



# Warwickshire Fire and Rescue Service: Resourcing to Risk

Proposal for a Service Delivery Model



**WARWICKSHIRE**  
**FIRE & RESCUE SERVICE**



**Warwickshire Fire and Rescue Service**

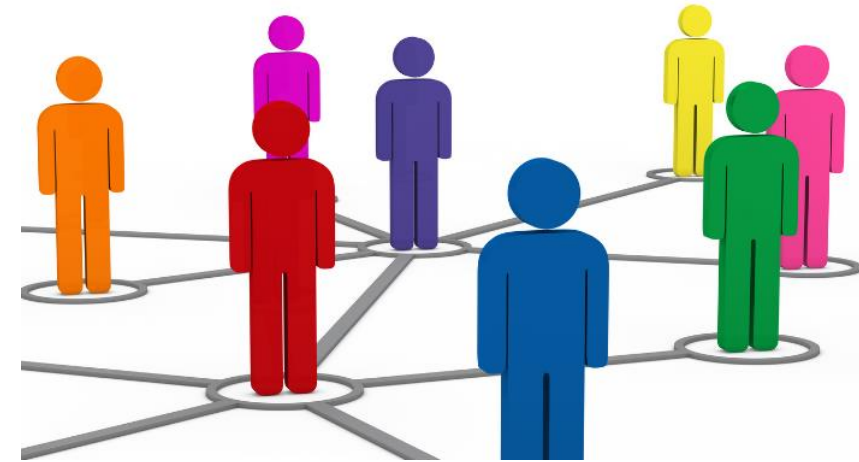
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# Resourcing to Risk

Resourcing to Risk (R2R) refers to the Service allocating its Prevention, Protection, and Response resources according to potential risks and hazards in Warwickshire.

It is essentially having the right people, with the right skills, at the right time, in the right place.

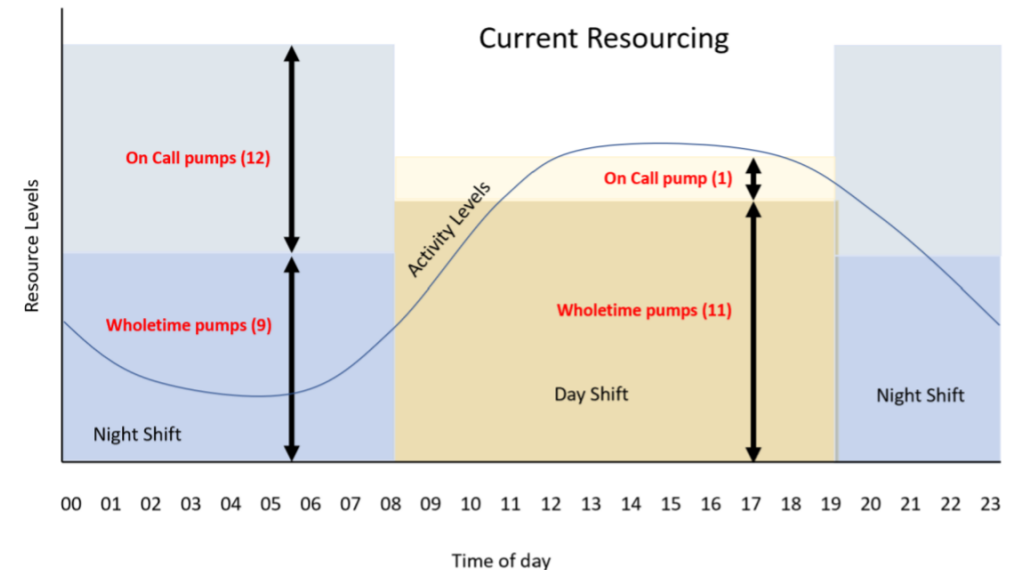


# Current Key Issues

Through its Community Risk Management Planning (CRMP) process, Warwickshire Fire and Rescue Services' (WFRS) risk analysis and subsequent validation process has demonstrated that the location of our fire stations generally match risk areas.

However, there are four key issues that are affecting the performance of WFRS and therefore community safety:

1. Resource configurations do not align to risk or demand
2. Attendance times to incidents countywide are not being met
3. On-call fire appliance availability is reducing significantly
4. Some of our shift systems are not nationally accepted and have been subject to legal challenge nationally.



# Activity Levels Analysis



Resource Levels

Activity Levels

**Between 0800 – 2200hrs**

100% of planned Prevention activity is delivered  
100% of planned Protection activity is delivered  
78% of Response activity is delivered  
89% of Response activity involving life and property  
68% of fire fatalities happen in this time period

00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23

Time of day

# Current performance measured against targets.

## Response Times

Target – 10 mins to P1 and P2 (life and property high risk) incidents on **75%** of occasions

Actual – 10 mins to P1 and P2 incidents on **64.3%** of occasions

This standard has not been met for over 4 years.



## Availability

(Data source: Fire Service Rota)

Wholetime appliance availability

Target – **100%**

Actual – **98.4%**

On-call appliance availability

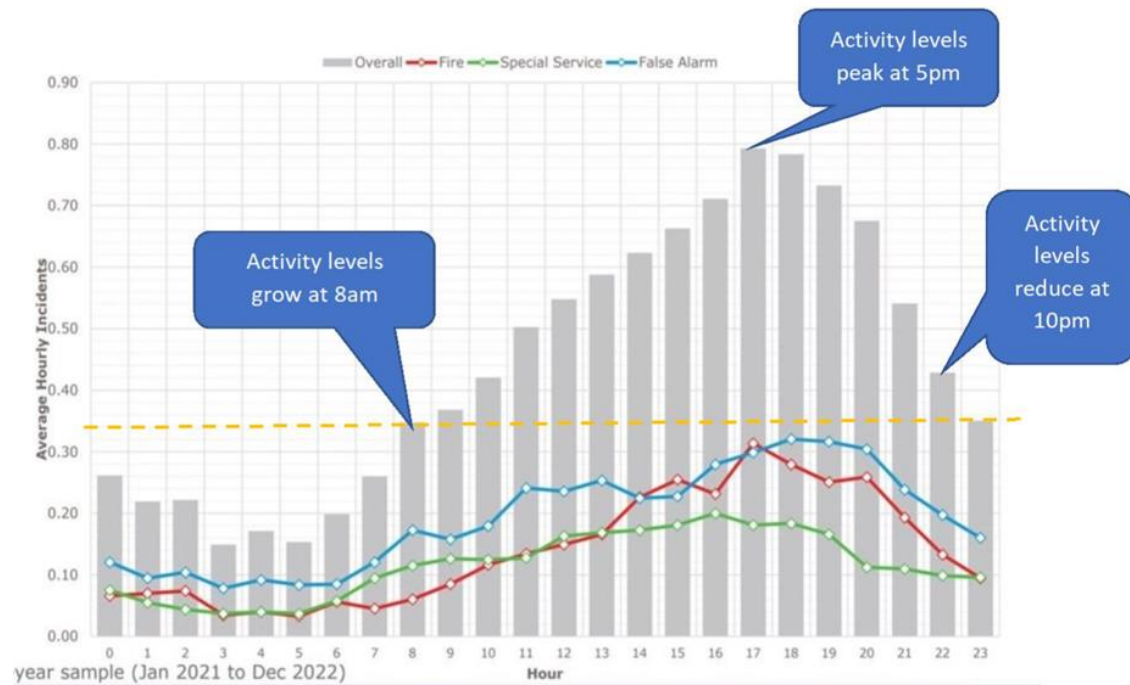
Target– **100%**

Actual – **40%** (October 2023).

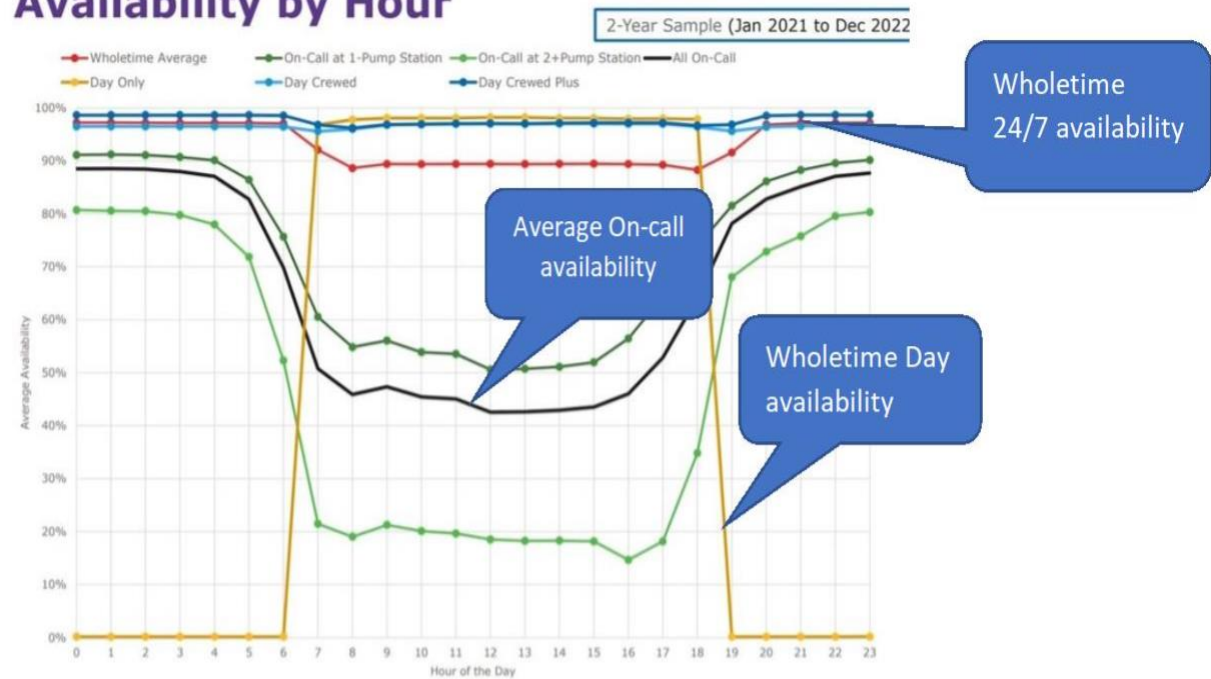
# Context: Current Challenges

WFRS' current resource configuration does not align to risk and activity levels.

## Daily Activity Levels



## Availability by Hour





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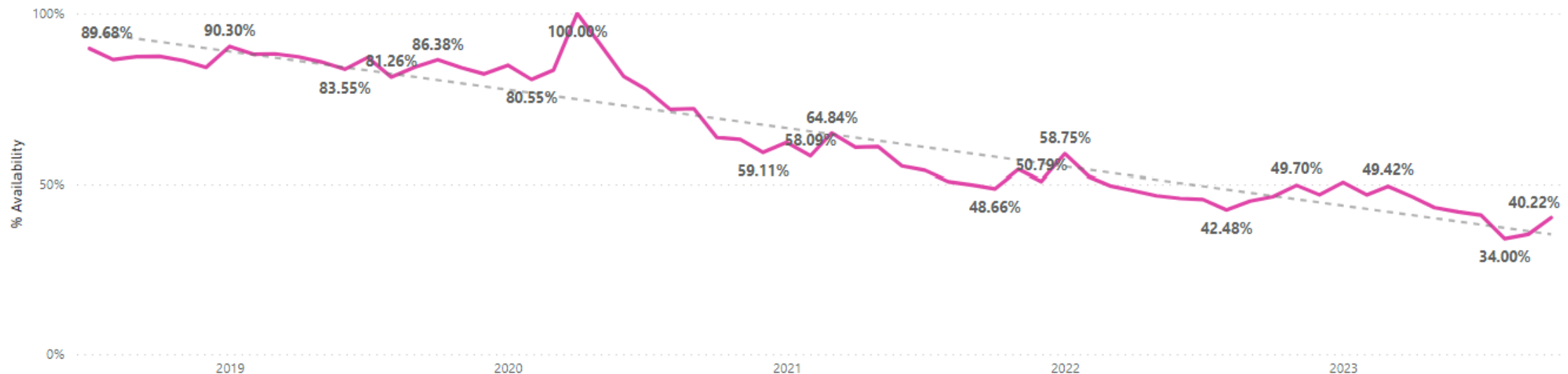
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# Context: Current Challenges

On-call availability continues to decline even after significant interventions.  
(40% at October 2023)

Warwickshire - Monthly On Call Availability



# 'A work pattern that reflects activity levels and risk'



- Independent analysis of WFRS' Risk Analysis enabled the development of resourcing models to align risk and activity levels with effective deployment of resources.
- Under the proposed R2R model, the current on-call model will be modernised to reflect concerns and barriers to the role. On-call contracts will be replaced by part time contracts. Part time contracts will cover evening shifts and surge teams.
- The proposal aligns emergency response to activity levels. This also aligns our resources for more effective delivery of prevention and protection activity. The highest identified risk and activity across prevention, protection and response activities is between 0800 and 2200. This is too long for one shift. The following work pattern is proposed:
  - Day shift (0800 – 1800)
  - Night shift (1800 – 0800)
  - Evening shift (1800 - 2200) – part time positions.
- To provide resilience within the new model, additional teams are available for recall. These teams, surge teams, will provide resources for periods of high activity, surge events or major incidents.



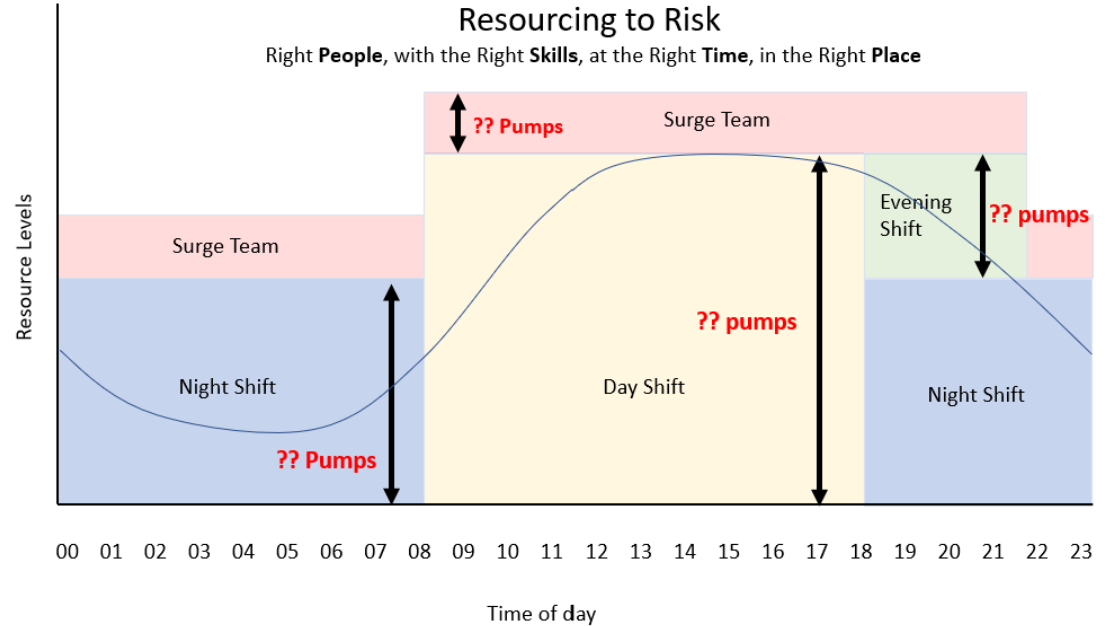
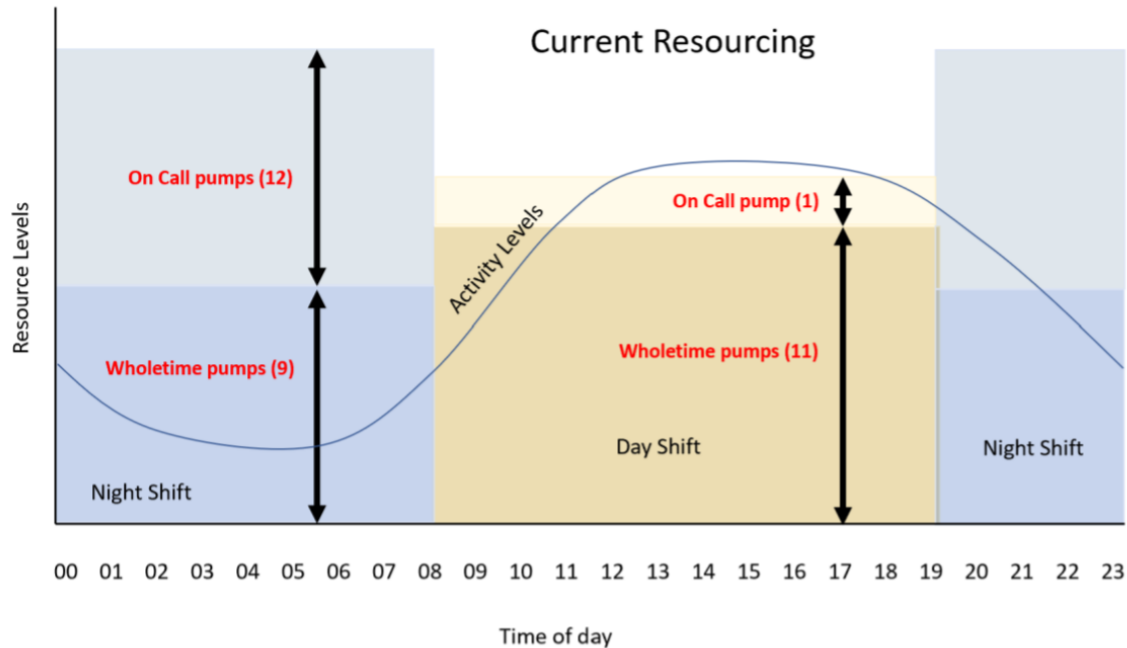


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# Comparison: Current resourcing model v proposed resourcing model



# What are surge and evening shifts?

- The proposed resource model transitions WFRS from having an on-call model to:
  - Evening shifts
  - Surge teams
- Surge Teams:
  - There are times (data indicates 4 times every 5 years) when WFRS experiences a very large incident involving many fire appliances.
  - The surge teams will provide an ability to recall firefighters within specified time periods to make available additional fire appliances to meet this surge in activity.
  - They can also provide resilience during times of high demand or spate conditions, such as multiple incidents occurring simultaneously.
- Evening Shifts:
  - Will start at 6pm and finish at 10pm to cover periods of high activity.
  - Unlike the current on-call model, firefighters will be required to work from a station during those hours.

# Summary of proposed working pattern model

- The current on-call model transitions into part time evening shifts and surge teams.
- WFRS adopts a 'mean' average target in relation to response intervention times. This is in line with the approach taken by the Office of National Statistics (ONS) and other Fire and Rescue Services.
- Resourcing in this way provides the following improvements and benefits:
  - Enhanced productivity through higher resource availability in periods of highest activity and lower resource availability in times of lowest activity.
  - Enables the best use of available resources, by making more wholtime firefighters available during the day.
  - Improved 1<sup>st</sup> appliance response times countywide.
  - Significantly increased resilience through surge teams.
  - Transition from an on-call model that is not sustainable to a part time firefighter model providing equity of pay, conditions and competence.
  - Guaranteed appliance availability is enabled.
  - The use of all fire stations will be optimised.

# Evidence Based options

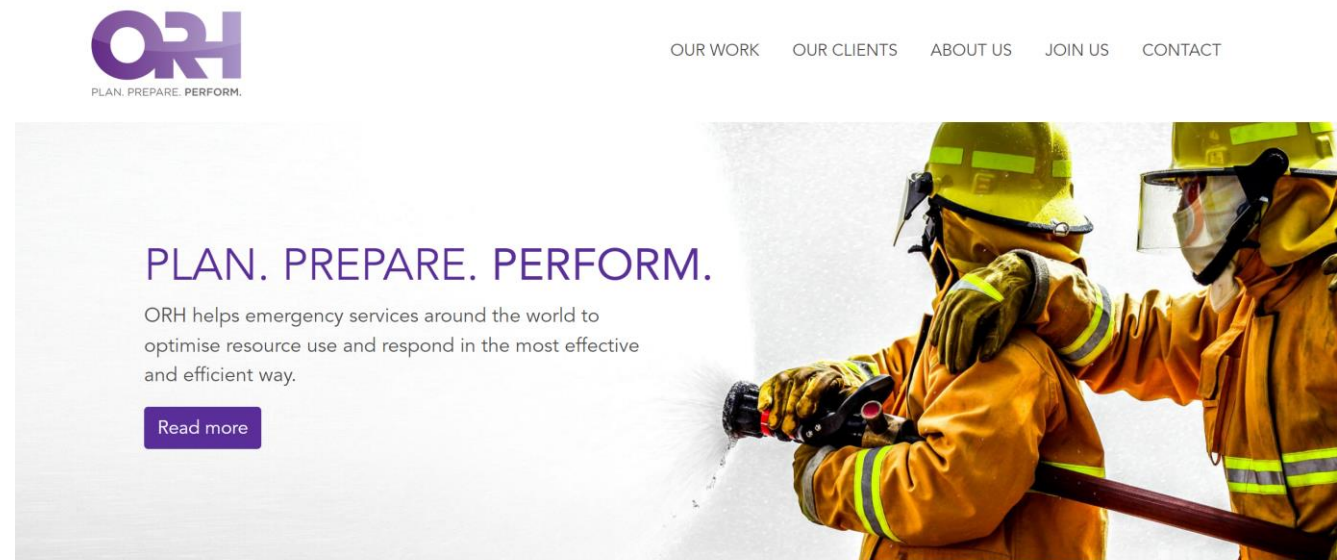


WFRS have worked with an independent consultancy company to carry out an analysis of WFRS' Risk Analysis, which then allowed the development of several resourcing models to align risk and activity levels with effective deployment of resources.

ORH is an evidence-based consultancy company that specialises in the emergency service sector.

They have used data from the last 5 years.

The proposed option aligns available resources to activity levels and risk.

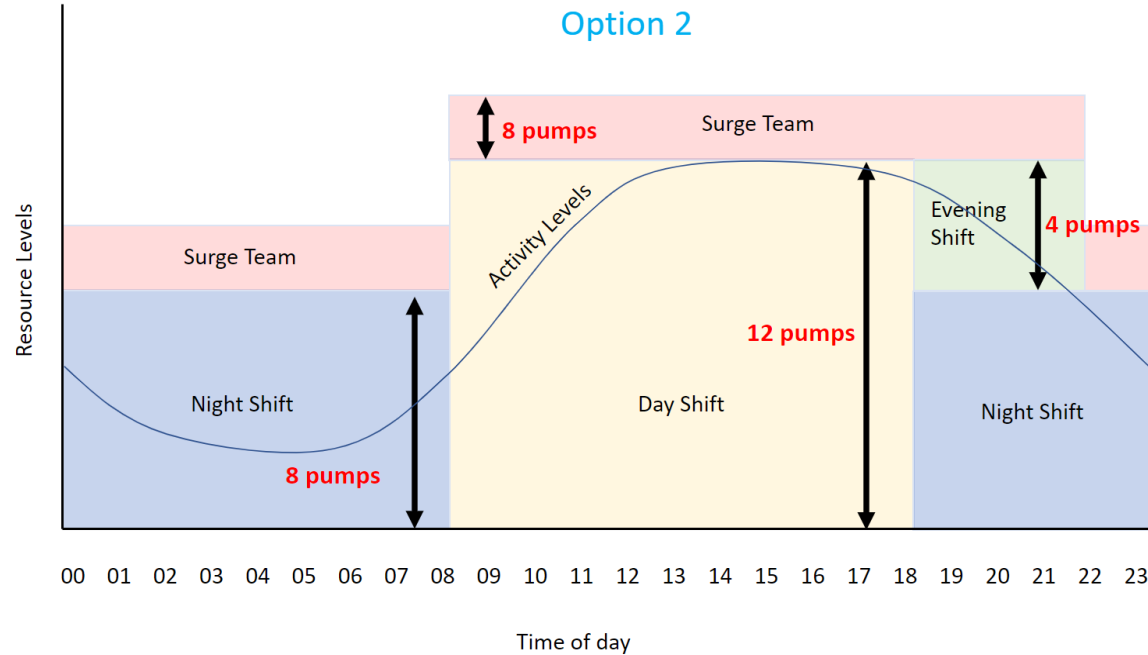


# Option 2



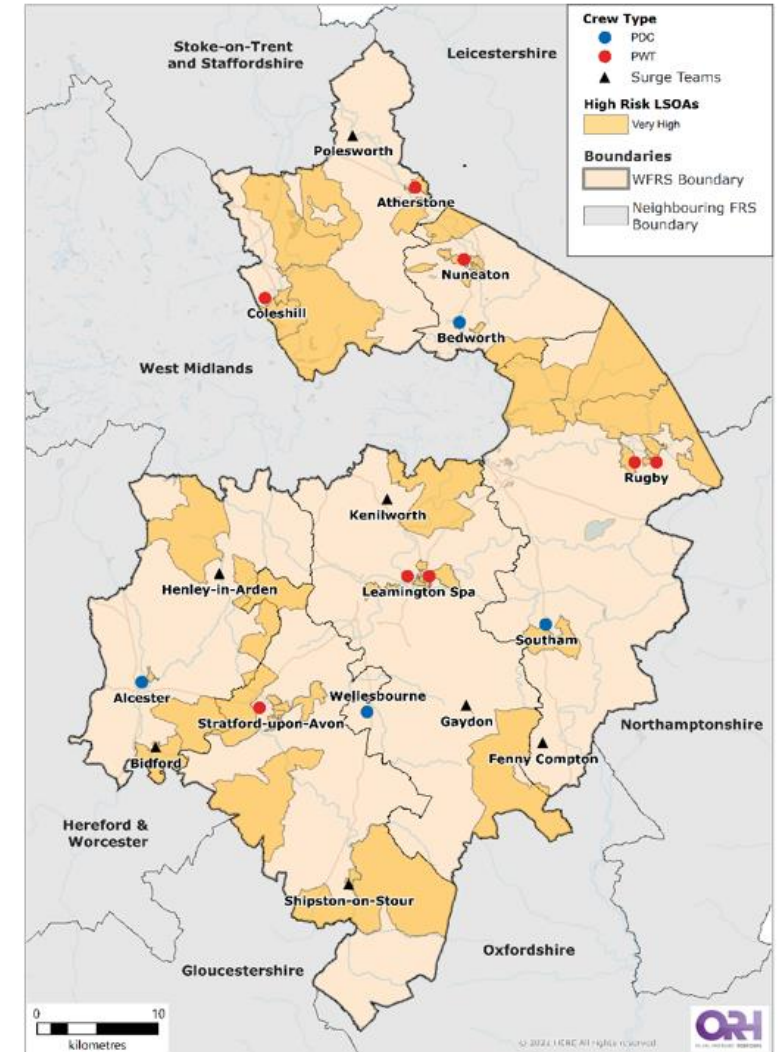
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- 8 pumps (fire appliances) are crewed 24 / 7.
- 4 pumps (fire appliances) are crewed between 0800 and 2200hrs.

8 additional pumps (fire appliances) are available for surge events at any time.



# Option 2



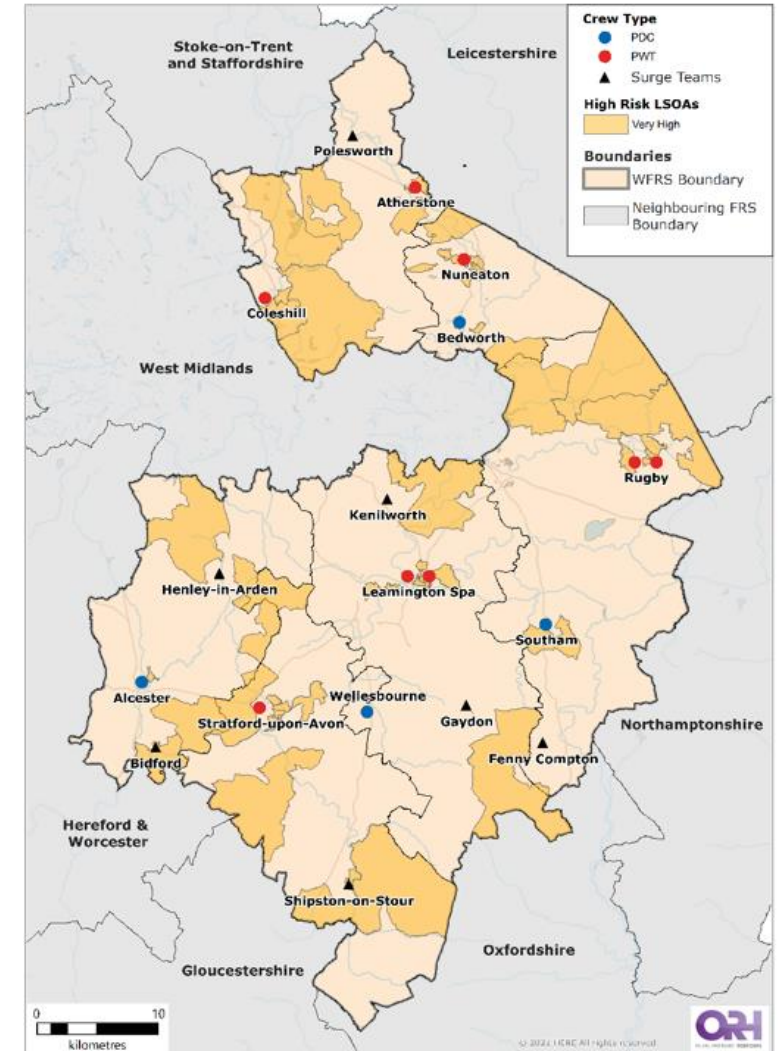
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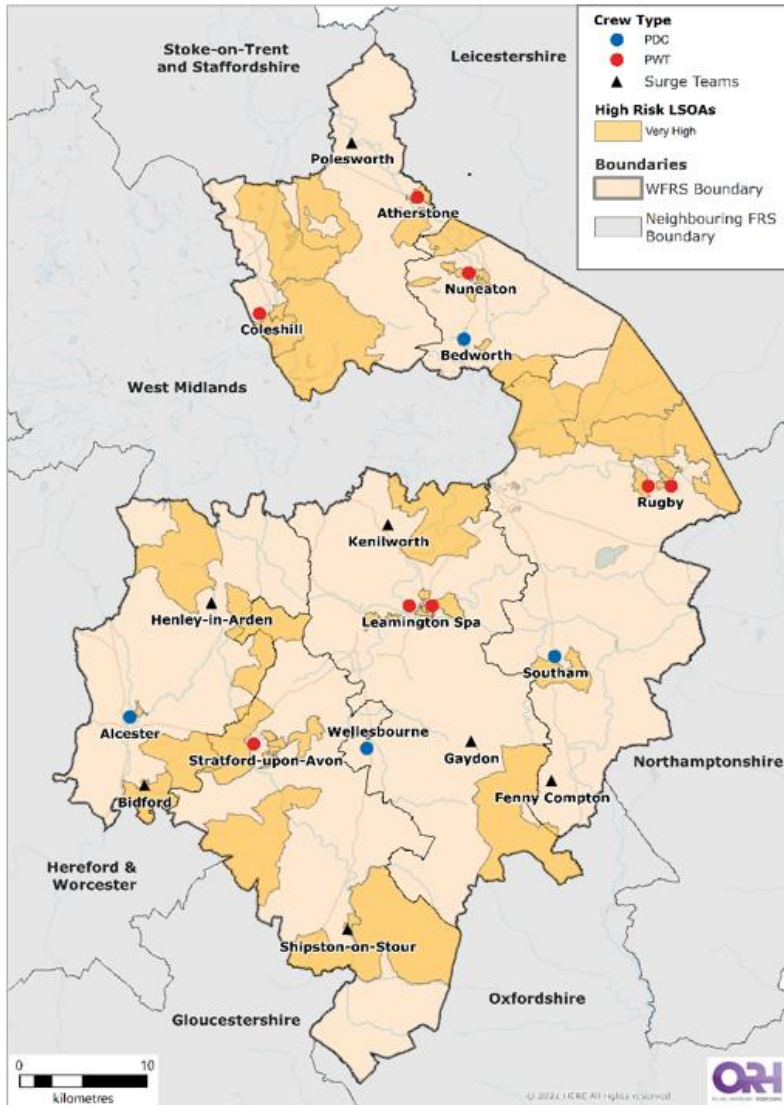


Current 1st appliance Attendance Time	Option 2, 1st appliance Attendance time
10 min 37 secs	10 min 20 secs

Current 2nd appliance Attendance Time	Option 2, 2nd appliance Attendance time
14mins 16 secs	14 mins 28 secs



# Option 2a



The 'A' option removes DCP and replaces it with 224. The map and locations don't change in the 'A' option, and 224 maintains the continuous availability of wholetime pumps.

Rationale for considering the removal of DCP:

- There is an ongoing risk that the current arrangements use shift patterns that are not nationally accepted shift systems.
- The service struggles to effectively crew some of our shift systems.
- Due to number of different crewing systems, there have historically been challenges around transfers, promotions, standbys and terms and conditions.
- Not all shift systems align to the activity levels.
- Due to pension changes, some shift systems are less attractive and difficult to attract to.

224	Wholetime 24 hour, operating 2 day shifts, 2 night shifts, 4 off.
Day Crewing Plus (DCP)	Wholetime 24 hour. Each 24 hour period is split into day positive hours on station followed by stand by hours at night, also on station

# Consultation



Warwickshire County Council's Cabinet took a decision on 9<sup>th</sup> November 2023.

Decision was that Cabinet:

- Supports the adoption of the resourcing to risk model for Warwickshire Fire and Rescue Service
- Supports proceeding to staff, stakeholder and public consultation on Delivery Model 2a, and to report back to Cabinet in due course.