



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

<b>REPORT REFERENCE NO.</b>	DSFRA/10/1
<b>MEETING</b>	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (BUDGET MEETING)
<b>DATE OF MEETING</b>	19 FEBRUARY 2010
<b>SUBJECT OF REPORT</b>	DEVON & SOMERSET FIRE & RESCUE AUTHORITY CORPORATE PLAN 2010/11 TO 2012/13
<b>LEAD OFFICER</b>	Chief Fire Officer
<b>RECOMMENDATIONS</b>	<p>(a) <i>that the results of the consultation on the draft Corporate Plan, as indicated in this report, be noted;</i></p> <p>(b) <i>that, subject to (a) above, the Corporate Plan 2010/11 to 2012/13 (amended as appropriate to include comments received during the consultation and as enclosed with the agenda for this meeting) be approved;</i></p> <p>(c) <i>that the road traffic collision response standards be adopted;</i></p> <p>(d) <i>that the a six month pilot on the proposed emergency response standards for non-domestic properties be approved;</i></p> <p>(e) <i>that a six month pilot on the proposed emergency response standards for entrapments be approved.</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>This report presents the results of the stakeholder consultation on the Draft Corporate Plan 2010/11 to 2012/13. Stakeholders were asked specifically to comment on four areas: service delivery outcome statements, adoption of road traffic collision emergency response standards, proposed emergency response standards for non-domestic premises and entrapments.</p> <p>Enclosed with this agenda (attached and page numbered separately) is the amended Devon and Somerset Fire and Rescue Authority Corporate Plan 2010/11 to 2012/13. The Corporate Plan sets out how it is proposed to realise the ambitions of the Authority over the next three years by reference to organisational goals.</p>

<b>RESOURCE IMPLICATIONS</b>	Resource implications associated with adoption of the Corporate Plan are contained within the draft revenue budget 2010/11 and capital programme 2010/11 to 2012/13, reports for which feature elsewhere on the agenda for this meeting.
<b>EQUALITY IMPACT ASSESSMENT</b>	No potentially negative impact sufficient enough to warrant a full impact assessment has been identified in the content of this report.
<b>APPENDICES</b>	<ul style="list-style-type: none"> <li>A. Primary Stakeholders who responded to the consultation</li> <li>B. Outcome Statements</li> <li>C. Suggested amendments to Outcome Statements</li> </ul>
<b>LIST OF BACKGROUND PAPERS</b>	Report DSFRA/09/24 (Draft Corporate Plan 2010/11 to 2012/13) to the meeting of the Authority held on 28 September 2009.

## **1. INTRODUCTION**

- 1.1 Devon and Somerset Fire and Rescue Service (DSFRS) is required by Government guidelines to produce an annual Integrated Risk Management Action Plan (IRMP) by 31 March of each year. The requirements of an IRMP have previously been integrated into the production of the Corporate Plan and this format continues for the plan 2010/11 to 2012/13.
- 1.2 At its meeting on 28 September 2009 the Authority approved the Draft Corporate Plan 2010/11 to 2012/13 in principle for consultation purposes. The consultation focused on inviting views and opinions on four specific areas: service delivery outcome statements, adoption of road traffic collision emergency response standards, proposed emergency response standards for non-domestic premises and entrapments.
- 1.3 The period of consultation commenced on 5 October 2009 and closed on 4 January 2010.

## **2. METHODOLOGY AND ACCESSIBILITY**

- 2.1 Whilst there are many different consultation techniques the Authority agreed that the plan be consulted upon by writing and seeking views from key stakeholders as well as promoting the plan to raise awareness amongst the general public.
- 2.2 To assist in making the consultation more accessible a leaflet was produced that summarised the detail behind each of the four specific areas on which opinion was sought.
- 2.3 The questions in the consultation leaflet were a combination of 'closed' and 'open ended' questions, this means there was a mixture of pre-determined answers and space for respondents to write as little or as much as they wanted in response to a question. A combination of quantitative and qualitative techniques were used to analyse the responses.
- 2.4 Many opportunities were made available to ensure that the consultation was as accessible as possible to different members of the community. Views and opinions on the proposals could be registered using the following methods:
- Online survey service
  - Email
  - Telephone
  - Fax
  - Post
- 2.5 The online survey service could be accessed from dedicated pages on both the intranet and website. The online service provided users with the opportunity to complete an online survey and view the consultation leaflet and the draft corporate plan. A link was also created on the bottom of all emails sent from DSFRS staff. This link would enable the recipients to connect directly to the online consultation service.

### 3. PROMOTION OF THE CONSULTATION PERIOD

3.1 The consultation period was promoted to raise awareness and attract comments from key stakeholders. The consultation was actively promoted by placing adverts in local papers, details of the adverts placed are given in Table 1. The adverts were followed up by a press release on 28 October and an article was placed in the winter edition of Devon Talk.

Table 1: Details of adverts placed in local papers

<b>PAPER</b>	<b>AREA OF DISTRIBUTION</b>	<b>DATE</b>
Herald Express	Torbay	26 October 2009
Express and Echo	Exeter	27 October 2009
Western Daily Press	Somerset	28 October 2009
Evening Herald	Plymouth	28 October 2009
Western Morning News	Devon	29 October 2009
Somerset County Gazette	North Somerset	29 October 2009

3.2 Staff were made aware of the consultation through a series of communications. In addition to the dedicated page on the intranet three articles were placed in the Service Update and promotional posters sent to all stations.

3.3 Key stakeholders, see Table 2, were invited by letter or email to comment on the Draft Corporate Plan 2010/11 to 2012/13.

Table 2: Key stakeholders invited to comment on the Draft Corporate Plan.

<b>STAKEHOLDERS INVITED TO COMMENT ON DRAFT CORPORATE PLAN 2010/11 TO 2012/13</b>	
Chief Executives of Devon and Somerset Local Authorities	Leaders of Devon and Somerset Local Authorities
Government Agencies	Town Councils
Local Strategic Partnerships	Health Organisations
Key organisations representing the hospitality sector	Organisations representing business including Chambers of Commerce
Insurance companies linked to the service	Key organisations representing the rural sector
Registered Social Landlords	Road Safety organisations
Members of Parliament	Emergency Services
Minister for Fire and Resilience	Representative Bodies

3.4 In addition to contacting key stakeholders letters and emails were sent to a database of consultation volunteers held within DSFRS. The database consists of members of the public and local businesses who have previously indicated they would like to participate in future consultations.

3.5 In total a combination of 906 letters and emails were sent to key stakeholders and contacts held in the database.

#### 4. **RESULTS**

4.1 A summary of the total representations received during the consultation period by method of response is provided in Table 3.

Table 3: Summary of total consultation responses received during the consultation period

METHOD OF RESPONSE		NUMBER OF RESPONSES
Surveys returned (64)	Online surveys	6
	Paper surveys	58
Letters and Emails received		12
Meeting		1
<b>Total number of responses</b>		<b>77</b>

4.2 The 76 responses came from a range of different stakeholders within the community. A summary of types of respondents is provided in Table 4. A list of named stakeholders is provided in Appendix A.

Table 4: Summary of the types of respondents who replied to the consultation

TYPE OF RESPONDENT	NUMBER OF RESPONSES	%
Public	21	27.3%
Staff	12	15.6%
Other government	11	14.3%
Business	9	11.7%
Cllr	7	9.1%
Not given	5	6.5%
Other*	4	5.2%
Emergency Service	3	3.9%
Representative Body	3	3.9%
Community Group	2	2.6%
<b>Total number of responses</b>	<b>77</b>	<b>100%</b>

\*Other included a range of key stakeholders listed in Table 2

- 4.3 The online survey service attracted readers with 73 viewings recorded.
- 4.4 The results were analysed using both quantitative and qualitative methods. A summary of the results for each of the four areas is provided below.

***New outcome statements***

- 4.5 Respondents were given a copy of the new outcome statements then asked a series of questions. Question One asked how strongly respondents agreed or disagreed that the outcome statements listed under Goal One would help DSFRS achieve Goal One. Of the 62 respondents who answered this question 96.8% agreed that the outcome statements will help the goal be achieved and only 1.6% disagreed. . A list of the outcome statements is provided in Appendix B.

Table 5: Q1 How strongly do you agree or disagree that the outcomes listed above will help us achieve Goal One?

<b>RESPONSE</b>	<b>COUNT</b>	<b>%</b>
Agree	60	96.8%
Neither	1	1.6%
Disagree	1	1.6%
Total	62	100%

- 4.6 If respondents disagreed with the outcome statements under Goal One they were given the opportunity to explain why. Although only 1 respondent indicated they disagreed, 5 respondents gave comments, these are:

- DSFRS will need to rely on partnership working to produce a ‘total place’ solution (1)
- There needs to be enough cover for rural areas (1)
- The introduction of the Regional Control Centre will lead to increased response times (1)
- The Goals are excellent but what plans are in place to implement them (1)
- All that is needed is a good service at a good price (1)

- 4.7 Respondents were also asked if they would make any changes to the outcomes listed under Goal One, 15 respondents replied and made 16 comments. These comments are:

- The outcomes are fine as they are (2)
- The impact of the Regional Control Centre (2)
- Engagement with partners needs to be stressed (1)
- Partnership working should be included in reducing community risk (1)
- At what frequency will the Goals be assessed (1)
- All business should be assessed not just those at high risk (1)
- Opportunities for diversifying DSFRS’s role does not mean taking over from other agencies (1)
- How will ‘inactive activities’ be decided and over how long a period (1)

- There needs to be input into new sustainable housing (1)
- Equipment needs to be up to date and in good working order (1)
- Rural areas need to be considered when matching resources to risk (1)
- There need to be more fire drills to allow students to be used to the noise of the alarm (1)
- The word flexible might be overused and should be replaced with 'prevention programme' and 'protection programme' (1)
- The terms 'firefighter and public safety need to be transposed' (1)

4.8 Question Four asked how strongly respondents agreed or disagreed that the outcome statements listed under Goal Two would help DSFRS achieve Goal Two. Of the 63 respondents who answered this question 93.7% agreed that the outcome statements help the goal be achieved and only 4.8% disagreed.

Table 6: Q4 How strongly do you agree or disagree that the outcomes listed above will help us achieve Goal Two?

RESPONSE	COUNT	%
Agree	59	93.7%
Neither	1	1.6%
Disagree	3	4.8%
Total	63	100%

4.9 Again if respondents disagreed with outcome statements under Goal Two they were given the opportunity to explain why. Although only 3 respondents indicated they disagreed, 5 respondents replied and made 6 comments:

- How can home working could be practised in such a hands on job (1)
- What does a high turnover of staff mean (1)
- Identifying high competency staff is vital to developing a business (1)
- Employees who are a hindrance to progression should be removed (1)
- Is it possible to employee staff just on a day shift, this could be more attractive to women with family commitments (1)
- The monitoring of the outcomes may result in more staff, making the process admin heavy (1)

4.10 Respondents were also asked if they would make any changes to the outcomes listed under Goal One, 16 respondents made comments. These comments are:

- Who will decide which employees are underperforming and how will they be removed? (4)
- The statements should be kept as they are (2)
- There needs to be strong punishment enforced in cases of arson (1)
- How can firefighters work from home (1)
- Equal opportunities is not mentioned (1)

- There should be more advertising for the recruitment of retained firefighters (1)
- If the organisation retained good staff than a healthy turnover would not be relevant (1)
- Representative Bodies should be involved from the very start of any changes (1)
- Another respondent suggested looking at how the public perceive DSFRS as an employer of choice (1)
- The role of the Welfare Officer is particularly important (1)
- There needs to be a mention of the retained service in the outcome statement relating to the retention of staff (1)
- The outcome statement 'DSFRS recruits and retains the best people for improving community safety' should be listed first as all the other statements would flow from having the best/right people in place (1)

4.11 Question Seven asked how strongly respondents agreed or disagreed that the outcome statements listed under Goal Three would help DSFRS achieve Goal Three. Of the 62 respondents who answered this question 88.7% agreed that the outcome statements help the goal be achieved and only 4.8% disagreed.

Table 7: Q7 How strongly do you agree or disagree that the outcomes listed above will help us achieve Goal Three?

RESPONSE	COUNT	%
Agree	55	88.7%
Neither	4	6.5%
Disagree	3	4.8%
Total	62	100%

4.12 Again if respondents disagreed with outcome statements under Goal Three they were given the opportunity to explain why. Although only 3 respondents indicated they disagreed, 6 comments were received:

- There were no targets so the outcome could not be measured and another that physical assets should always be managed efficiently (1)
- Does directing money into resources mean that the Aerial Appliance would be kept in South Devon? (1)
- Road junctions take time for appliance to pass and slow them down (1)
- The content of the section was rambling and repetitive (1)
- Finance should be effectively planned and deliver improvement (1)
- How will the use of community rooms would be administered, especially out of hours? (1)



4.13 Respondents were also asked if they would make any changes to the outcomes listed under Goal Three, 10 respondents commented:

- The plan should state how DSFRS intends to improve its carbon footprint (1)
- Fire fighting should come before the services carbon footprint (1)
- The outcomes under Goal Three should be left as they are (1)
- The whole section under Goal Three should be rewritten (1)
- There needs to be more work with partners (1)
- Authority meetings should be held around the counties so more people can attend (1)
- The retention of the third key for doors (non-domestic properties) should be made available more locally (1)
- The word ‘transparent’ should be added to the finance based outcome (1)
- Rural areas need to be given the same priority as urban areas (1)
- There is a lack of energy in the text and that there needs to be more vibrancy in the language used (1)

***Adoption of road traffic collision emergency response standards***

4.14 Respondents were given a copy of the piloted emergency response standards for road traffic collisions (RTCs), respondents were then asked how strongly they agreed or disagreed that the standards should be adopted by DSFRS. Of the 62 respondents who answered this question 85.5% agreed that the emergency response standards piloted for Road Traffic Collisions should be adopted, only 1.6% disagreed.

Table 8: Q6 How strongly do you agree or disagree that the standards piloted for Road Traffic Collisions (RTCs) should be adopted?

RESPONSE	COUNT	%
Agree	53	85.5%
Neither	8	12.9%
Disagree	1	1.6%
Total	62	100%

4.15 Respondents were asked if they did not agree that the standards should be adopted why not, although only 1 respondent indicated they disagreed, 5 comments were received. Two respondents believed the response times could be reduced and one questioned if a lead emergency services needed to be defined. One respondent asked if vehicle manufactures could be made to agree on vehicle design to allow for quicker extrications. A final respondent suggested that some rural locations would take more than 15 minutes to arrive safely.

### ***Proposed emergency response standards for non-domestic premises***

4.16 Question Twelve asked respondents how strongly they agreed or disagreed with the proposed response standards for non-domestic premises. Of the 61 respondents who answered this question 86.9% agreed with the emergency response standards for non-domestic premises, only 4.9% disagreed.

Table 9: Q12 How strongly do you agree or disagree with the proposed standards for fires at non-domestic premises?

<b>RESPONSE</b>	<b>COUNT</b>	<b>%</b>
Agree	53	86.9%
Neither	5	8.2%
Disagree	3	4.9%
Total	61	100%

4.17 Respondents were asked if they did not agree with the proposed standards why not, although only 3 respondents indicated they disagreed, 5 comments were received:

- There should be a special target for the nuclear facilities in Somerset (1)
- The attendance target should depend on the times the buildings are open to staff (1)
- There should be a difference between rural and urban areas due to the roads the appliance would need to travel on (1)
- All residential properties should be inspected every 3 to 5 years and more often in they fail (1)
- Information about Regulatory Reform Orders (RROs) needs to be made more widely available and the service should not presume that everyone has access to the internet (1)

### ***Proposed emergency response standards for entrapments (excluding RTCs)***

4.18 Question Fourteen asked respondents how strongly they agreed or disagreed with the proposed response standards for non-domestic premises. Of the 21 respondents who answered this question 83.9% agreed with the emergency response standards for entrapments (excluding RTCs) 4.8% disagreed.

Table 10: Q14 How strongly do you agree or disagree with the proposed standards for entrapments (excluding RTCs)?

<b>RESPONSE</b>	<b>COUNT</b>	<b>%</b>
Agree	52	83.9%
Neither	7	11.3%
Disagree	3	4.8%
Total	62	100%

4.19 Respondents were asked if they did not agree with the proposed standards why not, although only 3 respondents indicated they disagreed, 4 comments were received. One respondent suggested the first attendance should be before 15 minutes and another that the outcomes should discriminate between types of entrapments. One respondent suggested there needed to be a difference between urban and rural standards and another stressed the importance of saving life.

**General comments**

4.20 Letters and emails were received from 9 respondents each containing a number of different comments on the Corporate Plan. These comments are:

- Continuing and increasing partnership working (6)
- The positive contribution DSFRS already make to partnerships (4)
- DSFRS still needs to contribute more towards partnerships (2)
- The DSFRS Goals are common to their organisation (2)
- They are looking forward to working further with DSFRS in the future (2)
- A concern was expressed with the impact of the RCC (1)
- The document needed to use more plain English and not presume the level of knowledge readers already have (1)
- More detailed information could be given about DSFRS work with LSPs and towards prevention of domestic violence (1)
- The IRMP needs to be more strategic (1)

**Service Improvement Group (SIG)**

4.21 The Service Improvement Group is an internal forum within DSFRS that works to coordinate the delivery of the Corporate Plan. Its membership is made up of a cross section of operational and non-uniform middle managers. The Service Improvement Group considered the outcome statements and provided a response with suggested amendments to the wording. The suggested amendments are listed in Appendix C.

**Representative Bodies**

4.22 The Fire Brigades' Union (FBU), Fire Officers' Association (FOA), Retained Firefighters Union (RFU) and UNISON were invited to submit representations on the Draft Corporate Plan 2010/11 to 2012/13. The invitation also offered a meeting to discuss the plan. Responses were received from the FOA, the RFU and FBU. The RFU accepted the invitation to attend a meeting within the consultation period.

4.23 The FBU provided a comprehensive response to the consultation. The main subjects they raised were; issues surrounding staff working as Community Safety Action Team on a secondary contract, the current delay to Regional Control Centre, the need for a more robust Fire Safety (Regulatory Reform Order) enforcement process, the impact of community safety work on operational readiness and defining partnership working within staff roles. They also raised concerns with the information given surround the emergency response standards for; domestic properties, Road Traffic Collisions (RTCs), non-domestic premises and entrapments. The issues raised were further examined in a meeting held after the close of consultation.

4.24 The FOA provided comments that broadly supported the draft Corporate Plan and looked forward to working with senior management in an effort to realise the achievement of excellent performance.

- 4.25 The RFU felt that under Goal One, reducing risk through partnership working was important and agreed that prevention services needed to be flexible. They were concerned that matching the provision of stations, appliance type and number of appliances may lead to a reduction of appliances and staff, or moving stations.
- 4.26 For Goal Two the RFU felt having a good working relationship with Representative Bodies and having a zero tolerance approach to bullying and harassment are important. They feel that attracting high calibre staff could be helped by making more information and assistance available at the point of application. To retain good staff they felt more could be done to talk to the employers of retained duty system staff and have found that moving to the retained duty system salary scheme has helped to retain people.
- 4.27 For Goal Three the RFU felt that there should be an awareness of how the budget is made up and what external constraints are placed amongst staff, they suggested this could be done by promoting it in a simple form. They also suggested that the community is not always aware of what Retained Duty System staff do and that awareness should be raised within the community. They also raised the IT systems are slow if you are accessing them externally, which makes learning difficult and that there is a need to have someone at the station paid for half a week to keep up to date with paperwork and follow up engagement.

## **5. SUMMARY**

- 5.1 The period of consultation on the Draft Corporate Plan was widely promoted throughout Devon and Somerset using variety of methods over a 13 week period. A total of 77 responses were received and analysed.
- 5.2 The results on the new service outcomes were positive with the majority of respondents agreeing that they would help DSFRS achieve the Goals.
- 5.3 The results on the adoption of road traffic collision emergency response standards were positive with the majority of respondents agreeing the standards should be adopted.
- 5.1 The results were also positive for the proposed emergency response standards for non-domestic premises and entrapments with the majority of respondents agreeing with the standards.

## **6. CHANGES TO CORPORATE PLAN 2010/11 to 2012/13**

- 6.1 Changes have been made to the Corporate Plan to reflect comments received during the consultation process, the progress of the service planning process and decisions made by the Authority since the draft version was open for consultation. A summary of the changes are listed below:
- a) P5. The profile of Local Strategic Partnerships has been increased by enhancing the content and moving it to the front of the plan.
  - b) P7. New case study on partnership working between the emergency service in running a 999 cadet scheme.
  - c) P17. New case study on a partnership work with the Environment Agency and Devon County Council on flooding.
  - d) P19. The road traffic collision emergency response standards have been relocated to the section 'how we provide a tailored service' as the recommendation is to adopt the standards. The content has been enhanced to clarify the statutory responsibility and the proactive work undertaken.

- e) P22. The content on Local Resilience Forums has been enhanced.
- f) P24. The previous targets have been removed from the graphs due to the adoption of new targets aligned to national performance.
- g) P34. The content in the section 'how we will improve the service' has been updated to incorporate the following changes:
  - The future economic outlook for the public sector is uncertain and consequently the Service needs to be dynamic in its approach to planning. To account for this the following statement is added: "The Service must remain responsive to changing situations and therefore the planned activities for each Goal may be amended to account for different priorities and economic circumstances."
  - The key development activities DSFRS will undertake to improve against each outcome statement.
  - The Goal 2 outcome statement 'People enjoy working for DSFRS' reworded as '**DSFRS has a high performing and satisfied workforce**'.
  - The Goal 2 outcome statement 'People working for DSFRS display the Core Values' reworded as '**People working for DSFRS behave in accordance with our core values as a service**'.
  - The Goal 2 outcome statement 'DSFRS recruits and retains the best people for improving community safety' reworded as '**DSFRS recruits and retains the best people**'.
- h) The Consultation section has been removed.

## 7. CORPORATE MEASURES AND TARGETS

7.1 The following Goal 1 measures and targets were agreed at the Community Safety and Corporate Planning Committee on 29 January 2010 and are incorporated in the plan.

### **Accidental dwelling fires**

In reducing accidental dwelling fires per 10,000 dwellings we will raise our performance to:

- top 50% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

Based on the latest available national figures of 2008/09, to be in the top 50%, we would have to reduce the levels of accidental dwelling fires by approximately 10%, which is a decrease of around 109 fires.

### **Non-domestic premises fires**

In reducing fires in non-domestic premises per 1,000 non-domestic premises we will raise our performance to:

- top 25% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

At the time of printing it is not possible to provide additional contextual information identifying the necessary reduction in non-domestic fires to achieve our targets due to the current limitation of available national data. This information will be updated when available.

***Deliberate primary fires (excluding vehicles)***

In reducing deliberate primary fires (excluding vehicles) per 10,000 population we will raise our performance to:

- top 25% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

Based on the latest available national figures of 2008/09, to be in the top 25%, we would have to reduce the levels of deliberate primary fires (excluding vehicles) by approximately 20%, which is a decrease of around 77 fires.

***Primary fires***

In reducing primary fires per 10,000 population we will raise our performance to:

- top 50% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

Based on the latest available national figures of 2008/09, to be in the top 50%, we would have to reduce the levels of primary fires by approximately 2%, which is a decrease of around 60 fires.

***False alarms caused by automatic fire detection equipment***

In reducing automatic fire alarms per 1,000 non-domestic we will perform at:

- top 25% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

Based on the latest available national figures of 2008/09 we are currently performing in the top 25% and our next target, following a change to national recording methods, is to remain within the top 25%.

***Malicious false alarms (attended)***

In reducing malicious false alarms (attended) per 1,000 population we will perform at:

- top 25% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

Based on the latest available national figures of 2008/09 we are currently performing in the top 25% and following a change in how the measure is reported our next target is to remain within the top 25% for 2010/11.

### ***Emergency response standards for house fires***

Following the first year of monitoring performance against our new house fire emergency response standards our first targets will be set as:

- 1<sup>st</sup> attendance achieved in 10 minutes – maintain our performance in 2010/11 at the level achieved at the end of 2009/10 (currently 86.61% of occasions as at 31<sup>st</sup> January 2010)
- Standard achieved inside 10 minute area – maintain our performance in 2010/11 at the level achieved at the end of 2009/10 (currently 69.38% of occasions as at 31<sup>st</sup> January 2010)

Monitoring over the last year has shown that performance against the house fire emergency response standard has been rising and therefore the end of year performance will be used to set the target.

### ***Emergency response standards for road traffic collisions***

Following the first year of monitoring performance against our new road traffic collision emergency response standards our first targets will be set as:

- 1<sup>st</sup> attendance in 15 minutes – maintain performance for 2010/11 at the average level achieved throughout 2009/10 (currently 78.32% as at 31<sup>st</sup> January 2010)
- Standard achieved (single lane carriageway) - maintain performance for 2010/11 at the average level achieved throughout 2009/10 (currently 64.87% as at 31<sup>st</sup> January 2010)
- Standard achieved (multi-lane carriageway) - maintain performance for 2010/11 at the average level achieved throughout 2009/10 (currently 49.00% as at 31<sup>st</sup> January 2010)

Monitoring over the last year has shown that performance against the road traffic collision emergency response standard has fluctuated from month to month and therefore an average year performance will be used to set the target

### ***Casualties in accidental dwelling fires***

In reducing casualties at accidental dwelling fires per 100,000 population we will raise our performance to:

- top 50% of FRSs nationally by 2010/11
- top 25% of FRSs nationally by 2011/12
- top 15% of FRSs nationally by 2012/13
- top 10% of FRSs nationally by 2013/14.

At the time of printing it is not possible to provide additional contextual information identifying the necessary reduction in casualties to achieve our targets due to the current limitation of available national data. This information will be updated when available.

***Deaths in accidental dwelling fires***

To reduce deaths in accidental dwelling fires by 20% averaged over the 11 years to 31 March 2014 compared with the 5 years to 31 March 2003. This means that we have to reduce the rate of accidental dwelling fire deaths to 3.84 deaths per annum or no more than 42 deaths over the 11 year period to 31 March 2014. By the end of 2008/09, year 6 of this 11 year period, there had been 30 deaths.

- 7.2 The following Goal 2 measures and targets were approved by the Human Resource Management and Development committee on 14 January 2010 and are incorporated in the plan.

***The number of women recruited as fire fighters***

A minimum of 12% of new firefighter entrants to the operational service to be women by 2010/11, 15% by 2011/12 and 18% by 2012/13.

***The recruitment of staff from minority ethnic groups***

The recruitment of staff from minority ethnic groups to be 5.29% of all new joiners by 2010/11, 6.29% by 2011/12 and 7.29% by 2012/13.

***The level of retained posts filled***

To ensure 90% of retained posts are filled.

***The level of sickness absence***

To reduce the levels of sickness absence to the regional average rate of 9.0 days/shifts lost per person by 2010/11.

- 7.3 The following Goal 3 measures and targets were approved by the Resources committee on 8 February 2010 and are incorporated in the plan.

***Management of expenditure within budget***

To manage expenditure within a tolerance of -1%.

***Savings from the combination of the two services***

Achieve the savings from combining the two services of £3 million over the five years from 1<sup>st</sup> April 2007.

***Results from external assessment***

To achieve a Level 3 Use of Resources result in the 2010/11 a sssessment.

To achieve a Level 4 Use of Resources result in the 2012/13 assessment .

- 7.4 In addition we will measure our levels of efficiency achieved from 2011 onwards as a result of the service delivery review on matching resources to risk and the review of support services.

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



**Named stakeholders who responded to the consultation.**

Abbyfield House, Teignmouth  
Avon and Somerset Police Constabulary, Roads Division  
Avon and Somerset Police Constabulary, South Somerset Area  
Bridge Guest House, Tiverton  
Gloucestershire Fire and Rescue Service, Chief Fire Officer  
Government Office For the South West, Safer Communities Department  
H J Heinz Frozen and Chilled Foods, Safety Department  
Ivybridge Town Council, Chair  
Lindons Residential Home, Newton Abbot  
Lord Lieutenant of Devon  
Mendip Strategic Partnership, Chair  
Morrisons, Bideford  
NHS Plymouth, CX  
NHS Somerset, CX  
Peveral Management Services, Retirement Division  
Peveral Management Services, Wellington  
Peveral Management Services, Wells  
Senior Council for Devon, Tiverton Branch  
Somerset County Council, Head of Community Leadership and Improvement Service  
Somerset Strategic Partnership, Chair  
South Somerset Council, CX  
South West Water, CX  
South West Water, Technical Support  
Torbay Council, People Commissioner  
Torbay Strategic Partnership, Chair  
Torrington Town Council, Chair  
University of Exeter, Estates Department  
West Somerset District Council, Leader  
Wyke Farms, Packing and Distribution Department

**Outcome statements – as they appeared during consultation**

**Goal 1: To proactively reduce risk, to save life, protect property and the environment from fire and other emergencies.**

As a high performing organisation we will demonstrate:

<b>Outcome</b>	<b>How it will be achieved</b>
A flexible prevention service is delivered that reduces local community risk	To achieve this our integrated community safety strategy will provide community safety prevention services such as: schools fire safety education, Home Fire Safety Visits, arson reduction programmes and youth inclusion programmes. These services will be delivered flexibly to those most at risk through community risk analysis and targeted delivery. Resources will support community safety in reducing community risk. Prevention activity will be evaluated to ensure it is effective and ineffective activity stopped.
A flexible protection service is delivered that reduces local community risk	To achieve this, our integrated community safety strategy will provide community safety protection services such as: fire safety audits, building regulations consultations, issuing prohibitions or restricted use orders and enforcement notices. These services will be delivered flexibly and targeted to those premises at highest risk. Resources will support community safety in reducing community risk. Protection activity will be evaluated to ensure it is effective and ineffective activity stopped.
A response is provided to emergency incidents that meets local response standards and ensures firefighter and public safety	To achieve this we will: complete the work on adopting locally risk assessed emergency response standards; inform work on developing a Regional Control Centre; focus on firefighter and public safety; and develop an intervention strategy
Community risk is reduced through partnership working and opportunities are explored to deliver other services	To do this we will: be engaged with partners and collaborate / jointly work with other organisations to reduce local community risk; implement the partnership framework document ensuring governance and performance management are in place; and explore opportunities for diversifying our role.
Resources are matched to risk to improve community safety and use of resources	To achieve this we will: complete the work on matching the provision of stations, appliance type, number of appliances, duty systems and equipment to local community risk; continue to evaluate response activities and stop ineffective or unnecessary activity.

## GOAL 2: To be an employer of choice

As a high performing organisation we will demonstrate:

Outcome	How it will be achieved
People enjoy working for DSFRS	This is an outcome of many different influences that affect an organisation's culture such as values, leadership, welfare policies, training and development and performance management. We will undertake employee surveys to determine how we are succeeding.
The provision of flexible conditions of service to improve community safety and the welfare of colleagues	To achieve this we will: develop proposals after taking views from staff and representative bodies; have flexible working arrangements such as home working that benefit the organisation and employee welfare; have shift patterns that reflect local demand; continue to develop employee welfare initiatives.
People working for DSFRS display the core values of the service	To achieve this we will: conduct ourselves with professionalism; work with people to ensure they understand the behaviours associated with the core values; improve the diversity in our workforce to reflect our communities; have a zero tolerance approach to bullying and harassment; and have good working relationships with the representative bodies.
People are empowered and have the skills and knowledge to perform their roles effectively	We will achieve this by: introducing the Integrated Personal Development System to all members of staff; implementing a single personal development and review process for all staff; ensuring that training and development is accessible to all staff, meets the individual and organisation's need, and introduces different learning methods.
DSFRS recruits and retains the best people for improving community safety	This will be achieved by: attracting high calibre applicants; retaining good staff; removing underperformers; providing a good working environment; having opportunities for promotion; having a healthy turnover of staff and developing a high potential leadership programme.

### GOAL 3: To provide an effective, efficient and economic service

As a high performing organisation we will demonstrate:

Outcome	How it will be achieved
Our staff and the community know what we do, the part they play to improve community safety and influence future decisions of the service	We will achieve this by being clear about the various routes of communication and engagement that are available so that members of the public, our partners and staff all have access to the right information at the right time, understand the role of the service and how they can reduce risk in the community and have the opportunity to tell us about issues and what they believe we should be doing. We will also have a clear identity through our corporate branding and marketing.
All of our work and finance is effectively planned, managed and delivers continuous improvement	This will be achieved by: having clear systems and processes in place to plan, manage and review our performance and spending; people understanding what they need to do and why; directing money and resources to the highest priorities; and by understanding the impact and benefits of the work we do.
Our environmental impact is known and it is reduced through sustainable solutions	To achieve this we will: measure and evaluate our carbon footprint and develop and implement solutions to reduce it that consider all aspects of the service e.g. what we purchase, how we travel, how we use and insulate our buildings, the type of energy we use; promote environmental sustainability amongst our staff; and work to reduce the occurrence and size of fires will also assist in reducing carbon emissions.
Physical assets are managed for current and future needs	To achieve this we will: have clear plans in place that set out how our resources (buildings, vehicles, equipment, IT ) will be used – this will be dependent upon the results of other research detailed in this plan such as matching resources to risk; and consider how our resources can be used and shared with partners in order to give the greatest benefit to the community and our staff.

Submission agreed at combined Senior Management Board (SMB)/Service Improvement Group (SIG) meeting on 22 December 2009.

1. RESULTS GOAL 2, 'TO BE AN EMPLOYER OF CHOICE'.

1.1. Outcome statement:

***People enjoy working for DSFRS***

The group considered that there may be benefit in re-wording this outcome statement to:

***'DSFRS has a high performing and satisfied workforce'***

1.2. Outcome statement:

***People working for DSFRS display the Core Values.***

The group considered that there may be benefit in re-wording this outcome statement to:

***'People working for DSFRS behave in accordance with our core values as a service'***

1.3. Outcome statement:

***DSFRS recruits and retains the best people for improving community safety.***

The group considered that there may be benefit in re-wording this outcome statement to:

***'DSFRS recruits and retains the best people'***