

**M. Pearson
CLERK TO THE AUTHORITY**

**To: The Chairman and Members of the
Devon & Somerset Fire & Rescue
Authority**

(see below)

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DEVON & SOMERSET FIRE & RESCUE AUTHORITY

Monday 28 September 2009

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 10.00 hours in the Conference Rooms in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

1. **Apologies**
2. **Minutes** of the Annual and Ordinary Meetings held on 14 July 2009 attached (Pages 1 and 5 respectively).
3. **Items Requiring Urgent Attention**

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

4. **Declarations of Interest**

Members are asked to consider whether they have any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and declare any such interests at this time. *Please refer to the Note 2 at the end of this agenda for guidance on interests.*

PART 1 – OPEN COMMITTEE

5. Questions and Petitions by the Public

In accordance with Standing Orders, to consider any questions or petitions submitted by the public. Questions must relate to matters to be considered at this meeting of the Authority. Petitions must relate to a matter for which the Authority has a responsibility or which affects the Authority. Questions and/or petitions may not require the disclosure of confidential or exempt information and must be submitted in writing or by e-mail to the Clerk to the Authority **by midday on Wednesday 23 September 2009.**

6. Questions by Members of the Authority

To receive and answer any questions submitted in accordance with Standing Orders.

7. Minutes of Committees Etc.

(a) Standards Committee

The Chairman of the Committee (Mr. Watson) to **MOVE** the Minutes of the meeting of the Committee held on 12 August 2009 attached (Page 8).

RECOMMENDATION that, in accordance with Standing Orders, the Minutes be adopted.

(b) Audit and Performance Review Committee

The Chair of the Committee (Councillor Dyke) to **MOVE** the Minutes of the meeting of the Committee held on 11 September 2009 attached (Page 11).

RECOMMENDATION that, in accordance with Standing Orders, the Minutes be adopted.

(c) Resources Committee

The Vice-Chair of the Committee (Councillor Yeomans) to **MOVE** the Minutes of the meeting of the Committee held on 14 September 2009 attached (Page 14).

RECOMMENDATIONS

- (i) that the recommendation at Minute RC/5(c) (Budget Monitoring Report 2009/10) be approved;
- (ii) that, subject to (i) above and in accordance with Standing Orders, the Minutes be adopted.

8. Emergency Response Standards

Report of the Chief Fire Officer (DSFRA/09/23) attached (Page 17).

9. Devon & Somerset Fire & Rescue Authority Draft Corporate Plan 2010/11 to 2012/13

Report of the Chief Fire Officer (DSFRA/09/24) attached (Page 47).

10. Audit Commission Annual Governance Report including Draft Opinion on the Statement of Accounts 2008/09

Report of the Audit Commission to follow.

The Annual Governance Report (AGR) is issued by the Audit Commission following completion of their audit in any given financial year. This report provides a summary of the key findings from the audit, and highlights any issues that the Authority needs to consider prior to the Commission issuing an Opinion, Conclusion and Certificate.

Whilst the audit work for 2008/09 is substantially complete, the final AGR is not yet available for inclusion in the agenda papers. This delay has been caused by a late change required to the accounts, following the issue of Circular FPSC/7/2009 by the Department for Communities and Local Government (CLG) on 7 September 2009. This Circular relates to new commutation factors to be used for the calculation of lump sums payable under the Firefighter Pension Scheme to officers who retired during the period 22 August 2006 to 30 September 2007 and chose to take a lump sum. These additional payments will be funded by CLG under pension top-grant arrangements.

Under accounting rules, any event between the balance sheet date (31 March 2009) and the date when the Accounts are authorised for issue (28 September 2009) which is deemed to have a material impact on the figures in the Accounts represents an 'adjusting entry after the balance sheet date'.

The contents of Circular FPSC/7/2009 represents such an event requiring an adjusting entry after the balance sheet date to reflect this change. The Service is currently liaising with Devon Pensions Section and the Authority's actuary to assess the impact of this change so as any changes to the 2008/2009 Accounts can be made in time for the AGR to be issued by the date of the meeting.

11. Disposal of a Strip of Land at Cullompton Fire Station

Report of the Head of Physical Assets (DSFRA/09/25) attached (Page 51).

12. Appointment of Member to Attend South West Fire Control Ltd. Annual Meeting, Monday 9 November 2009

South West Fire Control Ltd., the Local Authority Controlled Company (LACC) with overall governance arrangements for the South West Regional Control Centre (RCC) will hold its Annual General Meeting (AGM) at Devon & Somerset Fire & Rescue Service Headquarters on Monday 9 November 2009, commencing on the rising of the meeting of the South West Regional Management Board to be held at the same venue on that day.

The Authority has been invited to nominate a representative to attend this meeting to represent the views of the Authority and to speak and vote as necessary. To avoid a conflict of interest, it is recommended that the Authority-appointed representative should NOT be the person appointed by the Authority as a Director on the Company.

RECOMMENDATION that the Authority nominate a Member (preferably NOT its appointed Director on the Company) to attend the Annual General Meeting of South West Fire Control Ltd. to be held on Monday 9 November 2009.

13. Payment of Allowance to Alternate Director on South West Fire Control Ltd.

Report of the Clerk to the Authority (DSFRA/09/26) attached (Page 53).

14. Service Corporate Identity

Report of the Head of Corporate Support (DSFRA/09/27) attached (Page 57).

15. South West Fire Control Ltd. - Authority-Appointed Director Feedback

16. Chairman's Announcements

17. Chief Fire Officer's Announcements

PART 2 – ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PRESS AND PUBLIC

Nil

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Hughes OBE (Chairman), Healey (Vice Chairman), Boyd, Burridge-Clayton, Cann, Dyke, Eastman, Foggin, Fry, Gordon, Gribble, Horsfall, Leaves, Manning, Mills, Mrs. Nicholson, Radford, Randall Johnson, Smith, Turner, Viney, Wallace, Way, Woodman and Yeomans

NOTES

1. ACCESS TO INFORMATION

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Steve Yates on the telephone number shown at the top of this agenda.

2. DECLARATIONS OF INTERESTS BY MEMBERS

What Interests do I need to declare in a meeting?

As a first step you need to declare any personal interests you have in a matter. You will then need to decide if you have a prejudicial interest in a matter.

What is a personal interest?

You have a personal interest in a matter if it relates to any interests which you must register, as defined in Paragraph 8(1) of the Code.

You also have a personal interest in any matter likely to affect the well-being or financial position of:-

- (a) you, members of your family, or people with whom you have a close association;
- (b) any person/body who employs/has employed the persons referred to in (a) above, or any firm in which they are a partner or company of which they are a director;
- (c) any person/body in whom the persons referred to in (a) above have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of which you are a Member or in a position of general control or management and which:-
 - you have been appointed or nominated to by the Authority; or
 - exercises functions of a public nature (e.g. a constituent authority; a Police Authority); or
 - is directed to charitable purposes; or
 - one of the principal purposes includes the influence of public opinion or policy (including any political party or trade union)

more than it would affect **the majority** of other people in the Authority's area.

Anything that could affect the quality of your life (or that of those persons/bodies listed in (b) to (d) above) either positively or negatively, is likely to affect your/their "well being". If you (or any of those persons/bodies listed in (b) to (d) above) have the potential to gain or lose from a matter under consideration – to a **greater extent** than **the majority** of other people in the Authority's area - you should declare a personal interest.

What do I need to do if I have a personal interest in a matter?

Where you are aware of, **or ought reasonably to be aware of**, a personal interest in a matter you must declare it when you get to the item headed "Declarations of Interest" on the agenda, or otherwise as soon as the personal interest becomes apparent to you, **UNLESS** the matter relates to or is likely to affect:-

- (a) any other body to which you were appointed or nominated by the Authority; or
- (b) any other body exercising functions of a public nature (e.g. membership of a constituent authority; other Authority such as a Police Authority);

of which you are a Member or in a position of general control or management. In such cases, provided you do not have a prejudicial interest, you need only declare your personal interest if and when you speak on the matter.

Can I stay in a meeting if I have a personal interest?

You can still take part in the meeting and vote on the matter unless your personal interest is also a prejudicial interest.

What is a prejudicial interest?

Your personal interest will also be a **prejudicial** interest if **all** of the following conditions are met:-

- (a) the matter is not covered by one of the following exemptions to prejudicial interests in relation to the following functions of the Authority:-
 - statutory sick pay (if you are receiving or entitled to this);
 - an allowance, payment or indemnity for members;
 - any ceremonial honour given to members;

- setting council tax or a precept; **AND**
- (b) the matter affects your financial position (or that of any of the persons/bodies as described in Paragraph 8 of the Code) or concerns a regulatory/licensing matter relating to you or any of the persons/bodies as described in Paragraph 8 of the Code); **AND**
- (c) a member of the public who knows the relevant facts would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that you have a prejudicial interest (and the nature of that interest) as soon as it becomes apparent to you. You should then leave the room unless members of the public are allowed to make representations, give evidence or answer questions about the matter by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose.

You must, however, leave the room **immediately after you have finished speaking (or sooner if the meeting so decides)** and you cannot remain in the public gallery to observe the vote on the matter. Additionally, you must not seek to **improperly influence** a decision in which you have a prejudicial interest.

What do I do if I require further guidance or clarification on declarations of interest?

If you feel you may have an interest in a matter that will need to be declared but require further guidance on this, please contact the Clerk to the Authority – preferably before the date of the meeting at which you may need to declare the interest. Similarly, please contact the Clerk if you require guidance/advice on any other aspect of the Code of Conduct.

DEVON & SOMERSET FIRE & RESCUE AUTHORITY

(Annual Meeting)

14 July 2009

Present:-

Councillors Boyd, Burrige-Clayton, Cann, Dyke, Eastman, Foggin, Fry, Gordon, Gribble, Healey, Horsfall, Hughes OBE, Leaves, Manning, Mrs. Nicholson, Radford, Smith, Turner, Viney, Wallace, Way, Woodman and Yeomans

Apologies:-

Councillors Mills and Randall Johnson

DSFRA/1. Election of Chairman

RESOLVED that Councillor Hughes OBE be elected Chairman of the Authority until its Annual Meeting in 2010.

DSFRA/2. Minutes

RESOLVED that the Minutes of the Annual Meeting held on 28 May 2008 be signed as a correct record.

DSFRA/3. Award of OBE to Councillor B. Hughes

The Authority congratulated the Chairman on his award of Order of the British Empire in the Queen's Birthday Honours List.

DSFRA/4. Election of Vice Chairman

RESOLVED that Councillor Healey be elected Vice-Chairman of the Authority until its Annual Meeting in 2010.

DSFRA/5. Declarations of Interest

Members of the Authority were invited to consider whether they had any **personal/personal and prejudicial interests** in items as set out in the agenda for this meeting and to declare any such interests at this time.

No interests were declared.

DSFRA/6. Review of Constitutional Governance Framework Documents

The Authority considered a report of the Clerk to the Authority (DSFRA/09/18) on a review of the Authority's constitutional framework documents and proposing, in light of the outcome of the review, revisions to:

- Financial Regulations;
- Scheme of Delegations;
- Member/Officer Protocol;

- Strategy on the Prevention and Detection of Fraud and Corruption.

RESOLVED

- that the proposed revision to the Authority's Standing Orders, as set out in paragraph 2.4 of report DSFRA/09/18, be approved;
- that the revised Financial Regulations, Scheme of Delegations, Member/Officer Protocol and Strategy for the Prevention and Detection of Fraud and Corruption, as enclosed separately with the agenda for this meeting, be approved;
- that, subject to (a) and (b) above, the constitutional governance framework documents as listed at paragraph 1.1 of the report be endorsed;
- that it be noted that further amendments to the documents may be submitted to future meetings of the Authority as and when required.

DSFRA/7. Schedule of Appointments to Committees, Working Parties Etc. and Appointments to Outside Bodies

The Committee considered a Schedule of Appointments to Committees and Outside Bodies (DSFRA/09/19) to which was appended, for information, a copy of the existing Terms of Reference for each of the Committees within the current structure.

RESOLVED

- that the Terms of Reference for Committees etc. as set out in Annex 1 to the Schedule (DSFRA/09/19) be endorsed;
- that appointments as indicated below be made to Committees etc. and Outside Bodies, the term of office to be until the Annual Meeting of the Authority in 2010 unless otherwise indicated;
- that the appointments of Messrs. Phillips, Watson and Withers as Independent Members of the Authority's Standards Committee be re-affirmed until the Annual Meeting of the Authority in 2010

(A) COMMITTEES ETC.

Resources Committee

Councillors Gordon, Horsfall, Hughes OBE, Smith, Turner, Woodman and Yeomans.

Human Resources Management and Resources Committee

Councillors Boyd, Burridge-Clayton, Cann, Manning, Mrs. Nicholson, Turner and Wallace.

Audit and Performance Review Committee

Councillors Burridge-Clayton, Dyke, Mills, Radford, Viney, Wallace and Way.

Community Safety and Corporate Planning Committee

Councillors Eastman, Foggin, Fry, Healey, Leaves, Manning and Woodman.

Standards Committee

Councillors Gribble, Horsfall, Manning, Mills, Randall Johnson and Yeomans.

Capital Programme Working Party

Councillors Fry, Smith, Wallace and Woodman.

Equality and Diversity Lead Member

Councillor Eastman.

Member Champion for Climate Change

Councillor Leaves.

(B) OUTSIDE BODIES

Local Government Association

(a) Fire Service Forum

Authority Chairman (Councillor Hughes OBE)

(b) General Assembly

Member

Chairman (Councillor Hughes OBE)

Councillor Healey

Councillor Horsfall

Councillor Viney

Votes

Exercised

1 Corporate
and 5 Service

4 Service

4 Service

4 Service

(c) Urban Commission

Councillor Gordon.

(d) Rural Commission

Councillor Smith.

Devon Strategic Partnership

Councillor Way

Safer Devon Partnership Executive Group

Councillor Randall Johnson

Somerset Local Strategic Partnership

Councillor Horsfall

South West Councils

Councillor Hughes OBE

South West Provincial Council

Chair of Human Resources Management and Development Committee (once appointed).

South West Regional Management Board

Main Member

Councillor Hughes OBE

Councillor Healey

Councillor Gordon

Named Substitute

Councillor Fry

Councillor Boyd

Councillor Gribble

South West Forum of Fire Authorities

As per South West Regional Management Board above.

South West Fire Control Ltd.

Councillor Healey (**NOTE:** term of office to be until Councillor Healey resigns OR ceases to be a Member of the Authority).

Devon and Exeter Racial Equality Council

Councillor Manning.

Plymouth and District Racial Equality Council

Councillor Gordon.

Somerset Racial Equality Council.

Councillor Turner.

DSFRA/8. Devon & Somerset Fire & Rescue Authority Draft Calendar of Meetings 2009/10

RESOLVED that, subject to amending the date of the September 2009 meeting of the Audit and Performance Review Committee to:

Friday 11 September 2009 at 10.00hours

the draft Calendar of Meetings for the Authority for the 2009/10 Municipal Year (DSFRA/09/20), as attached to the agenda for the meeting, be approved.

The meeting started at 10.00hours and finished at 11.48hours.

DEVON & SOMERSET FIRE & RESCUE AUTHORITY
(Ordinary Meeting)

14 July 2009

Present:-

Councillors Hughes OBE (Chairman), Boyd, Burridge-Clayton, Cann, Dyke, Eastman, Foggin, Fry, Gordon, Gribble, Healey, Horsfall, Leaves, Manning, Mrs. Nicholson, Radford, Smith, Turner, Viney, Wallace, Way, Woodman and Yeomans

Apologies:-

Councillors Mills and Randall Johnson

DSFRA/9. Minutes

RESOLVED that the Minutes of the meeting held on 29 June 2009 be signed as a correct record.

DSFRA/10. Declarations of Interest

Members of the Authority were invited to consider whether they had any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and declare any such interests at this time.

Councillor Healey declared a **personal but non-prejudicial interest** in the Minutes of the meeting of the Regional Management Board held on 23 June 2009 – in so far as these related to the FiReControl Project – by virtue of his appointment by this Authority as a Director on South West Fire Control Ltd., the Local Authority Controlled Company with overall governance responsibility for the South West Regional Control Centre.

(SEE ALSO MINUTE DSFRA/13 BELOW)

DSFRA/11. International Financial Reporting Standards (IFRS)

The Authority considered a report of the Treasurer (DSFRA/09/21) on the requirement for the Authority to adopt the International Finance Reporting Standards (IFRS) in place of the current UK Generally Accepted Accounting Practice (UK GAAP). The Chartered Institute of Public Finance Accountancy (CIPFA) had announced a new governance framework for the Code of Practice on Local Authority Accounting to reflect this change and the new Code was currently being developed by the Financial Reporting Advisory Body.

Although the Authority would not be required to produce fully compliant IFRS accounts until 2010/11, it would be necessary to produce an IFRS-compliant opening balance sheet as at 1 April 2009 because of the need to provide full comparative data.

The report indicated that the move to IFRS, which would involve additional disclosures to be included in the Statement of Accounts, would be complex and as such a three phase approach to implementation – as outlined in the report – would be undertaken by a small officer steering group with reports submitted to the Audit and Performance Review Committee at key stages of the project to monitor progress and make recommendations as required.

At this stage it was not possible to quantify the full financial implications of the change as the Chartered Institute for Public Finance Accountancy were still working with the Treasury and other agencies on the implications of the new Code. It was anticipated that for the current year the changes could be made from within existing resources although this would be kept under review and it would be necessary to assess the potential costs from the changes as part of the medium term financial planning process.

RESOLVED

- (a) that the accounting changes required and the timetable for implementation of IFRS as detailed in report DSFRA/09/21 and indicated above be noted;
- (b) that the role of the Audit and Performance Review Committee in relation to the transition, as detailed in the report and indicated above, be noted;
- (c) that the need to assess the financial implications from the change as part of the review of the Medium Term Financial Plan be noted.

DSFRA/12. Carbon Management Programme

The Authority considered a report of the Head of Physical Assets (as Service Carbon Management Programme Sponsor) (DSFRA/09/22) on:

- the need for the Authority to report its performance, as part of the Comprehensive Area Assessment process, against national indicators dealing with reductions in carbon emissions and adaptation/response to climate change;
- the work of the Carbon Management Trust in assisting local authorities to develop and deliver appropriate Carbon Management Programmes to assist in meeting such targets and in delivering other benefits such as reductions in energy bills; and
- the success of the south west fire and rescue services, working collaboratively, in the application to join the Trust's 2009 Management Programme

RESOLVED that the success of the Service in its application to join the Carbon Trust's 2009 Management Programme be noted.

DSFRA/13. South West Regional Management Board

(Councillor Healey declared a **personal but non-prejudicial interest** in this item – in so far as it related to the FiReControl Project – by virtue of his appointment by this Authority as a Director on South West Fire Control Ltd., the Local Authority Controlled Company with overall governance responsibility for the South West Regional Control Centre.

The Authority received for information the Minutes of the meeting of the Board held on 23 June 2009 which had considered, amongst other things:

- a report on the FiReControl Business Case 2009;
- a report on the Board's financial outturn 2008/09 including a Statement of Accounts;
- a report on the Board's Annual Governance Statement 2008/09 (required to accompany the Statement of Accounts);
- a report on benefits realised in 2008/09 from the programme of regional collaboration together with indicative forecast benefits for 2009/10 and 2010/11;
- a Highlight report on those projects being undertaken on a regional basis and those supported by the South West Regional Improvement and Efficiency Partnership.

DSFRA/14. Chairman's Announcements

The Chairman reported on attendance, on behalf of the Authority, at:

- on 28 June 2009, the Fire Engine Rally at which circa £3,000 had been raised for the Firefighters Charity;
- on 30 June 2009, an informal meeting with Mr. John Barton, General Secretary of the Retained Firefighters Union;
- on 5 July 2009, the Yeovil Town Council Civic Service; and
- on 9 July 2009, the Service Long Service and Good Conduct Medal Awards Ceremony at Taunton School.

DSFRA/15. Chief Fire Officer's Announcements

The Chief Fire Officer reminded Members of the forthcoming Passing Out Parade to be held at the Service Training Centre, Plympton, from 11.30hours on Thursday 23 July 2009.

The meeting started at 11.49am and finished at 12.29pm.

STANDARDS COMMITTEE

(Devon and Somerset Fire and Rescue Authority)

12 August 2009

Present:-

Councillors Gribble, Horsfall, Manning, Phillips, Randall Johnson, Withers and Yeomans.

Apologies:-

Councillors Mills and Mr Watson.

***SC/1. Election of Chairman**

RESOLVED that Mr David Watson be appointed Chairman of the Committee until its first meeting after the Annual Meeting of the Authority in 2010.

***SC/2. Election of Vice-Chairman**

In view of the absence of Mr Watson, it was agreed to move item 5 for consideration at this point in the meeting, whereupon it was

RESOLVED that Mr Derek Phillips be appointed Vice Chairman of the Committee until its first meeting after the Annual Meeting of the Authority in 2010.

In the absence of Mr Watson, it was:

RESOLVED that Mr Phillips would take the Chair for this meeting.

***SC/3. Minutes**

RESOLVED that the Minutes of the meeting held on 17 September 2008 be approved and signed by the Chairman, subject to an amendment under Minute *SC/9 to take out the words "be informed" on the second line of resolution (a).

***SC/4. Declarations of Interest**

Members were invited to consider whether they have any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and declare any such interests.

No interests were declared.

***SC/5. Appointments to Sub-Committees**

The Committee considered a report of the Clerk to the Authority (and Monitoring Officer) (SC/09/1) that set out a process for the determination of allegations of breaches of the Members' Model Code of Conduct, which involved the establishment of a number of sub-committees with associated Terms of Reference. The Committee was invited to endorse that process and to appoint Members to each of the sub-committees.

Concern was expressed in respect of the availability of Members to participate in this process within the timescales set. The Clerk confirmed that, in accordance with Standing Order 43.(5) and 43.(6), it was possible for substitutes to be nominated to attend the meetings providing this did not create a conflict of interest between membership of the Assessment and Review Sub-Committees.

RESOLVED

- (a) that the size and Terms of Reference for the Assessment, Review, Monitoring Officers Reports and Hearings Sub-Committees, as set out in Section 2 of report SC/08/1 be confirmed;
- (b) that, at this stage, the following appointments be made to the Assessment and Review Sub-Committees in accordance with regulatory requirements, the term of office to be until the first meeting of the Standards Committee following the Annual Meeting of the Authority in 2009;

| <u>Assessment Sub-Committee</u> | <u>Review Sub-Committee</u> |
|--|------------------------------------|
| Mr Derek Phillips | Mr Robin Withers |
| Councillor Terry Manning | Councillor Alvin Horsfall |
| Councillor Derek Yeomans | Councillor George Gribble |

- (c) that the contents of Authority Standing Order 43 in relation to the appointment to and operation of Sub-Committees of the Standards Committee (including the provision for substitutions), as set out in Section 3 of report SC/08/1 (appended to this report) be noted; and
- (d) that the Committee endorses the previously agreed operating protocol of meetings of the Assessment and Review Sub-Committees being called by the Clerk as and when business requires – acknowledging the Standards Board for England guidance that such matters should be addressed within an average of 20 working days of receipt.

***SC/6. 2009 Annual Assembly of Standards Committees**

The Committee received for information details in respect of the 2009 Annual Assembly of Standards Committees which was to take place on Monday and Tuesday, 12 and 13 October 2009 at the International Conference Centre, Birmingham. The Authority's Approved Scheme of Allowances provided for three, fully funded, Member (including Independent Member) places to attend this event. Two places had already been allocated to date to Councillors Gribble and Mills and the Committee was invited to consider and nominate a third Member to attend this event. Additionally, two of the Committee's Independent Members (David Watson and Robin Withers) were also both attending the Assembly but their attendance was being funded by other bodies.

It was noted at this point that Councillor Gribble was unable to attend the Conference and that a further delegate needed to be nominated to replace him. It was suggested, in view of this, that the third place should be rescinded and that Councillor Manning would attend in place of Councillor Gribble.

RESOLVED that Councillors Manning and Mills attend the 2009 Annual Assembly of Standards Committees, accompanied by the Clerk and Democratic Services and Corporate Support Manager.

***SC/7. The Role of the Standards Committee within the Authority**

The Committee considered a report of the Clerk to the Authority (SC/09/2) that explored options for developing the remit of the Standards Committee to enhance its role in embedding appropriate ethical standards at the heart of the Authority's business.

Reference was made to the suggestions set in the report for inclusion within the Terms of Reference as follows:

- Member/Officer protocol;
- Policy on Gifts and Hospitality;
- Issues referred to the Ombudsman.

Members of the Committee commented that, whilst these were areas which the Committee could include within its Terms of Reference, there was a need to ensure that any duplication with the remit of the Authority's Audit and Performance Review Committee was avoided. The Clerk advised that the issue of the role of Standards Committees was to be a topic for discussion at the 2009 Annual Assembly and he suggested that further consideration of this matter be deferred pending the outcome of the Conference.

Mr. Withers suggested that consideration could be given to the inclusion of the Authority's Partnership Framework and the Register of Interests in addition to the areas above.

NB. Minute *SC/6. above also refers.

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

The meeting started at 14.15hours and finished at 15.20hours.

AUDIT AND PERFORMANCE REVIEW COMMITTEE
(Devon and Somerset Fire and Rescue Authority)

11 September 2009

Present:-

Councillors Burridge-Clayton, Dyke, Gribble (vice-Radford), Mills, Viney and Way

Apologies:-

Councillor Wallace

***APRC/1. Election of Chair**

RESOLVED that Councillor Dyke be elected Chair of the Committee until the first meeting after the Annual Meeting of the Authority in 2010.

***APRC/2. Minutes.**

RESOLVED that the Minutes of the meeting held on 5 February 2009 be signed as a correct record.

***APRC/3. Declarations of Interest**

Members of the Committee were invited to consider whether they had any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and to declare any such interests at this time.

No such interests were declared.

***APRC/4. Election of Vice Chair**

RESOLVED that Councillor Mills be elected Vice Chair of the Committee until the first meeting after the Annual Meeting of the Authority in 2010.

***APRC/5. Performance Report: April 2008 to March 2009**

The Committee received for information a report of the Head of Service Planning and Review (APRC/09/2) that detailed the performance and progress made by the Service as measured against the Corporate Plan goals, activities and targets for the year ended 2008/09.

The Head of Service Planning and Review gave a presentation that highlighted areas in which the Service was taking action under the Goals within the Corporate Plan and which also compared performance to other services within the South West Region.

***APRC/6. Performance Report: April 2009 to June 2009**

The Committee received for information a report of the Head of Service Planning and Review (APRC/09/3) that detailed the performance of the Service, together with progress, against the Corporate Plan goals, activities and targets for the first three months of the year (April to June 2009).

The report highlighted areas in which the Service was performing well, notably with the level of sickness absence. There had been a 20.6% reduction in April to June 2009 compared with the same period in 2008. Compared to other services within the south west, this was no longer the highest sickness rate within the region. This improvement in performance was partly attributable to the introduction of the new Sickness Absence Management Policy. A training strategy was being developed to enable the Service to assist managers in the handling of absence management.

The areas requiring improvement included accidental dwelling fires and accidental dwelling fire deaths. It was noted that there had been an 11% increase in the number of accidental dwelling fires compared to the same period in 2008/09. There had been a peak in May 2009 although the number of accidental dwelling fires had reduced since and it was hoped that this trend would continue. In terms of the number of fire deaths, there had been 4 to date this year, double the number in previous year although the Service had already exceeded the long term target for reducing fire deaths. As a consequence, the Service had issued a campaign aimed at people who live alone and could be at risk of fire (Operation Home Alone).

***APRC/7. Results of the 2008 Place Survey**

The Committee considered a report of the Head of Service Planning and Review (APRC/09/4) that set out the results of the 2008 Place Survey, which was conducted by the Government to replace the previous Best Value User Satisfaction. The Place Survey was carried out in conjunction with constituent authority partners and asked members of the public for their views on what it was like to live in their area.

The key points for the Service were that the satisfaction level (83%) was very positive and that it was perceived that Value for Money was provided. The survey also provided a basis on which to target activity, particularly in community safety. It was noted that a report would be submitted to the next meeting of the Community Safety and Corporate Planning Committee in respect of the proposals for the Community Plans and Community Engagement Projects that would be utilised to deliver on this work.

RESOLVED

- (a) That the Committee notes the results of the 2008 Place Survey;
- (b) That the results be utilised to inform the planning process for the targeting and delivery of prevention and protection activities.

***APRC/8. Annual Internal Audit Report 2008/09 and Plan 2009/10**

The Committee received for information a copy of the Annual Internal Audit Report for 2008/09 for the Authority as prepared by the Audit Manager for the Devon Audit Partnership (DAP) in conjunction with the Treasurer and which summarised work carried out against the agreed internal audit plan for that financial year.

The Committee also considered the provisional internal audit plan for the Devon and Somerset Fire and Rescue Authority for 2009/10. The Treasurer and DAP were satisfied that the areas selected for audit and the time allocated represented an appropriate programme for 2009/10.

RESOLVED that the Annual Internal Audit Report for 2008/09 for Devon and Somerset Fire and Rescue Authority be noted and the Internal Audit Plan for 2009/10 be approved.

***APRC/9. Audit Progress Report**

The Committee considered the external auditors' progress report, which included an Audit Progress Summary for the period 1 April to 1 September 2009 and which summarised the following issues:

- Interim (control environment and systems) Audit Report 2008/09 and completed action plan.
- Supplementary Opinion on the Audit Plan for 2008/09;
- Audit Fee Letter for 2009/10;

Steve Brown, representing the Audit Commission, was present at the meeting and outlined the main points of the report. It was noted that the Supplementary Opinion on the Audit Plan for 2008/09 would not result in any additional charges being applied.

RESOLVED that the Audit Commission's Audit and Inspection Plan for 2009/10 be approved.

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

The meeting started at 10.00hours and concluded at 12.17hours.

RESOURCES COMMITTEE

(Devon and Somerset Fire and Rescue Authority)

14 September 2009

Present:-

Councillors Horsfall, Hughes OBE, Smith, Turner, Woodman and Yeomans

Apologies:-

Councillor Gordon

***RC/1. Election of Chair**

RESOLVED that Councillor Gordon be appointed as Chair of the Committee until the first meeting after the Annual Meeting of the Authority in 2010.

***RC/2. Election of Vice Chair**

In view of the absence of Councillor Gordon, it was agreed to move item 5 for consideration at this point in the meeting, whereupon it was

RESOLVED that Councillor Yeomans be appointed Vice Chair of the Committee until its first meeting after the Annual Meeting of the Authority in 2010.

In the absence of Councillor Gordon, it was:

RESOLVED that Councillor Yeomans would take the Chair for this meeting.

***RC/3. Minutes**

RESOLVED that the Minutes of the meeting held on 4 February 2009 be signed as a correct record.

***RC/4. Declarations of Interest**

Members were invited to consider whether they have any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and declare any such interests.

No interests were declared.

RC/5. Budget Monitoring Report 2009/10

The Committee considered a report of the Treasurer (RC/09/4) that set out projections of income and expenditure for the first four months of the financial year (to the end of July 2009) against the approved Revenue Budget for 2009/10 and which detailed significant variations against individual budget lines. The report also contained details of proposed virements within the approved budget and provided a summary of the Authority's forecast performance against its financial targets and its anticipated year end reserve position.

At this stage, it was reported that projected spending would be £0.588million less than the approved budget (equivalent to 0.81%) and that this was attributable largely to the 2009 pay award for uniformed staff which had been settled at 1.25% instead of 2.3% as assumed in the setting of the 2009/10 revenue budget. There was also a number of vacancies held and activity levels for retained firefighters had been lower than anticipated. The Treasurer urged caution at this stage, however, as it was early in the financial year and the position may change.

RESOLVED

- (a) That the current projection of an underspend of £0.588m, against the current year revenue budget be noted;
- (b) That, in accordance with Financial Regulations, budget virement 2 as set out in the table at paragraph 6.1 of report RC/09/4 be approved;
- (c) That, in accordance with Financial Regulations, the Authority be recommended to approve budget virement 1 as set out in the table at paragraph 6.1 of the report
- (d) That the performance against 2009/2010 financial targets, be noted.

***RC/6. Capital Programme Monitoring 2009/10 to 2011/12**

The Committee considered a report of the Head of Physical Assets (RC/09/5) that set out the current monitoring position for the capital programme for 2009/10 to 2011/12 as approved by the Authority on 16 February 2009.

The Committee was advised that the revisions to the Programme had occurred largely due to slippage on the 2008/09 programme as a result of factors such as late approvals and delays in external factors beyond the Service's control. These revisions did not affect the budgets for individual schemes (which remain as originally approved) but represent a rescheduling in terms of the approved Programme.

Reference was made to the discussions held with the Capital Programme Working Party on 31 July 2009. This provided an opportunity for the Service to engage with Members in respect of the detail on capital schemes at an early stage. It was noted that the Minutes of the meetings would be submitted to the Resources Committee for information in the future.

RESOLVED

- (a) That the revised capital programme as set out in Appendix B of report RC/09/5 be approved.
- (b) That, subject to (a) above, the report be noted.

***RC/7. Specialist Rescue - Payments**

The Committee considered a report of the Assistant Chief Fire Officer (Operations) (RC/09/6) on the current position, following discussions, in relation to the proposed introduction of financial recognition for staff undertaking specialist rescue work at Level 3.

The Assistant Chief Fire Officer (Operations) advised that, nationally, whilst there was clarity that specialist rescue work at Levels 1 and 2 was part of the firefighter role map (and hence did not attract any additional payment), there was at present uncertainty as to whether or not Level 3 was incorporated in the role map.

Pending clarification of this and to enable the Service to progress specialist rescue capability to level 3, a suggested solution (as discussed with representative bodies) was presented which proposed an additional payment to those firefighters undertaking level 3 specialist rescue activities to recognise the technical, physiological and psychological nature of the work. The report outlined the financial implications of implementing this proposal which could be contained from within existing resources in the current financial year but would represent a commitment on the base budget for 2010/11 and beyond should the payments be continued. The proposal had been instigated as a result of decisions taken by other fire and rescue services in the region to recognise additional work at level 3 undertaken in relation to Safety at Height and Confined Space (SHACS) activities.

Following a debate on this issue, Members questioned the requirement for the Service to undertake and fund Level 3 activities, particularly in the light of the lack of clarity regarding inclusion of this in the role map. Councillor Hughes moved (and was seconded by Councillor Mrs Turner):

“that further clarification be sought from the National Joint Council (NJC) as to whether specialist rescue responsibilities (at Level 3) were included within the Role Map for firefighter”.

Upon a vote (6 for, 0 against), the motion was **CARRIED**.

RESOLVED that further clarification be sought from the National Joint Council (NJC) as to whether specialist rescue responsibilities (at Level 3) were included within the Role Map for firefighter.

***RC/8. Treasury Management Performance 2008/09 and 2009/10 (to July 2009)**

The Committee received for information a report of the Treasurer (RC/09/7) that provided details of the Authority's borrowing and investment activities during 2008/09 and which compared this performance against the approved Treasury Management Strategy. The report also included details of performance relating to the first four months of 2009/10 (to the end of July 2009).

The Authority's treasury management adviser, Mark Swallow, was in attendance at the meeting to present the report and he highlighted two points, namely:

- That the Authority's debt was being managed well, with a reduction in the cost of borrowing having been achieved through reprofiling during the year;
- An average investment outturn for 2008/09 of 3.84% (from a benchmark return of 3.69%) had been achieved. This was more than the average return for 7 day short term investments and therefore a positive position for the Authority given the current market.

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

The meeting started at 10.00hours and concluded at 12.50hours.



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

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|-----------------------------|---|
| REPORT REFERENCE NO. | DSFRA/09/23 |
| MEETING | DEVON & SOMERSET FIRE & RESCUE AUTHORITY |
| DATE OF MEETING | 28 SEPTEMBER 2009 |
| SUBJECT OF REPORT | EMERGENCY RESPONSE STANDARDS |
| LEAD OFFICER | Chief Fire Officer |
| RECOMMENDATIONS | <p>(a) <i>That the response standard for road traffic collisions (RTCs), previously approved by the Authority:</i></p> <p>(i) <i>in principle, at its meeting on 27 March 2008 (Minute DSFRA/92(b) refers); and</i></p> <p>(ii) <i>as part of the Corporate Plan 2009/10 to 2011/12, to operate for a trial period (Minute DSFRA/74 refers)</i></p> <p><i>be now formally adopted as the Service's response standard for RTCs</i></p> <p>(b) <i>that the recommendations as set out in the Appendix to this report (section 7, pages 34 to 36) in relation to the Service emergency response standards for non-domestic buildings and entrapments (other than RTCs) be approved in principle subject to the outcome of a consultation exercise to be undertaken as part of the proposals for the Authority's next Corporate Plan.</i></p> |
| EXECUTIVE SUMMARY | <p>Since the revocation of the National Standards of Fire Cover in 2004 Fire and Rescue Services should be defining their own standards in light of local risk analysis.</p> <p>Following the work completed last year in partnership with Exeter University and Dorset Fire and Rescue Service on domestic buildings and RTCs, this paper reports on the results of the trial period for the RTC response standard and outlines work carried out to propose emergency response standards for Devon and Somerset FRS in respect of non-domestic buildings and entrapments, other than RTCs.</p> |

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|-----------------------------------|---|
| RESOURCE IMPLICATIONS | It is estimated that implementing the response standards outlined in this report should be cost neutral. |
| EQUALITY IMPACT ASSESSMENT | An initial assessment has revealed that there are no equality issues arising from this report. |
| APPENDICES | A. Defining Emergency Response Standards for Devon and Somerset FRS and Dorset FRS: Part 2 – Response options for ‘Non-Domestic Buildings’ and entrapments (ex RTC) |
| LIST OF BACKGROUND PAPERS | Defining Emergency Response Standards for Devon and Somerset FRS and Dorset FRS: Part 1 – Response options for ‘Dwelling Fires and RTCs |

1. INTRODUCTION

- 1.1 Fire and Rescue Services are called, and have the duty, to attend many types of incident and different incidents require varying levels of resources. Whilst the Services would like to attend all incidents as quickly as possible to alleviate distress and mitigate damage, the criticality of the attendance time varies between incident type.
- 1.2 This report details outcomes from part of the work undertaken to identify a process whereby the emergency resources within Devon & Somerset can be deployed in order to minimise risk and improve safety. It is derived from a joint research undertaken by Dorset and Devon & Somerset Fire and Rescue Services. This report deals with the definition of response standards, for residential (non domestic) fires, non domestic (non residential) fires, and entrapments, (excluding RTCs) in respect of speed, personnel and resources (weight).
- 1.3 However, this report does not recommend a final resource distribution. To complete the process the standards defined in this report must take account of a risk assessment model that categorises each area of the service by risk. This is particularly important in counties with large rural areas with sparse populations as it must be recognised that if a realistic response standard is set, it will not be possible to meet it across all areas, e.g. remote buildings on the moors. Therefore, effective application of other control measures must be considered as part of the emergency response standards.

2. BACKGROUND

- 2.1 In order to determine resource distribution for all incidents a foundation must be established. Life loss is most predominant in dwelling fires and road traffic collisions (RTCs), so as all areas have residential risks and roads, dwelling fires and RTCs have been chosen to define the foundation of the Service's resource distribution.
- 2.2 National fire cover standards had been in place from 1936 (amended in 1944 and 56) to 2004. These standards were based on property density and were focused predominantly on the risk of fire spread in congested areas. It should be born in mind that the standards were developed at a time when fire safety in the construction and use of buildings was not as regulated as it is today. In addition, whilst it is true to say that where there are buildings you will find people, little account appears to have been taken of the risk added by the occupants of a building or the process carried on within it.
- 2.3 The Fire Services Act 2004 requires the production of a National Framework Document which steers Fire and Rescue Services (FRAs). Within the current Framework Document (2008-11) FRAs are charged with producing an Integrated Risk Management Plan (IRMP).
- 2.4 The Act states:-
'An IRMP will set out an authority's assessment of local risk to life and, in line with this analysis, how it is going to deploy its resources to tackle these risks and improve the safety of all sections of society. The IRMP will identify the ways in which the authority can work in partnership with neighbouring authorities and other agencies to deliver improved public safety. It will also set out the targets an authority has set itself and the standards it will apply to meet the specific pattern of local risk. This will be done in the context of its statutory duty to secure continuous improvement and should achieve Best Value for its local council taxpayers.'

- 2.4 Members will recall that statistical analysis work was been completed in 2007 in partnership with Exeter University to develop a risk assessment model for house fires which takes into account demographics, crime and historic data. Basing risk assessment on historic incidents and demographics is a known and widely used system and is the basis of the Fire Service Emergency Cover (FSEC) system supplied by central government. The incorporation of crime data was a new innovation across the three counties and statistical analysis has shown very high levels of correlation between certain types of crime and the risk of fire.
- 2.5 The result of this work led to the Authority approving a new response standard for dwelling fires, establishing an attendance time for all residential buildings and introducing a response standard for RTCs on a trial basis. During the trial further evidence was to be gathered to provide empirical evidence to identify if the numbers of personnel despatched were appropriate for the tasks required. This additional information was required due to the fact that, at that time, information gathered regarding RTCs did not record the numbers of personnel attending.

3. CONFIRMING THE RESPONSE STANDARD FOR ROAD TRAFFIC COLLISIONS (RTCs)

- 3.1 At its meeting on 27 March 2009 the Authority approved in principle the following emergency response standards for road traffic collisions (RTCs):

| | REACTIVE | | PROACTIVE |
|--|---|--------------------------------|--|
| Time | Appliances | Crew | |
| 1st Attendance 15 Minutes | 2 vehicles with defined equipment (3 on multi-lane) | 8 personnel (10 on multi-lane) | Local: Road safety as part of local Community Risk Management Area/Service: working with partners |
| Full Attendance 18 Minutes | | | |

- 3.2 At its meeting on 16 February 2009 the Authority approved, as part of its Corporate Plan 2009/10 to 2011/12, a pilot for these standards (Minute DSFRA/74 refers).
- 3.3 Following the collation and analysis of the questionnaire completed during the trial period, Officers-in-Charge stated that on 96.1% of occasions the number of personnel despatched to the incident were sufficient for the tasks required.
- 3.4 This result confirms the professional judgements made following the initial research questionnaires and the results of the focus groups. Therefore, the trialled standards for RTCs should now be ratified.

4. RESPONSE STANDARDS TO RESIDENTIAL AND NON-DOMESTIC BUILDINGS

- 4.1 Fire research shows that the intervention window for fire survivability starts to 'close' at about 10 minutes, and this research is supported by both central government and the FBU In sparsely populated counties such as Devon and Somerset it is not realistic to attend every building within this time, however, the aspiration should remain. There is also a statutory duty for FRAs to carry out proactive community safety and ensure compliance with Fire Safety legislation.
- 4.2 With survivability being compromised after 10 minutes this should be seen as our target maximum attendance time.

4.3 All occupied premises considered in this report fall under the control of the Regulatory Reform (Fire Safety) Order 2005. All such premises are now required to carry out fire risk assessments and actively work to reduce risk. Their fire risk assessments should not take account of the attendance of the Fire Service in developing their plans to safeguard those who are within the premises. Therefore, with regard to numbers of personnel attending residential and non domestic fires and the equipment requirements, nine personnel with the equipment to be found on one pumping appliance would provide adequate resources.

4.4 It should be noted that given our current methods of delivering personnel to the scene of an incident two pumping appliances would be required.

5. RESPONSE STANDARDS TO ENTRAPMENTS (OTHER THAN RTCs)

5.1 This area covers entrapments in machinery or the collapse of structures or stacked objects. The numbers of personnel dispatched to RTCs takes into account the potential for the Fire Service having to carryout traffic management activities in order to create a safe working environment. Unless the entrapment takes place on, or in close proximity to a roadway these additional duties will not be required, therefore a lower number of personnel can be considered. In the planning assumptions used for RTCs two personnel were included for the performance of additional duties potentially required. Therefore six personnel should be sufficient for entrapments not on the roadway. Where the entrapment is on, or in close proximity to a road, the response standards for single and dual carriageway roads should be used.

5.2 The ambulance service categorise incidents, and RTCs generally fall within two categories Cat A, or Cat B. The attendance time for Cat A calls is 8 minutes and 19 minutes for Cat B calls, which the ambulance service meets, or betters on 93% of occasions for Cat B calls. Medical services work on the principle that casualties need to reach 'definitive care' (a facility where surgical intervention can take place) within one hour which is often referred to as the 'Golden Hour'. It is also the collective experience of all emergency services that identifying the exact location of entrapments can be difficult, especially when not within a building, and as a result takes longer to locate the incident. In light of this a Fire Service attendance time of 15 minutes is proposed.

6. CONCLUSIONS

6.1 The response standards for Residential (non domestic), non domestic buildings and entrapments (other than RTCs) should maintain the same general principles approved by the Authority in setting the response standards for dwelling fires and RTCs namely that:

- the response standard should be expressed as a single value across the Service;
- where the target cannot be met the standard is varied;
- the time should be measured from the time we answer the call in Control to the time we arrive at the scene (individual activity such as call handling, turn out and travel time will still be monitored to drive improvement); and
- the response standard should articulate our re-active and pro-active activity.

6.2 Consequently, the Authority is now invited to adopt formally the response standard for RTCs (previously approved for a trial period) and to approve in principle the Service emergency response standards for non-domestic buildings and entrapments (other than road traffic collisions, as set out in Section 7, pages 34 to 36, of the Appendix to this report subject to the outcome of a consultation exercise to be undertaken as part of the proposals for the Corporate Plan.

LEE HOWELL
Chief Fire Officer

Defining Emergency Response Standards for Devon & Somerset FRS and Dorset FRS



Part 2 Response options for 'Non-Domestic Buildings' and entrapments (ex RTC)

Compiled by Mike Holme DSFRS and Colin Chapman DFRS

CONTENTS

1. Context
2. Background
3. Methodology
4. Existing Research and Service Policies
5. Discussion
6. Historic Performance
7. Recommendations
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Appendices

- A Former Response Standards
- B FSEC Premises Classification
- C RTC Questionnaire 6 Month Report

1. Context

- 1.1 This report follows on from Part One of the Response Standards project, which aims to identify a process whereby the emergency resources within Devon, Somerset and Dorset can be deployed in order to minimise risk, improve safety and define the performance standards by which the Service can measure its efficiency. It is derived from joint research undertaken by Devon & Somerset and Dorset Fire and Rescue Services. This report deals with the definition of a Response Standard for 'other buildings' (buildings other than private dwellings) with regard to speed of attack and the personnel and resources required (weight).
- 1.2 Fire and Rescue Services are called, and have the duty, to attend many types of incident. Different incidents require varying levels of resources. Whilst the Services would like to attend all incidents as quickly as possible to alleviate distress and mitigate damage, the criticality of the attendance time varies between incident types.
- 1.3 In order to determine resource distribution for all incidents a foundation was established in the Part One report 'Response Standards for Dwellings and Road Traffic Collisions (RTCs)'. These two incident types were chosen as life loss is most predominant in dwelling fires and RTCs and as all output areas¹ have residential risks and roads, they were seen as the ideal starting point for considering the Service's resource distribution.
- 1.4 However, neither this report nor the Part One report recommends a final resource distribution. This issue will be dealt with under a separate project which will be informed by this 'academic' process. Resource distribution is particularly important in counties with large rural areas with sparse populations as it must be recognised that if a realistic Response Standard is set, it will not be possible to meet it across all areas, e.g. remote communities. Therefore, effective application of other control measures must be considered as part of the Emergency Response Standards.

2. Background

- 2.1 The current fire cover standards have been in place since 1936 (amended in 1944 and 56). These standards were based on property types and were focused predominantly on the risk of fire spread in congested areas (see Appendix A). Whilst it is true to say that where there are buildings you will find people, little account appears to have been taken of the risk added by the occupants of a building. The 1956 standards remained in place until they were repealed by the Fire and Rescue Services Act 2004. This Act requires the production of a National Framework Document which steers Fire and Rescue Services (FRAs) activity. Within the current Framework Document (2006) FRAs are charged with producing an Integrated Risk Management Plan (IRMP). The act states

¹ An output area is the unit of measurement used for census data which typically contains approximately 120 dwellings.

'An IRMP will set out an authority's assessment of local risk to life and, in line with this analysis, how it is going to deploy its resources to tackle these risks and improve the safety of all sections of society. The IRMP will identify the ways in which the authority can work in partnership with neighbouring authorities and other agencies to deliver improved public safety. It will also set out the targets an authority has set itself and the standards it will apply to meet the specific pattern of local risk. This will be done in the context of its statutory duty to secure continuous improvement and should achieve Best Value for its local council taxpayers'.

- 2.2 Since the establishment of the standards of fire cover in 1936, greater understanding has been developed of the socio-economic impact on risk both in the home and at work. In addition the field of Fire Safety Regulation has changed the nature of risk within non-domestic premises.
- 2.3 Whilst life loss is most predominant in homes and in RTCs the environmental and societal impact of fires in other buildings needs to be considered. In addition it must be realised that people are not only sleeping within dwellings, so other residential property needs to be considered.
- 2.4 This report will deal with response standards to
 - Residential risks (Hotels, Hostels, Hospitals, Residential Care premises, Boarding Schools and Secure accommodation)
 - Commercial/non residential buildings

3. Methodology

- 3.1 In line with the process established in Part One, existing research will be examined along with current Service policies.
- 3.2 As the body of research is not likely to be as comprehensive as for dwellings, a series of consultation meetings will be carried out to collate local knowledge and experience.

4. Existing Research and Service Policies

Note This paper does not repeat the work carried out in Part One of this project where the 10 minute time line was researched, discussed and applied to all residential premises.

- 4.1 As with all buildings, the old standards of fire cover stipulated attendance times based on the general building type and density. Once established, every building within that area received the same target attendance time, which varied from 5 to 20 minutes and weight of response being between one and three appliances.

- 4.2 Under the old standards the Service also had the discretion to categorise individual or small groups of premises as 'special risks'. This essentially meant that the number and type of appliances (weight) could be varied. Further details of the old standards of fire cover can be found in appendix A of this report.
- 4.3 Continuing with the principle that people are most vulnerable when asleep it is necessary to think about other residential buildings. When considering this, there is little specific research, but certain aspects of dwelling fire research provides guidance as to survivability. This parallel led to the Part One report recommending that the ten minute 'speed of attack' should be used for all residential premises.
- 4.4 In the ENTEC report of 1999 the Home Office examined the statistical relationship between Fire Brigade attendance time and the spread of fire in dwellings and other buildings for fires in 1994 -1997. The main findings of the Home Office analysis of 'other buildings' are:

- *Probability of a fire being confined to the item first ignited falls from about 40% to 27% for fires attended in under 5 minutes and over 16 minutes respectively*
- *The probability of a fire being confined to the room of origin falls from about 85% to about 75% for fires attended in under 5 and over 16 minutes respectively*
- *The probability of a fire causing 5+metres of damage increases as follows,*

Table 1

| Attendance | % of fires causing 5+m² of damage |
|-------------------|---|
| Under 5 Minutes | 25 |
| 6 to 10 | 35 |
| 11 to 15 | 45 |
| 16 to 60 | 55 |

Thus, the likelihood of a fire causing over 5m² of damage almost doubles if attendance is in 16 to 60 minutes rather than under 5 minutes. In addition there is a consistent trend in fire size, with an incremental increase in probability of fires causing over 5m² of damage with each incremental increase in response time.

- 4.5 The Home Office also examined the relationship between fire reporting time and fire spread. In this case the results are less consistent, as follows:
- *The probability of a fire being confined to origin is 4%, 35% and 37% for fires reported immediately, in under 5 minutes and over 5 minutes respectively*
 - *The probability of a fire being confined to room of origin is 86%, 83% and 83% for fires reported immediately, in under 5 minutes and over 5 minutes respectively*
 - *The probability of a fire causing damage over 5m² of damage is 27%, 33% and 38% for fires reported immediately, in under 5 minutes and over 5 minutes respectively*

Thus, whilst the probability of a fire causing over 5m² of damage appears related to fire discovery time, this finding is not clearly repeated for fires confined to item or room of origin.

4.6 A review of fire cover carried out for the Central Fire Brigades Advisory Council in 2002 resulted in the production of **Technical Paper E** which stated;
“There was very little data on which to establish a relationship between the attendance time of the fire service and the societal risk to life in other buildings because, fortunately there are very few large fires that endanger life in such buildings. However, an empirical relationship was derived based upon fire reports of a number of large fires. This has been highlighted as an area where further work would be beneficial” (It is understood that the FPA are embarking on this additional research but no time line has yet been produced.)

4.7 The Fire Brigades Union, in their document *‘Integrated Risk Management Planning, The National Document’ (2004)* define the fire risk in other buildings as
‘the risk from fire posed to occupants of buildings such as hospitals, shops, offices and factories and the risk to the property itself’

The document goes on to say that ultimately due the variation of occupants and buildings

‘.....it is initially envisaged that planned responses will reflect current Pre-determined Attendances.’

Proactive position

4.8 With the exception of certain hostels and small hotels, all non domestic residential premises have been subject to Fire Safety legislation for some considerable time. With the inception of the Regulatory Reform (Fire Safety) Order 2005 however, all premises are now required to carry out fire risk assessments and actively work to reduce risk. Their fire risk assessments should not take account of the attendance of the Fire Service in developing their plans to safeguard those who are within the premises.

‘You should not depend upon the Fire and Rescue Service to evacuate people; your escape strategy must be dependant only on the factors that are within your control.’
Fire Risk Assessment. CLG p27. 2006

4.9 This principle was echoed in the supplementary guide for Means of Escape for Disabled People. (CLG 2007).

4.10 This guidance document goes on to detail the requirements of staff training, fire marshals and fire drills.

4.11 The guiding principle of this and the former fire safety legislation is to ensure that every (non domestic) building is provided with well managed and safe means of escape that allows the occupants to leave the building in the event of fire.

4.12 Over recent years Fire and Rescue Services have been encouraged to consider a more dynamic approach to dealing with calls to premises fitted with fire alarm systems. These systems often generate calls that are not in fact fires. These have become termed as ‘unwanted fire signals’.

4.13 In the context of Devon and Somerset, the agreed policy, approved by public consultation, states,

'False alarms cause a significant drain on Devon and Somerset Fire & Rescue Service Resources. The Service is committed to minimising false/unwanted alarms and thus reducing the number of unnecessary mobilisations and their consequential impact on Service delivery, business and commerce. A reduction in false alarms will allow Service appliances to be available for genuine emergencies. This will also release essential resources to allow more training, preventative and protection activities to take place.

Devon & Somerset Fire and Rescue Service attend in excess of 30.000 incidents each year. 24% of the incidents are generated from Automatic Fire Alarm systems. Approximately 90% of these are false alarms' Devon and Somerset Fire and Rescue Service Unwanted Fire Signals Policy 2008.

- 4.14 In its report into the Fire Service entitled *'In the line of Fire'* (1995) the Audit Commission argued that there was scope for radical change, which could result in the saving of lives, suffering and property. The report recommended:
- There should be a shift of emphasis from firefighting (cure) to fire safety (prevention). They argued that fire cover should be related more closely to risk, and that fire prevention work would reduce calls for firefighting,
 - Future risk categorisation should be based on empirical evidence and there should be more local flexibility, and
 - There should be a re-assessment of the response standards, again giving more local flexibility.
- 4.15 In October 2002 a task group to the Central Fire Brigade's Advisory Council carried out a Fire Cover Review.
- 4.16 In technical paper B of that review, life and property risks were considered. The paper stated that three forms of life risk and four types of property risk need to be considered.
- 4.17 **Life Risks**
- Individual life risk
(probability that an individual will be killed or injured in an incident)
 - Societal life risk
(probability that a number of people will be killed or injured in an incident)
 - Firefighter life risk
(probability that a Firefighter will be killed or injured in dealing with an incident)
- 4.18 **Property Risks**
- Premises risk
(the loss likely to occur at an incident due to damage to property)

- Heritage risk
(this may occur because the property is of historical significance, or because it has national economic importance)
- Environmental risk
(loss likely to occur at an incident due to pollution of the environment)
- Business continuity risk
(this takes account of businesses which are sole suppliers of goods in the UK)

Entrapments (ex RTC)

4.19 Entrapments (other than RTCs) is also an area where little existing research could be found. Therefore it is proposed that the Service consider the issues put forward in Part One in relation to RTCs. The proposals put forward in Part one are supported by the outcome of the analysis of the RTC questionnaire, instigated following the Authorities approval to trial the Dwelling and RTC standards. This Report can be found in Appendix C.

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| 5. Discussion |
|----------------------|

Non- Domestic Building Fires

- 5.1 In respect of this paper other buildings fall into two categories, residential and non-residential.
- 5.2 These buildings can often be populated by a large number of sometimes vulnerable people. However, the likelihood of injury or death by fire is statistically low, especially in non residential premises. Since 2005 Devon & Somerset has only experienced one death in a non domestic premise, and that was an act of self immolation.
- 5.3 Whilst life risk may be lower, it should still form a fundamental element of our planning, as when life is threatened, the survival times remain the same and the 10 minute thresholds established in Part One of this project, should remain the benchmark for our initial attendance.
- 5.4 However the fire protection regime within the buildings regulated under the Regulatory Reform Order (2005) means the occupiers of the premises are responsible for effectively managing fire risk. Therefore, containment and suppression of the fire should be built into the fabric of the building or fire plan. In addition the evacuation plan and staff training should ensure that occupants are able to effectively and safely leave the building.
- 5.5 Devon & Somerset FRS has recently introduced a targeted, risk assessment based policy of fire safety audits. This policy also includes a more robust enforcement process aimed at raising standards across industry.

- 5.6 In addition the fire safety regime will have been defined without reference to the attendance of the Fire Service indicating that additional Fire Service resources should not be required to deal with the evacuation of premises.
- 5.7 In considering non domestic buildings it must be borne in mind that this title covers a wide range of buildings from hotels through to public lavatories, and therefore represents a broad range of risk. In addition with Devon and Somerset being fundamentally, rural counties, they have a large predominance of agricultural buildings which are unoccupied for the majority of the time. As a result they do not receive the attention of the Fire Safety Order. The sparsity of the counties population and attendant access problems means that even with a significant increase in funding and redistribution of resources it would not be cost effective, or provide the community with value for money, to endeavour to meet the 10 minute attendance time for all agricultural buildings and all non domestic buildings. It is also unlikely that fires in agricultural buildings present a significant life risk. The real impact on such buildings would best be made by proactive work, which would have a greater impact on life and environmental safety.
- 5.8 Again due to the wide variation within the classification of 'other buildings' it is desirable to focus our actions and response standards to those buildings that attract the attention of the Fire Safety Order (2005). Therefore it would be realistic to consider the other buildings module used by the Fire Services Emergency Cover model (FSEC) in which buildings are categorised from A –T (see appendix B).
- 5.9 In the initial stages of a fire, the risk management arrangements within the premises may have the potential to protect firefighters entering the building. However, the differing methods of acceptable construction cannot guarantee firefighter safety. Recent notable events have led to the death or injury of several firefighters due to the rapid deterioration of building integrity.
- 5.10 As the size, construction, use and management of buildings vary so widely it is difficult, and perhaps unwise, to create blanket standards outside of attendance times to all non domestic buildings, especially in relation to firefighter safety. Therefore in many cases individual risk assessment will be required. However, this paper will recommend a baseline attendance which will need to be considered locally, in line with current practice.
- 5.11 As is shown by the statistics, the likelihood of accidental fire death in non domestic premises is significantly less than in domestic premises and the fire safety regime should allow effective evacuation. Therefore the OIC attending an incident has the benefit of an increased thinking time as the need for immediate 'snatch rescues' is reduced, and additional liaison time will be required with the occupiers. Therefore whilst the initial speed of attack should remain to address the possibility of life risk, there is the potential to slightly relax the attendance of all resources, allowing for road risk to be more effectively managed, increasing community and firefighter safety, and recognising the reduced risk and potential earlier detection of the fire.

- 5.12 However, the risk to life is not the only impact on the community. In fires in non domestic premises, two other issues present themselves for consideration,
- The societal impact of business continuity, employment opportunity and economic viability
 - Heritage and environmental damage
- 5.13 These elements of risk posed by non domestic buildings will be most effectively targeted in a proactive manner by
- identifying sole or significant employers in an area.
 - evaluating environmental impact.
 - evaluating heritage risk.
- 5.14 This information could potentially be captured within the Operational Risk Information System (ORIS) process or during the Fire Safety Audit.
- 5.15 In line with many fire and rescue services Devon and Somerset operated a policy of sending a specific attendance to calls suspected of being false alarms. Under this policy systems have been developed to work with occupiers to improve the management of automatic systems and actively reduce the number of false alarms. Whilst the Service continues to attend where there is any doubt about the call there is further scope for reducing the impact of false alarms on the resources deployed in training, prevention and protection activities. Therefore new procedures should be explored to ensure resources are used to best effect.
- 5.16 Any changes to methods of response that alter the current level of service provision would require consultation.
- 5.17 The development and expression of these standards allows the Service to consider a range of options to improve the percentage of the population who fall within the desired attendance time. Therefore, a medium term target should be established that promotes improvement in the achievement of these standards over time.

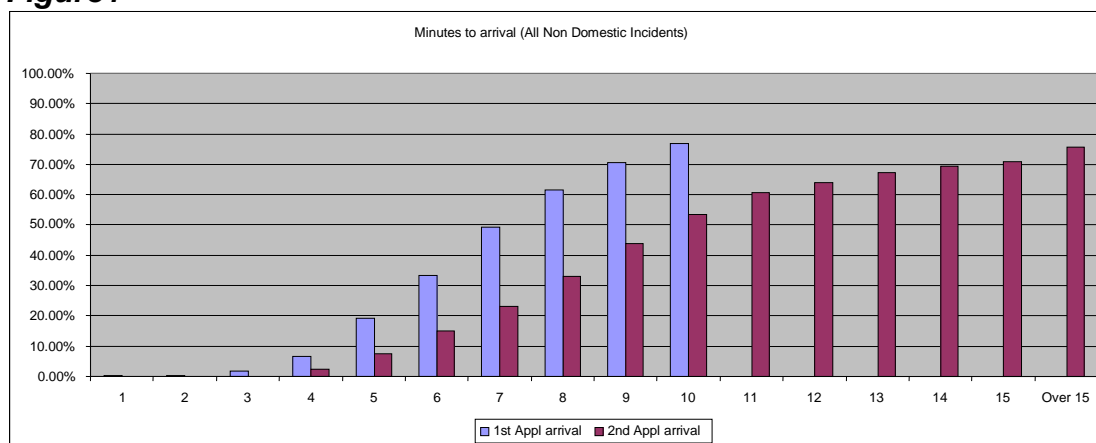
Entrapments (ex RTC)

- 5.15 With the potential exception of traffic management, the factors affecting the effective management of an entrapment are very similar to the management of an RTC extrication. Therefore it would be appropriate to carry forward the reactive response standards for RTCs.
- 5.16 However, it is even more difficult to define a proactive response standard for entrapments as the variety is extremely wide. Obviously entrapments in machinery are often a result of a failing of the safety/guarding systems within plant and machinery, which is the enforcement domain of the Health and Safety Executive. Therefore, the most significant potential for proactive work would appear to lie in partnership working with other agencies.

6 Historic Performance

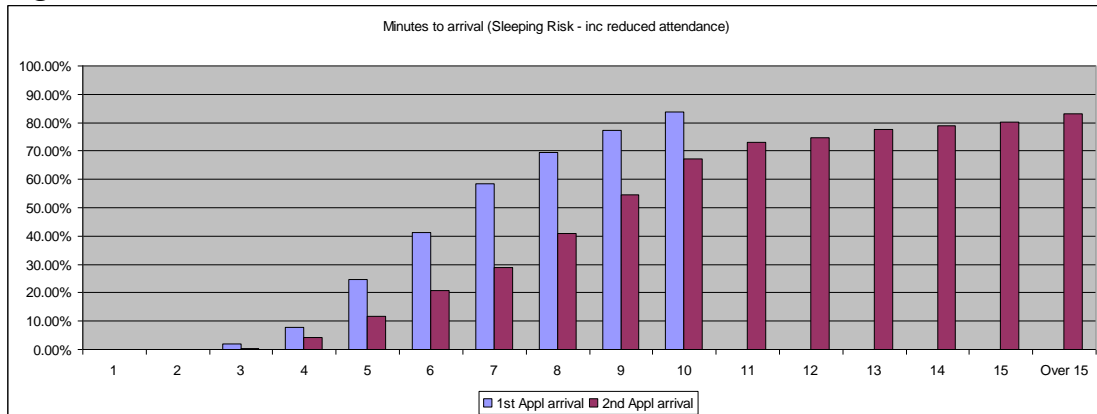
- 6.1 Devon and Somerset Fire and Rescue Service has only been in existence since 2007, so there is a limited amount of historical data available. However, comparable data is available from the constituent Services and has been used in this project. Therefore references to Devon and Somerset may include references to the former independent Services.
- 6.2 Over recent years Devon and Somerset Fire and Rescue Service have introduced proactive call challenge and call reduction strategies. The policies developed under these strategies have focused significantly on calls to fires in non-domestic premises. In particular, the policy for despatching only one appliance to unconfirmed fire calls generated by automatic fire detection equipment. This has had the result of halving the number of fire calls to non domestic premises, where a full attendance is despatched, over the last three years. Therefore the data set on which to base past performance on is limited and liable to significant fluctuation.
- 6.3 Taking into account all calls to non domestic premises (including those covered by the AFA policy) over the last three years, our potential performance of making an initial attendance within 10 minutes, and the arrival of the second appliance by minute increments thereafter is represented below, giving the potential for 9 personnel to be delivered to the scene.

Figure 1



- 6.4 In particular the performance in relation to other sleeping risks is shown below in Figure 2.

Figure 2



6.5 As stated in the 'discussion' section, remote agricultural properties will always be difficult to attend in under 10 minutes. When remote unoccupied agricultural buildings are removed, our performance to non domestic premises (including AFAs) is reflected in Figure 3.

Figure 3



Other Entrapments

6.6 Due to the relatively low number of incidents (30) and the Service wide distribution of RTC incidents the performance figures for the RTC standards published in Part One are considered an appropriate benchmark.

7 Recommendations

7.1 As in Part One of this project, the Response Standards proposed below are recommended to be introduced for a trial period and if successful, be formally consulted on in October 2009, subject to the approval of the Authority.

7.2 Following the empirical evidence gathered during the six month trial of the RTC response standards, the RTC response standard should now be formally adopted.

Non Domestic Buildings

- 7.3 That the table overleaf be adopted as the Reactive Response Standard for fires in non-domestic buildings. It should be noted that these response standards will work in conjunction with the Service's Automatic Fire Alarms (AFA) policy (whereby, following requested clarification, if a fire initially alerted by an automatic fire alarm system is confirmed then

Table 2

| Incident Type and Location | 1st attendance | Full | No of personnel |
|--|---|-------------|------------------------|
| Residential (non-domestic) buildings e.g. hotels, sheltered accommodation etc. | 10 mins | 13 mins | 9 |
| Residential (non-domestic) buildings where we are unable to make first attendance time of 10 minutes | - | - | 12 |
| Non Domestic premises confirmed fire. e.g. shops, factories etc. | 10 mins | 15 mins | 9 |
| Non Domestic premises fire where we are unable to make first attendance time of 10 minutes | - | - | 12 |
| Prescribed attendance due to specific risk | No change to existing prescribed attendance | | |

- 7.4 That the table below be adopted as the Proactive Response Standard for fires in non-domestic buildings.

Table 3

| Premises Location | Action |
|--------------------------|---|
| All Premises | Application of the Fire Safety Order Targeting and Enforcement policy |

- 7.5 That the Service employs its Operational Risk Information System (ORIS) in order to evaluate risk to Firefighter safety and environmental risk at non domestic premises.
- 7.6 That the current Unwanted Fire Calls policy remains in force.

7.7 That the Service investigates opportunities to work in partnership at Service wide and local level.

Entrapments (ex RTC)

7.8 That the table below be adopted as the Reactive Response Standard for entrapments other than RTCs

Table 4

| Incident Type and Location | 1st Attendance | Full | Crew |
|---|----------------------------------|-------------|-------------|
| Entrapment, off road (1 person trapped) | 15 mins | 18 mins | 6 |
| Entrapment, excluding road traffic collision on a single carriageway (1 person trapped) e.g. incident involving highway maintenance / construction | 15 mins | 18 mins | 8 |
| Entrapment, excluding road traffic collision on a Dual Carriageway (1 person trapped) e.g. incident involving highway maintenance / construction | 15 mins | 18 mins | 10 |

7.9 That the Service works work other agencies to contribute where possible to proactive activities.

7.10 That the above standards be introduced on a trial basis in October 2009 and be included in consultation for the corporate plan.

7.11 That targets be set that aim to increase the percentage of calls where the standards are met.

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CATEGORY A RISK

Category A risks are normally to be found in the largest cities or towns of the country. For an area to be classified as A risk it should be of substantial size and should contain a predominating concentration of properties presenting a high risk of life loss or damage to property in the event of fire. Examples of such areas might include:

- i. Main shopping and business centres, with department stores, shopping malls and multi-storey hotels, and office properties.
- ii. Concentration of theatres, cinemas, clubs, dance-halls and other entertainment centres.
- iii. Concentrations of high-risk industrial or commercial property.

CATEGORY B RISK

Category B risks are normally to be found in the larger cities of towns not falling within category A risk. For an area to be classified as B risk it should contain continuously built-up areas of substantial size, with a predominating concentration of property presenting a substantial risk of life loss or damage to property in the event of fire. Examples of such areas might include:

- i. Shopping and business areas, predominately of multi-storey properties, offering some degree of concentration.
- ii. Concentration of hotels and leisure facilities such as occur in the larger holidays resorts.
- iii. Concentration of older multi-storey property offering substantial amounts of residential accommodation.
- iv. Industrial or trading estates containing some higher risk occupancies.

CATEGORY C RISK

Category C risk areas are normally to be found in the suburbs or the larger towns and the built-up areas of substantial size, where the risk of life loss or damage to property in the event of fire is usually low, although in certain areas the risk of death or injury may be relatively high. Concentrations of property may vary, but will generally be of limited extent. Examples of such areas might include:

- i. Developments of generally post-war housing, including terraced and multi-storey dwellings, deck access housing and blocks of flats.
- ii. Areas of older, generally pre-war, detached or terraced multi-storey dwellings, with a predominance of property converted for multiple occupation.

- iii. Areas of suburban terraced, semi-detached and detached residential properties.
- iv. Mixed low-risk industrial and residential areas.
- v. Industrial or commercial areas of smaller towns where there are few higher-risk occupancies.

CATEGORY D RISK

Category D risk includes all areas other than those classed as Remote Rural, and not falling within categories A to C.

REMOTE RURAL RISKS

Areas may be classified as Remote Rural risks if they are isolated from any centres of population and contain few buildings.

SPECIAL RISKS

There are certain small areas, whether comprising single buildings or complexes which need a first attendance over and above that appropriate to the risk which predominates in the surrounding area. These premises or small areas should be treated as Special Risks, and given an appropriate pre-determined attendance. There are many different types of Special Risks, but some typical examples might include:

- i. Residential premises of substantial size and presenting abnormal risks, such as hospitals or prisons, wherever they occur.
- ii. Tower blocks, whether residential or commercial in C and D risk areas.
- iii. Major petro-chemical or other high risk industrial plants, wherever they occur.
- iv. Airports, wherever they occur.

Table 4. Speed and number of Pumps in First Attendance.

| Risk Category | No of Pumps in First Attendance | Approximate Time Limits for attendance in minutes | | |
|---------------|---------------------------------|---|-----------------|-----------------|
| | | 1 st | 2 nd | 3 rd |
| A | 3 | 5 | 5 | 8 |
| B | 2 | 5 | 8 | |
| C | 1 | 8 - 10 | | |
| D | 1 | 20 | | |
| High risk | Predetermined attendance | | | |

In addition to the prose description a formula was provided to calculate the individual risk rating of a building. The formula used information such as

- Building Density
- Building Construction
- Building Height
- Occupation Density

However, in order to categorise an area (A, B, C or D) it was required that four contiguous half kilometre squares reached the higher categorisation.

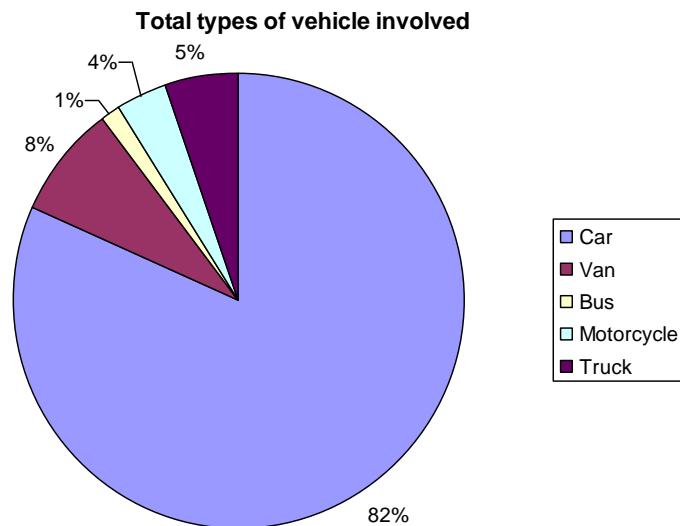
DSFRS RTC QUESTIONNAIRE

July to December - 6 Month Results Report

In the six month period of data gathering, 752 RTC questionnaires have been completed.

(Fig.1 - Types of vehicle involved (total from all incidents))

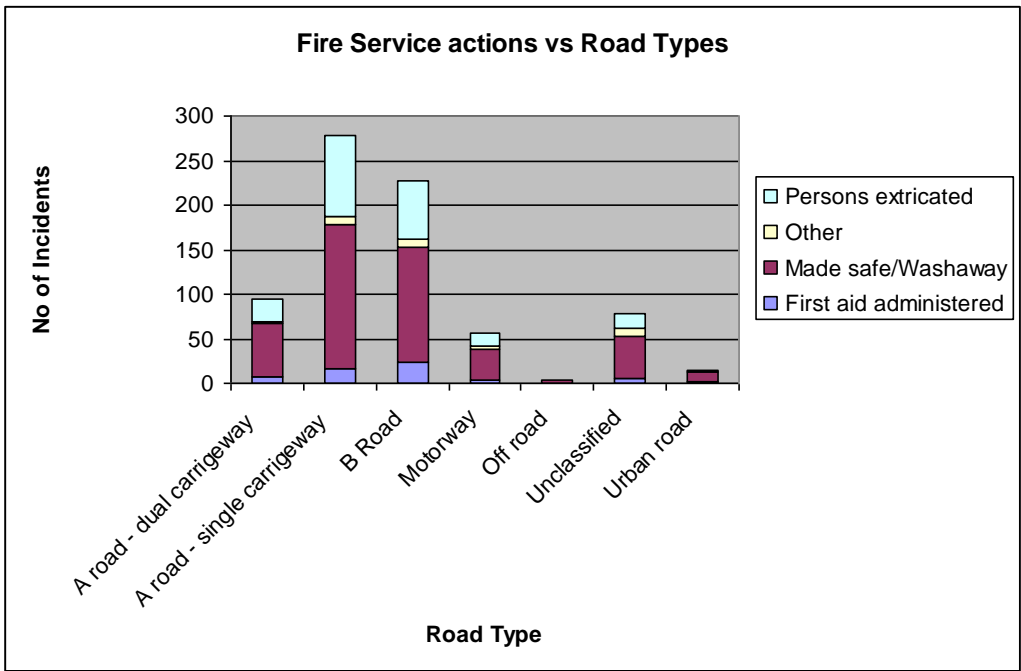
| Type of Vehicle | Total |
|-----------------|-------|
| Car | 1016 |
| Van | 101 |
| Bus | 18 |
| Motorcycle | 45 |
| Truck | 65 |



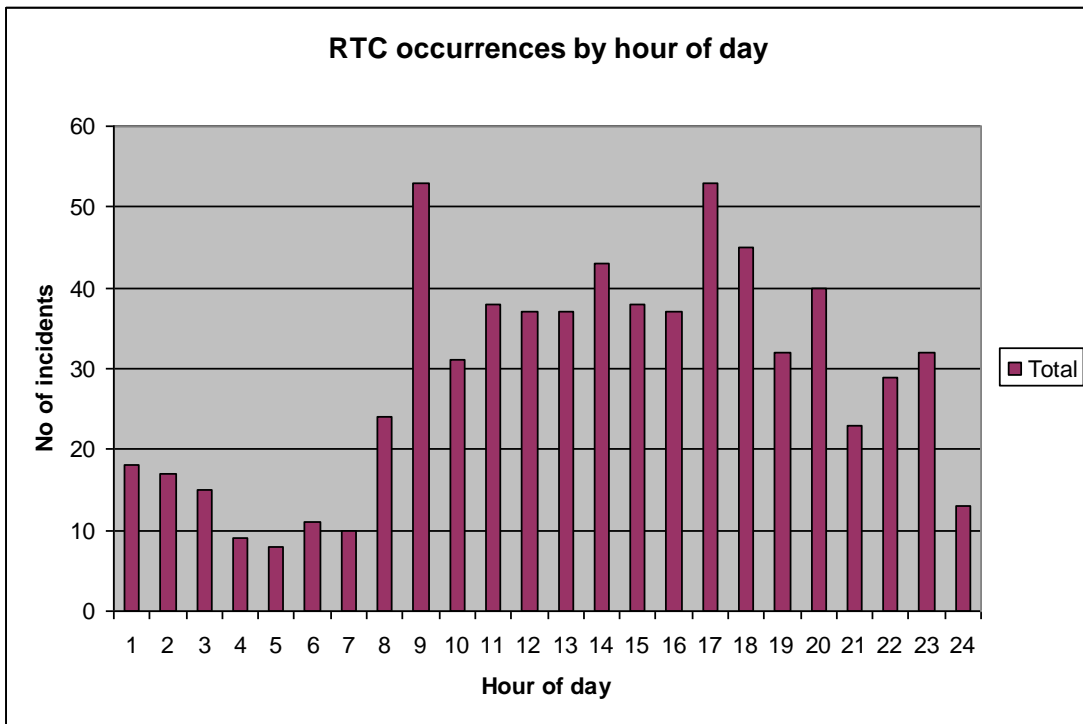
(Table 1) - RTC frequency by road type

| Road Type | Total |
|-----------------------------|-------|
| A road - dual carriageway | 94 |
| A road - single carriageway | 278 |
| B Road | 227 |
| Motorway | 56 |
| Off road | 4 |
| Unclassified | 78 |
| Urban road | 15 |

(Fig 2 - Fire Service actions and road types

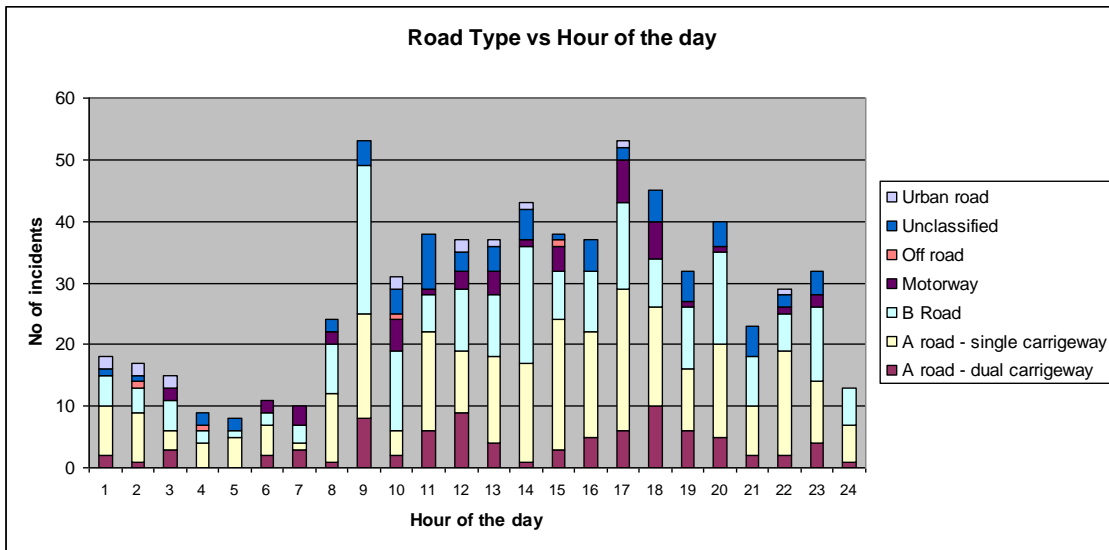


(Fig 3) - RTC occurrences by hour of day *



*59 incidents omitted due to time data missing

(Fig 4) - RTC Occurrence by hour of day and road type



EXTRICATIONS:

(Table 2) - Procedures used at entrapments

| Extrication Procedures | Total |
|------------------------|-------|
| Roof Removal | 95 |
| Dashboard Roll | 13 |
| Side Removal | 44 |
| B Post Rip | 15 |
| 3rd Door Conversion | 8 |

(Table 3) - Equipment used at entrapments

| Hydraulic Equipment | Total |
|-------------------------|-------|
| Dedicated Cutter | 118 |
| Dedicated Spreaders | 68 |
| Combi Tool | 81 |
| Ram Telescopic | 21 |
| Ram Other | 10 |
| Hand Pump | 4 |
| Chain Attachments | 2 |
| Epcos + Clark Ferm tool | 2 |

| Non-Hydraulic Equipment | Total |
|--------------------------------|--------------|
| High Pressure Airbags | 3 |
| Low Pressure Airbags | 5 |
| Sharp Protection | 128 |
| Stabfast Stabjacks | 18 |
| Blocks | 160 |
| Step Chocks | 134 |
| Rapidstairs | 7 |
| LGV Platform | 6 |
| Reciprocating Saw | 37 |
| Cones | 56 |
| Airbag Protector | 73 |
| Small Tools | 528 |

Traffic management

Fire Service personnel carried out traffic management at 29% of the incidents we attended. In total, we spent 2851 minutes managing traffic. This averages to 13 minutes per incident in which traffic management was required.

Casualty care

At 29% of RTCs we attended, our personnel were required to carry out casualty care. In total we spent 3233 minutes on this, which gives an average of 15 minutes at each incident in which casualty care was needed.

RESPONSE STANDARDS

One of the main intentions of the questionnaire was to gather information on how appropriate our response standards are in terms of personnel attending. At each incident, the questionnaire asked if there were enough FS personnel in attendance. 96.1% of the responses said 'yes' to this.

When 'yes' was the response to this question the average number of personnel in attendance was 9. (*13 incidents were omitted as they read 0 for personnel attended.)

Table 4 - Results from question ‘ were sufficient FS personnel in attendance ?’

| Total No FS Personnel | No of Incidents | No | Yes |
|-----------------------|-----------------|--------------|---------------|
| 4 | 74 | 12.2% | 87.8% |
| 5 | 123 | 3.3% | 96.7% |
| 6 | 129 | 0.0% | 100.0% |
| 7 | 12 | 8.3% | 91.7% |
| 8 | 39 | 5.1% | 94.9% |
| 9 | 70 | 7.1% | 92.9% |
| 10 | 59 | 3.4% | 96.6% |
| 11 | 43 | 7.0% | 93.0% |
| 12 | 56 | 1.8% | 98.2% |
| 13 | 25 | 0.0% | 100.0% |
| 14 | 25 | 4.0% | 96.0% |
| 15 | 25 | 0.0% | 100.0% |
| 16 | 17 | 0.0% | 100.0% |
| 17 | 10 | 0.0% | 100.0% |
| 18 | 8 | 12.5% | 87.5% |
| 19 | 5 | 0.0% | 100.0% |
| 20 | 7 | 0.0% | 100.0% |
| 21 | 1 | 0.0% | 100.0% |
| 22 | 4 | 0.0% | 100.0% |
| 23 | 2 | 0.0% | 100.0% |
| 24 | 3 | 0.0% | 100.0% |
| 28 | 1 | 0.0% | 100.0% |
| 30 | 1 | 0.0% | 100.0% |
| Grand Total | 739 | 3.92% | 96.08% |

Table 5 - Number Of Casualties At Incidents With Insufficient Personnel

| No of Casualties | Incidents |
|--------------------|-----------|
| 0 | 4 |
| 1 | 14 |
| 2 | 8 |
| 3 | 1 |
| 4 | 1 |
| 6 | 1 |
| Grand Total | 29 |

89.7% of incidents where the OIC considered there were insufficient personnel had at least 1 casualty, compared to 68.9% of incidents considered to have sufficient FS personnel.

ADDITIONAL COMMENTS

The questionnaire invited any further comments on the incident. Of note, are two occasions in which crews mentioned the difficulties involved with removing the roof of a Honda Civic ‘R’. This is due to the width of the ‘c’ post and the curtain charge contained within.

QUESTIONNAIRE FINDINGS

Further explanation of the results now follows, expanding upon the information above and also presenting information from the questions that invited a written response.

Fig 1 illustrates the proportion of incidents which contain vehicles other than cars. The information suggests 18% of the vehicles involved were other than cars. This may prompt the question – does RTC training in DSFRS adequately reflect our requirement to work with vans, trucks and buses? It is important to note here, that these categories rely on individual interpretation and that we can expect some discrepancies eg MPV's, 4x4's, estate vehicles used as work vehicles etc. With this said, the point remains that our crews have considered that 18% of the vehicles they dealt with were not cars.

The information in fig.2, suggests that motorway incidents, and to some degree dual carriageway incidents; account for a proportionally (and surprisingly ?) low number of extrications.

Regarding numbers of personnel in attendance, the results suggest that in general our response standards are working. Interestingly, the number of occasions in which eight personnel were considered adequate proved high, at 94.9%. These results are convincing, especially since it can be difficult to judge if more personnel would have added to the quality of incident management and the natural tendency is to lean toward answering yes.

From the questions requiring a written response some learning points have emerged. Airbag management is a recurring theme. Ten comments were noted to say that the equipment is not readily available to make them safe. A further six references were made to awaiting the arrival of the RT before having all the equipment required. Also noted were two occasions on which Reserve appliances without hydraulic capabilities were in use.

Fourteen incidents were referenced in which (either) traffic was not managed safely or that management drained FS personnel resources. The introduction of cones may improve this situation – consideration should certainly be put to any kit that may benefit crews further.

The last section of the questionnaire, invited any further comments to be added. The information returned in this has been invaluable in providing a forum for crews to note any difficulties they experienced. Some of these have emerged as trends, allowing us to pass this information to other departments for their attention. The best example is the information gained on the Honda Civic R previously noted, -

Several mentions were also made regarding the new Hi-Viz surcoats and the problems in fit and heat fatigue.

In this section, sixteen incidents were referenced in which it appears that the Fire Service was called late or not alerted at all. Further investigation of these instances will follow.



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

| | |
|-----------------------------------|---|
| REPORT REFERENCE NO. | DSFRA/09/24 |
| MEETING | DEVON & SOMERSET FIRE & RESCUE AUTHORITY |
| DATE OF MEETING | 28 SEPTEMBER 2009 |
| SUBJECT OF REPORT | DEVON & SOMERSET FIRE & RESCUE AUTHORITY DRAFT CORPORATE PLAN 2010/11 TO 2012/13 |
| LEAD OFFICER | Chief Fire Officer |
| RECOMMENDATIONS | <p>(a) <i>That the Devon and Somerset Fire and Rescue Authority Draft Corporate Plan 2010/11 to 2012/13, as enclosed separately with the agenda for this meeting, be approved in principle;</i></p> <p>(b) <i>That the Draft Corporate Plan be consulted on seeking views from key stakeholders; and</i></p> <p>(c) <i>That the results of the consultation and any recommended changes to the draft Corporate Plan be considered at the Fire and Rescue Authority meeting on 19 February 2010.</i></p> |
| EXECUTIVE SUMMARY | <p>Enclosed with the agenda for this meeting (attached and page numbered separately) is the Devon and Somerset Fire and Rescue Authority Draft Corporate Plan 2010/11 to 2012/13.</p> <p>The draft Corporate Plan sets out how it is proposed to realise the ambition of the Authority by 2014 through identifying clear outcome statements. The Plan also contains proposals to adopt the piloted emergency response standards for road traffic collisions and to pilot new emergency response standards for fires in non-domestic premises and entrapments (excluding road traffic collisions). The Authority is invited to comment and agree the plan for consultation purposes.</p> <p>This report also sets out the recommended approach to consultation on the draft Corporate Plan and precept consultation.</p> |
| RESOURCE IMPLICATIONS | Funding for consultation purposes is already included in the approved Revenue Budget 2009/10. |
| EQUALITY IMPACT ASSESSMENT | An initial assessment has revealed that there are no equality issues arising from this report. |

| | |
|----------------------------------|--|
| APPENDICES | Devon and Somerset Fire and Rescue Authority Draft Corporate Plan 2010/11 to 2012/13 (enclosed and page numbered separately with the agenda for this meeting). |
| LIST OF BACKGROUND PAPERS | Report DSFRA/09/23 (Emergency Response Standards) elsewhere on the agenda for this meeting. |

1. **INTRODUCTION**

1.1 Enclosed with this agenda (attached and page numbered separately) is the Devon and Somerset Fire and Rescue Authority Draft Corporate Plan 2010/11 to 2012/13. The Draft Corporate Plan 2010/11 to 2012/13 sets the scene for future change to ensure the Authority has the right resources in the right place being used efficiently and effectively. The plan includes: an overview of: the Devon and Somerset area; a background to why the service is provided; how the service is tailored for local needs; a summary of performance; and how the service is to be improved.

1.2 The Draft Corporate Plan presents the following as factors for improving the service.

New outcome statements

1.3 When planning improvement it is critical that there is clarity as to what is to be achieved. The plan presents a proposed set of clear outcome statements that a high performing fire and rescue service would be able to demonstrate. These outcome statements are aligned under the current organisational Goals. They enable the gap to be identified between the existing level of performance and that to which we wish to attain by achieving our ambition. This gap reflects the change that is required and will assist in planning the activities required to deliver the change. Each statement is supported by a short explanation of how it will be achieved.

Matching resources to risk

1.4 Matching resources to risk is a key element of improving the service. The adopted approach is to ensure that any recommendations for change are supported with evidence. This approach takes time but is one which provides added confidence to the decision making process. Work has been progressing and a short update is provided.

Adoption of road traffic collision emergency response standards

1.5 During 2009 the emergency response standards for road traffic collisions proposed in last year's corporate plan were piloted. The pilot has now been completed and is reported to the Authority in the paper DSFRA/09/23. The standards to be fully adopted are included in this year's Draft Corporate Plan.

Proposed emergency response standards for non-domestic premises and entrapments

1.6 Work has continued during 2009 on developing our local emergency response standards. The detail behind this work for non-domestic premises and entrapments is presented to the Authority in the paper DSFRA/09/23. The Draft Corporate Plan contains the proposed emergency response standards to be piloted and which will be subject to consultation.

2. **CONSULTATION**

2.1 It is important to seek people's views on our plans for the future and in particular the proposed changes. The need to consult is established in the Communities and Local Government's (CLG) Integrated Risk Management Planning (IRMP) Guidance Note 2 and the Fire and Rescue Service National Framework 2008-11. Guidance Note 2 requires fire and rescue services to consult on proposed changes to service delivery and significant changes to the working arrangements of staff. This guidance note offers the guiding principles in deciding how extensively to consult. It states:

'...any person or organisation that might have legitimate interest in the proposals under consideration, or anyone who may be affected by the proposal, should have the opportunity to express their view' and, '...the scope of the consultation you undertake will be proportionate to the nature and extent of any changes proposed.'

- 2.2 The Fire and Rescue Service National Framework 2008-11 states that:
- 'Each fire and rescue authority must produce a publicly available IRMP covering at least a three year time span which reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders.'*
- 2.3 In addition to the above documents the HM Government Code of Practice released in July 2008 sets out the consultation code of practice for Central Government and suggest Local Authorities adopt the same standards. The code states:
- 'consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.'*
- 2.4 There are a number of different ways to undertake consultation, none of which are right or wrong, but some methods or a combination of them may be better than others in certain circumstances.
- 2.5 Allowing for the above guidance and considering the scope of the content in the Draft Corporate Plan 2010/11 to 2012/13, it is proposed that the consultation strategy will be to invite comments from key stakeholders. This will include MPs, councils, other emergency services, the business community, staff and representative bodies. In addition to this the plan will be promoted to raise awareness amongst the general public. The opportunity to reply will be through our website, telephone, email, fax and by writing to the Consultation Officer at Service Headquarters. If the consultation proposals are agreed by the Authority on 28 September 2009, it is proposed to commence consultation on 5 October 2009 and finish on 4 January 2010. This will provide a 13 week consultation period and allows for an additional week to account for the Christmas period.
- 2.8 It is essential that when considering the Draft Corporate Plan that there is full awareness of the finances available to deliver the Service. At this point in time the levels of revenue budget and council tax have still to be determined. The Authority will set these levels at the budget meeting to be held on 19 February 2010. Results from the consultation on the draft plan will be available to inform the budget setting process.
- 2.9 In addition to this, as a precepting Authority we have a requirement to consult with business on the future level of council tax. Previously this has been undertaken via a telephone survey in mid January whereby the views of approximately 400 people from businesses are sought, stratified across the whole service area. It is proposed to adopt this methodology again this year at a cost of approximately £4,000. The results from this survey will also be presented at the Fire and Rescue Authority meeting on 19 February 2010.

LEE HOWELL
Chief Fire Officer

DEVON & SOMERSET FIRE & RESCUE AUTHORITY



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| REPORT REFERENCE NO. | DSFRA/09/25 |
| MEETING | DEVON & SOMERSET FIRE & RESCUE AUTHORITY |
| DATE OF MEETING | 28 SEPTEMBER 2009 |
| SUBJECT OF REPORT | DISPOSAL OF A STRIP OF LAND AT CULLOMPTON FIRE STATION |
| LEAD OFFICER | Head of Physical Assets |
| RECOMMENDATIONS | <i>That the one metre strip of land at Cullompton Fire Station be disposed of to the Devon County Council, on the terms and conditions as set out in this report, to enable a footpath to be established for public safety.</i> |
| EXECUTIVE SUMMARY | Devon County Council has requested the Service to relinquish a strip of land at Cullompton Fire Station so that a footpath can be established alongside the existing adjacent narrow vehicular track thereby improving pedestrian safety, particularly in respect of children's route to school. |
| RESOURCE IMPLICATIONS | A receipt to the Service of £2,500 with all fees and other costs paid by the purchaser. |
| EQUALITY IMPACT ASSESSMENT | An initial assessment has revealed that there are no equality issues arising from this report. |
| APPENDICES | Nil. |
| LIST OF BACKGROUND PAPERS | Nil. |

1. INTRODUCTION

- 1.1 Financial Regulation C12 (a) requires the Authority to approve all land disposals involving a conveyance.

2. BACKGROUND

- 2.1 The Service has come under pressure to release a one metre strip of land at Cullompton Fire Station adjacent to a single track road, which is a route from a housing estate to a school. Devon County Council (DCC) wishes to establish a footpath for pedestrian safety reasons.

- 2.2 The space can largely be delivered by removal of the existing hedge. A retaining wall would be built for the level difference and a timber fence erected to mark the boundary. In general terms, the Service would not wish to release land on stations as most are on modest sites with limited scope for extensions should they be required. In this case, however, it is felt that little usable space would be lost in agreeing to the DCC request.

- 2.3 DCC proposes to compensate the Service in the sum of £2,500 for release of the land. The Operations Department, including local station staff, have been consulted and are supportive of the proposal.

3. RECOMMENDATION

- 3.1 The proposal for release of the land to Devon County Council was initially considered and supported by the Capital Programme Working Party at its meeting of 31 July 2009. Consequently, the proposal is now recommended for approval by the Authority in accordance with Financial Regulations.

DEREK WENSLEY
Head of Physical Assets



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

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| REPORT REFERENCE NO. | DSFRA/09/26 |
| MEETING | DEVON & SOMERSET FIRE & RESCUE AUTHORITY |
| DATE OF MEETING | 28 SEPTEMBER 2009 |
| SUBJECT OF REPORT | PAYMENT OF ALLOWANCE TO ALTERNATE DIRECTOR ON SOUTH WEST FIRE CONTROL LTD. |
| LEAD OFFICER | Clerk to the Authority |
| RECOMMENDATIONS | <i>That the Authority determines whether, as a one off basis for the current municipal year, it would wish to approve the allowance available for the Authority appointed Director to South West Fire Control Ltd (the Local Authority Controlled Company with governance responsibility for the South West Regional Control Centre) being paid to the Alternate Director</i> |
| EXECUTIVE SUMMARY | <p>At its Annual Meeting the Authority appointed Cllr. Mark Healey as its Vice-Chairman for the 2009/10 municipal year (until the Annual Meeting of the Authority in 2010). Councillor Healey was also appointed as this Authority's nominated Director on the Board of South West Fire Control Ltd, the Local Authority Controlled Company (LACC) with overall governance responsibility for the South West Regional Control Centre (SW RCC). The Articles of Association for the Company provide for any Director so nominated to appoint an "alternate" Director.</p> <p>The Authority's approved Scheme of Members Allowances makes provision Special Responsibility Allowances (SRA) for both the Vice-Chairman of the Authority (£6,000) and for the duly appointed LACC Director (£2,000). The Scheme also provides, however, that any one individual Member may only receive one SRA - at the highest appropriate rate – irrespective of how many eligible positions they hold. Consequently, as Vice-Chairman, Cllr. Healey is not entitled to receive the SRA attracting to the LACC Director Position.</p> <p>Councillor Healey has indicated that he is unlikely to remain in post as the Authority's appointed LACC Director beyond the end of the current municipal year. Cllr. Healey has nominated Cllr. John Woodman as his "alternate" Director. The intention is that Cllr. Woodman will attend every LACC meeting together with Cllr. Healey by way of seeking to ensure appropriate succession planning, given the importance of this project, for when Cllr. Healey steps down.</p> |

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| | In light of this, Cllr. Healey has suggested that, as he is ineligible under the current Scheme to claim the LACC Director SRA, this should instead be paid to Cllr. Woodman as alternate Director on a one-off basis for the remainder of the current municipal year (i.e until the Annual Meeting of the Authority in 2010) to reflect the commitment of Cllr. Woodman in undertaking this role. |
| RESOURCE IMPLICATIONS | The approved budget for Members Allowances for 2009/10 contains provision, amongst other things, for payment of an SRA of £2,000 to the Authority appointed LACC Director. |
| EQUALITY IMPACT ASSESSMENT | An initial assessment has revealed that there are no equality issues arising from this report. |
| APPENDICES | Nil. |
| LIST OF BACKGROUND PAPERS | |

1. BACKGROUND

- 1.1 At its Annual Meeting the Authority appointed Cllr. Mark Healey as its Vice-Chairman for the 2009/10 municipal year (until the Annual Meeting of the Authority in 2010). Councillor Healey was also appointed as this Authority's nominated Director on the Board of South West Fire Control Ltd, the Local Authority Controlled Company (LACC) with overall governance responsibility for the South West Regional Control Centre (SW RCC). The Articles of Association for the Company provide for any Director so nominated to appoint an "alternate" Director.
- 1.2 The Authority has an approved Scheme of Members Allowances drafted and operated in accordance with the relevant regulations (the Local Authorities (Members' Allowances) (England) Regulations 2003). This Scheme, in addition to providing for a basic allowance payable to all Authority Members, also makes provision for a number of Special Responsibility Allowances (SRA) including one for the Vice-Chairman of the Authority (£6,000) and one for the duly appointed LACC Director (£2,000). The Scheme also provides, however, that any one individual Member may only receive one SRA - at the highest appropriate rate – irrespective of how many eligible positions they hold. Consequently, as Vice-Chairman, Cllr. Healey is not entitled to receive the SRA attracting to the LACC Director Position.

2. CURRENT POSITION AND PROPOSAL

- 2.1 Councillor Healey has indicated that he is unlikely to remain in post as the Authority's appointed LACC Director beyond the end of the current municipal year. Cllr. Healey has nominated Cllr. John Woodman as his "alternate" Director. The intention is that Cllr. Woodman will attend every LACC meeting together with Cllr. Healey by way of seeking to ensure appropriate succession planning, given the importance of this project, for when Cllr. Healey steps down.
- 2.2 In light of this, Cllr. Healey has suggested that, as he is not entitled under the current Scheme to claim the LACC Director SRA, that this should instead be paid to Cllr. Woodman as alternate Director on a one-off basis for the remainder of the current municipal year (i.e until the Annual Meeting of the Authority in 2010) to reflect the commitment of Cllr. Woodman in undertaking this role.
- 2.3 The existing regulations for Members Allowances would allow for this proposal although, should it be agreed, it would in effect represent an amendment to the Authority's currently approved Scheme and as such would need to be publicised in accordance with the regulations.

3. RESOURCE IMPLICATIONS

- 3.1 The 2009/10 approved budget for the Members Allowances Scheme already makes provision for payment of an SRA of £2,000 per annum to the Authority-appointed LACC Director. Additionally, the minor costs associated with publication of any amendment to the Scheme can be met from within approved funding.

4. CONCLUSION

- 4.1 The Authority is invited to consider this report and determine whether, on a one-off basis, it would wish to make the SRA normally payable to the Authority-appointed LACC Director available instead to the Alternate Director for the remainder of the 2009/10 municipal year (i.e. until the Annual Meeting of the Authority in 2010).

MIKE PEARSON
Clerk to the Authority



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

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| REPORT REFERENCE NO. | DSFRA/09/27 |
| MEETING | DEVON & SOMERSET FIRE & RESCUE AUTHORITY |
| DATE OF MEETING | 28 SEPTEMBER 2009 |
| SUBJECT OF REPORT | SERVICE CORPORATE IDENTITY |
| LEAD OFFICER | Head of Corporate Support |
| RECOMMENDATIONS | <p><i>(a) that the new Service corporate identity, as presented at the meeting, be approved; and,</i></p> <p><i>(b) that the new identity be implemented on an incremental, cost-neutral basis, replacing items within existing budgets as part of normal programmes.</i></p> |
| EXECUTIVE SUMMARY | <p>Improving communications is a high priority for the Service and has been a Corporate Plan activity since combination. Additional resources have been invested in communications and a communications strategy is being developed to embed effective communication throughout the organisation. As part of this work, it was identified that there was inconsistency in how the Service was being presented to staff, public and other key stakeholders. Indeed, achieving a strong and consistent single identity has been an identified action since the two previous fire services were combined.</p> |
| RESOURCE IMPLICATIONS | <p>None – All costs will be met within existing budgets and some cost reductions may be achieved.</p> |
| EQUALITY IMPACT ASSESSMENT | <p>An initial assessment has revealed that there are no equality issues arising from this report.</p> |
| APPENDICES | <p>Nil.</p> |
| LIST OF BACKGROUND PAPERS | <p>Nil.</p> |

1. INTRODUCTION

- 1.1 Communication is at the heart of everything we do in the Devon and Somerset Fire and Rescue Service. Developing an effective communications strategy that will improve communication with staff, partner organisations, the public and other key stakeholders is essential to support our ambitious organisational improvement plan to become one of the top performing Fire and Rescue Services in the UK.
- 1.2 Improving communications is a high priority for the Service and has been a Corporate Plan activity since combination. Additional resources have been invested in communications and a communications strategy is being developed to embed effective communication throughout the organisation. As part of this work, it was identified that there was inconsistency in how the Service was being presented to staff, public and other key stakeholders. Indeed, achieving a strong and consistent single identity has been an identified action since the two previous fire services were combined.
- 1.3 A review of in-house skills and capacity determined that this project could not progress within existing resources and to the required timescales. This led to Logo Design and Marketing (Logo), a local design agency, being commissioned earlier this year to assess how the Service was being presented visually in terms of its corporate identity and image and to develop a strong single identity that would support the organisation's improvement agenda and help position the Service nationally. However, it was considered important that materials produced to support the new image should be able to be used alongside existing materials to avoid the need for costly, wholesale change over. Consequently, part of the design brief for the new identity was that it should compliment the existing identity and not be a radical change.
- 1.4 In addition, Logo was tasked with the production of comprehensive guidelines to govern use of the corporate identity to ensure consistent application and maintain high quality, professional standards.
- 1.5 The crest for the Fire Authority, as designed and formally granted by the College of Arms, was not part of the scope of the work and will not change. The College of Arms has confirmed that we are able to change the Service identity and have expressed support for the initial design concept that they were shown, which features an element of the Arms granted to the Authority.

2. WHY DO WE NEED TO CHANGE?

- 2.1 The Service does not have and clear guidelines to govern the use of a corporate identity or style and this has led to materials being produced in a variety of colours, style, formats and fonts. This lack of guidelines has resulted in communication that is inconsistent and does not reinforce the messages the Service wants to deliver to its stakeholders.
- 2.2 For a set of guidelines to be produced a strong and consistent corporate style is required. Although the current Service badge has created a level of recognition and the fire service is well thought of by the public, it was felt that the existing identity did not differentiate the Service sufficiently from other fire and rescue services, other emergency services or local authorities. Indeed, the current relationship between the words and the badge used at present provides just a description of who the Service is, not an identity. Furthermore, it was felt that the existing identity was too traditional and did not reflect a modern and progressive fire and rescue service.

- 2.3 The existing identity for the combined Service is very similar to that of both of the two previous services and that has not helped staff feel like they are part of something new. Indeed, results from the staff survey and communication focus groups highlighted that some staff stated that the organisation “still feels like two services” and that a “them and us” attitude still exists in some areas. Developing a clear and engaging corporate identity that is consistently applied will enable staff to develop a strong association with the combined Service as it will be sufficiently distinctive from that used by the two previous services.
- 2.4 The Service is aiming to be one of the best performing fire and rescue services in the UK. As the public facing arm of the Service, fire fighters portray a professional image to the public that has generated an excellent reputation with both communities and partner agencies. However most of the current communication materials being produced by the Service are not consistently portraying a modern, progressive fire service. The community needs to be able to trust and respect the communications they receive and good consistent design will help deliver this by demonstrating professionalism throughout the organisation.

3. NEW PROPOSAL

- 3.1 The new proposals have looked at the relationship between the badge and the supporting typeface and have aimed to modernise and evolve the existing badge and supporting typeface rather than radical change. Logo will be presenting the new proposals to the Authority at the meeting.
- 3.2 A key aim of the transition to the new identity standards is to be cost neutral and part of the design brief was for an identity that would compliment the existing badge and typeface, rather than producing any radical changes. The new proposals have been designed to help increase productivity of communications by initially reducing the Service’s reliance on external agencies whilst allowing the in-house team, working to set design guidelines, to produce high quality, professional communication materials. Agreed templates and clear design guidelines for corporate literature will enable the Corporate Communications Team to increase output by eliminating the need to design every leaflet from a scratch. The team will produce a library of documents for operational staff to draw from, bringing consistency to the delivery of communication materials.
- 3.3 Implementation of the new identity and guidelines will deliver potential cost savings. The new identity allows for different reproduction options and has been designed in a way that will allow for effective one colour printing, which will help to reduce print costs. The electronic image files have also been designed so that costs of transferring the badge to clothing will be cheaper as the design is much cleaner and less complex than the existing badge.

4. CONCLUSION

- 4.1 Through this proposed corporate identity the Corporate Communications Team will be in a strong position to help support the communication improvements identified in the Corporate Plan and it will be a key part of implementing the new communications strategy.

- 4.2 The new identity will help to differentiate the Service from other fire and rescue services, other emergency services or local authorities and support the Service in being recognised as one of the leading fire and rescue services in the country. It will also support the creation of a strong identity amongst staff for being part of one organisation, which is an important part of improving employee engagement and involvement.
- 4.3 Implementation of the new identity will help to reduce some production costs and increase productivity of the in-house team. As the new identity will compliment the existing badge and typeface, it avoids the need for costly, wholesale changes to existing materials. Consequently, all existing stocks (e.g. headed letter paper, leaflets, community safety merchandise and station signs) will only be replaced with new materials as and when required as part of normal programmes and within existing budgets.

MIKE PEARSON
Head of Corporate Support