



Cambridgeshire Fire & Rescue Service

Risk & Resource Methodology



www.cambsfire.gov.uk



1. Introduction

- 1.1. The IRMP 2017-20 explains how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities.
- 1.2. The purpose of this methodology document is to set out the rationale behind undertaking activities across the following 3 delivery areas:
 - Operational Response & Risk;
 - Community Safety Protection;
 - Community Safety Prevention.



Operational Response and Risk

2. Operational Response and Risk

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

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

CFRS will also focus on the following key areas:

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

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

3. Operational Response

3.1. Operational Response undertakes the following activities:

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

4. Risk Based Inspection Programme

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

proactive approach is required to identify these places and to gather specific information in order to make a risk based judgement on the level of risk information required. CFRS will therefore use information from our Fire Protection Team, Community Fire Prevention Team and Local Resilience teams to assist us with the identification of sites that would benefit from having SSRI. Further information is available in the Operational Risk Information Procedure (Section 6 Appendix A) [CFRS-#265561-Operational Risk Information Procedure](#).

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

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

Number = Years

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

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

5. Audit and review

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

6. Operational Risk Information Sharing

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

7. Mobile Data Terminals (MDT)

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

8. Vulnerable persons

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

9. National Risk Register

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

10. Crewing Levels

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

Four permanently crewed 24 hour stations located at:
A16 Stanground – Peterborough (North)
A14 Dogsthorpe – Peterborough (North)
A27 Huntingdon (Central)
B01 Cambridge (South)

Three 'day crewed' stations located at:
A20 Wisbech (North East)
B13 St Neots (West)
B05 Ely (East)

On-Call Critical IRMP stations which have been identified via five years of call data of most serious incidents attended (Primary fires, RTCs, Special service). They have also been identified as stations that if crewed 24/7 will enable us to meet our current response times.

These are:

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

To supplement our current crewing arrangements and to assist in meeting our response times we also have 2 Roaming Appliances located in the north and south of the county which are crewed on a daily basis 7 days a week by whole-time firefighters.

11. Flexi Duty Officers

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



Community Safety Protection



12. Community Safety Protection

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

13. Priority Order – Risk – Likelihood – Severity

- 13.1. The Local Housing Authority (LHA) is the primary agency under the Housing Act 2004 for the enforcement of fire safety in HMO's and blocks of flats. The FSO only applies to the common shared areas (with the exception of serving a prohibition notice under Article 31(10)) of such premises. Therefore, unless above commercial premises, the LHA should take the lead in auditing and enforcement activities in HMO's and blocks of flats in accordance with the Memorandum of Understanding between LHA's and CFRS.
- 13.2. In accordance with our RBAP we will sample audit the common areas of some HMO's (less than 6 storeys) based on our risk intelligence data. Where possible such audits will be carried out jointly with the LHA.
- 13.3. In accordance with our RBAP we will audit the common areas of blocks of flats with 6 or more storeys. These audits will be carried out jointly with the LHA to ensure the premises comply with the FSO and the Housing Act 2004.
- 13.4. As part of our RBAP sample audits of very high and high risk licensed premises will be carried out by Fire Protection Officers.

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

14. Competency levels

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

AUDIT RESPONSIBILITIES

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

15. Audit / visit frequency for premises

15.1. Fire Protection Officers

Care Homes (B)	18 months or following intelligence from the Care Quality Commission
Hospital type Premises (A) Very High Risk	18 months
High Risk	18 months
Hospital type Premises (A) Medium Risk (includes Dentist, Dr Surgery etc.)	Sample audit or on request of occupier or request of other
Blocks of flats with 6 or more storeys	2 years
Hostels (E)	2 years
Hotels (F)	2 years
Other Sleeping (H)	Sample auditing based on risk
Licensed Premises (L)	Sample auditing based on risk or following intelligence from the Licensing Authority
Heritage Buildings	Sample auditing based on risk

15.2. Operational Crews

Shops (N) Public Buildings (K) Offices (S) Schools (M) Factories & Warehouses (R) Alleged Fire Risk Other Workplace (T).	Management Compliance visit by operational staff. A full or short audit may be carried out by FP Officer following a Fire, or when referred by operational staff
HMO's (C) less than 6 storeys	Sample auditing of the common areas and joint audits with the LHA.
Houses converted into flats (G) Less than 6 storeys	Sample auditing of the common areas with the LHA.



Community Safety Prevention



www.cambsfire.gov.uk



16. Community Safety Prevention, What we are doing?

16.1. Safe & Well Visits

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

How do we do this?

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

As SWV's evolve we continue to work with partners in Health, Social Care, Housing and the Voluntary Sector to develop a common assessment tool, suitable for use during Visits. This will become the enabler for agencies to visit, engage and deliver on behalf of each other.

16.2. Collaboration

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

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

Our fully portable and self-contained misting systems:

- Support people to live independently for longer;

- Reduce the risk of fire spreading in the home;
- Activate through 2 multi-sensor systems with false alarm prevention technology;
- Directly alert the Fire Service on activation to attend in the event of a fire.

16.3. Community Safety Partnerships

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

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

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

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

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

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

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

CFRS has a dedicated member of staff (navigator) working in the Multi-Agency Safeguarding Hub in Cambridgeshire & Peterborough. This role has been in place since the hubs conception (approximately 5 years). The navigator's role is to ensure the Service makes appropriate referrals from our front facing staff, Community Safety Officers, Firesetter advisors and operational staff identifying need and vulnerability. This position is also able to support partner agencies in their drive to collate a holistic view of individuals or families.

16.4. People Killed or Seriously Injured in Road Traffic Collisions

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

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

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

16.5. Children and Young People Education

Delivering Community Safety Education to Children and Young People has formed part of our Prevention activities for many years. Engagement activities targeted at children and young people fall into many categories.

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

During 2017 CFRS introduced FireBreak; a course where young persons are introduced to an intensive 5 day intervention programme that provides alternative learning environments. The programme is carried out and delivered on an operational fire station and combines classroom based learning with practical activities. The course is available to all young people aged between 10-18 years where characteristics may include: risky behaviours, not currently in education, employment or training, history of truancy, low self-esteem and confidence or they are identified as gifted and talented. CFRS interacts with schools, academies and local authorities to seek referrals for the programme. Operational Firefighters who deliver FireBreak act as positive role models for the participants. FireBreak offers the chance to learn and develop life skills, work as part of a team, build confidence and self-esteem, challenge you to overcome fears. Overarching is the opportunity to find out about working within a uniformed service. Throughout this approach the participants can develop skills and focus on reaching their potential and becoming an active and contributing member of their community and society at large. Post course CFRS will continue to monitor the progress of the participants to ensure the learning experience has been absorbed and digested and the positive outcomes are still being demonstrated.

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

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

17. Underpinning support and direction

17.1. Campaigns and Engagement

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

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

18.1. Measurement and Review

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

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

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

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