

WARWICKSHIRE FIRE AND RESCUE SERVICE

PREVENTION, PROTECTION AND RESPONSE STRATEGY

2022-2027

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Our Vision

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

Our Mission

- Keeping people safe in their homes
- Keeping people safe in their environment
- Keeping people safe when they are travelling in and through Warwickshire
- Keeping people safe in their workplace

Foreword

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

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

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

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

OUR strategy is about Warwickshire stepping forward to meet the needs of our communities as we face new and emerging risks. We will take bold and radical action to support our communities to be safe, to support and sustain economic growth and business prosperity, to keep transport networks moving, and to enable the most vulnerable to live safely. We deliver this by taking a risk-based and evidence-based approach to all that we do. We also work to ensure that we are

sustainable with a particular focus on climate change. Our ethics and values are incredibly important to us and guide how we act and serve on a day-to-day basis. We ensure that we look after our people as they look after our communities. We are committed to ensuring that our people reflect and understand the diverse communities that we serve.

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



Andy Crump - Cabinet Member for Fire & Community Safety



Ben Brook - Chief Fire Officer

Community Risk Management Planning Process

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

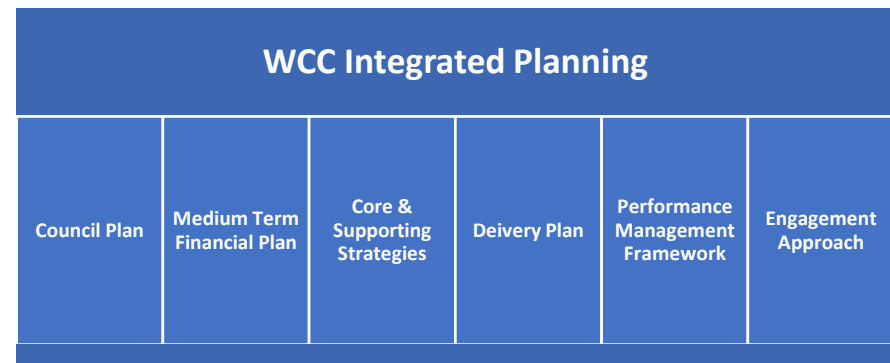
The NFCC have produced a strategic Risk Management Planning Framework and WFRS are adopting this framework as a tool to understanding risk within Warwickshire. This drives the assessment of our risk, the delivery of our services, evaluation of our outcomes and provides organisational assurance.

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

Warwickshire County Council Plan and Integrated Planning

Our CRMP supports the Council Plan and is presented as part of the integrated planning approach. This joined-up approach across the Council enables us to tackle the complex, inter-connected challenges, and to maximise the opportunities, facing Warwickshire. A core aspect of this approach is the production of a suite of Core and Supporting Strategies, and Our Strategy will form one these.

NFCC Strategic Risk Management Process



Risk Analysis

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

Prevention, Protection and Response Strategy

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

Delivery Plan

Our Delivery Plan identifies the key actions that we undertake over 12-24 months to support the delivery of our Strategy.

Team Plan

Our Team Plans are annual, and they describe in more detail the specific activities that teams carry out to support our Delivery Plan.

Appraisal

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



Why we need a Strategy

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

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

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



Warwickshire Current Risk Analysis

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

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

Warwickshire Fire and Rescue Service Definition of Risk (National Fire Chiefs Council - NFCC)

RISK

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

COMMUNITY RISK

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

Thematic Risks

Our risk analysis has identified the following thematic risks.

Change in Demographics Profile

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

- People over 65 years of age
- People living alone
- Smokers
- People living with disabilities
- Those without smoke alarms
- Individuals with drug or alcohol dependency
- Those living with mental health conditions

Ageing Population

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

Isolation & Loneliness

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

Mental Health & Wellbeing

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

Climate Change

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

The Built Environment

Protecting our buildings, local businesses and places of heritage

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

Network & Infrastructure Developments

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

Terrorism

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

National Resilience Capability

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

What we are focussing on

WFRS Integrated Approach

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

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



Prevention

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

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

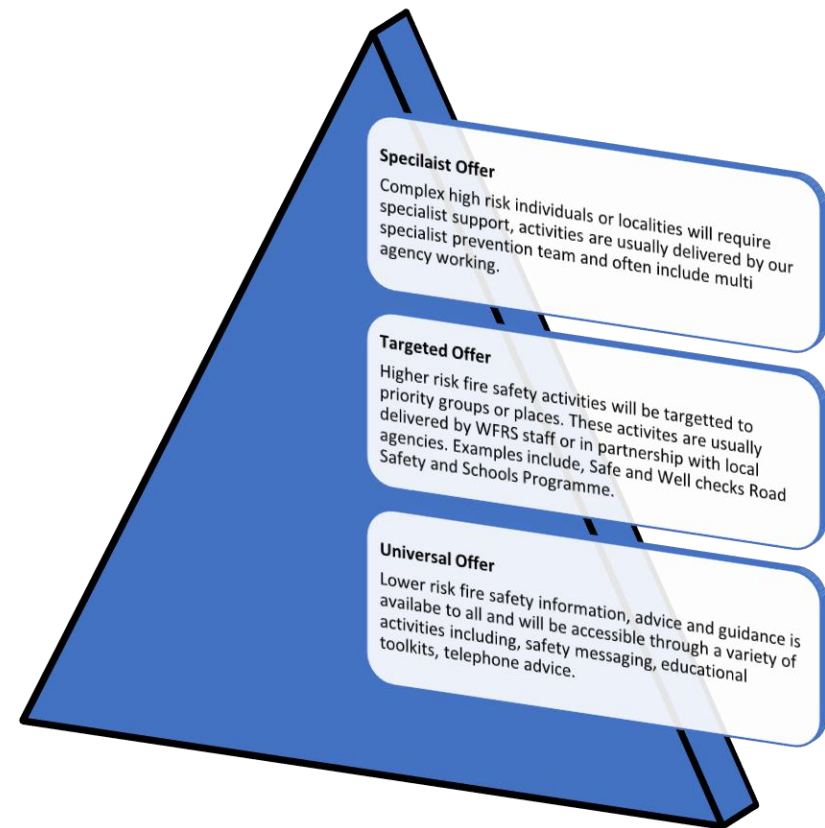
Prevention Priorities

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

- We are identifying the most vulnerable people in our communities and improving their safety, health, and wellbeing through targeted prevention activities directly linked to vulnerability and risk.
- We are ensuring that our people and relevant partners have the necessary skills and capabilities to deliver a wide range of prevention activities to improve community safety.
- We are adopting a collaborative approach, sharing information, and learning with relevant stakeholders and partners to improve organisational performance and community safety outcomes.

- We are pro-actively engaging with and supporting relevant partners in reducing identified community risk, for example road traffic collisions.
- We are ensuring that our people can act on safeguarding concerns and have the necessary skills and knowledge to do so.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

Prevention Offer



Protection

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

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

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

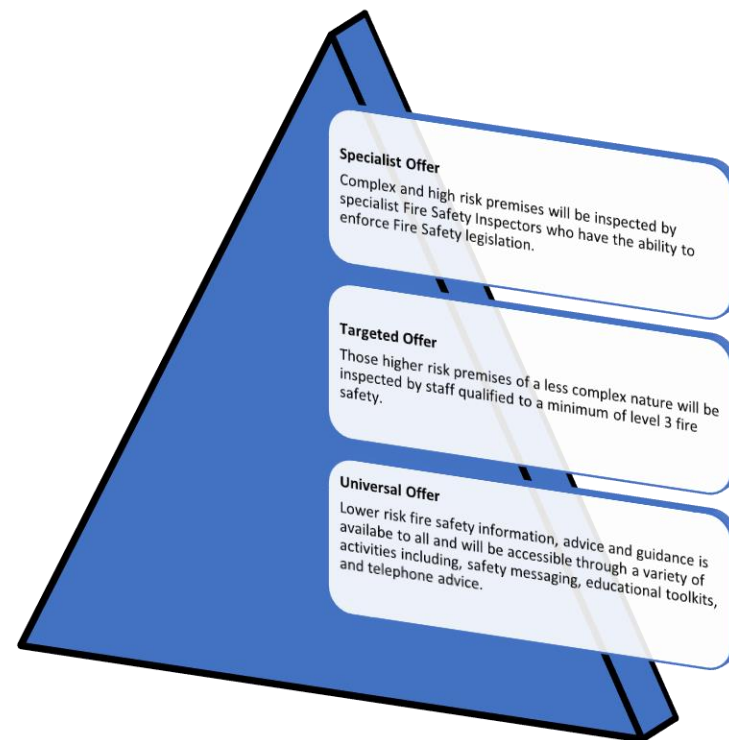
Protection Priorities

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

- We are identifying those premises that pose the greatest risk and effectively targeting our resources to protect the built environment.
- We are ensuring accurate risk information is available to those that need it when they need it.

- We are strengthening our specialist Fire Protection capacity to ensure that we have a sustainable staffing model.
- We are developing our people to utilise more of our workforce to reduce community risk.
- We are supporting businesses to help themselves and encourage a strong fire safety culture.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

Protection Offer



Response

All Fire and Rescue Authorities have statutory responsibilities for:

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

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

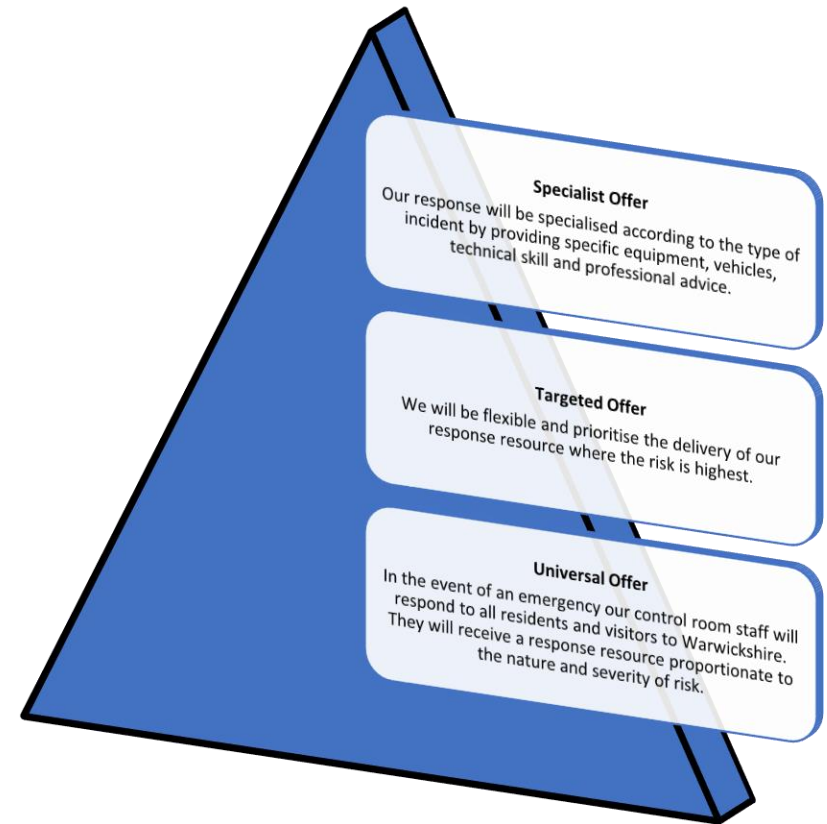
Response Priorities

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

- We are resourcing to risk, to provide a risk based, effective and efficient response because our communities expect us to be there when they need us.
- We are ensuring our people have the necessary skills and competencies to deliver Prevention, Protection and Response activities because we are committed to keeping our community and people safe.

- We are strengthening our specialist response capability and developing our people in response to the broadening nature and increasing variation of the types of incidents we attend.
- We are ensuring accurate risk information is available to those that need it when they need it.

Response Offer



How we are delivering this Strategy

Our Values, Behaviours & Ethics

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

NFCC Core Code of Ethics



WCC Values	WCC Behaviours	NFCC Core Code of Ethics
<ul style="list-style-type: none">•High Performing•Collaborative•Customer Focused<ul style="list-style-type: none">•Accountable•Trustworthy	<ul style="list-style-type: none">•Do what we say•Help people and communities to find their own solutions•Move with purpose and energy•Build strong working relationships•Focus on solutions•Be the best we can be	<ul style="list-style-type: none">•Putting our communities first•Integrity•Dignity and respect•Leadership•Equality, diversity and inclusion

Enabling Services

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

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

Our People

- Training & Development
- Occupational Health
- Health & Safety

Our Operations

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

Our Support Services

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

Our Approach

By 'cross cutting' we mean areas of practice that will be embedded within the delivery of Our Strategy. These themes will provide the assurance that we are delivering our priorities in the right way.

Risk

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

Ethics

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

People

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

Sustainability

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

How we know we are getting it right

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

Independent Assessment

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



Supporting Information

Warwickshire County Council Plan

Community Risk Management Plan

Warwickshire Risk Profile

Fire and Rescue National Framework for England

Fire Services Act 2004

National Fire Chief Council CRMP Strategic Framework

Fire Vision 2024

National Fire Chief Council Fire Standards