



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

**M. Pearson  
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the  
Community Safety and Corporate  
Planning Committee  
(see below)**

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## **COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE** **(Devon and Somerset Fire and Rescue Authority)**

**Tuesday 12 January 2016**

A meeting of the Community Safety and Corporate Planning Committee will be held on the above date, **commencing at 10.00hours in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson  
Clerk to the Authority

## **A G E N D A**

***PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS***

1. **Apologies**
2. **Minutes** of the meeting held on 23 September 2015 attached (Page 4).
3. **Items Requiring Urgent Attention**

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

### **PART 1 – OPEN COMMITTEE**

4. **Strategic Plan 'Our Plan': 2016 to 2021**

Report of the Chief Fire Officer (CSCPC/16/1) attached (page 8).

5. **Review of the Community Safety Strategy**

The Director of Operations to give a presentation at the meeting on the progress made to date in respect of the review of the Service's Community Safety Strategy.

**6. Proposed Response Arrangements**

The Director of Operations to give an oral update at the meeting.

**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

Membership:-

Councillors Eastman (Chair), Bown, Colthorpe, Ellery, Hill, Leaves and Redman.

<b>NOTES</b>	
<b>1.</b>	<p><b><u>Access to Information</u></b></p> <p>Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the "Please ask for" section at the top of this agenda.</p>
<b>2.</b>	<p><b><u>Reporting of Meetings</u></b></p> <p>Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chairman - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority. Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.</p>
<b>3.</b>	<p><b><u>Disclosable Pecuniary Interests (Authority Members only)</u></b></p> <p>If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority's Monitoring Officer, you must:</p> <ul style="list-style-type: none"> <li>(a) disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest;</li> <li>(b) leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and</li> <li>(c) not seek to influence improperly any decision on the matter in which you have such an interest.</li> </ul> <p>If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (b) and (c) above.</p>
<b>4.</b>	<p><b><u>Part 2 Reports</u></b></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
<b>5.</b>	<p><b><u>Substitute Members (Committee Meetings only)</u></b></p> <p>Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p>

## **COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE**

(Devon and Somerset Fire and Rescue Authority)

23 September 2015

Present:-

Councillors Bown, Dyke (vice Colthorpe), Eastman, Ellery, Hill, Leaves and Redman

### **\*CSCPC/1. Election of Chair**

**RESOLVED** that Councillor Eastman be elected Chair of the Committee until the first meeting after the Annual General Meeting of the Fire and Rescue Authority in May 2016.

### **\*CSCPC/2. Minutes**

**RESOLVED** that the Minutes of the meeting held on 17 September 2014 be signed as a correct record.

### **\*CSCPC/3. Election of Vice Chair**

**RESOLVED** that Councillor Leaves be elected Vice Chair of the Committee until the first meeting after the Annual General Meeting of the Fire and Rescue Authority in May 2016.

### **\*CSCPC/4. Community Safety Work in Plymouth - Presentation**

Watch Manager Dave Evans gave a presentation at the meeting in respect of the work that has been undertaken in Plymouth linked to community and workplace equalities and wider community engagement.

This work included supporting people from Black and Minority Ethnic (BME) communities and funding had been secured recently through the Fire Service to support a community hub in Plymouth to assist BME communities in the city to obtain help and advice.

Shoker Abobeker, representing the Kurdish community in Plymouth, also attended the meeting and gave an overview of the support that had been provided by the Fire Service through the community hub, which it was felt had been a great success. The key points made were that people arriving in Great Britain for the first time did not have any knowledge of the language or the laws of the country and were often afraid of people in uniform due to regimes in place in their home countries. The support provided through the hub had been of great value and had assisted with basic educational needs such as what people should do in the event of fire. The partnership working had also enabled the building of trust within the community with the emergency services.

The Committee commended the excellent work that had been undertaken in Plymouth and suggested that this should be emulated in other areas of the Service but that additional work should be undertaken to bring the business community on board with such an initiative. The Committee also requested that the presentation be given at a Full Authority meeting.

**\*CSCPC/5. Strategic Plan: 'Our Plan 2016 to 2021'**

The Committee received for information a presentation given by the Area Manager (Strategy and Business Change) in respect of the work that was being undertaken in drawing up the next iteration of the Authority's Strategic Plan – "Our Plan 2016 – 2021".

It was noted that the work involved a refresh of the existing Plan for 2015-2020, which incorporated the Integrated Risk Management Plan. The Strategic Plan was based on the 3 key priorities that had been developed in 2014/15, namely:

- public safety;
- staff safety;
- efficiency and effectiveness.

One of the objectives of the refresh was to introduce performance outcomes and also to improve the clarity of the work that was being undertaken to achieve the priorities. To this end, a performance matrix had been designed to record the outcomes linked to each of the key priorities. A draft of the Strategic Plan would be produced shortly and this would then be submitted to the Authority in February 2016 for approval.

The Committee endorsed the approach being taken with the Plan but expressed the view that there may be a perception that there was a priority attached to the order of these as they were numbered 1, 2 and 3. It was suggested that the Service may wish to revise this, possibly by using A, B and C as an alternative.

**\*CSCPC/6. Lift Release Call Reduction**

The Committee received for information a report of the Director of Operations (CSCPC/15/1) that set out details of the approach being taken by the Service to reduce the incidence of unwanted lift releases whilst maintaining its obligation to attend emergency incidents as required by the Fire and Rescue Services Act 2004. In the past 3 years, (2011 to 2014) there had been an average of 420 lift releases per year with 25% of premises having two incidents in a four week period or three in a twenty six week period.

The Committee was advised that a six month pilot had been undertaken in East Devon on a new approach which had showed how proactive communication and early intervention could reduce both the number of incidents and consequently, the cost to the Service. The pilot used the unwanted fire signals poor performance trigger thresholds and a 28% reduction in repeat calls was seen. The trigger thresholds involved:

- 2 incidents in a rolling 4 week period; and
- 3 incidents in a rolling 26 week period.

It was noted that, based on this evidence from the pilot, a policy had been developed aimed at improving the efficiency and effectiveness of the Service by reducing unnecessary mobilisations to lift releases. The cost saving that could be achieved as a result of this change was £0.758million.

In response to questions from the Committee, the Call Reduction Manager confirmed that the Service would still mobilise one appliance to incidents requiring lift release in the interests of protecting the person(s) trapped. The Service would engage with the person responsible for the premises, however, to give advice on this matter and then, depending on the circumstances, would consider charging if a second incident occurred within the rolling 4 week period.

The Committee endorsed the approach being taken on this matter but suggested that, in the interest of public perception, the “unwanted” be removed from the terminology within the policy so that it was read as Lift Release.

**RESOLVED** that the approach taken on Lift Releases be endorsed and the report be noted.

**\*CSCPC/7. Update on Community Safety Campaign and Key Messages**

The Committee received for information a presentation given by the Corporate Communications Manager at the meeting.

The presentation covered, amongst other matters, the campaigns that the Corporate Communications Team had undertaken in support of community safety initiatives including:

- “Make the Call”;
- Hoarding;
- Keep your Home Safe;
- Cold water Shock; and
- Business Safety Week.

The Committee also received copies of the literature that had been utilised for these campaigns and was informed about the utilisation of social media as a tool to assist with communicating key messages.

**\*CSCPC/8. Biker Down Initiative**

The Committee received for information a presentation given by the in respect of Road Safety issues and the “Biker Down” initiative specifically, which was a programme that the Devon and Somerset Fire and Rescue Service had initiated recently.

It was noted that the Biker Down initiative was set up originally by Kent Fire & Rescue Service in 2011. Kent was recognised for their campaign with the prestigious Prince Michael International Road Safety Award in January 2013. 17 other Fire & Rescue Services, including Devon and Somerset, now deliver the Biker Down initiative, which is a workshop for motorcyclists consisting of 3 modules, namely scene and dynamic risk assessment, basic first aid and the science behind being seen. Since this initiative had been instigated within Devon and Somerset, very positive feedback had been received from motorcyclists and two further workshops had been planned and were both fully booked.

The Committee also received an update on the Learn2Live campaign which was about to commence in Devon in October 2015. Members of the Committee were encouraged to attend this event to see the impact of the presentation given to 17 to 24 year old people at first hand. Learn2live had been proven in recent research undertaken by Plymouth University to improve young people's (in particular young females) attitudes towards risky driving and intentions to behave safely as a passenger.

**\* DENOTES DELEGATED MATTER WITH POWER TO ACT**

The meeting started at 10.00hours and finished at 13.10hours

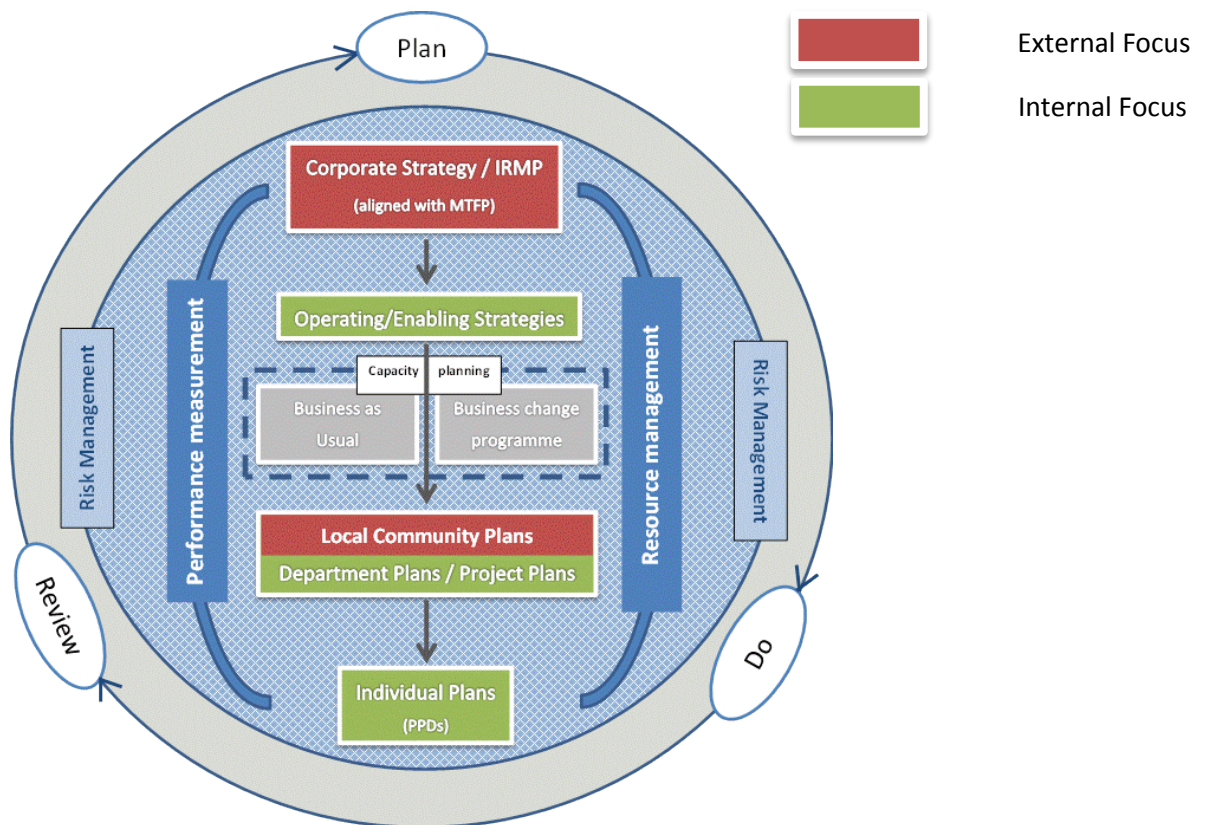
<b>REPORT REFERENCE NO.</b>	<b>CSCPC/16/1</b>
<b>MEETING</b>	<b>COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>12 JANUARY 2016</b>
<b>SUBJECT OF REPORT</b>	<b>STRATEGIC PLAN 'OUR PLAN 2016 – 2021'</b>
<b>LEAD OFFICER</b>	<b>CHIEF FIRE OFFICER</b>
<b>RECOMMENDATIONS</b>	<i><b>That the Devon and Somerset Fire and Rescue Authority be recommended to approve the Strategic Plan 'Our Plan 2016-2021' at its meeting on 19 February 2016.</b></i>
<b>EXECUTIVE SUMMARY</b>	<p>This report presents the draft of the next strategic plan. The plan will cover the five year time period 2016 to 2021. Its contents will be an evolution of Our Plan 2015 to 2020. This flexible approach allows us to review strategy as part of the annual planning cycle and accommodate changes as necessary.</p> <p>The 2016 to 2021 plan will be prepared as the key strategic planning document for the Service. It details the corporate strategy and planning principles.</p> <p>The strategic direction aligns with the medium term financial plan to address the anticipated funding requirements. The plan also incorporates the requirements of Integrated Risk Management Planning and presents the Service's approach for delivering its prevention, protection and response services by aligning its resources to risk.</p> <p>A key concept embedded within the plan is that of continuous improvement. Whilst it is recognised that there are funding challenges, this must not be at the expense of maintaining or improving service standards. To achieve the necessary savings, the Service must change and improve the way it works so that it becomes both more effective and efficient.</p> <p>Also, it is anticipated that the plan will be accredited with the Crystal Mark for clarity and plain English.</p>
<b>RESOURCE IMPLICATIONS</b>	As met by the Medium Term Financial Plan
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	The contents of this report are considered compatible with equalities and human rights legislation.
<b>APPENDICES</b>	<p>A. Draft Strategic Plan: 'Our Plan 2016 – 2021'</p> <p>B. Timeline of achievements: 1 January 2015 to 31 December 2015</p>
<b>LIST OF BACKGROUND PAPERS</b>	Nil



## 1. **BACKGROUND**

- 1.1 The draft strategic plan '*Creating safer communities: our plan 2016 to 2021*', provided in Appendix A, sets the direction that the Service is striving to achieve through implementing improvements and fulfilling its business as usual activities. The significance of the plan is illustrated by the top red box in the organisational governance model set out in Diagram 1 below. The model illustrates the way the Service works, achieving an alignment between strategic direction and activity and how that is managed through performance measurement, resource and risk management. This model will help guide the Service's approach to improving the way we work.

Diagram 1: Organisational governance model



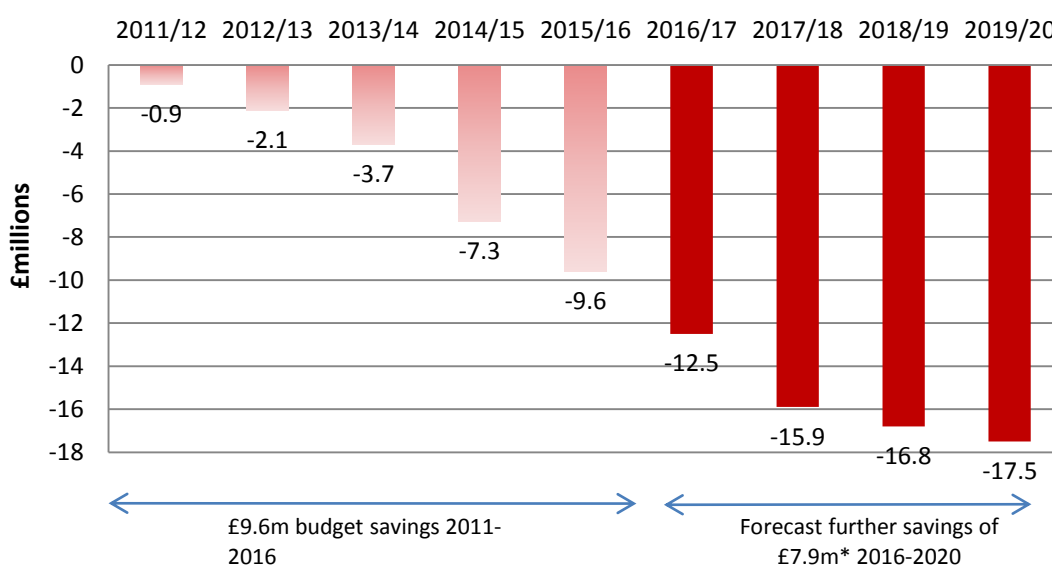
- 1.2 The requirements to produce a publically available Integrated Risk Management Plan are contained within the Fire and Rescue National Framework England 2012. In summary these requirements are that each fire and rescue authority plan must:
- Demonstrate how prevention, protection and response activities will be used to mitigate the impact of risk on communities;
  - Set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat;
  - Reflect the provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other areas in line with their mutual aid agreements;
  - Be easily and publically available;

- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners. Cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements of the National Framework;
- Reflect up to date risk analyses and the evaluation of service delivery outcomes.

## 2. **PLANNING CONTEXT**

- 2.1 The Service's financial forecast, based on current knowledge, suggests that it is required to achieve a further £7.9m of on-going savings over the next four years to the end of 2019/20. The forecast, which considers spending and income, is illustrated in the Graph below.

**Savings delivered to date and forecast savings**



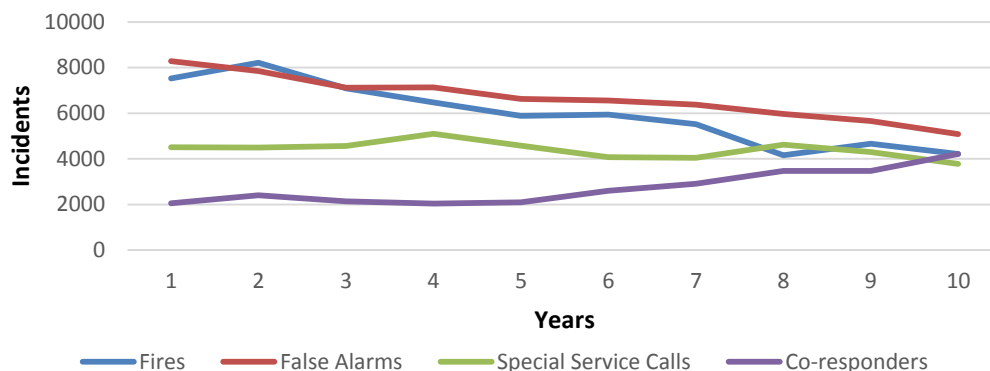
\* Forecast at 21/12/15 and subject to confirmation of Council Tax and Business Rate income from billing authorities.

- 2.2 The graph also shows that we have achieved £9.6million savings. The detail of how these savings have been achieved is set out in the table below:

Budget savings	£m
Budget Management Savings	-3.13
Business Support Efficiencies	-0.23
Retained Activity	-0.15
Corporate Plan Savings (operational)	-3.25
Corporate Plan Savings (support)	-0.89
Vacancy management	-0.92
Amalgamation of control rooms	-0.50
Senior Management Restructure/ Regional management board	-0.34
Changes to co-responder/ Automatic Fire Alarm response	-0.18
<b>TOTAL BUDGET SAVINGS (£m)</b>	<b>-9.59</b>

- 2.3 The demand for the emergency services provided by Devon & Somerset Fire & Rescue Service is changing and consequently the role of the Service is evolving. The graph below demonstrates this through the decline of fires, false alarms and special service calls over the last ten years and the increase in co-responder calls over the same period.

**Service Demand over 10 years (2005/06 to 2014/15)**



- 2.4 In 2013, the Authority approved, following extensive public consultation, a new design of service delivery model called the 'Integrated Approach'. This model, which forms the foundation of this plan, is based on the following principles:

- Improved availability
- Improved flexibility
- Resources matched to risk
- Tiered response

- 2.5 The national promotion of blue light collaboration between the three emergency services is also an important context for the plan. The purpose of this collaboration is to become more effective and efficient for the benefit of the tax payer so that costs are reduced and services improved.

### **3. STRATEGY**

- 3.1 The plan presents the Service's strategy and it is structured around its Vision, Mission and three strategic priorities. The three priorities are:

- Public safety
- Staff safety
- Effectiveness and efficiency

- 3.2 New strategic outcomes have been identified for each of the three priorities as part of the development of the 2016 to 2021 plan. These new outcomes will improve our ability to measure our performance against our strategy; the outcomes may be updated over time to reflect changes in our strategy.

- 3.3 Each of the priorities is supported by an expanded list of expectations. Some of these expectations continue our current ways of working whilst others set the direction for change.

- 3.4 The three priorities form the structure against which all the Service's activities are aligned. This enables the Service to check that its resources contribute positively to activities that support the strategy.

- 3.5 The strategy has the target of achieving the estimated £8.1million savings by 31 March 2019/20. It aims to do this by delivering a balance of changes to service delivery and service support arrangements. This will include changing the way support services are provided, working closer with partners e.g. through the strategic alliance with Devon & Cornwall and Dorset Police, better procurement, income from commercial activity, other non-operational efficiencies, rationalising our operational middle management structure and adopting the most up to date technologies to support our response capabilities.

#### 4. **INTEGRATED RISK MANAGEMENT PLANNING**

- 4.1 The Service continues to adopt the approach that its strategic or corporate plan is also its Integrated Risk Management Plan (IRMP). This approach means that the strategy needs to meet the Integrated Risk Management Plan requirements described in paragraph 1.2.
- 4.2 The Integrated Risk Management Plan changes shown in the table below have been introduced since 2013/14. These changes cover those actions identified within the 2013/14 to 2014/15 Corporate Plan and Our Plan 2015 to 2020. A timeline of the Service's wider achievements over the last year is provided in Appendix B.

##### Summary of Integrated Risk Management Plan changes since 2013/14

PLAN	IRMP CHANGES	PROGRESS
2013/14 - 2014/15	Light rescue pumps introduced to the fleet	✓
2013/14 - 2014/15	Attendance reduced to automatic fire alarms	✓
2013/14 - 2014/15	Savings achieved following changes to mobilising arrangements for co-responder incidents	✓
2013/14 - 2014/15	On-call status introduced to three Plymouth appliances	✓
2013/14 - 2014/15	Aerial appliance in Plymouth dual crewed with 'on call' firefighters	✓
2013/14 - 2014/15	Crewing arrangements at Yeovil fire station harmonised with other similar fire stations	✓
2013/14 - 2014/15	On-call status introduced to the second appliance at Taunton fire station	✓
2013/14 - 2014/15	On-call status introduced to the fire appliance at Ilfracombe	✓
2013/14 - 2014/15	Additional investment of £450,000 into Community Safety is continuing	✓
2015 to 2020	Commence Rapid Intervention Vehicle pilot including new firefighting technology as its equipment	✓
2015 to 2020	A greater number of Home Fire Safety Visits completed as part of a target of increasing the number tenfold by 2020. *	✓
2015 to 2020	The provision and position of our stations is being kept under review	✓
2015 to 2020	Operational staffing arrangements are being reviewed	✓

\*Year to date (1 April to 30 November 2015) Home Fire Safety Visit comparisons with 2014 and 2013.

4.2 Looking forward, the Service's draft of Our Plan 2016 to 2020 remains focused on its Priority of Public Safety. By continuing the work of matching resources to risk, the Service will protect the public through prevention, protection and response arrangements. This work will always be ongoing to ensure that it has the right resources in the right place at the right time. The key improvements in the draft of 'Our Plan 2016 to 2020', for the Priority of Public Safety, are listed below:

- improve the process for home fire safety checks and visits;
- develop road safety strategies with partners to improve education and intervention;
- develop a new resilient networked Fire Control solution;
- investigate the potential to introduce different response vehicles which use the latest firefighting technological advancements;
- improve our operational staffing arrangements; and,
- develop appropriate fire and non-fire response arrangements in collaboration with other blue light and voluntary sector agencies.

4.3 There are no current plans to close fire stations or having fewer fire appliances.

4.4 An Equalities Risks and Benefits Analysis will be undertaken when the development of the plan has been completed.

## **5. CONSULTATION**

5.1 The draft plan contains no major proposals for implementation that will affect the service received by members of the public during 2016/17.

5.2 The key improvement activities that may affect the future service are based on reviewing parts of the service. When these reviews are complete and if there are proposed changes for implementation, proportional stakeholder consultation will be undertaken as appropriate and necessary.

5.3 The plan also describes broad areas of improvement within the Service that do not impact on the service received by the public. These include changes to the way service delivery is supported. If and when these changes are considered to provide the necessary benefits the Service will proceed with implementation.

## **6. PLAIN ENGLISH**

6.1 The language in corporate documents can often slip into the use of jargon and be written in a management style that can make it more difficult for a member of the public to understand. To improve the comprehension of the plan it has been submitted to the Plain English Campaign for review. The Service will consider the review recommendations and anticipates that the plan will be accredited with the Crystal Mark for clarity and plain English.

## **7. CONCLUSION**

7.1 Our Plan 2016 to 2021 plan is an evolution of the previous plan with its contents being updated to reflect changes. The format has been refreshed and the language reviewed by the Plain English Campaign for clarity. As a result, it is hoped that readers will find Our Plan 2016 to 2016 easier to understand and it will be another step forward in the Service improving its communications.

**8. RECOMMENDATION**

- 8.1 That the Devon and Somerset Fire and Rescue Authority be recommended to approve the draft Strategic Plan 'Our Plan 2016-2021' at its meeting on 19 February 2016.

**LEE HOWELL**  
**Chief Fire Officer**