



Integrated Risk Management Plan | 2008  
2013



# Contents

Foreword by: Councillor Judith Heathcoat and the Chief Fire Officer	3	Core elements of the Fire and Rescue Service	43
Organisation and Management Structure	5	Children and Young People	45
Introduction to Oxfordshire Fire and Rescue Service	8	Outreach (older people)	49
Root to Branch tree chart	10	Minority Ethnic Groups	55
IRMP explained	11	Home Fire Safety	57
Risk Management and Profiling	17	Road Safety	59
Risks in our Community	18	Arson Reduction	61
Risks (Population)	19	Fire Protection	65
FSEC Toolkit	21	Intervention and Standards of Service	76
Risks (Building)	23	Crewing Levels	77
Risks (Transport)	25	Response Standards	81
Risks (Rail/Air)	26/27	Calling the Fire Service	85
Risks (Waterways)	29	FSEC Mapping	87
Risks (Natural Environment)	31	Civil Contingencies and Disaster Planning	89
The Future	33	Resourcing the Plan	97
Oxfordshire Fire Statistics	36	Our Budget	100
Fire Statistics for the UK	38	Striving for Excellence	101
'Making Oxfordshire Safer for All' (365 Alive!)	42	A diverse workforce	105
		Public Consultation	106

# Community Safety & Shared Services Directorate

## Foreword

It gives me great pleasure to write a foreword for this plan. I am exceptionally proud of the past achievements made by the Oxfordshire Fire and Rescue Service and look forward to the future development of the service with its aim and objectives within the plan.

This plan sets a high standard for the next 5 year period. The ethos of 'making Oxfordshire safer for all' is challenging and epitomises the whole 'raison d'être' of every member of our Fire and Rescue Service.

Oxfordshire Fire and Rescue Service is successful and is already a top performer. The plan strives to build on the strengths of the past and looks to the future to deliver an ever stronger, safer and professional service.

The men and women working in the Service come from all walks of life and yet all have similar qualities, loyalty to the Service, camaraderie to each other and most of all an enthusiasm for the role of ensuring the safety of our communities.

I wish this plan all success for the challenges it raises for everyone.



Judith Heathcoat  
Cabinet Member for  
Community Safety

A handwritten signature in black ink that reads "Judith Heathcoat".

This document encompasses the challenges and opportunities facing the county and its Fire and Rescue Service for the next 5 year period.

Your Fire and Rescue Service is already a top performer but we readily acknowledge that more can be achieved in preventing future emergencies from occurring and alleviating the impact of those which inevitably will arise.

Our workforce is totally committed to the safety of our communities. This is reflected in our own structure and high standards of

conduct and behaviour. I am confident that with these qualities, together with the high levels of skills evident on a daily basis across the county council, we will continue to make Oxfordshire a safer place.



John Parry  
Director for Community  
Safety and Shared Services,  
and Chief Fire Officer

A handwritten signature in black ink, appearing to read 'John Parry'.

## Organisation

The **Fire and Rescue Services Act 2004** represents a comprehensive reform of the statutory framework and requires the Secretary of State to report against it.

The Communities for Local Government (CLG) has published the framework for the delivery of fire and rescue services nationally. The 2004 Act gives fire authorities wide discretion to plan, equip and respond to meet local risks and priorities. The CLG also determines the way in which central government provides revenue support for local government.

The county council is the fire authority for Oxfordshire. It establishes local service delivery standards and allocates funding to ensure that the needs and expectations of our community are being met. Its duties include the statutory requirement to provide a fire and rescue service, personnel and equipment in order to deal effectively with fires and other risks that may occur within its area.

Oxfordshire County Council Fire and Rescue Service is part of the Community Safety and Shared Services Directorate. The Chief Fire Officer is Director for Community Safety and Shared Services. Other departments within the directorate are Trading Standards, Gypsy & Traveller Service, Safer Communities Unit and Emergency Planning, Human Resources and Financial Services.

Due to its relationship with the county council, the Fire and Rescue Service has access to a wide range of facilities and resources that such an organisation can provide (training, procurement, partnerships and information exchange etc.)

Oxfordshire County Council's structure of governance includes a Cabinet member with responsibility for community safety including the fire and rescue service. The governance structure incorporates a scrutiny function and the community safety scrutiny committee monitors the performance of the Cabinet in discharging its responsibilities as the fire authority and assists with the



corporate planning process, including a review of the Integrated Risk Management Plan (IRMP).

## Management Infrastructure

### The Strategic Leadership Team

Overall command of the service is the responsibility of the **Chief Fire Officer (CFO)** who is also the **Director for Community Safety**.

The CFO is supported by a **Head of Service Delivery** (Deputy Chief Officer) and a **Head of Service Support** (Assistant Chief Officer).

There are also managers for the following roles within the Strategic Leadership Team:

**Business, Service Support, Service Delivery, Human Resources, Finance & Business Support**

The introduction of subsequent IRMP's and the development of local response standards will enable the community, both directly and via their elected representatives, to influence the future provision of fire and rescue services.



This organisational structure is designed to allow flexibility in meeting locally identified needs within the current legislative and governance frameworks and national standards.

Two Area Managers manage the day-to-day activity of the Service Delivery and Service Support functions:

The **Service Delivery Manager** reports to the Deputy Chief Officer and is responsible for the **Prevention, Protection and Intervention** activities across the county.

Individual managers within this function are responsible for monitoring the performance of these policy areas and the development of Service Delivery personnel.

Service Delivery is divided into Risk Areas, coterminous with the geographical boundaries of Oxfordshire's district councils. Responsibility for assessing, reducing and controlling the relevant risk to communities within their area is vested in Fire Risk Managers located at Banbury, Didcot, Oxford and Witney.

The **Service Support Manager** is responsible to the Assistant Chief Officer (ACO) for ensuring that the service's support functions enable efficient and effective service delivery.

The Service Support Manager is responsible for policy development and leads specifically on Health & Safety, Human Resources, Communications, Information Technology, Training, Transport, Procurement and Administrative Services.

# Oxfordshire County Council Fire And Rescue Service

OF&RS aim to safeguard all of our community and those who work or visit Oxfordshire. We also give advice and enforce specific safety legislation.

## What We Do

There are 24 fire stations in Oxfordshire – both whole-time and retained – which offer safety advice, education and emergency response, and together with our support departments we strive to:

- Secure a safer community
- Provide efficiency, value for money and choice
- Deliver service excellence
- Provide effective service delivery through partnerships.

## How We Achieve This

In order to help reduce the risks of modern life we have an integrated approach to managing those risks, which combines fire and road safety education (to help prevent identified risks from occurring), fire protection for businesses and commerce (to ensure they comply with fire safety legislation) and effective emergency response, ensuring that we have the right resources in the right places and that our staff are trained and effective.

The Integrated Risk Management Plan (IRMP) is the responsibility of the Fire Authority and produced by the county council's Fire and Rescue Service. It is both an assessment and a strategic tool to advise the community of the potential consequences of identified risks that threaten all of us and to inform you how we intend to reduce and control those risks by using traditional and innovative prevention and intervention strategies. This ensures that the right resources are in the right place at the



It is absolutely essential that the Fire and Rescue provision continues to meet people's needs and expectations; therefore plans are always subjected to an extensive public consultation process which culminates in feedback that is acknowledged and, where appropriate, incorporated into the strategic plan.

right time, enabling firefighters to respond to emergencies in a flexible and effective way.

If you have any queries about the five-year Integrated Risk Management Plan or would like to make observations about the contents, or you require further copies of the plan, please contact:

**The IRMP Team**

Service Delivery Headquarters  
Sterling Rd  
Kidlington  
Oxford OX5 2DU

**Phone: 01865 842999** or

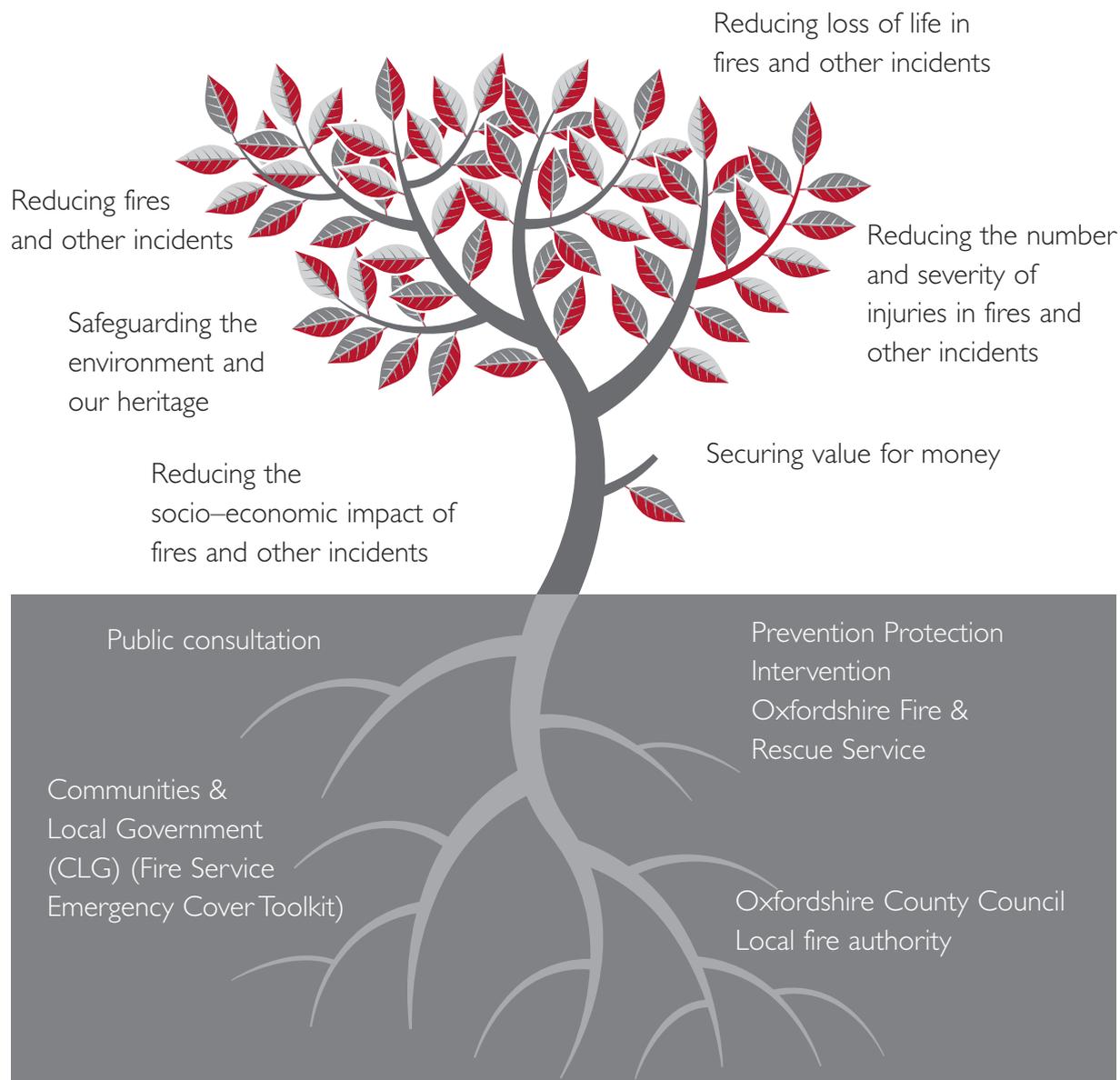
**FREEPHONE 08000 325999**

**Email: [irmpteam@oxfordshire.gov.uk](mailto:irmpteam@oxfordshire.gov.uk)**

Further information and an online consultation feedback form can be found on Oxfordshire County Council's website:

**[www.oxfordshire.gov.uk/irmp](http://www.oxfordshire.gov.uk/irmp)**

# IRMP Root To Branch





The aim of the Integrated Risk Management Plan is to make Oxfordshire Fire & Rescue Service more responsive to locally identified needs and secure more productive use of fire and rescue service resources. The outcome will be safer communities and a safer workforce.

## Integrated Risk Management Plan Explained

The process of the IRMP is a fundamental element of the corporate planning process that aligns fire and rescue activity with the strategic priorities of the Government, Communities and Local Government (CLG) and your local fire authority – Oxfordshire County Council.

Included in the IRMP process are the annual action plans, which specify targeted projects that will help to deliver the long term aims of the fire authority. They cover all areas of the Fire & Rescue service from training, procedures and enforcement to partnerships, procurement and specialist projects. Every year the fire authority will consult with the stakeholders at various levels for feedback before taking the plans forward.



### National Strategic Priorities

1. Reducing the number of fires and other emergency incidents
2. Reducing the loss of life in fires and other emergency incidents
3. Reducing the number and severity of injuries in fires and other emergency incidents
4. Safeguarding the natural and built environment and our heritage for the future
5. Reducing the commercial, economic and social impact of fires and other emergency incidents
6. Securing value for money
7. Firefighter Safety

Included in the IRMP process are the annual action plans, which specify targeted projects that will help to deliver the long term aims of the fire authority.



Our pledge is to strive to:

- Secure a Safer Community
- Provide efficiency, value for money and choice
- Deliver service excellence
- Provide effective service delivery through partnership.

## OF&RS Priorities

1. **In addition our service** has pledged to save 365 lives, make 840,000 people safer and save the local economy £100,000,000 by 2016 through our 365 Alive! Campaign launched in 2006.
2. **Our response target**, which is to reach your emergency within 11 minutes (80%) or within 14 minutes (95%).
3. **Our public service agreement** (set by central government for each fire and rescue service). That by 2010 there is a reduction in the number of accidental fire-related deaths in the home by 20% (from the base year 1999).
4. **The number of deliberate fires** is reduced by 10% (from the base year 2001).

# IRMP Aims And Methodology

## Our Integrated Risk Management Plan will:

- Identify existing and potential risks to the communities within the county
- Evaluate the existing response arrangements and identify opportunities for improvement
- Determine policies and standards for prevention and intervention
- Determine resource requirements to meet those policies and standards
- Include an action plan for implementation
- Include systems for monitoring, auditing and reviewing the effectiveness and currency of the plan.

The plan provides the Fire Authority (Oxfordshire County Council) with a strategic overview of the county's Fire and Rescue capability, informing future resource planning decisions and determining both short-term and future policy direction. The dynamic nature of the IRMP ensure's that the service remains responsive to

socio-economic and environmental change. It will determine appropriate priorities and service objectives.

## IRMP Methodology and Approach

Developing the IRMP requires analysis of key data relating to the inherent and potential risk from fire and other emergencies within the county and determination of the appropriate allocation of resources to control and mitigate against those risks.

The IRMP methodology adopts the underpinning philosophy of evidence-based improvement and seeks to use both quantitative and qualitative data to inform policy development, resource allocation and service delivery standards. It also requires a similar quality of evidence to facilitate performance monitoring and management.

Oxfordshire Fire and Rescue Service utilises the Fire Service Emergency Cover (FSEC) toolkit, provided by the Communities and Local Government office (CLG) to support the IRMP process. This system will

enable managers to analyse existing risks and ensure accurate response planning.

The 'data inputs' to this system considers national trends, research and focus on local experience. The data sources available to identify the risk potential will include:

- Population factors – numbers/age/demography/ socio-economic and transient nature
- Built environment (including specific heritage considerations)
- Transport infrastructures
- Environmental hazard assessments
- Major incident hazard profiling (including hazardous materials threats and civil contingency planning).

In addition to these sources the system will incorporate empirical data from the last three years' service delivery activity. Specifically the areas of:

- Prevention – community safety activity
- Protection – legislative and non-statutory activity

- Intervention – emergency response to fire and non-fire incidents.

The Fire Service Emergency Cover (FSEC) system will provide a robust and consistent assessment of risk. The professional judgement of the service's strategic managers will be applied to this analysis to determine an appropriate response policy to control and mitigate the risk. The system also utilises nationally derived 'relationships' to predict the impact of operational intervention and fire safety measures on risk. This facility will enable alternative response strategies to be evaluated and inform future planning.

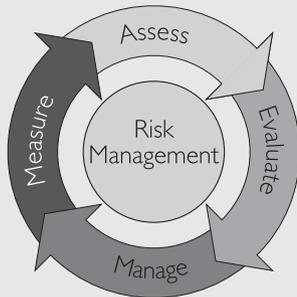
Opportunities for service improvement, identified through this process, will incorporate consideration of the consequential impact on resources. This may require a variation of existing provision or identify additional resource requirements.

The FSEC system will enable a quantified, cost versus benefit analysis to support any recommended variation to current resource allocation.





Detailed analysis of the county's hazards and assessment of the risks is ongoing and being undertaken in line with the development of the IRMP process together with local response planning; district and county wide.



## Risk Management

### Risk Profiling for Oxfordshire

Establishing a risk profile for Oxfordshire requires analysis of the various factors that may constitute or influence risk.

Profiling examines the potential of any risk and considers the likelihood that such potential may be realised and assesses the consequences or impact of such an event.

This section provides an overview of the latent and inherent risks within Oxfordshire's borders that the service seeks to reduce and control. A number of data sources have been utilised to develop the profile, including socio-demographic data from the latest census, empirical Fire and Rescue Service activity data and a range of information provided by local and national agencies. Whilst this profile is reasonably comprehensive it does not include specific risk analysis other than as illustrative examples.

# Risks In Our Community

All risks to the community basically fall under the following four headings, which can then be further divided into sub-headings that detail the actual risk. Occasionally risks will fall under several headings but here the main risk factor is the heading under which it is placed.

## Life Risks (Population)

- Population
- Age
- Gender
- Ethnicity
- Socio-economic
- Health & Safety
- Demography
- Transients
- Crime & Disorder

## Built Environment

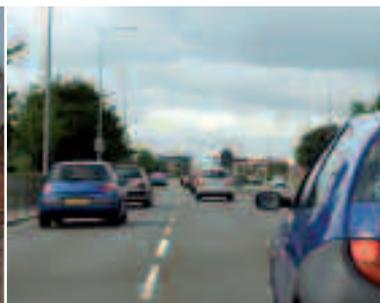
- Domestic
- Commercial
- Crown
- Medical
- Educational
- Research
- Utilities
- Heritage

## Transport Infrastructure

- Roads
- Rail
- Waterways
- Airports

## Natural Environment

- Air
- Earth
- Fire
- Water
- Wind
- Chemical



# Life Risk Population

In order to protect the community we have to determine how many people are living in Oxfordshire, their age, educational and socio-economic backgrounds, their ethnicity and transient nature.

To monitor these risks we use the FSEC Mosaic life styling computer models. For example, we can study population trends by age ranges over a period.

Fig1. Displays the actual and projected county population levels from 2004 to 2012 clearly showing a steady decrease in the 0–19 year age range from 2007 onwards – compare this to Fig.2/3 for 20–64 and the 65+ age group which show the numbers growing steadily.

FIG1 | Age 0-19

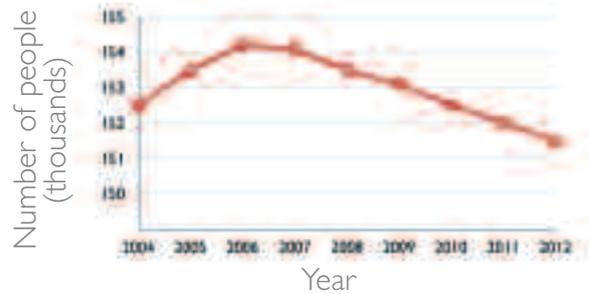


FIG2 | Age 20-64

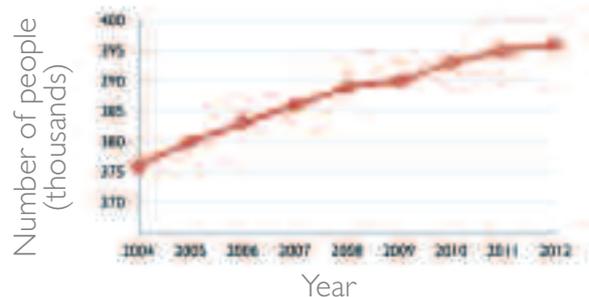


FIG3 | Age 65+

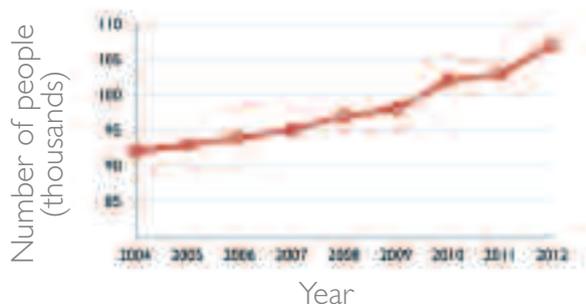
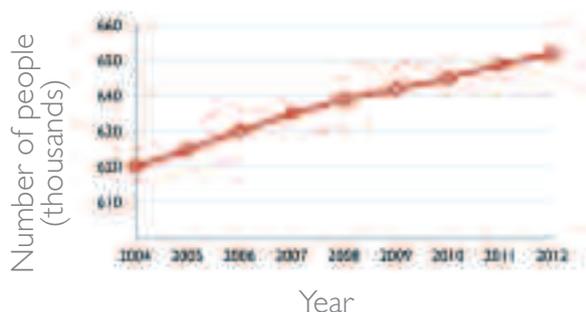


FIG4 | Total Population



**Total population for Oxfordshire is 625,600 (CIPFA/2005)**

Current density is 2.3 people per hectare – only West Berkshire has smaller density (2.1)

From these graphs we can see that the 0–19 age group is the only one that is falling (in line with European trends). This raises issues about a whole range of socio-economic factors which may affect future central and local funding if the trend continues in the long-term. This could affect all public services including your fire and rescue service.

We can also use these tables to establish trends in demographic movement and more accurately determine the placement of future fire and rescue resources.

There are many facets to assessing risk and we are able to obtain vital and helpful information via FSEC and other models to help managers plan their fire risk area.

## Fire Service Emergency Cover toolkit

A varied amount of information is required for analysing future trends to enable risk profiling e.g. the educational attainment of Oxfordshire people may be of significance in making risk assessments. We can get this information using our FSEC 'toolkit' and other sources.

The 2001 government census shows Oxfordshire having a higher than average percentile of all 16–74 year olds with a degree or other higher qualification – see table below.

AREA	16–74 year olds with degree or higher	% of all 16–74 year olds
England	7,072,052	19.9%
South East	1253917	21.7%
Oxfordshire	123323	27.7%

We also need to know the vulnerable Oxfordshire residents so we can plot and match our resources to meet the needs of those people in our community. For example, those on low incomes as below:

AREA	All People 2001 Count	All People 2001 percentile	All People 2003 Count	All People 2003 percentile	All People Rate Change 2001–2003
England	3814930	9.6%	3872353	9.7%	0.0%
South East	403359	6.3%	413467	6.4%	0.1%
Oxfordshire	23860	4.9%	24565	4.9%	0.0%
Cherwell	5010	4.8%	5195	4.9%	0.1%
Oxford	8365	7.3%	8415	7.0%	–0.3%
South Oxfordshire	3785	3.7%	4005	3.9%	0.2%
Vale of White Horse	3645	4.0%	3690	4.0%	0.0%
West Oxfordshire	3055	4.0%	3260	4.2%	0.2%



## Built Environment

Into this category of risk assessment falls all man-made structures. This can be sub-divided into the following:

**Domestic property** – houses/flats etc.

**Commercial properties** – in which a business is wholly or partly operational.

**Crown buildings** – owned by Her Majesty's Government.

**Medical establishments** – clinics, surgeries and hospitals etc.

**Educational centres** – schools and universities etc.

**Research facilities** – often attached to medical and educational properties.

**Utilities** – power stations; the National Grid; nuclear establishments.

**Heritage** – historical buildings of significance.

Such buildings are mapped and risk assessed where necessary. Each Fire Risk Manager is responsible for determining levels of risks to buildings within their area.

Oxfordshire has many important buildings relating to our national heritage. The city of Oxford is internationally famous for its university and college buildings, some of which date back to medieval times. Blenheim Palace heads a list of stately homes and country houses which are spread throughout the county. These sites, as well as museums and other similar buildings, house art, treasures, books and artefacts of national and international importance. Potential fire loss at any of these sites would have implications on a national scale.

There are many technical sites throughout the county which can pose special problems for firefighting teams. There has been significant growth in both 'high tech' research and development and advanced manufacturing. Oxfordshire has one of the highest concentrations of people employed in research and development in Britain. In the city the presence of the two universities – Oxford and Oxford Brookes – teaching hospitals and other academic and research institutions is an important factor in risk assessment. While many of these sites are in Oxford there are also significant and important establishments elsewhere in the county.

### Responding To Automatic Fire Alarm Systems

A key local response standard exists when attending calls generated by automatic fire alarms or alarms from control centres not part of the Oxfordshire Fire and Rescue Service.

Unwanted fire signals generated by such systems result in the unnecessary deployment of resources increasing the risk to the public and to firefighters.

Calls from these sources are now 'challenged' by fire control and responded to only when there is confirmation of fire on the premises.

Calls from unoccupied premises, or occupied premises where a specific risk assessment so determines, an appropriate attendance is made on receipt of the call. Additionally, if a fire is confirmed in any premises, the full appropriate attendance is made without delay.

# Transport Infrastructure

## Roads

Oxfordshire's road system ranges from motorway to unclassified single tracks. Most of the 'A' class roads are through routes, linking Oxford to the rest of the country. The M40 motorway is a main arterial route between London and Birmingham. The A34 is a busy major link and important freight route between the port of Southampton and the Midlands used by many heavy goods vehicles from the continent as well as the UK.

Road traffic in the county has increased by 26% over the last ten years and is expected to rise by a further 20–40% over the next ten years. The potential rise in traffic within the county has significant implications both for increasing the risk to the community and the service's activity levels.

Typical example of FSEC mapping 2003–2005

Currently the major proportion of deaths and injuries dealt with by Oxfordshire Fire and Rescue Service result from road traffic collisions (RTCs). This represents an increasing area of service activity.

Here is a diagram of part of the Oxfordshire road network – every red circle represents a road traffic collision (RTC).



## Rail

There are two major rail arteries running through our county. The main line runs from London (Paddington) to Bristol and Wales with trains running at speeds in excess of 125 mph through Didcot to Oxford and the West Country. There is also the Chiltern line from London (Marylebone) to the Midlands, which runs through Bicester and Banbury.

Oxfordshire Fire and Rescue Service has contingency plans along with the other emergency services to deal with any incident involving the rail network.



Oxfordshire Fire and Rescue Service has contingency plans in place should an incident involving railways happen in our county.





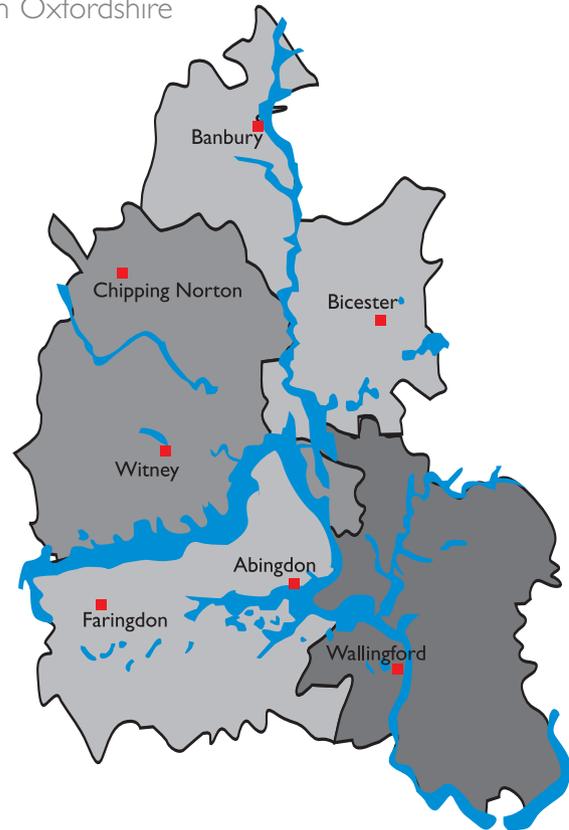
## Waterways

Oxfordshire has an extensive network of rivers and streams, some of which are liable to flooding. The Fire and Rescue Service works in partnership with the Environment Agency and other county council and district council departments to reduce the impact of the flooding on the community.

This work involves the pre-warning of residents in areas liable to flooding, the evacuation of vulnerable people, sandbagging of premises and pumping out of flooded properties.

In the major summer flooding of 2007, the emergency plans of the service, and other council departments were severely tested. Overall the service performed extremely well and we will ensure that any lessons learned will be fed back into our operational planning process.

Historic Flood Plains And Districts  
In Oxfordshire



The severe floods of 2007 tested the system and lessons were learned but, overall, the emergency procedures worked well and are being improved further.



The Fire and Rescue Service attend many incidents in and around the water, for example, people and animals in the water, flooding, and fires.

Water incidents bring hazards that are complex and require specialist equipment and training. Oxfordshire Fire and Rescue has in place procedures for incidents involving the waterways.

Water incidents bring hazards that are complex and require specialist equipment and training. Oxfordshire Fire and Rescue has in place procedures for incidents involving the waterways.



Oxfordshire Fire and Rescue Service is dedicated to reducing its carbon footprint as part of Oxfordshire County Council's 'future first' programme.

## Natural Environment

The elements and what OF&RS can do to conserve and protect them.

### Air

Is easily polluted by burning fossil fuels – airborne agents

Plan to burn less fossil fuels in vehicles and buildings and use Renewable sources wherever possible – maintain hygiene standards

### Wind

Wind fans flames, smoke hazards and destroys structures

Be aware of wind speed and direction – use of fire breaks – use wind Generated power where possible

### Fire

Burns and destroys indiscriminately and, with fuel, produces smoke and toxins reducing air quality

Fire prevention – protection – timely intervention – arson reduction



### Earth

Can hold and spread pollutants over long periods

Recycle waste and avoid accidental spillage of pollutants

### Water

Can flood\* causing major damage and disruption to community

Water courses – can be polluted by careless action

\*See next page

Water conservation – flood prevention schemes – avoid polluting

### Chemical

Can burn, explode and generally pollute most environments in both Short and long-term

Store chemicals safely – wear protective clothing – avoid leakage and Spillage – keep updated and accurate records

We will work with partners to help improve our environment for the residents and future residents of Oxfordshire.

## Putting the future first

Protecting the environment at both global and local levels is an important issue for fire & rescue services. Globally the service is striving to reduce its emissions to atmosphere and its overall carbon footprint. Oxfordshire Fire & rescue Service is allocating time and effort into achieving this

The Services environmental initiative supports the County Council 'Future First' action plan. Service managers with the support of the workforce are evaluating a reduction in the use of energy for heating and lighting at its premises. This has an added bonus of reducing costs in this time of rising energy prices. Recycling of materials such as paper, cardboard, plastics, batteries and metals is currently being expanded across the organisation

The Service fleet is another area that has been identified for environmental improvement. All fire appliances are refilled with 'long life' engine oil that is replaced only

after three years of use. Investigations are underway to source a sustainable 5% bio-diesel mix for use by the majority of the fleet which will significantly reduce our carbon footprint. The recycling potential of the fleet as they are scrapped is also being improved by the use of re-useable materials.

The Service has the potential to pollute the environment during its training events. Two at risk activities have been identified and procedures put in place to eliminate or reduce environmental impacts. These activities are practical firefighting foam training and practical training to deal with road traffic collisions.

In common with all fire & rescue services in the UK, OFRS has a 'partnership' agreement with the Environment Agency which considers local vulnerabilities. The Agency supply pollution control equipment, advice and training to firefighters on how to best protect our valuable water resources. The

incentive for the Service to protect this resource is one of public safety as our drinking water supplies in Oxfordshire are drawn from both our local rivers and groundwater's. Should these be contaminated the health of the public could be placed at risk. Consequently, a significant priority is given to environmental protection measures at incidents.



We will work with partners to help improve our environment for the residents and future generations of Oxfordshire.

## Pollution prevention and control

Oxfordshire has many rivers streams, lakes and groundwater's that are particularly vulnerable to pollution. Many of these are important sources of the drinking water for the county and the South East. They are also used for recreational activities such as angling and are important wildlife habitats.

When a fire occurs and water or foam is applied the subsequent 'run-off' may contain toxic chemicals and other pollutants that can contaminate public (and private) drinking water sources and the natural environment. Spillages of chemicals, oil and other materials from transport and storage containers attended by OFRS can also have significant environmental impacts.

Firefighters plan to deal with these events by being aware of environmental risks within premises, on roadways and from other sources such as high pressure oil pipelines.

They can work with various agencies, owners and occupiers to plan to contain or divert pollutants to suitable containment facilities.

Whether it is a small oil spill from a road traffic collision or a major chemical fire, protection of the public drinking water supplies and the natural environment are a significant priority for the Service

# Oxfordshire Fire Statistics

## Accidental Dwelling Fires

Most fire-related deaths and injuries occur in the home and in terms of risk this provides the most significant aspect of traditional Fire and Rescue Service activity.

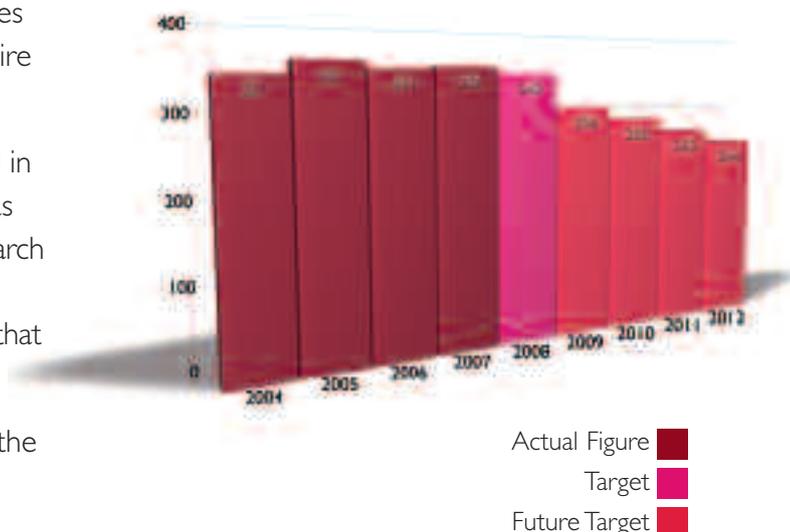
The numbers of people killed and injured in accidental dwelling fires in Oxfordshire has risen slightly – against national trends. Research across the UK has identified a number of socio-economic and demographic factors that increase the likelihood of harm from fire.

This research enables social profiling and the allocation of resources to reach those members of the community that may be defined as ‘at risk’ or more vulnerable.

The research further suggests that vulnerability increases when people are affected by more than one factor.

Oxfordshire figures for number of fires, deaths and injuries from accidental dwelling fires between 2003/4 and 2007/8.

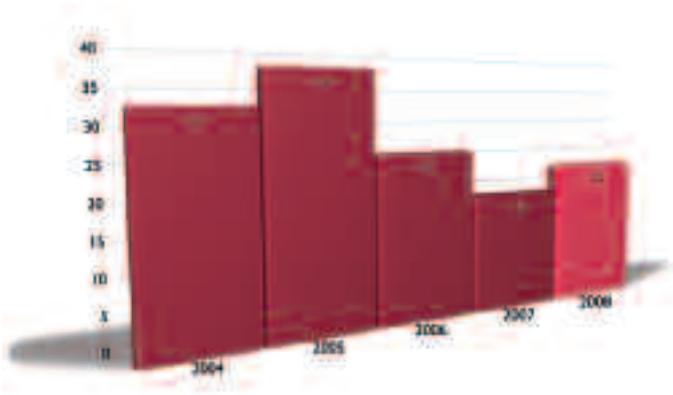
Number of fires in the home



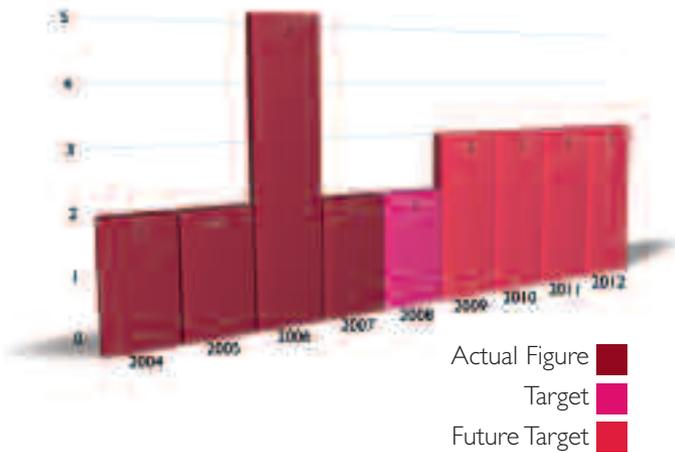
With the overall number of dwelling fires rising slightly since 2003, the figures will be closely examined for 2008 and beyond, to determine if the trend in Oxfordshire is going against the national downward trend.

# 2008 2013

Injuries from accidental fires in the home



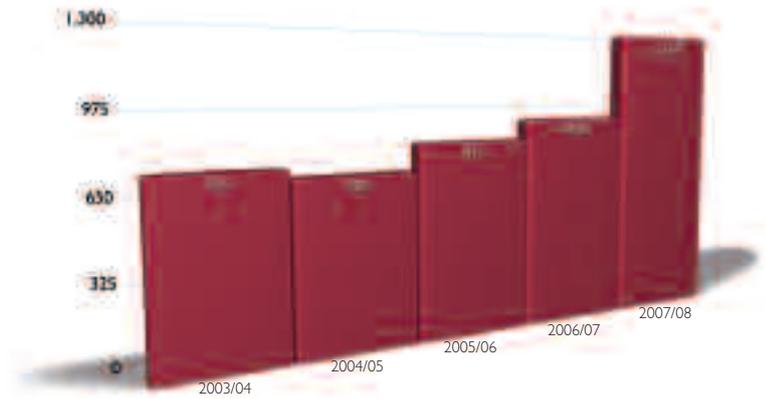
Deaths from accidental fires in the home



## Special Service Incidents

These are all callouts not involving fire, they include: road traffic incidents, animal rescue, environmental pollution, rescue from lifts etc.

Special Services Incidents



# National Fire Statistics 2006

## National Fire Death and Injury Statistics

Latest figures available at time of going to press

- Fire and Rescue Services in the United Kingdom attended 876,300 fire and false alarm incidents in the 12 months to 30 September 2006 – a slight increase on the previous 12 months.
- There were 482 fire deaths in this period – down 1% on the previous 12 months. Dwelling fire deaths fell by 9% to 342, the lowest total since 1958.
- Primary fires fell by 5% to 162,000. This is the lowest total since 1985. Within this, dwelling fires hit a 25 year low (56,400, down 2%), fires in other buildings – including workplaces and areas where people gather – are at their lowest since 1963 (down 7% to 33,200) and road vehicle fires again fell (by 9% to 60,600) to their lowest total since 1990.



The latest national fire statistics covering the 12 month period up to 30 September 2006 continue to show a fall in the total number of primary fires – down 5% and now at their lowest level since 1985.

2008  
2013



Nationally – fire calls are going down overall and fewer people are dying or being injured!!

➤ Secondary fires rose by 6% to 267,100 as there was a large increase in grassland fires (37%). These fires are closely linked to temperature, with July 2006 being the hottest July on record.

➤ In the year ending 30 September 2006, the number of injuries in fires in the UK fell by 4% to 13,600 from 14,100 in the previous 12 months. Injuries in dwelling fires fell by 5% to 11,000.

➤ In England, 10,800 injuries (down by 4%) were recorded, including 8,700 in dwelling fires (down by 5%).

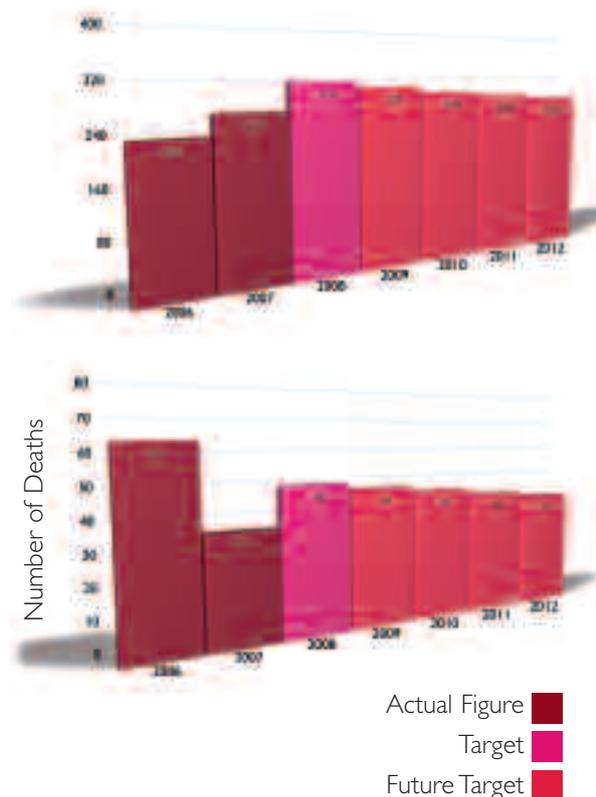
Oxfordshire fire statistics are on pages 36/37

## Road traffic collision casualties attended by Thames Valley Police 2006/2007

Month	All	Fatal	Serious
Apr-06	117	6	21
May-06	142	6	11
Jun-06	149	6	20
Jul-06	171	5	25
Aug-06	144	6	26
Sep-06	167	5	22
Oct-06	172	4	19
Nov-06	155	6	15
Dec-06	162	10	17
Jan-07	139	3	18
Feb-07	130	2	12
Mar-07	111	3	24
TOTALS	1759	62	230

Oxfordshire Fire and Rescue Service attended 456 of these incidents and released 107 casualties who were trapped in their vehicles. Analysis of the Fire and Rescue Service's response activity data and correlation with other relevant agencies' data will enable creation of a risk profile for road traffic collisions that reflects and predicts the most probable location, time of day and time of year and potential consequence of such incidents.

Road traffic accident casualties





Together, the national partners are working towards a 40% reduction in deaths and serious injuries by 2010 from the 1994/98 baseline figures.

## Some conclusions from the 2006 statistics:

- Whilst overall, the number of collisions to which OF&RS mobilised in 2006 rose by 29 (11.3%) against the same period for 2005, the total number of collisions for Oxfordshire fell to 808 in 2006 from 1054 in 2005.
- The number of collisions involving casualties attended by OF&RS has risen to 148 in 2006 from 97 in 2005. This is against an overall fall of 12 as recorded by Thames Valley Police.
- The rise in mobilisations to collisions for OF&RS does not reflect the overall fall in recorded collisions for this period.
- It is interesting to note that whilst the overall number of collisions has fallen, this has not been reflected in the number of casualties.

N.B. The number of road traffic collisions to which OF&RS is mobilised is not necessarily related to overall vehicle accident rates.

# Making Oxfordshire Safer For All

## Our 365 Alive! Vision

By 2016 Your Fire And Rescue Service  
Pledges To:

Save 365 Lives

Save The Economy £100,000,000

Make 840,000 People Safer

This will be achieved by:

- Matching our service response to meet the county's needs.
- Delivering safety strategies for young people, adults, families, our senior, and other vulnerable citizens.
- Delivering effective fire safety protection and enforcement.
- Ensuring we meet our response targets.
- Striving to have minimal impact on the natural environment.
- Developing our current multi-agency approach to community safety.

➤ Engaging with the wider community and being effective in how we communicate with people.

➤ Managing our finances effectively and skillfully.

Our service values:

- Care for our natural environment.
- Treat all with whom we serve or work with fairness, dignity and respect.
- Ensure the highest standards are provided by skillful and cost-effective use of resources.
- Encourage and value individual, team and corporate achievement.
- Deliver services of equitable value to all people.
- Pursue excellence.
- Promote equality of opportunity for all members of our service.
- Recognise the contributions of staff associations and unions.

# Core Elements Of Your Fire And Rescue Service

Oxfordshire Fire and Rescue Service has three core elements of our service delivery activity.

## 1. Prevention

## 2. Protection

## 3. Intervention

It is the relationship between these areas of activity, and the environment in which we operate, that constitutes an integrated approach to reducing and controlling risk. This section highlights the existing arrangements and evaluates the current performance of our service over the last three years.

### Prevention

Community Fire Safety (CFS) is the primary component of an integrated risk management process, designed to reduce the incidence and impact of fire through a proactive programme of public education, advice and practical support. The CFS policy

is based on national guidance and best practice highlighted by the Communities and Local Government (CLG). The aim of this guidance is to achieve a sustainable reduction in fires and other emergency incidents and the consequential fatalities, injuries and losses. Moreover, there is a principle of social inclusion and it embraces all sections of our community, seeking to maximise the benefit of limited resources by identifying and targeting vulnerable groups and those considered most 'at risk'.

The objective of CFS activity is to secure a positive change in the behaviour of the target groups:

**Children & Young People**

**Older People**

**Minority Ethnic Groups**

**Fire Safety**

**Road Safety**

## Risk Reduction

The challenges facing the Oxfordshire Fire & Rescue Service allow us to focus on the key areas in which improvement is sought. These include

- Partnership working to reduce the impact of fire on the at risk groups
- Tackle the impact that Arson is having on the communities of Oxfordshire
- Continue to develop the 365 alive 10 year vision.

In order to reach the strategic aim of the Risk Reduction Team, the priorities will be to:-

- Develop a comprehensive information register for the at risk groups.
- Deliver and progress the 365 alive 10 year vision.
- Develop and maintain effective and productive partnerships at strategic and local level.
- Develop and improve existing partnership working.

- Develop and improve the effectiveness and efficiency of arson protection and prevention work.

- Produce and implement more arson awareness initiatives

- Expand the role of Fire Investigation inline with regional and sub regional direction.

- Develop and expand the Youth Intervention programmes.

The Fire & Rescue activities will help those people who are most at risk. The Risk Reduction Team will target: **Children & Young People, Older People and Minority Ethnic Groups**, concentrating on, **Home Fire Safety, Road Safety and Arson.**

## Children & Young People

This group requires fire safety education to begin at the earliest stage of a child's development. A central principle of the policy is partnership working with relevant agencies to support 'the safer child' concept and promote lifelong learning through formal education opportunities and citizenship initiatives.

We are reaching more and more children and young people through various initiatives and projects.

### Pre-school children

Our 'Curiosity Copycat' presentation to parents of pre-school children deals with the issue of young children playing with lighters and matches etc. Firefighters also occasionally give talks to children in nurseries.

### Key Stage 1

Our firefighters visit primary schools in Oxfordshire, with the fire engine, to deliver appropriate safety messages to the children. After the visit the children receive a safety booklet to reinforce the messages that have been given by the firefighters.

### Key Stage 2

Our School Liaison Officers visit schools in this group on a 2-year rolling programme to deliver an educational package tailor-made for the age-group and highlighting ways to stay safe.

### Key Stage 3

The school liaison officer visits secondary schools across the county with presentations on fire and other specific areas such as 'firework safety' and 'arson reduction' this is to ensure that the safety message is delivered effectively.

### Key Stage 4

The 365 Alive campaign was launched in 2006 and within that campaign we launched the 'Choices & Consequences' roadshow – which incorporates an interactive PowerPoint presentation together with a hard-hitting DVD based on the true story of Jacqueline Saburido – a young woman whose life was dramatically changed as a result of a horrific road traffic collision.



### Junior Citizen Programme

Since 1991 the service has been actively involved with the Junior Citizen Trust delivering a multi-agency programme aimed at reducing accidents and injuries to children by promoting hazard awareness of community safety issues. It is aimed at children within Key Stage 2 (year 6) and requires them to attend half-day, scenario-based training sessions. Each scenario promotes key safety messages relevant to the partner organisations. These include Thames Valley Police, OCC Trading Standards, Chiltern Rail, OCC Road Safety Unit, Oxfordshire Playbus, St. John Ambulance, Cherwell District Council, MoD Police and Oxfordshire Fire and Rescue Service.

### Fire Cadet Units

Operating in our county since 1993, there are currently Fire Cadet Units at Banbury; Kidlington; Oxford City; Watlington and Witney. They meet one evening a week for two hours and participate in numerous fire service activities such as ladder, pump and

hose drills, fire science, first aid, breathing aids, risk awareness, equipment stowage, rescue techniques and community fire safety. Our Fire and Rescue Service is an affiliated member of the Fire Service Youth Training Association (FSYTA). This is an organisation that runs courses for instructors and young people and is a recognised body with expertise in youth work in UK fire services.

### Oxford Education Business Partnership (OEBP)

Since developing this award-winning partnership in the autumn of 2006 it has enabled Oxfordshire Fire and Rescue Service to visit more school events on a regular basis providing career and general employment advice together with fire and road safety messages to the participating students of school leaving age.

We also organise practical team building events and problem solving days for students.



Every Child Matters!

Continuing and enhancing our partnership working towards the safer child concept for all of Oxfordshire's children and young people.

### Youth Offending Service (YOS)

There are currently several partnership initiatives in place.

- Rewley Road firefighters visit the Trax Motor Project at Osney Mead in Oxford delivering the 'Choices & Consequences' presentation.
- We will deliver the same presentation to young people on the Intensive Supervision & Surveillance Programme of YOS as part of the 'Project Iris' initiative between YOS and Thames Valley Police.
- Our trained Firesetter Counsellors continue to visit potential and actual arsonists to counsel and prevent vulnerable people from setting fires.
- We deliver a home safety presentation to young women referred by YOS, as an integral component of a pilot course to train them as 'Babysitters'.
- We will deliver 'Choices & Consequences' to trainees on their resettlement course at Huntercombe Young Offenders Institution.
- We are developing the Phoenix project where young people referred to us by YOS, will learn discipline, skills and teamwork on a specially designed course and receive certification on successful completion.



2008  
2013



Due to the continuing rise in the older population across the county of Oxfordshire, and the increased vulnerability of older people to risk of fire and injury, this role was established and introduced in April 2005 to provide a programme to tackle these issues. This is achieved by Establishing Links and Partnerships with the community.

## Older People

### Introduction

We engage with charities, retired members associations, pension groups, older people's clubs, community centres, which include well established organisations such as Age Concern, Help the Aged, Women's Institute in addition to county and district council links.

There are now established links with social services for home risk referrals, provided by carers and health visitors, Thames Valley Police using their Crime Reduction Officers, and the Social and Community Services Hearing Impairment Team with specific referrals for the deaf or severely hard of hearing.

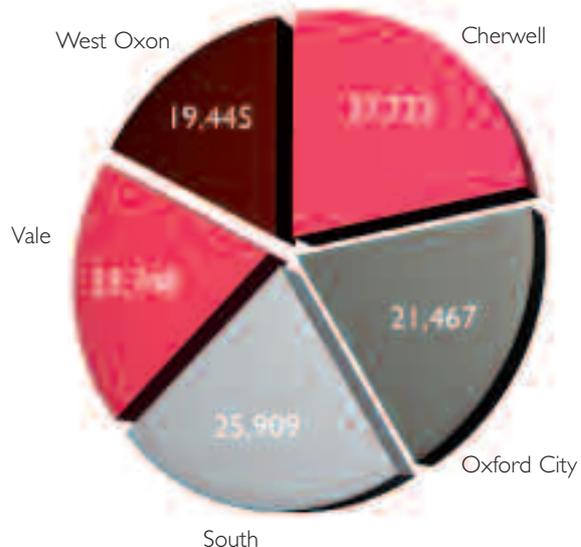
Home Risk Assessments which are conducted following referrals from these organisations are undertaken by Fire and Rescue Service personnel across the county.

### Older Population Statistics

Oxfordshire has a population of 605,488 of which 115,349 are aged 60 years and over (2001 census population).

The five districts across the county average approximately 23,500 persons aged 60 or over:

Districts in Oxfordshire



## Current Activities

- Group talks on home fire safety
- Information fairs for older people
- Special needs education
- Electric blanket testing

Following the introduction of the Outreach Advisor – Older Population Group:

1. Home fire safety advice has been provided to 3,800 persons at:
  - A. Organised group talks
  - B. Information fairs and roadshows
  - C. Specific designated events, e.g. community groups and personal safety events etc
  - D. Specific courses for adults with learning disabilities.
2. Home Fire Safety Risk Assessments and fitting of 10-year smoke alarms to approximately 500 homes across Oxfordshire by Fire and Rescue Service personnel, from referrals taken at group talks, information fairs and specific organised events.

3. Free electric blanket testing across the county in conjunction with Oxfordshire County Council's Trading Standards has resulted in 789 electric blankets (in 2006) being tested for safety with an average failure rate of 40%. This has resulted in 320 electric blankets being destroyed thereby reducing the fire risk.

Home risk assessments and fitting of smoke alarm referrals were taken at the 10 electric blanket testing sessions across Oxfordshire.

The risk Reduction team has also installed over 150 smoke alarms for the hard of hearing and the visually impaired.





'The number of over-85s in Oxfordshire looks set to more than double from 11,400 in 2004 to 25,800 in 2009.'

Source – The Oxford Times 18 May 2007)

## Looking Forward

**“When Oxfordshire’s new Public Health Director, recently identified the biggest four issues facing the county, when it comes to maintaining quality of life, top of the list was our aging population.”**

“The number of elderly in rural districts is to rise at an even faster rate. In Cherwell there will be an 86% increase or 150% increase if you extend the period to 2029.”

### The Risk

These figures show an increasing number of our community who are in the most vulnerable group as far as fire and injury are concerned.

- Nationally there were 491 fire-related deaths in 2005.
- The majority of fire-related deaths – 75% (376) – occurred in dwelling fires and the highest fatality rates were for people aged 80+ years.

## Expanding Role

### Current New Areas of Development Disability Groups

A key area of development has been working with groups with both mental and physical disabilities who live in a variety of accommodation and are particularly vulnerable to personal safety issues due to their condition.

### Working with Ethnic Groups

Close liaison and co-operation takes place between the Minority Ethnic Fire Safety Advisor in many areas of Oxfordshire.

### Working with Age Concern

Particular progress has been made with one of the best established national charities, Age Concern; and the Community Fire Safety Advisor to the Older Population is regularly involved with Age Concern Forums across the county.

### Single Referral System

Currently two groups are investigating a countywide scheme for single home referrals. These are the Oxfordshire National Health Service Primary Care Trust and the Distraction Burglary Group.

### Hearing Impairment

There are 87,000 people, of all ages, with hearing impairment or loss in our county. We are in partnership with the hearing impairment team, who provide referrals and audibility tests, the Fire and Rescue Service provides and fits special alarms for those vulnerable people who cannot hear a standard smoke alarm.

**We will continue to work with our partners to reduce the overall risks to our older population.**

## Minority Ethnic Groups

Oxfordshire is an example of Britain's rich culture and diversity. Around 4% (approx: 25,000) of its total population (605,488) are from different ethnic backgrounds. The highest number live in East Oxford and the Banbury area. The common perception about the fire and rescue service in most minority ethnic groups is not different from the general public – that it is a reactive service. Because of their cultural background and language limitation, many of them are not aware of fire safety, and can be at risk of getting injured or even killed by fire.

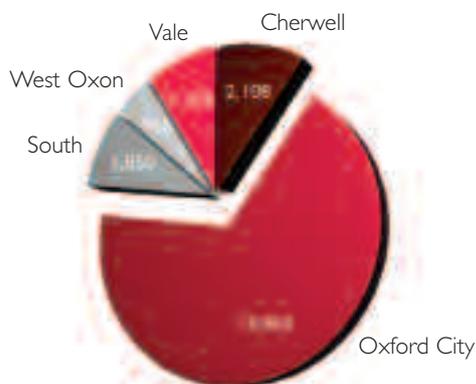
In conjunction with our partners, our minority ethnic advisor is visiting those members of the community who don't have English as their first language. Our advisor speaks a number of languages and is therefore able to gain the trust of those people who would otherwise not be reached with fire and general safety messages. We are able to offer them a wide range of leaflets, booklets and visual aids in a variety of languages.

People Visited	Partner Organisations
Ethnic origin	Partner
African–Caribbean	Age Concern, Social & Community Service
South Asian	Social & Community Service, ESOL programme, Community Associations, Family Centre, PCT, Carer Centre
Eastern European	ESOL programme
Chinese	Social & Community Service, Carer Centre
Mixed (white mixed, African, Asian, Chinese)	Family Centre, Housing Association, Day Centre, Community Events
Asylum Seekers	Open Door Charity

To date we have reached 15.8% of the overall ethnic population of 20,679 (census 2001 figure) within the five districts of Oxfordshire.



## Ethnic population



## Migrant influx of A8 Nationals

Oxfordshire is experiencing a natural migration of A8 communities due to the recent addition of member states to the European Union. The Polish population is estimated to have increased by over 5,000 in recent years and is still increasing. This means additional risk and a necessity for community safety work to reduce the risks to new members of our communities.

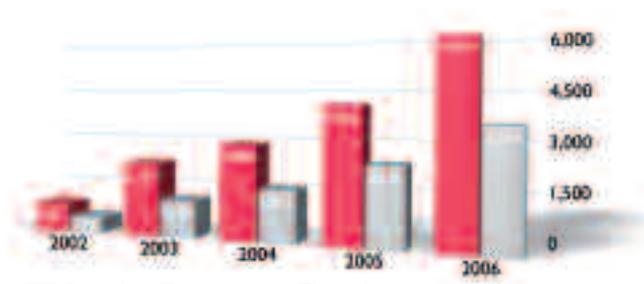
While we have made a modest start to the outreach potential, there is a long way to go. Gaining access to our target audience is not always easy for a variety of reasons. Working to promote fire safety for all our community!

2008  
2013



Keeping You Safer In Your Home

**Get a Free Home Fire Risk  
Assessment Call 08000 325999**



- Smoke Detectors Fitted
- Home Fire Risk Assessment Carried out

**Home Fire Risk Checks and Smoke  
Detector Instillation 2002 – 2006**

## Home Fire Safety

There are several important factors involved in this aspect of fire prevention.

- Visits to householders to carry out Home Fire Risk Assessments to check their homes are safe against the risk of fire and to give advice.
- To fit, where necessary, smoke detectors and smoke alarms for the hard of hearing.
- Electric blanket testing at various locations across Oxfordshire.
- Community Fire Safety support to fire stations and the crews.

See Graph showing number of Home fire risk assessments & Smoke Alarms fitted by OFRS since 2002.

## Sleeping Safely In Your Bed

Hundreds of Oxfordshire residents are literally sleeping safely in their beds each winter due to a three-way partnership initiative between Oxfordshire County Council's Fire and Rescue Service, Trading Standards and the five district councils.

In 10 days during September and October, 780 electric blankets were tested for safety (2006 figures). Oxfordshire residents were invited to bring their blankets along for the test to various pre-advertised test centres, where a specialist electric blanket expert (retained by Oxfordshire County Council) carried out a series of safety tests to check the blankets' fitness for use.

For housebound residents, a system of collection and delivery was set up to enable blankets that would otherwise be unavailable, to be tested. A total of 35 blankets were collected and tested and those that passed were delivered back to the owners. In cases where it was thought that hardship would be caused by a blanket failing the

test, a new blanket (free of charge) was offered. Approximately 50 blankets were provided free of charge to residents in the 2006 campaign.

As a result of this co-operation between the partnerships, 315 (40%) potentially dangerous blankets were taken out of circulation and destroyed so that they could not be re-used.

### Three safety tips to make using your blankets safer

- Ensure that your under blanket is secured to the bed using the supplied safety ties – this ensures that the blanket doesn't move and damage the elements.
- When the blanket is not in use, store it flat or, if you must fold it, ensure that it is not folded too tightly.
- Look out for our annual campaigns and take your blanket to a centre near you.  
**The service is free!**



This presentation has been extremely well received by a number of Oxfordshire headteachers and is available to all state and independent schools within our county.

## Road Safety

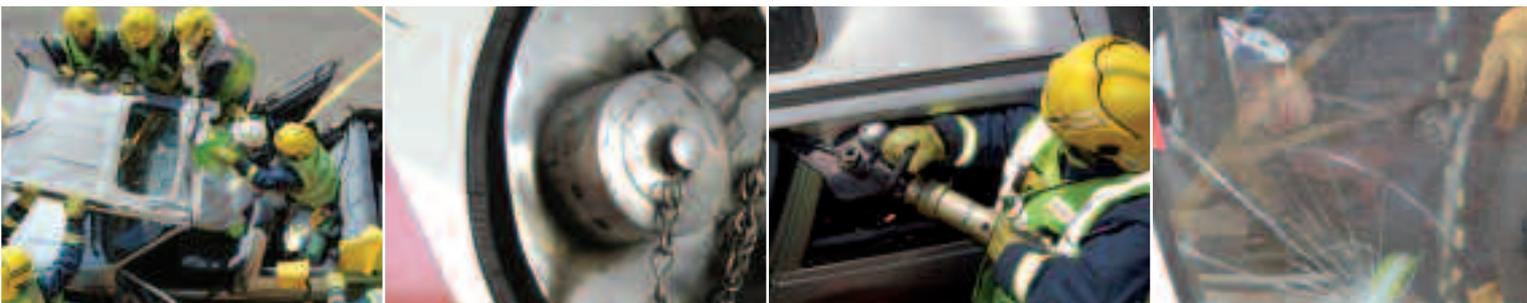
Oxfordshire Fire and Rescue Service has been proactive in forming partnerships with other organisations concerned about road safety. All too often firefighters are called to road traffic collisions to cut people from their vehicles.

The current Road Safety package is targeting Key Stage 4 (age 15/16) pupils and is called 'Choices and Consequences'. The package is a deliberately hard-hitting presentation and is delivered by firefighters who can give a unique insight into what happens in the event of a serious collision. The pupils are shown a series of scenarios and shown the devastating 'ripple' effects that a road traffic collision can have, there is also a DVD which highlights the true story of a young girl involved in a tragic incident involving a drunk driver.

Development of a new additional road safety package is underway, working in partnership with the Advanced Driving Instructors; provisionally called the 'New Driver Initiative'.

This package is also targeting young drivers (statistically the most at risk drivers on our roads) but this time when they are learning to drive. The driving instructors will promote the scheme to their pupils, who will then attend an 'extra lesson' at a fire station where they will receive an educational and thought-provoking session with the firefighters.

A range of other road safety schemes are supported, working in conjunction with the county council's road safety team and the Thames Valley Safer Roads Partnership; including support for the Thames Valley-wide 'Safe Drive Stay Alive' programme. An estimated 10,000 sixth form students see this theatre and film event across the Thames Valley. Fire and Rescue service personnel also support the county council's road safety team at a range of educational events including: driver fatigue, mobile phone use, drink-driving, speeding etc.



# Arson Reduction

## The Current Picture

Each Fire and Rescue Service has a national government target to reduce deliberate fires (arson) as set out in the national Public Service Agreement (PSA) by 10% by the year 2010.

## The Scale of the Problem

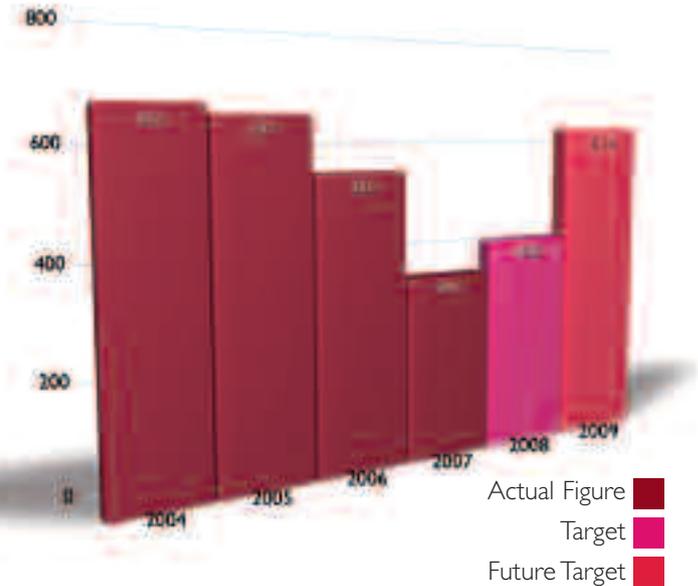
Arson is the largest, single cause of major fires in the UK costing an estimated £2.9 billion a year in 2003 and causing loss of life, serious injury and financial hardship.

In 2004, 88 people lost their life as a result of deliberate fires and a further 2,800 people were injured.

In Oxfordshire, the average cost of arson is estimated to be over £23 million a year with non-domestic fires making up over £17.6 million of this figure.

Additionally, in 2004, OFRS recorded 62% of all fires attended as deliberate – higher than the national figure of 53%.

Arson fires in vehicles and structures



From 1st April 2008 Best Value Performance Indicators were replaced by a National indicator set. The Arson national indicator now includes all arson incidents, hence why target is greater than previous years.



Oxfordshire Fire and Rescue Service also attended 731 deliberate secondary fires during this same period, of which more than half involved refuse or refuse containers.

Also, during our home fire risk assessments, we need to be providing households and businesses with more information regarding safe and secure stowage of their refuse and refuse containers.

The introduction of the Oxfordshire 'gateway' internet site will enable members of the public to report illegally dumped waste. Hopefully this will enable district council's to have it removed prior to it becoming ignited.

We will also aim to provide a greater knowledge and visual reminder to businesses and households to prevent refuse and its containers from being targets for arson. This is an extremely poignant time to be addressing this issue, since nationally a total of four people have recently died in domestic fires that have been caused by fire spread from bin fires.

OFRS at present are reducing the incidences of deliberate fires, although this data does show that more could be done, and our Fire Risk Managers will be utilising our staff to greater effect and forging partnership working to target the specific issues affecting their areas.

2008  
2013



Oxfordshire Fire and Rescue Service recognises the benefits of providing designated liaison officers covering areas such as arson reduction. There is a specialist team of Incident Support Officers available round the clock to deal with all aspects of arson advice/reduction. Together with the community we will endeavour to rid Oxfordshire of arson.

Sadly, there are still too many school fires occurring in Oxfordshire. There have been a steady number of non-accidental fires occurring in and on school property within Oxfordshire.

The total number of incidents in the 18-month period 01/01/2006 to 30/06/2007 was 16 fires. These range from deliberate ignition of motor vehicles on school grounds to the deliberate ignition of school property.

The cost and damage of some fires has been very high, and been disruptive for all involved.

Latest data shows that a number of schools have experienced fires. It is noted that educational establishments can be classed as high risk and this is once again confirmed with the latest data, it can also be said that all schools in Oxfordshire should be considered as high risk, due to the number of incidents attended by OFRS.

The latest data follows the same trends as in previous years but there is a slight decrease in the number of primary and secondary fires being attended.

Damage caused by arsonists at schools in Oxfordshire recently is alarming, however, the aggressive prosecution of culprits will hopefully act as a deterrent to would-be arsonists in this area.

It is anticipated some fires on school property have not been reported to the Fire and Rescue Service and the overall figures might well be higher than our data suggests.

### Arson Education Officer

This new post will ensure that Oxfordshire businesses are advised of the need and the ways to protect their premises from arson attack.



## Fire Protection

The Fire Protection Department is responsible for ensuring appropriate levels of fire protection in all premises within Oxfordshire apart from single private dwellings.

Following the introduction of the Regulatory Reform (Fire Safety) Order 2005 on 01/10/06, which brought all previous Fire Protection legislation into one single order, OFRS have prioritized inspections based on risk, and have ensured compliance through cooperation, enforcement and where necessary prohibition or restriction of premises.

The medium term plan which sits within the Integrated Risk Management Plan and the Service Delivery plan of Oxfordshire Fire and Rescue Service is designed to facilitate the introduction and ongoing management of the Regulatory Reform (Fire Safety) Order 2005 for the next 5 years.

The challenges facing the Fire Service allow us to focus on the key areas in which improvement is sought. These include-

- The management of risk;
- The further development of our risk-based inspection programme
- Ensuring that our staff develop effectively; and
- Working in partnership to reduce the impact of fire on society, business and commerce.



## Fire Protection Management Strategy and Priorities

### Management Strategy:

The strategic aim of the Fire Protection function of the Fire and Rescue Service is simple - to reduce the risk of fire to businesses, the voluntary sector and the community of Oxfordshire and integrate this aim with the prevention and response functions of the Service. By reducing business and economic losses in the County we will ensure that the County Council's aim of a successful environment in which social and economic wellbeing can thrive.

It is the policy of OFRS to meet all statutory requirements for Fire Protection legislation and exceed these wherever possible by improving our response, balancing the needs of the community while delivering value for money. We will ensure that we have appropriately trained and competent staff in line with best practice to carry out the enforcement of policies and legislation.

Where practicable, we will seek to deliver protective activities through partnerships and collaborative ventures that improve the service delivery to both the business sector and the wider community.

### Priorities

In order to achieve the strategic aim and deliver the IRMP targets, the following key objectives have been set for implementation over the life of this document.

Due to the introduction of a significantly changed legislative framework and the



consequential work involved in this process, the objectives were prioritised.

The introduction of the Regulatory Reform (Fire Safety) Order 2005 in October 2006 meant that many systems and processes were new to the Fire and Rescue Service and were untried. To achieve full and effective management of the changes will take time. For this reason, implementation of the objectives detailed below are currently being phased in and the management systems and processes will be embedded in the service.

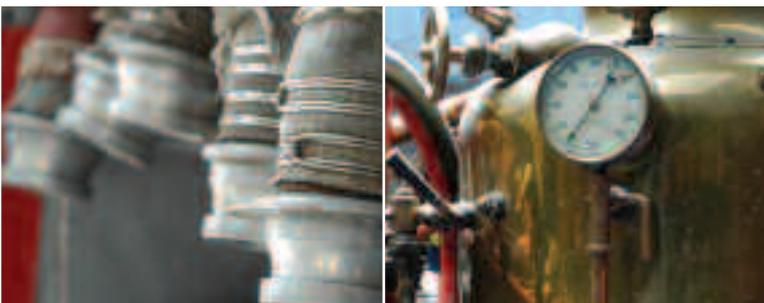
- Effective introduction of the Regulatory Reform (Fire Safety) Order 2005
- Improving cooperating with other bodies involved in protection, such as local authorities, building control bodies and the insurance industry
- Improving the database of risk premises within the County.
- Setting of effective priorities and targets for fire protection

- To set local performance indicators that support local and national strategic aims
- Managing the fire risk and fire protection plan in processes ensuring the link into IRMP and other service plans.
- Ensuring our workforce is developed and trained in accordance with best practice and to meet the needs of the community.
- To ensure that the fire safety legislation is effectively enforced within the business community.
- Formalising the way we create policy and the management of that policy within fire protection.



- To ensure that proper technical support and management information systems are in place in order to manage performance within the fire protection function.
- To ensure that quality management systems are effective and fit for purpose.
- To develop quality assurance and client satisfaction systems to maintain our level of performance, level of quality and to ensure that the community is satisfied with the service we provide.
- To set performance targets and local performance indicators which meet the needs of both the Community, national and local government.

- Ensure the effectiveness of national and local technical guidance documents  
To develop effective working partnerships and make sure these are used to reduce the risk to the community.
- To maximise the efficiency of the existing staff resources to ensure that our workload is effectively managed.  
Work with business owners to enable them to undertake their own risk assessments
- Providing fire safety advice to the business community
- To champion the installation of sprinkler systems particularly in Schools
- The development of an audit based fire safety inspection programme which will identify and record premises that pose the greatest risk to life.
- Continue to reduce the number of unwanted fire signals from automatic fire detection systems to minimise the impact on resources within the county.







- To develop policies which support the introduction of fire suppression systems in high risk premises including those of the County Council and where appropriate individual premises.
- To ensure that all County Council premises are managed effectively and in line with the regulatory reform (Fire Safety) Order 2005 and to develop partnerships with those departments to ensure this remains the case.
- Introducing appropriate timing of electronic delivery of services from partner agencies and the public.
- Educating the business community in order to encourage and support them to take responsibility for risk management within their own premises.
- Developing risk reduction activities in partnership with local authorities.
- Agreeing fire protection strategies to ensure the safety of individuals working within the premises.
- The promotion and communication of the benefits of fire protection within the wider community.

For fire protection departments these are exciting times, not only faced with the challenges from the Operational Assurance process but also with the introduction of the single most important piece of legislation for fire safety in nearly forty years. We intend to continue our progressive approach by using the priorities above to form a framework to enable Oxfordshire fire and rescue service to develop into a model authority for advice and enforcement of fire safety.

## Organisation and Arrangements

### Fire Protection Management and Structure:

A realigned structure used an assessment of Fire Protection legislative and non-legislative needs to determine the number and locations of staff required within the establishment. The delivery of inspection and enforcement services is managed through an area system each area having a Fire Risk Manager who is responsible for the fire safety activities within his or her own area.

The Fire Protection function is managed through a Fire Protection Manager who is responsible for a team of policy and specialist audit officers.

The role of the Fire Protection Team based at Service Delivery Headquarters is to develop policy, manage the performance of the areas and ensure that both qualitative and quantitative measures are in place to manage the performance of areas.

### Prioritisation and Enforcement Activity:

Fire protection enforcement activities will be focused upon the risk in non-domestic premises and priority given to vulnerable groups as identified through the ENTEC research. Thus building types where sleeping, disabled or other vulnerable people are resident e.g. nursing homes/hospitals, hotels and boarding houses are given a higher priority for audit and inspection.



### Fire Safety Legislation, Enforcement and Targeting

The principle tool for fire safety management and enforcement will be the regulatory reform Fire Safety (Order) 2005. Inspections under this legislation

are based upon the fire protection audit programme which is a dynamic system allowing data following any audit to recalculate the date of next inspection automatically. This automatic system may be overridden where necessary as a result of operational changes and priorities.

Other risk based inspections are;

- Thematic inspections on specific types of premises identified as being of high risk, particularly in connection with the Retail Enforcement Project
- Inspections following a fire.
- Following a complaint made by a member of the public or other person where a

substantive complaint is made about a premises or its management, it is felt necessary to investigate the complaint further:

- Targeting premises types where particular issues have been identified e.g. sleeping accommodation provided for construction workers or sleeping accommodation above licensed premises ;and
- Programmed sampling of premises other than high-risk premises

All enforcement activity will be carried out within the Enforcement Management Model and where necessary pursued through prosecution using the County Council Legal



# Workforce Development

Services. Oxfordshire Fire and Rescue Service have a statutory obligation to advise on and enforce fire safety legislation.

All staff that carry out duties within Technical Fire Protection department will be appropriately qualified. There will be two levels of inspectors for the purposes of the FSO. Those that can carry out:

- Informal Action only (Issue of Deficiency Notices) termed Inspectors.
- Informal and Formal Action (Issue of Deficiency, Enforcement, Alteration and Prohibition Notices) termed Full Inspectors.

➤ Maintaining a full compliment of qualified and competent staff necessitates the continual professional development and correct level of training to meet those requirements.

## Performance Management and Monitoring

Monitoring of performance of staff, areas and the service is a vital component of continually improving the service we give to the community. Fire protection activities – both staff and Fire Safety audits - are subject to both quantitative and qualitative monitoring.





# Intervention (Emergency Response)

Oxfordshire has 24 fire stations located across the county at the following locations:



Six stations are crewed by wholetime and retained personnel:

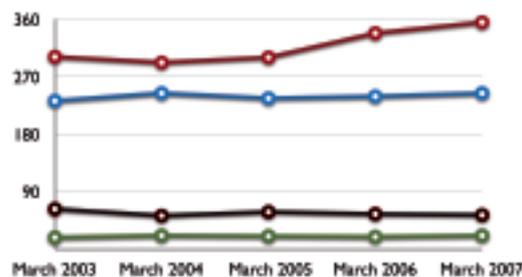
Abingdon, Banbury, Didcot, Kidlington, Oxford (Rewley Road), Oxford (Slade Park).

Eighteen stations are crewed by retained personnel: Bampton, Bicester, Burford, Charlbury, Chipping Norton, Deddington, Eynsham, Faringdon, Goring, Henley, Hook Norton, Thame, Wallingford, Wantage, Watlington, Wheatley, Witney, Woodstock.

Three wholetime stations (Banbury, Rewley Road and Slade Park) operate a continuous crewing shift system and three (Abingdon, Didcot and Kidlington) are 'day-crewed', where staff revert to retained status outside normal working periods.

The remainder are all retained status.

Staffing levels since 2003



■ Wholetime ■ Retained

■ Non Uniform FTE\* ■ Control

\*FTE – Full Time Equivalent

## Crewing Levels

The normal crewing standard for fire engines within Oxfordshire, based on local standards, is five personnel for the first or only engine responding to the incident and four personnel for the second or subsequent engines.

The crewing levels for specialist vehicles will be determined by that vehicle's requirements. However, this will normally be a minimum of two crew members.

### Pre-determined attendances

Emergency incidents are varied, wide and complex events and usually require a number of fire appliances and personnel. OFRS has a PDA for incidents that fall within certain categories, such as House fires, RTC's, Environment incidents etc. This can be from a single appliance upwards, and vehicles with specialist equipment.

### Flexible Duty Managers

In order to deliver the service safely and effectively a number of staff work the Flexible duty system, this allows OFRS to maintain safe systems of work and a command structure that is effective in delivering the service. There are a number of layers to the command system and the more complex the incident the more structure is required to ensure results are achieved.



## Vehicle fleet

There are 56 vehicles in the operational response role of which 44 (including 6 reserve vehicles, 2 driving school vehicles and 1 at the training centre) are standard fire engines that contain water, firefighting and rescue equipment, including cutting gear for extricating people from road traffic collisions.

In addition to our fleet of fire engines the service also has:

### Specialist vehicles:

**Aerial Ladder Platform** – Access to, and rescue from, height and a specific firefighting capability.

**Detection, Identification and Monitoring (DIM) Unit** – This vehicle provides for hazardous chemical and other agent analysis within the county and Thames valley.

**Environmental Protection Unit** – used in support of chemical, biological, radiological

and nuclear incidents to decontaminate personnel and to minimise damage to the natural environment from hazardous material.

**Heavy Rescue Unit** – Is used for rescues which involve HGV's and large vehicles. It carries specialist equipment such as access platforms and enhanced cutting equipment, and it is used county wide.

**High Volume Pumping Unit** – able to pump large volumes of water at high speed, especially useful for flooding incidents.

**Incident Command Unit** – mobile command and communications centre to co-ordinate and manage larger incidents. It provides on-scene physical support for the established incident command structure.

**Incident Response Unit** – facilitating the mass decontamination of the public, firefighters and members of other emergency services.

**Incident Support Unit** – provides additional equipment required at larger incidents.

**Rescue Tender** – this vehicle carries a rigid inflatable boat, line rescue equipment, chainsaw and specialist rescue equipment for road collisions.

**Water Carrier** – for carrying water to areas where fire hydrants and natural water resources are limited or non-existent.

**4x4 vehicles x 2** – to provide an off-road capability.

These vehicles are strategically placed to ensure the best response to the various types of emergency incidents that occur. As risk assessment is ongoing, so the vehicle fleet is liable to be redeployed to meet requirements as they arise

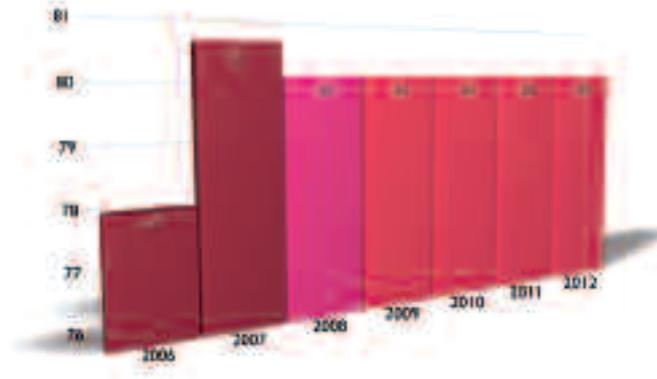


## Response Standards

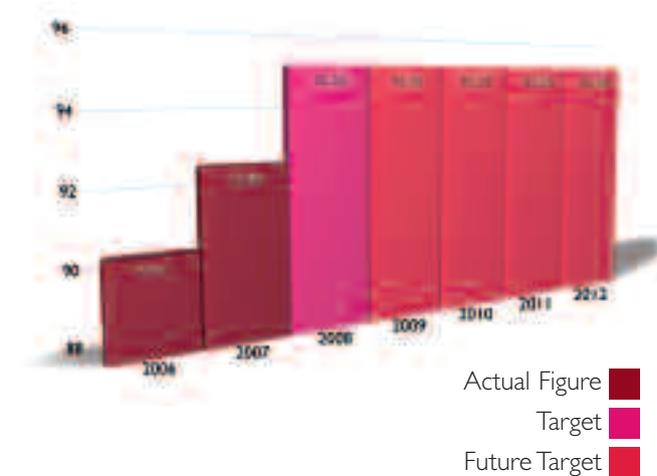
In 2004 the Government withdrew the national standards for fire cover that determined the response to fires based on the risk to property from fire. We now have the ability to set our own standard and we recognise that our response should be based on the risk to people and not property and that this risk is constantly changing as people move to and from work and school or enjoy leisure activities.

We therefore need to operate more flexibly to match the changing risk. By achieving our **integrated risk management plans** we will set a standard for Oxfordshire that covers all incident types and not just fires, so that the people in our communities feel safe and secure wherever they are or however they are travelling in our county.

Number of emergencies arrived at within 11 minutes



Number of emergencies arrived at within 14 minutes





Figures are based on sampled data grossed to fire and rescue service. Incidents with a response time of 60 minutes or more are excluded, as these are likely to be 'late calls': where the fire is known to have already been extinguished when the FRS were informed of the fire.

Data are for England and Wales primary fires only. Source: Fire and Rescue Sendee returns to CLG.

Fire and Rescue Service attendance times have been increasing gradually over the last 5 years, with 86 per cent. of primary fires attended within 10 minutes in 2005 compared with 89 per cent in 2001. Over the same period the number of people in England killed in accidental dwelling fires, the public service agreement target, has fallen by 27% from 321 to 233 and the number of calls to incidents has also reduced.

So risk-based fire prevention is having a positive impact on the number of fires we attend.

## Oxfordshire Response Standards

### Percentage of incidents responded to set against service target 2006/7

	actual	target
The percentage of incidents responded to within 11 minutes	78.10	80
The percentage of incidents responded to within 14 minutes	90.42	95

Performance of the service's emergency response and legislative fire protection responsibilities is currently measured against a series of national Best Value Performance Indicators (BVPIs). These indicators assess performance in areas of speed and weight of attack, reduction of fires, injuries and fatalities, availability of resources.

Comparative performance is measured against a 'family group' i.e. other fire services having a similar profile to Oxfordshire. These are: Bedfordshire, Cambridgeshire, Dorset, Durham, East Sussex, Norfolk, Northants, Royal Berkshire, Suffolk, West Sussex, Wiltshire.

Central Government's performance monitoring of local authorities is part of a regime of Comprehensive Performance

Assessment (CPA) which is targeted at individual directorates within services, in addition to the corporate bodies themselves. It is the process by which the effectiveness of each component part of the Fire and Rescue Service and the authority's IRMP is evaluated. OFRS has established a Performance Review Department and embedded monitoring processes within its core activities. The performance management framework monitors specific areas of activity against locally or nationally derived performance targets. The service is currently externally audited by HM Fire Inspectorate and actively seeks feedback on performance from the users of our service.

The Comprehensive Performance Assessment for 2005 was good, we value their findings and will strive forward to ensure that we can improve our service to the communities of Oxfordshire.

CPA scores range through: Poor, weak, fair, good, excellent.

The BVPIs measure the service's effectiveness against eight key indicators.

A number of the measures have sub-indices and a total of 15 indicators are utilised for comparison.

Full details of the Best Value Indicator (BVI) data for the financial year 2006–2007 is available both as a public document and included on the county council public website under Fire and Rescue Service ([www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)).

### Current examples of OFRS performance as of 2007 set against the performance of our Family Group

Best Value Performance Indicator	OXON %	AVERAGE %
The number of primary fires we attend per 10,000 homes in the population	21.10	24.57
The number of accidental fires in homes for every 10,000 properties	14.46	15.59
The percentage of fires in homes that were confined to the room where they started	91.71	91.32

## Calling The Fire and Rescue Service

The majority of calls to fires and other incidents in Oxfordshire are received at Fire Control (based at our Kidlington Headquarters).

Calls are normally connected via dedicated ex-directory lines to the emergency 999 operators.

Fire Control is responsible for handling emergency calls and mobilising fire engines, specialist vehicles and personnel to all incidents within the county and, occasionally, to other areas at the request of other fire controls e.g. the deployment of our high volume pumping unit to Yorkshire to assist with flood control.

### Mutual Aid Agreements

There is a legal requirement for fire authorities to join in making reinforcement schemes. Formal agreements have been signed with all of Oxfordshire's neighbouring counties, providing mutual cross-border support in the event of a fire or other emergency incident.

In addition to fire engine support, agreements have also been arranged for specialist vehicles, equipment and facilities.





Our performance is monitored and reviewed by our senior managers to ensure we continue to try and meet the targets.

On making an emergency call (112 or 999) you will be answered by our control room staff within 10 seconds and we aim to mobilise an emergency response within one minute. In exceptional circumstances your call will be dealt with by a neighbouring Fire and Rescue Service which will deal with your call according to its own standards.

Oxfordshire Fire and Rescue Service aims to provide an excellent response and we have set ourselves the following response target:

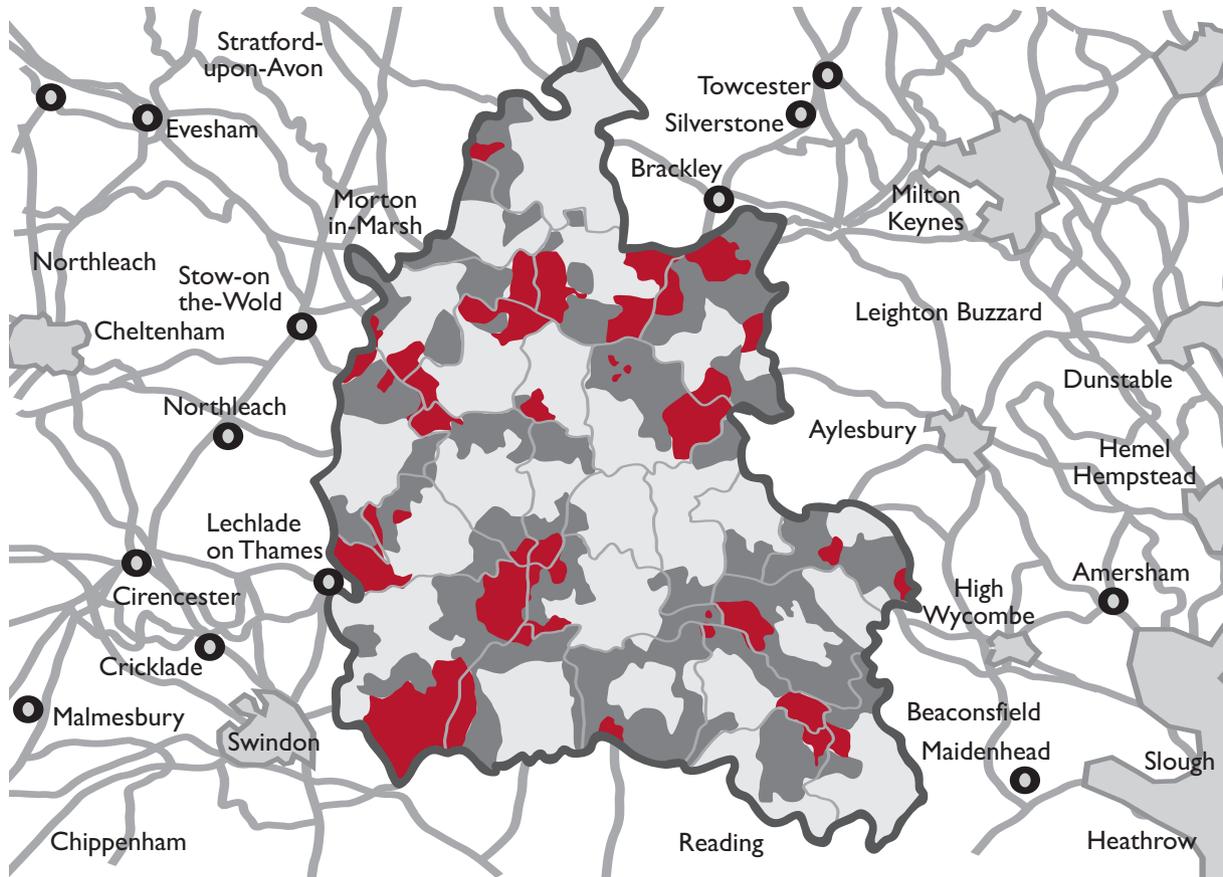
### Service Standard

Under normal circumstances, when an emergency occurs a fire engine will be sent from the nearest fire station. We aim for 80% of these attendances to be made within 11 minutes and 95% to be made within 14 minutes.

The response is measured from the time the fire crew is alerted to the time the first fire engine arrives. Two fire engines will be sent to all property fires and the appropriate level of response to all other incidents.

The objective of this response standard (based on local empirical data and professional judgement) is to ensure an appropriate initial response to effectively deal with the incident whilst maintaining a safe system of work for those personnel required to resolve the emergency.

## FSEC Mapping Our Response To Fire Calls



OS Crown Copyright 1000 23343 (076805)

Map shows OFRS Response Times analysis map. Light Gray areas are reached within 11 minutes. Dark Gray areas within 14 minutes. Light red areas in 14 minutes and over.



005  
80F

## Civil Contingencies And Disaster Planning

The Community Risk Register groups community risks into Health, Social, Economic and the Environment for example a wide spread flooding or a flu pandemic. These risks range from low to very high and depending on the severity of the risk will determine the operational response from Oxfordshire Fire & Rescue Service and its partners; the Internal Register identifies risks from within the fire & rescue service such as a breakdown in communication or an acute staff shortage.

Oxfordshire Fire & Rescue strive to ensure that we are able to deal with disasters of all size and complexity. We work in partnership with other agencies within the Thames Valley region ensuring that should a disaster happen within our county/region then we are prepared to deal with its consequences.

Oxfordshire Fire & Rescue work closely with our neighbouring brigades to ensure an effective delivery of service. Joint training

exercises help us to ensure that our procedures are compatible with each others, and incidents we attend within our neighbouring counties are audited and procedures are reviewed as a result of the audit.

Under the 2004 Fire & Rescue Service Act all Fire Services are required to enter into local mutual aid agreement with neighbouring brigades to ensure compatibility.

Oxfordshire Fire and Rescue Service forms part of both the Thames Valley and South–East Regional Emergency Services collaboration for dealing with the response to terrorist attacks involving chemical, radiological and nuclear threats.

Facilities for mass public decontamination have been improved by the addition of a specialist vehicle, associated equipment and enhanced training for relevant personnel. In



In addition, our Detection, Investigation & Monitoring (DIM) unit enables us to analyse suspicious substances and agents that might threaten the safety of the community.

This equipment will significantly improve the Service's ability to respond to civil natural disasters and resolve major incidents involving potential terrorist-related incidents.

### **New Regional Control Centre**

Under government plans to restructure the national fire control system, actions are underway to regionalise all fire control rooms.

The new regional Fire Control Centre for the South East region will be located in Kite's Croft, Fareham in Hampshire.

The centre will serve the Fire and Rescue Services in Hampshire, Isle of Wight, Berkshire, West Sussex, East Sussex, Kent, Surrey and Buckinghamshire in addition to Oxfordshire. There will be a total of nine

Our ultimate objective is to give the public the best Fire and Rescue Service we can.

regional centres across the country; replacing the existing 46 control rooms nationally (nine of which are currently situated in the South East).

The Fire Control Infrastructure (FRC) contract has been signed with the private company EADS.

The Fire Minister (Rt. Hon Angela Smith MP) announced the award of the contract to EADS on 8 March 2007, therefore contracted timescales are now in place. For Oxfordshire this means the following:

- FireLink Phase A (mainly integration of the new radios in control and a small number of trial vehicles) is planned to happen in summer 2007
- FireLink Phase B (the installation of all airwave radios in vehicles) is planned to be completed by autumn 2008
- The changeover of our control service to the South East Regional Control Centre is planned to take place in January 2011.

This work will impact right across the service and requires major planning with implications for both service standards and personnel within our service. OFRS will co-operate fully with relevant parties.



2008  
2013

## Supporting Our Staff

It is the intention of Oxfordshire Fire & Rescue Service to invest in our staff, to ensure that they are competent, safe and have the skills and knowledge to work effectively. With budgets forecast for up to five years, this allows for Oxfordshire Fire & Rescue Service to contribute to the County Councils priorities for low tax and value for money. It also helps the continued forecasting of our investment in our staff. This could be in the form of fire appliances, the latest rescue equipment, IT skills, management training and of course fire-fighter training in areas of incident command skills, fire fighting techniques, rescue from water and other specialist areas.

Over the next 5 years we will focus on:

- Being seen as an employer of choice by providing pay and reward structures that attract and retain a skilled and flexible workforce.
- Maintaining good employee relations and communications.
- Continuing to invest in the health and welfare of our employees.
- Ensuring that recruitment and selection is of a high quality based on the national Personal Qualities and Attributes (PQA's).
- Invest heavily in operational command skills and competencies.
- Continue to ensure that we develop and support our staff to provide an excellent service to our communities via retention of the Charter Mark and Investors in People awards currently in place.
- Continue to improve training in all areas that may put fire-fighters lives at risk.
- Integrate Health & Safety considerations into everything that we do.
- Encourage and develop a dynamic, analytical and systematic risk assessment, processes and accident reporting culture.

## Training & Developing our Staff

The health & safety of staff that work within the Fire & Rescue Service is of the utmost importance. It is our aim to monitor the working practices and procedures to ensure that we maintain a safe system of work for them, whether it is during training or whilst dealing with an incident.

During the past five years there have been thirteen firefighter deaths whilst on duty in the UK. This re-emphasises the need for training to be relevant, realistic and timely

What are we doing about it?

➤ We train our recruit firefighters to the highest standards possible in a partnership with at least 3 other Fire & Rescue Services. This course makes use of some of the best firefighting training facilities in the World at the Fire Service College, Moreton-in-Marsh and enables the trainees to experience realistic and challenging conditions during their basic fire fighter training.

- Once they arrive on Station, our training and development is robust, in line with National Occupational Standards and challenging, but provides personnel with the skills that they need to deal with the wide range of incidents that firefighters now face on a daily basis. The result is a “competent” firefighter that has achieved the National standards as a minimum.
- After they have achieved “competent” standard, they are required to demonstrate that they have maintained these skills on a regular basis and to take on additional skills as they arise e.g. those related to dealing with the threat of terrorism.
- We constantly look at developments in equipment and procedures to assist us in dealing with an effective resolution of an emergency incident.
- Personnel with a command role at operational incidents are provided with

relevant training and are formally assessed at least once a year, to ensure that they can demonstrate these skills.

- We constantly review our policies and procedures to ensure that they meet the demands of a modern Fire & Rescue Service and provide safe systems of work. This is audited and monitored by specialist personnel on a regular basis.
- Retained Duty personnel provide essential and much valued skills and operational fire cover at all Stations in the County but their duty system also brings unusual training issues. To recognise and accommodate this as far as is practicable, we offer flexible training activities and courses and support to individuals, particularly those in their development phase.



## Health & Safety

Oxfordshire Fire and Rescue Service have duties under Health and Safety legislation to ensure that all of its employees and people who might be affected by their actions or omissions are not, as far as is reasonably practicable placed at unnecessary risk. For firefighters this can be a difficult duty to comply with as dealing with high risk can be an every-day event. It is for this reason that the culture of safety has been developed within the service. This culture has ensured that the service acts in a safety conscious way at operational incidents, during training events and its day-to-day activities.

Ensuring that a health & safety culture is embedded within our work practices has been a long term achievement. This has been secured by the development of health and safety Policy, Organisation, Planning, Implementing, Monitoring, Audit and Review. This HSE recommended POPIMAR approach to health and safety management

has been extremely successful and has provided OFRS with low accident rates alongside high 'near miss' reporting. This has been achieved with the full support of the workforce and in partnership with the Fire Brigades Union.

The management team within the service will continue to seek improvement in health & safety performance to the benefit of its workforce and others who may be affected by their actions or omissions.

Regular H&S updates are circulated to the employees and managers to communicate information regarding health and safety risks and initiatives

## Resourcing The Plan

The service currently allocates a budget for each management area based on the five districts of Oxfordshire – Cherwell, West Oxfordshire, Vale of White Horse, South Oxfordshire and Oxford City.

Responsibility for assessing fire risks to the community within their area is vested in Fire Risk Managers (FRM).

The organisational framework is designed to allow flexibility in meeting locally identified needs within the existing laws and national standards of service.

This organisational framework will enable OFRS to implement the integrated model for managing risk without any immediate need for restructuring.

### Resources Required To Develop The IRMP Process

The platform for the planning process will be the Fire Service Emergency Cover (FSEC) toolkit.

This system is provided by the Communities & Local Government (CLG) specifically to support the IRMP process. The FSEC hardware and software provides a robust and consistent assessment of risk enabling our strategic managers to apply their professional judgement to reliable and consistent data. The rigorous process for determining risk to the community needs to be continually developed in order to properly identify the correct level of response and resources needed to meet the assessed risks. Inputting and validating the local data into the FSEC system is a critical and resource intensive element of the project. Maintaining the system requires a team of trained and competent staff.



The outcome of the risk analysis process provides opportunities to improve the deployment of our resources to reduce and control the identified risks. Among the areas that need specific resource consideration are:

- Staffing levels and inspection regimes needed for prevention work and meeting the requirements of amended legislation
- Number and location of specialist vehicles and associated crewing arrangements, shift and working patterns
- Meeting the resourcing needs of the Community Fire Safety Education Policy
- Examination of existing retained firefighter recruitment to improve availability and provide a relevant remuneration package
- Looking at provision of family-friendly policies for staff together with diversity issues to ensure the service reflects our communities
- Opportunities for collaboration on service delivery and support with neighbouring Fire and Rescue Services (particularly within the Thames Valley area)
- Operational equipment and skills required to meet the expanding rescue and intervention role
- Accommodation building/dispersal programme to meet changing requirements
- Ensuring an appropriate level of resilience to meet unusual and/or major incidents
- Arrangements for managing operational incidents and an optimum level of supervision for the Incident Command System (including officer working patterns and cover arrangements)
- Mutual support/cover arrangements with neighbouring Fire and Rescue Services
- Implications of the requirement for Fire and Rescue Regional Management Boards.



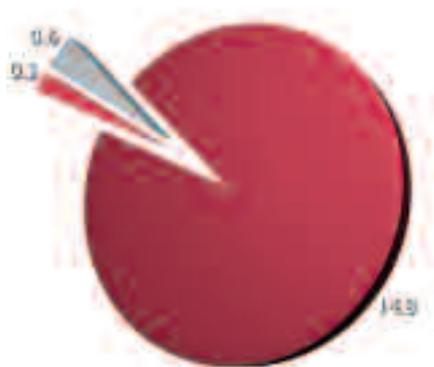
**OXFORDSHIRE FIRE**

## Our Budget 2008/2009

The overall budget for 2008/2009 consists of £22.6 million and is divided between Service Delivery (£15.6m) and Service Support (£7m)

The following pie charts explain how the monies are further divided:

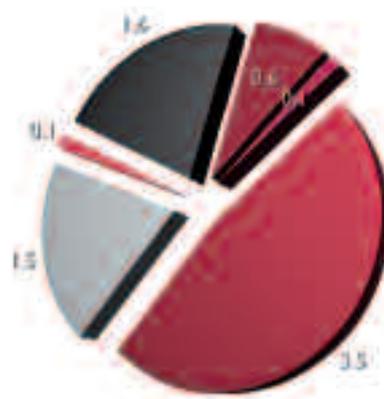
### Service Delivery Budget 2008/09



- Employees £14.8m
- Supplies and Services £0.6m
- Premises £0.3m

Service Delivery Budget 2008/09 (£15.6m)

### Service Support Budget 2008/09



- Employees £3.5m
- Support Services £1.5m
- Third Party Payments £0.1m
- Supplies and Services £1.6m
- Transport £0.6m
- Premises £0.1m

Service Support Budget 2008/09 (£7m)

To complement the budget OF&RS will generate £0.5 million which is returned to County council corporate budgets. This leaves a total budget of £22.6 million.



In addition to the improvements already mentioned in this document, we have achieved success in the following areas:

Setting Standards

Engaging with customers

Accessibility to all

Continuously develop and improve effectiveness

Improving quality of life

## Striving For Excellence

Charter Mark is the UK Government's national standard for excellence in customer service. Charter Mark is a registered certification mark, owned by the Government Communications Group in the Cabinet Office. It is a positive force for change and customer service improvement.

### What is Oxfordshire County Council planning?

The Chief Executive and the Leader of the Council are committed to a programme of Charter Mark across the organisation. Several services (including the Community Safety and Shared Services Directorate) have the mark already. In fact, Oxfordshire has one of the highest numbers of any local authority, and your county council wants to build on this experience and success over the next three years.



2008  
2013



A great start to our 10-year campaign – but can we keep it up? Keep an eye on our progress via our website [www.365alive.co.uk](http://www.365alive.co.uk)

### Our First Year

365 Alive Update	Year 1	Target
Lives Saved	49	36
Money Saved	£19m	£10m
Messages Delivered	94,500	84,000

### But there Is Room for Improvement!

We realise that, although Oxfordshire Fire and Rescue Service is rated 'Good' as a fire service, we still have some way to go before we can be completely satisfied with the service we give to the wider Oxfordshire community. Therefore, we are constantly examining ways to improve the service. Here are some of the improvements we are striving to make and will be reviewing throughout the life of the IRMP and its annual action plans.

- Improving response times within 11 minutes (78.10% of calls against our target of 80% 2006/7)
- Improving response times within 14 minutes (90.42% of calls against our target of 95% 2006/7)
- Improving the availability of fire engines to answer calls (20.39 days lost per station 2006/7)

- Improving the recruitment and retention of retained firefighters  
(we aim to achieve 100% availability and to reach this we require up to 60 additional retained staff throughout the county)
- Reducing the number of fires overall  
(ongoing review of our fire safety messages and arson reduction work)
- Reducing the number of road traffic collisions  
(ongoing review of our road safety messages and presentations)

- Future investment in Oxfordshire Fire and Rescue Service  
(we have consistently been in the top five services giving best value for money, but there are criticisms from CPA that we should be investing more)
- Improving external and internal communications  
(Due to the transient role-to-role movement of fire officers which, while optimising staff experience and flexibility, has implications for local communications)





The engagement of both local communities and our staff is central to the effective development and implementation of Integrated Risk Management Planning.

## Moving towards a diverse work force

Oxfordshire Fire & Rescue consider it essential that the workforce is more representative of the communities we serve, and we will take a positive approach to increasing the proportion of staff is drawn from the under-represented groups. Diversity, however, means much more than just being representative. It's about ensuring that services we provide are available to all sections of the community, and that our workforce is equipped with the different skills and competencies required to operate in Oxfordshire.

Our workforce of the future will be required to embrace new and different competencies, where negotiation and communications are as important as many of the traditional skills, and where staff are recruited and developed on the basis of carefully considered needs rather than historical precedent. Recruitment processes for prospective managers will encompass all employees thereby ensuring that both organisational and individual requirements are fully addressed and we will provide progression opportunities for all groups of staff.

## Public Consultation

During the development of the IRMP 2008-13 Strategic document Oxfordshire Fire Authority consulted with a wide and varied section of the community and stakeholders. The consultation period ran for three months from 24th October 2007 until the 24th January 2008.

Oxfordshire Fire Authority wrote to 900 County and parish councillors, businesses within Oxfordshire, MP's and partner organisations including other Fire Authorities of the proposals. Also we consulted with over 1000 people who took part in the 16th Citizen's panel. They showed support for the IRMP and the 2008-09 action plan.

OFRS informed staff of the intentions and welcomed their thoughts on the projects. A number of stakeholder consultation meetings were held at HQ Kidlington where a large number of people were invited to attend. Other meetings were held with various panels and forums; In addition the local press were informed of the Fire Authorities

intentions and published this in the local paper. Over 300 hard copies of both the IRMP Strategic Plan 2008/13 and 2008/09 Action Plan were sent out to stakeholders with a copy available for viewing in all libraries. The documents were also available on the OCC public website, or on request via the post.

The IRMP forms a key element of the Community Safety and Shared Services Directorates business planning process and includes the annual action plan detailing specific projects for implementation within each year of the strategic 3-5 year IRMP. The context for planning has the county council's long term vision at its centre and is contained in the council's Corporate Plan 2007-2011 which can be viewed by visiting [www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)

