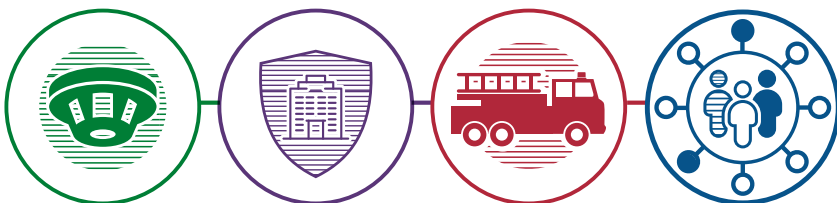


Warwickshire Fire and Rescue Service



Statement of Assurance 2024-2025



 **Warwickshire**
County Council



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Introduction

Welcome to Warwickshire Fire and Rescue Service (WFRS) Statement of Assurance 2024/25. This statement outlines how WFRS has met the expectations set out in the Fire and Rescue National Framework and provides assurance to our communities, stakeholders, and governing bodies that we have used our resources efficiently, operated effectively, and maintained integrity in our decision-making processes.

Over the past year, we've achieved several key milestones that reflect our ongoing commitment to public safety and continuous improvement. These accomplishments, shared throughout this statement, demonstrate our dedication to our Community Risk Management Plan (CRMP) 2022–2027 and the impact of our efforts across the community.

As part of our commitment to continuous improvement, we annually review and refresh our CRMP to ensure it remains relevant and responsive to change. This year's review has resulted in a few updates to our core strategy, aligning more closely with the

ways we work in practice. Notably, from April 2024, we've introduced "Resilience" as our fourth control measure, reflecting our proactive approach to risk and readiness.

This statement is the third since the initial publication of our core strategy and gives us the opportunity to continue to update you on our journey. We hope this statement provides you with the assurance that we are meeting our statutory duties and working to make Warwickshire the best it can be, now and in the future.



Dale Bridgewater
Portfolio Holder



Ben Brook
Fire and Rescue and
Community Safety
Chief Fire Officer



Why we need a Statement of Assurance

The Fire and Rescue National Framework for England (2018) sets out the Government's strategic direction for Fire and Rescue Authorities (FRAs), outlining key priorities and objectives. It requires all FRAs to provide assurance to their communities, stakeholders, and governing bodies across financial, governance, and operational areas. It also mandates that every Fire and Rescue Service in England maintains a CRMP.

This Statement of Assurance reaffirms that WFRS continues to meet the expectations of the National Framework and remains committed to delivering the priorities outlined in our CRMP. It serves as a vital communication tool for WFRS, aligning with both statutory expectations and our commitment to community engagement.

The key purposes of this statement are:

Ensuring public confidence by openly sharing how we manage resources, respond to incidents, and uphold our statutory duties, we reinforce trust in our service.

Demonstrating compliance, it confirms our alignment with the Fire and Rescue National Framework and illustrates how we meet the legal and policy expectations placed upon us.

Reflecting performance & progress through data analysis, we showcase statistical highlights, improvements made, and the impact of our achievements.

Driving improvement, this statement is not just retrospective, it also supports learning, innovation, and evolving service delivery in response to emerging risks and community needs.

Supporting effective governance, it demonstrates our oversight and control arrangements, enabling informed scrutiny and decision making.



About Warwickshire Fire & Rescue Service

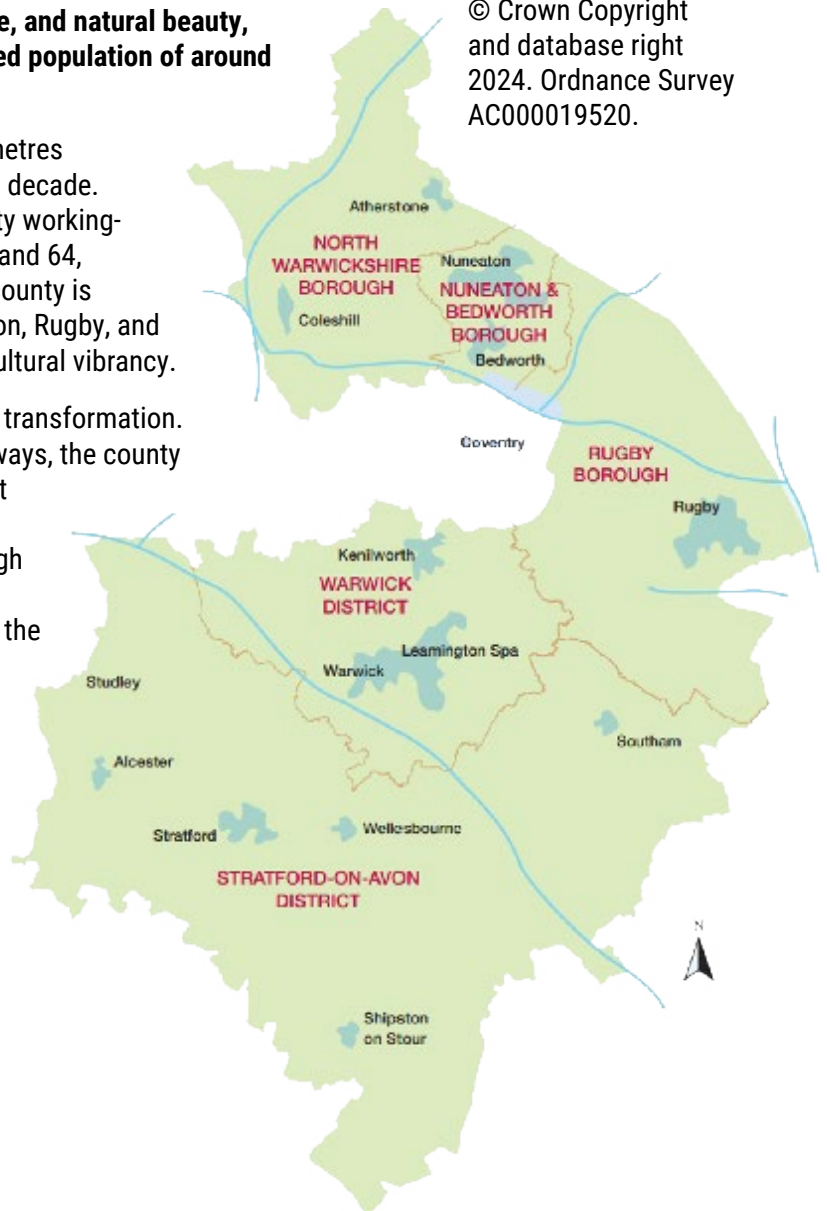
The County of Warwickshire

Warwickshire is a county steeped in history, culture, and natural beauty, located in the heart of England and has an estimated population of around 618,000 people.

The county spans approximately 1,975 square kilometres and the population has grown steadily over the past decade. Warwickshire's demographic profile shows a majority working-age population, with about 61.3% aged between 16 and 64, while those aged 65 and over make up 20.6%. The county is predominantly rural, with urban centres like Nuneaton, Rugby, and Leamington Spa contributing to its economic and cultural vibrancy.

Warwickshire's infrastructure is undergoing a major transformation. With 4,365 km of roads, including 148 km of motorways, the county already plays a vital role in regional connectivity, but the High Speed 2 (HS2) railway is reshaping that landscape in dramatic ways. HS2 is Britain's new high speed railway connecting London and Birmingham, which significantly impacts Warwickshire, including the constructions of viaducts, tunnels and bridges.

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Nuneaton

Market town, known for its industrial heritage.

Rugby

Birthplace of rugby football.

Leamington

Spa town with Regency architecture.

Warwick

Home to iconic Warwick Castle.

Stratford-on-Avon

Shakespeare's hometown attracting visitors from around the world.

A total of 19 rivers cross Warwickshire including Shakespeare's Avon which runs southwards through the county from its source near Coventry, eventually joining the Severn in Gloucestershire. There are four canals in the Warwickshire Ring, the Grand Union, Birmingham and Fazeley, Coventry, and Oxford.



Our Vision

“To make Warwickshire the best that it can be, now and in the future”

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**

Our People

Around 500 people work for WFRS, in a range of exciting, challenging, and rewarding roles. Although most of them are positioned within our response function, we utilise our people in an integrated way across all four of our control measures, prevention, protection, response and resilience.

Our enabling teams are crucial to the delivery of our service, each adding expertise from keeping the fleet ready, to designing smarter data tools, to ensuring the workforce stays equipped and supported.



Governance

How we ensure we do the right things in the right way at the right time.

Governance is about delivering our promises, engaging with, and leading our communities, and maintaining high standards of conduct. Governance is about how we ensure we do the right things, in the right way, at the right time to deliver our priorities. It is made up of all the systems, processes, culture, and behaviours which direct and control the way in which we work.

Governance is crucial because it provides a framework for ensuring that our service functions effectively and fairly. It establishes accountability, transparency, ethical conduct and the pursuit of shared goals, ultimately leading to better decision-making and better outcomes for our people and our communities.

Corporate Governance Framework

The Service is governed by the Fire Authority. The Fire Authority consists of the councillors who make up the Full Council with some decision making delegated to Cabinet.

The Fire Authority has a responsibility to ensure that its business is conducted in accordance with the law and proper standards, and that public money is used efficiently and effectively and properly accounted for. Each year the Authority prepares an Annual Governance Statement (AGS) which is contained within the Annual Statement of Accounts and sets out how it meets these responsibilities.

WFRS operates within the [WCC Corporate Code of Governance Framework](#), and we adopt [The Code of Corporate Governance for Warwickshire County Council](#). This comprises the governance principles, systems, processes, culture, and values by which the Council is directed, controlled and through which it is accountable to and engages with the communities of Warwickshire.

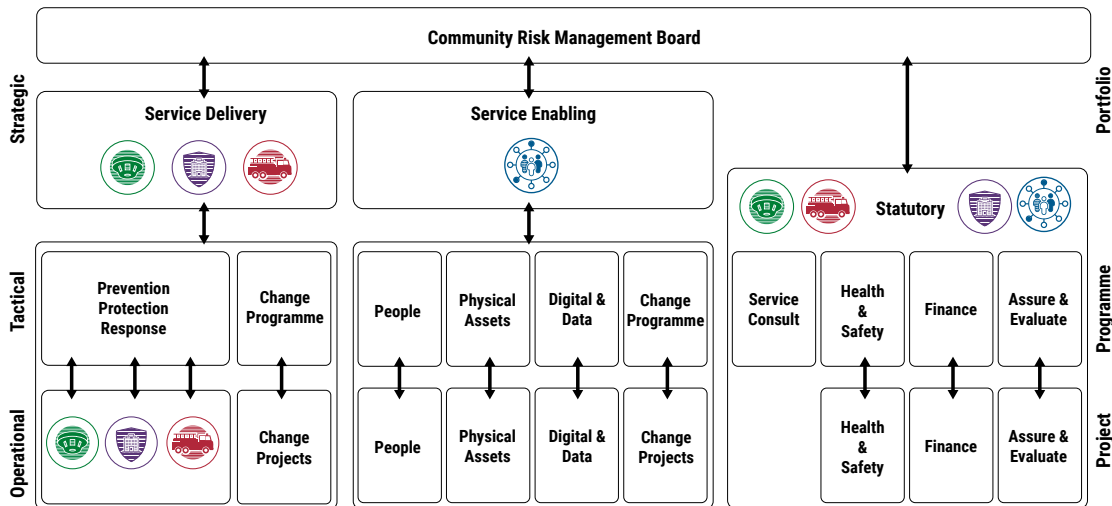
WFRS Internal Governance

WFRS internal governance arrangements are an essential element enabling the effective implementation and achievement of the corporate governance objectives. Our internal governance model underpins decision making and turns strategy into action.

At WFRS, we recognise that effective governance is the foundation of a resilient and accountable fire and rescue service. Following a comprehensive review in 2024/25, we implemented a refreshed model that ensures our service remains resilient, informed, and accountable to the communities we serve.



WFRS Internal Governance Model



By reassessing and refining our governance arrangements, we've built a framework around:

- **Transparency:** Our governance arrangements ensure visibility across all major decision-making processes, helping people to understand how and why decisions are made.
- **Focus:** Ensures we remain focused on what is important.
- **Accountability:** Clear lines of oversight established, with roles, responsibilities and accountability clearly set out for our leadership teams.
- **Engagement:** Through the WCC Code of Corporate Governance, we remain firmly connected to community values and expectations.
- **Informed decision-making:** Our decision-making process is driven by data, risk analysis, and service priorities.
- **Risk and Performance Management:** Continuous monitoring allows us to adapt and improve outcomes quickly.
- **Integrated Approach:** Our Governance Model promotes coherence across prevention, protection, response, and resilience ensuring our people and activities remain connected.
- **Scheme of Delegation:** Our model is supported by our Scheme of Delegation, designed to guide and empower our leadership teams.
- **Accessibility:** Provides our people with a route to share their ideas, challenges and opportunities.

Our internal governance arrangements are now documented in a policy, that is accessible to our people and outlines our arrangements through three key elements.

Strategic Intent Why?	• To ensure that a framework is in place for the service to function effectively, ethically, and responsibly, and ultimately leading to better outcomes for all stakeholders.
What?	• Sets out the internal governance arrangements that are in place within Warwickshire Fire and Rescue Service and the activities we undertake to ensure good practice.
How?	• Describes how we implement the policy through relevant guidance, tools, systems, procedures, and practices.



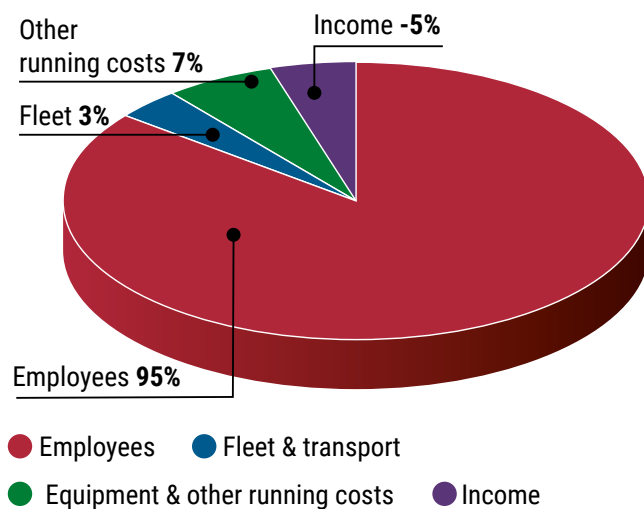
Finance

How we ensure our financial resources are being managed effectively and efficiently providing value for money.

WFRS operates within the WCC Medium Term Financial Strategy (MTFS), a five-year rolling framework that aligns financial resources with the strategic objectives of the Council Plan and, more specifically, CRMP. Each year, the Authority approves a Medium-Term Financial Plan that outlines the resources required to deliver our services and sets the annual budget accordingly.

WFRS operates as an integrated part of WCC, benefiting from a range of centrally provided corporate services and externally procured contracts. For the financial year 2024/25, the Service managed a net controllable revenue budget of £25.7 million and successfully concluded the year with a 0.004% underspend, demonstrating prudent and effective financial management.

Figure 1. WFRS Revenue Budget 2024/25



We follow a financial framework that provides assurance our financial management arrangements meet the highest standards. This assurance is delivered through a structured approach that includes:

- **Strategic alignment** - All financial planning is aligned with the WCC Medium Term Financial Strategy and our CRMP, ensuring resources support long-term goals.
- **Robust budget setting** - Each year, the Authority approves a Medium-Term Financial Plan and an annual budget, informed by service needs, risk assessments, and performance data.
- **Ongoing monitoring & control** - Budget managers produce regular financial forecasts, supported by the WCC Finance & Commercial Service. We monitor these forecasts through our internal governance arrangements and quarterly reports are also presented through our corporate governance. This process ensures early identification of variances, it provides the necessary information to enable informed decisions and enable proactive management.
- **Training & support** - Staff with financial responsibilities are provided with tailored training and access to financial systems and guidance, ensuring they are equipped to be effective in their role.
- **Internal & external audit** - Financial processes are subject to regular internal audits and external reviews, reinforcing transparency and compliance with WCC financial policies and procedures. The Annual Statement of Accounts is produced in line with the accounting code of practice, it is scrutinised by independent governance, audit, and scrutiny committee, approved by WCC, and examined by external auditors. This provides an independent assessment of the Fire Authority's arrangements to secure economy, efficiency, and effectiveness in its use of resources.



Operations

How we deliver an effective and efficient service across prevention, protection, response, and resilience functions.

CRMP Planning Framework

Each Fire and Rescue Authority has a statutory duty to produce a CRMP and we use the NFCC Community Risk Management Planning Strategic Framework to support the development of ours. Our CRMP is made up of four component parts, when combined, set out the key challenges and risks facing our communities, how we intend to mitigate them, and how we assess and assure that we are achieving the desired outcomes.

Figure 3. WFRS CRMP



Figure 4. WFRS CRMP Planning Framework

Our Approach	Methodology	Strategic Impact
Data & Business Intelligence Guidance to ensure consistency and clarity in risk profiling. Combines hazard datasets with "People & Place" intelligence. Aligns with local insights from the Community Risk Register.	Built on the Fire Data Lifecycle: Review → Collect → Prepare → Analyse → Evaluate ensuring continuous improvement. Regularly updated to reflect emerging risks, challenges and opportunities. Designed to be agile, transparent & evidence based.	Enables targeted resource deployment across our core functions. Supports informed planning and adaptive service delivery. Strengthens engagement & confidence through public consultation. Ensures our people feel connected.



Our CRMP Planning arrangements are documented in a policy, that is accessible to our people and outlines our arrangements through three key elements.

Strategic Intent Why?	• To ensure we fulfil our statutory requirement to produce a CRMP, and to ensure a clear and aligned organisational understanding of the purpose of the CRMP in putting our communities first
What?	• Sets out the CRMP planning process and the activities we undertake to ensure good practice.
How?	• Describes how we implement the policy through relevant guidance, tools, systems, procedures, and practices.

Risk

Our data-led analysis ensures WFRS is proactive, not just reactive in keeping Warwickshire safe, and everyone in the service has some responsibility for managing risk. We adopt the WCC Strategic Risk Management Framework. This is the council's policy document guiding our approach and practice. The framework is made up of three key elements and we apply this approach to the achievement of our CRMP and strategic priorities.

Strategic Intent Why?	• Sets out the objectives for risk management to inform our strategic planning and decision-making and support the achievement of the Council Plan and our CRMP.
What?	• Sets out the tools and activities that we will use to deliver our objectives and management of risk.
How?	• Describes how we will implement and govern the Framework through relevant systems, procedures, and practices.

The framework sets out our risk appetite, how we assess and record risk, and our risk management governance arrangements. We have a risk register, and this is managed by risk leads, it also identifies risk owners who are responsible for the delivery of mitigating actions. Our risk register is reviewed regularly through our internal governance arrangements and our strategic risks are reviewed quarterly at WCC Corporate Board and Cabinet and reported annually to the WCC Audit and Standards Committee.



Strategic Planning and Performance Framework

Our Prevention, Protection, Response & Resilience Strategy and associated delivery plan provide our direction of travel and the actions we need to take to mitigate risk and address our challenges. Our strategy sets our priorities over the medium term (5 years) through our integrated approach, prevention, protection, response and resilience. Our delivery plan identifies the specific areas of work that we will focus on over a 1–2-year period. Our strategic planning framework sets

our focus and direction for the delivery of our operations.

We adopt the WCC Council Business Planning and Performance Management Framework. This is the council's policy document guiding our approach and practice. The purpose of the Framework is to enable us to improve performance and deliver our priorities, it also sets out the systems, procedures, and reporting arrangements that we use. The framework is made up of three key elements and we apply this approach to the achievement of our CRMP and associated plans.

Strategic Intent Why?

- Sets out the objectives for Business Planning & Performance Management to support our strategic planning and decision making and support the achievement of the Council Plan and our CRMP.

What?

- Sets out the tools and activities that we will use to deliver our Business Planning and Performance Management Framework objectives.

How?

- Describes how we will implement and govern the Framework through relevant systems, procedures, and practices.





Assurance & Evaluation

Assurance is a process which helps an organisation assess its performance against its objectives, ensure associated risks are understood and have confidence that they are being managed effectively.

Our assurance activities are delivered through a 3-line approach, a widely adopted framework that helps organisations structure their risk management and assurance responsibilities. It ensures that risks are identified, managed, and independently reviewed across three layers of accountability.

First Line - Doing it right, every day, our service teams manage risk as part of daily operations. They implement controls and follow procedures and monitor performance and compliance.

Second Line - Helping the first line succeed, our specialist team develop policies and risk frameworks, monitor compliance and provide assurance support and guidance.

Third Line - Trust but verify independent assessments of controls, governance, and risk frameworks. They report findings and recommend improvements to support our continuous improvement journey.

Through a process of prioritisation we develop an annual assurance programme that identifies the assurance assessments that will be delivered over a 12-month period. This programme includes assessments within each line and is monitored and reviewed through our internal governance arrangements.

Our assurance arrangements are documented in a policy, that is accessible to our people and outlines our arrangements through three key elements.

Strategic Intent Why?

• To ensure WFRS has a framework in place that outlines how our operations risk and controls are being managed effectively.

What?

• Sets out our approach to assurance and the tools that are used to ensure good practice, planning and delivery of assurance activities.

How?

• Describes how we will implement and govern the policy through relevant systems, methodologies, procedures, and practices.

HMICFRS support our 3rd line providing an external independent assessment of Effectiveness, Efficiency & People. As we publish this statement the service is preparing for our 2025 inspection which will take place during late summer/early autumn. WFRS is

included within the first batch of the HMICFRS 2025-27 inspection programme, and we look forward to presenting our achievements and progress made since our 2023 inspection within our 2025/26 statement.



Evaluation is the systematic process for assessing the effectiveness, efficiency, and impact of our activities. It involves gathering and analysing data to determine the extent to which our activities are meeting their intended objectives, informing our decision making and to ensure we are meeting our statutory duties.

Our evaluation activities are delivered through a 3-tier approach

Tier 1 our service teams manage activities as part of daily operations. They will measure reaction and learning and will adopt the 'lessons learnt' approach. What went well? What did not go so well? What will be done differently next time?

Tier 2 our specialist team develop policies and measure the impact on behaviour by adopting the NFCC Evaluation methods and using our WFRS evaluation toolkit.

Tier 3 will measure community & organisational impact. We will adapt or adopt the national and independent evaluations commissioned or conducted by NFCC.

Through a process of prioritisation we develop an annual evaluation programme that identifies the evaluation activities that will be delivered over a 12-month period. This programme includes activities within each tier and is monitored and reviewed through our internal governance arrangements.

Our evaluation arrangements are documented in a policy that is accessible to our people and outlines our arrangements through three key elements.

Strategic Intent Why?	• To ensure WFRS has a framework in place that sets out the purpose of evaluation to inform our strategic planning and decision-making and support the achievement of our strategic priorities.
What?	• Sets out our approach to evaluation and the tools that are used to ensure good practice, planning and delivery of evaluation activities.
How?	• Describes how we will implement and the policy through relevant national and local procedures and practices.



Our achievements

Some of our achievements during the third year of our strategy.



Prevention

Our priorities

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 achievements.

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.

Our focus

Introduce a **high-risk targeted approach** across all prevention activities.

Expand our **Significant Fire Incident Review** (SFIR) process to incorporate non fire related community risks.

Assure Targeted Interventions.

Provide our people and partners with the necessary **skills** to identify and reduce community risk.



Our achievements

We've embarked on a journey to develop and embed **our person-centred framework**, placing the needs of individuals and communities at the heart of our service approach. A key component of this is the ongoing development of the CharlieP matrix, a tool designed to identify and **target key individuals most at risk**, enabling more effective and responsive interventions.

We've also introduced **District-Based Risk Reduction Plans**, which empower local teams to focus resources in high-risk areas across Warwickshire.

Our **Significant Fire Incident Review (SFIR)** process continues to be an essential tool for learning and improvement. Recognising the value of this process, we're now taking steps to broaden its scope beyond fire-related events to consider working with partners to identify **road and water related incidents**. This collaborative approach strengthens interagency relationships, fosters shared accountability, and builds a responsive model for ongoing service improvement.

Our outcomes

Person Centred Framework

Phase 1: Pre-launch

Our new methodology has been rolled out to our specialist prevention team for live environment testing, to validate functionality usability, process gaps and to collect feedback for refinement.

Interim phase: Preparation documentation & training

In preparation for the live launch in August 2026 the service will be developing comprehensive supporting documentation and conducting training sessions ensuring readiness for wider implementation.

Phase 2: Full-service launch

Full implementation will be launched in August 2026 across target teams and will include any further refinements, monitoring of performance and post-launch support and improvement planning.

Approximately 87% of our people are now trained in prevention activities enabling them to target interventions more effectively. Our training offer includes a suite of learning packages, upskilling our people in areas including, serious violence prevention, suicide awareness and person-centred framework.

The number of Safe and Well Checks delivered to **high-risk** people have increased by 6% (compared to the same period 2023/24).

For incidents that meet the defined triggers, our officers and fire control staff are empowered to initiate SFIR's following operational incidents, enabling timely reflection, shared learning, and evidence informed decision-making.

During 2024/25 we carried out 9 SFIR's these include multiagency reviews working in partnership with key stakeholders to evaluate incidents, share insights, and co-create solutions. These reviews directly informed shared learning enhancing the safety of both individuals and our wider communities.

By extending our SFIR framework, we're reinforcing our commitment to continuous improvement, multi-risk learning, and the delivery of safer outcomes for our communities.



Our achievements

We have undertaken an **internal second-line assurance assessment** focused on our approach to targeted interventions. This assessment allows for independent scrutiny, helping validate our practices while identifying areas for improvement.

We remain committed to developing our workforce safeguarding capabilities ensuring that our people and key partners have access to the appropriate **awareness training** to identify, respond to, and support vulnerable individuals effectively.

As part of this effort, we've rolled out **Safer Recruitment training**, reinforcing best practices in hiring and onboarding and we continue to provide fire safety awareness and hoarding awareness training to many partners such as social workers and care workers supporting fire safety within the community.

Our outcomes

By applying an assurance lens to our targeted interventions, we're reinforcing confidence in our decision-making processes, ensuring interventions are risk-informed, and aligned with organisational values. This complements our wider efforts in continuous improvement and demonstrates our commitment to delivering trusted, outcomes.

Our proactive approach to safeguarding goes beyond compliance, it fosters an organisational culture of safety, trust, and accountability and we now have around 75% of our people trained in Level 1 Safeguarding.

The number of referrals from partner agencies increased by 19% (compared to the same period 2023/24).





Protection

Our priorities

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.

Our focus

Deliver and implement a new **risk management system**, risk-based inspection programme and associated quality assurance framework.

Improve our **fire safety business engagement** to support local businesses and to reduce the burden of false alarms.

Assure our fire safety inspections.

Our achievements

We've been working with suppliers to develop and arrange our risk management system. Following a thorough procurement and evaluation process, our preferred supplier has now been identified, with full implementation scheduled for April 2026. In tandem with this development, we continue to deliver our Risk-Based Inspection Programme. This ensures that while we prepare for future enhancements, our current processes remain focused, evidence-led, and supportive of regulatory compliance and risk reduction.

Our outcomes

The issuing of notices, through prohibition and enforcement has increased by 125% (compared to the same period 2023/24), thereby positively supporting the safety of Warwickshire communities.

Through our **Integrated Protection** approach we have upskilled additional members of our workforce creating greater efficiency, productivity and resilience.



Our achievements

Our new **Fire Safety Business Engagement Programme** is designed to build proactive partnerships with local enterprises, supporting them to understand, meet, and exceed their regulatory responsibilities. Through targeted communication, tailored advice, and collaborative learning, we help businesses embed fire safety into their everyday operations. Whether it's through onsite visits, workshops, or digital resources, our aim is to clarify fire safety legislation, promote best practices, and ensure environments are safe for staff, customers, and the broader community.

We have implemented a Fire Safety Quality Assurance Framework providing a structured approach that ensures we deliver consistent, competent, and compliant safety practices across training, operations, and development.

Our outcomes

By fostering trust and open dialogue, we're creating a culture of prevention and resilience within Warwickshire's business landscape. This is improving our relationship with local businesses, making every contact count to ensure we reduce the risk to our community.

The number of persons kept safer because of our fire protection activities has increased by 2% (compared to the same period 2023/24).

Regular sampling and assessment of our protection practices is ensuring that we are delivering the expected service to the community and will help us achieve protection excellence.





Response

Our priorities

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 are ensuring our people have the necessary skills and competencies to deliver prevention, protection, and response activities because we are committed to keeping our community and people safe.

We are strengthening our specialist response capability and developing our people in response to the broadening nature and increasing variation of the types of incidents we attend.

We are ensuring accurate risk information is available to those that need it when they need it.

Our focus

Plan, Develop and Delivery Phase 3 of our Resourcing to Risk Programme.

Understand and improve productivity across Response teams.

Strengthen operational excellence in relation to training and exercising.

Our achievements

The Service has successfully concluded the planning phase of its **Resourcing to Risk Programme**, a transformative shift in how resources are aligned with operational demand and community risk. Phase 3 launched in January 2025 and is set to conclude by January 2026, this programme represents a fundamental progression in our service model, ensuring that our people, assets, and support structures are deployed where and when they're needed most.

Our outcomes

WFRS is making bold strides toward future-ready operations. Through strategic changes in crewing and shift design, the service is positioning more fire appliances during peak daytime hours, when incident activity is at its highest, maximising efficiency and public safety.

The On-Call crewing system will evolve into a more sustainable model, addressing long-term resourcing challenges.

Response times are projected to be consistently met, and we are already beginning to witness this improvement as we progress through the R2R delivery phase.

Moreover, the introduction of new nationally recognised shift systems, designed to withstand legal scrutiny, alongside other sustainable patterns, marks a major step forward in aligning operational practice with both workforce needs and service resilience.



Our achievements

To better understand and enhance **productivity** we have expanded on our integrated approach and have introduced.

Our **Integrated Reporting Hub** brings together data sets from across the service into one digital platform.

Integrated Control Group

Our Integrated Control Group ensures our control room remains fully staffed during peak times or during staff shortages by redeploying operational response staff.

Integrated Response

This initiative leverages the skills and availability of operational day staff to boost incident response capacity and resilience.

Integrated Protection

By upskilling Crew and Watch Managers in fire safety, this initiative enables them to carry out inspections and compliance tasks. It raises safety standards and supports staff development.

Our outcomes

The **Integrated Reporting Hub** enables targeted improvements through data-driven insights and supports strategic decision making, it has led to a better understanding of workforce productivity and is one of the most accessed data dashboards in the entire County Council.

Integrated Control Group ensures continuity in control room operations during periods of absence, building teamwork across control and operational units and enhancing resilience by flexibly redeploying experienced personnel.

Our **Integrated Response** maximises existing talent and strengthens incident readiness by supplementing response teams during peak times or major incidents.

It increases coverage and speeds up deployment whilst maintaining operational sharpness.

Crew and Watch Managers primarily employed within enabling teams stay directly engaged with the frontline, keeping their skills current and situational awareness sharp.

Builds flexibility across the service encouraging a dynamic workforce that can shift between roles when needed, critical for resilience in unpredictable scenarios.

The Service has made significant investment in frontline capability with the launch of a £4.2 million **Hot Fire Training Facility** within the County. This state-of-the-art site offers, authentic fire simulation environments, tactical training for teams, and regional accessibility enhancing **operational excellence**.

Our **hot fire training facility** has significantly enhanced our training and operational readiness. This facility combined with a renewed focus on strengthening our exercising programme demonstrates our commitment to continuous improvement. It also positions the Service not only as a local leader in preparedness, but as a national benchmark for excellence.

Recognising the importance of maintaining sharp, agile responses, the Service is now **reviewing its exercising approach**. This review aims to strengthen alignment with evolving risks, promote inter-team collaboration and knowledge-sharing and a service-wide culture of excellence through regular, realistic drills.

For year ending March 2025, the service had undertaken 51 exercises including 6 multi agency exercises and 12 exercises involving over the boarder Fire and Rescue Services.



Resilience

Our priorities

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 implement sustainable practices to reduce the environmental impact of our activities.

Our focus

Strengthen **business continuity** arrangements by addressing gaps in business continuity plans, including minimum service levels and introducing Key Business Measures.

Develop a **Digital & Data Framework** that prioritises a programme of work linked to our CRMP.

Learning from Operational Incidents.

Implement an **integrated training and competency framework** to include all roles within the Service.

Develop and deliver an asset management plan (fleet, equipment & estates) to support the delivery of our CRMP.

Our achievements

The Service has undertaken a review of its **Business Continuity Management Framework**, ensuring that a high percentage of risk-critical continuity plans are now firmly in place, regularly reviewed, and exercised within the required timeframes. To strengthen these arrangements, we have also incorporated the monitoring of our framework within our internal governance structure and included key measures within our key performance framework.

As part of our annual business planning cycle, we've undertaken a review of our Strategic Planning Framework. A significant outcome of this review is the introduction of our **Resilience Supporting Strategy**. This supporting strategy focusses on developing a resourced and modernised approach to managing our critical systems and digital capabilities.

Our outcomes

Strengthened organisational resilience by aligning operational preparedness with real-world risk exposure.

By prioritising critical functions and through regular business continuity testing, the service is better equipped to maintain delivery during disruptions safeguarding people, assets, and public confidence.

WFRS have a resourced approach to modernising and managing our critical systems and digital capabilities aligned to NFCC best practice. Resulting in an improved data use, reduced duplication, and alignment with the NFCC Digital and Data Maturity Models, strengthening service delivery, assurance, and public safety.

Internal governance will ensure oversight, & scrutiny and provide assurance on our preparedness and our physical assets management arrangements.

Our Strategic Planning Framework review has also resulted in the introduction of our **Physical Assets Supporting Strategy**, a key development that enables the service to focus on fleet, equipment and estates targeting resources effectively.



Our achievements

Following an internal assurance assessment of our operational learning processes, the service has launched a new **Learning and Debriefing Portal**, designed to centralise and streamline access to learning resources, and enhance knowledge transfer across the service.

Phase 1 of our **integrated training and competency framework** has been undertaken with competitive market testing complete.

Our outcomes

The service now has an enhanced digital platform that our people have access to submit learning, track actions and responses, and receive feedback from the ideas that have been submitted. It represents a shift towards more responsive learning, empowering staff to engage with lessons learnt, in real time. It improves consistency, accountability, and continuous development, making learning a core part of how we adapt, evolve, and deliver.

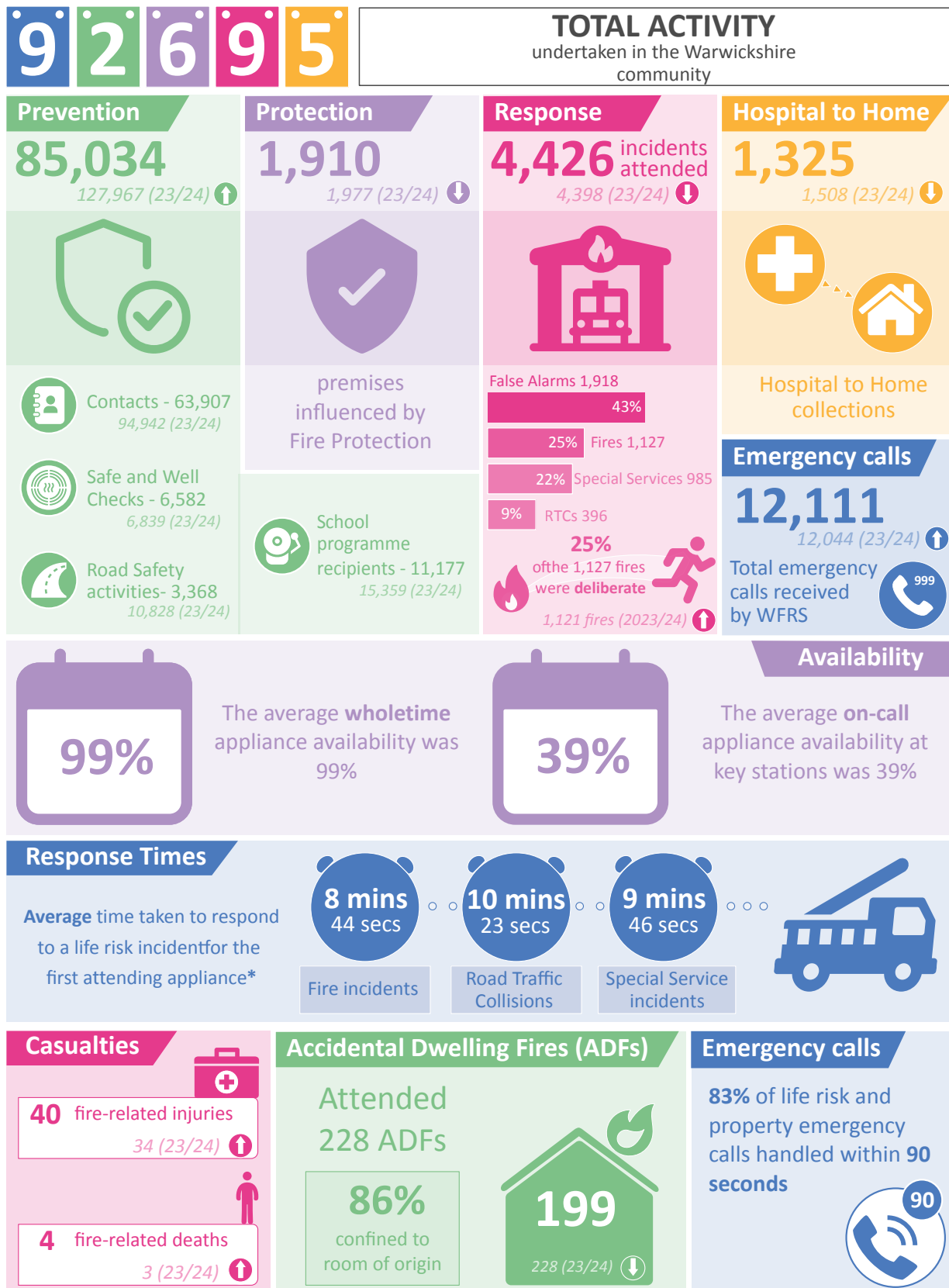
Phase 2 of our **integrated training and competency framework** will be progressed during 2025/26. Once fully implemented the framework will act as a compass and map rolled into one guiding all our people development in a consistent and standardised way.

This will help to enhance our culture of continuous proactive learning, support talent management and succession planning and align skills with service needs.





Statistical Highlights 2024-25



*WFRS have a target to respond to 75% of calls within 10 minutes. This target was not met in the 2024/25 financial year when 64% of appliances arrived at life risk or property incidents within the 10 minute target.

Data sources: Firecrest, Fire Service Rota, Vision, WFRS Prevention Team & WFRS Performance Tracker. Report produced by the Business Intelligence Team, June 2025.



Assurance Declaration

Thank you for taking the time to read our Statement of Assurance, a retrospective review designed to reflect on what we have achieved during 2024/25. We hope it informs and assures our communities and other relevant stakeholders that we are meeting national operational, financial and governance expectations; and that we are meeting the requirements set out in the Fire and Rescue National Framework for England.

We are committed to continuing to provide an excellent level of service to you, our communities, whilst continuing to meet our statutory requirements. Our Statement of Assurance enables us to keep you informed on our journey and we welcome any views you may have on the content of this Statement. If you have any comments or would like to contact us about any issue, please visit our [website](#) where you will find full contact details along with links to further information about our services and activities.

A stylized signature in blue ink.

Dale Bridgewater
Cabinet Member for
Fire and Community Safety

A stylized signature in blue ink.

Ben Brook
Chief Fire Officer

NFCC Core Code of Ethics



WFRS has adopted the NFCC core code of ethics and embeds them in all that we do including the development of our documentation.

Firstly we establish the document purpose and audience, we then ensure it aligns with our core code of ethics by using the NFCC Core Code of Ethics Guidance and the NFCC adopted WFRS Equality Impact Assessment Initial Screening Tool. If the initial screening identifies the need for a full assessment this is carried out using the NFCC adopted WFRS Equality Impact Assessment. This enables us to identify potential opportunities and challenges within the document and address them accordingly.

Before being finalised and communicated our documents are reviewed for clarity and completeness, and where applicable, administered through our governance arrangements to further consider adherence to the code of ethics.



Further information

This statement refers to relevant documents published on our website and elsewhere, which may help you to further assess our effectiveness.

FRA's operate within a clearly defined statutory framework and there are key legislative documents defining these responsibilities

Statutory	Purpose
Fire and Rescue Services Act 2004	Sets out the responsibilities of Fire and Rescue Authorities. There are 4 key responsibilities that we must make provision for. • extinguishing fires in our area • protecting life and property in the event of fires in our area • rescuing and protecting people in the event of a road traffic collision, and • rescuing and protecting people in the event of other emergencies.
Civil Contingencies Act 2004	Provides a clear framework that sets out the roles and responsibilities of organisations with a role to play in preparing for and responding to emergencies in the UK. Fire and Rescue Authorities are a Category 1 responder under the Act.
Fire Safety Regulatory Reform Order 2005	The Order is designed to provide a minimum fire safety standard in non-domestic premises. Any person who exercises some level of control for premises (the 'responsible person') needs to take reasonable steps to reduce the risk from fire and ensure that people can escape safely if a fire does occur.
Fire and Rescue National Framework for England	The national framework sets out the government's priorities and objectives for fire and rescue authorities. The government has a duty to produce the framework and keep it current. Fire and Rescue Authorities must have regard to the framework in carrying out their duties.
Community Risk Management Plan	The CRMP identifies and assesses all foreseeable fire and rescue related risks that could affect our community, looks at the resources we have in place and the activity we need to undertake to meet these risks and improve safety.
Local Resilience Forum	A requirement of the Civil Contingencies Act 2004 to ensure that there is an appropriate level of preparedness to enable an effective multi agency response to emergencies which may have a significant impact on communities.

In summary these statutory requirements set out the FRA's responsibilities for.

- Provision of fire prevention and protection activities and response to fire and rescue related incidents.
- Emergency preparedness and multi-agency response.
- Fire safety advice and law enforcement.
- Assessment and management of risk.
- Accountability.

For more information visit:

www.warwickshire.gov.uk/fireandrescue



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**For help to understand this
information please contact us on
01926 410410**

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