



DORSET & WILTSHIRE
FIRE AND RESCUE

Our approach to Integrated Risk Management Planning (IRMP)

To Support the Community Safety Plan (2018 - 2022)



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Our approach to Integrated Risk Management Planning (IRMP)

To ensure that our Community Safety Plan (that incorporates our requirement to produce an Integrated Risk Management Plan) remains relevant and reflective of the wider landscape in which we operate, we undertake an annual strategic assessment of risk. This assessment examines a range of key factors that impact on our organisation, including opportunities and challenges emerging from within the fire and rescue sector and those within the wider public-sector environment.

Internally information and intelligence is drawn together to enable us to understand our operating environment via a series of integrated software tools. We are also increasingly bringing this information together in a layered mapping approach to enable station managers to formulate solutions to identified local issues. External data sources are incorporated within this process and this is facilitated, in part, through the Dorset Information Sharing Concordant (DISC) and Single View of the customer in Wiltshire.

Our approach to IRMP demonstrates how our prevention, protection, response and resilience arrangements come together to complement one another to reduce the identified risks to our communities. We also make sure that we are able to evidence our progress through a structured approach to performance management that translates our strategic priorities into on-the-ground actions through station and team plans. This integration is set out in detail our Service Delivery Plan (SDP).

Our performance management and evaluation arrangements have been validated by our internal auditors and they are also directly aligned to our committee processes. They enable us to accurately track the progress of projects, actions, risks, corporate targets and key performance indicators through our electronic performance management system, Sytle. Members of our Fire Authority scrutinise this performance at a local and service wide level.

Prevention

We endeavour to identify those most at risk through a number of methods. This includes referrals from our partners, direct referrals from the public and by using specialist computer modelling software known as Pinpoint and MOSAIC. The modelling software uses health, social care and demographic data sets and algorithms that we and our partners collate, to help us to determine where the most vulnerable in our communities are. This intelligence is then actively used to target prevention resources so that they complement our response and protection arrangements in managing identified risk and vulnerability.

By targeting in this manner, we make our risk assessment person specific rather than simply being based on geographical risk. We also ensure that our activities are being delivered to reduce local risks through the knowledge and relationships that are developed within Area Management Teams via their partnership work and engagement with public, private and voluntary sector organisations. This use of intelligence across teams and departments informs the full range of activities we deliver including Safe and Well checks, youth engagement programmes, arson reduction and road safety initiatives.

We have introduced a more effective process of risk-rating within the referral system for Safe and Well checks. This uses a risk referral matrix to make sure that, as we move forward, 100% of all visits are undertaken with high risk individuals.

We know that the groups most likely to experience a fire are those:

- living in rented households,
- living in flats,
- with an occupant over the age of 60,
- living in a household with five or more members
- with a long-term illness, disability or addiction.

We further refine these high risk factors to target the most vulnerable people living in residential properties by asking the following questions:

- Does only one adult live at the property?
- Would anyone living in the property have difficulty in escaping the property in the event of a fire?
- Does anyone living within the property have any impairments (Physical or Mental)?
- Does anyone within this property hoard?
- Has anyone living at this property been discharged from hospital in the last 4 weeks or use Medical Oxygen?
- Does this property have no smoke detectors or old smoke detectors?
- Is anyone living at the property a smoker?
- Is anyone living at the property over 65 years old?
- Is anyone living at the property over 85 years old?
- Are portable/plug in heaters used in the property?
- Do you consider yourself or anyone in the property as vulnerable?
- Is there a business linked to this property?

These factors are also shared with our partners to ensure we jointly focus on those at greatest risk. Our associated procedures reflect this approach and provide the detail of how activities operate and what responsibilities are associated with their delivery. A consequence of this approach is that we signpost people who are at lower risk of having a fire to self-education resources, allowing us to maximise our capacity and the impact we have.

The Community Fire Risk Management Information System (CFRMIS) is used to allocate work across delivery teams and enables accurate records of all our interventions to be stored and managed in one place. This facility helps us to evaluate the impact of our work and to establish where there may be specific patterns emerging and to target prevention, protection and response resources accordingly to meet any emerging local or Service wide risks.

We are also working to ensure we are contributing towards wider health outcomes and to help us to achieve this we are actively involved in Health and Wellbeing Boards and particularly their respective delivery groups. This has enabled us to look at how we might contribute towards the strategic outcomes that are set out in the two Sustainability and Transformation Partnerships (STP) that cover our Service area.

Our potential role has been recognised in the STP delivery plans, particularly in terms of contributing towards one of the key themes which is prevention at scale. We continue to work closely with partners to determine areas where we can add value, especially through the on-going development and delivery of our Safe and Well visits and in delivering Safe and independent Living (SAIL).

This is a partnership referral process that signposts vulnerable people to appropriate services across the public and voluntary sector. Our success is linked to our ability to gain access to vulnerable people through our Safe and Well visits, which is reflective of our brand and positive reputation within our communities. The SAIL scheme is currently the immediate focus within both STP's as it is seen as one way to contribute towards the move away from a reactive approach to treatment and care, to a greater emphasis on prevention and proactive interventions that enable vulnerable people to live more independently.

We have ensured that our Safe and Well advisors have been trained by Public Health to recognise more complex needs and to understand how and where individuals can be signposted to; so that they receive a person-centred needs approach. In addition, all of our Safe and Well advisors and our operational crews have received safeguarding, equality, diversity and inclusion and dementia awareness training. We feel that this is invaluable in making sure we are able to signpost and request interventions from partners that are proportionate, appropriate and person centred.

To support this, we have made sure that our community safety literature is available in multi-lingual formats and in audio or large print versions for the visually impaired which allows us to further engage and support vulnerable people across our diverse communities. We also have access to a dedicated translation service which can provide telephone assistance or personal interpreters to help deliver key messages. However, we do know that we need to continue to expand this work to ensure effective accessibility to all.

We also provide and deliver a range of education and intervention programmes that are designed to support children, young adults, their families and vulnerable people to enable them to live safe and healthy lives, achieving their potential and strengthening our communities in the process.

Our Universal education programmes are delivered to children and young people in their education settings e.g. pre-schools, schools, colleges, universities and to the home educated. They are also delivered through children and young people's voluntary and community groups such as the Scouting and Guiding Associations and with partner organisation in the school holidays. Our targeted education programmes are delivered to children and young people who require specialist intervention and they aim to meet their individual needs where this is practicable.

Youth Intervention Programmes such as Safer People and Responsible Communities (SPARC), Salamander, Cadets and the Princes Trust, are delivered to young people to assist in enabling them to live safe and healthy lives and to reach their potential. Our Firesetters Intervention Scheme aims to help those who are involved in deliberate firesetting to become "fire safe" and reduce their firesetting behaviour. Universal education is delivered by education officers, operational staff, partner organisations, teachers and voluntary group leaders using material provided by the education team.

A key delivery mechanism for our education programmes is through the safety centres that are run by the SafeWise charity. We are a trustee of the charity and provide a significant annual financial contribution to enable children and the community to access the interactive learning environments in Weymouth and Bournemouth. We were also successful in receiving a substantial government transformational grant to build a safety centre in the north of our service area. This project is being delivered during 2018/19 and will allow us to help SafeWise to expand their footprint and deliver safety education in Wiltshire and Swindon.

We also continue to be actively involved in partnership work aimed at reducing the number of Road Traffic Collisions. This is particularly focused on the delivery of the Safe Drive Stay Alive roadshow. During 2017, we delivered road safety education to 19,583 people from across Dorset & Wiltshire. Results from the 2017 evaluation show that 100% of teachers agree that the hard-hitting nature and content used had a positive effect on their student's attitude to road safety.

Pre and post questionnaires completed by the students have shown a significant shift in attitude to the four most common causes of fatal crashes which are using mobile phones, not wearing seatbelts, speeding and driving whilst under the influence of drink or drugs. The statistical analysis indicates that within the target age group since the Safe Drive Stay Alive roadshow started in 2007, in Wiltshire there has been a 40% reduction in casualties and in Dorset a 54% reduction.

Value for money is monitored on an annual basis and recorded in the end of year reports distributed to partners. During 2017 the young driver's education programme was delivered at a cost of £3.16 per

head and reached 11,500 people. When the evaluations results are considered together with the ability to reach 11,500 people there is evidence that the programme is making a considerable saving to the public purse.

We evaluate all of our prevention interventions as part of our performance management arrangements at a local and service wide level and we also actively seek public feedback which we use as part of our annual planning process. This is to make sure that what we are delivering is having a positive effect on the outcomes we and are partners are seeking and that we are providing value for money in what we do. Our evaluation also includes learning from tragic incidents such as fire fatalities, where we undertake a multi-agency case conference to see if there are systematic lessons to be learnt.

Protection

A key area of focus within our approach to IRMP is to deliver advice, support and consistent regulation of fire safety standards based upon high risk buildings in a way that complements our prevention and response arrangements. Fire safety officers undertake audits based on our risk based system, giving priority to buildings assessed as being of higher risk or outside of our 10-minute response areas for life risk. We allocate the greatest audit and inspection efforts to premises where a compliance breach would pose a serious risk to the safety of people and where we have reason to believe that there is a high likelihood of non-compliance with the law.

To facilitate this, we analyse data, obtained through Experian, to deliver an enhanced targeted programme of inspections that are coordinated through the fire safety team in conjunction with station managers. This approach ensures we make the best use of operational crews to support our thematic reviews. Our audits also target communities who are most at risk of having a fire and live in higher risk accommodation such as Houses of Multiple Occupation (HMO's). This type of premises can be subjected to poor living standards, overcrowding and in some cases poor management practices. We also focus on residential accommodation above commercial premises as these buildings have indicated a high correlation with fire safety failings when we have looked at historical data.

The use of the new Fire Safety 'Short Audit' allows greater flexibility for inspecting officers to perform thematic audits where we deem them necessary, making the most of our capacity. Through the application of the Level 4 qualification and the training that has been given in the use of the Community Fire Risk Management Information System (CFRMIS) we are able to ensure fire safety audits are carried out systematically and that they are consistent in their application. This work is evidenced through our Quality Assurance process where team managers inspect audits and administration to ensure that procedures are being followed.

Regular meetings are held with Area Management Teams to discuss prevention and protection activities to ensure a shared understanding of risk and to see how they complement response arrangements. The meetings also enable us to look at current, emerging and future trends and to discuss what action needs to be taken to control and/or reduce identified risks. This information is also scrutinised at a local level on a quarterly basis by Local Performance and Scrutiny committees (LPS).

This approach has proved to be effective in focusing attention on how we can continue to contribute to managing commercial risks through our inspection programme as we have seen a reduction of 16 % over the past 10 years. We are also pro-active in highlighting any trends or specific fire safety concerns to the public through our partnership approach to communications.

The fire safety team's interventions allow us to inspect, audit, educate and raise standards in fire safety compliance. The impact of this is less enforcement action and generally greater compliance. However, where enforcement action is required this is carried out diligently. Regular training with our legal barrister takes place and the ability to use 'Bar Direct' is a critical way in which we ensure that we are applying enforcement actions in a consistent manner.

One of our points of focus during 2018/19 will continue to be a pro-active approach of providing business support and education aimed at promoting residential and commercial sprinkler systems, and alongside this, strengthening awareness of fire safety responsibilities and compliance with responsible persons.

We continue to recognise the real importance that developing effective partnerships with regulatory authorities such as the Housing, Licensing and the Health and Safety Executive can have in sharing intelligence and driving down risk and reducing incidents of fire through strengthening compliance. As a result, we are focused on developing effective working practices with partner agencies such as the Care Quality Commission and Clinical Commissioning Group in relation to jointly regulated premises. To progress this, we have embedded a team member in the south of our Service area within the health arena to work collaboratively to educate and inform other agencies.

We are also actively involved in a targeted programme to support local and small high street businesses to raise awareness of their fire safety responsibilities, an approach that is supported by the Food Standards Agency and Environmental Health. An outcome of our work has been the development of effective partnerships with local Chamber of Commerce, Environmental Health teams and the Police. By developing stronger links with partners such as Environmental Health, Immigration, the Environment Agency and the Food Standards Agency, we are also able to share intelligence and maximise our impact in reducing both commercial and social vulnerabilities such as Modern-Day Slavery. To help to ensure this approach is effective, all of our fire safety teams who have contact with the public have received safeguarding and equality, diversity and inclusion training.

Response

The assessment of the operational risks our communities face is undertaken as part of an on-going strategic assessment of risk. This includes analysis of historical incident data, demographics and population profiles, the built environment (including our heritage and critical infrastructure) and risks that are identified within the National Risk Register and the Community Risk Registers of both of our Local Resilience Forums. The purpose of response arrangements is to save life, protect property and also to prevent harm to the environment. Response arrangements are one element within our Integrated Risk Management Plan (IRMP) and they have been developed to make best use of our resources.

Operational crews and on-call support officers continue to identify premises and gather and review information on key premises risks within their geographical areas to help ensure that they are prepared for emergency incidents should they occur. The highest risk sites have Site Specific Risk Information (SSRI) produced which is available for crews on Mobile Data Terminals (MDT's) when they attend incidents. This information is regularly audited and updated by crews to ensure it is up to date, accurate and relevant.

The plans and information are recorded within CFRMIS which captures when the visit was undertaken, the frequency of review and the next review date. The outcomes are provided to operational managers on a quarterly basis and managed and monitored at monthly team meetings. The operational risk information system is currently under review with work being undertaken to ensure that Service policy aligns with the recently published National Operational Guidance (NOG) -

Operations. This document sets out the requirements for risk information collation, dissemination, audit and review.

Station Managers also liaise and coordinate with partners and risk owners/occupiers to assist them in producing information and guidance on their risks and this is also made available to operational crews. This can range from the production of tactical fire plans, salvage plans and environmental protection plans at the highest level, to providing advice to farm owners on their respective risks such as the storage of agrochemicals. Operational crews arrange local 72d visits to maintain understanding and preplanning against premises risks. Identified premises risks are also shared with bordering Fire Services up to 15km distance. This process is reciprocated to ensure crews have immediate information on the anticipated risks across county boundaries.

As a Category 1 responder we play an active role in supporting both of the Local Resilience Forums that cover our service area. This includes planning, preparing and responding to risks within the community risk register and the national risk register. We also actively participate in reviewing local plans that complement generic risk plans. Where this could have an impact on our emergency response, these plans are shared with the Integrated Risk Management Planning Team for inclusion in any reviews of our emergency cover arrangements, for example business continuity plans and local flood plans.

There are approximately 130 Mobile Data Terminals (MDTs) which are capable of displaying chemical, crash, hydrant, mapping and risk data on our response vehicles. Messaging and crewing functionality via the Airwave Network was added in 2015 when the Network Fire Services Collaborative Partnership (NFCSP) was activated. There is a replacement plan in place to make sure that operational crews have access to all of the electronic data and risk information they require to ensure safe and effective ways of working are put in place at all operational incidents. This work is being undertaken with an awareness of the impending changes that will be required as part of the Emergency Services Network Programme. Procurement of replacement MDT's was carried out collaboratively with other FRS and the specification was established by users. This process resulted in significant financial savings being made.

The Emergency Response Standards adopted by the Fire and Rescue Authority are life-focused indicators that set challenging target response times. These times reflect the outcomes of research that was undertaken by Exeter University in 2010 on fire survivability, which showed a distinct reduction in the likelihood of survival within a premises fire after 10 minutes. As a consequence, one of the factors that we use to prioritise our prevention and protection activities is whether a property sits outside of our 10-minute response area. This is to try to reduce the risk of a fire occurring in the first place.

The conurbations of the Bournemouth, Poole and Swindon are well served by whole-time duty system stations, this being the greatest concentration of risk within the service area. As such, availability across our whole-time stations is robust, suitable and sufficient and the outcome is that the majority of our response standards in areas with wholetime appliances are met

In the Wiltshire and Dorset county areas there are high levels of rurality and as a result, the majority of our fire stations are on-call. This has traditionally resulted in less assured availability and meeting response standards is more of a challenge given the large geographical areas covered by most stations. As a result, we are currently implementing an on-call salary scheme which has required significant financial investment. This is part of a cross cutting project that aims to improve recruitment and retention. On-call support officers have also been appointed to reduce the burden on on-call managers, improve recruitment, engage with local employers, capture local risk information and support community safety through protection and prevention outputs.

Station action plans are in place across the Service and they ensure that prevention, protection and response arrangements complement one another at a local and larger geographical area.

As part of the Networked Fire Service Partnership (NFSP) with Devon & Somerset and Hampshire Fire and Rescue Services all response plans, in the form of pre-determined attendances (PDA), were aligned against the national incident types. Higher risk premises attracting a site-specific risk information plan or a tactical information plan have a PDA corresponding to the level of risk identified during the inspection programme.

We also continue to actively engage in developing response arrangements to support co-responding and new areas of work such as attending incidents where the ambulance service needs to gain access to a premises. Our role in co-responding had increased significantly in recent years and we have a number of responding stations across our service area. These arrangements were in effect commissioned by South West Ambulance Service Foundation Trust (SWASFT) as a result of demand and their operating footprint. However, we have recently seen a significant reduction in the volume of incidents our fire crews are being asked to attend. This is due to changes in the national classification of medical incident types. This is an area where we potentially expect demand to increase if changes to the role map of firefighters are agreed. There are significant societal cost benefits associated with attending cardiac arrests within 8 minutes and our co-responding arrangements are designed to deliver a faster response within our communities.

We are also now mobilised to attend collapsed people where access is required by the ambulance service. This role was previously undertaken by the police, however, through the South West Emergency Services Collaborative Partnership (SWESCP) we now attend in their place. In effect, this is a shift in demand from the police allowing us to use our capacity and our capability to alleviate response pressures on the respective police forces within our area.

This work has resulted in DWFRS attending 518 calls between August 2017 and January 2018. This was at a cost to us of approximately £22,880 while saving the police £31,080. On 25% of occasions DWFRS staff have to gain access through forced entry whereas the police were having to force entry on 80% of occasions. This results in a saving for boarding up of £61,000 based on the figures for the previous 6 months. Overall this equates to a saving of approximately £140,000 per annum.