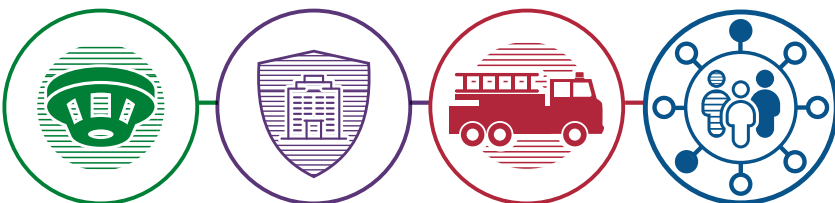


Warwickshire Fire and Rescue Service



Statement of Assurance 2025-2026



 **Warwickshire**
County Council



Contents

- 2. Introduction
 - 3. Why we need a Statement of Assurance
 - 4. About Warwickshire Fire and Rescue Service
 - 6. Governance
 - 8. Finance
 - 9. Operations
 - 14. Our achievements
 - 23. Statistical highlights
 - 24. Assurance declaration
 - 25. Further information
-

Introduction

Welcome to Warwickshire Fire and Rescue Service (WFRS) Statement of Assurance 2025/26. 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 emerging risks. This year's review has resulted in a very light refresh to our core strategy and the introduction of our "Supporting Strategies" which provide greater detail on how key areas of activity will be delivered and developed in support of our overall vision and objectives.

This statement is the fourth 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.



Why we need a Statement of Assurance

The Fire and Rescue National Framework for England (2018) set 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, reinforcing trust in our service.

Demonstrating Compliance 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 Demonstrates our oversight and control arrangements, enabling informed scrutiny and decision making.



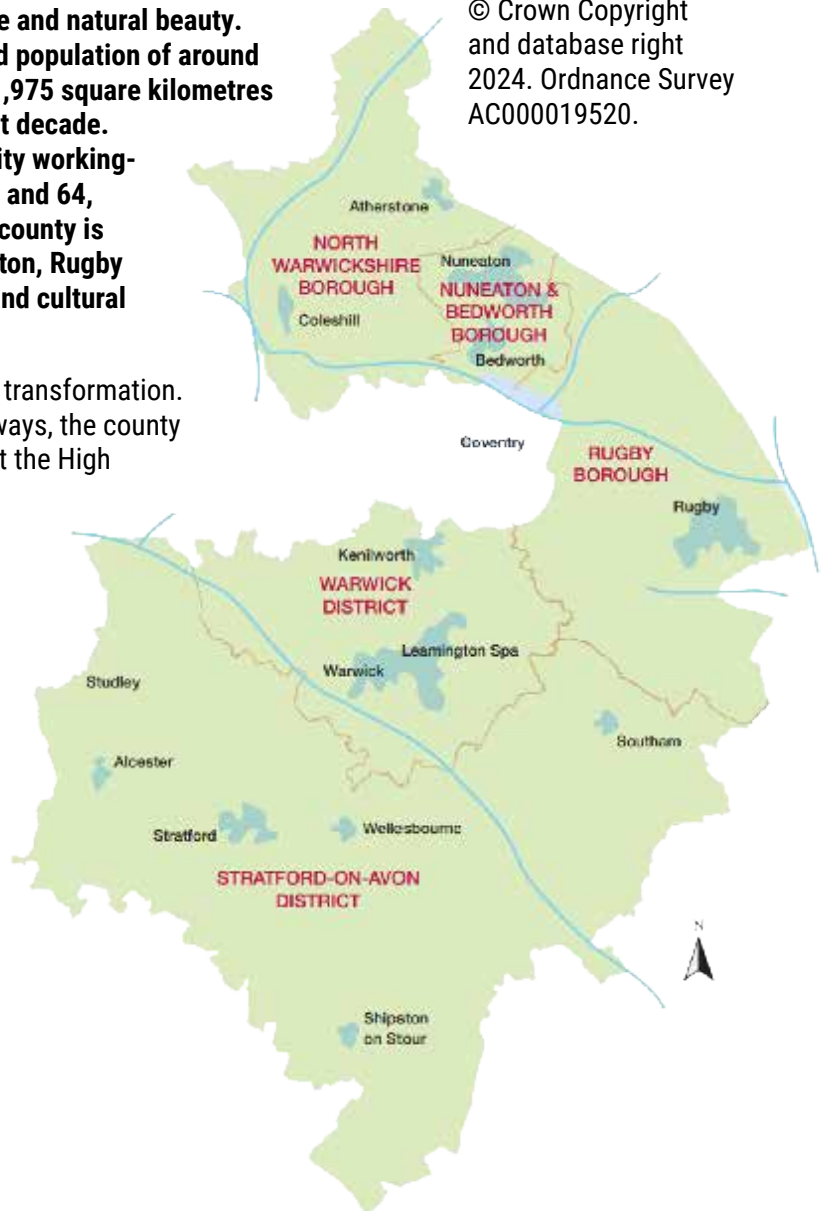
About Warwickshire Fire & Rescue Service

The County of Warwickshire

Warwickshire is a county steeped in history, culture and natural beauty. Located in the heart of England, it has an estimated population of around 632,000 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 62.5% aged between 15 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 4,389 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 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) this 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.

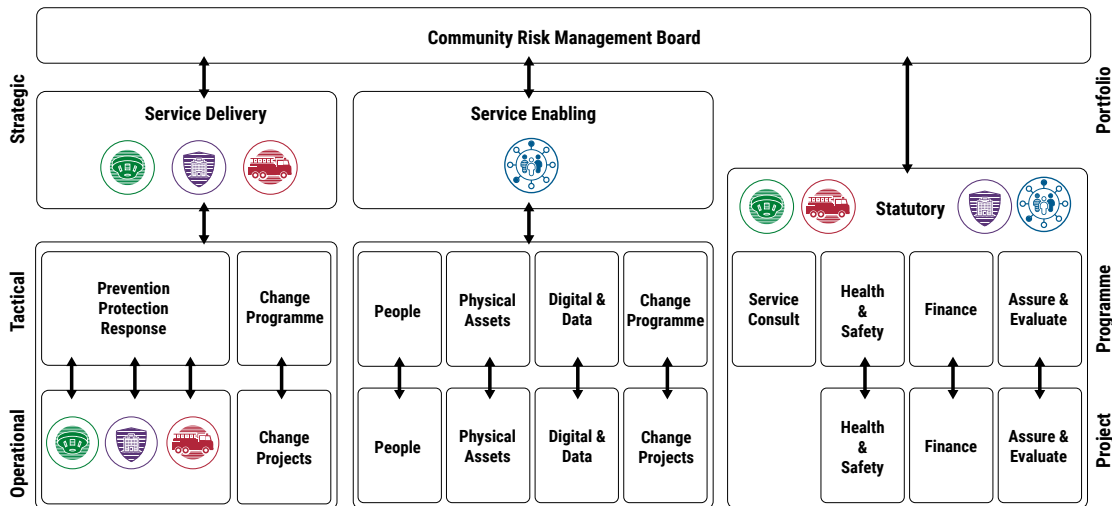
WFRS Internal Governance

Through our internal governance arrangements we provide assurance that we are making informed decisions, that our plans are being delivered in harmony with our strategic priorities, that risk, performance and outcomes are being reviewed and measured and appropriate control measures implemented where required.

Our Community Risk Management Board (CRMB) provides the link between our internal governance arrangements and Corporate Governance. They are essentially different layers of the same system working to ensure the same things



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.

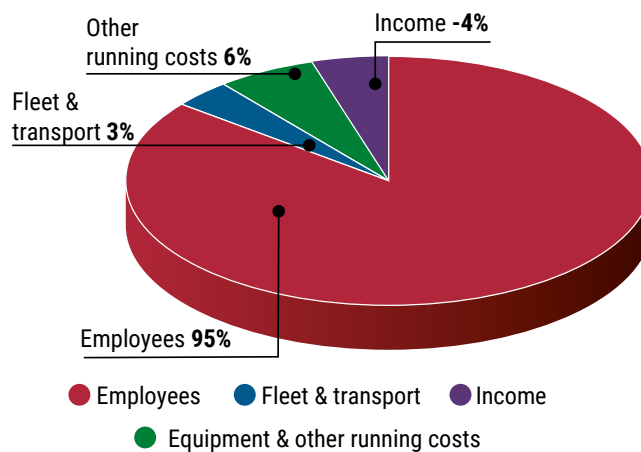


Finance

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

WFRS operates within the Warwickshire County Council (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.

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

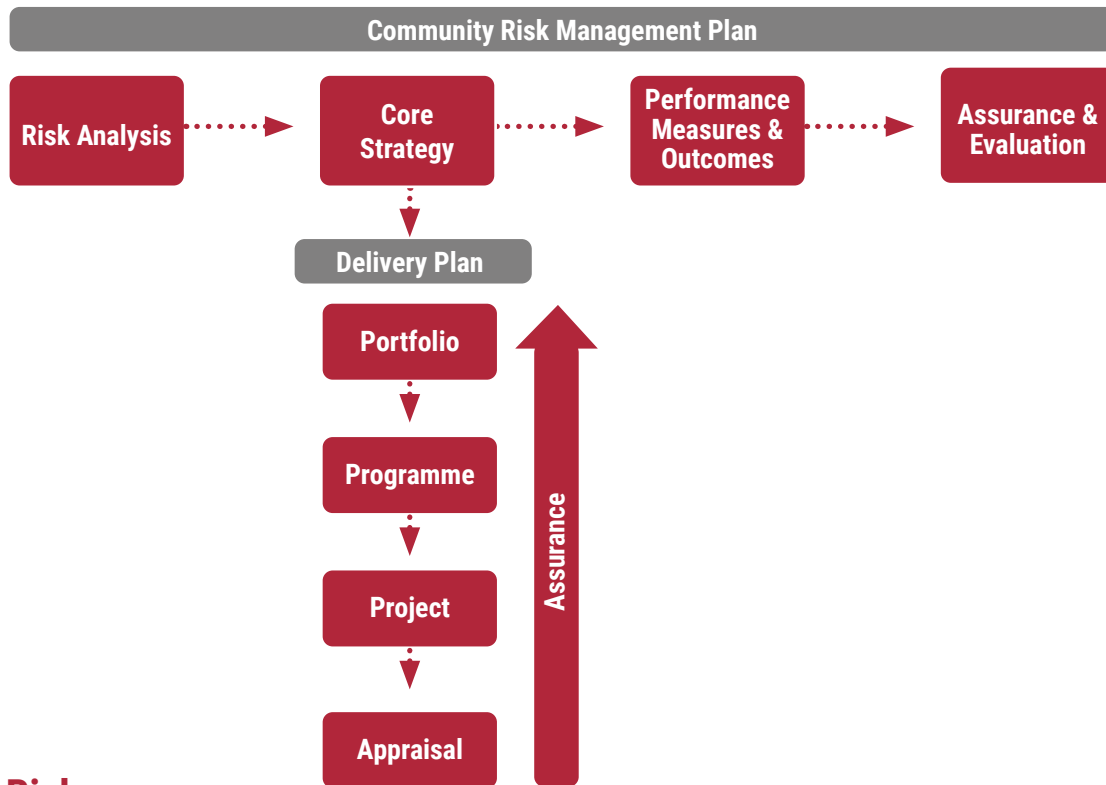
Our CRMP Planning arrangements are documented in a policy, that is accessible to our people and outlines our arrangements through three key elements.

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.

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



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.

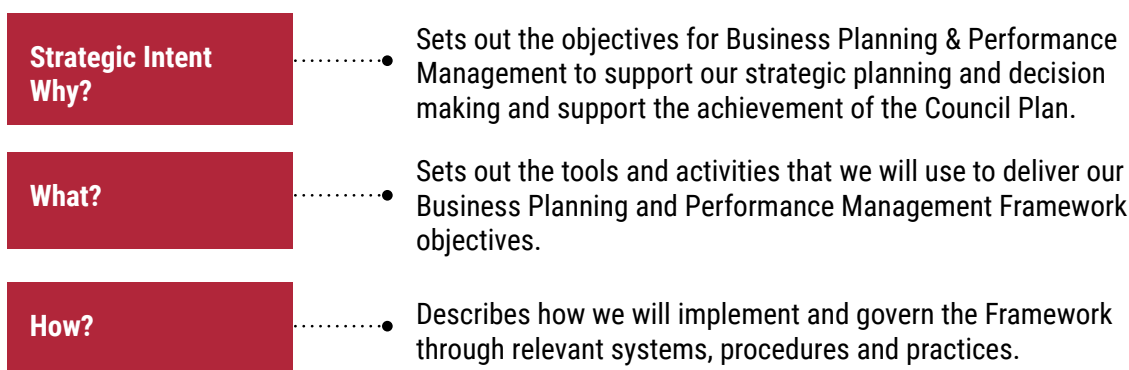
Strategic Intent Why?	• Sets out the objectives for risk management to inform our strategic planning and decision-making and support the achievement of the Council Plan.
What?	• Sets out the tools and activities that we will use to deliver our objectives and management of risk.
How?	• Describes how we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

The framework sets out our risk appetite, the methodology for assessing and recording risk, and the governance arrangements that support effective risk management. Risks are captured within a risk register, which is maintained by designated risk leads. Each risk is assigned to a risk owner who is accountable for implementing and monitoring mitigating actions. The risk register is regularly reviewed through our internal governance arrangements, providing oversight of emerging and ongoing risks. Strategic risks are subject to quarterly review by Corporate Board and Cabinet and are reported annually to the Audit and Standards Committee to ensure appropriate scrutiny and assurance.



Strategic Planning and Performance Framework

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.



Our strategic planning framework is based around a three step approach that helps us decide what we want to achieve, how we'll do it, and what we'll work on first.

Figure 4: WFRS strategic planning framework



Our **Core Strategy** is our big picture plan for the next five years. It sets out what matters most to us and how we aim to keep people safe through Prevention, Protection, Response & Resilience

Our **Supporting Strategies** these are more detailed and cover the next three years. They explain the specific areas we want to improve or develop so we can deliver our Core Strategy.

Our **Delivery Plan**, this is our short term plan for the next one to two years. It lists the exact pieces of work we'll do, who will do them and when. It turns our strategies into real actions and measurable results.



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 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 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

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 managing 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.

HMICFRS support our 3rd line providing an external independent assessment of Effectiveness, Efficiency & People. As we publish this statement our 2025/27 inspection report has also been published and can be viewed at <https://hmicfrs.justiceinspectorates.gov.uk>. The findings of the report give us lots to be proud of, and they also provide clear direction for where we continue to grow.



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 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 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 evaluation activities are delivered through a 3-tier approach

Tier 1 our service teams managing 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, developing policies and measuring the impact on behaviours 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 achievements

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



Prevention

Our strategic 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

Targeted intervention – This programme of work aims to prevent emergencies by delivering targeted, local interventions that reduce high risk behaviours and protect vulnerable communities.

Our achievements

- The creation of the Person Centred Framework continues to progress, and the approach is already being followed by our Community Support Officers.
- We have introduced data led District Based Risk Reduction Plans.
- As a part of the Warwickshire Road Safety Partnership, we have worked alongside colleagues to deliver various initiatives such as Crash Course and Tyre Safe. We also play a national role in Road Safety by leading on Data and Evaluation on behalf of the National Fire Chiefs Council.
- We have worked alongside partners with a view to reducing serious violent crime and took part in Operation Resolve, a targeted hotspot policing initiative aimed at reducing serious violence and anti-social behaviour (ASB) in localised problem areas.
- We developed a Pregnancy Safety initiative aimed at reducing harm from carbon monoxide during pregnancy where pregnant women were screened for environmental carbon monoxide and then referred to WFRS for a safe and well check where required.

Our outcomes

- This Framework is strengthening a more tailored and holistic approach to community safety ensuring that individual needs, vulnerabilities and circumstances are better understood and addressed. In the year ending 31/03/2026 the number of safe and well visits delivered to high-risk vulnerable people in 2025/2026 was 5,785.
- District Risk Reduction Plans are enabling station managers and crews to identify and target the most vulnerable people in their area and determine their community safety initiatives from this.



Integrated approach – This programme of work focuses on creating a more flexible, agile and resilient service. Through integration, our workforce will cross organisational boundaries to deliver prevention activities.

Our achievements	Our outcomes
• A newly developed Integrated Prevention Policy is embedded across the service, formalising how front-line crews and additional personnel deliver prevention activity as part of their day-to-day duties. • Risk Reduction Plans are embedded across the service, supporting crews to target prevention activity towards the most vulnerable in our community. • Community Support Officers are allocated to districts across the county, providing dedicated support to local Station Managers.	• This has resulted in a more proactive approach to community safety, with prevention activity focused where it will have the greatest impact on reducing risk and protecting vulnerable people. • This has enabled more targeted and effective local delivery with Community Support Officers providing consistent support and ensuring Station Managers are better equipped to align their activity with service priorities and community risk.

Prevention excellence – Our excellence programme focusses on enhancing knowledge, skills, understanding and experience to ensure that our prevention activity is competent, confident and professional. This involves rigorous training programs, continuous professional development and the adoption of best practices.

Our achievements	Our outcomes
• Our Significant Fire Incident Review process (SFIR) continues to be an essential tool for learning and improvement. The post incident referral process is well embedded and the SFIR review board meet monthly to review progress and interventions up until the closure of those reviews. • We have implemented a new assurance process whereby our Community Support Officers observe operational crews when carrying out prevention activities. • The rollout of Safer Recruitment Training continues across the service, supporting the consistent embedding of key recruitment practices within the service.	• This has improved the service's ability to learn from incidents, with structured follow-up and oversight ensuring that actions are implemented and lead to meaningful service improvements. • This has strengthened the quality and consistency of prevention activity, ensuring it is delivered in line with expected standards. It has also enhanced learning and development for operational crews, with real-time feedback helping to build confidence, skills, and the adoption of best practice.



Protection

Our strategic 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

Risk based inspection programme (RBIP) – This programme focuses on identifying the highest-risk premises across Warwickshire and ensuring that these sites are inspected in line with their risk profile. By working collaboratively with responsible persons, the programme aims to reduce risk, improve safety standards and support businesses in operating safely and sustainably.

Our achievements

- We have been working with the Warwickshire County Council Procurement team to specify and deliver a new Risk Management System, a new system expected to be delivered in late 2026, early 2027.
- We have been building capacity within the fire protection department to ensure we have the right resources to be able to support the safety of people within Warwickshire in the built environment.

Our outcomes

- We have seen a significant increase in audits completed with 617 delivered in 2025/2026. We have also seen a large increase in prohibition, enforcement and alteration notices being served with 99 issued in 2025/2026.

Integrated approach - Our integrated approach focuses on creating a more flexible, agile and resilient service by enabling our staff to operate across organisational boundaries. Integrated Protection ensures that fire safety measures and regulatory requirements are effectively implemented, monitored and maintained, reducing risk in the built environment and supporting safer communities.

Our achievements

- We have been working to remodel our Integrated Protection Policy to ensure that all our people within Warwickshire Fire and Rescue Service understand the role that they play in keeping our communities safe in relation to fire protection. We have been doing this through a series of communication articles, visits to stations and face to face discussions.
- Protection training is organised in an integrated way, providing training opportunities delivered by Protection for colleagues across the service.

Our outcomes

- This policy remodelling has resulted in a clearer, more consistent approach to fire protection across the Service. All staff now have an improved understanding of their role in protecting communities from fire risk, supporting a whole-service approach that better integrates prevention, protection and response functions.
- The integrated approach to protection training has enhanced capability by creating accessible and consistent learning opportunities for staff across the Service. By delivering training through the Protection function, colleagues are better equipped with the knowledge and understanding required to support fire protection objectives within their roles.



Protection excellence – This workstream focuses on the delivery of the high-quality protection services that our communities deserve. This is being achieved through robust training programmes, continuous professional development and the adoption of best practice across all areas of protection activity. By investing in our people and maintaining high professional standards, we will enhance capability, consistency and performance.

Our achievements

- We have implemented a Quality Assurance (QA) Framework enabling us to sample and assess the great work that our Fire Protection team is undertaking.
- We have been developing our Fire Protection team to ensure that we have the right skills to be able to support the safety of people in Warwickshire.
- Fire Safety, Operational Planning and Water teams are now integrated into a single Protection Department.
- We have redesigned our Building Regulation Consultation approach.

Our outcomes

- The implementation of our QA Framework has strengthened the Service's ability to monitor, evaluate and continuously improve fire protection activities. It provides structured oversight and assurance that protection work is being delivered consistently, to a high standard and in line with legislative and service expectations. The framework supports the identification of good practice as well as areas for development, enabling targeted learning and improvement.
- This development has strengthened our capability and resilience by ensuring staff have the appropriate skills, knowledge and competence to effectively manage fire risk across Warwickshire. Through targeted training and professional development the team is better equipped to deliver high-quality protection activities. This investment in people contributes to stronger protection outcomes and improved safety for the communities of Warwickshire.
- This integration has created a more cohesive and efficient way of working, enabling a faster, more coordinated response to risk. Information flows more freely and decisions are made with a broader, more informed perspective. This enhances protection outcomes and ensures risks to communities are identified and mitigated more effectively.
- The redefined approach has provided greater clarity, consistency and effectiveness in how the Service engages with development and planning processes. This ensures that fire safety considerations are embedded at an earlier stage, supporting better-informed decisions that enhance the safety of both the public and firefighters.



Response



Our strategic 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

Resourcing to Risk – The Resourcing to Risk Programme was designed to transform how the service deploys its people and resources. The programme ensures that resources are targeted where and when they deliver the greatest impact.

Our achievements

- Delivery of a significant change programme based on a comprehensive redesign of the Service's operational response model across Warwickshire, ensuring that resources are aligned more effectively to risk and demand

Our outcomes

- This transformation has addressed key challenges, including unmet response time standards, optimised appliance availability, declining On-Call availability and the use of crewing systems not aligned with nationally recognised practices.
- Since implementation on 1 January 2026, the Service has already realised measurable improvements across key performance areas. These include faster average response times, increased resource availability during peak demand periods and improved on-call availability.
- In addition, the introduction of a guaranteed Resilience Function has strengthened the Service's ability to maintain operational continuity and respond effectively to acute periods of high demand.
- Overall, the programme is delivering better outcomes for the communities of Warwickshire.





Integrated response - The Integrated response project was designed to enable the Service to maximise operational capacity to strengthen resilience, improve appliance availability and importantly improve culture with the frequent movement of people.

Our achievements	Our outcomes
• Delivery of a significant change project designed to enable the service to maximise operational capacity.	• Strengthened operational resilience and workforce effectiveness by optimising the deployment of operational personnel. • Increased the utilisation of day-duty staff to support front-line availability. • Measurable improvements in community outcomes and emergency response capability. • Enhanced fire appliance availability. • Increased operational competence across the workforce and built greater confidence among personnel. • The project has contributed to reduced reliance on overtime and has supported positive cultural development through increased workforce integration and collaboration. • Overall, the project has delivered a more flexible, efficient and effective operational model, improving the Service's ability to meet community risk and demand.

Integrated control - The Integrated control project was designed to enable the Service to maximise organisational capacity to provide a flexible resilience option to support Fire Control.

Our achievements	Our outcomes
• Our Integrated control project has been delivered and is now running as business as usual.	• Enhanced the resilience and effectiveness of the Fire Control function through the upskilling of a broader cohort of personnel. • By developing workforce capability beyond traditional roles, the Service has strengthened its ability to maintain critical control operations during periods of increased demand or disruption. • This approach has delivered improved resilience within Fire Control, supported positive cultural development and reduced reliance on overtime. In turn, these improvements have contributed to better outcomes for the community by ensuring a more robust emergency call handling function.



Excellence through exercising - The Excellence through exercising project was designed to strengthen the Services approach to exercising to support operational excellence and operational effectiveness

Our achievements

- We have developed an Excellence through exercising policy that sets out our commitment to exercising through a universal, targeted and specialist offer. Within this policy we also commit to an annual exercise programme which prioritises exercise using a risk based approach.

Our outcomes

- The Excellence through exercise programme has delivered a redesigned and structured approach to operational exercising, aligning training activity with the Service's universal, targeted and specialist offers.

The approach is designed to ensure that exercising is both risk-informed and aligned to organisational objectives.

This approach has increased both the quality and quantity of meaningful training opportunities, with a stronger emphasis on themed and risk-driven exercises. As a result, personnel benefit from more relevant, consistent and impactful development, supporting improved operational preparedness and performance.

Excellence through competition - The Excellence through competition project was designed to harness the power of competition in an operational context to enhance operational competence and confidence.

Our achievements

- The first of our competitions took place in January 2026. The Service delivered a Breathing Apparatus competition, bringing together crews from across Warwickshire to test and showcase their operational competence in a controlled, performance focused environment.

Our outcomes

- The Excellence through competition initiative has introduced a performance-focused approach to operational training within Warwickshire, supported by the establishment of the Service's dedicated hot fire training facility.

This has enabled the delivery of realistic, high-intensity training that reflects operational risk. The approach has been designed to maximise the benefits of competitive learning, driving improvements in performance and professionalism.

Initial delivery has centred on breathing apparatus. Building on this foundation the Service is committed to expanding the competition model across a broader range of operational disciplines



Resilience

Our strategic 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

Enabling excellence through culture - Through this programme of work we will be recognised as an employer of choice, one that supports and develops its people to achieve their full potential. The Service will establish a shared understanding of the value of diversity, alongside clear expectations of the behaviours, skills and attributes required of all staff. Our people will consistently demonstrate the Code of Ethics in their day-to-day actions and feel confident to challenge inappropriate behaviours, contributing to an inclusive, respectful and high-performing culture.

Our achievements

- Through national recommendations, the Service has introduced a Professional Standards function. This function identifies emerging trends and enables the Service to respond proactively through targeted interventions, policy development and wider service improvement activities.
- Working in collaboration with Warwickshire Police, the Service has established secondment opportunities across both organisations.
- The Service has taken a new approach to our Workforce Plan by introducing a Strategic Workforce Needs Analysis. This analysis is reviewed annually and drives a series of recommendations for the upcoming year.

Our outcomes

- The unit provides strengthened assurance that conduct, culture, and ethical standards are consistently upheld across the Service. This enables leadership to effectively monitor and address issues, ensures alignment with the Code of Ethics, and supports the fair and consistent handling of concerns. As a result, it fosters a more transparent, accountable and professional working environment, improving staff confidence, organisational culture and public trust.
- The introduction of secondment opportunities with Warwickshire Police has strengthened cross-organisational collaboration and alignment. This has enabled the sharing of knowledge and best practice, enhanced professional networks and improved partnership working. As a result, it supports more effective joint working, strengthens organisational capability and contributes to improved service delivery for the communities we serve.
- The introduction of a Strategic Workforce Needs Analysis has strengthened workforce planning by providing an evidence-based approach to identifying current and future workforce requirements. Its annual review ensures plans remain dynamic and responsive, enabling informed decision-making, targeted resource allocation and the delivery of a workforce that is aligned to service priorities and future risks.



Enabling excellence through training - We recognise training as essential to enabling excellence by ensuring our people have the skills and competencies needed now and for the future. Focussing on continuous learning and development, provides resilience, strengthens our ability to respond effectively, prevent incidents and protect our communities.

Our achievements	Our outcomes
• During 2025/26 we welcomed multiple cohorts of wholetime and on-call firefighters and took the opportunity to review support systems and processes. • A review of the WFRS operational training model has been undertaken to ensure it meets the needs of the new service operating model.	• The review has strengthened the support available, ensuring firefighters transitioning into new roles can progress effectively on their individual competency journeys. • The outcomes will be delivered during the 2026/27 Delivery Plan year, aligning training provision with the revised service structure. This will support the delivery of high-quality, station-based training, alongside enabling personnel to achieve accredited, nationally recognised qualifications in key operational areas.

Enabling excellence through our leadership and development - This programme of work focuses on strengthening leadership at all levels by promoting innovation, continuous improvement, and adherence to WFRS Values, the Leadership Framework, and the Code of Ethics. We are committed to providing constructive developmental feedback, recognising talent and fostering a growth mindset across the organisation. We will support individuals and teams to achieve their full potential, embedding robust talent management and succession planning to meet Service needs, both now and in the future.

Our achievements	Our outcomes
• The Service adopts a structured approach to leadership development at all levels, from supervisory through to executive leadership programmes. This is complemented by a universal offering of the Chartered Manager Degree Apprenticeship (CMDA) programme.	• Since the introduction of our Leadership Development Programme, we have seen 17 individuals complete the Supervisory Leadership Development Programme, 9 complete the Middle Manager Leadership Programme and 14 complete the CMDA. The Service has seen numerous individuals progress and make meaningful contributions to organisational improvement with participants undertaking projects that directly support service-wide priorities, strengthening our continuous improvement journey while developing leadership capability across the service.



Enabling excellence through digital & data - We are committed to modernising and integrating our critical systems to improve efficiency, reduce risk and enhance public safety. By aligning with NFCC best practice and strengthening digital capabilities, this programme of work will improve data use, reduce duplication and support more effective service delivery and assurance.

Our achievements	Our outcomes
• During 2025/26, the service recruited to the role of Critical IT Systems Manager, strengthening oversight and resilience of its critical systems and infrastructure.	• This dedicated resource ensures the service now has a structured approach to managing critical IT systems, improving data use and governance, and strengthening national alignment. The role is responsible for building capability and capacity, enabling the service to deliver and sustain change, maximise value from suppliers and partnerships, and make the best use of limited resources. It also supports effective monitoring of progress and ensures that intended benefits are realised.

Enabling excellence through resilience - Our focus is on strengthening resilience through collaborative planning, effective use of risk data and continuous improvement, ensuring alignment with national guidance and enabling a safe, consistent, and effective emergency response.

Our achievements	Our outcomes
• We have re-purposed our Business Continuity Management Arrangements focussing on our Critical Services Assessment (CSA). • The CSA now includes the introduction of a pre-planned and targeted exercise programme aligned to the nature and scale of potential disruptions. • Our newly developed Internal Governance structure has been in operation for 12 months. • The service has developed a new Key Performance Framework.	• A more focused and resilient Business Continuity Management approach, with clearer identification and prioritisation of critical services, enabling more effective planning, response and recovery from disruptions. • Improved preparedness and resilience, with the service able to test and validate its response to a range of disruption scenarios, identify gaps and take timely corrective action to ensure effective performance during real incidents. • A strengthened and more effective governance framework, providing clearer oversight, improved accountability and more informed decision-making across the service. • Enhanced performance visibility, enabling the service to focus on what is important, identify trends early, respond proactively and take timely corrective action to drive continuous improvement.



Enabling excellence through the health, safety & wellbeing of our people – Our focus is on prioritising the health, safety and wellbeing of our people to maintain an effective and resilient service. By providing accessible support, particularly during periods of change, and promoting a positive health and safety culture, we empower our workforce to perform at their best while ensuring a safe and supportive working environment.

Our achievements

- Introduction of a Wellbeing Board, with strategic sponsorship bringing together key stakeholders and representation from across the service to plan, coordinate and deliver wellbeing initiatives across the service.
- Review and refresh of our Maternity Policy.
- Review and refresh of our Worklife Balance Policy (formerly Family Friendly) in conjunction with Warwickshire County Council to ensure all staff are eligible.
- Planned a collaborative Health & Safety Peer Review which concludes during the early part of 2026/27.
- Developed intranet pages dedicated to Health & Safety & Occupational Health.
- Created a partnership with Guide Dogs for the Blind Association.

Our outcomes

- A more coordinated and proactive approach to workforce wellbeing, ensuring initiatives are effectively planned, aligned and delivered to better support the health and wellbeing of staff across the service.
- The outcome is improved employee support and wellbeing with enhanced maternity entitlement for Grey Book (operational) staff providing greater financial security, promoting retention and demonstrating the service's commitment to supporting staff during key life events.
- The outcome is a more inclusive and accessible Worklife Balance Policy, ensuring all staff are supported equitably, with clearer guidance and greater alignment to organisational practices and employee needs.
- The outcome will be enhanced assurance through an independent and objective assessment of key operational areas, strengthening oversight, identifying risks and driving improvements in critical functions such as workplace transport and breathing apparatus.
- Improved accessibility to support and guidance, ensuring staff can easily access consistent, reliable information to support their wellbeing and performance.
- The outcome is mutual benefit for both organisations, enhancing WFRS wellbeing provision while enabling Guide Dogs to familiarise dogs with a wider range of environments, supporting their training and development.



Enabling excellence through vehicles and equipment - We recognise fleet and equipment as critical to delivering safe, effective emergency response. Through planned, sustainable investment and five-year replacement programmes, we will maintain high-quality, reliable resources, improve efficiency, and adapt to evolving risks. This includes strengthening governance, supporting innovation and ensuring our assets, teams and workwear meet operational needs while enabling excellent service delivery and public trust.

Our achievements

- Procurement of software that will allow for real time data to be shared between the incident ground and our control room. Implementation will be rolled out during 2026/27
- All our Light Rescue Pumps have been replaced with Volvo Appliances. The Volvo appliances were selected for their high levels of occupant safety, performance capability, driving ergonomics and handling, making them well suited to the varied road networks across Warwickshire.
- Secured funding through the Warwickshire County Council Asset Replacement Fund (ARF). Collaborated with regional Fire & Rescue Services, other emergency services, and industry partners to evaluate options. The Volvo XC60 mild hybrid vehicle was subsequently selected and continues to be rolled out during 2026/27.

Our outcomes

- Improved operational effectiveness and situational awareness, enabling real-time information sharing between the incident ground and control room, leading to faster, more informed decision-making and enhanced incident response.
- The outcome is enhanced operational effectiveness, safety and consistency, with modern appliances improving crew welfare, driving performance and adaptability, enabling a more efficient and standardised response across the Service.
- The outcome is enhanced fleet capability and value for money, with the adoption of high-performing, safe and cost-efficient vehicles that support operational effectiveness while optimising whole-life costs through strong residual value and collaborative procurement.



Enabling excellence through our estates - Effective estate management ensures our buildings are safe, sustainable and fit for a diverse workforce to deliver services. Through this ongoing programme of work we aim to standardise facilities, improve security, promote inclusivity and accessibility and adopt sustainable practices. We aim to create efficient, future-ready workplaces that support our people and reflect our commitment to excellence.

Our achievements

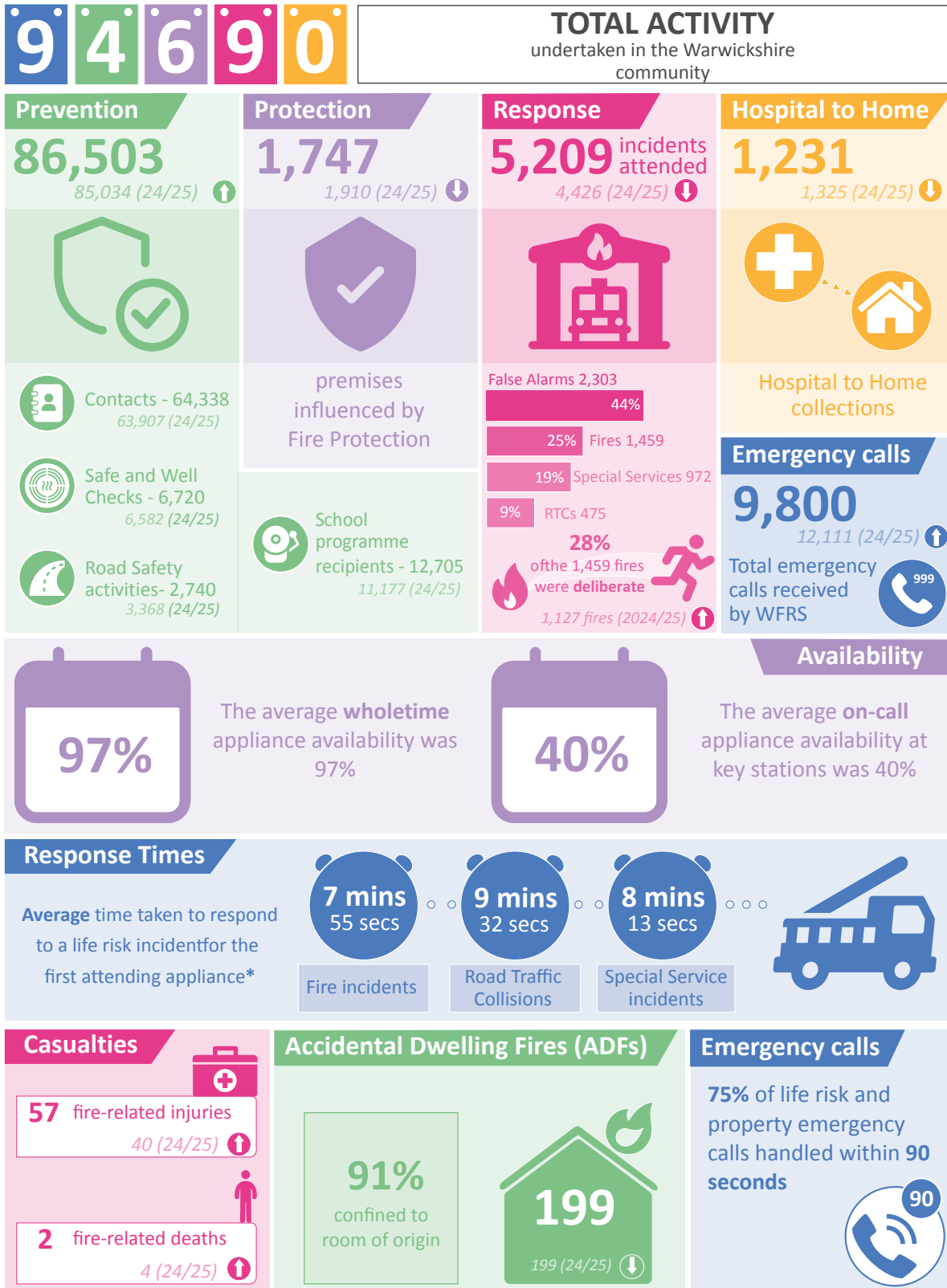
- Our WFRS Accommodation Assessment Project commenced, a project designed to provide a comprehensive review of the service's estate.
- Secured funding to refurbish two of our fire stations with a focus on safety & wellbeing at the forefront of design and specification.
- Phase 1 of our Head Quarters (HQ) refurbishment was completed in April 2026.
- A new Incident Room was opened as part of the Phase 2 HQ refurbishment.

Our outcomes

- Due to be completed during 2026/27, the outcome will be improved strategic planning and asset management, with a comprehensive understanding of the estate enabling informed decisions on future investment, optimisation and alignment to operational. The outcome will focus on 4 key areas, decontamination, welfare, security and branding.
- The outcome will be enhanced firefighter safety and wellbeing, with modernised facilities designed to support health and wellbeing, ensure operational readiness, while ensuring the estate remains fit for purpose and aligned to future service needs.
- The outcome is improved working environments with enhanced facilities supporting staff wellbeing, collaboration and service delivery.
- The outcome is enhanced incident management capability, with a dedicated and modern facility supporting effective coordination, improved communication, and informed decision-making during incidents and major events. The facility is used to support the facilitation of service exercises and for the activation of the Resilience Teams.



Statistical Highlights 2025-26



*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 2025/26. 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 handwritten signature in black ink, appearing to read 'R. Gisbourne'.

Robert Gisbourne
Portfolio Holder
Fire and Rescue,
Community Safety & Flooding



A handwritten signature in black ink, appearing to read 'B. Brook'.

Ben Brook
Fire and Rescue and
Community Safety
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
<u>Fire and Rescue Services Act 2004</u>	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.
<u>Civil Contingencies Act 2004</u>	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.
<u>Fire Safety Regulatory Reform Order 2005</u>	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.
<u>Fire and Rescue National Framework for England</u>	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.
<u>Community Risk Management Plan</u>	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.
<u>Local Resilience Forum</u>	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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