

**M. Pearson
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the
Devon & Somerset Fire & Rescue
Authority
(see below)**

**SERVICE HEADQUARTERS
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Your ref :
Our ref : DSFRA/MP/SY
Website : www.dsfire.gov.uk

Date : 2 July 2013
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DEVON & SOMERSET FIRE & RESCUE AUTHORITY

Wednesday 10 July 2013

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 10:00 hours in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

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

1. **Apologies**
2. **Minutes** of the Annual and Ordinary meetings held on 30 May 2013 attached (pages 5 and 8 respectively).
3. **Items Requiring Urgent Attention**

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

PART 1 – OPEN COMMITTEE

4. **Questions and Petitions by the Public**

In accordance with Standing Orders, to consider any questions and petitions submitted by the public. Questions must relate to matters to be considered at this meeting of the Authority. Petitions must relate to matters for which the Authority has a responsibility or which affects the Authority. Neither questions nor petitions may require the disclosure of confidential or exempt information. Questions and petitions must be submitted in writing or by e-mail to the Clerk to the Authority (e-mail address: clerk@dsfire.gov.uk) **by midday on Friday 5 July 2013.**

5. **Addresses by Representative Bodies**

To receive addresses from representative bodies requested and approved in accordance with Standing Orders.

6. **Questions by Members of the Authority**

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

7. **Minutes of Committees**

(a) Commercial Services Committee

The Chair of the Committee, Councillor Healey, to **MOVE** the Minutes of the meeting held on 18 June 2013 attached (page 12)

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

(b) Community Safety & Corporate Planning Committee

The Chair of the Committee, Councillor Leaves, to **MOVE** the Minutes of the meeting held on 19 June 2013 attached (page 14)

RECOMMENDATIONS

(i) that the recommendation at Minute CSCP/4 (SAFE South West Update and Appointment of Trustees) be approved;

(ii) that, subject to (i) above, the Minutes be adopted in accordance with Standing Orders.

8. **Medium Term Financial Plan 2013-17 - Impact of 2013 Spending Round Announcement**

Report of the Treasurer (DSFRA/13/14) attached (page 16).

9. **"Facing The Future" - Sir Ken Knight's Independent Review of Efficiency and Operations In Fire & Rescue Authorities in England**

Report of the Chief Fire Officer (DSFRA/13/15) attached (page 25).

10. **Non-Operational Savings**

Report of the Chief Fire Officer (DSFRA/13/16) attached (page 27).

11. **Draft Corporate Plan 2013-14 To 2014-15: Consultation Results**

Report of the Chief Fire Officer (DSFRA/13/17) attached (page 38).

12. **Arrangements for Appointment of Authority Treasurer**

Report of the Chief Fire Officer (DSFRA/13/18) attached (page 110).

13. **Chairman's Announcements**

14. **Chief Fire Officer's Announcements**

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

Nil

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Healey(Chair), Gribble (Vice Chair), Bown, Brazil, Brooksbank, Burrige-Clayton, Chugg, Colthorpe, Dyke, Eastman, Edmunds, Ellery, Gordon, Greenslade, Horsfall, Knight, Leaves, Owen, Prior-Sankey, Radford, Randall Johnson, J Smith, Woodman and Yeomans.

NOTES	
1.	<p><u>Disclosable Pecuniary Interests (Authority Members only)</u></p> <p>If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority's Monitoring Officer, you must:</p> <ul style="list-style-type: none"> (a) disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest; (b) leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and (c) not seek to influence improperly any decision on the matter in which you have such an interest. <p>If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (b) and (c) above.</p>
2.	<p><u>Part 2 Reports</u></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
3.	<p><u>Substitute Members (Committee Meetings only)</u></p> <p>Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p>
4.	<p><u>Access to Information</u></p> <p>Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the "Please ask for" section at the top of this agenda.</p>
5.	<p><u>Directions for Service Headquarters</u></p> <p>Information on directions to and public car parking at Service Headquarters can be found on the Service website by following the link below</p> <p>www.dsfire.gov.uk/ContactUs/ServiceHeadquarters/documents/SHQMap.pdf</p>

DEVON & SOMERSET FIRE & RESCUE AUTHORITY
(Annual Meeting)

30 May 2013

Present:-

Councillors Bown, Brazil, Brooksbank, Burridge-Clayton, Chugg, Mrs. Colthorpe, Dyke, Eastman, Edmunds, Ellery, Gordon, Greenslade, Gribble, Healey, Knight, Leaves, Owen, Radford, Randall Johnson, J Smith, Woodman and Yeomans

Apologies:-

Councillors Horsfall and Prior-Sankey

DSFRA/1. Election of Chairman

RESOLVED that Councillor Healey be elected Chairman of the Authority until its Annual Meeting in 2014.

DSFRA/2. Minutes

RESOLVED that the Minutes of the budget meeting held on 18 February 2013 be signed as a correct record.

DSFRA/3. Election of Vice-Chairman

Nominations were invited for the post of Vice-Chairman.

Councillor Knight proposed, with Councillor Eastman seconding, that Councillor Gribble be elected Vice-Chairman.

Councillor Gordon proposed himself for the post. This was seconded by Councillor Bown.

A secret ballot was then held, as requested by a majority of those present in accordance with Standing Orders, following which it was

RESOLVED that Councillor Gordon be elected Vice-Chairman of the Authority until its Annual Meeting in 2014.

DSFRA/4. Review of Constitutional Governance Framework Documents

The Authority considered a report of the Clerk to the Authority (DSFRA/13/8) on the outcome of the most recent annual review of the Authority's constitutional framework documents (Standing Orders, Financial Regulations etc.). The documents were derived from a number of sources – some statutory, some best practice – and were reviewed at least annually to ensure fitness for purpose. While no changes were proposed at this stage, reference was made to the ongoing business transformation programme which could necessitate amendments in future.

RESOLVED

- (a) that the constitutional governance framework documents as listed at paragraph 1.1 of report DSFRA/13/8 be endorsed;
- (b) that it be noted that proposals for amendments to the documents may be submitted to future meetings of the Authority as and when required.

DSFRA/5. Schedule of Appointments to Committees and Outside Bodies Etc.

The Authority considered a report of the Clerk to the Authority (DSFRA/13/9) seeking endorsement to the Authority's current committee structure and associated Terms of Reference, together with appointments to committees and outside bodies for the forthcoming municipal year.

RESOLVED

- (a) that, in accordance with Standing Orders, appointments be made to Committees etc. as shown below for the 2013-14 municipal year, the term of office to be until the Authority annual meeting in 2014:

Audit and Performance Review Committee

Councillors Brazil, Burr ridge-Clayton, Edmunds, Gribble, Healey, Horsfall and Radford.

Commercial Services Committee

Councillors Brazil, Dyke, Edmunds, Gordon, Healey, Randall Johnson and Woodman.

Community Safety and Corporate Planning Committee

Councillors Bown, Colthorpe, Eastman, Ellery, Leaves, Owen and Prior-Sankey.

Determinations and Dispensations Committee

Councillors Bown, Horsfall, Prior-Sankey, Randall Johnson and Yeomans.

Human Resources Management and Development Committee

Councillors Bown, Brooksbank, Burr ridge-Clayton, Chugg, Horsfall, Knight and J. Smith.

Resources Committee

Councillors Brooksbank, Burr ridge-Clayton, Chugg, Dyke, Gordon, Greenslade and Yeomans.

Capital Programme Working Party

Councillors Bown, Leaves, Randall Johnson and Woodman.

Equality and Diversity Member Champion

Councillor Randall Johnson

Climate Change and Sustainability Member Champion

Councillor Leaves

- (b) that Mr. David Watson be appointed as the Authority's "Independent Person" as required by the Localism Act 2011, for a further twelve months until the Authority's annual meeting in 2014;
- (c) that appointments be made to Outside Bodies as shown below for the 2013-14 municipal year, the term of office to be until the Authority's annual meeting in 2014 unless otherwise indicated:

LOCAL GOVERNMENT ASSOCIATION

Fire Commission

Authority Chairman

General Assembly

Authority Chairman (exercising 2 Service and 1 Corporate vote);
Councillors Dyke, Leaves and Woodman (each exercising 1
service vote).

Urban Commission

Councillor Gordon

Rural Commission

Councillor Brooksbank

**DEVON STRATEGIC PARTNERSHIP BI-ANNUAL
WORKSHOP**

Councillor Radford

SOUTH WEST COUNCILS

Authority Chairman

SOUTH WEST PROVINCIAL COUNCIL

Chair of Human Resources Management and Development
Committee

SOUTH WEST FORUM OF FIRE AUTHORITIES

Authority Chairman

PLYMOUTH AND DEVON RACE EQUALITY COUNCIL

Councillor Gordon

SOMERSET RACE EQUALITY COUNCIL

Councillor Horsfall

- (d) that the Terms of Reference for the Authority Committees etc. as set
out Appendix B to report DSFRA/13/9 be confirmed.

DSFRA/6. Draft Calendar of Meetings 2013-14

RESOLVED that the draft Calendar of Authority and Committee Meetings for 2013-14,
as appended to report DSFRA/13/10, be approved.

The meeting started at 10.00hours and finished at 11.00hours.

DEVON & SOMERSET FIRE & RESCUE AUTHORITY
(Ordinary Meeting)

30 May 2013

Present:-

Councillors Healey (Chairman), Bown, Brazil, Brooksbank, BurrIDGE-Clayton, Chugg, Colthorpe, Dyke, Eastman, Edmunds, Ellery, Gordon, Greenslade, Gribble, Knight, Leaves, Owen, Radford, Randall Johnson, J Smith, Woodman and Yeomans

Apologies:-

Councillors Horsfall and Prior-Sankey

DSFRA/7. Addresses by Representative Bodies

In accordance with Standing Orders, the Authority received an address by the Fire Brigades Union in summary expressing its opposition to the proposals as contained in the draft Corporate Plan (the consultation period for which had recently closed) and inviting the Service to submit alternative proposals to the meeting to be held on 10 July 2013.

DSFRA/8. Minutes of Committees

(a) Human Resources Management & Development Committee

The Chair of the Committee, Councillor Mrs. Bown, **MOVED** the Minutes of the meeting held on 18 March 2013 which had considered, amongst other things:

- a presentation on firefighters' pensions schemes; and
- a presentation on the equality and diversity recognition afforded to the Devon & Somerset Fire & Rescue Service by securing a ranking of 91st in the Stonewall Top 100 Employers.

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

(b) Commercial Services Committee

The Vice-Chair of the Committee, Councillor Dyke, **MOVED** the Minutes of the meeting held on 3 April 2013 at which he had presided in place of the Committee Chairman and which had considered, amongst other things:

- a business case on the sub-contracting of fire risk assessors;
- a report on competition law compliance;
- a report on the reform of competition law enabling private actions to be brought;
- a report on state aid; and
- an update on commercial matters.

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

(c) Audit & Performance Review Committee

The Chair of the Committee, Councillor Radford, **MOVED** the Minutes of the meeting held on 8 May 2013 which had considered, amongst other things:

- an update from Grant Thornton covering the Authority audit plan and planned audit fees for 2013-14;
- a report of the Treasurer on the response made on behalf of the Authority to assurances sought by Grant Thornton in relation to the Authority's procedure and processes to discharge its responsibilities in relation to fraud and corruption, law and regulation, accounting for estimates and related parties;
- a report on performance by the Service between April 2012 to February 2013 against those measures contained in the approved Corporate Plan; and
- a presentation on critical incident defusing.

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

(d) Resources Committee

The Chair of the Committee, Councillor Gordon, **MOVED** the Minutes of the meeting held on 16 May 2013 which had considered, amongst other things:

- a report on a proposed annual grant to the Service Ceremonial Unit for the current financial year; and
- a report on performance against approved financial targets as at 31 March 2013.

RESOLVED

- (i) that the recommendation at Minute RC/21 (Financial Performance Report 2012-13: Quarter 4) be considered in conjunction with the item on the Provisional Financial Outturn 2012-13 below;
- (ii) that, in accordance with Standing Orders, the Minutes be adopted.

(SEE ALSO MINUTE DSFRA/9 BELOW).

DSFRA/9. Provisional Financial Outturn 2012-13

The Authority considered a report of the Treasurer (DSFRA/13/11) on the final outturn position (subject to audit) for revenue and capital spending for the 2012-13 financial year. For revenue, an underspend of £1.681m was reported, equating to approximately 2.14% of the approved budget of £78.677m. A significant portion of the total underspend (£1m of the £1.681m) was attributable to positive action by Service budget holders and the savings so identified had been removed from the base budget for 2013-14. The report also detailed other significant variations against the approved 2012-13 revenue budget including, amongst other things:

- an overspend of £0.357m against the wholetime staff pay budget;
- an underspend of £0.390m against the retained pay budget (accounted for by a reduction in activity levels);
- an underspend of £0.459m against non-uniformed pay costs;
- greater than anticipated Treasury Management income, which had exceeded the original target by £0.131m.

Three contributions to earmarked reserves were included in the outturn figures as follows:

- £0.139m in grants received during 2012-13 but currently unapplied;

- £0.150m to enable completion next year of works commenced during the current financial year relating to a replacement telephone system (£0.100m) and remedial work to repair leakage from an oil bunker container at Taunton Fire Station (£0.050m); and
- £2.832m capital funding reserve required to fund capital spending once incurred in 2013-14.

Proposals for utilisation of the underspend, together with the current position in relation to financial reserves and provisions held by the Authority, were also identified in the report. These had initially been considered by the Resources Committee at its meeting held on 16 May 2013 and recommended by that Committee for approval (Minute RC/21 refers).

The Authority's capital programme for 2012-13 had initially been set at £8.597m but had subsequently been increased to £10.647m as a result of carrying forward slippage from the previous year and also by the addition of new capital spending items to be funded either from grant income or revenue contributions. The draft outturn position indicated capital spending of £4.662m against the total approved programme of £10.647m. The report indicated how the total spending would be financed and also set out reasons for the slippage of £5.985m. No prudential indicator had been breached from capital activity in 2012-13.

RESOLVED

- (a) that, as recommended by the Resources Committee, the following three proposed transfers to Earmarked Reserves (as outlined in paragraph 10.1 of report DSFRA/13/11) be approved:
 - an amount of £0.103m be transferred to an Earmarked Reserve to fund two one-off essential spending pressures not included in the 2013-14 revenue budget;
 - an amount of £1.578m be transferred to the CSR 2010 Budget Strategy Reserve;
- (b) that the proposed transfer of £0.314m from Earmarked Reserves to the General Reserve, as outlined in paragraph 10.3 of this report, be approved;
- (c) that the capital determinations in relation to the funding of the 2012-13 capital spending, as detailed in paragraph 15.1 of the report, be approved;
- (d) that subject to (a) to (c) above, the position in relation to the Revenue and Capital Outturn, as indicated in this report, be noted.

(SEE ALSO MINUTE DSFRA/8(d)(i) ABOVE).

DSFRA/10. Annual Treasury Management Report 2012-13

The Authority received for information a report of the Treasurer (DSFRA/13/12) summarising Authority treasury management activities during 2012-13 in accordance with the requirements of the CIPFA Code of Practice on Treasury Management. A prudent approach had been taken to investment decisions during the year with priority being given to liquidity and security over yield. Against a backdrop of continued uncertainty in the aftermath of the 2008 financial crisis, a cautious approach had been followed whereby investments were determined by risk considerations resulting in relatively low returns compared to the borrowing rates. Despite this, however, the Authority still secured returns on investment above the LIBID 3 month rate (the benchmark return for short-term investments) and no Prudential Indicator had been breached.

DSFRA/11. Exclusion of the Press and Public

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972 the press and public were excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A (as amended) to the Act, namely information relating to individuals and which could reveal the identity of individuals.

DSFRA/12. Proposed Management Restructure

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded).

The Authority considered a report of the Chief Fire Officer (DSFRA/13/13) on a proposed restructure of the Senior Management Board in the interests of efficiency savings for the organisation. The report identified that the total cost of effecting these changes would be recovered in eight months.

RESOLVED

- (a) that the proposed arrangements, as set out in report DSFRA/13/13, for the release/voluntary redundancy of the Deputy Chief Fire Officer and the Director of Finance be approved and these two posts deleted from the establishment;
- (b) that the proposed arrangements in relation to the release/voluntary redundancy of the Assistant Chief Fire Officer (Service Delivery) be approved with the funding for the post being retained pending a further review;
- (c) that the arrangements for the Treasurer to the Authority role, which currently forms part of the Director of Finance post, be reviewed;
- (d) that expressions of interest be invited from all staff for early release (including voluntary redundancy) from the organisation.

The meeting started at 11.15hours and finished at 13.25hours.

COMMERCIAL SERVICES COMMITTEE
(Devon and Somerset Fire and Rescue Authority)

18 June 2013

Present:-

Councillors Brazil, Dyke, Edmunds, Gordon, Healey, Randall Johnson and Woodman

***CSC/1. Election of Chair**

RESOLVED that Councillor Healey be elected Chair of the Committee until its first meeting following the annual meeting of the Authority in 2014.

***CSC/2. Minutes**

RESOLVED that the Minutes of the meeting held on 3 April 2013 be signed as a correct record.

***CSC/3. Election Of Vice-Chair**

RESOLVED that Councillor Dyke be elected Vice-Chair of the Committee until its first meeting following the annual meeting of the Authority in 2014.

***CSC/4. Commercial Services Outturn 2012-13**

The Committee received for information a report of the Treasurer to the Authority (CSC/13/7) indicating that the final surplus from commercial activities in 2012-13 was £0.189m. This was considered to be a good result considering the difficult economic market and current restrictions on public sector funding which were having a detrimental impact on all fire and rescue training budgets, resulting in the growth in income being less than anticipated.

The report also identified a number of other, non-financial, benefits that the development and delivery of commercial products and services was securing including:

- increased knowledge and experience in a number of technical areas, resulting in enhancements to firefighter safety;
- improvements in public safety stemming from delivery of commercial training courses;
- additional employment and earning opportunities for staff on primary and secondary contract terms.

***CSC/5. Accountabilities, Roles and Responsibilities of the Board and Directors Of RedOne Ltd.**

The Committee received for information a report of the Chief Fire Officer (CSC/13/8) to which was appended a document giving an overview of RedOne Ltd. and its governance arrangements.

The document defined the roles and responsibilities of the Board of Directors in ensuring that RedOne Ltd. fulfilled its duties and functions in accordance with its Articles of Association and relevant legislation governing commercial trading activity.

***CSC/6. Exclusion of the Press and Public**

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely information relating to the financial and business affairs of the Authority and other companies.

***CSC/7. Commercial Services Strategy and Purpose**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Committee received for information a presentation setting out, amongst other things:

- the legislation governing trading activities by the Authority;
- the establishment of RedOne Ltd. as the Authority's trading arm;
- the Service objective for commercial trading and the work of the Service Commercial Services team;
- trading activities being progressed or explored by the Service under the commercial development strategy.

***CSC/8. RedOne Ltd. - Profit and Loss Accounts**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Committee received for information a presentation from the Treasurer on the current position of the profit and loss account for RedOne Ltd. for the current (2013-14) financial year. In addition to actual figures to date, the Committee received extrapolated figures to the year-end which indicated that the benefit of commercial trading to the Service should exceed the Service income target.

***CSC/9. Update on Commercial Matters (including current commercial leads and opportunities)**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Director of People and Organisational Development reported to the Committee, for information, on the current position in relation to commercial matters including:

- business partnership arrangements being explored;
- direct business leads and opportunities being progressed; and
- new product developments.

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

The meeting started at 14:00hours and finished at 16:50hours.

COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE

(Devon and Somerset Fire and Rescue Authority)

19 June 2013

Present:-

Councillors Bown, Greenslade (vice Owen), Healey (vice Eastman), Knight (vice Colthorpe), Leaves, Prior-Sankey and Woodman (vice Ellery).

Apologies:-

Councillors Colthorpe, Eastman, Ellery and Owen

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

RESOLVED that Councillor Leaves be elected Chair of the Committee until its first meeting after the annual meeting of the Authority in 2014.

***CSCPC/2. Minutes**

RESOLVED that the Minutes of the meeting held on 6 February 2013 be signed as a correct record, subject to Minute *CSCPC/28 being amended as follows:

- in the third paragraph, first sentence, replacement of the words “had secured” with the words “was seeking to secure”;
- in the fourth paragraph, first sentence, replacement of the words “this required” with the words “this would require” and of the words “was more than off-set” with the words “would be more than off-set”.

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

RESOLVED that Councillor Prior-Sankey be elected Vice-Chair of the Committee until its first meeting after the annual meeting of the Authority in 2014.

CSCPC/4. SAFE South West Update and Appointment of Trustees

The Committee considered a report of the Director of Service Support (CSCPC/13/3) on progress with the establishment by the Service of a charitable arm to access funding for community safety initiatives. Arrangements were in hand to submit the application for SAFE South West which it was hoped would be granted charitable status in late July. It was now proposed that, to secure appropriate community representation, two Authority Members should be appointed as ex-officio trustees of the Charity.

RESOLVED

- (a) that the Authority be recommended to approve the appointment of the Chair and Vice Chair of Community Safety and Corporate Planning Committee as Ex Officio Trustees for SAFE South West, with the Charity Commission then being notified accordingly;
- (b) that, subject to (a) above, the report be noted.

***CSCPC/5. Response and Resilience Issues**

The Committee received for information presentations on:

- introduction by the Service of Light Rescue Pumps (LRPs) as part of its innovative “tiered approach” aimed at matching appropriate resources to identified risk thereby maximising effectiveness and efficiency in Service delivery; and
- Service involvement in emergency planning and Local Resilience Forums (LRFs).

Scheduled presentations on:

- Specialist Capabilities; and
- Integrated Risk Management Planning (IRMP), data based evidence and Sir Ken Knight’s review of the Fire and Rescue Service in England.

were deferred until the next meeting.

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

The meeting started at 09:30hours and finished at 10.30hours.



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	DSFRA/13/14
MEETING	DEVON AND SOMERSET FIRE AND RESCUE AUTHORITY
DATE OF MEETING	10 JULY 2013
SUBJECT OF REPORT	MEDIUM TERM FINANCIAL PLAN 2013-2017 – IMPACT OF 2013 SPENDING ROUND ANNOUNCEMENT
LEAD OFFICER	TREASURER
RECOMMENDATIONS	<i>That the revised forecasts of savings targets required to 2016-17, as a consequence of the Chancellors 2013 Spending Round announcement, be noted.</i>
EXECUTIVE SUMMARY	<p>The MTFP is used to provide forecast revenue budget savings required over a four year period based upon a number of key assumptions. The most recent forecasts, covering the period 2013-14 to 2016-17, were considered at the budget meeting in February 2013 when setting levels of revenue budget and council tax for 2013-14.</p> <p>The Chancellors 2013 Spending Round announcement on 26 June 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. The announcement also included details of government expectations in relation to council tax and pay awards from 2014-15.</p> <p>This report provides a summary of the key points included in the announcement as they impact on fire and rescue authorities, together with a revision to the forecast savings figures included in the Authority MTFP.</p>
RESOURCE IMPLICATIONS	As indicated in the report.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Not applicable.
APPENDICES	Appendix A – Reserves and Provisions as at 31 March 2013

**LIST OF BACKGROUND
PAPERS**

2013-14 Revenue Budget and Council Tax Levels Report
(DSFRA/13/4) to the budget meeting held on 18 February 2013.

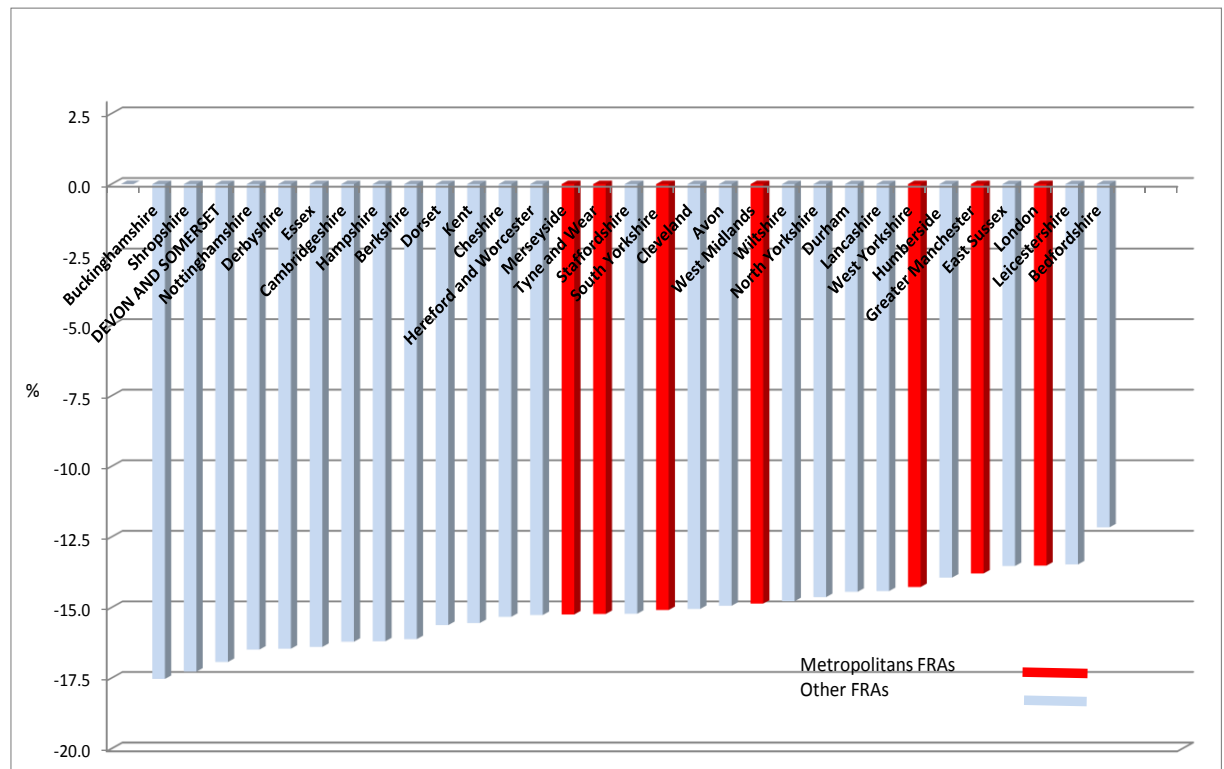
1. INTRODUCTION

- 1.1 Members will be well aware of the economic background which led to the government announcing its plans to reduce the national structural deficit. The Comprehensive Spending Review (CSR) in October 2010 provided specific details of how public spending would be reduced over the four year period 2012-13 to 2014-15, including significant reductions in local authority grants over this period.
- 1.2 For fire and rescue authorities, this resulted in a real terms reduction in government grants of 25% by 2014-15. The most recent Local Government Finance Settlement, announced in late December 2012, provided local authorities with individual formula funding allocations for the two financial years 2013-14 and 2014-15. For Devon and Somerset FRA we know that this has resulted in a reduction in grant of £5.5m by 2014-15, equivalent to -17.6% over 2012-13.
- 1.3 Looking beyond 2014-15, the Chancellors' Autumn Statement in December 2012 confirmed that the austerity measures to reduce the structural deficit will need to continue for at least three further years beyond 2014-15 i.e. until 2018. The latest CSR announcement made on the 26th June 2013 provided departmental targets in relation to 2015-16 only. This included details of a -10% reduction in government funding for local government, including fire and rescue authorities, in 2015-16. The announcement also included details of government expectations in relation to council tax increases and public sector pay awards from 2014-15.
- 1.4 The Authority's Medium Term Financial Plan provides forecasts of revenue budget savings required over a four year period based on a number of key assumptions e.g. grant funding, council tax increases, pay and prices increases, pension liabilities and other known spending pressures. The most recent forecasts of savings were reported to the Authority in February 2013 when considering levels of budget and council tax for 2013-14. At that time it had been forecast that on-going savings of £4.1m are required by 2014-15 over and above the 2012-13 base budget, rising to £10.7m by 2016-17.
- 1.5 This report provides a summary of the key changes included in the 2013 Spending Round announcement as they affect fire and rescue authorities, and revised forecasts of savings targets to include the impact of these changes.

2. LOCAL GOVERNMENT FINANCE SETTLEMENT 2013-14 AND 2014-15

- 2.1 Members will recall that the Local Government Finance Settlement, announced in late December 2012, provided local authorities with individual formula funding allocations for the two financial years 2013-14 and 2014-15. For fire and rescue authorities (FRAs) this included average reductions in formula funding of -8.9% in 2013-14 and a further -7.5% in 2014-15, consistent with the government commitment that the more significant reductions in Fire funding are to be back-loaded to 2013-14 and 2014-15 of the four years covered by CSR 2010.
- 2.2 For Devon and Somerset FRA the reductions in grant funding were above the average at -10.3% in 2013-14 over 2012-13, and a further reduction of -7.3% in 2014-15 over 2013-14, resulting in an overall reduction of -17.6%. Chart 1 overleaf provides an analysis of changes in formula funding for all FRA's over these two years.

CHART 1 – ANALYSIS OF CHANGES IN FRA FORMULA FUNDING 2012-13 TO 2014-15



2.3 As is illustrated by Chart 1 this Authority has suffered the third worst settlement of all FRAs over the two years. This is very surprising given that in the previous settlement, in 2010, we had the third best settlement, and that the formula used to distribute fire formula funding for 2013-14 now includes a sparsity factor for the very first time. Given that Devon and Somerset provides fire and rescue cover over the largest geographical area in the country, this Authority should have been the biggest gainer from the inclusion of the sparsity factor. It would appear, however, that other changes in the formula have worked against us.

2.4 A reduction in grant of -17.6% represents a cash reduction of -£5.5m by 2014-15 over 2012-13. Whilst this is a significant change and is worse than had been expected it is within the range of savings figures forecast by the Authority MTFP and therefore our planning since CSR 2010 has catered for this magnitude of change. The Corporate Plan, considered elsewhere on the agenda, seeks approval of proposals designed to address the budget shortfall to 2014-15.

3. CHANCELLORS SPENDING ROUND 2013

3.1 Looking beyond 2014-15, the Chancellors’ Autumn Statement in December 2012 made it clear that the austerity programme to reduce the structural deficit will need to continue for at least three further years beyond 2014-15 i.e. until 2018. Whilst grant figures for years beyond 2014-15 will not be known for some time (November 2014 for 2015-16), it is highly likely that the scale of further reductions in the two years 2015-16 and 2016-17 will be as much as the whole of the four years covered by CSR 2010, equivalent to a further £5m reduction in the Devon and Somerset FRA grant by 2016-17.

- 3.2 The Chancellors 2013 Spending Round announcement on 26 June 2013 provided departmental targets for central funding for the year 2015-16. The headline figure in relation to local government is that the CLG – Local Government allocation has been reduced by -10% in 2015-16 over 2014-15. A summary of the measures included in the announcement - as they may impact on fire and rescue authorities is provided below:
- Headline reduction in CLG Local Government Funding of -10% in 2015-16 over 2014-15 (£25.6bn in 2014-15 to £23.5bn in 2015-16).
 - The Government is relatively protecting fire and rescue authorities by applying a - 7.5% reduction to their budgets overall. The Knight Review made a strong case for the opportunities for further reform within the Fire and Rescue Service. Therefore the Government is creating.
 - a £45 million Fire Efficiency Incentive Fund to invest capital in ensuring that fire service assets such as fire stations are appropriately located to ensure efficient and effective service delivery; no detail as to whether this is in addition to the current £70m in the 2014-15 figures and
 - from a -10% reduction in grant that would otherwise be applied to FRAs funding, a £30 million (2.5%) resource fund will be available on a bid-for basis through the local government settlement to encourage joint working between fire and rescue authorities, collaboration with other blue lights services, and to meet the upfront costs of service transformation.
 - The settlement supports those local authorities who have kept council tax down since 2011-12 by continuing to provide for previous council tax freeze grants in their 2015-16 settlement. This is worth £833 million to local authorities.
 - The Government will also make additional funding available in 2014-15 and 2015-16 for local authorities who choose to freeze their council tax, and plans to set the council tax referendum threshold at 2 per cent for 2014-15 and 2015-16.
 - Budget 2013 had previously announced that public sector pay awards in 2015-16 would be limited to an average of up to 1%. The Spending Round announces further action to ensure that public sector workers do not receive an automatic pay increase purely as a result of time in post.
 - The Government will consult on the local government finance settlement for 2015-16 in the normal way (November 2014), recognising that some local authorities are more dependent on central funding than others.

4. MEDIUM TERM FINANCIAL PLAN 2013-2017

- 4.1 The Authority MTFP is used to model forecast of savings targets over a number of years, typically four years. Clearly it is not possible to provide forecasts into future years with absolute certainty, however based upon prudent assumptions in relation to government grant figures, pay and prices increase and other spending pressures e.g. pension liabilities, forecasts of future budgets and savings can be made to inform financial planning scenarios.
- 4.2 The most recent forecasts, for the years 2013-14 to 2016-17, were reported to the Authority at its budget meeting in February 2013 in considering levels of revenue budget and council tax for 2013-14. At that time it had been forecast that further savings of £4.1m were required by the end of the CSR 2010 period, rising to £10.7m by 2016-17. A summary of these figures are illustrated in Table 1 overleaf.

TABLE 1 – EXTRACT FROM MTFP 2013-2017 (February 2013)

	2013-14 Actual	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast
	£m	£m	£m	£m
Revenue Budget Requirement	78.357	79.392	81.000	83.124
- Revenue support business rates baseline funding	(34.962)	(32.691)	(30.075)	(27.820)
- Council tax precept	(41.822)	(42.597)	(43.577)	(44.578)
Total Funding	(76.784)	(75.288)	(73.652)	(72.398)
BUDGET SHORTFALL	(1.573)	(4.104)	(7.348)	(10.726)

- 4.3 The revenue budget for 2013-14 has now been set which includes the delivery of £1.573m of on-going savings. The MTFP indicates that further savings of £2.531m will need to be delivered in 2014-15 in order that a balanced budget can be set which will bring cumulative savings to £4.104m over 2012-13.

Revised MTFP 2013-2017

- 4.4 Table 2 below provides a summary of revised forecast savings figures based upon the measures included in the Spending Round announcement.

TABLE 2 – EXTRACT FROM MTFP 2013-2017 (June 2013)

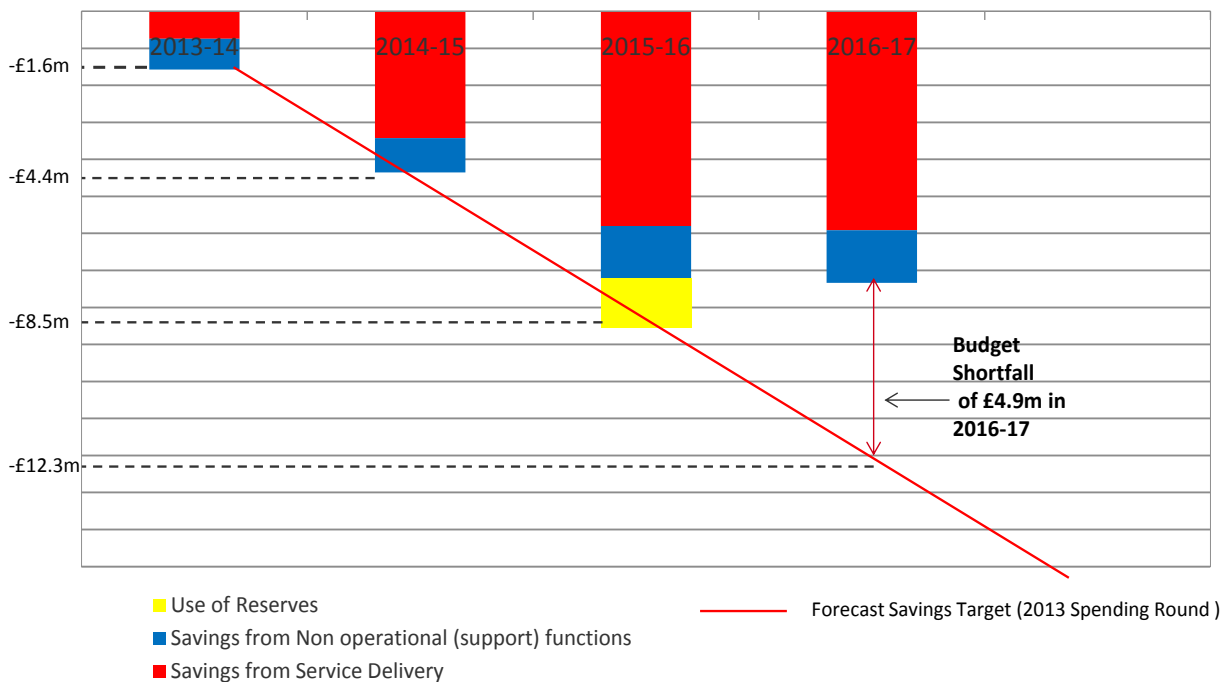
	2013-14 Actual	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast
	£m	£m	£m	£m
Revenue Budget Requirement	78.357	78.944	79.976	81.963
- Revenue support business rates baseline funding	(34.962)	(32.341)	(29.107)	(26.778)
- Council tax precept*	(41.822)	(41.765)	(41.889)	(42.852)
- Council Tax Reward Grant*	-	(0.415)	(0.415)	-
Total Funding	(76.784)	(74.521)	(71.411)	(69.630)
BUDGET SHORTFALL	(1.573)	(4.423)	(8.565)	(12.333)

* Assumed council tax freeze in 2014-15 and 2015-16, and reward grant equivalent to a 1% increase in council tax for one-year only.

4.5 As can be seen from the figures in Table 2 the impact of the measures included in the Spending Round has increased the savings targets from previous forecasts to £4.423m in 2014-15 rising to £12.333m in 2016-17. It should be emphasised that these revised forecasts assume a council tax freeze in 2014-15 and 2015-16 in line with government expectations. It is of course an Authority decision as to whether it chooses to increase the level of council tax in each year subject to the local referendum limit of a 2% increase. A 1% variation in council tax is equivalent to additional precept funding of £0.415m.

4.6 Chart 2 below provides a graphical illustration of the trajectory of revised savings required compared with savings planned to be achieved from the proposals included in the 2013-14 Corporate Plan.

CHART 2 – REVISED FORECAST SAVINGS REQUIRED (SPENDING ROUND 2013)



4.7 The forecasts in Chart 2 illustrate that the planned savings to be delivered from the Corporate Plan proposals will be sufficient to balance the budget in 2014-15, but not go far enough to balance the forecast shortfall from 2015-16. It is evident therefore that a Phase 2 of further planned savings will be needed to be brought forward for consideration with sufficient lead in time to deliver these savings from 2015.

5. RESERVES AND BALANCES

5.1 Included in the Authority Reserve balances as at 31 March 2013 is an amount of £3.395m held in the CSR 2010 Budget Strategy Reserve. This Reserve has been built up since 2010 from budget underspends and is part of the overall strategy to provide a financial contingency during the period of austerity. It is anticipated that calls will be made upon this Reserve during the next two years to fund redundancy packages required to reduce staffing numbers at the pace required. Any remaining balance is required to provide contingency against the risk of savings requirements exceeding the forecasts included in the MTFP.

5.2 Appendix A provides a summary of Reserve Balances as at 31 March 2013, including the Earmarked Reserve identified in paragraph 5.1.

5.3 The Authority holds two types of Reserves:

General Reserve (£5.2m) – usage from this Reserve is **non-specific** and is held to fund any unforeseen spending that had not been included in the base budget e.g. potential pension liability over and above that provided for in relation to the Employment Tribunal ruling in favour of retained firefighters under the Part-Time Workers (less than favourable Working Conditions) Regulations, and excessive operational activity resulting in significant retained pay costs. A balance of £5.2m is equivalent to 6.59% of the revenue budget, which whilst exceeds the 5% level agreed by the Authority as an “in principle” minimum, is by no means generous and places us in the lower quartile of Reserve balances compared to all FRAs.

Earmarked Reserves (£10.6m) – these reserves are held to fund a **specific** purpose and can only be used to fund spending associated with that specific purpose e.g. CLG funding for the National Fire Control Networked System, Direct Funding towards capital. Therefore aside from the balance of £3.395m identified in paragraph 5.1 funds are not available to be redirected towards funding shortfalls.

6. SUMMARY

6.1 Members will be well aware of the difficult budget decisions to be made during this period of austerity, which is now anticipated to continue three years beyond 2014-15 to 2018. It is important that these decisions are made based upon robust forecasts of the savings required during this period.

6.2 Whilst it is accepted that forecasts cannot be made with absolute certainty the MTFP is used to forecast savings targets based upon prudent assumptions around grant levels, council tax increases, pay and prices increases and other spending pressures.

6.3 This report provides an update to previously reported savings targets to include the measures included in the Chancellors Spending Round announcement on 26th June 2013. These revised forecasts indicate that saving targets have increased to £4.4m by 2014-15, over 2012-13, rising to £12.3m by 2016-17.

KEVIN WOODWARD
Treasurer

APPENDIX A TO REPORT DSFRA/13/14

RESERVES AND PROVISIONS		
	Balance as at	
	31 March	
	2013	
	£000	
RESERVES		
Earmarked reserves		
Grants unapplied in 2010-11	(2,250)	
Change & improvement programme	(511)	
Commercial Services	(253)	
Direct Funding to Capital	(3,876)	
CSR 2010	(3,395)	
2012-13 Budget Carry Forwards	(150)	
Grants unapplied in 2011-12	(139)	
Essential Spending Pressures	(103)	
Total earmarked reserves	(10,677)	
General reserve		
General fund balance	(5,187)	
Percentage of general reserve compared to net budget		-6.59%
TOTAL RESERVE BALANCES	(15,864)	
PROVISIONS		
Part time workers - retained fire fighters	(1,624)	
TOTAL PROVISIONS	(1,624)	



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	DSFRA/13/15
MEETING	DEVON & SOMERSET FIRE AND RESCUE AUTHORITY
DATE OF MEETING	10 JULY 2013
SUBJECT OF REPORT	“FACING THE FUTURE” - SIR KEN KNIGHT’S INDEPENDENT REVIEW OF EFFICIENCY AND OPERATIONS IN FIRE & RESCUE AUTHORITIES IN ENGLAND
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	This report introduces the recently-published report of Sir Ken Knight following his independent review into efficiency and operations in the fire and rescue services in England. The report comments on the headline findings of the review, the full report for which is included (page numbered separately) with the agenda for this meeting.
RESOURCE IMPLICATIONS	Subject to the decisions made at both national and local level, significant savings are possible. The Authority will be aware of previous changes already made to make this Service more efficient. Elsewhere on the agenda for this meeting additional savings are presented, many of which accord with the suggestions contained in Sir Ken Knight’s report.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	NA
APPENDICES	“Facing the Future” – Findings from the Review of Efficiencies and Operations in Fire and Rescue Authorities in England (enclosed with the agenda for this meeting, page numbered separately)
LIST OF BACKGROUND PAPERS	As above.

- 1.1 In December 2012 the Fire Minister, Brendon Lewis MP, The Minister commissioned the then Chief Fire and Rescue Advisor, Sir Ken Knight, to review efficiencies within the Fire Service.
- 1.2 Sir Ken's resultant report, *'Facing the Future: Findings from the review of efficiencies and operations in fire and rescue authorities in England'* was published on 17 May 2013.
- 1.3 Sir Ken said "It is a really good news story that there has been a massive reduction in emergency incidents in the last decade, particularly in fires of all kinds. Fire and rescue authorities have played a pivotal role in this, and have moved from predominantly emergency response organisations to organisations that look to reduce risk. There is little doubt that prevention is better than cure. But the reduction in fire risk is not solely due to the actions of fire and rescue authorities – societal changes, technological improvements, the increase in smoke alarm ownership, safety campaigns and government regulations for both buildings and furniture have played a huge part.
- 1.4 "Deaths from fires in the home are at an all time low; incidents have reduced by 40 per cent in the last decade, but expenditure and firefighter numbers remain broadly the same. This suggests that there is room for reconfiguration and efficiencies to better match the service to the current risk and response context".
- 1.5 Sir Ken's report took an analytical look at the national picture on fire and rescue, in particular on expenditure and the differences between fire and rescue authorities. The statistics used in the report are as recent as possible, based on publicly available data, in most cases, from 2011/12. He did acknowledge that further efficiencies will have been sought and achieved in 2012/13 that are not reflected in this data.
- 1.6 The headline messages were that fire and rescue authorities in England could find a further £200m in savings across a number of areas, some of which in the longer term would need Government enabled transformation for further efficiencies. The £200m saving is largely a broad-brush measure of savings that could be achieved if the top 25% highest spending Authorities reduced their spend.
- 1.7 "Increasing the total 'on-call' firefighters nationally by just 10% (to 40%) could provide annual savings of up to £123 million. All fire and rescue authorities must consider whether 'on-call' firefighters could meet their risk – it is an invaluable cost-effective service".
- 1.8 He also outlined that £17 million could be saved if authorities adopted the leanest structure in their governance types.
- 1.9 Whilst the Government is still considering its response to Sir Ken's report, and the Chairman and I continue to ensure the specific issues for Devon and Somerset are reflected in our grant settlement, we do have to meet the shortfall in budget in the meantime.

LEE HOWELL
Chief Fire Officer



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	DSFRA/13/16
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	10 JULY 2013
SUBJECT OF REPORT	NON-OPERATIONAL SAVINGS
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	<p><i>It is recommended that the Authority:</i></p> <p><i>(a) notes the anticipated reduction in non-operational support staff numbers of approximately 40 posts (13%) in this financial year;</i></p> <p><i>(b) notes the £2.217 non-operational budget reductions made since 2011/12;</i></p> <p><i>(c) notes that we are on track to deliver the target additional savings of £1.5m from non-operational areas;</i></p> <p><i>(d) approves the use of voluntary redundancy arrangements as part of the mechanism for delivering the required non-operational support savings target for 2014/15 with costs to be met from the CSR Reserve;</i></p> <p><i>(e) confirms delegated authority for the Chief Fire Officer to authorise redundancy and early retirement payments where costs in each case are recovered within two years AND where the total of all redundancy payments does not exceed £500,000 in any one financial year; and</i></p> <p><i>(f) confirms delegated authority for the Human Resource Management & Development Committee to authorise redundancy and early retirement payments where costs in each case cannot be recovered in two years on the understanding that the full cost of any redundancies and early retirements is normally recovered within a period of three years, but in exceptional circumstances within a period of no more than five years, AND where the total of all redundancy payments does not exceed £500,000 in any one financial year.</i></p>
EXECUTIVE SUMMARY	<p>During 2010 the Authority began planning its strategy for dealing with the reductions in grant funding and it was recognised that significant changes would be required in how services, including non-operational support functions, were provided.</p>

	<p>The Authority has made one off, invest to save funding available over the last three years totalling £3.939m and this has been used to fund some risk critical safety and compliance issues as well as a number of change projects aimed at delivering on going savings across the Service.</p> <p>A key example of this is the need to invest in a new training records and competency system as well as an IT system which facilitates the electronic exchange of information from one part of the service (prevention/protection) to another (emergency response). The need for improved training records was a factor in the prosecution of another fire authority following the tragic deaths of four firefighters a few years ago.</p> <p>This has required external expertise for advisory services (consultants) to be brought in as well as a number of external contractors needed to be employed to implement some of these changes. The total costs for the period 2010/11 – 2012/13 are £0.617m for spend on consultants and £0.860m for spend on contractors. This should be seen in the context of the budget for the Authority in that period (£229m) which equates to 0.6%. Perhaps more importantly, this cost is more than offset by £2.217m of on-going savings already removed from non-operational budgets. Now that we are implementing many of these changes, spend on external support has reduced significantly and it is envisaged that relatively little spend in these areas will be needed moving forward.</p> <p>This external perspective has allowed for informed decisions to be made as to where to reduce non-operational staffing levels. As a result of managerial decisions taken and the associated reduced staffing levels, we will aim to remove approximately 40 non-operational posts in this financial year (a reduction in year of 13%). As such, we are on track to deliver the target annual savings of at least £1.5m included in the Corporate Plan. Some of these staffing reductions will require voluntary redundancies to be effected and the recommendations contained in this report will allow this to be progressed without delay.</p> <p>It should be noted that the £1.5m from non-operational support functions is in addition to the £5.3m savings from changes to Service Delivery identified elsewhere on the agenda. Members of the Authority will be aware that non-operational staff account for 12% of the total workforce.</p>
RESOURCE IMPLICATIONS	Up to £500,000 to fund redundancy payments from the CSR earmarked reserve.
EQUALITY, RISKS AND BENEFITS ANALYSES	Not required at this stage, assessments will be carried out when specific proposals are considered.
APPENDICES	A. Outline of Key Change Projects
BACKGROUND PAPERS	None

1. INTRODUCTION

1.1 During 2010 the Authority began planning its strategy for dealing with the austerity measures that were being developed by the Government to reduce the national debt. The Authority recognised very early that significant changes would be required in how services, including support functions, were provided if standards were to be maintained whilst at the same time reducing costs. At the heart of this strategy was an investment in new technologies and equipment that would support changes in working practices and resourcing strategies.

1.2 At the same time, it was recognised that because of national events, including the tragic fire at Atherstone on Stour, Warwickshire where four Fire fighters lost their lives and subsequent criticism of the Fire Authority by the Health & Safety Executive, improvements in some of our systems were also much needed. Consequently, in addition to savings initiatives, it was also necessary to commission other key projects that: support risk critical areas (firefighter safety); increase the scope for data sharing with partner agencies (targeting of prevention activity); address critical data issues (accurate and timely management information) to support improved effectiveness and efficiency.

2. BACKGROUND

2.1 In 2010 officers were charged by the Fire Authority to identify savings from non-operational (back office) support functions. The highly effective budget control and management scrutiny that has been exercised since then has been commended by the Fire Authority as part of the financial outturn reporting which has seen underspends delivered in each of the subsequent years:

2010/11	£1.361m
2011/12	£1.276m
2012/13	£1.681m
	<u>£4.318m</u>

2.2 Of this amount, the Authority has made decisions to set aside £2.669m into the Comprehensive Spending Review (CSR) 2010 Budget Strategy Reserve. The remaining amount of £1.649m has been used to fund one-off invest-to-save initiatives e.g. Change and Improvement Programme, Commercial Services and direct funding towards capital projects. This, together with delivery of some early change projects, allowed for significant non-operational cost reductions to be made in the revenue budget over the last three years (2011/12 – 2013/14):

Efficiency Savings	£1.351m
Senior Management Restructure (2010)	£0.154m
Change Projects	£0.712m
	<u>£2.217m</u>

2.3 These significant savings have been a key stone in building the financial capacity that has enabled the Authority to fund an invest to save programme and, over the last three years, the Authority has allocated one off funding as detailed below.

	2011/12	2012/13	2013/14	
amount agreed by Fire Authority	£0.739m	£0.936m	£1.753m	
plus allocation from previous year's underspend	£0.896m			
less amount moved to general reserves		<u>(£0.223m)</u>	<u>(£0.162m)</u>	
	<u>£1.635m</u>	<u>£0.713m</u>	<u>£1.591m</u>	£3.939m

2.4 This bold investment strategy has provided the impetus for a wide range of key change projects that have already started to deliver significant savings and form an essential part of the Authority's medium term financial planning. It is also of note that the underspend delivered over the last three years is greater than the invest to save funding approved to date.

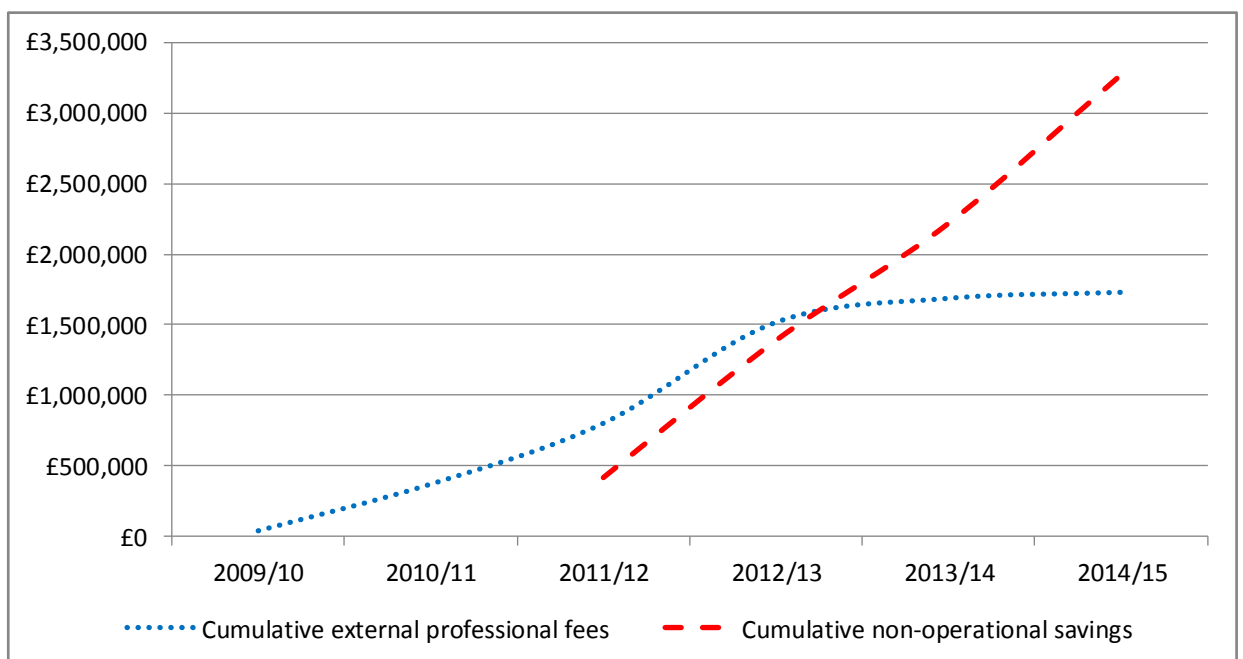
3. DELIVERY OF CHANGES

3.1 In 2010 it was recognised that appropriate governance arrangements were required to ensure that the envisaged major change projects were well managed and controlled. The number and complexity of these projects, which were required (amongst other things) to inform future non-operational staffing and budget levels, required a significant level of activity in the early phase. Consequently, there was a need to bring in subject matter expertise that was not readily available 'in house'. This provided external scrutiny of policy, processes and working arrangements together with a level of objectivity and some radical 'service redesign' approaches that were not likely to have been suggested by those directly involved in the delivery of those services.

3.2 At the same time, the Service began to build its own programme and project management capability, primarily through internal recruitment. This resulted in an additional 14 temporary support staff roles being put in place from early 2011.

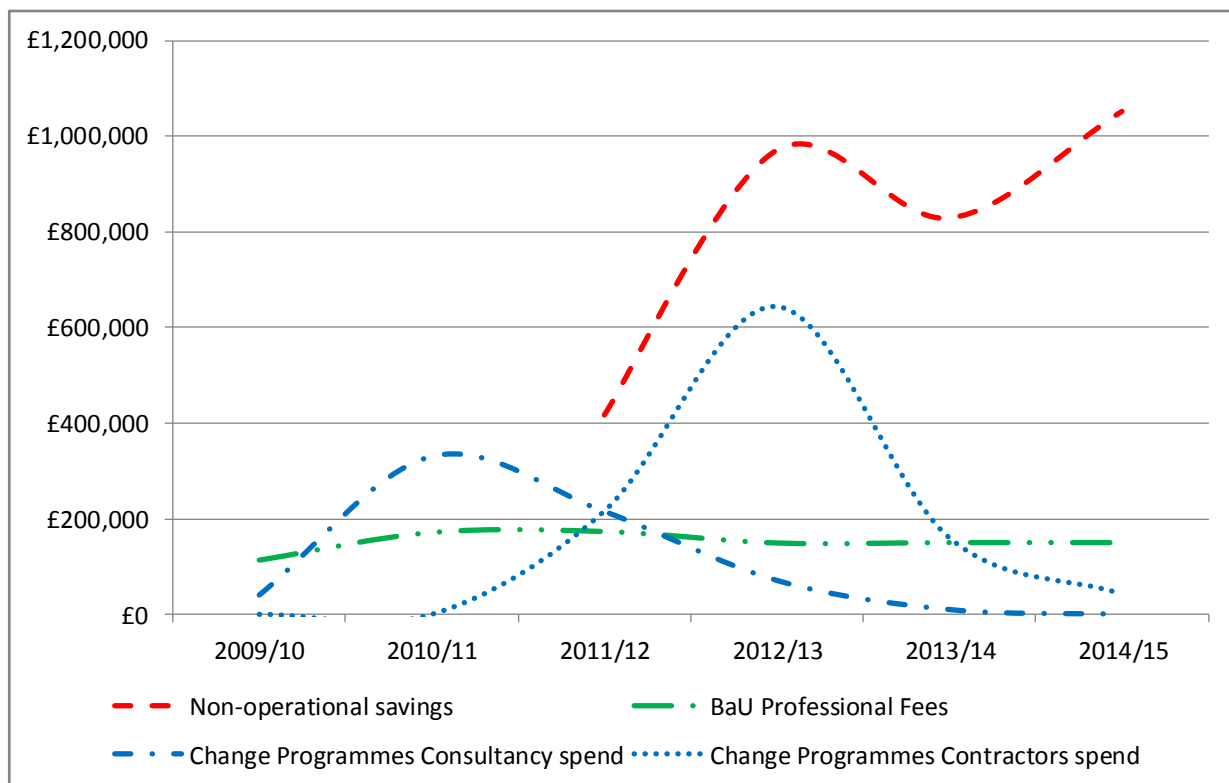
3.3 During the period 2010/11 – 2012/13, £0.617m had been spent on consultants and £0.860m on using contractors (interim managers) to deliver some of the key savings projects and the larger, more complex technical projects e.g. Training Records and Competency System; Smaller Fire Engines; functional reviews (Estates; Fleet; HR and ICT). Clearly, whilst this is a large amount of money it should be seen in context of the budget required to operate the largest non-metropolitan fire and rescue service in the Country (the total spend, £1.477m, equates to 0.6% of the Authority's budget for that period) and the £2.217m reductions made in non-operational budgets during this period. Figure 1 illustrates the cumulative position (totals to date) on these fees alongside the cumulative non-operational budget reductions.

Figure 1: Cumulative External Professional Fees and Non-operational Budget Reductions



- 3.4 The investment in these expert resources has delivered projects with outputs we would have been unlikely to have achieved through normal staffing arrangements because of lack of skills and capacity.
- 3.5 It should be noted that the Service uses external professional consultancy services in a number of areas as part of normal day to day business, ranging from building services, legal advice and insurance investigations to expert advice on issues such as radiation safety. Historically, the Service spends circa £0.160m on these services which play a vital role in maintaining our safety culture and keeping the Service safe and legal.
- 3.6 As the vast majority of fundamental reviews have now been concluded and we are moving to an internal implementation phase, the need for external resources has diminished significantly and the only contractors we have retained are working on the safety critical Training Records and Competency System, which is essential for operational assurance and preparedness.
- 3.7 Figure 2 illustrates the initial use of consultancy services to advise and shape the change programme, moving to the use of contractors as we moved to the implementation phase. It also illustrates clearly how the use of external professional services is returning to normal operating levels and the scale of non-operational budget reductions made up to 2013/14 and planned for 2014/15 (for the latter see tables two and three).

Figure 2: Annual External Professional Fees and Non-operational Budget Reductions



- 3.8 Appendix A provides an outline of the key change projects and the benefits they will deliver. In summary, Table 1 identifies the non-operational budget reductions taken to date against the initiatives that delivered them.

Table 1: Non-operational Budget Reductions to date

Project	Annual Budget Reduction	
Efficiency Savings	£1.351m	
Senior Management Restructure	£0.154m	
Fire Control Consolidation	£0.503m	
Payroll Provider	£0.059m	
Printing Services	£0.052m	Benefits rolled out over two years (see table below)
Non-Operational Support Review – Staffing Reductions	£0.098m	
Totals	£2.217m	

- 3.9 In addition, plans are in place to deliver additional savings required to meet the target of £1.5m included in the corporate plan. Table 2 shows the non-operational budget reductions anticipated over the next four years.

Table 2: Anticipated Non-operational Budget Reductions

	2014/15	2015/16	2016/17	2017/18	Total
Efficiency Savings		£0.300m			
Printing Services	£0.014m				
Non-Operational Support Review – Staffing Reductions	£0.407m				
Process Improvement – Staffing Reductions	£0.341m				
Procurement	£0.200m	£0.200m	£0.200m	£0.200m	
Estates Review	£0.090m				
Totals	£1.052m	£0.500m	£0.200m	£0.200m	£1.952m

- 3.10 It can, therefore, be seen that through the Authority's change programme, we have set the scene for significant savings to be generated for the future. Consequently, we can be confident that the additional £1.5m annual savings from non-operational support functions we have built into our budget planning assumptions (as identified in the corporate plan) is deliverable. As illustrated above, we also anticipate a small amount of additional savings being realised which will go some way to offsetting some the financial pressure expected in future years.

- 3.11 This has only been possible as a result of the foresight and financial support of the Fire Authority investing in this programme in recent years. Had this not been the case, it is highly likely that additional savings would need to have been made from other areas, including front line service delivery.

4. **STAFFING REDUCTIONS**

- 4.1 These changes are clearly not without impact on non-operational support staff levels and in the current year we have made the managerial decision to delete 16 posts that have been held vacant. This represents a reduction in non-operational support staff numbers of 5.4% and by the end of this financial year we anticipate being able to reduce additional posts giving a total reduction in one year of approximately 40 (13%).

- 4.2 We expect to do this by taking advantage of normal turnover, reviewing jobs covered by fixed term contracts and where we have received expressions of interest from employees wishing to take voluntary redundancy. At this stage, it should be emphasised that there are no proposals for making compulsory redundancies – although there can be no guarantee that this will be the case in future years.
- 4.3 It is important to reiterate that without support staff, firefighters would not be able to perform their job. We need mechanics to ensure suitable fire engines are available; we need estates staff to ensure fire stations are fit for purpose and we need human resource and finance staff to ensure we comply fully with legal requirements as well as pay our staff. We have also taken a decision in recent years to use non-operational staff to undertake some fire safety visits as this is much more cost effective than paying firefighters to do this. As a result, we have increased the amount of time spent undertaking such activities. Staff in our Information Technology team support us by maintaining and developing our emergency response communications and data networks and equipment. They also support us by facilitating the sharing safety critical information from one organisation, or part of an organisation, to another. Our Corporate Communications team is actively and heavily involved in publicising safety information to the public which directly contributes to community safety.
- 4.4 Whilst non-operational support staff account for just 12% of the workforce, the remainder being our 2,000 firefighters, given the changes needed across the board and the unprecedented financial pressures we now face, operating with fewer staff and saving money is a primary focus.
- 4.5 If it is proposed to take forward any of the voluntary redundancies, given the potential for costs involved to be significant, it will be necessary to confirm the level of delegated authority that will be applied. Furthermore, redundancy costs would normally be met from reserves and the CSR reserve was created with this, amongst other things, in mind. The level of delegated authority is for the Authority to determine and it would be useful if specific parameters were set, e.g. the Chief Fire Officer be given delegated authority to authorise redundancy payments where costs in each case are recovered in two years AND where the total of all redundancy payments does not exceed £500,000 in any one financial year. The Authority could also consider delegating authority to the Human Resource Management & Development Committee to determine individual cases that do not meet the required period for cost recovery on the understanding that the full cost of any redundancies and early retirements is normally recovered within a period of three years, but in exceptional circumstances within a period of no more than five years. However, it would seem prudent not to extend this delegated authority to increasing the total quantum for payments in any one year.

5. **NON-OPERATIONAL SUPPORT STAFF - NUMBERS SINCE COMBINATION**

- 5.1 Some attention has been drawn to the number of non-operational support staff employed by the Service and in particular that numbers have increased since combination in 2007. Whilst this is certainly true - numbers have increased by 63 - almost all of these are derived either from the invest to save work recently commissioned or from changes that have either brought about savings in other budget lines or directly improved support to front line service delivery. Most of the increased numbers (40) are employed on fixed term contracts because it was recognised that numbers would be reduced once key change projects were completed and this provides greater flexibility in managing changes to our resourcing needs moving forwards.

5.2 The key areas where the additional staff have been employed are:

- Change Programmes (14.0) - Providing the capability for managing and delivering the range of change projects that are transforming the Service. All but one are fixed term contracts and as the projects come to an end we anticipate very few continuing beyond 2013/14. Data Intelligence & Community Safety (11.2) - These additional jobs have made a dramatic impact on our ability to target resources to risk and significantly improve community safety outcomes. Much of the cost was covered by uniformed jobs becoming non-uniformed with resultant cash savings on the uniformed budget line.
- ICT (8.9) - Five of these posts are fixed term contracts and are assigned to work within the change programme to deploy new technology that will allow us to manage with fewer people in the future. The remaining posts have been funded from savings derived through managing ICT requirements more cost effectively.
- Estates (9.0) - At combination, the property estate managed by this team increased by 40% but no additional staff were transferred from Somerset County Council. In addition, a number of professionals were provided through an agency because of recruitment difficulties. Professional staff have now been recruited saving circa £100k per year. In addition, the recruitment of three additional professional trade workers is expected to reduce the amount and cost of work put out to contractors, making a net saving of £90k per annum.
- Fleet & Vehicle Engineering (9.6) - Directly support front line vehicles and equipment, this is a vital operations support function. Staff numbers have been increased recently, using fixed term contracts, to pilot a self-build programme and manage the introduction of new specialist vehicles including the procurement of the new smaller fire engines which will save £70k per vehicle and, with a planned replacement programme seeing the introduction of 70 vehicles, this equates to a saving on capital of £4.9m. There will be revenue savings from reduction of capital debt charge, fuel efficiencies and equipment reductions.
- Corporate Communications (3.5) – We have increased the number of skilled design technicians and significantly raised the standard of fire safety materials. Costs were entirely covered by making one uniformed post non-uniformed, doing almost all work in-house and by savings on other budget lines within the department.
- Procurement (2.5) – We have increased professional capacity and this is our strategy that will see the delivery of £200k annual savings in each year over the next four years, giving a cumulative saving by 2017 of £2.0m. This is one of the key outcomes of the Authority's invest to save strategy.

4.3 Our non-operational support staff provide vital services without which the front line service could not function. Increases in non-operational support staff numbers have delivered savings in other budgets that have offset the increase in employee costs. However, it was always intended that numbers would be scaled down over time once the change projects began to deliver the capability that would allow us to work differently and manage with fewer people – and that is happening this year.

- 4.4 As a consequence of key change projects coming to an end, we are in a position to begin reducing numbers this year and, as mentioned elsewhere in this report, 16 vacancies will not be filled and will be deleted from the establishment. In addition, we have reached a point where we are able to release five of the seven contractors who have been working on our projects and we expect to be able to release the remaining two by the end of this financial year.

LEE HOWELL
Chief Fire Officer

Outline of Key Change Projects

Those schemes that deliver safety, compliance and effectiveness improvements (as opposed to cash savings) are:

- **Training Records and Competency System.** The vendor of the current system has ceased trading and the system is no longer supported and requires a significant amount of ICT resource to maintain and is no longer fit for purpose. It does not meet our needs or support our commercial training requirements. Implementing a new system and revising the business processes around managing training courses and competencies will reduce the risk to the Service, enable efficiencies through more automated processes and will also support the initiatives within the Service, such as the Training Academy. It is important to emphasise that this project underpins firefighter safety and Operational Assurance and that another fire authority was criticised for having an inadequate training records and competency system following an incident in which four firefighters tragically lost their lives.
- **Health and Safety Accident Reporting.** This initiative continues to support the Authority's legal obligations, but enhances the information available on risk and improves the capabilities of the "zero harm" initiative.
- **ICT review.** This is not expected to result in savings but be cost neutral whilst at the same time improving the service this function provides in support of the Service's primary purpose. It will ensure that the ICT strategy and delivery is in line with an organisation that has greater levels of commerciality, is data intelligence led and where data systems are integrated.
- **Procurement Technology.** This system uses online catalogues to enable trained users to raise requisitions/orders, have them approved, and send them to suppliers electronically. The Procure to Pay system is a new module within the existing finance system and provides an improved end to end process.
- **Information Assurance.** Information Assurance is a framework of legislation, policies, processes, procedures and guidance to assure the confidentiality, integrity and availability of our information assets and reduce the risks and consequences of breaches in security. This will provide assurance and confidence to our external partners that information is acquired, stored and processed appropriately and protected from loss, theft and misuse and as a result we will be regarded as a trusted partner with who data can be shared. Access to partner agency data is essential to the effective targeting of our prevention activities and resources so that they have the greatest impact on safety within the Community.
- **Fleet Review.** The department is being reorganised to make it more efficient, effective and improve its commerciality.
- **HR Review.** The department has been restructured on a business partnering model to give more focussed and timely support to area commands, front line services and support functions.

Those schemes that deliver cash savings as well as quality and effectiveness improvements are:

- Fire Control Consolidation. Following the cancellation of the National Regional Control Centre (RCC) project, alternative arrangements were developed and the fire controls in Devon and Somerset were combined into a single fire control in October 2012. This resulted in annual savings of £503k from a reduction in 12 posts along with reduced maintenance and licence costs for the decommissioned Somerset system.
- Estates review. The Estates department was reviewed and as a result we ended agency surveyor appointments – saving £100k per year, reduced external suppliers and increased the number and breadth of skills of employed technicians – saving circa £90k per year. Tighter management controls were also introduced.
- Non-operational Support Review. Work started in 2010 looking at how non-operational support functions might be delivered differently. This has culminated recently in the identification of approximately 28 posts that could be removed from the organisation (in addition to the 12 posts previously identified as potential savings from applying process improvement)
- Process Improvement. We are working with two other fire and rescue services to produce a standard approach to the more generic ways of working across the three services through the adoption of common processes. This initiative is projected to provide annual savings of £341k based on an assessment of saving 12 FTE posts.
- Printing services. This has delivered a new printer supplier contract that has delivered annual savings of £66k.
- Procurement strategy. A category management approach has been developed with a target to deliver annual savings of £800k by the end of 2016/17.
- Smaller Fire Engines. The introduction of smaller fire engines into our fleet renewal programme will save £70k per replacement fire engine. If, as anticipated, we buy 70 vehicles we will make capital savings of £4.9m on what we would otherwise have had to spend.
- Payroll migration. Following a joint procurement exercise with Wiltshire Fire & Rescue Service, we have achieved an annual saving of £59k.
- Commercial Services. We now have a robust costing model when pricing and bidding for work in new and existing markets to maximise our profit and income streams and contribution to fixed overheads of the service. The Service reported a surplus of £189k in the last financial year.



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>

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:
- 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
 - 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
 - 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.

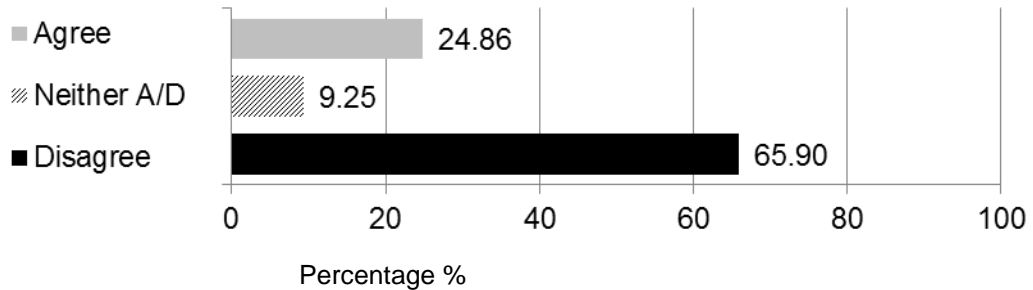
	2013/14	2012/13	2011/12	2010/11	2009/10
Online Survey	237	118	179	6	18
Paper Survey	12	64	117	58	62
Letters and emails	275	25	32	12	8
Totals	524	207	328	76	88

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)

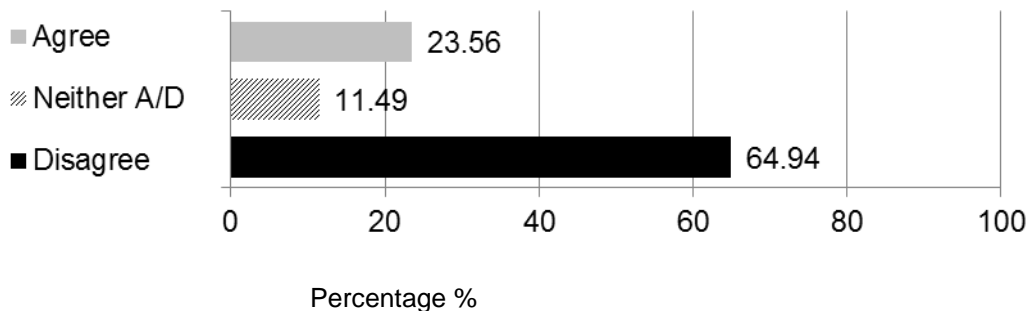


6.3 The top emerging themes emerging from the free text responses in the questionnaire are outlined below.

- 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)

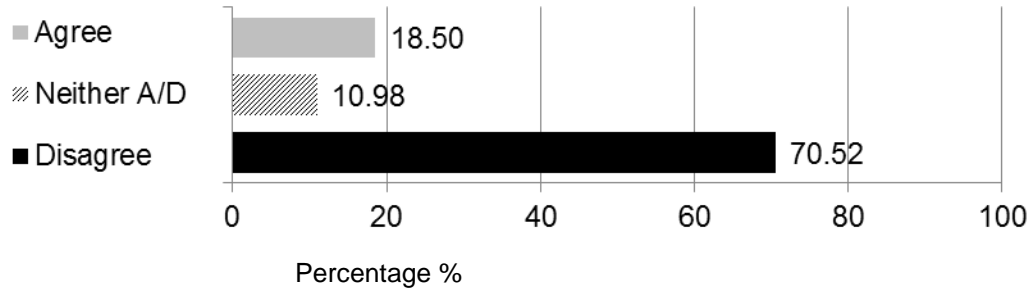


6.4 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- 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 future - COMPULSORY REDUNDANCIES. (173 responses)

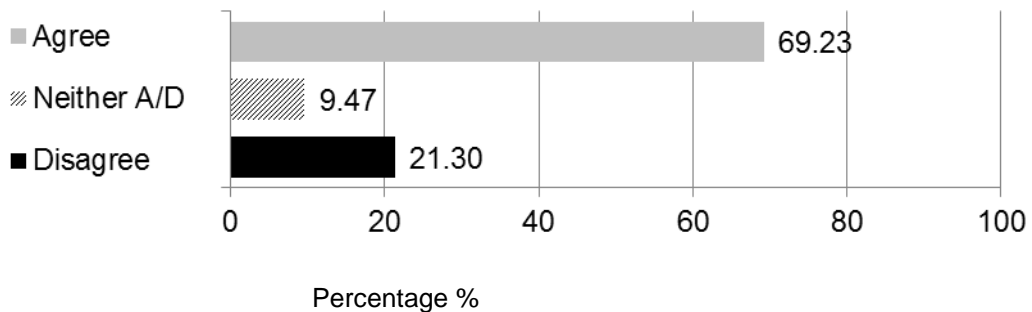


6.5 The top three themes emerging from the free text responses in the questionnaire are outlined below.

- 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)



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.

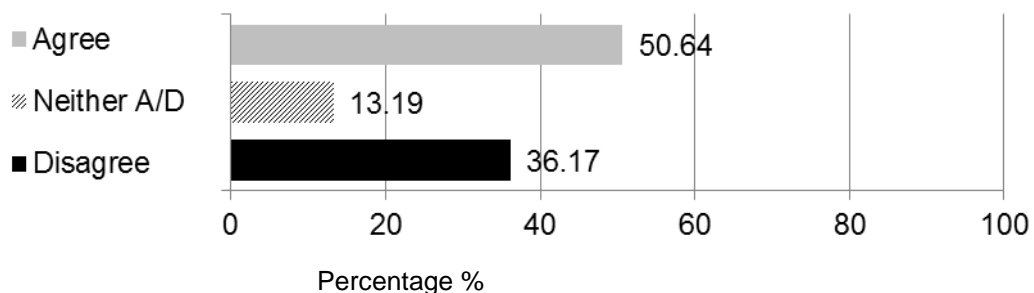
CONSULTATION RESULTS

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

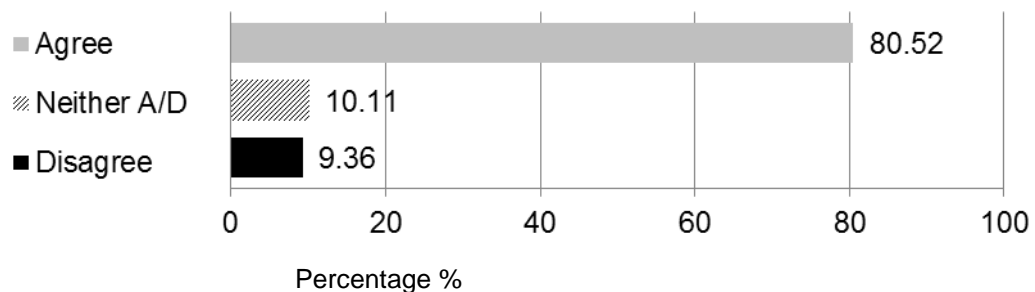
Description

- 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**

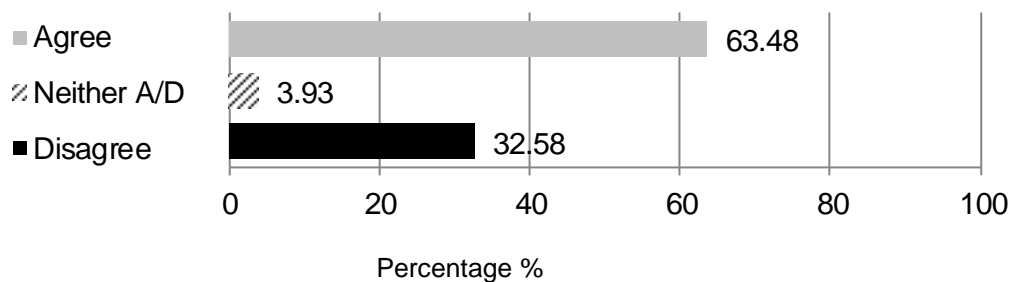
Description

- 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.

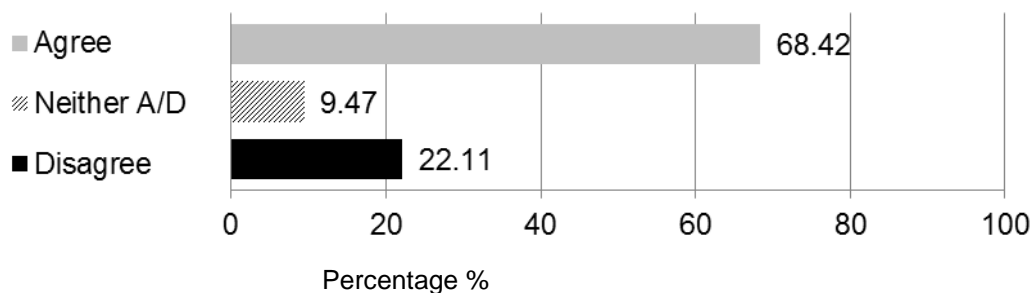
10.2 In 2011 the Authority considered the consultation results on the proposal to introduce a response of a single Co-Responder for the Corporate Plan 2011/12 to 2013/14. The results showed public support for the proposal.

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

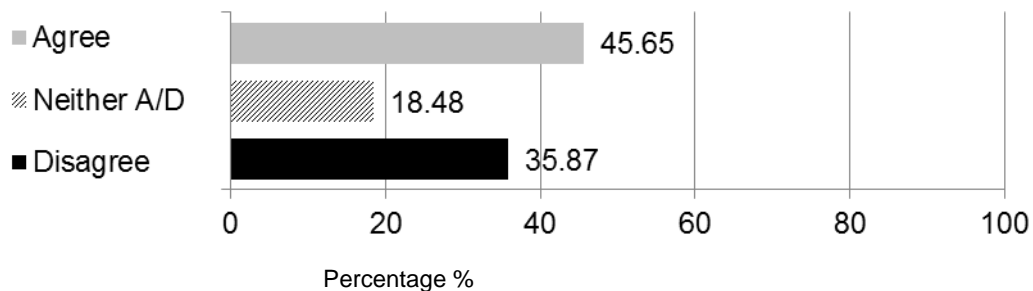
13.1 The proposal is not to reduce the number of fire engines and equipment provided in the Plymouth area but to change the way they are crewed and where they are located. Therefore, there will remain seven fire engines but the proposal is that four will be crewed by Wholetime firefighters and three 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.

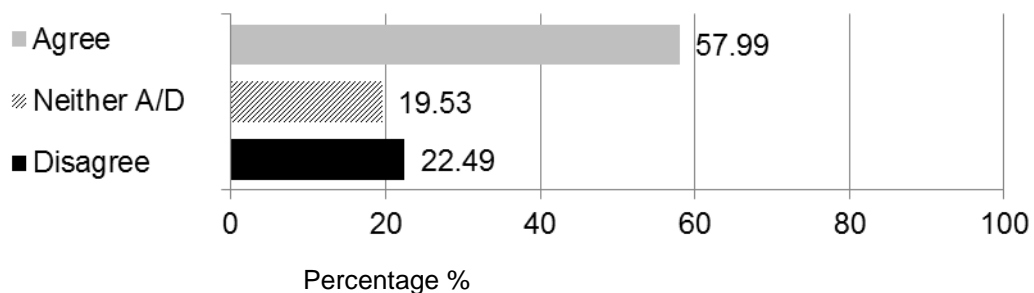
14.2 Following consultation in 2007, the Authority gave approval early in 2008 for the aerial appliances outside of Plymouth to be dual-crewed by on call firefighters. This was not possible in Plymouth at the time as there was no On Call presence in the city.

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**

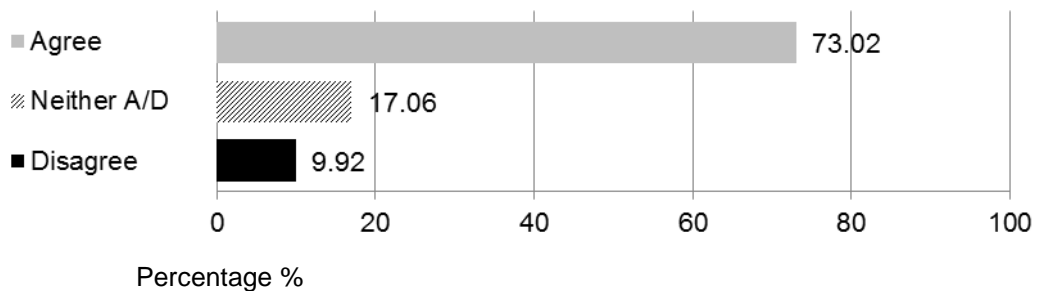
Description

- 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

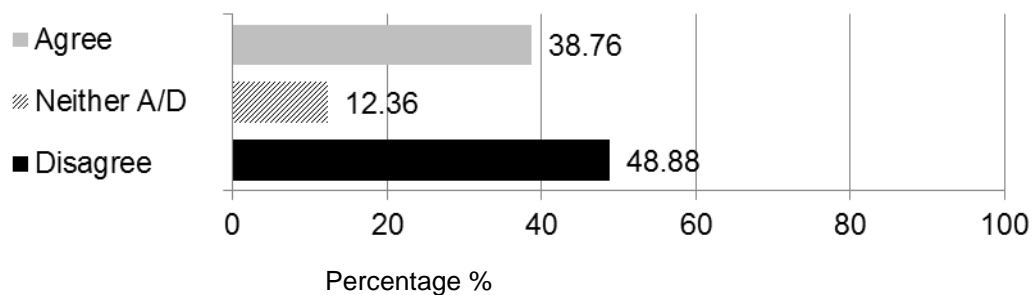
- 16.1 Taunton fire station currently has three fire engines. Two of these are crewed by Wholetime firefighters (Four watches of firefighters that crew their stations 24 hours a day) and one is crewed by On Call firefighters (firefighters that respond to the station only when there is an emergency call).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

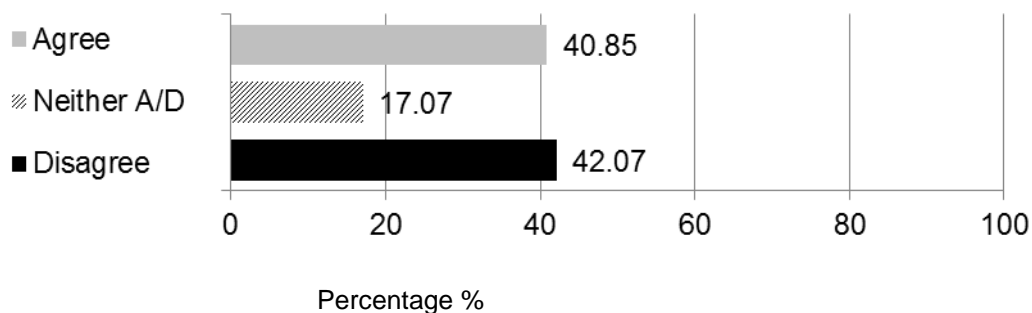
Consultation results 2013

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.

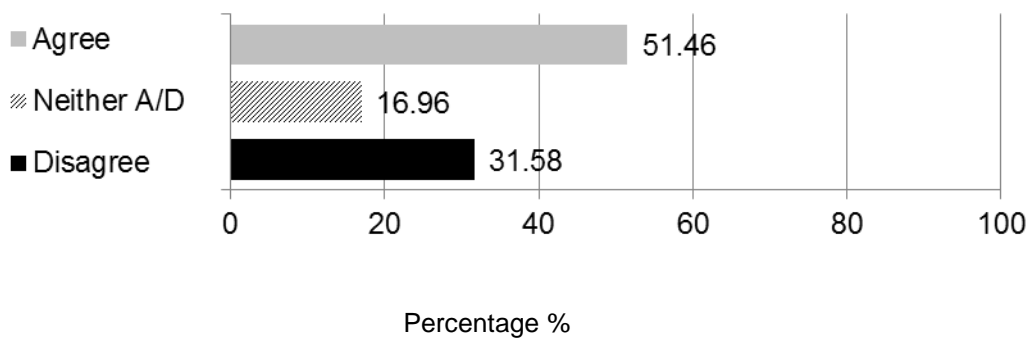
Consultation results 2013

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.

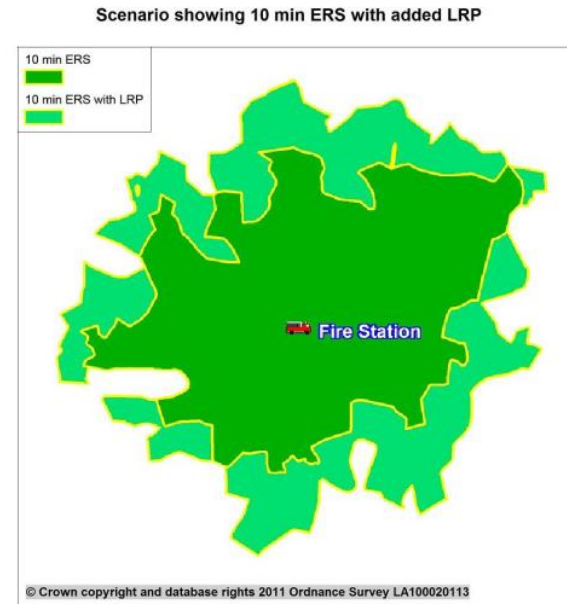
The use of LRPs has been piloted. The benefits were identified as:
Improved performance against response standards with a larger area being reached within 10 minutes, thereby providing improved level of service to the community

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

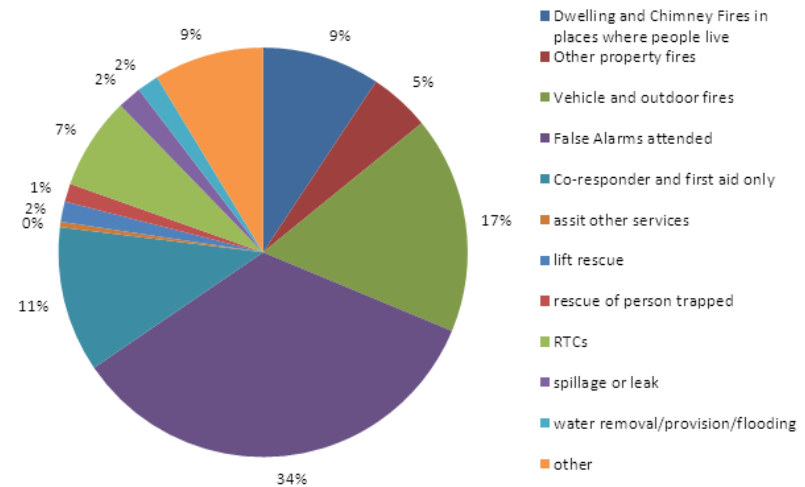
Following comprehensive communications with those likely to be affected by our proposed changes to our policy in late 2011-2012, we have already identified that there would be support from both the business and residential community.

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

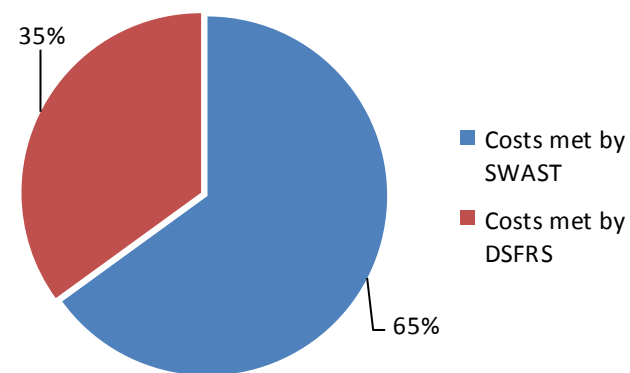
The cost of operating the scheme rises in line with the increase in emergency calls to the ambulance service. There is scope for improving successful attendance to Co-Responder calls within the specified 8 minutes by eliminating the need for two Co-Responders to attend the Fire station first.

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.

<p>Benefits</p> <p>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.</p> <p>Fewer fires will also mean that our costs will reduce.</p>
<p>Engagement activity: Comments invited</p>

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.

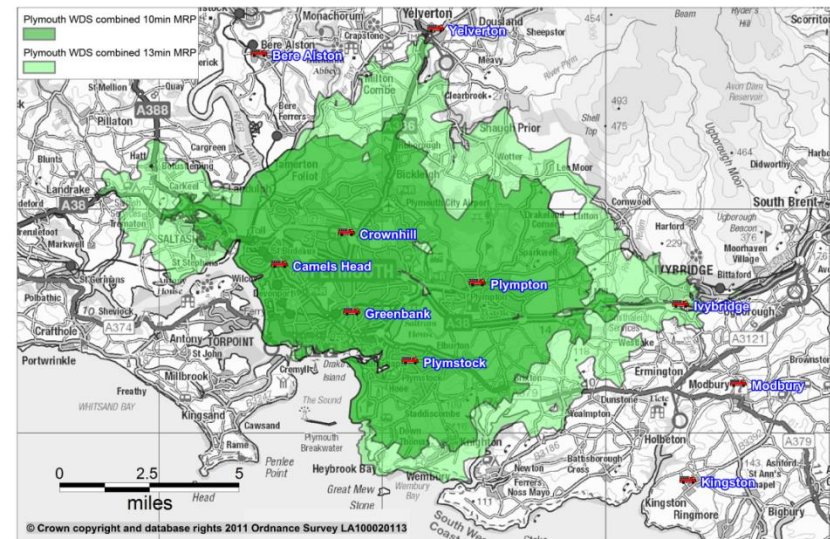
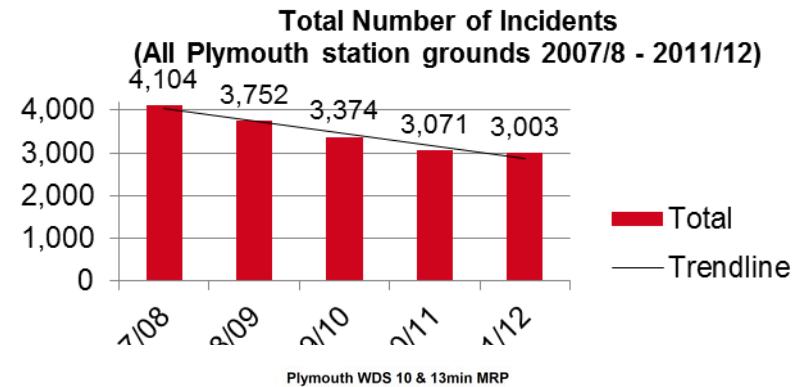
Effects of change

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

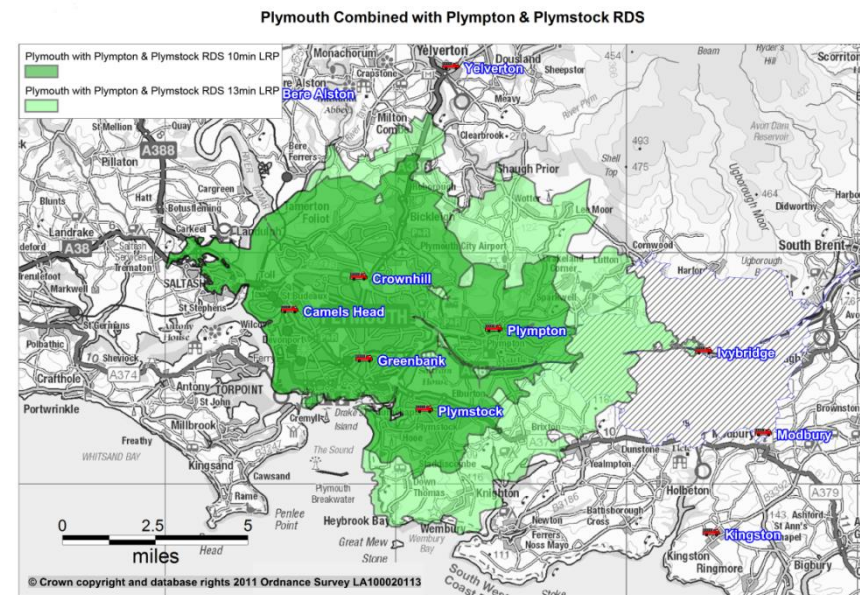
Improved public safety as firefighters released from the Wholetime crews would provide additional flexibility to provide cover at stations where we struggle to provide a crew for the fire engine.

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

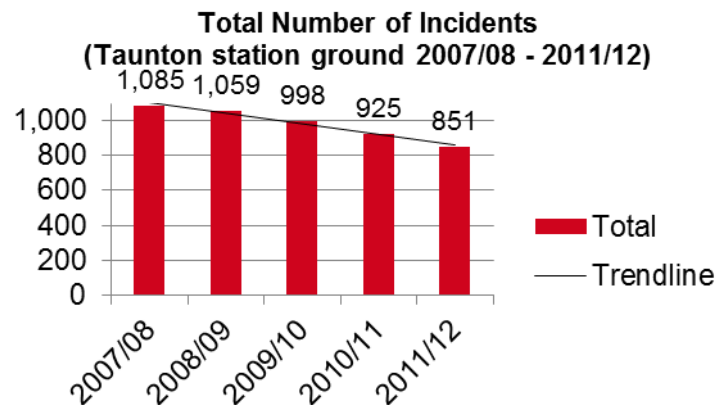
Taunton fire station would still have three fire engines. Crews for the two On Call fire engines would be provided by the station's existing On Call staff and, where necessary, these arrangements would be supplemented by additional firefighters as required. Two of these fire engines would be the large 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.

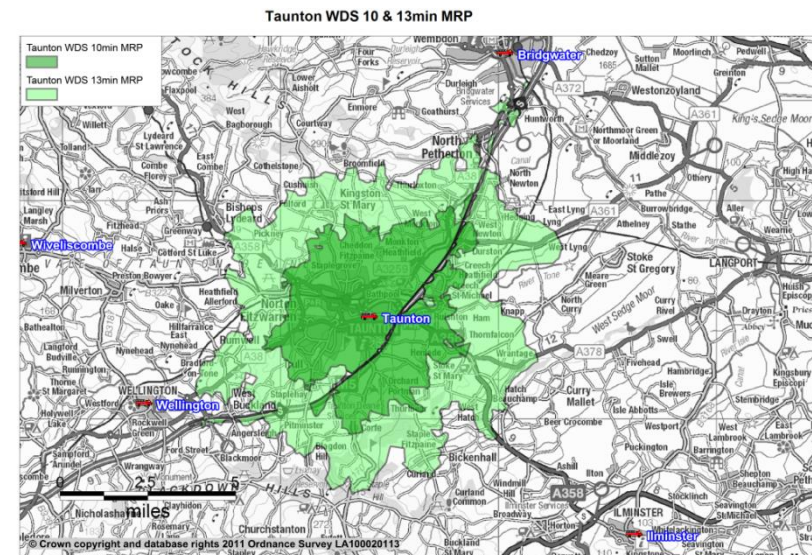
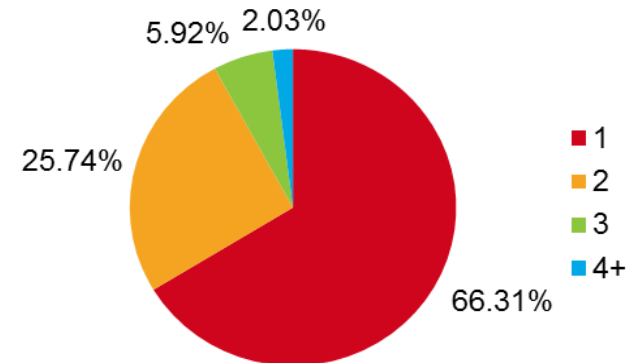
Effects of change

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.

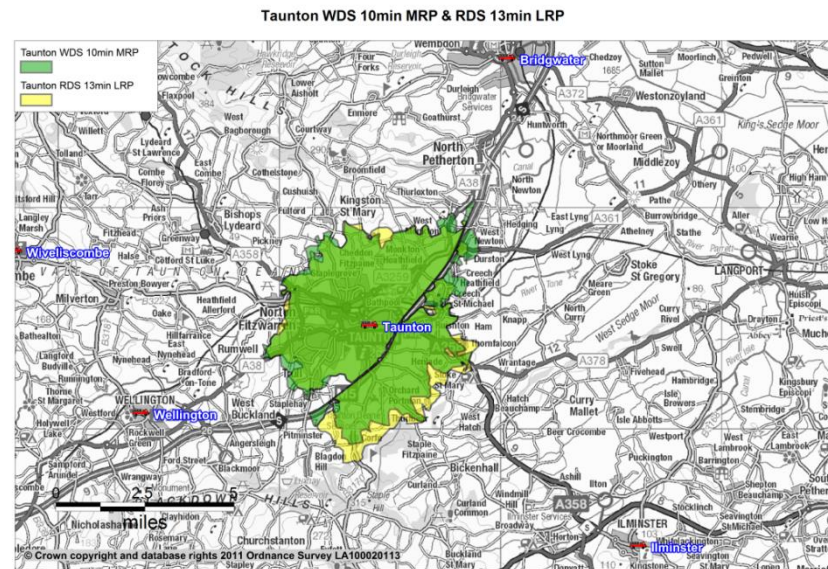
Benefits

- 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

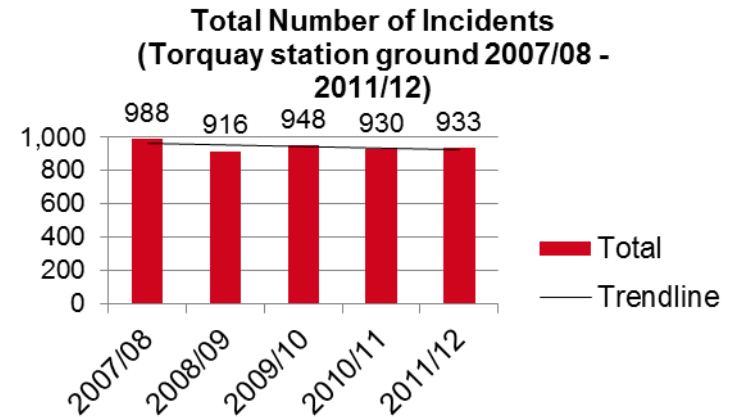
New arrangement and proposed change

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

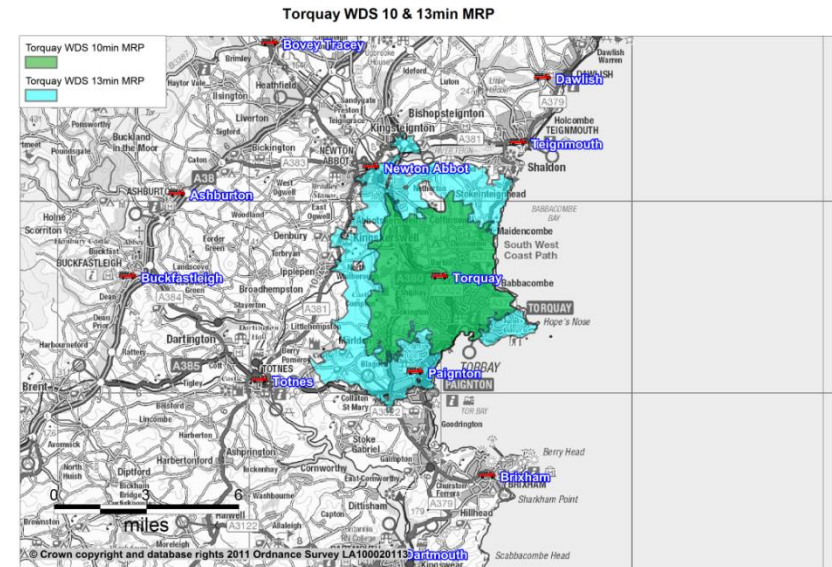
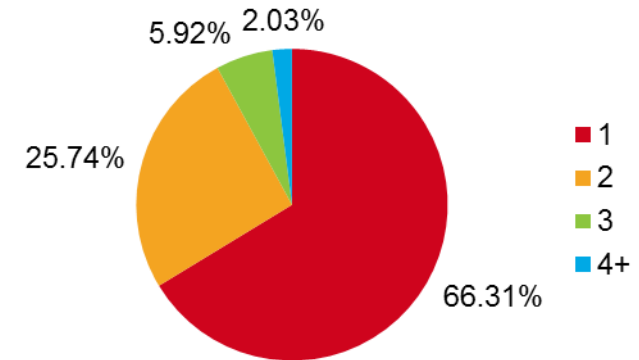
The number of fire engines at Torquay would not change. There would still be three fire engines: one crewed by Wholetime firefighters and two crewed by On Call / RDS firefighters.

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.

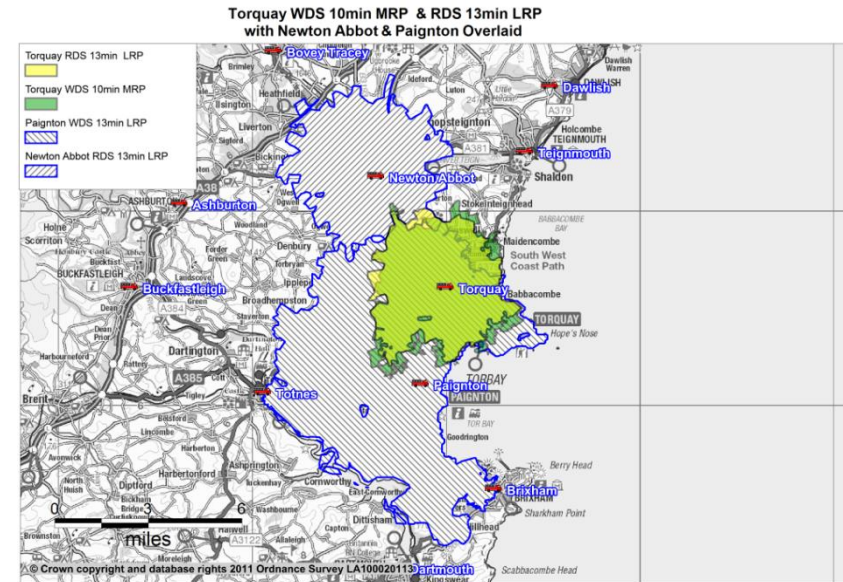
Of the 62 households affected by the change, none are classified as high risk. Prevention activity, including home fire safety visits, and protection work such as fire safety audits of businesses would continue to further reduce risk.

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.

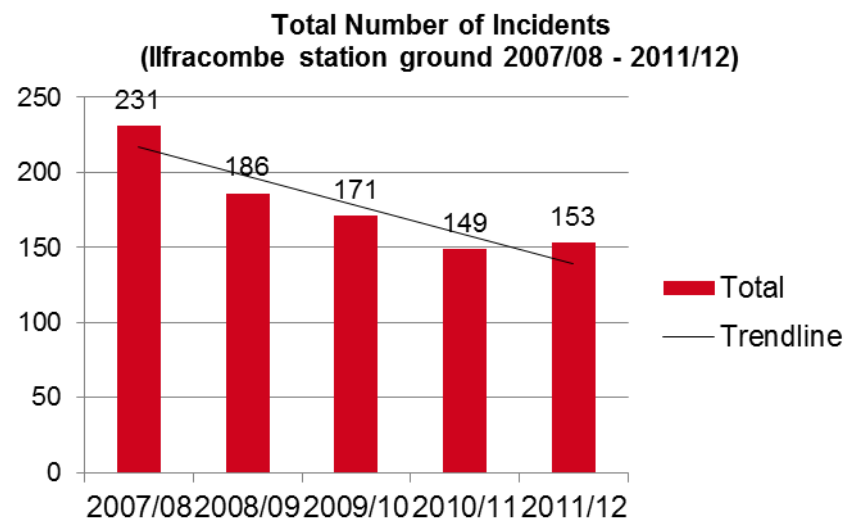
Context

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.

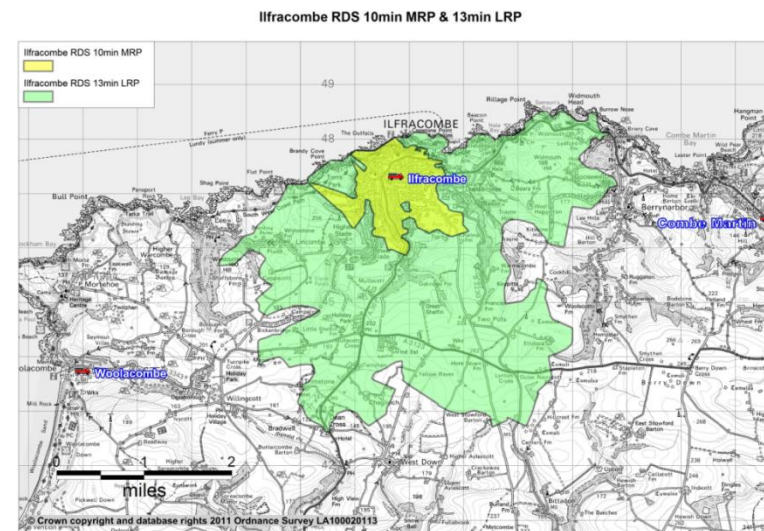
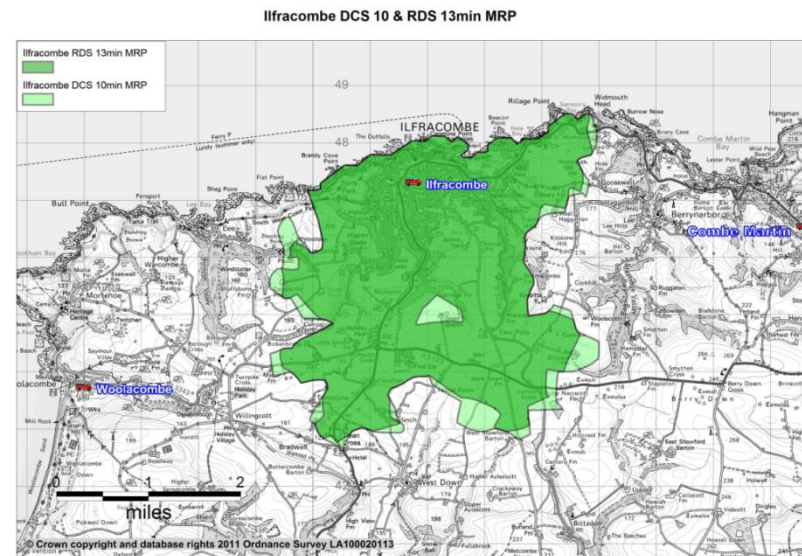
Benefits

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.



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



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	DSFRA/13/18
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	10 JULY 2013
SUBJECT OF REPORT	ARRANGEMENTS FOR APPOINTMENT OF AUTHORITY TREASURER
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	<p>(a) <i>That a small Treasurer Appointment Committee, comprising three or five Members, be established with delegated authority to determine the appointment of a new Treasurer for the Authority;</i></p> <p>(b) <i>That the Authority appoints Members to serve on the Committee;</i></p> <p>(c) <i>that the Clerk be authorised to establish meeting(s) of the Committee with a view to it concluding its work prior to the departure of the existing Treasurer;</i></p> <p>(d) <i>that, having appointed a new Treasurer, the Committee be formally disbanded.</i></p>
EXECUTIVE SUMMARY	Following on from the decisions taken at the last Authority meeting relating to a restructure of the Senior Management Team, this report now addresses the proposed process for the appointment of a new Authority Treasurer.
RESOURCE IMPLICATIONS	To be met from within existing resources.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The process to be adopted will be fully compliant with equalities legislation.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	Minute DSFRA/12, Devon & Somerset Fire & Rescue Authority Ordinary Meeting 30 May 2013.

1. BACKGROUND

- 1.1 At its Ordinary Meeting on 30 May 2013, the Authority approved certain proposals set out in report DSFRA/13/13 relating to a restructure of the Senior Management Board in the interests of efficiency savings for the organisation. The report detailed, amongst other things, the departure of the Director of Finance and the deletion of this post from the organisation structure. It was acknowledged, however, that the role of Treasurer would need to continue and in this respect the Authority resolved (Minute DSFRA/12 (c) refers):

“that the arrangements for the Treasurer to the Authority role, which currently forms part of the Director of Finance post, be reviewed.”

2. PROPOSAL

- 2.1 The role of Treasurer – or, more specifically, a proper financial officer – is one of three statutory officer posts for the Authority and is required by virtue of Section 112 of the Local Government Finance Act 1988. This is analogous to Section 151 of the Local Government Act 1972 and Members will be aware of the “Section 151” officer post from their constituent authorities.
- 2.2 The Authority’s approved Scheme of Delegations empowers me to address all matters dealing with appointments etc. with the exception of the three statutory officer posts, for which it is entirely appropriate that the matter rests with the Authority. There is, however, an issue of timing and – given the importance of the post – it is assumed that the Authority would wish for there to be a “seamless” transition between the old and new arrangements for Treasurer.
- 2.3 Consequently, it is proposed that a small Committee of three or five Members be established with delegated authority to determine the appointment of new Authority Treasurer. In undertaking this task, the Committee will be assisted by relevant officers and will be provided with options (e.g. outsourcing; “in-house” appointment etc.) for the most effective and efficient discharging of this role. Work has already commenced to explore all the relevant options.
- 2.4 The Authority is invited to endorse this approach, establish and make appointments to such a Committee and ask the Clerk to arrange for it to discharge its responsibilities prior to the departure of the existing Treasurer.

LEE HOWELL
Chief Fire Officer