

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Cabinet

**Date of Committee** 23 November 2006

**Report Title** Draft Integrated Risk Management Plan (IRMP) for the Community Protection Directorate - Consultation

**Summary** The Community Protection Overview and Scrutiny Committee, at its meeting on 6 November, 2006, having considered the report of the Strategic Director of Community Protection and County Fire Officer, recommends to Cabinet that the Community Protection Integrated Risk Management Plan (IRMP) 2007/10 be approved as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).

**For further information please contact:**

Balbir Singh  
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 Principal Committee Administrator, Performance and Development Directorate  
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 jeanhardwick@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  IRMP Policy Panel - 23 October 2006 and Community Protection Overview and Scrutiny Committee 6 November 2006
- Local Member(s)  Councillors Michael Doody and Dave Shilton
- Other Elected Members  .....
- Cabinet Member  Councillor Richard Hobbs – approves the report

- Chief Executive  .....
- Legal  Ian Marriott
- Finance  Oliver Winters and Sally Bentley
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  Michelle McHugh, Staff and Key Partner briefings and focus groups

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## Agenda No

**Cabinet - 23 November 2006.**

### **Draft Integrated Risk Management Plan (IRMP) for the Community Protection Directorate - Consultation**

### **Report of the Chair, Community Protection Overview and Scrutiny Committee**

#### **Recommendation**

The Community Protection Overview and Scrutiny Committee –

- (1) Recommends that Cabinet approve the Community Protection Integrated Risk Management Plan (IRMP) 2007/10 as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Services National Framework 2006-08).
- (2) Ask Cabinet to note that the Community Protection Overview and Scrutiny Committee will be holding a special meeting to consider the draft consultation document on 5 February 2007.

#### 1. Summary

- 1.1. The Community Protection Overview and Scrutiny Committee, at its meeting on 6 November, 2006, considered the attached (Appendix A) report of the Strategic Director of Community Protection and County Fire Officer, detailing the Community Protection Integrated Risk Management Plan (IRMP) 2007/10.
- 1.2. The Committee, having considered the report, recommended that the Community Protection IRMP 2007/10 be approved as a draft for consultation. (A copy of the minutes of that meeting is attached at Appendix B.)
- 1.3. In addition to the above the Committee agreed to hold an additional meeting on 5 February 2007 to consider the draft consultation document.

COUNCILLOR RICHARD  
CHATTAWAY  
Chair, Community Protection

Overview and Scrutiny  
Committee

Shire Hall  
Warwick

10 November 2006

## Appendix A Agenda item No.

### AGENDA MANAGEMENT SHEET

<b>Name of Committee</b>	<b>Community Protection Overview and Scrutiny Committee</b>	
<b>Date of Committee</b>	<b>6<sup>th</sup> November 2006</b>	
<b>Report Title</b>	<b>Draft Integrated Risk Management Plan (IRMP) 2007/10 for the Community Protection Directorate - Consultation</b>	
<b>Summary</b>	This report sets out the Draft Integrated Risk Management Plan 2007/10 for the Community Protection Directorate, for consultation in accordance with guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).	
<b>For further information please contact:</b>	Balbir Singh Head of Policy and Performance Tel: 01926 423231 balbirsingh@warwickshire.gov.uk	William Brown Strategic Director of Community Protection and County Fire Officer Tel : 01926 423232 williambrown@warwickshire.gov.uk
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No.	
<b>Background papers</b>	Fire and Rescue Service National Framework 2006/08.	
<b>Appendices</b>	Appendix 1 – Draft Integrated Risk Management Plan 2007 / 10 for consultation.	

#### **CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

Other Committees	<input checked="" type="checkbox"/>	IRMP Policy Panel - 23 <sup>rd</sup> October 2006.
Local Member(s)	<input type="checkbox"/>	
Other Elected Members	<input checked="" type="checkbox"/>	Cllr Richard Chattaway and Cllr Dave Shilton
Cabinet Member	<input checked="" type="checkbox"/>	Councillor Richard Hobbs

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| Chief Executive          | <input type="checkbox"/>            |   |
| Legal                    | <input checked="" type="checkbox"/> | Ian Marriott  |
| Finance                  | <input checked="" type="checkbox"/> | Oliver Winters and Sally Bentley                                  |
| Other Chief Officers     | <input type="checkbox"/>            |   |
| District Councils        | <input type="checkbox"/>            |   |
| Health Authority         | <input type="checkbox"/>            |   |
| Police                   | <input type="checkbox"/>            |   |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | Michelle McHugh, Staff and Key Partner briefings and focus groups |

***FINAL DECISION***

***SUGGESTED NEXT STEPS:***

Details to be specified

- |   |                                     |                                |
|---|-------------------------------------|--------------------------------|
| Further consideration by this Committee | <input type="checkbox"/>            |                                |
| To Council                              | <input type="checkbox"/>            |                                |
| To Cabinet                              | <input checked="" type="checkbox"/> | 23 <sup>rd</sup> November 2006 |
| To an O and S Committee                 | <input type="checkbox"/>            |                                |
| To an Area Committee                    | <input type="checkbox"/>            |                                |
| Further Consultation                    | <input type="checkbox"/>            |                                |

## Community Protection Overview and Scrutiny Committee

6<sup>th</sup> November 2006

### Draft Integrated Risk Management Plan (IRMP) for the Community Protection Directorate - Consultation

### Report of the Strategic Director of Community Protection and County Fire Officer

#### **Recommendation**

That Members recommend to Cabinet that the Community Protection Integrated Risk Management Plan (IRMP) 2007/10 be approved as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).

#### **1.0 INTRODUCTION**

1.1 Since April 2003 every Fire and Rescue Authority has been required to produce a local IRMP that sets out the authority's strategy, in collaboration with other agencies, for:

- Reducing the number and severity of fires, road traffic accidents and other emergency incidents occurring in the area for which it is responsible;
- Reducing the severity of injuries in fires, road traffic accidents and other emergency incidents;
- Reducing the commercial, economic and social impact of fires and other emergency incidents;
- Safeguarding the environment and heritage (both built and natural); and
- Providing value for money.

#### **2.0 RESPONSIBILITY AND APPROACH**

2.1 Responsibility for preparing the IRMP 2007/10 rests with the Fire and Rescue Authority, although the task was delegated to the Strategic Director for Community Protection and County Fire Officer who enlisted external support to take the work forward.

2.2 In preparing the IRMP 2007/10, reference has been made to the guidance contained within the Fire and Rescue Service National Framework 2006/08 and the opportunities afforded by the Warwickshire County Council reorganisation. The aim of the plan will be to reflect local need and attempts to reduce effectively both existing and potential risks to communities. This approach is also informed by the lessons learned in the development of the first IRMP and work undertaken over the past two years to:

- Increase our understanding of risk across the community
- Identify those communities most at risk
- Make the transition from response to prevention
- Develop the capacity to improve

2.3 To date the IRMP 2007/10 development process has included the following stages:

- Desk based research including the results from consultation and updating the risk profile through the use of the Fire Service Emergency Cover (FSEC) toolkit.
- Analysis of performance data and review of key service plan projects
- Outcomes from external assessments – CPA, EFQM etc.
- Interviews and focus groups with CPD/WFRS departments
- Interviews with internal partners – eg WCC Road Safety
- Interviews with key partners – eg Warwickshire Police
- Presentation to the IRMP Policy Panel

2.4 This approach has been beneficial and innovative in terms allowing our internal and external partners to contribute to the development of the plan to ensure ownership and alignment with other key plans and priorities. The draft IRMP 2007/10 will be presented as part of the formal 12 week consultation period to all those who have contributed to date and to other internal and external stakeholders for their comments.

2.5 The Directorate is aware of its responsibilities and will utilise the cross party IRMP Policy Panel to oversee the development of the plan and provide support and political leadership through out the process. In addition, it has been acknowledged that the impact of the IRMP will have consequences for other Directorates of Warwickshire County Council. The plan will be presented to Strategic DMT as part of the consultation phase to consider emerging issues, assess the impact on the organisation and how the work of other Directorates will be affected or can contribute to the IRMP.

### 3.0 GUIDANCE

3.1 Guidance has been produced to assist fire authorities in producing IRMP's, which established the following timetable:

- (i) Produce a draft IRMP for consultation by the end of October 2006.
- (ii) Consult local communities and key stakeholders on the IRMP between November 2006 and February 2007.



- (iii) Develop arrangements to monitor the outcome and effectiveness of each phase of the IRMP as it is introduced.
- (iv) The Fire and Rescue Authority to formally consider the outcome of consultation, commission any revisions and to formally adopt the IRMP 2007/10 and Action Plan by the end of March 2007.

## **4.0 CONCLUSION**

4.1 This is the Warwickshire County Council / Fire and Rescue Authority IRMP and whilst accepting the majority of the responsibility rests with CPD / WFRS, the balance is with the other Directorates. Warwickshire County Council is the Fire and Rescue Authority and has access to a wider range of services / resources to deliver risk reduction within Warwickshire.

## **5.0 RECOMMENDATION**

5.1 That Members recommend to Cabinet that the Community Protection Integrated Risk Management Plan (IRMP) be approved as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).

**William Brown**  
**Strategic Director of Community Protection**  
**and County Fire Officer**

30<sup>th</sup> October 2006

**EXTRACT FROM THE MINUTES OF THE COMMUNITY PROTECTION O&S COMMITTEE  
23 NOVEMBER 2006**

**3. Draft Integrated Risk Management Plan (IRMP) 2007-2010**

The Committee considered the report of the Strategic Director of Community Protection and County Fire Officer, which set out the Draft Integrated Risk Management Plan 2007-10.

The Chair reported that the draft Plan had been considered by the IRMP Policy Panel, where a neutral approach had been adopted, in that it had been neither supported nor rejected, but accepted as a draft Plan that was appropriate to recommend that Cabinet adopt for consultation purposes. He proposed that a special meeting of the Committee be arranged to consider the draft Plan in detail.

The Committee agreed that –

- (1) Cabinet be recommended that the Community Protection Integrated Risk Management Plan (IRMP) 2007/10 be approved as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).
- (2) A special meeting of the Committee be held to respond to the draft consultation document.

## Agenda No 3

### AGENDA MANAGEMENT SHEET

<b>Name of Committee</b>	<b>Community Protection Overview and Scrutiny Committee</b>
<b>Date of Committee</b>	<b>6<sup>th</sup> November 2006</b>
<b>Report Title</b>	<b>Draft Integrated Risk Management Plan (IRMP) 2007/10 for the Community Protection Directorate - Consultation</b>
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<b>For further information please contact:</b>	Balbir Singh Head of Policy and Performance Tel: 01926 423231 balbirsingh@warwickshire.gov.uk William Brown Strategic Director of Community Protection and County Fire Officer Tel : 01926 423232 williambrown@warwickshire.gov.uk
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No.
<b>Background papers</b>	Fire and Rescue Service National Framework 2006/08.
<b>Appendices</b>	Appendix 1 – Draft Integrated Risk Management Plan 2007 / 10 for consultation.

#### **CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

Other Committees	<input checked="" type="checkbox"/> IRMP Policy Panel - 23 <sup>rd</sup> October 2006.
Local Member(s)	<input type="checkbox"/>
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- |                          |                                     |   |
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***FINAL DECISION***

***SUGGESTED NEXT STEPS:***

Details to be specified

- |   |                                     |                                |
|---|-------------------------------------|--------------------------------|
| Further consideration by this Committee | <input type="checkbox"/>            |                                |
| To Council                              | <input type="checkbox"/>            |                                |
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| To an O and S Committee                 | <input type="checkbox"/>            |                                |
| To an Area Committee                    | <input type="checkbox"/>            |                                |
| Further Consultation                    | <input type="checkbox"/>            |                                |

## Community Protection Overview and Scrutiny Committee

6<sup>th</sup> November 2006

### Draft Integrated Risk Management Plan (IRMP) for the Community Protection Directorate - Consultation

### Report of the Strategic Director of Community Protection and County Fire Officer

#### **Recommendation**

That Members recommend to Cabinet that the Community Protection Integrated Risk Management Plan (IRMP) 2007/10 be approved as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).

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## **4.0 CONCLUSION**

4.1 This is the Warwickshire County Council / Fire and Rescue Authority IRMP and whilst accepting the majority of the responsibility rests with CPD / WFRS, the balance is with the other Directorates. Warwickshire County Council is the Fire and Rescue Authority and has access to a wider range of services / resources to deliver risk reduction within Warwickshire.

## **5.0 RECOMMENDATION**

5.1 That Members recommend to Cabinet that the Community Protection Integrated Risk Management Plan (IRMP) be approved as a draft for consultation in accordance with the guidelines issued by the Department for Communities and Local Government (Fire and Rescue Service National Framework 2006-08).

**William Brown**  
**Strategic Director of Community Protection**  
**and County Fire Officer**

30<sup>th</sup> October 2006

Cover

# Warwickshire Community Protection Directorate

## DRAFT STRATEGIC PLAN 2007 - 2010

*Working together, committed to reduce risk  
and protect the people of Warwickshire.*



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2. Warwickshire – the context
3. Vision and Key Priorities
4. Community Protection Directorate and our achievements so far
5. Links to the broader community issues across Warwickshire
6. Key Planning timescales
7. The Warwickshire Delivery Framework and our partners
8. People at risk:
  - i. Categories – abuse, crime and fire in the home
  - ii. Categories – abuse, crime and fire in the community and beyond
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  - iv. The risk from Arson
9. Service standards – CPD wide
10. Key Proposals to reduce risk:
  - i. From fires in the home
  - ii. In non-domestic property
  - iii. From Road Traffic Collisions and other incidents
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  - v. In relation to youth work and community education
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2. Proposed action and delivery plan – Appendix 2

***Working together, committed to reduce risk  
and protect the people of Warwickshire.***

## FOREWORD - CHAIR AND THE COUNTY FIRE OFFICER

Warwickshire Fire and Rescue Authority through the work of the five Area Risk Teams has continued to make excellent progress to reduce risk in recent years. This is reflected in some of the following areas of work:

**The incidence in the number of fires in property and vehicles declined** in 2005/06. Further analysis of BVPIs (unaudited - 2005/06) shows that four PIs are above the upper threshold for performance – accidental dwelling fires (ADF's), deaths in ADF's, injuries in ADF's and the number of deliberate primary fires. There has been a sustained reduction in the number of primary fires (BVPI 142ii) since 2002/03.

**Reducing the number of Deliberate Vehicle Fires (DVF's)** – The continuation of the successful Warwickshire Car Clear scheme has had a significant effect on reducing the occurrence of deliberate vehicle fires across the County for a second year and is well on target for year three. Since the programme began, in June 2004, the scheme has brought about a 15% reduction in DVF's across Warwickshire.

### **Negotiating Two Local Public Service Agreements (LPSA2) and involvement in the development of the Warwickshire Local Area Agreement (LAA)**

In April 2006, Warwickshire County Council (WCC) radically re-organised the departmental structure using a Service Delivery and Customer focussed methodology, following the appointment of a new Chief Executive. In response to national and local drivers the nine previous WCC departments merged together to form the six new Directorates of which Fire and Rescue now forms the largest department within the Community Protection Directorate (CPD). Created by the amalgamation of the Fire and Rescue Service (FRS), Emergency Planning Unit, Community Safety, Domestic Violence and the Drug and Alcohol Action Team, the Community Protection Directorate is a diverse grouping working across a number of agendas but all with the same focus – reducing risk in Warwickshire.

In particular considerable effort has been made over the past two years to:

- Increase our understanding of risk across the community
- Identify those communities most at risk
- Make the transition from response to prevention
- Develop the capacity to improve

Although we have made great progress as a Directorate in integrating diverse WCC departments and creating the structure for CPD to operate as a sleek and dynamic department there is still much work to be done in the both the short, medium and long term. The challenges that face the Directorate will be met with greater partnership working, piloting new ways of working/delivering initiatives and not being restricted in our keenness to take innovative approaches to reducing risk and improving Community Safety. It will be necessary to build capacity through greater use of partnerships and improvements in the way we work, both internally and externally.

Our key challenge will be to continue to deliver excellent services at a time of significant change, whilst also building upon the considerable momentum behind our improvement agenda. We also have key challenges ahead in ensuring we meet efficiency targets and agree the forward strategy in the political arena, successfully deliver our LPSA2 and LAA targets and build on our success of creating and embedding a strong performance culture throughout the Directorate.

I invite consultees to contribute to the process and support the development of the plan

Signed...

## WARWICKSHIRE – THE CONTEXT

### Warwickshire – The Context

Warwickshire Fire and Rescue Authority through the work of the five Area Risk Teams has continued to make excellent progress to reduce risk in recent years. This is reflected in some of the following areas of work:

**The incidence in the number of fires in property and vehicles declined** in 2005/06. Further analysis of BVPIs (unaudited - 2005/06) shows that 4 PIs are above the upper threshold for performance – accidental dwelling fires (ADF's), deaths in ADF's, injuries in ADF's and the number of deliberate primary fires. There has been a sustained reduction in the number of primary fires (BVPI 142ii) since 2002/03.

**Reducing the number of Deliberate Vehicle Fires (DVF's)** - The continuation of the successful Warwickshire Car Clear scheme has had a significant effect on reducing the occurrence of deliberate vehicle fires across the County for a second year and is well on target for year three. Since the programme began, in June 2004, the scheme has brought about a 15% reduction in DVF's across Warwickshire.

Add map of area and area risk from Mike Rogers.

### General

- Warwickshire has a resident population of 505,860 in an area covering 197,753 hectares. The rate of population growth between 1971 and 2001 was 10.5% compared with 6% nationally. Warwickshire comprises five District/Borough areas:
  - North Warwickshire Borough;
  - Nuneaton and Bedworth Borough;
  - Rugby Borough;
  - Stratford-on-Avon District;
  - Warwick District.

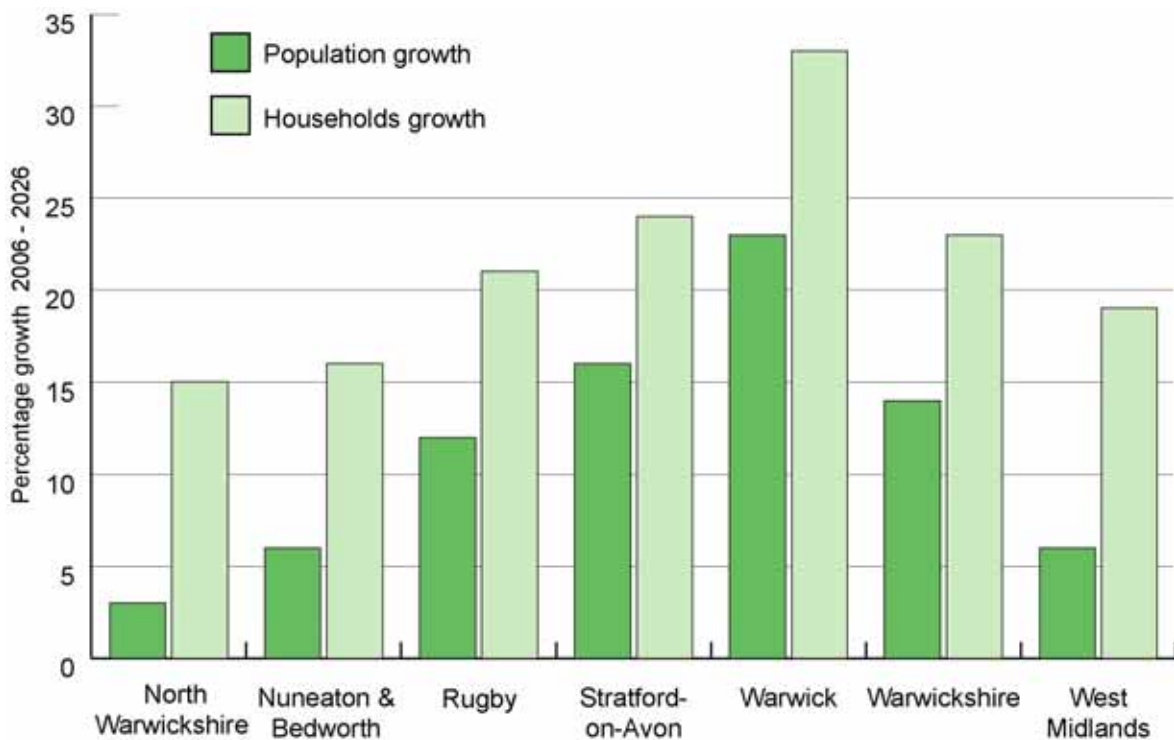
Figure X; Area and population, mid-2005

	Area			Population	
	Sq.miles	Hectares	Km <sup>2</sup>	mid-2005 estimates	persons per km <sup>2</sup>
North Warwickshire	110	28,516	285	62,300	219
Nuneaton & Bedworth	30	7,898	79	120,700	1,528
Rugby	137	35,558	356	91,600	257
Stratford-on-Avon	377	97,657	977	119,000	122
Warwick	109	28,226	282	140,300	498
<b>Warwickshire</b>	<b>763</b>	<b>197,855</b>	<b>1,979</b>	<b>533,900</b>	<b>270</b>

Source: Mid-year population estimates, National Statistics.

- Since 1991 the number of households has risen from 190,000 to 211,000. The number of households has increased at a faster rate than the population, which indicates an increase in single person households.

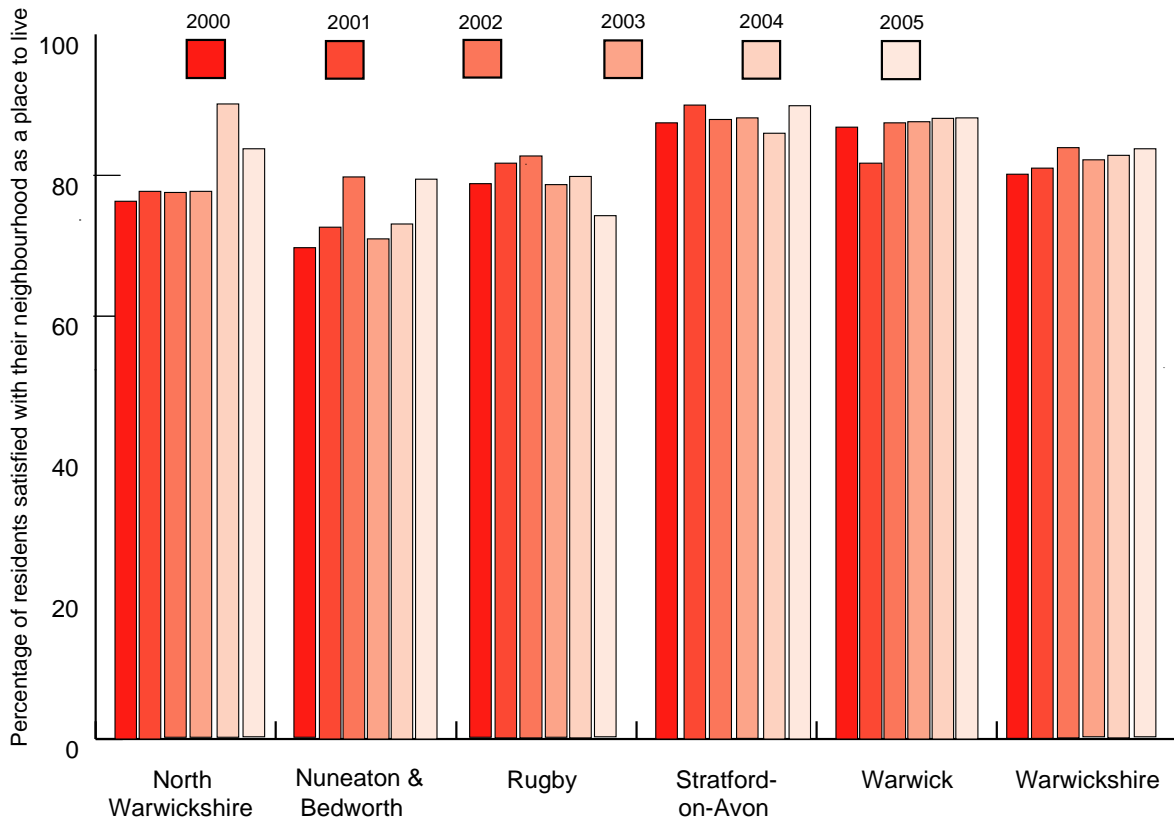
Figure X; Projected change in households and residents, 2006 – 2026



Source: Sub-national population projections 2003-based, National Statistics.

- A change in the county's population structure is seeing a further increase in the proportion of residents aged 50 and over and a decrease in the proportions of young people;
- Warwickshire has a number of industrial sites using hazardous substances;
- Warwickshire County Council is the largest employer in the county;
- Tourism is an important industry in Warwickshire and has been increasing steadily since 1997, September the 11th and the Foot and Mouth outbreak did affect levels in 2001;
- More than 80% of Warwickshire's residents are happy with their neighbourhood, with satisfaction levels higher in the south of the county.

Figure 2.3; Satisfaction with Your Neighbourhood as a Place to Live



Source: Warwickshire County Council Best Value User Satisfaction Surveys.

### Transport

- Warwickshire has over 170 carriageway miles of motorway, which includes the M6, M40, M42, M45, M69 and the new M6 Toll Road;
- Warwickshire has a mainline railway network and is under the flight paths of both Coventry and Birmingham airports, which are both set to expand over the coming years.

### Ethnic Origin and Birthplace

- Around 28,300 residents (5.6%) were born outside the UK, showing a rise from the number in 1991 (24,000);
- Non-white ethnic groups account for 4.4% of Warwickshire's population, compared to a national average of 8.7%;
- The largest ethnic minority group in Warwickshire is the Indian community, accounting for 2.4% of the population, with a higher concentration in Warwick, Nuneaton and Bedworth and Rugby.

### Education

- Warwickshire has a school population of over 76,000 pupils with an upward trend in the numbers progressing to Further Education. There are over 250 schools and seven Further Education Colleges including two main Universities;
- We have a long established reputation for the quality of education from under-five's facilities to sixth form colleges, with most schools performing above the national average.

## Employment

- Warwickshire has a workforce of 248,900, consisting of roughly 134,700 men and 114,200 women;
- Warwickshire has an above average number of people of working age, in employment. Warwickshire's unemployment level is only 1.9% (6,122 people) compared to the national level of 2.6%. We also have a lower proportion of people in long-term unemployment;
- A large proportion of the County's jobs are in Distribution, Hotels and Restaurants, Administration, Education and Health (although below the National average) and Finance and Business services.

## Deprivation

- Average income levels have increased in all districts of Warwickshire. Meaning the proportion of households earning less than £5000 per year has decreased since the period 1998-2002. In Warwickshire North Warwickshire has the largest percentage of homes with an income below £5000 (2004 data);
- Residents in the area claim on average fewer key social security benefits than Nationally.

## Warwickshire Fire and Rescue Service

- Working with a budget of £24.4 million Warwickshire Fire and Rescue Service employs 570 staff on 21 sites.
- Warwickshire's 34 fire engines and additional Special fire appliances respond to around 8000 calls per year including fires, road traffic accidents, floods, animal rescue and chemical incidents.
- Number of emergency incidents in Warwickshire 2005/2006

○ Fires	3007
○ False Alarms	3820
○ Special Services	825
○ Road traffic accidents	653
○ Total Calls	8305

- The fire and rescue service also works closely with the community through a number of schemes. Warwickshire's youth work includes; Firebreak, Young Fire-fighters, Crucial Crew, the Duke of Edinburgh Scheme and Princes Trust. Schemes involving the older members of the community comprise; Help on Call and SWOOP (Safety in Warwickshire – opportunities for older people).

## Community Protection Directorate

Our challenge within Community Protection is to develop suitable plans, to not simply respond and react to issues of domestic violence, crime anti social behaviour and other emergencies but to develop suitable strategies for prevention based on identified risk. In terms of context we have set out in Appendix 1 – the key factors across the main elements of our services which will drive our risk reduction plans over the next three years.

These are broken into the following key areas:

- Domestic Violence;
- Drug and Alcohol Action;
- Fear of Crime;
- Fire;
- Perception of Anti Social Behaviour;
- Recorded Crime;
- Road Traffic Collisions.

## OUR VISION AND KEY PRIORITIES

Following the review of our structure and re-positioning within the County's own re-structuring project we have conducted a comprehensive review and consultation exercise with our people and key stakeholders. This has led to the refocusing of our vision, mission and key priorities. As a directorate our aspiration is in:

**Working together, committed to reduce risk and protect the people of Warwickshire;**

### Warwickshire Community Protection Directorate Mission

- To achieve this our mission to protect the communities we serve is based on:

**Enabling motivated teams to drive and influence change in a modern effective and efficient environment to reduce risk to our communities.**

### Warwickshire Community Protection Directorate core priorities

The key priorities that we are seeking to subject to challenge through the consultation process are drawn from our most recent Corporate Business Plan and grouped under the key themed areas listed below. Here we take account of the local and national issues which provide the key drivers to organizational development and change within the directorate. On this basis we have outlined what people and our policy makers are telling us they want from our directorate – our challenge is to ensure that we get the right balance and can truly focus on what matters most to local people.

### The National Agenda – What we must respond to!

- Fire modernisation agenda and Integrated Risk Management Plans (IRMPs);
- Fully develop risk reduction planning and management across the Directorate;
- Nationally, funding for community safety is now being directed through the Safer and Stronger Communities – focusing on prevention and risk reduction;
- Contributing to, benefiting from and supporting Local Area Agreements;
- Contributing to, benefiting from and supporting the Local Crime and Disorder Reduction Partnerships in line with recent changes in structure and governance arrangements;
- The broader approach to civil contingencies and emergency planning;
- Using real and robust self-assessment that challenges delivery and drives change across the services we provide;
- Developing effective partnerships and better ways of measuring success to deliver on our commitment to provide efficiencies year on year;
- Match resources to priorities and identified risk;
- Secure and utilise alternative resources and funding;
- Creating real public value and managing the service in an effective and efficient way.

### What Matters to Local People – This is what people are telling us!

- Community Protection is much more than just an emergency service or responder;
- Increasing the awareness of the range of services provided through community protection;
- Reducing crime and improving community safety;
- Tackling the fear of violent crime;
- Care, and community focus – facilitating and enabling services from Domestic Violence to Drug and Alcohol Action;
- Integrated service provision – The need for much more joined up working across the County from dealing with doorstep callers to resourcing and delivering initiatives in road safety.

### Community – What we are obliged to do!

From a Community Protection perspective the local agenda is driven by the Warwickshire Strategic Partnership Plan and LPSA 2 targets within the LAA which aim to:

- Reduce the incidence of arson, targeting deliberate vehicle and property fires;
- Reduce the incidence of Antisocial behaviour;
- Reduce crime through identifying hotspots.

### Our commitment is to...

- Identify and manage risk in a controlled way that ensures our resources and that of our partners are targeted in the most effective way and that risk is clearly owned;
- Protect communities and preserve life and property;
- Be Trusted and respected by our community;
- Empower and manage people effectively, getting the most out of them and rewarding them;
- To develop the skills and capacity of our people, partners and friends to drive change, reduce risk and protect our communities.



## COMMUNITY PROTECTION DIRECTORATE

The integrated Community Protection Directorate was established in 2006/07 and brought together the full range of County Services that have the remit for protecting the County's Communities. Our key challenge is based around the premise of:

- Reducing Risk
- Prevention; and
- Protection

Our team is active across many sections of the Community within Warwickshire and proactive in its work with partners and stakeholders each of whom contribute to the wider challenge in *Making Warwickshire the best place to live and work.*

Within the County we are committed to:

- Putting Customers First;
- Improving Services; and
- Leading our Communities.

As a Directorate our challenge is to continue to move forward our agenda for change and modernisation and continue to bring together the complementary services committed to Community Protection. This plan builds on the success of our Fire and Rescue Service and sets out our assessment of local risk across the full range of services we provide, our key priorities and plans for the deployment and enhancement of our resources to reduce risk and improve the safety of all sections of the Communities that we serve.

Over the last three years within all aspects of our Service we have continued to collate data and information that has enabled our understanding of risk. We are confident, on this basis, that we are able to develop our plans and priorities on sound and validated evidence. We also recognise our challenge. To achieve step change in performance and maximise our impact on communities further change is necessary and on this basis we have developed this three year plan to provide for that change, ensure further review is commissioned where necessary and that key resource decisions from the resources we require to the partners we work with are both valid and taken in the interest of the communities we serve.

To pave the way for such decisions we also recognize the need to develop our capacity as officers and elected members of the County Council. On this basis our service plan not only sets our direction but highlights what we need to do to assure that it happens.

## OUR ACHIEVEMENTS SO FAR

In the last three years our services within the Directorate have established and supported the following key areas all of which focus on prevention

What were our targets	What we have done and why
<ul style="list-style-type: none"> <li>➤ To conduct a comprehensive review of the structure within the Fire and Rescue Service to align resources with risk – [Area Risk Teams]</li> </ul>	<ul style="list-style-type: none"> <li>➤ Developed the capacity to identify and plot risk using accepted tools and techniques.</li> <li>➤ Restructured the service with dedicated Area Risk Managers/Teams.</li> <li>➤ Aligned Fire and Rescue within Warwickshire with the wider community protection and emergency planning functions.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Community Fire Safety and Performance Outcomes – [Area Risk Teams]</li> </ul>	<ul style="list-style-type: none"> <li>➤ Further analysis of BVPIs (unaudited - 2005/06) shows that four PIs are above the upper threshold for performance – accidental dwelling fires (ADF's), deaths in ADF's, injuries in ADF's and the number of deliberate primary fires. There has been a sustained reduction in the number of primary fires (BVPI 142ii) since 2002/03.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Home Fire Risk Assessments</li> </ul>	<ul style="list-style-type: none"> <li>➤ A key risk reduction (prevention) initiative to support the work of the Area Risk Teams.</li> <li>➤ Targeted Community Safety activity has continued during 2005/06 with 2453 Home Fire Safety Checks being completed. It is estimated that 23122 people received fire safety advice during the year through the activity the Service undertakes.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Youth Development</li> <li>➤ Schools Programme</li> <li>➤ Young Firefighters Association</li> </ul>	<ul style="list-style-type: none"> <li>➤ Recognition that working with young people is a key contributor to anti-social behaviour, arson reduction and supports mainstream education initiatives.</li> <li>➤ <b>Negotiating an LPSA2 Agreement</b> – a Youth Development project which will, in partnership with Connexions, lead to a reduction in anti-social behaviour and increase positive inclusion amongst young people aged 14-17.</li> <li>➤ Leading on a Community Safety and a Youth Offending project. The established relationship between WFRA and the WCC partnerships team was commended in the recent Operational Assessment of Service Delivery (OASD).</li> <li>➤ The extremely successful schools programme, highlighted as 'best practice' in a HMI thematic review of Fire Services Work With Young People, has gone from strength to strength since its establishment in 1996. The programme is open to all schools across Warwickshire, including private schools. From April 2005 to March 2006 14,594 fire safety sessions were delivered in 2,279 primary and secondary schools across Warwickshire.</li> <li>➤ Currently there are over 250 Young Firefighters and more than 100 instructional staff.</li> </ul>

What were our targets	What we have done and why
<ul style="list-style-type: none"> <li>➤ Sprinklers – WCC policy on schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Fire and Rescue Authority has influenced WCC policy on sprinklers in new school builds, which is in recognition of the damage and cost associated with school fires.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Arson Reduction – Warwickshire Car Clear</li> </ul>	<p>Appointment of an Arson Reduction Officer to focus our work on highlighting and reducing arson.</p> <p><b>Reducing the number of Deliberate Vehicle Fires (DVF's)</b> - The continuation of the successful Warwickshire Car Clear scheme has had a significant effect on reducing the occurrence of deliberate vehicle fires across the County for a second year and is well on target for year three. Since the programme began, in June 2004, the scheme has brought about a 15% reduction in DVF's across Warwickshire.</p>

### Key outcomes 2006/07

- Reduced the total number of fires in Warwickshire by 27% - from 2003/04 baseline;
- Reduced the number of people injured in fire by 26% - from 2003/04 baseline ;
- Reduced the total number of accidental dwelling fires by 7% - from 2003/04 baseline;
- Reduced the total number of deliberate fires by 308% - from 2003/04 baseline;
- Visited approximately 1800 homes to carry out a Home Fire Risk Assessment;
- Installed approximately 26001 smoke alarms in peoples homes throughout Warwickshire;
- Increased the membership of our award winning Young Firefighters Association to in excess of 250 young people and over 50 volunteer instructors;
- The incidence in the number of fires in property and vehicles has declined in 2005/06 as have the number of deliberate primary fires across the county;
- Targeted Community Safety activity has continued during 2005/06 with 2453 Home Fire Safety Checks being completed. It is estimated that 23122 people received fire safety advice during the year through the activity the Service undertakes;
- There has been an overall reduction in volume of crime across the county, over the year 2005/6 compared to the baseline of 2003/04. That is a reduction of over 2,000 crimes from 45,714 to 43,459;
- A lot of work to tackle anti-social behaviour, particularly by young people, has been taking place across the county – school holiday schemes to divert young people into positive activities;
- Improved progress from the Drug and Alcohol Action Team.

## LINKS TO THE BROADER COMMUNITY ISSUES ACROSS WARWICKSHIRE

As an Authority Warwickshire are committed to working with its partners and other stakeholders to ensure we are able to have a mutual impact on the wider community safety agenda. Our commitment to collaborative working provides a focus on reducing risk and protecting our communities.

We have taken great care in the production of this plan to ensure that our priorities fully align with those of the other Directorates within the County and the issues which affect and impact on our partners and stakeholders across the communities that we serve.

On this basis it will be important that we are able to fully align with and benefit from the five blocks of the LAA. These are:

**Children and Young People**

**Safer and Stronger Communities**

**Healthier Communities and Older People**

**Economic Development and Enterprise**

**Environment**

In addition we recognise that we need to be responsive to wider community needs in respect of:

- Housing and better homes;
- Care and support for people and risk and vulnerable communities
- Road Safety, transportation and highways – supporting education and prevention;
- Promoting economic growth;
- Improving access by proactively addressing the Equality and Diversity agenda – internally and externally.

## KEY PLANNING TIMESCALES

The Directorate's Draft IRMP 2007/10 has been developed through widespread consultation with officers, members and other partners and stakeholder.

The steps involved in producing and implementing our risk reduction plan are:

- Initial consultations and focus groups – July – September 2006;
- Drafting the plan from September to October 2006;
- Linking the plan to the Wider Warwickshire public services agendas as appropriate – October 2006;
- Present the Planning Framework to the Policy Panel and Policy Board for refinement – October 2006;
- Draft plan adopted by the Authority in November 2006;
- Consult for 12 weeks November to January 2007;
- Consider consultation responses and refine the draft plan in January 2007;
- Final plan adopted April 2007 to be fully aligned with financial planning for the service;
- Action plan implemented from April 2007.

## Key Medium Term Objectives

The influences and drivers that will determine the shape and medium term objectives for the Directorate are derived from the Corporate Business Plan 2006-2009. These are shown in the table below. These objectives and related targets in the Directorates Corporate Plan Service Plan 2007-10 underpin the longer-term LAA objective of Warwickshire County Council to deliver 'Safer and Stronger Communities.'

The Directorate's Annual Action Plan will be developed with reference to the medium term objectives and will form part of the Service Plan.

### Key Objectives

What we aim to do...	How we intend to do it...
1. Reduce the risk, incidence and effect of fire and non fire emergencies	<ul style="list-style-type: none"> <li>➤ Develop improved capacity to identify and map risk segmented into the Area Risk Areas across the range of CPD Services</li> <li>➤ Fire Safety Education</li> <li>➤ Road Safety Education</li> <li>➤ Home Fire Safety Checks to all high risk properties</li> </ul>
2. Reduce crime and the fear of crime	<ul style="list-style-type: none"> <li>➤ Implement the county's Community Safety Strategy through working in partnership to achieve safer communities</li> </ul>
3. To successfully deliver against the Arson Reduction, Youth Development, Crime Reduction and Youth Re-offending Reduction projects under the County's LAA	<ul style="list-style-type: none"> <li>➤ To take a proactive role in delivering key projects under the LAA theme safer and stronger communities</li> <li>➤ To also support and contribute to other themed groups to ensure we minimise conflict and maximise the impact we can have in areas such as Road Safety, Care for the Elderly etc.</li> </ul>
4. Comprehensive Performance Assessment (CPA) Identify and implement changes that will enable the Service to achieve an improved CPA score by the next refresh date.	<ul style="list-style-type: none"> <li>➤ To develop clear and robust improvement priorities in line with our CPA and Operational Assurance improvement plans to ensure that capacity and performance continue to improve</li> </ul>
5. Resilience, New Dimension and Civil Contingencies	<ul style="list-style-type: none"> <li>➤ Service staff are sufficiently trained and equipped to deal safely and effectively with major incidents including chemical, biological, radiological and nuclear incidents locally, and as part of a regional and national response</li> </ul>
6. Manage the transition to the West Midlands Regional Control Room to meet the objectives and outcomes of the West Midlands Regional Management Board.	<ul style="list-style-type: none"> <li>➤ To develop a clear transition to manage convergence and re-location.</li> <li>➤ Ensure the smooth transition regarding new job roles and redeployment.</li> </ul>

What we aim to do...	How we intend to do it...
7. To continue to drive and manage change in line with the Directorate's and County's key priorities.	<ul style="list-style-type: none"> <li>➤ To develop new ways of working and drive change and departmental integration forward within the Community Protection Directorate and across the wider County Council.</li> <li>➤ Ensure full alignment with the County's Access to Services Project.</li> </ul>
8. People and Service Development.	<ul style="list-style-type: none"> <li>➤ To continue the roll out of the Directorate's Competency based approach to Personal Development ensuring that all staff have the appropriate skills and competencies to perform their current and future roles. In addition we are committed to ensure that the roles to which individuals are assigned are clearly linked to risk and meet the requirements of our plans for risk reduction assuring our capacity to deal with, manage and reduce risk across the communities that we serve.</li> <li>➤ Develop member capacity and understanding by improving personal development services and increasing their proximity to the service to ensure all stakeholders are able to contribute to effective decision making in future.</li> </ul>
9. To extend our current approach to risk management and make the transition to risk reduction.	<ul style="list-style-type: none"> <li>➤ To develop and refine the Directorates approach to the comprehensive management of risk from corporate and business risk, incorporating business continuity, to operational risk making sure that this fully complements and supports the County's own plans for risk management and risk reduction</li> </ul>
10. To continue to drive Continuous Improvement across all key service areas (internally and externally)	<ul style="list-style-type: none"> <li>➤ In pursuit of continuous improvement the Service regularly undertakes internal self-assessment and external scrutiny (CPA, Charter Mark, Investors in People (IIP) and European Foundation for Quality Management (EFQM) Business Excellence Model) of its performance and processes. The outcomes in terms of actions and plans are integrated into the Annual Service Plan.</li> </ul>
11. To reappraise the current resources and infrastructure across the Directorate to ensure the correct balance between our prevention priorities and intervention duties and standards in line with identified risk	<ul style="list-style-type: none"> <li>➤ To conduct a full option appraisal in respect of the volume of resources required and deployment of appliances, personnel and location of fixed locations to fully support the demands of our medium term strategy.</li> </ul>
12. Medium Term Financial Planning	<ul style="list-style-type: none"> <li>➤ To develop a more structured and systematic approach to financial management that will enable the Directorate to direct its resources in a way which ensures optimum deployment in line with identified risk.</li> </ul>

Related targets and milestones to be agreed through consultation.

## HOW WE IDENTIFY RISK

To reduce risk, it is vital that we have a clear understanding of the contributing factors and have plans in place to address the risks which are particular to the full range of the Directorates Services. It is important to note that risk is organic and constantly changing. It is important therefore that the Directorate is able to forecast changes and plan associated actions in a dynamic way.

### Risk Planning Tools

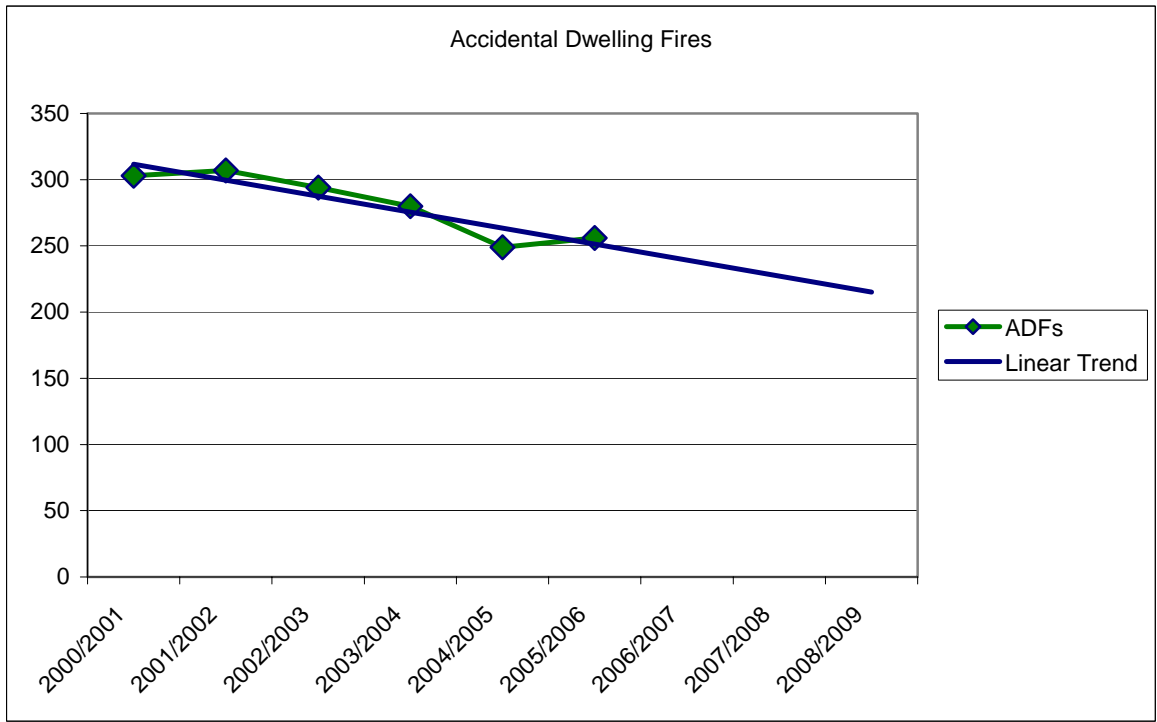
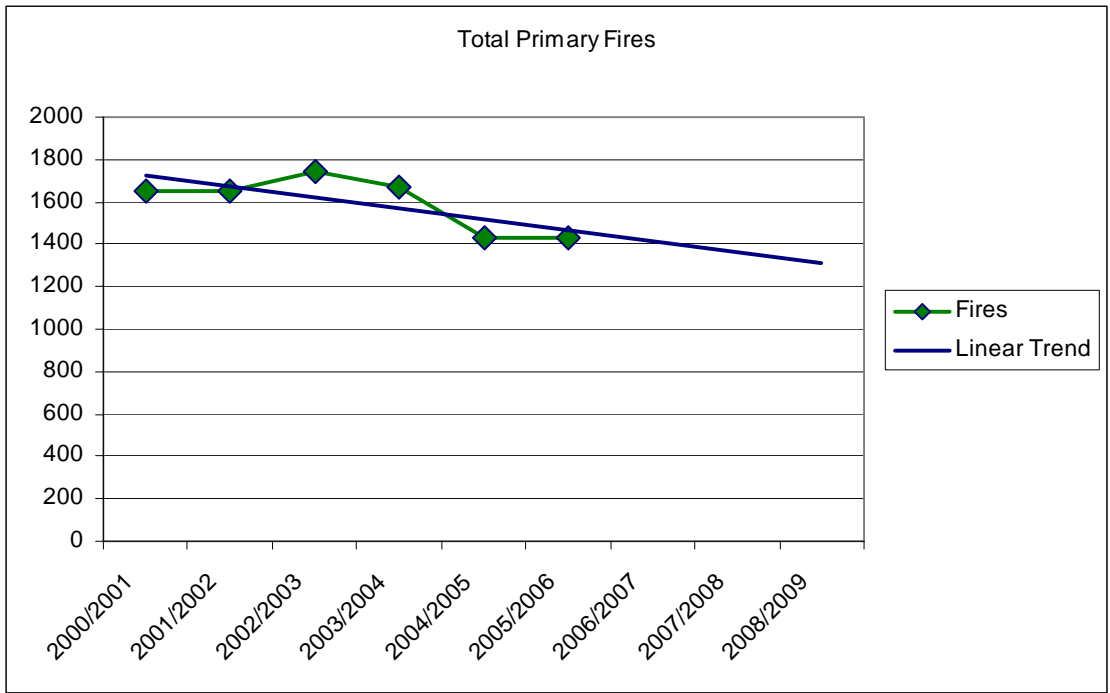
A number of sources were utilised including the Fire Service Emergency Cover (FSEC) toolkit and the WCC Observatory to identify the risk areas set out in Appendix 1.

Our key priorities in respect of FSEC are to:

Timescale	Key Action
Year 1	➤ To be in a position to have the overall fire risk profile for the county mapped.
Year 2	➤ In partnership with other agencies (fire and non-fire) utilise FSEC to map fire and non-fire risk and to begin to inform strategic planning decisions.
Year 3	➤ Embed FSEC to inform strategic decision making and measure success.

### How we are reducing risk

With reference to Total Primary Fires and Accidental Dwelling Fires, the following graphs illustrate the declining trend in such incidents in recent years.





## THE WARWICKSHIRE DELIVERY FRAMEWORK AND OUR PARTNERS

WCC CPD Delivery Framework and key partners to be inserted.

### People at Risk

1. Categories – abuse, crime and fire in the home;
2. Categories – abuse, crime and fire in the community and beyond;
3. People at risk from Road Traffic Collisions and other incidents;
4. The risk from arson.

### Key Proposals To Reduce Risk

1. From fires in the home;
2. In non-domestic property;
3. From Road Traffic Collisions and other incidents;
4. From arson;
5. In relation to youth work and community education.

### Sustainable Living – Our Service Promise...

In developing and improving our capacity to identify and manage risk we have sought to develop a commitment to address the challenge of sustainable living. On this basis we are committed to:

- Provide fire, road and community safety education at Key Stages 1, 2 and 3
- Provide an appropriate locally determined attendance to emergency incidents - 10 minutes to higher risk urban type areas and 20 minutes to rural type areas
- Provide our team with the skills and capacity required to meet our service obligations and reduce risk
- Develop community based relationships with key partners and providers to ensure that people at risk from abuse and harm are protected and supported
- Provide Drug and Alcohol action support through our network of preferred partners

### Our key priorities include

- Develop more detailed risk profiles segmented into the Area Risk areas for each of the identified risks including wider CPD services;
- Improved targeting of Prevention based activity as a result of improved risk profiling across all CPD service areas;
- Commission partners and suppliers through procurement routes to facilitate the delivery of services in areas such as Domestic Violence, Drug and Alcohol action;
- Source improved external funding through the Directorates own Business Development Team and Area Risk Based teams;
- Develop partnerships to achieve more sustainable living and increase our mutual capacity to improve Home Fire Safety Checks and other community advisory services;
- Make the transition from *risk management to risk reduction* and introduce multi skilled teams with a fuller community brief to address and reduce risks across the full range of services we provide;
- To continue to work closely with other blue light services – regionally and nationally to explore more dynamic risk assessment and dynamic deployment;
- To conduct a robust option appraisal by increasing our prioritisation and commissioning capacity (supported by key stakeholders) with regard to resources, working patterns, assets and fixed locations – leading to risk and benefits being published;
- Develop improved RTC capacity within the Service to support Road Safety Education and agree mutual activities which support and complement the Road Safety Team;
- To develop our ability to measure and manage the consequence of intervention – for example the ability to properly quantify the peripheral impact of Fire on the Community, Economy, other partners etc as a vehicle to improve the case for the continued focus on prevention.

### SUPPORT SERVICES

The Community Protection Directorate is supported by a number of internal departments (detailed below) each of whom have their own set of priorities which must link to and support the key areas of focus within this plan. Each Support Service will produce its own Annual Service Plan detailing their own key priorities, targets and milestones against which progress is measured through our established performance management systems.

- Community Protection Support;
- Financial Services;
- Service Support;
- Training and Development;
- Human Resources;
- Policy and Performance;
- Projects and Fire Control.

## SKILLS AND RESOURCES REQUIRED

To provide for our success we recognise that there are a number of key skills that need to be addressed. During the initial consultation that has led to development of the draft plan the following key skills were recognised as critical for the Directorate to focus on. These include:

- Project and Programme Management following our established Prince 2 Model
- Performance Management and Continuous Improvement
- New Dimensions Civil Contingencies
- Business and operational planning
- Financial management and cost centre management
- Member Development and capacity building
- Risk Management and Risk Reduction
- Client and Customer Care
- Road Safety

These areas only provide an overview of the key priorities each team, department and station have their own dedicated training and development plans which are subject to regular review to ensure that training is planned and managed in a consistent way.

## HOW WE WILL MEASURE SUCCESS

The Directorate's Performance Management Framework will be utilised to measure progress against this Plan and the Annual Action Plans that will form part of the Service Plan. This will include six-weekly performance reports to the Performance Review Group (PRG) and quarterly reports to the Community Protection Overview and Scrutiny committee and Cabinet. Underpinning this will be the development of departmental / station and individual objectives / plans.

## CONSULTATION ARRANGEMENTS FOR THE DRAFT RISK REDUCTION PLAN

Refer to Section 2.5 of the Committee Report.

## AREA RISK INFORMATION

The Area Risk information is drawn from desk based research, performance data and consultation outcomes.

### FEAR OF CRIME

#### Description

Several consultation exercises have illustrated that fear of crime and disorder is one of the most important factors influencing the quality of life of residents in Warwickshire. The County Council's User Satisfaction Survey includes a number of questions about the fear of crime; this is the sixth successive year that the survey has been carried out.

#### Performance

Residents were asked how worried they were about three different types of crime – burglary, car crime and physical violence from a stranger. The fear of crime in Warwickshire appears to have fallen during the last years for two of the three key crime types – burglary and vehicle crime; both measures are at their lowest since these indicators have been collected. Fear of violent crime has increased and is at its highest level since this indicator began.

*Figure 3.21; Fear of Crime by District, 2000 – 2005*

District/Borough	Percentage of respondents either 'very worried' or 'fairly worried' about...											
	... having their home broken into and something stolen				... being physically attacked by strangers				... having their car stolen			
	2000	2003	2004	2005	2000	2003	2004	2005	2000	2003	2004	2005
North Warwickshire	72%	71%	61%	65%	50%	45%	39%	43%	73%	63%	54%	61%
Nuneaton & Bedworth	76%	76%	70%	72%	59%	53%	56%	56%	66%	57%	61%	58%
Rugby	70%	74%	69%	68%	49%	49%	53%	59%	60%	62%	61%	55%
Stratford-on-Avon	60%	59%	55%	51%	38%	37%	34%	39%	50%	48%	44%	41%
Warwick	64%	54%	56%	55%	43%	37%	43%	52%	57%	46%	45%	44%
<b>Warwickshire</b>	<b>68%</b>	<b>66%</b>	<b>62%</b>	<b>61%</b>	<b>48%</b>	<b>44%</b>	<b>45%</b>	<b>50%</b>	<b>60%</b>	<b>54%</b>	<b>52%</b>	<b>50%</b>

Source: Warwickshire County Council Best Value User Satisfaction Surveys.

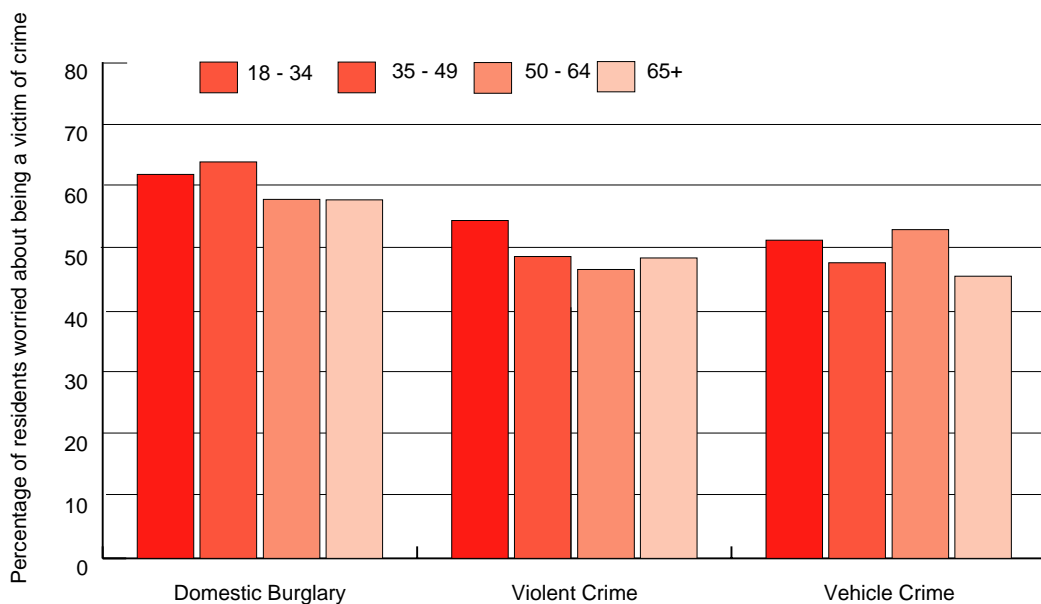
North Warwickshire has suffered increases this year in all three indicators; this contradicts trends in actual crime as North Warwickshire has significant reductions in actual crime.

There are still notable differences between the north and south of the County; fear of burglary has increased in the two northernmost districts but decreased in the two southernmost.

Long term trends are on the whole positive in almost all cases with the only exceptions being fear of physical attack in Rugby, Stratford-on-Avon and Warwick which are up on the 2000 baselines.

Fear of crime varies among different age groups, with the fear of being a victim of crime often bearing little resemblance to the real level of risk.

*Figure 3.22; Residents worried about being the victim of crime by age, 2005*



Source: *Warwickshire County Council Best Value User Satisfaction Survey 2005.*

Compared with last years results, fear of being a victim of violent crime has increased by 11% in the 18-34 year age group and by 8% in the 35-49 year age group whereas in the older age groups there has been a slight reduction.

The fear of domestic burglary has increased by 3% in the 35-49 year age group and fear of having your car stolen has increased by 6% in the 18-34 year group. The older age groups have seen a decrease in the numbers worried about being a victim of crime in all three categories and it is hoped that this continues since levels of burglary and vehicle crime are at their lowest since this data has been collected.

*Outlook*

The five District-based Crime and Disorder Reduction Partnerships have three year strategies including an aim to reduce the fear of crime. The partnerships include the Police, Councils and a range of other agencies, all of whom will be working to help make residents feel safer in Warwickshire.

## PERCEPTION OF ANTI-SOCIAL BEHAVIOUR

### Description

In addition to monitoring levels of crime, Warwickshire Police collect figures on anti-social behaviour (ASB) incidents. ASB incidents are events that are not actual crimes, but nevertheless add to general dissatisfaction with an area and compound fear of crime levels. Various consultation exercises have illustrated that incidents such as nuisance youths, noise nuisance, neighbour disputes and other forms of disorder all have a significant impact upon quality of life. It is important to note that the figures presented here reflect the number of calls made to Warwickshire Police, not necessarily the true level of ASB.

### Performance

Generally, perceived levels of anti-social behaviour have fallen during the past three years, with around one in four residents currently having a high level of perceived disorder.

*Figure 3.17; Perception of Anti-Social Behaviour*

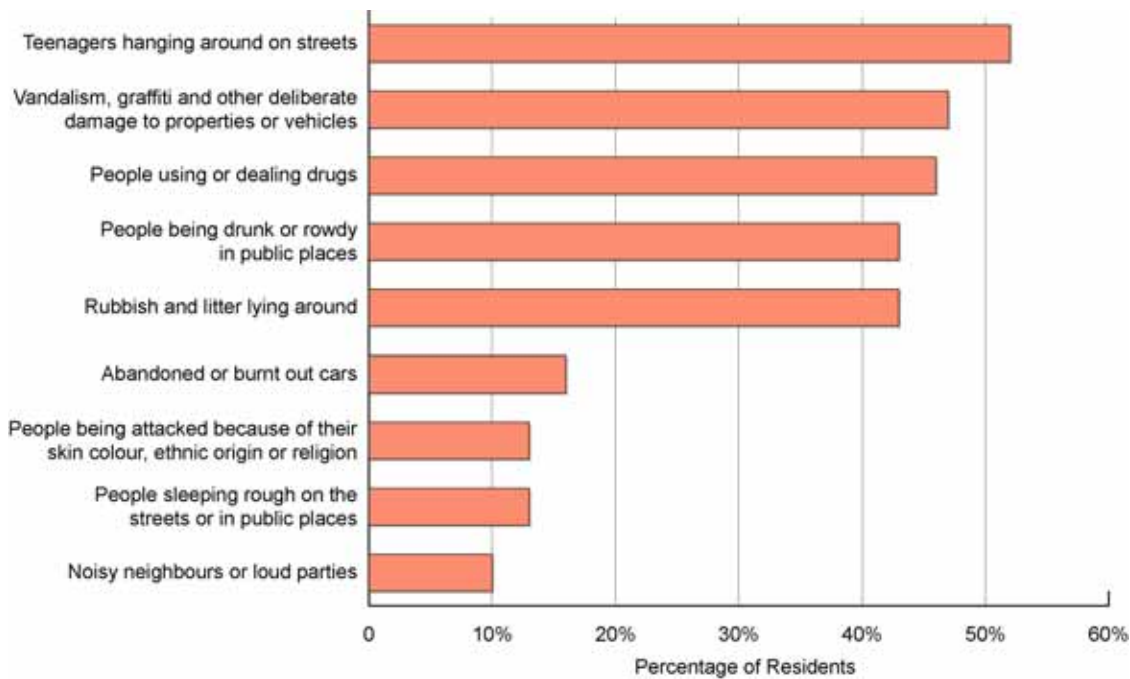
	Percentage of residents with a high level of perceived anti-social behaviour		
	2003/04	2004/05	2005/06
North Warwickshire	41.8%	26.5%	21.3%
Nuneaton & Bedworth	43.7%	34.5%	32.6%
Rugby	40.4%	31.9%	29.4%
Stratford-on-Avon	31.7%	20.4%	24.5%
Warwick	34.5%	24.0%	25.7%
Warwickshire	37.9%	27.4%	26.5%

Source: Warwickshire Police

Levels have fallen most in the north of the County, and levels of perceived disorder are now fairly consistent across Warwickshire. Residents in Nuneaton and Bedworth have the most significant concerns, with one in three residents having a high level of perceived disorder. North Warwickshire now has the lowest level, with around one in five residents having high levels of perceived ASB.

Anti-social behaviour is clearly a subjective term and can mean different things to different people. The County Council's annual survey asks residents to consider a range of different types of ASB and state how much of a problem they are locally. The graph below illustrates the percentage of residents who feel these types of ASB are a fairly big or very big problem in their neighbourhood.

*Figure 3.18; Perceptions of Different Types of ASB*



The majority of Warwickshire's residents view teenagers hanging around on streets as a problem in their local area. A number of other ASB types are also perceived to be a local problem by at least four in ten residents, including vandalism and graffiti, drug misuse, drunk or rowdy behaviour and litter.

### *Outlook*

In April 2006, partners across Warwickshire worked together to produce a joint Anti-Social Behaviour Strategy, outlining the County's approach to dealing with ASB. In addition, most parts of the County now have Anti-Social Behaviour Officers working locally to reduce community-based ASB issues.

## **RECORDED CRIME**

### *Description*

Crime and disorder and the perception of crime is consistently demonstrated to be the single most significant factor influencing quality of life for residents of Warwickshire. This indicator considers levels of recorded crime, as produced by Warwickshire Police. It focuses on 'volume crimes' such as burglary, violence, vehicle crime and criminal damage.

### *Performance*

Between April 2005 and March 2006, a total of 43,419 crimes were recorded in Warwickshire. This represents an increase of 288 or 0.7% on the preceding twelve months.

There were increases in three of the five Districts, ranging from 4% in Stratford-on-Avon up to 7% in North Warwickshire. There were small decreases in Warwick (2%) and Nuneaton and Bedworth (4%).

Figure 3.23; Recorded Crime Rates 2005/06

District/Borough	All Crimes	Domestic Burglary	Violent Crime	Vehicle Crime	Criminal Damage
North Warwickshire	78.6	11.4	11.1	13.4	14.4
Nuneaton & Bedworth	102.4	14.1	18.5	13.2	26.6
Rugby	96.5	17.2	15.1	15.8	24.0
Stratford-on-Avon	63.7	7.1	10.3	9.3	11.5
Warwick	74.4	9.2	14.2	9.5	18.2
Warwickshire	82.7	11.5	14.1	11.8	19.2
Most Similar Forces	93.3	10.2	16.8	11.3	20.4

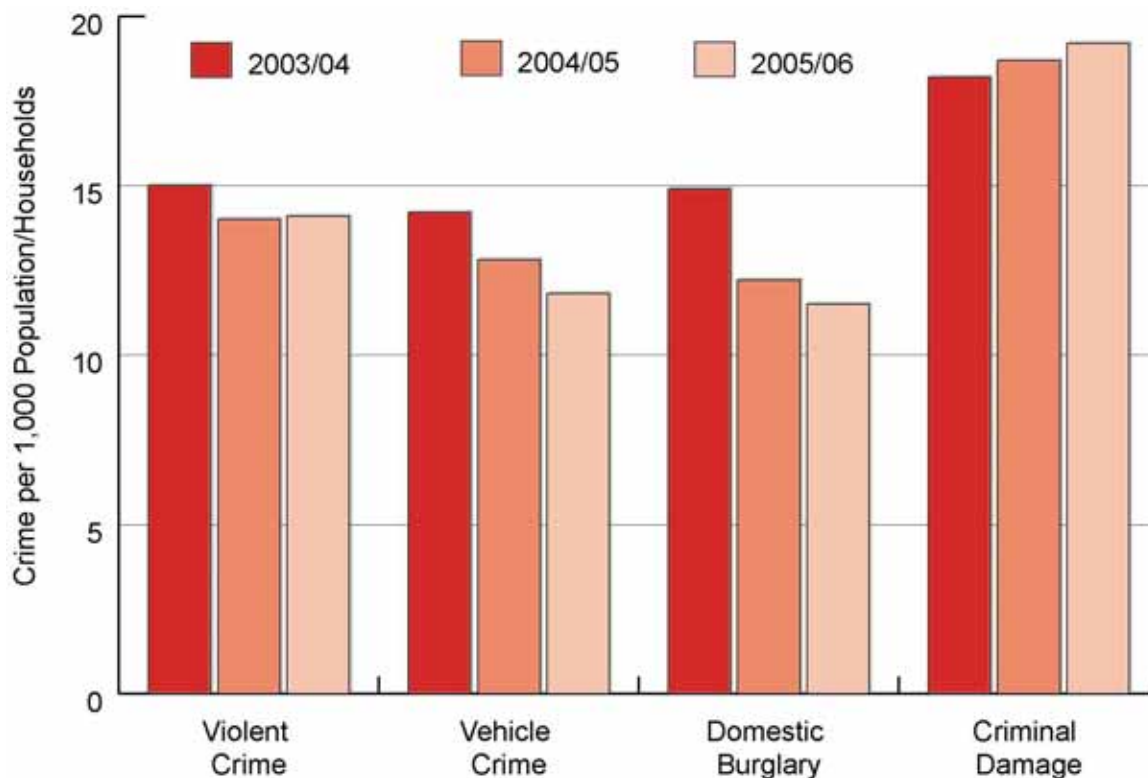
Rates are per 1000 population except domestic burglary (per 1000 households).  
Source: Warwickshire Police.

During 2005/06, domestic burglary and vehicle crime decreased while recorded violent crime and criminal damage increased slightly.

According to the British Crime Survey, Warwickshire residents faced a 17.5% chance of suffering a household crime such as burglary or criminal damage during 2005. This compares to an average of 17.1% across the policing areas deemed to be most similar to Warwickshire (including West Mercia, Cheshire and Wiltshire among others).

In terms of personal crime, Warwickshire's residents faced a 7.1% risk during 2005, compared to an average of 6.1% across the most similar Police force areas.

Figure 3.24; Recorded Crime Rates 2003/04 – 2005/06



Source: Warwickshire Police, Warwickshire County Council. Rates are per 1000 population/households as appropriate.



## *Outlook*

In April 2005, the five District-based Crime and Disorder Reduction Partnerships launched three-year strategies to reduce crime and the fear of crime across Warwickshire. All five strategies set targets for the crime types discussed here, along with a range of other priority areas identified in audits and consultation exercises. The Partnerships include the Police, Councils and a range of other agencies, all of whom will be working to help make Warwickshire an even safer place to be.

## DOMESTIC VIOLENCE IN WARWICKSHIRE

### TABLE REQUIRED

#### *Incidents*

2002 = 2967 reported to police; Jan-Sept 2003 = 2145 (extrapolated to full year = 2860; 2004 (3,000?) ; 2005= 3955. A rise of 1,000 over previous years ie 25% which may be due to better recording of incidents by police or may be positive encouragement to report following better publicity about unacceptability by society.

In 2005, the highest number of incidents were reported in Nuneaton and Bedworth but Warwick District was not far behind. In 2002-3, the highest number of incidents were also reported in Nuneaton and Bedworth, but with Warwick not too far behind.

#### *Referrals for Support*

As the referrals to DAMAT increased over 2001-2003, the number of incidents reported to the police declined. There was a 20% increase in the number of clients to DAMAT year on year from 2001-3 from a total of 511 (extrapolated) in 2003 to 600 (619 in 2002) Accurate statistics are not currently available.

#### *Victims – Profile –*

Average age of clients referred to DAMAT over 2001-3 was 34 with an average of 2 small children (aged mainly under 5) In the latest research in 2005 the average age was 31-40 with 84% females as victims.

#### *Location of victims* **Pie Chart or Table**

Referrals seem to have run at around average of 15 % of total incidents across the county ranging from 21% to 6% of incidents in different districts. Referrals from 2001-3 have been highest in Rugby where WDVSS have been working for the last 12 years, followed by Nuneaton.

#### *Triggers for DV*

Alcohol and drugs - Consultants report in 2004 for Warwickshire showed that little is known about alcohol misusers who are less likely to access services than drug users which has serious consequences for the link between alcohol misuse and Domestic Violence. Drugs and alcohol were cited as a trigger for abuse across county of 42% (average).

#### *Perpetrators: Profile* **Pie Chart or Table**

County profile required - 85% male perpetrators. And 771 perps were arrested last year

#### *Children*

It is estimated that 80% of victim's children had either witnessed or experienced Domestic Violence.

#### *Challenges to intervention include:*

- Looking at potential losses – CJ, child contact as spur to action (police);
- Same time agencies need to find some help for man – signposting to agencies, stopping inertia by showing consequences of continuation of abuse,
- Practical steps to address behaviour – address related problems (alcohol/drugs) looking at source of unhappiness, identify alternative ways of life.

## DRUG AND ALCOHOL ACTION

Warwickshire is an extensively rural county with no dominant centre of population. The largest towns are Nuneaton, Leamington Spa, Rugby and Stratford-upon-Avon. The County has both deprived and affluent areas, with pockets of deprivation mainly in the north. Two wards in Nuneaton and Bedworth District fall in the top 10 per cent most deprived areas in the UK. The south is relatively affluent, with Stratford-upon-Avon ranking as one of the least deprived districts nationally. The 2001 Census recorded Warwickshire's total population as 505,800, with approximately 111,800 (22%) aged between 0 and 17 years.

### *Drugs*

There are an estimated 1,700 problematic drug users in Warwickshire. The vast majority of these are adults. (Problematic drug use is not the same as recreational drug use. It usually implies use of opiates. Indeed, heroin is the most common drug that clients present with when they ask for treatment.)

Warwickshire treated 1,180 people in 2005/06. Approximately 60% of those were retained in treatment for 12 weeks (the longer a client stays in treatment the better their chances are of having a successful outcome). The majority of clients are white males aged 25-34 who use heroin. Clients also presented to services using cannabis, crack-cocaine, amphetamines and cocaine. On average between 50-60 people request treatment each month.

### *Alcohol*

#### *Adults (in Warwickshire)*

- Three quarters of Warwickshire residents (310,000 adults) consume alcohol;
- Males are more likely to drink than females and are more likely to consume alcohol every day of the week;
- Approximately 7% of Warwickshire's adult drinking population consume more than 30 units per week;
- One in nine drinkers consumed alcohol every day during the week preceding the West Midlands Regional Lifestyle Survey;
- One in four adults who drank classified themselves as binge drinkers, this proportion rose to one in three males and half of all 18 - 24 year olds;
- Six in ten males aged 18 - 24 fell into the binge drinker category, and;
- Residents in the south of the county are more likely to drink than residents in the north, and are more likely to drink more often, however residents in the north are more likely to binge drink.

#### *Young People (nationally)*

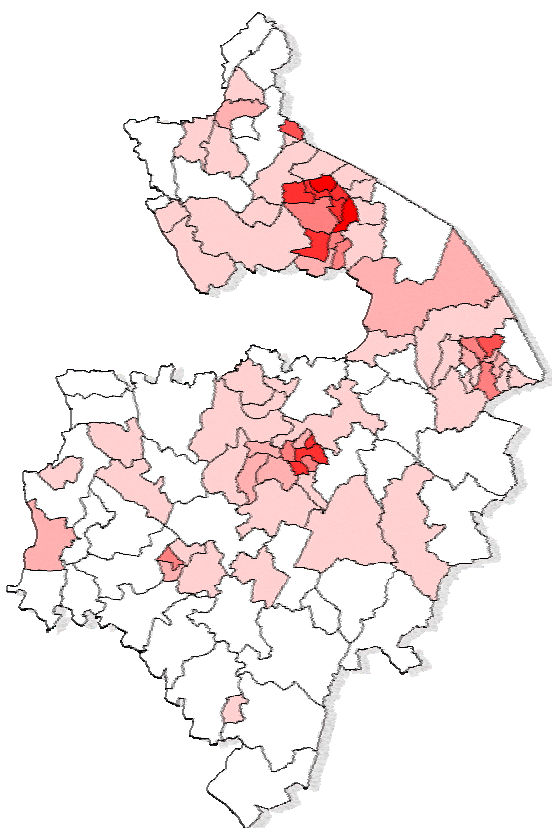
- A total of 7,360 young people aged 11-15 will have drunk alcohol in the previous week;
- 260 (4%) of 11 year olds will have drunk in the previous week, compared to 2,925 (45%) of 15 year olds;
- 1,300 (55%) young people aged 15 are likely to have drunk on a Saturday night;
- 700 young people aged between 11-15 will have consumed 14 or more units ie the same as the recommended safe limit for adult women;
- 5,370 young people aged 11-15 will have been able buy alcohol from a shop;
- 4,410 (60%) who had drunk will have done so at home or someone else's home, and
- 3,385 who have drunk in the last week will have been drunk.

## INCIDENTS INVOLVING FIRE

The following map shows where incidents have occurred in the three years prior to 2003. This information has enabled the use of the FSEC modelling programme to ensure that the current location of existing stations in Warwickshire can meet the standards of emergency cover adopted by the IRMP. The following incident types are covered within this information:

- Dwelling fires;
- Other building fires;
- Vehicle fires;
- Other primary fires;
- Small fires.

Map 14: Is taken from the IRMP 2004. The map shows the wards that have the highest number of fires. Comparing and overlaying this information with the demographic picture of Warwickshire indicates a relationship between deprivation and disadvantage and the occurrence of fire.



The map shows where fire related incidents have occurred in the three years prior to 2003.

The darker the shade indicates a greater frequency of incidents.

## Incident Overview

The Fire and Rescue Authority's IRMP is a strategic forward-looking document that has been developed to set out the FRA's strategy to reduce the number and severity of fires, road traffic collisions (RTC) and other emergency incidents, safeguard the environment and provide value for money.

The IRMP was published in April 2004 and a comprehensive scheme of prevention and intervention objectives were set out for the Service to adopt and implement to drive down the risk to the community.

The following statistics show an overview of recent and current WFRS performance data and a simple commentary to accompany some of the statistics.

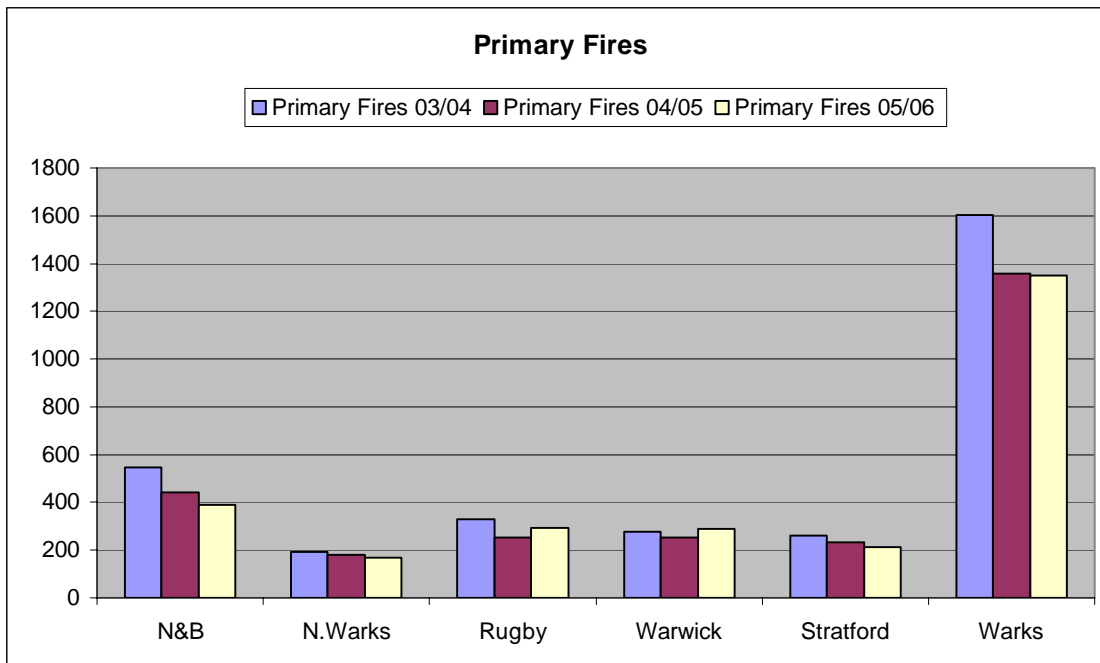
## Primary Fires

Primary fires are defined as fires occurring within or affecting buildings or vehicles. Table 21 and Chart 4 below display the frequency of fires affecting buildings and/or vehicles occurring within the Districts and Boroughs of Warwickshire over the past three years. The total number of primary fires in Warwickshire (Warks) is also indicated.

Table 21:

District	Primary Fires		
	03/04	04/05	05/06
Nuneaton and Bedworth	545	440	388
North Warwickshire	192	180	168
Rugby	328	255	294
Warwick	278	252	288
Stratford	262	232	214
Warks	1605	1359	1352

Chart 4:



Over the last three years data has been produced showing that fires affecting buildings or vehicles has shown a trend of steady decline in the Nuneaton and Bedworth, North Warwickshire and Stratford areas of the County. Rugby and Warwick have both shown an initial reduction and then an increase in the last year.

The specific reasons behind the localised results are currently under scrutiny at a local level. Causes locally may be due to criminal or anti-social behaviour resulting in outbreaks of arson attacks on buildings, spates of vehicle theft resulting in arson or the activity of a single persistent criminal offender increasing the car theft and arson statistics. Local solutions must be sought through Area Risk Teams to address and resolve these types of issues.

The overall County trend is showing a steady reduction in primary fires.

### *Property Fires*

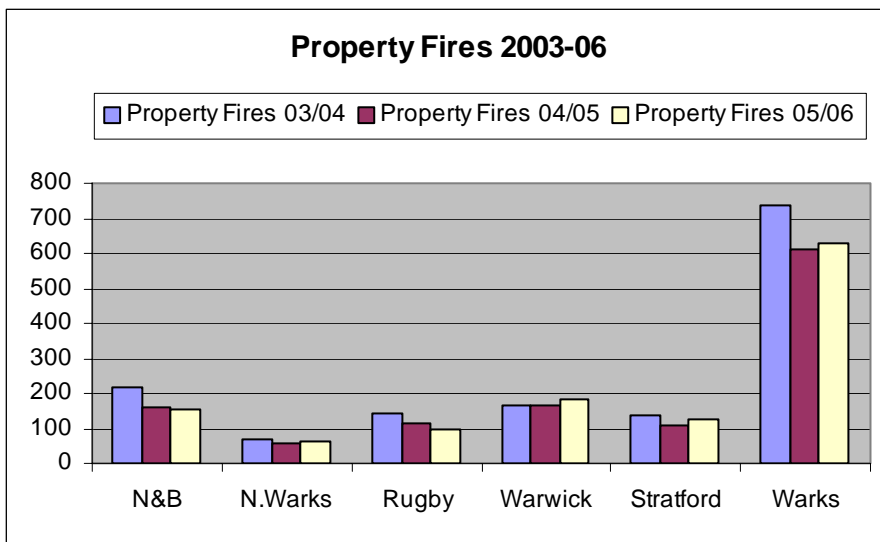
Property fire statistics are included within the primary fire performance statistics above. However, it is essential to interrogate data that specifically isolates incidents of fire involving buildings where all records that involve vehicles fires are extracted and removed from the data. The data devolved from property fires allows developing trends that affect the built environment to be quickly identified and community safety initiatives implemented.

Table 22 and chart 5 below show the numbers of property fires, fires occurring within buildings, affecting the Districts and Boroughs of Warwickshire over the past three years.

*Table 22:*

District	Property Fires		
	03/04	04/05	05/06
Nuneaton and Bedworth	220	161	157
North Warwickshire	70	59	63
Rugby	144	112	100
Warwick	164	168	184
Stratford	140	109	125
Warks	738	609	629

*Chart 5.*



The data shows that in the northern areas, North Warwickshire, Nuneaton and Bedworth and Rugby over a three year period property fires have steadily declined.

Conversely, fires affecting properties have steadily increased in the Warwick District. This is a rather disturbing trend as fires in certain types of building pose the greatest threat to human life. Further research should be carried out to identify trends and opportunities to introduce risk reduction initiatives. Lessons may be learned from successful campaigns in surrounding areas.

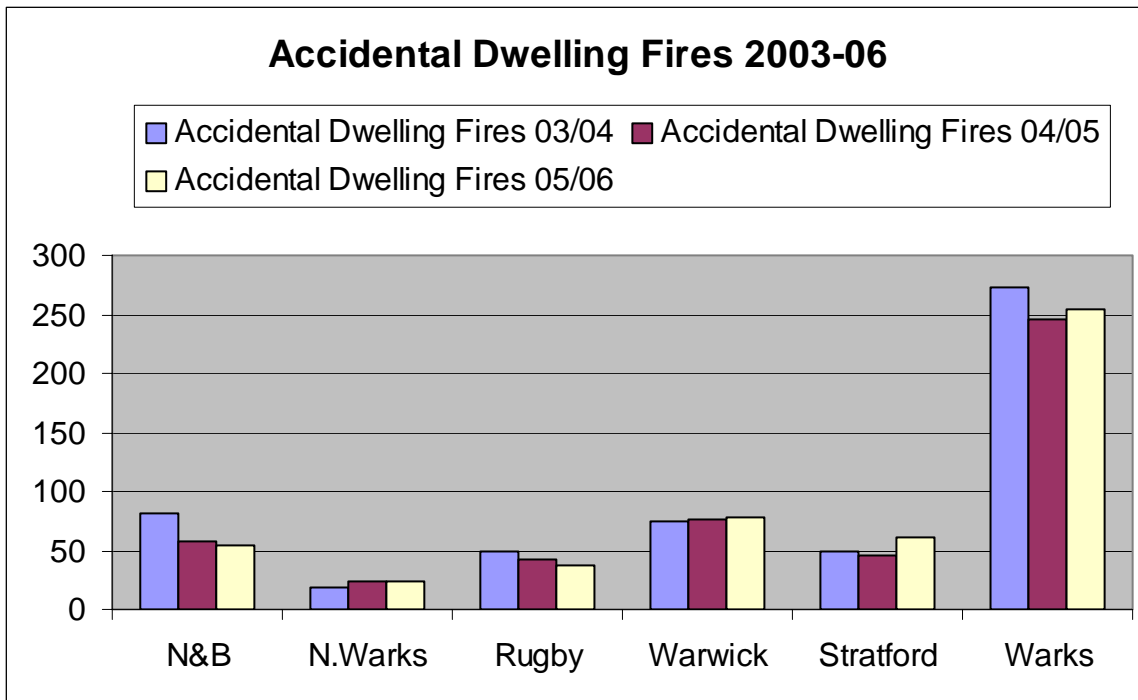
### Accidental Dwelling Fires

Table 23 and Chart 6 show the total number of fires occurring within family homes throughout Warwickshire over the past three years. These types of incident pose potentially the highest risk of death or injury, if occurring at night whilst the occupiers are asleep.

Table 23:

District	Accidental Dwelling Fires		
	03/04	04/05	05/06
Nuneaton and Bedworth	81	57	55
North Warwickshire	18	24	24
Rugby	50	42	37
Warwick	74	77	78
Stratford	50	46	61
Warks	273	246	255

Chart 6:



The statistics show that Nuneaton and Bedworth Borough has had a distinct reduction in the frequency of accidental dwelling fires between 2003 – 06.

The Borough of Rugby has shown a steady reduction in the numbers of accidental dwelling fires over the past three financial years.

In contrast, the North Warwickshire, Stratford and Warwick statistical returns showed relative stability but a slight increase in the numbers of fires in peoples homes.

The disparity in results may be due to specifically targeted community fire safety work carried out by fire crews in the more deprived areas of the County now beginning to show positive results.

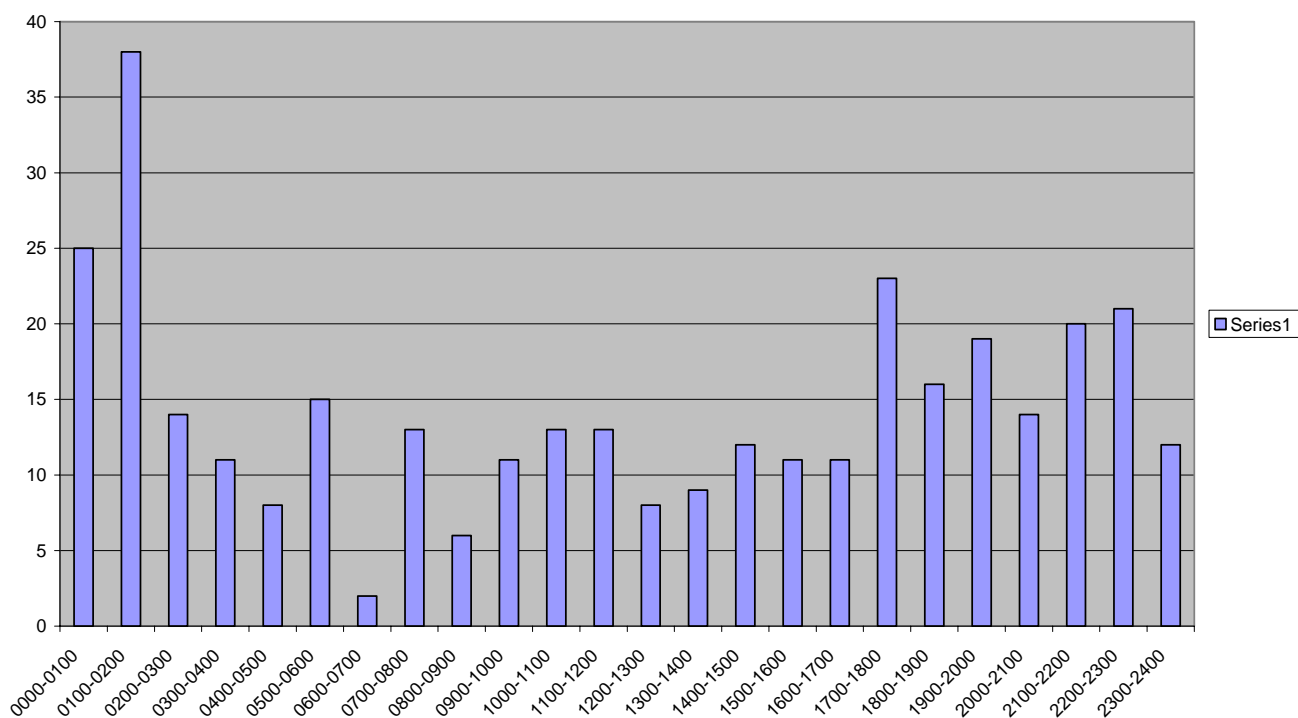
#### *Fire Related Injuries*

Chart 7 was taken from a recent report that looked at fire victim profiles, (Victim Profiles 2006). The graph shows that casualties are most likely to occur throughout the evening period, peaking in the early hours of the morning.

*Chart 7:*



**Casualties by time of day**



Lessons may be drawn from the data produced regarding the profile of victims and when they are most likely to become a casualty of a fire. Where new shift systems are designed and implemented, one of the factors to be considered should be the time of day an emergency response to a dwelling fire would be most likely to reduce the risk of injury or death. It should be noted that preventative actions can also have an impact in reducing casualties. In addition, when the opportunity arises optimum shift crewing times should be investigated when alternative crewing options are researched.

Table 24 and Chart 8 show the total number of fire related injuries suffered by people in Warwickshire during the last four years. Both are separated into the 5 Districts and Boroughs of the County and both show the total number of fire related injuries attended by WFRS. No allowance is made for the size of the communities within the Districts and Boroughs.

Table 24:

District	Fire Related Injuries			
	02/03	03/04	04/05	05/06
Nuneaton and Bedworth	13	22	7	10
North Warwickshire	2	4	1	2
Rugby	9	12	5	7
Warwick	15	16	9	18
Stratford	16	16	9	14
Warks	29	38	21	28

Chart 8:

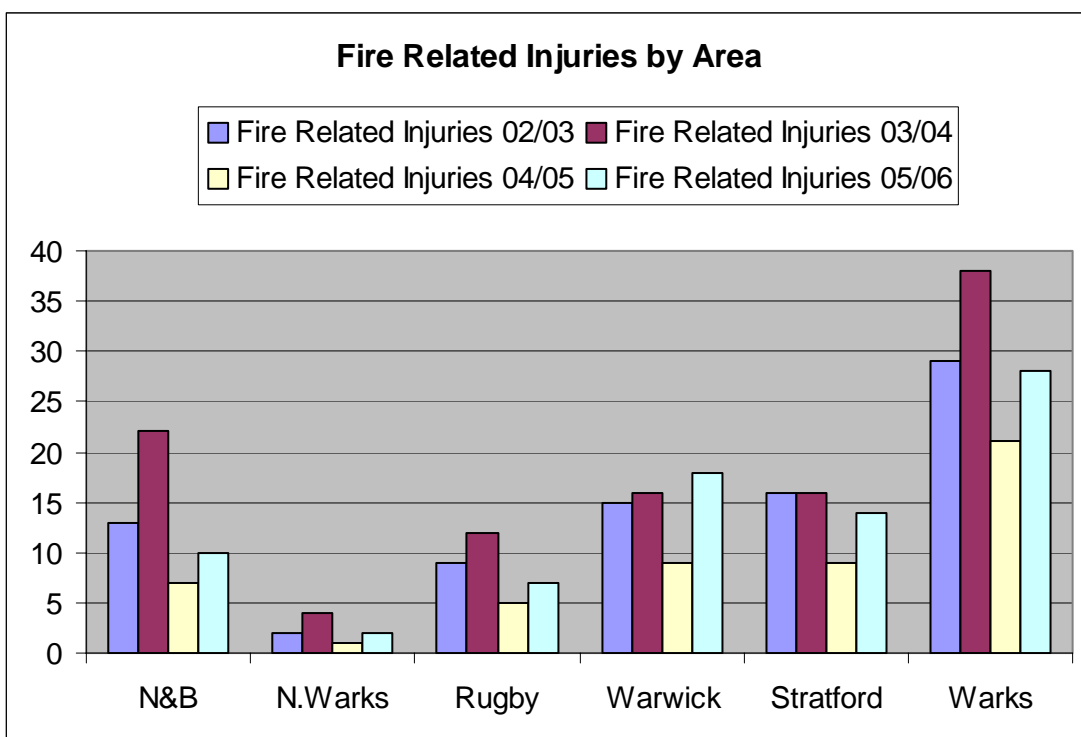


Chart 8 shows that Rugby Borough has achieved a successful reduction in the total numbers of victims of fire who have suffered injuries. The results may be attributable to the success achieved at engaging the most vulnerable in the community, and successful schools education campaigns altering the fire behaviour of local children.

However, all Districts/Boroughs show a marked increase in the number people who have suffered injuries due to becoming victims of fire. Socio economic factors and demographic similarities should be researched in further depth so that significant underlying causal links may be derived.

## Fire Fatalities

Chart 9: Displays data derived from the Service's fire investigation reports dating back to 1999. The records show that the profile of fire fatalities is similar to that of fire casualties. The profile shows a ratio of 60% male to 40% female fatalities. Statistics produced in the report 'Victim Profiles' show that the ages of fire victim deaths and fire casualties show similar peak areas. The 20-40 year age group suffer a greater number of fire related injuries than any other age group. However, the older group, over 70 years old, represent the larger proportion of the community likely to die in a fire. It appears that age and therefore, possibly physical condition have a bearing on when a casualty becomes a fatality. Therefore, community fire safety activity is to be targeted at these vulnerable groups.

Chart 9:

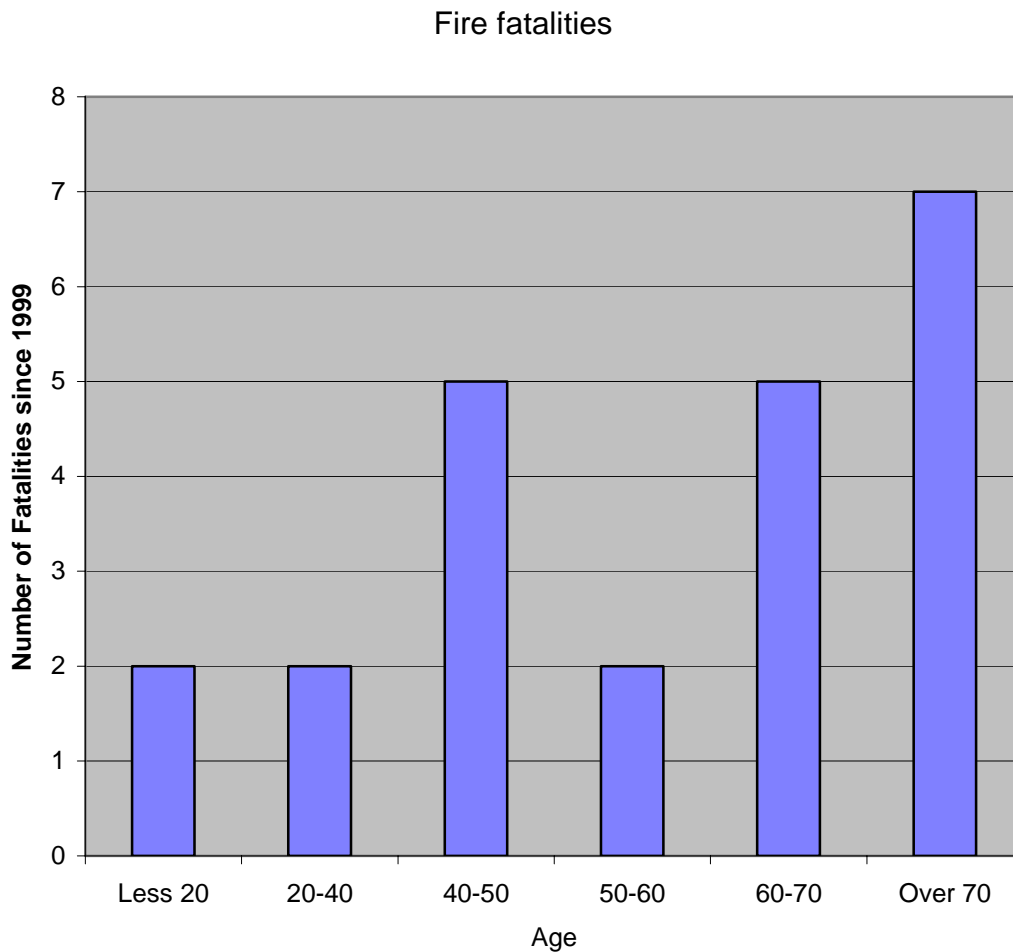


Table 25: Shows the areas of the County where fire fatalities have occurred over a five year period. The table defines the number of fatalities and whether they were accidental or deliberate by District and Borough.

Nuneaton and Bedworth and Stratford have had the greatest number of fire related deaths over the five year period.

Table 25: Fire Fatalities by District/Borough

Total Fatalities in Primary Fires						
Fiscal Year	North Warwickshire	Nuneaton and Bedworth	Rugby	Stratford	Warwick	Total
2001/2002	1	3	1	1	2	8
2002/2003	0	0	1	5	0	6
2003/2004	0	1	2	3	0	6
2004/2005	1	1	0	0	0	2
2005/2006	0	0	1	1	1	3
Accidental Fires						
Fiscal Year	North Warwickshire	Nuneaton and Bedworth	Rugby	Stratford	Warwick	Total
2001/2002	1	3	0	1	2	7
2002/2003	0	0	1	4	0	5
2003/2004	0	1	2	3	0	6
2004/2005	1	1	0	0	0	2
2005/2006	0	0	1	1	1	3
Deliberate Fires						
Fiscal Year	North Warwickshire	Nuneaton and Bedworth	Rugby	Stratford	Warwick	Total
2001/2002	0	0	1	0	0	1
2002/2003	0	0	0	1	0	1
2003/2004	0	0	0	0	0	0
2004/2005	0	0	0	0	0	0
2005/2006	0	0	0	0	0	0

## Road Traffic Collisions

The Fire and Rescue Service has long fulfilled the physical rescue function at RTC's. The Fire and Rescue Services Act 2004 now makes this a statutory responsibility. This is covered in Section 8 of the Act.

The Research Unit produced the following illustrations (Maps 15 and 16). The Road Safety Unit supplied the statistics the illustrations are based upon. The Research Unit and the Road Safety Unit have been consulted to further build the picture of RTC incidents. Comparing and overlaying the two maps with a picture of Warwickshire to achieve this.

The Service does not attend every RTC incident that occurs, however, the statistical information provided by both organisations – when collated - allows clusters to be identified and preventative measures to be taken or developed. This has enabled an accident methodology to be used, which maintains that, for every serious injury or fatal incident that occurs there will have been a number of slight injuries or minor collisions. Working on this methodology, trends and RTC clusters can be identified. The IRMP Year 1 states:

*"In future the Service will consider setting a target maximum attendance time for special service incidents involving entrapment. This could be particularly beneficial when working with the 'Diana Princess of Wales Trust' high speed Air Ambulance."* (IRMP 2004:31)

FSEC could be utilised to establish the attendance times to identified cluster locations. At this present time there is no attendance time standard for RTC incidents, however, empirical evidence supports the principle of the "golden hour": getting a casualty to definitive medical care within one hour of the collision.

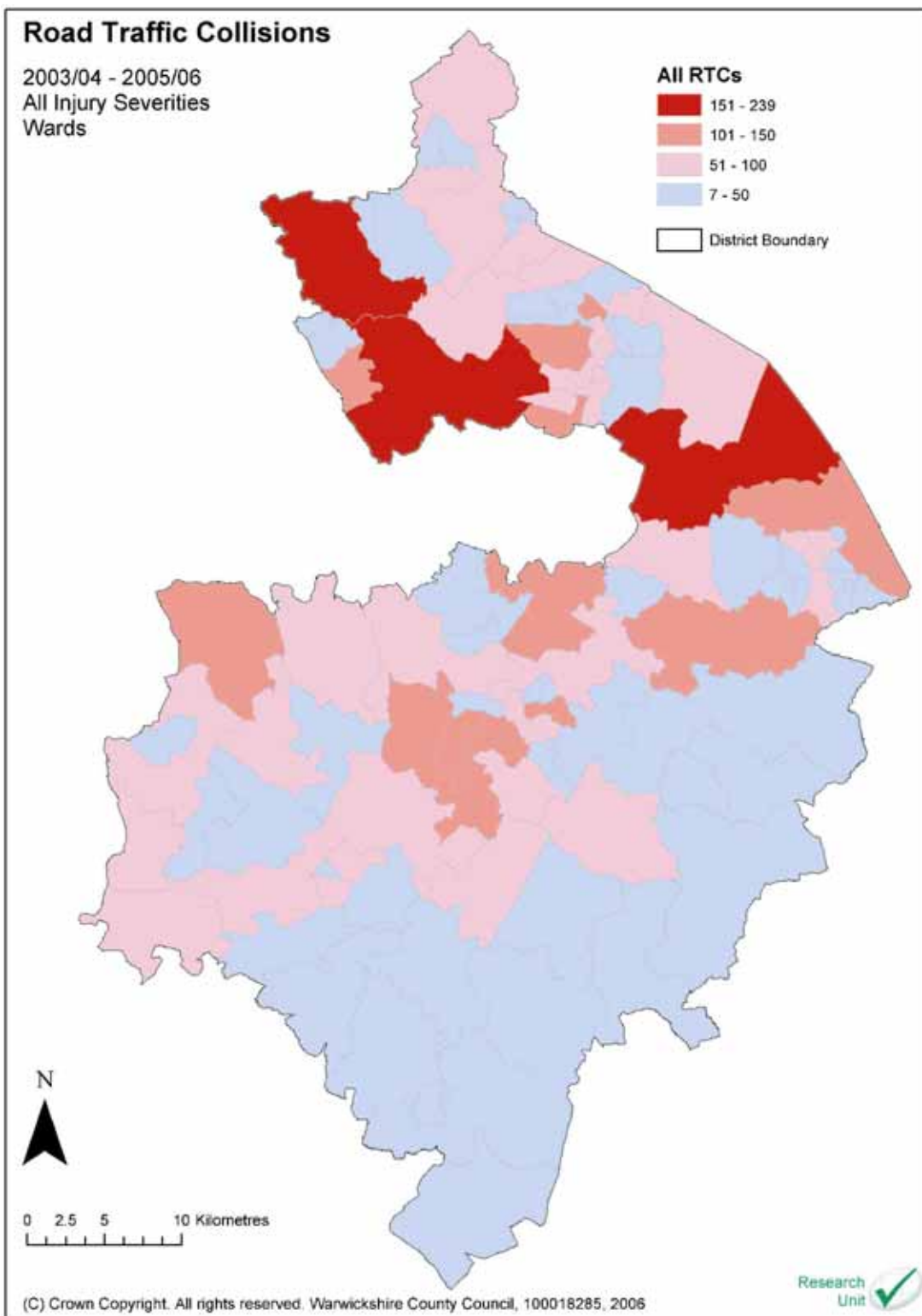
Due to the number of variables associated with RTC incidents it is accepted that there will be a large number of incidents that cannot be predicted or prevented by engineered or educational measures. This reinforces the use of the FSEC modelling programme to enable the most time efficient and effective intervention strategy to be employed.

The Road Safety Unit supplied the figures in Table 26. They show the number of people killed, seriously injured or slightly injured on the roads of Warwickshire and the associated totals.

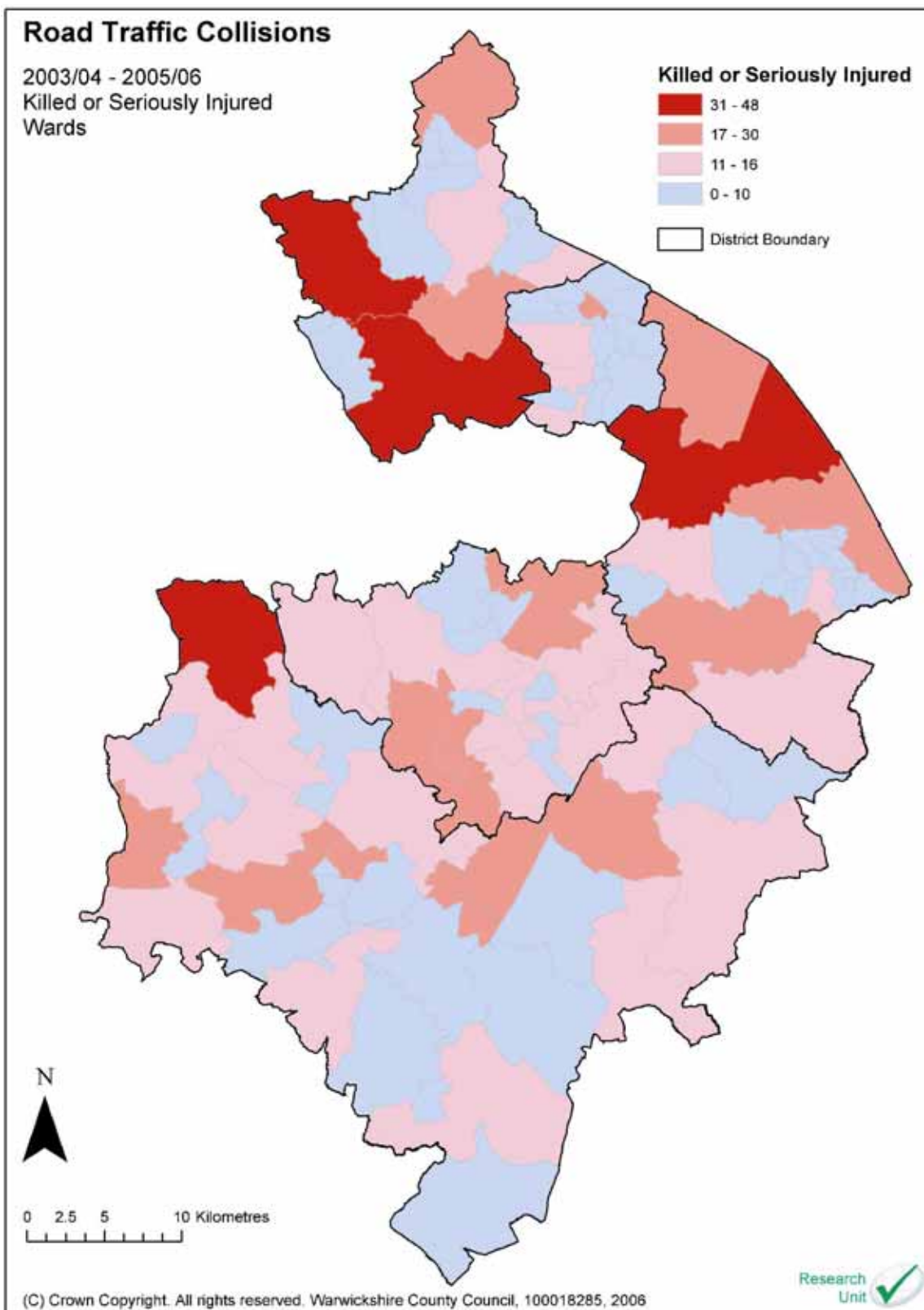
Table 26:

	Fatal	Serious	Slight	Total
2003	50	375	1689	2114
2004	43	391	1738	2172
2005	37	309	1632	1978
2006	13	60	427	500
Total	143	1135	5486	6764

Map 15: Shows the geographic location of RTC incidents by the number that have occurred. All severities of injury are included. The map is broken down into wards.



Map 16: Shows the geographic location of RTC incidents by the number of persons that have been killed or seriously injured. The map is broken down into wards.



Although this is a broad representation of the RTC risk within Warwickshire, the methodology previously described can be applied. The use of FSEC and closer working relationships between WFRS and the Departments that collated and produced these maps will ensure that appliances and resources are located in the correct locations to provide an effective emergency response.



## Warwickshire Fire and Rescue Service RTC Profile

Table 27: Shows the total number of incidents that WFRS have attended within the specified years.

Special Service Code  
This code is used by WFRS to collect and collate statistical evidence.

SSC	Special Service Type	Area	Area Name	2003/2004	2004/2005	2005/2006
1a	RTC Extrication	1	Nuneaton and Bedworth	54	41	35
1a	RTC Extrication	2	North Warwickshire	43	36	35
1a	RTC Extrication	3	Rugby	37	36	30
1a	RTC Extrication	4	Warwick	35	36	32
1a	RTC Extrication	5	Stratford	93	52	49
			Sub Total	<b>262</b>	<b>201</b>	<b>181</b>
1b	RTC Services	1	Nuneaton and Bedworth	36	39	46
1b	RTC Services	2	North Warwickshire	26	50	71
1b	RTC Services	3	Rugby	29	47	43
1b	RTC Services	4	Warwick	46	61	63
1b	RTC Services	5	Stratford	69	88	85
			Sub Total	<b>206</b>	<b>285</b>	<b>308</b>
1c	RTC No Services Req.	1	Nuneaton and Bedworth	28	53	35
1c	RTC No Services Req.	2	North Warwickshire	14	24	26
1c	RTC No Services Req.	3	Rugby	6	13	18
1c	RTC No Services Req.	4	Warwick	18	30	31
1c	RTC No Services Req.	5	Stratford	14	18	32
			Sub Total	<b>80</b>	<b>138</b>	<b>142</b>
			Total	<b>548</b>	<b>624</b>	<b>631</b>

The following information has been collected by the Performance Information Department (PID). It has been further collated to produce a profile of the RTC incidents that the Service attends by area and type. It enables a comparison to be made of the total number of RTC incidents that occur with the total incidents that the Service attends (information contained within table 27).

Chart 10: Shows the number of RTC's that were attended by the Service where extrication of persons was required. The information is broken down into the 5 ARTs and covers the years 2003 to 2005.

Chart 10:

**RTC Casualty Extrication**

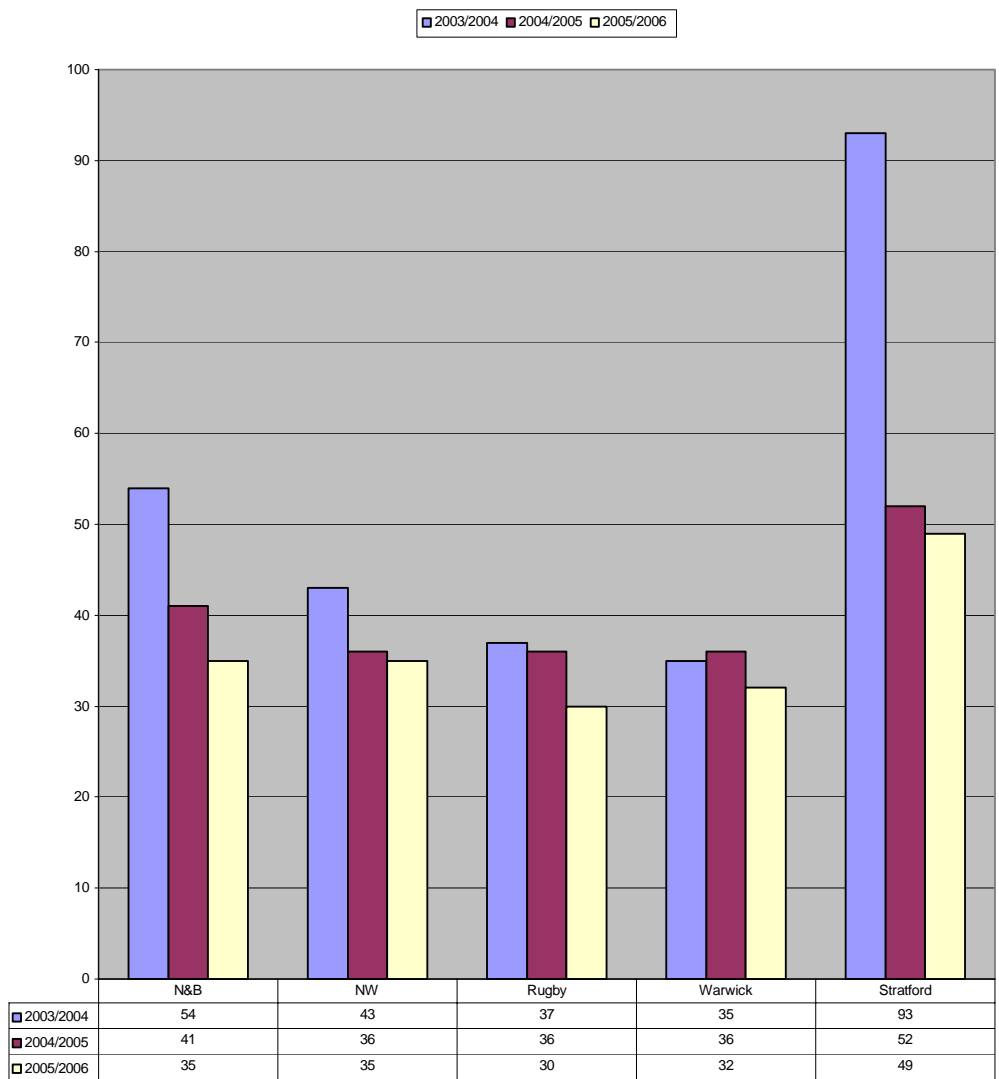


Chart 11: Indicates the hour of the day when RTC incidents are most prevalent. This evidence suggests that currently at the time watches are changing over there is an increased risk of RTC.

Chart 11:

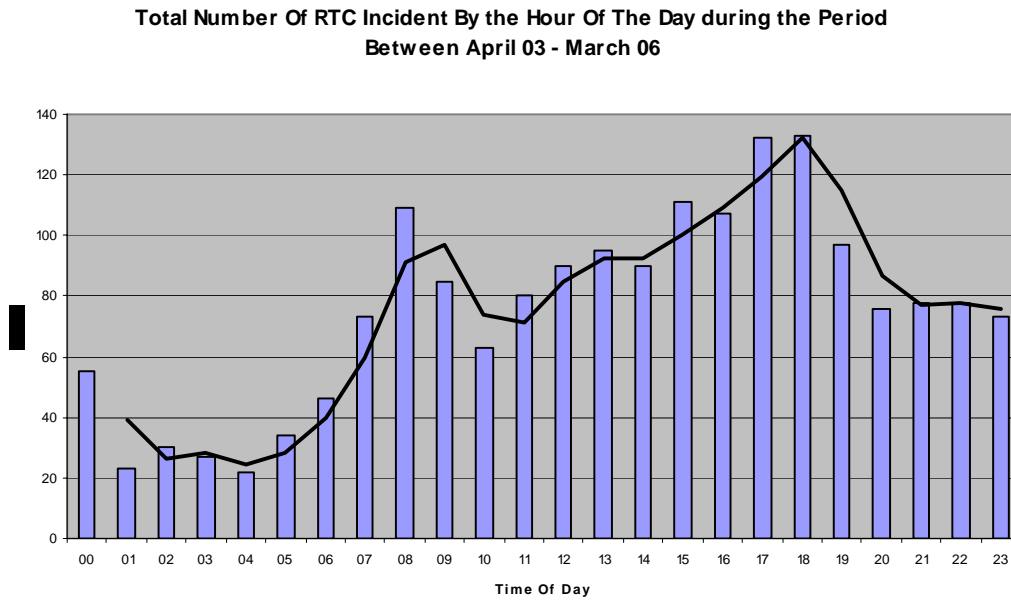
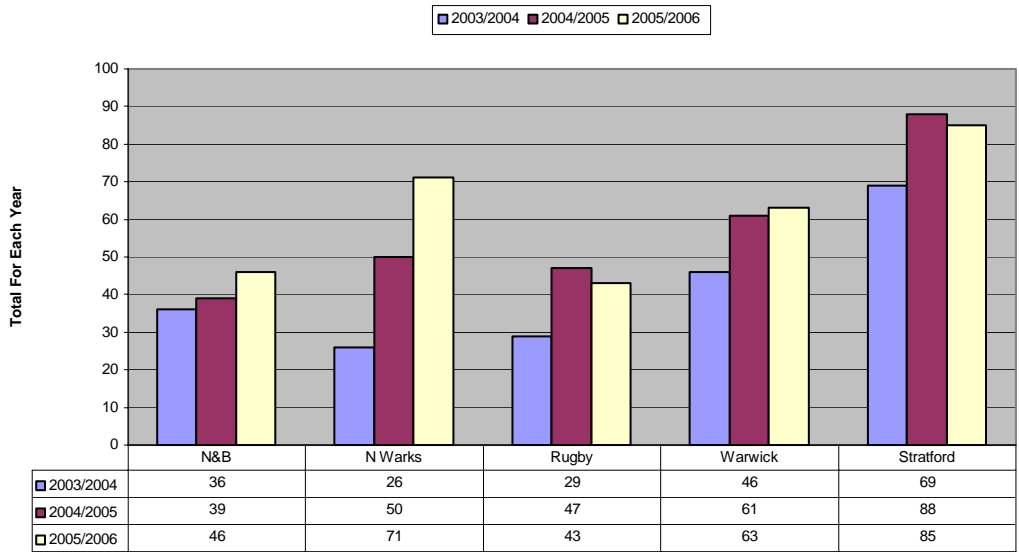


Chart 12: Shows the number of RTC's that were attended by WFRS where extrication of persons was not required but other RTC services were provided. RTC services include assisting the ambulance with patient handling, dealing with fuel spills, making the vehicle safe and making the scene safe for road users and other emergency services at the incident. The information is broken down into the five ARTs and covers the years 2003 to 2005.

Chart 12:

**RTC Incidents Where Services Other Than Extrication Were Provided**



*RTC No Services Required Incidents*

WFRS attends all RTC incidents that it is called to. An increasing number of calls to RTC incidents have been received from members of the public and other emergency services that do not require the attendance of WFRS due to the nature of the incident. When this occurs it is recorded as "RTC No Services Required".

Chart 13:

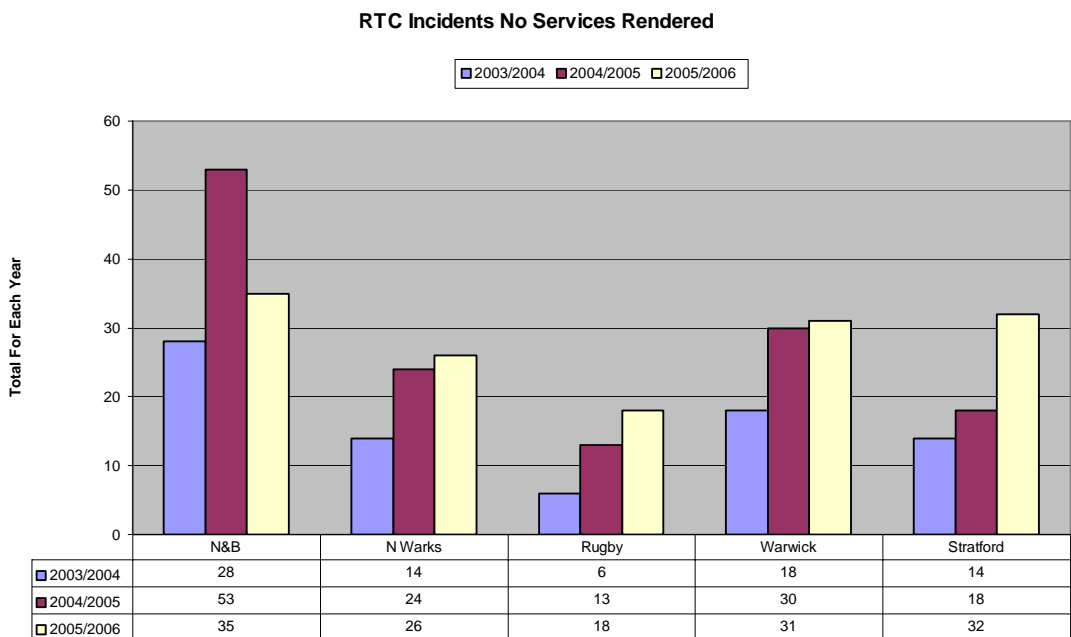


Table 28:

SSC	Special Service Type	Area Number	Area Name	2003-04	2004-05	2005-06
1c	RTC No Services Req.	1	Nuneaton and Bedworth	28	53	35
1c	RTC No Services Req.	2	North Warwickshire	14	24	26
1c	RTC No Services Req.	3	Rugby	6	13	18
1c	RTC No Services Req.	4	Warwick	18	30	31
1c	RTC No Services Req.	5	Stratford	14	18	32
			Totals	80	138	142

*Possible Reasons for the Increase*

The Ambulance Service mobilise their ambulances on a system called the Advanced Medical Priority Dispatch System (AMPDS). This system requires the Ambulance Control Staff to ask a series of prepared questions to the initial caller. The answers the caller provides will determine the level of Ambulance Service response and indicate the requirement for the attendance of the fire and rescue service.

Nationally, the majority of Ambulance Services have adopted the AMPDS. Coventry and Warwickshire Ambulance Trust adopted this system in March 2004. This coincides with the increased occurrence of this particular type of incident.

New vehicle technology and supplementary restraint systems provide greater protection to the occupants of vehicles that have been involved in a RTC. Vehicles have a greater capacity to withstand the forces that are experienced during a collision. Passenger compartments are constructed to maintain the compartment shape and resist deformation and intrusion. This means that WFRS is attending an increased number of incidents where physical rescue services are not required.

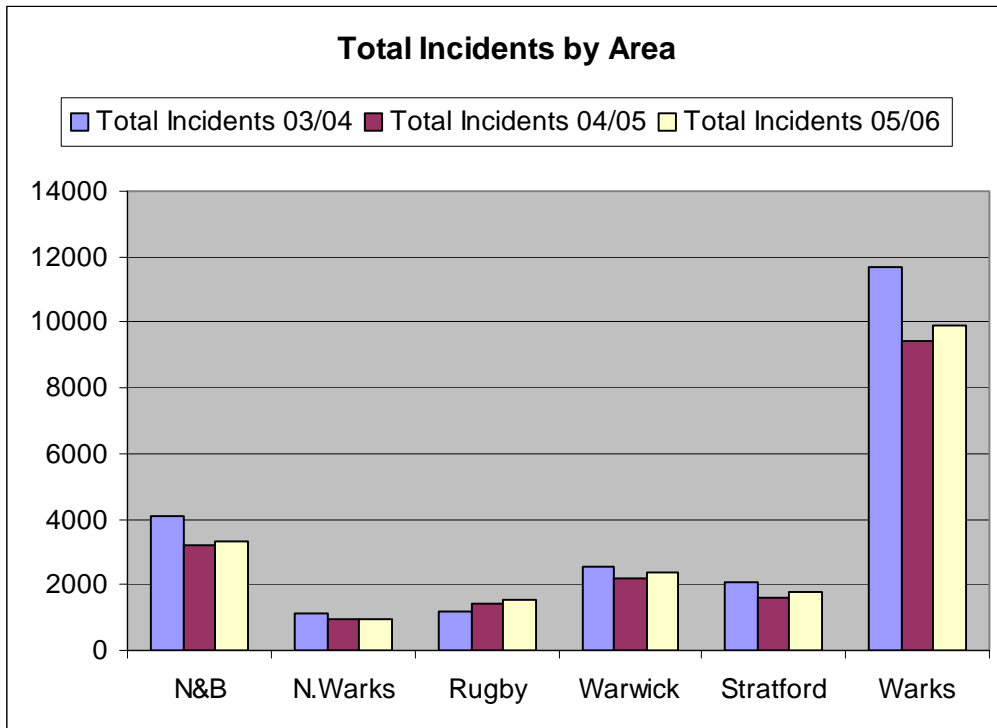
*Total Incident Statistics*

Table 29 and chart 14 show the total number of incidents for the last 3 years. Both are separated into the 5 Districts and Boroughs of the County and both show the total number of incidents attended by WFRS. The statistics relate to all types of incidents that WFRS may be despatched to, i.e. Fires, special services, RTC's, humanitarian incidents.

Table 29:

District	Total Incidents		
	03/04	04/05	05/06
Nuneaton and Bedworth	4086	3189	3307
North Warwickshire	1109	974	952
Rugby	1183	1442	1547
Warwick	2539	2222	2356
Stratford	2099	1621	1761
Warks	11666	9448	9923

Chart 14:



The trend shows an overall reduction in emergency based response to the community. However, last years activity has shown an increase in mobilisations to incidents. Further work should be carried out to identify the source of the increase in incidents and how community safety education or partnership initiatives may address and reduce the increasing trend.

The FRA's IRMP stated that following the clear reduction of risk through preventative methods, there will be a strategic review of the disposition of resources using the FSEC toolkits and methodology. Any changes to the current arrangements must have a demonstrable effect on reducing overall risk, whilst maintaining public confidence. The statement was made in regard to the disposition of future personnel, stations and resources:

There are currently question marks concerning the validity of operational strategic conclusions reached utilising the FSEC modelling tool. It can confidently be assumed that all calculations based on appliance deployment and attendance times are correct. However, due to the lack of data input into the system any other results reached by the tool must be fully confirmed.

A robust risk profiling project must be carried out prior to the implementation of any restructure or refinement of station, appliance or personnel establishment and the results measured utilising the FSEC modelling tool fully populated with all the current relevant evidence.