

Resources and Fire and Rescue Overview and Scrutiny Committee

26th June 2024

WFRS Resourcing to Risk

Recommendation

That the Overview and Scrutiny Committee considers and comments on the proposed Resourcing to Risk service delivery model.

1 Context and Background

- 1.1 A review (known as Resourcing to Risk) of Warwickshire's Fire and Rescue Service's (WFRS) operational model was commissioned by the Chief Fire Officer (CFO) as part of a risk management review. The primary objective of the review was to assess whether our firefighters and fire engines operate in the right way, at the right time and in the right place. The outcome of this review provided evidence to inform change to ensure that our resource provision is aligned most effectively to the risks and demands in all parts of Warwickshire.
- 1.2 Further to the Resourcing to Risk review, an alternative delivery model (Model 2a) was proposed and subject to an extensive consultation process. Having considered all the responses to the consultation, an alternative operational model, "Model A" is now being proposed for implementation. This OSC report presents the rationale for Model A, specifically how it addresses risk and how community and stakeholder concerns have been considered and reflected.
- 1.3 This report provides the OSC with an opportunity to comment on Model A prior to Cabinet making a decision on changes to the operational resourcing model for WFRS.

2 WFRS - Statutory Duties & Community Risk Management Planning

- 2.1 The Fire and Rescue Services Act 2004 and the National Framework for Fire in England explain the duties of Fire Authorities. These range from making provisions for duties like Fire Safety and Firefighting through to establishing plans to mitigate all reasonably foreseeable Fire and Rescue Service risks.
- 2.2 To demonstrate how they will achieve this each Fire and Rescue Authority has a statutory duty to produce a Community Risk Management Plan (CRMP). The CRMP must identify and assess all reasonably foreseeable Fire and Rescue Service risks and put in place arrangements to manage these risks. WFRS's CRMP sets out the current and foreseeable risks to our communities and how WFRS intends to manage them.

2.3 FRSs must also be able to demonstrate how Fire Protection, Fire Prevention, and operational Response activities have been and will be used collectively to prevent and/or mitigate fire and other incidents.

3 Current Resourcing model

3.1 The current WFRS resourcing model consists of 17 stations across the County.

3.2 Nine of the current stations have only On-Call fire engines (Bidford, Henley-in-Arden, Wellesbourne, Fenny Compton, Shipston-on-Stour, Southam, Kenilworth, Bedworth and Polesworth). An on-call fire engine is crewed by on-call firefighters who respond from home or work to station within 5 minutes.

3.3 Stratford has an On-Call fire engine in addition to a fire engine that is available and crewed at the station 24 hours a day, 7 days a week.

3.4 Coleshill has an On-Call fire engine in addition to the Peak Demand Plus fire engine. The Peak Demand Plus fire engine is a hybrid arrangement which is crewed by full-time members of staff who provide day-time cover from the station and night-time cover from home.

3.5 Two stations are crewed by full-time members of staff during daytime hours only (Gaydon and Atherstone). Atherstone also has an On-Call fire engine.

3.6 Five stations are crewed by full-time members of staff during the day and night. (Nuneaton, Rugby, Leamington, Stratford, Alcester).

3.7 The current location of resources is shown on the maps in Figure 1 below.

4 Performance

Current On-Call availability

4.1 On-Call fire engines are crewed by firefighters living or working within 5 minutes of the fire station, who respond to incidents when alerted. Firefighting is their secondary employment. WFRS have 12 On-Call fire engines based at On-Call fire stations across the County. On-Call personnel can book on and off duty throughout a 24-hour period making it difficult to forecast accurately when On-Call fire engines are available.

4.2 Despite significant interventions, On-Call availability continues to decline. Interventions have included an end-to-end review of On-Call recruitment practices, increases in On-Call initial training courses and the introduction of dedicated On-Call support officers. Warwickshire-wide average availability of On-Call fire engines during 2023/24 was as follows:

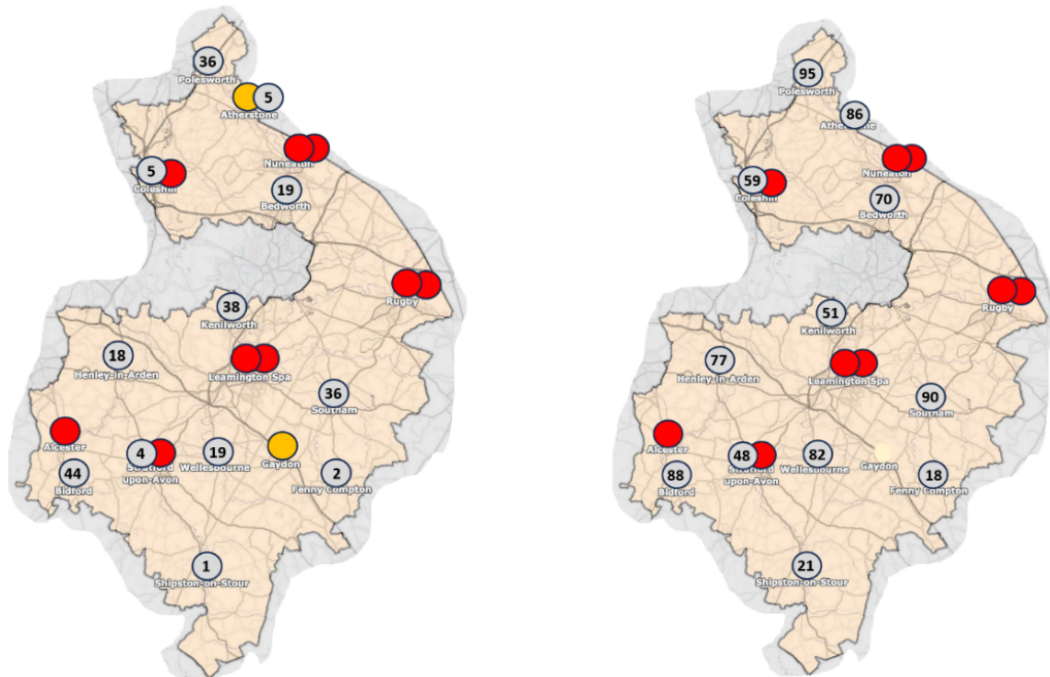
| | |
|------------------------------------|------------------|
| 24-hour annual average % 2023/24 | 42% availability |
| Daytime annual average % 2023/24 | 19% availability |
| Nighttime annual average % 2023/24 | 65% availability |




4.3 This low level of availability impacts negatively on response times and community safety. Availability is highest at night when activity levels (Prevention, Protection and Response activity) have reduced, and they are at their lowest in the daytime when activity levels are highest. It should be noted that 80% of all Prevention, Protection and Response activity takes place during the day.

4.4 The maps below (Figure 1.) show the current resource configuration in WFRS and On-Call availability at individual locations. The numbers in the grey circles indicate the percentage of the time that an On-Call fire engine is available at each location to respond to life and property incidents (showing average for 12 months from May 2023 – April 2024).

Figure 1.

Day time availability (0700 -1900hrs) Nighttime availability (1900 - 0700hrs)



| | |
|---|--|
|  | Wholtime 24/7 fire appliance |
|  | Wholtime day (0700 – 1900 hrs) fire appliance |
|  | On Call fire appliance - number indicates availability as a percentage (average, May 2023 - April 2024, 12 months) |

4.5 The challenge of declining On-Call availability is something that is reflected nationally within The State of Fire and Rescue report¹, this states:

¹ His Majesty's Inspectorate of Constabulary and Fire and Rescue Services State of Fire Report 2023

'Of the 41 services that have On-Call availability figures, 80% (33 services) have shown a decrease in the availability of their On-Call staff between the financial years 2021/22 and 2022/23. This decrease in numbers of On-Call staff is concerning and services are having to think innovatively about how they intend to tackle this problem.'

- 4.6 If On-Call availability continues this current downward trajectory then response times will increase as full-time fire engines will have to cover longer distances more frequently to attend incidents in areas where On-Call fire engines are not available.

Current response times

- 4.7 The current WFRS attendance time performance targets are based on the first fire engine responding to P1 and P2 life risk incidents within 10 minutes on 75% of occasions. WFRS' current performance is 65%.
- 4.8 P1 are incidents which pose an immediate threat to human life. Examples are persons trapped in building fires and road traffic collisions.
- 4.9 P2 are incidents which pose a serious hazard and high-risk threat to life. Examples are building fires or explosions.
- 4.10 WFRS's response attendance targets to P1 and P2 are not being achieved and it is not considered possible that they can be achieved within the current operational resource model.

4.11

| First Fire Engine Attendance Times | | | | | | |
|------------------------------------|--------------|-------------|-----------------------|-------|-----------|---------------------|
| | Service Wide | North Warks | Nuneaton and Bedworth | Rugby | Stratford | Warwick/ Leamington |
| Current Average Attendance Time | 10.37 | 11.09 | 8.34 | 9.18 | 11.45 | 8.48 |

Current resilience provisions

- 4.12 In addition to the challenges outlined above, WFRS recognises the impact of climate change on incident type and longevity. It is recognised that spikes in weather incidents, e.g., flooding and wildfires, present a short-term resource demand on Fire and Rescue Services (FRS). It is also recognised that these types of incidents are expected to increase in number as the impact of climate change continues to intensify. It is also essential to have the capacity to manage major incidents where significant resources are required.

- 4.13 Furthermore, as these types of events will be impacting on all Fire and Rescue Services, the potential to be supported by neighbouring Fire and Rescue Services via mutual aid agreements is expected to be more limited.
- 4.14 In its current operational resourcing model, WFRS has limited ability to call back operational firefighting teams in a guaranteed way to assist at such incidents.

Day Crewed Plus (DCP)

- 4.15 Within the current resource model, the Day Crewed Plus (DCP) shift system is operated at Leamington, Stratford, and Alcester Fire Stations.
- 4.16 The DCP system involves firefighters/officers working up to 72-hours without going home. Stand down periods whilst at work are used to manage fatigue.
- 4.17 The Day Crewed Plus (DCP) shift system is not nationally accepted and has been subject to legal challenge nationally. It is widely considered within the fire sector that this system is not sustainable into the future.

Summary of the Current operational model and its impact on performance

- 4.18 Given the performance challenges identified within the recent CRMP review, risk analysis and Resourcing to Risk review, WFRS has highlighted four main challenges that need to be addressed to ensure that the delivery of statutory duties is carried out in an effective and sustainable way:
- 4.19
- **Challenge 1** - WFRS has more fire engines available at night than in the day even though activity (Prevention, Protection and Response) is highest during the day.
 - **Challenge 2** - On-Call availability, in its current form, is declining locally and nationally, raising challenges around sustainability.
 - **Challenge 3** - Response time targets are not being achieved.
 - **Challenge 4** - The Day Crewed Plus (DCP) shift system is not accepted within the Grey Book (firefighters' terms and conditions of employment) and has been subject to legal challenge nationally.
- 4.20 Given the challenges and current performance, WFRS recognises that no change is not an option.
- 4.21 In order to address the key challenges and as an outcome of the Resourcing to Risk review, including independent analysis, four delivery model options were produced. All aimed to align risk, demand, and productivity levels with effective deployment of resources.

4.22 In November 2023, the Cabinet made the decision to consult on Option 2a. The public consultation ran for 13 weeks between December 2023 and March 2024

5 Option 2a

5.1 Option 2a placed fire engines in the locations where incidents are most likely to occur and at the time of day when they are most frequent.

5.2 Option 2a provided an option to transition On-Call to evening and 'surge' shifts and create a more reliable shift system when risk is highest.

5.3 Evening shifts would see Firefighters working on a part time basis for four hours, between 18:00 and 22:00 each evening, responding from a designated fire station.

5.4 Surge shifts would see Firefighters respond to an alert to support emergency response for major incidents, including extreme weather events. Based on data this would happen approximately 4 times per year.

5.5 Option 2a removed Day Crewed Plus.

6 WFRS - Consultation Approach

6.1 The consultation on Option 2a ran for 13 weeks between December 2023 and March 2024. This period also included a significant amount of internal engagement with staffing groups, teams, individuals, and all representative bodies.

6.2 Elements within the consultation included:

- 1,212 digital responses and 67 paper copies resulting in 1,279 consultation responses in total.
- 209 Emails, questions and queries. 84 of these were formal responses to the consultation.
- WFRS published responses for 231 separate FAQ questions.
- 1 Podcast produced which was downloaded over 525 times; R2R video watched over 1,000 times; R2R webpages viewed 3,503 times.
- Multiple press and news briefings
- 7 public consultation meetings took place throughout the County.
- 357 people attended the public consultation meetings.
- 8 parish/town council meetings attended in person.
- 28 workshops with WFRS staff
- 2 sessions during which staff presented their ideas.
- 242k impressions of R2R content on social media, reaching 198k users.
- Social media activity (Our social media posts were used to signpost people to complete the consultation):
 - 2.7k link clicks
 - 223 comments

- 433 reactions, and
- 577 shares

6.3 Key themes emerging from the consultation:

- Increase in response times or distances.
- Coverage or capacity to attend incidents.
- Danger, threat to life and safety.
- Disparities between day and nighttime cover, notably at night.
- Urban and rural differences.
- Impact of increased housing/population on capacity.
- Disparities between north and south cover.
- Staffing/shift patterns (Surge / On-Call); including keep On-Call, keep On-Call at certain stations, improve current on-call system.

6.4 Analysis of all consultation responses was undertaken by the Council's Business Intelligence Service. A set of key themes were identified and are captured at Appendix 1.

7 Response to the consultation

7.1 WFRS has considered the suggested alternatives/amendments offered through the consultation and assessed them against an assessment criteria (Appendix 2).

7.2 A stakeholder group, consisting of professionals across a range of disciplines including Fire and Rescue Operations, Community Risk Management Planning, Human Resources, Legal, and Communications created a set of devised assessment criteria based on the four key challenges for approval of the CFO. (1.33 above).

7.3 As a result of the process, a revised model, Model A, was created.

8 Way Forward

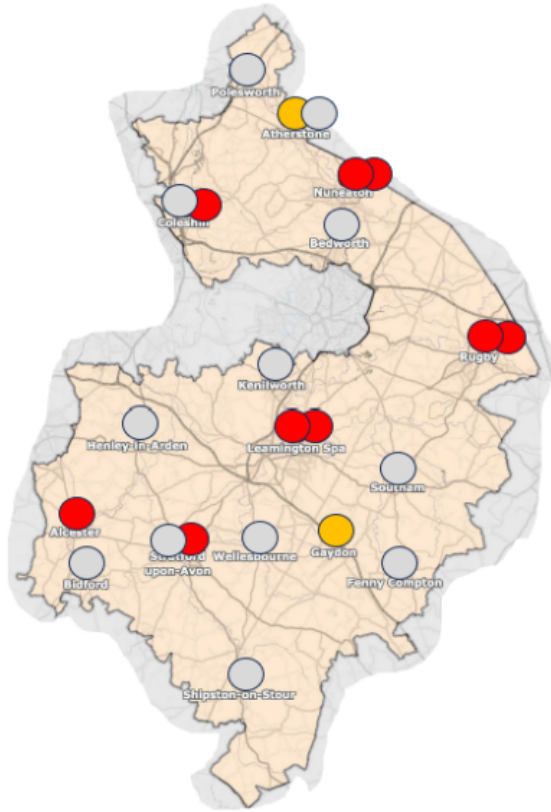
8.1 Having taken into account the feedback from the consultation exercise including staff and representative bodies, and the views of the stakeholder group, the Chief Fire Officer recommends the adoption of Model A shown in Figure 2. Model A ensures that WFRS can meet its obligations in keeping Warwickshire's communities safe, by:

- Aligning resources to activity levels and risk - more fire engines are available during times of higher activity which requires a WFRS response.
- Modernising the On-Call model and using this at nighttime only on a contracted basis.
- Improving the average response times across the County overall for first and second fire engines.
- Increasing the ability of WFRS to deliver Prevention and Protection activity by 27% further reducing community risk.
- Removing shift systems which have been the subject of legal challenge.

- Building in a level of resilience to deal with future and emerging risks e.g., climate change.

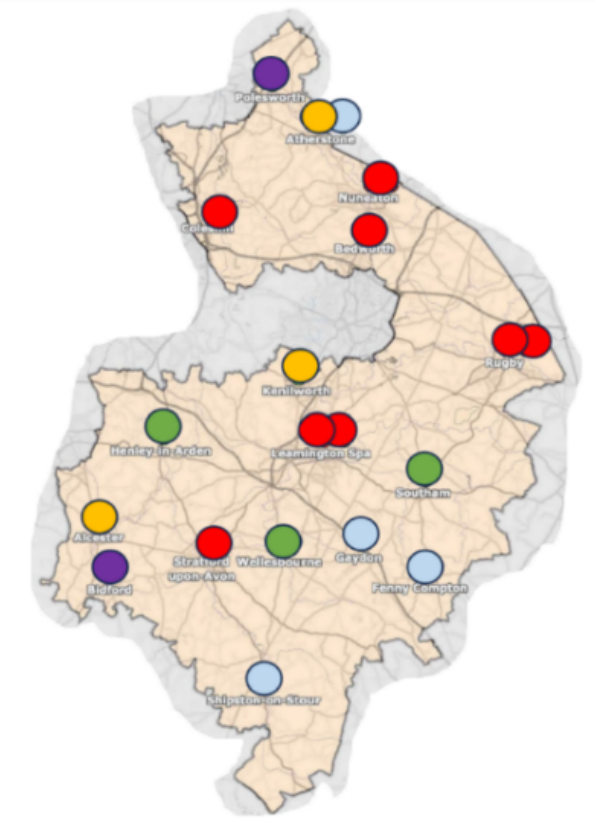
Figure 2.

Current Resource Configuration



| | |
|---|---|
| ● | Wholtime 24/7 fire appliance |
| ● | Wholtime day (0700 – 1900 hrs) fire appliance |
| ● | On Call fire appliance |

Model A



| | |
|---|---|
| ● | Wholtime 24/7 fire appliance |
| ● | 24/7 fire appliance: Wholtime day (0700 – 1900 hrs) Contractual night time on-call (1900 – 0700 hrs) (On-call fire appliance with 5 minute turn in time) |
| ● | Wholtime day (0700 – 1900 hrs) fire appliance |
| ● | Contractual night time on-call fire appliance (1900 – 0700 hrs) (On-call fire appliance with 5 minute turn in time) |
| ● | Resilience fire appliance |

Model A - Use of On-Call

8.3 The HMICFRS national report ‘The State of Fire and Rescue 2023’ states:

‘Most services we have inspected so far in this round are negatively affected by long-standing problems with availability of On-Call staff, particularly during traditional office hours. The On-Call duty system is facing decline and is becoming unsustainable.’

- 8.4 Option 2a proposed the replacement of the on-call model with Surge shifts and Evening shifts due to the challenges with sustaining the on-call model, particularly in the daytime when activity levels are highest. However, feedback during public consultation expressed concern about the availability of night-time cover, especially in the more rural areas, and suggested that it is easier for people to carry out On-Call duties at night when they are at home. A commitment was shown by some on-call firefighters to maintain this model at night.
- 8.5 This is evidenced in our current availability figures which show a significantly higher level of On-Call availability at night. Availability during the day is significantly lower, inconsistent, and not guaranteed.
- 8.6 Crucially, Model A includes “contracted” On-Call personnel to provide cover at night therefore guaranteeing fire engine availability at night. This is a fundamental change in relation to the expectation placed on current On-Call availability which is not based on a night time only contractual relationship.
- 8.7 Moving forward, and in response to the consultation responses, Model A proposes that the On-Call shift system will not be used during the day, when activity is higher, as is currently the case, but will be contracted during the night, at the following locations:
- Polesworth
 - Henley-In-Arden
 - Wellesbourne
 - Southam
 - Bidford-On-Avon
- 8.8 The selection of these locations provides the best possible distribution of contracted On-Call to support evening availability, response times and increased resource, particularly in the South of Warwickshire.
- 8.9 In relation to having contracted nighttime only On-Call, this provides us with a real focus on On-Call availability at night only. This enables greater focus in relation to recruitment and retention, locations and time of the day.

Model A - Evening shifts

- 8.9 Model A also sees the removal of evening shifts that formed part of the Option 2a proposal that was consulted on. The feedback from the public consultation and engagement with WFRS staff identified that the introduction of evening shifts would not provide a clear enough work/life balance and would prove difficult for current On-Call members of staff to work.
- 8.10 Instead, Model A introduces 4 additional full-time day crewed fire engines which ensures that day-time availability is improved. These will be located at:
- Kenilworth
 - Henley-In-Arden
 - Wellesbourne

- Southam

8.11 WFRS will review this position on an annual basis in-line with our Community Risk Management Plan to ensure future sustainability.

Model A – Resilience Teams

8.12 Option 2a proposed the introduction of ‘surge’ teams to provide greater capacity and resilience at times of major / exceptional incidents. Feedback throughout the public consultation indicated that the term ‘surge’ was not widely recognised or understood.

8.13 In the proposed Model A, the terminology of “Surge Teams” has been replaced with ‘Resilience Teams’.

8.14 The number of engines needed to fulfil these arrangements reduces from 8, as proposed in Option 2a, to 4 in Model A. This is still an additional 4 Resilience Teams when comparing to current model.

8.15 The Resilience Team arrangement will also equip WFRS to respond to emerging future risks associated with climate change.

8.16 The proposed 14 fire engines in the day and 13 fire engines at night, proposed by Model A, allow the service to manage the normal day to day levels of Prevention, Protection, Response and Resilience activity. There will be times when additional resources are required. The additional 4 resilience fire engines will enable WFRS to manage a less frequent large incident or where our resources are in high demand e.g., heatwave or flooding. This makes WFRS more resilient whilst also continuing our effective Mutual Aid agreements with our neighbouring Fire and Rescue Services.

8.17 A Resilience Team would be made up of a group of firefighters who would be allocated to one of our four resilience stations. They would need to be able to, when on resilience cover, respond to their allocated station within a maximum of 2 hours.

Model A – Addressing the 4 key challenges

8.17 **Challenge 1** - *WFRS has more fire engines available at night than in the day even though activity is highest in the day. Fire engine locations need to be optimised to align risk and demand.*

- Model A guarantees 14 fire engines in the day when activity is highest (an increase against the 12 proposed in Option 2a) and 13 fire engines at night when the risk is lower (an increase against the 8 proposed in Option 2a). This aligns resources to risk.
- The “Resilience Teams” enable the Service to have an additional 4 fire engines for a major incident or high levels of activity.
- These changes improve the average response times across the County for first and second engines.

- Model A aligns resource to community risk and operational demand leading to increased productivity and enhances Prevention and Protection activity through increased levels of available resources in the day.

8.18 Challenge 2 - On-Call availability, in its current form is declining locally and nationally raising challenges around sustainability.

- Model A introduces contracted On-Call availability at night and delivers a structured contracted arrangement that is more sustainable. This means that On-Call availability at night can be guaranteed.
- Maintenance of On-Call units at five locations at night on a contractual basis ensures a guaranteed level of resource availability during the night.

8.19 Challenge 3 - Response times are not being met.

- Model A will reduce the average response times for life and property incidents to under 10-minutes across the County overall when compared to the current service and also when compared to Option 2a which was consulted on. Model A is also an improvement on response times in 4 out of the 5 areas of the County when compared to Option 2a.

| First Fire Engine Attendance Times | | | | | | |
|------------------------------------|--------------|-------------|-----------------------|-------|-----------|--------------------|
| | Service Wide | North Warks | Nuneaton and Bedworth | Rugby | Stratford | Warwick/Leamington |
| Current | 10.37 | 11.09 | 8.34 | 9.18 | 11.45 | 8.48 |
| Option 2a consulted on | 10.20 | 11.02 | 7.59 | 9.07 | 13.49 | 9.20 |
| Model A proposed | 9.39 | 11.28 | 7.32 | 8.59 | 12.02 | 8.21 |

- In areas where there is an increase in response times, these response times are guaranteed in Model A and are not subject to the risk of further degradation due to fluctuating and decreasing on-call availability. Response times cannot be guaranteed under the current operating model. Resources are configured to provide the fastest response times where the activity levels are the highest.

8.20 Challenge 4 - The Day Crewed Plus (DCP) shift system is not accepted and has been subject to legal challenge nationally.

Model A sees the removal of the DCP shift system which is not nationally accepted by the representative bodies and has been the subject of legal challenge.

9 Financial Implications

9.1 Model A requires additional revenue investment of circa £0.556m per annum for the duration of the 3-year Community Risk Management Plan period, starting from 2025/26. This will be kept under constant review for effectiveness

and value. A Fire and Rescue Service needs to review its CRMP every 3 years or when risk changes.

- 9.2 Should a decision be taken by Cabinet to implement Model A, funding of £0.556m a year must be identified for three years for the duration of the Community Risk Management Period. This cannot be met from existing budgets and would need to be found from reserves, specifically the Revenue Investment Funds.
- 9.3 Given the financial challenges facing all Councils, particularly the ongoing demand and cost pressures across services, consideration needs to be given to the risks associated with committing these reserves ahead of the wider MTFS refresh which would reduce the total amount available to mitigate financial risks and pressures elsewhere, and invest in transformation.
- 9.4 An estimated one-off capital funding of £600,000 will be required to modify station facilities to enable 24/7 working where this is introduced. This will be a request into the Capital Investment Fund. There is significant pressure on the Capital Investment Fund and any such allocation would increase this pressure, and may require changes to be phased across two or more financial years

10 Environmental Implications

- 10.1 There are not considered to be any detrimental environmental implications of the resourcing to risk proposals as set out in this report.
- 10.2 The risk-based resource configuration enables early interventions at fires, restricting the ability of smaller fires to grow into larger fires, and a more rapid-fire suppression, resulting in lower contaminants entering the environment.
- 10.3 The resilience team arrangement will enable WFRS to respond to emerging future risks associated with climate change, providing a guaranteed resilience level that can be bought in to maintain response during incidents like wildfires and flooding.
- 10.4 The delivery model increases available training time for staff for climate events and adaptation, such as more prolific flooding and wildfires.

11 Timescales associated with the decision and next steps

- 11.1 The comments provided by OSC will be considered in the context of the challenges currently being faced by WFRS and the proposals detailed within this report. Feedback will help shape the final report that is presented at Cabinet for a decision.
- 11.2 Should the decision be taken by Cabinet to implement Model A, this will be achieved in full within 12 months, with a phased implementation during that time.

11.3 Any changes required to the CRMP as a result of the decision made by Cabinet will need to be approved by full Council as the CRMP is part of the policy framework.

Appendices

Appendix 1: Table to show key themes from the public consultation feedback.

Appendix 2: Assessment Criteria

Appendix 3: Response to themes arising from the public consultation.

Appendix 4: Equality Impact Assessment

Background Papers

None

| | Name | Contact Information |
|--------------------|---|----------------------------------|
| Report Author | Sally Waldron | Sallywaldron@warwickshire.gov.uk |
| Chief Fire Officer | Ben Brook – Chief Fire Officer | benbrook@warwickshire.gov.uk |
| Executive Director | Mark Ryder – Executive Director for Communities | markryder@warwickshire.gov.uk |
| Portfolio Holder | Andy Crump – Portfolio Holder for Fire and Rescue | andycrump@warwickshire.gov.uk |

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

Local Member(s): N/a – county wide matter

Other members:

Appendix 1: Table to show key themes from the public consultation feedback.

| Key Theme Summary |
|---|
| Increase in response times or distances. Reduced coverage and capacity of stations to attend incidents and danger to life and safety. |
| Reduced nighttime cover |
| Specific rural risks |
| Impact of increased housing/population on capacity |
| Reduced cover in the south of the County. |
| Impact of Warwickshire's busy road network on capacity and response times |
| Staffing/shift patterns (Surge / On-Call) |
| Continue with current system/do not make changes. |
| Proposal is a cost-cutting exercise |
| Queries or criticisms of data or data modelling |
| Concerns about staff welfare, morale, and retention/migration. |
| Increase the number of resources and staff. |
| Increase engagement with certain groups. |
| Full station availability all day. |

Appendix 2: Assessment Criteria

Warwickshire Fire & Rescue Service Resourcing to Risk Assessment Methodology

The Key Issues

Any proposals need to address the key issues identified within the Cabinet paper and Public Consultation.

1. Guaranteed fire engine availability needs to match risk and activity levels.
2. Performance targets for attendance times to incidents are not being met.
3. On-call fire engine availability is reducing and raises challenges around sustainability.
4. Some of WFRS's shift systems are not nationally accepted and other shift systems are not sustainable into the future.

Assessment Criteria – Stage 1

| Assessment | Yes | No | Comments/Evidence |
|---|-----|----|-------------------|
| 1. Does this proposal deliver improved services and outcomes for Warwickshire? | | | |
| Does this proposal optimise resource availability? | | | |
| Does this proposal increase resource availability between 8am-10pm where activity is at its highest? | | | |
| Does this proposal improve average response times (target mean average of 10 mins 20 sec)? | | | |
| Does this proposal provide opportunity to increase productivity? | | | |
| Does the allocation of resources within this proposal reflect the risk and activity levels? | | | |
| Does this proposal include data that supports an evidence base (i.e., risk analysis or themes from public consultation feedback)? | | | |

| 2. Is this proposal feasible (what is the possibility, capability, likelihood of accomplishing this proposal)? | | | |
|---|--|--|--|
| Does this proposal include feasible working patterns? | | | |
| Is this proposal legally compliant with grey book employment law? | | | |
| Is this proposal legally compliant with statutory obligations? | | | |
| Are the recruitment and retention requirements feasible? | | | |
| Does this proposal meet and maintain competence requirements (minimum 8 hours within 8-day cycle current benchmark)? | | | |
| 3. Is this proposal financially viable? | | | |
| Is this proposal achievable within existing financial resources? | | | |
| 4. Does this proposal improve resilience? | | | |
| Does this proposal improve resilience for major incidents and spate conditions? | | | |
| Does this proposal improve resilience for high demand? | | | |

Assessment Criteria – Stage 2

Any proposal fulfilling the stage 1 assessment will then be assessed using the impact assessment criteria within Warwickshire County Council Strategic Risk Management Framework.

| Financial Impact | Reputationa l | Safeguardin g | WCC Staff | Service Delivery (ORH Modelling) | Legal & Compliance |
|-------------------------|----------------------|----------------------|------------------|---|-------------------------------|
|-------------------------|----------------------|----------------------|------------------|---|-------------------------------|

Appendix 3: Response to themes arising from the public consultation.

| Theme Summary | Response |
|---|--|
| Increase in response times or distances. Reduced coverage and capacity of stations to attend incidents and danger to life and safety. | Increased number of guaranteed fire engines (14 fire engines in the day and 13 at night). Average response times across the County are improved particularly where the risk is highest |
| Reduced nighttime cover | 13 fire guaranteed fire engines available at night |
| Specific rural risks | Increased fire cover in the south of the county. For the Stratford districts this results in 4 fire engines in the day and 4 at night. |
| Impact of increased housing/population on capacity | 14 fire engines in the day and 13 at night. The risk analysis will be regularly reviewed to understand changes. |
| Reduced cover in the south of the county. | Increased fire cover in the south of the county. For the Stratford districts this results in 4 fire engines in the day and 4 at night. |
| Impact of Warwickshire's busy road network on capacity | 14 fire engines in the day and 13 at night positioned to best reduce risk. |
| Staffing/shift patterns (Surge / On-Call) | Surge fire engines (renamed resilience fire engines reduced from 8 fire engines to 4 fire engines. On-Call remains at night in a contracted way to maintain engines availability. 5Evening shifts have been removed. |
| Particular at-risk demographics | 14 fire engines in the day and 13 at night. Fire engines positioned to meet risk and activity. |
| Continue with current system/do not make changes | This is not possible due to the risks to the service and the Fire Authority. |
| Proposal is a cost-cutting exercise | This is not correct. If the revised Model A is adopted and implemented, this will see an investment. |
| Queries or criticisms of data or data modelling | ORH (credible and experienced emergency services modelling company) and data analysts have undertaken the data analysis. Mean |

| | |
|--|--|
| | average has been used and this reflects the fact that not all areas of Warwickshire have the same number of incidents. |
| Concerns about staff welfare, morale, and retention/migration. | This will be managed through the transition but any delay in implementation is likely to have a detrimental impact. |
| Increase the number of resources and staff. | 14 fire engines in the day and 13 at night. |
| Increase engagement with certain groups. | This can happen but there is national evidence to show this will not solve On-Call availability in the day. |
| Full station availability all day. | 14 fire engines in the day and 13 at night. |

