

## Notice of a Meeting

### Safer & Stronger Communities Scrutiny Committee

Monday, 26 October 2009 at 10.00 am

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

#### Membership

Chairman - Councillor Lawrie Stratford  
Deputy Chairman - Councillor Carol Viney

<i>Councillors:</i>	Alyas Ahmed	Stewart Lilly	Bill Service
	Steve Hayward	Sajjad Hussain Malik	John Goddard
	Peter Jones	Susanna Pressel	

**Notes:** Long stay parking is available to the rear of Tescos and there is unrestricted parking on Sterling Rd (Refer location map). Public transport information is also provided on the map. A working lunch will be provided for Committee members.

**Date of next meeting:** 30 November 2009

#### What does this Committee review or scrutinise?

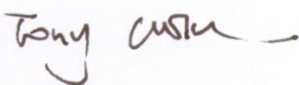
- Community safety; anti-social behaviour; crime and the fear of crime; fire and rescue; consumer protection; emergency planning; police issues; coroner's service; gypsies and travellers; drugs and alcohol awareness; road safety (police, trading standards, fire and rescue); adult learning (oversight of the adult learning service in provider mode); libraries; museums and heritage; the arts; archives; leisure and recreation; registration service; community cohesion; equalities and social inclusion; voluntary and community sector.
- The functions of the responsible authorities (local authorities, fire and rescue authorities, police authorities, the police, primary care trusts) which comprise a Crime & Disorder Reduction Partnership/Community Safety Partnership.
- Those regulatory functions of the Planning & Regulation Committee not falling within the remit of the Growth & Infrastructure Scrutiny Committee.

#### How can I have my say?

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

#### For more information about this Committee please contact:

Chairman	-	Councillor Lawrie Stratford E.Mail: <a href="mailto:lawrie.stratford@oxfordshire.gov.uk">lawrie.stratford@oxfordshire.gov.uk</a>
Committee Officer	-	Kath Coldwell, Tel: (01865) 815902 <a href="mailto:kath.coldwell@oxfordshire.gov.uk">kath.coldwell@oxfordshire.gov.uk</a>



Tony Cloke  
Assistant Head of Legal & Democratic Services

October 2009

## About the County Council

The Oxfordshire County Council is made up of 74 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 630,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

## About Scrutiny

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

## What does this Committee do?

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session

**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, giving as much notice as possible before the meeting**

**A hearing loop is available at County Hall.**

## AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - see guidance note**
3. **Minutes** (Pages 1 - 6)

To approve the minutes of the meeting held on 14 September 2009 (**SSC3**) and any matters arising on them.

4. **Speaking to or petitioning the Committee**

### SCRUTINY MATTERS

To consider matters where the Committee can provide a challenge to the work of the Authority and its partners

5. **Presentation from the Safer and Stronger Communities Field**

**10:10**

*Contact Officer: Richard Munro, Head of Community Services, (01865) 323579*

The Head of Community Services will give a presentation to this Committee on (a) this service area and how it fits into the bigger picture (b) the challenges and priorities facing this area for the period 2009/10 and in the longer term.

***The Committee is invited to receive the presentation and to conduct a question and answer session.***

6. **Draft Fire Authority Integrated Risk Management Action Plan 2010/11** (Pages 7 - 16)

**10:40**

*Contact Officer: Martin Crapper, Service Delivery Manager, (01865) 852171*

The attached report (**SSC6**) proposes a number of projects to be included within the Fire Authority's Integrated Risk Management Action Plan (IRMP) for the fiscal year 2010-11. The proposals summarise those areas where the Service's Senior Management Team believe that service improvements might be achieved. The report also includes an overview of progress on projects for the fiscal year 2008/9 (Refer Annex 1).

Following this meeting, the Cabinet Member for Safer & Stronger Communities will be asked to:

- (subject to any amendments which the Cabinet Member for Safer & Stronger Communities may consider appropriate) approve the proposed projects to be included in the Draft IRMP Action Plan 2010-11 for 'risk analysis' and consultation as outlined in the report;
- ask the Director for Community Safety and Chief Fire Officer to report the outcome of consultation, with any recommendations for amendment, to the Cabinet Member for Safer and Stronger Communities in February 2010, with a view to formal adoption of the Action Plan for implementation from April 2010.

***The Committee is invited to review project implementation for the previous financial year, ask any questions relating to future service improvements and offer any advice/comment to the Cabinet Member for Safer and Stronger Communities.***

**7. Oxfordshire Fire and Rescue Service Response Standards Performance 2008/09**  
(Pages 17 - 22)

**11:05**

*Contact Officer: Nigel Wilson, Service Delivery Performance Manager, (01865) 855214*

The attached report (**SSC7**) provides details of Oxfordshire Fire & Rescue Service's performance statistics for fire appliance response times to emergency incidents during 2008/09. The report provides details of that performance and the actions being undertaken to mitigate risk.

At the Cabinet Member for Safer & Stronger Communities delegated decisions on 30 November the Cabinet Member will be asked to note the contents of the report; and request the Chief Fire Officer to report back to the Cabinet Member for Safer and Stronger Communities on performance against the response standards for 2009/10.

***The Committee is invited to offer any advice/comment to the Cabinet Member for Safer & Stronger Communities and to request the Chief Fire Officer to report back to Scrutiny on performance against the response standards for 2009/10.***

**BUSINESS PLANNING**

**To consider future work items for the Committee**

**8. Annual Scrutiny Work Programme September 2009 - July 2010**

**11:30**

*Contact: Imran Alvi, Assistant Corporate Performance and Review Manager (01865) 810822*

The proposed scrutiny work programme consists of ideas generated by members, officers and the public. Each idea has been assessed against the criteria outlined in the

proposal form. This includes an analysis of how the proposed review relates to the council's strategic priorities, its current performance in this area and whether it is an area where scrutiny can contribute to upstream policy development. The proposed reviews were discussed with the relevant directors or heads of service and their comments are included on the proposal form for members to consider.

Members are asked to consider the proposals relevant to their committee (**SSC8 – to follow**) and to decide which work they wish to undertake and with what priority.

***The Committee is asked to identify its priorities for its work programme, including its first choice activity.***

**13:00 – 13:20 approx      Working lunch**

### **INFORMATION SHARE**

#### **9. Fire Service Command and Control Room - the FiReControl and FireLink Projects (Pages 23 - 26)**

**13:20**

*Contact Officer: Colin Thomas, Assistant Chief Fire Officer and Head of Service Support, (01865) 855206*

Mr Colin Thomas (Assistant Chief Fire Officer and Head of Service Support) will give a presentation to the Committee on current and future benefits and the risk management process and will answer any questions which the Committee wishes to ask.

<b>Subject Matter</b>	<b>Document</b>
<b>Written update on progress of the Fire Service Command and Control Room (FiReControl and FireLink Projects)</b>	<b>SSC9</b>

#### **10. Forward Plan**

**13:40**

The Committee is asked to note any items of interest.

The current version of the Forward Plan runs from October 2009 to January 2010.

#### **11. Tracking Scrutiny Items**

**13:45**

Report back on advice given by this Committee to the Cabinet, full Council, other scrutiny committees, relevant strategic partnership bodies and other organisations where appropriate.

There is nothing to report at present.

**13:45    Approx Close of Meeting**

**Visit to the existing Control Room for members of this Committee.**

**Location Map**

## Declarations of Interest

This note briefly summarises the position on interests which you must declare at the meeting. Please refer to the Members' Code of Conduct in Section DD of the Constitution for a fuller description.

### **The duty to declare ...**

You must always declare any "personal interest" in a matter under consideration, ie where the matter affects (either positively or negatively):

- (i) any of the financial and other interests which you are required to notify for inclusion in the statutory Register of Members' Interests; or
- (ii) your own well-being or financial position or that of any member of your family or any person with whom you have a close association more than it would affect other people in the County.

### **Whose interests are included ...**

"Member of your family" in (ii) above includes spouses and partners and other relatives' spouses and partners, and extends to the employment and investment interests of relatives and friends and their involvement in other bodies of various descriptions. For a full list of what "relative" covers, please see the Code of Conduct.

### **When and what to declare ...**

The best time to make any declaration is under the agenda item "Declarations of Interest". Under the Code you must declare not later than at the start of the item concerned or (if different) as soon as the interest "becomes apparent".

In making a declaration you must state the nature of the interest.

### **Taking part if you have an interest ...**

Having made a declaration you may still take part in the debate and vote on the matter unless your personal interest is also a "prejudicial" interest.

### **"Prejudicial" interests ...**

A prejudicial interest is one which a member of the public knowing the relevant facts would think so significant as to be likely to affect your judgment of the public interest.

### **What to do if your interest is prejudicial ...**

If you have a prejudicial interest in any matter under consideration, you may remain in the room but only for the purpose of making representations, answering questions or giving evidence relating to the matter under consideration, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

### **Exceptions ...**

There are a few circumstances where you may regard yourself as not having a prejudicial interest or may participate even though you may have one. These, together with other rules about participation in the case of a prejudicial interest, are set out in paragraphs 10 – 12 of the Code.

### **Seeking Advice ...**

It is your responsibility to decide whether any of these provisions apply to you in particular circumstances, but you may wish to seek the advice of the Monitoring Officer before the meeting.

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## ITEM SSC3

### SAFER & STRONGER COMMUNITIES SCRUTINY COMMITTEE

**MINUTES** of the meeting held on 14 September 2009 commencing at 10.00 am and finishing at 12.50 pm

**Present:**

**Voting Members:** Councillor Lawrie Stratford - in the chair

Councillor Alyas Ahmed  
Councillor John Goddard  
Councillor Steve Hayward (part of meeting)  
Councillor Peter Jones  
Councillor Stewart Lilly  
Councillor Sajjad Hussain Malik  
Councillor Susanna Pressel  
Councillor Bill Service  
Councillor Carol Viney

**Other Members in Attendance:** Cabinet Member for Safer & Stronger Communities:  
Councillor Mrs J. Heathcoat

**Officers:**

Whole of meeting: K. Coldwell (Corporate Core); Director for Community Safety & Shared Services and Chief Fire Officer; N. Strick & C. Thomas (Community Safety).

Part of meeting:

<b>Agenda Item</b>	<b>Officer Attending</b>
5.	Director for Community Safety & Shared Services and Chief Fire Officer; B. Morgan & N. Strick (Community Safety); T. Cloke & P. James (Corporate Core)
6.	Director for Community Safety & Shared Services and Chief Fire Officer; S. Gibson (Corporate Core)
7.	C. Thomas (Community Safety)

*The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.*

### 13/09 DECLARATIONS OF INTEREST

Councillor Hayward declared a personal interest at this item in relation to Agenda Item 3 – Minutes – Annex 1 – by virtue of being a HGV Driver.

## 14/09 MINUTES

The Minutes of the meeting of the Committee held on 6 July 2009 were approved and signed subject to the following amendment in bold italics and strikethrough:

7/09 – Minutes – Matters arising on the 2 February 2009 Minutes – Minute 6/09 – Progress of Flu Pandemic Planning: Q&A

The Cabinet Member for Safer and Stronger Communities reported that she had ensured that the Cabinet had ***been kept up to date with the individual Directorate's progress with regard to a flu pandemic and had also informed Cabinet of this*** ~~been informed of the~~ Committee's concern.

### Matters Arising from the Minutes

Item 8/09 – Thames Valley Police Authority Three Year Strategic Plan 2008 – 2011: Presentation and Q&A – Councillor Hayward reported that a new service station on the M40 motorway had now opened in Beaconsfield. It was hoped that this would help to reduce the number of accidents caused by tiredness.

The Chief Fire Officer and Director for Community Safety undertook to undertake joint work with Chief Superintendent Brendan O'Dowda regarding accidents involving HGVs and to provide the Committee with additional information in relation to this (eg. the total number of foreign HGV drivers on the road), together with suggested options to deal with the problem.

## 15/09 PRESENTATIONS FROM THE SAFER AND STRONGER COMMUNITIES FIELD

(Agenda Item 6)

Officers from the Safer and Stronger Communities field informed the scrutiny committee about (a) their service areas (b) the challenges and priorities facing their areas for the period 2009/10:

- **Fire & Rescue** – Director for Community Safety & Shared Services and Chief Fire Officer
- **Community Safety** – Head of Service – Community Safety & Trading Standards
- **Emergency Planning** – County Emergency Planning Officer
- **Coroners Service** – Assistant Head of Legal and Democratic Services.

This was followed by a presentation from the Head of Partnership Working on community cohesion, equalities and social inclusion.

A copy of all of the presentations was circulated to the Committee and is attached to the signed Minutes.

The Committee noted the challenges and priorities in relation to each service area and illustrative examples are given below:

- in terms of the Fire & Rescue Service, it was the 4<sup>th</sup> lowest cost per head out of 47 Brigades. Therefore the efficiency savings programme was very challenging for the service;
- there was no core funding to some of the critical services in the Community Safety Directorate. The Safer Communities Unit was a very small team and was heavily reliant on grant funding;
- in terms of emergency planning, pandemic flu was still the highest risk issue and a continuing challenge. As the virus mutated and public expectations changed, the service and its partners had to adapt their approach accordingly and maintain a constant state of readiness, as this was a long term commitment. Experience during the current pandemic had shown that more work needed to be done with parish and town councils and with community and voluntary organisations. Work was underway in this respect to try to embed community resilience to help people to help themselves. The Council also had a statutory duty to promote business continuity advice to the voluntary sector and business community.

In terms of community cohesion, examples were given as to how this related to the Council's and its partners' objectives. For example, the Council had a role to play in terms of ensuring that partnerships and targets were in place to improve well-being, to develop shared understanding and goals across partnerships, to deliver services that were fair and equitable and to help to create conditions for a thriving voluntary sector. In terms of the voluntary, community and faith sectors, officers were working to ensure that the Council's grants and contracts were fair and enabled the sector to do its best and work was underway to develop effective tools for working with the sector (via the Oxfordshire Compact) looking at grants and contracts guidance .

The Committee noted that a presentation from Community Services would be given to its next meeting.

After asking a number of questions in relation to the different service areas the Committee thanked all concerned for their informative presentations.

All Members of the Committee were invited to:

- sign up to the 365 Alive pledge [www.365alive.co.uk](http://www.365alive.co.uk)
- visit the Fire Cadet Units to witness work to build young people's self confidence;
- visit the County Emergency Management Training Centre, Woodeaton School (Woodeaton Bunker).

The Chief Fire Officer undertook to provide the Committee with:

- this year's attendance figures to Oxfordshire Fire & Rescue Service 'open doors' events; and
- a copy of the five year strategy to increase the recruitment of fire fighters from black and minority ethnic communities ('Walk the Talk').

The Head of Service – Community Safety & Trading Standards undertook to:

- provide data on the number of checks, number of vehicles stopped and number of cases prosecuted in relation to weight restriction breaches, to all members of the Committee; and
- raise with the Licensing Team at the City Council Councillor Pressel's concern that establishments were serving alcohol to people that were drunk, which was against the terms of their alcohol licences, yet they were not being prosecuted.

#### **16/09 ANNUAL SCRUTINY WORK PROGRAMME SEPTEMBER 2009 – JULY 2010**

(Agenda Item 6)

The Committee noted that it would consider a proposed work programme at its October meeting.

Councillor Goddard stated that he wished the Committee to consider what action it wished to take in relation to the Debt and Money Advice Scrutiny Review at that meeting.

Members then put forward the following item to be included within the proposal forms:

- **Co-ordination of grants to voluntary, community and faith bodies and their effectiveness** - look at whether co-ordination between grant awarders can be improved (eg between county and district). Look at effectiveness in terms of capacity building and community cohesion.

#### **17/09 FIRE SERVICE COMMAND AND CONTROL ROOM – THE FIRECONTROL AND FIRELINK PROJECTS**

(Agenda Item 7)

The Committee had before it a written update on progress of the Fire Service Command and Control Room (FiReControl and FireLink Projects) (SSC7).

Mr Colin Thomas (Assistant Chief Fire Officer and Head of Service Support) attended before the Committee to answer any questions which Members may have wished to ask.

The Committee asked a number of questions and noted that the government circular received that day on the finances of the FiReLink project gave the

Service further cause for concern, as it stated that the New Burdens funding would only be paid for three years and would then be reviewed.

The Cabinet Member for Safer & Stronger Communities requested that her appreciation of Mr Thomas' hard work regarding the morale of control room staff be recorded.

**18/09 FORWARD PLAN**

(Agenda Item 8)

No items were identified for consideration.

**19/09 TRACKING SCRUTINY ITEMS**

(Agenda Item 9)

Report back on advice given by this Committee to the Cabinet, full Council, other scrutiny committees, relevant strategic partnership bodies and other organisations where appropriate.

There was nothing to report at present.

.....in the Chair

Date of signing.....2009

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Division(s): N/A

## **SAFER & STRONGER COMMUNITIES SCRUTINY COMMITTEE 26 OCTOBER 2009**

### **FIRE AUTHORITY DRAFT INTEGRATED RISK MANAGEMENT ACTION PLAN 2010-11**

**Report by the Director for Community Safety & Shared Services and  
Chief Fire Officer**

#### **Introduction**

1. This report proposes a number of projects to be included within the Fire Authority's Integrated Risk Management (IRMP) – Action Plan for the fiscal year 2010-11. The proposals summarise areas where the Service's Senior Leadership Team believe service improvements may be achieved. To meet the requirements of the IRMP process each proposal must be supported by robust evidence, validating both their inclusion and their contribution to improved community safety and/or firefighter safety. Similarly, each proposal must be cognisant of the prevailing economic constraints.
2. The proposals, once approved by the Cabinet Member, will be subjected to a comprehensive process of equality impact, 'risk analysis' and offered for appropriate, internal and external, formal consultation. Feedback from the consultation process will be provided to the Cabinet Member for due consideration prior to the adoption of the final version of the Action Plan in April 2010.
3. The Fire and Rescue Services Act 2004 received Royal Assent on 22 July 2004. Part 3, Chapter 21 of this legislation requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions.
4. The Secretary of State initially published the latest Fire and Rescue National Framework in May 2008. The purpose of the Framework is to provide strategic direction from central government while 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.
5. The 2008-11 Fire and Rescue National Framework requires each Fire and Rescue Authority to produce a publicly available IRMP covering at least a three-year time span which:
  - 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 (RRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in the 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.

Fire and Rescue Authorities should review the effectiveness of 'cross-border' integration arrangements with neighbouring authorities and set these out appropriately in their IRMPs. Such reviews may best be carried out jointly and Regional Management Boards provide a potential forum for this to be taken forward.

6. Oxfordshire Fire and Rescue Authority published its strategic IRMP in April 2008, providing the strategic direction for the next three to five years. The strategic document is subjected to annual review and updated and amended as required. The current strategic IRMP requires no amendment for the fiscal year 2009-10 and will be refreshed as a new five year strategic document for the fiscal year 2013-14.
7. The Annual Action Plan 2010-11 has identified seven projects, enabling the Service to deliver its strategy during the relevant period. The projects will be monitored through established performance management systems and reported via the Project Implementation Team to Cabinet and Scrutiny Members.
8. The approved list of proposals and supporting evidence, based on the analysis of risk, will be published and offered for appropriate internal and external consultation. The consultation process will adopt the principles advocated by central government guidance and will be proportionate to the relevant community and key stakeholders.
9. Responses to the consultation will be considered and, where appropriate, incorporated in the final version of the plan. The Fire and Rescue Authority's Action Plan 2010-11, once adopted by the Cabinet, will be published, made available and accessible to all sections of our community, and a hard copy will be made available on request.
10. The following items summarise the projects proposed for inclusion in the IRMP Action Plan for the fiscal year 2010-11.



(a) Day Crewing Review at Abingdon and Didcot Fire Stations

**Objective**

To improve the overall balance of fire cover and resilience throughout the county through supporting the Retained Duty System (RDS) with Wholetime (WT)/professional personnel on both a permanent and temporary basis through a revised duty system at Abingdon and Didcot fire stations.

The project will be lead by the Deputy Chief Fire Officer.

(b) Special Appliance Review Including Aerial Rescue Appliances and Specialist Rescue Capability

**Objective**

To review the specialist appliances within Oxfordshire Fire and Rescue Service, looking in particular to the locations and crewing; identify better working arrangements with neighbouring Fire Authorities in respect to Fire Services Act Section 13/16 agreements concerning the Integrated Risk Management Plans of neighbouring services.

The project will be lead by the Emergency Response Manager.

(c) Use of Operational Staff to Deliver our Obligations under the Fire Safety Order

**Objective**

Reducing risk within premises is an integral part of the overall community risk reduction process and to maximise this, it is proposed to utilise whole time operational personnel in undertaking fire safety visits within suitable premises to give advice on reducing risk, gather appropriate risk data, assist organisations to comply with their legislative responsibilities and act as the eyes and ears of the Fire and Rescue Service.

This is based upon advice from the Chief Fire Officers Association via circular 2009/1015.

The Project will be lead by the Fire Protection Manager.

(d) Review of Co-Responder Arrangements with South Central Ambulance Service

**Objective**

To review the current arrangements whereby fire crews at specific sites respond to life threatening emergencies such as heart attacks in order

to increase the resilience and opportunity to expand the provision of this “co-responding” service within rural communities in Oxfordshire.

The project lead will be the Deputy Chief Fire Officer.

(e) Review Prevention and Risk Reduction

**Objective**

Prevention and risk reduction. A review of our activities and partnership working especially in relation to fire, youth diversionary work and road safety to ensure we are appropriately aligned with others in order to satisfy the approach for the Comprehensive Area Assessment process, and to achieve maximum positive outcomes for local communities.

Key areas of development will include:

- extended partnership working to further target at-risk groups
- integrated work to enhance diversity to meet community needs
- customer focussed activities and service delivery
- enhanced programmes to work with young people
- develop the Junior Citizen programme
- improved risk intelligence utilising Mosaic lifestyle and origins data
- promotion of OFRS 365 Alive 10 year vision
- supporting increased levels of educational attainment.

The project will be lead by the Risk Reduction and Partnership Manager.

(f) Operational Resilience Review

**Objective**

Through historical data and software modelling we will review the current provision of fire appliances to ensure operational resilience and value for money.

The project will be lead by the Service Delivery Manager.

(g) Local Government Standard for Equality

**Objective**

A review of organisational performance against the criteria of the Local Government Standard for Equality to ensure we maximise our opportunities to create a safer Oxfordshire.

The project will be lead by the Assistant Chief Fire Officer.

11. This year's action plan will not be printed and will be available for viewing via the internet. Printed copies can be requested through the Fire Service, and for different translations the facility has been arranged through the County Council Translation and Interpretation Service.

### **Financial and Staff Implications**

12. **Staff implications** – these will be contained within existing resources to implement these projects.
13. An overview of progress on the IRMP Action Plan 2008-09 is attached at Annex 1.

### **RECOMMENDATION**

14. **The Scrutiny Committee is RECOMMENDED to:**
  - (a) **(subject to any amendments which the Cabinet Member for Safer & Stronger Communities may consider appropriate):  
approve the proposed projects to be included in the Draft IRMP Action Plan 2010-11 for 'risk analysis' and consultation as outlined in the report;**
  - (b) **ask the Director for Community Safety and Chief Fire Officer to report the outcome of consultation, with any recommendations for amendment, to the Cabinet Member for Safer & Stronger Communities in February 2010, with a view to formal adoption of the Action Plan for implementation from April 2010.**

JOHN PARRY

Director for Community Safety & Shared Services and Chief Fire Officer

Background papers: Oxfordshire Fire Authority Integrated Risk Management Plan 2008-13, The Fire and Rescue Service National Framework 2008-11, Fire and Rescue Service Equality and Diversity Strategy 2008-2018.

Contact Officer: Martin Crapper, Service Delivery Manager  
Tel: 01865 852171

September 2009



## **IRMP Action Plan 08-09 Update September 2009.**

### **ANNEX 1**

This paper provides an overview of the progress of the IRMP Action Plan for the fiscal year 2008/09. The following projects were approved by Cabinet in March 2008 and work commenced in April 2008.

Each project is assigned a lead officer who is responsible for drawing up the project milestones, the team required to complete the project, and for reporting progress to the Service Delivery Manager. This allows for the project to remain on target and within budget, and where necessary any delays are identified early to the Service Delivery Manager and reported to the Cabinet Member for Safer & Stronger Communities (formerly the Cabinet Member for Community Safety).

#### **Project 1 - Review of Water Rescue and Flood Provision**

Lead Manager Group Manager Richard Bowley.

This project was completed on time and within the allocated budget, below are the milestones that were set for this project.

- Review existing flooding policy and identify any shortfalls. July 2008
- Identify best practice nationally and regionally. July 2008
- Produce revised policy for consultation. August 2008
- Plan and prepare to implement policy, subject to approval and funding. September 2008
- Identify Service Delivery's Future needs for Water Rescue capability & Flood Provision and the associated cost October 2008

This project has resulted in a number of improvements to the Brigade's flood capability, such as the policy being reviewed and updated and the introduction of water training to operational personnel, including the introduction of additional flood provision equipment to all operational Officers and appliances.

#### **Project 2 - The review of Animal Rescue Provision**

Lead Manager was Group Manager Edward Murphy.

This project was completed on time and within the allocated budget. Below are the milestones that were set for this project.

- Determine project scope, draft terms of reference and detailed project plan. April 08
- Gather existing policy, reports and any other information concerning Animal Rescue Services within Oxfordshire. May 08
- Agree and produce search criteria for the FSEC team, so that they can produce data and information for further analysis. May 08

- Identify public groups most likely to be involved in this area and consult. May- Sept 08
- Identify personnel within OF&RS with expertise in Animal Rescue Services and consult. June 08
- Identify and consult with external expertise in Animal Rescue Services. Sept 08
- Assess training needs for different techniques and use of equipment. To include maintenance of competency. Sept 08
- Obtain existing and conduct new risk assessments of techniques and use of equipment. Nov 08
- Collate direct and indirect costs. Dec 08
- Finalise data and information to be included. Jan 09
- Draft sections to be included. Jan 09
- Draft report. Feb 09
- Circulate draft report to team and amend. Feb 09
- Issue final report March 09.

This project has resulted in the introduction of two levels of training for personnel in dealing with animal rescues. Level two is specifically for the Rescue Tender personnel who are F&Rs specialist rescue team and need a higher level of knowledge and skills. In addition a new procedure based on a two staged approach to animal rescue has been implemented, providing improved safety for personnel and welfare consideration for trapped animals.

In addition to the above, animal rescue was linked with project 5 - Rural Agricultural Firefighting and F&R now have a means to mechanically rescue large animals if considered appropriate.

**Project 3 - The Review of Childcare provision for Retained Duty Staff.**  
Group Manager Peter Cleary was the lead Officer.

This project was delivered on time and within budget.

Below are the milestones that were set for the project.

- Review existing childcare arrangements. June 08
- Liaise and research other Brigades on their experience and best practice. Sept 08
- Review dependant support policy. Sept 08
- Produce policy on childcare arrangements for RDS personnel.
- Submit report with findings, results and conclusions to SLT. Feb 08.
- Implement policy. March 09

Following the conclusion of the project and approval from the Strategic Leadership Team, it has resulted in the Brigade's policy being reviewed/amended to include Childcare Support for retained duty staff, where and when required (subject to stringent requirements). This will help with the retention of existing personnel and new personnel, particularly those with young children and increase the number of hours that fire appliances are available for emergency incidents.

#### **Project 4 - Retained Duty System (RDS) and Crewing Availability at Fire Stations**

Lead Manager - GM Barry Stockford.

There were a number of milestones set for this project and they were all delivered on time and within budget.

- Identify existing establishment levels, & forecast anticipated leavers of all RDS stations/appliances over next 5 years.
- Identify RDS personnel competency levels/requirements to maintain availability to meet response standards. Gap analysis of requirements for stations i.e. I/C, drivers, BA wearers, competent.
- Analysis of availability of surplus RDS personnel to provide cover at other stations.
- Identify costs of employing RDS v Wholetime personnel.
- Identify numbers of personnel (& at what role) required on nucleus crewed system.
- Identify appropriate duty system.  
*Not one duty systems will suit, but a make up of a number of different systems have been identified and proven\**
- Identify numbers required to provide pool of wholetime personnel (& at what role).
- Identify appropriate duty system.
- Identify line management & designated workplace.
- Identify numbers required to provide wholetime crew as a mobile resource.
- Identify appropriate duty system.
- Identify cost of appliance & equipment.
- Identify line management & designated workplace.
- Complete and submit report with recommendations to SLT.

This project has resulted in a number of proposals being submitted to the Strategic Leadership Team to enhance fire appliance availability at Retained Duty System (RDS) stations. This includes the continued use of overtime to wholetime firefighters, use of RDS firefighters to support retained stations, nucleus crewing i.e. use of wholetime personnel deployed to retained stations on a Monday to Friday basis and a ghost pump deployed with wholetime crew to cover gaps in the county's fire cover.

As of a result of this review a further project has been proposed in the 2010/11 IRMP to release wholetime resources from two fire stations and provide a small nucleus of personnel to support RDS shortages in the county.

#### **Project 5 - The Review of Rural/Agricultural Firefighting**

Lead Manager - Group Manager Bob Swanton.

There were a number of milestones set for this project and they were all delivered on time and within budget.

- Determine project scope, draft terms of reference and detailed project plan. April 08
- Gather existing policy, reports and any other information concerning rural fire-fighting Services within Oxfordshire. May 08
- Agree and produce search criteria for the FSEC team, so that they can produce data and information for further analysis. May 08
- Identify public groups most likely to be involved in this area and consult. Information sought will be: Type of additional equipment needed, Identify location for equipment, If appropriate, the extent to which we are needed. May – Sept 08
- Identify personnel within OF&RS with expertise in Rural fire-fighting and consult. June 08
- Identify and consult with external expertise in rural fire-fighting equipment and techniques. Sept 08
- Assess training needs for different techniques and use of equipment. To include maintenance of competency. Nov 08
- Collate direct and indirect costs. Dec 09
- Finalise data and information to be included. Jan 09
- Draft sections to be included. Feb 09
- Draft report. March 09
- Circulate draft report to team and amend. March 09
- Review final report with SDM and amend. March 09
- Present final report to SLT.

This project has led to the introduction of a 12 month pilot to enhance rural/agricultural fire fighting with a temporary agreement with a hire company who will provide the Brigade with additional equipment in the form of mechanical plant. This can assist in significantly reducing the time operational personnel spend at incidents involving agricultural premises/stores through facilitating quicker extinguishment. As stated in the Animal Rescue project 2 above, links have been formed to assist in this area of specialist rescue.

**Project 6 - Review the Foam Strategy and Provision Across the County**  
Lead by Group Manager Richard Bowley.

This has resulted in a comprehensive review of existing policy/procedure, concluding with a three year foam strategy being recommended and approved by the Strategic Leadership Team. The new foam strategy includes the introduction of an environmentally friendlier foam which will not damage the environment and improvements to the strategic foam firefighting resource that has improved the application of foam, making it more effective.

**Project 7 - The Implementation of Roles at Kidlington Fire Station.**  
The lead officer for this project is Area Manager Nigel Wilson.

This project has been carried over from previous IRMP Action Plan 07/08; the project is ongoing and will be completed once Kidlington Fire Station has the required staffing and skill levels need to ensure fire cover is maintained.

## SSC6

All of the above projects are supported by comprehensive reports and the necessary audit trail and can be examined by the public. If that is desired, the contact is Mick Clarke who resides at OFR&S Headquarters (Kidlington) and can be contacted on 01865 852181; e-mail [mick.clarke@oxfordshire.gov.uk](mailto:mick.clarke@oxfordshire.gov.uk).

Martin C Crapper  
Area Manager (Service Delivery)

Tel: (01865) 852171

September 2009



Division(s): All

## **SAFER & STRONGER COMMUNITIES SCRUTINY COMMITTEE 26 OCTOBER 2009**

### **OXFORDSHIRE FIRE & RESCUE SERVICE – RESPONSE STANDARDS PERFORMANCE 2008/09**

**Report by Director for Community Safety and Chief Fire Officer**

#### **Introduction**

1. Since April 2005 Oxfordshire Fire & Rescue Service has had local Response Standards for attending emergency incidents in the county. The Cabinet approved these standards on 22 June 2006 (Refer Item CA11). Additionally, the Director for Community Safety and Chief Fire Officer was required to report annually on the F&RS's performance against these standards and bring forward any recommendations as appropriate for future improvements, particularly to address life-threatening situations. This report fulfils that requirement.

#### **Response Standards**

2. Local Response Standards are based on the historical location and status of our current fire stations and are used as a basis for improvement planning in the future. The Standards provide a common performance target across the County based on risk and acknowledge that fire deaths and casualty reduction is a National Performance Target, which will drive future improvement options. The standards are as follows:
  - 80% of all emergency incidents will be responded to within 11 minutes
  - 95% of all emergency incidents will be responded to within 14 minutes.
3. The above is measured by the time it takes to get the first fire appliance to the scene from the time at which the fire station is first alerted.
4. In addition to the Response Standards for the first attending appliance, the Fire & Rescue Service will despatch a sufficient number of vehicles and personnel to safely and effectively deal with the type of incident reported as determined by national and local risk assessments.
5. OFRS attend a wide variety of incidents and not all are emergencies. Therefore, it is necessary to categorise incidents to enable improvement plans to concentrate on the highest priority areas. All Incident Commanders classify incidents they attend into one of three categories:
  - (a) Life threatening emergency
  - (b) Serious, but non-life threatening emergency
  - (c) Damage to property/heritage/environment.

6. Our operational effectiveness is measured against these three categories (a, b and c) which all require an emergency response.

### 2008/09 Performance – Response Standards - Monthly Summary

(Further geographical breakdown detailed in Appendix 1)

	<i>Incidents in scope</i>	<b>No in 11 mins</b>	<b>% in 11 mins</b>	<b>No in 14 mins</b>	<b>% in 14 mins</b>
<b>Apr-08</b>	241	188	<b>78.01%</b>	215	<b>89.21%</b>
<b>May-08</b>	303	244	<b>80.53%</b>	279	<b>92.08%</b>
<b>Jun-08</b>	278	242	<b>87.05%</b>	264	<b>94.96%</b>
<b>Jul-08</b>	344	274	<b>79.65%</b>	322	<b>93.60%</b>
<b>Aug-08</b>	255	203	<b>79.61%</b>	234	<b>91.76%</b>
<b>Sep-08</b>	318	249	<b>78.30%</b>	287	<b>90.25%</b>
<b>Oct-08</b>	301	249	<b>82.72%</b>	283	<b>94.02%</b>
<b>Nov-08</b>	312	250	<b>80.13%</b>	286	<b>91.67%</b>
<b>Dec-08</b>	291	232	<b>79.73%</b>	267	<b>91.75%</b>
<b>Jan-09</b>	348	252	<b>72.41%</b>	309	<b>88.79%</b>
<b>Feb-09</b>	<b>320</b>	<b>234</b>	<b>73.13%</b>	<b>298</b>	<b>93.13%</b>
<b>Mar-09</b>	<b>294</b>	<b>235</b>	<b>79.93%</b>	<b>274</b>	<b>93.20%</b>
<b>Totals for year 2008/9</b>	<b>3605</b>	<b>2852</b>	<b>79.11%</b>	<b>3318</b>	<b>92.04%</b>
<b>Totals for Year 2007/8</b>			<b>80.53%</b>		<b>92.49%</b>
<b>Target Figures</b>			<b>80%</b>		<b>95%</b>

7. There are a number of factors that have affected our performance against these targets:

- **Weather**

8. Jan/Feb 09's figures were affected by heavy snowfall and poor weather at various times, this is marginal in terms of overall percentages for the year but still had an effect.

- **Traffic Management**

9. The ongoing traffic measures put in place in a number of towns and villages have had an affect on attendance times. These traffic calming measures slow

down the arrival of retained personnel to stations and then can subsequently have an impact on the travel time to the incident.

- **Motorway**

10. On the Motorway and to a lesser extent the A34, there are some long travel distances between junctions e.g. J11 to 12 – Banbury to Gaydon, J9 to 8A – Bicester to Thame, A34 – Southbound towards Newbury. For some incidents it is necessary to traverse the whole section between two junctions and then return to get to the incident e.g. an incident between J9 and 10 or J11 and 12. The result is that some of the incidents are physically impossible to reach within the allocated target times. This also applies to a number of the remote areas within the County such as the Downs around Faringdon and Wantage and the villages on the County border with Berkshire in the Henley area e.g. Sonning Common etc.

### **Action Taken to Mitigate Risk**

11. Community Safety activities are targeted in areas known to be outside 14 minute attendance times. These community safety activities are informed by software modelling which identifies the probable/likely locations of those most vulnerable from fire. Our activities are also subject to an equality impact assessment to ensure that we do not inadvertently discriminate against any group within the communities we serve.
12. Every 'failure' against the Standards is analysed by the relevant Station Manager who then reports this to their Fire Risk Manager (FRM) and where possible, appropriate action is taken.
13. The Senior Leadership Team receives a quarterly performance review against the response standards. Where there are discrepancies, further detail is sought of the action taken or justification for delays in attendance.
14. The Response Standards remain stretching with the slight increase in attendance times for 2008/9 reflecting the National Trend\*. OFRS, through effective management, aims to achieve the most effective possible response whilst ensuring the safety of both crews and other road users.
15. \*Attendance times are increasing as traffic volumes increase and traffic management systems become more widespread. The new 20mph speed restrictions within Oxford will be monitored as these may have a direct effect on the speed of response of retained personnel to Rewley Road and, in accordance with National Guidance, will reduce attendance speeds from 50mph to 40mph (it is recognised that emergency vehicles exercising due care and attention may proceed to incidents at a speed 20mph above the posted speed limit unless there are very exceptional circumstances).

**RECOMMENDATION**

16. **The Scrutiny Committee is RECOMMENDED to:**
- (a) note the contents of the report; and**
  - (b) request the Chief Fire Officer to report back to Scrutiny on performance against the response standards for 2009/10.**

JOHN PARRY  
Director for Community Safety and Chief Fire Officer

Background papers: Cabinet 22 June 2006 CA11

Contact Officer: Nigel Wilson, Service Delivery Performance Manager  
(Tel: 01865 855214)

September 2009

**Breakdown of Response Standards by District, Area and Station.****Response Standards by District**

April 2008 - March 2009

Area	Incidents in Scope	Number in 11 minutes	% in 11 minutes	Number in 14 minutes	% in 14 minutes
City	1342	1286	95.83%	1330	99.11%
West	359	256	71.31%	331	92.20%
Cherwell	783	596	76.12%	706	90.17%
South	765	470	61.44%	637	83.28%
Vale	356	244	68.54%	314	88.20%

**Response Standards by Station**

April 2008 - March 2009

Station	Incidents in Scope	Number in 11 minutes	% in 11 minutes	Number in 14 minutes	% in 14 minutes
Banbury	344	312	90.70%	330	95.93%
Hook Norton	28	20	71.43%	26	92.86%
Chipping Norton	77	56	72.72%	70	90.91%
Charlbury	23	12	52.17%	22	95.65%
Woodstock	35	20	57.14%	28	80%
Kidlington	110	82	74.55%	105	95.45%
Bicester	238	153	64.29%	198	83.19%
Deddington	28	9	32.14%	19	67.86%
Eynsham	58	40	68.97%	55	94.83%
Witney	132	107	81.06%	125	94.70%
Burford	25	16	64%	19	76%
Bampton	44	25	56.82%	40	90.91%
Rewley Rd	539	527	97.77%	536	99.44%
Abingdon	180	135	75%	170	94.44%
Faringdon	95	57	60%	79	83.16%
Wantage	81	52	64.20%	65	80.24%
Goring	38	13	34.21%	18	47.37%
Henley	124	58	46.77%	81	65.32%
Thame	69	55	79.71%	66	95.65%
Wheatley	65	27	41.54%	50	76.92%
Watlington	103	53	51.46%	83	80.58%
Slade	803	759	94.52%	794	98.88%
Wallingford	94	45	47.87%	81	86.17%
Didcot	272	219	80.51%	258	94.85%
<b>Totals</b>	3605	2852	79.11%	3318	92.04%

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## SAFER & STRONGER COMMUNITIES SCRUTINY COMMITTEE 26 OCTOBER 2009

### FIRE SERVICE COMMAND AND CONTROL ROOM – THE FiReControl And FIRELINK PROJECTS

Report by Assistant Chief Fire Officer Colin Thomas (Oxfordshire's Senior User for the FiReControl and FireLink Projects and Joint Regional Project Board Member)

#### Purpose/Background

- Regular update for the Safer & Stronger Communities Scrutiny Committee.

#### Project Summary

- General assessment – The pace of project related work is increasing. We have now completed the electrical enabling work in our fire stations for the installation of the early station end equipment with the first trial installation scheduled for November this year. At the same time we are continuing to review documentation on the harmonising of procedures and processes across the English Fire Services. The planning for the project to install mobile data terminals in our operational vehicles has started. These systems, effectively a computer in cab, will enable crews to access a far greater range of information at incidents than is currently available. We expect this programme to start on 20 April 2010. We continue to proceed (albeit slowly) with migrating our Gazetteer data to the formats required for the RCC systems. This should be aided by the upgrade of the CLG provided system to do this on 30 September and by its eventual replacement in the new year with a system that will allow us to start work on the remaining 11 data sets. Whilst our planned cutover of July 2012 appears a long way off, the sheer volume of work that must be done in good time, and to a high standard, represents a significant risk, particularly in terms of the resource required to accomplish it.

#### Ongoing Work

- **Consultation** – The Local Authority Controlled Company (LACC) has now held the second Consultation Forum issuing new documentation to representative bodies and FRSs for formal consultation. The response time for the first round of documentation has been extended until 4 November in order to give more time for meaningful responses. The FRS is fully engaged with this to ensure our staff have access to all of the information and that their views are represented to the LACC during the consultation period. Our priority is to ensure our staff are fully supported and informed during this process.
- **Early Station End Equipment (ESEE)** – We have now completed all the enabling work to upgrade the electrical infrastructure in our fire stations in preparation for the fitting of FiReControl Early Station End Equipment (ESEE).

A trial installation of the FiReControl equipment at Bicester Fire Station is planned for late November 2009 to allow us to extensively test the equipment and ensure it integrates seamlessly with our existing mobilisation system. The full installation programme is then planned to start on 11 January 2010 and should take around 12 weeks to complete. We cannot afford to have this roll-out delayed as the installation of the mobile data terminals follows immediately after it and the same specialist staff are required to support both activities but could not do so in parallel. We are also currently half way through an 8 week project to replace the Alerter Aerials and feeders at all our fire stations to ensure that our front line system to mobilise our fire fighters performs as well and is as resilient as possible. The current pace of project work is posing a challenge for our Communications and Project support team.

- **Data Migration** – The upgrade of our Data Conversion and Migration Toolkit 1 (DCMT1) is planned to be completed on 30 September. We should then have access to an up-to-date version of the National Land and Property Gazetteer information (NLPG) which will greatly aid the work to match our Gazetteer data to the new system. A successor to DCMT1, DCMT2, is expected to be available early in the new year. We hope that this new system will be integrated onto the Oxfordshire County Council network, which should make the work to migrate all the rest of the required data more efficient. Nonetheless, the preparation of the necessary data for RCC use is both a critical and labour intensive activity. We have recently attempted to estimate the work involved and our current (and tentative) estimate is a total resource requirement of 1220 person days. This does not include the current work we are doing on the Gazetteer.
- **Ways of Working (WoW)** – This work is ongoing with 58 of the 68 initial 'Principles' documents reviewed. Once this process is complete we should start to receive the full documents which should set out in detail all the FRS activity, processes and procedures we will need to adopt to work effectively with the RCC. This is another potential resource intensive activity.
- **Internal Business Process Re-engineering (BPR)** – A significant number of activities, many currently carried out in our Control Room, will not be supported by the RCC. It has been decided that the SE Region's FRSs will look at this in a coherent manner using a BPR process used by Hampshire. To that end, Hampshire staff are coming to brief us on the process on 5 November 2009. Following that we will carry out the necessary analysis on our RCC support tasks to allow a SE picture to be available by March 2010.
- **Early Deployment of Mobile Data Terminals (MDTs)** – This project is a combined FireLink and FiReControl activity with FireLink installing the hardware and FiReControl the software. We are planning to hold our first detailed planning meeting on 5 October 2009. A limited amount of national level planning information has been issued which we will use as a basis for this work. There are a significant number of activities required to successfully introduce this new equipment. We need to ensure we can support the programme to fit it in our vehicles (very much like FireLink Phase B). We need to ensure we can prepare our data to be loaded on the devices and be



## SSC9

able to maintain and update it in use. We will require ICT assistance to allow wireless connectivity and have raised a Project Brief to cover this. Importantly, all our operational and related support staff will need to be trained – a significant task on its own. We expect the installation to start on 20 April 2010.

Colin Thomas  
Assistant Chief Fire Officer - FiReControl & Firelink Senior User  
Tel: (01865) 855206

October 2009

**Glossary**

CLG	<i>Communities and Local Government</i>
DCMT1 (2)	<i>Data Conversion and Migration Toolkit 1 and 2 – Computers and software to translate our data to RCC standard formats</i>
EADS	<i>European Aerospace and Defence Systems – lead FiReControl company.</i>
ESEE	<i>Early Station End Equipment replacement programme</i>
IRS	<i>Incident Reporting System</i>
ICT	<i>Information and Communication Technology – The OCC ICT Department</i>
JIG	<i>FRS Joint Implementation Group</i>
MDT	<i>Mobile Data Terminal</i>
PDA	<i>Pre-Determined Attendance at incidents</i>
RCC	<i>Regional Control Centre</i>
WoW	<i>Ways of Working (this used to be called Convergence – the process of harmonizing procedures across FRSs)</i>
ACO	<i>Assistant Chief Fire Officer</i>
DCO	<i>Deputy Chief Fire Officer</i>
FCM	<i>Fire Control Manager</i>
BPR	<i>Business Process Re-engineering</i>
NLPG	<i>National Land and Property Gazetteer</i>
LACC	<i>Local Authority Controlled Company – the Company that runs the RCC</i>

OXFORD AIRPORT

LANGFORD LANE

BANBURY RD



Agenda Annex

### Oxfordshire Fire Service H.Q.

**Sterling Road,  
Kidlington,  
Oxford OX5 2DU.**

**Tel: 01865 842999**

**Fax: 01865 855241**

#### By road:

Leave the A34 at the A44 sign posted to Evesham. Follow the A44 a short distance to the 1st roundabout and take the A4260 to Banbury. At the 3rd set of lights turn right into Sterling Rd. Approach. Fire Service HQ is on the right hand side. Parking is available in the public car park behind Tesco's Store, High St.

#### Public Transport:

From Oxford catch a bus from Magdalen St. (No. 2 or 7) to Kidlington and get off close to the village centre. The Fire and Rescue Service HQ can be found a short walk away

KIDLINGTON

PUBLIC CAR PARK

HIGH ST

**FIRE SERVICE HQ**



YARNTON RD

KIDLINGTON

A4260



GOSFORD HILL SCHOOL

KIDLINGTON & GOSFORD SPORTS CENTRE

OXFORD RD

BICESTER RD

A34



WOODSTOCK RD

A44

A4260

A34

A4165

OXFORD RD

PEAR TREE ROUNDABOUT

A40

NORTHERN BY-PASS

WESTERN BY-PASS



CUTTESLOWE

NORTH WAY A40

ELSFIELD WAY

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