Intterra Alchemy MANAGEMENT SOLUTIONS LTD

Community Risk Reduction

Investing in your Community Risk Assessment

Using knowledge to reduce risk

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Recap on Day 2

- We explored the importance of setting clear direction
- We considered the Acuity model and particularly the first element “What we know”
- We considered useful tools and techniques in examining what we
- know
- We explored what we know about Naperville in terms of FD
- activity
- We looked at relationships and how this is important in collecting and using data well
- We touched on the ethics of using data wisely

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SECTION 3/1

What do others know?

The 3 Key Drivers for Successful CRR

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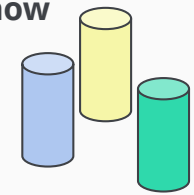
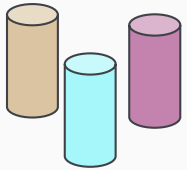
Acuity Model

What we know



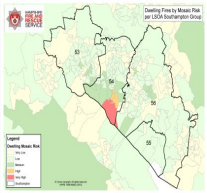
Incident data
Fire Investigation reports
Compliance reports

What others know



Life Style Data
Health indicators:
- Substance abuse
- Mental health issues
- Vulnerability
Crime Reporting

What this tells us



Correlation between:
- Lifestyle and incidents
- Health and fire risk

Plan and deploy

Protection

Where?
How?
When?

Prevention

Where?
How?
When?

Response

Where?
How?
When?

Evaluate
and learn!

Why community risk is tricky?

Likelihood vs Impact

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Drivers of Risk

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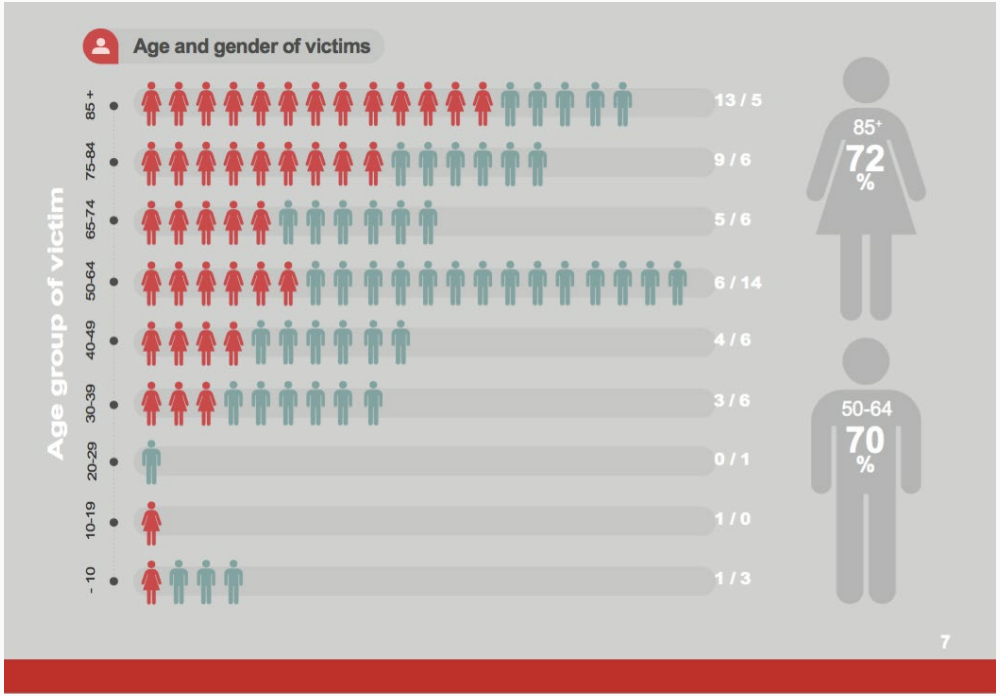
Who?



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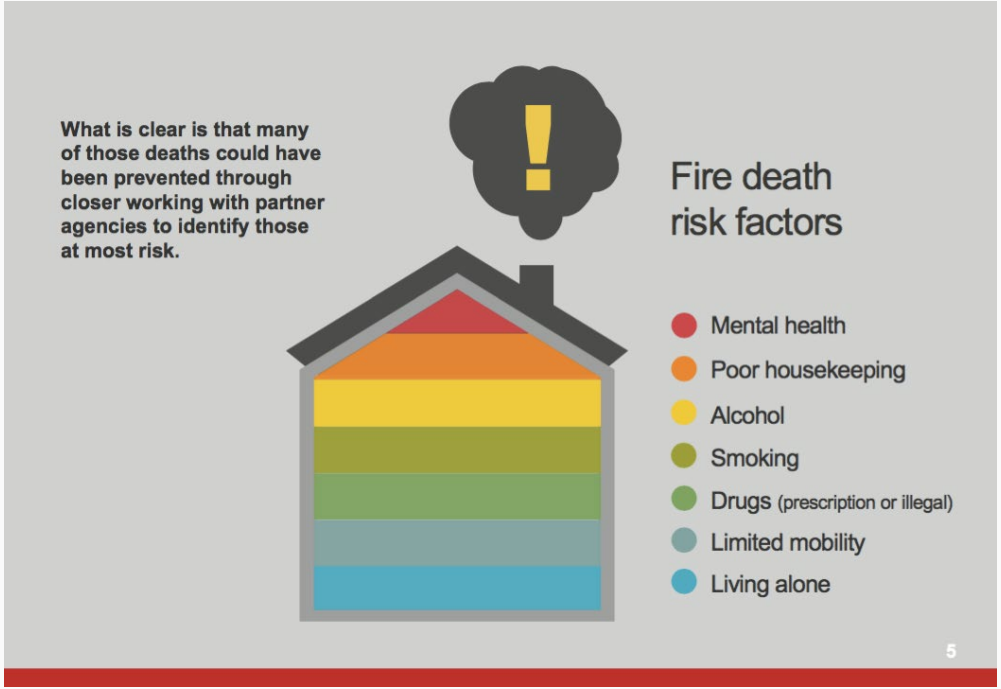
Why?



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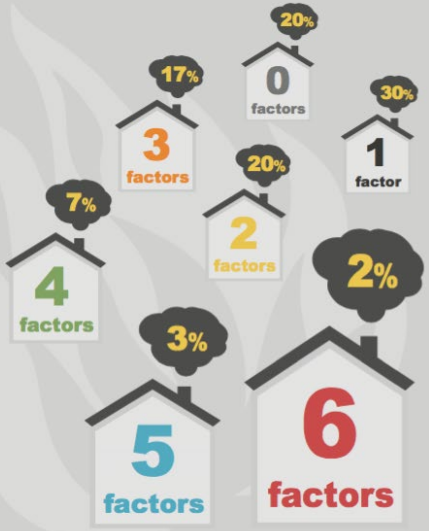
Risk Drivers

What is also noticeable is the number of cases where more than one factor is present.

- In 18 of the 88 (20%) cases none of the risk factors were present.
- In 26 (30%) cases one factor was present.
- In 44 (50%) cases more than one factor was present.

This has clear implications from the perspective of targeting prevention work at those who are likely to be most vulnerable.



Percentage of fatal fire incidents identifying 0-6 risk factors.

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Swimming in the same pool?

Known to other agencies

Of the 88 cases examined in the study, at least 29 were known to other agencies who had the opportunity to influence the victim's lifestyle and behaviour.

Had the fire and rescue services been made aware of these victims before the fire, the outcome in many of these cases could have been different.

13

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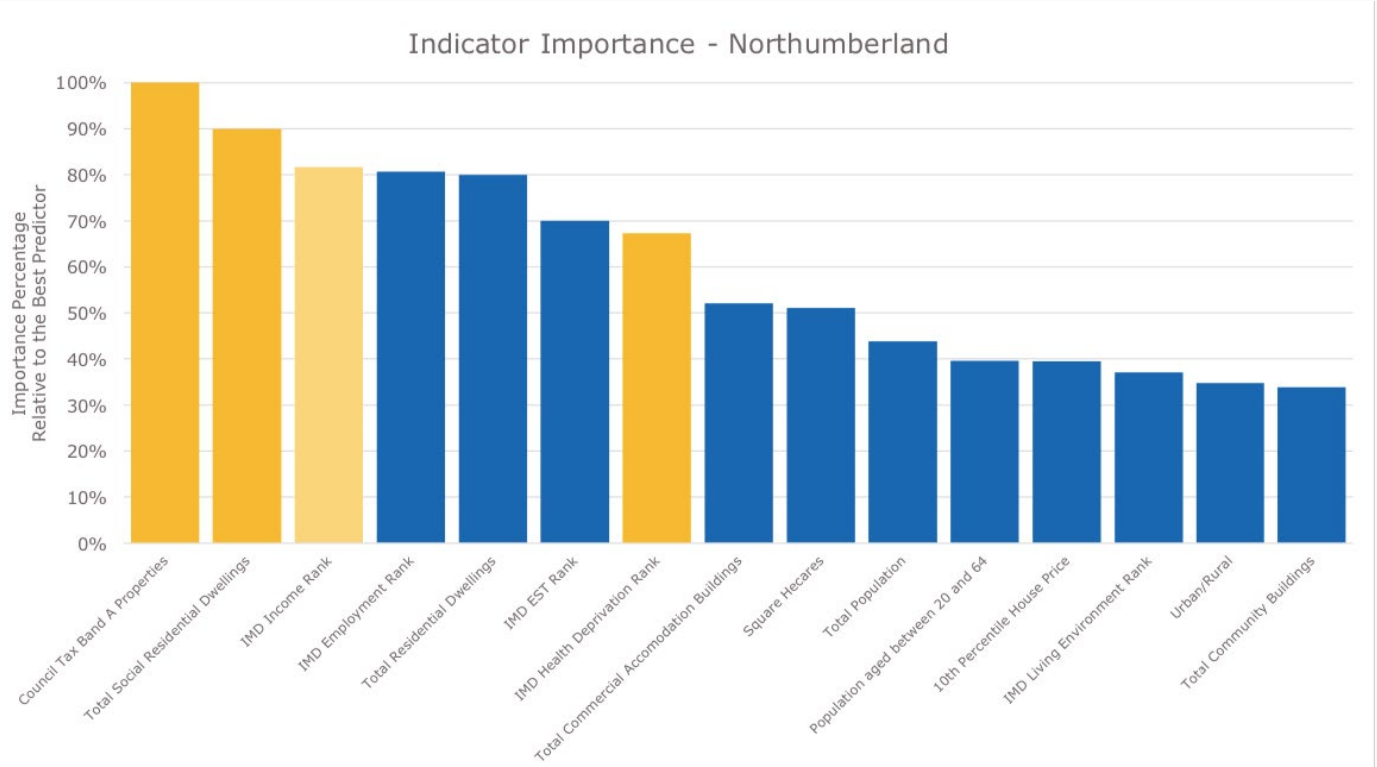
What others know



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Exercise

As teams- what information do you think would be most useful to know from other agencies?

Workbook 3

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BREAK

COFFEE

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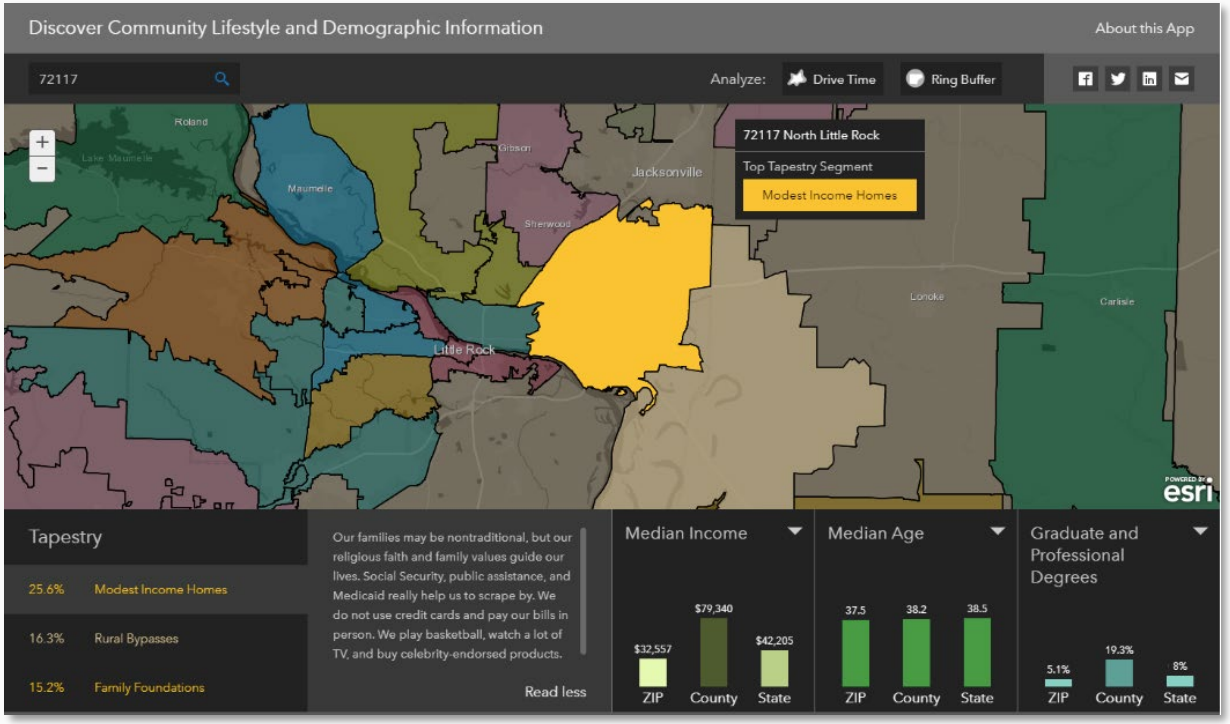
SECTION 3/2

What do others know?- Enriching the Picture

What do others know? – Socioeconomic and demographic data



Tapestry Segmentation

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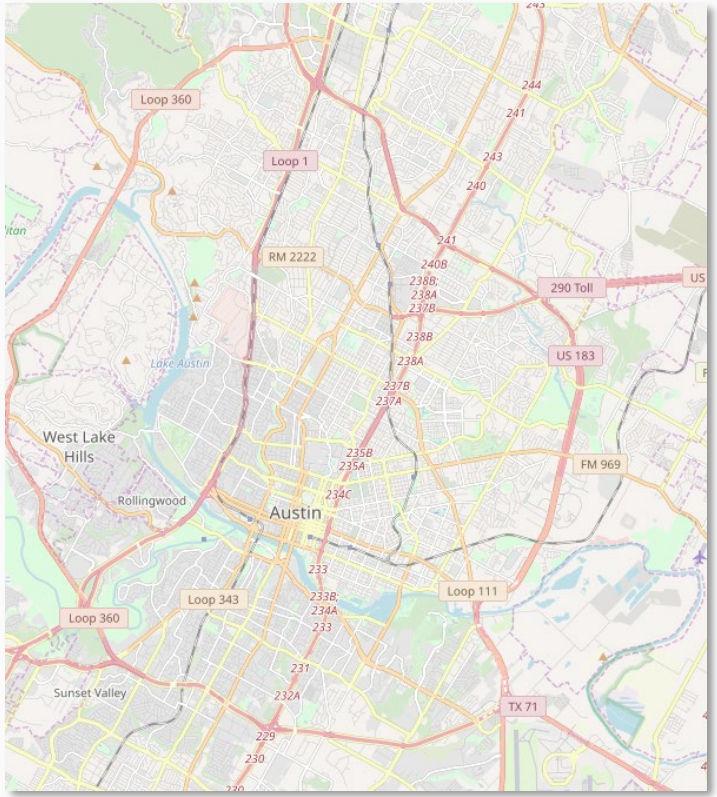
What do others know?



Naperville Basemap

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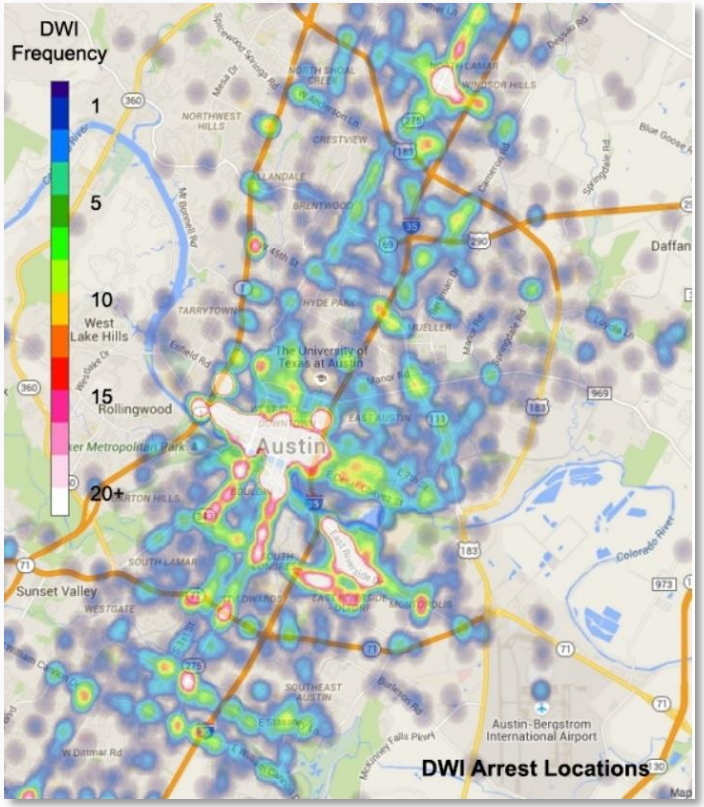
What do others know?



Open Source Data
+
Heat Mapping

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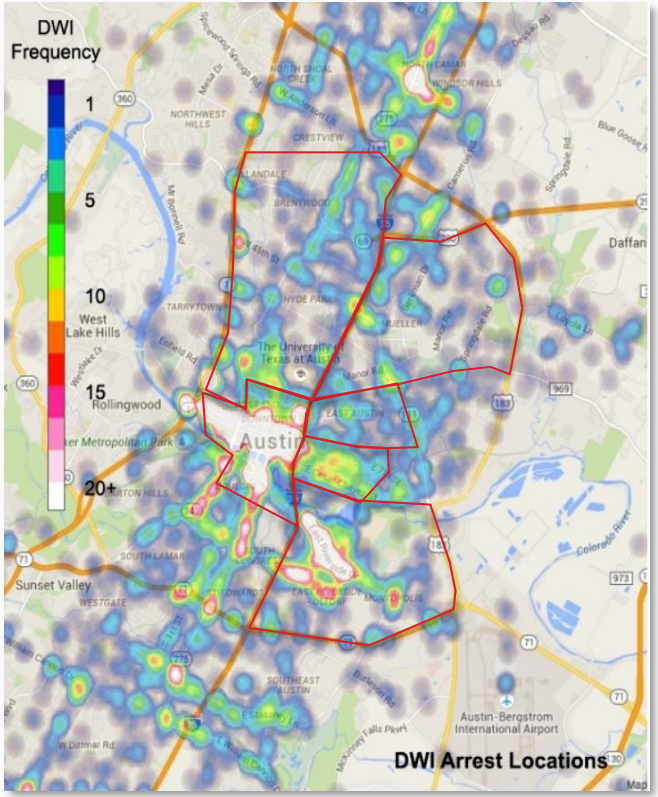
What do others know?



Open Source Data
+
Heat Mapping
+
Tapestry Segmentation
=
Actionable Information

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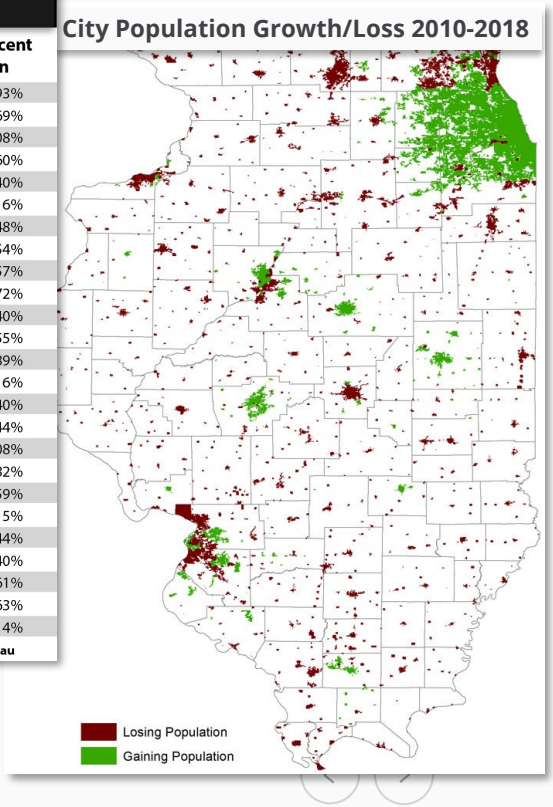
What do others know?

Illinois cities leading in population gain 2010-18

	Incorporated Place	2010	2014	Population Gain	Percent Gain
1	Chicago	2,697,319	2,722,389	25,070	0.93%
2	Naperville	142,300	146,128	3,828	2.69%
3	Champaign	81,199	84,513	3,314	4.08%
4	Elgin	108,304	111,117	2,813	2.60%
5	Oswego	30,534	33,099	2,565	8.40%
6	Aurora	198,161	200,456	2,295	1.16%
7	Plainfield	39,950	42,138	2,188	5.48%
8	Glenview	44,735	46,767	2,032	4.54%
9	Bloomington	76,757	78,730	1,973	2.57%
10	Normal	52,638	54,594	1,956	3.72%
11	Orland Park	56,735	58,666	1,931	3.40%
12	Elmhurst	44,184	45,751	1,567	3.55%
13	Pingree Grove	4,596	5,878	1,282	27.89%
14	Huntley	24,347	25,603	1,256	5.16%
15	Yorkville	17,007	18,096	1,089	6.40%
16	Evanston	74,582	75,658	1,076	1.44%
17	New Lenox	24,430	25,426	996	4.08%
18	Peoria	114,888	115,828	940	0.82%
19	Shorewood	15,692	16,569	877	5.59%
20	Arlington Heights	75,163	76,024	861	1.15%
21	Vernon Hills	25,050	25,911	861	3.44%
22	Volo	3,014	3,870	856	28.40%
23	Montgomery	18,450	19,301	851	4.61%
24	Downers Grove	48,917	49,715	798	1.63%
25	Palatine	68,608	69,387	779	1.14%

*Source: U.S. Census Bureau



Naperville added 3,828 residents, the second largest numerical increase of Illinois cities, followed by Champaign (3,314), Elgin (2,813), Oswego (2,565), Aurora (2,295) and Plainfield (2,188). If current trends continue, Joliet and Naperville, the fourth and fifth largest Illinois cities respectively, will surpass Rockford in population size within the next year or two.

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There are two main vulnerable groups here:

Young poor single mothers

Poor health and nutrition awareness leads to these mothers using a high preponderance of cooking oil and frying. Mothers will have little awareness of the dangers of cooking at high temperature with oils and virtually no understanding of what to do should a fire occur. Poor cooking safety habits are compounded by distraction with child care.

Reason for rise, poor job opportunities has seen the eligible male population migrate from the area to find work in the nearest large city 70 miles away. Reduction in home support to new mothers in recent years due to cuts in
public program.

The second group are seniors over 70 years

The risk drivers here are incapacity due to falls whilst cooking or inattention due to declining mental acuity. The rise in this demographic group and the associated fragility has created an increasing risk. This at-risk group is less strongly correlated to low socio-economic status (although detailed analysis shows slightly higher frequency amongst the poor of this age demographic). Hence this group account for the background rise of such fires.

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What's going on here:

The real giveaway in this risk is the age demographic- which shows the over 65's , who are an increasing proportion of Naperville's population, are the most vulnerable. This group accounts for almost the entire rise in injuries and deaths.

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What's going on here:

Two factors are at play here the availability of the perpetrator between certain hours of the day and the rising availability of flammable materials.

The city has reduced its garbage collection and street cleaning services in recent years and resident are turning to more illegal dumping of larger goods, mattresses/ cars etc. This is providing a ready supply of materials for the juvenile fire setters. As well as the general antisocial behavior there is a motivation to see fire trucks and "action" in their neighborhoods.

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Exercise 4

What do we consider to be the key drivers of risk?

Component 4 Naperville CRA

Workbook

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BREAK

Lunch

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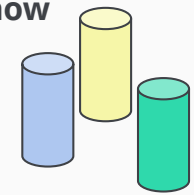
SECTION 3/3

Putting it all together

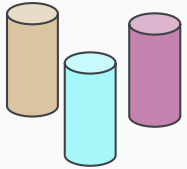
Acuity Model

What we know



Incident data
Fire Investigation reports
Compliance reports

What others know



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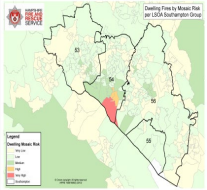
Crime Reporting

What this tells us



Correlation between:
- Lifestyle and incidents
- Health and fire risk

Plan and deploy

Protection

Where?
How?
When?

Prevention

Where?
How?
When?

Response

Where?
How?
When?

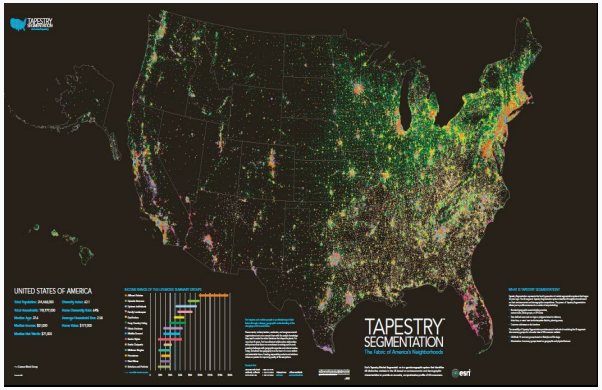
Evaluate
and learn!

Lifestyle Data- What does this tell us?

Intterra

Alchemy MANAGEMENT SOLUTIONS LTD

Experian™ Mosaic Commercial



ENVIRONICS ANALYTICS

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LifeMode Group: Next Wave

Las Casas

13B

Households: 888,000

Average Household Size: 4.09

Median Age: 27.8

Median Household Income: $37,000

WHO ARE WE?

Cultural differences depict Las Casas, a family-oriented market distinguished by multigenerational households. Their spending reflects their children—baby food and furniture or children's apparel—and convenience—fast food and family restaurants. Consumer choices also focus on personal style, as well as the latest trends and fashions. Although young and predominantly renters, this market is stable, affected more by immigration from abroad than local moves.

OUR NEIGHBORHOOD

- Older neighborhoods, which can be found in the urban periphery of large metropolitan areas, primarily on the West Coast.
- Most of the housing built before 1960; 25% built before 1940.
- Housing a mix of single-family homes (less than half) and apartments, primarily in buildings with 2–4 units.
- Primarily renter-occupied homes, with an average rent of $1,000 monthly.
- Family market, primarily married couples with children, but also a number of multigenerational households; average household size at 4.09.

SOCIOECONOMIC TRAITS

- More than 42% of the population was born abroad (Index 329); 30% of the households have members who speak only Spanish (Index 641).
- Unemployment is high at 12.5%; labor force participation is average (Index 99).
- They're trendy consumers who focus on style.
- Brand loyalty and environmentally safe products also guide purchasing choices, although these consumers are open to new products.
- They use but do not rely on technology.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

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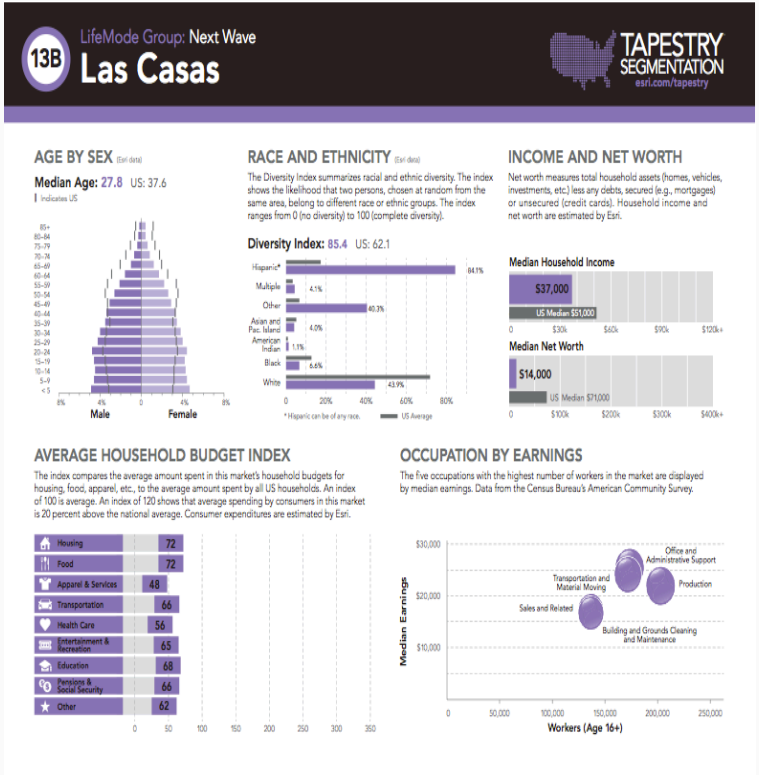

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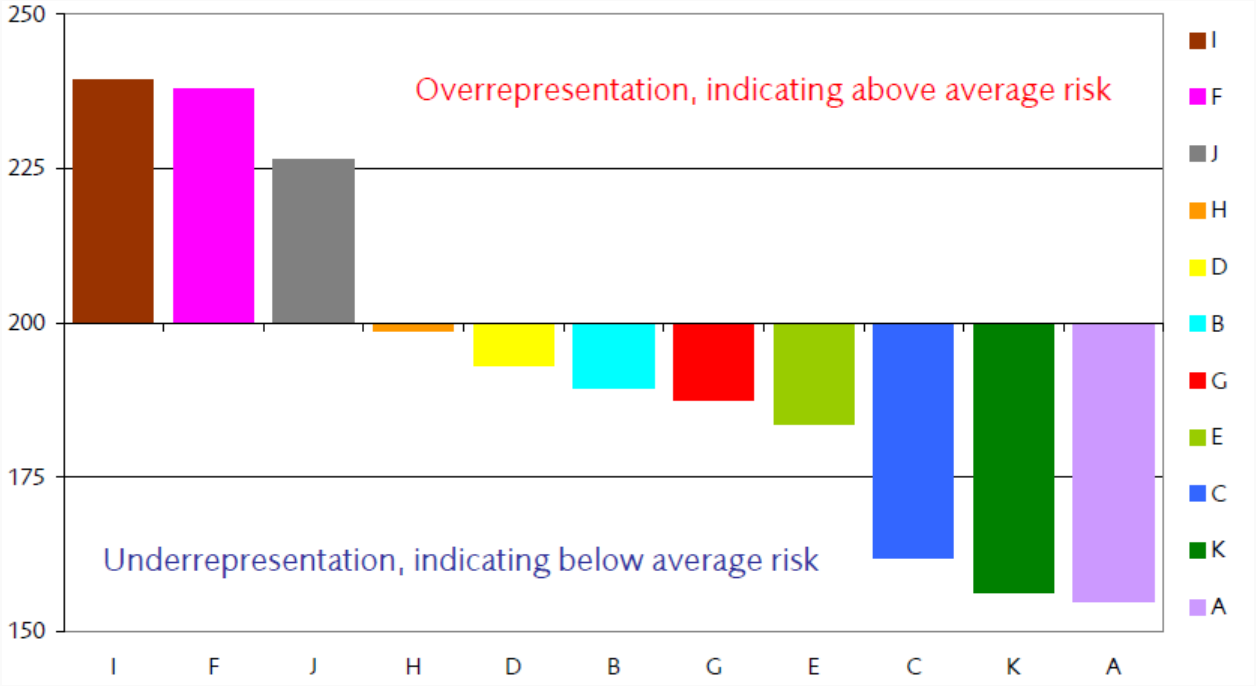
Lifestyle Data- Who's at risk?



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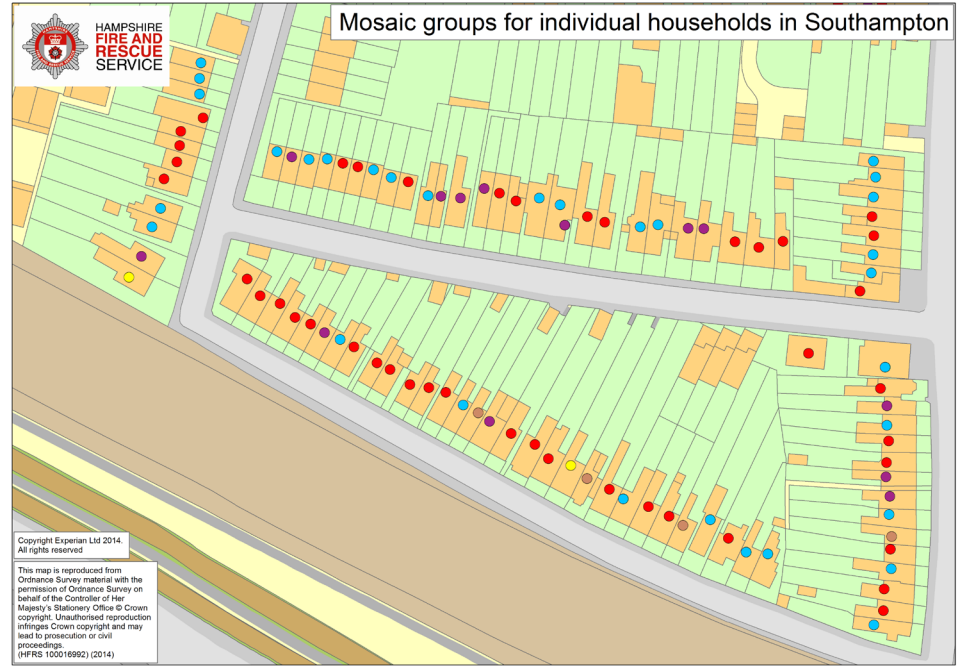
Lifestyle Data- Where's the risk?



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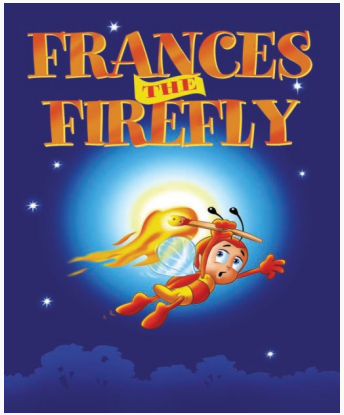
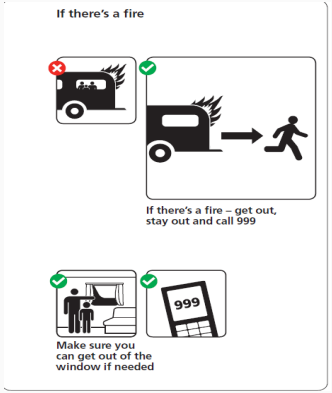
Who is the market segment and what is the message?





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Lifestyle Data- Targeting the actions

Supermarkets used by kitchen fire cohort

Supermarket	Mosaic Group					Overall
	Vintage Value	Municipal Challenge	Family Basics	Transient Renters	Modest Traditions	
Iceland	136	271	205	234	102	
NETTO	187	195	114	106	197	
ASDA	112	136	155	151	126	
ALDI	113	88	128	140	127	
MORRISONS	130	97	103	93	127	
SPAR	129	93	116	124	86	
LIDL	141	104	78	95	113	
Other	93	122	114	96	94	
The co-operative good with food	134	83	72	82	84	
TESCO	86	89	91	88	91	
M&S	122	82	44	52	74	
Sainsbury's	79	76	55	61	75	
Waitrose	52	34	16	19	32	

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Nudging Behavior

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Integrated Risk Management

Response/
Command

Prevention/
Advice

Enforcement/
Protection

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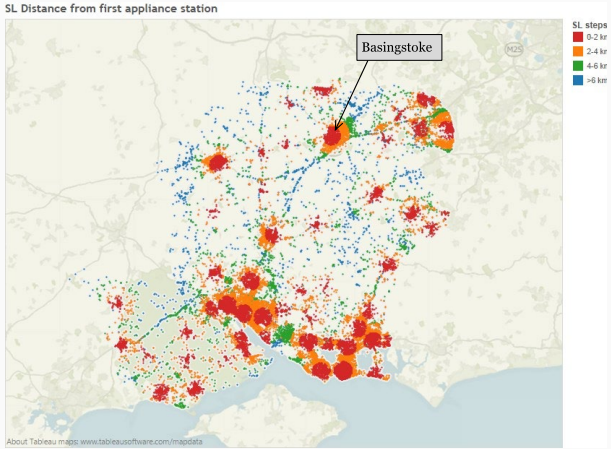
Using data to match resource to risk



BREAK

COFFEE

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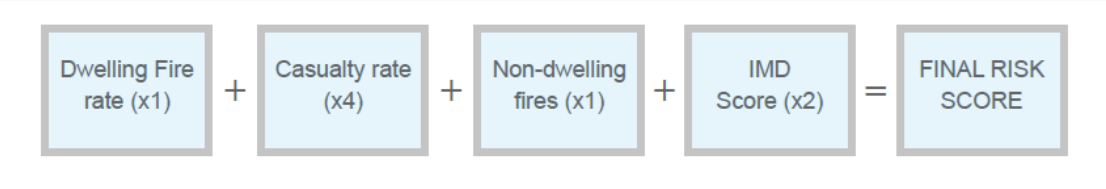
SECTION 3/4

Putting it all together-Tools and Techniques

South Yorkshire Fire Service



Risk Score	Risk Grading
76 and above	Very High
56 to 75	High Risk
35 to 55	Medium Risk
34 and below	Low Risk

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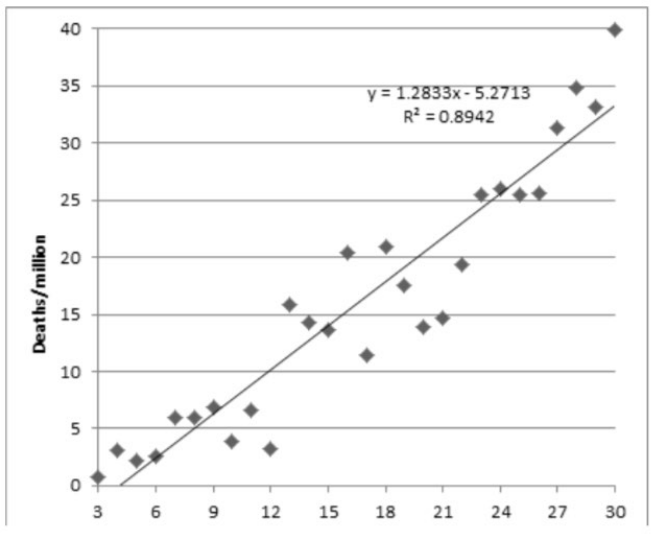
Risk Models

Tennessee SFMO

Median Household income → Population with Batchelors degree + → Median Value of owner occupied homes



•Each of these are placed into deciles, giving them a value between 1 and 10. For example, census block groups in the lowest 10% of median household income are given a 10. The block groups in the highest 10% of income are given a 1. The scores for home value, income and education are then added up. Each block group has a resulting score between 3 (lowest possible risk) and 30 (highest possible risk).

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Risk Models

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Risk Models: Wildland Fire

		High	Moderate	Low	Structure Only
Parcel Base Hazard [Combined Surface & Crown Fire & Fire Frequency mapped to H/M/L]	1) Combined Fire Hazard (This is calculated based on the formula = 4*Surface Fire Risk+2*Crown Fire Risk+1*Fire Frequency Risk) THRESHOLD: HIGH >= 16, MOD 10<=X<=15, LOW <10 2) Then map results to H=40, M=20, L=1	40	20	1	0
	[Internal Definition - select from pull-down]				
Red Flag Conditions	*Normal*	0	0	0	0
What are the exterior walls made of?	Log, Heavy Timbers, Smooth Wood, or Vinyl Siding	1.6666667	1.6666667	1.6666667	1.6666667
Roofing Material	Asphalt or Composition Shingles	-3.3333333	-3.3333333	-3.3333333	-3.3333333
Roof Cleanliness	No combustible material	-1.6666667	-1.6666667	-1.6666667	-1.6666667
Eaves	Boxed or Fire-Treated	1.6666667	-1.6666667	-1.6666667	-1.6666667
Location of woodpiles and combustibles	None or >30ft from Structure	-1.6666667	-1.6666667	-1.6666667	-1.6666667
If present, does propane tank have 10ft fuel-free buffer from vegetation/fuels?	Yes or Not present	0	0	0	0
Vents	Baffled or Eighth-inch Mesh	-1.6666667	-1.6666667	-1.6666667	-1.6666667
Balcony, Decks, or Porches	Combustible Material, Sheathed In	1.6666667	1.6666667	1.6666667	1.6666667
Tree Canopy Zone 1 (<30ft)	None	-1.6666667	-1.6666667	-1.6666667	-1.6666667
Surface vegetation Zone 1 (<30ft)	Lawn, mowed wild grass or non-combustible material	-3.3333333	-3.3333333	-3.3333333	-3.3333333
Ladder fuels Zone 1 (<30ft)	Absent	-1.6666667	-1.6666667	-1.6666667	-1.6666667
Tree Canopy Zone 2 (30ft-100ft)	Separated	-0.8333333	-0.8333333	-0.8333333	-0.8333333
Surface vegetation Zone 2 (30ft-100ft)	Lawn, mowed wild grass or non-combustible material	-1.6666667	-1.6666667	-1.6666667	-1.6666667
Ladder fuels Zone 2 (30ft-100ft)	Scattered	0	0	0	0
Is surface fuel a continuous					

MODEL

WILDLAND FIRE
PARCEL-BASED
RISK ASSESSMENT

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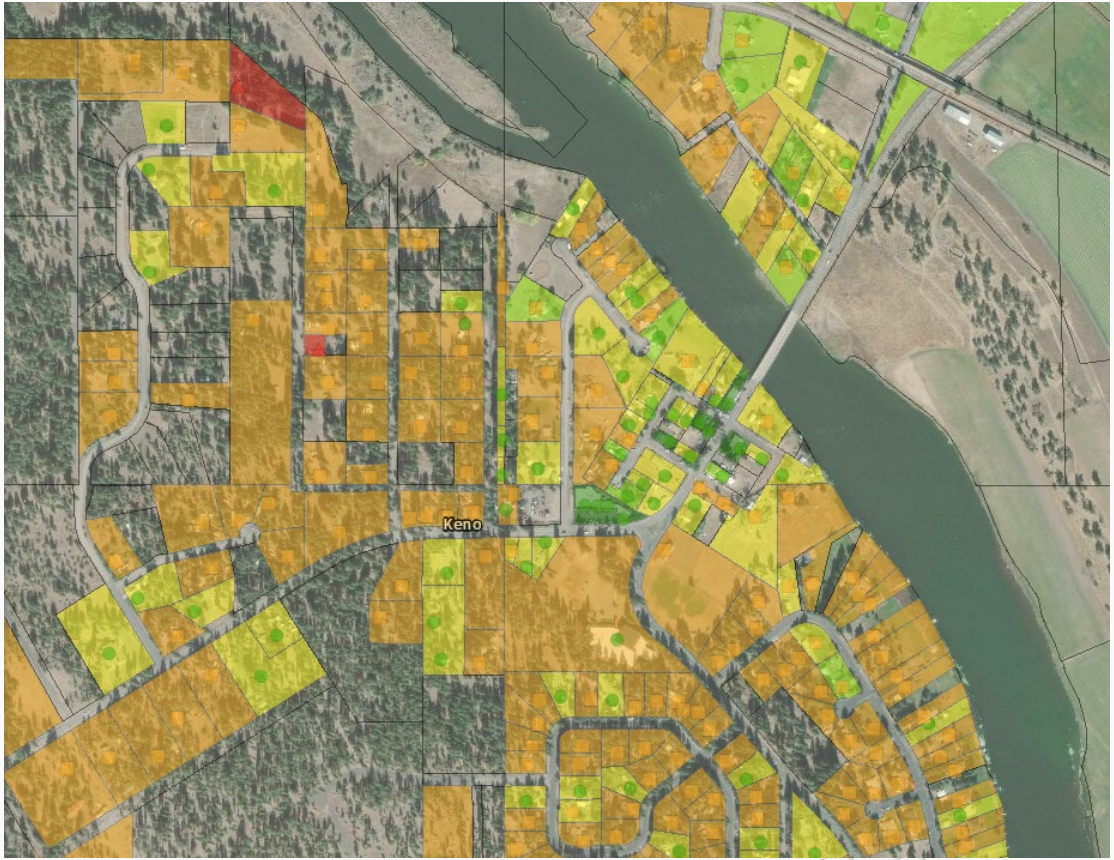
Risk Models: Wildland Fire



MAPPING

WILDLAND FIRE
PARCEL-BASED
RISK ASSESSMENT

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Reflections on the Day

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Community Risk Reduction

Investing in your Community Risk Assessment

Using knowledge to reduce risk

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Recap on Day 3

- We considered other sources of data “What do others know?”
- Why community risk is tricky
- We considered Naperville’s community profile
- We examined the power of analysis, what it can tell us and where it can point us
- We examined the power of lifestyle data when considered with our activity data

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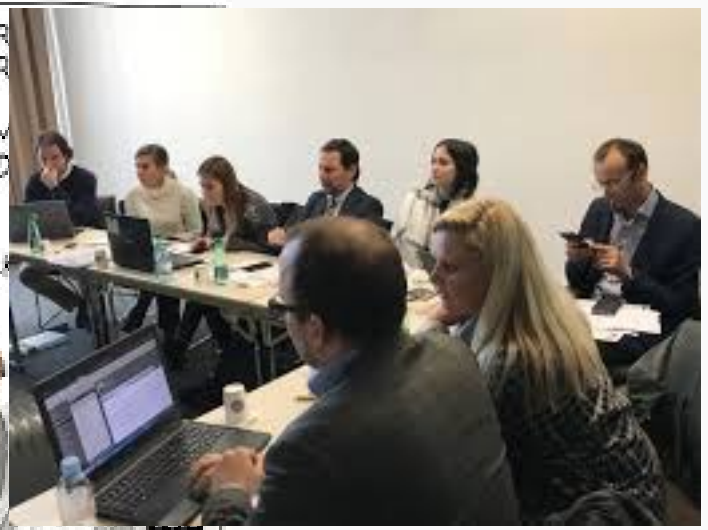
SECTION 4/1

Taking Action-Determining Partners and Priorities

Oh we do partnerships!



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Elevator Pitch

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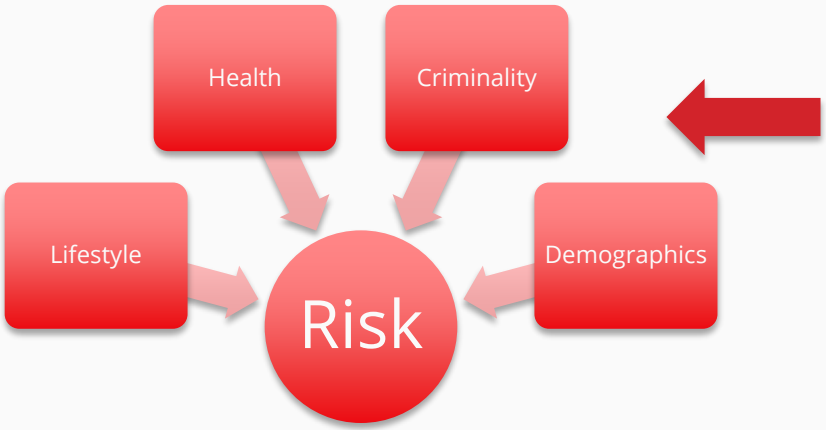
Changing the Business Model



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Reflect on your experience of working with partners.

- What works and why?
- What's difficult?
- What could you do to improve things?

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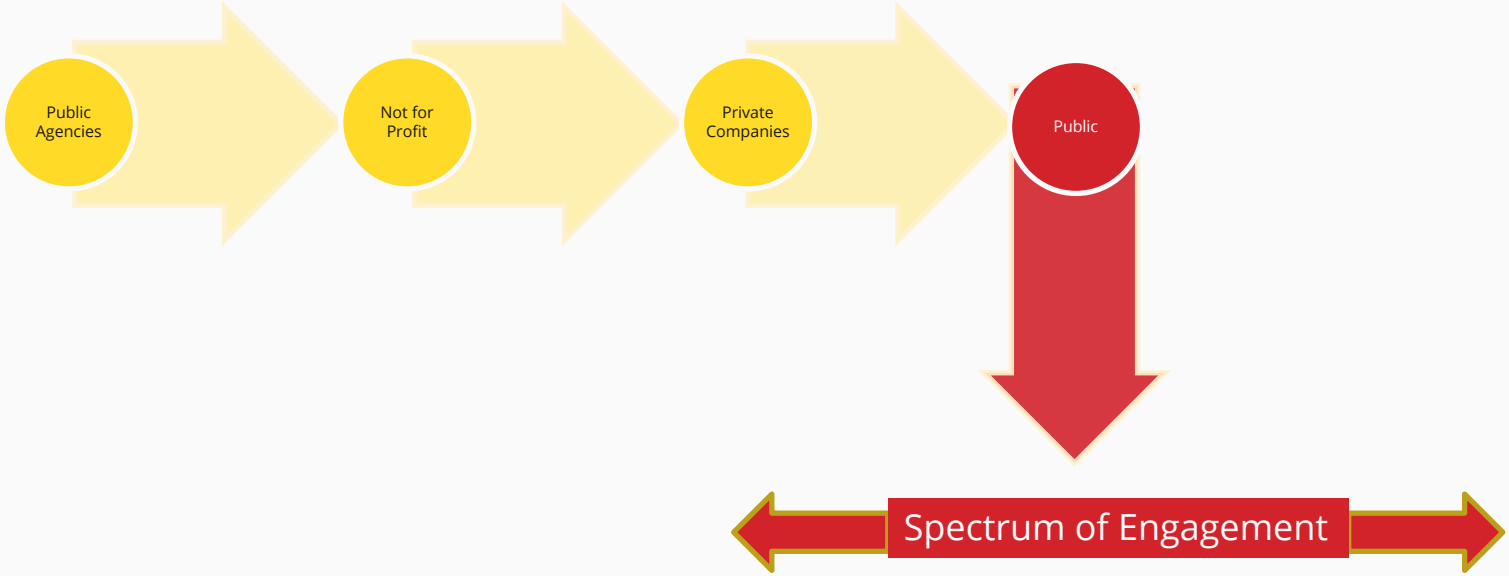
Partnership working



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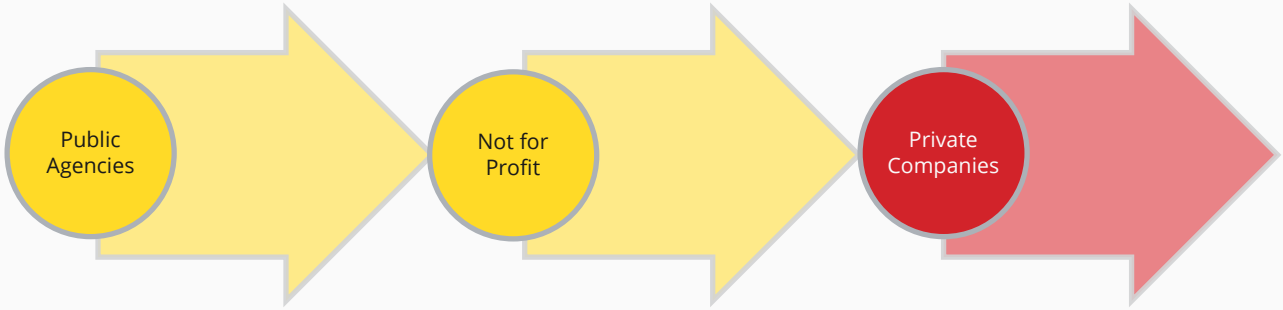
Partnership working II



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Partnership- A marriage made in heaven?

"Zombie Partnerships"

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Pros and Cons of Partnership Working

- Additional Capacity
- Additional and complimentary skills
- Knowledge of problem/segment
- Credibility with stakeholders/segment
- Route to market/distribution network
- New perspectives
- Different solutions (same-same different)
- Avoid duplication/economies of scale
- Value chain approach
- More than the sum of the parts

- Different priorities in same problem space
- Diversion away from your key priorities
- Cultural differences/language
- Parochialism /professional territory
- Hard to cede control
- Perverse funding
- Mistrust
- Requires continuing energy
- Inflexible systems /data sharing
- Top to bottom support

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Partnership working – Models of Delivery

- Joint Delivery
- Co-Funding
- Lead Agency
- Commissioning Model

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Partnership working – Models of Delivery

	Public	Not for Profit	Private
Joint Delivery	Electric blanket testing	Dementia Program	Youth engagement - PTV
Co-Funding	Life Program	Unity 101	Water Safety
Lead Agency	Abandoned Vehicles scheme	Carers training	Samaritans-Train Suicide
Commissioning	Farm Safety/ Stability Programs	BLT	Sponsorship-McCain's

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Lessons for Fire Departments-Effective Partnerships

- Learning to work together

- Finding Common Objectives

- New skills for us

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Aligning Objectives

Thinking of the shared agenda first

- Cooking Fires
- Low level arson in schools
- Fires amongst single males living alone
- Fires amongst elderly infirm

Healthy Eating

Youth Engagement

Responsible Drinking

Independent Living/ Stability

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Requisites for Successful Partnership Working

- Clarity and Shared Purpose
- Trust- top to bottom
- Resilient and committed leaders
- Scalable approach
- Investment and energy
- Governance and progressive ceding of control
- Safe systems of data sharing
- Focus on outcome “doing the right thing”
- Attention to hygiene factors

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Spectrum of Community Engagement

Awareness	Passive	Active	Mobilization	Decisional
These are general messages aimed at elevating basic awareness of hazard & responsibility	Basic instructional messaging in relation a to a hazard often seeking avoidance	Seeking a change in behaviours which actively address a risk	First aid or augmentation of emergency response	Direct citizen involvement in setting risk priorities and shaping service

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Time For Action

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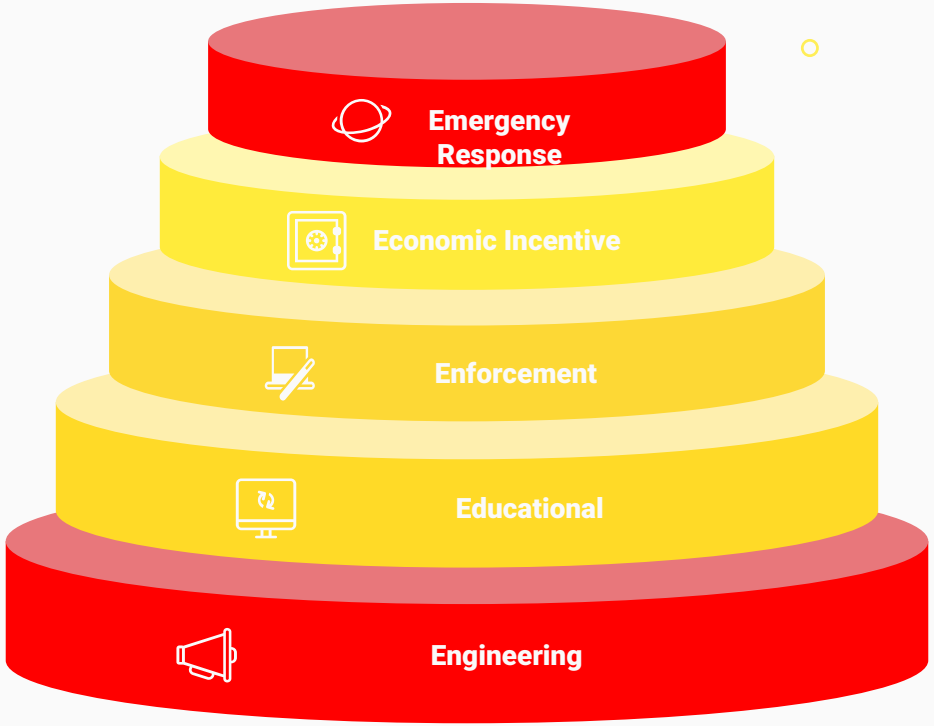
5 E's

These need to be seen as integrating actions rather than standalone



Mixture of behavioral and structural approaches to risk mitigation

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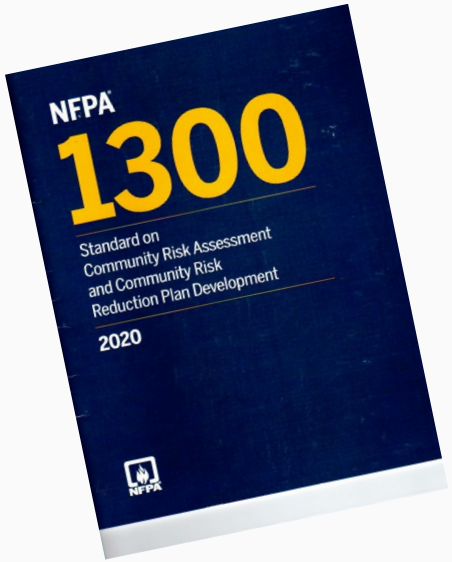
Deciding on Action



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Exercise 5

Exercise in setting priorities for Naperville

Component 5 Naperville CRA

Workbook

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BREAK

Coffee

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SECTION 4/2

Taking Action-Evaluating Effectiveness

Taking Action: Evaluating Effectiveness

"However beautiful the strategy, you should occasionally look at the results."

Winston Churchill

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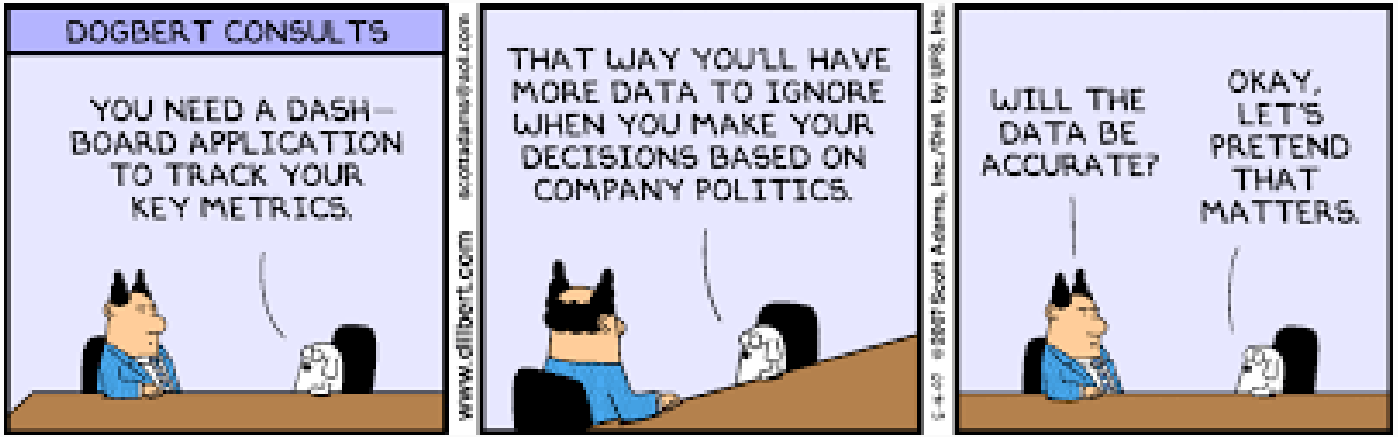
Evaluation isn't easy- but it is essential



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Input, Output and Outcomes

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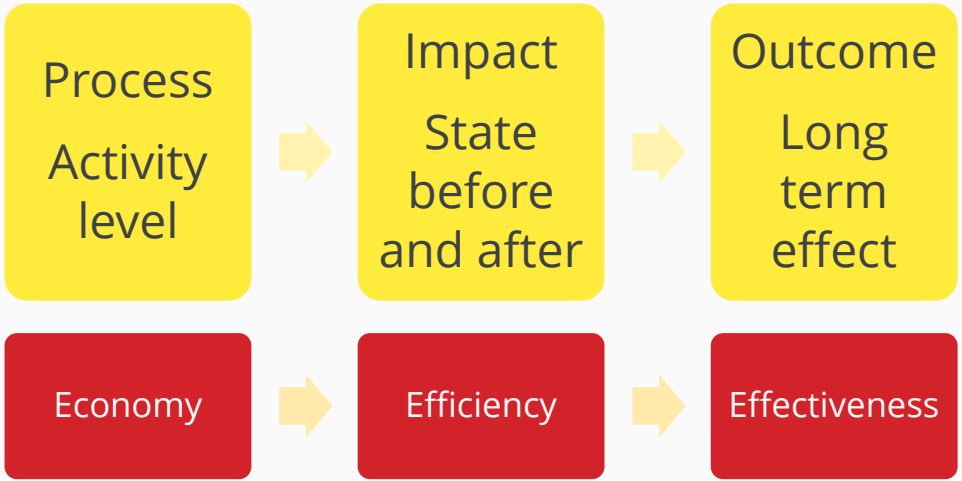
Input, Output and Outcomes



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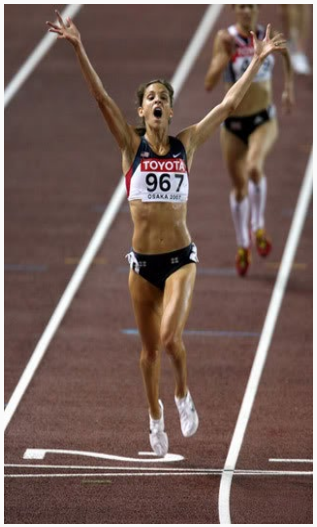
What constitutes success?



- Finishing ? Output
- Participating? Input
- Personal Best? Outcome
- Winning? Outcome

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Think hard!

new
new and banana-free
no banana in here
innocent
kiwis, apples & limes
innocent
or here

YES
NO

Bertie Bassett Lives!!

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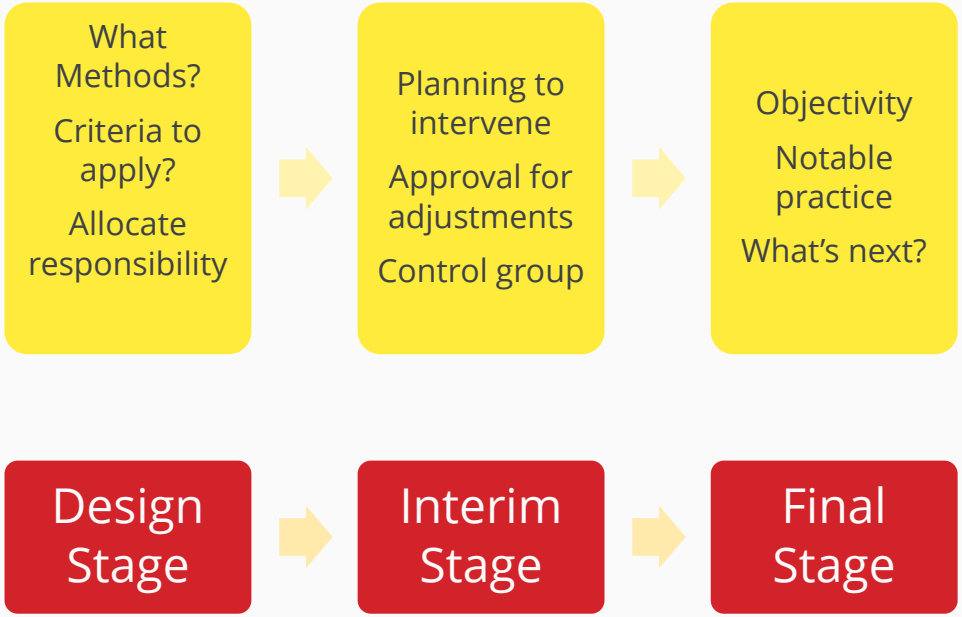
When To Evaluate



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Evaluation – Some Tips

- Make sure someone's responsible
- Mainstream the findings
- Create short, punchy, summaries
- Share - Involve
- Celebrate!

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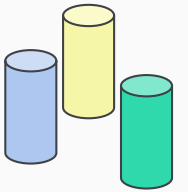
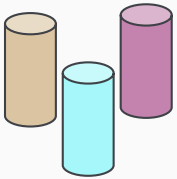
The Acuity Model

What we know



Incident data
Fire investigation reports
Fire safety infringements

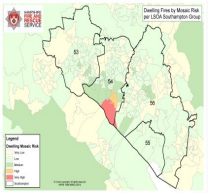
What others know



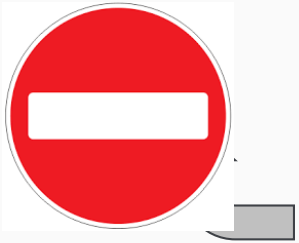
Lifestyle data
Health indicators:
- Substance abuse
- Mental health issues
- Vulnerability

Crime reporting ASB

What this tells us



Correlation between:
- Lifestyle and incidents
- Health and fire risk



Plan and deploy

Protection

Where?
How?
When?

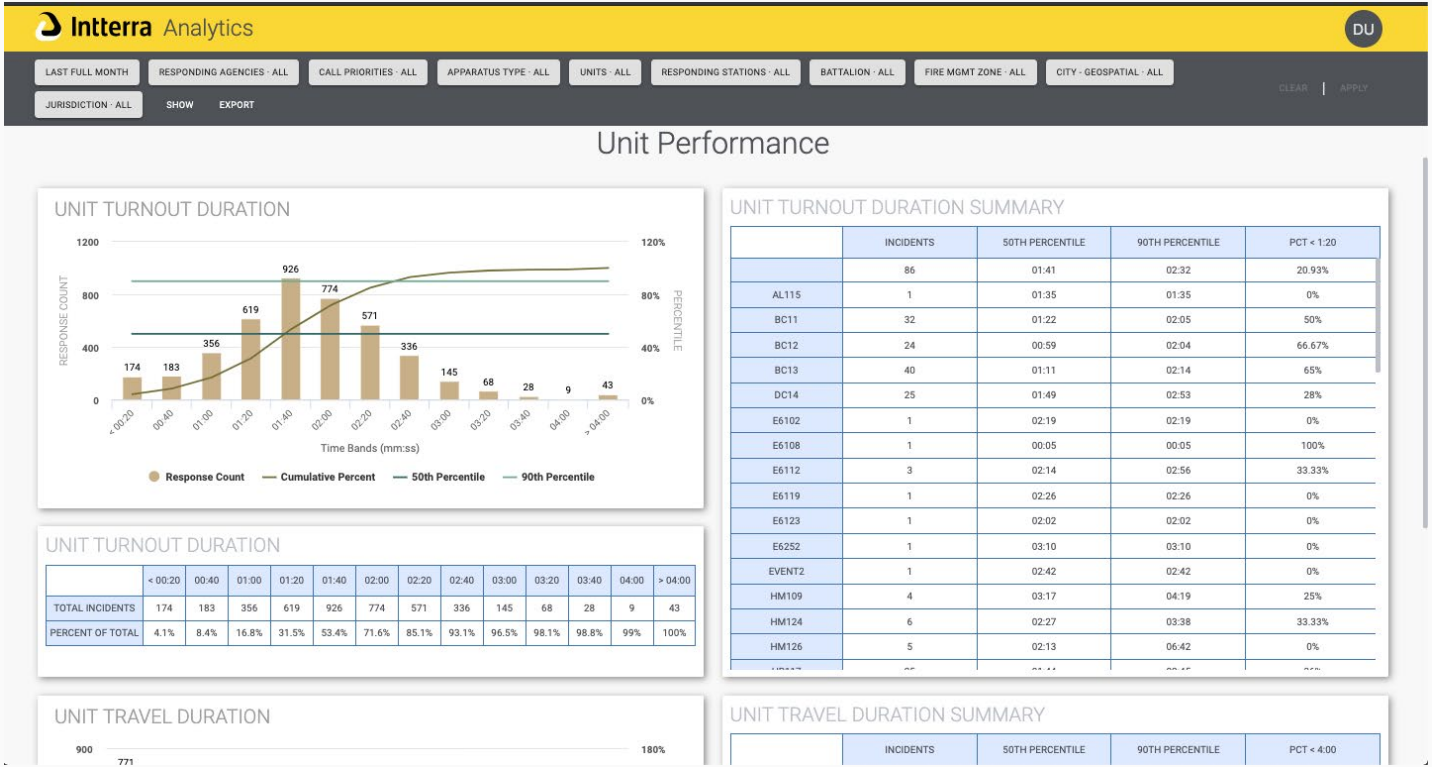
Prevention

Where?
How?
When?

Response resource

Where?
How?
When?

Evaluation – Measuring Inputs



Inputs:

Get measured because it's an important starting place to understand ourselves…

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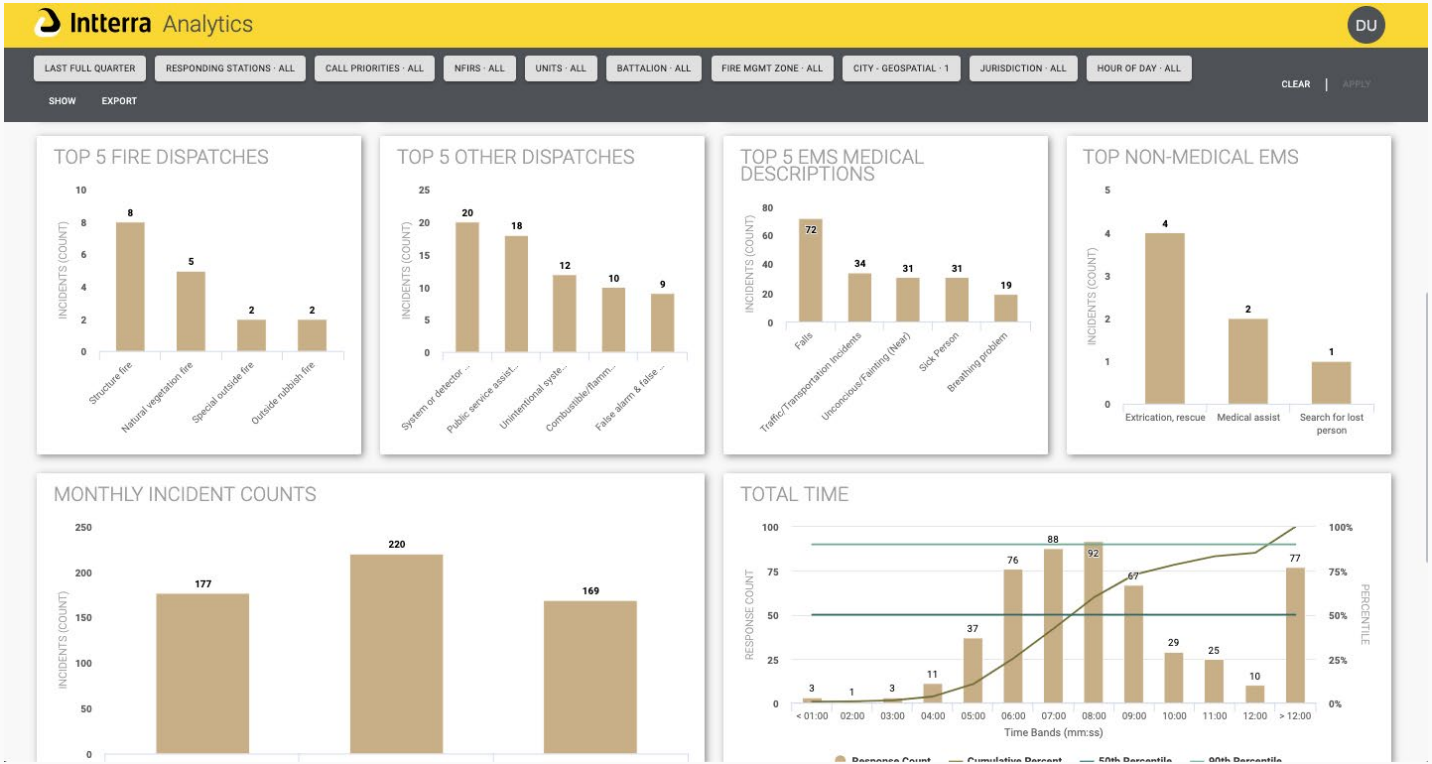
Evaluation – Measuring Outputs



Output:

Get measured because they are performance metrics…

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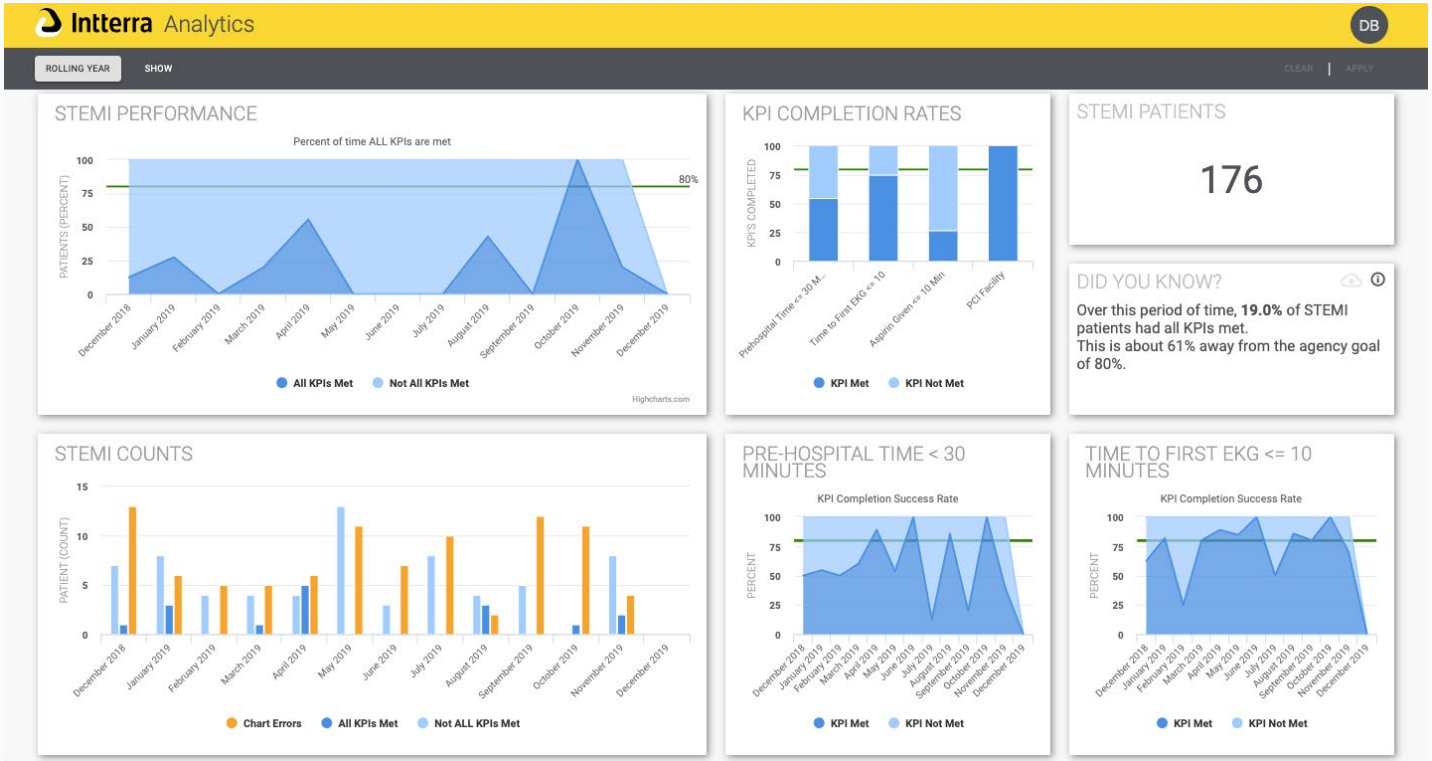
Evaluation – Measuring Outcomes (i.e. Measuring effectiveness)



Outcomes:

Gets measured because it's critical to compare our activity to what really happened with the patient…

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Exercise

How do we evaluate Naperville Interventions based on Level 1 Crawl, level 2 Walk, Level 3 Run?

Component 6 Naperville CRA

Workbook

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BREAK

Lunch

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SECTION 4/3

Leading Change

Leading Change

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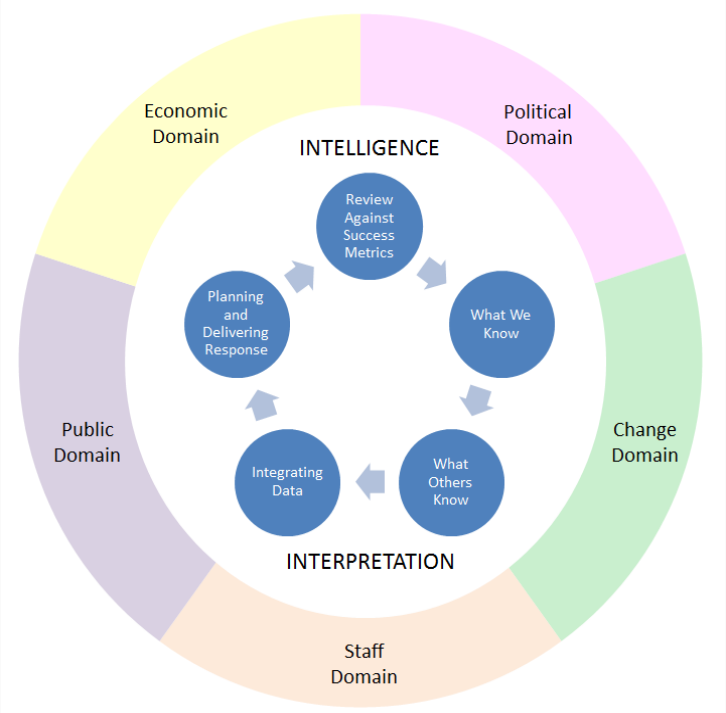
Expanded Acuity Model



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- Determination, stamina, consistency – you can never say it enough
- What gets rewarded, gets repeated - structure reflects purpose
- Sometimes, people have to go – let "ruthless compassion" be your watchwords
- Labor & The Public – a difficult alliance
- Personal resilience – take care of yourself too

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The Economic Domain

- Understanding the cost – or impact – of emergencies on local economy
- Working through some basic cost-benefit analysis (**e.g. cost of life**)
- Looking beyond the immediate costs- social capital
- Framing the argument in a different way for different audiences
- Developing stories that do the work for you

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The Political Domain

- **Understanding the relationship**
- **Understanding the pressures and desires**
- **“Shroud-waving” vs Value added?**
- **Getting your hands dirty?**

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The Public Domain

- The process of engagement
- "Do it to the public or with the public"
- The level of understanding- keeping it understandable
- Avoiding a "dialogue of the deaf" – professionalism vs emotion
- Organized labor and their influence
- Media relations

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The Staff Domain

- Change experienced as loss
- The rational vs emotional argument
- The messengers
- The channels (inc organized labor)
- “So what’s in it for me?”
- “One trick pony concept”
- Accept it’s often a long process

- But, at the end of the day…. <u>you lead</u>.

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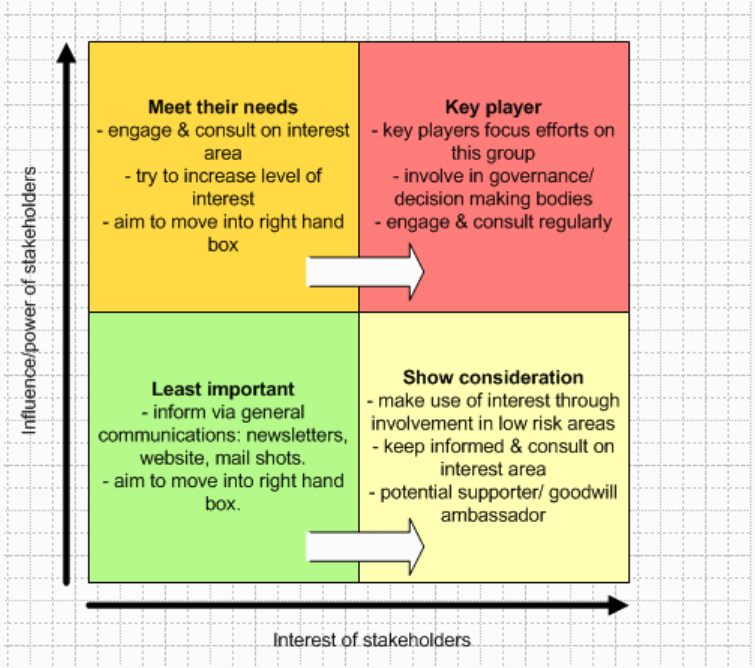
Managing Stakeholders



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"Just as the alternative to being old is not being young but being dead, the alternative to embracing the future is not living comfortably in the past but failing in the future."

Jeremy Brown MP

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Why Change Fails

Lack of leadership … “the usual suspect”

Lack of awareness … a burning platform?

Lack of thought … poorly considered strategy

Lack of consistency … mixed messages

Lack of planning … change is deliberate

Lack of resources…..this is the day job

Lack of Belief…leads to withdrawal of commitment

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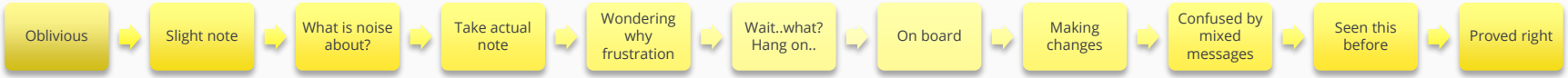
Change Reaction Delay Effect

Changer



Changee

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A challenge from the Institute for Healthcare Improvement in 2004....

"I think we should save 100,000 lives. And I think we should do that by June 14 2006- 9am – 18 months from today. 'Some' is not a number; 'soon' is not a time."

Donald Berwick CEO IHI

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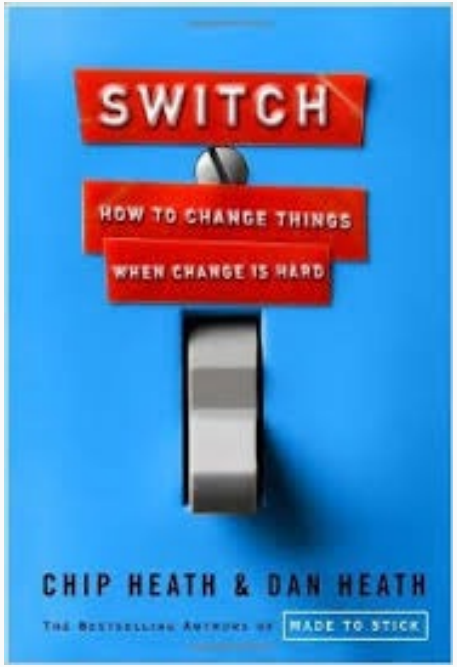

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“The Elephant and the Rider”

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The Elephant & The Rider

Direct the Rider

- Find the bright spots
- Script the critical moves
- Point to the destination

Move the elephant

- Find the feeling
- Shrink the change
- Grow your people

Shape the Path

- Tweak environment
- Build habits
- Rally the herd

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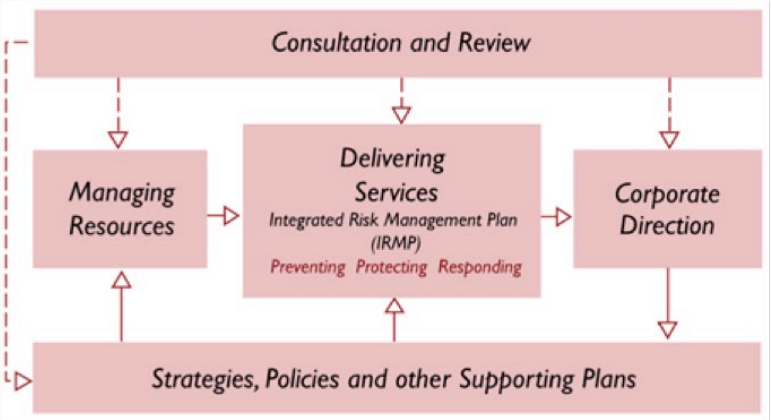
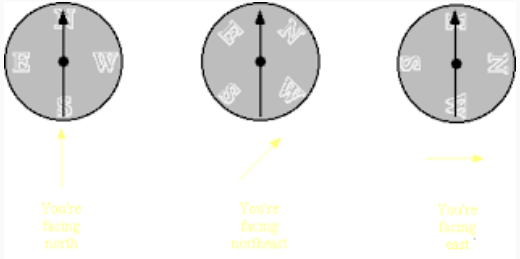
Aligning systems and behaviors





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Using the culture to effect change

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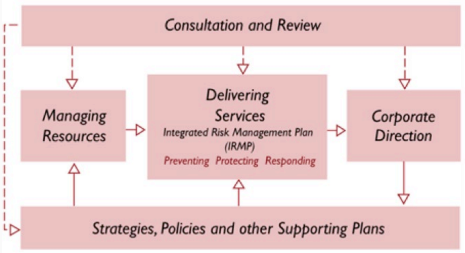
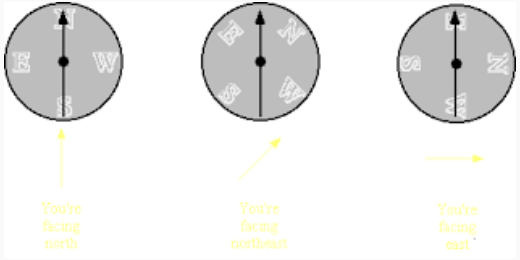
Aligning systems and behaviors





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Build new Folklore

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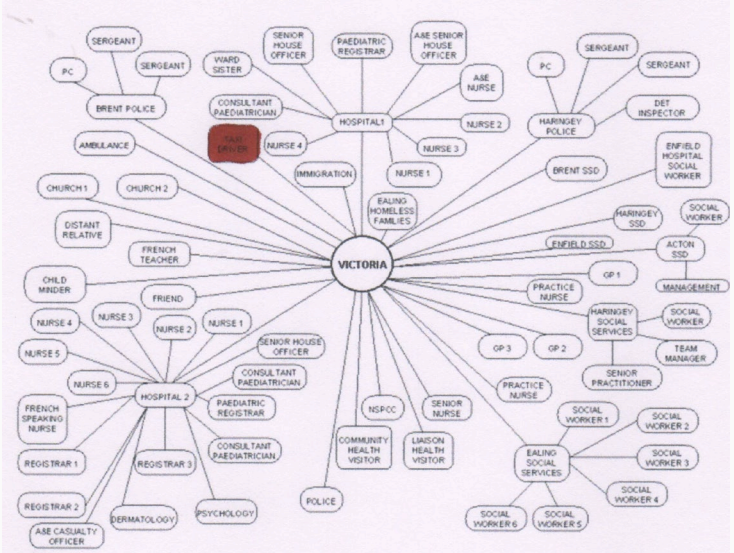
New Folklore-Using Cultural Anchors



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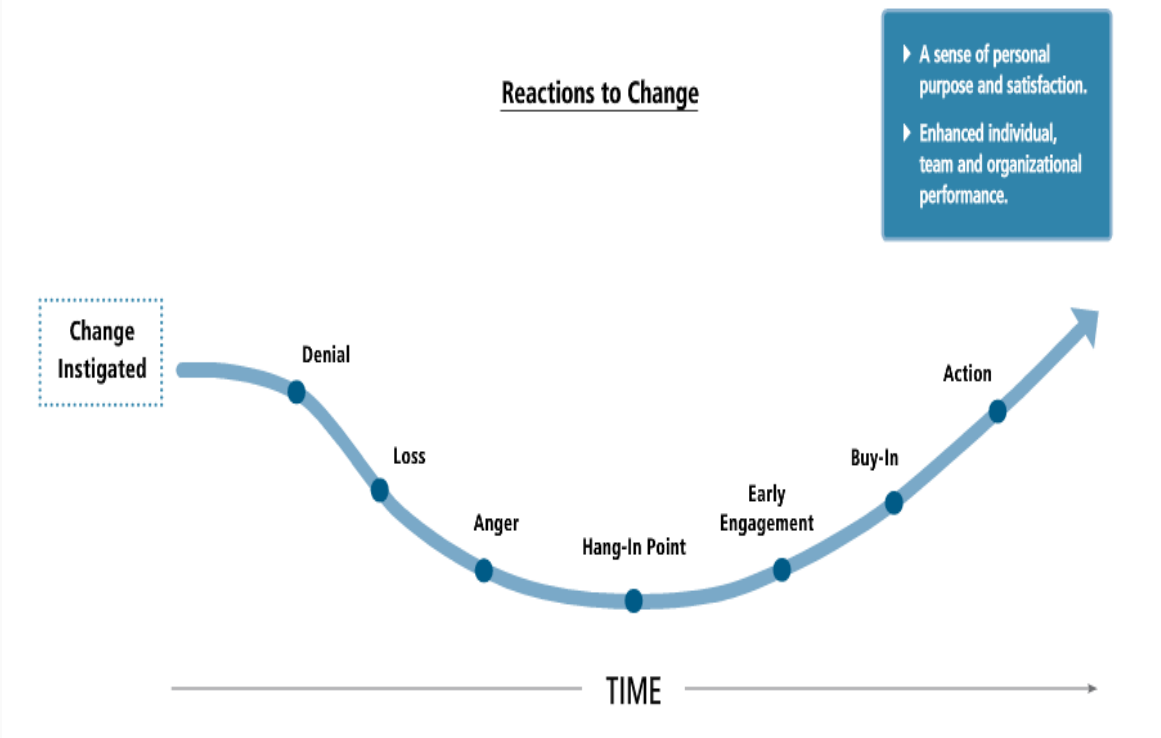
The Change Curve



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What is the narrative of change for Naperville?

Component 7 of Naperville CRA

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BREAK

Lunch

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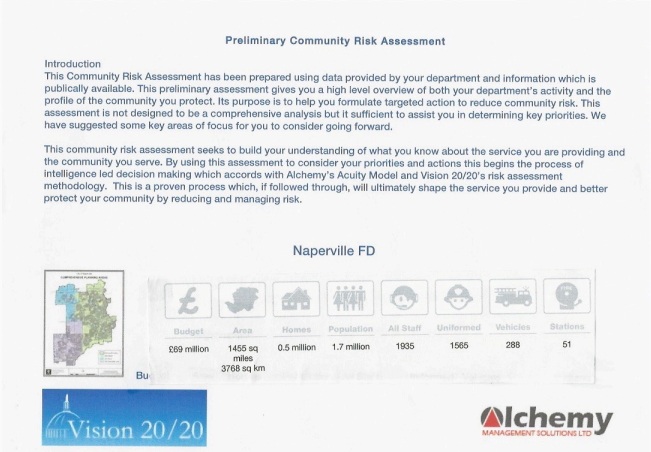
SECTION 4/4

Putting together the CRA

Preparation for Tomorrow



Preliminary Community Risk Assessment

Introduction
This Community Risk Assessment has been prepared using data provided by your department and information which is publically available. This preliminary assessment gives you a high level overview of both your department's activity and the profile of the community you protect. Its purpose is to help you formulate targeted action to reduce community risk. This assessment is not designed to be a comprehensive analysis but it sufficient to assist you in determining key priorities. We have suggested some key areas of focus for you to consider going forward.

This community risk assessment seeks to build your understanding of what you know about the service you are providing and the community you serve. By using this assessment to consider your priorities and actions this begins the process of intelligence led decision making which accords with Alchemy's Acuity Model and Vision 20/20's risk assessment methodology. This is a proven process which, if followed through, will ultimately shape the service you provide and better protect your community by reducing and managing risk.

Naperville FD

Budget	Area	Homes	Population	All Staff	Uniformed	Vehicles	Stations
£69 million	1455 sq miles 3768 sq km	0.5 million	1.7 million	1935	1565	288	51

Vision 20/20

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As a team you will be making a presentation

The Presentation should be a maximum 20 minutes

The presentation is entitled “Building our CRA for Naperville”

Sections - Our aim for our community
What we know
What others know
What this tells us
What we will do
How we will learn

And…….. How we will tell it to your audience

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Reflections on the day

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Community Risk Reduction

Investing in your Community Risk Assessment

Using knowledge to reduce risk

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Recap on Day 4

- We considered what action we can take and with whom
- We looked at the value and downsides of partnerships
- We reviewed the different forms of partnerships
- We explored the idea of evaluation particularly in terms of inputs , outputs and outcomes
- We examined the tools available to us which can assist in evaluation
- We spent time considering the nature of the change and how this relates to the “Acuity model”
- We scoped out our task for today

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SECTION 5

Group Exercise

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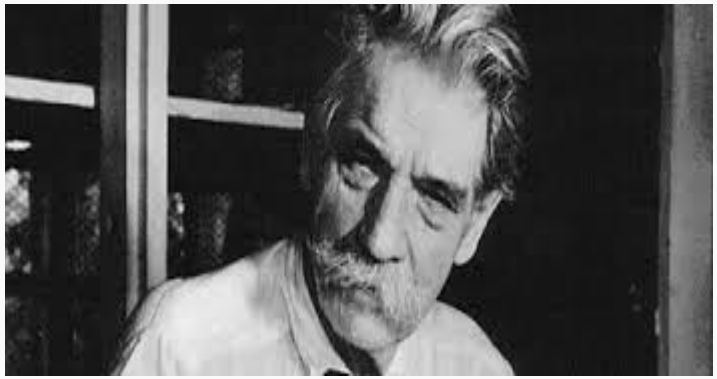
“Example is not the main thing in influencing people; it is the only thing.”



Albert Schweitzer

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CRA Presentation: Some Pointers

- Think of the audience
- Rational and Emotional
- KISS principle
- Power of stories

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It’s A Busy and Crowded World

In 1982 there were 4.6 billion people in the world and not a single mobile phone subscriber.

Today there are 7 billion people in the world – and six billion mobile phone subscriptions.

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Our Feedback

- Think of it as a gift
- Constructive
- Solution-based
- Evidence-based
- Practical

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Conclusions and Next Steps

- **WELL DONE!**

- On-going support
- Network building
- Sharing Experience
- Evaluation

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Final Reflections

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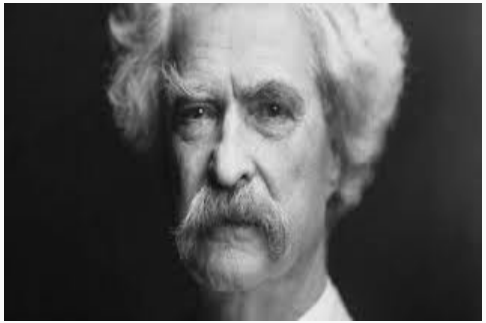
"Keep away from the people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great."



Mark Twain

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Thank You!

Connect-Share-Promote

John.bonney@alchemy-ms.com

david.blankinship@intterragroup.com

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Community Risk Reduction

Investing in your Community Risk Assessment

Using knowledge to reduce risk

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