

Oxfordshire County Council Fire & Rescue Service

STATEMENT OF ASSURANCE

2017-2018

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Welcome and foreword



Councillor
Judith Heathcoat

Cabinet Member
for Community
Safety Services



Chief Fire Officer
Simon Furlong

Director of
Community Safety
Services

Welcome to Oxfordshire Fire and Rescue Service's Statement of Assurance. As the Cabinet Member and Director of Community Safety Services for Oxfordshire we are pleased to present this statement for our local communities setting out how we meet the requirements of The Fire and Rescue National Framework for England.

The National Framework requires us to provide an annual statement of assurance on financial governance, operational matters, and to show how we have due regard to our Community Risk Management Plan (CRMP). In 2017 we published our new CRMP to meet the challenges of our communities over the next period (2017-22).

We ensure that our proactive approach, focussed on preventative activities, leads to a safer and healthier Oxfordshire. Our programme of collaboration, across the three Thames Valley fire and rescue services enables better integration and response to the public which focuses on delivering a more effective, efficient service that is transparent and accountable to our communities.

Last November, we undertook a peer review of our fire and rescue service, during which we completed a self-assessment, and then invited sector competent peers into our service to undertake a review of our functions. From this review, we created an action plan, which will support improvement in our prevention, protection, preparedness and response services as well as the overall leadership and governance of fire and rescue.

We are extremely proud of what our teams have achieved during 2017-18. Our people are our most important resource and it is through them, with the support of our county councillors and our partner agencies that we will continue to be a cost effective, well governed organisation with transformational leadership.



INVESTOR IN PEOPLE



The risks we face

The Fire and Rescue National Framework for England (the framework) requires us to produce an Integrated Risk Management Plan (IRMP), known as the CRMP, that identifies, assesses and addresses foreseeable fire and rescue related risk that could affect its community, including those of a cross border, multi authority and / or national nature.

The CRMP is Oxfordshire County Council Fire and Rescue Service's (OFRS) analysis of the county's community risk profile, together with our five-year strategic approach detailing how we intend to effectively manage those risks.

Each year we create an annual action plan to support our CRMP, where we set out the actions to deliver this approach at an operational level.

The action plan sets out several priorities and projects to ensure that residents and businesses are safer, whilst at the same time delivering an efficient and effective emergency response when necessary.

[CRMP Action Plan 2018/19](#)

Social risk

People in Oxfordshire are living longer. The number of people aged 75 and over is projected to grow by 66 per cent between 2011 and 2026. Historical data shows that older people are at a greater risk from suffering serious injuries or death from accidental fires.

Our Home and Community Safety Department, through partnership working, will continue to target the people most at risk through safe and well checks and education. To further develop our intelligence led approach we will use technology to identify both localities and individuals that would benefit from timely prevention activities

Oxfordshire adopted the national Safe and Well programme in 2017 as a key part of its prevention strategy. This approach extends the range of vulnerabilities that are assessed as part of a wider visit supporting residents to live in their homes with confidence independently. These visits go far beyond the previous home fire safety checks and address the wider risk in the home and aim to influence better lifestyle choices amongst recipients for example assessing risk of slips trips and falls, fuel poverty as well as alcohol use and smoking cessation.

Economic risk

Unemployment in Oxfordshire remains significantly below the average for England. The county is a global seat of education, learning and research, a centre of engineering and scientific excellence, a world leader in automotive and advanced manufacturing, publishing, health care and life sciences and an iconic tourist destination.

This includes many nationally and internationally recognised businesses such as, BMW Mini, Oxford Instruments, the Williams and Renault Formula One Teams, the city's two universities and many important military establishments. Our operational and fire protection teams work with businesses to plan for emergencies and carry out fire protection enforcement and advice.

Risks beyond our borders

Over the border mutual aid arrangements

Under sections 13 and 16 of the Fire and Rescue Services Act 2004 OFRS has reinforcement schemes in place for securing mutual assistance with Berkshire, Buckinghamshire & Milton Keynes, Gloucestershire, Northamptonshire, Warwickshire and Wiltshire Fire and Rescue Service Authorities for the provision of resources such as fire engines and specialist assets.

Plans are also in place, through the National Resilience Advisory Team (NRAT), to provide specialist appliances and crews for mass decontamination, urban search and rescue, water and high-volume pumping, hazardous chemical analysis and command and control across England and Wales.

Tactical Operational Guidance

OFRS have been engaged in the National Fire and Rescue Service Collaborative Partnership Programme to promote a common approach when working across borders. In 2015 we opened a new joint fire control with two of our neighbouring fire and rescue services, Royal Berkshire and Buckinghamshire & Milton Keynes, known as the Thames Valley Fire Control Service.

We have a joint Thames Valley Fire Service team responsible for developing Tactical Operational Guidance (TOG) documents. This information is carried on fire engines and accessed via on-board computers known as Mobile Data Terminals. It enables all operational staff to access the most up to date guidance and information at the scene of an emergency with neighbouring authorities working to the same procedures.

This team is now undertaking the implementation of the National Operational Guidance to ensure that there is a consistent approach across the three Fire and Rescue Services in the Thames Valley.

The National Joint Emergency Services Interoperability Project (JESIP) has been formed to enhance joint working further across blue light services and collaborate where possible. This also captures lessons learnt from significant incidents and shares these with all Fire and Rescue Services an example of this was the lessons learnt from the Didcot Power station collapse which were shared to enable other Services to understand what went well and what we had identified as areas for improvement.

The service has recently undergone further training with all its officers following on from the Manchester and London recent terror attacks, to ensure that we are prepared for these types of incidents. This training was carried out by Oxfordshire Fire and Rescue Service and attended by representatives from the other Thames Valley FRS's, Oxford University security and Counter Terrorism Police.

The “Kerslake report” has recently been released on the Manchester arena terror attack and will give OFRS the opportunity to identify further learning both internally and with the wider Thames Valley Emergency Service's.

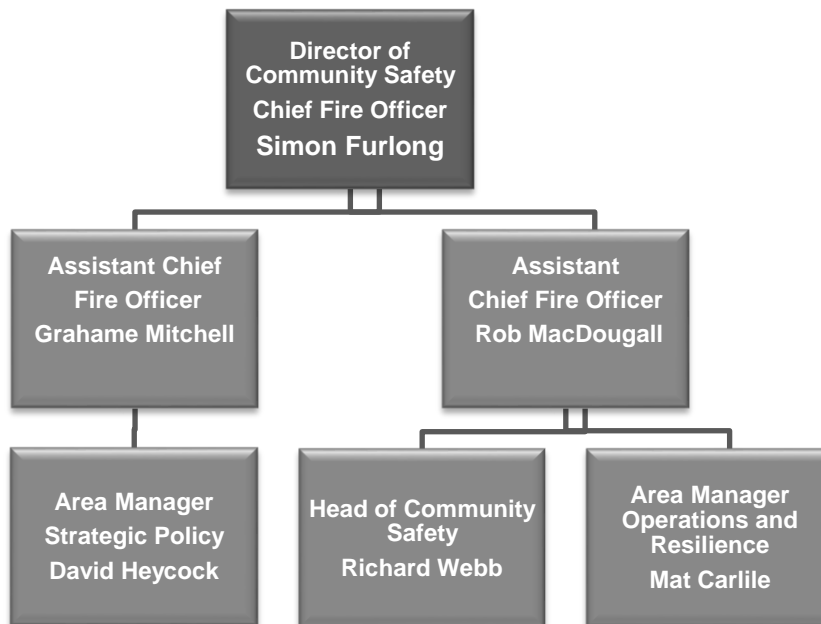
Overview of fire and rescue service

Overview of our structure

OFRS is governed by the Strategic Leadership Team (SLT) whose full members are listed below. Full SLT meetings are held monthly with fortnightly meetings to discuss specific issues. SLT reports to County Leadership Team (CLT).

- Chief Fire Officer Simon Furlong (Director for Community Safety)
- Assistant Chief Fire Officer — Grahame Mitchell
- Assistant Chief Fire Officer — Rob MacDougall
- Area Manager Operations and Resilience — Mat Carlile
- Area Manager Strategic Policy – David Heycock
- Head of Community Safety — Richard Webb
- Human Resources Business Partner — Grainne Darnton
- Finance Business Partner — Rob Finlayson

Strategic Leadership Team



Our people

At the end of February 2018 there were a total of 229 whole-time firefighters, 320 On-Call and 115 support staff working for Oxfordshire County Council Fire and Rescue Service.

Our resources

There are currently 24 fire stations in Oxfordshire, which are staffed by whole-time and on-call firefighters. They offer safety advice, education and respond to emergencies calls. In the last 12 months, we have actively recruited and trained firefighters for our 25th fire station, planned for the expanding, West Oxfordshire town of Carterton. These firefighters will be the integral part of the Carterton Community Safety Centre, as detailed in last year's document.

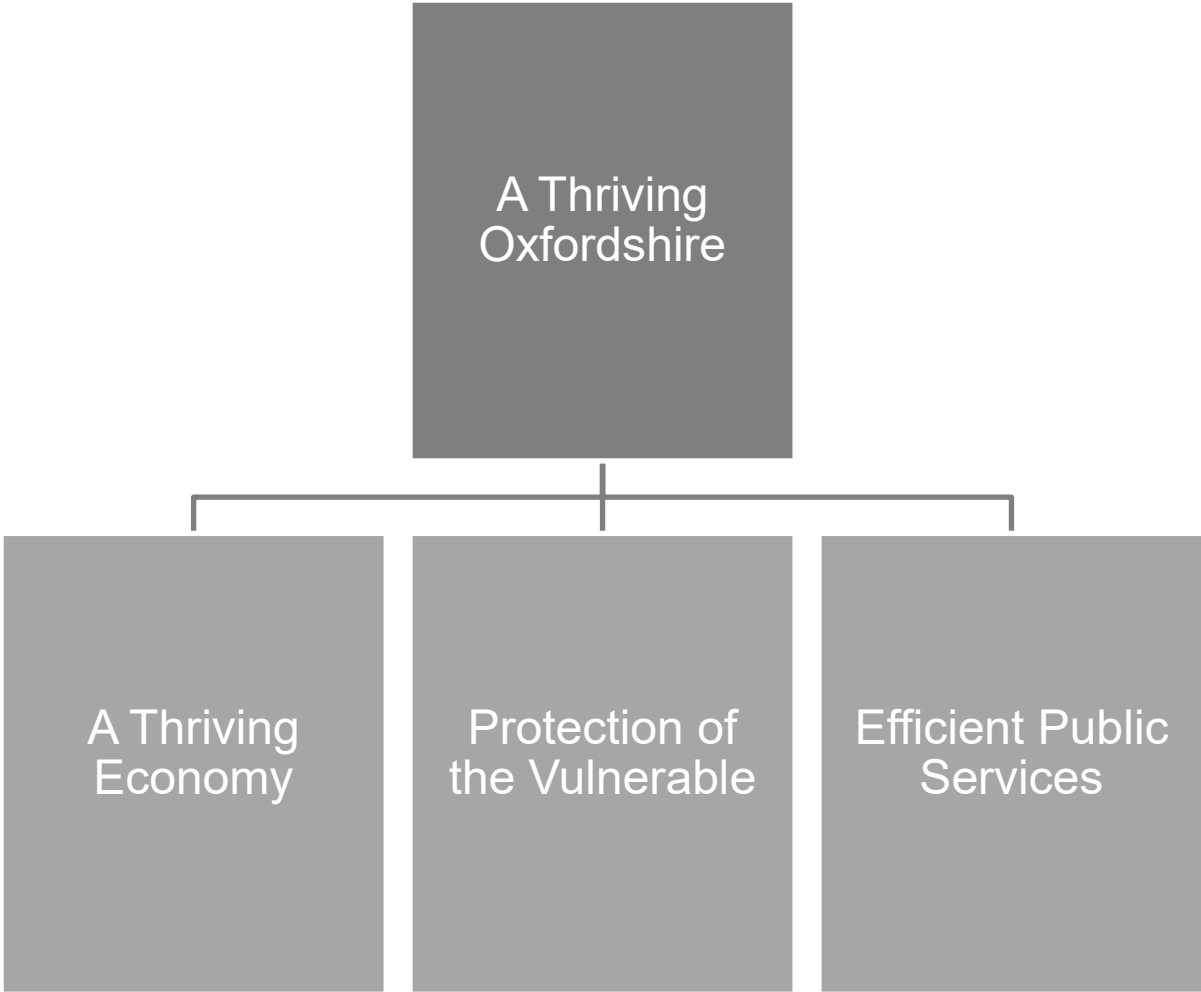
We have a front-line fleet of 34 fire engines, plus a resilience appliance and several specialist vehicles to support large or complex incidents. These include an aerial ladder platform, and a specialist technical rescue vehicle that attends road traffic collisions and specialist rescues.

Other specialist vehicles are provided for incident support, incident command, bulk water supplies, environmental protection and firefighter decontamination following incidents involving hazardous materials. As part of a national response strategy we also have a specialist vehicle for detecting and identifying hazardous materials and a high-volume pumping unit.

Going forward: Our 365alive 2016-22 vision

Our six core strategies are designed to contribute towards our 365alive vision; ***'Working together, every day, to save and improve the lives of people across Oxfordshire'***. The fire and rescue vision is supported by the whole of community safety including; Trading Standards, Emergency Planning Unit, Commercial Training Service and Gypsy and Travellers Service.

This 365alive vision has been designed to ensure we are contributing towards the strategic ambition of a ***'Thriving Oxfordshire'*** as detailed in the [Oxfordshire County Council Corporate Plan](#) and we will make sure all our activities align with the strategic priorities of the plan.



The new 365alive vision describes the strategic outputs that we aim to achieve by 2022:

- 6,000 more people will be alive because of our prevention, protection and emergency response activities. This supports the OCC strategic Priority: Efficient public services.
- 85,000 children and young adults better educated to lead safer and healthier lives. This supports the OCC strategic Priority: Protection for vulnerable people.
- 37,500 vulnerable children and adults helped to lead more secure and independent lives supported by safe and well-being visits. This supports the OCC strategic Priority: Protection for vulnerable people.
- 20,000 businesses given advice and support to grow. This supports the OCC strategic Priority: A thriving economy.
- We have set a social media reach target of 1.6 million interactions across various social media platforms. This supports the OCC strategic Priority: Protection for vulnerable people.



[365alive website](#)

Our operational strategies are based on the delivery of our prevention, protection and operational response functions. These are supported by the organisational development strategy, the asset management strategy and the financial plan.

Our key strategic documents are shown in the following diagram:

Key strategic documents



Our challenges and priorities during 2017-18

Over the last 12 months, we have extended our provision of service to the community by collaborating with other agencies by engaging in the following projects:

- Assisting the County Coroner on behalf of Oxfordshire County Council, this service commenced in May 2017 to support the County Coroner in the dignified statutory duties.
- Patient Transport on behalf of Oxfordshire County Council is an extension of a six-month trial that began in January 2017. On average, we transport 88 patients per day to medical appointments in support of the South Central Ambulance Service's Clinical Commissioning Group. This service has now been internally evaluated and has now ceased.
- Tree clearing service to support Oxfordshire County Council Communities Directorate. Using the skills and equipment we already possess in a new way, we have been able to make savings to the County Council by removing fallen trees from the highway network in Oxfordshire, averaging 23 fallen trees a month.
- Co-responding to support South Central Ambulance Service (SCAS), where a fire appliance will respond to certain medical 999 calls, as screened by SCAS, and provide immediate emergency care to the critically ill. We attended 1736 calls during the year.
- Attending cardiac arrests to support SCAS. All our fire appliances carry defibrillators, as do prominent key stations. All our crews, across the 24 fire stations are alerted to cardiac arrest calls and will attend as the nearest asset.
- Effecting Entry to support SCAS and Thames Valley Police (TVP). Fire crews will gain access to premises to assist with a medical emergency, using our skills, experience and a range of equipment to make entry, limit damage and secure a property as necessary.

Through 2018-19

The Home Office has set out a Fire Reform Programme that will provide transformation of fire and rescue services to:

- Deliver efficiencies and savings
- Introduce a new rigorous and independent inspection regime system through the newly formed HMICFRS (Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services)
- Transform the diversity of its operational workforce
- Publish comparative procurement data from every fire and rescue authority in England and to encourage services to pool their purchasing power and buy collectively
- Comply with the Legal duty in the Policing and Crime Act 2017 to collaborate with the Police and Ambulance service.

The Chief Fire Officers from all Thames Valley FRS's have decided that a more focused programme of collaboration, across the three organisations, will enable better integration and efficient services to the public. It was recognised that there is considerable work going on within each service and that capacity and workload is a significant factor for all our management teams. As such an agreed number of key work streams are being proposed.

These projects will be:

- Thames Valley Fire Control – We shall be focusing on having one mobilising policy, this will enable staff in the control room to streamline their responses and free up time and effort to ensure that the community gets the best possible response.
- Fire Protection – The services will work together to develop a single fire protection function, one fire protection policy, succession plan and one way of working, providing consistency and opportunities for staff across the Thames Valley.
- Procurement – We shall be concentrating on getting one procurement timetable and looking to buy the same equipment and appliances in all our respective authorities.
- Risk Modelling – We will work together to develop one risk modelling methodology, this will enable a consistent way of assessing risk whilst still allowing risk appetite to be defined locally.

- Workforce reform – The Services will work together on workforce reform, learning from each other and sharing best practice to enable our staff to have the best possible opportunities and enable our staff to shape the future of our service.
- Blue light collaboration – The work going on with SCAS and TVP needs to be accelerated and highlighted to enable the community to get the best possible service.
- Operational alignment- The service will work with the other Thames Valley Fire and Rescue Services to fully align operational practices following the National Operation Guidance program

Chief Fire Officer's statement on equality and diversity

OFRS recognise that all individuals have fundamental human rights and, therefore, adopts a rights-based approach to equality.

We seek to develop and provide relevant, appropriate and accessible services that meet the needs of our diverse population. The service will eliminate unlawful or otherwise unjustifiable discrimination and promote equality in the provision of our services. As an employer we value the contribution that every employee makes and respect individual differences, utilising the diversity of our workforce as a positive benefit.

Chief Fire Officer Simon Furlong

The service fully supports the OCC Equality Policy and its objectives and publishes case studies to demonstrate how these objectives are met.

[Equality and inclusion case studies](#)

Governance arrangements

OFRS is an integral part of Oxfordshire County Council (OCC), who are responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

OCC is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

OCC has approved and adopted a code of corporate governance that is consistent with the principles of the CIPFA / SOLACE Framework 'Delivering Good Governance in Local Government'.

The OCC Annual Governance Statement enables the fire and rescue service to demonstrate that it has fulfilled its obligations under the framework. Full details can be found in the OCC Annual Governance Statement, which is included in our 'Statement of Accounts' publication at the end of the document.

[Annual accounts and audit](#)

General arrangements for ensuring effectiveness of the system of Internal Control is governed by the Corporate Governance Framework, which sets out the Council's approach to corporate governance.

- [Corporate Governance Assurance Framework](#)

The OCC Monitoring Officer has a statutory responsibility for ensuring the Council complies with its legal requirements and conducts its business properly. This is achieved through the following:

- Corporate Governance Assurance Group (CGAG): Co-ordinates preparation of the Annual Governance Statement and, therefore, receives corporate lead assessments as well as identification of areas of improvement on the internal control environment.
- Corporate Governance Policies: The Monitoring Officer has delegated authority to approve and amend operational policies and procedures relating to corporate governance, if necessary in consultation with the Leader and Deputy Leader of the Council.
- County Leadership Team (CLT): Provides the strategic oversight of the work of the Council and reviews the work of Cabinet by scrutinising the Forward Plan and raising any issues of concern. The Monitoring Officer sits as a designated Officer on CLT to advise and assist in relation to policies and strategies in compliance with legal requirements.
- Audit Working Group and Audit & Governance Committee: The Monitoring Officer reports to this Committee with regards to compliance of corporate governance policies, including Members register of interests.

Your fire and rescue authority

OCC is a county authority and is the fire authority for Oxfordshire represented by a full council with all members. All the key decisions are made by cabinet members, meeting either jointly as the cabinet or as individual cabinet members, taking delegated decisions within their own responsibilities.

Councillor Judith Heathcoat, Deputy Leader of the Council, has responsibility for:

- Fire and rescue
- Fire control
- Trading standards
- Emergency planning
- Flooding
- Internal management
- HR and industrial relations
- Policy co-ordination
- Equalities
- Localities
- Community cohesion

The performance of the fire and rescue service is overseen by the Performance Scrutiny Committee and the Audit and Governance Committee. Cabinet meetings are held once a month and are attended by all cabinet members. The cabinet is also responsible for preparing the budget and policies to propose to the full council. The scrutiny committees provide advice to the cabinet on major policy issues and may review its decisions.

Details of how the community can attend meetings and access agendas and reports can be found at:

- [Meetings and decisions web page](#)

Our legal responsibilities

Responsibilities under the Fire and Rescue Services Act 2004

The Fire and Rescue Services Act 2004 sets out the duties and powers of fire and rescue authorities. Under the Act, the Fire Authority has many core functions:

- Fire safety: Promoting fire safety, including the provision of information and publicity on steps to be taken to prevent fires. Giving of advice on how to prevent fires and on the means of escape from buildings in case of fire.
- Firefighting: Extinguishing fires and protecting life and property in the event of fires.

- To respond to and rescue people from road traffic collisions (RTCs) and protecting people from serious harm in the event of RTCs.
- Emergencies: When necessary deal with emergencies other than fires and road traffic accidents.

We address these core functions in the CRMP, which identifies and assesses foreseeable fire and rescue related risks that could affect our community. Action plans are produced based on the CRMP that set out many priorities.

[The Fire and Rescue Service Act 2004](#)
[Community Risk Management Plans and Action Plans](#)

Responsibilities under the Civil Contingencies Act 2004

The Civil Contingencies Act 2004 (CCA) places certain duties on all Category 1 Responders as defined by the Act, including OFRS. One of these duties is the formation of the Thames Valley Local Resilience Forum (TVLRF).

The Act requires Category 1 Responders to maintain the plans for preventing emergencies; reducing, controlling or mitigating the effects of emergencies; and taking other action in the event of emergencies. Provide advice and assistance to businesses and voluntary organisations regarding business continuity management.

These plans are drawn from risk assessments and have regard for the arrangements to warn, inform and advise the public at the time of an emergency. The Emergency Planning Unit, which is part of OFRS, has overall responsibility and is key to helping the council meet these duties.

- [Civil Contingencies Act 2004](#)
- [Thames Valley Local Resilience Forum website](#)

Responsibilities under the Fire and Rescue Services (Emergencies) (England) Order 2007

The Fire & Rescue Services (Emergencies) (England) Order 2007 instructs fire authorities to make provision for:

- Decontamination of people and to limit harm to the environment at chemical, biological, radiological or nuclear emergencies.
- The rescue of people at emergencies involving collapse of building, structures, incidents involving trains, trams or aircraft, and where resources are required beyond the scope of day to day operations.
- Personnel, services and training and make arrangements to carry out these above functions.

- Response to emergencies outside the fire authorities' area.

We make provision for these requirements through operational planning and procedures as part of our involvement with the National Resilience Programme.

National Fire Chief Council is the organisation that provides assurance to the Home Office that the National Resilience Capabilities (NRC) generated can meet the new threats to national stability. CNR provides operational assurance at the strategic level.

- [Fire resilience website](#)
- [The Fire & Rescue Services \(Emergencies\) \(England\) Order](#)

Responsibilities under the Regulatory Reform (Fire Safety) Order 2005

OFRS enforces general fire safety legislation on behalf of the county council. Other related legislation the authority enforces includes:

- The Dangerous Substances (Notification & Marking of Sites) Regulations 1990.
- The Health and Safety (Safety Signs and Signals) Regulations 1996.
- The Construction (Design and Management) Regulations 2015.

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

Full details of how we discharge our responsibilities under fire safety legislation can be found at:

[Fire safety advice for businesses web page](#)

Responsibilities under the Health & Safety at Work etc. Act 1974 and the Management of Health & Safety at Work Regulations 1999

OFRS operates within the county council's management framework which incorporates the provisions of the Health & Safety at Work etc. Act 1974, the Management of Health & Safety at Work Regulations 1999 and the responsibility to provide, so far as is reasonably practicable, a safe and healthy working environment for all employees.

Our health and safety policy documents explain how we discharge our responsibilities under health and safety legislation.

[Fire and Rescue Service Health and Safety Policy Part 2](#)

[Fire and Rescue Service Health and Safety Policy Part 3](#)

Responsibilities under the Localism Act 2011

The Localism Act 2011 gives fire authorities powers of competence to:

- Carry out its functions so that it will be able to do anything they consider appropriate for purposes linked to their statutory responsibilities to help deliver innovative and more personalised services to their communities.
- Make charges for certain services. These powers enable both councils and fire and rescue authorities to act innovatively to generate efficiencies and secure value for money outcomes.

Full details of the of the Localism Act 2011 and community right to challenge and right to bid for community assets can be found at:

- [Community Rights and Localism Act web page](#)

The Fire and Rescue Service National Framework

The current Fire and Rescue National Framework for England published in 2012 sets out the government's priorities and objectives for fire and rescue authorities in England to:

- Identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately.
- Work in partnership with their communities and a wide range of partners locally and nationally to deliver their service.
- Be accountable to communities for the service they provide.

A gap analysis was undertaken to ensure that OFRS met the requirements of the framework document and an action plan has been completed.

- [National Framework Document Published July 2012](#)
- [National Framework Requirements Gap Analysis](#)

In December 2017, the Home Office revised and consulted on the National Framework for England. At the time of going to print we await the outcome of the review.

Management of risk

The county council has a risk management strategy which aims to ensure that there is continuous improvement in the arrangements for managing risk across the directorates.

Full details can be found in the OCC Annual Governance Statement which is included in our 'Statement of Accounts' publication at the end of the document. These are published each year, on the Council's website at:

[Annual accounts and audit web page](#)

OFRS risk management strategy follows the principles of the Office of Government Commerce's Management of Risk Framework. All members of staff work to identify threats and opportunities to the service and our communities.

Once a risk has been identified we decide how we want to deal with it then monitor it closely. Risk registers are maintained for strategic risk and operational risk. The nature of certain risks means that not all records will be accessible to all.

- [Risk Management Strategy](#)

Responsibilities under the Road Traffic Act 1988 section 39

Oxfordshire County Council as the local authority has a statutory responsibility under section 39 of the Road Traffic Act 1988 for road safety engineering, education, training and publicity (ETP) that are discharged through both the Environment and Economy and OFRS. Full details of how we discharged are responsibilities to provide road safety information, advice and training under the Road Traffic Act 1988 can be found at:

- [Road safety web page](#)

Our collaborative arrangements

Memorandums of Understanding (MOU's) exist with other agencies such as Highways Authority, Thames Valley Police, South Central Ambulance Service and the Defence Fire and Rescue Service.

We also have MOU's with other local organisations such as RAF Brize Norton, British Red Cross, HMP Huntercombe, Emergency Response Team Search and Rescue and Oxfordshire Lowland Search and Rescue.

A full list of Memorandums of Understanding can be found on the website at:

[Memorandums of understanding document](#)

How we secure business continuity

Business continuity management is a series of processes and plans that identify risk and develop OFRS resilience to ensure that adverse events cause minimal disruption to the services provided and that critical services are maintained. Plans have been developed for all sites and critical functional departments, and these plans have been tested and exercised.

Our performance

How we performed during 2017-18

A description of the fire authority's key performance indicators and targets against which the service is measured can be found in OFRS Annual Report. This report reviews our performance over the last financial year and shows the headline statistics and trends in incidents and emergencies that we have attended.

This allows us to recognise areas where we have done well, identify where we can improve our service and trends in specific incidents and emergency types. It helps us decide where to focus our efforts and resources to reduce threats and explore opportunities. The report contributes to our future planning and is essential to our process of integrated risk management.

- [Performance information - Annual Reports](#)

Response standards performance

Since April 2005 OFRS has had local response standards for attending emergency incidents in the county. The Chief Fire Officer is required to report annually on the fire and rescue service's performance against these standards and bring forward any recommendations as appropriate. Our response targets remain stretching, yet in 2017-18 we achieved our targets.

Local response standards are:

- 91 per cent of all emergency incidents will be responded to within 11 minutes.
- 97 per cent of all emergency incidents will be responded to within 14 minutes.

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.

2017-18 Response Standards Performance

Response standards performance 2017-18	Total emergency incidents in scope	Incidents responded to <11mins	per cent response standards <11mins	Incidents responded to <14mins	per cent response standards <14mins
Totals	4598	4172	90.74	4471	97.24

[Oxfordshire Fire and Rescue Service performance web page](#)

Benchmarking

We use national benchmarking reports and tools. We are also part of a [National Fire Chiefs Council](#) (NFCC) family group to facilitate benchmarking against fire and rescue services of similar size and demographics and to promote best practice. The Fire Statistics Monitor publication provides headline figures on fire, false alarm and special service incidents in England.

- [Fire Statistics Monitor Report](#)

What others have said about our performance

Operational Assessment (OpA) Peer Challenge

One of the main external assurance mechanisms for the fire and rescue is the Local Government Associations (LGA's) Fire Peer Review. OFRS completed an OpA in November 2017 which resulted in positive feedback from the peers within their report. An action plan is in the process of being created. The 2017 OpA report can be found on the link below:

[2017 Peer Review](#)

Customer Service Excellence Award

The government wants services for all that are efficient, effective, excellent, equitable and empowering with the citizen always at the heart of service provision.

Customer Service Excellence was developed to offer services a practical tool for driving customer focused change within their organisation, with our annual reassessment taking place in March.

- [Customer Service Excellence Report](#)

Strategic Risk and Assurance Team

The Strategic Risk and Assurance Team ensures consistently high performance throughout the organisation by conducting quality assurance audits.

Lessons learnt from incidents

We demonstrate our commitment to high performance and making improvements to our operational response by conducting active monitoring of all operational incidents.

Themed audits are conducted for specific incident types to ensure that correct operational procedures are being implemented. The themes for our operational audits are identified from new national procedural implementation, national highlighted areas of concern and following the issuing of new operational equipment.

Our audits highlight areas of good practice and identify trends and training needs. This evidence base is used to feedback into reviews of training across the service. The results of operational audits are published on the service intranet for access by all personnel.

Our Incident Commanders conduct hot debriefs after most incidents. If the incident reaches a pre-determined level or is of special interest we hold a structured debrief. The outcomes from structured debriefs result in action plans that are feedback into training and available to all personnel.

Coroners Regulation 28 Notices

The coroner, through Regulation 28 of the Coroners (investigation) Regulations 2013, has the authority to produce a preventable future death report. OFRS have reviewed the reports and created actions plans to ensure we follow the recommendations and lessons learnt, from the Regulation 28 notices. We have also created an action plan following the publication of the Fire Brigades Union Warwickshire Report.

Financial performance: statement of accounts

Where our money came from

Our budget for 2017-18

OFRS are an integral part of OCC who provide the statement of accounts and audit that can be found on the OCC public website:

[Annual accounts and audit](#)

What your money was spent on

Revenue expenditure

The total net budget for Oxfordshire Fire and Rescue Service for 2017-18 was £23.888m, with a controllable service budget of £21.487m. A summary of OFRS expenditure can be found in the Annual Report at:

[Oxfordshire Fire and Rescue Service performance](#)

Expenditure per head of population¹

The cost of providing the fire and rescue service in 2016/17 was approximately 10p per day for each person within Oxfordshire.

The cost per head of population for 2016-17 was £34.40 compared to the average cost of:

- South east region fire and rescue services - £40.22
- Family group fire and rescue services - £37.83
- All English fire and rescue services - £40.29
- County council fire and rescue services - £36.82

Expenditure per member of staff

We provided a service at a cost of £45,637 per member of staff in 2016-17 compared to the average cost of:

- South east region fire and rescue services - £52,814
- Family group fire and rescue services - £50,297
- All English fire and rescue services - £49,628
- County council fire and rescue services - £45,058
- [Pay Policy Statement](#)

Expenditure per incident

Our overall expenditure against the number of incidents we attend is £3,351 per incident in 2016-17 compared to the average of:

- South east region fire and rescue services - £3,892.
- Family group fire and rescue services - £4,062
- All English fire and rescue services - £4,401.
- County council fire and rescue services - £4,266

How we provide value for money

OCC Corporate Plan 2016 to 2020 sets out the key objectives and priorities for action for the council. It is a key document and sets out the broad strategic direction, as well as the council's values and principles that guide all our work.

¹ Financial data is taken from the CIPFA Fire and Rescue Statistics 2016/17, as CIPFA 2017/18 statistics are not currently available. County council fire and rescue service figures do not include Isle of Wight or Isles of Scilly as they do not represent a fair comparison due to their size

We have an absolute focus on ensuring services are efficient and delivering value for money for local people.

- [The OCC Corporate Plan](#)

Auditors findings

A summary of auditors' reports and findings can be found in the Annual Audit Letter 2016-17 on the link below. The Accounts and Audit Regulations require local authorities, including fire and rescue authorities, to prepare an annual governance statement in support of the annual statement of accounts. Full details can be found in the OCC Annual Governance Statement, which is included in our 'Statement of Accounts' publication at the end of the document.

[Annual accounts and audit](#)

Our future plans

Our CRMP has formed part of our approach to mitigate risk within Oxfordshire through prevention, protection and intervention strategies.

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
- Project 2: To increase the diversity of the Operational Workforce to reflect the community that we serve
- Project 3: To review resourcing of our fire protection service delivery and the effective enforcement of fire safety legislation in the County
- Project 4: Implement the outcomes of the 2017/18 review whole-time shift duty system

[Community Risk Management Plan and Annual Action Plans](#)

Our community engagement

Consultation on our new strategic CRMP 2017-22 and Action Plan 2017-18 was consulted on from the 10 October 2016 to 9 January 2017.

The Consultation Responses Report can be found at:

- [Consultation Responses Report](#)

Comments and compliments

The fire and rescue service is passionate about delivering top quality customer service. Delivering excellent customer service benefits us as individuals, our organisation and our community. We also know that we need to continually adjust and improve our levels of customer service because we need to meet the changing needs and expectations of our customers.

If you have any comments, compliments, complaints or suggestions, please contact us using whichever of the following methods is most convenient to you:

- Telephone: 01865 815906.
- Email: complaints@oxfordshire.gov.uk.
- Online: www.oxfordshire.gov.uk/complaints.
- Post: write to: Complaints Team
-

First floor County Hall
Oxford
OX1 1ND.

Comprehensive information is available in the following links:

[How to make a complaint about Oxfordshire County Council](#)

[Fire and rescue service comments, compliments and complaints](#)

How you can become involved

To make a request for a free Safe and Well check, call the community Safety Helpline free on 08000 325999 or visit 365alive.co.uk and complete our quick on-line questionnaire.



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

Follow us on Twitter at [@OxonFireRescue](https://twitter.com/OxonFireRescue) or on Facebook at [Oxfordshirefireandrescueservice\(official\)](https://www.facebook.com/Oxfordshirefireandrescueservice(official)).

Access to information

Details regarding the fire authority's arrangements in respect of access to data and information can be found on the council's [access to data and information web page](#).

Signature

Signed on behalf of Oxfordshire County Council:

Date: April 2018

Councillor Judith Heathcoat

Cabinet member with responsibility for the fire and rescue service