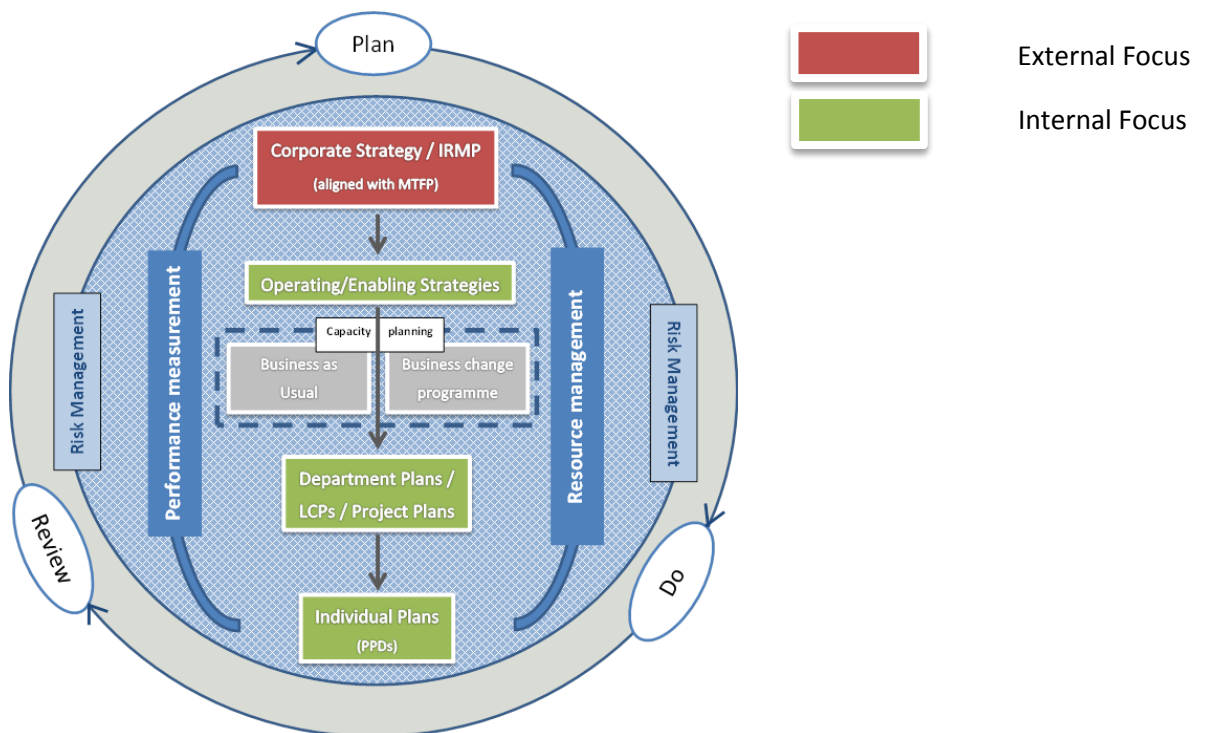


<b>REPORT REFERENCE NO.</b>	<b>DSFRA/15/4</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY (BUDGET MEETING)</b>
<b>DATE OF MEETING</b>	<b>20 FEBRUARY 2015</b>
<b>SUBJECT OF REPORT</b>	<b>STRATEGIC PLAN 2015 - 2020</b>
<b>LEAD OFFICER</b>	<b>CHIEF FIRE OFFICER</b>
<b>RECOMMENDATIONS</b>	<i><b>That the Authority considers the outcome of the public consultation as set out in Section 5 and Appendix C of this report with a view to approving the Service Strategic Plan 2015-2020 (“Our Plan 2015 to 2020”) attached as Appendix A.</b></i>
<b>EXECUTIVE SUMMARY</b>	<p>“Our Plan 2015 to 2020” presents the strategic direction for the Service and aligns with the medium term financial plan to address the anticipated funding requirements.</p> <p>The plan incorporates the requirements of Integrated Risk Management Planning and presents the Service’s approach for delivering its prevention, protection and response services by aligning its resources to risk.</p> <p>A key concept embedded within the plan is that of continuous improvement. Whilst it is recognised that there are funding challenges this must not be at the expense of maintaining or improving service standards. To achieve the necessary savings the Service must change and improve the way it works so that it becomes both more effective and efficient.</p>
<b>RESOURCE IMPLICATIONS</b>	As met by the Medium Term Financial Plan
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	The contents of this report are considered compatible with equalities and human rights legislation. See attached ERBA.
<b>APPENDICES</b>	<p>A. “Our Plan 2015 – 2020”.</p> <p>B. Equality Risks and Benefits Analysis.</p> <p>C. “Our Plan 2015 – 2020” Consultation Results (page numbered separately)</p>
<b>LIST OF BACKGROUND PAPERS</b>	Nil

## 1. **BACKGROUND**

- 1.1 “Our Plan 2015 to 2020” has been prepared as the key strategic planning document for the Service. It details our corporate strategy, planning principles supporting integrated risk management and the aspiration for organisational excellence. This plan aligns with all other Service plans and the medium term financial plan.
- 1.2 The significance of the plan is illustrated in our new organisational planning model, see Diagram 1. The plan sets the direction which we strive to achieve through both implementing improvements through our change programmes and fulfilling our business as usual activities at the same time. This new model will ensure that we are best positioned to meet external challenges and opportunities as well as improve the organisation internally.

Diagram 1: Organisational governance model



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

- Be easily and publically available.
- Cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements of the National Framework.
- Reflect up to date risk analyses and the evaluation of service delivery outcomes.

## **2. PLANNING CONTEXT**

- 2.1 It is anticipated that Central Government grant reductions will continue for the duration of the next Parliament.
- 2.2 At the same time, fires are reducing as a result of our prevention approaches, societal trends as well as changes in legislation. Our prevention activity includes increasing community resilience and working on various youth projects. The number of primary fires has reduced by 20% (596 calls) over the last five years,
- 2.3 Other areas of activity, however, require different skills, equipment and vehicles. For example, there has been a 98% increase (1702 calls) in co-responder calls where the Service provides life-saving assistance to members of the public, working on behalf of the Ambulance Service.
- 2.4 In 2013 the Authority approved, following extensive public consultation, a new service delivery model called the 'Integrated Approach'. This model forms the foundation of this plan, is based on the following principles:
- Improved availability
  - Improved flexibility
  - Resources matched to risk
  - Tiered response
- 2.5 Collaboration between the three emergency services is also an important context for the plan.

## **3. STRATEGY**

- 3.1 The plan presents the service's strategy. The existing Vision and Mission statements continue, however three new strategic priorities are introduced to provide direction and purpose to the service. These new priorities are:
- Public safety
  - Staff safety
  - Effectiveness and efficiency
- 3.2 Each of these new priorities is supported by a list of expectations. Some of these expectations continue our current ways of working where this contributes to our three priorities whilst others set a change in direction.
- 3.3 The three new priorities form the structure against which all our activities are aligned. This enables us to check that our resources are positively contributing to activities that support the strategy at a time when our resource base is shrinking

#### **4. STRATEGIC PLAN**

- 4.1 “*Our Plan 2015 to 2020*” is set out at Appendix A (enclosed, page numbered separately, with the agenda for this meeting).
- 4.2 Whilst the draft plan contains no major proposals for implementation that will affect the service received by members of the public, it does include a series of fundamental reviews which will inform the shape of the organisation for the future. When these reviews are completed and if there are proposed changes for implementation which require public consultation, this will be undertaken at that time.
- 4.3 At the same time, there are changes being made to the way in which non-operational staff (support services) operate. These changes will result in increased efficiency and ensure that Service Delivery needs are met so that they can directly support improved public safety.
- 4.4 An Equalities Risks and Benefits Analysis (ERBA) has been completed on the plan and is included Appendix B.

#### **5. CONSULTATION**

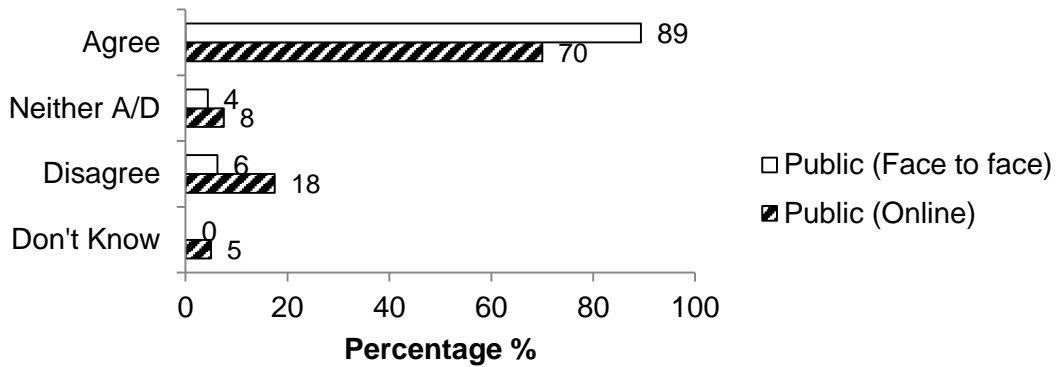
- 5.1 The foundation of the plan is the service delivery model that was extensively consulted upon in 2013. As there are no proposals presented for implementation at this stage that would impact on the service received by members of the public, a proportional consultation approach has been adopted.
- 5.3 At its meeting on 17 December 2014 the Authority, whilst considering the issue of council tax precept consultation, agreed that the opportunity also should be taken to ask Members of the public their view on the strategic document *Our Plan 2015 – 2020*.
- 5.4 In line with the decision, arrangements were made for questions to be incorporated with the public face to face street survey being conducted for the proposed levels of council tax.
- 5.5 Three questions were added to the precept survey that asked questions on the three new strategic priorities presented in *Our Plan*.
- 5.6 To maximise the value of this time, the opportunity was also taken to promote community safety messages and highlight the Service’s free home fire safety advisory service. The survey was also made available online and publicised through the Service’s social media channels.
- 5.7 The face-to-face surveys with members of the public were conducted by Devon & Somerset Fire & Rescue Service staff in Torquay, Plymouth, Taunton and Exeter on 13, 14, 15 and 16 January 2015 respectively. A total of 212 responses were obtained. The online survey was available between 12 and 23 January 2015 and 42 surveys were completed.
- 5.8 A summary of the results is provided below and the full results can be found in Appendix C.
- 5.9 Due to rounding, the percentages in the graphs may equal 100% + or – 1%.

**Public safety**

**How strongly do you agree or disagree that the Service, faced by reductions to its budget, should target its available resources according to risk and demand (meaning that vehicles, equipment and staff are distributed according to need)?**

5.8 The results of the surveys, shown in Chart 1, indicate that the public agree that the Service should target its available resources according to risk and demand. More respondents from the face to face surveys agreed than those who completed the online survey and correspondingly more people disagreed who completed the online survey.

Chart 1: Levels of agreement that the Service should target its available resources according to risk and demand.



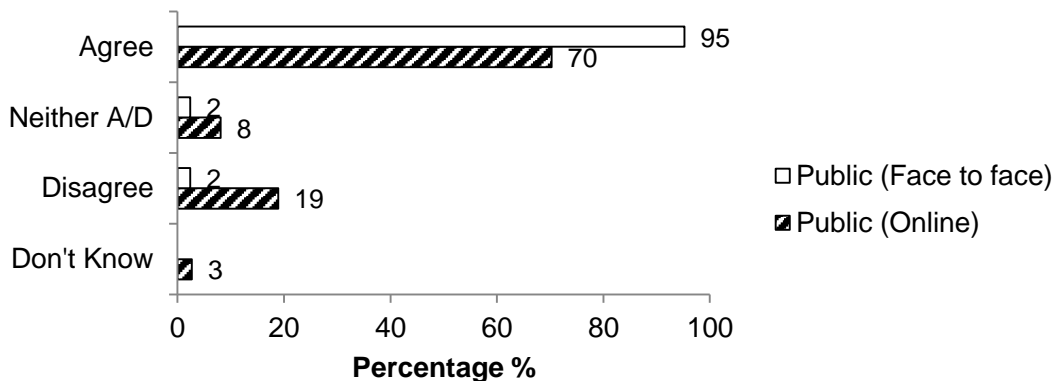
Count (unweighted): Public response street 207, public responses online 40.

**Staff safety**

**How strongly do you agree or disagree that the Service should consider the use of new technology to improve safety?**

5.9 The results to the question on the strategic priority of staff safety, shown in Chart 2, indicate that members of the public agree that the Service should consider the use of new technology to improve safety. Similarly to the first question, more respondents from the face to face surveys agreed than those who completed the online survey and correspondingly more people disagreed who completed the online survey.

Chart 2: Levels of agreement that the Service should consider the use of new technology to improve safety.



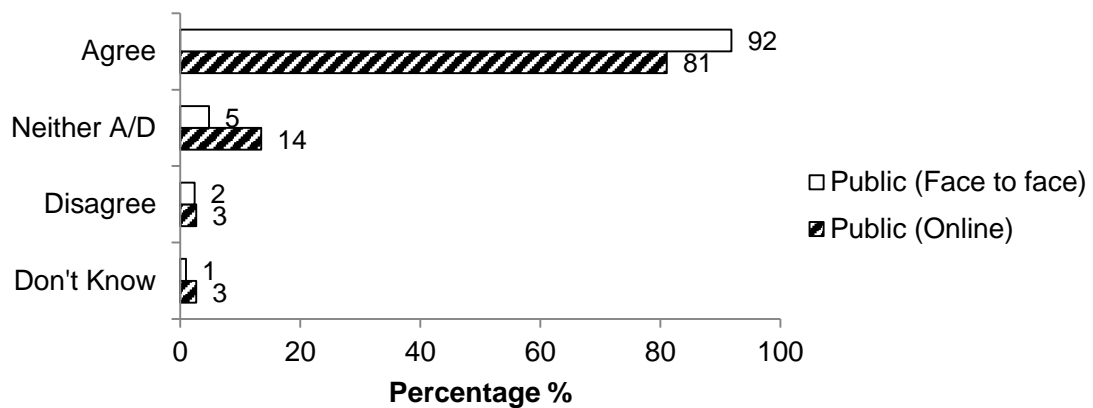
Count (unweighted): Public response street 208, public responses online 37.

## **Effectiveness and efficiency**

### **How strongly do you agree or disagree that the Authority should actively engage with stakeholders to understand their needs before making decisions to change the Service?**

5.10 For the strategic priority of Effectiveness and Efficiency a question was asked on stakeholder engagement. The results to this question, shown in Chart 3, indicate that the public agree that the Authority should actively engage with stakeholders to understand their needs before making decisions to change the Service. Whilst there remains a difference in the level of agreement between those who completed the face to face survey and those who completed the online survey it was less marked than in the first two questions.

Chart 3: Levels of agreement that the Service should actively engage with stakeholders to understand their needs before making decisions to change the service.



Count (unweighted): Public response street 208, public responses online 37.

## **6. ACCESSIBILITY**

6.1 The plan will be electronically available on our website and as always comments on its content are invited and will be welcomed. Only a small number will be printed so as to keep costs down. A summary version of the plan will be produced as a 'plan on a page' which will be available as a printed document.

## **7. CONCLUSION**

7.1 The plan is constructed around delivering improvement whilst remaining focused on achieving the savings required.

7.2 The results of the consultation indicate that the public respondents agree that:

- the Service should target its resources based on risk and demand
- the Service should consider the use of new technology to improve safety; and
- the Authority should actively engage with stakeholders to understand their needs before making decisions to change the Service.

- 7.3 A difference in the levels of agreement are observed between those who participated in the face to face survey and those who completed the online survey.
- 7.4 The Authority is now invited to consider the outcome of the consultation, as identified in Section 5 and Appendix C to this report, with a view to approving the Service Strategy 2015 – 2020 (*“Our Plan 2015 – 2020”*).

**Lee Howell**  
**CHIEF FIRE OFFICER**



## Equality Risks and Benefits Analysis form ERBA 1

### Community and Workplace Equalities (CWE)

*This form should be completed with guidance ERBA 2. Only ERBAs approved by CWE should be saved on the SIP*

1. Name of activity:	<b>Corporate Plan 2015 to 2020 'Our Plan – Creating Safer Communities'</b>
2. Main purpose of activity:	<b>To provide strategic direction to the Service</b>
2a. Project manager/process owner	<b>Steve Widnell</b>
2b. Project/process linked to	<b>Corporate Planning</b>
3. List the information, data or evidence used in this analysis:	<b>Our Plan 2015 to 2020 Creating Safer Communities</b>

4. Assessment				
Characteristics	Neutral (x)	Negative* (enter score)	Positive (x)	Describe the particular characteristic you are assessing and explain:  <b>Negative: What are the risks?</b>  <b>Positive: What are the benefits and/or opportunities?</b>
A person of a particular age	x		<input type="checkbox"/>	See community considerations
A disabled person	x		<input type="checkbox"/>	See community considerations
A person of a particular sex, male or female, including issues around pregnancy and maternity	x		<input type="checkbox"/>	See community considerations
A person of a gay, lesbian or bisexual sexual orientation	x		<input type="checkbox"/>	See community considerations
A person of a particular race	x		<input type="checkbox"/>	See community considerations
A person of a particular religion or belief	x		<input type="checkbox"/>	See community considerations
Transgender	x		<input type="checkbox"/>	See community considerations
<b>Community considerations</b> (e.g. applying across communities or associated with socio-economic factors, criminal convictions, rural living or Human Rights)	<input type="checkbox"/>		x	The plan applies to all communities within Devon and Somerset.  The plan focuses on improving public safety and considers risk across the whole community. Our services will be targeted on those identified as being most at risk. Risk can change over time and therefore the





**Equality Risks and Benefits Analysis form**

**ERBA 1**

Community and Workplace Equalities (CWE)

			<p>targeting of our services may be adjusted to reflect a new risk and consequently a different group of people.</p> <p>Our approach to analysing risk extends beyond the consideration of single characteristics and instead looks at the effect of the combination of multiple variables and how they may identify those most at risk e.g. age, gender, health, disability, living arrangements, home location.</p> <p>The plan highlights the planned key improvement actions. Currently the planned improvements are not developed in sufficient detail to be able to make an informed assessment on any protected characteristic. As these improvements are developed the appropriate assessments will be undertaken to identify if there are any impacts, positive or negative, on the protected characteristics. Consultation and mitigating actions will be identified and undertaken as necessary.</p>
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*\*see EA:RB2 guidance*

<b>5. Results</b>			
	<b>Yes</b>	<b>No</b>	
Are there negative scores in Low?	<input type="checkbox"/>	x	If Yes, list any actions required to adjust the activity and any mitigation you will implement in the action plan below in <b>section 6</b>
Were positive impacts identified?	<input type="checkbox"/>	x	If No, Community and Workplace Equalities will contact you about this
Are some people benefiting more than others? If so explain who and why.	x	<input type="checkbox"/>	People identified as being most at risk will receive targeted community safety services.
Are one or more negative scores in Medium or High?	<input type="checkbox"/>	x	If Yes, consult Community and Workplace Equalities (CWE) on further consultation

<b>6. Consultation, decisions and actions</b>		
If medium or high range results were identified who was consulted and what recommendations were given?		
Describe the decision on this activity		
List all actions identified to address/mitigate negative risk or promote positively		
Action	Responsible person	Completion due date
Carry out an ERBA on each identified project within the plan	Project leads	



## Equality Risks and Benefits Analysis form

### ERBA 1

#### Community and Workplace Equalities (CWE)

When, how and by whom will these actions be monitored?	
<b>7. Signatures</b>	
Assessor	
Name: <b>Ralph Howle</b>	Signature**
Validated by (Line manager)	
Name: <b>Steve Widnell</b>	Signature**
<b>Forward to CWE</b>	
Equalities team/monitoring group member name:	
Signature** Michelle Smitham	ERBA number: 1141
Assessment date: <b>26/01/2015</b>	Review date: <b>Further ERBAs to be developed for each project</b>

\*\* Please type your signature to allow forms to be sent electronically. Email ERBA and policy to [.cweteam@dsfire.gov.uk](mailto:.cweteam@dsfire.gov.uk)