



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	DSFRA/13/17
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	10 JULY 2013
SUBJECT OF REPORT	DRAFT CORPORATE PLAN 2013-14 TO 2014-15: CONSULTATION RESULTS
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	<i>That, following the public consultation, the Authority determines whether to accept/reject each proposal</i>
EXECUTIVE SUMMARY	<p>At its meeting on 18 January 2013 the Authority agreed a range of proposals for public consultation.</p> <p>Subsequently, an extensive public consultation process was undertaken in accordance with that agreed at that meeting which also followed National Guidance in this respect.</p> <p>The consultation sought views on a number of specific Service Delivery related proposals. It should be noted that elsewhere on the agenda for this meeting, savings from non-operational (support) functions have been identified which do not require public consultation. They do however, form part of the savings strategy to deal with the Government's austerity programme and should be seen as complementary to this consultation.</p> <p>This report presents the results of the consultation on the Draft Corporate Plan 2013/14 – 2014/15.</p> <p>In summary, the consultation took place over a thirteen week period (28/01/2011 and 26/04/2013).</p> <p>None of the proposals consulted on require closure of fire stations, removal of fire engines or at this stage, compulsory redundancies.</p> <p>Headline results show that this approach was supported. 65.89% (114) of respondents disagreed with closing fire stations. 64.94% (113) of respondents disagreed with removing fire engines and 70.52% (122) disagreed with compulsory redundancies. 69.23% (117) agreed with the principle of matching resources to risk.</p>

	<p>The areas where the consultation responses saw more people disagreeing than agreeing with the proposals were changes to crewing of the second Wholetime fire engine at Taunton (48.88% (87) disagreed with the proposal and 38.77% (69) agreed with it) and crewing of the second Wholetime fire engine at Torquay (42.08% (69) disagreed with the proposal and 40.85% (67) agreed with it). Fire Authority members will also be aware that a number of petitions have been presented to the Authority, with the details contained within the report.</p> <p>Despite the significant media attention surrounding the consultation and the extensive lobbying by others, responses were generally low in relation to the population as a whole.</p> <p>Increasing the Authority's council tax precept was a common alternative suggestion. Members will recall that the administrative costs of holding a referendum for Devon & Somerset would be £2.3M, excluding any potential re-billing costs in the event of a 'no' vote. The percentage increase in the Authority's Council Tax precept to meet the Governments financial savings over four years would be in excess of 24%. However, the 24% does not include the £2.3M cost of funding the referendum.</p> <p>Prevention remains the most effective way to reduce risk to the public and will and will continue to be our primary focus. We will need an effective response capability that matches resources to risk. Despite our best efforts we can't eliminate risk completely but we will continue to influence human behaviour through our efforts and provide an effective response accordingly.</p>
<p>RESOURCE IMPLICATIONS</p>	<p>Elsewhere on the agenda, the financial challenges facing the Fire Authority for the next few years have been presented. The proposals as outlined directly contribute to the need to reduce the budget each year. It should be noted that additional savings for 2015/16 were announced on the 26th June 2013 which further compounds the financial challenges ahead. The Chairman and I will continue to meet with Government to ensure that the final settlement for Devon and Somerset reflects the needs for our communities and recognises the already efficient way we crew the significant majority of our 121 front line fire engines.</p>
<p>EQUALITY RISKS AND BENEFITS ANALYSES (ERBA)</p>	<p>Equalities Risks and Benefits Assessments have been updated as a result of consultation and are provided in Appendix C.</p>
<p>ANNEX</p>	<p>1. Summary of proposals (attached)</p>
<p>APPENDICES</p>	<p>A. Methodology B. Results C. Equalities Risks and Benefits Assessments</p> <p>Due to the length of these appendices they are enclosed as separate documents which are page numbered separately to the agenda for this meeting.</p>
<p>BACKGROUND PAPERS</p>	<p>DSFRA/13/01</p>

1. **BACKGROUND**

- 1.1 On 18 January 2013 the Authority approved the Draft Corporate Plan 2013/2014 to 2014/15 for consultation (minute DSFRA/48 refers). The consultation period commenced on 28 January 2013 and was originally for a 12 week period that was scheduled to finish on 22 April 2013. The consultation was extended to 26 April 2013 to provide additional opportunity for people to respond.
- 1.2 The approval of the draft plan for consultation occurred later than would normally happen as the announcement of the Government Grant, which comprises approximately 40% of our budget, was delayed until 19 December 2012. It was important that the Authority had time to consider its plans in light of the budget announcement.
- 1.3 As anticipated the Government Grant received by the Authority was substantially reduced and equates to a budget reduction of £5.5million over the two year period 2013/14 and 2014/15. Since the budget reductions announced by the Government apply for two years, the duration of the draft plan is also for two years.
- 1.4 The Chancellors 2013 Spending Round announcement on the 26 June 2013 has provided departmental targets for 2015/16 which confirmed that for local government, including fire and rescue authorities, central government funding will be reduced by 10% in 2015/16. A separate report (DSFRA/13/14) refers to the impact of this reduction and how our planning assumptions indicate that we will be facing saving targets that have increased to £4.4m by 2014/15, over 2012/13, rising to £12.3m by 2016/17.
- 1.5 In May 2013 a report, *Facing the Future: findings of the review into efficiencies and operations of fire and rescue authorities in England*, was published. This report by Sir Ken Knight was undertaken at the request of the Fire Minister. An extract of the Foreword is provided below for additional context to the position and decisions that fire and rescue services currently find themselves facing.
- “...I am not convinced that local action alone will achieve the most efficient service or enable efficiencies much beyond what is already needed in the current spending review. Compounding this, local politics and the public’s seemingly unconditional attachment to the fire and rescue service can act as constraints on really pursuing the most efficient ways of working, holding on to outdated configuration or location of fire stations and fire appliances rather than changing service delivery to improve overall outcomes.”*
- 1.6 A report (DSFRA/13/15) setting out the Service views on Sir Ken Knight’s review is set out elsewhere on the agenda for this meeting.
- 1.7 This report presents a high level summary of the key consultation results together with the recommendations for consideration by the Authority. Detailed reports on the consultation methodology, results and the Equalities Risks and Benefits Analysis are attached as separate appendices. The provision of the information in this way allows for easy accessibility of the key results whilst the more detailed reports allow access to more information if required.
- 1.8 The results of the consultation are not binding on the Fire Authority. However, Members will wish to take into account the number of responses and the sentiments expressed.

2. DRAFT CORPORATE PLAN 2013/14 TO 2014/15

Principles

- 2.1 The Draft Corporate Plan incorporated the requirement to produce a publicly available Integrated Risk Management Plan (IRMP). It was developed using the principles of integrated risk management planning and also incorporates the Service's aspirations to move towards organisational excellence. We aim to continue to improve the Service within the financial constraint required over the next two years.
- 2.2 The principles upon which the draft plan was constructed and which are embedded within the integrated approach are outlined below:
- (a) Existing and potential risks to the community are evaluated to identify current and future demands for our prevention, protection and response services and also opportunities for improvement
 - (b) We will match and adjust our resources to the community risk as it becomes necessary, e.g. if we need more Firefighters because the risk has changed we will put arrangements in place
 - (c) That there is adequate evidence to support and justify any changes proposed
- In practice this means that:
- Stations, vehicles, their crew and equipment will match local risk
 - Prevention and protection activity will be targeted to those at highest risk
 - Our staff will be working in a new, more flexible way
- 2.3 The plan contained the following proposed changes that impacted upon service delivery:

REF	DESCRIPTION
Integrated Approach	This approach presents how we will deliver prevention and protection activities and reshape the way we respond to emergencies to provide both an improved service and operate within a reduced budget.
Proposal 1	We will begin to start rolling out our Light Rescue Pump vehicles which we consulted on, and was agreed, last year.
Proposal 2	We will begin to implement the changes in how we will respond to automatic fire alarms (98% of which are false alarms) so that we only respond to high risk premise automatically.
Proposal 3	Mobilise one co-responder directly from home/work. Note: This is the arrangement that some other Fire Services operate.
Proposal 4	Reduce the number of middle/senior managers.
Proposal 5	Invest £450k in additional prevention activity in 2013
Proposal 6	Change the crewing of three fire engines in Plymouth to 'on call' rather than whole time: Plympton and Plymstock fire engines become on call crewed Camels Head retains one fire engine crewed by whole-time firefighters Crownhill receives the fire engine moved from Camels Head and would have two fire engines, one crewed by whole-time and one crewed by on call firefighters
Proposal 7	Crew the Aerial Ladder Platform (ALP) at Crownhill fire station in Plymouth with 'on call' staff. Note: no other ALP is permanently crewed so this harmonises Plymouth with the other 6 aerials ladder platforms.

Proposal 8	End the pilot at Yeovil fire station where an additional 4 fire fighters are provided (this standardises crewing so that Yeovil is crewed the same as other similar fire stations).
Proposal 9	Change the crewing arrangements of the second fire appliance at Taunton from whole time to 'on call'.
Proposal 10	Change the crewing arrangements of the second fire appliance at Torquay from whole time to 'on call'.
Proposal 11	Change the crewing arrangement of the fire engine at Ilfracombe from day crewed (whole time day time only) to 'on call'.

2.4 It should be noted that the draft plan also contained a commitment to save £1.5million from the support functions of the service. Since these changes did not directly impact upon the service received by the community, we do not need to consult the public as to these. A separate report (DSFRS/13/16) refers to the Service's approach for achieving these support function savings.

3. **CONSULTATION METHODOLOGY**

3.1 The focus of consultation for the Draft Corporate Plan 2013/14 to 2014/15 was around a new model of working called the 'Integrated Approach' and the eleven proposals that supported the new way of working.

3.2 The consultation methodology is provided in detail in Appendix A. In summary, opportunities to be involved included both quantitative and qualitative methods: a questionnaire survey, discussion groups and written responses were the key approaches.

3.3 Staff and representative bodies were able to attend the discussion groups organised for external stakeholders.

3.4 Comments were invited on all aspects of the draft plan and the eleven proposals. However, because some of the proposals had been recently consulted on in previous Corporate Plan consultation exercises, the consultation for this draft plan focused more on five of the eleven proposals. These five proposals were:

- Change the crewing of three fire engines in Plymouth to 'on call'
- Crew the aerial ladder platform at Crownhill fire station in Plymouth with 'on call' staff
- Change the crewing arrangements of the second fire appliance at Taunton from Wholetime to 'on call'
- Change the crewing arrangements of the second fire appliance at Torquay from Wholetime to 'on call'
- Change the crewing arrangement of the day crewed (Wholetime day time only) fire engine at Ilfracombe to 'on call'.

3.5 Comments were accepted by email, fax, post and over the telephone to the Consultation Officer. The Service's Facebook and Twitter social media accounts were also monitored for content. Completed questionnaire surveys could be submitted either through the post or online.

3.6 The draft plan was promoted to raise general public awareness through newspaper adverts, our website, and our Facebook and Twitter social media accounts and libraries. Letters and emails were sent to our key external stakeholders inviting them to participate in the consultation.

3.7 Stakeholders targeted for their views included:

Chambers of Trade and Commerce	Local Authority Chief Executives
Council Leaders	Lord Lieutenants and High Sheriffs
DSFRA Members	Members of the Public
DSFRS Staff	Members of the Voluntary Sector
Emergency Services	Minority Group Advocates
Government (including DCLG)	MPs and MEPs
Health Organisations	Parish, Town and City Councils
Insurers	Representative Bodies
Key Local Businesses	Strategic Partnerships

3.8 Staff involvement was concentrated around specific discussion groups held for those proposals where staff would be most affected. These meetings gave staff the opportunity to ask questions and give their opinions.

4. THE APPROACH TO RESULTS AND RECOMMENDATIONS

4.1 This report presents summary results on the Integrated Approach, the eleven proposals and general comments on the draft plan. More detailed quantitative and qualitative results are provided in Appendix B.

4.2 A large amount of qualitative data was received from the various discussion groups and also from written submissions. Therefore, for the qualitative results the top common themes are reported where appropriate.

4.3 The results are reported in the following categories:

- Questionnaire results
- Mixed stakeholder discussion groups
- Written responses
- Staff events
- Representative bodies
- Petitions

Equalities Risks and Benefits Assessments

- 4.4 A summary of the changes to the relevant is also provided where appropriate. A full report of the consultation results on the Equalities Risks and Benefits Analysis (ERBAs) together with the revised assessment documents is provided in Appendix C. An ERBA has not been carried out to consider potential equality impacts on contracts and different ways of working as no detailed options or proposals have been put forward at this time. If the Corporate Plan proposals are agreed, this work will need to be carried out as proposals start to be considered in more detail.

Implementation considerations

- 4.5 Depending upon the decisions of the Fire Authority, some of the proposals will be able to be implemented sooner than others. We also remain keen to engage local staff in determining new ways of working and immediately following the Fire Authority meeting, respective Area Managers will be establishing a series of staff engagement opportunities for staff to assist shape the implementation in the areas affected. It is recognised that full year savings will take time to achieve, so the Authority has recognised that it may be necessary to offset any shortfall in the early phases from the CSR earmarked reserve.
- 4.6 We will need to redeploy a number of staff but this will be within existing contractual terms and conditions. We will also be looking to further embed a number of displaced staff into other organisations, which helps better identify and target resources to support those most at risk (examples as to where we do this already include Somerset Road Safety Partnership and Plymouth and Devon Race Equality Council).
- 4.7 In addition, the Service is represented on the 'Neighbourhood Community Budget' National pilot in North Devon called 'One Ilfracombe'. One of the aims of this scheme is to improve the delivery of services to families within Ilfracombe and take on roles supporting and coordinating the activities of volunteers to provide greater resilience within the community. Where staff are undertaking these and other prevention activities, we may further deploy officers and firefighters to those areas where they can support On Call (RDS) crewed appliances with known crewing shortages.
- 4.8 As such, we will need to work through a transition phase until such times as any revised establishment levels are met. Whilst we anticipate a number of natural leavers as well as some interest for Voluntary Redundancies from Wholetime firefighters, this position however will need to continuously be reviewed in the light of actual leavers and members will be kept informed.

Alternative suggestions

- 4.9 A number of alternative suggestions that may provide significant savings or generate income were put forward during the consultation. The most common suggestions were:

Reduce the size of the back office support functions

Response: We have commenced a programme of reducing the number of support function staff and by the end of the current financial year expect to have released 40 posts (13% of our support service posts).

Increase the DSFRS level of council tax precept

Response: The level of our Council Tax precept will need to increase by 24% (see Executive Summary).

Reduce the number of senior / middle management

Response: The CFO has reduced the Senior Management Board from nine Directors in 2010 to four in 2013.

Reduce or freeze pay, allowances and rewards

Response: Pay for most staff is a matter for national negotiation and significant pay freezes over the last three years has been applied.

Lobby Government

Response: The Fire and Rescue Authority Chairman and Chief Fire Officer have met with the Fire Minister several times, and as recently as May this year at Tiverton fire station, to ensure that our case is clearly understood. We continue to lobby hard to highlight the unique case for DSFRS in order that the Government understands the challenges created by our rural nature and sparse population distribution.

Introduce charging for services

Response: We have already introduced the ability to charge for repeated attendance at commercial premises' false fire alarm activation, and Proposal 2 of the Draft Plan looks to further reduce the burden of this type of call by only automatically responding to high risk premises. We have also created a separate commercial arm, Red One Ltd, which enables us to trade and generate income in areas such as fire behaviour training. However, additional discussions on charging for some non-statutory services will be explored.

Improve business management

Response: We are currently radically changing our management approach to streamline our working practices and concentrate on what is most important, working with fewer staff. To support this we have created a data hub from our existing data analysts that provides the information and intelligence required to improve performance.

Close fire stations

Response: Our current proposals would make savings and changes without either the need to close any fire stations, or reduce the number of fire engines. However we know we will face further reductions in our budget over the coming years and therefore cannot rule out this option for future plans.

Contractors and consultants should be stopped

Response: In 2010 the Service implemented a programme of change.

Consultants were initially employed, through the Government Procurement Services, to research and design a number of improvement programmes for which the Service did not have the internal capacity or expertise. These programmes included projects that delivered both financial and service related improvements. Staff reductions will deliver £1.5m savings every year as a result of changes in the way we do business and this has been informed by the work of the consultants and contractors (please see separate report on the agenda).

- 4.6 A number of other more modest suggestions for savings were also provided and these will be considered and presented to the Fire Authority as part of the next round of savings.

5. OVERVIEW OF RESPONSES

5.1 Responses to the consultation were received as completed online and paper surveys and in the form of letters, emails, telephone calls, social media posts and petitions. A summary of the number of responses in these groups is given below in Table 1. This table also shows the total number of individuals that attended the discussion groups.

5.2 The population of the city and towns affected are shown in Table 2. The Fire and Rescue Authority will be aware that the population of the two counties is approximately 1.7m.

Table 1: Summarised consultation response totals

Consultation responses	
Surveys (of which online = 237 and paper = 12)	249
Letters / emails (of which emails in response to FBU leaflet = 20)	275
Standard letter template return for Proposal 10 (Torquay)	370
Telephone responses (of which telephone responses to FBU flyer = 64)	68
Facebook Posts	22
Twitter Posts	1
Total responses	985

Mixed stakeholder Groups	
Plymouth	8
Taunton	8
Torquay	43
Total attendees	59

Public meetings	
Ilfracombe	54
Torquay	100+
Total attendees	154+

Community Advisory Groups	
Attendees at three events and 1to1 meetings	10

Staff discussion groups	
Barnstaple	13
Exeter	6
Plymouth	25
SHQ	20
Taunton	23
Torquay	65
Yeovil	14
Total attendees	166

Petitions		
General Consultation	With petition statement	Without petition statement
FBU	300	800
DSFRS ePetition facility	1	
Plymouth		
FBU	1,418	508
Ilfracombe		
Independent petition	521	
North Devon Journal (Newspaper)	88	
North Devon Journal (Online)	494	
Taunton		
FBU	4,526	44
Firefighter (HM Government e-petition)	304	
Torquay		
FBU	18,292	
Herald Express	319 hard copy	

	272 online	
Petition signatures (Sub-Totals)	26,535	1,352
Petition Signatures (Total)	27,887	

Table 2: Populations of city and towns of the affected areas

Area	Population
Ilfracombe	17,758 ¹
Plymouth (Plymouth City Council)	256,000 ²
Taunton (Taunton Deane)	110,200 ²
Torbay (Torbay Council)	131,000 ²

¹ Census Profile – Ilfracombe Town Area Devon County Council

² 2011 Census (Table P04)

- 5.2 The number of responses to the survey in 2013 is 249. Similar types of surveys have been used for the last five years; the survey return rates for this period, including letters and emails are shown in Table 3.

Table 3: Survey, letter and email responses to previous consultations.

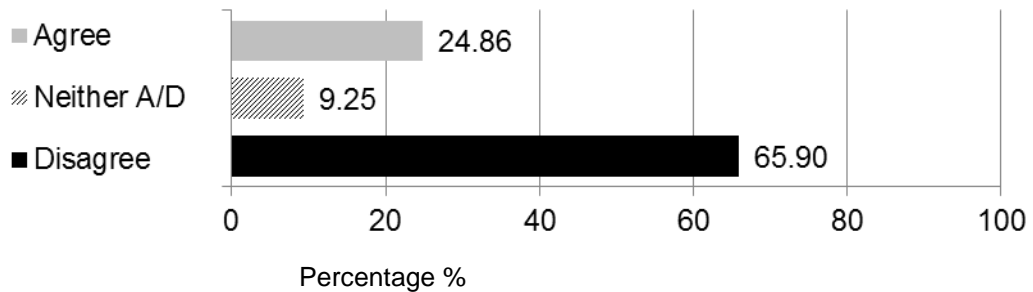
	2013/14	2012/13	2011/12	2010/11	2009/10
Online Survey	237	118	179	6	18
Paper Survey	12	64	117	58	62
Letters and emails	275	25	32	12	8
Totals	524	207	328	76	88

6. CONTEXT

- 6.1 By way of background, in 2011 public consultation was undertaken on the draft corporate plan 2011/12 to 2013/14. One of the options being considered was a proposal to manage with fewer operational staff by looking to make changes to crewing arrangements on some stations, such as day crewed plus. Members will recall that the Service did attempt to progress a crewing model for a number of Wholetime fire stations which would see us operate with fewer staff – thereby making significant savings – without delaying the time taken to respond to incidents as a smaller number of firefighters would be paid more in return for working more hours on the fire station. This arrangement has been agreed in other Fire Service areas but in view of the impact on the Working Time Directive, a collective agreement will have been required to enable this to be implemented. We were unable to secure agreement with the FBU on this model in this Service and without a collective agreement, we would have been found wanting had a legal challenge been submitted.
- 6.2 In the consultation undertaken in 2013 for the draft plan 2013/14 to 2014/15 the opportunity was taken to ask respondents their views on a number of alternative suggestions. The responses to these questions are presented below.

Closing fire stations

Chart 1: How strongly do you agree or disagree that, given the further predicted budget reductions in the years ahead, DSFRS should consider the following changes in the future - CLOSING FIRE STATIONS? (173 responses)

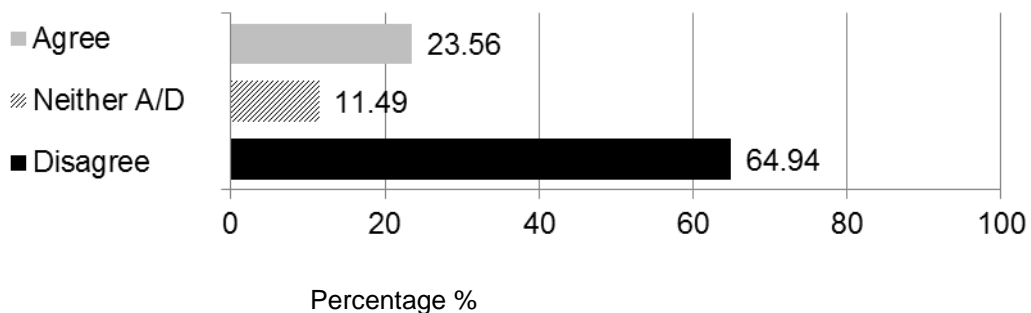


6.3 The top emerging themes emerging from the free text responses in the questionnaire are outlined below.

- The risk to the public and firefighters will increase (27 comments received)
- Concerns about increased response time (21 comments received)
- Support the option of closing fire stations (17 comments received)
- Against closing fire stations (16 comments received)

Removing fire engines

Chart 2: How strongly do you agree or disagree that, given the further predicted budget reductions in the years ahead, DSFRS should consider the following changes in the future - REMOVING FIRE ENGINES? (174 responses)

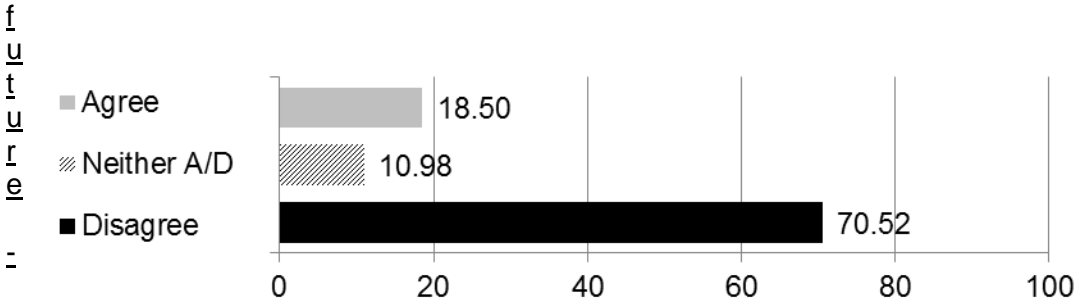


6.4 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- Opposed to the removal of fire engines (29 comments received)
- Believe risk to public and firefighters will increase (26 comments received)
- Support the option of removing fire engines (13 comments received)

Compulsory redundancies

Chart 3: How strongly do you agree or disagree that, given the further predicted budget reductions in the years ahead, DSFRS should consider the following changes in the



COMPULSORY REDUNDANCIES. (173 responses)

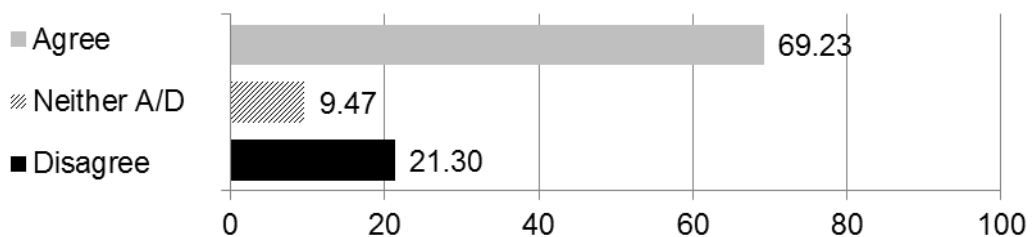
Percentage %

6.5 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- Opposed to the option of compulsory redundancies (*40 comments received*)
- Concern over impact on operational capability (*16 comments received*)
- Cut costs / increase efficiencies elsewhere (*11 comments received*)

Matching resources to risk

Chart 4: How strongly do you agree or disagree that, given the further predicted budget reductions in the years ahead, DSFRS should consider the following changes in the future - MATCHING LOCAL RESOURCES TO RISK. (169 responses)



Percentage %

6.6 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- Support the option of matching resources to risk (*17 comments*)
- Opposed to the option of matching resources to risk (*9 comments*)
- Believe risk to public and firefighters will increase (*8 comments*)

- 6.7 Respondents who completed the questionnaire were invited to provide general suggestions or comments about how future budget reductions could be met. The top themes emerging from the free text responses in the questionnaire are outlined below.
- Continue with the Integrated Approach (13 comments)
 - Many alternative suggestions were offered.

REPRESENTATIVE BODIES

- 6.8 On 18 April 2013 a special meeting was arranged for representative bodies address Members of the Authority with their views on the draft plan proposals. During this meeting no major alternatives suggestions were presented.

CONCLUSION

- 6.9 The results from the 2013 questionnaire indicated that whilst there was agreement that the concept of matching resources to risk be considered as a future option, there was disagreement that closing stations, removing fire engines and compulsory redundancies should be considered. The views expressed related to perceived increased risk to the public and firefighters.

7. **INTEGRATED APPROACH**

Description

7.1 The concept of the Integrated Approach is underpinned by three key principles:

- Stations, vehicles, their crew and equipment will match local risk
- Prevention and protection activity will be targeted to those at highest risk
- Our staff will be working in a new, more flexible way

7.2 Through these elements we are looking to match the provision of our resources to risk which will provide the flexibility needed to better respond to emergencies both now and in the future. The proposal presents how we will reshape the way we respond to emergencies to provide both an improved service and operate within a reduced budget. It is the foundation for a long term dependable, resilient, sustainable and improved service.

7.3 The changes will reflect risk and operational requirement by moving resources that contribute little to community safety and improve the availability and provision of resources in those areas where we struggle to maintain our service.

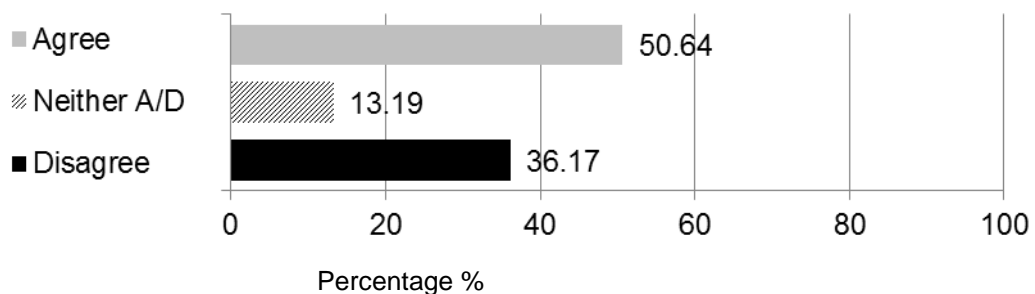
CONSULTATION RESULTS

Questionnaire

7.4 The consultation results from the questionnaire are provided below.

7.5 The overall balance between those who agree and disagree that the Integrated Approach should be the concept used to deliver future prevention, protection and response activities is shown in Chart 5.

Chart 5: How strongly do you agree or disagree that the Integrated Approach should be the concept used by Devon & Somerset Fire & Rescue Service to deliver its future prevention, protection and response activities? (235 responses)



7.6 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- Opposed to the Integrated Approach (*40 comments received*)
- Believe risk to the public will increase (*39 comments received*)
- Support the Integrated approach (*21 comments received*)
- Mixed stakeholder group discussion responses

7.7 Opinions were recorded at the start and end of the discussion groups as to whether participants agreed or disagreed with the proposal. Following discussion the opinion at the Plymouth and Taunton events moved more in agreement with the proposal. At the Torbay event the opinion moved more towards disagreement, while all votes registered at Ilfracombe were 'strongly disagree'

7.8 The discussions and comments from the five mixed stakeholder groups and public meetings have been analysed and themed. The top three common themes identified at the events are shown below.

- Increased community risk as a result of the proposed changes (3 events)
- Alternative suggestion: Changes to ways of working (2 events)
- Change needs to happen or the proposals are a good approach (2 events)
- Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (2 events)
- Future changes in community risk - development etc. (2 events)
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned (2 events)
- Consultation and communication approach could be improved: staff union involvement (2 events)
- Operational service delivery questions (2 events)

Written responses

7.9 There were two written responses (letter and email) that showed support for the Integrated Approach and it being a well thought out strategy.

Staff events

7.10 The discussions and comments from the staff discussion events have been analysed and themed. The top three common themes identified at the events are shown below.

- Logic and reason behind the proposals is not clear as to how they will operate or is questioned (5 events)
- Ability to implement and / or staff the new approach / proposals: RDS etc. (4 events)
- Consultation and communication approach could be improved: promotion of the consultation (4 events)

Representative Bodies

7.11 The Fire Brigades Union commented that "*...an integrated approach within a service like ours, which has large rural areas as well as large built up and City areas, provides a balanced form of fire cover which relies on effective support between different areas. To remove large proportions of Wholetime cover, as is being proposed in the draft plan, would destroy this balance and have a seriously detrimental impact on the current level of integrated fire cover.*"

7.12 Unison commented that, "*The indications are that staff are extremely concerned and sceptical that there is a significant amount of weight being placed upon the Tiered Response model.*"

EQUALITIES RISKS AND BENEFITS ASSESSMENT

- 7.13 Equality Risks & Benefits Analysis has not been carried out to consider potential equality impacts on contracts and different ways of working as no detailed options or proposals have been put forward at this time. If the Corporate Plan proposals are agreed, this work will need to be carried out as proposals start to be considered in more detail.

CONCLUSION

- 7.14 The questionnaire results show support for the Integrated Approach and reinforce the results from the question on matching resources to risk. These results demonstrate the acceptance for change and with the broad principle of matching resources to risk.
- 7.15 There were responses that community risk would increase as a result of the proposed changes and those who consider that the existing level of service provision is required without change. There were concerns about the logic behind the proposals and whether future community development had been considered.
- 7.16 There were also comments in support of the Integrated Approach from the questionnaire and stakeholder events. These respondents recognised the changing demand and financial environment and that the approach provided a pragmatic and sensible solution based upon thorough analysis. The focus on prevention and protection was also highlighted. Reference was made to another fire and rescue service that had done similar changes.
- 7.17 The staff discussion groups saw some members of staff challenge the logic, and the integrity of the data and analysis behind the proposals. There was a view from some of uncertainty as to whether the Service would be able to recruit sufficient On Call (RDS) staff to operate the approach. The promotion and key messages accompanying the consultation received criticism for presenting the situation as an opportunity rather than cuts.
- 7.18 If the Integrated Approach results are considered together with the results from matching resources to risk question and compared against the specific proposals for Plymouth, Taunton, Torquay and Ilfracombe the conclusion is that whilst there is support for the concept in principle, when it comes to the proposed change affecting a community there is local opposition.

RECOMMENDATION

The Authority determines approval in principle of the Integrated Approach to prevention, protection and response activities.

8. **LIGHT RESCUE PUMPS – PROPOSAL 1**

Description

- 8.1 The proposal is to proceed with the implementation of smaller fire engines in areas that find having the larger fire engine a disadvantage. For further information see Annex 1.
- 8.2 The introduction of the smaller fire engine (Light Rescue Pumps) into the service delivery fleet was consulted on and agreed as part of the 2011/12 to 2013/14 Corporate Plan.

Consultation results 2011

- 8.3 The results of the consultation undertaken in 2011 showed that 80.52% (215) of respondents agreed that we should implement the proposal to purchase smaller fire engines, see Chart 6.

Chart 6: How strongly do you agree or disagree that we implement the proposal to purchase smaller fire engines? (267 responses)



Consultation results 2013

Questionnaire text responses

- 8.4 The top three themes emerging from the free text responses in the questionnaire are outlined below.
- Concerns about the suitability of the vehicles. (6 comments)
 - Support for the proposal (2 comments)
 - Medium Rescue Pump (MRP) is an inefficient use of resources. (2 comments)

Mixed stakeholder group discussion responses

- 8.5 The discussions and comments from the five mixed stakeholder groups and public meetings have been analysed and themed. The common themes identified at the events are shown in the table below.
- Uncertainty on suitability of equipment / appliances and their use (3 events)
 - Increased community risk as a result of the proposed changes (2 events)
Logic and reason behind the proposals is not clear as to how they will operate or is questioned (2 events)
 - Firefighter safety (2 events)

Staff events

- 8.6 The discussions and comments from the staff discussion events have been analysed and themed. The top three common themes identified at the events are shown below.
- Uncertainty on suitability of equipment / appliances and their use (2 events)
 - Change needs to happen or the proposals are a good approach (1 event)

- Consultation and communication approach could be improved: other (1 event)

Representative bodies responses

- 8.7 The Fire Brigades Union did not clearly indicate whether it agreed or disagreed with this proposal. The Union commented that it will continue to work with DSFRS to achieve a Pump that is fit for purpose and meets the requirements of all relevant Duty Systems.
- 8.8 The Retained Firefighters Union referred to their presentation two years ago when they agreed with the proposal but need to ensure that these vehicles are fit for purpose and that the implementation is managed correctly.

Written responses

- 8.9 The top three themes emerging from the written (letter and email) responses are outlined below.
- Change needs to happen and the proposals are a good approach (3 comments)
 - Uncertainty on suitability of equipment / appliances and their use (3 comments)
 - Integrity of the analysis and data supporting the proposals (2 comments)

CONCLUSION

- 8.10 The results of the consultation undertaken in 2011 showed that 80% of respondents agreed that we should implement the proposal to purchase smaller fire engines. On 27 May 2011 the Authority agreed to implement the proposal to introduce Light Rescue Pumps.
- 8.11 There were some comments that highlighted concerns as to whether the introduction of Light Rescue Pumps will deliver the expected benefits in terms of cost, response times and firefighter safety.
- 8.12 Comments in support of the proposal were received that highlighted the smaller vehicles as being an improvement to the service and of benefit in rural areas and through narrow gaps e.g. parked cars.
- 8.13 The Service's view is that there remains support for the introduction of the Light Rescue Pump. The smaller appliance has been developed with direct input of firefighters to ensure its suitability in the operational environment. Its specification will be reviewed on an on-going basis as with all our appliances and equipment.

RECOMMENDATION

The Authority to note the additional comments on the smaller fire engines (Light Rescue Pumps) and agree to introduced these to specific stations in areas that find having the larger fire engine a disadvantage (Note: this will be considered as part of the Capital allocation budget setting process).

9. **AUTOMATIC FIRE ALARMS – PROPOSAL 2**

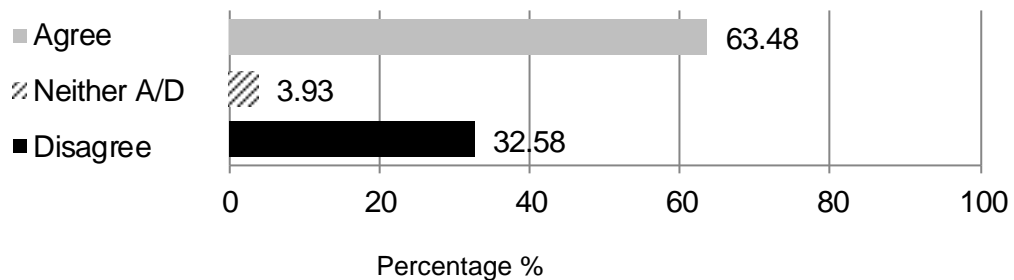
Description

- 9.1 The proposal is to no longer attend automatic fire alarm calls unless the building's occupants can confirm that there is a fire. This proposal would apply seven days a week between 08.00-18.00 hours and would only relate to the Non-Residential property types unless a prior risk assessment indicated that other arrangements were necessary. For further information see Annex 1.
- 9.2 In 2012 the Authority considered the consultation results for the automatic fire alarm proposal for the 2012/13 to 2014/15 Corporate Plan. Whilst the results showed support for the proposed change the Authority did not at that time proceed with the implementation of the Non-Residential proposal.

Consultation results 2011

- 9.3 The results of the consultation in 2011 show that 63.48% (113), see Chart 7, of respondents agreed that attendance to low risk Non-domestic (Non-residential) properties should be stopped between 8.00am and 6.00pm unless the person making the AFA call could confirm that there is a fire on the premises.

Chart 7: How strongly do you agree or disagree that attendance at the listed Non-Domestic (Non-Residential) properties should be stopped between 8.00am and 6.00pm unless the person making the Automatic Fire Alarm (AFA) call can confirm that there is a fire on the premises? (178 responses)



- 9.4 Part of the 2011 consultation also involved focus groups with members of the business community. Having heard the proposal 65.4% of businesses supported this approach.

Consultation results 2013

Questionnaire text responses

- 9.5 The key emerging theme from the free text responses in the questionnaire are outlined below.
- Support for the proposal (5 comments)
 - What if... this would not be alright if there was actually a fire (1 comment)
 - Source of information and community presence lost (1 comment)

- 9.6 Mixed stakeholder group and public meeting discussion responses

- 9.7 The discussions and comments from the five mixed stakeholder groups and public meetings have been analysed and themed. The key common theme identified at the events was a concern about increased community risk as a result of the proposed changes

Representative bodies responses

- 9.8 The Fire Brigades Union commented that this proposal will lead to a delay in attendance times for pumps which in turn will have an impact on survivability of any casualties, and an increase in heat and smoke due to fire build up. In these circumstances the FBU consider there will be an increase in financial loss to the business involved and that even if the amount of calls where action is needed is small, it is still unacceptable for DSFRS to gamble on which of these calls are fire or not.
- 9.9 The Retained Firefighters Union again agreed with this proposal as they did at the last presentation.

General written responses

- 9.10 The top themes emerging from the written (letter and email) responses are outlined below.
- Change needs to happen and the proposals are a good approach (*2 comments*)
 - Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) (*1 comment*)

Staff events

- 9.11 The discussions and comments from the staff discussion events have been analysed and themed. The common themes identified at the events are shown below.
- Change needs to happen or the proposals are a good approach (*1 event*)
 - Increased community risk as a result of the proposed changes (*1 event*)
 - Consultation and communication approach could be improved: other (*1 event*)
 - Firefighter safety (*1 event*)

CONCLUSION

- 9.12 There was little feedback on this proposal in comparison with other proposals. Comments both in support and raising concerns were received. There was concern about firefighter safety and possibility of lone working associated with the proposal. There was support for change and the recognition that there needs to be improved communication.
- 9.13 The results of the consultation undertaken in 2011 for the 2012/13 to 2014/15 Corporate Plan showed that 63.7% of respondents agreed that attendance to low risk Non-domestic (Non-residential) properties should be stopped between 8.00am and 6.00pm unless the person making the AFA call could confirm that there is a fire on the premises. Members of the business community also supported the proposal.
- 9.14 The Service's view is that there is support for the proposal, including the business community, and that whilst there were some isolated comments of concern the proposed change can be implemented without significant detrimental impact to community safety.

RECOMMENDATION

The Authority to resolve whether or not to implement a policy to no longer attend automatic fire alarm calls unless the building's occupants can confirm that there is a fire. Note: This proposal would apply seven days a week between 08.00-18.00 hours and would only relate to the Non-Residential property types unless a prior risk assessment indicated that other arrangements were necessary.

10. MOBILISE A SINGLE CO-RESPONDER TO CO-RESPONDER INCIDENTS – PROPOSAL 3

Description

10.1 The purpose of this proposal is to introduce a response of a single Co-Responder direct from their home address or place of work. The response vehicle would be located with the Co-Responder at their home or place of work and the Co-Responder would be mobilised directly by South Western Ambulance Service NHS Foundation Trust. For further information see Annex 1.

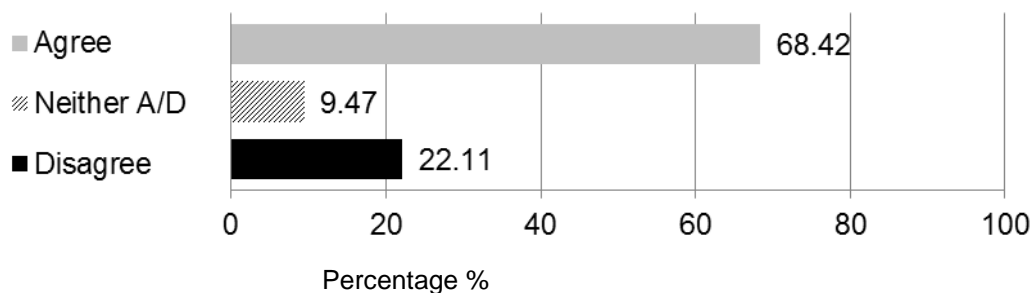
10.2 In 2011 the Authority considered the consultation results on the proposal to introduce a response of a single Co-Responder for the Corporate Plan 2011/12 to 2013/14. The results showed public support for the proposal.

10.3 The Authority considered the consultation results and agreed that the Co-responder service should continue with a team of two at that time.

Consultation results 2011

10.4 The results of the 2011 consultation see Chart 8, showed that 68.42% (195) agreed that the proposal should be implemented.

Chart 8: How strongly do you agree or disagree that we should implement the new proposal [single Co-Responder]? (285 responses)



Consultation results 2013

Questionnaire text responses

10.5 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- Lone working is not the best way to work (4 comments)
- Support for the proposal (2 comments)
- Proposal there simply to save money. (2 comments)

Mixed stakeholder group and public meeting discussion responses

10.6 There were no specific comments on the co-responder proposal from the mixed stakeholder events.

Representative bodies responses

10.7 The Fire Brigades' Union response stated the scheme being run by the Service does not address the issues raised in their policy document. The FBU consider that the scheme is not cost neutral and represents an additional cost outside of the core work of the Service at a time of great financial pressure.

- 10.8 The Retained Firefighters Union expressed concern about the proposal and the change to what is essentially lone working. The particular concerns about lone working are identified as:
- lone responders would be exposed to complaints without a second responder to witness their actions. It states that it has anecdotal evidence from other services where responders have been wrongly accused of theft and on one occasion accusations of inappropriate conduct.
 - lone responders would need an alarm facility should they face a dangerous or threatening situation.
 - lone responders would have great difficulty in continuing CPR for an extended period of time if the ambulance was delayed.

- 10.9 The RFU also raised a question as to why direct mobilising had not been implemented even though it was discussed in 2011. The Union suggested that the contract needs to be negotiated with the ambulance service and that the burden on our fire service is reduced.

General written responses

- 10.10 The top themes emerging from the written (letter and email) responses are outlined below.
- Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) *(20 comments)*
 - Firefighter safety e.g. lone working *(20 comments)*
 - Ability to implement / staff new approach / proposals: On Call (RDS) etc. e.g. existing co-responders may leave if compelled to work alone *(16 comments)*
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned *(16 comments)*

Staff events

- 10.11 The discussions and comments from the staff discussion events have been analysed and themed. The top three common themes identified at the events are shown below.
- Lack of confidence in the analysis and data (1 event)
 - Firefighter safety (1 event).
 - Other (1 event)

CONCLUSION

- 10.12 The responses to the consultation identified that some felt lone working was a concern both in terms of firefighter safety and the ability to provide extended periods of aid whilst waiting for an ambulance to arrive.

- 10.13 It was identified that there is a risk that those members of staff currently providing a co-responding service may not wish to continue doing so under a single responder approach.

RECOMMENDATIONS

The Authority to resolve whether or not to implement a single Co-Responder direct from their home or place of work.

11. **REDUCE THE NUMBER OF MIDDLE / SENIOR MANAGERS - PROPOSAL 4**

Description

- 11.1 The Service considers that it can reduce the number of middle/senior officers further over the next few years by not replacing some vacancies (no compulsory redundancies). We will do this by changing the way we do business and providing a greater focus on collaboration with other Fire and Rescue Services and reforming how we operate. For further information see Annex 1.

Consultation results 2013

Questionnaire text responses

- 11.2 The themes emerging from the free text responses in the questionnaire are outlined below.
- Change needs to happen or the proposals are a good approach (*4 comments*)
 - It's unlikely that this will happen. (*2 comments*)
 - This should not be included as it is not new. (*1 comment*)
 - Make those who are retired / reemployed redundant first. (*1 comment*)
 - Removing middle / senior managers increases the stress for junior managers. (*1 comment*)

Mixed stakeholder group and public meeting discussion responses

- 11.3 No responses

Representative bodies responses

- 11.4 The Fire Brigades' Union considered that that proposal lacked detail and emphasised that any changes to the current structure would have to go through the correct process and be agreed before changes are implemented.
- 11.5 The Retained Firefighters Union agree with the proposal as they have stated previously.
- 11.6 Unison commented that their members are concerned over the statement that "at least a 5% reduction in staff numbers at our traditional back office functions in the next two years" and without further details Unison is unwilling to support this approach.

General written responses

- 11.7 No responses

Staff events

- 11.8 The discussions and comments from the staff discussion events have been analysed and themed. The common themes identified at the events together with examples are shown in the table below.
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned (*2 events*)
 - Change needs to happen or the proposals are a good approach (*1 event*)

CONCLUSION

- 11.9 There was a low response to this proposal the principle of reducing senior and middle managers was identified as an alternative to the proposals affecting fire stations and frontline service delivery.

- 11.10 The results of the consultation indicate that whilst there was support for the proposals some respondents considered that the proposal lacked detail.
- 11.11 Work towards this proposal has already commenced with the restructure of the Senior Management Board and its reduction from seven members to four which has now been implemented.

RECOMMENDATIONS

The Authority to resolve whether or not to support the principle of a reduction in the number of senior and middle managers.

12. INVEST £450,000 IN ADDITIONAL PREVENTION ACTIVITY IN 2013 - PROPOSAL 5

Description

- 12.1 This proposal looks to invest £450,000 in additional preventative work by providing additional resource / funding that would enable a greater number of targeted activities to be completed. For further information see Annex 1.

Consultation results 2013

Questionnaire text responses

- 12.2 The themes emerging from the free text responses in the questionnaire are outlined below.

- Support - Fire prevention is important. *(4 comments)*
- Opposition. *(2 comments)*
- This is not a new way of working. *(1 comment)*
- It's not all about fires, we do special service calls too (e.g. flooding). *(1 comment)*
- Existence of ERS makes this proposal unnecessary. *(1 comment)*

Mixed stakeholder group and public meeting discussion responses

- 12.3 No response

Representative bodies responses

- 12.4 The Fire Brigades' Union response indicated their support for prevention activities. However, the Union highlights that the proposal to increase spending in this area of work runs alongside a massive cut in intervention cover, which would have a serious impact on the necessary balance between intervention and protection work.

- 12.5 The Retained Firefighters Union welcomes the investment but emphasised that it needs to be managed and all money used with the maximum efficiency.

General written responses

- 12.6 The top theme emerging from the written (letter and email) responses is outlined below.
- Change needs to happen and the proposals are a good approach *(7 comments)*

Staff events

- 12.7 The discussions and comments from the staff discussion events have been analysed and themed. The theme identified is shown in the table below.
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned *(1 event)*

CONCLUSION

- 12.8 There was general support for the proposal but concerns were raised as to whether too much is already being spent on prevention and should there be an increase in expenditure whilst at the same time there is a reduction in frontline service delivery.
- 12.9 The Service's view remains that prevention and protection activity is the first line of defence in preventing deaths and injuries and therefore this proposal will have a positive impact on community safety.

RECOMMENDATIONS

The Authority to resolve whether or not to invest £450,000 in additional prevention activity in 2013.

13. CREW THREE FIRE ENGINES IN PLYMOUTH AS 'ON CALL' RATHER THAN WHOLETIME – PROPOSAL 6

Description

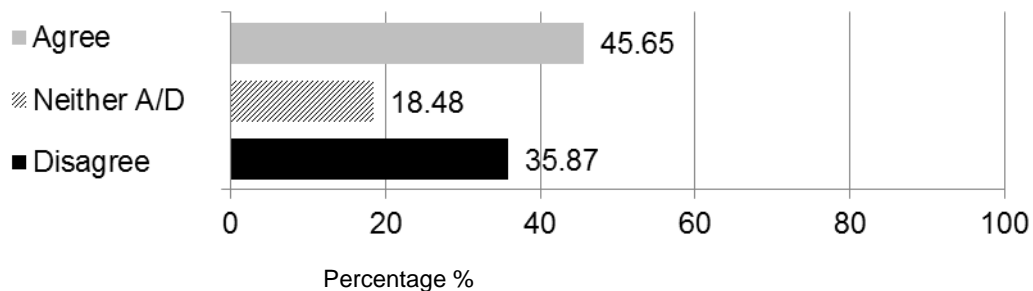
13.1 The proposal is not to reduce the number of fire engines and equipment provided in the Plymouth area but to change the way they are crewed and where they are located. Therefore, there will remain seven fire engines but the proposal is that four will be crewed by Wholetime firefighters and three will be crewed by On Call firefighters. One of the fire engines would move from Camels Head to Crownhill. For further information see Annex 1.

Consultation results 2013

Questionnaire responses

13.2 The overall balance between those who agree and disagree that the proposed changes in Plymouth, excluding the aerial appliance, be adopted is shown in Chart 9.

Chart 10: How strongly do you agree or disagree that the proposed changes in Plymouth, excluding the aerial appliance, be adopted? (183 responses)



13.3 The free-text responses to the questions for each of the 4 stations were similar and the following points outline the themes that constituted these responses.

- Keep current arrangements to meet local risks (93 comments received)
- The risk to the public will increase (85 comments received)
- Support the changes for these stations (63 comments received)

Mixed stakeholder group and public meeting discussion responses

13.4 Opinions were recorded at the start and end of the Plymouth discussion group as to whether participants agreed or disagreed with the proposal. Following discussion the opinion moved more in agreement with the proposal.

13.5 The discussions and comments from the discussion group have been analysed and themed. The key themes identified at the events are shown in the table below.

- Change needs to happen or the proposals are a good approach (1 event)
- Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (1 event)
- Increased community risk as a result of the proposed changes (1 event)
- Future changes in community risk - development etc. (1 event)
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned (1 event)

- Ability to implement and / or staff the new approach / proposals: RDS etc. (1 event)

Representative bodies responses

- 13.6 The Fire Brigades Union commented that it considered the proposal to be unsafe, adversely impact on attendance times and represents an unsafe and unsustainable cut.
- 13.7 The Retained Firefighters Union commented that the Service should understand its Retained Firefighters better in the same way that the RFU understands the need for change and the drivers behind it.

General written responses

- 13.8 The top three themes emerging from the written (letter and email) responses are outlined below. The written responses below also include comments that relate to Proposal 7 as they refer to the overall proposed changes in Plymouth.
- Increased community risk as a result of the proposed changes (money vs. lives) (53 comments)
 - Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) (36 comments)
 - Future changes in community risk - development etc. (money vs. lives) (18 comments)

Staff events

- 13.9 The discussions and comments from the staff discussion events have been analysed and themed. The top three common themes identified at the events are shown below.
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned (2 events)
 - Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (1 event)
 - Lack of confidence in the analysis and data (1 event)
 - Ability to implement and / or staff the new approach / proposals: RDS etc. (1 event)
 - Consultation and communication approach could be improved: promotion of the consultation (1 event)

Petitions

- 13.10 A petition was undertaken in the Plymouth area. The petition was submitted with 1418 signatures clearly in support of the petition statement. A further 508 signatures were received without a petition statement. An assumption has been made that these signatures supported the Plymouth petition statement.

Alternative suggestions

- 13.11 There were no alternative proposals specifically relating to the Plymouth On Call proposal.

Plymouth City Council

- 13.12 The Deputy Leader of the Council provided the formal response of the Overview and Scrutiny Management Board. Their response was, "...this proposal to remove 'Wholetime' firefighters to On Call firefighters significantly puts at risk people living in the East of the city, particularly in the areas of Plympton and Plymstock, as well as detrimentally affecting the response times of any call outs to Greenergy, Valero Limited, Cattedown or the Calor Gas site, Lee Mill."

CONCLUSION

- 13.13 The results from the questionnaire show that more respondents agreed with the proposal than disagreed. There were a number of respondents who answered Neither Agree / Disagree and if their opinion changed to disagree the number who disagreed would become greater than those who agreed.
- 13.14 The main reasons for disagreeing with the proposal come from the need to keep the existing resources because of the specific local risks to Plymouth and a concern that the risk to public and firefighter safety would increase. There were also concerns about the logic, data and analysis supporting the proposals together with the ability to provide sufficient On Call (RDS) staff to make the proposal work.
- 13.15 There were comments of support for the proposal that recognised the change in demand had led to some stations being busier than others and that the strategic location of stations supported the proposal.
- 13.16 The Service recognises that whilst the questionnaire results indicate support for the proposal there are concerns within the local community about the impact of the proposal. It remains the Service's professional view that the robust evidenced based data presented supports the proposed change which can be implemented without significant detrimental impact on community safety.

RECOMMENDATIONS

The Authority to resolve whether or not to implement alternative crewing arrangements for three fire engines in Plymouth.

14. **PROPOSAL 7: DUAL CREW THE AERIAL APPLIANCE IN PLYMOUTH WITH ON CALL FIREFIGHTERS – PROPOSAL 7**

Description

14.1 This proposal seeks to standardise the crewing arrangements of the aerial ladder platform at Crownhill Fire Station so that it is operated in the same way as all the other aerial appliances within Devon and Somerset. To achieve this will require the introduction of On Call contracts at the Crownhill Fire Station. It is proposed that this will be accomplished by moving one Wholetime fire engine from Camels Head to Crownhill and changing its crewing to on call who will then also crew the aerial appliance. For further information see Annex 1.

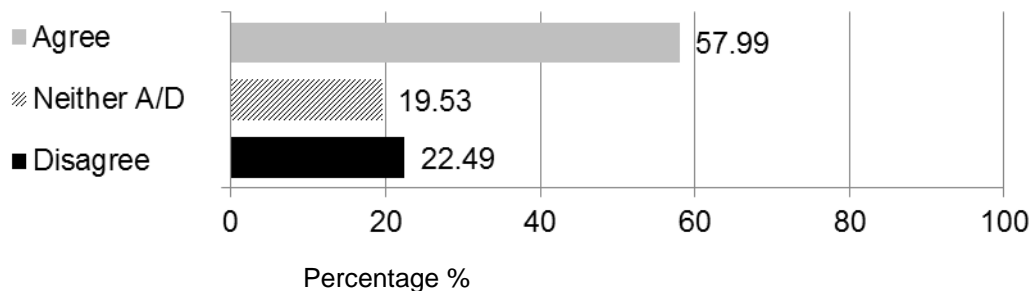
14.2 Following consultation in 2007, the Authority gave approval early in 2008 for the aerial appliances outside of Plymouth to be dual-crewed by on call firefighters. This was not possible in Plymouth at the time as there was no On Call presence in the city.

Consultation results 2013

Questionnaire responses

14.3 The overall balance between those who agree and disagree that the crewing arrangements of the Plymouth Aerial Ladder Platform (ALP) be changed to match those already in place for the Service's other ALPs is shown in Chart 11.

Chart 11 How strongly do you agree or disagree with the proposal that the crewing arrangements of the Plymouth Aerial Ladder Platform (ALP) be changed to match those already in place for the Service's other ALPs? (169 responses)



14.4 The key three themes from the questionnaire free-text responses are outlined below.

- Concern over using On Call (RDS) to crew the aerial appliance (15 comments received)
- The current risks justify a full time aerial appliance crew (9 comments received)
- Concern over the number of high rise buildings (4 comments received)

Mixed stakeholder group and public meeting discussion responses

14.5 Opinions were recorded at the start and end of the Plymouth discussion group as to whether participants agreed or disagreed with the proposal. Following discussion the opinion moved more in agreement with the proposal.

14.6 There were no specific points raised about the proposal during discussion.

Representative bodies responses

- 14.7 The Fire Brigades Union did comment that a clear decision was made in 2008, that due to risk, the Aerial Appliance in Plymouth should remain Primary Crewed. The Union considers that if this cut were to go ahead it would be on the basis of a financial cut being placed ahead of public and firefighter safety.
- 14.8 The Retained Firefighters Union commented that the Service should understand its Retained Firefighters better in the same way that the RFU understands the need for change and the drivers behind it.

General written responses

- 14.9 The written responses are combined with those presented in Proposal 6 above as the comments refer to the overall proposed changes in Plymouth.

Staff events

- 14.10 The discussions and comments from the staff discussion events have been analysed and themed. The common themes identified at the events are shown in the table below.
- Change needs to happen or the proposals are a good approach (*1 event*)
 - On call service delivery issues: other (*1 event*)

Petitions

- 14.11 A petition was undertaken in the Plymouth area. The results of this petition are reported in Proposal 6 above.

Plymouth City Council

- 14.12 The Deputy Leader of the Council provided the formal response of the Overview and Scrutiny Management Board. Their response was, "...this proposal reduces the back-up response times to many of the city's areas and this is considered to put the West of the city at risk, particularly due to the risk posed by the Dockyard and Defence Munitions sites."

CONCLUSION

- 14.13 The results from the questionnaire show that more respondents agreed with the proposal than disagreed. Even if those who responded Neither Agree nor Disagree were to change their opinion and disagree there would be more people who agreed with the proposal.
- 14.14 The main reasons for concern were: that the longer On Call (RDS) turnout times would make an already slow vehicle even less responsive, or even unavailable when it is needed most; the aerial appliance is a specialised piece of equipment that even the Wholetime struggle to stay competent with, so there would be increased risks if reliance were placed on Retained staff to operate it; and that the existing resources are needed because of the specific local risks to Plymouth and a concern that the risk to public and firefighter safety would increase.

RECOMMENDATIONS

The Authority to resolve whether or not to implement the revised crewing arrangements of the aerial ladder platform at Crownhill fire station.

15. END THE PILOT AT YEOVIL FIRE STATION WHERE AN ADDITIONAL 4 FIRE FIGHTERS ARE PROVIDED (THIS STANDARDISES CREWING SO THAT YEOVIL IS CREWED THE SAME AS OTHER SIMILAR FIRE STATIONS). – PROPOSAL 8

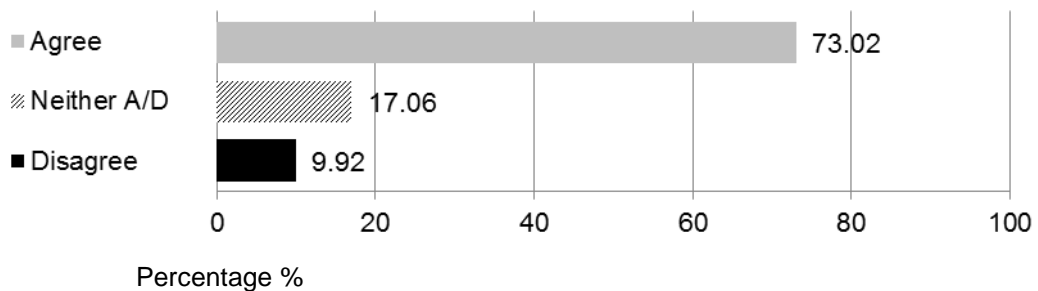
Description

- 15.1 It is proposed to end the pilot scheme operating at Yeovil Fire Station and reduce the staffing levels down to the standard Wholetime watch level of seven. For further information see Annex 1.
- 15.2 Following the consultation on the 2011/12 Corporate Plan proposals the Service commenced the standardisation of crewing levels on watches so that every Wholetime station had seven staff per watch. The only exception to the standard number of seven staff per watch was at Yeovil fire station where a pilot scheme had been proposed by the station to operate at 7+1. However, the pilot scheme has not been as successful as had been anticipated.

Consultation results 2011

- 15.3 The results of the consultation undertaken in 2011 see Chart 12, showed that 73.02% (184) of respondents agreed with standardising the crewing levels.

Chart 12: How strongly do you agree or disagree that we implement the proposal to introduce standard station staffing levels across DSFRS? (252 responses)



Consultation results 2013

Questionnaire text responses

- 15.4 The themes emerging from the free text responses in the questionnaire are outlined below.
- Support for the proposal (4 comments)
 - The proposal should go further (1 comment) i.e. reduce crews further where when risk is lower
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned (1 comment)
 - Cannot respond (1 comment) i.e. lack of knowledge

Mixed stakeholder group and public meeting discussion responses

- 15.5 There was insufficient interest to hold the mixed stakeholder event. There were no specific comments on the Yeovil proposal from the other events.

Representative bodies responses

- 15.6 The Fire Brigades Union does not support the proposed cut of a further 4 frontline firefighters at Yeovil.
- 15.7 The Retained Firefighters Union commented that the proposal does not affect their members.

General written responses

- 15.8 There were no specific written responses relating to this proposal.

Staff events

- 15.9 The discussions and comments from the staff discussion events have been analysed and themed. The common themes identified at the events are shown in the table below.
- 15.10 Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (*1 event*)
- Increased community risk as a result of the proposed changes (*1 event*)
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned (*1 event*)
 - Lack of confidence in the analysis and data (*1 event*)
 - Pool system issues (*1 event*)

CONCLUSION

- 15.11 There was a low response to this proposal.
- 15.12 Comments in support of the proposal were received from the questionnaire free text responses. It was suggested the proposals should go further by reducing crews where the risk is lower. Another respondent was unsure how removing a firefighter could not have a negative impact.
- 15.13 Staff comments highlighted that the existing resources are required especially when there is a larger incident and that there was concern about the data and analysis supporting the proposal. There was also an underlying question as to what would happen to the posts removed and how the pool system would operate.
- 15.14 The Service's view is that the proposal to end the pilot and standardise the crewing of Yeovil fire station to that of other similar stations would have no impact on community safety.

RECOMMENDATION

The Authority to resolve whether or not to cease the pilot at Yeovil fire station.

16. CHANGE THE CREWING ARRANGEMENTS OF THE SECOND FIRE APPLIANCE AT TAUNTON FIRE STATION FROM WHOLE TIME TO 'ON CALL'. – PROPOSAL 9

Description

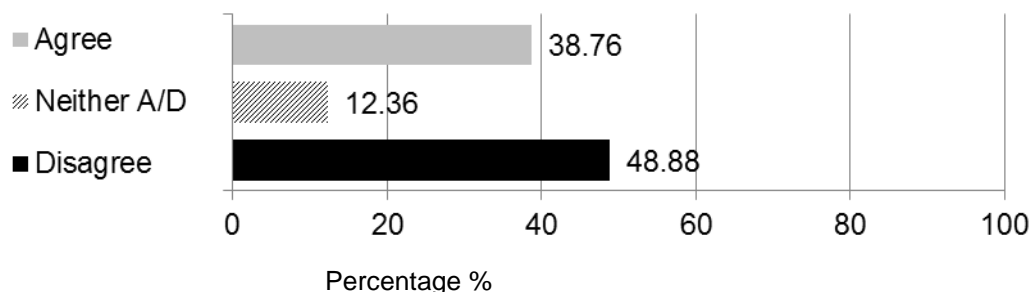
- 16.1 Taunton fire station currently has three fire engines. Two of these are crewed by Wholetime firefighters (Four watches of firefighters that crew their stations 24 hours a day) and one is crewed by On Call firefighters (firefighters that respond to the station only when there is an emergency call). For further information see Annex 1.
- 16.2 The proposal is to change the crewing arrangement of the second fire appliance from Wholetime to On Call.
- 16.3 Taunton fire station would still have three fire engines. Crews for the two On Call fire engines would be provided by the station's existing On Call staff and, where necessary, these arrangements would be supplemented by additional firefighters as required. Two of these fire engines would be the large fire engines (Medium Rescue Pump) and the other would be a smaller sized fire engine, a Light Rescue Pump (LRP).

Consultation results 2013

Questionnaire responses

- 16.4 The overall balance between those who agree and disagree that the crewing of the second Wholetime fire engine in Taunton be changed to an On Call / Retained crew is shown in Chart 13.

Chart 13: How strongly do you agree or disagree with the proposal that the crewing of the second Wholetime fire engine in Taunton be changed to an On Call / Retained crew? (178 responses)



- 16.5 The themes emerging from the free text responses in the questionnaire are outlined below.
- Opposed to the proposed changes at Taunton (26 comments received)
 - Believe risk to the public will increase (21 comments received)
 - Support the proposed changes at Taunton (19 comments received)

Mixed stakeholder group and public meeting discussion responses

- 16.6 Opinions were recorded at the start and end of the Taunton discussion group as to whether participants agreed or disagreed with the proposal. Following discussion the opinion had moved and was more in agreement with the proposal.
- 16.7 The discussions and comments from the discussion group have been analysed and themed. The key themes identified at the events are shown in the table below.

- Change needs to happen or the proposals are a good approach (1 event)
Increased community risk as a result of the proposed changes (1 event)
- Future changes in community risk - development etc. (1 event)
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned (1 event)
- Lack of confidence in the analysis and data (1 event)
- Ability to implement and / or staff the new approach / proposals: RDS etc. (1 event)
- Consultation and communication approach could be improved: other (1 event)
- Consultation and communication approach could be improved: methods of consultation (1 event)
- On call service delivery issues: response times (1 event)
- On call service delivery issues: competency (1 event)
- Operational service delivery questions (1 event)
- Need for further changes due to future budget reductions i.e. need to consider staff morale (1 event)
- Proposal needs further development i.e.it appears a knee jerk reaction (1 event)
- Consultation and communication approach could be improved: staff union involvement (1 event)

Representative bodies responses

- 16.8 The Fire Brigades Union provided commentary on the history of staff reductions at Taunton Fire Station and the potential impact of further reductions.
- 16.9 The Retained Firefighters Union highlighted that the proposal would mean more use of Retained Firefighters and therefore there is a need to review retained establishment levels. It was considered that more consultation will be required if this decision is made to ensure it is again managed correctly.

General written responses

- 16.10 The top three themes emerging from the written (letter and email) responses are outlined below.
- Increased community risk as a result of the proposed changes (money vs. lives) (40 comments)
 - Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) (27 comments)
 - Future changes in community risk - development etc. (money vs. lives) (22 comments)

Staff events

- 16.11 The discussions and comments from the staff discussion events have been analysed and themed. The top themes identified at the events are shown in the table below.
- Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (2 events)
 - Firefighter safety (2 events)

Petitions

- 16.12 Two petitions were undertaken in the Taunton area. The first petition was submitted with 4526 signatures clearly in support of the petition statement. A further 44 signatures were received without a petition statement. An assumption has been made that these signatures supported the Taunton petition statement.
- 16.13 The second petition, organised using the HM Government e-petition facility was not formally submitted to the Service, however it attracted 304 names.

CONCLUSION

- 16.14 The results from the questionnaire show that more respondents disagreed with the proposal than agreed. However due to the number of respondents who answered '*Neither Agree nor Disagree*', if they were to change their opinion and agree then more people would agree than disagree. This demonstrates the importance of those who responded '*Neither Agree nor Disagree*'.
- 16.15 Comments were received that expressed concern about the proposal. The key areas of concern were that the proposal should not proceed because of the specific local risks specific to Taunton, that the station has key role in supporting surrounding stations, that risk to the public would increase due to the limited number of personnel on first attendance and the potential for delay of the second appliance. Concerns about the logic, data and analysis supporting the proposal were raised and whether future development in the area had been considered. The ability to recruit sufficient On Call (RDS) staff was also highlighted.
- 16.16 Comments in support of the proposal recognised that overall risk levels had dropped in Taunton, so a commensurate adjustment to resourcing, backed up with properly targeted Community Safety work was a suitable strategy.
- 16.17 Although there were more respondents who disagreed than agreed to the proposal in the questionnaire and there were concerns raised in the other response methods it remains the Service's professional view that the robust evidence based data presented supports the proposed change which can be implemented without significant detrimental impact to community safety.

RECOMMENDATIONS

The Authority to resolve whether or not to implement the revised crewing arrangements of the second fire appliance at Taunton.

17 CHANGE THE CREWING ARRANGEMENTS OF THE SECOND FIRE APPLIANCE AT TORQUAY FIRE STATION FROM WHOLE TIME TO 'ON CALL' - PROPOSAL 10

Description

17.1 Torquay fire station currently has three fire engines. Two of these are crewed by Wholetime firefighters (Four watches of firefighters that crew their station 24 hours a day) and one is crewed by On Call firefighters (Firefighters that respond to the station only when there is an emergency call). For further information see Annex 1.

17.2 The proposal is to change the crewing arrangement of the second fire appliance from Wholetime to On Call.

17.3 Torquay fire station would still have three fire engines. Crews for the two On Call fire engines would be provided by the station's existing On Call staff and, where necessary, these arrangements would be supplemented by additional firefighters as required. Two of these fire engines would be the large fire engines (Medium Rescue Pump) and the other would be a smaller sized fire engine, a Light Rescue Pump (LRP).

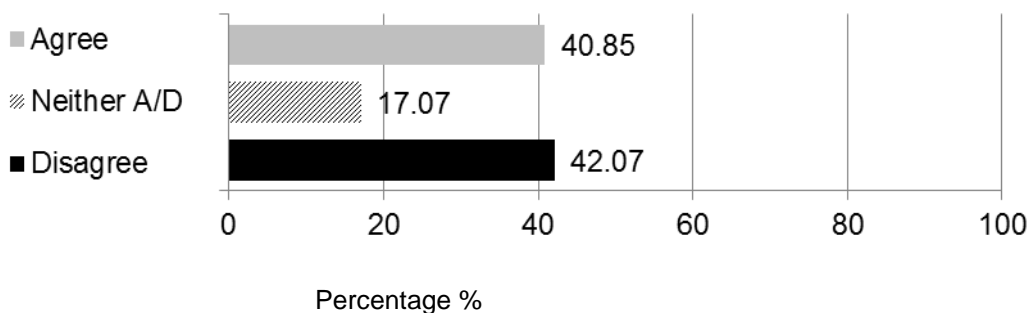
Consultation results 2013

Questionnaire responses

17.4 The results from the question in the survey are outlined below.

17.5 The overall balance between those who agree and disagree that the crewing of the second Wholetime fire engine in Torquay be changed to an On Call / Retained crew is shown in Chart 14.

Chart 14: How strongly do you agree or disagree with the proposal that the crewing of the second Wholetime fire engine in Torquay be changed to an On Call / Retained crew? (164 responses)



17.6 The themes emerging from the free text responses in the questionnaire are outlined below.

- Keep current arrangements to meet local risks (24 comments received)
- Believe risk to the public and firefighters will increase (20 comments received)
- Concerns about On Call availability and skills (17 comments received)
- Support the proposed Torquay changes (12 comments)
- Mixed stakeholder group and public meeting discussion responses

- 17.7 At the request of the participants the mixed stakeholder discussion group held at the Riviera International Centre on 9 April 2013 was run as a public meeting rather than a discussion group format. The Service attended a second meeting requested by the community on 17 April 2013 at the Palace Hotel, Torquay which was also run in a public meeting format.
- 17.8 Opinions were recorded at the end of both Torquay events as to whether participants agreed or disagreed with the proposal. All participants at both events disagreed with the proposal.
- 17.9 The points raised been analysed and themed and the key themes identified from the events are shown below.
- Alternative suggestion: Financial solutions without operational change (2 events)
 - Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (2 events)
 - Increased community risk as a result of the proposed changes (2 events)
 - Future changes in community risk - development etc. (2 events)
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned (2 events)
 - Lack of confidence in the analysis and data (2 events)
 - Ability to implement and / or staff the new approach / proposals: RDS etc. (2 events)
 - Consultation and communication approach could be improved: staff union involvement (2 events)
 - Consultation and communication approach could be improved: other (2 events)
 - Consultation and communication approach could be improved: promotion of the consultation (2 events)
 - Consultation and communication approach could be improved: methods of consultation (2 events)
 - On call service delivery issues: response times (2 events)
 - On call service delivery issues: availability (2 events)
 - Operational service delivery questions (2 events)
 - Uncertainty as to how the DSFRA will make their decision e.g. new members and how Torbay Cllrs would vote (2 events)

Representative bodies responses

- 17.10 The Fire Brigades Union provided commentary on the history of staff reductions at Torquay Fire Station and their opinion on the result of the proposal.
- 17.11 The Retained Firefighters Union highlighted that the proposal would mean more use of Retained Firefighters and therefore there is a need to review retained establishment levels. It was considered that more consultation will be required if this decision is made to ensure it is again managed correctly.

General written responses

- 17.12 The top themes emerging from the written (letter and email) responses are outlined below
- Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) *(40 comments)*
 - On call service delivery issues: response times *(26 comments)*

Staff events

- 17.13 The discussions and comments from the staff discussion events have been analysed and themed. The themes identified at the events are shown below.
- Uncertainty on suitability of equipment / appliances and their use *(1 event)*
 - Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience *(1 event)*
 - Future changes in community risk - development etc. *(1 event)*
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned *(1 event)*
 - Lack of confidence in the analysis and data *(1 event)*
 - Ability to implement and / or staff the new approach / proposals: RDS etc. *(1 event)*
 - Consultation and communication approach could be improved: staff union involvement *(1 event)*
 - Consultation and communication approach could be improved: other *(1 event)*
 - Consultation and communication approach could be improved: methods of consultation *(1 event)*
 - Firefighter safety *(1 event)*
 - Uncertainty as to how the DSFRA will make their decision *(1 event)*
 - On call service delivery issues: other *(1 event)*
 - Other *(2 events)*

Petitions

- 17.14 Two petitions were undertaken in the Torquay area. One was organised by the firefighters of Torquay Station and the other by the local newspaper the Herald Express.
- 17.15 The petition organised by the local firefighters was submitted with 18,292 signatures clearly in support of the petition statement.
- 17.16 The petition statement of the petition organised by the Herald Express was submitted with 591 signatures (319 hard copy and 272 online) clearly in support of the petition statement.

Standard template letter

- 17.17 A standard template letter had been prepared in opposition to the Torbay proposal. In total 370 of these identically worded letters were received.

CONCLUSION

- 17.18 The results from the questionnaire show that opinion is finely balanced between those that agree with the proposal and those that disagree. However due to the number of respondents who answered '*Neither Agree nor Disagree*', if they were to change their opinion it may provide a more clear difference between agreement and disagreement. This demonstrates the importance of those who responded '*Neither Agree nor Disagree*'.
- 17.19 Comments were received that expressed concern about the proposal. The key areas of concern were:
- that the proposal would increase risk to the public and firefighters
 - that it should not proceed because of the specific local risks specific to Torbay
 - that lives would be put at risk as a result of closing the station or moving to On Call (RDS) due to a delayed response time and availability issues
 - that the logic, data and analysis did not support the proposal. Particular concern was whether future development had been considered
 - the ability to recruit sufficient On Call (RDS) staff
 - the benefit of the Light Rescue Pump would not be as claimed
 - the methodology, promotion and staff / union involvement in the consultation
- 17.20 Comments in support of the proposal recognised that overall demand levels had dropped in Torbay and that there was sufficient back up cover in the Torbay area. It was also highlighted that the area would still receive fire cover that was at least as good as the majority of the service area which is wholly dependent on On Call (RDS) staff.

RECOMMENDATIONS

The Authority to resolve whether or not to implement the revised crewing arrangements of the second fire appliance at Torquay.

18 CHANGE THE CREWING ARRANGEMENT OF THE FIRE ENGINE AT ILFRACOMBE FROM DAY CREWED (WHOLE TIME DAY TIME ONLY) TO 'ON CALL' - PROPOSAL 11

Description

18.1 The proposal is to change the crewing arrangement of one fire engine at Ilfracombe from day crewed to 'on call'. Ilfracombe would still have two fire engines. One fire engine would be a large fire engine (Medium Rescue Pump). The other would be a smaller sized fire engine (Light Rescue Pump). The station would not have any Wholetime firefighters. The number of On Call firefighters would stay the same. For further information see Annex 1.

18.2 Ilfracombe currently has two fire engines. One is crewed by On Call firefighters who respond to the station only when there is an emergency call. The other is crewed by Wholetime firefighters during the day only (between 09:00 and 18:00hrs, Monday to Friday) and On Call firefighters at night. Both fire engines are Medium Rescue Pumps (MRPs), the large fire engines generally seen around Devon and Somerset at the moment.

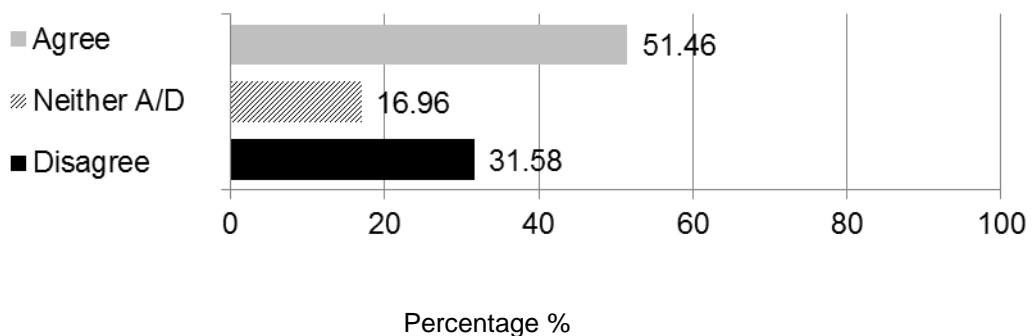
Consultation results 2013

Questionnaire responses

18.3 The results from the question in the survey are outlined below.

18.4 The overall balance between those who agree and disagree that the crewing arrangement of the Ilfracombe from day crewed (whole time day time only) fire engine is changed to 'on call' is shown in Chart 15.

Chart x15: How strongly do you agree or disagree with the proposal that the Ilfracombe fire engine staffed by the Wholetime Day Crew is changed to an On Call / Retained crew? (171 responses)



18.5 The three key themes emerging from the free text responses in the questionnaire are outlined below.

- Support the proposed changes at Ilfracombe fire station (18 comments)
- Have concerns about On Call availability and skills (14 comments)
- Keep current arrangements to meet local risks (13 comments)

Mixed stakeholder group and public meeting discussion responses

- 18.6 At the request of the participants the mixed stakeholder discussion group held in Ilfracombe on 18 April was run as in a public meeting format. Opinions were recorded at the end of the public meeting as to whether participants agreed or disagreed with the proposal. All participants disagreed with the proposal.
- 18.7 The comments from the public meeting have been analysed and themed. The key themes identified at the event are shown below.
- Change needs to happen or the proposals are a good approach (1 event)
 - Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience (1 event)
 - Increased community risk as a result of the proposed changes (1 event)
 - Future changes in community risk - development etc. (1 event)
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned (1 event)
 - Lack of confidence in the analysis and data (1 event)
 - Ability to implement and / or staff the new approach / proposals: RDS etc. (1 event)
 - Consultation and communication approach could be improved: other (1 event)
 - On call service delivery issues: response times (1 event)
 - On call service delivery issues: competency (1 event)
 - On call service delivery issues: availability (1 event)
 - On call service delivery issues: other (1 event)
 - Uncertainty as to how the DSFRA will make their decision (1 event)
 - Financial costs / issues (1 event)

Representative bodies responses

- 18.8 The Fire Brigades' Union commented that the proposal should be rejected as it is a cut in fire cover and DSFRS risk and response should not be based on call rates. The Union also commented on the availability of the On Call (RDS) staff to provide day cover and the station attendance times.
- 18.9 The Retained Firefighters Union highlighted that the proposal would mean more use of Retained Firefighters and therefore there is a need to review retained establishment levels. It was considered that more consultation will be required if this decision is made to ensure it is again managed correctly.

General written responses

- 18.10 The top themes emerging from the written (letter and email) responses are outlined below.
- Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) (43 comments)
 - On call service delivery issues: response times (25 comments)
 - Increased community risk as a result of the proposed changes (money vs. lives) (12 comments)

Staff events

- 18.11 The discussions and comments from the staff discussion events have been analysed and themed. The top three common themes identified at the events are shown in the table below.
- Uncertainty on suitability of equipment / appliances and their use (1 event)
 - Existing fire stations and resources are required to meet current risks - do not change, there will be a lack of resilience(1 event)
 - Increased community risk as a result of the proposed changes (1 event)
 - Future changes in community risk - development etc. (1 event)
 - Logic and reason behind the proposals is not clear as to how they will operate or is questioned (1 event)
 - Lack of confidence in the analysis and data (1 event)
 - Ability to implement and / or staff the new approach / proposals: RDS etc. (1 event)
 - On call service delivery issues: response times (1 event)
 - On call service delivery issues: competency(1 event)

Petitions

- 18.12 Three petitions were undertaken in the Ilfracombe and North Devon area. One was organised by an independent individual and the other two were organised by the North Devon Journal.
- 18.13 The petition statement of the independent petition was submitted with 521 signatures clearly in support of the petition statement.
- 18.14 The North Devon Journal ran two petitions: one online and the other a cut out form from the paper. The online petition statement was submitted with 494 signatures. The petition statement from the cut out forms returned from the paper was submitted with 88 signatures

CONCLUSION

- 18.15 The results from the questionnaire show that more respondents agreed with the proposal than disagreed. Even if those who responded Neither Agree nor Disagree were to change their opinion and disagree there would be more people who agreed with the proposal. This demonstrates the importance of those who responded '*Neither Agree nor Disagree*'.
- Comments were received that expressed concern about the proposal. The key areas of concern were:
 - the ability to recruit sufficient On Call (RDS) staff
 - that it should not proceed because of the specific local risks specific to Ilfracombe;
 - that lives would be put at risk as a result of closing the station or moving to On Call (RDS) due to a delayed response time and availability issues.
 - that the logic, data and analysis did not support the proposal. Particular concern was whether future development had been considered.
 - that the proposal would increase risk to the public and firefighters;

- the benefit of the Light Rescue Pump would not be as claimed
- the methodology, promotion and staff / union involvement in the consultation

18.16 There were comments in support of the proposal that recognised that the station is low activity, especially during the daytime and that the higher risks are at night when there is currently no Wholetime cover. It was noted that Bideford is a busier station that has two on call fire engines.

RECOMMENDATIONS

The Authority to resolve whether or not to implement the revised crewing arrangement at Ilfracombe

19. **DRAFT CORPORATE PLAN 2013/14 to 2014/15 GENERAL COMMENTS**

19.1 During the consultation period responses were received on the draft plan in general rather than explicitly in reference to the Integrated Approach or the specific proposals. Within this section the general responses on the draft plan are presented for the following: future changes, consultation methodology, general comments, FBU flyers, petitions and alternative suggestions.

General responses

Letters and emails

19.2 General responses on the draft plan as a whole were received in letters, emails and telephone. The top three emerging themes from the letters and emails are outlined below.

- Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) *(39 comments)*
- Increased community risk as a result of the proposed changes (money vs. lives) *(20 comments)*
- Change needs to happen and the proposals are a good approach *(13 comments)*

Telephone

19.3 Four respondents provided their responses to the consultation via telephone. The emerging themes from these responses are:

- Change needs to happen and the proposals are a good approach (2 comments)
- Alternative suggestion: Financial solutions without operational change (2 comments)
- Ability to implement / staff new approach / proposals: RDS etc. (1 comment)
- On call service delivery issues: response times (1 comment)
- Safety is more important than saving money (1 comment)

General comments on the consultation content - Social media

19.4 Comments were submitted via Facebook and Twitter. The comments were general in that, with the exception of one statement opposing the Plymouth proposals and another opposing the Taunton proposal none made any reference to specific proposals. The main emerging theme was:

- Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) *(21 comments)*

Responses received in response to fire brigade's union flyers (emails, letters and telephone)

19.5 During the consultation period the Fire Brigade's Union organised a campaign against the proposals. Part of this campaign was the production of flyers that encouraged members of the public to contact the DSFRS and give their opinion. Members of the public contacted the consultation office and gave their opinions; the common themes from the opinions given are provided below.

- Existing fire stations and resources are required for current risks and resilience - do not change, (money vs. lives) *(70 comments)*
- Increased community risk as a result of the proposed changes (money vs. lives) *(5 comments)*

19.6 It should be noted that of the phone calls received some members of the public were under the misapprehension that the proposals were to close stations.

Petitions

19.7 There were two petitions that related to the overall draft plan and not to a specific individual proposal.

19.8 The first petition was organised by the Fire Brigades Union and was against all of the proposals. The petition was submitted with 300 signatures clearly in support of the petition together with an additional 800 signatures without a petition statement. An assumption has been made that these signatures supported the petition statement.

19.9 The second petition utilised the DSFRS ePetition facility for the first time and was submitted with one signature.

Comments on consultation methodology

19.10 Comments were received about the consultation and communication undertaken throughout the consultation period. The key themes emerging from the responses relating to the general areas of consultation and communication are outlined below.

- Lack of confidence in the data and analysis
- Logic and reason behind the proposals is not clear as to how they will operate or is questioned
- Consultation and communication approach could be improved: promotion of the consultation
- Consultation and communication approach could be improved: staff and union involvement
- Consultation and communication approach could be improved: methods of consultation

Representative bodies

19.11 The Fire Brigades Union commented that, *"...it is the firm view of the FBU that the draft plan for 2013/14 to 2014/15 represents an unacceptable series of large scale cuts to the operational front line of the Fire & Rescue Service which, if implemented, would have serious repercussions for both Firefighter and public safety. We therefore call on the Fire Authority to reject these dangerous cuts outright."*

19.12 Unison concluded that, *"...based upon the concerns raised over changes to front line services and the above information, without independent validation of the proposed changes to frontline services, Unison has to advise the Authority that it cannot be supportive of the proposals at this stage because of the fear for public safety."*

CONCLUSION – DRAFT PLAN COMMENTS

19.13 There were no specific comments that related to the general content and format of the draft plan as opposed to the specific proposals.

19.14 The key comments received that related to the consultation identified mistrust in the integrity of the data and analysis supporting the proposals. There were also comments that the consultation methodology and the promotion of the opportunities to participate had not been sufficient to engage the community.

- 19.15 The alternative suggestions indicate that respondents are concerned that there has been insufficient work to identify savings from the support functions and that this and other options should be explored before reductions are made to the front line service delivery. [Note: support functions are provided by uniformed and non-uniformed staff.]

RECOMMENDATIONS

That, subject to incorporation of decisions relating to the 11 specific proposals as identified elsewhere in this report, the Draft Plan 2013/14 to 2014/15 be approved.

Annex 1: Summary of proposals

Proposal 1: Introduction of Light Rescue Pumps

Current arrangement

The current arrangement is that we have a 'one size fits all' approach to the size of fire engine we use and the equipment they carry. These fire engines are large, can carry up to six firefighters and are often slowed down or obstructed on their way to an incident by parked cars and narrow roads or country lanes. Back-up engines and specialist vehicles are mobilised to attend an incident where additional equipment or support is needed.

New arrangement and proposed change

Introduce smaller fire engines (Light Rescue Pumps) to stations in areas that find having the larger fire engine a disadvantage.

Context

A key part of this 2013/14 to 2015/16 plan is the proposal for a new way of working we call 'integrated approach'. An element of this is having tiers of response whereby we mobilise different resources depending upon the type of incident. The introduction of light rescue pumps carrying critical equipment for local needs is part of the implementation of the Tier 1.

The introduction of these fire engines was consulted on and agreed for the 2011/12 to 2013/14 Corporate Plan. The results showed that 80% of respondents agreed that we should implement the proposal to purchase smaller fire engines.

A number of these vehicles are now in our fleet and have been well received by staff, are saving money and improving our performance.

Effects of change

The rural and urban nature of Devon and Somerset means that travel to emergency incidents can be impeded by narrow roads and parked cars which can negatively impact on travel times. The smaller fire engine will be able to manoeuvre more easily through narrow roads and parked cars. This will help the crew travel and arrive at the incident with less delay. An example of this is shown on the map opposite.

The smaller vehicle will carry equipment that is matched to the local risk. Analysis has shown that only 40% of the items of equipment carried on the larger fire engines are used at 80% of all incidents.

Benefits

Each vehicle will provide a cost saving over a traditional fire engine.

The use of LRPs has been piloted. The benefits were identified as:
Improved performance against response standards with a larger area being reached within 10 minutes, thereby providing improved level of service to the community

Reduced impact on the environment

Improved firefighter safety

Risks

The implementation of the smaller fire engine is delayed and they are not available to support the integrated approach where station crewing has been altered.



Engagement activity: Previously consulted on in 2011. We now plan to extend the roll out of these vehicles.

Proposal 2: Reduce attendance to automatic fire alarms.

Current arrangement - Non-Domestic (Non-Residential)

The current response to a Non-Domestic (Non-Residential) Automatic Fire Alarm (AFA) call is to send at least one fire engine from the closest station to the incident so that the cause of the alarm can be investigated. Businesses are already required by law to maintain their own fire safety procedures and an alarm system is to warn those present in the building of a potential fire in good time so that they can exit the building safely.

New arrangement and proposed change

As consulted on last year, we proposed that the Service should no longer attend AFA calls unless the building's occupants can confirm that there is a fire. We said that this proposal would apply seven days a week between 08.00-18.00 hours and would only relate to the Non-Residential property types listed below unless a prior risk assessment indicated that other arrangements were necessary:

Religious	Entertainment and Culture	Industrial Processing
Retail	Food and Drink	Offices and Call Centres
Sporting Venues	Industrial Manufacturing	Public Administration
Transport Buildings	Vehicle Repair	Warehouses and Bulk Storage

We recognise that some non-domestic properties have greater risks associated with them and so we would continue to implement an automatic attendance to high risk premises only. Including:

All domestic properties	Sheltered housing	Youth hostel
Education establishments	Hospital and medical (including care homes)	Stately homes
Hotel/motels	Houses of Multiple Occupation	
Boarding schools	Residential care/nursing homes	

No changes would be made to the way that fire safety advice and support is provided to the organisations affected by the change. As with our existing policy we will request that alarm receiving companies seek confirmation from their customers that there is a fire before they call on the Service to attend.

Context

The purpose of a fire alarm system is to give notice to those in a building that there is a fire and therefore they need to make their way out. 98% of automatic calls are false alarms and these calls take up a significant amount of time and money.

In 2011 we considered the consultation results for the automatic fire alarm proposal for the 2012/13 to 2014/5 Corporate Plan. The results of the consultation showed that 63.7% of respondents agreed that attendance to low risk Non-domestic (Non-residential) properties should be stopped between 8.00am and 6.00pm unless the person making the AFA call could confirm that there is a fire on the premises.

Part of the consultation involved focus groups with members of the business community. Having heard the proposal 65.4% of businesses supported this approach.

Effects of change

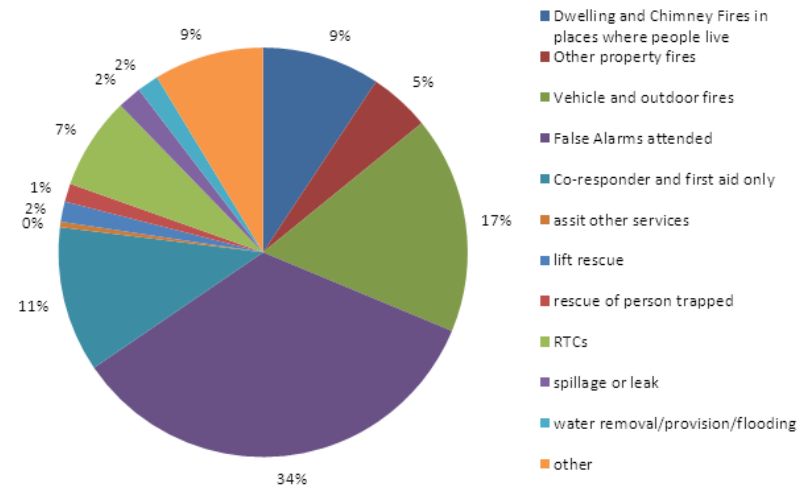
Following comprehensive communications with those likely to be affected by our proposed changes to our policy in late 2011-2012, we have already identified that there would be support from both the business and residential community.

Benefits

- Reduced costs
- Improved community safety from less fire engines mobilisations
- Reduced environmental impact

Risks

The Service could be criticised for potentially exposing businesses and the community to unnecessary risks from fire and the detrimental effect it would have the local and wider community.



Engagement activity: Previously consulted on in 2011. We now plan to introduce this change.

Proposal 3: Mobilise a single co-responder to co-responder incidents

Current arrangement

A Co-Responder team of two is mobilised to a medical emergency supported by later attendance of Paramedic/s. The Co-Responder team responds to the Fire Station base, collects the vehicle and proceeds to the address given. This builds in a delay of between 3 and 5 minutes. Devon and Somerset Fire and Rescue Service only receive funding for those calls where it meets the response requirements of South Western Ambulance Service NHS Foundation Trust and is under no statutory duty to undertake this activity. The percentage of calls that we receive funding for is shown in the chart opposite. Co responders volunteer to undertake this activity – it is not a requirement on them.

New arrangement and proposed change

It is proposed to introduce a response of a single Co-Responder direct from their home address or place of work. The response vehicle would be located with the Co-Responder at their home or place of work. The Co-Responder would be mobilised directly by South Western Ambulance Service NHS Foundation Trust.

This is the arrangement that is in place in some other Fire Services and improves the chances of a heart attack victim surviving.

Context

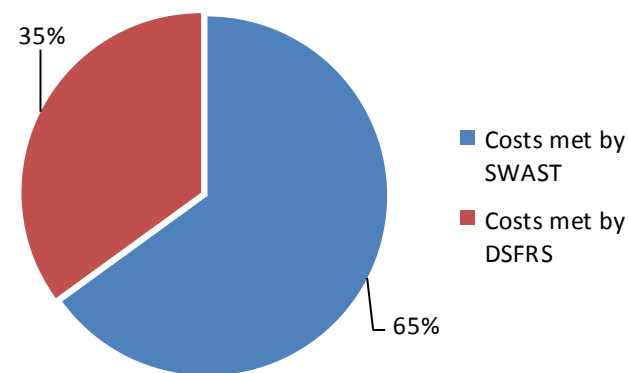
The cost of operating the scheme rises in line with the increase in emergency calls to the ambulance service. There is scope for improving successful attendance to Co-Responder calls within the specified 8 minutes by eliminating the need for two Co-Responders to attend the Fire station first.

Consultation previously undertaken for the 2011/12 to 2013/14 Corporate Plan on the proposal to introduce a response of a single Co-Responder showed support from the public. The results showed that 67.7% agreed that the proposal should be implemented and 59.4% indicated that they would feel safer under the proposed arrangement.

A single response scheme is currently operated by Hampshire Fire and Rescue Service and other volunteers operate in the same way.

Effects of change

Percentage of co-responder incidents attended by the Service that are funded by South Western Ambulance Service NHS Foundation Trust (SWAST)



Co-Responders will be able to reach medical emergencies in a shorter time. Additional funding from South Western Ambulance Service NHS Foundation Trust will be received by the Service for increased level of performance. The cost to the Service will also be significantly reduced by only mobilising a single responder rather than two. If an individual does not feel comfortable in attending on their own, they will not be compelled to continue to act as a Co-Responder.

Benefits

Improved level of response time to Community.
Improved level of immediate clinical care in Life Threatening Medical emergencies
Reduced cost to the Service.
Improved availability of crew for Fire Appliance when Co Responder is mobilised
Improved partnership working
If we perform better we will receive more funding from South Western Ambulance Service NHS Foundation Trust.

Risks

Staff currently operating the scheme may withdraw their availability due to concern of operating as single individuals.
Staff who no longer take part in the scheme, particularly at low fire activity stations, may leave the Retained Service due to infrequency of call outs.
South Western Ambulance Service NHS Foundation Trust may seek to identify alternative response arrangements in those locations where the scheme became unviable due to lack of Co-Responders or poor response performance.

Engagement activity: Previously consulted on in 2011. We now plan to introduce this change.

Proposal 4: Reduce the number of middle / senior managers

Current arrangement

The number of senior managers, since the combination of Devon and Somerset Fire and Rescue Services, has reduced to provide efficiencies. These efficiencies have been possible as the new combined organisation did not require two strategic level management structures.

New arrangement and proposed change

We feel we can reduce the number of middle/senior officers further over the next few years by not replacing some vacancies (no compulsory redundancies). We will do this by changing the way we do business and providing a greater focus on collaboration with other Fire and Rescue Services and reforming how we operate.

Context

Efficiency savings have already been made by reducing the number of senior manager in the following roles:
One Deputy Chief Officer post and two Corporate Directors = £250k.
Six Area Managers = £400k.

Effects of change

As a result of our business process changes, we will be able to reduce officer numbers without compromising performance.

Benefits

Reduced costs

Risks

Business process changes are not achieved

Engagement activity: Staff

Proposal 5: Invest £450,000 in additional prevention activity in 2013

Current arrangement

We currently deliver prevention services through a range of activities including raising awareness across a whole range of community risks and practical advice and where necessary installation of smoke alarms through visits to individual homes of those most vulnerable from fire.

In addition we work with businesses to assist them in providing a safe place for people to work and visit. We achieve this by raising awareness to the risks of fire and through fire safety checks and audits.

In order to ensure we use our resources efficiently we target our activities to those most at risk. We achieve this by using a wide range of data which enables us to identify the people and places where an incident is most likely to occur. We then ensure we direct our activities to the people who most need it using the most appropriate intervention.

New arrangement and proposed change

A significant increase in staff time and money will ensure even higher levels of preventative work across the service area. Our analysis shows that for every £145k targeted prevention activity, we significantly reduce the likelihood of a fire death. This will directly support our targeted approach and additional expenditure on prevention will make people safer.

Context

By its nature an operational response occurs after a failure, whether that is a fire or some other incident. Whilst response is important it is clear that more lives can be saved by prevention rather than response.

The positive effect of effective prevention activity is proven and it is a major factor in the significant reduction of incidents attended by Devon and Somerset Fire and Rescue Service. Effective prevention not only reduces risk to life (both to the public and firefighters), damage to property and the associated societal impact, it can also save significant amounts of money to property owners, businesses, the health service etc. A direct saving to the Fire and Rescue Service arises from the reduction in attendance at incidents.

Effects of change

Local community plans identify the most appropriate activities that can be delivered within the budget available. This proposal recognises the benefit of investing in preventative work and provides additional resource and funding that would enable a greater number of targeted activities to be completed.

Risks

Continued activity at current levels inhibits the potential for greater risk reduction. This proposal will accelerate the positive impact of prevention activities.

Benefits

Our Local Community Plans are effective in identifying those at risk. Providing the resources and funding to enable increased, intelligence lead prevention activity will reduce risk and lead to less deaths, injuries and loss of property across the service area making Devon and Somerset a safer place for people, communities and business. Fewer fires will also mean that our costs will reduce.

Engagement activity: Comments invited

Proposal 6: Crew three fire engines in Plymouth as 'on call' rather than whole time

Current arrangement

In Plymouth there are five Wholetime fire stations with a total of seven fire engines. There are currently no fire engines in Plymouth crewed by On Call firefighters.

New arrangement and proposal

The proposal is not to reduce the number of fire engines and equipment provided in the Plymouth area but to change the way they are crewed and where they are located. Therefore, there will remain seven fire engines but the proposal is that four will be crewed by Wholetime firefighters and three will be crewed by On Call firefighters. One of the fire engines would move from Camels Head to Crownhill. The new distribution of resources matched to risk is shown in the table opposite.

Some Wholetime firefighters affected at the Plymouth stations may be offered On Call contracts or new, flexible contracts that would provide improved efficiency, increased fire cover in rural areas and promote community safety as appropriate. We would seek to avoid compulsory redundancies wherever possible.

	Current		Future		Changes
	WT	On Call	WT	On Call	
Camels Head	2	0	1	0	Move 1 x Medium Rescue Pump to Crownhill
Crownhill	1	0	1	1	Receive 1 x Medium Rescue Pump from Camels Head Introduce On Call crew Standardise Aerial Appliance Crewing
Greenbank	2	0	2	0	No changes
Plympton	1	0	0	1	Change Wholetime crew to On Call crew
Plymstock	1	0	0	1	Change Wholetime crew to On Call crew
All	7	0	4	3	No change to the number of fire engines

Context

The number of emergency incidents attended in Plymouth has decreased over the last 5 years, see graph opposite. A direct comparison between 2007/08 and 2011/12 gives a 27% reduction in the number of incidents attended.

We feel that, for the level of activity in the Plymouth area, the benefits of making the changes outlined above, combined with changes to the way we carry out prevention and protection work, outweigh the potential risks and will continue to keep the public safe.

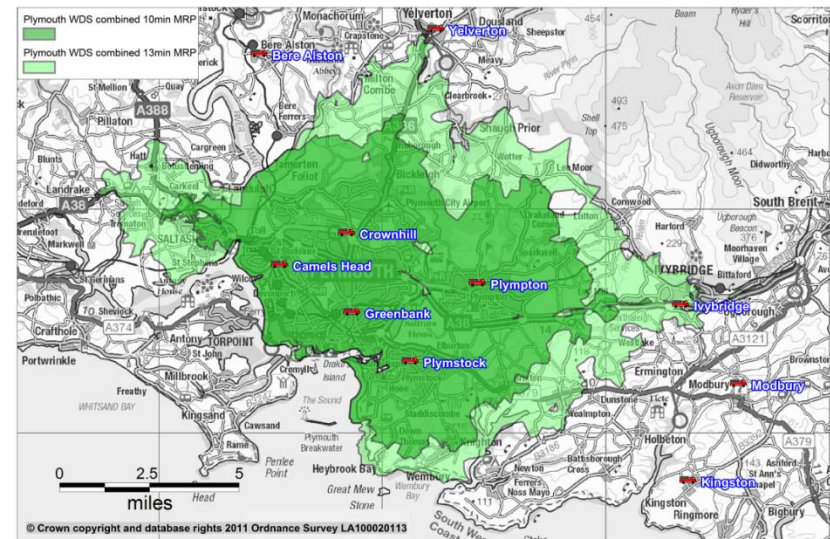
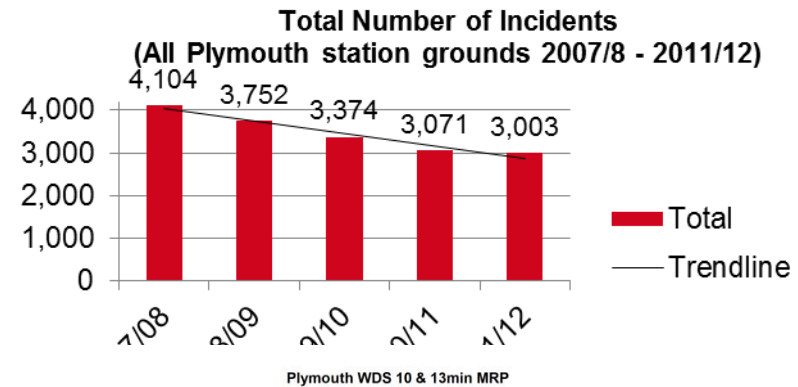
Effects of change

The number of fire engines in Plymouth would not change. There would still be seven fire engines: four crewed by Wholetime firefighters and three crewed by On Call firefighters.

Currently we aim to have our first fire engine at the scene of an emergency within 10 minutes and our second fire engine there within 13 minutes. The map opposite gives an idea of the current areas that can be covered by our vehicles in 10 and 13 minutes by the Wholetime crews based in Plymouth. The size of these areas varies depending on traffic and weather conditions for example. The map also shows the locations of neighbouring stations.

Both 10 and 13 minute zones would be affected by the proposed changes as one fire engine would be relocated and three of the seven fire engines would be crewed by On Call firefighters rather than by Wholetime firefighters. The change this produced is shown in the second map below.

By making these changes, the number of households we could reach within 10 minutes of receiving an emergency call would drop by 1,551 from 112,977 to 111,426. For the 13 minute zone, the number of households would decrease by a total of 1,006 (from 118,947 to 117,941).



Of the 1551 households no longer within the 10 minute zone, 37 are considered to be higher than average risk. Of the 1,006 households affected by the changes that affect the size of the 13 minute zone, 27 are considered to be higher than average risk.

This demonstrates that the measurable impact of the proposed changes on those living in and around Plymouth is negligible. Proposal 5, that looks to increase the amount of prevention activity by investing an additional £450,000, supports this proposal by helping to provide additional fire safety to those households affected.

Benefits

Reduced costs

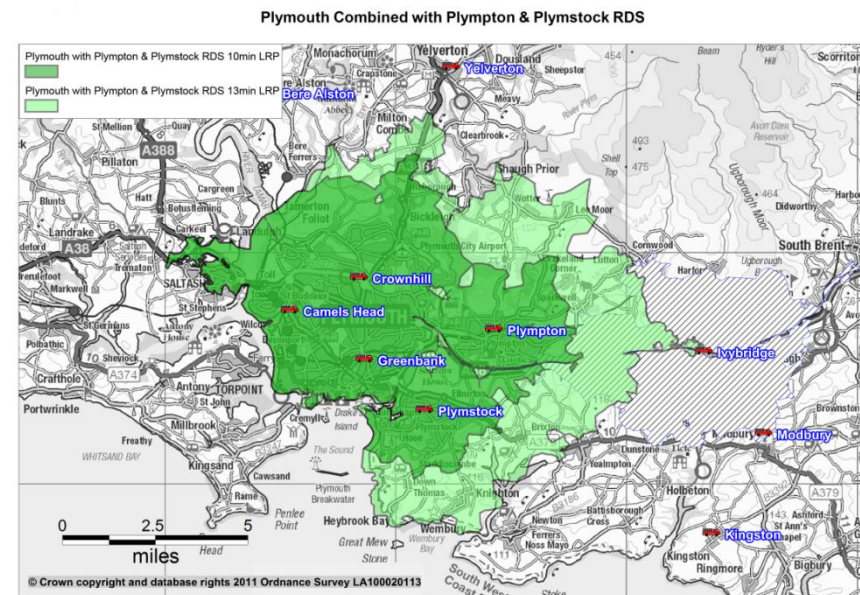
Improved public safety as firefighters released from the Wholetime crews would provide additional flexibility to provide cover at stations where we struggle to provide a crew for the fire engine.

Improved safety as firefighters would be gaining more operational experience.

Risks

Fires happen in high risk dwellings before we have visited them with targeted fire prevention services
Not all high risk dwellings are identified for receiving targeted prevention services
Emergency incidents increase and we cannot match our resources to the new risk
Delays in providing a smaller fire engine affects the size of the response zones.

Engagement activity: public and staff



Proposal 7: Dual crew the aerial appliance in Plymouth with on call firefighters

Current arrangement

The aerial appliance based at Crownhill fire station is currently crewed by dedicated Wholetime firefighters.

New arrangement and proposal

We propose to standardise the crewing arrangements of the aerial ladder platform at Crownhill Fire Station so that it is operated in the same way as all the other aerial appliances within Devon and Somerset.

This change will mean that the vehicle will move from being crewed by Wholetime firefighters to being crewed by on call firefighters. To achieve this will require the introduction of on call contracts at the Crownhill Fire Station. It is proposed that this will be accomplished by moving one Wholetime fire engine from Camels Head to Crownhill and changing its crewing to on call who will then also crew the aerial appliance

Context

Before 2008 all aerial appliances, the hydraulic platforms and turntable ladders, had dedicated crews of three Wholetime firefighters that only responded to emergencies where an aerial appliance was needed.

Because of the low number of emergencies they attended, dedicated crewing of the aerals by Wholetime firefighters was felt to be unnecessary. Therefore following consultation in 2007, the Authority gave approval early in 2008 for the aerial appliances outside of Plymouth to be dual-crewed by on call firefighters. This was not possible in Plymouth at the time as there was no on call presence in the city.

Aerial appliances remain an important resource and are used in many different scenarios. There has not been a need to use an aerial appliance to rescue a person from fire in the last five years. The table above shows the detailed usage over the last three years.

Effects of change

The change will have no adverse impact. In the last five years there has not been a single rescue from a fire by an aerial appliance so a slight delay in mobilising will make little difference.

Incident type attended by aerial appliance	2009/10	2010/11	2011/12
Person rescued – Fire	Nil	Nil	Nil
Person rescued – non Fire	13	10	15
Fire-fighting operations (fire-fighting i.e. water tower)	70	60	54
Working Platform – Non Fire (unsafe guttering / sign / guttering / glass / chimney etc.	23	16	24
Animal Rescue	7	11	13
Assisting other agencies	8	7	3
Other	2	2	1
Total	123	106	110

<p>Benefits</p> <p>Reduced cost</p> <p>More effective use of personnel</p> <p>Matching resources to risk</p> <p>A consistent approach is applied</p> <p>Risks</p> <p>Slight delay in response times (minimal)</p>
<p>Engagement activity: Previously consulted. Comments invited</p>

Proposal 8: End the pilot at Yeovil fire station where an additional 4 fire fighters are provided (this standardises crewing so that Yeovil is crewed the same as other similar fire stations).

<p>Current arrangement The Wholetime Yeovil fire station currently has eight firefighters per watch. The standard number of firefighters per watch for all other Wholetime fire stations in Devon and Somerset is seven.</p>	<p>New arrangement and proposed change The number of firefighters per Wholetime watch would be reduced by one to seven. Yeovil fire station would then be operating with the same number of firefighters per watch as other similar fire stations.</p>
<p>Context Following the consultation on the 2011/12 Corporate Plan proposals we commenced the standardisation of crewing levels on watches so that every whole time station had seven staff per watch. The results of the consultation showed that 71% of respondents agreed with standardising the crewing levels.</p> <p>The only exception to the standard number of seven staff per watch was Yeovil fire station where a pilot scheme had been proposed by the station to operate at 7+1. The additional member of staff was to undertake additional activity community safety activity with an increase in productivity, including some work that is currently undertaken by officers within the Group Support Team at Somerset. However, the pilot scheme has not been as successful as had been anticipated and as a result, it is now proposed to end this pilot scheme and reduce the staffing levels down to the standard level of seven.</p>	
<p>Effects of change All Wholetime watches would be operating with a standard number of firefighters.</p>	
<p>Risks This change will have no negative impact.</p>	<p>Benefits Reduced costs</p>
<p>Engagement activity: The affected staff will be involved in the transition.</p>	

Proposal 9: Change the crewing arrangements of the second fire appliance at Taunton fire station from whole time to 'on call'.

Current arrangement

Taunton fire station currently has three fire engines. Two of these are crewed by Wholetime firefighters (Four watches of firefighters that crew their stations 24 hours a day) and one is crewed by On Call Firefighters (firefighters that respond to the station only when there is an emergency call).

All three fire engines are Medium Rescue Pumps (MRPs), the large fire engines generally seen around Devon and Somerset at the moment

New arrangement and proposed change

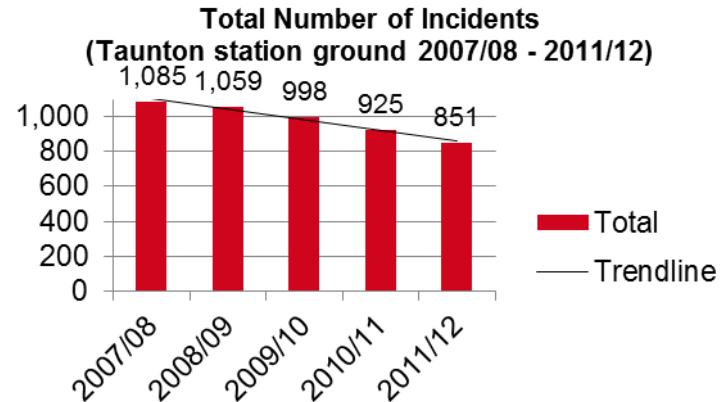
Taunton fire station would still have three fire engines. Crews for the two On Call fire engines would be provided by the station's existing On Call staff and, where necessary, these arrangements would be supplemented by additional firefighters as required. Two of these fire engines would be the large fire engines (Medium Rescue Pump) and the other would be a smaller sized fire engine, a Light Rescue Pump (LRP).

Some Wholetime firefighters affected at the Taunton station may be offered On Call contracts or new, flexible contracts that would provide improved efficiency, increased fire cover in rural areas and promote community safety as appropriate. We would seek to avoid compulsory redundancies wherever possible.

Context

The number of emergency incidents attended on Taunton station ground has decreased over the last 5 years, see graph opposite. A direct comparison between 2007/08 and 2011/12 gives a total reduction in the number of incidents attended of 21.57%. In the three years between 2009/10 and 2011/12, there were 81 emergency incidents, within the area covered by Taunton fire station that required three or more fire engines.

This equates to 2.92% of the total incidents attended by the station in the same period, well below the Service total of 7.95%.



The pie chart opposite shows the number of fire engines sent to all incidents attended by the Service in 2011/12. Only 5.92% (920) of the 15,535 emergency incidents we attended needed three fire engines, and 315 (2.03%) required four or more fire engines. 92.05% (14,300) of incidents required only one or two fire engines. This outlines the very low requirement for three fire engines to be mobilised but we do not plan to remove the fire engine at this stage.

We feel that, for the level of activity in Taunton and surrounding area, the benefits of making the changes outlined above, combined with changes to the way we carry out prevention and protection work, outweigh the potential risks and will continue to keep the public safe.

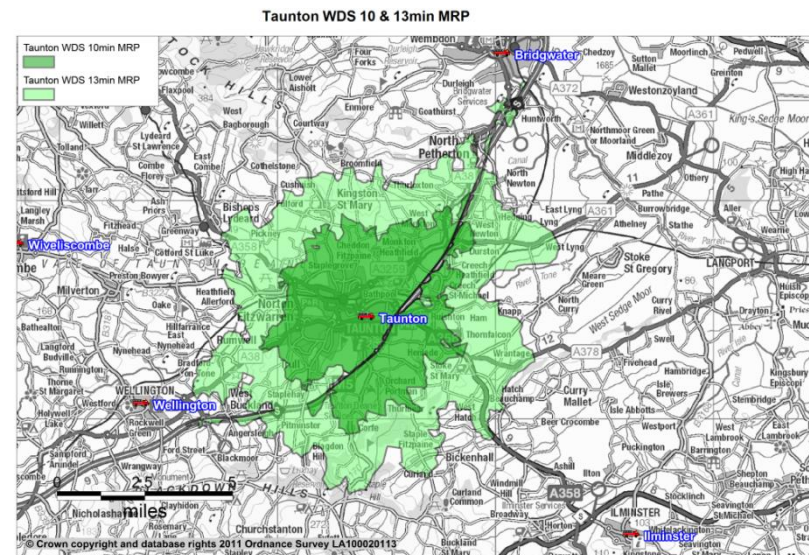
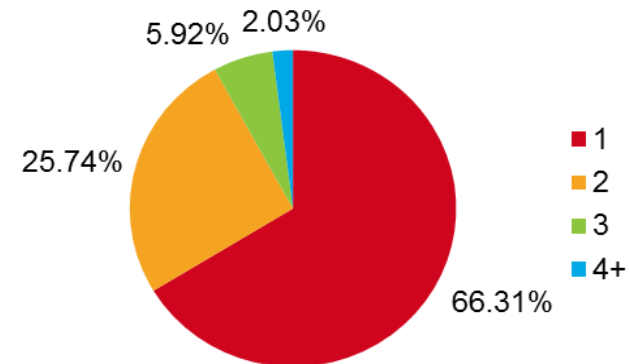
Effects of change

The number of fire engines at Taunton would not change. There would still be three fire engines: one crewed by Wholetime firefighters and two crewed by On Call / RDS firefighters.

Currently we aim to have our first fire engine at the scene of an emergency within 10 minutes and our second fire engine there within 13 minutes. The map opposite gives an idea of the current areas that can be covered by our vehicles in 10 and 13 minutes by the Wholetime crews based at Taunton. The size of these areas varies depending on traffic and weather conditions for example.

The proposal has no impact on the number of households reached by the first fire engine in ten minutes. This means that the 30,186 households that can currently be reached within ten minutes will continue to be reached.

Number of Fire Engines Sent to Emergency Incidents (2011/12)



For the 13 minute zone, because the second Wholetime crew is replaced with On Call firefighters, the area that can be covered by the second fire engine is reduced. Wholetime firefighters can cover a greater area than that covered by On Call firefighters because On Call response times include the time it takes for firefighters to travel from their homes or workplaces to their stations once their alerters have gone off (up to 5 minutes delay).

The impact of this reduction in coverage is lessened by the introduction of a Light Rescue Pump which increases the range of the On Call crew. By no longer permanently crewing a Wholetime fire engine at Taunton, and also replacing one of the existing Medium Rescue Pumps with a smaller vehicle, the number of households we could reach within 13 minutes of receiving an emergency call would drop by a total of 2,691 (from 33,923 to 31,232). This is shown graphically on the map opposite.

Of the 2,691 households affected by the change, only 82 are classified as high risk. Prevention activity, including home fire safety visits would target these as special cases, while general prevention and protection work would continue to further reduce risk as well.

Proposal 5, that looks to increase the amount of prevention activity by investing an additional £450,000, supports this proposal by helping to provide additional fire safety to those households affected.

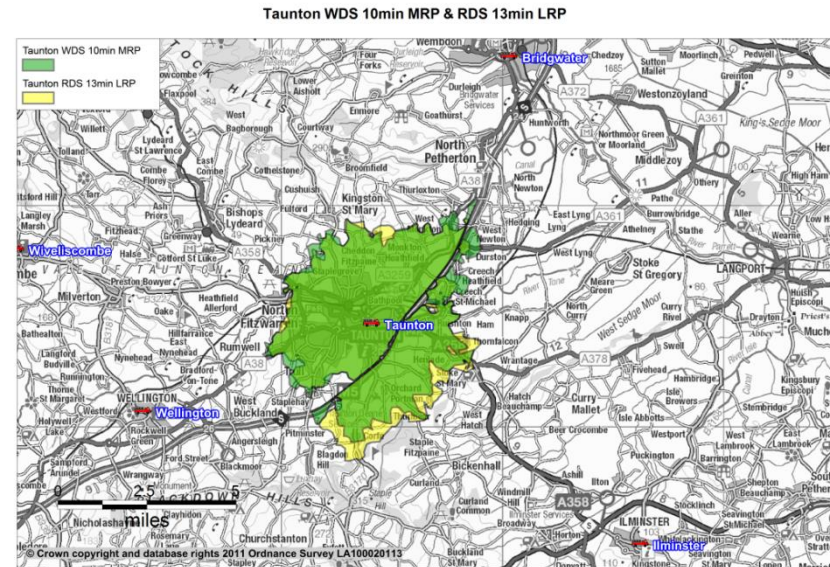
Benefits

- Improved firefighter safety as firefighters would be gaining more operational experience.
- Reduced costs
- Improved community safety from the increased area covered in the response times when the smaller fire engine is provided
- Improved community safety as firefighters released from the Wholetime crews would provide additional flexibility to provide cover at stations where we struggle to provide a crew for the fire engine.

Risks

- Fires happen in high risk dwellings before we have visited them with targeted fire prevention services
- Not all high risk dwellings are identified for receiving targeted prevention services
- Emergency incidents increase and we cannot match our resources to the new risk
- Delays in providing a smaller fire engine affects the size of the response zones.

Engagement activity: public and staff



Proposal 10: Change the crewing arrangements of the second fire appliance at Torquay from whole time to 'on call'. Note: Many Torquay firefighters already operate as 'on call' fire fighters on the station.

Current arrangement

Torquay fire station currently has three fire engines. Two of these are crewed by Whole-time Firefighters (Four watches of Firefighters that crew their stations 24 hours a day) and one is crewed by On Call Firefighters (Firefighters that respond to the station only when there is an emergency call).

All three fire engines are Medium Rescue Pumps (MRPs), the large fire engines generally seen around Devon and Somerset at the moment

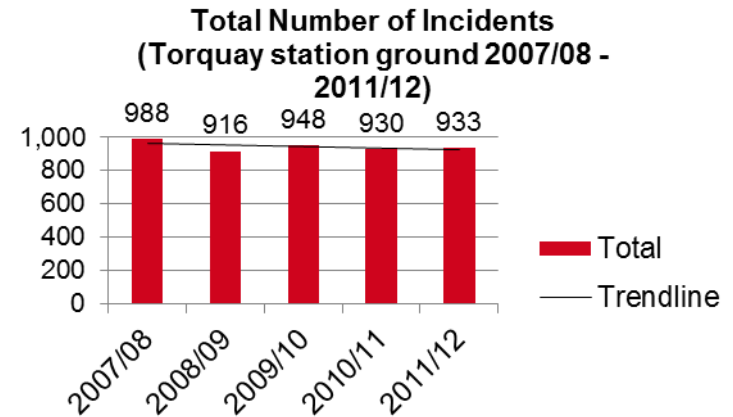
New arrangement and proposed change

Torquay fire station would still have three fire engines. Crews for the two On Call fire engines would be provided by the station's existing On Call staff and, where necessary, these arrangements would be supplemented by additional firefighters as required. Two of these fire engines would be large fire engines (MRP) and the other would be a smaller sized fire engine: a Light Rescue Pump (LRP).

Some Wholetime firefighters affected at the Torquay station may be offered On Call contracts or new, flexible contracts that would provide improved efficiency, increased fire cover in rural areas and promote community safety as appropriate. We would seek to avoid compulsory redundancies wherever possible.

Context

The number of emergency incidents attended on Torquay station ground has decreased over the last 5 years, see graph opposite. A direct comparison between 2007/08 and 2011/12 gives a total reduction in the number of incidents attended of 5.57%. In the three years between 2009/10 and 2011/12, there were 96 emergency incidents within the area covered by Torquay fire station. This equates to 3.41% of the total incidents attended by the station in the same period, well below the Service total of 7.95%.



The pie chart opposite shows the number of fire engines sent to all incidents attended by the Service in 2011/12. Only 5.92% (920) of the 15,535 emergency incidents we attended needed three fire engines, and 315 (2.03%) required four or more fire engines. 92.05% (14,300) of incidents required only one or two fire engines. This outlines the very low requirement for three fire engines to be mobilised but we do not plan to remove the fire engine at this stage.

We feel that, for the level of activity in Torquay and surrounding area, the benefits of making the changes outlined above, combined with changes to the way we carry out prevention and protection work, outweigh the potential risks and will continue to keep the public safe.

Effects of change

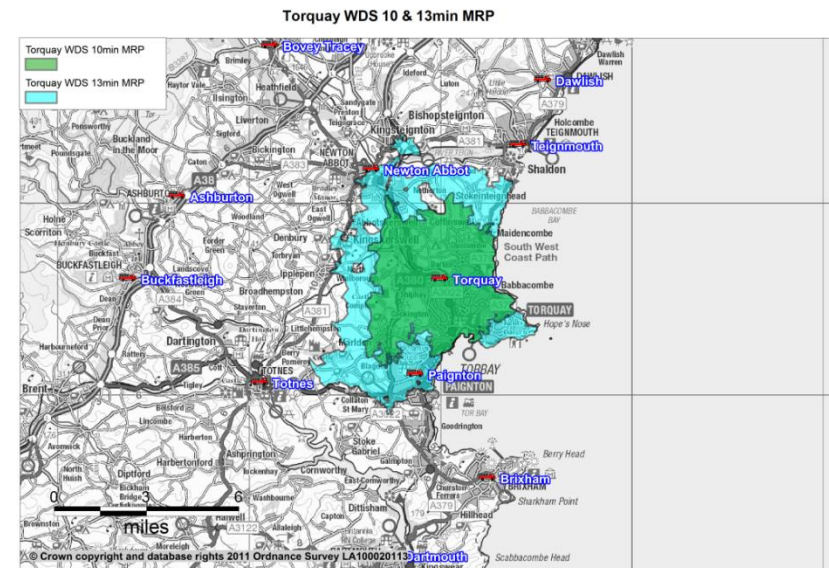
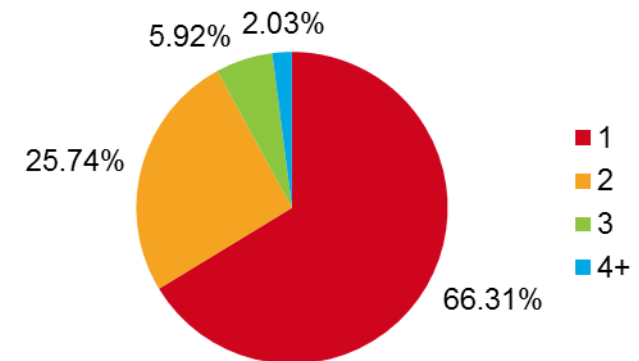
The number of fire engines at Torquay would not change. There would still be three fire engines: one crewed by Wholetime firefighters and two crewed by On Call / RDS firefighters.

Currently we aim to have our first fire engine at the scene of an emergency within 10 minutes and our second fire engine there within 13 minutes. The map opposite gives an idea of the current areas that can be covered by our vehicles in 10 and 13 minutes by the Wholetime crews based at Torquay. The size of these areas varies depending on traffic and weather conditions, for example.

The proposal has no impact on the number of households reached by the first fire engine in ten minutes. This means that the 34,482 households that can currently be reached will continue to be reached within ten minutes. For the 13 minute zone, because the second Wholetime crew is replaced with On Call Firefighters, the area that can be covered by the second fire engine is reduced.

Wholetime Firefighters can cover a greater area than that covered by On Call Firefighters because On Call response times include the time it takes for Firefighters to travel from their homes or workplaces to their stations once their alerters have gone off (up to 5minutes delay).

Number of Fire Engines Sent to Emergency Incidents (2011/12)



The impact of this reduction in coverage is lessened by the introduction of a Light Rescue Pump which increases the range of the On Call crew. By no longer permanently crewing a Wholetime fire engine at Torquay, and also replacing one of the existing Medium Rescue Pumps with a smaller vehicle, the number of households we could reach within 13 minutes of receiving an emergency call would drop by a total of 62 (from 57,750 to 57,688). This is shown graphically on the map opposite.

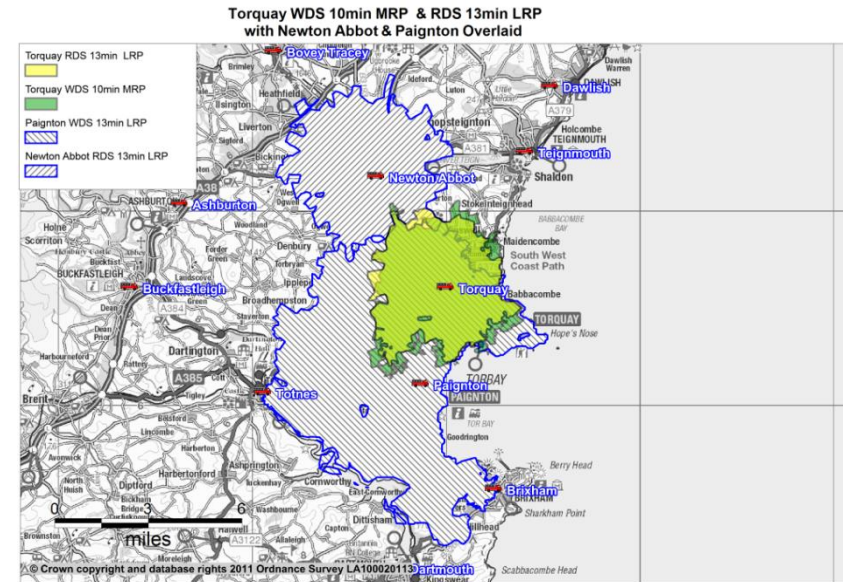
Of the 62 households affected by the change, none are classified as high risk. Prevention activity, including home fire safety visits, and protection work such as fire safety audits of businesses would continue to further reduce risk.

Proposal 5, that looks to increase the amount of prevention activity by investing an additional £450,000, supports this proposal by helping to provide additional fire safety to those households affected.

Benefits

- Improved firefighter safety as firefighters would be gaining more operational experience.
- Reduced costs
- Improved community safety from the increased area covered in the response times when the smaller fire engine is provided
- Improved community safety as firefighters released from the Wholetime crews would provide additional flexibility to provide cover at stations where we struggle to provide a crew for the fire engine.

Engagement activity: public and staff



Risks

- Fires happen in high risk dwellings before we have visited them with targeted fire prevention services
- Not all high risk dwellings are identified for receiving targeted prevention services
- Emergency incidents increase and we cannot match our resources to the new risk
- Delays in providing a smaller fire engine affects the size of the response zones.

Proposal 11: Change the crewing arrangement of the fire engine at Ilfracombe from day crewed (whole time day time only) to 'on call'.

Current arrangement

Ilfracombe currently has two fire engines. One is crewed by On Call firefighters who respond to the station only when there is an emergency call. The other is crewed by Wholetime firefighters during the day only (between 09:00 and 18:00hrs, Monday to Friday) and

On Call firefighters at night. Both fire engines are Medium Rescue Pumps (MRPs), the large fire engines generally seen around Devon and Somerset at the moment.

New arrangement and proposed change

Ilfracombe would still have two fire engines. One fire engine would be a large fire engine (Medium Rescue Pump). The other would be a smaller sized fire engine (Light Rescue Pump). The station would not have any Wholetime firefighters. The number of On Call firefighters would stay the same.

Firefighters affected by changes to the number of Wholetime crewed fire engines would be reallocated to provide improved efficiency, increase fire cover at key stations and undertake additional targeted prevention and protection work within their Area.

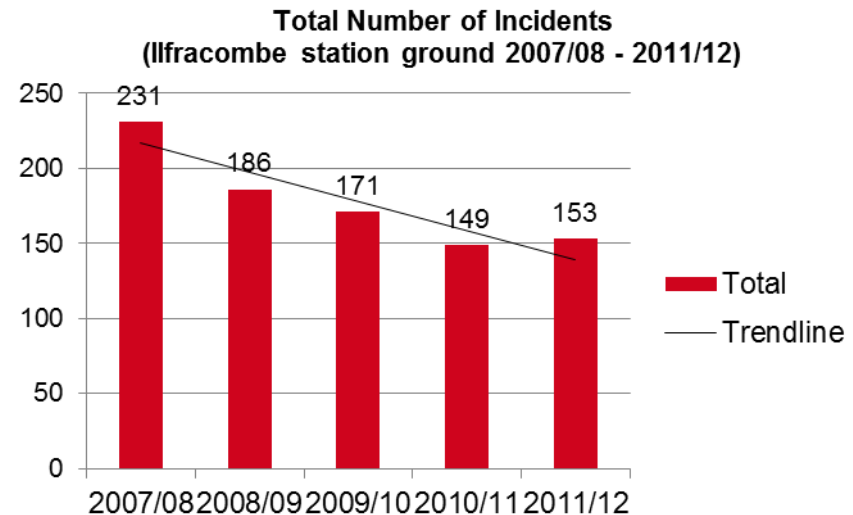
Context

The number of emergency incidents attended on Ilfracombe station ground has decreased over the last 5 years, see graph opposite. A direct comparison of 2007/08 with 2011/12 gives a total reduction in the number of incidents attended of 33.77%.

We feel that, for the level of activity in Ilfracombe and surrounding area, the benefits of making the changes outlined above, combined with changes to the way we carry out prevention and protection work, outweigh the potential risks and will continue to keep the public safe.

Effects of change

Currently we aim to have our first fire engine at the scene of an emergency within 10 minutes and our second fire engine there within 13 minutes. This response area is shown in the map opposite.



The area that can be covered by Wholetime firefighters is greater than that covered by On Call firefighters because On Call response times include the time it takes for firefighters to travel from their homes or workplaces to their stations once their alerters have gone off.

By removing the Wholetime day crew from Ilfracombe the number of households covered by 10 minute zone would decrease, between 09:00 and 18:00hrs (Monday to Friday), by 1,854 (from 5,220 to 3,366). Of the 1,854 households affected by the reduction, 126 are classified as high risk. This change is shown on the map below. With the introduction of a smaller fire engine at Ilfracombe the number of households covered in the 13 minute response time would increase by a total of 51 (from 4,977 to 5,028). This is shown graphically on the second map.

Proposal 5, that looks to increase the amount of prevention activity by investing an additional £450,000, supports this proposal by helping to provide additional fire safety to those households affected.

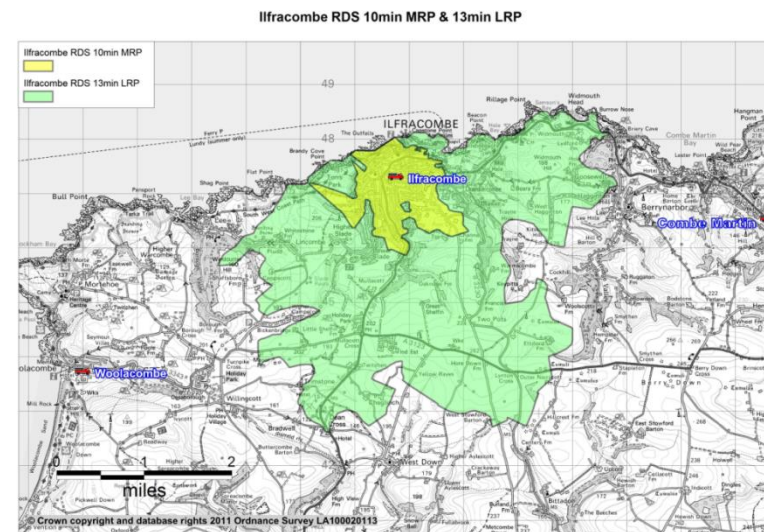
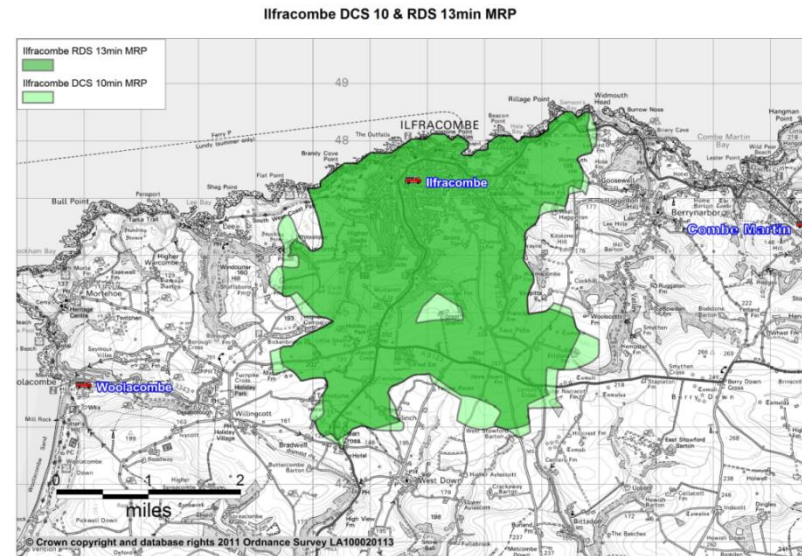
Benefits

Improved firefighter safety as firefighters would be gaining more operational experience.

Reduced costs

Improved community safety from the increased area covered in the response times when the smaller fire engine is provided

Improved community safety as firefighters released from the Wholetime crews would provide additional flexibility to provide cover at stations where we struggle to provide a crew for the fire engine.



Risks

Fires happen in high risk dwellings before we have visited them with targeted fire prevention services.

Not all high risk dwellings are identified for receiving targeted prevention services.

Emergency incidents increase and we cannot match our resources to the new risk.

Delays in providing a smaller fire engine affects the size of the response zones.

Engagement activity: public and staff