



Delegated Decisions by Deputy Leader of the Council

***Tuesday, 17 March 2020 at 3.00 pm or on the rise of Cabinet
whichever is later.***

Room 3 - County Hall, New Road, Oxford OX1 1ND

Items for Decision

The items for decision under individual Cabinet Members' delegated powers are listed overleaf, with indicative timings, and the related reports are attached. Decisions taken will become effective at the end of the working day on 25 March 2020 unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of the reports are circulated (by e-mail) to all members of the County Council.

These proceedings are open to the public

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

March 2020

Committee Officer: **Colm Ó Caomhánaigh**
Tel: 07393 001096; E-Mail:
colm.ocaomhanaigh@oxfordshire.gov.uk

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

Items for Decision

- 1. Declarations of Interest**
- 2. Questions from County Councillors**

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet Member's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

- 3. Petitions and Public Address**
- 4. Draft Community Risk Management Plan (CRMP) Action Plan 2020-2021 (Pages 1 - 18)**

Forward Plan Ref: 2019/065

Contact: Paul Bremble, Group Manager – Strategic Risk & Assurance Tel: 07990 780815

Report by Chief Fire Officer

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions. The 2018 Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public. In April 2017 OFRS published the CRMP 5 year strategy of Oxfordshire, this will cover the period from 2017 to 2022.

Each year the fire authority creates an action plan which proposes a number of new, or provides an update on existing projects to support the CRMP 5 year strategy. The 2020-21 Annual action plan provides an update of the 6 projects being conducted by the fire service in order to meet identified demands or risks.

As the projects within the 2020-21 CRMP are a continuation of those approved the previous year, no further public consultation was required, but was subjected to full internal and external consultation for a period of 12 weeks during 2018 for the initial

proposals within the 2019-20 CRMP. Scrutiny is therefore invited to comment on the proposed action plan.

The following projects will be included within the fire authority's CRMP for the fiscal year 2020-21:

- Project 1 - Risk profiling local communities.
- Project 2 - Prevention Review.
- Project 3 - On-Call retention review.
- Project 4 - Proactive Role in improving standards in rented housing.
- Project 5 - Establishing Community Safety Advocates or Wardens.
- Project 6 - To increase the diversity of the Operational Workforce to reflect the community that we serve.

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

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Division(s): N/A

DELEGATED DECISION BY THE DEPUTY LEADER - 17 March 2020

Oxfordshire County Council Fire and Rescue Service Community Risk Management Plan (CRMP) Draft Action Plan 2020-21

Report by Chief Fire Officer

RECOMMENDATION

1. The Councillor is RECOMMENDED to accept the projects and adopt in the final version of the CRMP Action Plan 2020-21

Executive Summary

2. Each year the fire authority creates an action plan which proposes a number of new or provides an update on existing projects to support the CRMP 5-year strategy. The 2020-21 Annual action plan provides an update of the 6 projects being conducted by the fire service in order to meet identified demands or risks.
3. As the projects within the 2020-21 CRMP are a continuation of those approved the previous year, no further public consultation was required, but was subjected to full internal and external consultation for a period of 12 weeks during 2018 for the initial proposals within the 2019-20 CRMP. Scrutiny is therefore invited to comment on the proposed action plan.
4. The following projects will be included within the fire authority's CRMP for the fiscal year 2020-21:
 - Project 1 - Risk profiling local communities.
 - Project 2 - Prevention Review.
 - Project 3 - On-Call retention review.
 - Project 4 - Proactive Role in improving standards in rented housing.
 - Project 5 - Establishing Community Safety Advocates or Wardens.
 - Project 6 - To increase the diversity of the Operational Workforce to reflect the community that we serve.
5. Our medium-term financial plan and supporting business strategies underpin the proposals within our CRMP action plan

Introduction

6. The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions. The 2018 Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it

more meaningful to the public. In April 2017 OFRS published the CRMP 5 year strategy of Oxfordshire, this will cover the period from 2017 to 2022.

7. Each year the fire authority creates an action plan which either proposes new projects and/or an update on ongoing projects to support the CRMP 5-year strategy This report provides an update on the 6 ongoing projects for 2020-21.
8. The agreed projects within the 2019-20 action plan, were subject to a full internal and external consultation for a period of 12 weeks. Scrutiny was invited to comment on the proposed action plan for 2019-20 and are now invited to comment on the work completed so far and the planned activity for 2020-21.
9. Our medium-term financial plan and supporting business strategy underpin the proposals within this year's action plan.
10. The Secretary of State published the latest Fire and Rescue National Framework in 2018. The purpose of the Framework was to provide strategic direction from central government whilst ensuring that authorities continue to make local decisions. The Framework sets out the Government's objectives for the Fire and Rescue Service and what fire and rescue authorities should do to achieve these objectives.
11. Each Fire and Rescue Authority should ensure that the IRMP:
 - Is regularly reviewed and revised and reflects up-to-date risk information and evaluation of service delivery outcomes;
 - Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP;
 - Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders;
 - Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost-effective way;
 - Provides details of how Fire and Rescue Authorities deliver their objectives and meet the needs of communities through working with partners;
 - Has undergone an effective equality impact assessment process.
12. Oxfordshire Fire and Rescue Service published its strategic CRMP in April 2017 providing the strategic direction for the next five years. This document is subjected to annual review and updated and amended as required. The current strategic CRMP requires no amendment for the fiscal year 2020-21.

Consultation

13. The 2020-21 CRMP has not introduced new projects and so formal consultation has not been required. However, the projects within this CRMP action plan were

subject to full consultation when they were recommended for the 2019-20 CRMP.

14. For the consultation of the 2019-2020 action plan, we sought the assistance of the County Council's Engagement and Communications teams.
15. For the 2019 to 2020 consultation, we set ourselves the following aims and objectives:
 - To increase community involvement and feedback from residents to the annual action plan consultation;
 - To gain feedback from the public on understanding their views on what the priorities should be for the Fire and Rescue Service over the next 12 months;
 - To increase levels of public engagement with the Fire and Rescue Service in general;
 - Provide mechanisms to sustain increased levels of participation.
16. The methods we used, focused on OCC's six key principles of consultation:
 - Keep an open mind and run consultations in an open and honest way;
 - Be clear about what we are consulting on and what we will do with the findings;
 - Give all relevant parties the chance to have their say;
 - Provide sufficient time and information to enable people to engage;
 - Take views expressed in consultations into account when we make decisions;
 - Provide effective and timely consultation feedback.
17. The areas of the focus for the consultation were as follows:

Live consultation on CRMP:

- Online portal questionnaire
- Focus Groups
- Locality briefings
- Hard copy questionnaires

Engagement activities:

During the consultation we engaged with all neighbouring fire and rescue services, as well as Thames Valley Police and South-Central Ambulance Service.

- Royal Berkshire Fire and Rescue Service;
- Gloucestershire Fire and Rescue Service;
- Buckinghamshire and Milton Keynes Fire and Rescue Service;
- Warwickshire Fire and Rescue Service;
- Dorset and Wiltshire Fire and Rescue Service;

- Northamptonshire Fire and Rescue Service.
18. The service held engagement events with 70 Fire and Rescue personnel from all areas of the service.
 19. The service attended Locality meeting engaging with the local councillors in Witney, Faringdon and Wantage, Abingdon and Woodstock and the City of Oxford.
 20. A formal management meeting took place with the representative bodies (FBU) to reply specifically to points raised.
 21. The engagement and communication team supported the consultation in the following areas.
 - Oxfordshire County Council residents' contacts;
 - Engagement team contacts;
 - Voluntary organisations;
 - Intranet and internet publication and news feeds;
 - Hard copy distribution to libraries.
 22. Through this approach we interacted with various stakeholder groups, which amounted to consultation with over 200 people.
 23. As a result of the engagement work we received informal feedback at the events and formal responses from 58 individual's responses. A full consultation response report was published in April 2019.
 24. The following section provides an update on the projects included in the action plan for the fiscal year 2020-21.
 25. Project 1: **Risk profiling local communities**
 - **Precis:** We plan to use a 'risk profiling model' to locally identify the impact of changes in the environment, to understand what resources are needed to ensure we can effectively and efficiently carry out our core activities, respond, protect and prevent.
 - **Update:** This project has now been completed and we have risk profiled the county of Oxfordshire. We now have a greater understanding of the future needs for the county and how best to use the resources at our disposal to best serve the people of Oxfordshire. We are sharing our approach with our partners to give them an understanding of how we have approached our risk modelling. This information will now go to assist us with developing our future Community Risk Management Plans.
 26. Project 2: **Prevention review**
 - **Precis:** Prevention is made up of many different activities aimed at reducing incidence and impact of fires and other emergencies. These activities include educating the public across many age groups as well as conducting Safe and Well visits in people's homes. This project plans

to review these Prevention activities to identify where improvements could be made.

- **Update:** We are currently developing an evaluation framework to support the effective and efficient delivery of our prevention activities. To date, we have concluded an initial review of our education activities and agreed a set of principles that will underpin the delivery of our education programme. These include ensuring that all programmes are evaluated to measure impact and are targeted at those most at risk.
- In addition, under the auspices of the Junior Citizens Trust we commissioned an evaluation of our Junior Citizens programme and delivered a multi-agency workshop to agree new governance arrangements, terms of reference and an action plan for taking forward the recommendations. These changes will support a more consistent, risk-based, outcomes-focused approach, supported by regular monitoring and evaluation. This work is happening alongside StayWise which is a national online resource that is being developed by the emergency services to enable schools to access quality assured learning materials to educate children on a broad range of community safety concerns. In particular, OFRS will have a key role in quality assuring lesson plans for the StayWise website which will inform the new lesson plans for Junior Citizens.
- Work is also underway to develop an evaluation framework for our Safe and Well visits. A working evaluation model has been developed and will be trialled in the new year. This will be supported by a regional prevention pathway workshop in January 2020 (jointly organised by OFRS, NFCC and Home Office) to align with implementation of the national evaluation approach. This work follows the development of the new Safe and Well on-line app which has now been rolled-out across the service.

27. Project 3: **On-Call retention review**

- **Precis:** We plan to review the retention of On-Call firefighters in the service. This review will seek to understand the reasons our staff stay with us, and what we can do to keep our staff for longer.
- **Update:** Firstly, we needed to ascertain if the perceived increase in turnover of On-Call staff was correct, so we have set up a working group to gain evidence and analyse the stats from the last 10 years of leavers. The data indicates that there is fluctuations year on year, but it has remained somewhat stable, maybe actually improving. This has been further analysed to understand at what point in the career of an On-Call firefighter they are most likely to leave. The data proves that it is in the first 2 years.
- We also have a working group tasked with producing and conducting a staff survey. This survey is to try to analyse the culture of the On-Call and what the drivers are for staying as an On-Call firefighter. If we understand why people stay, we can learn why people leave. This survey will be via survey monkey and will roll out in the new year.
- The third working group is talking with our like for like partners whether they are Fire & Rescue or indeed the Coastguard. Many organisations have reviewed leaver data and this working group will try to learn the lessons others have already found.

28. **Project 4: To have an active role in improving standards in rented housing**
- **Precis:** This project will seek to protect tenants and prospective tenants from both physical harm and monetary loss when renting a residential property.
 - **Update:** Challenges in recruiting a suitable candidate has seen this project significantly delayed and it will be now carried over into 2020/21. However, recruitment has now completed, and work has begun on making important connections with stakeholders such as Public Health and the Housing Authorities across Oxfordshire. Proactive visits to trader premises will also be starting imminently. This will help to further understand the level of legislative compliance, particularly by lettings agencies.
 - During the delay in recruitment, we have been working closely with Oxford City Council on ensuring that legislation regarding energy performance certificates (EPCs) and minimum energy efficiency standards (MEES), on rented properties, is used to maximum benefit. As a result, Oxfordshire County Council's Cabinet has agreed the proposal to delegate enforcement powers for EPCs and commercial MEES to the city and district councils. Under these agreements, the County Council retains the ability to use these enforcement powers. These are important tools in helping to ensure that properties are both energy efficient, but also are warm homes that tenants can afford to heat.
29. **Project 5: Establishing Community Safety Advocates or Wardens**
- **Precis:** We aim to attract people who would like to be a part of us and what we do, but not necessarily by fighting fires. Community Safety Advocates or Wardens will be pivotal in the delivery of safe and well activities in their localities.
 - **Update:** The project team has made an extremely promising start and is progressing well with its aim to deliver this initiative.
 - Following initial fact-finding and stakeholder engagement, Henley has been identified as the base location for a volunteer-hub to serve the town and its surrounding communities.
 - A volunteer co-ordinator has been employed to establish and oversee the delivery of a pilot initiative which will see the first volunteers recruited, trained and deployed in the first half of 2020.
 - As well as the generation and delivery of Safe and Well visits for the most vulnerable local residents, the volunteers will be afforded the opportunity to get involved in a host of other community safety campaigns from road safety and speed awareness to community education and school visits.
 - Once the pilot initiative is up-and-running, we will look to conduct an ongoing process of evaluation in order to develop a business case to expand the pilot and consider making the use of volunteers 'business-as-usual'.
30. **Project 6: To increase the diversity of the Workforce to reflect our community**

- **Precis:** Over 2018-19 we have been looking at ways to encourage people from underrepresented groups to take up work within the service. It is proposed for this work to continue through 2019-20
- **Update:** During 2017-19 the service has been looking at ways to encourage applicants from underrepresented groups into operational roles within the service. This work will continue during 2020-21.
- We all acknowledge that the modern fire service can be perceived as non-representative. We recognise that to better help the people we serve, we need to reflect the community we serve. We also recognise that a more diverse workforce has great benefits to the way in which the service works, as being more inclusive will help our education and prevention work.
- We have used data to understand where our diverse communities are and ensure that we build strong community relationships, further breaking down barriers. Opportunities are advertised in more accessible places and through the use of social media. We have successfully held 'taster' days, where interested individuals can experience what it takes to be a firefighter and ask questions of those already in service. Our recruitment media and leaflets are inclusive and show the diversity we wish to reflect. Increasing the diversity in our workforce will not only make us more representative but will allow us to attract and retain the best and brightest individuals from all communities.
- Since 2017 we have increased the percentage of women and Black and Minority Ethnic firefighters who carry out our operational roles.

Financial and Staff Implications

31. Each project will fully recognise the prevailing economic constraints, delivering efficiencies or allowing existing/additional services to be delivered more effectively. If any budgetary pressures result from the implementation of these projects, they will be managed within existing budgets or highlighted to Cabinet through the annual Service Resource and Planning process.

Rob MacDougall, Chief Fire Officer and Director of Community Safety Services

Background papers:

National Framework document for Fire and Rescue Service.

<https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england>

Oxfordshire Fire and Rescue Authority 2017-2022 Community Risk Management Plan

<https://www.oxfordshire.gov.uk/cms/content/community-risk-management-plan>

Contact Officer: Paul Bremble, Group Manager Strategic Risk and Assurance.

February 2020

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Community Risk Management Action Plan

2020-2021





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Judith Heathcoat

Cabinet Member for Community Safety
and Deputy Leader of the Council



Rob MacDougall

Director of Community Safety
& Chief Fire Officer

WELCOME AND FOREWORD

We are very pleased to present our Community Risk Management Action Plan 2020/21. This provides an update on the projects we are currently undertaking which will lead to a safer Oxfordshire and contribute to Oxfordshire County Council's 'Thriving Oxfordshire' vision. These projects will address the most significant current and future risks that we have identified in our overarching five-year Community Risk Management Plan 2017-2022.

Community Safety Services sits within the Communities Directorate of the Council and includes The Fire & Rescue Service, Trading Standards, Emergency Planning and the Gypsy and Travellers Service. The County Council recognises the importance of these services and continues to invest to ensure effective protection, prevention and response services. Our integration across the council and collaboration with partners enables us to ensure that we are joined up in delivering the best solutions to the key issues affecting our communities. At our core, we provide an effective emergency response to help people when and where they need us the most. We are also focussed on our prevention and risk reduction activities to ensure that people remain safe, keep themselves away from harm and are part of our thriving communities.

The largest part of Community Safety Services is Oxfordshire County Council Fire & Rescue Service and we have had remarkable success in preventing emergencies over the last 10 years. The proactive work carried out in the community has resulted in a significant reduction in emergency calls. English Fire and Rescue Services attended 564,827 emergencies in 2017; this is a 1% increase compared to the previous year, but a decrease of 29% compared to 10 years ago. The profile in Oxfordshire largely reflects the national trend, with overall reductions in the number of emergency calls, fire deaths and injuries over an extended period. More recently we have seen the number of emergency calls start to plateau, and last year saw a further fall. Our engagement with the most vulnerable in our communities will continue to be a key factor in ensuring the number of emergencies remain as low as possible.

Our Community Risk Management Plan 2017-2022 recognises the changes within our population and this Community Risk Management Action Plan 2020/21 will assist our service to meet the challenges ahead. Our values are at the heart of everything we do and, we will continue to do our best for our residents by working together in a supportive and honest way; striving to find the best solutions; and yet being open to change and doing things differently.

INTRODUCTION

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which fire authorities must have regard when discharging their functions.

The 2018 National framework document for England states that each fire and rescue authority is required to produce an Integrated Risk Management Plan colloquially known as an IRMP. In Oxfordshire, where our service incorporates the wider, **Community Safety Services***, our plan has been renamed as our **Community Risk Management Plan or CRMP**.

EACH PLAN MUST:

- Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- Be easily accessible and publicly available.

VISION

365alive is Oxfordshire Fire and Rescue Service's vision to ensure that we are working every day to save and improve the lives of people across Oxfordshire. The vision is supported by Road Safety, Trading Standards, Emergency Planning and Gypsy and Traveller's Services.

The vision will run for 6 years from 2016 to 2022; over this time, we would like to achieve:

6,000 MORE PEOPLE ALIVE AS A RESULT OF OUR PREVENTION, PROTECTION AND EMERGENCY RESPONSE ACTIVITIES

85,000 CHILDREN AND YOUNG ADULTS TO BE BETTER EDUCATED TO LEAD SAFER AND HEALTHIER LIVES

37,500 VULNERABLE CHILDREN AND ADULTS HELPED TO LEAD MORE SECURE AND INDEPENDENT LIVES SUPPORTED BY SAFE AND WELL-BEING VISITS

20,000 BUSINESSES GIVEN ADVICE AND SUPPORT TO GROW

1.6 MILLION SAFETY MESSAGES DELIVERED ACROSS SOCIAL MEDIA PLATFORMS

Thriving communities

for everyone in Oxfordshire

Thriving people

We strive to give every child a good start in life, and protect everyone from abuse and neglect. We enable older and disabled people to live independently. We care for those in greatest need.

Thriving communities

We help people live safe, healthy lives and play an active part in their community. We provide services that enhance the quality of life in our communities, and protect the local environment.

Thriving economy

We support a thriving local economy by improving transport links to create jobs and homes for the future.

We listen to residents so we can continuously improve our services and provide value for money



More information on our Vision can be found at www.365alive.co.uk

Oxfordshire County Council's vision can be read in more detail in the 2018-21 Corporate Plan.

Visit www.oxfordshire.gov.uk and search for 'corporate plan' for more details.

5-YEAR PLAN ANNUAL UPDATE

This section summarises any key strategic changes or changes in emphasis from our 5-year CRMP. We are working on the implications and creating action plans associated with the emerging issues listed below.

The new national framework document:

The national framework sets out the government's priorities and objectives for fire and rescue authorities and was republished last year following a period of consultation.

The Kerlake Report:

An independent review of the events and aftermath of the Manchester Arena Terrorist Attack, commissioned by the Mayor of Greater Manchester Andy Burnham.

Independent Review of Building Regulations and Fire Safety: interim report:

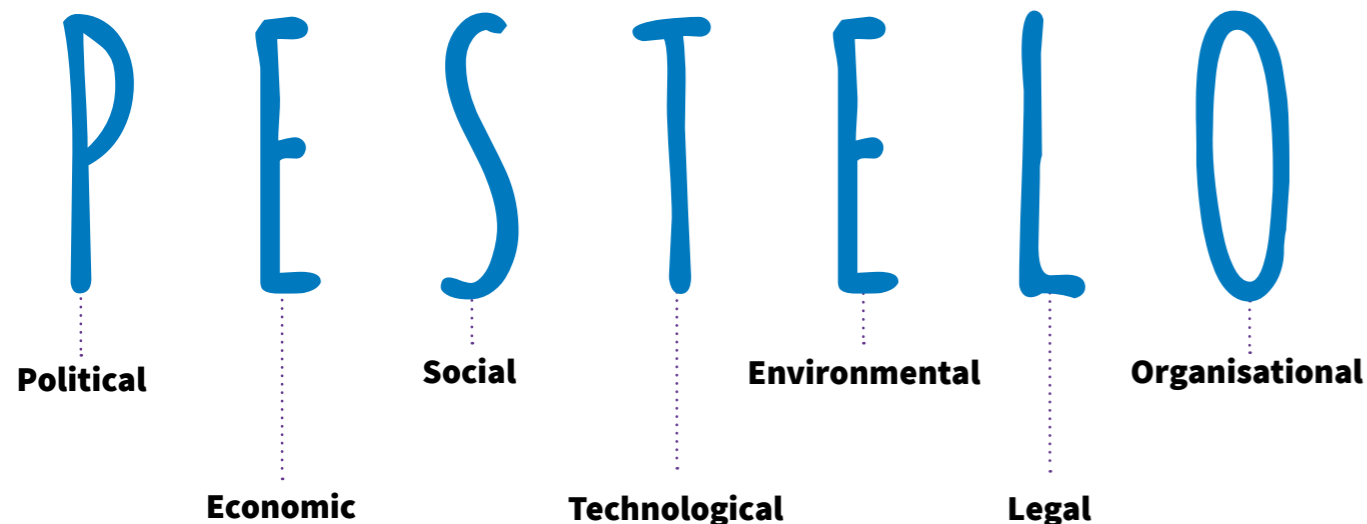
Interim report which was commissioned by government following the Grenfell Tower fire to make recommendations on the future regulatory system.

Wildfire adaptation and contingency planning in South East England. Report:

Nationally there has been an increase in large-scale wildfires across the country. We have assessed the risk to Oxfordshire and our plans for tackling these types of incidents, although we do not require a specific project for this risk, we will continue to test our plans

The creation of the PESTELO

PESTELO is an acronym which describes the way we, as a service, prepare for future threats. The Community Safety Leadership Team consists of senior managers within Community Safety Services, who use their experience and knowledge to understand current and future issues which could have an impact on our service. The themes of focus are



I

Risk profiling local communities

WHAT IT IS?

We are going to use our risk profiling model, to identify the impact of changes in the local environment to the community. This will give us an understanding of what resources are needed to ensure we can effectively and efficiently deliver our response, protection and prevention activities.

WHY IT IS NEEDED?

The future plans for Oxfordshire will see significant development in housing, infrastructure and commercial properties across the county so we need to ensure that:

- Our profile is based on the needs of the whole county
- Our resources are matched to meet any future risk to ensure the safety of our residents.
- We understand risk at a local level and the impact on local communities from its growth.

Undertaking this assessment will ensure we understand the impact of future developments on our local communities, our resources and our activities and we will use this data to inform our wider Community Risk Management Plan.

WHAT WILL IT LOOK LIKE?

The project will identify areas of planned expansion and prioritise localities based on the type of development and implementation time frames, modelling the current and future risk for a locality to identify any gaps in response, prevention or protection and provide recommendations to address any gaps.

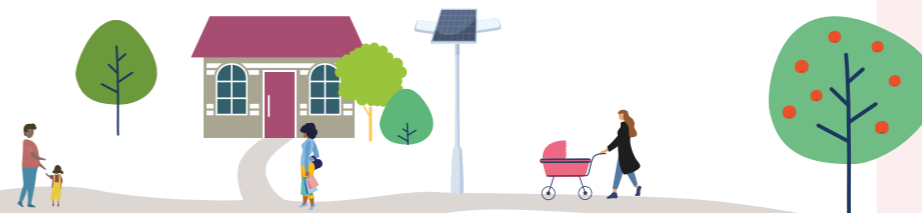
We will engage with the local authorities and collaborate to ensure a single view of risk for the locality.

The final outcome will be a comprehensive report on those localities that were identified through the project.

This information will be available in a tabular format and presented on a map of the county.

UPDATE:

This project has now been completed and we have risk profiled the county of Oxfordshire. We now have a greater understanding of the future needs for the county and how best to use the resources at our disposal to best serve the people of Oxfordshire. We are sharing our approach with our partners to give them an understanding of how we have approached our risk modelling. This information will now go to assist us with developing our future Community Risk Management Plans.



2

Prevention Review

WHAT IT IS?

Prevention is made up of many different activities aimed at reducing the incidence and impact of fires and other emergencies. These activities include educating the public across a number of age groups as well as conducting Safe & Well visits in people's homes. This project will review these prevention activities to identify opportunities for improvement.

WHAT WILL IT LOOK LIKE?

This project will evaluate our existing prevention activities and identify opportunities to adapt or stop doing them. Additionally, this review will aim to identify new prevention activities that can be codesigned and delivered with other agencies. The project will culminate in a full report with recommendations for change.

WHY IT IS NEEDED?

During the last decade, the amount of prevention activity undertaken by ourselves has expanded greatly. There is therefore a need to ensure that those prevention activities provided by us:

- Have clear outcomes which are achieved
- Are properly co-ordinated and co-designed with our partners
- Deliver maximum value with the limited resources at our disposal
- Those delivering the activities have the requisite skills and ability.

This project will ensure that prevention interventions are focused on those with the greatest need. This project will ultimately aim to ensure that people in Oxfordshire are helped to lead safer lives and support the County's vision of 'Thriving Communities for everyone'.

UPDATE:

We are currently developing an evaluation framework to support the effective and efficient delivery of our prevention activities. To date, we have concluded an initial review of our education activities and agreed a set of principles that will underpin the delivery of our education programme. These include ensuring that all programmes are evaluated to measure impact and are targeted at those most at risk.

In addition, under the auspices of the Junior Citizens Trust we commissioned an evaluation of our Junior Citizens programme and delivered a multi-agency workshop to agree new governance arrangements, terms of reference and an action plan for taking forward the recommendations. These changes will support a more consistent, risk-based, outcomes-focused approach, supported by regular monitoring and evaluation. This work is happening alongside StayWise which is a national on-line resource being developed by the emergency services to enable schools to access quality assured learning materials to educate children on a broad range of community safety concerns. In particular, OFRS will have a key role in quality assuring lesson plans for the StayWise website which will inform the new lesson plans for Junior Citizens.

We have developed an evaluation framework for our Safe & Well visits, as well as a new Safe & Well app which has been rolled out and is now in use right across the service.

3

On-call retention review

WHAT IT IS?

This review will look into understanding why our on-call staff stay working in the service and the drivers behind this. It will also look to see what we can do to keep our staff for longer.

WHAT WILL IT LOOK LIKE?

We will gain a better understanding of why people leave the service by undertaking an evaluation of those people currently delivering these roles.

We will consult our firefighters currently working the on-call duty system and members of the community who want to be on-call firefighters, to understand what their expectations are when joining the service. We will also look at similar careers, such as the military reserve forces, to identify areas of good practice.

We will produce a report that will put forward our recommendations and set out performance indicators to measure the retention of on-call firefighters.

WHY IT IS NEEDED?

We have noticed that there has been an increase in the turnover of on-call firefighters and want to better understand the reasons for this, so this review will:

- Identify why personnel leave the service
- Identify what we can do to reduce this trend
- Identify ways in which we can improve the retention of these valuable professionals.

By increasing how long our staff stay with us we will aim to keep our experienced professionals for longer. This will aim to reduce the impact on recruitment and training and in the longer term, improve fire engine availability and response to the communities throughout the County.

UPDATE:

Firstly, we needed to ascertain if the perceived increase in turnover of on-call staff was correct, so we have set up a working group to gain evidence and analyse the stats from the last 10 years of leavers. The data indicates that there is fluctuations year on year, but it has remained somewhat stable, maybe actually improving. This has been further analysed to understand at what point in the career of an on-call firefighter they are most likely to leave. The data proves that it is in the first 2 years.

We also have a working group tasked with producing and conducting a staff survey. This survey is to try to analyse the culture of the on-call and what the drivers are for staying as an on-call firefighter. If we understand why people stay, we can learn why people leave. This survey will be via survey monkey and will roll out in the new year.

The third working group is talking with our like for like partners whether they are Fire & Rescue or indeed the Coastguard. Many organisations have reviewed leaver data and this working group will try to learn the lessons others have already found.



4

Proactive role in improving standards in rented housing

WHAT IT IS?

This project seeks to protect tenants and prospective tenants from both physical harm and financial loss when renting a residential property.

WHY IT IS NEEDED?

Oxfordshire has some of the highest rental costs in the country, compounded by areas of high demand and short supply. These factors can lead to significant levels of consumer detriment.

The project will seek to:

- Protect consumers from financial and physical harm
- Improving their health and wellbeing from improved living conditions.
- Tackle the imbalance of power between landlords and/or letting agents and their tenants.

The Government's Tenants Fee Bill is one example that highlights the need to make renting fairer and to protect consumers from rogue landlords and agents and this project will aim to improve living standards in rented housing across the county.

WHAT WILL IT LOOK LIKE?

The project will have a number of areas of work. We will undertake work to better understand the issues affecting consumers within Oxfordshire, as well as investigating the regulatory options that already exist. Work will be conducted to assess compliance with relevant legislation, to improve advice to businesses and to help ensure that consumers are able to make informed choices. An enforcement approach will be devised to target those businesses who fail to comply with the law and this is likely to include making use of civil penalty arrangements, where appropriate. Responsible businesses and landlords will be protected from those who seek an unfair competitive advantage through unscrupulous practice, damaging the reputation of landlord and letting agents in Oxfordshire.

UPDATE:

Challenges in recruiting a suitable candidate has seen this project significantly delayed and it will be now carried over into 2020/21. However, recruitment has now completed, and work has begun on making important connections with stakeholders such as Public Health and the Housing Authorities across Oxfordshire. Proactive visits to trader premises will also be starting imminently. This will help to further understand the level of legislative compliance, particularly by lettings agencies.

During the delay in recruitment, we have been working closely with Oxford City Council on ensuring that legislation regarding energy performance certificates (EPCs) and minimum energy efficiency standards (MEES), on rented properties, is used to maximum benefit. As a result, Oxfordshire County Council's Cabinet has agreed the proposal to delegate enforcement powers for EPCs and commercial MEES to the city and district councils. Under these agreements, the County Council retains the ability to use these enforcement powers. These are important tools in helping to ensure that properties are both energy efficient, but also are warm homes that tenants can afford to heat.

5

Establishing Community Safety Advocates or Wardens

WHAT IT IS?

We aim to attract people who would like to be a part of us and what we do, but not necessarily by fighting fires. Our prevention teams coordinate and conduct our prevention activities delivered through our Safe and Well programme. These visits make our residents and communities safer.

WHY IT IS NEEDED?

Our community prevention activity is largely delivered by our Safe & Well programme and these visits make our residents and communities safer and are planning to complete many more Safe & Well visits

This project will ensure that:

- We are able to meet the demand of the visits that are generated.
- We maximise engagement with local communities, utilising local knowledge.
- We use this information to deliver the right service at the right time

By providing information, education and training to a core group of local residents, we will not only improve our engage with our local communities but it will also help us to identify and better access those that are vulnerable and most at risk from harm.

WHAT WILL IT LOOK LIKE?

We have a desire to increase our Safe & Well visits and to assist in coordinating community resilience.

Community Wardens will be a well-trained and professionally supported volunteer group, and in larger towns we will look to provide a volunteer coordinator.

UPDATE:

The project team has made an extremely promising start and is progressing well with its aim to deliver this initiative.

Following initial fact-finding and stakeholder engagement, Henley has been identified as the base location for a volunteer-hub to serve the town and its surrounding communities.

A volunteer co-ordinator has been employed to establish and oversee the delivery of a pilot initiative which will see the first volunteers recruited, trained and deployed in the first half of 2020.

As well as the generation and delivery of Safe and Well visits for the most vulnerable local residents, the volunteers will be afforded the opportunity to get involved in a host of other community safety campaigns from road safety and speed awareness to community education and school visits.

Once the pilot initiative is up-and-running, we will look to conduct an ongoing process of evaluation in order to develop a business case to expand the pilot and consider making the use of volunteers 'business-as-usual'.



6

To increase the diversity of the Operational Workforce to reflect the community that we serve

WHAT IT IS?

From 2017 the service has been looking at ways to encourage applicants from underrepresented groups into operational roles within the service. This work will continue over 2020-21.

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WHAT WILL IT LOOK LIKE?

We use data to understand where our diverse communities are and we will aim to build stronger community relationships, which will help to break down any barriers between us and the community. Opportunities will be advertised in more accessible places. We conduct 'taster' days, where interested individuals can experience what it takes to be a firefighter and ask questions of those already in service.

WHY IT IS NEEDED?

We recognise that a diverse workforce has great benefits to the way in which the service works but acknowledge that the modern fire & rescue service can be perceived as non-representative.

This project seeks to:

- Identify ways in which to encourage applicants from underrepresented groups
- Provide Inclusive environments that encourage people to reach their full potential.
- Attract and retain the best and brightest individuals from all communities.

Increasing the diversity in our workforce will not only make us more representative but reflecting the community we serve will make us better able to help the people we serve.

UPDATE:

During 2017-19 the service has been looking at ways to encourage applicants from underrepresented groups into operational roles within the service. This work will continue during 2020-21.

We all acknowledge that the modern fire service can be perceived as non-representative. We recognise that to better help the people we serve, we need to reflect the community we serve. We also recognise that a more diverse workforce has great benefits to the way in which the service works, as being more inclusive will help our education and prevention work.

We have used data to understand where our diverse communities are and ensure that we build strong community relationships, further breaking down barriers. Opportunities are advertised in more accessible places and through the use of social media. We have successfully held 'taster' days, where interested individuals can experience what it takes to be a firefighter and ask questions of those already in service. Our recruitment media and leaflets are inclusive and show the diversity we wish to reflect. Increasing the diversity in our workforce will not only make us more representative but will allow us to attract and retain the best and brightest individuals from all communities.

Since 2017 we have seen a continued increase in the percentage of women and Black and Minority Ethnic firefighters who carry out our operational roles.

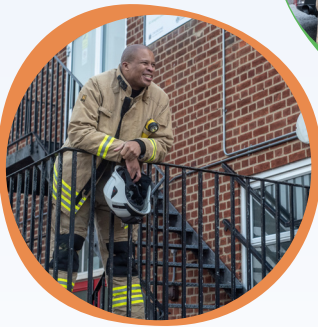




For fire, road and general safety advice please visit www.365alive.co.uk



If you have a fire, road or general safety question please call the free phone community safety helpline on: **08000 325 999** or email: community.safety@oxfordshire.gov.uk



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