

# *A Fitter, Stronger Fire and Rescue Service*



*Have your say...*

***Consultation***



*Working for  
Warwickshire*

# Contents

## Contents

### Introduction

### How we developed the proposals

### The Consultation Plan

1. Headlines / Key Messages
2. Why we need to Change
3. Headlines / Key Messages
4. Vision and Mission

### Consultation Questions

5. Step One Duty System
6. Step One (a) Resources
7. Step Two False Alarm Calls
8. Step Three Smoke Detector Ownership
9. Step Four Hot Fires Training
10. Step Five Sickness Management
11. Step Six Flood Response
12. Step Seven Road Traffic Collisions
13. Step Eight Small Fires Units
14. How to reply

Have your say...

# Introduction

Many of you will, by now, be aware of the Fire and Rescue Service improvement plan which has eight key elements. In this booklet we are asking you to think about each of these key elements both individually and as one. Please tell us how you feel about them and what you believe could be done better.

The circumstances we face are difficult and some of what we are proposing you might be pleased to hear, some rather less so.

The test is that if we are to improve our service and re-use our resources in ways that help us to protect our communities and firefighters better we have to make some hard decisions.

Consultation is a discussion about how we can make things better and your views and ideas are extremely important in improving our service.

It is not, however sufficient to just disagree, please consider carefully and suggest better ways of doing things.

Our intention is to provide a fitter, stronger Fire and Rescue Service for Warwickshire.



**Paul M Fuller QFSM**  
Chief Fire Officer,  
WFRA



**Cllr Richard Hobbs**  
Portfolio Holder,  
Community Protection

## How we developed the proposals

These proposals have been developed using a number of different research tools to gather information to inform each step of the plan.

In February CFO Paul Fuller completed a review of the performance of each fire station including the location, type and number of incidents, and the availability of fire engines.

The eight steps of these proposals began to appear and it was clear that more work was required to develop the initial ideas.

A team including uniform and non-uniform members of staff was carefully selected to ensure all of the proposals would be developed using accurate, informed professional judgements.

The task and finish team used a number of internal and external reports to develop and inform the proposals including;

- Rising to the Challenge
- WFRS Business Case 2006/07
- Morpew Report

The team conducted an exercise using computer modelling (FSEC , Active Mapping) to confirm all historic life risks within the county boundary. The results of this exercise have informed the number and location of fire stations, fire engines and special resources (Boat Unit, Small Fires Units).

The team also used good practice from other Fire and Rescue Services to develop the proposals including;

- 5th Watch System, Manchester
- Automatic Fire Alarm Policy, Oxfordshire
- Small Fires Unit, Staffordshire

The task and finish team produced an improvement plan that included recommendations for each step of the plan.

The recommendations were externally risk assessed and the conclusions included that;

- Firefighter safety will be increased
- Community safety will be increased
- The plans will not require an increase in revenue budget

# **The Consultation Plan**

## **Why we are consulting**

It is our aim to be an effective, and resilient fire and rescue service that increases the safety of our firefighters and ensures the safety of our communities.

This plan includes 8 steps that we need your help to develop further to provide a *fitter, stronger Fire and Rescue Service*.

We are inviting a range of groups including staff, public and elected members across Warwickshire to;

- have their say
- provide specific feedback on each of the steps of the plan
- make sure that the full potential of all the steps are achieved
- make suggestions in addition to, or replace the steps of this plan that achieve the same outcomes or better

## **What will happen with the results?**

The answers given and views expressed to the questions will be used to inform and develop the 8 Steps. The refined proposals and any options will be presented to the County Council Cabinet for consideration and approval.

## **Who we are consulting with**

It is our intention to consult with:

- our staff
- the public
- elected members
- our local partners (Police, Primary Care Trust)
- our neighbouring Fire and Rescue Services

## **How we are consulting**

We will gather feedback through one consultation document which will be made available through our website. Alternative formats are available upon request.

We will invite staff, public and partners to attend meetings at locations around Warwickshire.

## **When we are consulting**

The consultation will be launched in September 2009 and we will collect responses for no less than 12 weeks.

## **Conditions of Service**

Matters relating to staff and Conditions of Service will be subject to more detailed consultation with representative bodies.

**Why we need to change**

1. The risk profile and range of incidents we attend has changed considerably from when our current response arrangements were designed.
2. We need to improve our current level of operational training to reflect the 'skills decline' caused by the overall reduction in fire incidents.
3. On an average day up to 43% of retained fire engines may not be available due to insufficient crewing.
4. We have new responsibilities as a category one responder and as part of the Critical National Resilience infrastructure.
5. There is a very clear relationship between Home Fire Safety Checks and smoke alarm ownership and reducing public risk. Our limited ability to resource this would mean we carry out significantly less of this work than many other Services.



6. Incidents on the roads are our fastest growing area of work, we need to manage our response more flexibly.
7. We need to improve protection to our firefighters to deal with the risks associated with widespread flooding and with water related incidents.
8. We must make a step change in the way we use our resources in order to drive out efficiencies to build capacity elsewhere.
9. We need to rise to meet the demands of a range of Government and Audit reports highlighting some of the weaknesses in Fire and Rescue Service improvement.
10. We need to create more time during the working shift to spend on training and community safety activity.

Headlines / Key Messages



11. Our Health and Safety procedures are continually under the spotlight and we must ensure that risk information is available to our crews.
12. We need to develop the capacity to respond more reliably and quickly when the public need us. This requires innovation in the resources we use to respond with as well as flexibility in crewing which allows us to maximise our availability.
13. We must identify and eliminate activity which wastes our time and resources such as false alarms and malicious calls.
14. We need to reduce sickness absence which compromises availability, safety and performance.
15. We need a framework which engages all of our staff and stakeholders in innovative ways to provide our range of services.
16. The Service has delayed the recruitment for wholetime firefighters to allow opportunity for any migration of Retained Duty System firefighters following consultation.
17. We need to ensure that our physical resources are used most effectively to the benefit of the communities they belong to.
18. The Audit Commission have already raised concern that without significant change we are unlikely to realise the potential efficiencies and performance improvement.
19. We can be better, we can save and protect more lives, and knowing that have a moral obligation to do so.
20. Growing pressure on the Retained Service can be reduced by increased support from wholetime colleagues through more resilient working practices.
21. We need to consider the impact of our activities on the environment. Using a wider range of smaller vehicles to reduce CO2 emissions and fuel consumption.
22. The eight steps in this consultation document are key projects in improving our capacity by identifying the things we need to do more of and the things we can do less of in order to do them.
23. The improvement proposals do not require an increase in the Fire and Rescue Service revenue budget.
24. The individual key elements of this plan will be subject to trial and continual refinement.

## ***Our vision for the future***

We recently updated our vision, mission and values to reflect our continually changing circumstances, which set out our aspirations for the future of the Service. Our values acknowledge all of our internal and external stakeholders and how we will engage with them to deliver an excellent service.

### ***Vision***

Working together to make Warwickshire safer

### ***Mission***

To Save Life, Protect Property and the Environment and Reduce the Risk to Warwickshire Communities

### ***Our Values - We value...***

- Service to the community
- People
- Diversity
- Improvement

### ***Service to the Community***

We value service to the community by...

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

## ***People***

We value all our employees by practising and promoting...

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

## ***Diversity***

We value diversity in the Service and the community by...

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

## ***Improvement***

We value improvement at all levels of the Service by...

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

*Have your say...*

*Consultation Questions*

**Make your views known**

## What are your views of a fitter, stronger Fire and Rescue service;

Please indicate, if you are able to, how much you agree or disagree with the following statements.

Warwickshire Fire and Rescue Service should...

- **Deploy firefighters flexibly through an updated duty system?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Improve and ensure the availability of fully and highly trained firefighters?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Locate firefighters and fire engines in areas where the risk to life and property is greatest?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Increase the delivery of Community Fire Safety throughout the County for example Home Fire Safety Checks?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Improve the availability of fire engines?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Improve the safety of our firefighters through additional operational training?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Increase our flooding and water rescue capabilities?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Manage the safety of our communities by increasing the number of highly skilled and highly trained firefighters?**

Strongly Agree    Agree    Disagree    Strongly Disagree

- **Deploy an additional 25 wholetime firefighters in south Warwickshire?**

Strongly Agree    Agree    Disagree    Strongly Disagree

## Improvement Plan Step One

### Proposal

We need to introduce a fifth watch crewing system by centralisation of training and sickness cover to enable flexible crewing to match the demands on the Service. This will be in addition to the existing four watch model and will include a change to the day crewed system to match the peaks in calls / service demand, so that the Fire and Rescue Service is there when the public need us.

A change in duty systems by changing start and finish times as well as shift length may improve our efficiency and availability. Empowering managers to manage against performance outcomes rather than rigidly prescribing hour by hour activity will allow innovation and creativity in meeting targets.

### Benefits

- Increased opportunity for firefighters to receive training, conduct exercises and Community Fire Safety activity
- Provides additional resilience
- Enhanced opportunity for mixed crewing
- Provides resources for Small Fires Units
- Improve sickness performance

### Have your say...

Please indicate whether you agree or disagree that the introduction of a more flexible crewing system will enable us to deliver a service that matches the current and future needs of the community?

Strongly agree

Agree

Disagree

Strongly disagree

How does the introduction of a flexible crewing system make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

## Improvement Plan Step One (a)

### Proposal

Following a review of current stations, their turnout areas and calls they attend, a 12 station response model is proposed, linked to a flexible system of duty. This will release resources to be reinvested into the fifth watch system, provide changes to the day crewed system and allow for the establishment of small fires / Community Fire Safety unit(s) as well as ensuring better operational cover overall. The new crewing system will require 243 full time equivalent (wholtime/day crewed) and 74 fte retained firefighters.

This model includes the upgrade of Alcester Fire Station to Wholtime / Retained.

This model has the potential to provide the money to make the other improvements that we need.

Response options need not be maintained at all stations, but initiatives such as the Young Firefighters, Community Advocates (Volunteers) and other community activity would be enhanced at stations to improve access to other services for residents and contribute to wider community outcomes. This will improve operational availability overall and generate additional efficiencies, opportunities and benefits, through the potential transfer of the use of some of our assets to the locality.

The 12 Station Plan includes response options being delivered from the following locations (no. of personnel);

Station	W/T	RDS
Atherstone**	16	
Alcester	25	10.5
Coleshill**	16	
Henley		10.5

Station	W/T	RDS
Leamington	55*	
Nuneaton	55*	
Polesworth		10.5
Rugby	45	

Station	W/T	RDS
Stratford	25	10.5
Shipston		10.5
Southam		10.5
Wellesbourne		10.5

Key:

WT = Wholtime

RDS = Retained Duty System

\* Leamington and Nuneaton includes 10 firefighters at each station for the small fires/CFS units.

\*\* Atherstone and Coleshill wholtime firefighters work on the day crewing system  
10 firefighter posts held centrally to enable introduction of the resilience shift.

## Improvement Plan Step One (a)

### Proposal

The stations not required under the 12 station plan for operational response but which could be transferred for community use by the Council and its public service partners (including use, for example, by Young Firefighters, Anti Social Fire Intervention Team where there is a demand, for other fire safety purposes and wider use by the community), are:-

Bedworth*	Bidford	Brinklow	Fenny Compton
Kenilworth	Studley	Warwick	

\*We are proposing to remove operational response from six stations whilst combining Nuneaton and Bedworth into one and upgrading Alcester to wholetime / retained. Communities will be consulted about any possible alternative use of the properties.

### Benefits

Improved availability, highly trained and better equipped personnel, improved capacity for community safety activity, mixed crewing, additional resilience, Small Fires Units, Road Traffic Collisions Units

### Have your say...

Please indicate whether you agree or disagree that the location and increase in the number of resources (Small Fires / Community Fire Safety / Road Traffic Collision units) will enable us to protect our communities better as well as ensuring a more resilient operational cover overall?

Strongly agree

Agree

Disagree

Strongly disagree

How does the 12 station plan, an increase in wholetime firefighters and the establishment of specialist resources make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

# False Alarm Calls

2

## Improvement Plan Step Two

### Proposal

On average 30% of calls are false alarms. We can release significant capacity by aggressively reducing attendance at the number of automatic false alarm calls.

This project will draw on best practice examples/approaches implemented by other UK Fire and Rescue Services, e.g. Oxfordshire.

### Benefits

- Releases firefighters for training, exercises and Community Fire Safety activity
- Increase firefighter and public safety by reducing the number of blue light condition responses
- Improve the impact on the environment (unnecessary journeys)
- Provides resources for Small Fires Units

### Have your say...

Please indicate whether you agree or disagree that the introduction of a policy that aggressively reduces attendance at the number of automatic false alarm calls will enable an increase in Community Fire Safety and training activity, which will increase the safety of our firefighters and ensure the protection of our communities?

Strongly agree

Agree

Disagree

Strongly disagree

How does the introduction of a revised False Alarm policy make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?



## Improvement Plan Step Three

### Proposal

There is now emerging clear evidence of the relationship between Home Fire Safety Checks (HFSC), smoke detector ownership and significant reduction in fire deaths and injuries. Half of the people who die in fires in the home are dead before we receive the call.

We want to significantly increase the number of HFSCs through the use of both operational firefighters and external agencies (3rd sector) to ensure that all sectors of our most at risk communities are targeted.

### Benefits

- Reduces risk of accidental fires in the home for our communities
- Reduces serious injuries and death from fires in the home
- Reduces environmental impact from fewer fires in the home.

### Have your say...

Please indicate whether you agree or disagree that an increase in the number of home fire safety checks delivered will reduce the number of accidental dwelling fires through targeting those at most risk in the community?

Strongly agree

Agree

Disagree

Strongly disagree

How does the increase in the number of home fire safety checks make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

## Improvement Plan Step Four

### Proposal

We need to double the Hot Fires and Incident Command System training on an annual basis for all operational staff. A new contract was awarded to the Fire Service College in July 2009 to fulfil this priority in the current year.

### Benefits

- Increases the safety of our firefighters

Have your say...

### Have your say...

Please indicate whether you agree or disagree that an increase in Hot Fires and Incident Command System training on an annual basis for all operational staff will increase the safety of our firefighters and ensure the protection of our communities?

Strongly agree

Agree

Disagree

Strongly disagree

How does the increase in Hot Fires and Incident Command System training make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

## Improvement Plan Step Five

### Proposal

Significant capacity can be released by reducing the number of times that staff are absent, we want to reduce sickness absence and improve health and fitness.

Consistent management of sickness absence management by all managers will increase the availability of staff, will improve the safety of our firefighters and the protection of our communities

### Benefits

- Increases the safety of our firefighters
- Guarantees the availability of resources
- Ensures the safety of our communities
- Improves value for money

Have your say...

### Have your say...

Please indicate whether you agree or disagree that the consistent implementation of sickness absence management will increase the availability of staff?

Strongly agree

Agree

Disagree

Strongly disagree

How does the implementation and consistent approach in the use of management of sickness absence make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

## Improvement Plan Step Six

### Proposal

We need to buy a second boat unit and locate it in the south of Warwickshire to enhance the response to flooding events. This boat will be crewed on a recall to duty basis.

Included in the enhanced flood response is an upgrade to the water response equipment on all front line fire engines, and the training to go with it.

### Benefits

- Increases the safety of our firefighters
- Ensures the safety of our communities
- Increases and enhances our response to all water based rescue incidents

Have your say...

### Have your say...

Please indicate whether you agree or disagree that the procurement of a second boat unit located in the south of Warwickshire will enhance our flood response capability and increase the safety of our firefighters and ensure the protection of our communities?

Strongly agree

Agree

Disagree

Strongly disagree

How does the procurement of a second boat unit located in the south of Warwickshire make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

## Improvement Plan Step Seven

### Proposal

Deploy Road Traffic Collision unit instead of major fire engines to busy roads and motorways linked to the risk profile (Gaydon, Henley).

This project will be dependent upon the establishment of a fifth watch system.

### Benefits

- Increases the safety of our firefighters
- Ensures the safety of our communities
- Increase and enhances our response to Road Traffic Collisions

Have your say...

### Have your say...

Please indicate whether you agree or disagree that the establishment and satellite deployment of a Road Traffic Collision unit will enhance the delivery of a faster and more effective response and increase the safety of our firefighters and ensure the protection of our communities?

Strongly agree

Agree

Disagree

Strongly disagree

How does the establishment and satellite deployment of a Road Traffic Collision unit make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

## Improvement Plan Step Eight

### Proposal

Small fires comprise a relatively high percentage of all incidents at predictable times of the day. We will deploy Small Fires units / Targeted Response Vehicles in response to small fires and anti-social behaviour linked to the risk profile.

This project will be dependent upon the establishment of a fifth watch system.

### Benefits

- Increases the safety of our firefighters
- Ensures the safety of our communities
- Provide a response option which is scaleable to the size of the incident
- Reduces the environmental impact from small fires.

### Have your say...

Please indicate whether you agree or disagree that the establishment and deployment of Small Fires / CFS units will reduce the incidence of small deliberate fires and enhance the delivery of Community Fire Safety and increase the safety of our firefighters and ensure the protection of our communities?

Strongly agree

Agree

Disagree

Strongly disagree

How does the establishment and deployment of Small Fires / CFS units make you feel?

Very pleased

Pleased

Concerned

Very Concerned

Please tell us what you think about the proposal and how you would do things differently to deliver a fitter stronger fire and rescue service?

*A Fitter, Stronger Fire and Rescue Service - have your say...*

## How to reply...

You can send your response and any ideas you have to the following address...

**Warwickshire Fire and Rescue Service  
Improvement Plan Consultation  
Service Headquarters  
Warwick Street  
Leamington Spa  
CV32 5LH**

Please note the consultation period will last for no less than 12 weeks, your response will be used to further inform the improvement plan and develop our next Integrated Risk Management Plan 2010 -2013

For further information regarding the services provided by Warwickshire Fire and Rescue Service please visit our website at [www.warwickshire.gov.uk/fireandrescue](http://www.warwickshire.gov.uk/fireandrescue)



*Working for  
Warwickshire*