

Agenda Item No. 7

TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer – Rick Hylton

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INTEGRATED RISK MANAGEMENT PLAN REFRESH UPDATE

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update of our refresh of the Integrated Risk Management Plan (IRMP) for 2018/19.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the contents of the report and make comment as they deem appropriate.

3. Risk Assessment

- 3.1 **Political** - the IRMP process, outlined in the Fire and Rescue National Framework for England, requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Legal** - the Authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically age and disability.

5. Background

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money.
- 5.4 We have conducted our annual review and refresh of the IRMP. This has involved a review of the work delivered in 2017/18 against the IRMP Action plan, a review of the Service risk registers as well as a refresh of the "community risk" modelling (see Appendix 1).

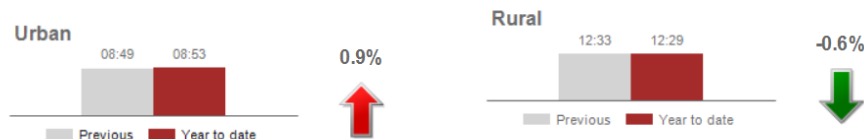
6. Delivery of the 2017/18 IRMP Action Plan

- 6.1 Community Safety Excellence has seen the successful expansion of the 'safe and well' model to Peterborough ensuring that vulnerable individuals across the whole county have access to the support that these visits provide. There has also been the delivery of six 'FireBreak' courses during 2017 in Peterborough. The introduction of the short audit and training of operational crews to undertake fire safety inspections has seen a 120% increase in inspections that are carried out. The marketing and subsequent delivery of business engagement courses has also resulted in an increase of contact time with local businesses across the county. We have worked alongside housing providers and have successfully purchased and installed our first six portable misting systems in homes of identified highly vulnerable individuals within the county.
- 6.2 Operational Excellence has seen the introduction of two additional appliances seven days a week working in rural areas to improve fire cover and response times through the redeployment of resources. Through the On-Call Project we have introduced On-Call out duties to improve fire cover across the county. In terms of operational processes and procedures, work continues with the National Operational Guidance or NOG programme with active participation in consultations to create new documents and aligning Cambridgeshire Fire and Rescue Service (CFRS) procedures to agreed and published NOG's. The regional work has been led by CFRS with recognition of some of that work as national best practice. The assurance work is now in place for operational and training activities, reviewed at the Operational Assurance and Learning Group, to identify learning to improve or share across the Service.

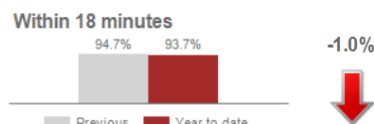
- 6.3 Under the delivery of the People workstream we have launched our fourth Insight Development Programme, aimed at both operational and professional support staff looking to progress into management roles. We are also part way through delivering our second middle manager development programme; this has been run in collaboration with Bedfordshire and Hertfordshire Fire and Rescue Services and Cambridgeshire Constabulary. We have completed a workforce planning review, giving us a clearer picture of our resourcing and succession planning needs over the next five to seven years. To support these succession planning requirements a new career management process has been designed and was launched on 4 April 2018. We have reviewed our recruitment and promotion processes, implementing changes which will remove a number of barriers, particularly within our internal promotion processes. We have started eleven apprentices, a mix of new recruits into areas where it has historically been difficult to recruit (for example ICT) and existing operational staff who are piloting an apprenticeship in leadership and management. In preparation for the wholetime recruitment campaign 30 out of 39 attendees at our 'Have a Go Day' held in October 2017 were female, a success for Positive Action. A Positive Action Officer has been recruited on a two year fixed term contract to provide greater focused resource in this area. A key focus for the role is to build relationships with black and minority ethnic (BME) communities to understand what real or perceived barriers may be preventing individuals from pursuing a career in the fire service and we have completed focus group research this year to explore perceptions of a career as a firefighter with BME communities. We have also delivered a pulse check employee engagement survey.
- 6.4 With regards to the Value for Money workstream, many sites are being looked into for sharing opportunities with Cambridgeshire Constabulary; processes are in place to allow access to our sites and touch down spaces and further work is being conducted to evaluate and plan shared facilities. We have explored further opportunities for the sharing of support services with the police and local authorities, the focus remains with the property teams with work being undertaken for a potential joint team. A national spend analysis has been undertaken looking at spend with third party suppliers across the sector, as well as contract spend and future pipelines. The 'basket of goods' exercise has also been completed; this is a comparison between all fire and rescue services of the costs of specific training, utilities etc. We now share Area Commanders and Fire Investigation Officers with Bedfordshire Fire and Rescue Service, providing resilience to both services. The Strategic Interoperability Board continues to deliver Memorandums of Understanding (MOU's) between services to enhance the service to the community. The STEP delivery team has created and deployed new processes and conducted work to integrate newly procured systems into the infrastructure reducing manual interventions and double data entry. We have continued to support the ICT Shared Service and have undertaken a number of joint ICT procurement activities to deliver efficiencies.

7. Performance Against the IRMP 2017/18

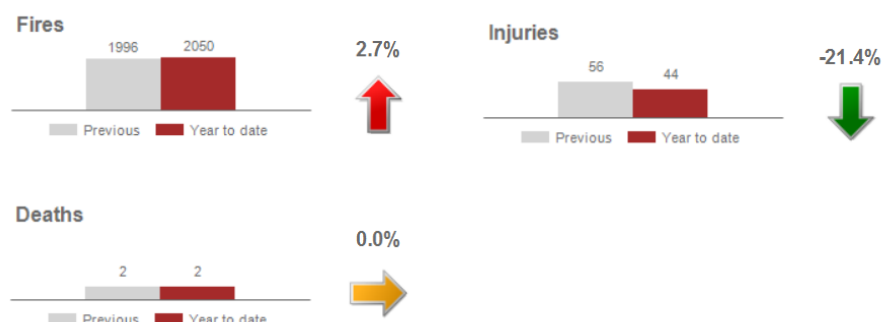
- 7.1 We will respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. The urban response time is being achieved at 8.53 minutes however our rural performance is 0.29 seconds above our performance measure; this is an improvement of 0.6 on last year's performance. The increase in urban pumps attending rural incidents has impacted on our ability to attain this performance measure.



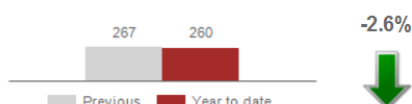
- 7.2 We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance, 95 per cent of the time. We are outside of our performance measure over the year, hitting 93.7% of occasions, this is again caused by On-Call availability and urban pumps travelling to rural incidents.



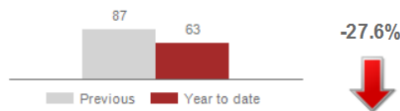
- 7.3 We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities. Total fires have increased and this is following a four to five year trend. Our neighbours are also seeing a similar increase, these are predominately secondary fires. We have seen a decrease in the number of deliberate fires which is a direct impact from intervention work in Peterborough. We have seen reductions in the key areas that we are able to influence; these areas are accidental dwelling fires and deliberate fires.



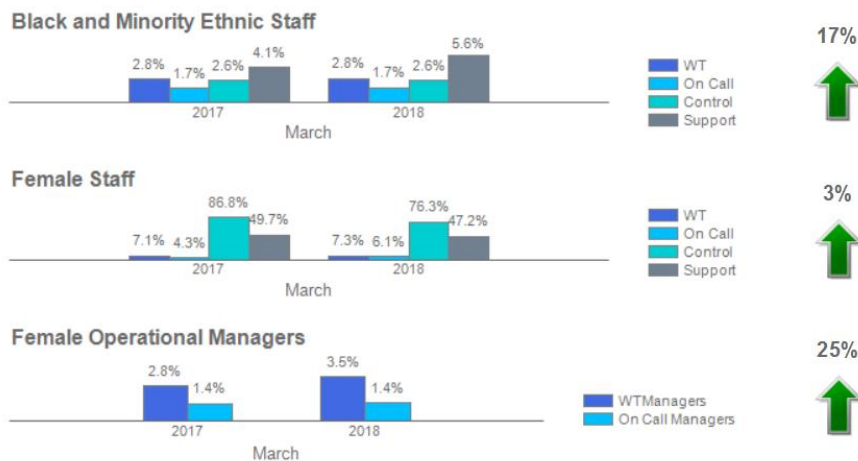
- 7.4 We will continue to work with our partners to reduce the number of people killed and seriously injured on our roads. The data is only available up until October 2017 as we draw it from the police service; this will include incidents that may not have directly involved the fire and rescue service but we look at road safety as a whole. We have seen a 2.6% decrease from last year.



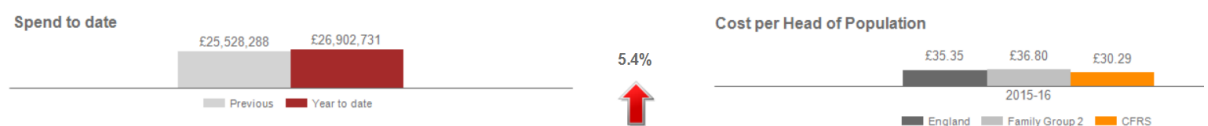
- 7.5 We will continue to diversify our community response by increasing the number of co-responding stations and associated calls for help. We have seen a decrease in the number of incidents that we are being asked to attend by the East of England Ambulance Service, this has been queried however there has been no direct cause to attribute for this.



- 7.6 We will continue to work towards our aim of having a workforce that is properly representative of our communities. We will focus on increasing the proportion of currently under-represented groups in all areas and at all levels of our workforce, ensuring always that individuals have the right skills for the role. We have seen an increase in under-represented groups across the workforce.



- 7.7 We will continue to ensure we provide value for money by improving our service year on year whilst remaining in the lowest quartile cost per head of population compared to other fire and rescue services. Our cost per head of population is £30.29 compared to an England figure of £35.35 and our family group at £36.80.



8. Risk Review Summary

- 8.1 We have seen a number of the risks around Community Safety Excellence reduce over the last year due to the work that has been ongoing in this area (visits to non-domestic premises and concerns around PFI building compliance). No new risks or opportunities have emerged related to Community Safety Excellence, that are rated as high or very high.
- 8.2 With regards to Operational Excellence, we have seen risks relating to ICT systems utilised in this area decrease, we have however seen risks relating to health and safety of staff increase as a result of the assurance work conducted in 2017/18.
- 8.3 There has been some movement of risks relating to People, with risks increasing relating to changes to pay and pension increasing and decreasing calls impacting on the turn-over of operational staff. We have however seen a decrease in risks related to skills and resources required to deliver change and related to the ICT shared services employment model causing friction with staff.
- 8.4 There have been new risks to consider under Value for Money, relating to the impact of the HMIFRS inspection programme, the introduction of the new General Data

Protection Regulations (GDPR) and major incident impacts to business as usual. Risks around the impacts of the Emergency Services Mobile Communications Programme on the Service have increased with the continued delays. A new opportunity has also impacted this area regarding the Services potential to engage with the market to procure a new Mobilising and Integrated Command and Control System.

- 8.5 The review of “community risk” has shown no significant changes whilst we can see some fluctuations in the data there is nothing within this data that would result in deviation from our original IRMP planning and delivery. However, we have recognised that in our IRMP we do not fully explain to our community how we distribute our resources to meet the risk therefore we are releasing an appendix to our IRMP to fully explain this. This document is at Appendix 1 for information purposes.

9. New Delivery Items for 2018/19

- 9.1 As well as the work commenced in 2017/18, in Community Safety Excellence we will continue to build on the successful FireBreak courses looking to also develop fire cadets, Princess Trust and public services courses with schools and colleges in Cambridgeshire. We will increase the number of business seminars across all communities within Cambridgeshire to continue to reduce non-domestic fires and seek connectors and champions within the communities hardest to reach.
- 9.2 Within Operational Excellence we are going to deliver the alternative appliances to the On-Call service as part of the On-Call Project and look at how we can deliver more flexible crewing arrangements. A day crew review will be conducted with staff and unions to consider alternative delivery options. As a result of the risk assurance reviews conducted in 2017/18 two action plans will be implemented, one to deliver improvements to health and safety and the second to deliver improvements to operational training.
- 9.3 In the People workstream the development work will continue with the introduction of inclusive leadership concepts and the roll out of unconscious bias training. Work will be undertaken to implement a new internal communication strategy to further increase engagement, improve connections and share information with staff. The career management processes will be embedded across the Service and a review of the exit interview process will be conducted to identify improvements that can be made. We will also be refreshing our employee engagement action plan based on the pulse check results.
- 9.4 Under the Value for Money workstream we will monitor collaborations already in place evaluating the benefits being realised from these. Work will continue to consider the potential for property consolidation with Cambridgeshire Constabulary and deliver closer working relationships under the Strategic Interoperability Programme Board. We will be continuing with process automation to remove unnecessary administration burdens on staff and improve data quality. We will also undergo our first HMICFRS inspection and look to the learning that this provides us as well as seeking GDPR compliance.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP 2017-2020	Hinchingsbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 rick.hylton@cambsfire.gov.uk
Understanding the risk profile of our community and the performance of the organisation in response to it		
Strategic Risk Register		



Appendix 1

Cambridgeshire Fire and Rescue Service

Risk and Resource Methodology



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1. Introduction

- 1.1. The IRMP 2017- 2020 explains how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities.
- 1.2. The purpose of this methodology document is to set out the rationale behind undertaking activities across the following three delivery areas;
 - Operational Response and Risk,
 - Community Safety Protection,
 - Community Safety Prevention.



Operational Response and Risk

2. Operational Response and Risk

2.1 The purpose of this methodology is to set out how **operational risk information**:

- Contributes to Cambridgeshire Fire and Rescue Service's (CFRS) vision of 'a safe community where there are no preventable deaths or injuries in fires or other emergencies'.
- Enables CFRS to meet its statutory duties under the Fire and Rescue Service Act 2004 under Sections 7(2)(d), 8(2)(d) and 9(3)(d) which places a duty on the Service to obtain and provide information as part of its provision to deal with fires, road traffic collisions (RTC) and other emergencies. The Fire and Rescue Services (Emergencies) (England) Order 2007, the Civil Contingencies Act 2004, the Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005, the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999.
- In support of these legislative responsibilities, The Fire and Rescue National Framework places a requirement on all Fire and Rescue Authorities to have in place effective arrangements for gathering risk information and making it readily available to operational crews. These arrangements should include an effective audit and review system to ensure that the information is current.

CFRS will also focus on the following key areas:

1. Prevention of injury, ill health or death of fire and rescue service (FRS) personnel attending an incident;
2. Prevention of injury, ill health, or death of people in or around an incident and as a result of the hazards posed by the incident;
3. Prevention and limitation of damage/harm to the environment occurring as a result of an incident;
4. Mitigation of economic and societal impact as a result of an incident;
5. Improved interoperability with other FRS's and partners involved in the management of an incident.

2.2 In order for CFRS to meet its statutory duties and responsibilities in relation to operational risk information, the Service has adopted a model approach entitled *Provision of Operational Risk Information System* (PORIS) which provides a common methodology and approach to managing operation risks, which will be integrated with the Community Fire Risk Management Information System (CFRMIS) web based application.

3. Operational Response

3.1 Operational Response undertakes the following activities:

- Audit (full or short audits) the fire safety of non-domestic premises as part of the CFRMIS inspection schedule;
- Operational Premises Survey (OPS) visits to gather risk information and complete a PORIS risk assessment for newly identified premises;
- Operational Premises Review (OPR) visits to known premises to review the premises risk information available for our operational crews;
- Operational Exercise (OPX) are undertaken to test our response and ensure that our risk information is suitable, sufficient and accurate;
- Operational Familiarisation (OPF) is undertaken to ensure that risk information is shared throughout CFRS;
- Give guidance and advice to help mitigate and reduce the risk of fire or other emergencies happening at the premises;
- Engage and liaise with other agencies and partners to mitigate and reduce the risk of fire or other emergencies;
- Provide operational tactical plans for our known water risk locations;
- Provides a rationale for operational crewing numbers, to deliver an emergency response across the county.

4. Risk Based Inspection Programme

- 4.1 In Cambridgeshire and Peterborough there are approximately 35,000 non-domestic premises. The Fire Authority has a legal duty under the Fire and Rescue National Framework to make provision for fire protection activities. As part of the IRMP the Fire Protection Group has a Risk Based Audit Programme (RBAP) in place which determines how often these premises are audited. Fire Protection staff also have a duty during these audits to use the PORIS risk assessment to determine and identify premises that would require Site Specific Risk Information (SSRI) to be made available for our operational crews.
- 4.2 One of the many challenges facing CFRS in collecting operational risk information is how to process a potentially very large number of sites, (buildings, and other places where we may attend incidents) in order to identify those where the availability of accurate, relevant and timely information may be of value for any reasonably foreseeable incident. Many buildings, or other risks, may not require detailed site specific information to be held by CFRS in order to expect a safe and successful outcome to operational interventions; however where the availability of such information is critical, the challenge will be to identify and prioritise this work in collaboration with our partners, and not to exclude any sites that may pose a risk.
- 4.3 It is therefore important that CFRS knows which sites pose a medium to very high level of risk (as per the PORIS scoring risk assessment matrix) to firefighters, the environment and/or the community should an incident occur. A proactive approach is required to identify these places and to gather specific information in order to make a risk based judgement on the level of risk information required. CFRS will therefore use information from our Fire

Protection Team, Community Fire Prevention Team and local resilience teams to assist us with the identification of sites that would benefit from having SSRI. Further information is available in the Operational Risk Information Procedure (Section 6 Appendix A) [CFRS-#265561-Operational Risk Information Procedure](#).

- 4.4 Once a premises has been inspected the PORIS score will determine its re-inspection date as per the chart below:

Risk Categories	PORIS Risk Assessment Matrix		
	Very High	High	Medium
Firefighter	1	2	4
Individual/society	2	4	6
Community/social	2	4	6
Environment	2	4	6
Heritage	2	4	6
Economy	2	4	6

Number = Years

A premises inspection which scores a low in all PORIS risk categories will not require SSRI.

- 4.5 The Inspection Frequency Officer Grade (IFOG) CFRMIS Planner ([CFRS-#305477-IFOG CFRMIS Planner](#)) is used to allocate operational risk information gathering jobs to a responsible person. To help reduce the burden on these businesses the Technical Fire Safety audit, Parts A and C are completed at the same time as the operational SSRI. The re-inspection frequencies ensure that we visit our highest risk premises in priority order.

5. Audit and Review

- 5.1 CFRS uses a hierarchal framework when completing CFRMIS SSRI jobs. Watch based staff are used for the majority of our identified premises, however the larger and more complex sites will be completed by a Station Commander or other competent person. All SSRI work undergoes scrutiny and review by a competent Station Commander or above. There is also an assurance process in place, whereby SSRI information is randomly selected as per the Assurance Rationale ([CFRS-#460352-CFRMIS audit rationale](#)) and documented in [CFRS-#460183-Ops Job Assurance Database](#).
- 5.2 Information from the assurance process is used to identify trends relating to current processes, training and development requirements enabling CFRS to continually improve and support our staff.

6. Operational Risk Information Sharing

- 6.1 Many of our incidents are attended by over the border crews; therefore it is important that all attending crews have access to risk information. CFRS are part of the national resilience direct information sharing website which is the conduit for all neighbouring FRS to share their SSRI.

7. Mobile Data Terminals (MDT)

- 7.1 CFRS uses MDT's to display the risk information. This ensures that attending crews have accurate risk information en-route to the incident for pre-planning, rendezvous points and holding areas; Combined Fire Control (CFC) will also advise on wind direction and safe routes to the incident.

8. Vulnerable Persons

- 8.1 CFRS CFC holds information regarding domestic properties which may have BOC cylinders or other hazards at the premises. Although these premises would not require an SSRI, risk information will be passed by CFC to the attending crews via the MDT.

9. National Risk Register

- 9.1 Through the Local Resilience Forum (LRF), CFRS monitors and responds to changes to the National Risk Register. All COMAH sites within the county have response plans that are held on MDT's and form part of the Service exercise schedule.

10. Crewing Levels

- 10.1 The National Framework details the responsibility of CFRS in maintaining appropriate crewing levels to respond to all foreseeable fire and rescue related risks that could affect the area of authority.
- 10.2 Our evaluation of service delivery outcomes has identified that we will strive to achieve the minimum availability of 14 fire appliances across the county.
- 10.3 The rationale is taken from the two following assumptions:
- The ability to respond to 2 x 6 Pump incidents concurrently with 2 additional appliances for resilience and;
 - The location of these resources, aligning to operational risk highlighted in our Integrated Risk Management Plan. Detailed below:

Four permanently crewed 24 hour stations located at:

A16 Stanground – Peterborough (North)
A14 Dogsthorpe – Peterborough (North)
A27 Huntingdon (Central)
B01 Cambridge (South)

Three 'day crewed' stations located at:

- A20 Wisbech (North East)
- B13 St Neots (West)
- B05 Ely (East)

On-Call Critical IRMP stations which have been identified via five years of call data of most serious incidents attended (primary fires, RTCs, special service). These are:

- A17 Yaxley
- A18 Whittlesey
- A21 March
- A23 Chatteris
- A24 Ramsey
- B12 Papworth
- B02 Cottenham
- B06 Soham
- B10 Sawston

11. Flexi Duty Officers

- 11.1 The rationale for the current Flexi Duty Officer deployment has been agreed as part of the Operational Command Review (DMS #421853).



Community Safety Protection



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12. Community Safety Protection

- 12.1 In Cambridgeshire and Peterborough there are approximately 35,000 non-domestic premises that come within the scope of the Regulatory Reform (Fire Safety) Order 2005 (FSO). The challenge for CFRS will be to ensure that these premises comply with the FSO, and in doing so reduce the risk of fire related injuries, deaths and property damage which are detrimental to our community and businesses.
- 12.2 Under the Fire and Rescue National Framework the Fire Authority is required to make provision for protection activities and as part of our IRMP we have a Risk Based Audit Programme (RBAP) in place which determines how often we audit our premises types.
- 12.3 With the introduction of the competency framework we have up-skilled all of our operational staff to various levels under the framework and this will give us the opportunity to utilise our resources in a different way and to audit / engage with more premises in the future.
- 12.4 Using a 'Fire Predictability Model' from an external provider and our existing data on life risk premises, the outcomes will influence our overall RBAP to include full audits, short audits, management compliance visits, business seminars and other engagement activities at all premises types identified by the model. This will ensure we are targeting the appropriate resources and activity to the risk.
- 12.5 When targeting our audit and engagement activities we will ensure that our statutory duties under the Regulators Code is given due regard to when selecting the appropriate resources / activity, to avoid imposing unnecessary regulatory burdens on business and is proportionate to the risk.

13. Priority Order – Risk – Likelihood – Severity

- 13.1 The Local Housing Authority (LHA) is the primary agency under the Housing Act 2004 for the enforcement of fire safety in houses in multiple occupancy (HMO's) and blocks of flats. The FSO only applies to the common shared areas (with the exception of serving a prohibition notice under Article 31(10)) of such premises). Therefore, unless above commercial premises, the LHA should take the lead in auditing and enforcement activities in HMO's and blocks of flats in accordance with the Memorandum of Understanding between LHA's and CFRS.
- 13.2 In accordance with our RBAP we will sample audit the common areas of some HMO's (less than six storeys) based on our risk intelligence data. Where possible such audits will be carried out jointly with the LHA.
- 13.3 In accordance with our RBAP we will audit the common areas of blocks of flats with six or more storeys. These audits will be carried out jointly with the LHA to ensure the premises comply with the FSO and the Housing Act 2004.
- 13.4 As part of our RBAP sample audits of very high and high risk licensed premises will be carried out by Fire Protection Officers.

- 13.5 Due to the quantity of non-domestic premises within the county, CFRS will prioritise audit/visits on a risk basis. We will aim to audit/visit all identified Very High, High Risk premises and sample some premises in the medium and low risk categories to ensure compliance with the FSO.
- 13.6 Operational crews will carry out Management Compliance visits of the very high and high risk premises (non- sleeping risk premises) from the externally provided data set. Due to the large data set, no audit frequency will be applied initially to these premises.

14. Competency Levels

- 14.1 The general principle will be for staff to work down the FSEC priority list when combined with the external data set as detailed in the model (DMS #470229). This combination of data will provide us with the most reliable dataset information, however there will still be an element of 'professional judgement' that will be required to determine the type of engagement and level required.
- 14.2 Level 4 + other specialised skills
(Level 4 Diploma in Fire Safety and Level 4 Certificate in Fire Safety):
Hospitals, Care Homes, Hotels, Hostels
Post Fire Audits
Alleged Fire Risks
Complicated buildings
Risk analysis of High Risk premises
Premises referred from Level 2 and 3 staff
Building Control Consultations
Licensing Consultations
Full Fire Safety Audit
Short Audit
Other Business engagement
Other Consultations
- 14.3 Level 3:
Broadly compliant premises
Medium and Low risk premises
Other activities and premises as identified in Section 4
- 14.4 Level 2:
Management Compliance visits (Business Engagement)
Other activities and premises as identified in Section 4

AUDIT RESPONSIBILITIES									
FSEC Code		CFRMIS and Experian Data		Risk Levels					
A	»	Hospitals	»	Very High High Medium	»	<div>Fire Safety Audit (Level 4+)</div> <div>Level 4 Diploma in Fire Safety Level 4 Certificate in Fire Safety</div> <div>Full or Short Audit</div> <div> </div> <div>Post Fire Risk Alleged Fire Risk Complicated Premises Referrals from operational staff Programmed Audits</div>	<div>Business Engagement Activities</div>	<div>High Priority</div> <div></div>	
B	»	Care Homes	»	Very High High Medium	»				
EF	»	Hotels & Hostels (see note 1)	»	Very High High Medium	»				
D	»	Blocks of flats with 6 or more storeys	»	Very High High Medium	»				
	»	Heritage Buildings Grade I	»	Very High High Medium	»				
DH	»	Other Sleeping	»	Very High High Medium	»				
L	»	Licensed Premises	»	Very High High Medium	»				
R	»	Factories & Warehouses	»	Very High High Medium	»				
N	»	Shops	»	Very High High Medium	»				
S	»	Offices	»	Very High High Medium	»				
MJ	»	Schools & Educational	»	Very High High Medium	»	<div>Management Compliance Check</div> <div>Business Engagement</div> <div>(Level 2 + 3)</div> <div>Level 2 Foundation in Fire Safety</div> <div>Level 3 Certificate in Fire Safety</div> <div> </div> <div>Seek advice from FPO if score over 35</div>		<div>Low Priority</div> <div></div>	
TP	»	Other	»	Very High High Medium	»				

15. Audit / visit Frequency for Premises

15.1 Fire Protection Officers

Care Homes (B)	18 months or following intelligence from the Care Quality Commission
Hospital type Premises (A)	
Very High Risk	18 months
High Risk	18 months
Hospital type Premises (A)	Sample audit or on request of occupier or request of other
Medium Risk	
(includes Dentist, Dr Surgery etc.)	
Blocks of flats with six or more storeys	2 years
Hostels (E)	2 years
Hotels (F)	2 years
Other Sleeping (H)	Sample auditing based on risk
Licensed Premises (L)	Sample auditing based on risk or following intelligence from the Licensing Authority
Heritage Buildings	Sample auditing based on risk

15.2 Operational Crews

Shops (N)	
Public Buildings (K)	Management Compliance visit by operational staff
Offices (S)	
Schools (M)	A full or short audit may be carried out by FP Officer following a Fire, or when referred by operational staff
Factories & Warehouses (R)	
Alleged Fire Risk	
Other Workplace (T)	
HMO's (C) less than six storeys	Sample auditing of the common areas and joint audits with the LHA.
Houses converted into flats (G)	
Less than six storeys	Sample auditing of the common areas with the LHA



Community Safety Prevention

16. Community Safety Prevention - What we are doing?

16.1 Safe and Well Visits

As we are committed to improving the quality of life for people in Cambridgeshire, we are making a significant change to the advice and support we offer. The Home Fire Risk Assessment process evolved to become a 'safe and well' visit and we expanded the advice and support we offer to include not just fire safety advice but advice and support as appropriate to the wider safety, health and wellbeing agenda, allowing us to take a person centric approach and make every contact made with our communities count.

How do we do this?

Many of our partner agencies have information relating to households and identify them as either 'at risk' or 'vulnerable' due to their lifestyle choice, health or recognised behaviours. We have engaged with such partners to obtain data and information in order to deliver effective, tailor-made safety interventions. This information supports the fact that there is a correlation between being known to partner agencies such as adult social care and an increased risk in being injured or killed in a fire. The method used for identifying those most at risk is based on the Exeter data set, to which a number of other filters are applied (adult social care data, deprivation index, Mosaic and, where available, assisted bin collection data). We align this information to fire deaths to establish any factors that may influence any future direction. Our internal engagement is multi-faceted. We engage with CFRS data analysts to identify trends, as well as reacting to feedback from our Community Safety Officers and operational crews who are our 'eyes and ears' of the safe and well process and indeed the communities they serve.

As safe and well visits evolve we continue to work with partners in health, social care, housing and the voluntary sector to develop a common assessment tool, suitable for use during visits. This will become the enabler for agencies to visit, engage and deliver on behalf of each other.

16.2 Collaboration

We endeavour to work with social and private landlords to encourage them to take responsibility for the safety of high risk tenants. Where individuals, under the care of others would benefit from additional risk reduction equipment or assistive technology, recommendations will be made which should be included in an individual's care plan. This will allow us to collaborate with partners to make appropriate arrangements for the provision of such equipment.

We understand how important it is for people to live safe and well at home so we are now installing misting system devices (domestic sprinklers) into the homes of people that need a helping hand to stay independent in their own homes. When living alone or living with restrictions caused by mobility, disability or other factors, it is likely a person is far less able to raise the alarm or escape in the event of a fire in their home.

Our fully portable and self-contained misting systems:

- Support people to live independently for longer;

- Reduce the risk of fire spreading in the home;
- Activate through two multi-sensor systems with false alarm prevention technology;
- Directly alert the fire service on activation to attend in the event of a fire.

16.3 Community Safety Partnerships

CFRS is represented as a statutory partner on Community Safety Boards throughout Cambridgeshire and Peterborough (otherwise known as Crime and Disorder Reduction Partnerships). Again, whilst we report on the impact of fire and other emergencies upon our organisation, we seek to appreciate other societal issues that may well be intrinsically linked to activities undertaken in our frontline delivery. We seek to build more cohesive, safer and confident communities and drive down rates of reported crime and anti-social behaviour. This demonstrates a continued resolve of CFRS to protect those who are more vulnerable in areas of responsibility. With a commitment to tackling the underlying causes of offending, we clearly appreciate that this will have either direct or even peripheral benefits to the impact upon delivering the services of CFRS.

Arson and deliberately set fires are often linked with other issues and are frequently the consequence of other crime such as vehicle theft, criminal damage, domestic abuse and anti-social behaviour. Therefore, tackling arson is not just important to CFRS, but also other agencies such as the police and local authorities. We will continue to develop the Arson Liaison Role, to increase efficiency of liaising with the police to incidents of arson across the county.

CFRS have worked in collaboration with a forensic psychologist to build a specific therapeutic one to one arson intervention programme (ICARUS). This programme was the first of its kind in the country where fire service staff deliver the total programme under the supervision of the forensic psychologist. The programme is made up of twenty modules, with the client group being prisoners and probationers. The programme is being held up as best practice by HM Prisons and Probation Service and consideration is being given to expanding it nationally.

A second programme has been developed for those children and young people who consistently play with fire, or who have been through the criminal justice system, due to fire. Again, specially trained staff from across our organisation delivers this intervention programme which is called Firesetters.

We will build on our current commitment to Project ICARUS, by engaging with those responsible for serious arson and deliberate fire setting. We will continue to work in partnership with local Prisons and the Probation Service to support adult and young offenders' integration back into communities.

We continue to deliver targeted intervention strategies such as specific days of action aimed at targeting Anti-Social Behaviour (ASB) and deliberate fire related incidents, our annual hay/straw stack fire intervention (Operation Armitage) and other operations in support of local police priorities, this includes protecting those

vulnerable members of the community who face the threat of a fire attack as a result of domestic violence, witness intimidation, radicalism, honour based and hate crime.

CFRS has a dedicated member of staff (navigator) working in the Multi-Agency Safeguarding Hub in Cambridgeshire and Peterborough. This role has been in place since the hubs conception (approximately five years). The navigator's role is to ensure the Service makes appropriate referrals from our front facing staff, Community Safety Officers, Firesetter advisors and operational staff identifying need and vulnerability. This position is also able to support partner agencies in their drive to collate a holistic view of individuals or families.

16.4 People Killed or Seriously Injured in Road Traffic Collisions

Injuries and deaths from Road Traffic Collisions (RTC's) are a global health concern across Cambridgeshire and Peterborough. Attendance by CFRS at RTCs has reduced consistently over the years due to the fact that the fire service is not mobilised to all RTCs. Generally, the Service attends only those incidents in which a rescue is required, there is a fire or a vehicle is smoking. CFRS will however contribute to the reduction of all RTCs through community prevention and education activities. CFRS is a key partner within the Cambridgeshire and Peterborough Road Safety Partnership, which brings together key partners to take a strategic approach to improving road safety across the county. CFRS has committed to work collaboratively with this partnership to reduce the numbers of people killed or seriously injured on our roads. This commitment sees a dedicated officer work alongside partners from the police, health, highways and local authorities to take joint responsibility for road safety initiatives and education.

Data extracted from statutory partners is overlapped by statistics coming from central government sources to direct resources to those societal groups who are more likely to be killed or seriously injured on the roads of Cambridgeshire and Peterborough.

CFRS prevention will engage in RTC reduction activity at the request of the Cambridgeshire and Peterborough Road Safety Partnership, where an internal tactical forum considers intervention to be a priority activity within their local community or where the intervention forms part of a holistic safety event.

16.5 Children and Young People Education

Delivering community safety education to children and young people has formed part of our prevention activities for many years. Engagement activities targeted at children and young people fall into many categories.

Such activities are clearly aligned to CFRS core responsibilities as a fire and rescue service, aimed at protecting children and young people across Cambridgeshire. Others can be defined as those initiatives with the wider scope of changing attitudes, improving behaviour and improving the quality of life for children and young people across the county.

During 2017 CFRS introduced FireBreak; a course where young persons are introduced to an intensive five day intervention programme that provides alternative learning environments. The programme is carried out and delivered on an operational fire station and combines classroom based learning with practical activities. The course is available to all young people aged between 10 and 18 years where characteristics may include: risky behaviours, not currently in education, employment or training, history of truancy, low self-esteem and confidence or they are identified as gifted and talented. CFRS interacts with schools, academies and local authorities to seek referrals for the programme. Operational firefighters who deliver FireBreak act as positive role models for the participants. FireBreak offers the chance to learn and develop life skills, work as part of a team, build confidence and self-esteem, challenge you to overcome fears. Overarching is the opportunity to find out about working within a uniformed service. Throughout this approach the participants can develop skills and focus on reaching their potential and becoming an active and contributing member of their community and society at large. Post course CFRS will continue to monitor the progress of the participants to ensure the learning experience has been absorbed and digested and the positive outcomes are still being demonstrated.

CFRS continue to deliver targeted and appropriate safety messages at Key Stages 1, 2, 3 and 4 in schools and other educational establishments, ensuring all young people accessing education receive consistent safety messages through a medium and format most appropriate to their learning needs. We develop, update and refine how we communicate our youth engagement activities and safety messages to children and young people to include social networking and media.

Remember Rony is a water safety education pack that has a specific association to CFRS. In 2014, Rony John aged 14, drowned in a local river; ever since CFRS has delivered an annual water safety education package in schools throughout Cambridgeshire and Peterborough specifically to Key Stage 2/3 students. This delivery has seen a reduction in such incidents but more than that, it has highlighted the expected actions of friends and family should they find themselves witnessing a similar incident. Identification signs were also produced and installed at recognised sites of risk to allow the public to offer the emergency services a better locality when responding.

17. Underpinning Support and Direction

17.1 Campaigns and Engagement

In 2016 CRFS employed a dedicated resource to lead campaigns and engagement; this was not someone to deliver on behalf of the organisation but someone who can orchestrate a programme of events whether proactively or in reacting to individual operational incidents. Holistically this role will analyse incident data and create specific activities to delivery based around reason and rationale.

18. How do we know that what we are doing is having an Impact?

18.1 Measurement and Review

Internal data analysts provide monthly performance statistics regarding incidents attended and the assimilation to community safety and fire prevention. Through this process the Service can improve performance, evaluate activity, and align budget to strategic aims and organisational requirements. Performance measurement relies on the evaluation of achieved outcomes, compared to desired outcomes.

At an operational level, performance measures are set and agreed between the Community Safety Risk Managers and Head of Group for operational delivery.

CFRS is committed to informing, consulting and involving representatives of partner agencies and the community. This then enables us to utilise their feedback to develop and improve our approach to community safety activities. Involving local communities in shaping the Service they receive is crucial in meeting their diverse needs. This is even more important to change behaviour and lifestyle, which is key to preventing fires and emergencies whilst protecting people when they occur.

All activity undertaken is quality assured through evaluation, to ensure that it is appropriate, relevant and directly contributes to the community safety strategy, and therefore, the Services vision.