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Fire and Rescue Service

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# Community Risk Management Plan 2017-22 and Action Plan 2017-18 Consultation Responses Report



*Securing a safer Oxfordshire*

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# Introduction

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Oxfordshire County Council Fire and Rescue Service would like to express their sincere thanks to all those who have taken the time to engage with the Community Risk Management Plan (CRMP). Your contribution will help to shape the future direction of the service going forward to 2022.

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which fire authorities must have regard when discharging their functions. The 2012 framework requires us to produce a publicly available Integrated Risk Management Plan (IRMP) that identifies and assesses foreseeable fire and rescue related risk that could affect the community, including those of a cross border, multi authority and / or national nature.

Within Oxfordshire this is known as our Community Risk Management Plan in order to highlight that as an organisation we address risks as part of an integrated network of partnerships in order to make the communities of Oxfordshire safer as a whole.

Each fire and rescue authority should ensure that the IRMP:

- Is regularly reviewed and revised and reflects up-to-date risk information and evaluation of service delivery outcomes.
- Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP.
- Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders.
- Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective way.
- Provides details of how fire and rescue authorities deliver their objectives and meet the needs of communities through working with partners.
- Has undergone an effective equality impact assessment process.

The CRMP process is an integrated approach between prevention, protection and emergency response (intervention), following the national fire and rescue service strategic priorities of:

- Reducing the number of fires and other emergency incidents.
- Reducing the loss of life in fires and other emergency incidents.
- Reducing the number and severity of injuries in fires and other emergency incidents.
- Safeguarding the natural and built environment and our heritage for the future.

- Reducing the commercial, economic and social impact of fires and other emergency incidents.
- Securing value for money.

As part of the CRMP review process, a new five year Strategic Community Risk Management Plan 2017-22 was drafted for consultation. This incorporates our analysis of the county's community risk profile, together with our strategic approach of how we intend to manage those risks effectively over the period.

The strategic CRMP document is supported by an Annual CRMP Action Plan that will deliver projects in carrying out CRMP actions. The 2017-18 CRMP Action Plan will be the first in a series of action plans to complement this plan. This sets out a number of priorities and projects to ensure that residents and businesses are safer, whilst at the same time delivering an efficient and effective emergency response when necessary.

The following projects were proposed to be included within the fire authority's CRMP for the fiscal year 2017-18:

- Project 1: Implement changes to whole-time duty systems following 2016 review
- Project 2: Review / implement changes to key stations and provide area based strategic cover
- Project 3: Removal of second fire engine from Chipping Norton Fire Station
- Project 4: Review opportunities to share resources and assets to improve outcomes for Oxfordshire
- Project 5: Alignment of operational policy across fire and rescue services in the Thames Valley

The draft strategic CRMP 2017-22 and the 2017-18 CRMP Action Plan documents were submitted for approval to Cabinet Member for the fire and rescue service and the Performance Scrutiny Committee of Oxfordshire County Council (OCC), following pre-consultation with key stakeholders.

The agreed proposals within the strategic plan and action plan have been subjected to full internal and external 13 week consultation period, from 10 October 2016 to 9 January 2017. This report summarises the feedback to our consultation.

Oxfordshire Fire and Rescue Service (OFRS) senior management have responded to the consultation comments, and following a further meeting with representative bodies the scope of Project 1 has been amended.

Our medium term financial plan and supporting business strategies underpin the proposals within our CRMP action plan.

# Consultation and responses

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Consultation on the draft strategic CRMP 2017-22 and the 2017-18 CRMP Action Plan documents commenced on 10 October 2016 and concluded on 9 January 2017.

Based on advice from the Consultation Institute the OCC CRMP communications plan was formulated to obtain the widest spectrum of responses, using several different means of capturing opinions and ideas.

This focuses on OCC's six key principles of consultation:

- Keep an open mind and run consultations in an open and honest way.
- Be clear about what we are consulting on and what we will do with the findings.
- Give all relevant parties the chance to have their say.
- Provide sufficient time and information to enable people to engage.
- Take views expressed in consultations into account when we make decisions.
- Provide effective and timely consultation feedback.

The consultation focused internally and externally, and included the following key stakeholders:

- Community / public of Oxfordshire
- Members of Parliament (MPs) and Councillors
- Oxfordshire Fire and Rescue Service (OFRS) staff
- Other OCC Directorates and staff
- Tactical and Strategic Leadership Teams (TLT & SLT), County Council
- Fire Brigades Union (FBU) and other representative bodies
- South Central Ambulance Service (SCAS)
- Thames Valley Police (TVP)
- Oxford University Hospitals
- Environment Agency
- Parish, town and district councils in Oxfordshire
- Highways England
- National Trust
- Chamber of commerce
- Surrounding Fire and Rescue Services (Royal Berkshire, Buckinghamshire and Milton Keynes, Gloucestershire, Hampshire, Northamptonshire, Warwickshire & Wiltshire)
- Ministry of Defence (MOD) sites in Oxfordshire
- Lead / large businesses in Oxfordshire
- Places of education
- Prisons and detention centres.

The consultation responses were collated through the OCC online E-consult portal, and all stakeholders have been encouraged to use this as a primary method. This was communicated through:

- Mail Chimp electronic invites to external / key stakeholders.
- Email invites to all internal FRS staff and councillors.
- An invite to participate in the consultation was promulgated in Oxfordshire Fire and Rescue Service weekly newsletter (Routine Orders) and via Yammer.
- The consultation documents were published on both the Intranet and Internet.
- Presentations were delivered to OFRS teams, watches and stations.
- Presentation to Chipping Norton Town Council.

A total of 110 responses were received and are broken down as follows:

- 9 hard copy responses
- 94 responses via OCC E Consult
- 6 email responses, including Buckinghamshire and Milton Keynes FRS and Royal Berkshire FRS
- 1 response from representative bodies (Fire Brigades Union (FBU)).

The following section summarises the strategic CRMP 2017-22 and the 2017-18 CRMP Action Plan projects that were consulted on. This includes a consultation response summary and OFRS senior management response summary.

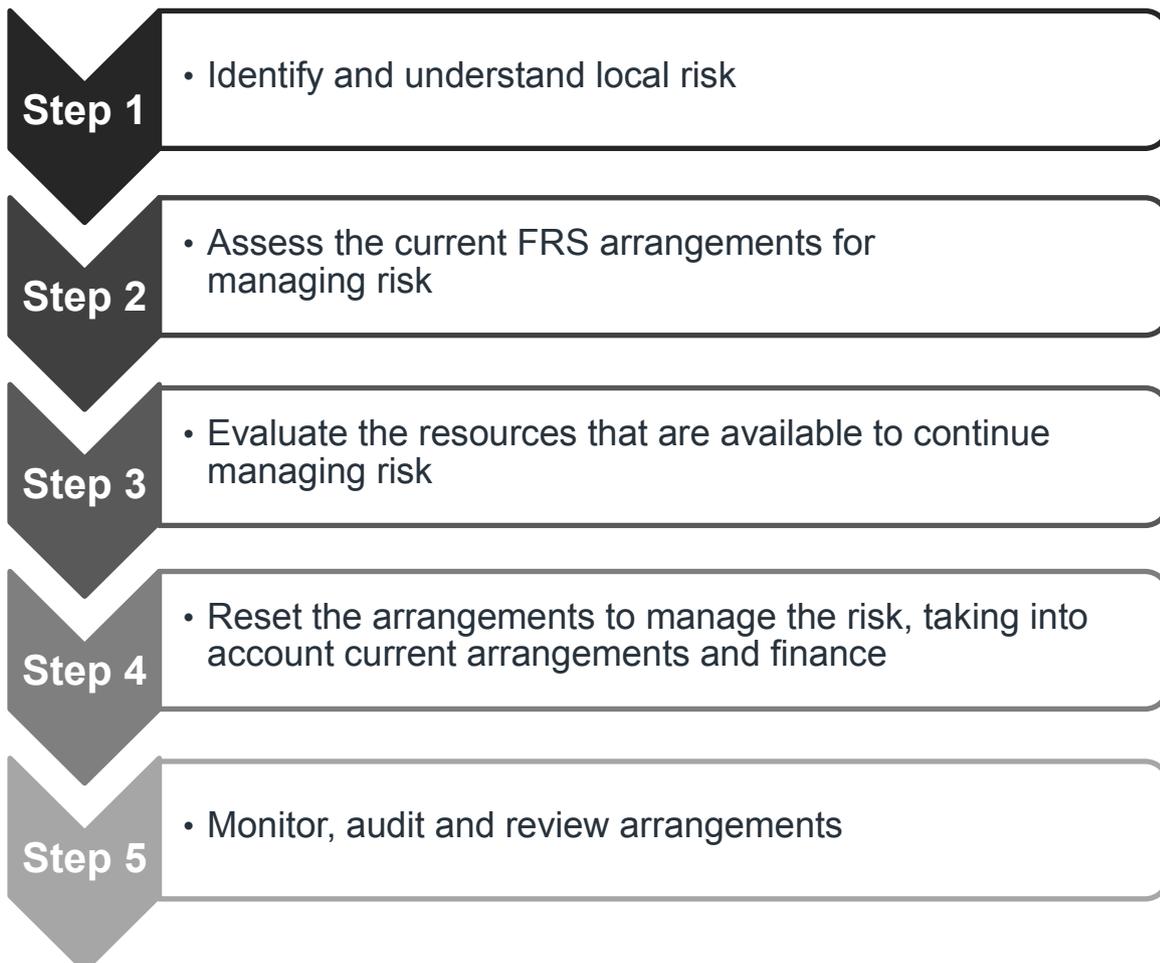
A formal management meeting has taken place with the representative bodies (FBU) to reply specifically to points raised. A full set of comments detailing all consultation responses has been sent to the representative bodies to ensure transparency within the consultation process.

Through the Thames Valley FRS IRMP collaborative meetings we will provide further feedback to consultation on over the border comments.

# Strategic CRMP 2017-22

The consultation asked for feedback on the community risks that had been identified for Oxfordshire, through the five step process asking: are these the right risks and is anything missing? We also sought comments on our proposed plans to address these risks and any ideas for what we could do differently.

Our Community Risk Management Planning follows the five step process:



# Question 1

Step 1 of the proposed Community Risk Management Plan 2017-22 (CRMP) (pages 17 - 29) sets out how Oxfordshire Fire and Rescue Service (OFRS) identifies and understands risk.

What are your views on the risks we have identified?

## Consultation summary

A total of 51 responses were received for this question. Of these 45 percent agreed, 8 percent disagreed, 37 percent remained neutral and 10 percent had no opinion.

The majority of the responses acknowledged that we have clearly identified that there is a growing risk within the county due to increased population and vulnerable groups. They considered that the plan has identified the heritage risk to the historic buildings within our county, such as the Randolph Hotel.

Some of the feedback suggested that we should focus more on the increasing risk on our roads, such as the A34.

Several responses expressed concern about the risk in Banbury of moving a whole-time fire engine from Banbury to cover the on-call fire station at Chipping Norton.

## Management response

OFRS was pleased that the responses to this question acknowledged that the CRMP has captured all the major risks within the county, including population growth and vulnerable groups. Through our 365alive vision we aim to ensure more people are alive as a result of our activities such as road safety partnership initiatives, which include major roads.

We acknowledge the concerns raised regarding moving the whole-time fire engine from Banbury to provide temporary cover at Chipping Norton fire station. This will be addressed in Project 2 of the CRMP Action Plan 2017-18.

## Question 2

Step 2 of the proposed CRMP (pages 30 - 33) takes account of our current arrangements for assessing and managing risk.

What are your views on our current arrangements?

### Consultation summary

A total of 51 responses were received for this question. Of these 49 percent agreed, 12 percent disagreed, 29 percent remained neutral and 10 percent had no opinion.

The majority of the responses acknowledged that we have taken account of our current arrangements for managing the risk, through collaboration with the Local Resilience Forum (LRF) and good use of risk registers.

The responses stated that the Tactical Operational Guidance (TOG) and operational risk information is working well.

Concerns were expressed about moving a whole-time fire engine from Rewley Road, Oxford to provide temporary cover at other on-call stations within the county.

The responses accepted that we were already assessing the risks, but questioned how we would predict any increase in emergency calls due to population increase and traffic growth.

### Management response

OFRS previously used the Fire Service Emergency Cover (FSEC) tool kit to produce our CRMPs. We have recently invested in new fire risk modelling software in order to enable us to maintain robust arrangements for managing risk across the three Thames Valley FRs.

Going forward, the TOG Programme will develop into the National Operational Guidance (NOG) Programme and this will be implemented on a collaborative basis.

We acknowledge the concerns raised regarding moving the whole-time fire engine from Rewley Road to provide temporary cover at other on-call fire stations. This will be addressed in Project 2 of the CRMP Action Plan 2017-18.

## Question 3

Step 3 of the proposed CRMP (pages 34 - 53) evaluate the resources that are available to continue to manage these risks.

What are your views on the approach we have identified?

### Consultation summary

A total of 49 responses were received for this question. Of these 35 percent agreed, 22 percent disagreed, 33 percent remained neutral and 10 percent had no opinion.

The feedback identified that the draft CRMP document states that we have 24 stations staffed 24 hours per day 365 days per year, and asked if this is a fair comment as on-call stations are sometimes not available. Several comments were received regarding the lack of on-call availability. One response praises the resilience appliance's approach to providing cover at on-call stations.

### Management response

We have removed the reference to all stations being available 24 hours per day in the CRMP document in order to recognise that on-call stations are sometimes not available due to crewing deficiencies.

A new centrally driven on-call recruitment campaign is currently being piloted to improve on-call recruitment. We are increasing the number of on-call recruitment courses from four to five during 2018.

The resilience pump initiative has proved to be a good example of how we utilise our resources in a flexible manner in order to provide strategic fire cover throughout the county. This is supported by our Resource Management Team (RMT) whose role is to coordinate the movement of personnel and resources to maximise countywide fire cover provision.

## Question 4

Step 4 of the proposed CRMP (pages 54 - 60) sets out how OFRS will reset the arrangements to manage the risks, taking into account the current arrangements and finance.

What are your views on how OFRS intends to reset the arrangements to manage the risks?

### Consultation summary

A total of 51 responses were received for this question. Of these 37 percent agreed, 14 percent disagreed, 39 percent remained neutral and 10 percent had no opinion.

There was support for new appliances, working with other agencies, effective use of partnerships, a new whole-time recruits' course and the forward thinking nature of the organisation.

It was highlighted that with the increase in people and housing within the county: would this not generate additional funding to OFRS? Concerns were also raised around the availability of on-call personnel, safe and well visit training of firefighters, and canter fire engines.

### Management response

We have a well-managed fleet and replacement programme that needs to secure value for money. Going forward this will include Thames Valley wide procurement of vehicles and equipment.

Our safe and well visits into homes through our partner agency working will make homes safer in more ways, and firefighters are being trained to carry out this role.

OFRS recognise that Oxfordshire is changing in terms of population, demographics, housing developments, industry and increased traffic, which has to be reflected in future planning for the service.

## Question 5

Step 5 of the proposed CRMP (pages 61 - 62) sets out how OFRS will monitor, audit and review the CRMP.

What are your views on how OFRS will monitor, audit and review the CRMP?

### Consultation summary

A total of 49 responses were received for this question. Of these 51 percent agreed, 6 percent disagreed, 31 percent remained neutral and 12 percent had no opinion.

There was overall support and agreement for our approach, including use of the peer review process and comparison against family groups. There was a challenge on how we can measure the multiple activities we undertake?

### Management response

OFRS has a dedicated Strategic Risk and Assurance Team that facilitates a peer review process every three years and provides the Annual Performance Report / Statement of Assurance. The team also carries out specific themed audits across the organisation. The CRMP is reviewed on an annual basis and the CRMP Action Plan is produced each year.

Operational incidents are monitored through the monitoring process by officers and debriefed, with any learning identified and actioned by the service.

## Question 6

We have undertaken an assessment of the impacts on individuals and groups of the CRMP 2017-22. This is outlined in the Service and Community Impact Assessment (SCIA).

Please give us your views on the impacts we have identified. Have we missed anything?

### Consultation summary

A total of 37 responses were received for this question. 86 percent of those responding did not wish to comment and 14 percent made comments.

The question was related to the main 2017-22 CRMP document and a response did highlight that all groups and people had been considered. There was comment

around how some of the workforce felt following pay freezes and limited pay rises, creating low morale. This was mainly linked to Project 1 and not relevant to this question.

## Management response

The SCIA was completed to ensure the CRMP had a positive effect on the community and staff. All aspects of organisational change are communicated through briefings and benefits outlined through the delivery of our 365alive vision and strategies. Our prevention campaigns are targeted across the community to ensure we reach vulnerable and under represented groups.

## Question 7

Do you have any other comments on the draft CRMP 2017-22 as set out in the consultation documents?

## Consultation summary

A total of 39 responses were received for this question. 87 percent of those responding did not wish to comment and 13 percent made comments.

The comments were mixed with positive aspects including:

- Very supportive of our 365alive vision.
- Further opportunities to widen the types of prevention work offered, i.e. rail level crossing safety.
- Comprehensive risk assessment based on an appropriate structure and methodology.
- Opportunity to harmonise response standards across the Thames Valley.

Concerns / queries were raised around:

- How we evaluate success in areas such as youth intervention.
- How effective volunteers are in preventative work.
- The ratio of officer to firefighter numbers was questioned.
- How on-call resilience IS being addressed.

## Management response

Our prevention agenda is wide to ensure we reach as many vulnerable groups as possible and deliver a wider integrated OCC approach with partners to create a safer

Oxfordshire. This work will be evaluated and reviewed to ensure effectiveness and the most appropriate means to deliver safety messages.

The number of management posts has been reviewed and reductions have already been made in Area Manager, Group Manager, Station Manager and Watch Manager posts. In the future we may explore further collaborative opportunities to share posts across the Thames Valley, for example the recent principal officer vacancies.

A new centrally driven on-call recruitment campaign is currently being piloted to improve on-call recruitment. We are increasing the number of on-call recruitment courses from four to five during 2018.

## Question 8

The proposed CRMP Action Plan 2017-18 sets out projects that we propose to address in year one of the CRMP 2017-22.

We would like your thoughts on the projects we have identified.

- a) Should any additional projects be added?
- b) Should any projects be removed?
- c) We have undertaken an assessment of the impact on individuals and groups of the CRMP Action Plan 2017-18. These are outlined in the accompanying draft Service and Community Impact Assessment (SCIA). Please give us your views on the impacts we have identified. Have we missed anything?

## Consultation summary

### Question 8a: Should any additional projects be added?

A total of 43 responses were received for this question. Of these 77 percent stated that no further projects should be added and 23 percent suggested that further projects should be added.

A summary of these comments can be found below:

- Remove second fire engine from Thame Fire Station.
- Do we have the capacity for more projects?
- More whole-time firefighters and new strategic whole-time fire stations.
- Review of response standards.

Concerns were also raised that the current arrangement for recruiting whole-time firefighters from existing on-call staff diminishes the on-call availability cover. Issues regarding on-call recruitment and retention were also raised.

## Question 8b: Should any projects be removed?

A total of 43 responses were received for this question. Of these 67 percent stated that no projects should be removed and 33 percent suggested projects that should be removed.

All comments related removing Project 1 except one comment seeking to remove Project 3, but did no rationale was provided.

## Question 8c: Please give us your views on the impacts we have identified. Have we missed anything with the SCIA?

A total of 40 responses were received for this question. 83 percent of those responding did not wish to comment and 17 percent made comments.

The SCIA only identifies the negative impacts but positive aspects should also be included. There is concern that the proposed Project 1 has potential to cause real distress for the employees affected.

## Management response

OFRS acknowledges that no additional CRMP projects will be undertaken due to current capacity during 2017-18.

Response standards may be subject to review in the future as part of the CRMP review process.

OFRS acknowledges concerns raised regarding whole-time recruitment from existing on-call staff. We intend to explore other whole-time recruitment models in the future, however this will not exclude our on-call staff.

A new centrally driven on-call recruitment campaign is currently being piloted to improve on-call recruitment. We are increasing the number of on-call recruitment courses from four to five during 2018.

There is no intention to remove second fire engine from Thame fire station.

SCIA – Any new policy that results from the implementation of the CRMP and its projects will be subject to a full SCIA.

# Project 1: Implement changes to the whole-time duty system following 2016 review

Responsible manager

Area Manager David Heycock

## Objectives

- The project will look to align shift start and finish times across whole-time duty systems.
- To change our shift duration from 14 hour night shifts and 10 hour day shifts to 12 hour shifts both day and night. This will ensure the most efficient use of our resources whilst complying with relevant regulations for working time.
- OFRS to provide a flexible resource to be able to deliver response, prevention and protection activities across the county.

## Question 9a

We asked for general comments on Project 1.

## Consultation summary

A total of 24 responses were made via the online consultation and hard copies received in relation to Project 1 and are summarised in the general comments below.

Overall opinion was opposed to 12 hour shifts as these are too tiring and not family friendly. There were several suggestions of moving to 24 hours on / 72 hours off shifts as used by other FRSs.

Some responses suggested that this project would be 'change for change's sake'. Some of the questions raised during the consultation asked how changes to the whole-time shift system would affect the current day-crewing system.

## Internal consultation

As part of Project 1 we ran a separate consultation for staff currently or considering working the whole-time four watch shift duty system.

A total of 51 responses were received to the separate online consultation specific to Project 1. A considerable amount of feedback was received in relation to this project which can be viewed in full in Appendix A. The following paragraphs

summarise the key themes of the feedback in order to provide a flavour of the overall views received.

**Question 1: If the service were to implement a 12 hour shift system what would be your preferred start time?**

- In Order of priority
  - 8am -8pm / 8pm -8am
  - 10am -10pm / 10pm - 10am

The majority of feedback received was opposed to 12 hour shifts and therefore did not wish to express a preference for start of shift times. Only 13 responses specifically stated a preferred start time as follows:

- 0600 hours, 1 response
- 0630 hours, 2 responses
- 0700 hours, 5 responses
- 0800 hours, 2 responses
- 0815 hours, 2 responses
- 1000 hours 1 response.

The consultation responses expressed a fear that the proposed 12 hour shifts would be aligned to the resilience pump shift times (0630hrs to 1830hrs) which were said to be tiring and not family friendly.

**Question 2: Would you be in favour of lengthening the current day duty period to increase community safety activity?**

A total of 32 responses were received. 91 percent were opposed to lengthening the current day duty period and only 9 percent supported it.

Overall, staff do not support lengthening the current day shift, as they think the current shift provides enough time to carry out community safety activities. These activities can't be undertaken during the early morning period whilst families are preparing to start work or school etc. Staff have voiced concerns about travelling to work at a very early hour in the morning, which is not considered family friendly.

### Question 3: What additional benefits could you see from lengthening the current day duty period?

A total of 40 responses were received. 85 percent could not see any additional benefits from lengthening the current day duty period and 15 percent could see some benefits which are summarised below:

- If start and finish times are outside rush hour traffic, travel times to and from work may be reduced.
- There will be a longer period of positive working hours during the day.
- Being able to cover On-call stations for the hours when they are not available during early mornings.

Negative aspects included:

- HSE research show that the accident rates may increase with longer shifts.
- Childcare costs increased and difficulty in finding care outside normal working hours.
- Whole-time staff who also provide on-call cover will reduce their on-call cover in the early morning period.
- Staff working a 12 hour shift on the resilience fire engine testify that the shifts are exhausting and too long.

### Management response

We welcome the extensive feedback received from the consultation responses, which we have listened to and considered. Following further consultation with the representative bodies we have amended the project scope. The revised project scope can be found in the CRMP Action Plan 2017-18.

We will now establish a working group to engage fully with our employees in order to identify the most flexible, efficient and effective use of our whole-time shift resources to deliver our prevention, protection and response activities across the county.

The scope of this project does not include the current day-crewing shift system.

The scope of the project will not include considering moving to '24hrs on / 72hours off' shifts as used by other FRSs as this does not fit with our current Prevention and Protection strategies.

The project will be fully consulted upon with representative bodies in order to gain the balance between family friendly working and the needs of the organisation.

## Project 2: Review / implement changes to key stations and provide area based strategic cover

Responsible manager

Area Manager Mat Carlile

### Objectives

Determine a set of principles of a 'key' fire station using the following criteria:

- Risks in the fire station ground i.e. industry, housing, infrastructure etc.
- Revised analysis of incident data across a wide range of incidents that the fire service attends to include incident type, frequency and time of day that an incident occurs.

## Question 9b

We asked for general comments on Project 2.

### Consultation summary

The majority of the consultation feedback overwhelmingly supported this project, feeling it was long overdue, and welcomed the effect it would have on reduced standby cover moves for whole-time appliances. Some of the positive aspects and comments included:

- Will both the city stations remain key stations and be covered separately?
- It was also identified that on-call availability should be the responsibility of the station itself.
- The service will then have the right resources in the right places at the right times.
- Moving to area based assessment of resource will improve overall cover.
- Responses from neighbouring services highlighted joint working and sharing of resources.

Areas of concern included:

- What about the additional time it would take for an appliance to reach Chipping Norton, if covered from elsewhere?
- So we must then review our 11 and 14 minute response targets?
- Yes key areas, but will we be able to hit our response times?
- Some key station areas are growing due to the rise in housing developments.

## Management response

This project will be implemented and a new set of key stations will be identified. OFRS will allocate resources throughout the county, in the most effective way possible, in order to provide an effective emergency response.

Collaborative work with neighbouring services takes place through the Thames Valley IRMP and data workshops.

Feedback and further consultation takes place via senior management meetings, and a specific meeting on feedback to the CRMP has taken place.

All whole-time fire stations will remain as separate key stations.

Key stations were identified based on historical data, and any future changes to arrangements will be modelled using risk modelling software. This has already been supported by actual timed runs.

Due to the proactive education and risk reduction activities undertaken by FRSs nationally, there has been a 50 percent reduction in fires. Any new housing developments within the area will not significantly increase the risk profile of the area due to the higher standard of fire safety provisions imposed by modern building regulations.

Response standards may be subject to review in the future as part of the CRMP review process.

# Project 3: Removal of second fire engine from Chipping Norton Fire Station

Responsible manager

Area Manager Mat Carlile

## Objectives

- To remove the second fire engine permanently from Chipping Norton Fire Station.
- To ensure that the remaining fire cover provides appropriate response arrangements for Chipping Norton and that strategic fire and rescue cover arrangements for the county are maintained.

## Question 9c

We asked for general comments on Project 3.

## Consultation summary

The majority of the consultation feedback overwhelmingly supported this project. Some of the positive aspects and comments included:

- This makes sense it has not been available for years.
- The appliance is currently a wasted asset.
- Makes financial sense.
- A suggestion was made that rather than removing the appliance, Chipping Norton could be used as a base for the resilience appliance.

Areas of concern or comment included:

- It was accepted there was a problem with the crewing, and not that the risks in the area are reducing. We should address the failure in recruitment and retention, instead of or alongside the need for a second appliance.
- What determined that Chipping Norton had two pumps originally / what has changed?
- Several responses stated that the fire engine had already gone.

## Management response

This project will be implemented during 2017-18, with appropriate fire and rescue cover arrangements being maintained and efficiency savings realised.

The second fire engine from Chipping Norton Fire Station was temporarily relocated in 2016 to support a shortage within the fleet. This had no impact on fire cover arrangements on the area as there were insufficient personnel available to crew the fire engine.

The suggestion to relocate the resilience appliance will be considered, however the findings from the key station review will have an impact on this decision.

Key stations with two fire engines were based on historical arrangements and any future changes will be modelled using risk modelling software.

## Project 4: Review opportunities to share resources and assets to improve outcomes for Oxfordshire

Responsible manager

Deputy Chief Fire Officer

### Objectives

- Identify and investigate opportunities with potential partners.
- Decide which services to take forward and how they will improve public services.
- Determine which opportunities are to be prioritised for trial and develop an implementation plan.
- Initiate trials of services and evaluate their success.

## Question 9d

We asked for general comments on Project 4.

### Consultation summary

The majority of the consultation feedback overwhelmingly supported this project. Some of the positive aspects and comments included:

- Collaborate in areas mutually beneficial.
- Share assets with the ambulance service and social services.
- Look at the number of principal officers across the Thames Valley.
- Better outcomes for service users in terms of prevention, protection or emergency response.
- This must not have a negative impact on fire cover.

- Cost savings in sharing premises.
- We must involve all staff, so they understand what the outcomes will be.
- Shared training a good idea, but share an aerial appliance a bad idea.
- I think it could be beneficial as a cost saving exercise to share premises but we have some specialised roles that shouldn't and couldn't be shared.

## Management response

This project will go ahead and we will take on services that allow us to add real value to the people of Oxfordshire while providing efficiencies or income for us or our public sector partners.

In the future we may look to explore further collaborative opportunities to share responsibilities across the Thames Valley, for example the job responsibilities as advertised within the recent principal officer vacancies.

The three Chief Fire Officers of the Thames Valley FRSs are fully committed to the collaboration agenda and this will be driven through the steering group in delivering efficiencies.

Some of our specialist roles are already shared across the Thames Valley (for example Fire Safety Inspectors, Fire Investigators and Hazardous Material Environmental Protection Officers).

## Project 5: Alignment of operational policy across fire and rescue services in the Thames Valley

### Responsible manager

Area Manager Mat Carlile

### Objectives

- Prioritise all areas for consideration.
- Produce a plan for the work to be completed.
- Deliver against the first year of the plan.
- Evaluate the success of initial work and feed back into future work.

## Question 9e

We asked for general comments on Project 5.

## Consultation summary

The majority of the consultation feedback overwhelmingly supported this project. Some of the positive aspects and comments included:

- Collaboration between fire and rescue services within the Thames Valley area raises infinite possibilities to deliver what is already a first class service in an even more efficient manner.
- This makes sense as fire engines frequently go across the border to assist with incidents, so if we all work to the same policy this would create safer systems of work.
- Issues arise when fire appliances are not kitted out the same.
- This is a good idea for further collaboration, but lessons should be learned from the teething problems experienced with the TVFCS project.
- This would be a good opportunity to engage operational crews to develop operational policy.
- As previously mentioned, all signed up parties must adhere to the alignments if they are to work effectively. Firefighter safety is paramount in all areas and no shortcuts in policy or equipment are acceptable.
- Consider use of NOGs as this may save time and duplication.

## Management response

This project will proceed and the fire and rescue services in the Thames Valley will work in the same way and be able to work across county boundaries under a single command structure. People in Oxfordshire will continue to receive a first class emergency service but we will be able to do this more efficiently.

OFRS now has joint procurement of fire engines and equipment across the Thames Valley and this is a step towards achieving our goal of standard inventories.

OFRS intends to make use of NOGs going forward in 2017, utilising best practice to ensure firefighter safety at all times.

The three Chief Fire Officers of the Thames Valley FRSs are fully committed and signed up to the collaboration agenda and this will be driven through the steering group in delivering efficiencies.

## Question 10

Do you have any other comments on the draft CRMP Action Plan 2017-18 as set out in the consultation document?

### Consultation summary

A total of 37 responses were received for this question. 84 percent did not have any further comments on the draft CRMP. 16 percent made further comments which are summarised below:

- There is a lot of talk about alignment with the Thames Valley. Is there a possibility of a Thames Valley Fire service in the future? If you were to change working shift patterns etc... this may have a negative impact further down the line if you were to try and align the 3 services.
- In both documents there is no real serious indication of any new strategy to challenge the issue of poor recruitment and retention of on-call in rural areas. This has to be addressed for the long term in mind as I fear the system will only become worse to accommodate.
- Projects 2 - 4 certainly offer opportunities for potential collaboration on risk mapping and modelling.

### Management response

Collaboration is the first consideration in all our activities across the Thames Valley. We currently are working on operational alignment which supports the operation of the TVFCS in their ways of working, to enable an efficient and effective response and conclusion to incidents.

A new centrally driven on-call recruitment campaign is currently being piloted to improve on-call recruitment. We are increasing the number of on-call recruitment courses from four to five during 2018.

We have set up a Thames Valley IRMP working group to model risk and share data across services.