

Resources and Fire & Rescue Overview and Scrutiny Committee

Meeting Date 14 December 2016

Warwickshire Fire and Rescue Service Draft Integrated Risk Management Plan 2017-2020

Recommendation

1. That the Resources and Fire & Rescue Overview and Scrutiny Committee approve the Warwickshire Fire and Rescue Service (WFRS) Draft Integrated Risk Management Plan (IRMP) 2017-2020 as a draft for consultation.

1.0 Background

- 1.1 Since 2003 every Fire and Rescue Authority has been subject to a statutory requirement to produce a local IRMP that fulfils the requirements of the Fire and Rescue National Framework for England. The Framework establishes the following priorities that need to be considered within an IRMP;
 - To identify and assess the full range of foreseeable fire and rescue-related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
 - To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
 - To be accountable to communities for the service they provide.
- 1.2 Responsibility for preparing the IRMP rests with the Fire Authority. The IRMP provides a brief summary of the work undertaken in the last two years and sets out how WFRS plan to build upon the progress made. It aims to identify emerging risks and new opportunities as well as highlight the challenges the Fire Authority will face over the next three year period.
- 1.3 The IRMP summarises how, through effective planning, WFRS consider all fire and rescue service-related risks within the community and aim to respond to them, making the most effective and efficient use of people, resources and equipment.
- 1.4 The Draft IRMP 2017-2020 reflects the forthcoming new legal duty for “Blue Light Collaboration” amongst all blue light agencies, and will support the three pillars of Home Office fire reform:
 - Efficiency and collaboration;
 - Accountability and transparency;
 - Reform of the workforce.

2.0 Proposals for 2017-2020

2.1 The Draft IRMP 2017-2020 describes the following 5 proposals to guide areas of work over the next 3 years;

- Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;
- Review the number, location and resourcing of our fire stations and fire engines;
- Maximise the flexibility and utility of our workforce;
- Develop the use of emerging technology;
- Use our capacity to improve wider community health and social care outcomes.

2.2 The detail around the changes that WFRS propose to implement as a result of these areas of work will be communicated through **IRMP Action Plans**. This Draft IRMP will be launched with the proposed Action Plan covering 2017/18. The Action Plans for 2018/19 and 2019/20 will be subject to further consultation where appropriate.

3.0 Timescales associated with the decision and next steps

3.1 Subject to Cabinet approval, a 9 week period of public and key stakeholder consultation will commence on January 9th 2017. The Fire and Rescue Authority to formally consider the outcome of consultation, commission any revisions and to formally adopt the IRMP 2017-2020 at the Council meeting on July 18th 2017.

Background papers

None

	Name	Contact Information
Report Author	AC David Pemberton	davepemberton@warwickshire.gov.uk Tel: 01926 423231
Head of Service	DCFO Rob Moyney	robmoyney@warwickshire.gov.uk
Strategic Director	CFO Andy Hickmott	andyhickmott@warwickshire.gov.uk
Portfolio Holder	John Horner	johnhorner@warwickshire.gov.uk



WARWICKSHIRE
FIRE & RESCUE SERVICE

Warwickshire Fire and Rescue Service

Integrated Risk Management Plan

2017 -2020

Photos by Kamil Kaim

Contents

- 1. Introduction**
- 2. Executive Summary**
- 3. Our Purpose, Aims and Principles**
- 4. Our Outcomes Framework**
- 5. What is an Integrated Risk Management Plan?**
- 6. Our Achievements so Far**
- 7. Risk Management in Warwickshire**
- 8. Operational Cover**
- 9. The Financial Challenge**
- 10. Our Development Intentions**
- 11. Consultation**
- 12. Glossary**

1. Introduction

Welcome to Warwickshire Fire and Rescue Authority's Integrated Risk Management Plan (IRMP) 2017 – 2020 and the accompanying Warwickshire Risk Profile 2016.

This plan sets out the vision for the Authority over the next three years and recognises the significant changes the Authority has already made during the period of the previous IRMP.

Whilst Warwickshire remains a safe place to live and work, we cannot be complacent. As a fire and rescue service we are continually evolving, and the way we operate will look and feel different in the future as we become more innovative in the way we use new technology, deploy our resources to meet new and emerging risks and continue to revise shift and crewing arrangements.

This IRMP will identify and assess fire and rescue related risks that could affect the communities of Warwickshire, and those of a cross border, multi authority or national nature.

So far through our Service Improvement Programme and Warwickshire County Council's One Organisational Plan, we have managed to reform the way in which we deliver a cost effective, fit for purpose service. As we look forward to the next three years we have to be realistic with Warwickshire residents about the financial challenges that lie ahead, and communicate clearly the impact these may have on the services we provide.

We welcome the challenges made to the UK fire and rescue services within the speech delivered by the then Home Secretary, Theresa May, entitled "Where next for Fire Reform?" The speech highlighted issues that included:

- The need for continuing reform in governance structure, accountability, scrutiny, transparency and workforce profile;
- The need for efficiency and collaboration between emergency services;
- Workforce changes and internal cultures;
- The future democratic mandate of Police and Crime Commissioners;
- The lack of independent inspectorate and the limitations of fire and rescue service performance data.

Previous considerations of alliances and mergers are more relevant than ever given the difficult financial future and now clearly overlap with the new legal duty for “Blue Light Collaboration” amongst all blue light agencies. The potential for there to be a change to the way the fire and rescue service in Warwickshire is delivered is becoming a growing possibility which we welcome.

We are confident that we are well placed to embrace change and we will work with our communities and partners to ensure that we continually review and assess how we are targeting risk in the county. Our priorities as we move through this change will be to keep the public safe by ensuring that an effective response is provided to fires and other emergencies, keep firefighters safe by ensuring that they are provided with the right equipment and training for major threats and emergencies, and doing our very best by ensuring that we deliver value for money within available resources.



Portfolio Holder – John Horner



Chief Fire Officer – Andy Hickmott



2. Executive Summary

This IRMP provides a brief summary of the work undertaken in the last two years and sets out how we plan to build upon the progress made. It aims to identify emerging risks and new opportunities as well as highlight the challenges the Fire Authority will face as we move into the next three year period.

It summarises how, through effective planning, we consider all fire and rescue service-related risks within our communities and how we aim to respond to them, making the most effective and efficient use of our people, resources and equipment.

Within this document you will find:

- Our purpose aims and principles
- Our priorities
- What is an Integrated Risk Management Plan?
- Our achievements so far
- Risk management in Warwickshire
- The financial challenge
- Our development intentions
- Consultation

Warwickshire has a diverse risk profile of both rural and urban population and whilst we now attend fewer fires than we did in the past, we respond to a range of different emergencies which impact upon those communities. These include flooding, major industrial incidents, animal rescues, water rescues and transport incidents.

Our operational preparedness is achieved through resilience planning, working with other emergency services and partners and through our work with neighbouring fire authorities.

To assess risk in Warwickshire we use a range of data and research which helps us to define our risk profile and create an accurate and up to date picture of the risks impacting our communities. These include:-

- Warwickshire Risk Profile 2016,
- Warwickshire County Council's One Organisational Plan,
- Warwickshire Fire and Rescue Service Outturn Report 2015/16,
- National Risk Assessment,
- Community Risk Register,
- The Fire and Rescue National Framework for England,
- Operational Assessment and Fire Peer Challenge Report 2016.

(Links to be provided to relevant documents)



3. Our Purpose, Aims and Principles

Over the next three years we will need to make some changes to the way we deliver a fire and rescue service to the residents of Warwickshire, but any proposals we make will stay true to our core purpose: ***Protecting the community and making Warwickshire a safer place to live.***





4. Our Outcomes Framework

We will ensure **the public is kept safe** by focusing on the following outcomes:

- An effective response is provided to fires and other emergencies;
- Maintained low levels of deaths and injuries caused by fire and on the roads;
- We help our businesses and communities, particularly the most vulnerable, to be safe;
- We understand and proactively manage the risk in our county;
- Effective enforcement of fire safety law in the workplace is delivered.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Fire engines are available to respond to 999 calls;
- We attend life risk incidents as quickly as possible;
- Home fire safety checks (HFSC's) are delivered to our most vulnerable residents;
- Education sessions are delivered to those at risk of being involved in a road traffic collision;
- Work with our partners in the police, public health and adult social care to achieve improved community safety and wellbeing;
- Prevention and protection activity is targeted towards high risk areas.

We will ensure our **firefighters are kept safe** by focusing on the following outcomes:

- The skills of our workforce are developed;
- The health, safety and well-being of our workforce is promoted;
- The right equipment, vehicles and information to do the job are provided;
- Our staff feel supported, valued and engaged;

- We are operationally assertive, confident and safe;
- The service is prepared for major threats and emergencies.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Major risk exercises and training events provide firefighters with the requisite skills and confidence;
- The crewing levels of our fire engines, and staffing of our support departments are maintained;
- Firefighters through to management level are all sufficiently competent to undertake their tasks safely and effectively;
- Sickness absences levels are at the lowest reasonable level;
- Wellness at work initiatives are delivered that improve the health and well-being of our staff;
- Training facilities enable the effective delivery of skills and knowledge training.

We will ensure we are **doing our very best by focusing on the following outcomes:**

- We are organisationally efficient and constantly seek improvements;
- Our customers are satisfied with the service they receive;
- Our staff are recognised as our biggest asset and they are utilised in the most effective way possible.

We will monitor how well we are achieving these outcomes by measuring our performance in the following areas;

- Savings targets are achieved and financial forecasts are accurate;
- The number of justified complaints remain low;
- Customer satisfaction levels are maintained.



5. What is an Integrated Risk Management Plan?

This IRMP demonstrates how the Warwickshire Fire and Rescue Authority assess and manages foreseeable risks within Warwickshire. It is an integral part of the business planning process as it allows us to review what has been done to make Warwickshire safer, and describes what additional actions we intend to take in the years to come.

An IRMP fulfils the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve. However, the following priorities need to be considered within an IRMP;

- To identify and assess the full range of foreseeable fire and rescue-related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- To be accountable to communities for the service they provide.

The integrated risk management planning process doesn't just review the risks in isolation though, it is about assessing and understanding the full range of risks impacting the communities of Warwickshire and ensuring that we have the plans, people, processes and equipment in place to ensure that Warwickshire remains a safe place to live and work.



Below are some of the improvements we have made to the Service during the period of our previous IRMP. In our 2013 – 17 IRMP:

We said we would review our emergency response standards so that we can provide a better response across the whole of the county.

We did:

- The review of the response model was subject to public consultation in 2014 and a new response standard (to provide an initial response to all life risk incidents across the county in 10 minutes on 75% of occasions) was introduced in 2015.

We said that we would increase training, support and leadership for our retained duty systems firefighters (RDS).

We did:

- We introduced new roles for 23 Response Commanders whose primary role is to support retained firefighters and station commanders.
- We provided additional training for retained firefighters including on-line training from home.
- We carried out a review of the retained duty system to help us to make further improvements.

We said that we would deploy whole-time firefighters to do jobs that make the best use of their skills and working time.

We did:

- We reviewed the number of firefighters we have and the shift patterns they work. By listening to, and working with, our firefighters, we have developed and agreed a new shift system that requires fewer firefighters, but increases the number of fire engines that we have available to respond.
- We implemented changes to the whole-time shift system to provide additional crewing for a new fire station in Gaydon. This has already improved response times to road traffic collisions on the M40.
- We introduced a Day Crewing Plus duty system at Stratford and Alcester fire stations.

We said that we would develop the role of our Service Control teams to make the best use of their skills and working time.

We did:

- We updated our communications and command systems to ensure that our control staff have the most up to date systems from which to manage all '999' calls.
- We introduced new duty systems in our control room to enable us to align with Northamptonshire Fire and Rescue Service and enable the two control rooms to support each other more closely.

We said that we would increase our water rescue capability to flooding and fast flowing water incidents so that we can respond to a wider range of incidents.

We did:

- All whole-time firefighters have been trained to the level of the Module 2 First Responder Water Rescue national qualification.
- Additional water rescue equipment was purchased to provide enhanced water rescue.

Finally, **we said** that we would develop our specialist rescue capability.

We did:

- We introduced new equipment, training and procedures for specialist rescues including road traffic collisions and large animal rescues
- We introduced five Light Rescue Pumps to help us to provide a swifter response to incidents and provided more advanced cutting equipment for carrying out rescues from vehicles

DRAFT



7. Risk Management in Warwickshire

Risk management planning is the way that all fire and rescue services identify and manage the risks which impact upon their communities. Ensuring that we have a clear understanding of those risks underpins everything that we do.

We have a major part to play in keeping communities safe, businesses running and our heritage and environment protected. To achieve this we use a wide range of data analysis to determine the risks that impact locally upon the communities of Warwickshire against the backdrop of the Fire and Rescue National Framework.

The Warwickshire Risk Profile 2016 provides an in-depth piece of research and analysis of the incidents we have attended over previous years and the risk of emergency incidents happening in the future. The Risk Profile provides a range of actions which will drive local risk reduction plans. We also consider the Warwickshire Community Risk Register, the National Risk Assessment, the risk information we collect on all medium and high risk premises within the county, local planning applications, town and district local plans, major road developments and learning from major incidents that occur elsewhere within the United Kingdom and beyond. We also anticipate the impact that significant infrastructure projects may have on Warwickshire at the planning stage. For example, the next phase of the High Speed rail link project (HS2) will eventually cover 44 miles of Warwickshire travelling from the south east to the north of the county. The impact, in planning and operational terms, will be significant on the service given the large scale construction, hazardous processes and significant increases in traffic volumes.

From the data we review, we know that people who are vulnerable because of their social and economic circumstances are often more vulnerable from fire. Through the use of 'Exeter' patient registration data, 'Mosaic' data and incident data, we can identify the areas in our county where fires may be more likely to occur. This means that we can target our resources more effectively to reduce risk across the county and protect some of the more vulnerable members of our community.

Using this targeted approach to our prevention activity has helped us to reduce the number of incidents that we attend.

Long term trend: 10 year percentage change in incidents attended

Incident Type	Jan – Dec 2005	Jan – Dec 2015	Percentage Change
Primary Fires	1408	611	-57%
Road Traffic Collisions (RTCs)	652	301	-54%
Secondary Fires	1454	735	-49%
False Alarms	3681	1318	-64%
Special Services (excluding RTCs)	848	259	-69%
Total Incidents	8043	3224	-60%

However, on the back of this 10 year downward trend there has recently been a steady increase in deliberate fires and a more significant rise in the number of road traffic collisions we have attended (WFRS Risk Profile 2016). The increase in road traffic collisions locally reflects the picture nationally.

New housing and commercial and industrial developments within the county require us to consider whether the location and resourcing of our fire stations, and our protection and prevention strategies, need reviewing in response to any potential increase or change in local risk. When district/borough councils develop new Local Plans for the future we ensure that we engage with them at the consultation process. If necessary we will consider making an application for developer contributions towards any additional resources we feel we may need. Not all applications are successful, but if during the lifetime of this IRMP we have cause to consider changing the location of any of our existing fire stations in response to major new

developments, we will undertake a specific piece of consultation with those communities within the area affected.

Risk versus demand

Warwickshire Fire and Rescue Authority provide a fire and rescue service aligned to risk. Risk is not the same as demand. Though the number of house fires has declined in recent years, the resources required to tackle a house fire remain the same regardless of the number of incidents an individual fire station might expect to respond to. The fire and rescue service is expected to respond immediately to all foreseeable events 100% of the time, and unlike other public services our success is measured in minutes, not days or weeks.

Fewer fires do not directly equate to a lower level of risk, and therefore does not necessarily provide the opportunity for a proportionate reduction in the number of firefighters and fire engines. If there is a terrorist incident, extreme weather event, industrial accident or any other unexpected catastrophe the public expects an immediate and professional response. The fire and rescue service needs to be equipped with the necessary resources and staff to deal with the incident effectively and ensure a swift return to normality.

Behind the firefighters, fire engines and fire stations are a range of support services that are essential to the emergency response, prevention and protection capabilities of Warwickshire Fire and Rescue Service. Though largely unseen to the public, the staff in these support services ensure that our firefighters are provided with the vehicles, equipment, training, data and policies to enable them to undertake their roles effectively and safely. These cannot be described simply as 'back office' as these are essential to providing and supporting the operational 'front line'.

Warwickshire Fire and Rescue Service is a small organisation that has become smaller still given continued reductions in budget over a number of years. We have stepped up to the challenge of austerity and become more efficient in the way that we meet the demands of a modern fire and rescue service. However, we are now a very lean organisation, and in a wide range of areas now operate to the minimum level of resources necessary to provide a viable and sustainable service against the range of legal standards that apply to us. This requires us to consider very carefully

the impact of further budget pressures, and to maximise the opportunities that the forthcoming legal duty for blue light services to collaborate will present to us in order to enhance our efficiency, effectiveness and public safety.

Key risks;

Fires - Depending on the size of the incident, a fire can have devastating emotional, physical, environmental and economic effects.

We undertake regular analysis of where fires happen in the county and target our resources effectively to reduce the impact through home fire safety checks, arson reduction and business fire safety.

Industrial and Heritage Premises - There are a number of industrial sites in and around Warwickshire where hazardous substances may be stored. Whilst these businesses have a statutory duty to plan for emergencies, we work closely with them to ensure they have the right plans in place to deal with a range of potential emergencies.

There are also a number of buildings within Warwickshire that are important to the county's heritage and history; a notable example being Warwick Castle. These buildings pose a threat to firefighter safety due to their complex layouts and old construction methods. They are immensely valuable, often containing irreplaceable artefacts.

Our firefighters conduct regular visits to medium and high risk buildings to ensure that they are familiar with the risks. This is then reinforced with specialist training and exercises in partnership with other agencies to ensure that we have the right approach for the risks identified.

Transport Incidents - Road traffic collisions are now one of the biggest areas of work for fire and rescue services due to the fast growth of our transport networks. The impact of these types of incidents is often significant, not only to those directly involved, but also the wider community and businesses that are impacted by the traffic disruption these types of incidents cause. We work closely with our partners to mitigate further risk and disruption to those involved and the surrounding areas.

Although thankfully very rare, we also plan for and equip ourselves to respond to rail and air incidents.

Flooding and Water Rescue - Flooding is becoming more of a frequent occurrence due to environmental change and, whilst flood defences in Warwickshire have been significantly improved, flooding continues to be a threat to our communities.

To mitigate the impact we regularly review our flood risk management plans to ensure that we have the right resources, equipment and training to deal with incidents when they occur.

We recognise the risks presented by open water, and aim to support the UK Drowning and Prevention strategy by establishing a Warwickshire Water Safety partnership.

Extreme Events - Though these events are rare, they can present a very high risk to people and their communities. Such events include; civil disturbance, major chemical incidents and explosions, acts of terrorism, extreme weather events and human pandemics.

We are part of the Warwickshire Local Resilience Forum (WLRFF); a partnership comprising of the police, fire, ambulance, local authorities, Environment Agency, health, military, utility and transport companies across Warwickshire. The WLRFF prepares for and plans to deal with large-scale emergencies within the county, whilst also supporting other fire and rescue services as part of a national response.

Emergency Response Locations

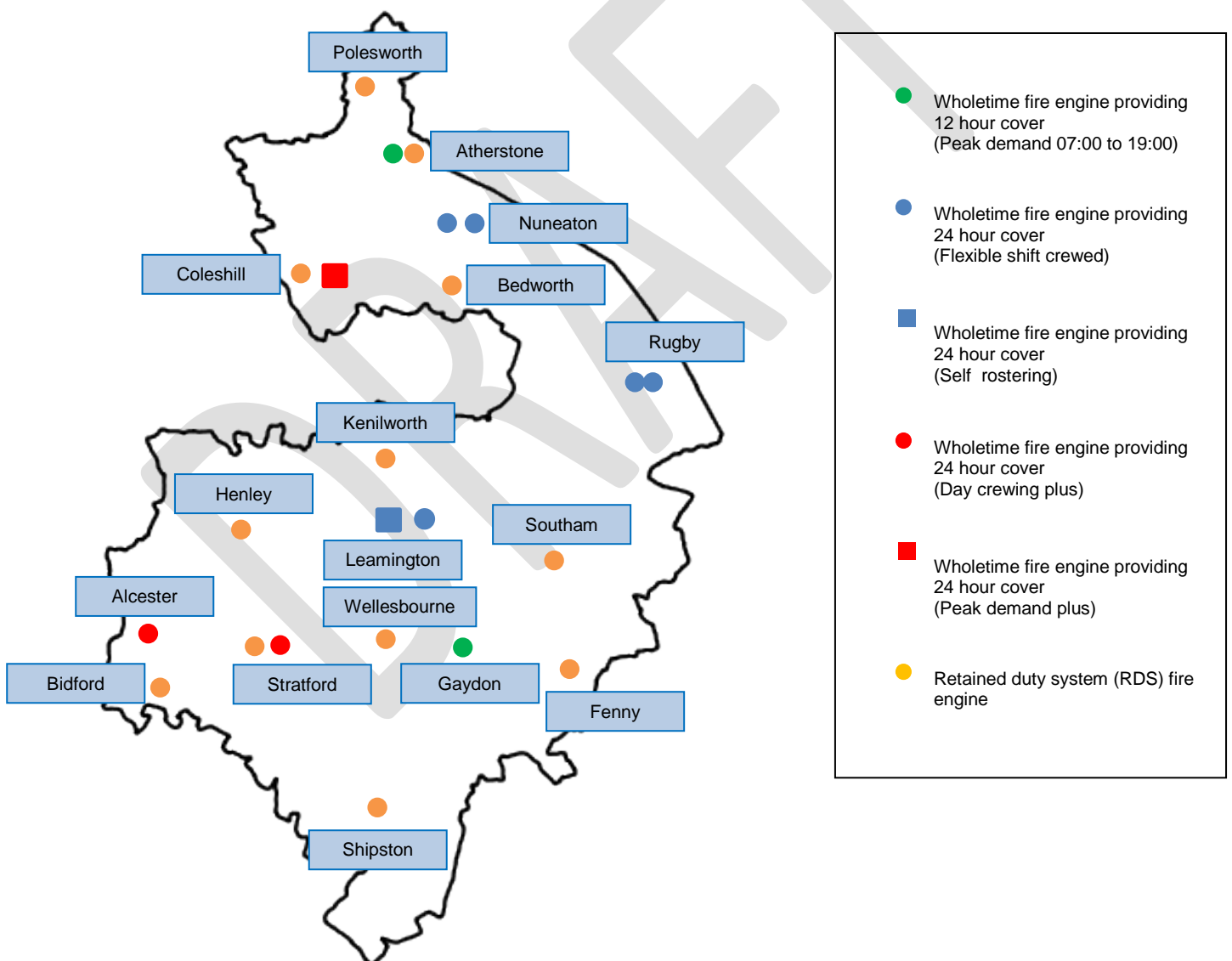
Alongside the planning and preventative work we do sits our emergency response service, so that when things go wrong we will always be there when the public needs us the most. The risk management process informs the location of our fire stations and fire engines, and enables us to match the provision of our resources to demand and risk.

Firefighter Safety

As set out in our Outcomes Framework, a critical aspect of our approach to risk management approach concerns the safety of our firefighters. The workplace that

both we and the public expect firefighters to operate in can be difficult and dangerous. The nature of emergency activities is that they are often carried out in unfamiliar places in dynamic and deteriorating conditions in time pressured situations and with limited information. This combination of circumstances means the Service puts major and sustained emphasis on operational training, and in supporting operational crews with the best available equipment, procedures and related functions.

Current fire station and fire engine locations (April 2016)



Operational Cover

The present operational cover requirement is based on being able to maintain 'day to day' emergency cover based upon the present Fire Authority's response standards as well as:

- Our ability to respond to larger incidents (9+ fire engines);
- Our ability to respond to medium size (4-8 fire engines) and/or simultaneous incidents;
- Our ability to meet the responsibilities as lead agency for risks under the Local Resilience Forum Community Risk Register (e.g. flooding, terrorism);
- Our ability to respond to major incidents at site specific risks (e.g. Kingsbury Oil Terminal, Warwick Castle).
- Acknowledgement that neighbouring FRSs may be unable to support us operationally as they have in the past.

The Fire Authority's present response standards are:

- To provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions;
- To provide the second responding fire engine to life risk incidents across the county within 15 minutes on 90% of occasions.

It also provides the resilience to:

- Enable firefighters to undertake the necessary training;
- Allow staff to undertake the required premise risk inspections;
- Facilitate community safety and fire prevention activities.



8. The Financial Challenge

Local government as a whole is faced with an unprecedented set of financial challenges and Warwickshire Fire and Rescue Service is no exception to that. The Government Spending Review means that fire and rescue services nationally have been faced with a net reduction of 25% in their budgets between 2010 and 2016. We have already made significant savings through the first three years of our Transformation Programme. However, we will still have to deliver savings of £368K in the year 2017-2018. The financial picture beyond that is yet to be determined, and will inevitably have an impact on the way we deliver our services to protect the communities we serve.

The service spends over two thirds of its funding on firefighters pay. The rest is spent on supporting emergencies and carrying out community fire prevention and commercial fire protection. As a fire and rescue service we strive to provide the best possible service within the budget we are allocated. This can only be achieved by being more creative in the way we use our resources, by targeting the most vulnerable in our communities and working in partnership and collaboration with external partners and other blue light services.

Our operational budget to run the fire and rescue service for 2016/17 was £19.2 million, with a range of wider corporate functions provided by Warwickshire County Council.



9. Our Development Intentions



What we want to do over the next 3 years and how we propose to achieve it

The financial challenge we face requires us to continually review the way that we deliver our services, so that we can continue to ensure that we provide the best possible fire and rescue service within the budget that is provided.

We have already delivered a programme to provide a joint capability for receiving 999 calls and mobilising our fire engines with Northamptonshire Fire and Rescue Service, and commenced collaborative work with Hereford and Worcester Fire and Rescue Service and Warwickshire and West Mercia Police. The Home Office are giving fire and rescue services strong messages about the need to collaborate with other blue light agencies; in particular the Police. We will actively support the three pillars of Home Office fire reform:

- Efficiency and collaboration;
- Accountability and transparency;
- Reform of the workforce.

We intend to continually review the resourcing and location of our fire stations, fire engines and support structures and seek more efficient ways of delivering our emergency response service. We must increase our flexibility in how we respond to the range of incidents we now attend and maximise the utility and flexibility of our entire workforce. We must consider the impact that local area development plans will have on the demand for our services, and regularly develop our asset management

plans to ensure that our response, protection and prevention arrangements are suitable and sufficient.

We realise that our staff are our greatest asset, and we need to ensure that they have the right skills and are available in the right places at the right time to crew our fire engines. We intend to continually review the way that our staff are deployed in order to provide the most efficient and effective arrangements for the delivery of our services. We recognise the particular challenge that recruiting on-call (RDS) firefighters presents to us in some areas of the county, and we will review our recruitment needs and practices to maximise fire engine availability.

We regularly review and update the equipment that is provided to our firefighters to ensure they have the most effective tools to do their job. We will continue to consider new technologies and equipment that make our emergency response more effective, efficient and safer for firefighters.

We will never lose sight of our traditional responsibilities, but we recognise that there is an opportunity for us to provide wider social value with the resources we have available. We believe that our firefighters are ideally placed to provide emergency medical assistance through collaborative arrangements with the Ambulance Service, particularly in those areas where firefighters could get to someone in need before the arrival of an ambulance.

We know that those most at risk are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. This is why, through evidence-based prevention work, we target the most vulnerable and disadvantaged members of our community. By using this approach, we have already demonstrated how we can improve the lives of people living with dementia, older people with physical impairments and troubled young people with youth offending history.

However, we know there is more that could be done. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we need to develop stronger links with our partners in health and social care in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.

To achieve these intentions we propose to:

- 1. Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;**
- 2. Review the number, location and resourcing of our fire stations and fire engines;**
- 3. Maximise the flexibility and utility of our workforce;**
- 4. Develop the use of emerging technology;**
- 5. Use our capacity to improve wider community health and social care outcomes.**

The detail around the changes we propose to implement as a result of these areas of work will be communicated through **IRMP Action Plans**. This IRMP will be launched with the proposed Action Plan covering 2017/18.

The Action Plans for 2018/19 and 2019/20 will be subject to further consultation where appropriate.

10: Consultation



Our approach to risk management is founded on a balanced strategy of prevention, protection and emergency response and our excellent performance tells you that this approach is very successful. However, the challenges over the next three years will be significant and will require the organisation to adapt, change and work differently.

Within this IRMP, we have outlined a number of objectives on how we intend to develop the service, protect local communities and respond to emergencies. Engagement with the residents of Warwickshire and other key stakeholders is vitally important if we want to ensure that Warwickshire continues to be a safe place to live and work.

The accompanying Action Plan for 2017/18 details the changes we propose to make in the first year of the plan. If you have a view on the plans we are proposing, then be heard, get involved and help us to shape the future of your fire and rescue service.

To get involved, please complete the on-line survey (***link to be provided***) or contact fireandrescuecommunications@warwickshire.gov.uk Alternatively you can log onto <https://askwarks.wordpress.com/> You can also follow us on Facebook and Twitter.

[Facebook.com/warwickshirefireandrescueservice](https://www.facebook.com/warwickshirefireandrescueservice)

[Twitter.com/warksfirerescue](https://twitter.com/warksfirerescue)

www.warwickshire.gov.uk/fireandrescue



11. Glossary

Day Crewing Plus duty system – a duty system for full-time firefighters which provides the same level of fire engine availability as more traditional duty systems, but with less firefighters.

Efficiency savings – a change that results in doing more with the same amount of resource, or the same with less resource.

Emergency response model – the arrangements by which we provide an emergency response; includes location and availability of our fire stations, fire engines, firefighters and specialist equipment.

Exeter data – patient registration data that consists of the address, gender and date of birth of all over 65's registered with General Practitioners.

False alarms – incidents where the fire and rescue service are called to a location and discover on arrival that there is no emergency situation requiring their services.

Hazardous substances – are defined as substances that are very toxic, toxic, harmful or irritant.

Home fire safety checks (HFSCs) – a home visit conducted by the fire and rescue service, whereby fire safety advice is given to those considered most vulnerable to the risk of fire. A smoke alarm is fitted where deemed appropriate.

HS2 – high speed rail link that will pass through the Midlands.

Integrated risk management planning – the way that all fire and rescue services identify and manage the risks which impact upon their communities.

Light Rescue Pump (LRP) – a fire engine which looks similar to the traditional fire engines and performs the same role, but is lighter and smaller.

Module 2 First Responder Water Rescue - qualification to use water rescue equipment whilst operating near, on or in moving water appropriate to the limits of wading rescue.

Mosaic – a tool for analysing the latest demographic and behavioural trends, used by the fire and rescue service to identify those citizens most likely to be at risk from fire.

Primary fires – includes home fires, business (non-domestic) fires, and vehicle fires. Involves property or vehicles, or fires where casualties or rescues have occurred. Also includes incidents where five or more fire engines are in attendance.

Response Point – a location from which a fire engine will respond to emergency incidents. A Response Point provides a more flexible base than a traditional fire station. The accommodation for the fire engine and crew is of a portable design, enabling the facility to be relocated should there be a change in the local risk profile.

Retained Duty System (RDS) – the duty system that our retained firefighters work.

Retained (RDS) firefighters – firefighters who usually have primary employment elsewhere, but are available to respond to emergencies on an on-call basis from their home or work address.

Risk profile – in-depth research and analysis of the incidents we have attended over recent years and the potential risks we may face in the future.

Shaping the Future savings plan - a corporate savings plan for Warwickshire County Council which incorporates Warwickshire Fire and Rescue Service.

Small Fires Unit – an off road 4 x 4 vehicle that provides the capability to extinguish small fires.

Special services – comprises an assortment of non-fire incidents, including events such as water rescue, animal rescue, chemical leaks, persons locked in/out and persons trapped in machinery etc.

Transformation Programme – a programme of change within Warwickshire Fire and Rescue Service that delivers the level of savings required by the Warwickshire County Council Shaping the Future savings plan.

Wholetime firefighters (WDS) – full-time firefighters, who are available for immediate response on fire engines.

WFRS would like to thank “Kamil Kaim” a Warwickshire resident and photographer for the use of his work throughout this document <http://kamilkaimphotography.com>
<https://www.facebook.com/KamilKaimPhotography/>

Draft IRMP Action Plan 2017/18

IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
1.1	Implement a single Service Control facility with Northamptonshire FRS.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Decision made on location. • Develop an implementation plan for proposals. 	<ul style="list-style-type: none"> • Improved efficiencies through collaboration. • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
<p>Why do we want to do this? This is the final stage of the Joint Control project with Northamptonshire FRS (NFRS). The project was the key output of a collaboration scoping exercise undertaken with NFRS during the previous IRMP (2013-2017). The shared control facility will reduce costs whilst providing a better resourced, more resilient service to the public. The shared primary control room could be in either Warwickshire or Northamptonshire, with a reserve control room maintained in the partner Brigade for spate conditions or other emergency. Completion of the installation of the new mobilising system will enable the use of new technology and systems, such as Automatic Vehicle Location and nearest resource mobilising, which will improve the efficiency of both Service's response to emergency incidents.</p>				
1.2	Implement a co-responding arrangement with West Midlands Ambulance Service (WMAS).	DCFO Rob Moyney	<ul style="list-style-type: none"> • Agree a co-responding operating model with WMAS. • Implement agreed mechanisms for co-responding to specific medical emergencies. 	<ul style="list-style-type: none"> • Enhanced survival chances of those involved in medical emergencies. • Contribution to reducing the demand and financial pressures on the WMAS and NHS.
<p>Why do we want to do this? We have the opportunity to provide an emergency medical response capability to help save lives and support the ambulance service. Co-responding schemes can save lives in those areas where firefighters are able to attend cardiac arrests and other priority medical emergencies more quickly than the ambulance service. All WFRS firefighters are trained to First Person on Scene (FPOS) intermediate standard of medical response, and a full set of equipment including a defibrillator is held on every fire appliance. If Firefighters attended the incident first they would undertake basic life support including defibrillation until WMAS arrive to provide advanced life support response. This enhancement is intended to complement the already professional service provided by WMAS; it is not intended to replace an ambulance response.</p>				

1.3	<p>Further develop our current collaborative working programme with Hereford and Worcester Fire and Rescue Service and Warwickshire and West Mercia Police to maximise all operational, service support and future governance opportunities in keeping with the forthcoming legal duty.</p>	DCFO Rob Moyney	<ul style="list-style-type: none"> • Develop further work streams within collaboration programme. • Develop an implementation plan for proposals. 	<ul style="list-style-type: none"> • Improved public safety. • Improved efficiencies through collaboration. • Improved organisational resilience. • Supports the efficiency and collaboration and workforce reform pillars of the Home Office fire reform agenda.
<p>Why do we want to do this? The duty to collaborate is shortly to become a legal obligation for emergency services. The Home Office is committed to a programme of fire service reform based on 3 pillars: efficiency and collaboration, accountability and transparency and reform of the workforce: which we are committed to supporting. We will actively support this duty where it is in the interests of the community to do so.</p>				

<p align="center">IRMP Objective 2: Review the number, location and resourcing of our fire stations and fire engines.</p>				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
2.1	<p>Produce a WFRS Asset Management Plan that sets out the future changes needed in the locations of our premises and fire engines, and incorporate within the Warwickshire County Council (WCC) Capital Expenditure Programme.</p>	DCFO Rob Moyney	<ul style="list-style-type: none"> • Produce Asset Management Plan based on future needs, including; <ul style="list-style-type: none"> ➢ IRMP 2017-2020 risk analysis, ➢ district/borough local plans, ➢ vehicle and building lifespan requirements, ➢ a review of our water rescue and flooding capability. 	<ul style="list-style-type: none"> • An asset plan that meets the future needs of WFRS and which is incorporated into future WCC financial planning. • A fire service model of service delivery that matches the changing risk profile of the county and meets the needs of its communities.

	<p>Why do we want to do this?</p> <p>As part of the IRMP process we look ahead to the impact future housing and commercial/industrial developments will have on the capability and location of our resources; namely our fire stations, fire engines and other emergency response vehicles. We also look ahead to consider the potential for change in other risk areas, such as the environment and terrorism. Additionally when the vehicles within our fleet come to the end of their expected lifespan, and our buildings require significant refurbishment to continue to be fit for purpose, we will take the opportunity to review whether existing arrangements are still appropriate to meet our changing needs. Our Asset Management Plan will set out the future changes needed, and in particular will consider;</p> <ul style="list-style-type: none"> ➤ Optimising fire station locations in and around the Rugby area in light of future developments in the area; ➤ Optimising fire station locations in and around the Nuneaton area in light of future developments in the area; ➤ The suitability and condition of the Headquarters building in Leamington Spa; ➤ The optimum equipment, location and operating arrangements of our flooding and water rescue capability. 		
2.2	<p>Review the provision of aerial appliances across the West Midlands Region.</p>	DCFO Rob Moyney	<ul style="list-style-type: none"> • Options appraisal developed and considered at West Midlands Region FRS regional meeting. • Decision on provision of aerial appliances made that provides economy of scale and the sharing of resources across borders. <ul style="list-style-type: none"> • Improved efficiencies through collaboration. • Improved operational resilience.
<p>Why do we want to do this?</p> <p>This is part of our ongoing review of special appliances, which include any operational vehicle other than our standard fire engines. An aerial appliance is an emergency response vehicle with the capability for reaching the upper floors of tall buildings. Although rescues from height are rare, aerial appliances are used for a range of working at height purposes, such as roof ventilation and applying water onto a fire from above the building.</p> <p>Our existing aerial appliances will be 10 years old in 2017 and this is the correct time to begin assessing our options for the number and type of replacements required, taking into account that our regional partners are undertaking a similar exercise. The aim is to provide an appropriate level of aerial availability.</p>			

IRMP Objective 3: Maximise the flexibility and utility of our workforce.

No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
3.1	Review our RDS recruitment needs and practices to maximise fire engine availability, and optimise the balance between wholetime (WDS) and on-call (RDS) staffing of key fire stations.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Determine best use of resources to maintain fire engine availability. • Develop options for change. • Implement changes and arrange regular outcome reviews. 	<ul style="list-style-type: none"> • Improved RDS fire engine availability • Improved emergency response in rural areas • Improved working arrangements for RDS firefighters
<p>Why do we want to do this?</p> <p>The majority of UK FRSs struggle to recruit sufficient on-call (RDS) firefighters to provide 24/7 fire engine availability, and we are no exception. We struggle to secure RDS firefighter availability at certain times. In some areas the need to be available within 5 minutes travel time of the local fire station significantly limits the potential pool of people within which recruitment can take place. There has also been socio-demographic change over recent years that has made recruitment more difficult.</p>				

IRMP Objective 4: Develop the use of emerging technology.

No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
4.1	Extend the use of Light Rescue Pumps (LRPs) within the Service.	DCFO Rob Moyney	<ul style="list-style-type: none"> • Introduce 5 further LRP's in line with the procurement plan. • Distribute LRP's across the Service to support the response model. 	<ul style="list-style-type: none"> • Cost savings to contribute to the WFRS savings target. • Reduce carbon footprint. • Provide agile response to life risk incidents. • Maintain our response standards. <p>Enhance safety of the community.</p>

	<p>Why do we want to do this?</p> <p>The first 5 Light Rescue Pumps (LRP's) delivered into the Service have proved that the original concept of use for these vehicles was valid. They have now been in front line use since June 2014 and, after initial teething problems expected from the introduction of any new vehicle type, have demonstrated that they are more than capable with dealing with the regular demands of the Service. They are roughly half the price of a regular sized fire engine and with the use of new technology, such as the 'E-draulic' rescue equipment; they are able to deliver a very near equivalent capability to the incident ground. They are more fuel efficient and, being narrower and lighter than traditional fire engines, are able to get through congested streets more easily and cross bridges with reduced weight limits; something which is becoming an increasing concern to the Service. The improved fuel efficiency and reduced emissions of the euro 6 rated engine help to reduce our carbon footprint and save costs.</p>			
4.2	<p>Consider and if appropriate implement the use of new fire extinguishing technology.</p>	DCFO Rob Moyney	<ul style="list-style-type: none"> • Scope out a range of new equipment and procedures that enable firefighters to extinguish internal fires from outside the building, such as; cold-cutting equipment, Compressed Air Foam systems and other such technologies. Make use of national research and development. • Identify training requirements of introducing new technology • Identify impact on vehicle procurement to accommodate any new firefighting equipment. 	<ul style="list-style-type: none"> • Improved firefighting tactics. • Improved firefighter safety. • Reduce social and economic impact of fire related incidents.
<p>Why do we want to do this?</p> <p>Modern construction of buildings present new risks to firefighters, and fire extinguishing technology constantly evolves in order to deliver more effective firefighting tactics and improve firefighter safety. We maintain a watchful eye on any new developments, and two in particular that are being developed and utilised within a number of other fire and rescue services are 'cold-cutting' and 'compressed air foam' systems. These systems enable firefighters to extinguish some building fires from outside, thus potentially reducing the risk to firefighters significantly.</p>				
4.3	<p>Consider and if appropriate implement the use of new equipment for dealing with Road Traffic Collisions (RTCs) involving vehicles with new and more challenging construction.</p>	DCFO Rob Moyney	<ul style="list-style-type: none"> • Review effectiveness of existing equipment to deal with the latest vehicle designs and construction that present the greatest challenge to firefighters. • Scope out a range of new equipment and procedures to 	<ul style="list-style-type: none"> • Improved extrication tactics, leading to more rapid definitive medical care. • Improved firefighter safety.

			<p>enable firefighters to extricate persons from vehicles that are made of new and more challenging design.</p> <ul style="list-style-type: none"> • Identify training requirements of introducing new technology • Identify impact on vehicle procurement to accommodate any new rescue equipment. 	
<p>Why do we want to do this?</p> <p>Modern vehicle construction presents us with new challenges. Stronger yet lighter construction materials, more widespread presence of passenger safety systems and electric power technology all present additional risks to firefighters. We constantly need to review and upgrade our extrication techniques and equipment in order to continue to release trapped casualties from vehicles within safe systems of work. The quicker we can extricate a casualty, the sooner they can be conveyed to hospital for definitive care.</p>				

IRMP Objective 5: Use our capacity to improve wider community health and social care outcomes.				
No	Action	Senior Responsible Owner	Milestones	Outcome/Benefit
5.1	Enhance our value to the community by exploring opportunities to work with partners to improve wider health and social care outcomes.		<ul style="list-style-type: none"> • The Joint Strategic Needs Assessment (JSNA) is used to look at how we can support health and wellbeing in Warwickshire. • Partnerships developed with counterpart public services such as public health, ambulance and Clinical Commissioning Groups to look at how we can support the vulnerable. 	<ul style="list-style-type: none"> • Enhanced safety, health and wellbeing of the community, in particular the most vulnerable. • Increased influence of WFRS. • Contribute to reducing the demand and financial pressures on the NHS. • Long term contribution to improvements in heart health indicators, and reduced health inequalities in Warwickshire. • Young people in Warwickshire are trained to deliver bystander CPR and understand the positive lifestyle choices that they can make to look after their heart health, and commit to action.

			<ul style="list-style-type: none"> • Delivery of Safe and Well visits to the most vulnerable within our county. • Delivery of the 'Heartshield' programme and the provision of cardiopulmonary (CPR) resuscitation and positive lifestyle training to school pupils within the county. 	
<p>Why do we want to do this?</p> <p>We recognise the opportunity to provide wider social value with the fire and rescue resources we have available. We know that those most at risk from fire are impacted by wider social economic issues such as poor housing, health inequalities, education and environment. To be true to our core purpose of protecting the community and making Warwickshire a safer place to live and work we will develop stronger links with our partners in health and social care in order to continue to deliver on the wider prevention agenda and to improve the quality of people's lives in Warwickshire.</p> <p>Safe and Well visits will focus on a range of health, well-being and safety issues affecting the vulnerable members of our community. The Heartshield project will provide an enhanced level of CPR training to young people in secondary schools across Warwickshire. The delivered learning will incorporate key heart health promotion and prevention messages.</p>				

DRAFT