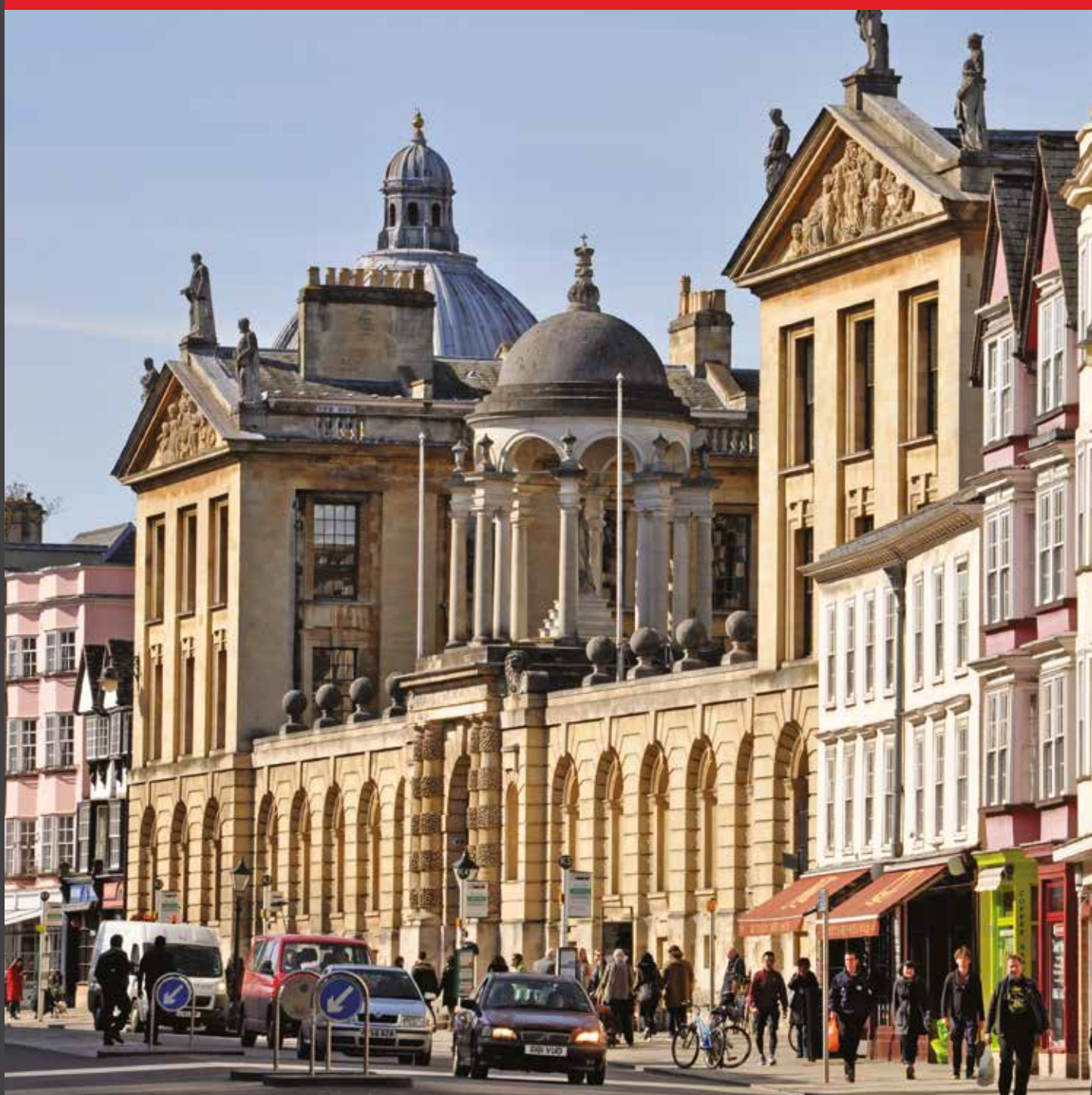


Oxfordshire County Council
Fire & Rescue Service

Statement of Assurance 2018-2019



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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 for 2018 to 2019. 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 risk in the county by our Community Risk Management Plan (CRMP). In 2017 we published our CRMP to meet the challenges of our communities over the period of 2017 of 2022. 2019 will see us update this document, following significant developments within the fire sector.

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

Last year, our fire and rescue service was inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspection looked in detail at our operational service delivery, efficiency and organisational effectiveness. This is the first time in many years that fire and rescue services in England have been inspected to the same standards, allowing a comparative indicator of how we are doing. The inspection will report back to the service their findings in the summer of 2019.

We have already created an action plan based on the initial feedback from the inspectors, which will support improvement in our prevention, protection, and response services.

We are extremely proud of what our teams have achieved during 2018-19. Our people are our most crucial 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.

Overview of fire and rescue service

Your fire and rescue authority

OCC is an upper tier local authority and as such is the fire authority for Oxfordshire represented by a full council with 63 members. All the key decisions are made by cabinet members with designated portfolios, meeting either jointly as the cabinet or as individual cabinet members, taking delegated decisions within their own area of responsibility.

Councillor Judith Heathcoat, Deputy Leader of the Council, is the portfolio holder for Community Safety and 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](#)

Overview of our structure

OFRS is governed by the Strategic Leadership Team (SLT) whose full members are listed below. Full SLT meetings are held fortnightly to discuss specific issues. The Chief Fire Officer reports to the Chief Executive's Direct Reports (CEDR) and cross cutting work is carried out at the County Council Executive Leadership Team (ELT) meeting which is chaired by the Assistant Chief Fire Officer Grahame Mitchell.

Strategic Leadership Team

- 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 — Mike Adcock
- Area Manager Strategic Policy – David Heycock
- Area Manager Prevention and Protection — Jason Crapper
- Human Resources Business Partner — Kim Terry
- Finance Business Partner — Rob Finlayson

Our people

At the end of March 2019 there were a total of 234 whole-time firefighters, 327 On-Call and 116 support staff working for Oxfordshire County Council Fire and Rescue Service.

Our resources

In December 2018, we were pleased to see the opening of our 25th fire station located in the West Oxfordshire town of Carterton. This is the first fire station to open in Oxfordshire for nearly 50 years. Carterton fire station has a single fire engine station and is crewed by 15 On-Call firefighters and a Station Support Officer. These firefighters will be the integral part of the Carterton Community Safety Centre, as detailed in last year's document.

The addition of the new station at Carterton, there are 25 fire stations in Oxfordshire, which are staffed by whole-time and on-call firefighters. They offer safety advice, education and respond to emergencies calls.

We have 35 fire engines, 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.

Chief Fire Officer's statement on equality and diversity

OFRS recognises 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.

We have been working on increasing the diversity of our operational workforce by targeting recruitment campaigns to encourage women to join the fire service, over the last year. We are now looking to progress this work within the BAME communities of Oxfordshire.

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](#)

What is a statement of assurance?

The Fire and Rescue National Framework for England 2018 (the Framework) sets out the requirement for all fire and rescue authorities to provide annual assurance on financial, governance and operational matters and to show how they have due regard to the requirements included in the Framework and the expectations set out in the authorities' own risk management plans (CRMP). To demonstrate this, the Framework requires that each authority must publish an annual statement of assurance.

This statement of assurance outlines the way in which the fire authority and its fire and rescue service, has due regard to the National Framework, the Community Risk

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Management Plan and to any other relevant strategic plan prepared by the authority for that period.

1. Risk Management

The Fire and Rescue National Framework for England (the Framework) requires us to have due regard for the management of risk within the county. This is achieved by the production of an Integrated Risk Management Plan (IRMP), known in Oxfordshire as the Community Risk Management Plan (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 we intend to deliver to support the five-year plan.

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 2019 – 2020](#)

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](#)

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

On 29th March 2019 the UK could see it's exit from the European Union. As yet the impact of this is unknown to the country, and the service. As a Fire and Rescue Service we must be prepared for any impact this may have on both the economic and societal risks to the county. We are carrying out Business Impact Assessments to ensure that any potential impact does not disrupt the critical service to the county.

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 Dorset & Wiltshire Fire and Rescue Authorities for the provision of resources such as fire engines and specialist assets.

Plans are also in place, through the National Coordination and Advisory Framework (NCAF), 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.

As new emerging risks present themselves to the service with such events as the London and Manchester terrorist attacks, Thames Valley fire and rescue services have been working on and have created a team of specialist officers who will respond to such incidents to support the Police in the event of a marauding terrorist attack with the ability to work within the warm zone at these incidents.

The service exercises regularly with other FRS's in the Thames Valley as well as other emergency services. To ensure that there is cohesion when attending real incidents. This year saw a week-long exercise in the Thames Valley testing national resilience and response to a terrorist attack involving a train. Oxfordshire FRS worked alongside Thames Valley Police, South Central Ambulance Service, Military and other FRS's during this exercise.

2. Strategic Plans

The County Council is committed to ensuring that we have Thriving Communities, Residents and Businesses and the fire and rescue service plans and strategies work towards achieving these aims. We are planning to transform all our services to modernise them to meet the future needs of the county. Below outlines the County Council and the FRS's plans and how they are inherently linked.



We strive to give every child a good start in life, and protect everyone from abuse and neglect

We enable older and disabled people to live independently. We care for those in greatest need



We help people live safe, healthy lives and play an active part in their community

We provide services that enhance the quality of life in our communities, and protect the local environment



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

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:



3. Governance

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, and that public money is safeguarded, 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.

- CEDR: 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 CEDR 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.

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 setting out many priorities.

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

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 our responsibilities to provide road safety information, advice and training under the Road Traffic Act 1988 can be found at:

- [Road safety web page](#)

This year has seen the inception of the South Central Strategic Road Safety Board, Chaired by CFO Simon Furlong. This board brings together partners across the South Central region to discuss road safety matters.

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 and 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 arrangements to carry out the 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. NRC 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 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 is currently underway to ensure that OFRS met the requirements of the framework document and an action plan has been completed.

- [National Framework Document 2018](#)

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:

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4. Operations

How we performed during 2018-19

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.

Annual performance report 2018 19 ([link](#))

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 stretched, yet in 2018-19 we achieved our targets.

Local response standards are:

- 80 per cent of all emergency incidents will be responded to within 11 minutes.
- 95 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.

2018-19 Response Standards Performance

Response standards performance 2018-19	Total emergency incidents in scope	Incidents responded to <11mins	per cent response standards <11mins	Incidents responded to <14mins	per cent response standards <14mins
Totals	4654	4173	89.66	4490	96.48

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 data tables](#)

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.

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.

Incidents and exercises of note:

- Hazmat release, Steventon
- Exercise Pike, Wolvercote
- Skydiver into powerlines, Northants
- Exercise Regular Resolve
- Weir Grange fire
- Woodstock Close

Where appropriate, incidents and exercises that have learning points will attract an action plan, which will be monitored by relevant teams.

Departmental reports

Emergency Response

Emergency Response carry out many different functions to ensure that our operational response is functioning effectively. Over the last 12 months we have:

Worked with our fire & rescue service colleagues in the Thames Valley to align our response to incidents and ensure that we provide the same equipment, training and standards across the communities of the Thames Valley.

We have been working with Thames Valley Police in investigation of fires in the county to determine and understand the cause. This work will feed into how the service can work to reduce arson in the county.

We continued to look at how we can support the county council and to imbed additional services such as tree removal from the county highways and body recovery for the County Coroner.

We have worked with the Local Resilience forum to assess the risks facing the Thames Valley, providing plans, training, exercises and public information to mitigate those risks.

We have plans to improve the service we deliver to the community including updating our fire kit and breathing apparatus, to ensure that we afford our crews the best protection.

Training and Development

We have been working closely with FRS across the Thames Valley to provide collaborative training opportunities. This has seen the introduction of a new firefighter initial training course and aligning of training techniques.

We have introduced better Incident Command training to aid the development of our incident commanders to ensure that incidents are resolved quickly and efficiently for communities.

Our Driving Centre has continued to work collaboratively with Buckinghamshire FRS and now provides additional courses for other services as well as external agencies through the effective use of its internal resources.

We have plans to introduce 360° video packages which allow individuals undertaking simulations to experience total immersion into exercises. Improving their understanding of specific techniques. This will in turn improve the service delivered to the communities of Oxfordshire.

Fire protection

We have continued our workforce assessment to ensure that it has the appropriate competent resources to support businesses. This has resulted in the creation of new roles within fire protection, to enable us to deliver a better service to businesses across the county.

These roles will predominantly be filled by non-operational staff and a career path has been created to support their development within fire protection.

A new risk-based inspection programme has been created, which is required under the National Framework, to ensure that our inspection and enforcement activities are focussed upon the highest risk premises, this will be implemented across 2019/20.

We have commenced work to align the protection procedures and technical guidance across the Thames Valley FRS's. This will see a consistent approach to fire protection for businesses across the Thames Valley.

Fire prevention

We have been proactive in our referral of individuals with regard to Safeguarding; when our staff interact with the public and have concerns around their wellbeing and vulnerability.

We have taken on the role of delivering Community Safety education in the specific area of PREVENT and the identification of safeguarding concerns around radicalisation.

We continue to deliver our broad range of prevention activities that educate children and young people to lead safer lives, significantly surpassing the target in 2017-18. These activities include supporting schools to teach young children road safety awareness Our Junior Citizens programme engages over 5,000 children each year in how to stay safe in the home, on our roads and in our communities, and our Phoenix programme, uses a teamwork approach to build the confidence of young people at risk of exclusion from schools.

We also achieved our target for supporting adults who are most vulnerable to dying in a fire through delivering the target for our flagship Safe and Well visits.

Over the course of 2019-20 we will review all our prevention activities to ensure that we are delivering the most effective and efficient prevention service to the communities of Oxfordshire.

5. Finance

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 £23.880m, 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 2017/18 was approximately 9p per day for each person within Oxfordshire.

The cost per head of population for 2017-18 was £34.80 compared to the average cost of:

- South east region fire and rescue services: £38.10
- Average family group: £37.01
- County council fire and rescue services: £35.91

Expenditure per member of staff

We provided a service at a cost of £47,028 per member of staff in 2017-18 compared to the average cost of:

- South east region fire and rescue services: £51,303
- Average family group - £50,276
- County council fire and rescue services - £46,201
- [Pay Policy Statement](#)

Expenditure per incident

Our overall expenditure against the number of incidents we attend is £3,687 per incident in 2017-18 compared to the average of:

- South east region fire and rescue services - £3,804.
- Family group fire and rescue services - £4,097
- All English fire and rescue services - £4,010.
- County council fire and rescue services - £4,073

How we provide value for money

OCC Corporate Plan 2018 to 2021 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 2017/18, as CIPFA 2018/19 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 2017-18 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](#)

Audits

Strategic Risk and Assurance Team

The Strategic Risk and Assurance Team ensures consistently high performance throughout the organisation in several ways, including by conducting quality assurance audits.

In the last year, the department managed the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of OFRS. This was the first independent inspection of the fire and rescue service in 12 years. We will receive the report in June 2019, but we are already working on areas that were raised during the post-inspection hot debrief.

The inspectorate has released fourteen reports for other FRS's that have already been inspected and a consolidated report looking at the collective themes. We are using the service specific reports and the consolidated report to support our action plan and to support continuous improvement.

The team has also conducted a review of the Body Recovery Service provided on behalf of the County Coroner. This review has led to an action plan being created to address the report's findings.

Skills for Justice have recently reported on our quality assurance framework in relation to our development programmes and we recognise the areas for improvement that they have highlighted.

Our National Resilience capability was audited, both for the High-Volume Pump and the Detection Identification and Measuring assets. The audit made recommendations where necessary but also stated:

'It is evident that the areas the Assurance Team were tasked to review mean that statutory duties outlined in the Fire and Rescue Services Act 2004 and Statutory Instrument 3193 Fire and Rescue Services (Emergencies) Order 2007 in relation to National Resilience capability can be satisfactorily discharged by Oxfordshire Fire and Rescue Service'

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 having taken place in March 2019.

- [Customer Service Excellence Report](#)

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 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 2019/20:

- **Project 1 - Risk profiling local communities**
- **Project 2 Prevention Review**
- **Project 3 On-Call retention review**
- **Project 4 Proactive Role in improving standards in rented housing**
- **Project 5 Establishing Community Safety Advocates or Wardens**

- **Project 6 To increase the diversity of the Operational Workforce to reflect the community that we serve.**

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

Our community engagement

Consultation on our new CRMP Action Plan 2019-20 was consulted on from the 8th November 2018 to 1st February 2019.

The Consultation Responses Report can be found at:

- [Consultation Responses Report](#)

Comments and compliments

The fire and rescue service are passionate about delivering top quality customer service. Delivering excellent customer service benefits us as individuals, our organisation and our customers. 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](https://www.365alive.co.uk) and complete our quick on-line questionnaire.



For fire and road safety advice, visit [365alive.co.uk](https://www.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 2019

Councillor Judith Heathcoat

Cabinet member with responsibility for the fire and rescue service

