

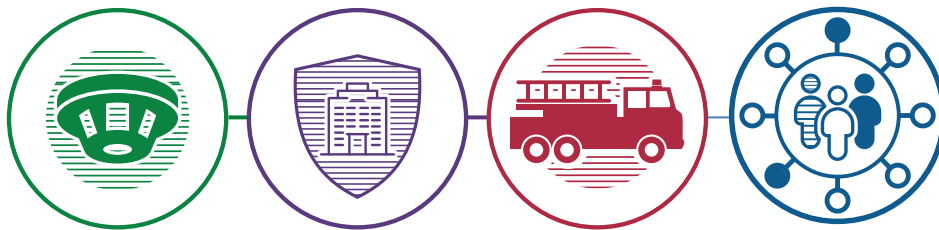
# Warwickshire Fire and Rescue Service

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## Prevention, Protection, Response and Resilience Core Strategy 2022-2027

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## Our Vision

*“Making Warwickshire the best it can be, sustainable now and for future generations”*

## Our Mission



**Keeping people safe in their homes**



**Keeping people safe in their environment**



**Keeping people safe when they are travelling in and through Warwickshire**



**Keeping people safe in their workplace**

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# Foreword

## Welcome to the Warwickshire Fire and Rescue Service Core strategy 2022-2027.

Warwickshire is a fantastic, historic county with so much to offer. We want everyone who chooses to live, work, do business, study, or visit here to be safe. We want people to be safe and feel safe in their homes and workplaces, when they travel through Warwickshire and when enjoying the environment here in Warwickshire

Warwickshire Fire and Rescue Service, as an integral part of Warwickshire County Council (WCC), provides a risk-based service to the communities of Warwickshire. We work in collaboration and partnership with the people of Warwickshire to **prevent** incidents and emergencies from occurring, to **protect** people through safe buildings and when needed, **respond** to those who need us most when an emergency occurs. We will continue to strengthen our **resilience** to prevent, mitigate, respond to, and recover from the risks facing our communities.

Warwickshire Fire and Rescue Service provides services across the whole of Warwickshire covering 764 square miles. Our brilliant people deliver specialist support to resolve complex situations, targeted activities supporting the most vulnerable, and a universal level of service to all.

Our core strategy is about Warwickshire stepping forward to meet the needs of our communities as we face new and emerging risks. We will take bold and radical action to support our communities to be safe, to support and sustain economic growth and business prosperity, to keep transport networks moving, and to enable the most vulnerable to live safely. We deliver this by taking a risk and evidence-based approach to all that we do. We also work to ensure that we are sustainable with a particular focus on how the weather and environment is changing. Our ethics and values are incredibly important to us and guide how we act and serve on a day-to-day basis. We look after our people as they look after our communities and we are committed to ensuring that our people reflect and understand the diverse communities that we serve.

We will ensure that our people are well trained and valued. We will work to ensure that we have a positive culture and that our fire stations and equipment are safe and enable our firefighters to be the best they can be.

Now is the time for us to step forward together as we look to the next five years in which we will write the next chapter of our shared story. Across Warwickshire's diverse communities, we will meet our long-term challenges with energy, common purpose, and commitment.



**Councillor Dale Bridgewater**  
*Portfolio Holder for  
Fire & Rescue and  
Community Safety,  
Warwickshire County Council*



**Ben Brook**  
*Chief Fire Officer,  
Warwickshire Fire  
& Rescue Service,  
Warwickshire County Council*



# Community risk management planning process

Making sure our people and communities are kept as safe as possible is at the heart of everything we do. The Community Risk Programme (CRP) is one part of the National Fire Chiefs Council (NFCC) improvement programme. The outcome of the programme will be a set of standardised tools for fire and rescue services that will enable consistent identification, assessment, and mitigation strategies for community risks.

The NFCC have produced a strategic Risk Management Planning Framework and WFRS are adopting this framework as a tool to

understanding risk within Warwickshire. This drives the assessment of our risk, the delivery of our services, evaluation of our outcomes and provides organisational assurance.

We have used the NFCC process to form the basis of our CRMP planning process which involves the production of our Risk Analysis, this core strategy, supporting strategies and our Delivery Plan. The way in which we develop our CRMP ensures engagement throughout the service so that every person understands how they contribute.

## NFCC strategic risk management process



## Warwickshire County Council plan and integrated planning

Our CRMP supports the Council Plan and is presented as part of the integrated planning approach. This joined-up approach across the Council enables us to tackle the complex, inter-connected challenges, and to maximise

the opportunities, facing Warwickshire. A core aspect of this approach is the production of a suite of core and supporting strategies, and our core strategy will form one these.

WCC integrated planning					
Council Plan	Medium Term Financial Plan	Core & Supporting Strategies	Delivery Plan	Performance Management Framework	Engagement Approach



### Risk Analysis

We continually review risk by analysing both our external and internal operating environments as part of the CRMP process. Our risk analysis forms the foundation of our CRMP ensuring that our approach to risk management actively informs and guides decision-making across WFRS. It gives us a detailed understanding of the challenges facing the service and our communities, and highlights where action is needed to address these challenges.

Included within our Core Strategy are the broader thematic risks affecting us as a fire and rescue service. It is our Community Risk Analysis that provides the detailed evidence-based risk profile specific to Warwickshire

### Prevention, Protection, Response and Resilience Core Strategy

Our core strategy sets out how we are making Warwickshire safer over the next 5 years. It outlines the priorities that every member of WFRS focuses on and the approach that we take to manage risk within Warwickshire.

### Supporting Strategies

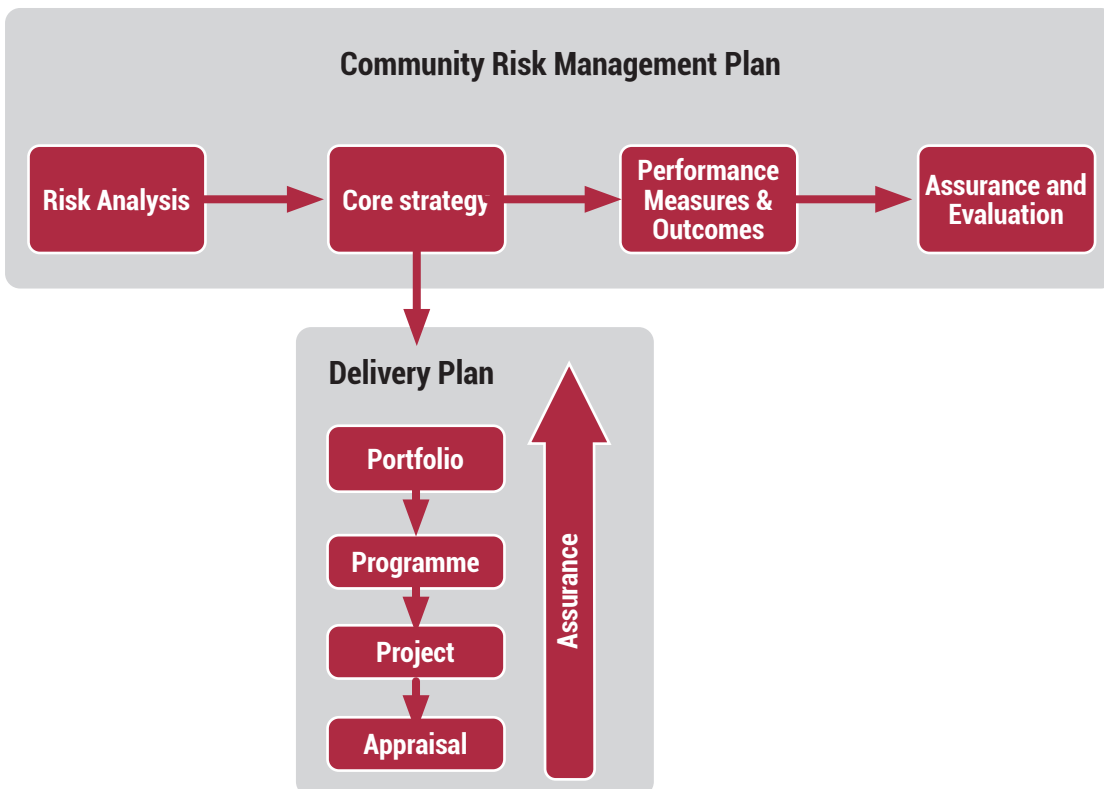
Underpinning our Core Strategy are our Supporting Strategies which set out our areas of focus over a 3-year period. They outline what our key functions will focus on as part of our continuous improvement journey ensuring that our efforts are aligned with our strategic priorities.

### Delivery Plan

Our Delivery Plan identifies how we turn our Core Strategy and Supporting Strategies into deliverables using a Portfolio Management approach over a 1-2 year period.

### Appraisal

Our people take part in an annual appraisal process that ensures personal objectives remain current, aligned to our CRMP and demonstrates how each individual contributes to our service priorities.





# Why we need a core strategy

The Fire and Rescue National Framework for England places a requirement on each fire and rescue authority to have a Community Risk Management Plan (CRMP).

Our Core strategy is a component part of the CRMP. WFRS Leadership is responsible for the day to day running of the Service and delivering the priorities within the Core strategy. The CRMP is a rolling process which looks at risk through a three-, five-, and 10-year lens, and in order to do this, WFRS use a range of data sets including a high level PESTLER which is a thematic risk analysis looking at longer term foreseeable risk up to a period of 10 years. This risk analysis helps develop the core strategy which sets out the approach we will take to ensure the safety of our communities, and which aims to ensure the right resources

are in the right place at the right time, now and into the future to manage those risks. This plan sets out the main risks in our area, shows how we use prevention, protection, response and resilience activities to prevent fires and other incidents, mitigate the effects of risks on our communities, and outline how resources are allocated.

We operate in a dynamic environment, and we need to effectively target our resources and develop our services to have the greatest impact in mitigating risk. Our core strategy shapes our future direction ensuring that we remain, sustainable, efficient, effective and continually focusing on people and risk.

**This core strategy is intended to take Warwickshire fire and rescue service forward and deliver a service for the twenty-first century. To achieve this, we are:**

**Adapting to social change**

**Adapting to new and emerging risk**

**Improving effectiveness and efficiency**

**Embracing opportunities for technological advances**

**Ensuring our workforce have the right skills**

**Developing a workforce that reflects the makeup of our communities**



# Risk analysis

At the forefront of our CRMP is our analysis and assessment of foreseeable fire and rescue related risk that could affect the communities of Warwickshire. It enables us to assess both the likelihood and consequence of risk within our communities now and predict how it may look in the future. Risks are foreseeable and by analysing national and local data and intelligence we can target our resources and develop our people to work flexibly across statutory functions to manage ongoing and emerging risk.

In our fast moving and constantly changing world we also recognise that historical data doesn't always shape future events. It is therefore important that we remain agile and identify emerging trends so that we can target our resources and deliver our activities flexibly and proactively.

In order to identify and assess the full range of foreseeable and related community risk, we use a variety of sources to support this process as illustrated below.

## Warwickshire Fire and Rescue Service definition of risk (National Fire Chiefs Council - NFCC)

**RISK**  
"A combination of the likelihood and consequences of hazardous events"

**COMMUNITY RISK**  
"The risk of unwanted events that might occur in the community, which the FRS aims to reduce. Includes, fires, road traffic collisions and other incidents that the FRS might respond to"

-  **Global Risk Report** - "Global risk" is defined as the possibility of the occurrence of an event or condition which, if it occurs, would negatively impact a significant proportion of global GDP, population, or natural resources.
-  **National Risk Register** - Government's assessment of the most serious risks facing the UK.
-  **Warwickshire Local Resilience Forum Risks** - Assessment of the most significant risks that could occur in Warwickshire. This collective information is referred to as the Community Risk Register (CRR). The information sets out what Warwickshire responders and other partners are doing about the risks.
-  **PESTLER** - We carry out an analysis of risk arising from the impact of external factors, Political, Economic, Social, Technological, Legal, Environmental, Reputational (PESTLER).
-  **Warwickshire Community Risk Analysis** - Our Community Risk Analysis is risk specific to the communities of Warwickshire and is developed using various hazard data sets which are then mapped against each Lower Layer Super Output Area (LSOA)
-  **Service Risk Register** - The risk register is the tool we use to monitor and review risk to ensure our mitigating control measures are effective.



# Thematic risks

Our risk analysis has identified the following thematic risks.

## Change in demographics profile



Certain groups are more at risk of having a fire and we will target our efforts to reduce the risk to these groups.

- People over 65 years of age.
- People living alone.
- Smokers.
- Deprivation.
- Adult Social Care Users.
- People with long term health problems or disability.
- Those without smoke alarms.
- Individuals with drug or alcohol dependency.

## Ageing population



- Approximately 21% of Warwickshire's population are aged over 65.
- Around 35% of our victims of dwelling fires are aged 65 and over.

## Isolation & loneliness



- In Warwickshire, 5.6% of people aged 16+ said they were lonely all or most of the time in 2021/22 and 2022/23.
- Around 40% of our victims of dwelling fires live alone.

## Mental health & wellbeing



- The number of depression diagnoses in Warwickshire for those aged 18 years and over is increasing. In 2023/24 there were 9,535 new cases of depression in Warwickshire.
- We are experiencing an increase in the number of incidents attended to people with mental health conditions.

## Climate change



- Parts of Warwickshire are affected by flood risk.
- During a recent 12 month period we attended 43 weather related flood incidents (4% of all Special Services incidents).

## The built environment



- Protecting our buildings, local businesses and places of heritage.
- Currently in Warwickshire we have around 24,000 commercial premises.
- Approximately 6% of our fires are in non-domestic premises.

## Network & infrastructure developments



- New housing developments impact on our environment and road systems that may increase demand. Major rail developments are also planned across Warwickshire over the next 10 years.
- Warwickshire is home to 92 miles of motorway and has the largest motorway network in the West Midlands Region.
- Around 9% of our incidents involve Road Traffic Collisions (RTCs) and we witness more fatalities through RTCs than fire.

## Terrorism



- Fire and rescue services play a critical contribution in responding to acts of terrorism. This is an agreed function of the FRS and we must be able to respond to the threat of terrorism.

## National resilience capability



- National resilience provides specialist capabilities, personnel and resources which enhance the ability of the sector to respond effectively to large scale or critical incidents.

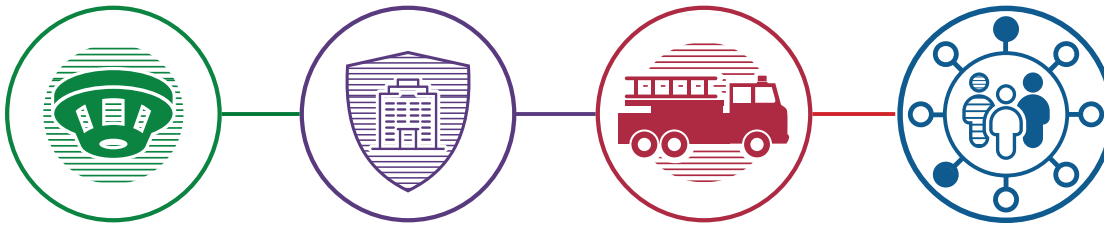


# What we are focusing on

## WFRS Integrated Approach

Understanding risk is crucial to the delivery of our service. Community risk management planning is a process that we adopt to ensure that we understand the risks faced by our communities and that we are taking appropriate action to reduce and manage those risks. We utilise our resources using a risk management approach based on a universal, targeted and specialist graded model for each statutory function.

We recognise that our risk profile and operating environment are changing and so it is crucial for us to target our resources and support those that need us the most. Our core strategy is about setting out an integrated approach through our prevention, protection, response and resilience arrangements, balancing the necessary strategic emergency cover whilst targeting those most vulnerable to risk.



### Prevention

Educating people to help prevent fires and other emergency incidents occurring

### Protection

Protecting our built environment

### Response

Ensuring we have the right resources to respond to emergencies

### Resilience

Our ability to respond to and recover from disruption

## WFRS Partnership Approach

Partnerships are vital to WFRS's ability to deliver effective, community first services.

These relationships extend the Service's reach, improve public safety, and strengthen community resilience. Embedding partnership working into our strategy ensures alignment with national priorities, drives continuous improvement, and builds public trust.

Our partnerships encompass collaborative relationships across diverse sectors, and they extend and integrate with cross-border organisations and national resilience arrangements.

Collectively these partnerships empower WFRS to protect Warwickshire's people, property, and environment with agility, efficiency and long-term impact.



# Prevention



Reducing risk to the communities of Warwickshire is a fundamental part of our service. To do this, we are committed to reducing risk as far as possible by carrying out prevention activities. These activities are aimed at educating, supporting, and intervening, where necessary, to try and stop incidents from happening in the first place. Preventing incidents from happening, is by far the most effective way to make Warwickshire safer.

The Fire Service Act 2004 includes prevention as a core function and fire authorities must make provision for the purpose of promoting fire safety in its area to prevent fires and death or injuries by fire.

## Prevention priorities

Our Prevention priorities are driven by risk and support the mission statement outlined above, focussing primarily on keeping people safe at home, travelling in and through Warwickshire and in their environments.

- We are identifying the most vulnerable people in our communities and improving their safety, health, and wellbeing through targeted prevention activities directly linked to vulnerability and risk.
- We are ensuring that our people and relevant partners have the necessary skills and capabilities to deliver a wide range of prevention activities to improve community safety.
- We are adopting a collaborative approach, sharing information, and learning with relevant stakeholders and partners to improve organisational performance and community safety outcomes.
- We are pro-actively engaging with and supporting relevant partners in reducing identified community risk, for example road traffic collisions.
- We are ensuring that our people can act on safeguarding concerns and have the necessary skills and knowledge to do so.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

## Prevention Offer

### Specialist Offer

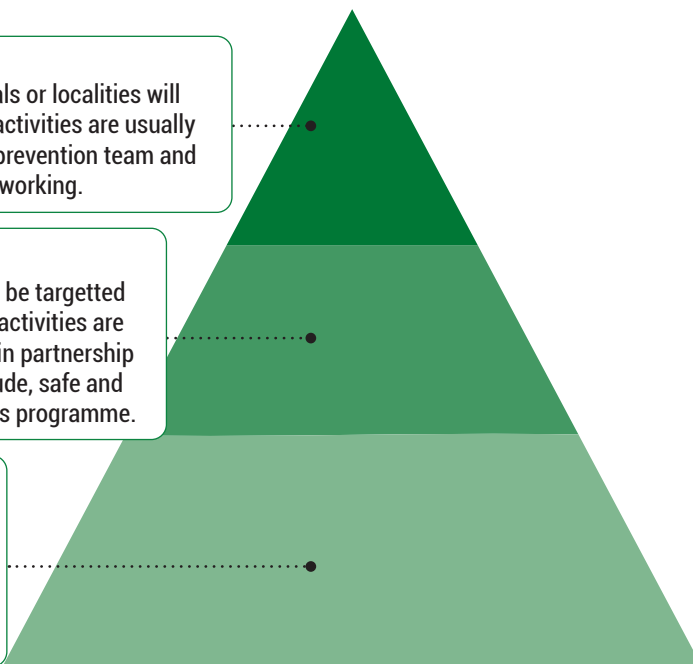
Complex high risk individuals or localities will require specialist support, activities are usually delivered by our specialist prevention team and often include multi agency working.

### Targeted Offer

Higher risk fire safety activities will be targeted to priority groups or places. These activities are usually delivered by WFRS staff or in partnership with local agencies. Examples include, safe and well checks road safety and schools programme.

### Universal Offer

Lower risk fire safety information, advice and guidance is available to all and will be accessible through a variety of activities including, safety messaging, educational toolkits, telephone advice.





# Protection



Fire Protection is another statutory function included within the Fire Service Act 2004. We have a responsibility to protect the 'built environment' within Warwickshire, through our regulatory and advisory role, this includes all workplaces and premises to which the public have access. It also includes other premises to which the Regulatory Reform (Fire Safety) Order 2005 applies, for example, communal areas in domestic premises such as high-rise buildings or Houses in Multiple Occupation.

The Grenfell Tower inquiry, and national work in the fire sector to address concerns raised as a result of the tragedy, have identified the need for increased consistency and commonality of understanding of 'higher risk' buildings.

In our endeavour to protect the built environment and support economic sustainability we provide information, guidance and advice to businesses and other employers to prevent fires happening in the first instance. Beyond this we also have a statutory duty to enforce compliance with fire safety law.

## Protection priorities

Our Protection priorities are driven by risk and support the mission statement outlined above focussing primarily on 'keeping people safe in their workplace'.

- We are identifying, through our Risk Based Inspection Programme those premises that pose the greatest risk and effectively targeting our resources to protect the built environment.
- We are ensuring accurate risk information is available to those that need it when they need it.
- We are strengthening our specialist Fire Protection capacity to ensure that we have a sustainable staffing model.
- We are developing our people to utilise more of our workforce to reduce community risk.
- We are supporting businesses to help themselves and encourage a strong fire safety culture.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

## Protection Offer

### Specialist Offer

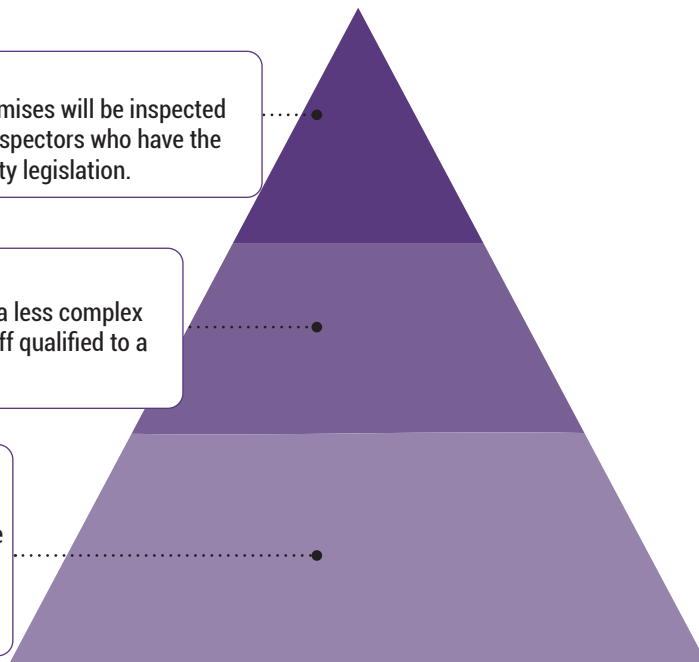
Complex and high risk premises will be inspected by specialist Fire Safety Inspectors who have the ability to enforce Fire Safety legislation.

### Targeted Offer

Those higher risk premises of a less complex nature will be inspected by staff qualified to a minimum of level 3 fire safety.

### Universal Offer

Lower risk fire safety information, advice and guidance is available to all and will be accessible through a variety of activities including, safety messaging, educational toolkits, and telephone advice.





## Response



All Fire and Rescue Authorities have statutory responsibilities for:

- Extinguishing fires in their area
- Protecting life and property in the event of fires in their area
- Rescuing and protecting people in the event of a road traffic collision, and
- Rescuing and protecting people in the event of other emergencies.

Our response starts from the initial 999 call in Fire Control. In the event of an emergency, we want to ensure that we respond according to risk protecting and limiting damage to life, property, and the environment.

There are 17 fire stations used as response points and prevention and protection bases. We move our appliances around the county throughout the day and night to ensure that at any given point we have the right resources in the right place.

WFRS has 14 fire engines in the day when activity is highest and 13 fire engines at night when the risk is lower. These fire engines provide immediate response.

The Resilience Teams enable the Service to have an additional 4 fire engines for a major incident or high levels of activity. These fire engines provide a maximum of two hour turn in.

WFRS maintains a range of specialist resources and capabilities designed to enhance operational effectiveness and resilience across the county. These capabilities include advanced water rescue and road traffic collision response, ensuring our ability to intervene in complex and high-risk environments. Command support capabilities provide enhanced coordination during major incidents, while environmental protection capabilities safeguard communities from hazardous materials and pollution.

Additional capabilities such as off-road vehicles and specialist firefighting media capabilities enable targeted and efficient firefighting strategies. WFRS also operates turntable ladders for high-access operations, drone technology for aerial intelligence, and dedicated

animal rescue services to protect life in all forms.

Collectively, these specialist resources and capabilities position WFRS to deliver a risk based, adaptable, and high-quality emergency response aligned with the needs of the communities we serve.

We have two national assets which are registered on a national register and available for other Fire and Rescue Services should they require them:

High Volume Pump and Hose Layer.

Mass Decontaminations Unit.

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. 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. Furthermore, as these types of events will be impacting 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.

Resilience Teams provide a guaranteed call back response to incidents like those outlined above and form part of the resilience planning for long incidents or spikes in day-to-day activities. They have a maximum turn in time of 2 hours.

With increased operational demand comes increased demand on our Fire Control function, the Integrated Fire Control provide additional members of staff that can be called upon during periods of high activity and short notice crewing deficiencies to ensure we can sustain a workable and resilient Fire Control. These additional members of staff are primarily operational Firefighters who have received additional training to enhance their knowledge and understanding.



# Response

## Response priorities

Our Response priorities are driven by risk and support all the mission statements outlined above; 'keeping people safe at home, travelling in and through Warwickshire, in their environments and in the workplace.'

- We are resourcing to risk, to provide a risk based, effective and efficient response because our communities expect us to be there when they need us.
- We ensure our people have the necessary skills and competencies to deliver prevention, protection, response and resilience activities because we are committed to keeping our community and people safe..
- We are enhancing our specialist response capabilities and investing in workforce development to address the growing complexity and diversity of incidents we respond to.
- We are ensuring accurate risk information is available to those that need it when they need it.

## Response Offer

### Specialist Offer

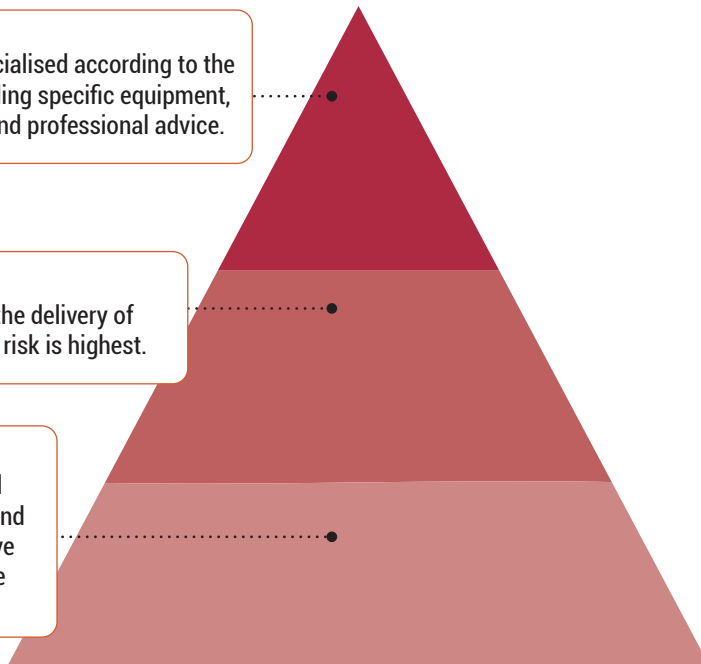
Our response will be specialised according to the type of incident by providing specific equipment, vehicles, technical skill and professional advice.

### Targeted Offer

We will be flexible and prioritise the delivery of our response resource where the risk is highest.

### Universal Offer

In the event of an emergency our control room staff will respond to all residents and visitors to Warwickshire. They will receive a response resource proportionate to the nature and severity of risk.





# Resilience

Resilience is the ability to repeatedly rebound and respond effectively from disruption. Our core strategy for resilience focuses on both people and process, ensuring we have a workforce that is resilient, professional, skilled, flexible, and diverse. Seeing health, safety, and wellbeing approaches as enablers to maximise flexibility, agility, and resilience for all future challenges, strengthening and supporting our ability to deliver our mission and vision.

WFRS will embed resilience in our people by supporting them to be the best they can be and providing them with the necessary skills to remain resilient in the face of challenge. We will uphold our duties under the Civil Contingencies Act 2004 by being pro-active in our planning and preparations for disruptive events with a strategic focus being placed on leadership, business continuity arrangements and the management of assets now and into the future.

## Resilience priorities

Our Resilience priorities are driven by risk and support all the mission statements; 'keeping people safe at home, travelling in and through Warwickshire, in their environments and in the workplace.

- We will lead, support, and enable our people to be the best they can be.
- We will utilise health and safety as an enabler for building and strengthening the services' resilience.
- We will work with partners to design, develop, and deliver business continuity plans that support and strengthen the service and allow it to deliver for its communities based on local, regional, and national risks.
- We will manage our assets including equipment, vehicles, supplies, property, digital and data, to enable the efficient and effective delivery of services to the community.
- We will implement sustainable practices to reduce the environmental impact of our activities.

## Resilience Offer

### Specialist Offer

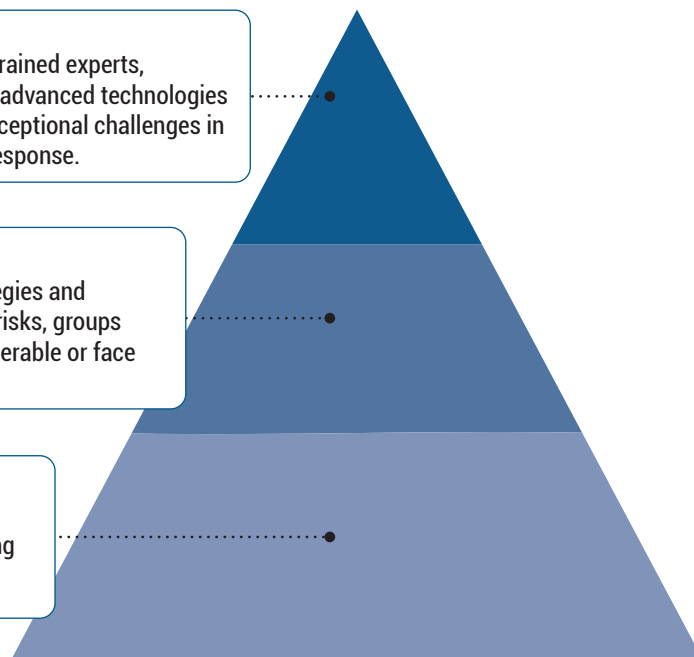
WFRS will deploy highly trained experts, specialised resources, or advanced technologies to address complex or exceptional challenges in resilience planning and response.

### Targeted Offer

WFRS will provide targeted strategies and resources that focus on specific risks, groups or areas that are particularly vulnerable or face unique challenges.

### Universal Offer

We will support communities, partners and our people to be resilient by providing information, advice and guidance.





# How we are delivering this core strategy

## Our values, our behaviours and our core code of ethics

We are adopting the NFCC Core Code of Ethics and embedding them in all that we do. This code supports the Values and Behaviours of WCC and the approach that we are taking to deliver Our core strategy .

### NFCC core code of ethics



**Putting our communities first**



**Integrity**



**Dignity and respect**



**Leadership**



**Equality, diversity and inclusion**

### Warwickshire County Council values



**High performing**



**Collaborative**



**Customer focused**



**Accountable**



**Trustworthy**

### Warwickshire County Council behaviours



**Do what we say**



**Move with purpose and energy**



**Focus on solutions**



**Help people and communities to find their own solutions**



**Build strong working relationships**



**Be the best we can be**



# How we are delivering this core strategy

To translate our core strategy and turn it into delivery we need a clear plan, we need to involve the right people and be able to monitor progress.

## Supporting Strategies

Our supporting strategies turn our core strategy into action and are established to identify more specifically the areas that we will focus on over the medium term (3 years).

## Our Delivery Plan

Our Delivery Plan is the product of our annual business planning cycle, this plan provides focus for our people and prioritises what we will deliver over a 1-2 year rolling period.

## Involving the right people

Our Enabling Services are critical to the delivery of our core strategy. The specialist skills and expertise within these teams are integral to the delivery of our prevention, protection, response, and resilience functions. We are utilising expertise and resource from Council teams to address specific areas that enable us to deliver our objectives. These include areas highlighted in the HMICFRS State of Fire recommendations and our own HMICFRS Inspection report, specifically around, Equality, Diversity & Inclusion and People, Talent Management, Workforce Planning and Digital and Data.

## Governance

Having robust governance arrangements in place ensures that the right people frequently monitor progress and make the right decisions. These arrangements provide clarity on responsibilities and accountability for the delivery of our core strategy and delivery plan.



# How we know we are getting it right

- ✓ Our core strategy will be supported by our supporting strategies and a delivery plan which we will review and refresh each year on a rolling basis.
- ✓ Our performance management arrangements enable us to maintain a sharp focus on delivering outcomes for Warwickshire and its communities.
- ✓ We provide assurance on the delivery of our core strategy in line with our assurance and evaluation supporting strategy and policies.
- ✓ We will communicate and engage with our people to maximise their understanding of the CRMP planning process and our core strategy .
- ✓ We produce of our Annual Statement of Assurance as required by The Fire and Rescue National Framework for England (2018).
- ✓ Our evaluation methods.
- ✓ We will assess ourselves against the NFCC Professional Fire Standards to help drive continuous improvement.
- ✓ We continually review and improve our operational performance through debriefing and organisational learning.

## Independent assessment

In July 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) extended its remit to include inspections of England's fire and rescue service. This inspection involves an assessment of our efficiency, effectiveness, and people. In our commitment to continuous improvement, we use feedback from this process to strengthen our planning, refine our priorities, and ensure our core strategy reflects the needs of our communities.

# Supporting Information

**Warwickshire County Council - Council Plan 2022-2027**

**Warwickshire Fire & Rescue Service - Risk Analysis**

**Fire and Rescue National Framework for England**

**Fire Services Act 2004**

**National Fire Chief Council Guidance (NFCC)**

**NFCC CRMP Strategic Framework**

**Fire Vision 2024**

**Fire Standards**

For more information visit:

[www.warwickshire.gov.uk/fireandrescue](http://www.warwickshire.gov.uk/fireandrescue)

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