

<b>REPORT REFERENCE NO.</b>	<b>CSCPC/18/1</b>
<b>MEETING</b>	<b>COMMUNITY SAFETY &amp; CORPORATE PLANNING COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>1 FEBRUARY 2018</b>
<b>SUBJECT OF REPORT</b>	<b>DRAFT INTEGRATED RISK MANAGEMENT PLAN 2018 TO 2022 CONSULTATION RESULTS</b>
<b>LEAD OFFICER</b>	<b>Assistant Chief Fire Officer – Service Improvement</b>
<b>RECOMMENDATIONS</b>	<i><b>That the Devon &amp; Somerset Fire &amp; Rescue Authority be recommended to approve the Integrated Risk Management Plan for 2018 - 2022, as appended to this report, subject to incorporation of the amendment indicated at paragraph 8.1 of this report and any other amendments as might be indicated at the meeting.</b></i>
<b>EXECUTIVE SUMMARY</b>	<p>The Devon &amp; Somerset Fire &amp; Rescue Authority approved the Draft Integrated Risk Management Plan as the basis for public consultation at its meeting on 20 October 2017.</p> <p>Subsequently, a public consultation process was undertaken which followed National Guidance.</p> <p>The consultation sought views on whether the plan had thoroughly considered the risks facing our communities and whether the activities identified would mitigate those risks. It also sought views on the focus of the Service's change and improvement activity and possible changes for the future. It should be noted that a public consultation was also undertaken simultaneously, but separately, on the proposed level of Council Tax increases for 2018/19. The results of the precept consultation will be reported to Resources Committee on 8 February as part of the budget discussions.</p> <p>This report presents the results of the consultation on the Draft Integrated Risk Management Plan 2018 – which took place over an eight week period (01/11/2017 and 31/12/2017).</p>
<b>RESOURCE IMPLICATIONS</b>	Resource implications of implementation of the Integrated Risk Management Plan will be identified once further development of the proposals has been undertaken.
<b>EQUALITY, RISKS AND BENEFITS ANALYSES</b>	Equalities Risks and Benefits Assessments have not been completed for the Draft Integrated Risk Management Plan. They will be undertaken as part of developing individual proposals.
<b>APPENDICES</b>	A. Integrated Risk Management Plan 2018 - 2022 – proposed final version
<b>BACKGROUND PAPERS</b>	Draft Integrated Risk Management Plan 2018 - 2022

## **1. BACKGROUND**

- 1.1 On 20 October 2017, the Devon & Somerset Fire & Rescue Authority (hereinafter referred to as “the Authority”) approved the Draft Integrated Risk Management Plan (IRMP) 2018 - 2022 for consultation (minute DSFRA/40 refers). The consultation period commenced on 1 November 2017 and was open for an eight week period finishing on 31 December 2017.
- 1.2 This report presents a summary of the key consultation results together with the recommendations for consideration by the Authority.
- 1.3 The results of the consultation are not binding on the Authority. The Authority may, however, wish to take into account the number of responses received and the sentiments expressed.

## **2. CONSULTATION METHODOLOGY**

- 2.1 The focus of consultation for the Draft IRMP was around the risks identified and activities put in place to mitigate those risks.
- 2.2 Opportunities to be involved in the consultation included both quantitative and qualitative methods: a questionnaire survey, discussion groups for staff, and written responses were the key approaches.
- 2.3 Comments were invited on all aspects of the draft plan. The key questions were:
- How strongly do you agree or disagree that the Integrated Risk Management Plan has thoroughly considered the risks our communities face?
  - How strongly do you agree or disagree that the Integrated Risk Management Plan has thoroughly considered the prevention and response activities the Service can put in place to mitigate those risks?
  - How strongly do you agree or disagree that, the following strategic risks identified in the Integrated Risk Management Plan should be the focus of the Service’s change & improvement activity over the next four years?
    - An increasingly ageing population
    - Common health and well-being risks
    - Availability of on call appliances
    - The historical distribution of service delivery resources
    - An increasing demand for emergency medical response
    - An increase in the number of serious fires affecting commercial premises.
  - How strongly do you agree or disagree that, given the risks identified in the Integrated Risk Management Plan, the Service should consider the following changes in the future?
    - The way fire stations and appliances are crewed
    - Relocating some of its fire stations, appliances and staff to areas where risk is greatest
    - Invest in its emergency medical response capacity
    - Ensure that they collaborate with other emergency services
    - Delivering more prevention and protection activity
- 2.4 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, fax or online.

### 3. **PUBLICISING THE CONSULTATION PERIOD**

#### **External communications**

- 3.1 The draft plan was promoted to raise general public awareness through our website, and our Facebook and Twitter social media accounts.
- 3.2 A short animation was made to explain the purpose of the IRMP and was made available on the website and intranet and also shared on social media.
- 3.3 The Service also placed a Facebook advertisement in order to promote the consultation further. The cost of this advertisement was £600 and the results of that advertisement are as follows:

Term	Description	Number
Reach	The number of people who saw the advert at least once.	70,141
Impressions	The number of times the advert was viewed. Reach is different to impressions, which may include multiple views of the advert by the same people.	183,527
Frequency	The average number of times that each person saw the advert.	approx. 2.5
Unique link clicks	The number of people who performed a link click.	1,036
Link clicks	The number of times a link click was performed to destination off Facebook (i.e. our website).	1,153

- 3.4 Letters and emails were sent to our key external stakeholders inviting them to participate in the consultation. Stakeholders targeted for their views included:

Chambers of Trade and Commerce	Lord Lieutenants and High Sheriffs
Council Leaders	Members of the Public
Authority Members	Members of the Voluntary Sector
Authority Staff	MPs and MEPs
Emergency Services	Parish, Town and City Councils
Health Organisations	Representative Bodies
Key Local Businesses	Strategic Partnerships
Local Authority Chief Executives	

- 3.5 Approximately 2,860 letters or emails were sent to key stakeholders outlined above. Approximately 500 mail delivery failures were received from either emails not recognised, or individuals no longer at the address. This brings the total number of people reached to 2,360.
- 3.6 A press release was sent a number of media outlets, such as local news and local radio stations. Press and media was monitored for any coverage.

- 3.7 Information about the consultation period was also shared with communications teams from councils and other agencies, such as police and ambulance services across Devon and Somerset, asking them to share information on the consultation through their internal communication channels.
- 3.8 The Partnerships Officer emailed a number of key contacts notifying them of the consultation period (approximately 195 emails sent).

#### **Internal communications**

- 3.9 The consultation period was also publicised internally through staff networks including the intranet and the Service Update. In addition to this, an alert was issued at the start of the consultation period to all staff informing them of the consultation period and how they could get involved.
- 3.10 An email was issued to Group Commanders providing information about the consultation period, offering to visit local teams.
- 3.11 Prior to the consultation period being launched a number of workshops were held to inform the Draft Integrated Risk Management Plan, including:
- Nine staff workshops held at various locations throughout the organisation;
  - informal and formal engagement with the Executive Board;
  - a formal workshop for Community Safety and Corporate Planning Committee Members;
  - seven separate informal meetings with Members; and
  - a Members' Forum presentation.
- 3.12 During the consultation period, a number of presentations were given to staff which provided an overview of the Draft IRMP and informed staff how they could submit their views.

#### **4. THE APPROACH TO RESULTS AND RECOMMENDATIONS**

- 4.1 This report presents summary results of the consultation.
- 4.2 A large amount of qualitative data was received from the online survey 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 in sections 6 of this report:
- Questionnaire results;
  - Written responses;
  - Staff events;
  - Representative bodies.

## **Implementation considerations**

- 4.4 As with Equalities Risks and Benefits Analysis, any detailed proposal stemming from the Integrated Risk Management Plan will be subject to appropriate and proportionate consultation in line with national guidelines and best practice. In particular, the Service actively encourages engagement with all staff in determining new ways of working and an IRMP implementation plan will be developed and shared with staff.
- 4.5 Any changes to the ways of working will form part of the change and improvement plan and be governed by the programme management methodologies currently in place. The progress of this plan will be monitored at officer level by the Business Change Programme Board and reported to the Community Safety & Corporate Planning Committee.

## **5. OVERVIEW OF RESPONSES**

- 5.1 Responses to the consultation were received as completed online and paper surveys and in the form of letters and/or emails. A summary of the number of responses in these groups is given overleaf in Table 1. This table also shows the total number of individuals that attended the staff discussion groups.
- 5.2 The population of Devon & Somerset is approximately 1.7m.
- 5.3 The number of responses received to the online is 209. Similar types of surveys have been conducted in previous years; the survey return rates for this period, including letters and emails are shown in Table 2.

Table 1: Summarised consultation response totals

Consultation responses	
Surveys (of which online = 195 and paper = 14)	209
Letters / emails	18
<b>Total responses</b>	<b>227</b>

Staff discussion groups (held between May and December 2017)*	
Barnstaple	15
Chard	20
Exeter	21
Harcombe House	20
Plymouth	30
SHQ	118
Shepton Mallet	5
Somerton	55
Taunton	15
Teignmouth	15
Torquay	20
Yeovil	3
<b>Total attendees</b>	<b>377</b>

\*numbers are approximate for some locations

Table 2: Survey, letter and email responses to previous consultations\*

	2017/18	2013/14	2012/13	2011/12	2010/11	2009/10
Online Survey	195	237	118	179	6	18
Paper Survey	14	12	64	117	58	62
Letters and emails	18	275	25	32	12	8
<b>Totals</b>	<b>227</b>	<b>524</b>	<b>207</b>	<b>328</b>	<b>76</b>	<b>88</b>

\*Figures exclude any public meetings/staff workshops

#### 5.4

Despite promoting the consultation period in a number of ways, responses were generally low in relation to the population as a whole. However, the results provide a clear outcome for all questions and can therefore be considered as presenting a majority consensus in all areas.

## 6. **CONSULTATION RESULTS**

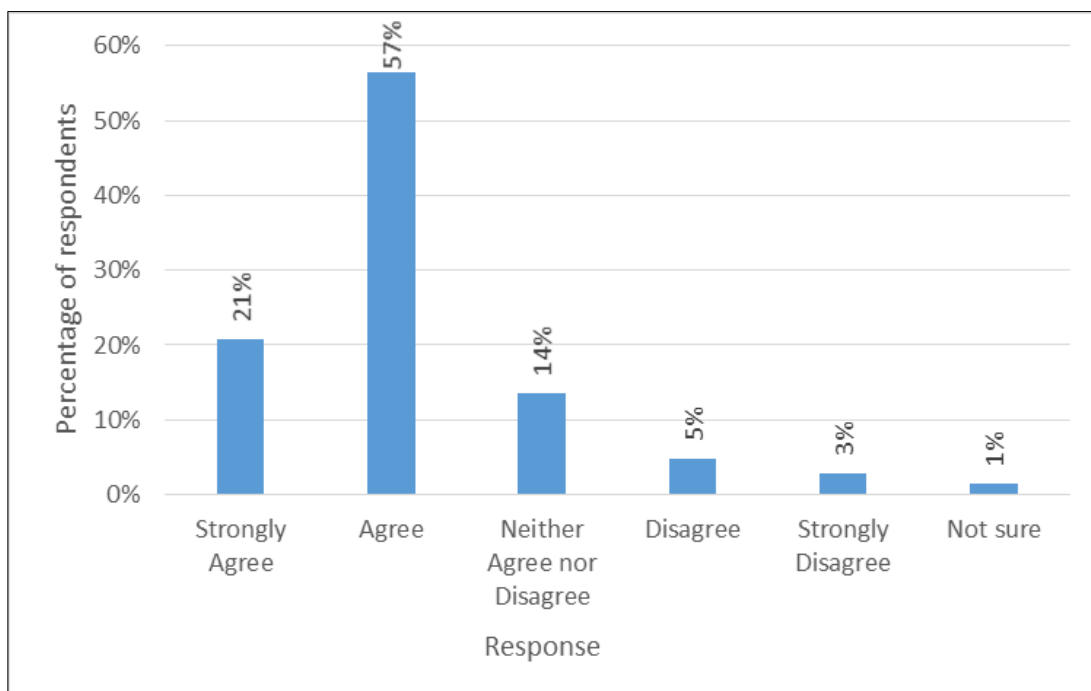
### **Questionnaire**

6.1 The consultation results from the questionnaire are provided below.

#### **Question 1**

6.2 The overall balance between those who agree and disagree that the Integrated Risk Management Plan has thoroughly considered the risks is shown in Chart 1.

Chart 1: Q1. How strongly do you agree or disagree that the Integrated Risk Management Plan has thoroughly considered the risks our communities face? (207 responses)



6.3 The results indicate that 78% of respondents (160) agree that the IRMP has thoroughly considered the risks our communities face.

6.4 Respondents were asked to provide comments in relation to this question. 77 respondents provided comments in relation to this question. The top themes emerging from the free text responses in the questionnaire are outlined overleaf.

Theme	Description	No. of comments
Positive comments	A number of positive comments were received in relation to the information provided, the presentation of the document and the variety of risks identified.	20
Unidentified risk	Comments relate to risks that respondents feel haven't been identified, such as parking, firefighter safety, Hinkley Point C, moorland/heath fires, water risk, remote farms, solar panels.	11
Concerned with data/methodology used to assess the risk	Concerns over using frequency and likelihood of incident rather than the potential outcome. Some respondents feel like the statistics produced are misleading.	9
Suggestion	A number of suggestions were submitted, including charging for social care calls, changing tenancy contracts to ensure smoke detectors are tested, link to town planning to ensure new developments allow space for fire appliances, work with mental health and NHS providers, saving property should be one of our priorities.	7
Lack of detail in plan around specific proposals	No detail on how any of the proposals are to be achieved, if enough resources and funding is available. No information regarding location of stations and appliances.	7
On call	Concerns regarding the reliance of on call in some areas and availability of on call appliances.	5
Crewing with two	Concerns over the statement on p.60 regarding incidents that could be dealt with a 'crew of two'. Lack of evidence to back this statement up and concerns this would be unsafe.	4
Risks not addressed	Comments indicates that they risks have been identified but no plans in place to address them.	4

6.5 In considering the comments that seek clarification on the detail of any changes, the Committee is reminded that the IRMP is a strategic document that identifies the fire and rescue related risks faced by the communities of Devon and Somerset and indicates the areas of activity in the Service that require change in order to mitigate those risks. Further consultation on detailed action plans will be undertaken following approval of the IRMP.

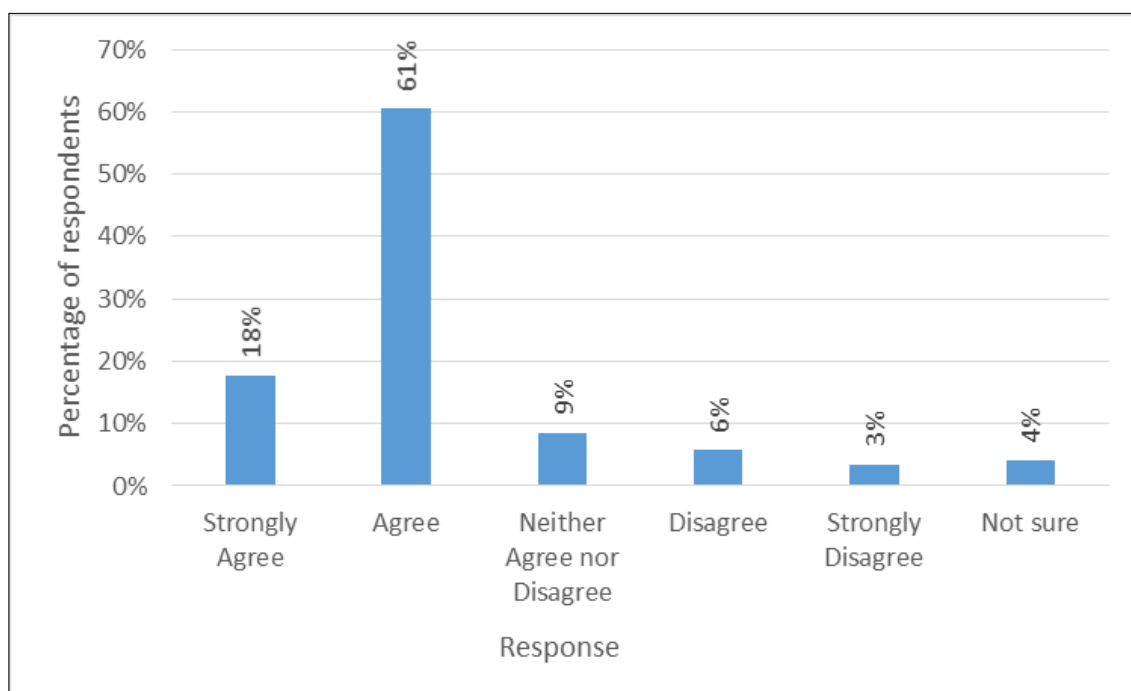
6.6 It should also be noted that any statements regarding the current risks and potential activities to deal with those risks are supported by statistical data and evidence which will be brought forward in the detailed action plans.

## Question 2

6.7 The overall balance between those who agree and disagree that the Integrated Risk Management Plan has thoroughly considered the prevention and response activities is shown in Chart 2 overleaf.



Chart 2: Q2. How strongly do you agree or disagree that the Integrated Risk Management Plan has thoroughly considered the prevention and response activities the Service can put in place to mitigate those risks? (175 responses)



- 6.8 The results indicates that that 79% of respondents (137) agree that the IRMP has thoroughly considered the prevention and response activities the Service can put in place to mitigate the risks.
- 6.9 Respondents were asked to provide comments in relation to this question. 58 respondents provided comments in relation to this question. The top themes emerging from the free text responses in the questionnaire are outlined overleaf.

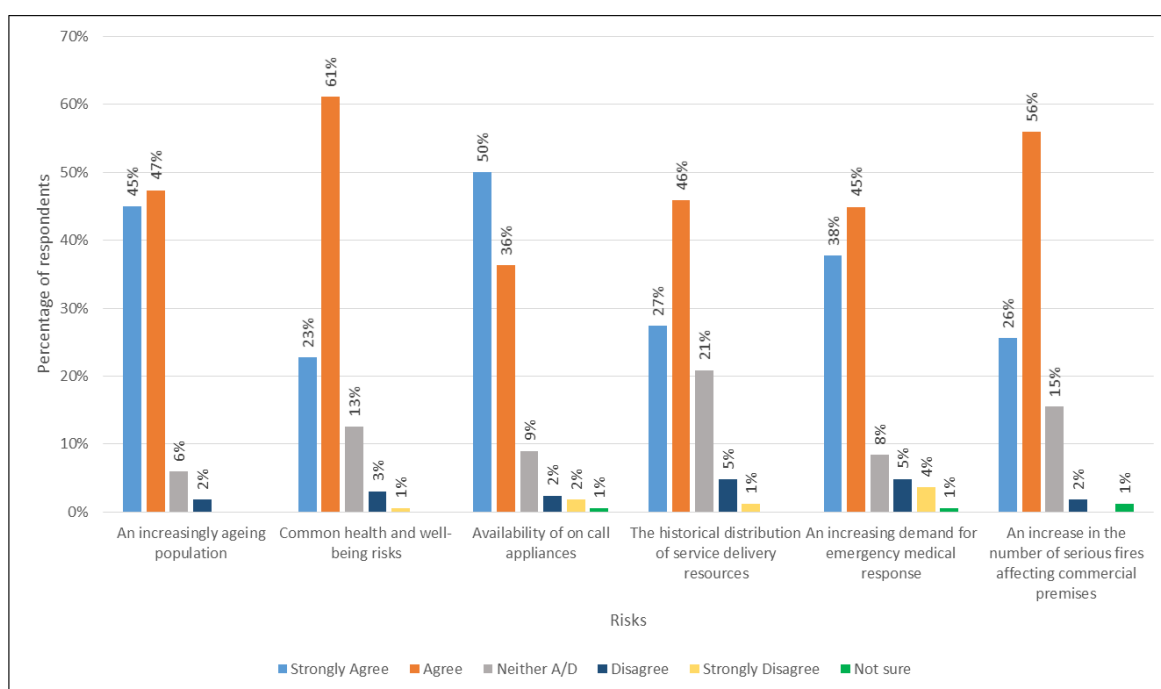
Theme	Description	No. of comments
Lack of detail in plan around specific proposals	Not enough information in relation to how the proposals will be achieved, costs and resources required, and how feasible they are.	11
Suggested inclusion for mitigation activities	Suggested inclusions; evidence partnership working, schools talks, education on healthy living, identifying escape routes, greater availability of high ladders, electrical fire equipment.	10
Prevention not prioritised	Further investment in prevention required, should be a priority for the Service, plan does not reflect this, not enough emphasis on prevention. A more targeted approach is required to prevention activities.	7
Positive comments in relation to mitigation activities	Positive comment received in relation to activities identified, particularly, smaller fire engines, work with other agencies, safeguarding, station location of stations.	6
Comments regarding funding	Comments/questions raised how this will be funded, in particular emergency medical response. How achievable the plan is in relation to financial constraints and how cost efficient some of our services are.	5
Concerned with data/methodology used to assess the risk	Plan is based on past data and assumptions, has assessment been undertaken to see how the outcome of incidents could be improved. Data is contradicting; reduction in fires vs increase in commercial fires and fires people's homes.	5
Comments regarding reduction in response capability	Concern for reduced crewing numbers and smaller vehicles. Operational available compromised due to crews undertaking emergency medical response, home safety visits.	3

- 6.10 In considering the comments that seek clarification on the detail of any changes, the Committee is reminded that the IRMP is a strategic document that identifies the fire and rescue related risks faced by the communities of Devon and Somerset and indicates the areas of activity in the Service that require change in order to mitigate those risks. Further consultation on detailed action plans will be undertaken following approval of the IRMP.
- 6.11 It should also be noted that any statements regarding the current risks and potential activities to deal with those risks are supported by statistical data and evidence which will be brought forward in the detailed action plans.

### Question 3

- 6.12 The overall balance between those who agree and disagree that the key risks identified should be the focus of the Service's change & improvement activity over the next four years is shown in Chart 3.

Chart 3: Q3. How strongly do you agree or disagree that, the following strategic risks identified in the Integrated Risk Management Plan should be the focus of the Service's change & improvement activity over the next four years? (167-169 responses per risk)



- 6.13 The results indicate support for each risk with the level of agreement as follows:
- An increasingly ageing population – 92% (156 responses);
  - Common health and well-being risks – 84% (140 responses);
  - Availability of on call appliances – 86% (145 responses);
  - The historical distribution of service delivery resources – 73% (123 responses);
  - An increasing demand for emergency medical response – 83 % (138 responses);
  - An increase in the number of serious fires affecting commercial premises – 82% (137 responses).

- 6.14 Respondents were asked if they disagreed or responded 'not sure' to state their reasons. A description of the comments left for each risk are outlined below.

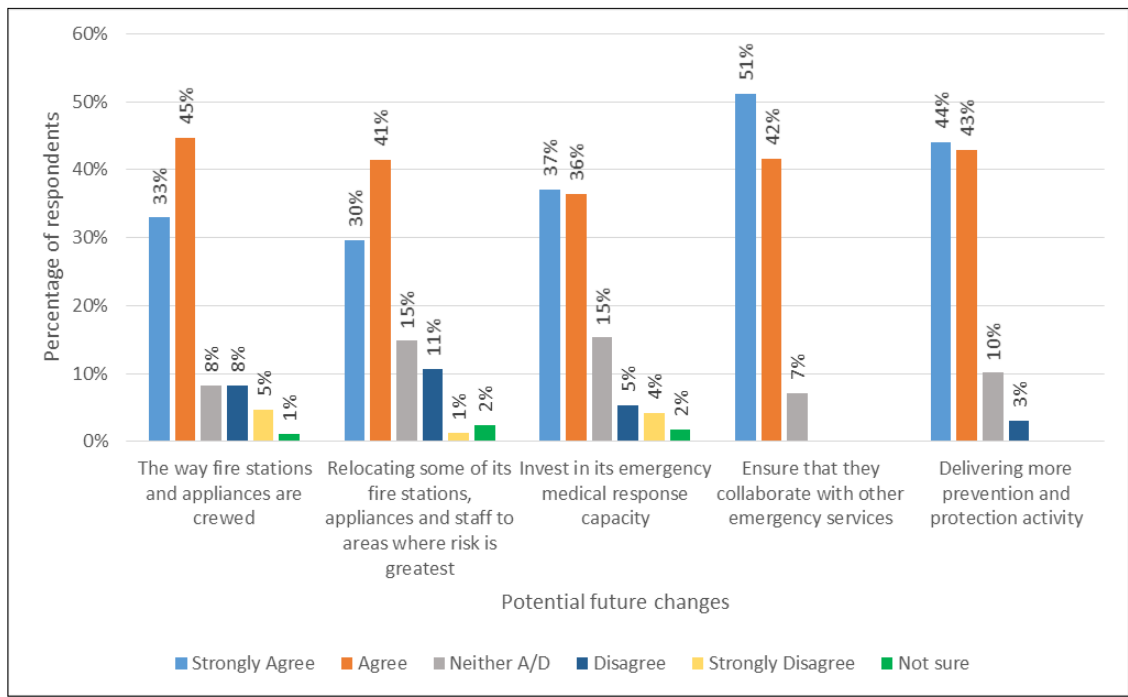
Risk	Description of comments
An increasingly ageing population (6 comments)	Comments suggesting that risk should not be based on age alone and could be handled at a multi-agency level.
Common health and well-being risks (6 comments)	Comments indicate that this is an issue for the NHS, not the FRS and that DSFRS do not have the resources to influence this in comparison with other agencies. Other comments relate to how this can be measured especially with populations movement.
Availability of on call appliances (10 comments)	Concerns for how this will affect rural areas due to response times, particularly if appliances are unavailable. Too much reliance on good will of the retained to crew appliances.
The historical distribution of service delivery resources (15 comments)	Concerns about re-directing resources to 'new towns' and resources will be withdrawn to major towns/cities. Some comments left were supportive of relocating resources based on risks, whereas others felt that fire stations should remain where they are and find other ways of reducing costs.
An increasing demand for emergency medical response (17 comments)	A number of comments state that this should be left to the ambulance service/NHS. It is felt that by providing emergency medical response, the fire service is diluting its skills and availability to respond to fires and rescues. Comments were also made regarding how this is funded and whether it should be a more nationally recognised programme.
An increase in the number of serious fires affecting commercial premises (9 comments)	Comments questioning the data behind this statement, whether this is a trend or spike in the data. Should be a focus but not to the detriment of other incident types e.g. RTCs. Responsibility should lie with premise owners.

- 6.15 These comments relate to potential proposals in how the risks are mitigated. The Committee is reminded that the IRMP is a strategic document that identifies the fire and rescue related risks faced by the communities of Devon and Somerset and indicates the areas of activity in the Service that require change in order to mitigate those risks. Further consultation on detailed action plans will be undertaken following approval of the IRMP.

#### Question 4

- 6.16 The overall balance between those who agree and disagree that DSFRS should consider the following changes in the future is shown in Chart 4.

Chart 4: Q4. How strongly do you agree or disagree that, given the risks identified in the Integrated Risk Management Plan, DSFRS should consider the following changes in the future? (168-170 responses per proposal)



- 6.17 The results indicate that support for the proposed changes with levels of agreement as follows:
- The way fire stations and appliances are crewed – 78% (132 responses)
  - Relocating some of its fire stations, appliances and staff to areas where risk is greatest – 71% (120 responses)
  - Invest in its emergency medical response capacity – 74% (125 responses)
  - Ensure that they collaborate with other emergency services – 93% (156 responses)
  - Delivering more prevention and protection activity – 87% (146 responses)
- 6.18 Respondents were asked if they disagreed or responded 'not sure' to state their reasons. A description of the comment made in respect of each change is outlined overleaf.

Change	Description of comments
The way fire stations and appliances are crewed (28 comments)	Disagreement to the statement regarding 'crewing with two' (p.60) stating that this could compromise public and staff safety and impact response times. Focus should be on making improvements to the on call system, improving recruitment, rather than inventing another system.
Relocating some of its fire stations, appliances and staff to areas where risk is greatest (30 comments)	The majority of comments relate to concerns that stations in rural areas will be left without cover and result in longer response times.
Invest in its emergency medical response capacity (20 comments)	Comments state that this should be left to the ambulance service/NHS and should be funded by them/government. Also concerns that this will affect fire cover.
Ensure that they collaborate with other emergency services (8 comments)	Clear parameters need to be put in place to ensure the knowledge, skills and understanding of each individual emergency service is not diluted.
Delivering more prevention and protection activity (10 comments)	Comments indicate that this is an important activity, but should not detract from firefighters training/providing cover. Could be provided by non-uniformed staff. This should be measured on outcomes not quantity.

- 6.19 These comments relate to potential proposals in how the risks are mitigated. The Committee is reminded that the IRMP is a strategic document that identifies the fire and rescue related risks faced by the communities of Devon and Somerset and indicates the areas of activity in the Service that require change in order to mitigate those risks. Further consultation on detailed action plans will be undertaken following approval of the IRMP.

### Question 5

- 6.20 Respondents were asked to provide any comments / feedback or suggestions on any element of the Draft IRMP. 83 respondents provided comments. The responses have been grouped and themed as set out overleaf.

Theme	Description	No. of comments
Positive comments	Positive comments received in relation to the structure and presentation of the document being clear and concise. Agreement with the risks and activities identified.	21
On call	Concerns about the on call system included; how they are rewarded, availability, recruitment and retention. A number of comments indicate that it might not be as effective as it should and should be reviewed. Concerns that reduction in crewing levels could put additional strain on retained crews. National debate required on this subject.	10
Prevention	Comments indicating the prevention should be a priority, with some suggesting it should be more prescriptive. Conversely other comments indicate that the levels of prevention are sufficient and existing programmes of work should be improved before expanding. A suggestion that there should be more of a focus on education.	10
Emergency Medical Response	Comments stating we should carried out in all/all rural areas, however others feel that this should be left to ambulance service/NHS. One respondent felt a review should be undertaken so see if survival rates are improved in co-responding areas before expanding the scheme.	7
Lack of detail in plan	The risks are identified, but there is no detail on how the Service will address these.	6
Concerns regarding crewing/operational cover	Concerns about crewing levels and whether it is safe to crew with less personnel. Concerns about whether the cover is sufficient.	6
Rural concerns	Concerns that Services are being withdrawn to cities/towns, leaving rural areas vulnerable. Comments indicate that rural services are essential due to longer response times	5
Suggestion	Suggestions include; data required to lobby for lowering speed limit, councillors should be used to promote advice, providing mains operated for those who can't test/change batteries, plan must address population growth.	5
Comments relating to vehicles/equipment	Rapid Intervention Vehicles should only be allocated to stations as a second appliance. Concerns that smaller, less equipment vehicles increase the risk to crews and members of the public.	4
Funding	Concerns that council tax funding is not being put directly into services. Concerns how expansion of work (e.g. emergency medical response etc) will be funded. Senior managers should lobby government for a better settlement.	4

## Written responses

6.21 There were 15 written responses (not including those from representative bodies (see section 6.22) received in response to the consultation. A summary of those responses has been included below:

Sector	Summary of comments
Member of staff	Concerns that proposal for 20,000 Home Safety Visits is not achievable due to lack of ICT development on the HSV system.
Member of staff	Incorrect wording of Arson. Include 'working with Manufacturers and Trading Standards where Product faults/Recalls are confirmed following subsequent fire investigations' to current mitigating activities to reduce fires.
Member of staff	Suggested improvements to Business Safety elements of the plan.
Member of staff	Suggested amendments – no major changes suggested, just some additions/re-wording to make some ideas clearer.
Member of staff	Lack of detail in the plan - specifically regarding changes to RTC capability.
Member of staff	Suggested amendments which provide more detail in places, but no significant changes proposed.
Member of the public	Feedback on the format and construction of the document - incorrect business terms used, use of vision and mission, STEEPLE and SWOT - used incorrectly.
Member of the public	Concerns about Business Safety work after Grenfell - lack of detail in plan re business safety work.
Member of the public	Concerns over population figures used and lack of detail in plan. Further consultation on specific proposals is required.
Member of the public	Data requests and Freedom of Information requests received in relation to road traffic collisions statistics and the statement '70% of incidents could be dealt with a crew of two'. Respondent feels that some of the figures used in IRMP are misleading.
Town or Parish Council	No mention of Moorland Heath fires, Hinkley Point C. Concerns how the plan will affect Dulverton Fire Station. In support of reduced crewing to improve availability in rural areas improve cover.
Town or Parish Council	Concerns about any proposals relating to responding to incidents with a smaller crew with less capability.
Town or Parish Council	Unable to comment - lacking in professional knowledge. Document is difficult to read and too large.
Town or Parish Council	Details of consultation about proposals in Ottery St Mary to address congestion.
Town or Parish Council	Support for the proposals.



## Staff events

- 6.22 A number of staff workshops were held at various locations throughout the organisation prior to the consultation being launched. The results of these were used to inform the Draft IRMP. The results of these were reported to Fire Authority on 20 October 2017 (minute DSFRA/40 refers). The outcomes of the feedback have been displayed below:

Suggestion/Comment	Outcome
Clearer understanding of the evidence for the risk analysis.	Section added to the IRMP describing the risk methodology and the evidence used in assessing the community risk.
Listing risks numerically could cause readers to assume that a priority applies.	Numbering of risks removed from the document.
No mention of terrorism as a high level risk.	The terrorism risk is increasing and the Service will consider how best to support the mitigation of this risk.
Maritime safety not mentioned as a specific issue within commercial fires.	Boat safety is an existing activity for the Service and this has been added as comment. Future maritime firefighting capability will be a specific project for consideration.  Maritime safety to be explicit to include prevention approaches as well as operational response to mitigate fire and emergency risks off shore.
Numerous suggestions for specific changes to Service Delivery resources including station, appliance and crewing locations.	The strategic IRMP is a high level document so these tactical suggestions have not been included but they will support potential future projects, some of which will be subject to public consultation.
Clearer strategic vision and direction required to support any change and improvement projects.	Future outcomes to be fully defined to better support the 'vision'. The current work defining what a future operating model may look like for the Service will support this recommendation and inform future change and improvement planning, resourcing and scheduling of activity.
Wording of the section on the future of the Service too specific.	Section rewritten clarifying the strategic principles that will guide the organisation.

## Representative Bodies

- 6.23 The Fire Brigades Union provided a formal response requesting that the following amendments are made to the IRMP:
- Add a sentence in the Introduction that any future proposed changes from the current IRMP will be issued separately for full public consultation,
  - Remove comments from the Ministerial Foreword to the National Framework,
  - Include a statement that future expansion of non-statutory work should be conditional on this being at no cost (physically or financially) to the Service's statutory duties,
  - Include a recommendation for recognition by Government that response to flooding should be a statutory fire and rescue duty in England, with the requisite Government funding,

- v. Include recognition of the need for additional funding for on-call Firefighter remuneration,
- vi. Include a clearer statement on the need to increase business safety inspection and audit, recognising that the UK Fire and Rescue Service should seek to lead recommending changes to fire safety regulation and enforcement, particularly in the aftermath of the Grenfell fire,
- vii. Remove the statement “We currently crew our fire engines with a minimum of four people however over 70% of the calls we attend could be fully dealt with by a crew of two”,
- viii. Ensure that any (future) revision of emergency response standards (ERS) fully assesses and recognises the need to ensure firefighter, as well as public, safety.

6.24 The Retained Firefighters Union provided a formal response, their main concerns were as follows:

- i. The lack of detail contained in the plan and concerns that important decisions and the implementation of proposals could be made without subsequent consultation and agreement with rep bodies,
- ii. Concerns for an ageing workforce and the fitness standard that applies to all regardless of age, sex or role performed. As this standard relates to the requirement to wear breathing apparatus, the RFU have questioned whether this needs to be applied to all staff,
- iii. Comments related to the capacity for some on call stations to be able to support the expansion of work,
- iv. As the introduction of LRPs and RIVs reduces RTC capability, the service needs to ensure that specialist vehicles are available to provide support at these incidents. Adequate training is required to ensure staff can safely perform their role with all modern vehicles. Training also needs to be increased on large goods vehicles,
- v. More needs to be done for the health and well-being of crews responding to distressing incidents,
- vi. Opposed to single responding to emergency medical response,
- vii. Adequate training needs to be provided for flooding and incidents involving hazardous materials,
- viii. Specialist appliances to support rescues should be strategically placed based on risk,
- ix. Any review involving the location of stations, the equipment they operate and the duty systems used, should be fully consulted with staff. Where a station location is changed, relocation costs for affected staff should be considered or a more flexible contract,
- x. Comments relating to reduced crewing – the RFU are in support of this but only where a full crew isn’t available and full training must be given to firefighters on tactical decision making.

6.25 Fire Officers Association – no formal written response received.

6.26 Unison – declined to comment as the IRMP was operationally based.

## **7. CONCLUSION**

- 7.1 The questionnaire results show support for the Draft Integrated Risk Management Plan. The majority of respondents agreed that the Draft IRMP had thoroughly considered the risks, prevention and response activities. Respondents also agreed that the risks identified should be the focus of the Service's change and improvement activity and that the proposed changes should be considered in the future.
- 7.2 Comments received refer to the lack of detail contained in the plan, specifically relating to the proposals. A number of respondents showed concern that future changes may not be fully consulted on. Provision of a statement clarifying the intention of the Service to consult on detailed plans arising from the IRMP would therefore be of benefit in the final published document. This is reflected in the recommendations below.
- 7.3 A number of comments received included some amendments to the plans and suggestions for inclusion. None of these result in substantial changes to the principles outlined in the document but rather add to the considerations of any detailed plans that are produced.

## **8. RECOMMENDATION**

- 8.1 That the following amendment is made to the last paragraph of the final section of the Integrated Risk Management Plan 2018 – 2022:
- Delete – 'The Service will produce more detail around these principles as they develop and contribute to its Change and Improvement activities over the next 5 years.'
  - Insert – 'The Service will produce and consult upon detailed action plans around these principles in line with the Best Value Statutory Guidance (Sept 2011).'
- 8.2 That, following consideration of the public consultation and any subsequent agreed amendments, the Community Safety and Corporate Planning Committee recommend the Integrated Risk Management Plan to the Fire & Rescue Authority at its meeting on 16 February 2018 for publication.

**PETE BOND**

**Assistant Chief Fire Officer – Service Improvement**