Tyne and Wear Fire and Rescue Service

Creating the Safest Community

Community Safety Strategy

2017 - 2020

Introduction by the Fire Authority Chair Tom Wright and Chief Fire Officer and Chief Executive Chris Lowther

Tom Wright
Chair

Chris Lowther
Chief Fire Officer

As a Fire Authority our aim is to drive the transformation of Tyne and Wear Fire and Rescue Service through a continuous process that makes sure we constantly deliver the outcomes our communities expect and deserve.

Our focus on prevention, protection, response and resilience in this community safety strategy provides the foundation on which we will transform our service. Particularly to improve the safety, health and wellbeing of the people we serve. We are a high performing fire and rescue service and deliver value for money in an ever-changing economic environment. With our expertly trained, professional and committed workforce, we will ensure we lead the service forward as we continue to deliver our vision of *'Creating the safest community'*.

Saving life, reducing risk, providing humanitarian services and protecting the environment are the primary objectives of our service. We recognise the importance of providing clear direction through our community safety strategy so that our communities can understand what we want to achieve. This strategy sets out the ways that we will keep people safe from fire and other emergencies. It details how we will ensure that our homes and businesses are safer, and how we might assist partner organisations to fulfil their objectives. This strategy will show how we intend to achieve this and will cover the period from 2017-20 whilst setting the foundations for future years.

Our Strategic Community Safety Plan (SCSP) sets out our commitment to our communities. This strategy underpins the SCSP, sitting alongside our organisational development and medium-term financial strategies to form the overarching strands of our strategic planning framework. Together these strategies support our approach to community, personal and organisational performance, as well as ensuring value for money and good governance. Our underpinning policies, procedures and action plans provide the appropriate framework and guidance to support our staff in delivering our commitments to the communities of Tyne and Wear.

This community safety strategy sets outcomes that ensure we understand what success will look like. To help deliver these outcomes the strategy aims to:

- Keep people safe and well at home;
- Keep people safe at work and in public places;
- Keep people safe when they visit Tyne and Wear.

Our ethos is *'Safer Community, Safest Firefighter'*.

Our work is organised in the four key areas of prevention, protection, response and resilience and we have developed a unique profile of our communities that supports the delivery of this ethos.

Our Community Safety Strategy

Creating the safest community through our mission 'to save life, reduce risk, provide humanitarian services and protect the environment' is the primary focus for our Service. The world in which we operate is rapidly changing. We are facing changes in the economy, in society, in the environment and technology that will require a robust and adaptive approach to delivering our services.

This strategy sits at the core of our mission to meet these challenges and we will:

- Continuously develop our prevention, protection, response and resilience approaches to ensure our resources are targeted at reducing risk.

- Ensure our staff are provided with the most appropriate skills and equipment making them amongst the most effective and safest in the country.

- Drive improved community safety outcomes for the people of Tyne and Wear with a focus on the diverse make-up of those communities ensuring our services are some of the most inclusive available.

Our Community Risk Profile

Our Community Risk Profile is an assessment and analysis of risk across the communities of Tyne and Wear. It is derived from detailed incident, census, geographical and environmental datasets, including information from our partners.
This information is analysed to create a picture of risk in Tyne and Wear, enabling us to target our resources effectively.

To view our Community Risk Profile follow the link **here**.

Strategic Planning Framework

Creating the Safest Community

Performance
Inclusion
Culture
Values
Performance
Leadership Bond
Performance
Equality
Diversity
Performance

Departmental Policy, Procedures and Action Plans

Organisational Development Strategy
Community Safety Strategy
Medium Term Financial Strategy

SCSP

* SCSP - Strategic Community Safety Plan

1 Our Challenges

Our Community Risk Profile tells us that risk is changing, presenting us with new and evolving challenges.

Economic pressures – balancing risk and resource

Since 2010, when austerity measures were first introduced by the government, there have been significant reductions to public sector spending which will remain up until 2019/20 at least.

The Medium Term Financial Strategy (MTFS) provides an analysis of the financial position we are likely to face over the next four financial years. Balancing community risk against our available resources will continue to be a major issue for us to face. This has to be also seen in the context of the planned ongoing reductions in Government spending to 2019/20 - despite an improvement within the economy.
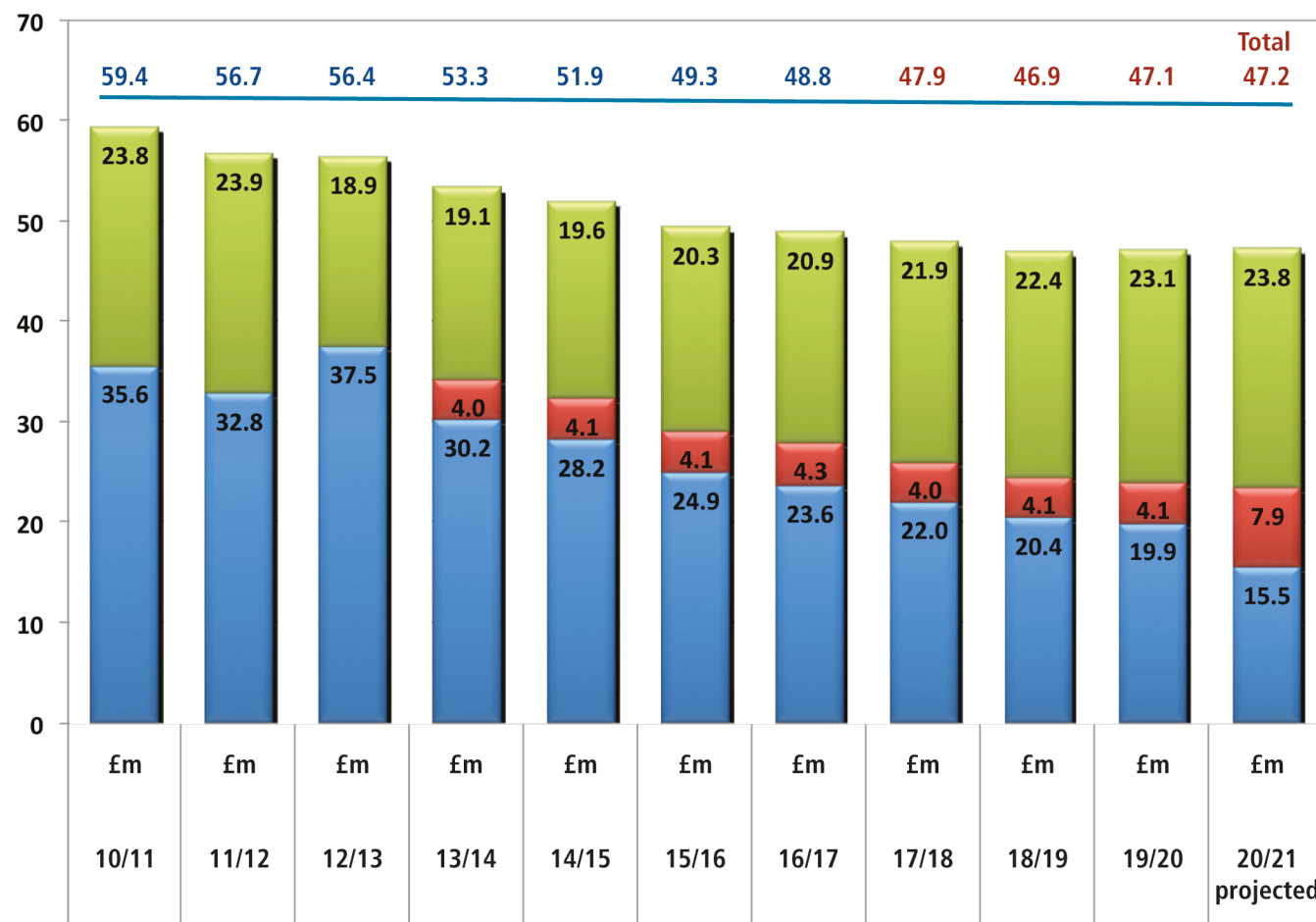
Whilst we have accepted the four year funding settlement offer (on production of our Efficiency Plan), the revenue budget shortfall in resources for 2016-20 is currently expected to total £1.8m assuming all Integrated Risk Management Plan 2014-17 actions are delivered as proposed.

Another key feature of the settlement is that we will not receive any Government funding to finance our capital expenditure that covers the cost of replacing fire vehicles, replacing and refurbishing of community fire stations, acquiring essential fire equipment etc.

The public rightly expect us to continue to protect them with a significantly smaller resource base without reducing the quality of our services. Transformation of our approach will be the only way to address this continuing challenge.

Cumulative impact of cuts 2010 to 2021 (current MTFS February 2017)

	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21 projected
Total	59.4	56.7	56.4	53.3	51.9	49.3	48.8	47.9	46.9	47.1	47.2
Council Tax requirement	23.8	23.9	18.9	19.1	19.6	20.3	20.9	21.9	22.4	23.1	23.8
Local Business Rate Share				4.0	4.1	4.1	4.3	4.0	4.1	4.1	7.9
Government Funding	35.6	32.8	37.5	30.2	28.2	24.9	23.6	22.0	20.4	19.9	15.5

■ Council Tax requirement

■ Local Business Rate Share

■ Government Funding

Total reduction £12.2m (21%)
For 2017/18 to 2020/21 includes the Authority's more prudent assessments for both Council Tax and Business Rates.

Based on these figures pace of reduction slows and there is a small increase in Core Spending Power (CSP) from 2019. However the cut to CSP over the 4 year settlement to 2019/20 is -2.9%; the worst of all fire authorities.

Changing communities - improving health and wellbeing expectations

Our communities will become increasingly diverse and complex, with a growing and aging population, requiring a more sophisticated approach to prevention and response.
New legislation devolves more responsibility to the Authority to ensure the service works collaboratively with the police, health and social services as well as other stakeholders, to provide real opportunities for the development of more integrated working practices.

Climate change – assessing implications on our communities

The climate has changed over recent years with a rise in extreme and unpredictable weather conditions. Severe storms, wide area flooding and major temperature fluctuations can have a devastating impact on peoples' lives and livelihoods.
Through understanding the greatest risks and vulnerabilities presented by climate change, we are able to prepare and deploy our resources to enable swift, effective actions when and where they are needed.

Evolving terrorist threat – preparing and responding appropriately

The terror threat to the UK has, more than ever, an international dimension; manifested in growing terrorist networks, taking advantage of the online space to promote radical ideology.
The nature and sophistication of this threat is evolving.
Our preparedness and response needs to outstrip this evolution to provide our communities with the reassurance they need.

Fire reform agenda – delivering a modern effective service

The fire reform agenda is based around three distinct pillars: efficiency and collaboration, accountability and transparency, and workforce reform. A new inspectorate will apply a rigorous process, to deliver comprehensive inspections that will assess the operational effectiveness and efficiency of our service.
This scrutiny will ensure that we are delivering to the highest possible standards.

Emergency services network – providing resilient communications

A new communications network, provided by the Home Office's Emergency Services Mobile Communications Programme, will replace the current legacy system. This system, scheduled to be delivered from 2018, will involve upgrading equipment in our mobilising control, fire stations and on fire appliances.

Further reliance on technology - supporting effective and efficient service delivery

The increasing availability of information and new technologies offers us huge potential to improve how we deliver fire and rescue services. The use of technology in society sets new expectations about the services we provide, how they are accessed and our levels of transparency. Digitisation also offers significant opportunities to accelerate business processes, manage risk more effectively, revolutionise how we reduce risk, and improve safety outcomes.

The following section considers the four areas of prevention, protection, response and resilience in more detail. It supports leaders developing policy and helps our workforce understand where their personal objectives come from.

2 Prevention

Supporting safer, healthier, more inclusive communities.

Prevention is at the forefront of our proactive work. We prevent incidents from occurring through education, advice and intervention; using an intelligence-led approach to deliver activities targeting those most at risk. We also utilise data and local intelligence to understand the needs of our communities.

Our approach to prevention aims to make people safer in their homes, whilst at work, in public places, during leisure time and when visiting our area. This work will be delivered through four key areas:

Home Safety

Home Safety is how we organise and target our resources to prevent fires in the home from occurring, help reduce risk and save lives.

Our prevention teams work to educate our communities about what people can do to keep themselves safe from fire, as well as reducing the risk of a wide range of other emergencies.

We will do this by:

- Delivering a comprehensive programme of Home Safety Checks;
- Providing free smoke alarms and fire safety devices to residents;
- Working with partners to promote the installation of domestic sprinkler systems;
- Working in partnership to help integrate services that improve health and wellbeing;
- Delivering Safe and Well visits to vulnerable people;
- Working with partners to identify and help support vulnerable people.

Education and Youth Inclusion

Our education and inclusion teams deliver a range of safety education programmes, youth inclusion and diversionary activities to promote positive community safety behaviours from an early age through to adulthood. This will include:

- Delivery of a wide-ranging schools education programme;
- Delivering key safety campaigns including fire, water and road safety;
- Targeted engagement with young people to provide life skills and develop strong citizenship behaviours;
- Working with partners to reduce anti-social behaviour;
- Delivering inclusive youth engagement programmes.

Community Engagement

Our highly skilled staff and volunteers come from a variety of diverse backgrounds. They use their community knowledge to engage with those within our communities that need our services most. We will continue to develop our understanding of our communities; developing both relationships and partnerships as well as promoting wellbeing, cohesion and inclusion.

Collaboration and Partnership

We will continue to work in collaboration with a range of partners to identify those who are most at risk. This will include closer working with the health service, Clinical Commissioning Groups and the Northumbria Police and Crime Commissioner, who are seeking to address similar health and social issues that improve community outcomes.

SafetyWorks! is our interactive safety centre that works in partnership with Northumbria Police and Crime Commissioner, Northumbria Police, Nexus, RNLI, St John's Ambulance and Sainsbury's. It provides realistic, relevant and interactive educational experiences for young people and vulnerable adults. Through safety focused learning activities we will increase knowledge to make individuals and communities safer.

3 Protection

Supporting economic growth through intelligence led proportionate regulation.

Our fire safety work within the non-domestic environment engages and educates those with responsibility for the design, ownership and management of premises. This will ensure the occupiers, employees, clients and customers are safer in the event of fire. Fire safety managers audit premises to ensure that if a fire occurs, then it is either contained through active fire safety measures; such as sprinklers/water mist systems, or passive fire safety measures; such as compartmentation so that the fire remains small until the intervention of firefighting action.

We will use our intelligence-led approach to further develop a strong safety culture within the business communities of Tyne and Wear. Through our consistent, organised and collaborative approach, we will continue to build a strong reputation for leadership in protection activities.

Using our risk-based approach to target those most at risk, we will ensure we have the greatest impact with the resources available. By consulting with other regulatory services and taking a collaborative approach we will ensure appropriate solutions to protect the public using commercial premises.

By ensuring our firefighting crews continue to act as the primary source of intelligence in relation to community risks, we will continue to educate them so that our crews can resolve the issues at the point of discovery.

We will focus on reducing the regulatory burden on compliant businesses through promoting the principles 'Better Business for All' and we will utilise enforcement action where it is in the interest of public safety.

Our protection work falls into three key areas:

Fire Safety

Our targeted risk based inspection programme (RBIP) uses the latest data and intelligence to shape the information that supports the allocation of our resources. This approach has two benefits:

- It will ensure effective use of resources and prevent overburdening businesses with unnecessary regulation;
- It will ensure that our activities help to support business.

Our intelligence-led approach will also inform our engagement activities, using datasets to identify trends including non-domestic fires and other regulatory authority's information to target areas of poor compliance, thus promoting best practice and improving the fire safety culture.

Where business fails to comply with fire safety legislation, we will use appropriate, proportionate enforcement action, including prosecution, to ensure compliance.

Fire Investigation

We will continue to develop our team of qualified fire investigators to determine the cause and origin of fires. We will collate data, assist in the recovery of evidence, identify fire trends, produce comprehensive reports, provide expert witness testimony to assist police investigations as well as refine our prevention targeting and firefighting tactics.

We will use the data from fire investigations to shape our engagement activities and to inform business, public and government of our methods of reducing risk from fire.

Tyne and Wear Fire and Rescue Service

Collaboration and Partnership

We will continue to develop our participation in the Primary Authority Scheme (PAS) allowing us to form partnerships with businesses, provide consistent advice and guidance, reducing red tape and promoting a safer business culture throughout the UK. We will work to:

- Review Building Regulations submissions; including complex fire strategies for the built environment to support innovative design concepts that improve tourism and building safety;

- Act as a responsible authority under the Licensing Act 2003; to ensure people enjoy all Tyne and Wear has to offer in safe premises managed by responsible people;

- Regulate petroleum sites and issue licenses to effectively manage the storage and sale of explosives;

- Promote firefighter safety by delivering training to firefighters, assisting in the collection of risk information and helping create response plans;

- Reduce the number of unwanted fire signals in non-domestic premises, helping to reduce road risk and improving fire appliance availability;

- Develop legal partnerships to ensure that enforcement and prosecution is delivered correctly, consistently and in the interests of public safety.

4 Response

Protecting 1.1 million people each and every day.

Making a timely and appropriate response, with a skilled crew, to fire and rescue emergencies is our priority. We are extremely proud of the excellent service we provide to the communities of Tyne and Wear. We aim to further reduce deaths and injuries, damage to property and protect the environment through our response activities.

Our response covers the initial call to our mobilising control through to the conclusion of an incident. We attend a wide range of incidents including fires, road traffic collisions, building collapse, rope rescue, hazardous materials, humanitarian services, water rescues and flooding, amongst others.

Our response will focus on seven key areas:

Call Management

Our mobilising control will continue to provide efficient, effective and highly resilient appliance mobilisation including: call handling, call challenge, appliance mobilisation, two-way flow of information with operational crews and managers, essential guidance to our communities and communication with our partners' control rooms.

Assets and Equipment

We will ensure firefighter safety is enhanced through the provision of robust procurement, evaluation, monitoring and maintenance of all operational assets and equipment ensuring they perform when required.

Operational Standards

We will provide a safe, effective and efficient response to operational incidents. We will maintain robust systems, processes and procedures that build upon national guidance, supporting the identification and management of operational risk.

Service Delivery

Our community fire stations and appliances will be strategically located across the five local authority areas of Tyne and Wear to allow us to respond with the right staff, who have had the right training and use the right equipment at the right time, every time. Our staff will continue to develop their understanding of the differences within our communities so they can deliver the best possible service.

Assurance

We will continuously review all aspects of operational performance of our crews, monitoring compliance with requirements and taking action to rectify any identified shortfalls. We will, where appropriate to do so, share lessons learned with partners and regulatory authorities to prevent reoccurrence.

Research and Development

We will constantly review our operational resources in light of emerging issues, equipment and practices against national and international best practice and advances in technology, enhancing our operational capability and the safety of our firefighters.

Collaboration and Partnership

We will commit to support and lead local and national mutual aid protocols and will prepare to respond when incidents requiring a multi-agency response occur. We will further expand and enhance our partnership with Northumberland and County Durham and Darlington Fire and Rescue Services to support each other during major incidents and periods of high demand. We will work with Northumbria Police and North East Ambulance Service, sharing locations and actively pursuing more effective and efficient ways of interoperability.

We will explore further collaboration opportunities with other public sector partners, such as local councils and health authorities, with the aim of delivering greater value for money, adopting the one public service approach and improving outcomes for the communities of Tyne and Wear.

5 Resilience

Preparing to respond, with confidence, to threats to everyday life in our communities.

Developing our resilience capability ensures we have the resources available to respond and recover effectively from incidents that would critically effect our communities.

These incidents include:

- Catastrophic flooding;
- Major industrial accidents;
- Large collapsed structures;
- Terrorist related incidents;
- Natural disasters;
- Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) incidents;
- Major transport incidents.

We will work to develop resilience capability in four key areas:

Planning and Preparing

We will undertake detailed planning to ensure we are sufficiently prepared to respond effectively in line with our duties under the Civil Contingencies Act 2004. We will deliver our elements of the National Resilience Capabilities Programme as an essential part of arrangements to protect national infrastructure and our heritage as well as increasing resilience to terrorism and other exceptional events.

Warning and Informing

We will discharge our responsibilities as a Category 1 responder under the Civil Contingencies Act 2004. We will:

- Make the public aware of the risks of emergencies and how we are prepared to deal with them if they occur;

- Ensure arrangements to warn and inform public if an emergency is likely to occur or has occurred.

Responding

We host a range of National Resilience assets and ensure deployment to deal with the consequences of emergencies, regardless of whether those emergencies are accidents, natural hazards or terrorist events. We will ensure our staff will receive the necessary training and have the right equipment to respond appropriately.

Collaboration and Partnership

We collaborate with our partners to identify risks, where appropriate, share resources and ensure robust and effective plans are in place. As a member of the Northumbria Local Resilience Forum (LRF) we understand community risks, contributing to the development, testing and review of multi-agency plans. We will develop the production of a Community Risk Register that identifies important local risks and includes the plans for how we will respond to those risks alongside LRF partners.

6 Conclusion

As a public service, it is essential that communities are clear about how we aim to enhance community safety and improve firefighter safety. Alongside our organisational development and medium-term financial strategies, this community safety strategy forms the basis of our strategic approach to protecting the people of Tyne and Wear.

We have organised our services to deliver prevention, protection, response and resilience in collaboration with key emergency service, public and private sector partners. This strategy helps develop our approach to ensure our resources are targeted at reducing risk, that our staff are skilled and have the right resources to deliver a high quality service. It will also drive improvement so that our communities receive some of the most inclusive services available at every contact.

We will continue to learn from actual events helping us to shape future community safety strategies. This approach to continuous improvement will ensure we remain a high performing fire and rescue service as part of our journey to excellence.

Community Safety Model

7 Our Community Safety Outcomes

Setting specific outcomes will let us demonstrate that we are making a difference to people's lives across Tyne and Wear. These outcomes ensure we focus on what is most important when improving the safety of our communities.

Outcome One

We will have made people safer and healthier because of our prevention and education programmes; building their knowledge and capacity through targeted education and awareness campaigns.

Outcome Two

We will have reduced antisocial behaviour and its impact on our communities.

Outcome Three

Our number of partners within the Primary Authority Scheme will expand in line with demand, growing our reputation with the business community and providing national improvements to fire safety across the commercial sector.

Outcome Four

Information will be shared with enforcement partners so that action only needs to be taken once and the collective organisations use their combined powers to maintain safety in the community.

Outcome Five

The location of our assets and staff, combined with technological improvements to our communication systems, will have ensured the right staff, with the right training, respond with the right resources at the right time.

Outcome Six

Our incident commanders will have the knowledge and understanding to make risk-based decisions to achieve the safest possible outcomes. We will utilise national and international guidance with effective operational risk information making firefighters and the community safer.

Outcome Seven

We will have worked extensively alongside our partners to ensure the safety of our community from natural disasters and terrorist attacks and we will have the capability to assist in the restoration of normality as soon as possible.
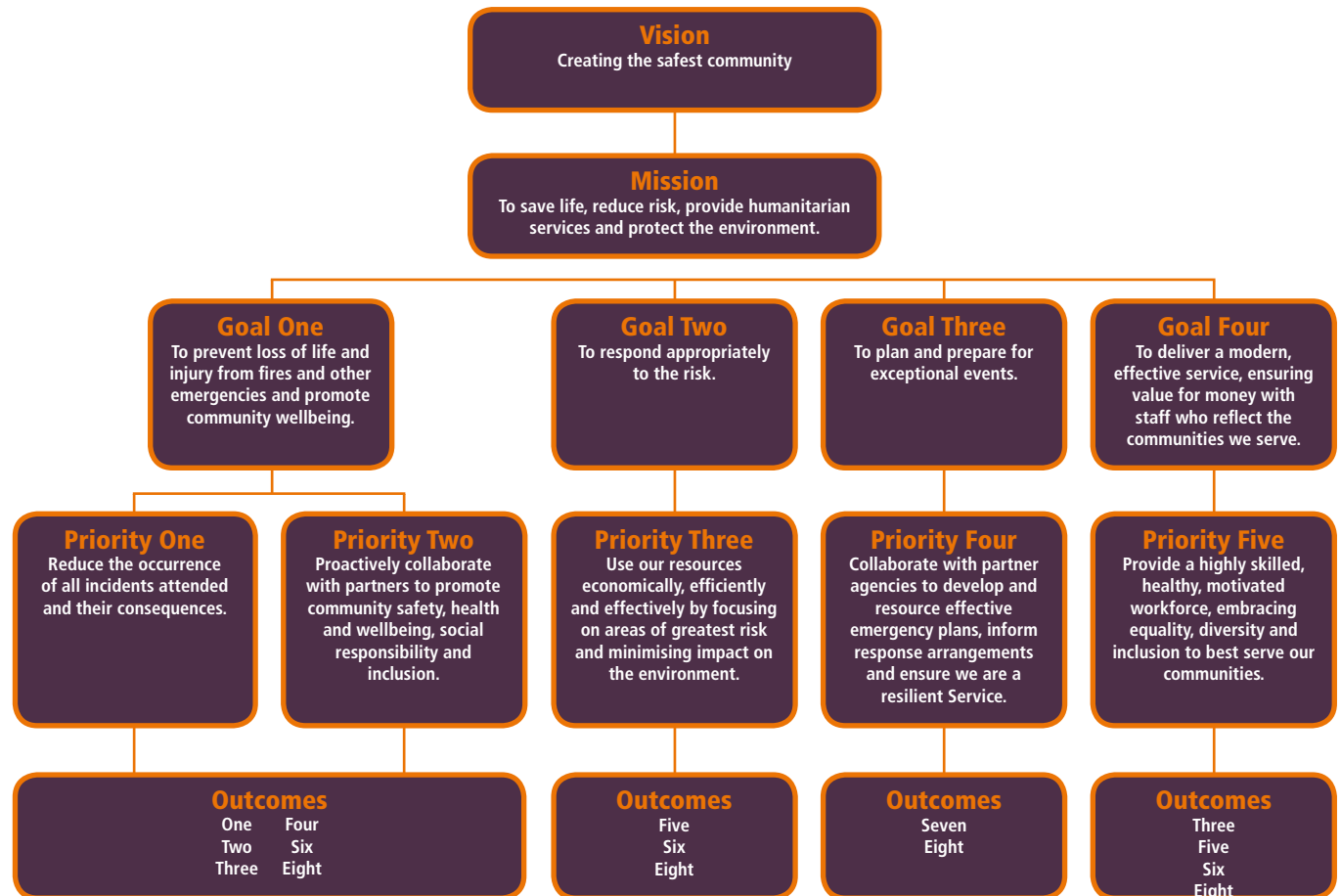
Outcome Eight

Further collaboration with partners will have been embedded, leading to new working practices that have delivered the priorities of our communities across prevention, protection, response and resilience.

8 Community Safety Delivery

Through our priorities, goals and mission these outcomes link to our vision of 'creating the safest community.' We will maintain focus by producing associated policy and action plans that will formally document our standards and expectations against the outcomes.
We will report annually against key performance indicators derived from these policies.

Vision
Creating the safest community

Mission
To save life, reduce risk, provide humanitarian services and protect the environment.

Goal One
To prevent loss of life and injury from fires and other emergencies and promote community wellbeing.

Goal Two
To respond appropriately to the risk.

Goal Three
To plan and prepare for exceptional events.

Goal Four
To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve.

Priority One
Reduce the occurrence of all incidents attended and their consequences.

Priority Two
Proactively collaborate with partners to promote community safety, health and wellbeing, social responsibility and inclusion.

Priority Three
Use our resources economically, efficiently and effectively by focusing on areas of greatest risk and minimising impact on the environment.

Priority Four
Collaborate with partner agencies to develop and resource effective emergency plans, inform response arrangements and ensure we are a resilient Service.

Priority Five
Provide a highly skilled, healthy, motivated workforce, embracing equality, diversity and inclusion to best serve our communities.

Outcomes
One	Four
Two	Six
Three	Eight

Outcomes
Five
Six
Eight

Outcomes
Seven
Eight

Outcomes
Three
Five
Six
Eight

Tyne and Wear Fire and Rescue Service