximum impact. So we will look at how we can re-balance our Service to ensure appropriate resources are allocated to public safety, business safety and firefighter safety.

We will always maintain a focus on responding to emergency incidents as a priority. We will move away from targets and in the future we will focus on outcomes for the community - particularly in fire safety in the home. We will use measures effectively to further understand our performance and to improve. However, where appropriate to do so, we will reduce our reliance on numerical targets. Our success should be measured by the desired outcome – fewer fire deaths and injuries in the home or workplace.

The Service was directed by Members in February 2011 to consider how collaboration with other Fire Services might work. As a result it has been decided to develop the business case for a strategic alliance with Northamptonshire Fire and Rescue Service. The alliance will help us to handle many of the main risks and challenges we are facing by building resilience, sharing good practice and driving efficiency.

## Keeping the Public Safe

### Promoting the use of Sprinkler Systems

We will work with building developers, District and Borough Councils and housing associations to help them understand the safety benefits of installing sprinklers in new homes, public buildings and the homes of vulnerable people.

### Fires in Non Domestic (Business) Premises

We have already mentioned that our front line firefighters will be helping to increase our capacity to inspect business premises while balancing their operational commitments. These inspections will ensure that the necessary fire prevention measures are in place to reduce the risk of fire within the premises.

### Reducing the Occurrence of Arson

We will continue to use our resources to target youth related anti-social behaviour linked to deliberate small fires. We will continue to pro-actively intervene where premises are left derelict or empty.

### Fires in the Home

We will target the most vulnerable people within the local community to prevent incidents. We will move away from volume related HFSC targets to a targeted approach which can be balanced with our other priorities for operational crews, such as non domestic premises inspections and an increased emphasis on training and other risk critical activities.

In addition we have introduced a home fire safety self assessment approach that is targeted at houses of multiple occupants including universities, colleges and private landlords which enables them to carry out home fire safety checks on our behalf. This will also be available on our website for the wider community.

# Continuing Our Journey of Improvement

## Working with Partners to Support Young People

We will continue to support FLARE, the schools programme and the YFA whilst we can attract sufficient funding to do so. We will actively seek the continuation of such funding.

## Responding to 999 Calls

We will comprehensively upgrade our Fire Control systems to ensure that Control staff can easily access all the information they need to quickly deploy our fire engines, firefighters and equipment in response to a call for help from the public.

We will also update all our “turn out” equipment at fire stations to the latest specifications.

## Improving Firefighter Availability

We will review the day crewed and wholetime firefighter duty systems and implement a rota management system to make sure that we have the right number of firefighters on duty, in the right locations to respond quickly when they are needed.

## Strengthening Fire Cover in the South of the County

We will upgrade Alcester Fire Station so that it can accommodate the whole time crew that will be based there from March 2013.

## Water Rescue, Small Fires Unit, Specialist Rescue

We will improve our response to a wide range of emergency incidents by deploying more new water rescue equipment, setting up a dedicated small fires unit and a specialist rescue unit to help at road traffic incidents and other specialist rescues. The Specialist Rescue Vehicle will also give us added capacity to rescue people from heavy goods vehicles - upgrading our response to road traffic collisions.

## Performance at Incidents

We plan to do even more to improve our performance at emergency incidents. We will introduce new measures that better inform us how we are keeping the public safe during and after incidents. For example: How quickly are we bringing a situation under control once we have arrived?

## Local and National Resilience including Olympics 2012

As a priority we will ensure that we can continue to fulfil our responsibilities as a Category One responder for local and national resilience. Preparation for the Olympics 2012 is an obvious priority in the coming months.



# Continuing Our Journey of Improvement

## Keeping Firefighters Safe

### Incident Command Training

We will further improve the capability and effectiveness of our Incident Commanders at all levels, through further training and assessments utilising incident command simulations and live training exercises. We will provide a new Incident Command Vehicle (ICV) that will be based at Atherstone. The ICV will improve our ability to control and command larger incidents.

### Retained Firefighter Training and Role Review

We will deliver the recommendations of our 'Retained Firefighter Training and Role Review'. The desired outcomes will be enhanced training and assessments of competence, which will be matched to their operational role.

### Premises Risk Inspections

We will deploy firefighters to conduct commercial premises risk inspections to improve their awareness of risks within premises and to provide information for our crews which will ensure they can use the appropriate tactics and equipment to safely tackle specific risks if an emergency incident occurs. For example, a buildings design, construction and internal layout will influence the tactics used, as will knowledge of chemicals or other hazardous contents within the building.

### Policy, Information & Document Management

We will continue to review, develop and update our processes, procedures and policies that support safe systems of work for our staff. We will implement a new document management system so that all our information is better controlled and accessible to the right people, in the right place at the right time.



# Continuing Our Journey of Improvement

## Doing our Very Best

### Effective Services for the Public

We are undertaking a business transformation exercise using an approach called 'Systems Thinking'. This work is all about redesigning how we deliver our Service to unlock capacity. It will also support the Improvement Plan and our other plans.

We are involving staff across the organisation to develop how we work. As a result we will improve our measures, job roles, structure, strategy development and also the Service's approach to change itself.

We will implement the redesign opportunities identified in the Systems Thinking pilot. This will challenge some of the established ways that we have always done things and will help the Service become more efficient.

### Premises

We will progress property improvement and rationalisation proposals and explore commercial opportunities for a new fire station at Leamington Spa, a new training facility and an Operational Command Centre.

The outcomes we aim to achieve are better facilities for firefighter training, more energy efficient premises, better community access and the co-location of functions to fewer sites.



# What do you think?

Your thoughts are very important to us and we would like to hear what you think about this review.



YOU CAN LET US KNOW BY EMAILING US AT

[irmp@warwickshire.gov.uk](mailto:irmp@warwickshire.gov.uk)



OR WRITE TO:

**Warwickshire Fire & Rescue Service**

Service Headquarters

IRMP Review

Warwick Street

Leamington Spa

Warwickshire

CV32 5LH

**This review has links to some other key documents you may be interested in, these documents can be found on the Warwickshire Fire and Rescue Service website:**

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WFRS website is at [www.warwickshire.gov.uk/fireandrescue](http://www.warwickshire.gov.uk/fireandrescue)

WCC website is at [www.warwickshire.gov.uk](http://www.warwickshire.gov.uk)

- IRMP 2010 – 2013
- Improvement Plan
- Service Plan
- Quality of Life in Warwickshire
- Strategic Assessment
- Risk Register

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