

Oxfordshire County Council
Fire and Rescue Service

365alive
Think Safety
365alive.co.uk

Annual Report

2013-14



Securing a safer Oxfordshire

County's firefighters are best fundraisers in England

OXON: The county's firefighters have raised more for charity per head than any other fire service in England. Oxfordshire's fire and rescue service collected more than £100,000 for The Fire Fighters Charity in the 2012/13 financial year. The service raised a further £200,000 off Botley Road, Slough.

Close: Adrian Porter in part-flooded South Hinksey village and fire service incident commander Mat Carlie
Pictures: OX6522B Richard Cave (above) OX65205 Antony Moore

Firefighters are UK car wash champions

Firefighters reel in the charity cash



FIREFIGHTERS in Didcot are celebrating after raising more money in a charity car wash than any other station in the UK.

Cabinet member for police and fire, Cllr... achievement by... raising...

Fingers crossed as drive to keep water at bay goes on

BIG OPERATION: Dozens of firefighters battle to make sure Botley Road stays open to traffic



Firefighters save woman and her pets

A WOMEN and her two pets were rescued from a burning house in Abingdon. Firefighters broke down the door of the house in Masefield Crescent Saturday afternoon to rescue her and them to report their actions. The house was a fire.

EXPLOSIONS: Crews hailed after battling huge blaze

'Heroic firefighters saved businesses'

Katrina Ormiston
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FIREFIGHTERS who risked their lives battling a huge blaze yesterday were hailed as heroes by the owners of businesses they saved. More than 60 Oxfordshire firefighters braved 200°C



Fire service sets up team to fight floods

OXFORDSHIRE Fire & Rescue Service has set up a 'Gold Command' team to prepare for further flooding. The county's senior fire officers have met to

Environment Agency expects them to flood. Yesterday a spokeswoman for the fire service said

Not just fighting fires, but saving money being burnt

TWO PRONGED ATTACK: 'Good at securing the site and controlling blaze'

WHEN firefighters step in to burning buildings, they save residents, only saving lives. For Oxfordshire, calculations show that it

Firefighters' happy return to store they saved from blaze

Fire service delight at national review

OXFORDSHIRE Fire and Rescue Service has been highlighted as a "flexible and efficient fire service" following a major national review. The report, by the former chief of Fire and Rescue advised

It also highlighted the extensive use and support of the on-call duty system, which sees 18 of its 24 stations solely staffed by on-call firefighters. The report also praised the service's flexible workforce.

All hands to the pumps as fire crews save day

RESIDENTS are putting all of their faith in the fire crews to protect them from further flooding as heavy rain was forecast.

properties and businesses through the weekend. Residents say that they are less afraid of rising water levels because of the high volume

Katy Hamilton, a cook from Abingdon Road, said: "I am concerned that the road will flood again, but they have done a brilliant job and I'm sure they will come on. You can't tell what

be inconvenient but nothing more than a minor annoyance." Simon Summers, station manager in the technical services department of Oxfordshire Fire Service, said they will stay in place.

Fire crews protect 26,000 chickens from farm blaze

By MARTIN ELWEN
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Around 26,000 chickens were put at risk when a blaze engulfed a neighbouring building on Tuesday.

the poultry barn. She added: "Our main concern was that nobody was trapped, but the chickens are living beings and ensuring their safety was paramount for us. She praised the firefighters for their speedy response and saved lives."

Fire service rescues people from caravan park

MORE residents were rescued from Thameside Court Caravan Park in Bablockthorpe, near Northmoor, yesterday as flood waters rose. The fire service has helped more than 20 people get out of the site since the water started rising at the weekend. This is the second time in five weeks



Firefighters spread message at nursery

FIRE fighters from Oxfordshire County Council's Fire and Rescue Service dropped by Bramleys Day Nursery in Ardington, near Wantage to teach children about fire safety. And it was a visit



Fire crews save people from loo seats, swings and trees

CUTTING CREW: Emergency service goes into action in bizarre situations

MORE than 250 people have had to be rescued from awkward and embarrassing situations

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Welcome and Foreword by Councillor Louise Chapman



**Cabinet Member with responsibility for the
Fire and Rescue Service**

I am pleased to present Oxfordshire County Council Fire and Rescue Service's Annual Report for 2013-14 which highlights our achievements for this period and identifies areas where we can improve, which will lead to a safer county.

In order to support healthy and thriving communities we work hard to ensure that the most vulnerable are supported and we are aware of local needs. Our firefighters provide a professional and caring service, whatever the time or circumstance, in conjunction with other county council services to help ensure the safety of our community. An example of this is our work with partners to ensure the safeguarding of vulnerable adults and children. Firefighters also provide practical safety advice and support to people in their homes.

We help to assist in securing a world class economy and to protect the environment through our protection activities with local businesses and our operational response to incidents.

I want to thank everyone who has worked and contributed towards our achievements this year. Our personnel are our most important resource and it is through them, with the support of our county councillors and our partner agencies that we will continue to deliver a high performing service to the people of Oxfordshire. Looking ahead, we remain firmly committed to achieving excellence and further improving public and firefighter safety.

Foreword by Chief Fire Officer David Etheridge



I am very proud to be the Chief Fire Officer of Oxfordshire County Council Fire and Rescue Service and of our achievements during the past year.

We have already exceeded the targets set in our 365alive 10 year vision 2006-16. Not only has this resulted in significant financial savings to the public of Oxfordshire, it has kept more people safe in their own homes, at work and on the county's roads.

2013-14 saw some significant challenges for our service which we faced head on. During periods of national industrial action, we implemented contingency plans to ensure resilient emergency cover was maintained throughout the county.

Oxfordshire was also affected by wide scale flooding and severe weather during January and February 2014 which placed a significant pressure on our resources. The service worked hard with our partners to reduce the impact on our community and used high volume pumps to assist in keeping major arterial roads into Oxford open.

As part of the county council, we are committed to delivering an integrated, high performing fire and rescue service which provides excellent value for money to the tax payers. Our integration within the wider county council enables us to ensure that we are joined up in delivering solutions to the key issues affecting our communities, such as safeguarding vulnerable people, whilst providing the economic benefits of a shared services approach.

The service undertook a successful Operational Assessment (OpA) Peer Challenge in 2014. The feedback from the peer review team was very positive and they praised the leadership we have demonstrated at all levels within the service during challenging times and the political support we receive from our elected members. The team will publish a report with recommendations from which we will produce an action plan to assist with our continuous improvement journey.



Executive Summary

This Annual Report reviews our performance over the previous financial year (April 2013 to March 2014) and highlights the statistics and trends of our activities, signposting both our achievements and the areas where we can continue to improve.

Overall, we have already exceeded the 10-year targets set back in 2006 with our 365alive vision (365 more people alive, £100 million saved and 840,000 people safer). Not only has this resulted in significant financial savings to the public of Oxfordshire over the last eight years, it has kept more people safe in their own homes, at work and on the county's roads. All the activities we undertake to deliver our 365alive vision are part of our journey to be the most integrated fire and rescue service in the UK.

Looking first at public safety, the most notable success has been the reduction in people killed on Oxfordshire's roads, which totalled only 19 last year (the lowest recorded figure in the last decade). However, two people died as a result of accidental fires in their homes, which despite this being a smaller figure than might be expected for a county with the population size of Oxfordshire, is still a tragedy for the families of those involved and goes against our 'no fire deaths' ethos.

In terms of our wider community protection and wellbeing activities, through our participation in the Oxfordshire Safeguarding Adult and Child Boards, our staff returned 62 safeguarding alerts to Oxfordshire County Council for further investigation.

We have now enhanced our emergency medical skills up to trauma technician level so that we can provide critical care in the early stages of any emergency. Since its introduction, we have used these skills at 256 incidents.

Through our desire to continuously improve, we have set realistic but challenging performance measures which are aligned to our 365alive vision. Last year we set 25 strategic performance indicators, the majority of which are customer-focussed. We achieved our standards for 16 indicators and we were very close to achieving a further six. The three areas where we fell below our targets were in relation to fire deaths, 100 per cent availability of our on-call fire engines and the turnover of our on-call staff (all detailed in this report).

However, we have also seen some significant challenges to how we deliver our services. For example, we have been subject to intermittent periods of industrial action linked to the firefighters' national pensions dispute since September 2013. Despite this, we have successfully managed to implement contingency plans to ensure resilient emergency cover throughout the county on each occasion.

From an operational perspective, last year we responded to 5,505 incidents, including calls into other counties. Our average response time was nine minutes three seconds. We aim to arrive at 80 per cent of emergencies in 11 minutes or fewer and 95 per cent of emergencies in 14 minutes or less. In 2013-14, the first fire engine arrived at 76.9 per cent of emergencies in 11 minutes or less and 92.14 per cent of emergencies in 14 minutes or less, from the time the station was first alerted. As for our work at emergency incidents, 98 per cent of people who we responded to in an emergency in their homes were satisfied with what we did and 99 per cent were satisfied that we kept the effects of the incident to a minimum.

Organisationally, we undertook a successful Operational Assessment (OpA) Peer Challenge. The feedback from the peer review team was very positive, praising our leadership at all levels within the service during challenging times, as well as the political support we receive from our elected members. The report highlights 33 areas to explore, from which an action plan has been produced to assist us with our continuous improvement journey.

All our Community Risk Management Plan projects have been delivered in time, with the Thames Valley Fire Control Service (TVFCS) programme also progressing well and due to 'go-live' in December 2014.

In terms of firefighter safety, we have successfully replaced our breathing apparatus (BA) sets and cylinders. Our health and safety (H&S) management systems have undergone an external Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit, which showed an overall high H&S Performance Rating of 87 per cent (an improvement on the previous assessment).

Staff sickness levels continue to be one of the lowest of the county council with an average of less than 1.34 days (per quarter) which equates to 5.34 days per full-time member of staff.

Finally, the budget for the fire and rescue service for 2013-14 was £24,941,368. The most recent national (CIFPA) breakdown of costs (from 2012-13) show the cost of providing the fire and rescue service is approximately 11p per day for each person within Oxfordshire or £41.80 per person per year.

Introduction

Welcome to the Oxfordshire County Council Fire and Rescue Service (OFRS) Annual Report for 2013-14. The report reviews our performance over the previous financial year (April 2013 to March 2014) and shows the headline statistics and trends in incidents and emergencies that we have attended.

This allows us to recognise areas where we have done well, identify where we can improve our service and highlights trends in specific incidents and emergency types.

It will help us decide where to focus our efforts and resources to reduce threats and explore opportunities. This report contributes to our future planning and is essential to our process of community risk management planning.

Our vision

OFRS are proud of the quality of the services we deliver to the public. We have a clear vision and strive to recognise and respond to the key issues and challenges. These combine to create our ten-year vision for a safer Oxfordshire, called 365alive.

By 2016, thanks to the emergency response and the community and partnership work of OFRS, there will be:



- 365 more people alive¹
- £100 Million saved to the economy of Oxfordshire
- 840,000 safety messages delivered to the community.

These targets have been achieved ahead of schedule and we are currently considering additional stretch targets to ensure that the excellent progress we have made continues.

For more details visit 365alive.co.uk

¹ By looking at the reduction in the number of people who die as a result of fires and road traffic collisions and the number of rescues we perform, we calculate the number of people who are still alive as a result of our work.

Integrated fire and rescue service

Traditionally, the role of a fire and rescue service was seen as four-fold: providing fire prevention advice to householders, enforcing fire protection in businesses, fighting fires and rescuing people. Today, however, the approach is much more wide-ranging. We work alongside our partners in Social and Community Services, the police, the public health team and through the county council to reduce risks to community safety and well-being while still providing a value-for-money service to the local taxpayer.

We also face a growing variety and complexity of emergency response, protection and prevention activities such as water, mud and ice rescue, building collapse, hazardous materials, rescues from height, road traffic collisions and our responsibilities for civil protection during major or catastrophic incidents. This was demonstrated during our multi agency approach to wide area flooding in early 2014 which was coordinated by our Emergency Operations Centre (EOC) and Strategic Co-ordinating Group (SCG).

The service has close links to Bonn Fire Service, Germany and through partnership working we share ideas and practices across Europe. Pictured below is the Chief Fire Officer David Etheridge with Chief Fire Officer Jochen Stein, Bonn Fire Service, following a successful cycle ride



by 16 riders travelling 463 miles from Oxford to Bonn celebrating the 150th Anniversary of Bonn Fire Service, which raised £14,225 for the Fire Fighters Charity. OFRS's Oxford to Bonn cycle challenge team are winners of the 'Team of the Year Category' at the prestigious national 'Spirit of Fire Awards 2014'.

How our plans fit within the wider context

It is important that our priorities are consistent with local, regional and national goals and needs. At the heart of our planning process is our Community Risk Management Plan (CRMP) 2013-18.

Each year, we review our priorities and performance against these longer-term goals and produce a one-year action plan. This action plan identifies which risks we are going to target over that year and outlines the projects we are going to deliver to reduce threats and make the most of opportunities to improve both our service and the safety of Oxfordshire.

Another important document is our 'Safer by Design' Business Plan; this covers both the fire and rescue service and the Emergency Planning Team and shows how we fit within the wider county council. It sets out how our integrated risk management planning fits in with the aims and objectives of the County Council's Corporate Plan.

The business plan also contains our approach to resource planning, including our budgets, training and development plan and asset management plan.

The 'Safer by Design' plan consists of four main strands shown in the diagram below.



Performance results at a glance

Fire and rescue performance scorecard

OFRS sets realistic but challenging performance measures every year. These performance measures are aligned to the ten-year vision of 365alive. The majority of our performance measures are customer focussed and last year we set 25 strategic performance indicators. We achieved our performance measures for 16 indicators and we were very close to achieving a further six.

Performance measures achieved

- By looking at the number of people who die as a result of fires and road traffic collisions and the number of rescues we perform, we calculate the number of people who are still alive as a result of our work. Last year we estimated this to be 59 people against a performance measure of 36 people, meaning we exceeded our aim by 23 lives.
- By looking at the number of deaths and injuries to people from fires and road traffic collisions and the number of fire damaged homes and businesses, we calculate the amount of money we have saved the economy as a result of our work. Last year we calculated this figure to be £20.9 million against a performance measure of £10 million, exceeding our aim by £10.9 million.
- Across the year we delivered safety messages to a total estimated audience of 94,247 against a performance measure of 84,000, exceeding our aim by 10,247 people.
- The performance measure for deliberately started minor or outdoor fires in the county was 400 we achieved a figure of 293.
- There were only 19 injuries due to accidental fires in the home.
- Our performance measure for deliberately started significant fires ² is 206. During 2013-14 there were 141, which was an improvement on the previous year's total of 172 thanks to our arson reduction partnership actions with Thames Valley Police (TVP).

² Significant fires are also called primary fires. They are any fires that involve: casualties, rescues, or fires in buildings; caravans and trailers; vehicles and other methods of transport that are not derelict; outdoor storage, plant and machinery; agricultural and forestry premises and property; and other outdoor structures including post boxes, tunnels and bridges.

- The performance measure for significant fires in the county was 1000. We had 839 this was a reduction of four per cent on the previous year.
- We achieved our performance measure for capital projects managed within the project management framework, meeting defined costs, quality and time constraints.
- Our performance measure was exceeded for the business continuity management maturity model with a score of 5.3 out of a target of five.
- On average, 100 per cent of whole time³ firefighter posts were filled with people on permanent contracts which met our performance measure.
- At the end of the last financial year, all projects for our Community Risk Management Action Plan 2013-14 were on track to be completed.
- All projects for our Strategic Leadership Team were on track to be completed at the end of the last financial year.
- Our day-to-day revenue spending was £33,000 under our allocated budget for the year 2013-14.
- £426,000 of efficiency savings were delivered this year by reviewing the way we deliver our services without reducing our frontline services.
- We exceeded our target of 95 per cent, for emergency calls answered by control operators within 10 seconds, by achieving a 99.11 per cent performance.
- Our target for the percentage of administration type calls answered by control operators that are answered within 15 seconds was exceeded. These calls are not taken via 999. The target was 95 per cent and we achieved 99.39 per cent.

³ Career firefighters work the whole-time duty system, which means they work full-time for the fire and rescue service at a permanently crewed fire station or in a support role.

Close to performance measure

- 76.9 per cent of emergencies were attended in 11 minutes or under which was close to our performance measure of 80 per cent.
- 92.14 per cent of emergencies were attended in 14 minutes or under, which is just less than our performance measure of 95 per cent.
- Resources were mobilised within 100 seconds in 88 per cent of the time which is just short of our target of 90 per cent. This is a measure of the time taken by fire control operators to deal with the initial stages of an emergency call and dispatch the relevant resources. It is the time taken from accepting the call from a British Telecom operator to the time when the first fire engine is alerted.
- Combined percentage of maintenance of firefighter's safety critical skills in date and of safety critical skills refresher courses in date 84.9 per cent out of a performance measure of 100 per cent.
- We achieved 92.01 per cent of time that a fire engine is available in every station area out of a performance measure of 100 per cent.
- Our performance measure for the percentage of policies and procedures that are within their valid period and do not require review is 100 per cent. In 2013-14 our performance was 88.05 per cent which was a marked improvement on the previous year's performance of 64 per cent.

Performance measures not achieved

- Unfortunately there were two fire deaths in the county during 2013-14. We have aspirations for no fire deaths within the home in Oxfordshire. Any loss of life is a tragedy, yet the performance measure we set ourselves of no fire deaths will always be challenging. By actively engaging in fire prevention education and targeting assistance to the more vulnerable residents in Oxfordshire, the number of fires across the county has dropped significantly. However, we are not complacent and we will continue to focus our efforts where they will have the greatest benefit for the most vulnerable and those at greatest risk.
- 80.43 per cent of time that on-call pumping appliances were available with a minimum crew of four or competent crew out of a measure of 100 per cent.

- The performance measure for the turnover of on-call staff is 10 per cent. During 2013-14 our performance was 13.04 per cent. There were 45 on-call leavers during the year. The average number of on-call staff during the year was 345. Recruitment and retention of on-call staff remains a challenge for many fire and rescue services. Measures are being implemented, with more flexible crewing arrangements using both whole time and on-call staff. The intention is to reduce the turnover of on-call staff and to use existing trained personnel in more creative ways to reduce the current levels of non-availability. At the same time we are actively recruiting new on-call firefighters in certain areas.



Performance results in more detail

Operational Assessment (OpA) Fire Peer Challenge

In order to drive continuous improvement of the service we undertake periodic OpA Fire Peer Challenge. This process, which has a strong operational focus, comprises of a self-assessment and external peer challenge and is designed to look at how we lead, prioritise and deliver our main functions.

We undertook an OpA peer challenge during the week 13-16 May 2014. The team triangulated the evidence we submitted in the self-assessment by visiting teams, watches, managers, individuals, politicians and trade unions. They looked at our systems and processes to examine and assess the organisation's leadership of the service, capacity, approach to safeguarding and the following key assessment areas:

- community risk management
- prevention
- protection
- response
- health and safety
- training
- call management and incident support.

The report produced by the team was very positive. In particular, they were impressed by the leadership we have demonstrated at all levels across the service at a challenging time, the political support we have from our elected members, our long-term strategic planning, the success of the restructure, our cross-directorate and integrated approach with Oxfordshire County Council (OCC).

Also, the way we are delivering against our 365alive vision, the strong programme management and delivery of Thames Valley Fire Control Service (TVFCS), our effective identification and management of risk and the way we manage performance in the service. The report recognised as notable, 'our very strong and integrated approach to safeguarding'.

The team was also extremely complimentary about the culture of the service which they found to be open, honest, caring, professional, positive and can-do with staff feeling empowered and trusted. The report highlights 33 areas to explore, from which we will produce an action plan to assist with our continuous improvement journey.

The following pages report on the performance of our seven key assessment areas of OpA.

Community risk management

Community Risk Management Plan projects 2013-14

We have completed all our CRMP 2013-14 projects except for the delivery of the Thames Valley Fire Control Service (TVFCS) programme, which is progressing well and due to 'go-live' in December 2014.

1. Implement the service's road safety strategy as an integral part of its prevention and protection activities

This has involved integrating the Road Safety Education Team within the fire and rescue service structure. We have rationalised the make-up of the team as part of efficiency savings. Road safety programmes have been reviewed and revised including the material provided and the input delivered by our teams. The 365alive website has been updated. Statistical analysis is being used to ensure progress is being made and to support personnel in the areas.

2. Implement opportunities for technological advancement – following a review of fleet, equipment and working practices – to further support and enhance public and firefighter safety

We have been through a process to select an alternative appliance to the current fire engines. Following trials and research we are evaluating 7.5 tonne chassis vehicles to be the second fire engines at two of our fire stations. The locations were selected due to the historical incident types attended and specific narrow access issues locally. These vehicles have the benefit of offering a capital one off saving of approximately £90,000.

A review of the Rescue Tender (our specialist rescue vehicle) was completed and we have awarded the tender for the new build, which will be delivered in 2015.

An additional flexible whole-time crewed 'resilience' fire engine has been created that can be deployed anywhere in the county during the daytime (available between 6.30am and 6.30pm), thus reducing response times and improving fire cover in a flexible manner wherever it is most needed on a day-to-day basis. We have reviewed the crewing arrangements for the Aerial Ladder Platform (ALP) which has enabled us to release eight fire-fighters to crew this appliance.

3. Review and revise the service's learning and development strategy to further support and enhance public and firefighter safety

Following the review of training across four fire and rescue services (Buckinghamshire, Oxfordshire, Royal Berkshire and Warwickshire), we have identified a number of options to consider. As a result, we and the other services will create a programme of projects and put them into practice with the aim of delivering further improvements in quality and efficiency for all the services involved. We will know the full details of the recommendations later in the year when the initial report has been released and decisions have been made as to which areas to take forward. Any projects that are agreed will be paid for from across the services within existing budgets. We expect most work to be completed by March 2015.

4. Deliver the Thames Valley Fire Control Service (TVFCS) Programme

This programme seeks to enhance the fire control facility supplied to Oxfordshire, Royal Berkshire and Buckinghamshire by joining together and providing a single fire control facility for all three fire and rescue services, based in Calcot, Royal Berkshire. The TVFCS programme has progressed and it is aimed to 'go live' on 10 December 2014.

5. Implement further collaborative opportunities with other Thames Valley Local Resilience Forum (TVLRF) partners and align working practices to improve our provision of multi- agency prevention, protection and response services

In order to progress the gains made by collaborative working during the 2012 Olympics project, members of the TVLRF worked together to plan further advances, these include:

- The Recruitment of full time secretariat.
- Improvements of locations and plans for incidents command and control.
- Implementation of a new structure focussing on Risk & Capability,
- Planning & Delivery and Training/Exercise & Lessons.

6. Review and revise the service's strategy for the effective management of operational incidents to further support and enhance public and firefighter safety

The strategy was implemented to tie many of the projects listed above together to ensure a more effective, efficient and resilient service.

Other Projects 2013-14

Conditions of service and duty system review

This project was intended to look at the different duty systems (on-call, day crewing, whole-time, day duties, retained support officers) and analyse different options in order to improve fire cover. It was wide ranging and included computer modelling, research into other service's shift patterns, station locations and innovative thought about the best options, resulting in several projects including the 'resilience' fire engine using crews freed up from central Oxford to support fire cover in other parts of the county.

National resilience assets

We have several 'national resilience' assets including the High Volume Pump (HVP), Detection Identification and Monitoring (DIM) vehicle and Incident Response Unit (IRU). These provide support for large scale incidents locally such as for flooding or hazardous materials incidents and also respond as part of a regional or national response. For example the HVP responded to flooding in Cornwall. We ensure that these assets are maintained, that our staff are trained to use them and we have the correct guidance and procedures in place, during recent audits several aspects of best practice were noted and are now shared with other fire and rescue services.

Protective security

As part of the Governments UK Counter Terrorism Strategy 'CONTEST' the Cabinet Office has published The Security Policy Framework which outlines mandatory security policy requirements. We are working to ensure that we meet the criteria outlined within this.

Trauma care

Through partnership working with South Central Ambulance Service (SCAS) we piloted a trial of OFRS attending the most serious medical emergencies, known as red calls and have signed a memorandum of understanding. This builds on the work we undertook last year in up-skilling 141 firefighters to a BTEC 'First Person on Scene' (FPOS) qualification and installing defibrillators to all fire engines. The whole process is underwritten by our clinical governance accreditation which allows us to work within a set parameter in clinical intervention during the period it takes for the definitive care to arrive. This promotes firefighter safety and adds resilience to the community offering cover in either geographical locations or peak demand for SCAS.

Replacement of Breathing Apparatus (BA) for improved fire fighter safety

Our BA sets and cylinders were due to be replaced and we have commenced a project to renew both this year which has involved a detailed tendering and selection process. The process resulted in the selection of the new 'Interspiro' BA sets and cylinders. 160 BA sets and over 300 cylinders have been purchased and crews have been trained in their use.



Prevention

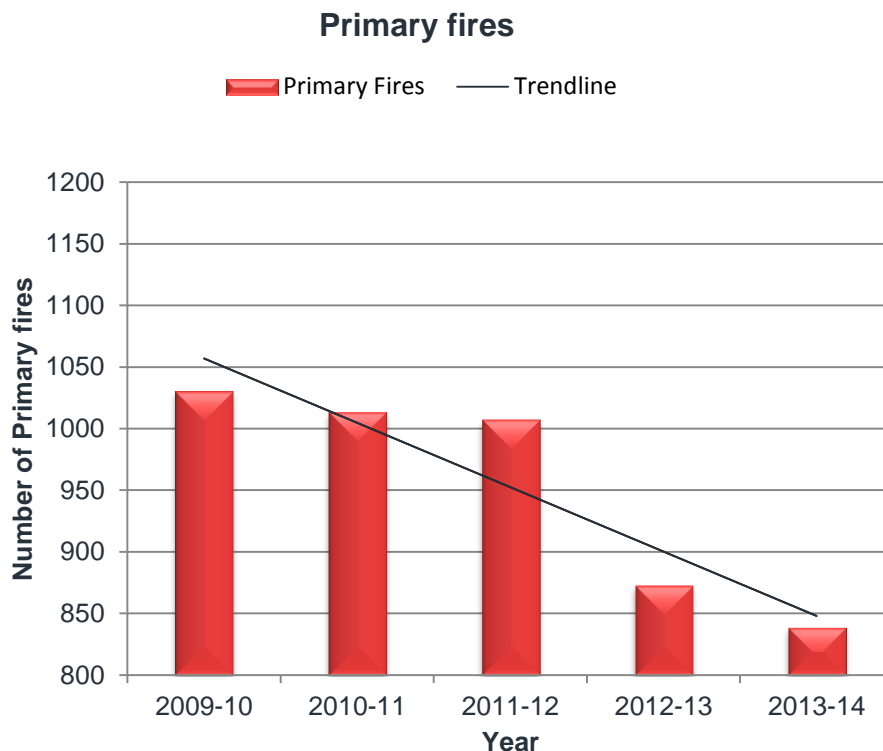
Fire statistics

Total number of significant fires

This year there was a further reduction in the number of significant fires across Oxfordshire and we exceeded the reduction targets we set. There has been a constant downward trend in fire numbers since 2009.

Our role is not just to respond to emergencies but also to be proactive and provide information and education to stop them happening in the first place. We believe that the reduction in fires across the county is due to the positive prevention and protection work we carry out.

Total number of significant fires over five years:



Fire deaths

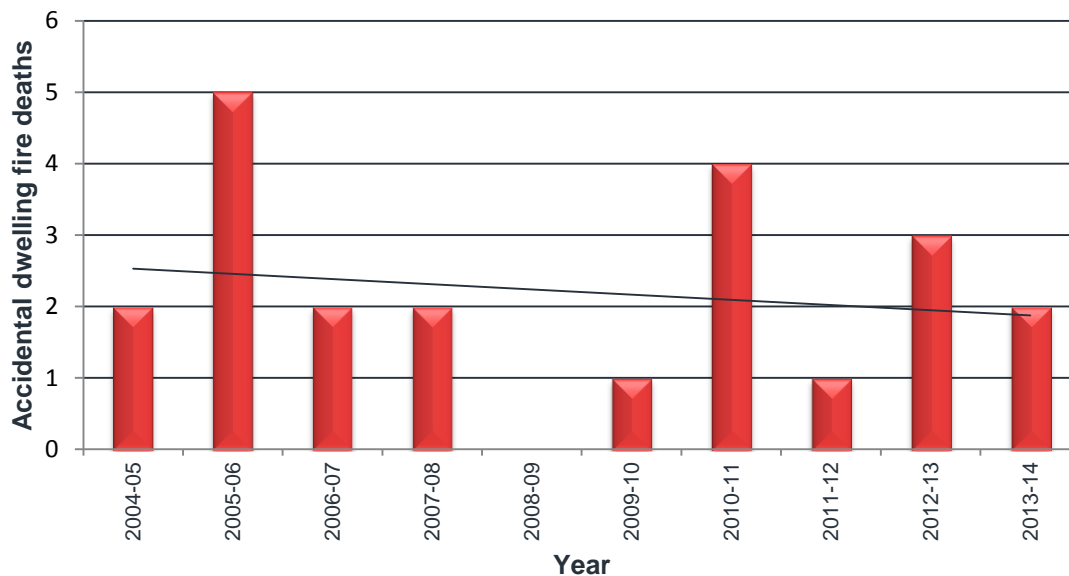
The latest national fire death statistics were published in May 2014 in the 'Fire Statistics: England April 2013 to March 2014' publication.

In 2013-14, there were 275 fire-related deaths in England, 14 less than in 2012-13. Two thirds of fire-related fatalities occurred in dwelling fires. In 2013-14 there were 181 dwelling fire fatalities, six higher than in 2012-13.

In 2013-14 two people died in Oxfordshire as a result of accidental fires in their homes. Although tragic for the families of those involved, the number of fire deaths in the county this year is less than might be expected for the size of Oxfordshire's population.

However, we will continue to strive to provide education and awareness of fire related risks with an aim to ensure nobody in Oxfordshire dies because of a fire.

Accidental dwelling fire deaths over last ten years



Home and Community Safety works with many partners to make people safer. Our integration within the county council means we have the distinct advantage to be able to work with Social and Community Services and other services to ensure we reach the most vulnerable members of our community and reduce the chance that their lives will be affected by fire.

Injuries caused by accidental fires in the home

The number of people who have suffered an injury as a result of a fire in their home this year was 19, the same number as the previous year. We will continue our positive prevention and safety education work with an aim of further reducing this number. We also believe that providing well-equipped and highly trained firefighters helps us to deal with fires quickly in order to further reduce the number and severity of injuries.



Arson

Arson is a significant problem to society and we work in partnership with TVP tackling all arson incidents that occur in the local neighbourhoods.

We have used our professional fire investigation skills to support the police to make a number of successful convictions for this type of crime. This supports the police arson model by engaging with the four strands: prevention, education, detection and investigation.

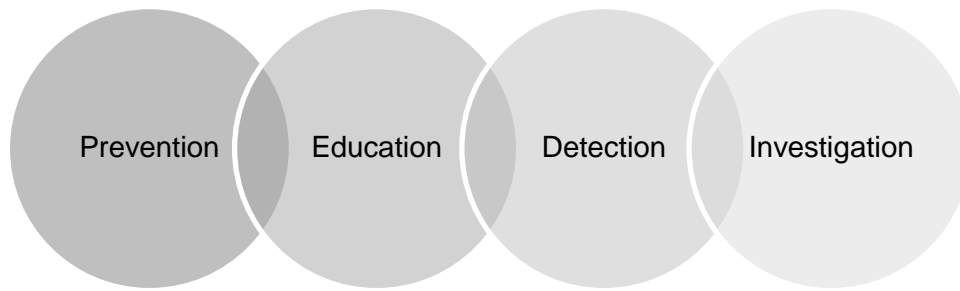
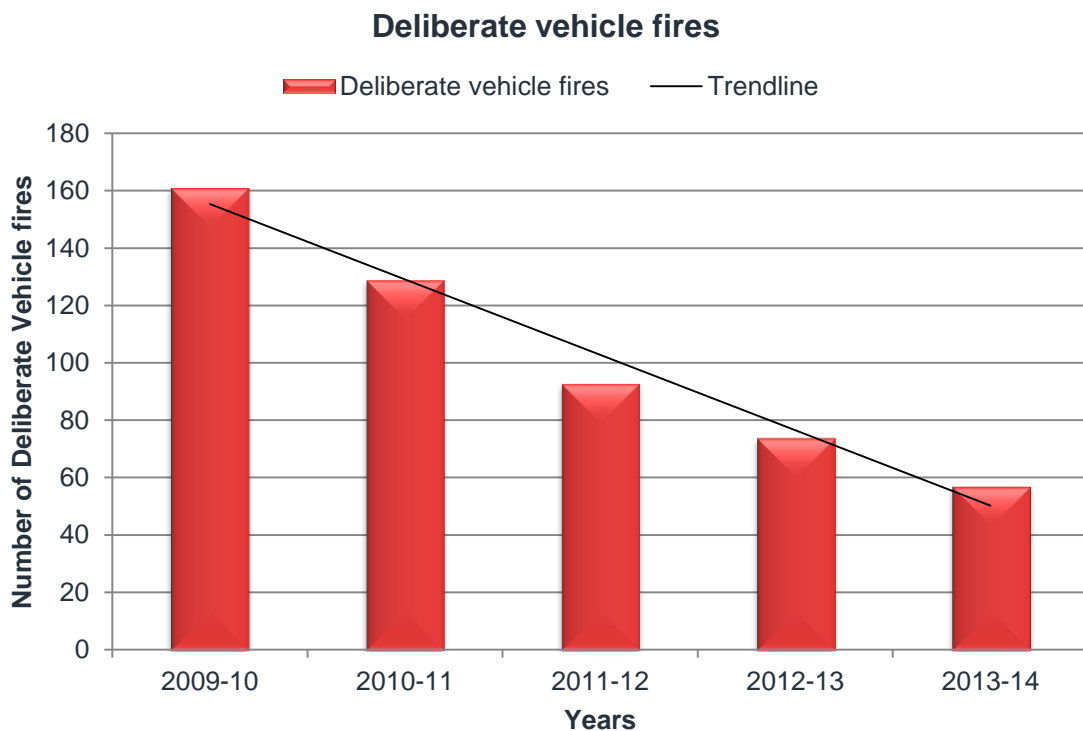


Figure 1: Four strands of Arson Prevention work



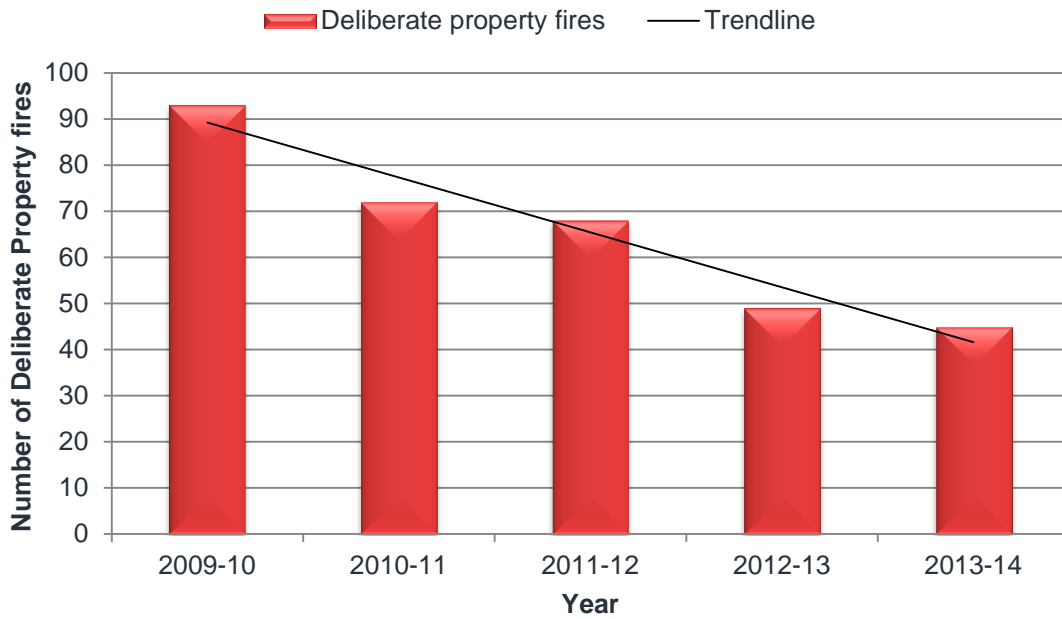
There has been a significant reduction in fires started deliberately in vehicles compared to last year, 74 incidents in 2012-13 have been successfully reduced to 57 incidents this year.

Oxfordshire continues to successfully reduce the number of deliberately started property fires in the county and this is illustrated in the graph below over the past five years.

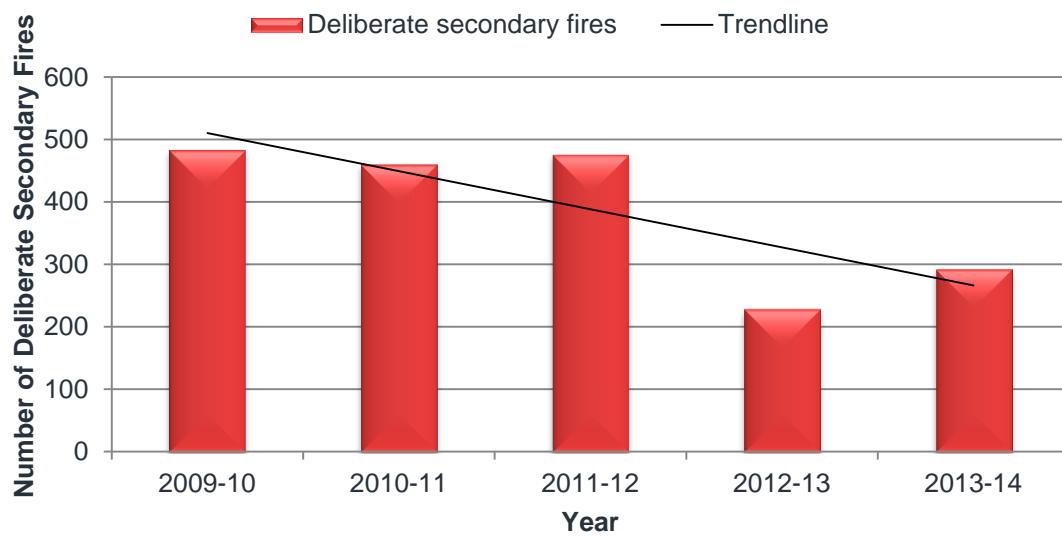
Deliberate fires are a focus for us to ensure that we use our valuable resources in the best effect and we constantly promote and provide information to the public via our prevention and protection teams.

Some of this downward trend and success is attributable to the partnership working between Community Safety Partnerships, OFRS and Thames Valley Police.

Deliberate property fires



Deliberate secondary fires



Deliberately started secondary⁴ fires

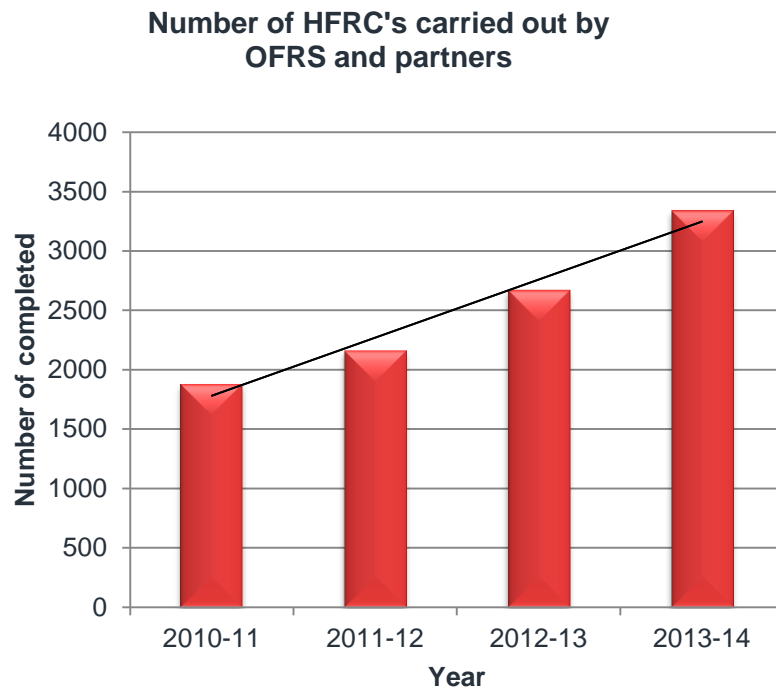
⁴ Secondary fires are minor fires and fires in the open that do not involve people's property or possessions and are not categorised as primary fires.

Home and Community Safety

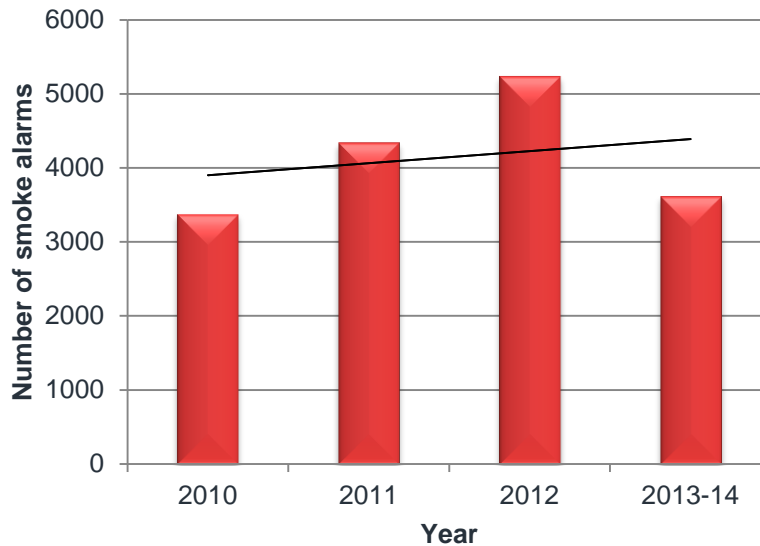
Developments within Home and Community Safety during 2013-14 relate to the on-going challenges faced by OFRS regarding the prevention of all fires and public fire safety education, but is predominantly aimed at a reduction in the number of accidental dwelling fires.

We take every opportunity to remind the public of the dangers of fire and how residents can be empowered and encouraged to take responsibility for their own actions regarding fire prevention within their homes.

Through our Home Fire Risk Check (HFRC) process, OFRS personnel continue to work with and educate the public about these dangers and how they could be avoided if residents took some simple preventative actions.



Number of smoke alarms fitted by OFRS and partners



The numbers of smoke alarms fitted in 2013-14 has and will reduce from the previous year's figures because our aim is to encourage residents to utilise the facilities provided on the 365alive website and complete their own Home Fire Risk Check, including the purchase of their own smoke alarms, this in turn will reduce the overall cost of smoke alarms provided by OFRS.

This is now possible due to the positive outcomes of our prevention work which mirrors 88 per cent of residents nationally having smoke alarms fitted in their homes.

When fires do occur it remains vitally important to us that occupiers receive early warning and all our staff are encouraged to continue with the promotion of suitably installed smoke alarms.

To help achieve this OFRS provides many easy to use public facilities, including the 365alive.co.uk website, our official Facebook page [Oxfordshirefireandrescueservice](https://www.facebook.com/Oxfordshirefireandrescueservice), our Twitter page [OxonFireRescue](https://twitter.com/OxonFireRescue) and 365alive business cards.

Safeguarding

Through its participation in the Oxfordshire Safeguarding Adult and Child Boards, OFRS continue to support OCC Social and Community Services (S&CS) in safeguarding the county's residents. Our staff confidentially report any concerns they have regarding the safety of vulnerable children and adults, either at home or in the community. During 2013-14 we returned 62 safeguarding alerts to OCC for further investigation.

Combined Care Service

The Combined Care Service is a formal system of exchanging vulnerable adult client data with OCC S&CS. It was developed to access 'unknown' residents who typically do not make direct requests for our assistance. This arrangement has enabled us to deliver 894 HFRCs to known OCC S&CS vulnerable clients already in receipt of social care.

Thriving Families Programme

The Thriving Families Programme works with the most disadvantaged and challenged families to reduce unemployment, antisocial behaviour, crime and school exclusions as part of the Government's Troubled Families initiative. During 2013-14 we established a Memorandum of Understanding (MOU) with OCC that provides an opportunity to work in partnership and build systems with a view to on-going improvements and cost savings. Through the awareness and education of OCC Thriving Families managers and personnel, they can use the information provided to assist vulnerable persons living in their own homes to remain as safe as possible from the dangers of fire.

Community Information Network with Age UK Oxfordshire (AUKO)

AUKO have recently been awarded a contract by OCC for the delivery of the Community Information Network. The aim of the Network is for AUKO to reach more older people than they are currently in touch with, particularly those who are most isolated and frail.

We have signed an MOU with AUKO for information sharing which will enhance the existing Combined Care Service already in place with S&CS and build in reviews about how we both currently provide services, to drive improvements and cost savings. Through the education of AUKO supported volunteers, they can use the information provided to assist elderly persons living in their own homes remain as safe as possible from the dangers of fire.

Home oxygen users

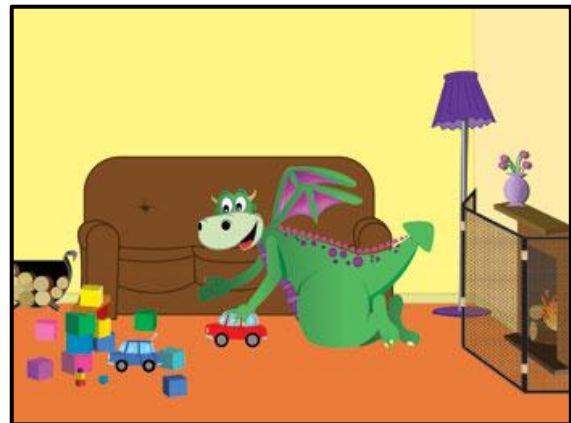
During 2013-14 we have continued to work in partnership with the company responsible for providing the county's Home Oxygen Service. This arrangement has provided a new formal system of client data exchange and as a result 593 vulnerable clients have been identified who can now be offered HFRC's and potentially have smoke alarms installed.

British Minority Ethnic (BME) groups liaison work

Through the employment of a specific Home and Community Safety Advisor for BME community liaison, during 2013-14 we have continued to seek out opportunities to educate under represented communities. Specific activities have taken place at mosques and venues within the Asian community, together with the establishment of working relationships with Thames Valley Police colleagues.

Drago the Dragon

We have used the creativity of our staff to design and produce our own safety character called 'Drago the Dragon', along with a range of associated safety publicity materials that support the initiative and our fire setter counsellors. Drago is the official OFRS safety character, currently featuring in three books relating to fire prevention and road safety, together with a dedicated web page on 365alive.co.uk.



This innovative overall OCC CHOICE Award winning concept continues to grow. During 2013-14, with the aid of children and staff from Edward Field School in Kidlington and the Kidlington fire station crew, Drago three was launched. The Drago books have been placed in the county's libraries and all our staff are encouraged to engage in driving this successful brand forward and promote its safety messages in order to create a safer Oxfordshire.

Phoenix Project

The Phoenix project continues to be a very effective and successful collaborative partnership between the OFRS and the OCC Early Intervention Service (EIS). It involved OFRS personnel and EIS staff working together with 209 school children, who were in need of additional support to discourage them from engaging in anti-social behaviour, during 2013-14.

The Pathway Project

OCC Children Education and Families (CEF) Directorate have identified poor school attendance by pre year seven children and aimed to establish a scheme which could address this, before the children progress to secondary education. The aim was to deliver a package of specific education activities, using OFRS staff as role models and mentors, to improve behaviour and school attendance, whilst at the same time provide fire prevention advice.



OFRS provide a venue at a local fire station where a series of single day activities take place. The first trial course involving 11 children from Great Rollright School was delivered, together with a post course celebration assembly attended by the Chief Fire Officer. To reflect attendance and success, each child who attends is provided with a medal, funded by OCC CEF.

OFRS Fire Cadets

OFRS Fire Cadets continue to provide an opportunity for children aged 12 to 18 years to meet one evening each week and follow a structured programme of core fire and rescue service activities and community safety education. During 2013-14 55 fire cadets were enrolled on the scheme. We now employ a total of 10 people, whole-time or on-call firefighters and support staff, who were originally fire cadets. This demonstrates the value of the scheme to the young people, proving that the experiences they gained and the opportunities offered have provided a suitable and appropriate grounding for potential long term employment.

Junior Citizens Trust Oxfordshire

As lead partner for The Junior Citizens Trust, we have continued to work with various partners in the successful on-going delivery of this non-direct funding OCC education facility for KS2 year six children in every day safety activities.



The Junior Citizens Trust experience is offered free of charge to state school pupils in Oxfordshire and each year approximately 5000 school children take part in the safety activities provided by the trust and its partners.

Road safety

The reduction of death and injury sustained in Road Traffic Collisions (RTC's) is a priority for us and we will work with our partners to try and influence driver attitude and behaviour to reduce these incidents occurring.



This is a difficult task as there is a transient population passing and travelling through our county as well as our own residents. We are working closely with other fire and rescue services and other external partners, including the Highways Agency, TVP, other local authority road safety officers and Public Health England to try to collectively influence drivers beyond our boundaries.

In the past 10 years we have been very successful at reducing fires in the home and now for every primary fire, we will attend four road traffic collisions. This comparison clearly identifies how important it is for us to assist in reducing the risk to our communities by delivering road safety education, and training and increasing public awareness.

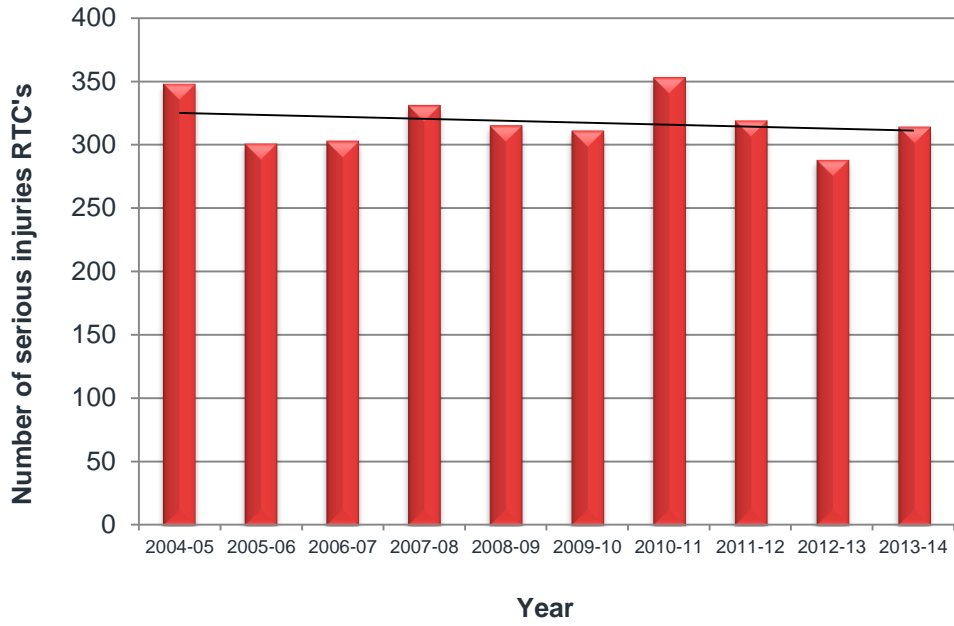
A dedicated Road Safety Education Team deals specifically with providing education, training and awareness to reduce deaths and injuries across a wide range of road users as well as guidance and support to managers and operational staff to enable them to carry out road safety activities in their areas according to local need. Casualty data obtained from TVP is used to identify groups most at risk in order to plan interventions and campaigns.

Over the last 10 years, significant progress has been made to reduce the number of people killed or seriously injured on our roads. The service recognises that more needs to be done through co-ordinated support and through integration and partnerships. We are part of a multi-agency approach, striving to achieve further casualty reductions over the next decade and the opportunity to work more closely with Public Health England represents a significant step forward.

The national, regional and local statistics identify that while RTC's and those Killed or Seriously Injured (KSI) are reducing year on year, the following risk groups and issues are considered to be the priority targets for road safety training and education:

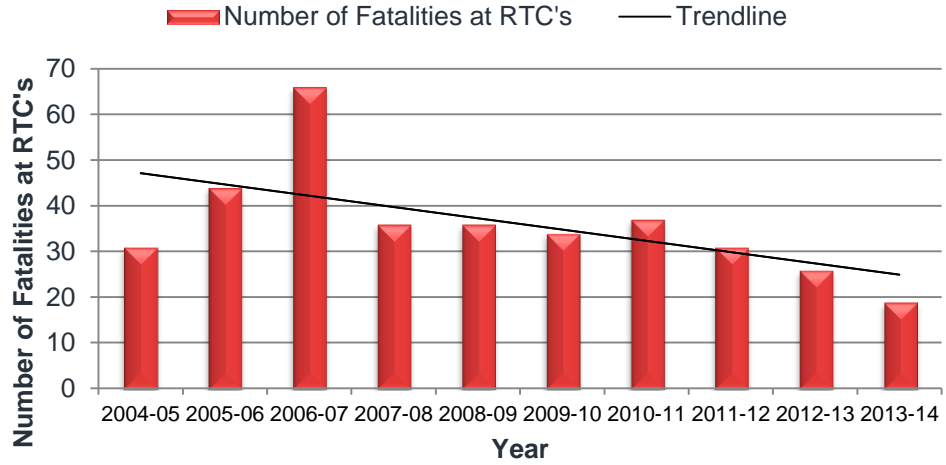
- Car occupants (seatbelts, mobile phones etc.)
- Male drivers (17-24 years)
- Motorcyclists
- Pedestrians (children)
- Cyclists
- Fatigue.

Number of serious injuries at RTC's



The number of serious injuries at road traffic collisions in Oxfordshire - Thames Valley Police / NHS data

Number of fatalities at RTC's



The number of fatal road traffic collisions in Oxfordshire - Thames Valley Police / NHS data

Protection

OFRS enforces general fire safety legislation on behalf of the fire authority. The legislation the authority enforces includes:

- The Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Etc. Act 1974
- The Dangerous Substances (Notification and Marking of Sites) Regulations 1990
- The Health and Safety (Safety Signs and Signals) Regulations 1996
- The Construction (Design and Management) Regulations 2007.

Our enforcement activities adhere to the principles of better regulation contained in the Enforcement Concordat and Regulators Compliance Code and we aim to support business and other responsible persons through education and the provision of advice and guidance. Where it is absolutely necessary, we will take enforcement action and will only consider prosecution where it is in the public's best interest.

Risk based inspection programme

We use a risk-based system to decide which business we will inspect. Our system uses data and guidance from Department of Communities and Local Government (DCLG) together with local intelligence and knowledge. It looks at trends in location and types of fire and considers the vulnerability of community groups.

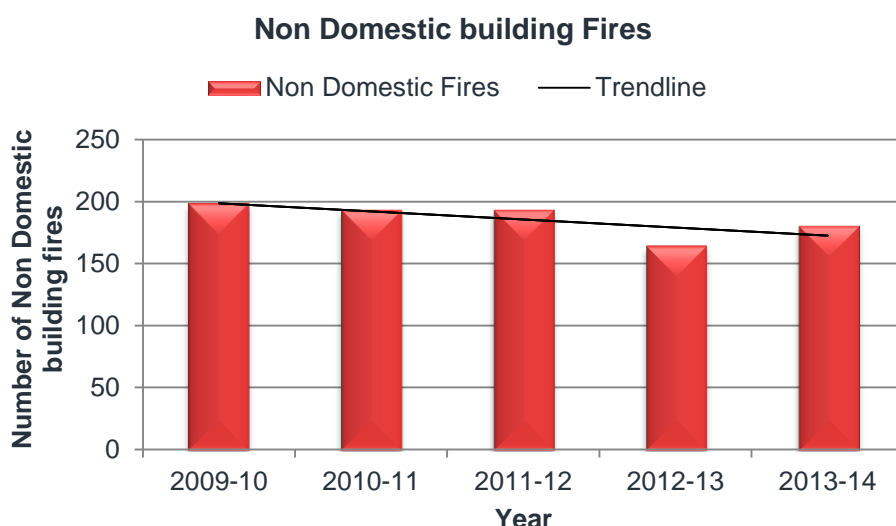
This system ensures that our greatest effort is directed at businesses which could pose a serious threat to people's safety and where there is the greatest likelihood that they are not complying with the legislation.

In 2013-14, our fire safety inspectors carried out 372 audits. This resulted in a requirement to improve fire safety arrangements in 68.5 per cent of cases. In addition to this, fire safety inspectors carried out a further 699 building regulation consultations, 150 consultations for organisations such as OFSTED and local licensing authorities as well as a further 1,789 fire safety activities to prevent fires, boost economic growth and drive down the risk to the people of Oxfordshire.

Rate of fire incidence in non-domestic buildings

One of the principal aims of fire safety enforcement is to reduce the numbers of fires in buildings where the Regulatory Reform (Fire Safety) Order 2005 applies with a view to reducing the economic cost of fire to the Oxfordshire and UK economy.

Data for the last five years is shown below illustrating the overall downward trend in non-domestic building fires in Oxfordshire.



Activities

In 2013-14 we made contact with 2,440 properties in Oxfordshire, which equates to 12.32 per cent of the rate-paying non-domestic properties within the county. This is a steady increase over time compared with 5.98 per cent in 2009-10. These contacts may be in the form of:

- a formal in-depth audit
- an inspection
- the provision of advice
- business education.

We use a targeted approach when carrying out fire protection activities and ensure all dealings with properties are relevant and proportionate to the risk we perceive the property presents to the community. This targeted approach has resulted in a reduction in the number of audits and inspections we undertake; with commensurate increase in the proportions of premises found to be unsatisfactory.

Fire and rescue services respond to certain organisations when they require expert opinion on fire safety matters. In 2013-14 we responded to 849 consultations. We are consulted on Building Regulations applications for new buildings or alterations to existing buildings. Additionally we are also consulted on licensing applications, and occasionally in the case of planning applications.

Additionally, we are required to comply with the Regulator's Code which provides a principles-based framework to govern how regulators should engage with those they regulate. An integral element of compliance is the publication of our performance in relation to our services standards. In 2013-14 we met our regulatory service standards by responding to all serious alleged fire safety contraventions within one hour and by responding to all Building Regulation consultations within 15 days.

Response

Emergency response standards

In 2013-14 we responded to a total of 5,505 incidents, including calls over the border into other counties. Our average response time for 2013-14 was nine minutes three seconds.

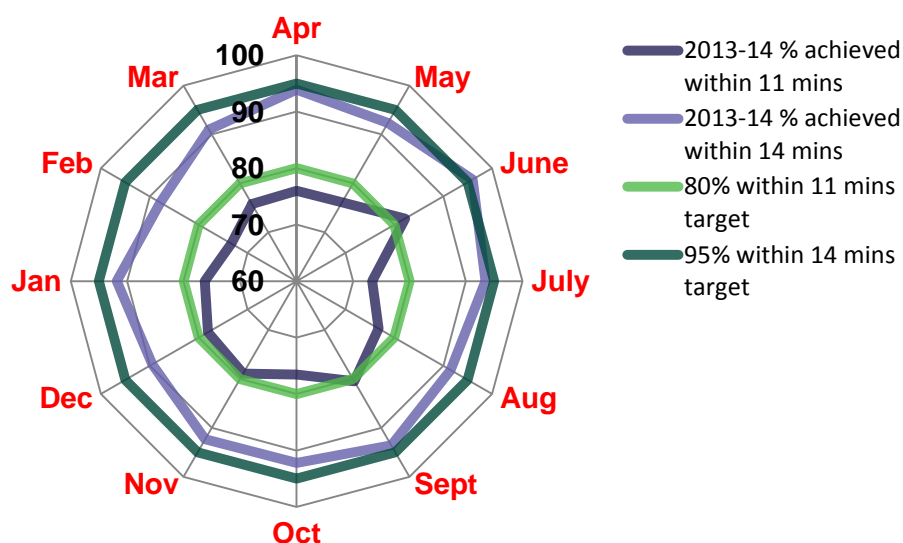
When an emergency occurs, we aim to get a fire engine there as safely and quickly as possible. Depending on the information given by the caller, we will send an appropriate number of fire engines and firefighters with the required skills and equipment. When the fire engine arrives at the scene, the incident commander will assess the situation and request more resources if they are needed. The speed we arrive at the emergency will depend on many factors which include the accuracy of information given, the location of the incident, weather and traffic conditions. The targets we have set ourselves are explained below

Under normal circumstances, when an emergency occurs a fire engine will be sent from the nearest fire station. We aim to arrive at 80 per cent of emergencies in 11 minutes or fewer and 95 per cent of emergencies in 14 minutes or less. The time is measured from when the fire engine is alerted to when it arrives at the address or location given by the caller.

Two fire engines will be sent to fires in people's homes, accidents on the road and various other emergencies. In remote areas, where the location makes it difficult to arrive quickly, we carry out targeted risk reduction and prevention work to reduce the chances of incidents occurring and reduce the impact of the incident until we arrive. In 2013-14 the first fire engine arrived at 76.9 per cent of emergencies in 11 minutes or less and 92.14 per cent of emergencies in 14 minutes or less, from the time that the station is first alerted.

2013-14 by month	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
April 13	279	212	75.99	262	93.91
May 13	301	229	76.08	278	92.36
June 13	275	226	82.18	264	96.00
July 13	398	292	73.37	372	93.47
August 13	353	271	76.77	323	91.50
September 13	297	239	80.47	278	93.60
October 13	320	245	76.56	295	92.19
November 13	275	217	78.91	254	92.36
December 13	352	275	78.13	315	89.49
January 14	295	225	76.27	271	91.86
February 14	255	187	73.33	224	87.84
March 14	289	219	75.78	263	91.00
Totals	3689	2837	76.90	3399	92.14

Monthly performance against response standards 2013-14



Districts	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1341	1261	94.03	1331	99.25
West	443	293	66.14	397	89.62
Cherwell	822	586	71.29	726	88.32
South	627	376	59.97	536	85.49
Vale	456	321	70.39	409	89.69

Areas	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1341	1261	94.03	1331	99.25
South & Vale	1083	697	64.36	945	87.26
Cherwell & West	1265	879	69.49	1123	88.77

Historical Response Standards Data 2012-13 can be found in Annex A for comparison.

Factors affecting performance and risk mitigation

Increased traffic levels and traffic calming measures together with lower speed limits, have meant that fire engines are required to proceed at a reduced speed. As a result of these changes we have reviewed and amended our attendances to ensure that the vehicle sent to an incident would deliver the swiftest response.

In order to mobilise the nearest fire engine, we intend to utilise an automatic vehicle location system by late 2014. This will ensure that we know the precise location of every fire engine and can mobilise the nearest irrespective of its home station.

Due to the future changes in the way in which the nearest fire engine is mobilised we will look to vary the presentation of data for future reports, based on each individual fire appliance rather than station, as the nearest appliance will be sent to an incident irrespective of the station it is attached to.

In respect to driving to incidents, OFRS drivers are trained to adapt their driving dependent upon the prevailing road and traffic conditions.

Furthermore, all personnel are required to wear full Personal Protective Equipment (PPE) prior to leaving the station. This has added a short delay to turning out, but ensures additional safety en route and the ability to deploy more quickly when we arrive.

We have well-rehearsed procedures for severe weather events. To date we have ensured a response to all life threatening incidents during these periods of disruption, and offered additional support to other OCC critical services where resources have allowed. It is worthy of note that in recent winters of 2011-12 (snow), 2012-13 (snow) and 2013-14 (wide area flooding, for almost three months) attendance times increased as a result of the weather conditions.

In addition, the recent economic climate where people have had to travel further afield to find primary employment has meant that it has become more difficult to recruit suitable on-call staff from the immediate vicinity of the fire station. Therefore, at some stations, we have widened the catchment area for recruitment to ensure that we have sufficient numbers of personnel available to crew the fire engine. However, this does have a slight effect on the time that it takes for these personnel to respond to the station and subsequently, can increase the attendance time to an incident. All Station Commanders have been tasked with reviewing and improving their on-call station availability and response as part of their annual appraisals.

More recently, we have created an additional flexible full-time crewed fire engine that can be deployed anywhere in the county during the daytime (available between 6.30am and 6.30pm), thus reducing response times and improving fire cover in a flexible manner wherever it is most needed on a day-to-day basis.

Industrial action has also had an impact on the statistics associated with response times, because we record attendance times against each station and area, see attached data. During periods of industrial action we have utilised standby locations that are not fire stations, and as such the data relating to normal working arrangements is skewed. During industrial action we have maintained appropriate attendance times, however the data is not recorded against individual stations and thus varies the statistics associated with each station.

Local managers and the Strategic Leadership Team (SLT) carry out a performance review against the agreed response times. The data is analysed to establish the reason behind any under-performance. Where local issues can be addressed these actions are recorded on our performance monitoring systems. Where a more holistic approach is required the issue is raised to SLT and fundamental reviews are undertaken. Our response targets remain stretching, yet over recent years we have delivered within a few per cent of the targets set, despite this being against a backdrop of us responding to fewer emergency calls thanks to our prevention and protection activities. However, this does mean that each missed attendance time now equates to a larger percentage.

Responding to road traffic collisions (RTC)

Last year we responded to 275 RTC's and this rescue response is supported by two Enhanced Rescue Vehicles (ERV) located at the north and south of the county and a dedicated rescue tender located centrally. This reduces the travel time to incidents where typically persons are still trapped within their vehicles.

It also gives us resilience when we have simultaneous incidents within the county. These vehicles have specialist cutting and spreading rams to release the casualty in the quickest and safest way. The vehicles also carry the latest lithium ion battery powered cutting equipment to allow them to be more versatile and mobile with reduced set up time. All our fire engines have recently been provided with new battery powered Hilti saws to assist in the rescue of people at RTC's.

Responding to flooding, snow, and wildfire

Adverse weather such as flooding and snow events is becoming increasingly common. We have ensured that we can always respond to emergencies during all types of weather.

Every vehicle in our fleet is provided with snow socks that assist in enhancing traction during snow and freezing conditions, this equipment has been used successfully again this year. We have increased our fleet of 4x4 vehicles by three vehicles and these are used to transport specialist equipment during times of wide area flooding.

These vehicles are also made available to the county council to allow critical members of staff to perform their duties. For example social services attending vulnerable people in their own homes. The three new vehicles are considered multi use and in the event of summer wild- fires they can be kitted out with mobile water fogging units to allow us to get to remote areas quickly and safely.

First Person on Scene Trauma Care

Last year we responded to a wide variety of incidents involving people with serious injuries as a result of either road traffic collisions, fires or other emergencies.

We have now enhanced our medical skills up to a trauma technician level by completing BTEC First Person on Scene (FPOS) training for 141 of our staff so that we can provide critical care in the early stages of any emergency until the Ambulance service takes over.

To ensure that our skills meet the requirements of the primary care trust we undertook a process to gain clinical governance with South Central Ambulance Service (SCAS) to enable us to work within their agreed working practices contributing towards patient centred care. To enhance this we have also incorporated defibrillators onto every front line appliance.

Since the introduction of FPOS we have used this skill at 256 incidents.

Operational Guidance and Risk Information

We have restructured our service and are working with 26 other fire and rescue services to develop operational guidance in a digital format that is available to our personnel on the fire engines via an on- board computer. The team have produced and introduced 56 guides based on the types of incidents that we attend with training packages to ensure that the first attending crews have the right information, at the right time. This also ensures that when we work with other fire and rescue services across borders we are working to the same guidance.

For higher risk buildings where we collect site specific risk information we have a system that will now ensure that the critical hazards are identified and processed and placed on the on board computer within seven days. At large complex building where there is a need to plan the tactics in advance of an emergency these plans are also held on the on board computer and can be accessed on route to assist the initial planning for the first attending crews.

Health and Safety

Health and Safety Team

Following both internal and external reviews and the service structure review, two Health and Safety (H&S) technician posts have been established. The technicians have been used extensively to introduce a new procedure for audit of H&S on OFRS premises, supporting risk assessments, noise monitoring, policy and procedure updates and providing advice.

Internal and External Audits of Health and Safety

In August 2013 the H&S department and the Organisational Assurance Team assisted by an external auditor from Buckinghamshire FRS, completed a full Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit (QSA) of OFRS H&S management systems. The service achieved an overall H&S Performance Rating of 85 per cent which is an improvement on the previous 2009 audit rating of 76 per cent. An external QSA H&S audit lead by Isle of Wight FRS took place in June 2014 which showed a further improvement with an overall H&S Performance Rating of 87 per cent. An action plan was created following the publication of the report and is being progressed by the H&S Team.

Tactical Operational Guidance

OFRS continues to be fully engaged with the Collaborative Partnership (CP) in producing Tactical Operational Guidance and is an active member of the group with the H&S team attending regular meetings to provide H&S advice. The H&S team will continue to have input into the CP during the transition phase to the National Operation Group.

Health and safety developments

In June 2013 the Department of Communities and Local Government (DCLG) published its doctrine for fire authorities entitled 'Health, Safety and Welfare Framework for the Operational Environment'. A gap analysis has been completed and areas for improvement were actioned. One key area was personal firefighter safety and Dynamic Risk Assessment (DRA), during incidents when firefighters are working alone or in teams. This will be addressed with the use of a safety toolbox talk following the 'stop, think, act, review' (STAR) individual risk assessment / decision making model.

The publication of a research paper entitled 'Firefighting - a Risky Business' has been reviewed by OFRS. We have attended conferences and seminars to identify and action learning opportunities that arose from its publication.

We continue to monitor and action any legislative updates following the Lofsted report which looked at reducing the burden on industry and limiting the amount and complexity of guidance such as Approved Codes of Practice (ACoPs). For example, we have updated our decontamination procedures and medical requirements following the publication of the Control of Asbestos Regulations 2012.

Active monitoring of accidents, near misses and injury to staff

To enable the service to achieve improved H&S performance and to comply with corresponding legislation, we investigate all accidents, near misses and occupational ill health (known as safety events) and produce reports. Such reports and statistical data are used to develop action plans and organisational strategies to prevent, reduce or limit future unsafe situations.

Certain categories of safety event are also required to be reported to the Health and Safety Executive (HSE). Our safety event investigation and reporting system is designed to link to our intranet based risk assessment system, enabling robust safe systems of work to be designed or amended.

The number of reports we submitted to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) has increased nominally from one in 2012-13 to four in 2013-14. Three reports were submitted for over seven day injuries and one report for a major injury. The major injury was following an incident at which a firefighter collapsed at station following attendance at a fire, which was fully investigated and actioned.

During 2013-14 the number of injuries in the major / moderate category was reduced compared to 2012-13 from 13 to 11. Minor injuries have increased from 58 during 2012-13 to 65 in 2013-14. Near misses have increased from 49 in 2012-13 to 55 in 2013-14, which reflects in our improved positive reporting culture. Trends are monitored and reported quarterly to SLT.

Improvements following national incidents

Coroners Rule 43 notices and OFRS action plans are monitored by the H&S Team to ensure issue identified are actioned appropriately. The purpose of a Rule 43 notice is that the coroner will inform authorities that they believe a similar incident can be prevented by taking certain actions.

OFRS continue to action any notices issued and have actively reviewed previous notices such as Marlie Farm to ensure captured learning is integrated, not only into policy and procedure, but day to day operational procedures.

Training and development

Training teams restructure

The teams responsible for the development and delivery of training were separated under different functional managers in the 2013 service restructure. One reason for the changes was to align training development, employee relations and resourcing and H&S under the same function. This has proved successful with the delivery of the watch manager promotional process this year. The restructure also aligned training delivery with operations and resilience to bring these work streams under one service head. This has also enabled training delivery to quickly adapt to the needs of operational staff.

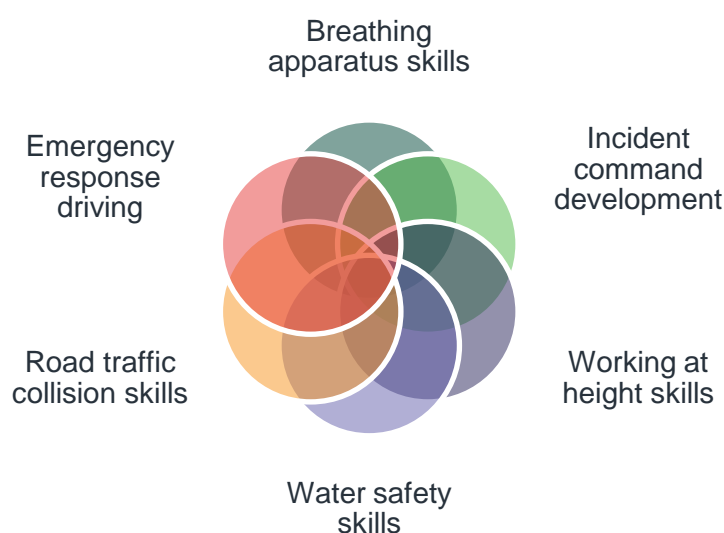
Training and Development Strategy

The training and development strategy was reviewed in 2013 and included some fundamental changes. The training blueprint was released which provides clear guidance to uniformed personnel on the formal qualifications they are expected to achieve based on their role and position in the organisation.

Training performance indicators

We measure the percentage of personnel who have recorded completion of maintenance training for the six core fire skills. The service aspires that this should be 100 per cent. In 2012-13 we achieved 85.6 per cent. The average for 2013-14 was 84.9 per cent. This measure is closely monitored and if it falls below 90 per cent action plans are implemented to improve performance.

Six safety critical skills



In order to ensure maximum efficiency in training course delivery, the percentage of maximum capacity take-up for all core skills courses are measured. The service aspires to 100 per cent take-up and in 2013-14 this was 85.5 per cent. The majority of training places not filled were due to short notice cancellations by on-call personnel who had last minute commitments to their primary employment.

In 2013-14 the service introduced technical assessments for all operational managers to assure understanding following the issue of new operational guidance, procedures or hazard information. The successful completion of these assessments is measured and in 2013-14, 85.2 per cent of managers were up to date with all requirements. This demonstrates both positive engagement with the new protocols and good understanding of the documents released.

Development Programmes

In 2013-14 the service created and implemented development programmes for station manager and group manager roles which have been accredited by Edexcel. The service received positive feedback from the accreditation process.

Successes in 2013-14 include:

- Development and running of watch manager promotional process for internal and external candidates.
- Edexcel accreditation of station manager and group manager processes.
- Publication of research on our incident command assessment model.
- Senior management training in service policies using computer simulation.

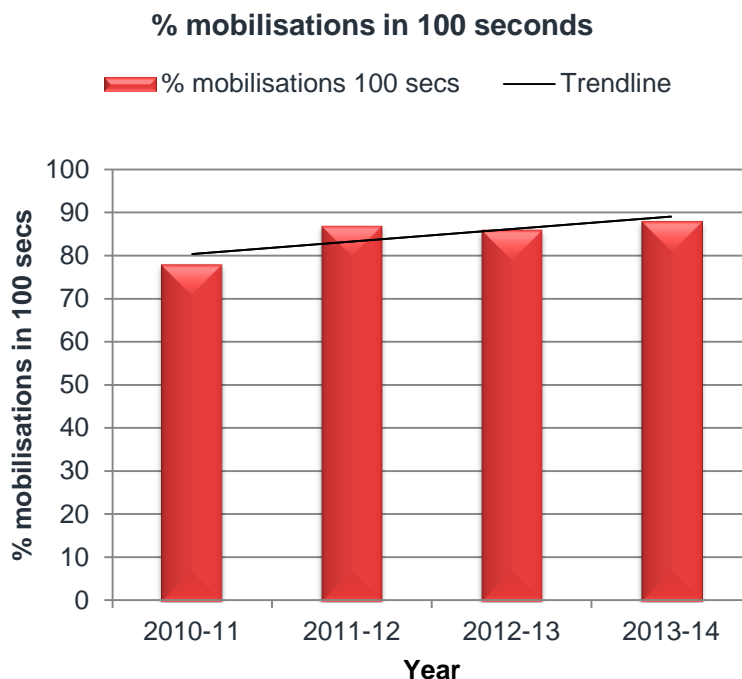


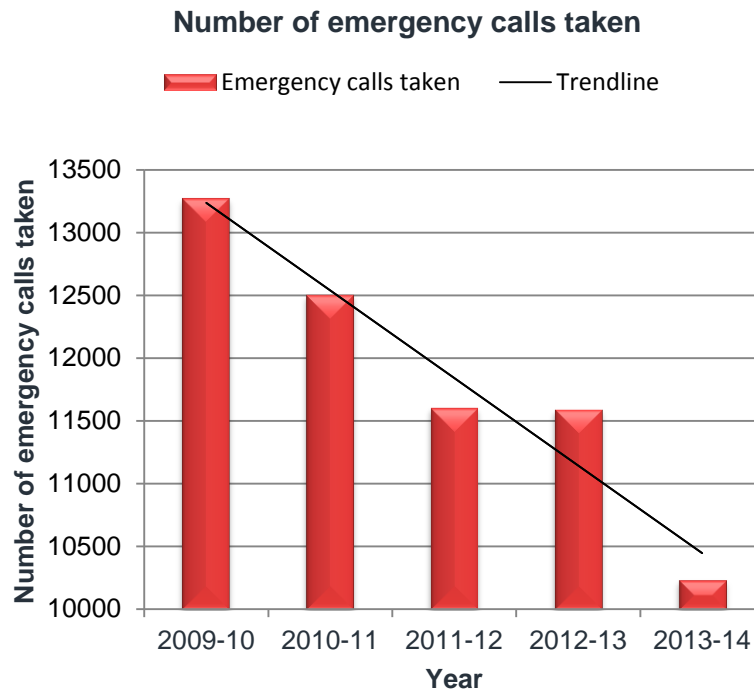
Call management and incident support

Following the closure of the national government programme for regional fire control we are progressing a project to deliver a joint control room with Royal Berkshire and Buckinghamshire Fire and Rescue Services called the Thames Valley Fire Control Service (TVFCS). This joint control room will be located in Calcot, Berkshire and will serve all three counties within the Thames Valley.

The revised go live date for the TVFCS is now December 2014. The project has slipped eight months from the original target date of 31 March 2014, due to the increased demand for mobilising systems from the provider of similar projects around the country and a very limited number of desirable providers being available.

We recently received confirmation from the Chief Fire and Rescue Advisor that our existing control room has been re-assessed from category 3 to category 2 because of our robust fall-back arrangements.





The number of administration calls taken by OFRS control room during 2013-14 was 48,599 (note August 2013 data missing due to fault with call logger). A new set of measures have been identified for the TVFCS based on the following criteria:

Efficiency benefits

- Financial saving in the cost of the control service
- Increased number of incidents handled per operator per shift
- Improved user interface and working environment in control.

Resilience benefits

- Improved ability to deal with spate conditions.

Operational benefits (Improvements in)

- Time to answer call
- Time to mobilise
- Time for first attendance of the fire appliance.

These are already being measured within all three control rooms and will provide a baseline for the TVFCS performance.

Performance benchmarking

How do we compare to similar fire and rescue services?

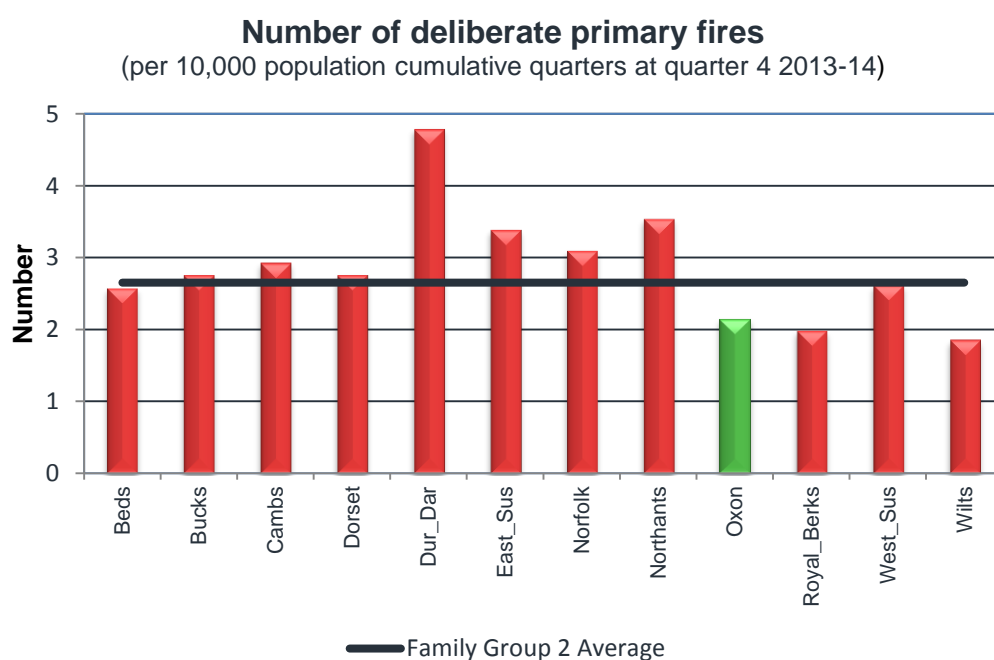
We collect the same performance information as similar fire and rescue services covering similar communities. This allows us to compare our performance at the end of the year and share ideas to help each other improve.

The fire and rescue services in our group are: Bedfordshire, Buckinghamshire, Cambridgeshire, Dorset, Durham and Darlington, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Royal Berkshire, Suffolk, West Sussex and Wiltshire.

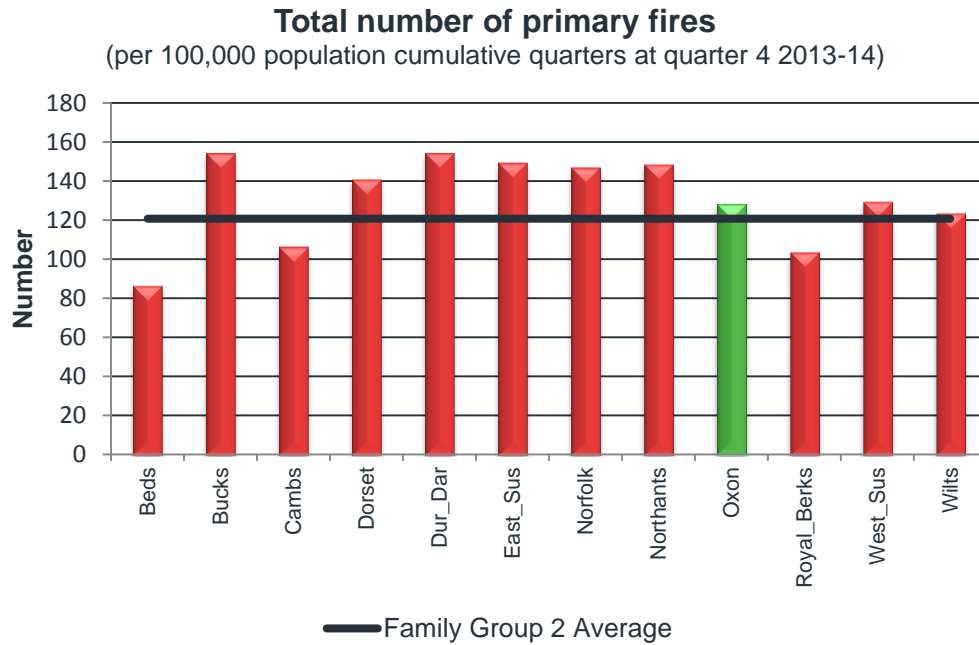
The average for each measure is shown by the grey line on the following charts . The data from Suffolk Fire and Rescue Service's was not released at the time of this publication and is not included in the following charts.

Deliberate primary fires per 10,000 population

Oxfordshire are performing better than the family group average for the number of deliberate primary fires. We have a strong partnership with Thames Valley Police which tackles arson across the region. Oxfordshire, Buckinghamshire and Royal Berkshire Fire and Rescue Services, together with TVP, jointly fund a specific post to manage this function, which provides an integrated solution between fire and crime to reduce the number of deliberate fires.

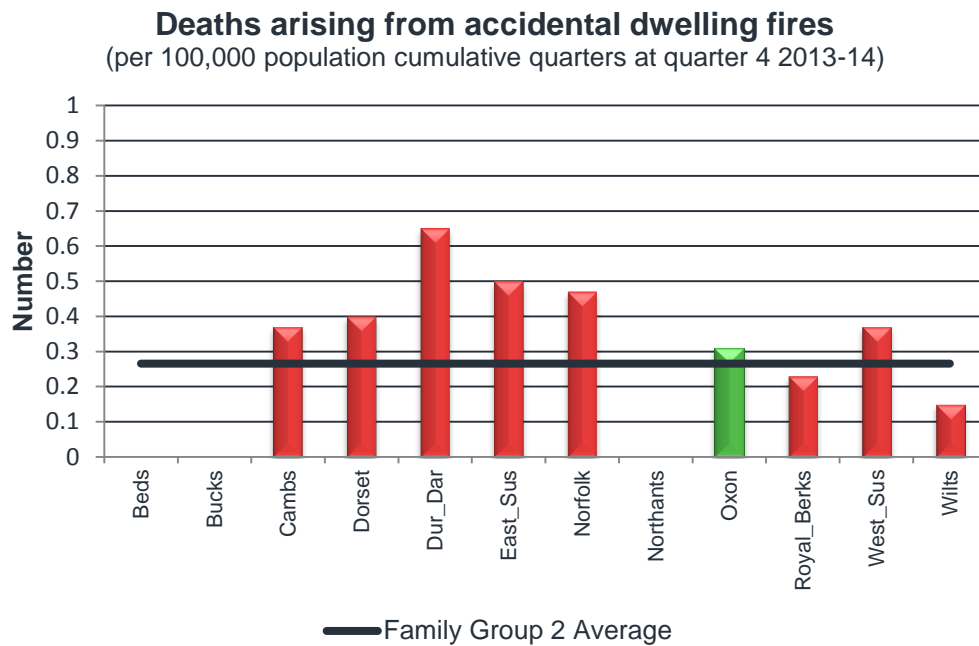


Total number of primary fires per 100,000 population



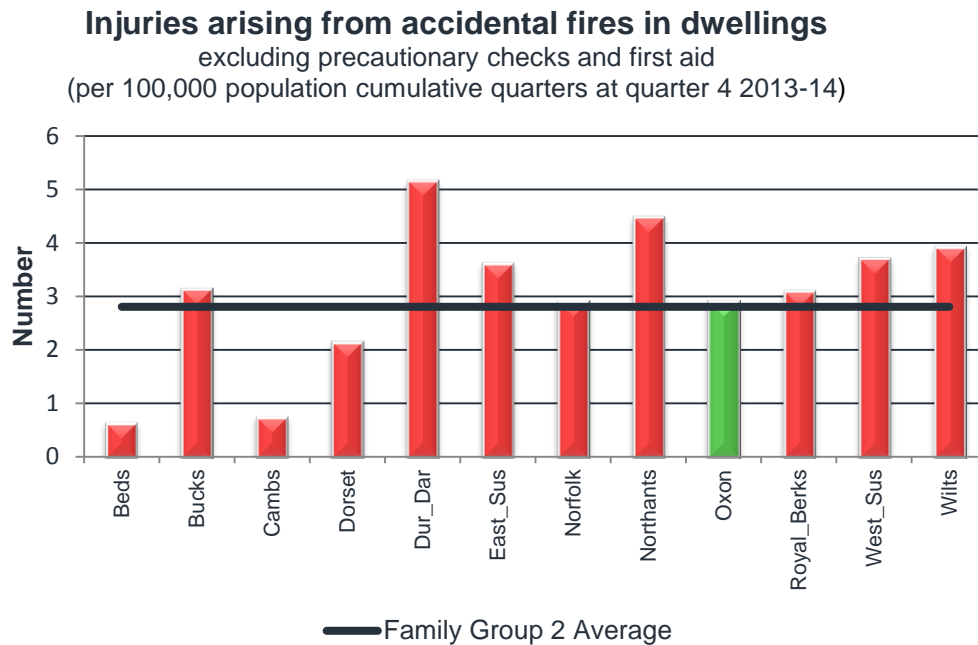
Accidental fire deaths (in dwellings)

Unfortunately there were two fire deaths in the county during this period. Any loss of life is a tragedy, yet the performance measure we set ourselves of no fire deaths will always be challenging.



Number of injuries arising from accidental dwelling fires

Oxfordshire has less than the average number of injuries caused in accidental dwelling fires for its group. However we recognise we need to continue to deliver safety and fire prevention work to reduce the number of injuries that occur.

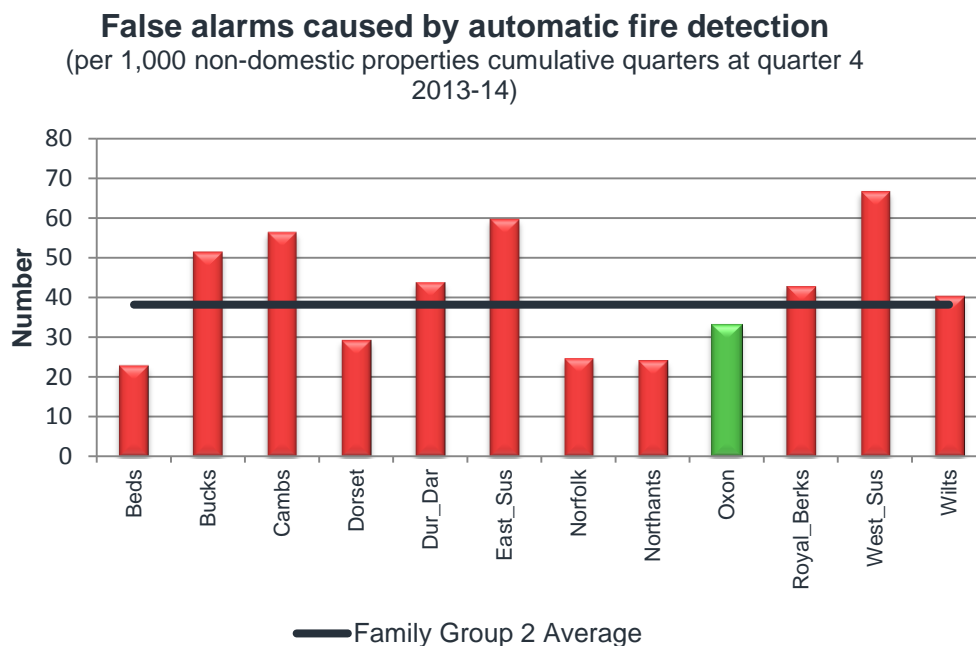


False alarms caused by fire detection systems

(per 1,000 non-domestic properties)

False alarms in non-domestic properties will cause disruption to the business and can divert fire and rescue service resources away from life threatening calls. We will work with businesses and advise them how to reduce these alarms while still maintaining the required level of fire safety.

Oxfordshire has less false alarms caused by fire detections systems than the average for the family group and we will continue to drive these down. We have an Unwanted Fire Signals Policy which is designed to reduce the impact of unwanted calls generated by automatic fire detection systems. We achieve this by adopting a policy of non-attendance in respect to fire signals generated from automatic fire alarm systems unless there is a confirmed fire, except in certain circumstances.



Customer satisfaction

Summary of Home Fire Risk Checks (HFRC) Customer Survey 2013

- 89.6 per cent of people surveyed felt safer after receiving a HFRC.
- 97 per cent of people surveyed were fairly satisfied or very satisfied with the HFRC booking system.
- 88.3 per cent of people surveyed were fairly satisfied or very satisfied with the length of time to wait for a HFRC.
- Only 13 per cent of people surveyed checked their smoke alarm weekly, which missed our target of 75 per cent, this will be addressed in ongoing plans and reviews.
- 68.8 per cent of people surveyed have set up a fire escape plan following a HFRC which was slightly below our target of 80 per cent
- 100 per cent of people surveyed were satisfied overall with the HFRC
- 91.5 per cent of people surveyed had a working smoke alarm

Customer Satisfaction Survey

A survey is sent to everyone who has an incident in their home or business. The survey asks a number of different questions about both our control room staff and the firefighters who attend their incident.

The service uses a private company to collect the completed surveys and they compare what people thought of us with what people thought of other fire and rescue services. The results are studied to identify areas where we can improve our services and areas we are performing well in.

The survey results are scored between zero and 100. A score of 100 means that everybody was very satisfied with the service, a score of 75 would mean that everybody was fairly satisfied with the service. Results that are between 75 and 100 would mean that the majority of people were either fairly satisfied or very satisfied.

Summary of survey results 2013-14

- 93 per cent of people were satisfied with their initial contact with our control room when they had an emergency involving their home.
- 95 per cent of people were satisfied with their initial contact with our control room when they had an emergency involving their business.
- 98 per cent of people were satisfied with the fire and rescue service at the scene when they had an emergency involving their home.

- 97 per cent of people were satisfied with the fire and rescue service at the scene when they had an emergency involving their business.
- 99 per cent of people were satisfied with the fire and rescue service keeping the effects of the incident in the home to a minimum.
- 100 per cent of people were satisfied with the fire and rescue service keeping the effects of the incident at businesses to a minimum.

The survey identified that after the incident we need to ensure that we offer people further safety advice and give them information to help them get back to normal after the emergency. As a result we put in place an action plan to update our leaflets.

Complaints

During the period 2013-14 OFRS received five formal complaints. Three complaints related to driving our vehicles and vehicle damage during flood related incidents. Two of the driving complaints were partially upheld and re-training took place. The complaint relating to damage to a vehicle caused by a fire hose coupling was not upheld.

The other two complaints related to fire hydrants and were both upheld. All the complaints were dealt with to the satisfaction of the complainants, OCC and the CFO.

Customer Service Excellence

The government wants services for all that are efficient, effective, excellent, equitable and empowering with the citizen always at the heart of service provision. With this in mind Customer Service Excellence was developed to offer services a practical tool for driving customer-focused change within their organisation.

We successfully completed our Customer Service Excellence compliance renewal in March 2013.



The Government Standard

Investors in People Award

We are proud to have retained our Corporate Investors in People status. This follows a review in 2014 when external assessors spoke with around 200 staff from across OCC.

Oxfordshire County Council Choice Awards 2013

Christine Barefield and Julie Jordan won this year's directorate Choice Award for One Team, for their work involving safeguarding and then went forward to win the overall OCC corporate award. Christine and Julie's nomination said – "Christine and Julie act as the Oxfordshire County Council Fire and Rescue Service safeguarding 'Champions'. This role is in addition to the normal duties and involves them making themselves available to offer advice and support to operational personnel. At times when they would otherwise be off duty, they willingly provide a reporting route for safeguarding alerts raised by operational personnel when attending incidents or working in the community."

Leader's special award

Leader of the Council, Councillor Ian Hudspeth, presented a special award to Station Manager Gary Mattingley. He felt Gary epitomised all of the CHOICE values during the recent flooding crisis, thanks to his excellent customer focus and commitment.

British Empire Medal

Station Manager Gary Mattingley was awarded the British Empire Medal for creating a defence system that helped keep the county 'open for business' during the 2014 flooding. The Operational Alignment Officer created a defence system using binding hose to capture then stop water from flood plains deluging roads and properties.

His idea resulted in keeping the Botley Road open. Another idea and different method using a high volume pump was used to quickly clear the Abingdon Road of water to make it passable. Both roads had previously been shut for a period during January's floods, which the Local Enterprise Partnership estimated caused an economic impact to the county of about £40m.

The system - now known as the 'Oxford Method' - has been submitted to the Chief Fire and Rescue Advisor in the central government Department of Communities and Local Government as a national exemplar

Staffing

At the end of March 2014 there was a total of 22 control room staff, 246 whole time firefighters and 79 support staff. We also had 334 people working as on-call firefighters in Oxfordshire's local communities.

Attendance and sickness

The number of work days lost to sickness from all of our staff continues to be one of the lowest of the county council with an average of less than 1.34 days (per quarter). We believe this is because our staff are well motivated and are proud to work as part of the fire and rescue service and that our managers effectively use our absence management procedure:

- Quarterly average for days lost to sickness per fulltime equivalent (FTE) OFRS staff member (not including on-call) is 1.34 days lost to sickness, which is comparable to 2012-13 figures. This is well below the OCC average of 2.03 days lost to sickness.
- Yearly total for days lost to sickness per FTE OFRS staff member (not including on-call) is 5.34 days lost to sickness.

The Fire Fighters Charity

Our continuing work with the Fire Fighters Charity helps in reducing the impact of illness and injury to every one of our staff. The service is consistently the highest per head of workforce fundraiser in the UK. In 2013-14 we raised over £100,000 in aid of the charity through fundraising events and through on-station clothing banks, lottery and regular giving programmes.

In late 2013 we launched a new initiative to help reach our beneficiaries in the community, 'Reaching Out' as the programme is titled, to those most in need from the fire service family. It has been a success and we hope to roll it out nationally through the Fire Fighters Charity.

Equality and inclusion

Equality and inclusion is a fundamental part of everything we do both with our delivery of service to the community and in the employment and retention of our staff. In 2013 the service reviewed our inclusion strategy to ensure we were still able to deliver equality for all.

Our inclusion strategy contributes to the overall achievement of our statutory duties and stated goals. We continue review our performance against the Equality Act 2010, the Oxfordshire County Council Equality Plan and the Equality Framework for Fire and Rescue Services. To demonstrate how we are achieving our stated aims, we produce case studies on how this is being done and embedded into everyday work. We aim to produce four case studies per year, each from a different area of work.

Revenue expenditure

The budget for the Fire and Rescue Service for 2013-14 was £24,941,368. The following figures relate to 2012-13 due to accounting reporting time-lines.

Expenditure per head of population⁵

The cost of providing the fire and rescue service is approximately 11p per day for each person within Oxfordshire.

The cost per head of population for 2012-13 was £41.80 compared to the average cost per head of:

- South east region fire and rescue services - £42.35
- Family group fire and rescue services - £36.36
- All fire and rescue services - £41.37.

Expenditure per member of staff

We provided a service at a cost of £44,387 per member of staff in 2012-13 compared to the average cost of:

- South east region fire and rescue services - £46,225
- Family group fire and rescue services - £40,737
- All UK fire and rescue services - £44,768.

Expenditure per incident

Our overall expenditure against the number of incidents we attend is £5,528 per incident in 2012-13 compared to the average of:

- South east region fire and rescue services - £4,749
- Family group fire and rescue services - £4,141
- All UK fire and rescue services - £4,527.

The expenditure figures appear high compared to others mainly due to the success of our prevention work. By using our resources effectively to deliver prevention work we are reducing the number of incidents that occur, and therefore those incidents that do occur are seemingly more expensive. It is also to a lesser extent due to the rural nature of Oxfordshire.

To provide a suitable response across the whole county the level of resources are higher than more densely populated areas. This is why the on-call firefighters are so important in delivering an excellent and cost effective service.

⁵ Financial data is taken from the CIPFA Fire and Rescue Statistics 2012/13, (excluding Wales, Scotland, Northern Ireland and Cambridge due to incomplete or no data sent to CIPFA).

Review of our service

The service has been reviewed this year by the County Council's Internal Audit Team, by the fire and rescue sector and by external organisations.

OCC internal audit reports

As part of the Oxfordshire County Council, the fire and rescue service receives regular audits by the county council's Internal Audit Team. In January 2014 they looked at our risk management strategy and found some 'minor' issues which are being dealt with during 2014. These included adding a risk mitigation section, having a target date for reducing the risk to an acceptable level and including our projects as part of the risk register. However, generally the auditing team were satisfied with the process and implementation of risk management within the service.

Contact Us

Should you require any further information please contact us:

Oxfordshire Fire and Rescue Service
Fire and Rescue Service HQ
Sterling Road
Kidlington
OX5 2DU

Telephone: 01865 842999 (8.30am - 5pm, Monday – Thursday 8.30am - 4pm, Fridays)

Fax: 01865 855241

Annex A

Historical Response Standards Data 2012-13

Response Standards Monthly Summary April 2012 – March 2013

2012-13 by month	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
April 13	306	245	80.07	286	93.46
May	268	222	82.84	258	96.27
June 13	255	208	81.57	239	93.73
July 13	322	251	77.95	303	94.10
August 13	280	237	84.64	270	96.43
September 13	303	232	76.57	281	92.74
October 13	267	215	80.52	247	92.51
November 13	296	219	73.99	273	92.23
December 13	291	219	75.26	263	90.38
January 14	273	207	75.82	249	91.21
February 14	273	200	73.26	249	91.21
March 14	275	210	76.36	243	88.36
Totals	3409	2665	78.18	3161	92.73

Breakdown of response standards by District

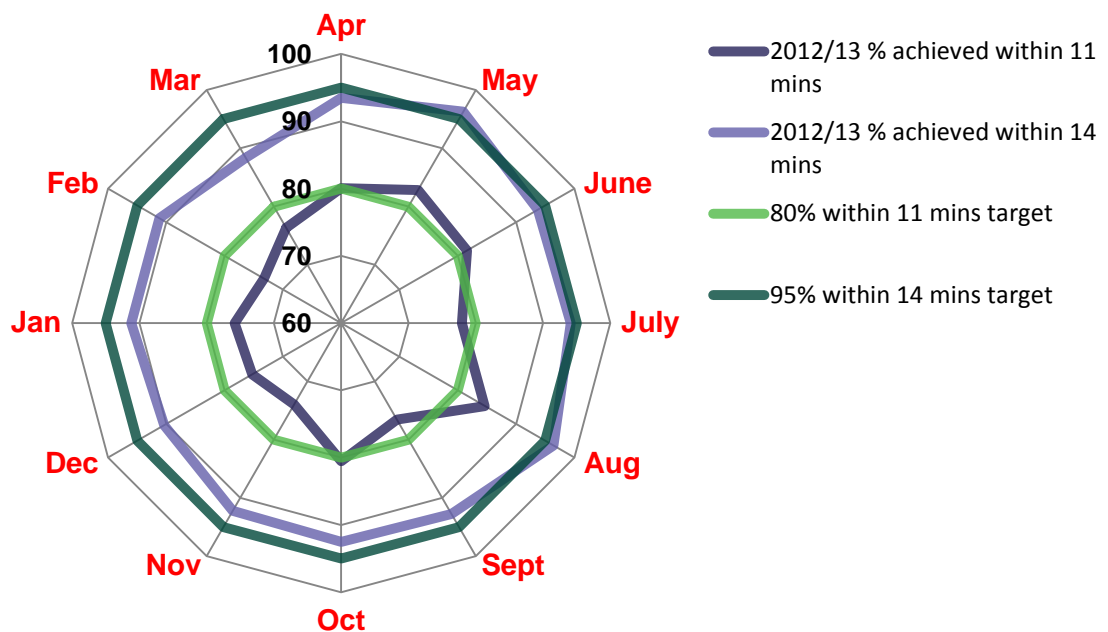
April 2012 – March 2013

Districts	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1282	1227	95.71	1269	98.99
West	421	290	68.88	388	92.16
Cherwell	753	542	71.98	675	89.64
South	551	318	57.71	468	84.94
Vale	402	288	71.64	361	89.80

Breakdown of response standards by fire risk area
 April 2012 – March 2013

Areas	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1282	1227	95.71	1269	98.99
South & Vale	953	606	63.59	829	86.99
Cherwell & West	1174	832	70.87	1063	90.55

Oxfordshire Fire and Rescue Service Response Standards
 Monthly Performance against Response Standards 2012/13



Do you want to become an on-call firefighter?

There is currently a shortage of on-call firefighters at some fire stations in OFRS. This is particularly the case in our small towns and rural areas because today there are fewer people who live and work in their local towns and villages. You might be just the person to fill the gap.

Where do you work?

First of all, you need to live or work near to a fire station because you have to be able to get there within a few minutes of a call. Secondly, because we can't predict when you'll be called out, you have to be flexible in your work. The chances are that you'll be working at home, self-employed or for a community-minded employer who can let you off from time to time.

Are you fit for the job?

To apply to join the fire and rescue service you don't need any formal qualifications. You must be at least 18, with good all-round fitness. You will be asked to take a straightforward physical test as part of the process, and just as important are qualities like common sense, commitment and enthusiasm.

How often will you be needed?

On average, you will be called out two or three times a week for a couple of hours. If you cannot be available all the time, that's not a problem. You can be paid for being "on-call" for only part of the day or week. There is a particular shortage of people who are available during weekends, but you would have some evenings and weekends free if you need to, and still do a valuable and worthwhile job. If you really can't be on-call - for example because of a holiday or a deadline at work - you can take time off.

What do you get out of it?

Apart from the excitement, the challenge and the satisfaction of a job well done, your on-going training will assist you in becoming more self-reliant and confident. After all, if you can cope in a real emergency, you are ready for anything else which life might throw at you. You will meet a lot of people in your local community and earn their confidence and respect. You will also get continual, on-going training in the use of equipment and in other more general life skills including first aid. Added to all this, you get paid! You get paid a basic retainer, plus a fee for call-outs and another fee for going into action. You also get paid for training and duties like equipment maintenance.

If you think you've got what it takes to join the team, contact your local fire station for further information, or check out our vacancies pages which can be found on the fire and rescue service pages on oxfordshire.gov.uk.