



Delegated Decisions by Deputy Leader of the Council

Tuesday, 19 September 2017 at 3.00 pm or at the rising of the Cabinet meeting whichever is the 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 27 September 2017 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 black ink that reads "Peter G. Clark".

Peter G. Clark
Chief Executive

September 2017

Committee Officer: **Colm Ó Caomhánaigh**
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colm.oacaomhanaigh@oxfordshire.gov.uk

Note: *Date of next meeting: 17 October 2017*

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 2018/19 (Pages 1 - 12)

Forward Plan Ref: 2017/041

Contact: Kerry Blair, Strategic Risk & Assurance Manager, Fire & Rescue - Community Safety tel: (01865) 842999

Report by Director for Community Safety & Chief Fire Officer (**CMDDL4**).

The following projects will be included within the fire authority's CRMP for the fiscal year 2018/19:

- Project 1: Establishing Community Safety Advocates or Wardens. (ACO Grahame Mitchell)
- Project 2: To increase the diversity of the operational workforce in order to reflect the community that we serve. (David Heycock)
- Project 3: To review resourcing of our fire protection service delivery and the effective enforcement of fire safety legislation in the County. (Richard Webb)
- Project 4: Implement the outcomes of the 2017/18 review whole-time shift duty system (David Heycock)

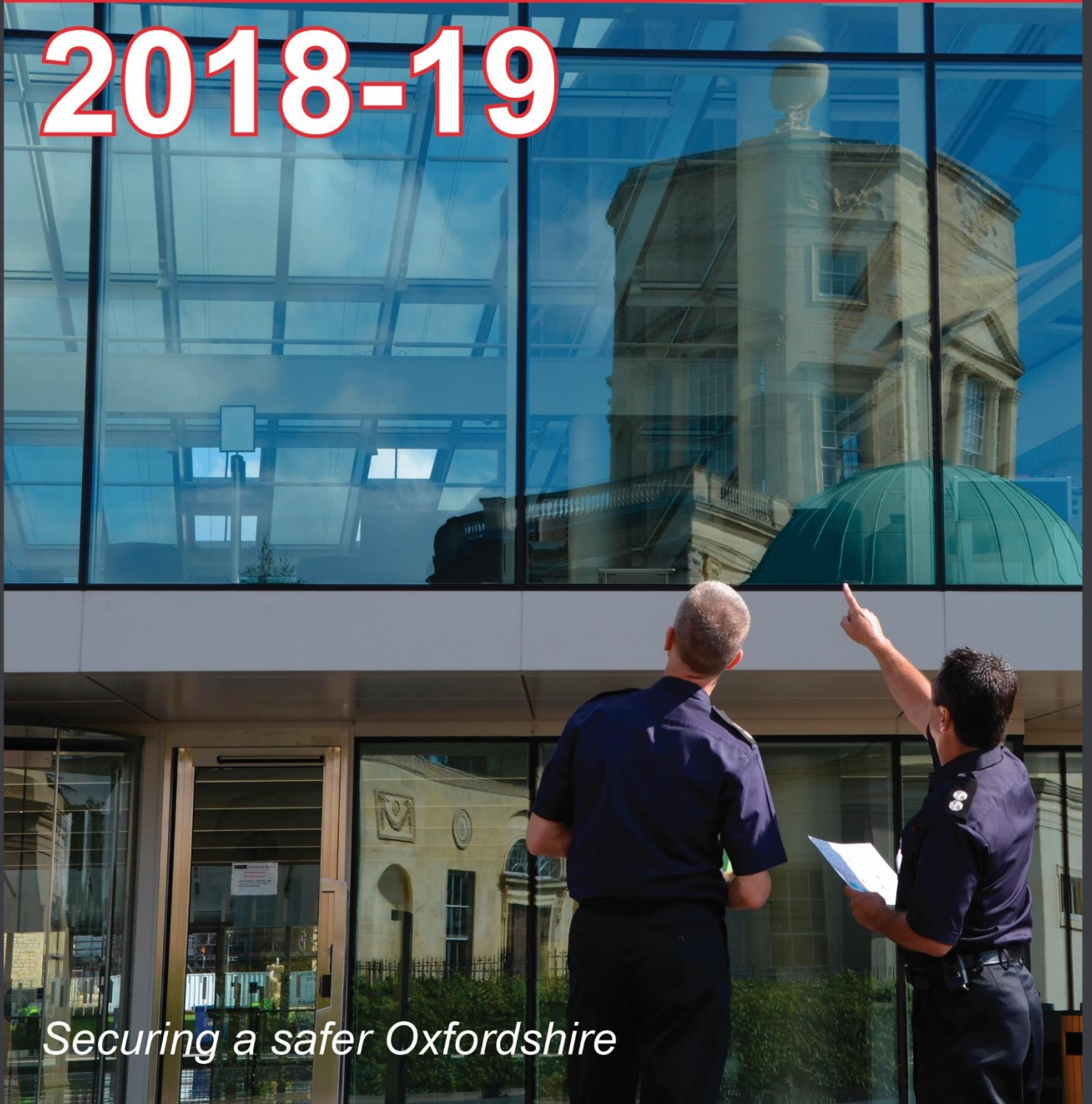
Our medium term financial plan and supporting business strategies underpin the proposals within our CRMP action plan.

The Deputy Leader is RECOMMENDED to approve the publication and public consultation of this Community Risk Management Action Plan.

Oxfordshire County Council
Fire and Rescue Service

Community Risk Management Action Plan

2018-19



Securing a safer Oxfordshire

Do you want to become an on-call firefighter?



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

Where do you work?

You need to live or work near to a fire station as you need to get there within a few minutes of a call. We can't predict when you'll be called out, so need 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 respond to fire calls.

Are you fit for the job?

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 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. You can be paid for being "on-call" for only part of the day or week. There is a shortage of people who are available during weekends, but you would have some evenings and weekends free if you need to, and still do this worthwhile job.

What do you get out of it?

Apart from the excitement, the challenge and the satisfaction of a job well done, your training will assist you in becoming more self-reliant and confident. 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 are 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.

Contents page

Do you want to become an on-call firefighter?	1
Welcome and forward	3
Introduction	4
Going forward: 365alive 2016-22 vision	5
Key strategic documents and links to the CRMP	6
5 year CRMP (2017-2022) annual update.....	7
Projects	7
Project 1:	8
Project 2:	9
Project 3:	10
Project 4:	11

Welcome and forward



Councillor
Judith Heathcoat

Cabinet Member for
Community Safety
Services



Chief Fire Officer
Simon Furlong

Director of Community
Safety Services

We are very pleased to present Oxfordshire County Council Community Safety Services' Community Risk Management Action Plan for 2018/19. This highlights the key projects we are proposing to undertake during this period, which will lead to a safer Oxfordshire.

With the launch of our new (6-year) 365alive vision in April 2016, we broaden our view of community safety and will ensure an effective response to emergencies in a wider life-saving role, which includes medical calls to support the ambulance service. We will strive to mitigate the social, economic and environmental consequences of incidents.

The service is committed to delivering a high performing service which provides excellent value for money to the tax payer. Our integration within the wider county council and collaboration with partners enables us to ensure that we are joined up in delivering solutions to the key issues affecting our communities. These include safe and well visits & safeguarding of vulnerable people, whilst helping to deliver a thriving Oxfordshire.

We are extremely proud of Oxfordshire County Council Community Safety Services and of our achievements during recent years on keeping people in the county safe in their homes, at work and on our roads. This Community Risk Management Action Plan will assist us to meet the challenges ahead, by continuing to provide an efficient and effective public service.



INVESTOR IN PEOPLE



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 2012 Framework requires each fire and rescue authority to produce a publicly available Integrated Risk Management Plan (IRMP). We have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public and to reflect our broader Community Safety Services.

The Framework also states that fire and rescue authorities should review the effectiveness of 'cross-border' integration arrangements with neighbouring authorities and set these out appropriately in their IRMPs. 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 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.

Going forward: 365alive 2016-22 vision

Our new 365alive vision is ‘working together, every day, to save and improve the lives of people across Oxfordshire’. Our vision is supported by the whole of Community Safety Services including: Fire & Rescue; Road Safety, Trading Standards, Emergency Planning Unit, Commercial Training Services and Gypsy and Travellers Services.

The vision describes the strategic outputs we will have achieved by 2022:

- 6,000 more people will be alive because of our prevention, protection and emergency response activities.
- 85,000 children and young adults 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 visits.
- 25,000 businesses given advice and support to grow.
- We have set a social media reach target of 1.6 million interactions across various social media platforms.



[365alive website](#)

Key strategic documents and links to the CRMP

1 Departmental & Station Plans

These plans are specific to functional departments and communities. They detail what we will do and how we will make sure it gets done.

2 Strategic Documents

Our strategic documents set out our intentions to develop and improve all areas of the service

PREVENTION, PROTECTION	RESPONSE, RESILIENCE
ORGANISATIONAL DEVELOPMENT	ASSET MANAGEMENT
COMMUNICATION STRATEGY	FINANCIAL PLAN

4 365alive: Our Strategic Aims & Targets

PREVENTION, PROTECTION & EMERGENCY RESPONSE	EDUCATION	VULNERABLE / LOOKED AFTER CHILDREN & ADULTS	BUSINESSES
6,000 more people alive as a result of our prevention, protection and emergency response activities.	85,000 children and young adults (to include looked after children) 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

3 Community Risk Management Planning

This identifies the risks to our communities. It states how we can provide an efficient service that reduces these risks and deals with emergencies.

Community Risk Management Plan 2017-22	Community Risk Management Annual Action Plans
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OUR PURPOSE

Working every day to save and improve lives of people across Oxfordshire.

Our Performance Pledge

This document tells the community what level of performance and service they should expect from us.

Oxfordshire County Council Ambition - A Thriving Oxfordshire

- A thriving economy
- Protection of the vulnerable
- Efficient public services

5 year CRMP (2017-2022) annual update

This section summarises any key strategic changes or changes in emphasis from our 5-year CRMP.

Our Values: Historically we have adopted the National Fire and Rescue Service Values *and* those of our Fire Authority: Oxfordshire County Council (OCC). To ensure we are clear and focused we have adopted the new OCC Values released in 2017 following extensive staff consultation:

We do the best we can for residents.



This means we:

- **work together in a supportive and honest way**
- **strive to find the best solutions**
- **are open to change and doing things differently.**

Our Structure: Following a competitive process we decided to change our Principal Officer Management team structure; as such we appointed two Assistant Chief Fire Officers rather than one Deputy and one Assistant.

Projects

The following projects will be included within the fire authority's CRMP for the fiscal year 2018/19:

- **Project 1:** Establishing Community Safety Advocates or Wardens. (ACO Grahame Mitchell)
- **Project 2:** To increase the diversity of the Operational Workforce in order to reflect the community that we serve. (David Heycock)
- **Project 3:** To review resourcing of our fire protection service delivery and the effective enforcement of fire safety legislation in the County. (Richard Webb)
- **Project 4:** Implement the outcomes of the 2017/18 review whole-time shift duty system (David Heycock)

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

Project 1:

Responsible manager:

ACO Grahame Mitchell

Purpose

To explore new ways in which communities can build their own resilience assisted by establishing Community Safety Advocates or Wardens. The current model is heavily reliant on our firefighters completing many varied prevention activities, however as our emergency calls rise as we take on new community based roles such as co responding to medical emergencies, and gaining entry on behalf of the Ambulance Service we need to ensure we have a sustainable model that is fit for the future.

Objectives

- To increase the wellbeing and safety of all of our residents by coordinating the local prevention activities in assisting community and individuals to be more resilient – typically through local Fire Stations based in the heart of the community.
- To trial new initiatives in small market towns to deliver bespoke prevention activities that the community identify as important.
- To use our Safe and Well visits to promote a wide range of wellbeing initiatives making all of our residents safer in their homes.
- To minimise the impact of a wide variety of vulnerabilities by working in partnership with partners and volunteers to achieve our objectives.

Outcomes

To capitalise on the community held skills and local knowledge to keep their neighbours and friends safe and well using the existing networks of individuals and organisations within the immediate vicinity of each community.

To provide necessary training and coordination activities, with a view to each place becoming less reliant on public services by prevention activities: *one example recognises that issues such as slips, trips and falls impact upon both the individual and the health services and by potentially preventing falls, by some simple practical steps such as the fitting of hand rails, could greatly assist in the area.*

Project 2:

Responsible manager:

David (Gabby) Heycock

Purpose

To increase the diversity of the operational workforce in order to reflect the community that we serve, support innovation, positively impact on our culture and to better integrate with all communities.

Objectives

- To amend current policies, procedures and processes to deliver improved diversity.
- To specifically increase the current low levels of women and BME members in the service.
- To explore and experiment with initiatives and approaches to increase diversity.
- To look at national best practice both within and outside of the fire sector.

Outcomes

To increase the number of women and BME members in the service.

To have delivered positive action events.

To have an understanding of the frameworks and processes in use elsewhere and to have considered their suitability for OFRS.

Project 3:

Responsible manager:

Richard Webb

Purpose

To review resourcing of our fire protection service delivery and the effective enforcement of fire safety legislation in the County. It will consider the inter-relationship between Protection and Response and review the effectiveness of our approach to: training, succession planning and competency in respect of the specialist skills required to deliver fire protection activities. It will also consider opportunities for Thames Valley collaboration and opportunities to improve the fire protection competencies of the wider workforce.

Objectives

- To review the reactive and proactive demands for fire protection activities and how these have changed in recent years
- To identify the resource requirement to meet public and organisational expectations and to manage periods of exceptional pressure.
- To develop a robust workforce plan to enable the Service to continue to meet its fire protection responsibilities, exploring opportunities for the alignment of supporting processes such as training, succession planning and access to specialist skills with Thames Valley partners.
- To implement processes to ensure operational crews have the knowledge and skills required to best support local businesses, identify fire safety concerns when responding to incidents and to aid the operational response to incidents.

Outcomes

To have effective arrangements to identify and correct failures in the management of fire safety risks in non-residential premises in Oxfordshire.

To deliver proactive inspections of higher risk premises in accordance with an accepted risk-based reinspection programme.

To implement shared delivery models established with Thames Valley Partners to improve: resilience, efficiencies in training, career development and succession planning, etc.

To ensure operational crews are better equipped to best support local businesses and recognise and interact with the active and passive fire protection measures that are designed into complex buildings to enable them to bring fires under control.

To improve resilience for key functions.

Project 4:

Responsible manager:

David (Gabby) Heycock

Purpose

To implement the outcomes of the 2017/18 review whole-time shift duty system.

Objectives

- To ensure that the use of resources is effective and efficient and aligned to our strategic intentions
- To co-design with staff working arrangements that support the delivery of our preventative and protection work and provide effective emergency response when it is needed.
- To use data to design evidence based arrangements that are also forward looking. To learn from other fire and rescue services and consider the use of good practice from elsewhere.
- To liaise with the Thames Valley Fire and Rescue Services and to look for opportunities to align where possible.

Outcomes

To provide optimum crewing that reduces over provision and gaps in crewing levels.

To provide a shift system that supports our staff's welfare and work life balance.

To provide a shift system that supports the wider availability across the service.