Gloucestershire County Council - Fire Authority
Integrated Risk Management Plan 2018-2021
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Introduction

The Fire Authority

Welcome to Gloucestershire County Council’s Fire and Rescue Integrated Risk Management Plan (IRMP) covering the 2018-21 period.

As the Fire and Rescue Authority and governing body for the county, Gloucestershire County Council has a legal duty to ensure that we provide a highly effective and efficient fire and rescue service that is also value for money.

This Integrated Risk Management Plan is the vision of how we aim to address the challenges faced by your fire and rescue service over the coming years.

The Service continues to face wide-ranging challenges from a continually evolving risk picture, new legislation and national drivers through to calls to ‘reform’.

I hope that this plan demonstrates to the people of Gloucestershire the dedication and commitment made to ensuring their ongoing safety and provides reassurance that ‘come what may’, Gloucestershire Fire and Rescue Service is prepared for every eventuality and able to react accordingly.

I remain confident that with the unstinting support of the county council, Gloucestershire Fire and Rescue Service will continue to deliver a high class prevention and response service to the communities of Gloucestershire for the foreseeable future.

It is only by working in partnership with others that the Service has been able to utilise existing equipment and skills in unique ways that provide support not only to the county council, but also to other partners and organisations delivering true ‘social value’ to the communities of Gloucestershire and helping to protect the most vulnerable among us.

The drive and ambition to innovate and work with others will continue unabated. Across the next three years it is hoped that existing relationships will flourish and new ones come to fruition; in doing so we will be able to truly live up to the Service’s mission statement:

“Working together we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire”.

Lead Cabinet Member
Fire, Planning and Infrastructure
Gloucestershire County Council
The Fire and Rescue Service

Following on from a successful IRMP covering 2015-18, I am pleased to say that following excellent progress over the course of the last three years, your Fire and Rescue Service remains at the forefront of delivering a safe environment in which to live and work for the people and communities of Gloucestershire.

However, there is still much to do and I firmly believe that we can deliver further improvements to make your Service truly first class and something of which we can all be extremely proud.

Alongside the tough financial picture that the public sector continues to face, we have now also been set additional challenges by HM Government. The reform agenda led by the Home Office is now accelerating the requirement for the fire sector to make significant improvements incorporating greater collaboration, efficiency and workforce diversity.

I am confident that in this County we are already making significant progress and have a clear plan for the future. With the dedication and commitment of our highly professional staff, we can ensure that your Fire and Rescue Service is as efficient and effective as possible.

The previous plan, which was published in 2015, set out the blueprint for a revised delivery model which placed greater emphasis on prevention work thereby reducing risk and helping people to lead safer lives, reducing risk and demand on our Service whilst helping to drive down costs.

This approach allowed us to maintain our position as one of the highest performing and lowest cost-per-head Services in the whole country, whilst at the same time allowing us to introduce innovative solutions to help protect the most vulnerable in our communities.

Stewart Edgar QFSM
Chief Fire Officer
and Operations Director

Chief Fire Officer and Operations Director
Gloucestershire Fire and Rescue Service
Working Together for a Safer Gloucestershire

As the Fire and Rescue Authority, Gloucestershire County Council has a legal duty to ensure that a highly effective Fire and Rescue Service is available to all our communities at all times.

As an integral element of Gloucestershire County Council, Gloucestershire Fire and Rescue Service is primarily responsible for delivering fire and rescue services to all of the communities throughout the county of Gloucestershire.

The delivery of locally tailored services based on an understanding of local risks and priorities led by Gloucestershire County Council, gives genuine accountability to you, the people and communities, that help make Gloucestershire a great place to live, work and visit.

In striving to achieve our overarching mission, ‘Working Together for a Safer Gloucestershire’, we have already recognised that through our extremely talented, skilled and committed workforce we, as a fire and rescue service, can do more to ensure the safety of the most vulnerable in our communities.

We also recognise that in order to manage risk and demand to the fullest extent, achieve the best possible results with the resources available and deliver real ‘social value’ means close collaboration with a wide range of partners and key stakeholders.

Being part of the wider county council ‘family’ enables us to achieve all of this and so much more.

Examples include:-

- Having the county’s Civil Protection Team embedded within Fire and Rescue; this means that identifying risks and developing plans for civil emergencies is directly linked to the ‘blue light response’ ensuring a fully controlled and coordinated effort is there for the public when they need it most.

- Hosting the county’s Trading Standards Team sharing expert knowledge and resources to provide an integrated approach to public safety – this ranges from identification of risks and provision of advice associated with faulty goods such as ‘white goods’ that can lead to fire related incidents and injuries, through to enforcement of fire safety legislation.

- A joined up approach through the county council with the Clinical Commissioning Group to identify vulnerable individuals who are more at risk from fire and ensure we provide bespoke information, advice and support wherever possible.

- Support to other county council initiatives designed to protect vulnerable individuals such helping to identify those at risk from trafficking, ‘modern’ slavery and those in genuine need of ‘safeguarding’ following fire safety inspections and Safe and Well visits.

The world in which we operate continues to change and as a Service, we will evolve, adapt and innovate in order to meet the challenges ahead.
Emergency Services Collaboration

Emergency services play an essential part in serving our communities and keeping them safe. Whilst the police, fire and rescue service and ambulance service all have distinct frontline roles, it is clear that close collaboration between them can provide real benefits for the public and help each Service better meet the demands and challenges they face.

The Policing and Crime Act 2017 further reforms policing and enables important changes that aim to build capacity, improve efficiency and increase public confidence. One of the main provisions places a duty on police, fire and ambulance services to work together. It potentially offers increased opportunities to improve operational and preventative effectiveness to ensure we are all working together for a safer Gloucestershire.

However, Collaboration is not a new concept; it is something Gloucestershire Fire and Rescue Service has been successfully delivering on over the past four years. We are already engaged in a vast range of successful collaborative arrangements, some of which have been nationally recognised and applauded. Much has been achieved in order to increase effectiveness and efficiency through excellent joint working between Gloucestershire Constabulary, Gloucestershire Fire and Rescue Service and SWASFT.

Collaboration has already produced positive results and forged strong links between partners. All collaboration activities have the same overarching objectives; to drive efficiencies, reduce unnecessary demand for services and improve outcomes for the community of Gloucestershire.

Established examples include but are not limited to:
- Headquarters; shared by GFRS, Gloucestershire Constabulary and other teams including Trading Standards, Civil Protection, Social Care Emergency Teams (including mental health crisis team),
- Tri-Service workshop; shared by the 3 blue light services
- Gloucester South Fire Station; provides shared facilities with SWASFT, British Red Cross and Severn Area Rescue Association
- ‘Concerns for Safety’; Response at the request of SWASFT to gain entry into properties when there is genuine concern for someone’s welfare. GFRS have taken on this role to create capacity within the Police and utilise these incidents to inform follow up fire safety prevention
- Aston Project; Police and GFRS working together to deliver early intervention for young people
- Co-responder Scheme; firefighters in rural areas provide ‘first person on scene’ emergency medical assistance to life-threatening incidents on behalf of SWASFT

GFRS recognises the opportunity to do more and has future collaboration plans, which include:
- Safe and Well visits that include crime prevention and wider social care assessments
- Closer working on arson prevention
- Full and unrestricted access to all fire stations for blue light services.

“"The Policing and Crime Act has formalised existing working arrangements already established in Gloucestershire”"
Our Mission

“Working Together for a Safer Gloucestershire”

As a Service that has serving our community at its heart, we have a clear mission, statement to support our mission and set of strategic aims specifically designed to support our overall objectives.”
Our Values

“Our values have been realigned and are designed to reflect a modern, forward thinking fire and rescue service that performs to the highest standards”
Statutory Duties and Responsibilities

The legislation governing the Fire and Rescue Service is covered by the following:

- **Fire and Rescue Services Act 2004**
- **Civil Contingencies Act 2004**
- **Regulatory Reform (Fire Safety) Order 2005**
- **Fire and Rescue Service (Emergencies)(England) Order 2007**
- **Crime and Disorder Act 1998**
- **Policing and Crime Act 2017**

The primary legislative provisions which determine the functions of the Service include:

- Promoting fire safety
- Extinguishing fires and protecting life and property
- Rescuing people from road traffic accidents (and a large range of other risks determined through the Emergencies Order)
- Responding to other types of emergencies
- Entering into reinforcement schemes with other fire authorities for mutual assistance
- Assessing the risk of emergencies occurring and use this to inform contingency planning; and in this regard to:
  - Put in place emergency plans
  - Put in place business continuity management arrangements
  - Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
  - Share information with other local responders to enhance coordination; and,
  - Cooperate with other local responders to enhance coordination and efficiency.
- Cooperate with other local responders to reduce crime, disorder and re-offending (including anti-social and other behaviour adversely affecting the local environment).

**Fire and Rescue National Framework for England (2012)**

The Government outlines expectations of English Fire and Rescue Services through the Fire and Rescue National Framework for England. One of the Governments expectations is the assessment of all foreseeable fire and rescue related risks that could affect communities, including those of a cross border, multi-authority and/or national nature.
What is an Integrated Risk Management Plan?

Integrated Risk Management Planning (IRMP) is a modern and flexible process, supported by legislation and guidance, designed to enable a fire and rescue service to identify, measure and mitigate the social and economic impact that fire and other emergencies can be expected to have on individuals, communities, commerce, industry, the environment and heritage.

The Government outlines its expectations for English Fire & Rescue Services through the Fire & Rescue National Framework for England. The priorities set out in the Framework are for fire and rescue authorities 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 and;
- be accountable to communities for the service they provide.

The assessment of local risks to life and how effectively resources are used in response to those risks, whilst at the same time providing value for money to the local taxpayer is documented - this is what is termed as an Integrated Risk Management Plan (IRMP).

The IRMP development process makes the Service regularly consider four key questions:

- What are the existing and potential risks in Gloucestershire?
- How effective are our current risk management measures?
- What opportunities are there for improvement and setting of appropriate standards?
- What resources are necessary to meet those standards?

From these we can then develop a plan based on the answers to those questions.

In order to effectively manage risk in our community the Service uses a combination of tactics, which complement each other to deliver the Services strategic aims. It is the 'integrated' nature of these risk management tactics in the optimum blend, linked with the strategic aims, that gives the plan its name.

Once the plan has been agreed by the County Council, consultation takes place with local communities, partners and other stakeholders providing an opportunity for their views to be represented and considered.

The IRMP is all about giving the community a ‘tailor made’ Service that best meets their needs. The realities of the political landscape and financial climate must also be taken into account.

The IRMP covers a three-year period and outlines the improvements and changes the Service intends to make in order to manage existing and emerging risk more effectively. The route to those improvements is outlined within the associated action plan which explains the 'what, how and when'.
“Focusing on the risk to life ensures we concentrate our efforts where they are needed most – helping those most at risk and more likely to suffer from the effects of preventable fires and other emergencies”.

<table>
<thead>
<tr>
<th><strong>IRMP 2015/18</strong></th>
<th><strong>Our achievements:</strong></th>
</tr>
</thead>
</table>
| **Fundamental review of operational response** | A fundamental review of operational response was undertaken to include independent analysis of response data over a five-year period. Modeling of all possible scenarios was carried out in order to correctly match our resources to the County’s risk profile.  
Two options were selected – a change in the way we provided staff at Cirencester and the delivery of emergency response to Painswick.  
These changes allowed us to focus more on a risk-based response, enabled us to make more efficient use of our staff and helped us to deliver increased value for money. |
| **Implementation of the outcomes of the comprehensive review of operational response** |  |
| **A more risk based response** | The Service challenged the traditional approach to risk management and now concentrates the focus of its activities on actual risk to people. In particular, we focus on the life risk factor experienced for dwelling fires with our prevention work targeted at those identified as most at risk and our response standards were reviewed to reflect this approach.  
A risk-based approach to response standards has been developed with specific targets set and continually monitored to ensure these standards are met and maintained. With time as the critical factor, we have also set targets and standards for Fire Control when dealing with 999 calls and for the mobilising of fire engines from the stations.  
These challenging response standards show a continued commitment to drive improved performance. |
| **Development of risk based response standards** |  |
IRMP 2015/18

Our achievements:

<table>
<thead>
<tr>
<th>Development of a Risk and Demand Management Service Delivery Model</th>
</tr>
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<tbody>
<tr>
<td>There are three strands to our Risk and Demand Management Service Delivery model:</td>
</tr>
<tr>
<td>1. Focusing primarily on Prevention and Protection (thus reducing risk to the public and demand for emergency response services).</td>
</tr>
<tr>
<td>We continue to improve outcomes for communities through the delivery of local risk reduction plans where the most vulnerable and those most at risk are identified and prioritised for ‘Safe and Well’ visits. These visits are carried out by trained Firefighters who assess a wide range of risks in the home environment. They also provide health and wellbeing interventions, which include referrals and signposting to a range of partners for example the National Health Service, Social services and Age UK.</td>
</tr>
<tr>
<td>Local Risk Managers are responsible for the delivery of targeted Prevention, Protection and Response activity in each of our six Districts. Working with key partners including Police and local Councils information and resources are shared to provide support to Communities.</td>
</tr>
<tr>
<td>2. Always ensuring an effective emergency response (thus reducing risk to the public and demand for other agencies or services involvement e.g. NHS and coroners service)</td>
</tr>
<tr>
<td>We have empowered our Fire Control operators through delivery of new technology (see below) and encouraged them to use their vast experience and professional judgment to ensure that we deliver the right resources, to the right place, at the right time.</td>
</tr>
<tr>
<td>This approach is supported on scene by our highly skilled and professional firefighters who work quickly to resolve any incident they attend. After the incident, support is always provided to affected parties to help them ‘get back on their feet’ as quickly as possible.</td>
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</table>

“Correctly applying our resources to the wide range of calls we receive for assistance has helped us to create the capacity to deliver additional community based initiatives and further improve public safety outcomes.”
Contributing to local, regional and national resilience (thus reducing risk to the public and demand at Government level)

We continue to play a leading role as a core member of the Local Resilience Forum for Gloucestershire regularly working with other partners and stakeholders to co-ordinate effective and efficient integrated emergency management arrangements within the County of Gloucestershire.

We work closely with the County’s Civil Protection Team and routinely share information and knowledge to plan and respond to emergencies across the County.

In addition to local resilience we are actively signed up to the National Mutual Aid Protocol and have specialist crews and vehicles available to support major emergencies at both a regional and national level should this be called for.

Implementation of technological solutions

We have made a number of significant changes to our Service through the application of new technology.

Fire Control has been provided with ‘state of the art’ mobilising and communications equipment enabling pinpointing of caller location, which can reduce time taken to establish incident details and help locate incidents quickly. Emergency vehicles are also fitted with Advanced Vehicle Location Systems (AVLS), which allows selection of the nearest available fire engines allowing us to significantly reduce response times.

New technology also allows transmission of risk critical information direct to fire engines aiding a more effective response at scene and delivering a system that is ready for the advent of electronic incident information transfer between responding agencies, which will enhance delivery of a more coordinated approach to complex or challenging incidents.

We have supplied a range of new equipment to our crews for use at emergency incidents.

“Being part of a wider network of emergency responders means we can provide an effective response during major or catastrophic incidents using the support of other agencies should the need arise”.

Gloucestershire County Council • Fire and Rescue Service • Integrated Risk Management Strategy 2018-2021
New Breathing Apparatus sets now give crews clearer speech communication between teams improving search and rescue times and safety for both firefighters and the public alike.

Furthermore, advancements in battery technology have provided the opportunity to upgrade rescue equipment used at road traffic collisions (RTC’s). Smaller, lighter but more powerful RTC equipment has created more stowage space to carry other specialist rescue equipment thereby allowing us to upgrade all fire engines across the county for response to RTC’s improving the overall response time in all areas of the County.

Research and Development work continues into the ever-changing landscape of new technology and equipment. We have and will continue to keep abreast of all innovations that may provide future improvements in cost, safety and efficiency.

It is a Service priority to ensure we maintain excellent value for money. When we purchase supplies, equipment and vehicles we have to demonstrate sound financial practice, one of these areas has seen us become increasingly involved with the Fire Commercial Transformation programme. This is a nationally recognised programme intended to deliver efficient, effective and collaborative procurement.

Greater use of retained and community firefighters to build resilience

A great deal of hard work, commitment and effort is contributed to the safety of the communities across Gloucestershire by our dedicated retained “on call” firefighters.

Utilising their wealth of local knowledge and vast array of contacts within their own communities has enabled us to reach out to the most vulnerable in our county and in conjunction with a range of partner organisations deliver new and sometimes unique safety initiatives using existing people and skills.

This helps to relieve pressure on other emergency responders within the community and improve the standard of living for all concerned.
Gloucestershire’s Risk Profile

Our existing and potential risks

Our risk information comes from a variety of sources. It informs our professional judgment when we choose the most suitable protection, prevention and emergency response arrangements to put in place and to maintain risk at an acceptable level.

What are the risks?

- Injury or death to residents and visitors
- Damage to property
- Disruption to business impacting on the economy of Gloucestershire
- Loss of built and / or natural heritage
- Social impact on communities
- Firefighter safety
- Loss of infrastructure
- Impact on our environment

About our County

Gloucestershire is a diverse County covering 2,653 square km and hosting a population of approximately 617,000.

The county is divided into six districts, City of Gloucester, Cheltenham, Forest of Dean, Tewkesbury, Cotswold and Stroud with the main urban centers being Gloucester and Cheltenham where approximately half of the county’s population live.

It is an extremely attractive place to live and work with many residents spread across a number of small market towns, small villages and hamlets in areas surrounded by countryside.
Factors contributing to the County’s risk profile

National Risk Assessment

The National Risk Assessment is intended to capture the range of emergencies that might have a major impact on all, or significant parts of, the UK. It provides a national picture of the risks we face, and is designed to complement our local Community Risk Register. The driver for this work is the Civil Contingencies Act 2004, which defines the meaning of ‘emergencies’, and what duties and responsibilities are placed on us so that we can prepare for them. Risks covered in the assessment include – severe weather, pandemics, animal disease, major accidents and malicious attacks including cyber attack and acts of terrorism.

Local Community Risk Register

Our Local Community Risk Register looks at the likelihood and potential impact of a range of hazards occurring in specific areas. It is approved and published by our Local Resilience Forum (LRF), which includes representatives from local emergency services, and public, private and voluntary organisations.

In order to produce the Community Risk Register, the LRF use a combination of local knowledge about each risk, as well as guidance provided by central government drawn from the National Risk Assessment.

Critical National Infrastructure

With its national resilience capability, the Service is part of the response to maintain critical infrastructure in the event of any of the identified risks becoming a reality. Joint working with utility companies and private businesses has been carried out with the LRF and fire safety enforcement to provide advice to promote business continuity and resilience.

Severe Weather

As the devastating flood of 2007 demonstrated, communities in Gloucestershire are at risk from the ongoing effects of the climate and climatic change. Plans to deal with these events are in place and reviewed on a regular basis.

County’s Risk Profile

National Risk Assessment
Local Community Risk Register
Critical National Infrastructure
Climatic Events
Risks in Gloucestershire

Although the Service has challenged the traditional approach to risk management and now concentrates the main focus of its activities on actual risk to people rather than to buildings, there are still a range of sites in the County that we take into account when formulating risk management plans:

<table>
<thead>
<tr>
<th>Location</th>
<th>Critical / Economic</th>
<th>Social / Environmental</th>
<th>Core Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheltenham</td>
<td>GCHQ; Industrial Areas; Commercial Areas.</td>
<td>Cheltenham Racecourse; Regency Town Centre.</td>
<td>Cheltenham General Hospital; M5 motorway; Mainline Rail Network.</td>
</tr>
<tr>
<td>Cotswolds</td>
<td>Commercial Areas.</td>
<td>Kelmscott Manor; Sezincote House; Snowhill Manor; Cotswold Water Park.</td>
<td>RAF Fairford; A417/A419; Mainline Rail Network (Including Tunnels).</td>
</tr>
<tr>
<td>Forest of Dean</td>
<td>Industrial Areas.</td>
<td>Forest Leisure Areas (Climbing, Walking, Cycling); Littledean Hall.</td>
<td>Wigpool Water Treatment Works; Severn Cable Tunnel; Mainline Rail Routes (Including Tunnels).</td>
</tr>
<tr>
<td>Gloucester</td>
<td>City Centre; Industrial Areas; Commercial Areas</td>
<td>Gloucester Cathedral; Gloucester Docks; Kingsholm Rugby Stadium; Quays Development; River Severn.</td>
<td>Council Infrastructure; Walham National Grid Station; Gloucester Royal Hospital; M5 motorway; Mainline Rail Network.</td>
</tr>
<tr>
<td>Stroud</td>
<td>Industrial Areas; Commercial Areas.</td>
<td>Berkeley Castle; Woollen Mills; Canals; Woodchester Mansion; Newark Park.</td>
<td>Sapperton Railway Tunnel; M5 motorway; Berkeley Power Station; Royal Residences.</td>
</tr>
<tr>
<td>Tewkesbury</td>
<td>Imjin Barracks; Industrial Areas; Commercial Areas.</td>
<td>Tewkesbury Abbey, Town Centre (including Merchant's House); Stanway Estate; Sudeley Castle. River Severn/Avon</td>
<td>Mythe Water Treatment Works; M5/M50 motorways; Gloucestershire Airport.</td>
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</tbody>
</table>
Our approach

The Fire and Rescue Services Act 2004 places a legal responsibility on us to keep our communities safe and respond to emergencies, these include:

- **Firefighting** - extinguishing fires, protecting life, property and the environment in the event of fires.
- **Road Traffic Collisions** - rescuing people in the event of road traffic collisions and protecting people from serious harm in the event of road traffic collisions.
- **Emergencies** - when necessary deal with emergencies, other than fires and road traffic collisions.
- **Fire Safety** - promoting fire safety, including the provision of information and publicity on steps to be taken to prevent fires and the giving of advice on how to prevent fires and on the means of escape from buildings in case of fire.

To effectively manage risk in our community the Service uses a combination of interventions which complement each other to address both the requirements set out under the Fire and Rescue Services Act 2004 and deliver the Services’ strategic aims.

It is the ‘integrated’ nature of risk management in the optimum blend, linked with the Services’ strategic aims, that help us to ensure that the Service we provide is at all times focused on the needs of the communities of Gloucestershire. Our overarching Prevention Strategy provides the focus for our activities and will run in line with this IRMP.

As a Service we have already recognised the importance of focusing on the risk to life rather than to buildings and thereby our primary activities are centred on prevention and protection initiatives. We also recognise that the factors associated with the cause of fires that lead to serious injuries are often apparent to other agencies and that only by working together to identify the most vulnerable among us can we help prevent emergencies from occurring in the first place and thus reduce or eliminate the physical, personal, social and economic costs associated with such incidents.

It is on this basis that we have built close links with a large number of other stakeholders, agencies and organisations including the Police, Ambulance, Road Safety, Trading Standards, Civil Protection, British Red Cross, National health, Social Services, Age UK and many more, including charitable bodies who also have a vested interest in the health and wellbeing of the people of Gloucestershire.

It cannot be overemphasised that key to the successful delivery of this ‘suite’ of services are our dedicated and hardworking staff who so often go ‘above and beyond’ to ensure that those they come into contact with through the course of their duties are treated with dignity and respect, taken care of, and have a positive experience no matter what circumstances they may find themselves in.

The following sections outline how we deliver your Fire and Rescue Service.

“We realise that the best way to reduce risk to members of the community, and indeed our firefighters, is to stop emergency incidents from occurring in the first place.”
Ensure our services are delivered by a professional, well equipped, highly skilled, motivated and well developed workforce which is able to work safely and whose composition reflects our diverse community.

Gloucestershire Fire and Rescue Service provide twenty one fire stations staffed by a total of 130 full time and 189 retained (on call) firefighters all able to offer community safety interventions, education and respond to emergency calls.

The Service is administered from its Headquarters in Quedegeley, a joint facility shared with the Gloucestershire Police and South West Ambulance Service Trust.

The building also plays host to our own Fire Control, who play a critical role in emergency call management and deployment fire engines and other specialist vehicles to respond to calls for help.

It is only by ensuring that we have ‘the right people, with the right skills, in the right place, at the right time’ are we able to deliver the high performing Fire and Rescue Service that the people of Gloucestershire have come to know and trust. There are a number of key elements in achieving this aim:

**Fire Cadets**

Young people aged 13-17 are able to join a Gloucestershire Fire Cadet unit and be part of an exciting, uniformed youth organisation which helps them develop important life skills and support their local community.

The cadets follow a two-year programme of activities, leading to National Fire Cadet Awards and some can continue as cadet leaders.

**Recruitment**

We are, and will continue to be an employer that offers equality in opportunity when recruiting for new staff, although we recognise there is still some way to go before our workforce truly reflects the diverse nature of the communities we serve.

We have revised previous practices already designed to attract a wide variety of individuals to the Service and are pleased that through a more focussed approach the desired effect is already being felt.

We have experienced an increase in the number of applicants from underrepresented groups and thus the pool of potential talent with a more diverse range of skills available to us has also widened.

**Apprenticeships**

The Finance Act 2016 introduced the Apprenticeship Levy which is a levy on all UK employers to fund new apprenticeships; the idea behind this initiative is to invest in human capital by developing vocational skills, and support quality training by putting employers at the centre of the system.

We already have in place apprentices in workshops and administrative roles. As the scheme develops, we will employ a blended approach, embedding apprenticeships at a number of levels within the organisation.

This will include higher-level apprenticeships to ‘up-skill’ existing managers and once a standard is agreed for firefighter roles introduce apprenticeships into operational roles as well.

**Training & Development**

We are firmly committed to the development of all our staff and encourage every employee to reach their full potential.

We strive to ensure that we equip our workforce with the correct skills, knowledge and support, together with the confidence and ability required to face the day-to-day challenges presented to them through the course of their work.
We see this as key to our future success as the role of the modern fire service continues to evolve to meet the ever-changing world in which we all live.

Alongside the mandatory and essential training required to deliver an effective emergency response, we intend to build upon existing ties with other stakeholders and partners in order to deliver training and development that currently sits outside our range of expertise that will complement our existing skill sets.

This in turn will enable our staff to undertake further community-based safety initiatives and activities, from design and planning through to frontline delivery to groups and individuals.

We continue to develop a pool of highly skilled logistics and support staff; they are an integral and respected part of our team who are vital through a variety of support functions, in helping to secure the best possible outcomes in order to meet the needs of the communities we serve.

For those who want to progress within the Service there are clear development ‘pathways’ which ensure no matter whether they be on an apprenticeship, engaged as an operational fire-fighter, in a support role or otherwise engaged by us, that coaching, mentoring and assistance is provided to help them realise their true potential and provide us with highly effective managers and leaders for the future.

**Health & Safety**

The Service has both a legal and moral duty to make sure that all Firefighters and Officers are safe.

The Service has clear procedures based on nationally recognised best practice to ensure this is the case. We put great emphasis on training our staff and have developed a proactive safety culture, although in this ever-changing world and with an in-exhaustible range of challenges that present themselves, we also make a point of learning from every emergency incident we attend and wherever possible from significant incidents attended by our peers across the country.

We have a performance assessment process, which ensures that what we learn through training and this is put into practice at incidents. Where accidents or situations that have the potential to do harm occur we investigate fully so that we learn lessons from them, change our practices and procedures accordingly to prevent reoccurrence in the future.

Where we need specialist advice this is available to us through the Safety, Health and Environment Team of Gloucestershire County Council.

**Equipment**

Specialised vehicles and equipment are the tools of our trade that help firefighters to operate safely and effectively in a wide range of circumstances. This extends from the protective clothing worn by firefighters, to the fire engines they use to transport them to, and deal effectively and efficiently with emergency incidents.

The reliability and quality of this range of equipment is of paramount importance and can quite literally mean the difference between life and death for both the firefighter and those at risk.

Research and Development work continues into the ever-changing landscape of new technology and equipment. We have and will continue to keep abreast of all innovations that may provide future improvements in cost, safety, and efficiency.

It is a Service priority to ensure we maintain excellent value for money. When we purchase supplies, equipment and vehicles we have to demonstrate sound financial practice and therefore sound business cases have to be produced that carefully consider necessity, cost, and benefit before any changes or upgrades are made.

All equipment is carefully serviced, maintained and tested to avoid failure when it is most needed with specialist equipment taken care of ‘in-house’ and equipment of a more general nature serviced by external agents to help keep costs to a minimum.
The traditional view of the function of the Fire & Rescue Service is one of an organisation that responds to an emergency, saving life and preventing further damage.

We firmly believe that by far the best way of protecting those we serve from fire and other emergencies is to prevent that emergency before it happens, therefore this is our priority. Not only does prevention avoid suffering and harm but it also reduces demand on our services, which saves the community money, while still providing an emergency response.

The majority of emergencies are avoidable and involve the actions or inaction of people. If we can help people change their behaviour or become more aware of the likely implications of a situation they create or are involved in, we can help prevent disaster.

Our prevention work is aimed at people of all ages and backgrounds but does target those most at risk. Sadly, despite our efforts, emergencies do still happen. When they do, we learn as much as we can from them thereby guiding our prevention work.

Prevention is by far the biggest part of the day-to-day work of our firefighters. They are highly trained and skilled to engage, interact and deal with members of the community. Working from our Community Fire Stations they deliver a wide range of community safety focused events.

Stations also regularly hold ‘Open Days’, where Community Fire Stations open their doors to the local community. These have traditionally been fun days out for the family, but they are also an opportunity for the Service to deliver important safety messages.

Safe & Well visits

These visits are carried out by our trained full time Firefighters and a team of Community Safety Advisers who are “on call” firefighters.

Safe and Well visits are offered throughout the County and are targeted at people most at risk within the community. We work with a wide range of partners to ensure that those most at risk of fire are offered a Safe and Well visit.

Residents targeted by the team include:

- People living with Dementia
- People with mental health needs
- People over 65 years of age
- People living alone
- People with disabilities
- Smokers
- Those without existing smoke alarms
- Individuals with drink or drug dependency.

During the visits firefighters make sure homes have smoke detectors and other pieces of equipment that help keep people safe e.g. fire retardant bedding. Visits are tailored to the needs of individuals but all cover a fire risk assessment and wellbeing check.

Advice is given on a wide range of areas from fire safety to keeping warm in the winter. Firefighters know what services can help people and can signpost or refer them to specific agencies. As well as advice and referrals, firefighters have been trained to carry out interventions during the visits and regularly carry out falls assessments.

The Safe and Well visit is designed to ensure we make every contact with someone count.
**Partnerships**

To be effective in preventing fire and accidents involving vulnerable people within the community, we need to work closely with agencies that have day-to-day contact with individuals who are at risk.

The Community Safety Team has established close working relationships with numerous agencies that refer individuals to us who are at risk from fire, or who carry out joint visits with our Community Safety Advisers.

We also refer vulnerable adults to other Gloucestershire County Council agencies, with their permission, to ensure they access the full range of services and support available.

**SkillZONE**

SkillZONE offers a variety of safety and educational experiences operating both on-site, out in the community, and continues to play a major part in our own prevention strategy, as well as those of other emergency service partners, charitable and community focused bodies. The following paragraphs outline the wide range of activities undertaken.

**Prevention Education Programmes**

Prevention education for all ages but particularly for young people and families takes place in SkillZONE. This is our interactive, permanent, safety-education centre, which resembles a compact village with a house and a road area surrounded by several different learning zones. SkillZONE offers people the opportunity to experience risky situations and dilemmas in realistic situations and then work in small groups to consider the impact of their behaviour or choices.

The prevention education programmes are run throughout the year both in SkillZONE and in the local community and are supported by trained volunteers who tailor the sessions for different age groups.

Evaluation undertaken after each session shows that visitors better understand the consequences of their actions and will make safer choices, which reduces the chances of avoidable accidents and injuries.

**Early Years Fire Safety**

Children under five are particularly at risk from accidents in the home and from playing with fire. A trained team visit early years’ settings by appointment and use creative and interactive tools to engage with young children in pre-school and reception classes to help children understand the dangers of fire and to reduce unintentional injuries in the home.

‘Colin the Collie’ is a much-loved hand puppet that helps children understand and remember these effective fire safety messages.

**Firesetting**

Gloucestershire Fire and Rescue Service has a small team trained to engage in positive ways with children and young people who are involved with or have a fascination with setting fires.

This could range from a young child who plays with matches to an adolescent who sets fires deliberately to cause damage.

All fires have the potential to cause harm, so it is important to deal with this behaviour at the earliest possible point. The team take part in regular development days and follow national guidance to ensure that the intervention is safe and effective and works to reduce or stop fire-setting behaviour.

**Community Engagement**

SkillZONE offers a more intensive education programme for young people and young adults who need some support to build their confidence and team skills or to divert them from antisocial behaviour and youth offending.
These sessions incorporate prevention education in SkillZONE and some practical sessions with a fire crew to improve awareness of consequences and to provide a challenging experience of working as a team.

For more information please follow the link below or visit:
skillzone.glosfire.gov.uk

Road Safety
The Service attends over 400 road traffic collisions every year. Crews are highly skilled in dealing with the aftermath of these incidents, but prevention remains a paramount priority.
We will continue to support initiatives and projects that can make our roads safer for everyone. Our target is to reduce the number of deaths and injuries resulting from road traffic collisions.

Trading Standards and Enforcement
Our Enforcement Team has now joined forces with Trading Standards to form a strong and dedicated resource. They are now able to offer up to date advice and guidance across a wide range of subjects and maintain legal and enforcement responsibilities.
Fire Enforcement will continue under the Regulatory Reform (Fire Safety) Order 2005, which provides a statutory duty to ensure that people are protected from fire in a range of places other than at home, such as their workplace, where they spend leisure time and where they buy goods.

The team will continue to enforce fire safety law bringing prosecutions to bear when individuals and organisations commit serious breaches of fire safety legislation.

Unwanted Fire Signals (False Alarms)
It is essential that fire crews across the County remain available to deal with true emergency situations and do not spend time responding to calls that turn out to be false alarms.
This not only makes sound financial sense, but even more importantly ensures firefighters remain available to respond to real incidents in their community. GFRS has been successful in driving down the number of false alarms we attend by challenging calls we receive and dealing with repeat false alarm offenders.

Fire Investigation
Fire investigation is a statutory duty and it is an essential part of our role to identify the causes of fire to inform future prevention activity. Evidence uncovered by our investigation can assist the Police in bringing about prosecutions where arson is suspected, or be required for a Coroner’s Inquest.

The results of a Fire Investigation may also be valuable to the wider Fire Safety Community or research establishments to assist in developing future prevention safeguards; this has been particularly evident with the current increase of fires in white goods such as tumble dryers.

Legislative Fire Safety
Under the terms of the Regulatory Reform (Fire Safety) Order 2005, we have a duty to ensure safety from fire in non-domestic premises across Gloucestershire.

This is achieved through the provision of consistent, helpful, fair and equitable advice and support where requested, auditing of premises to ensure legal compliance through a risk based audit programme and as a last resort legislative enforcement when notified remedial actions are not taken.

For more information please follow the link below or visit:
www.gloucestershire.gov.uk/glosfire/
**Civil Protection**

The Civil Contingencies Act 2004 places a duty on all Category 1 responders to maintain plans and train for responding to, reducing, controlling or mitigating the effects of emergencies.

We play host and contribute directly to the County’s Civil Protection Team whose role is to ensure that the County Council meets its statutory responsibilities under the Civil Contingencies Act.

This includes contingency planning to maintain essential council services in the event of an emergency such as pandemic flu (otherwise referred to as Business Continuity Management or ‘BCM’), and support for the multi-agency ‘PREVENT’ duty which forms part of Her Majesty’s Government counter terrorism strategy.

This is achieved through multi-agency partnership working in conjunction with Gloucestershire’s Local Resilience Forum and careful pre-planning, with a strong emphasis placed on the community being cared for during and after an emergency and, whilst returning to a state of ‘normality’.

Direct co-operation is required with blue light emergency responders (Police, Fire and Ambulance) and co-ordination of other agencies, ranging from charitable bodies such as the Red Cross through to ‘accredited’ volunteers, who can provide additional support in a wide variety of specialist areas when called upon to do so.

In addition, the team provide 24/7 coverage and support to the County Council’s Strategic Officer response rota, ensuring that the Council are always on hand for the public in an emergency, no matter when it occurs and act as a central hub that offers advice and support to District Councils before, during and after any significant incident.

**Environmental Protection**

As well as protecting the people of Gloucestershire from harm, we have a legal obligation, to protect the environment in which they live. Living in a County with extensive areas of outstanding natural beauty, presents significant additional challenges for the Service.

Many of the emergency incidents we attend have the potential to cause extensive and long-term harm to our environment. This can be through air pollution from the smoke produced by a large fire, pollution from fire-fighting water entering streams and rivers, or the presence of a hazardous substance that has been involved in an incident.

We have a team of specialist Hazardous Materials Advisory Officers providing full time cover to respond immediately to such incidents throughout the County. The officers are trained to deal with chemical, biological and radiological incidents and work with appliances and equipment that is used locally and nationally.

The Service has established a partnership with the Environment Agency (EA), where early contact is made with them when there is potential for the environment to suffer damage and harm as a result of the incident.

The EA will provide us with advice over the phone or attend the scene if required to do so. All fire engines carry equipment supplied by the EA to enable ‘first aid’ environmental protection to be carried out and the Service has a dedicated vehicle, the Environmental Protection Unit based at Stroud for an advanced level of protection to be delivered at scene for larger scale emergencies.

“Understanding what can happen enables us to develop plans and procedures and put in place measures to cover all eventualities”

Gloucestershire County Council • Fire and Rescue Service • Integrated Risk Management Strategy 2018-2021
The Service has twenty-one Community Fire Stations providing a highly effective emergency response County-wide. The number of firefighters with specialist skills and vehicles at each station reflects the existing risks within the local area whilst also providing resilience or ‘back up’ for large scale or major incidents elsewhere in the County.

Of the twenty-one stations, 5 are staffed permanently twenty four hours a day with back up from retained ‘on call’ firefighters. The remaining sixteen stations, located in market towns across the County are staffed by retained “on call” firefighters.

**Specialist Capabilities and Vehicles**

The types of emergency incident we attend vary with the geography of the County as well as the commercial and recreational activities undertaken in those areas.

We have developed specialist skills and provide equipment that reflect the existing and emerging risks known to have an impact on our County and the nature of emergency calls we receive. We will respond to calls for assistance and do what we can to safely deal with the risks present and return the situation to normal as quickly as possible.

Some examples of the types of vehicles we have available to us are:

- Aerial Ladder Platforms that give access to areas at height beyond the reach of normal ladders
- Water Carrier for delivery of water to rural areas where supplies may be extremely limited
- High Volume Pump for removal of large quantities of water usually associated with flooding
- Incident Command Unit that enables us to coordinate and control activities at large scale or major incidents.

**Road Traffic Collisions**

Unfortunately, we still continue to deal with Road Traffic collisions on our roads. All of our Fire Engines are equipped with ‘state of the art’ equipment, which allows firefighters to be highly effective in rescuing casualties.

We also have a Special Incident Support fire engine, which provides equipment when required at incidents such as at rail or aircraft accidents, road traffic collisions involving large goods vehicles, large animal rescues and water related incidents.

**Water Rescue/Flood Response**

The River Severn presents a particular risk for GFRS and we therefore have a boat rescue capability.

The floods of 2007 brought into sharp focus the need to develop our capabilities for water rescue and particularly flood rescue, with the likelihood that this type of call would increase due to climate change.

We currently have a number of riverboats based at Gloucester South and Tewkesbury stations, enjoying a very productive partnership with the Severn Area Rescue Association also operating from these Stations. We have a range of flood boats and specialist equipment across the County including teams and officers that are trained to deal with the particular complexities of incidents associated with water and unstable surface rescue.
Rope Rescue
The Forest of Dean is popular with Climbers and Cavers alike, but occasionally such recreational activities don’t go as planned and we are called to perform a rescue from a cliff face or cave.
We have teams at both Lydney and Coleford stations that have expertise and equipment to perform challenging and highly skilled rescues at height and who can respond elsewhere in the County should this be necessary.
We also have in place a very productive strategic partnership with Gloucestershire Cave Rescue Group and work closely together with them to resolve incidents involving caves, mines and other below ground structures.

Animal Rescue
Gloucestershire has a predominantly rural community and consequently firefighters regularly turn their skills to an array of different rescues involving pets, livestock and wild animals.
The larger animals more commonly rescued are horses, cattle, pigs and sheep that find themselves trapped in machinery, bogs, slurry pits, rivers, pools, ditches or victims of road traffic collisions.
Every animal rescue is unique, which means the procedure and type of equipment used depends on the animal and where they need rescuing from. For many years we have responded to these incidents using ingenuity and traditional methods.
Large animal rescues however are recognised as one of the most dangerous activities a firefighter will undertake and so to protect firefighters and members of the public, specialist training and equipment is essential.
We have invested in large animal rescue equipment and trained a dedicated team of specialists to deal with this type of incident.

Emergency Social and Medical Support
There are a number of instances where we have recognised that our highly trained crews, specialist skills and equipment could be utilized to support emergency social and medical responses to improve quality of life, health outcomes and survival rates for members of our communities.
Initiatives we now support include:
- Telecare – providing emergency response to calls for assistance for elderly and vulnerable people who live independently at home
- Concern for Safety – effecting entry to assist elderly and vulnerable persons who are not responding to normal approaches made freeing up valuable Police resources to tackle crime
- Co-Responding/Cardiac Care – providing a first response to medical emergencies in support of, but not replacing the normal Ambulance response.

Local Mutual Aid Arrangements
Mutual assistance arrangements help fire and rescue authorities (FRAs) to provide assistance to each other more easily where:
- an FRA has insufficient resources to respond to an incident by itself, or
- an FRA has appropriate resources nearer to an incident which enables it to provide a quicker response.
They allow FRAs to have agreed the response terms before an incident has occurred and so prevent any unnecessary delay.
We have in place with all six of our neighbouring fire and rescue services written agreements regarding cross border support for fires, road traffic accidents, serious emergencies (e.g. acts of terrorism) and other types of emergencies (e.g. flood, rope rescue etc) in order to gain or give support in an emergency should this be required.
National Mutual Aid

The events of September 2001 led to a transformation in how the emergency services and agencies across the UK respond to an emergency on that scale.

Within Gloucestershire, we have a range of vehicles, equipment and specially trained operators who all form part of a national framework for just such a response; these cover:

- Water and High Volume Pumping
- Command and Control

Identical vehicles are positioned within Fire Services across the country in order to provide an emergency response to deal with large scale and widespread incidents that a single fire and rescue service would struggle to deal with on their own.

The vehicles and operatives are mobilised upon request as part of a national structure, however they are also available to be used locally for smaller incidents where appropriate and provide an invaluable additional resource for the County.

As an integral aspect of these national mutual aid arrangements, we can also call for additional support to other major incident types in the form of:

- Mass Decontamination
- Urban Search and Rescue

These arrangements are used relatively infrequently; however forms an integral element of our risk management strategy in such a way as to deliver maximum value for money combined with the maximum level of protection for the communities of Gloucestershire.

Community resilience following incidents

The period following any emergency can be equally as traumatic as the original event itself. As a Service we work in partnership with the British Red Cross to provide support and aftercare where alternative arrangements are not already in place for those affected by the devastating effects of fire and other types of emergency. Our aim is to help with recovery from the initial event and return the situation to normal as quickly as possible.

Where an incident has occurred, crews or specialist officers will return to the scene at an appropriate time to offer advice, support and reassurance to vulnerable individuals and residents of the County.

Reassurance campaigns carried out in this vain help raise the profile of the importance of fire safety, help us to promote our prevention work in other areas and foster a sense of community resilience, where stronger relationships result in mutual trust and understanding between communities and our responders.

Whilst this part of our service is predominantly aimed at vulnerable individuals and residents of the County, we also assist commerce and business to return to normal promoting business continuity and reducing the social and financial impact. This work helps us build a sense of community resilience.
Strategic Aim

Monitor our performance to ensure we continually improve and deliver value for money.

Gloucestershire Fire and Rescue Service continue to perform to exacting standards.

On a day-to-day basis, we continually monitor the organisation’s overall performance with reports made to the Strategic Leadership Team led by the Chief Fire Officer every month.

In addition, quarterly reports covering key performance indicators are provided to Gloucestershire County Council’s Cabinet, Chief Officer Management Team, the Financial Risk and Performance Committee and the Environment and Communities Scrutiny Committee. This provides the Fire Authority with the necessary confidence that the Service is fulfilling stakeholder expectations and statutory duties.

A mix of nationally accepted fire and rescue service performance indicators are combined up with local targets and used to help track progress and monitor trends.

This approach not only ensures we are performing at the highest levels but also means we are aware of and adapt to changes in the risk ‘picture’ as quickly as possible.

Annual performance targets are set with the aim of achieving continuous improvement to achieve the best outcomes for our communities. These targets are outlined within our Annual Business Plan, which is published on the Internet every year.

At the end of every year we publish a Statement of Assurance which outlines how we have performed against targets set out in our Annual Business Plan.

The transparency this provides makes us fully accountable to the communities of Gloucestershire for the service we provide to them.

The results of a move towards a positive focus on prevention and protection for the communities of Gloucestershire coupled with the impact over time of our efforts to drive down the numbers of incidents, fires, deaths and casualties in recent years, is demonstrated in the trend analysis and diagrams that follow in this section.

As a final thought, it should be remembered that none of this is possible without the commitment made by all of our members of staff no matter what role they fulfill.

This dedication and commitment is highly commendable and on an annual basis, we hold an awards ceremony where individual performance is recognised.

“Individual performance on the part of our staff contributes to our overall success and helps to make Gloucestershire safer for us all”
Performance Overview

The icons depicted below provide an overview of achievements in relation to the identified risks Gloucestershire.

This ‘dashboard’ view is updated annually in line with performance statistics that become available at the end of each financial year.

- **54% Reduction of Incidents over the last 10 years**
  - [www.glosfire.gov.uk](http://www.glosfire.gov.uk)

- **7,146 Safe and Well Visits carried out by GFRS last year!**
  - [www.glosfire.gov.uk](http://www.glosfire.gov.uk)

- **30% Reduction in dwelling fires over the last 10 years**
  - [www.glosfire.gov.uk](http://www.glosfire.gov.uk)

- **8% Reduction in all fires compared to the previous year**
  - [www.glosfire.gov.uk](http://www.glosfire.gov.uk)

- **32% Reduction in fire casualties compared to the previous year**
  - [www.glosfire.gov.uk](http://www.glosfire.gov.uk)

- **24% Reduction in road traffic incidents compared to the previous year**
  - [www.glosfire.gov.uk](http://www.glosfire.gov.uk)

“Measuring and monitoring our performance ensures we succeed and improve”
Emergency Response

Thanks to the hard work of our staff, volunteers and partners, the numbers of fires and injuries has fallen significantly over the previous decade.

This has been achieved by using a blend of education delivered through our SkillZone facility and in conjunction with partners such as the Police and the County Council Road Safety Team, coupled with Safe and Well visits to residents across the County, advice and information to businesses and, where all else has failed legal enforcement to ensure the safety of the general public when in the workplace, where they spend leisure time and where they buy goods.

The graph below highlights how our drive in terms of prevention has helped to reduce the overall number of emergency incidents over the course of the last 10 years.

Note: The spike at the start of the graph clearly shows the impact of uncontrollable events such as the floods in 2007.

Incident Totals 2007-17

“Working with partners and stakeholders has helped to reduce the number of emergencies we attend”

54% reduction of incidents over the last 10 years

www.glosfire.gov.uk
Prevention

We outlined in the section on Prevention and Protection that “We firmly believe that by far the best way of protecting those we serve from fire and other emergencies is to prevent that emergency before it happens, therefore this is our priority. Not only does prevention avoid suffering and harm but it also reduces demand on our services which saves the community money, while still providing an emergency response”.

There are a number of ways in which we deliver prevention activities (please refer to the section on Prevention and Protection for further information) with the primary method being that of targeted Safe and Well visits to residential properties.

The graph below shows how we have increased our performance in this area over the last five years.

**Number of Safe and Well Visits 2012-17**

![Graph showing the increase in number of Safe and Well Visits from 2012-13 to 2016-17. The numbers are as follows:
- 2012-13: 2,795
- 2013-14: 3,635
- 2014-15: 4,156
- 2015-16: 6,294
- 2016-17: 7,146]
Overall number of fires

Thanks in no small way to our focussed approach on prevention encompassing not only residential properties but commercial premises as well, the number of recorded ‘primary’ fires, those being fires classed as involving property such as homes, businesses, cars, injuries and incidents have fallen significantly over the last decade. Whilst we cannot directly control the number of accidental fires, we continue to work hard to keep numbers as low as possible.

The graph below depicts our performance in this area over the last five years.

Number of Primary Fires 2012-17

“Measuring performance helps us to identify opportunities where we can improve service delivery”


Fires in the home (Dwelling Fires)

Amongst the increasingly wide range of emergencies the Service attends, fires in the home account for approximately 8%. We acknowledge this type of fire is the one in which people are more likely to be injured or even killed.

Although the figures for the last decade show an overall decline in the number, 2015/16 data suggests there was a small rise in accidental fires in the home. This increase was a short-term statistical variation, rather than being indicative of an increasingly upward trend, however it reinforces the need to put even greater emphasis on education and local prevention work, rather than emergency intervention.

Thankfully, our efforts have seen this figure start to fall again in 2016/17 and we will work hard to maintain a continued reduction in this figure.

The graph below depicts our performance in this area over the last five years.

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**Safe and Well visits help to influence individual behaviors and reduce instances of fire in the home**

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30% REDUCTION IN DWELLING FIRES COMPARED TO 2006-2007

www.glosfire.gov.uk
Casualty Numbers

The number of casualties recorded in fire incidents is not directly linked or attributable to the overall number of fires. This is mainly due to the fact that occupancy of a property will often vary according to the size and type of property involved.

2015/16 saw a rise in the number of casualties, which linked to the rise in fires in the home and was mirrored in national trends.

Again, we used this information to target specific areas and groups’, working hard to ensure this was not replicated in the following year. Our efforts saw a marked reduction in 2016/17 something we intend to maintain into the future.

The graph below depicts our performance in this area over the last five years.

“We continuously strive to minimise the number of casualties arising from instances of fire”

Gloucestershire County Council • Fire and Rescue Service • Integrated Risk Management Strategy 2018-2021

32% REDUCTION IN FIRE CASUALTIES COMPARED TO THE PREVIOUS YEAR

www.glosfire.gov.uk
Deliberate Fires (Arson)

Through targeted community engagement and a range of educational programmes delivered by our SkillZone facility, we seek to educate individuals of all ages to the dangers of fire (as well as other types of emergencies). These initiatives are designed to help encourage behaviours aimed at reducing both accidental and malicious instances of fire.

Whilst we have no direct control over individuals who are intent on causing harm or damage using fire as a tool, we work very hard in conjunction with the Police to investigate all instances of arson and bring to justice those who demonstrate malicious or illegal intent.

The graph below depicts our performance in this area over the last five years.

Arson Rates 2012-17

“Deliberate fires remain a cause for concern; we are working hard with partners in order to reduce this risk”

Gloucestershire County Council • Fire and Rescue Service • Integrated Risk Management Strategy 2018-2021
**Road Traffic Collisions**

There has been much advancement in the technology applied to modern cars with the intended outcome being to reduce the number of casualties and deaths encountered in road traffic collisions.

We are acutely aware that technology is only one part of the equation. In order to prevent injuries and deaths on the road we will encourage positive driver behaviour through targeted education and safety campaigns thus contributing towards ‘safe and social’ driving amongst road users in our communities.

Working in conjunction with Gloucestershire County Council Road Safety Team we deliver targeted programmes aimed at younger drivers which have started to produce significant reductions in road casualties as demonstrated in 2016/17.

The graph below depicts our performance in this area over the last five years.

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**RTC Extrication Rates 2012-17**

<table>
<thead>
<tr>
<th>Year</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
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<tr>
<td>2013-14</td>
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<td>127</td>
</tr>
<tr>
<td>2016-17</td>
<td>83</td>
</tr>
</tbody>
</table>

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“Educating young drivers helps to make our roads safer for all users”

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24% Reduction in road traffic incidents compared to the previous year.

www.glosfire.gov.uk
In line with a reducing budget, the cost to individual taxpayers for provision of Gloucestershire Fire and Rescue Service has decreased year on year over the last five years.

We are proud to say that through prudent management of your Service, we have during these challenging times even managed to deliver a wider range of services to our communities increasing what is commonly termed as 'Social Value' and making Gloucestershire an even safer place to live.

The graph below shows how we have continually delivered value for money over the last five years.

![Graph showing decreasing costs and increased social value over five years.](image)

"Although budgets have reduced we still deliver a first class service to the communities of Gloucestershire"
How we continue to improve our risk management

The Service is continually evolving to meet new and evolving risks and address the ongoing financial challenges presented to us in the current economic climate. We have implemented the outcomes of the review of our overall strategy and continue to listen very carefully to the views of our key stakeholders and partners.

We continue to develop a service delivery model, which focuses on prevention work, ensuring that all areas of the Service are dedicated to and support efforts towards reducing incidence of fire and other emergencies.

By preventing emergencies from happening, we help to drive down the number of casualties involved and contribute to an overall reduction in demand on both our own and other stakeholders’ limited resources. Freeing up these critical resources and making them available to respond to those who need them most improves the safety of our communities and visitors to our County as a whole.

By taking this rounded approach to risk management we are confident that we are making a real difference, helping people remain safe and independent within their communities and reducing the social, economic and environmental impacts often associated with fire related incidents.

However, we are acutely aware that to meet an ever changing risk picture and deliver not only value for money in real terms but also true social value, we must continually review the way we resource our Service to ensure that we can continue to maintain the right resources, in the right place, at the right time.

To support this focus on risk we have refreshed the review of our operational response that was undertaken in 2014. The review has once again been carried out externally, ensuring that the analysis and verification of our response data is independent and provides a sound evidential base to support our professional judgment when seeking to realign our resources to deliver an efficient fire and rescue service that is truly community focused.

The review has helped us to identify areas of our business where with the right approach, we can enhance the prevention and protection activities we are already engaged in and enable us to achieve improved levels of service to the community without increasing costs; in essence do even more with less and do it more effectively.

It is on this basis that we have developed the three key objectives outlined in the next section for the Service to take forward over the period of this IRMP.
There are three key objectives that as a Service are our priorities for us to address over the next three years in order to protect the communities of Gloucestershire. Due to the complexities and inter-dependencies involved, it is our intention to deliver these work streams simultaneously across the three year life of the IRMP as an ongoing improvement programme for the communities of Gloucestershire and your Service.

**Objective 1**

*Increased focus on prevention and protection initiatives*

By delivering innovative solutions to prevention activities and doing this in partnership with other community stakeholders such as the Police, Ambulance, Adult Social Care Teams, Vulnerable Children and Public Health. We have already demonstrated that it enables us to gain access to those in hard to reach or high-risk groups and thereby minimises the risks to the most vulnerable in our communities to the lowest possible levels.

We intend to build on the tangible successes of our existing prevention and protection work, in order to help further reduce the number of fires and other types of emergency incidents that we are called upon to attend. We will develop local and national initiatives such as emergency medical response, which in turn will also help to reduce loss of life and injuries sustained in such incidents, thereby making the communities of Gloucestershire even safer places in which to live and work.

**Objective 2**

*Explore, further develop and maximise opportunities to collaborate with partners and other stakeholders*

In order to make the most effective use of our resources, increase our efficiency and deliver activities with tangible ‘social value’, we intend to, identify, focus on and progress every available opportunity including new statutory duties placed upon us under the Police and Crime Act 2017 to collaborate with other emergency services and to work with and support other partner organisations and stakeholders.

This means that we will evaluate all aspects of the work that we do and look to share functions, services and response options wherever possible, to ensure that the communities of Gloucestershire receive the highest standard of community safety and emergency response services at all times.

In doing this, not only will we be truly ‘Working together for a safer Gloucestershire’ with partner organisations and stakeholders, we will also be striving to deliver a genuine value for money service to the communities of the county.
Reconfigure and reform our Service

It is indicative of any good organisation that it continues to evolve, aligning the way in which it works to the changing world in which we all live. It is vital that your fire and rescue service keeps pace with an ever changing and evolving risk picture, closely matching resources to the needs of the communities we serve.

In order to achieve this it is imperative that we also review the way in which the Service is funded, exploring the potential to move from an annual budgetary settlement to a longer medium term financial strategy; this will provide a more stable and sustainable operating environment ensuring we can plan for the future and continue to address the needs of the communities we serve.

We intend to build on the fundamental review of operational response that we carried out under the last IRMP, maintaining a focus on how we deliver our services to ensure that we maintain the right resources, in the right place, at the right time to ensure we continue to deliver an excellent emergency response.

In addition, within this ongoing process, we will also review the makeup of our workforce and seek to build on recent success where in a recent intake of 21 individuals, we recruited 12 females and a further representative from an ethnic minority background. This will help us become far more representative of our richly diverse communities. The continued development of a more diverse and inclusive workforce than ever before will help increase the focus on further improving our own culture and enable us to target services to those with different cultural needs across the county.

Through this process of ongoing Service wide review, we aim to drive efficiencies across the Service delivering continual improvements in the way we work, even greater levels of value for money than are already achieved and a Service that is fit for purpose both now and in the years to come.

Specific actions relating to delivery of the key objectives will be outlined each year through the Services’ Annual Business Plan, which is published on the internet to give transparency and public accountability.

Overall, these actions provide the ideal foundation to take the Service forward in the next three years and will establish a sound basis upon which to develop the next IRMP for 2021 – 2024.