











**WARWICKSHIRE FIRE & RESCUE SERVICE
OUTTURN REPORT 2015/16**

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Key Headlines

-  Received 10,395 Emergency Calls
-  4,546 fire engines attended emergency incidents
-  Attended 3,306 emergency incidents
-  Acheived the agreed first attendance response standards target of 75%
-  Reduced the number of accidental dwelling fires by 10%
-  Rescued 7 people from fires
-  Extricated 138 people from vehicles following Road Traffic Collisions
-  Conducted 3595 Home Fire Safety Checks to vulnerable members of the community
-  Spoke to 12,648 children about fire safety
-  2312 year 12/13 students received Fatal 4 Road Traffic Collisions education

Introduction & Foreword from the Portfolio Holder and the Chief Fire Officer



“The Fire and Rescue Service continues to enjoy such high public regard, and rightly so. Whether it be national deployments like that seen at the Cumbria floods, or the minor emergency that is very routine to us but a catastrophe to those experiencing it, we are there and we perform. What we perform and where continues to be an ever changing picture and 2016 will most likely see a further widening of our role especially in respect of health and social care where we can further support those most vulnerable and those most in need out in our communities”

Chief Fire Officer – Andy Hickmott



Welcome to Warwickshire Fire and Rescue Service’s Outturn Report for 2015/16. This report details the key achievements of Warwickshire Fire and Rescue Service over the last 12 months and recognises the significant changes the Service has made during the period.

Our priorities remain to be:- 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 operationally assertive, confident and safe:- and doing our very best by ensuring that we are organisationally efficient and constantly seek improvements.

Whilst Warwickshire remains a safe place to live and work with fires in property and vehicles across the county continuing to follow a significant downward trend, we continue to look for opportunities to maintain the level of our service in the future. So far through our Transformation Programme and the 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 a fire and rescue service, we are continually evolving and the way we operate now, 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, increase how we work in collaboration with others to reduce costs and revise shift and crewing arrangements.

During the last year we made a number of changes to how we deploy our resources, the key achievements of which include the introduction of a new response point at Gaydon, improving fire cover across the south east part of the county during peak times whilst saving money. New crewing systems have been researched and implemented at Stratford and Alcester fire stations maintaining the 24 hour cover provided, whilst at the same time reducing the cost to the taxpayer. We have also invested in 5 new fire engines for the Service which are faster, hold improved fire fighting equipment, are more environmentally friendly and provide savings on procurement and running costs.

Our Purpose, Priorities and Values

Warwickshire Fire and Rescue Service's purpose is:

"Protecting the community and making Warwickshire a safer place to live"

At Warwickshire Fire and Rescue Service (WFRS) we have developed three key business priorities that support the delivery of this purpose:

- The Public Is Kept Safe
- Firefighters Are Kept Safe
- We Do Our Very Best

The diagram below maps out the underlying outcomes for our agreed priorities that underpin delivery of our purpose:

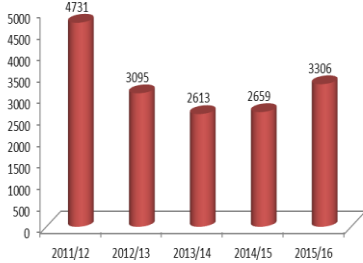
Core Values



We aim to provide operational response when the public needs us most and our purpose is to fight fires and undertake rescues, and, to take sensible measures to prevent incidents and protect our community. We are making good progress in delivering on our purpose to make Warwickshire safer; steady and sustained reductions have been made over a number of years to key performance indicators and a decrease in demand means that we are now attending fewer fires and false alarms; however road traffic collisions have increased over the last 3 years.

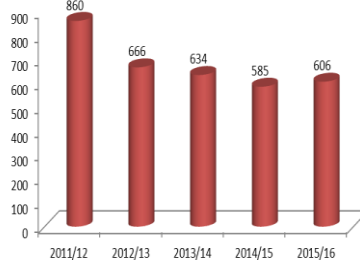
Our Performance

Total Incidents Attended



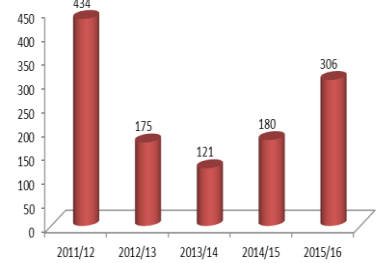
The total number of incidents the Service attended last year was 3306, 30% less than 5 years ago.

Property & Vehicle Fires



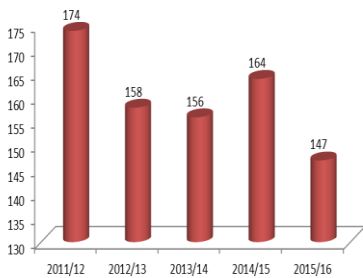
There has been a 30% reduction in fires in property and vehicles over the 5 year period.

Road Traffic Collisions



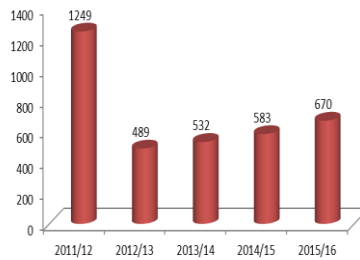
A change in the mobilising policy has seen the Service provide assistance at more Road Traffic Collision's, the Service attended 306 such incidents last year and performed 147 extractions.

Accidental Dwelling Fires



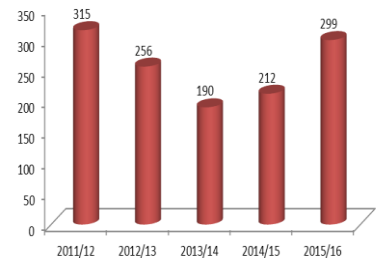
The Service has consistently been one of the best performing Services nationally for the number of accidental dwelling fires. There has been a 15% reduction across the 5 year period.

Deliberate Fires



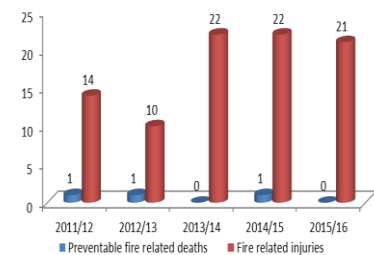
The total number of deliberate fires have reduced by 46% over the 5 year period.

Special Services



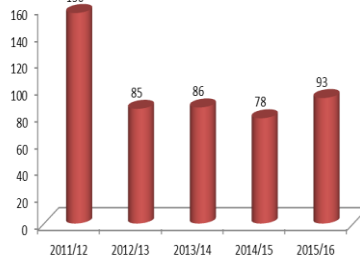
The number of special services attended have been relatively stable across the 5 year period with a small decrease of 5%.

Fire related injuries and preventable fire related deaths



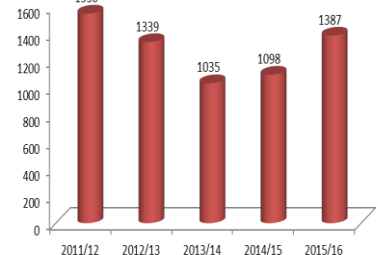
Last year the number of fire related injuries remained low at 21 and, encouragingly, there were no reported fire related deaths last year.

Non Domestic Fires



There has been a 40% reduction in fires in non domestic properties across the 5 year period. Last year the Service was the second best performing Service in England.

False Alarms



This category includes all false alarms caused by good or malicious intent and by automated false alarms. Over the last 5 years there has been an 11% reduction in the total number of false alarms attended.

The Public Is Kept Safe

The Service has a well established prevention strategy targeting those members of the community who may be at increased risk of fire. We help our businesses and communities, particularly the most vulnerable, to be safe.

Working with Young People

The Fire Service delivers a programme of fire safety education to all Warwickshire schools. The programme in Primary Schools is for pupils in year 1 and year 5; the content of each session is designed to meet the needs of each age group and the aim is to develop the children’s knowledge and understanding of fire safety behaviour and to provide them with survival skills in the event of a fire.

The Junior Fire Safety Champion Scheme is for year 5 and tasks pupils to use their fire safety learning to carry out a basic Home Fire Safety Check (HFSC) with the people at home.

Once completed, parents/carers sign and return the booklet to School. Teachers pass on all returns to the Service, who then send out certificates to each child. All forms are also entered into a monthly draw for a trophy and £25 WHSmith voucher. Last year, both Quinton Primary School and Lighthorne Heath Primary School achieved 100% return of their Junior Fire Safety Champion booklets and were both awarded with a fantastic trophy!

In targeted Secondary Schools, WFRS deliver a programme called FIRE! to year 7 pupils to raise awareness of the cost and consequences of arson together with general fire safety.

Road Safety Education

The Service works in partnership with Warwickshire County Council (WCC) Road Safety Partnership to deliver the “Fatal Four” education sessions within secondary schools and colleges across the County. The session aims to encourage safe driving habits with inexperienced drivers. This year will see Fatal Four becoming part of the award winning ‘Driving Ambitions’ which is the larger WCC Road Safety Education programme. This is an excellent recognition of the important role that the Fire Service can play in raising road safety awareness.

2312 Year 12/13 students received Fatal Four RTC education sessions

Crews have visited 210 schools and given fire safety advice to over 12,648 pupils

The Service attended 147 Road Traffic Collisions last year where 1 or more extrication was needed

During the last academic year the Service awarded 736 Junior Fire Safety Champion certificates



Sam Newton from the Canons C.E. Primary School was presented with a Junior Fire Safety Champion trophy and £25 WHSmith voucher as the winner of the monthly draw in February 2016

The Public Is Kept Safe

Fire Service Control handled 10,395 emergency calls last year

Crews attended 494 immediate life-risk incidents

Last year the Service attended 670 deliberate fires across the County

The BIKE team engaged with 4000 young people, children and families this year in Nuneaton & Bedworth and North Warwickshire



Fire Crews cutting up a vehicle to extricate the driver during a Road Traffic Collision



Fire Crews informing the local community on fire safety. Crews regularly travel around the county to give safety advice – especially to those most at risk.

Fire Service Control

Using information gathered from the caller alongside a range of sophisticated technology, Fire Control are able to evaluate each situation and dispatch the most appropriate fire appliances as well as other resources to deal with the incident. If further resources, specialised equipment or additional information is required at the incident, it is the responsibility of Fire Control to make sure these requests are implemented quickly and efficiently. Fire Control Operators are trained, where the situation requires it, to provide appropriate advice to Emergency callers to help keep them safe pending the arrival of firefighters.

Deliberate Fire Setting Prevention

WFRS works in partnership with Warwickshire Police to patrol deliberate small fires and Antisocial Behaviour (ASB) hotspots. The aim is to divert young people from starting small fires and educate about fire safety. Initiatives include teams on bikes who can access the harder to reach areas where fires are being set and talking to young people. The Arson Reduction Officer (ARO) will also undertake joint visits with Police and Rural Crime Co-ordinators to victims of arson to offer reassurance and deliver arson and crime prevention messages. They work with partners to share intelligence, and problem solve common themes such as car fires or fires in derelict buildings.

The Arson Reduction Team (ART) has worked with members of the public, partner agencies and private companies to reduce incidents in arson hotspots in Nuneaton and Bedworth. The team will also consult with building control around unsafe structures following arson.

The ART and Community Fire Prevention Team also carry out one to one work with young people and adults to deliver fire setter education work. They also work with young people who have received cautions or community resolutions for arson, working to educate and use restorative justice. The ARO works with Multi-Agency Public Protection Arrangements (MAPPA) and the Probation Service to advise on bespoke licence conditions for adult arsonists being released into the community on licence or temporary licence.

The Public Is Kept Safe

85 letterboxes for victims of domestic abuse or hate crime have been fitted by the Service this year

There were 147 accidental dwelling fires last year, 10% less than the previous year continuous efforts to raise awareness

The Service has delivered 3595 HFSC's to vulnerable people within our communities this year

There have been 21 fire related injuries and 0 preventable fire deaths reported across the year



Fire crews have recently carried out a home fire safety check for a Leamington resident, Stephanie who is visually impaired. A home fire safety leaflet in braille was provided to ensure that the resident could access all of the fire safety advice she needed.

Making Homes Safer

The Fire Service has, for many years, offered fire safety information to all members of the public. From delivering Home Fire Safety Check's (HFSC's), to raising fire safety awareness through the many local and national themed fire safety campaigns such as Summer/BBQ Fire Safety, Christmas Fire Safety, No Smoking Day and Gas Safety Week. These coupled with local issues that arise through the year all serve as a reminder to keep the public safe. The Service also offers a whole range of fire safety equipment to help protect the most vulnerable, such as flame retardant bedding or specialised smoke detection for the hearing impaired..

HFSC's are where Officers visit vulnerable people in their homes and offer free fire safety advice, often fitting smoke alarms at the same time. This programme of activity continues to work well. Fire crews across the county also provide enhanced HFSC's and letterbox fitting for victims of domestic violence and hate crime where there is a threat to life made.

Using both new and existing partnerships a new service called the 'Safe & Well' check has now been developed. The new service offers a person centred home visit to identify and reduce risk to the occupier(s). This expands upon the Services current HFSC, but includes advice and interventions that address other factors to further reduce fire risk, as well as improve health and wellbeing. Crews deliver advice and brief interventions on any possible risks they find, but more importantly, act as a point of contact to other partners to assist in reducing risks. These visits target the most vulnerable and will cover areas from slips, trips and falls, to winter warmth, to identifying personal isolation.

Child Protection and Safeguarding Awareness Training

Staff who have interaction with the public have received important awareness raising training on Child Protection and Safeguarding this year. The course was successful and staff quickly started applying the information they had learnt and felt more confident to raise any concerns they may have had to the Service Designated Safeguarding Lead.

The Public Is Kept Safe

The number of fires occurring in non domestic premises this year was 93 , an increase of 20% from the previous year, however an overall downward trend over 5 year period.

804 requests from landlords for a HFSC, 685 have been completed.

521 Full Fire Safety Audits have been completed this year.

Alongside the Full Fire Safety Audits there has been a total of 1534 other fire protection activities delivered.



The Service adopts a consistent approach to supporting businesses in complying with Fire Safety legislation and it is not uncommon for crews to visit larger scale businesses for inspections.

Landlords Initiative

With the introduction of “The Smoke & Carbon Monoxide Alarm (England) Regulations 2015”, Community Fire Safety formed working groups with all 5 district and borough councils across Warwickshire and WCC legal department. Community Fire Safety lead a countywide campaign to promote the new legislation and issue smoke and carbon monoxide detectors to landlords. The Service has created a tool for landlords to request free HFSC’s for their tenants. These requests are actioned by operational crews and Community Fire Safety.

Due to the success of this initiative WFRS will continue to work alongside borough councils and WCC legal team to ensure correct enforcement protocols are in place to keep tenants and other Warwickshire residents safe.

Fire Protection

The Fire Protection inspection team audit premises through an intelligence led risk based inspection principle which can be adapted to address both local and national trends. Their work helps raise awareness of the risk of fire in the workplace, ensures safety of employees and premise through help and advice and, if necessary, enforcement of legislation.

In addition to the full fire safety audits there are other fire protection activities undertaken which include Business Fire safety Checks, post fire audits, building regulation consultations, enforcement/prohibition action as well as inspecting under other legislation such as the Housing Act, Marriage Act and Licencing Act.

The Fire Protection department’s staff are working towards fire safety qualifications which align to The Chief Fire Officers Association Competency Framework. This will mean a consistent approach to supporting businesses in complying with Fire Safety legislation. Currently, a thematic inspection plan is being carried out which has a focus on care homes and vulnerable sleeping as well as licenced premises.

The Public Is Kept Safe

The first appliance has arrived on scene to life and property risk incidents within the agreed time on 75% of occasions therefore achieving target

The second appliance has arrived on scene to life and property risk incidents within the agreed time on 78% of occasions

81% of life and property risk emergency calls were handled by Fire Service Control within 90 seconds

Wholetime engine availability was 98% last year and RDS appliance availability was 76%

Service Emergency Response Standards

The Service continually reviews its performance against the recently introduced and improved Service response standards. The new standards aim to provide an equity of cover across the whole county and are measured by the type of incident we are attending - 1st appliance attending life risk incidents on 75% of occasions within 10 minutes, 2nd appliance attending within 15 minutes on 90% of occasions. The response model is adjusted accordingly, to ensure the best response is delivered within the available resources.

The decision to deploy station based Watch Commander in cars, rather than as an integral part of the crew of a particular fire appliance, has enhanced the Services ability to deliver prevention and intervention activities in areas that could not previously be reached by operational crews. It has also allowed more flexibility in the way that the officers are deployed to provide command and control at operational incidents. The Service will continue to revise and review this approach to ensure the best balance possible is achieved between operational efficiency and delivery of community safety messages.

Understanding the Risk in the County

The Service understands the risk across the county by developing a Warwickshire wide Risk Profile. The profile provides an evidence base for the proposals that are included in the Integrated Risk Management Plan. A full analysis of the county is undertaken which takes into account the levels of activity, the changing demographics across the county and any other emerging issue.

Acknowledging the different demographics across Warwickshire, local Risk Profiles are also developed to ensure that the prevention and intervention activities delivered by its operational crews are tailored to best address the risks in their local areas.



A Firefighter tackles a train fire. Quick response times are vital for incidents involving members of the public and the Service is always looking at ways to improve response times

Firefighters Are Kept Safe

It is important to the public and firefighters that we have fire engines available and crewed with the right number of appropriately skilled firefighters when needed. The Service values the staff working within it and seeks to ensure that they are operationally assertive and confident whilst feeling supported and engaged.

Training and Development

The Service delivers the best possible training and development to its staff to ensure they have the most up to date skills to keep safe when carrying out their roles. Over 3,000 training places have been made available, this has been achieved by offering a range of over 40 different initial and refresher courses designed to deliver the latest techniques available.

Recruitment of Retained Duty System (RDS) staff is a priority, and the DRASP (Dedicated Retained Applicants Support Programme) team are now firmly embedded within the organisation. This team focuses on the recruitment and support of RDS firefighters and is experiencing very positive results. This team has been recognised nationally as 'best practice' and work is being carried out with other Service's to use this as a model for all RDS recruitment across England, Scotland and Wales.

Occupational Health

The Services Occupational Health provision plays a vital role in ensuring that staff are fit and healthy both physically and mentally. They provide a combination of pro-active advice and health screening to reduce the likelihood of illness or injury, supporting and monitoring those that are affected. The Service has recently entered into an agreement with Team Prevent to deliver some aspects of the provision and shall monitor their performance and feedback from its staff over the next year.

Incident Monitoring & Incident Learning

Through the process of Incident Debriefs and Active Incident Monitoring, the Service gathers information about incidents and training exercises and actions any learning points accordingly. This is done either by direct departmental referral or by multi-departmental discussions at the Operational Assurance Group meeting.

Training and Development has a range of 40 different training courses which develop the skills of the firefighters

152 Debrief and Active Monitoring recommendations have been resolved with a positive outcome

33 Large-scale training exercises at high risk premises have been conducted this year

100% of competency checks have been completed by managers with staff having over a 96% level of competency



Firefighters giving each other a “buddy buddy check” this is to ensure that there are no exposed areas that could come in to contact with heat or flame and keep safety to a maximum.

Firefighters Are Kept Safe

99 % of staff , including senior managers, have successfully undertaken their Annual fitness tests this year

The total number of RIDDOR reportable accidents has dropped significantly from 9 to 2.

703 Site Specific Risk Inspections have been conducted by Crews this year

There have been 82 Near Misses recorded in the Service this year providing the opportunity for us to learn before a real accident happens



The Service will sometimes visit larger businesses in order to carry out a risk inspection; this is to insure the safety of crews if ever there were an incident to occur on site.

Health and Safety in the Service

The health and safety of our staff is a priority in the Service and high standards are achieved in this area. There has been a positive reduction in the number of adverse events which required reporting to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Two incidents in comparison with nine last year were reported during 2015/16, both of which were the result of personal injuries that required 'over 7 days' of absence from the normal place of work. Sickness levels are monitored and managed closely within the Service and staff are supported during any periods of sickness so they are able to return to work at the earliest opportunity. Overall the level of absence is low at 7.8 days per full time equivalent.

As part of the continuous work to improve fire fighter safety, the Service has invested in additional manual handling training. 14 members of staff including personnel from training, support departments and operational officers undertook the 'BTEC' Manual Handling training. This qualification gives personnel the competencies to train others within the Service in safe manual handling techniques. At present, Manual Handling injuries are one of our largest causes of injury to personnel.

Targeted approach to site specific risk information

If the Service is called to an incident at a premise with potential risks to both the public and the firefighters, it is important to be aware of those risks before arrival. To capture the necessary information the Service has introduced an intelligence based approach to premise risk inspections. Through analysis from national and local trends, it has identified premises most likely to be involved in fire, or that may cause harm to firefighters. From this data, site specific inspection lists are generated for fire crews with a view to producing risk information that can assist crews operationally. Information collected includes the layout of premise, storage of dangerous substances, potential construction hazards for firefighters. This information aids the Service tackle incidents in the most effective and safe way.

We Do Our Very Best

Within the Service we aim to be organisationally efficient and constantly look to make improvements, these are some of the things we have done this year.

New Duty Systems

The Service has introduced “Day Crewing Plus” (DCP) at Stratford and Alcester Fire Stations, maintaining a 24 hour response. The new crewing system helps delivery of the agreed response standards in that area whilst reducing the cost to the public by approximately 40%. As the system has proved to be so successful the Service is now looking to use this crewing system at other locations across the County. Benefits of using the DCP model have been realised including a cost saving of £350k per station, a reduction in sickness levels, improved staff morale and greater ownership.

Keeping Fire Engines Available

The Service continues to refine its flexible approach to the crewing of its fire engines to ensure that the right number of appropriately trained are staff available when needed. Using the GARTAN availability and forecasting systems, the Service can plan ahead to move staff between locations and duty systems and can call extra staff in when needed, using the Business Continuity Pool arrangements.

Through increased recruitment and better local support to RDS stations, the Service has steadily increased the availability of RDS fire engines during the periods of the day when they are most needed. The introduction of a Peak Demand Pump in the Gaydon area during the daytime has enabled the Service to improve its service in the south east of the county.

The Service is currently reviewing the crewing arrangements at Nuneaton, Coleshill and Rugby fire stations to ensure that the needs of the community can continue to be met, whilst also delivering the savings requirements.

RDS appliance availability is currently running at 76% for the year

Wholetime fire engine availability is 98% for the year, recorded downtime was due to defects on the engine which needed repairing

A 33% increase in risk reduction activity in the Alcester cluster has been achieved since the implementation of the Day Crewing Plus staffing model

There are 46 staff in the business continuity pool which helps with availability of crews throughout the county should a crew member take the day off due to holiday or sickness



Newly Recruited Firefighters partake in their initial training. This equips them with all the skills they need to respond to emergency calls and protect their communities.

We Do Our Very Best

100% of Risk Critical pieces of equipment has been replaced within a 24hour period.

100% of Non Risk Critical pieces of equipment have been replaced within the agreed timescale of 7 days.

The Service received 20 complaints last year and after investigation 3 were upheld, any necessary improvement activity has been delivered.

Customer satisfaction following an incident, a HFSC or a Fire Safety Audit is 100%.



One of the new Light Rescue Pumps procured by the Service this year and in use at Kenilworth, Wellesbourne, Bedworth with 2 others used as a spare and for driver training. Following the successful introduction of these vehicles, more will be rolled out across the Service in the future.

New Equipment

New Light Rescue Pump (LRP) fire engines have been introduced into the Service. The key benefits of these include significant savings on procurement and running costs, reportedly faster response times to emergency incidents, improved equipment for firefighters to utilise and are more environmentally friendly. New emergency response cars have been introduced into the Service to enable officers to respond to emergency incidents safely and quickly. New equipment carried on the vehicles includes latest generation Clan Lukas eDraulics cutting gear (electronic hydraulic rescue equipment). This new equipment is more powerful than before and is safer for firefighters to operate. It is also quicker to assemble and operate at Road Traffic Collisions (RTC's) and will help to reduce the time casualties get to primary care. Also, First Person On Scene (FPOS) kits which include trauma care and Automated External Defibrillator (AED) devices, enabling crews to give life-saving emergency trauma care to casualties at the scene of incidents; as well as treating cases with life-threatening heart problems. The asset tracking system has been improved. This will help to ensure that all operational equipment is maintained in accordance with manufacturer's recommendations and is always available for operational firefighters to use at incidents.

Customer Feedback

The Service has a process for requesting feedback from customers on 3 services we offer: after an incident, a HFSC, and a Fire Safety inspection at a non domestic premise

We use electronic surveys to measure satisfaction with aspects of the services which we use to drive improvement. The Service is proud to say that the customers who have replied to our survey have expressed 100% satisfaction with the service they have received.

Any complaints received by the Service are taken very seriously and investigated thoroughly. Historically levels of complaints are low and that has remained the case during the last year.

Our Finances

In 2015/16 Warwickshire Fire and Rescue Service had a budget of £19.8m to deliver its day to day services, including emergency response, prevention, protection and planning, and service support such as Health and Safety, Incident Command and Training.

At the end of the year the Service had £0.5m of earmarked funding left from this budget to carry forward to next year in order to complete a collaborative Fire Control project with Northamptonshire Fire and Rescue Service. This project will make the systems that provide our 999 response more robust, and will mean that the two services can provide back-up for each other when they are particularly busy.

There were other general underspends of £0.4m which will be used in 2016/17 to update, improve or replace a number of essential IT systems, and to ensure all of our staff receive the training they need to provide a high quality service.

The service also has a capital programme of around £12m to pay for longer term investment in the service, for example, to make sure the service has the right stations in the right locations with the right appliances and equipment to keep people safe.

This year, the service has spent over £1m on renewing its appliances, vehicles and equipment. It has also invested £0.8m on improving the fire stations at Alcester and Stratford, and plans more work at Leamington, Gaydon and Southam next year.

The Fire and Rescue Service has delivered savings this year of £0.624m through introducing different crewing arrangements at some of its fire stations, delivering efficiencies in spending on training and equipment, and revising its senior management structure.

The Service has invested over £0.8m in its Fire Stations at Alcester and Stratford to provide improved facilities for firefighters so that they can operate a “Day Crewing Plus” model, which provides an immediate 24/7 response but requires fewer staff to operate.



Firefighters outside Alcester Fire station – the newest station to adopt the Day Crewed Plus shift System. Firefighters, Craig Pillinger and Steve Williams recently represented Warwickshire Fire and Rescue Service at the 25th Anniversary of Brighton Pride.

We Said, We Did

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 response location in the Gaydon area, and this in turn has increased productivity on stations. The additional response point 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.

Looking To the Future – We Will

As funding reductions continue, we recognise that offering our communities the best service possible within budget will require further changes across the Service. In 2016/17 we will deliver further savings, whilst seeking to maintain our service to the public wherever possible. Changes will include the following:

- Introducing more efficient vehicles and equipment such as more Light Rescue Pumps (smaller, lighter fire engines);
- Further review of management structures, Service functions and structures;
- Introducing a new duty system at Stratford and Leamington Spa;
- Progressing plans to build our own training and development centre to provide effective and efficient training in house;
- Refurbishment of the Fire Station and the Service Headquarters at Leamington;
- Review further the role of Response Commanders within the Service;
- Making improvements to be more efficient or effective, particularly through better processes and use of ICT;
- Delivering a number of ICT developments including preparing for the emergency services mobile communication project (Airwave replacement), replacing the Premise Risk Information System and delivering the Joint Control Programme;
- Collaboration with other partners and agencies- To explore and develop collaborative working arrangements with partners e.g. other Fire and Rescue Services and other blue light services to achieve benefits for both Services;
- Involvement in Social Care Agenda - Explore opportunities to use Fire and Rescue Service capacity and expertise to improve wider community health and wellbeing outcomes.

The Service is also undertaking a comprehensive review of all our fire stations and resources, which will be part of the new Integrated Risk Management Plan in 2017. The Service will consult with the public during 2016 on further changes to the Service resulting from this review.

