# INTEGRATED RISK MANAGEMENT PLAN

## 2020-2025

### SUMMARY

# Welcome

Warwickshire Fire and Rescue Service takes an evidence-based approach to serving the communities of Warwickshire. Under the Fire and Rescue National Framework for England 2018, every Fire and Rescue Service needs to assess all foreseeable fire and rescue related risks that could affect their communities. The following approach is taken to our Integrated Risk Management:

- We assess all foreseeable risk and vulnerability within the communities of Warwickshire through our risk analysis – this is captured in our Integrated Risk Management Plan

- We have a high-level plan that identifies how we will remove, reduce or mitigate the identified risk in the communities of Warwickshire based upon the risk analysis – this is captured in our Business Plan.

- We measure our performance in reducing risk and vulnerability in the communities of Warwickshire through our Key Performance Indicators

- We assure the process we have taken to reducing risk and vulnerability in our communities through our Annual Statement of Assurance that is published annually.

Our focus through our Integrated Risk Management approach for Warwickshire Fire and Rescue Service (WFRS) is clear; that we will always prioritise the delivery of our statutory duties to reduce risk and vulnerability within Warwickshire through Prevention, Protection and Response activities. As a part of Warwickshire County Council (WCC) and working with partners we will continuously improve our overall performance to be the best we can be.

We will communicate how we intend to use our resources and deliver our services to our community most effectively and efficiently through our Integrated Risk Management Plan, through a clear business plan, through our Key Performance Indicators and our Statement of Assurance. Risk and vulnerability is changing; we are therefore focused on continuously improving and changing the service we provide to our community and have a continuous improvement and change programme of work.

Our IRMP recognises the challenges we face as a sector. We are a self-aware organisation seeking to continually improve but also recognise the value of The State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019 and the Grenfell Inquiry in identifying many of these challenges.

To meet these challenges, we will work with colleagues and partners to:

- Ensure we can identify the most vulnerable in our community and work together to drive down risk and prevent incidents occurring. Our safe and well work is our primary method to best deliver our services to vulnerable people or to signpost and refer their needs to our partners.

- Support our businesses and our residents to feel and be safer in their places of work and homes. Using our Protection: Fire Safety skills to help businesses be more resilient, therefore supporting a more sustainable and secure economy.

- Reduce demand on public services and improve our overall efficiency and effectiveness, through making the best use of our niche skills, resources, digital, data and technology.

## Our 3 Key Principles:

1. **We will always prioritise the delivery of our statutory duties, focussing on public and Firefighter safety.**

2. **We will strive for continuous improvement and create change with our County Council and partners, to deliver the best possible 'joined up' customer services and outcomes for our community.**

3. **We will also focus on developing, valuing and empowering our people, undoubtedly our greatest asset; recognising this value and nurturing an inclusive culture, so we grow with our society and better support our priorities.**

**Kieran Amos**
Chief Fire Officer

**Andy Crump**
Portfolio Holder

# Contents

# What is our Integrated Risk Management Plan?

Our IRMP fulfils the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve.

Our IRMP demonstrates how we assess and manage foreseeable risks within all our communities. It allows us to ensure that Warwickshire remains a safe place to live and work and describes what additional actions we intend to take in the years to come.

Our IRMP approach consists of a number of elements that are co-ordinated to form a continuous and interactive process. It will continue to evolve and adapt to address and mitigate emerging national and local community risks.

## The components of our IRMP consist of the following:

➡ IRMP 20-25 Summary (This Document)

➡ Warwickshire Risk Profile 2020

➡ Local Area Profiles

➡ Community Risk Register

➡ Annual Action Plans

➡ Warwickshire Insights (Includes Our Performance, Demographic Profile and Warwickshire 2025)

➡ Our Annual Review

➡ Annual Statement of Assurance

# About Us

➡️ WFRS is a County Council Fire and Rescue Service, and Warwickshire County Council (WCC) is the Fire Authority for the area.

➡️ WCC discharges its statutory duties through WFRS to deliver an effective Fire and Rescue Service to the communities of Warwickshire.

➡️ We have 17 fire stations.

➡️ We have a fleet of 37 response vehicles, of which 23 are fire engines.

➡️ To deliver our services, we employ over 350 specialist staff, of which 311 are firefighters.

➡️ Warwickshire is strategically located, covers 1,975 sq km and has a population of 577,933.

➡️ The county has an extensive road network spanning 4,130 km, including 140 km of motorways.

➡️ Our operational budget is £21.2m, of which £18.8m is spent on our staff.

# About Us - What We Do ….

## Prevention

We believe that prevention is a key element of the services we deliver and that by encouraging simple changes in our residents' perception and behaviour we can help reduce risk within their homes and communities.

We develop community safety and prevention strategies to build the confidence and safety of all our vulnerable residents, and improve the quality of life for all Warwickshire's communities.

We work with all key community safety agencies to continually ensure that the best outcomes are delivered for our most vulnerable residents.

We deliver a whole range of prevention activities including:

- ➡ Safe & Well checks
- ➡ Hospital to Home referrals
- ➡ School visits
- ➡ Road safety sessions
- ➡ Safety awareness fire education (SAFE) sessions
- ➡ Promoting and delivering fire safety advice
- ➡ Multi-channel messaging, including social media

## Protection

We have a duty to inspect high risk buildings, businesses and commercial premises under a range of fire safety legislation.

We adopt a risk based approach to conducting our protection activity, that includes fire safety inspections, fire safety checks, and building regulation and planning consultations.
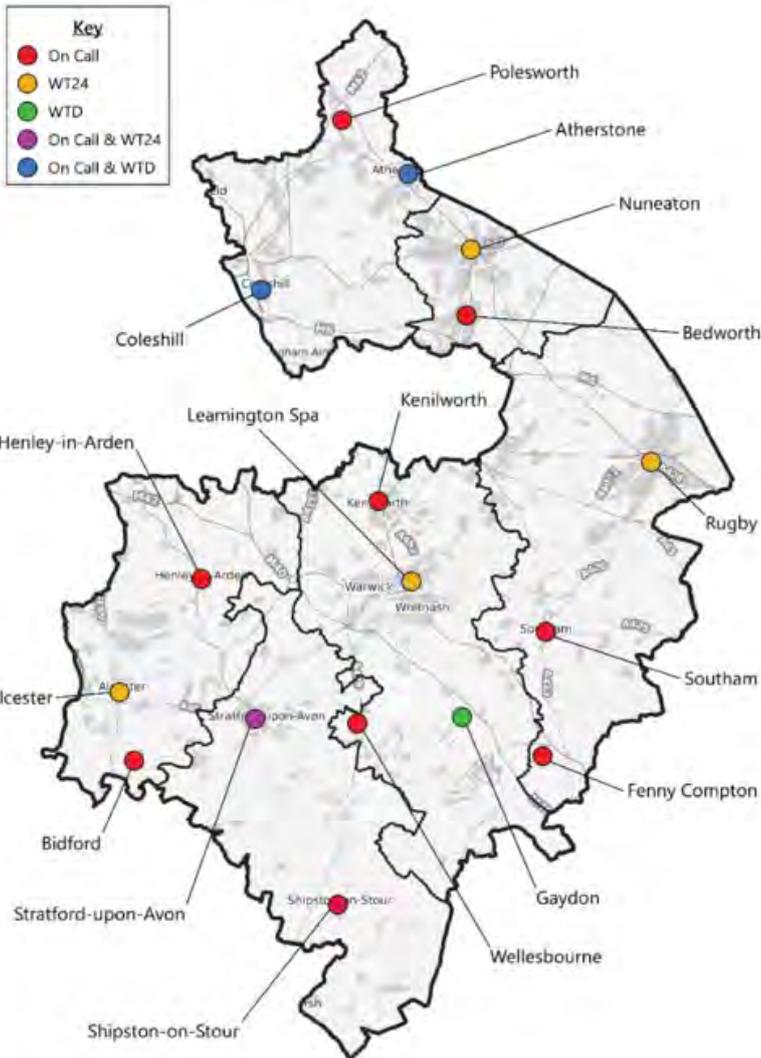
## Response

We recognise that it is not always possible to prevent incidents occurring.

We provide emergency response across a wide range of incidents including fires, road traffic collisions, false alarms, and other special services such as water and animal rescues.

We aim to attend life-threatening incidents within 10 minutes at least 75% of the time. We will also work across our borders with neighbouring fire and rescue services.

# About Us - Our Fire Stations



**Key**
- 🔴 On Call
- 🟡 WT24
- 🟢 WTD
- 🟣 On Call & WT24
- 🔵 On Call & WTD

## Our Fire Stations and Fire Engines

**Wholetime:**

- Nuneaton x 2
- Leamington x 2
- Rugby x 2
- Alcester
- Stratford

**On Call:**

- Polesworth
- Coleshill
- Atherstone
- Bedworth
- Southam
- Fenny

- Shipston
- Stratford
- Bidford
- Henley
- Wellesbourne
- Kenilworth

**WT during the day:**

- Gaydon
- Atherstone

**WT during the day and WT On Call at Night:**

- Coleshill

# About Us - Community Performance

Community performance can be found by clicking the following link: Warwickshire Insights

**Our headlines for the last year 2019/20 are as follows:**

**Total Number of Incidents Attended**

## 3,843

**1.8% less than previous year**

**Response Times to Life Risk Incidents:**

**Attendance in 10 minutes**

## 70.1%

**Response Times to Life Risk Incidents:**

**Average Attendance Time**

## 10 mins 42 secs

**Total Number Accidental Dwelling Fires**

## 161

**1 less than previous year**

**Number of Road Traffic Collisions**

## 347

**2% less than previous year**

**Number of Premises influenced by Protection**

## 1,818

**Below our target of 2,000**

**Number of Community Safety Contacts**

## 43,645

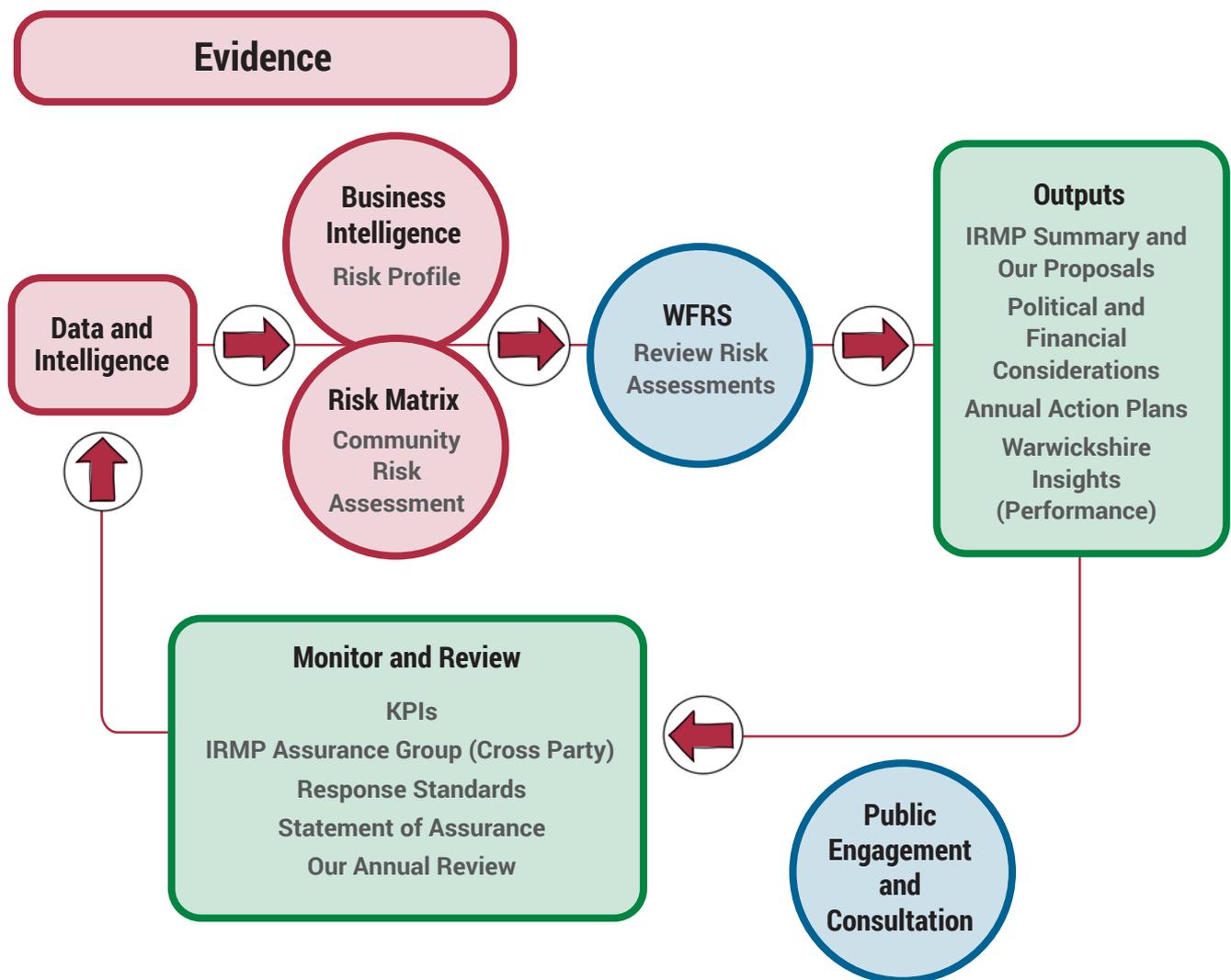**Above our target of 40,000 contacts**

# Risk Management in Warwickshire - Reviewing Our Risks

Risk management planning is the way that we identify and manage the risks that impact on our communities. Understanding all the risk underpins everything we do to ensure our communities, businesses, heritage and environment are kept safe.

We are committed to an evidence and community centred approach in identifying our priorities and objectives.

**The methodology we apply is shown in the chart below:**

**Evidence**

**Data and Intelligence**

**Business Intelligence**
Risk Profile

**Risk Matrix**
Community Risk Assessment

**WFRS**
Review Risk Assessments

**Outputs**
IRMP Summary and Our Proposals
Political and Financial Considerations
Annual Action Plans
Warwickshire Insights (Performance)

**Monitor and Review**
KPIs
IRMP Assurance Group (Cross Party)
Response Standards
Statement of Assurance
Our Annual Review

**Public Engagement and Consultation**

# Risk Management in Warwickshire - Assessing Our Risk

## What our data tells us

Our comprehensive profile of risk can be found by clicking the following link: WFRS Risk Profile 2020

The extensive research and analysis of the incidents attended by us for the 3 year period from 01.01.2017 to 31.12.2019 concluded:

### Long term trends:

Nationally, levels of attended incidents by WFRS are significantly lower than a decade ago. Warwickshire follows this trend with 38.4% fewer incidents attended in the period April 2018 to March 2019 compared to the same period of 2008/9. All incident types reported a significant reduction.

### 2009 vs 2019 Incident Figures:

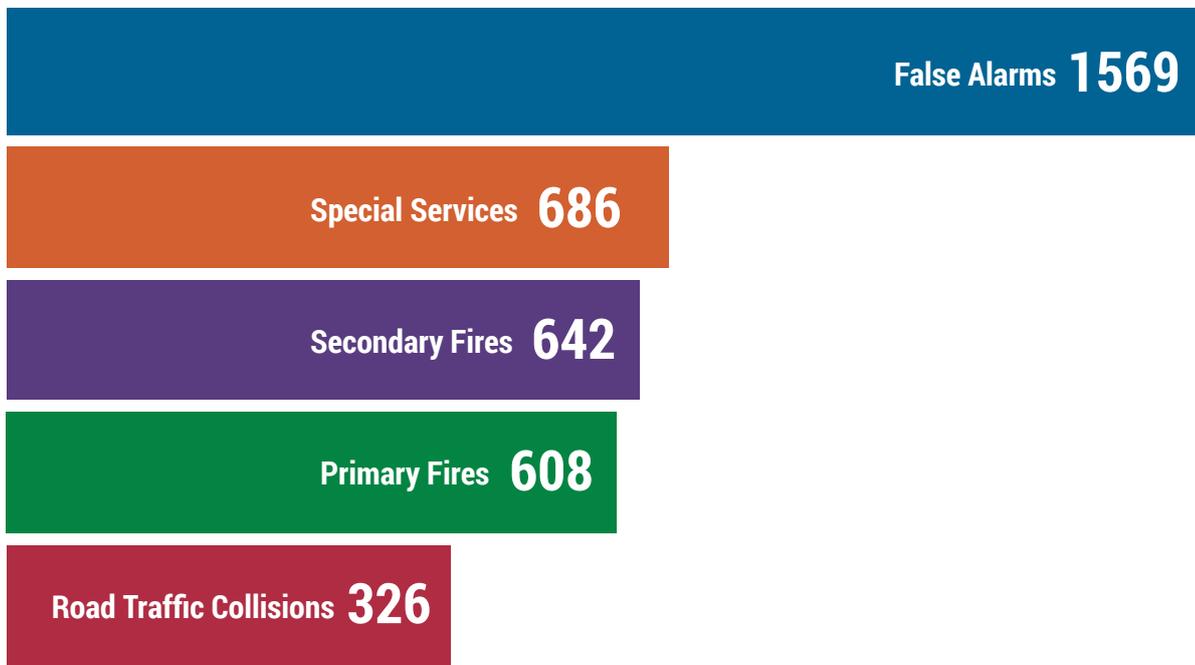| Incident Type | April 2008 to March 2009 | April 2018 to March 2019 | Percentage Change |
|---|---|---|---|
| Primary Fires | 1,118 | 678 | - 39.4% |
| Secondary Fires* | 1,349 | 752 | - 44.3% |
| False Alarms | 2,603 | 1,559 | - 40.1% |
| Special Services | 736 | 572 | - 22.3% |
| Road Traffic Collisions | 551 | 354 | - 35.8% |
| Total Incidents | 6,357 | 3,915 | - 38.4% |

## Short term trends:

The chart below shows the breakdown of incidents reported to WFRS for the period January to December 2019.

False Alarms incidents continue to form the largest proportion of attended incidents (41%) and by comparison Road Traffic Collisions constitute the smallest proportion of attended incidents (9%).

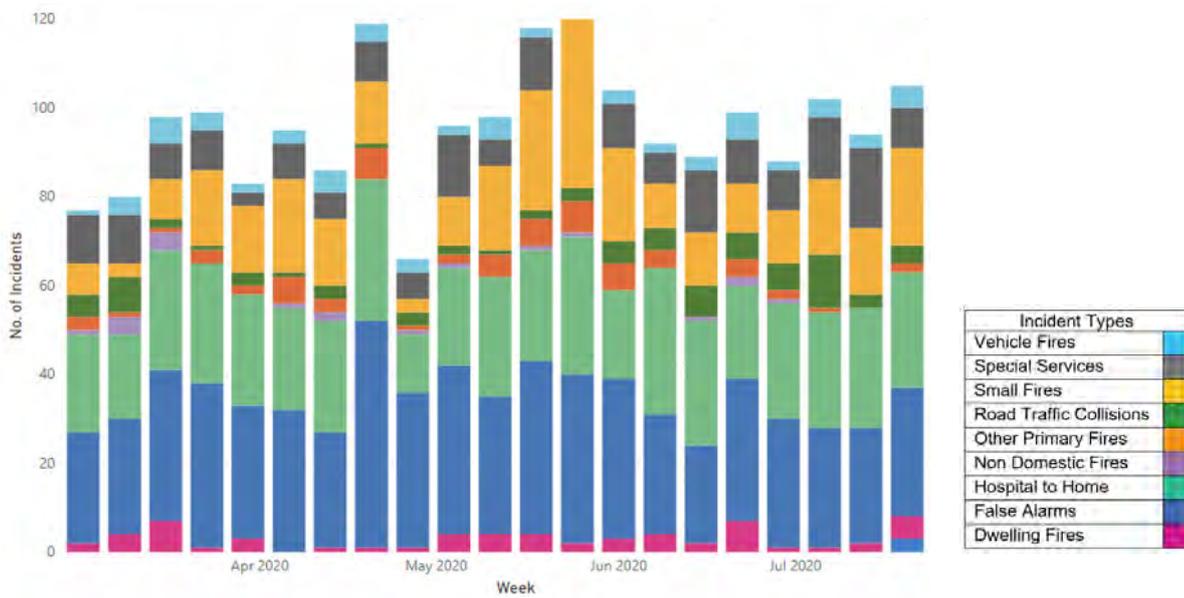This breakdown is consistent with the previous IRMP report.

### January to December 2019 - Incident Breakdown

False Alarms **1569**

Special Services **686**

Secondary Fires **642**

Primary Fires **608**

Road Traffic Collisions **326**

# COVID-19 Recovery

While dealing with the COVID-19 pandemic we noted a change in the risk profile, albeit perhaps temporary,. This is considered further in our planning as the recovery from COVID-19 may have future implications for WFRS and may lead to permanent changes in the risk profiles for certain incident types that WFRS respond to.
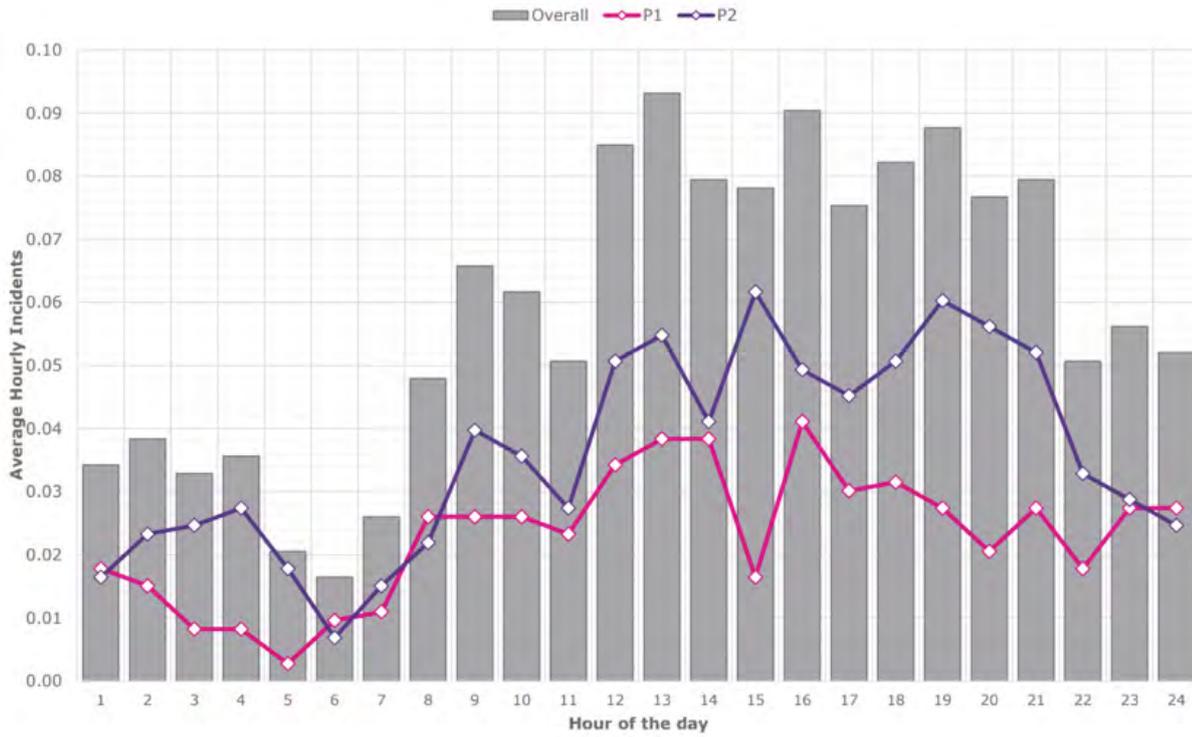
The chart shows our attendance to incidents. During the pandemic, 537 people used our Hospital to Home service, which is an increase of 132 when compared to the same period in 2019.

# Daily Incident Profile

The occurrence of life risk incidents over a typical 24 hour period shows that our busiest time of day for these emergency incidents is between midday and late evening.
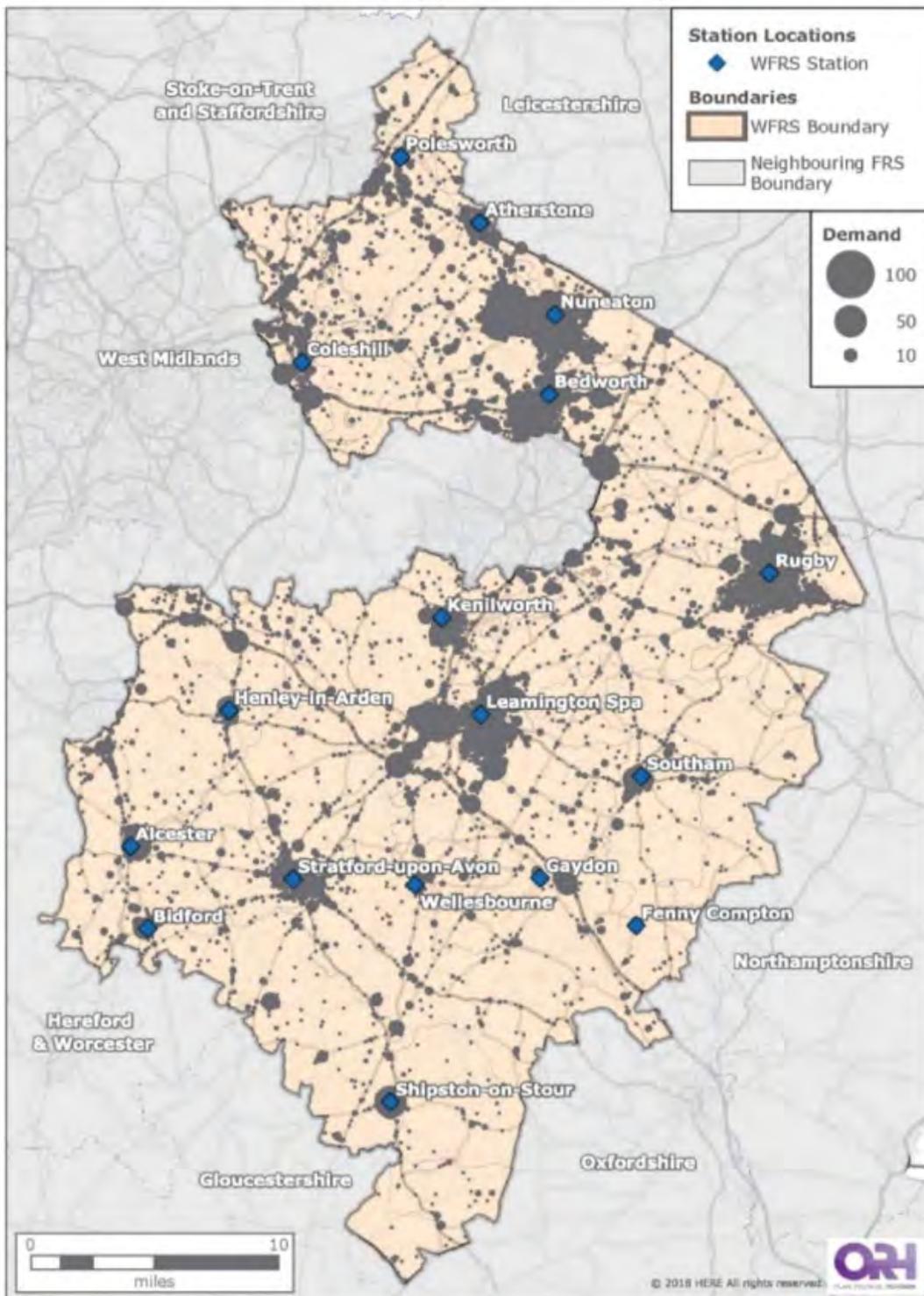
The chart shows all incidents and life risk incidents (P1 immediate threat to life & P2 high risk threat to life) plotted:
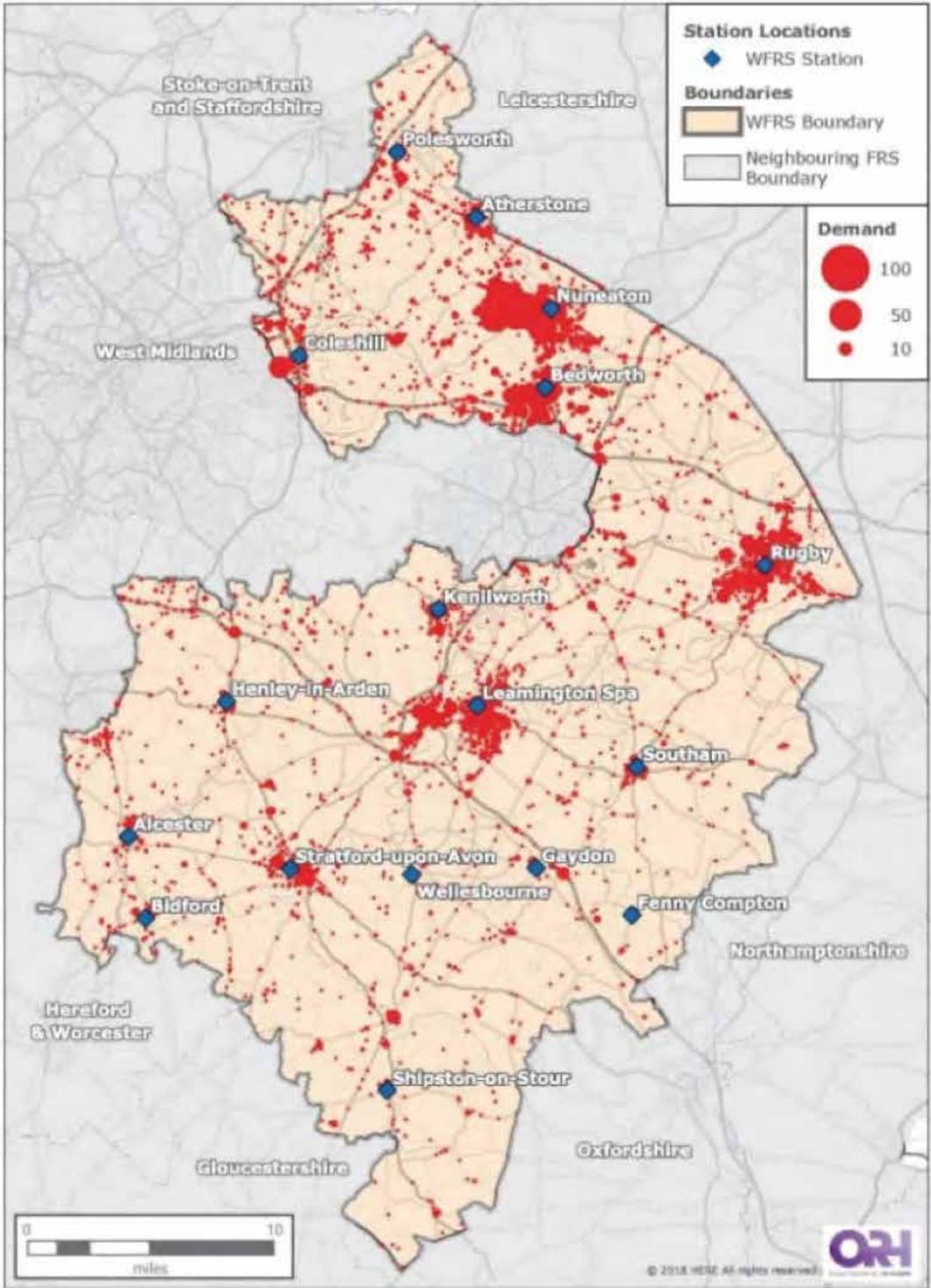
# Incident Demand Maps

The locations of emergency incidents are in line with our expectations, typically with most fires occurring in urban areas whilst the location of serious road traffic collisions occur primarily on motorways and rural roads:
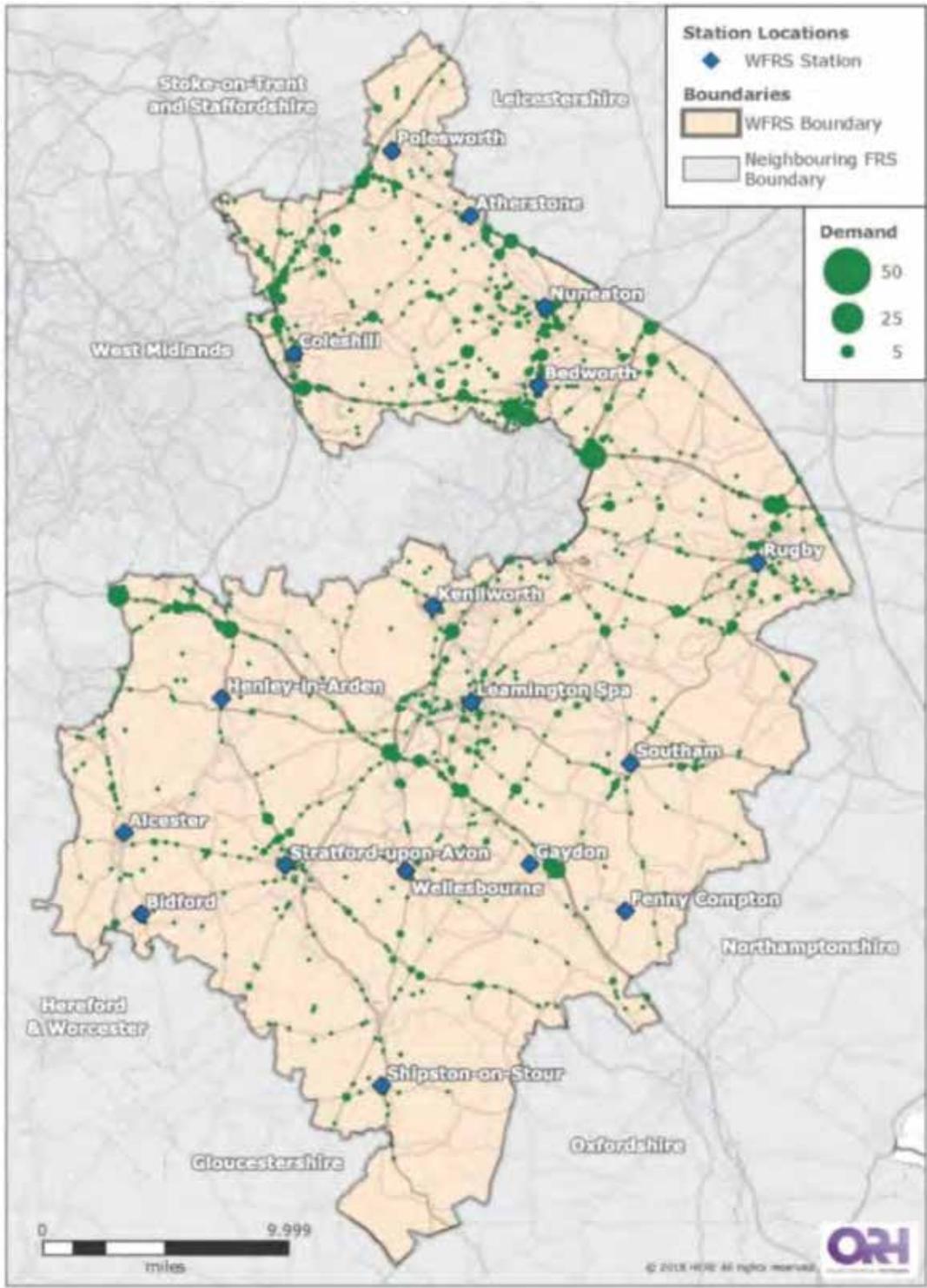
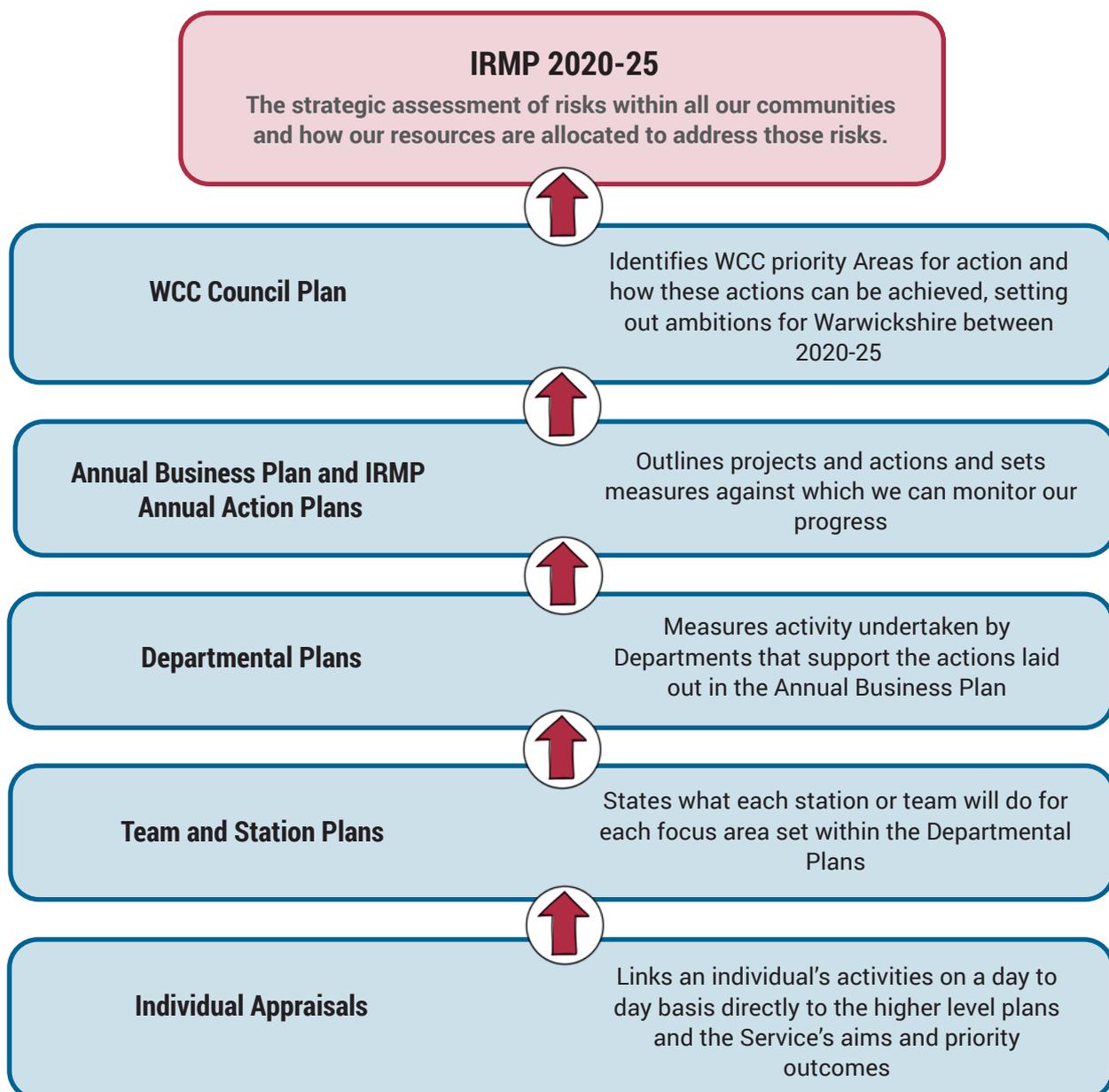## All Incidents:

# Fires:

## RTCs:

# Risk Management in Warwickshire - Assessing Our Risk

## What are we aiming to achieve?

We will include predictive analysis in developing our future plans and our IRMP will adopt an evidence based approach to understand risk and vulnerability in the community and translate our understanding into the effective delivery and evaluation of the services we provide.

We will seek continuous improvement and we will seek feedback to ensure we learn and improve our services.

As a principal element of our business planning, our proposals are linked to the WCC Council plan and associated annual action plans:

**IRMP 2020-25**

**The strategic assessment of risks within all our communities and how our resources are allocated to address those risks.**

⬆

**WCC Council Plan**

Identifies WCC priority Areas for action and how these actions can be achieved, setting out ambitions for Warwickshire between 2020-25

⬆

**Annual Business Plan and IRMP Annual Action Plans**

Outlines projects and actions and sets measures against which we can monitor our progress

⬆

**Departmental Plans**

Measures activity undertaken by Departments that support the actions laid out in the Annual Business Plan

⬆

**Team and Station Plans**

States what each station or team will do for each focus area set within the Departmental Plans

⬆

**Individual Appraisals**

Links an individual's activities on a day to day basis directly to the higher level plans and the Service's aims and priority outcomes

# Our IRMP 20-25 Proposals

These are our proposals for the next five years (2020-25):

| Proposal | Principal Supporting Evidence |
| --- | --- |
| **Ensure our workforce and ethos reflect the diverse communities we serve.** | HMICFRS Inspection Report 2018<br>Warwickshire Insights<br>WCC Council Plan |
| **Assess our capabilities to improve our ways of working in response to any future pandemics.** | WFRS and WCC Pandemic Recovery Plans<br>Community Risk Register<br>Warwickshire 2025 Report |
| **Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.** | NFCC Community Risk Programme<br>Risk Profile 2020 and Resource Mapping<br>HMICFRS Inspection Report 2018 |
| **Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.** | WFRS and WCC Pandemic Recovery Plan<br>Warwickshire Insights and Warwickshire 2025 Report<br>WCC Council Plan |
| **Implement digital solutions to enhance our service delivery.** | NFCC Community Risk Programme<br>WCC Council Plan |

# Consultation and Engagement / Tell Us What You Think

**Your views are important and we invite you to tell us what you think of our plan.**

➡ **A public consultation will run from 14 September 2020 till 6 November 2020.**

➡ **To participate in our IRMP consultation please complete the online survey which can be found on the 'www.warwickshire.gov.uk/ask' website.**

➡ **Alternatively, if you require a paper survey, or need any assistance in completing or providing feedback, please contact us by email: wfrsirmp@warwickshire.gov.uk**

➡ **Or, you can write to us at:**
Continuous Improvement and Change
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🌐 www.warwickshire.gov.uk/fireandrescue