

# Public Document Pack



**BARRY KEEL**  
Chief Executive  
Floor 1 - Civic Centre  
Plymouth  
PL1 2AA

[www.plymouth.gov.uk/democracy](http://www.plymouth.gov.uk/democracy)

Date 15/02/11 Telephone Enquiries 01752 307815 Fax 01752 304819  
Please ask for Mrs. Katey Johns e-mail [katey.johns@plymouth.gov.uk](mailto:katey.johns@plymouth.gov.uk)

## **OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

**DATE: WEDNESDAY 23 FEBRUARY 2011**  
**TIME: 1 PM**  
**PLACE: COUNCIL HOUSE (NEXT TO THE CIVIC CENTRE)**

### **Committee Members –**

Councillor James, Chair  
Councillor Ball, Vice-Chair  
Councillors Browne, McDonald, Nicholson, Ricketts, Stevens, Thompson and Wildy

### **Co-opted Representatives –**

Mr. D. Fletcher (Chamber of Commerce)  
Mr. J. Paget (Young People)

### **Substitutes–**

Named substitutes from the Panels may act as a substitute member provided that they do not have a personal and prejudicial interest in the matter under review.

Members are invited to attend the above meeting to consider the items of business overleaf.

Please note that, unless the Chair agrees, mobile phones should be switched off and speech, video and photographic equipment should not be used during meetings.

**BARRY KEEL**  
**CHIEF EXECUTIVE**

## **OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

### **PART I (PUBLIC MEETING)**

#### **AGENDA**

##### **1. APOLOGIES AND SUBSTITUTIONS**

To receive apologies for non-attendance submitted by Overview and Scrutiny Management Board Members and to note the attendance of substitutes in accordance with the Constitution.

##### **2. DECLARATIONS OF INTEREST**

Members will be asked to make any declarations of interest in respect of items on this agenda.

##### **3. CHAIR'S URGENT BUSINESS**

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

##### **4. DEVON & SOMERSET FIRE & RESCUE AUTHORITY - (Pages 1 - 64) DRAFT CORPORATE PLAN 2011/12 TO 2013/14**

The Overview and Scrutiny Management Board will hear from representatives of the Devon and Somerset Fire and Rescue Authority as part of the consultation process on its Draft Corporate Plan 2011/12 to 2013/14.

##### **5. CALL-INS**

Members will consider any executive decisions that have been called in.

##### **6. EXEMPT BUSINESS**

To consider passing a resolution under Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) ... of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

### **PART II (PRIVATE MEETING)**

#### **MEMBERS OF THE PUBLIC TO NOTE**

that under the law, the Overview and Scrutiny Management Board is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

NIL.

DEVON & SOMERSET  
FIRE & RESCUE AUTHORITY



## Draft Corporate Plan 2011/12 to 2013/14



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## Our Mission

Acting to Protect and Save

## Our Vision

Devon and Somerset – a safer place for people, communities and business.

For 2014 our **Vision** can be described in more detail:

“By 2014, Devon and Somerset Fire and Rescue Service (DSFRS) will be saving more lives and limiting the number of injuries from preventable fires and accidents because people and communities in Devon and Somerset will be making better informed decisions about their safety and spending their time in safer buildings. When local, regional or national incidents do occur, our emergency response teams will be even more agile to deploy the skills and resources needed to deal effectively and safely with the range of challenges they face. Our trained and qualified staff, our key partnerships and the sustainable processes they operate, will be responsive to constant change and will be recognised as examples of good practice, as well as contributing to wider society and the DSFRS reputation for organisational excellence.”



## Introduction

### **It seems it is impossible to avoid the current turmoil in the public sector as a result of the recently announced public spending cuts.**

Since our funding comes from a combination of government grant and council tax precept, the impact is that the fire and rescue service budget as a whole has been reduced by 13%. For Devon and Somerset Fire and Rescue Service the picture is not quite as bad but we are still planning on having to meet a budget shortfall of between £8 and £10 million by 2014. Our focus must therefore remain on achieving the significant savings required by 2014.

In its announcement of the Comprehensive Spending Review in October the Government made it clear that to achieve this level of saving the fire and rescue service will need to modernise, increase efficiency and deliver workforce reform. This is the challenge we are facing and one against which we have been planning for some time. This proactive approach to this economic challenge means that we have no plans to close fire stations or reduce fire engines as a result of these budget cuts and we will continue to crew our front line fire engines safely and without detriment to our emergency response standards. We also believe that there will be no need for large scale redundancies.

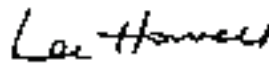
We are confident we can accommodate the savings required through planned change. Some of the proposed changes are as a result of risk analysis that has taken several years to complete. Our planning for anticipated change started in 2010.

Despite the economic challenge ahead we are confident we can implement sensible changes that will not only deliver savings but will also improve our service and help us achieve organisational excellence. This may mean us doing things differently to how they have been done before that includes exploring opportunities through our commercial trading arm. We will need the continued support of staff to be flexible in their

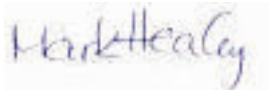
roles and take on additional responsibility.

The proposed changes are outlined within this plan and we would like to invite you to let us know your views – details of how you can do this are at the back of this plan.

In these difficult economic times when the attention of public sector bodies may understandably be diverted towards budget issues, we would like to make a statement of assurance, as demonstrated by our first two strategic principles, “Public and Fire Fighter Safety remains at the top of the DSFRS agenda”.



Chief Fire Officer



Chairman  
Fire Authority

## **This plan presents a positive response to the challenge set by the public sector spending cuts.**

Whilst the spending cuts set a background context this plan remains firmly fixed on delivering improvement to community safety. The background to the spending cuts can best be summarised by two extracts:.

“Early into the new coalition we find ourselves facing tough choices around funding. When the Prime Minister took up office at Number 10 he was faced with a bill for £156 billion of public debt. The Government has made it clear from the outset, and as shown by the Budget last week, that deficit reduction is our most urgent priority

We do recognise the challenges that lie ahead in delivering local services at a time when we face the worst financial deficit seen in decades. This will require a different way of doing things than we may have been used to previously.”

Extract from Bob Neil MP Fire Minister speech on 29th June 2010. To access the full speech [click here](#).

and

“Fire resource expenditure will reduce by 13 per cent in real terms over the Spending Review period. Within this, central government grants to local authorities will be reduced by 25 per cent over the period. To achieve this level of savings, the Fire and Rescue Service will need to modernise, increase efficiency and deliver workforce reform. It will be for individual fire authorities to decide how to make these savings.”

Section 2.36 Spending Review 2010 HM Treasury



## Our strategy

“Towards 2014” is our strategy. It is most important document as it sets the direction against which we plan and deliver our services. The strategy also describes the sort of culture we wish to develop that will help us achieve our strategic aims.

To access the strategy [click here](#).

The strategy is based upon four key strategic principles that are presented in the diagram below.





## Our behaviour and values

We recognise that in order to deliver the strategy our staff are our most important resource and they need to be engaged through being informed, involved and consulted. Therefore we aim to ensure that we have a motivated and satisfied workforce that exhibit the behaviour in line with our expectations.

High standards of behaviour are required and staff are expected to demonstrate the nationally developed Core Values for the Fire and Rescue Service. These values will impact on how we deliver the service in all roles through the organisation.

Our core values are:

### We value Service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

### We value all our People by practising and promoting:

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

### We value Diversity in the service and the community by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

### We value Improvement at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

Our equality policy can be viewed at [click here](#).

## Legislation

Our vision is to become a modern, flexible and responsive fire and rescue service meeting local, regional and national needs.

In achieving this we must also work within the requirements of government expectation that impacts upon what we do and the way we do things.

We are guided by the following legislation.

- Fire and Rescue Services Act 2004 ([click here](#))
- Fire and Rescue Service National Framework 2008 – 2011 ([click here](#))
- Regulatory Reform (Fire Safety) Order 2005 ([click here](#))
- Civil Contingencies Act 2004 ([click here](#))
- Crime and Disorder Act 1998 ([click here](#))
- The Local Government and Public Involvement in Health Act 2007 ([click here](#))

What this means is that we:

- Make provision for a service to extinguish fires and protect life and property from fire.
- Promote fire safety.
- Rescue people from road traffic accidents and protect people from harm at these incidents.
- Respond to other emergencies which may include: chemical, biological, radioactive and nuclear incidents, major transport incidents, search and rescue incidents and rescues from flooding.
- Investigate fires
- To work with local partners to collectively deliver community priorities.
- To apply robust performance management principles.
- To continue using the principles of integrated risk management planning to direct the delivery of the service.
- To enhance the capability for the delivery of 'resilience' services such as responding to major flooding incidents.
- To support the implementation of the national FiReControl project.
- To consider the effectiveness of joint working arrangements with neighbouring fire and rescue services.
- To implement the fire and rescue service Equality and Diversity strategy.
- To recruit, develop and maintain a competent workforce.
- Enforce fire safety law.
- Participate in local resilience forums.
- Act as a responsible authority.

## Strategic Principle 1: Work with people, communities and businesses to make Devon & Somerset a safer place to live, work & visit.

### Our commitments

- Fewer deaths, casualties and incidents caused by domestic fires
- Fewer deaths, casualties and incidents in non-domestic properties
- Fewer deaths, casualties and incidents caused by non-fire emergencies

### Community safety services

Devon and Somerset Fire and Rescue Service provides community safety advice and support to help prevent incidents from occurring, protect people if an incident should occur and minimise the wider societal impact of emergency incidents.

### Community safety prevention

By working and engaging with the community and partner organisations we ensure that members of the community have access to, and are provided with, information that will help prevent an emergency and minimise injury if an incident does occur.

To effectively and efficiently promote community safety the Authority works to engage with the community and understand their values and the services that they require access to. We work in partnership with agencies and organisations who represent the vulnerable groups in the community most at risk from an emergency.

The range of community safety activities includes:

- Schools fire safety education.
- Home fire safety visits.
- Arson reduction programmes.
- Youth inclusion programmes
- Investigation of fires to identify cause and impact
- Reduction of unwanted fire signals
- Road traffic incident reduction
- 

Each station receives a Station Community Risk profile which brings together historic incident data, demographic, commercial and infrastructure risk factors. All of this risk information, combined with activities we carry out to engage with the local community, is used to produce a bespoke individual Local Community Plan. These plans contain actions we will take to reduce risk in a specific community area. The plan is delivered by the local station personnel with the assistance of local support teams; we have 84 local community plans to help deliver our service.

### Community safety protection

The work of protection is focused on ensuring that the non-domestic buildings in which people work, visit and enjoy leisure time are provided with facilities that will ensure a safe means of escape in the event of a fire starting. Fire protection activities will be targeted at those premises perceived to present the greatest risk to the community.

The Authority will effectively enforce the law so that members of the public and local employees are protected from the risk of death and injury caused by fire.

The Authority completes statutory consultations required by other organisations on fire safety issues and ensures that the 'responsible person' of each non-domestic property meets their enforcement duties as required by the Regulatory Reform (Fire Safety) Order 2005. The level of compliance will be assessed using the national audit process developed by the Chief Fire Officers Association (CFOA). This process ensures consistent, auditable and transparent enforcement that is replicated across England and Wales.

Other work we do includes: providing advice and assistance; prohibiting or restricting the use of buildings if the condition of a building means that there is a serious risk of death or serious injury to persons; and in exceptional circumstances prosecutions when the situation risks life and there is no other option left.

## Key measures of Strategic Principle 1

Measure
Deaths in accidental fires in the home
Casualties at accidental fires in the home per 10,000 population
Deliberate primary fires per 10,000 of the population
Non-domestic premise fires per 10,000 non-domestic premises
Primary fires per 10,000 population
Accidental dwelling fires per 10,000 population
False alarms caused by automatic fire detection equipment per 1,000 non-domestic premises
Malicious false alarms attended per 1,000 population

## Strategic principles

### Strategic Principle 2: Respond to local, regional & national emergencies with the appropriate skills & resources

#### Our commitments

- We will fulfil our obligations under the Fire Services Act 2004 to make provision for dealing with emergencies specified as core functions within the act.
- Our emergency response teams will be deployed with the appropriate skills and resources
- The number, composition and distribution of our emergency response teams will be based on the risks to the communities they serve
- We will respond to other incidents not taking into account the risks, costs and benefits to the community

#### A professional approach to planning your safety

Devon and Somerset Fire and Rescue Authority (DSFRA) oversees the delivery of services to reduce and respond to the risks in our local communities. We understand our communities and plan to local community level so that the most appropriate service is delivered for particular communities. An overview of the risks across the two counties is provided below.

#### Our geography

Devon and Somerset are large rural counties covering over 10,000 square kilometres which is navigated by nearly 21,000 kms of roadway that range from the high speed M5 motorway to the narrow winding country lanes for which the counties are famous. A permanent population of over 1.6 million live in this area in 700,000 households. To put into context the size and geographic nature of the area it takes approximately 2 hours and 45 minutes to travel between Salcombe and Frome, the furthest extents of the two counties.

The natural beauty of the two counties means the area is a popular tourist destination (moorlands, 900 kms of beaches, estuaries and historic sites) which increases the population by about 25% and equates to nearly 40 million tourist nights. This population increase provides Devon and Somerset Fire and Rescue Service with one of the many unique challenges in how to provide effective services.

#### Our demographics

The resident population continues to grow as the area remains a popular retirement location. At the 2001 census the ethnic minority population across the counties was relatively low at approximately 1.7%, rising to 6.4% in Plymouth, however a more recent survey, in 2006/07, of working age residents showed the ethnic minority population at 5.3% with the highest concentration in Exeter of 13%.

Regardless of which survey you use the ethnic minority population of DSFRA is made up of diverse communities and cultures; the services we provide need to reflect this diversity. It is vital therefore that we continually develop our knowledge of the people of Devon and Somerset, and the different communities it hosts.

#### Our economy

The counties have a dynamic and growing business community, assisted by the two airports of Exeter and Plymouth and the international port, also in Plymouth. Employment within the Devon area focuses on service and manufacturing with nearly 30% of the working population employed within the public sector.

In Somerset tourism and distribution are the key employers. The military maintains a significant presence within the counties with the major Naval base at Plymouth, and other bases at Lympstone, Dartmouth, Yeovilton, Barnstaple and Taunton. Significant amongst the other risks within the counties is the nuclear power station at Hinkley Point on the Somerset coast. The new Langage gas fired power station near Plymouth was commissioned in 2010.

Within the two counties the population is focused in the principal cities and towns of Plymouth, Taunton, Torquay, Exeter, Bridgwater, Barnstaple and Yeovil. These 'centres' are widely dispersed, but with relatively good communication links. However, the remainder of the population lives in widely spread, relatively small towns and villages and extremely rural locations. Communications here are poorer with winding narrow lanes making travel times long.

This situation presents real challenges for any service provider for which response times are critical.

**Matching resources to risk**

The service is split into the Area Commands Western, Central and Somerset.

The development of a risk map covering Devon and Somerset, which represents the socio-demographic and historical incident data for the current distribution of resources has been a key part of the analysis.

Map 1 below shows the estimated extent of travel from each station in accordance with the 10 minute criteria of the emergency response standards for dwelling fires.

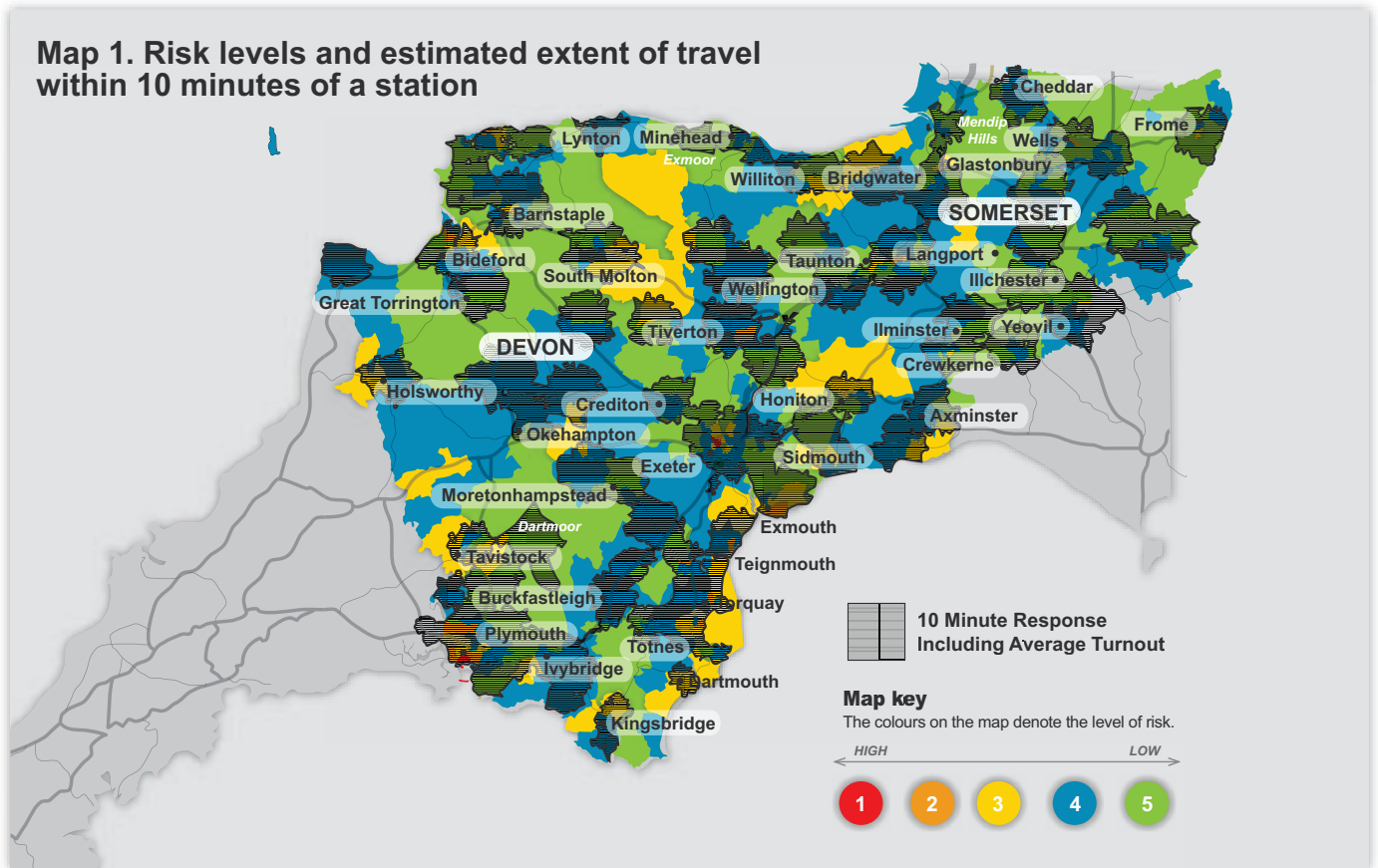
Whilst there is still some work to do, the early indications are that there are imbalances in the provision of operational resources. There are areas that fall outside the 10 minute response standard and areas where 10 minute response areas overlap.

This result suggests that we may need to reconsider our response arrangements in terms of fire stations, vehicles, equipment and staff.

We believe there will be opportunities to improve community safety through using our resources more effectively and achieve an increase in the proportion of Devon and Somerset covered by the 10 minute response criteria. The risk map is driving the programme to deliver the change of improved community safety through improved distribution of emergency response resources.

To ensure the reviews are as informed as possible, a cross section of staff are contributing to the work. Good practice is also being considered from other fire and rescue services and different organisations.

If this programme of work results in proposed changes, staff and stakeholders will have the opportunity through consultation to consider any recommendations and give their opinion.



Note: The black areas illustrate the extent of the 10 minute travel time. Those areas outside of the 10 minute travel time are targeted with proactive community safety services. Devon and Somerset Fire and Rescue Service recognise that prevention and protection are better than relying on emergency intervention alone.

**Strategic principles**

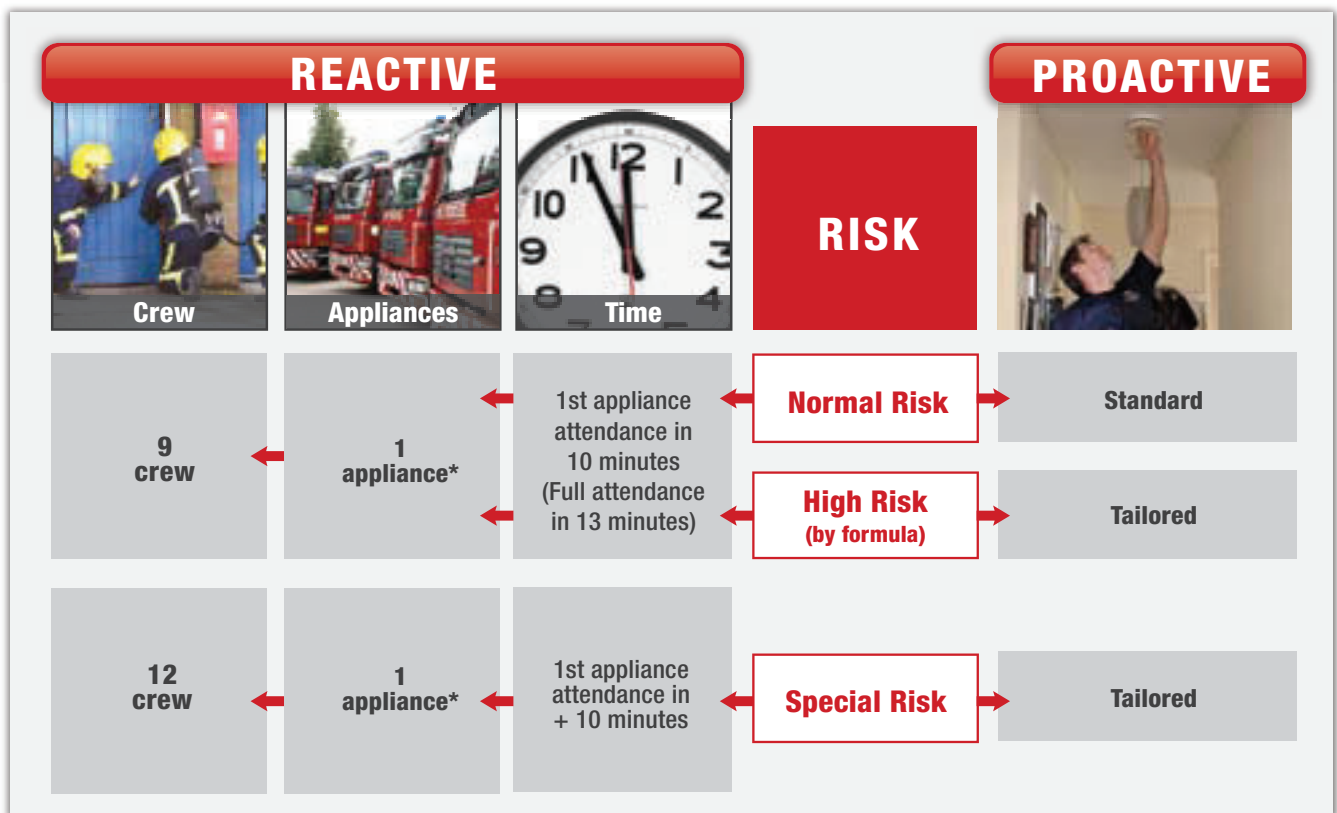
**Response standards**

We have introduced and set our own local emergency response standards following the removal of nationally prescribed response standards. This work has taken several years to complete due to our commitment to an evidenced based approach to risk analysis.

These local standards were extensively researched and developed to find a method for categorising risk in communities and defining the response to the Proactive (education, protection and support) and the Reactive (emergency response) service delivery.

We have now set standards for domestic fires, road traffic collisions and non-domestic fires. Entrapments is the last standard to be set and is currently being tested in an extended pilot. The local standards are presented below.

**House fire emergency response standards**






\* With appropriate equipment

**Strategic principles**

**Road traffic collision emergency response standards**

REACTIVE			PROACTIVE
 Time	 Appliances	 Crew	e.g. 
Single lane road traffic collisions			
1st appliance attendance in 15 minutes (Full attendance in 18 minutes)	2 appliances with defined equipment*	8 crew	<p><b>Local Actions:</b> Road Safety as part of local community risk management</p> <p><b>Area / Service Actions:</b> Working with partners</p>
1st appliance attendance in 15 minutes (Full attendance in 18 minutes)	3 appliances with defined equipment*	10 crew	
* With appropriate equipment			

**Non domestic fire emergency response standards**

REACTIVE			PROACTIVE	
 Time	 Appliances	 Crew		
<ul style="list-style-type: none"> <li>Residential (non-domestic) premises e.g. hotels, sheltered accommodation etc.</li> </ul>				
1st appliance attendance in 10 minutes	→ Full attendance in 13 minutes	→ 9 crew	<p><b>Location:</b> All non-domestic premises</p> <p><b>Action:</b> Application of the DSFRS targeting of enforcement activity policy</p>	
<ul style="list-style-type: none"> <li>Residential (non-domestic) buildings where we are unable to make first attendance time of 10 minutes</li> </ul>				
-	→ -	→ 12 crew		
<ul style="list-style-type: none"> <li>Non-domestic premises confirmed fire e.g. shops, factories</li> </ul>				
1st appliance attendance in 10 minutes	→ Full attendance in 15 minutes	→ 9 crew		
<ul style="list-style-type: none"> <li>Non-domestic premises fire where we are unable to make first attendance time of 10 minutes</li> </ul>				
-	→ -	→ 12 crew		
Prescribed attendance due to specific risk	No change to existing prescribed attendance			

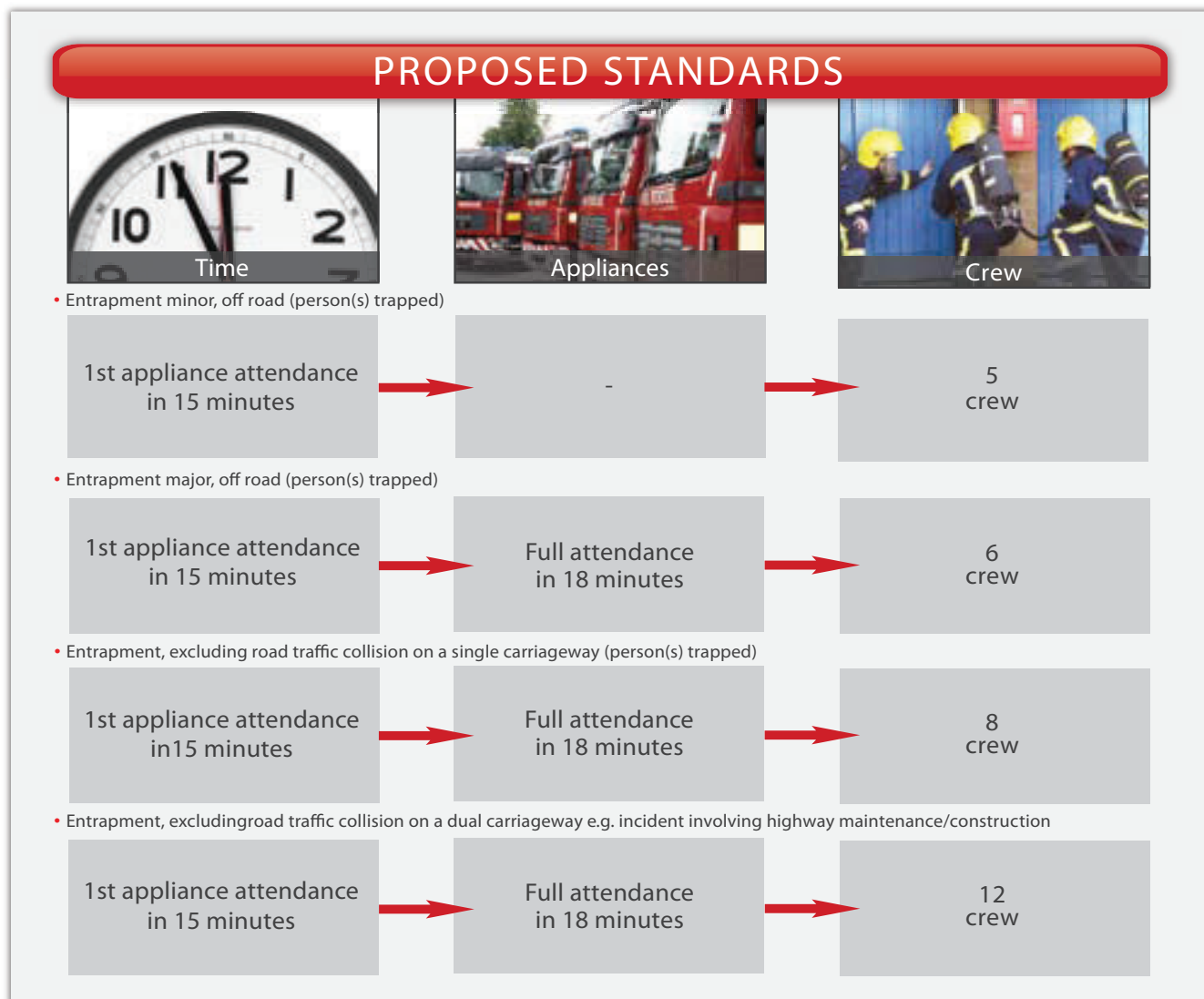


## Strategic principles

### Entrapments (excluding Road Traffic Collisions) - Proposed Standards

The Emergency Response Standards for Entrapments are currently subject of an extended pilot.

The standards to which the pilot is operating are presented in the table below.



The extended pilot splits the standard for off road entrapments into minor and major categories to ensure the most efficient and effective use of resources. Evidence suggests that resources mobilised in accordance with the minor and major categories will be sufficient to meet the needs of the incident.

A **minor** entrapment can be defined as:

An incident where persons are physically trapped and unable to free themselves but there is not an immediate threat of death or serious injury to anyone and the nature, location and extent would not present a serious risk to rescuers.

A **major** entrapment can be defined as:

An incident where persons are physically trapped and unable to free themselves in a location or position that presents a risk of death or serious injury to either themselves or rescuers.

Control staff will make the initial decision on mobilising based on the information provided by emergency callers. Where there is any doubt over the level of risk involved the default mobilisation will always be to the major entrapment ERS.

## Emergency response services

In the event that an emergency incident does occur we will mobilise our personnel, vehicles and equipment to provide assistance where it is needed.

We will attend a wide range of incidents including those listed below:

- fire fighting and rescue
- response to Road Traffic Collisions
- response to terrorist incidents
- other non-fire rescues e.g. people trapped in machinery
- Urban Search and Rescue
- response to major flooding incidents
- response to serious non-road transport incidents e.g. train or air accidents
- line rescue (safety at height and confined spaces)
- co-responder medical response (an initial medical provision to stabilise casualties in life threatening emergencies prior to the arrival of the ambulance service).

## Resources

In order to deliver and support its prevention, protection and emergency response services, Devon & Somerset Fire & Rescue Authority has the following resources.

2,279 staff for the following positions:

- 763 wholetime firefighters and control room operators
- 1,222 retained firefighters\*
- 280 non-uniformed staff
- 14 volunteer firefighters.

Some members of staff are even employed in two roles, e.g. as a non-uniformed member of staff and as a retained firefighter.

Other significant resources:

- a fleet of 121 fire appliances and 57 special vehicles

- two control rooms, one in Exeter and one in Taunton
- six main, local offices based in Barnstaple, Exeter, Plymouth, Taunton, Torquay and Yeovil (due to the large geographical area of the counties)
- a Training Centre located at Plymouth and a shared training facility at Severn Park, Avonmouth
- Service Headquarters based at Clyst St George, Exeter.

85 fire stations of which there are:

- 67 retained stations – the largest number in England
- six wholetime stations
- nine wholetime/retained stations
- two volunteer stations
- one Special Operations station.

### \* Retained firefighters

Most of the fire stations in the smaller towns and villages are crewed by retained firefighters. These are men and women who have other jobs or are homemakers but carry an alerter and take on their fire fighting role when an incident occurs. A number of our wholetime and non-uniformed staff also work as retained firefighters.

To find out more about our resources, vacancies and equipment visit [www.dsfire.gov.uk/DevonFire/Recruitment](http://www.dsfire.gov.uk/DevonFire/Recruitment)

## Key measures and targets of Principle 2.

Emergency type	Measure
<b>Domestic fires</b>	% 1st Attendance in 10 minutes (inside 10 minute area)
	% Achieved (inside 10 minute area) 1st attendance within 10 minutes AND 9 crew within 13 minutes
<b>Road traffic collisions</b>	% 1st Attendance in 15 minutes
	% Achieved (Single Lane) 1st attendance within 15 minutes AND 2 appliances with defined equipment AND 8 crew within 18 minutes
	% Achieved (Multi Lane) 1st attendance in 15 minutes AND 3 appliances with defined equipment AND 10 crew within 18 minutes
<b>Non Domestic fires</b>	% 1st attendance within 10 minutes and 9 crew within 13 minutes (Residential: non-domestic)
	% achieved 12 crew (Residential (non-domestic) buildings where we are unable to make first attendance time of 10 minutes)
	% 1st attendance within 10 minutes and 9 crew within 13 minutes. (Non-domestic premises confirmed fire e.g. shops, factories)
	% achieved 12 crew (Non Domestic premises fire where we are unable to make first attendance time of 10 minutes)

## Strategic principles

### Strategic Principle 3: Develop and work in partnerships that achieve mutual benefit in areas of common interest

#### Our commitments

- Build sustainable relationships with partners based on mutual trust, respect and openness
- Maximise the return on our contribution to a partnership

#### Our Strategic Partners

Devon and Somerset Fire and Rescue Authority are proud to be a member of the four strategic partnerships shown opposite and recognises its responsibility in contributing to the wider local challenges. The local authorities and services within Devon and Somerset combine their efforts through strategic partnership working to improve the lives of those who live in the two counties.

LSPs provide the forum for setting the strategic vision for an area, capturing that vision in the Sustainable Community Strategy, and for agreeing priorities for improvement in the Local Area Agreement (LAA). We will contribute to the objectives of improving community safety and other themes in the four LSPs within our boundary.

Links to:

Devon LSP ([click here](#))

Plymouth LSP ([click here](#))

Somerset LSP ([click here](#))

Torbay LSP ([click here](#))

#### Local Resilience Forums

We contribute together with our partners to the preparation of the Community Risk Registers developed by the two Local Resilience Forum's (LRFs) operating within our boundary.

The top three priorities of the Devon and Cornwall and Avon and Somerset LRFs are: flooding, pandemic flu and terrorism.

One of the principal responsibilities of local and regional resilience forums is to produce and maintain community risk registers and to use that information to inform contingency planning throughout the partners and agencies involved

DSFRS contributes to the following emergency planning areas and takes the lead in some

instances:

- flooding
- pandemic flu
- chemical, biological, radiological, nuclear and explosive
- search and rescue procedures
- mass casualties and fatalities
- evacuation and shelter planning
- warning and informing the public
- multi-agency training and exercises.

An outcome of this work is the updating of arrangements for our Special Operations team and improved resilience with our partners.

Information from the LRFs can be accessed on the websites:

[www.dcisprepared.org.uk](http://www.dcisprepared.org.uk)

[www.avonandsomersetprepared.org](http://www.avonandsomersetprepared.org)

#### Working with neighbouring fire and rescue authorities

As well as working in partnership with other types of organisations, we also work in partnership with our neighbouring fire and rescue authorities to provide cross border services.

These arrangements exist with the result that we attend emergency incidents in Cornwall, Dorset, Wiltshire and Avon when requested, or where our resources are closest to the emergency. In addition to attending emergency incidents we also share fire investigation resources and collaborate on a range of support services with neighbouring fire and rescue services e.g. our joint training centre with Avon and Gloucestershire Fire and Rescue Services.

Devon • Cornwall • Isles of Scilly



Local Resilience Forum

AVON & SOMERSET  
LOCAL RESILIENCE FORUM



PREPARING FOR EMERGENCIES

## Strategic principles

### Our Key Partnerships

The table below shows examples of our formal key partnerships that are helping us improve community safety.

Examples of our formal key partnerships that are helping us to improve community safety.	Local	Regional
Strategic Partnerships in Devon, Somerset, Torbay, Plymouth.	✓	
Co-responder with South West Ambulance Trust	✓	
Home Safety Partnerships	✓	
Crime and Disorder Reduction Partnerships	✓	
Wider Devon Road Casualty Reduction Partnership	✓	
Somerset Road Safety Partnership	✓	
E-Government/Procurement Partnerships.	✓	
Moorland Partnerships (Dartmoor and Exmoor)	✓	
Local and Regional Resilience Forums	✓	✓

**Strategic Principle 4: Work hard to be a responsive, sustainable & excellent organisation**

**Our commitments**

- Respond positively to constant change
- Be transparent and accountable to our stakeholders
- Optimise our use of resources
- Minimise our environmental impact
- Make DSFRS one of the best organisations in the UK in which to work
- Review and continually improve the way we work



**Performance management**

To be able to meet our commitments we need to manage our work and our performance. Performance management is a core process of any organisation; it exists at different levels, from organisational performance to the performance of individuals.

The performance management process for Devon and Somerset Fire and Rescue Service is constructed around the basic principle of Plan, Do, Review.

By working to our performance management cycle we are able to respond to changing circumstances and plan and implement change. It also helps us optimise the use of our resources by planning our work effectively and reviewing it to ensure we seek improvement.

To help us review our performance and improve the way we work we produce performance reports. These show how we are performing against our targets at an organisational level, command level, and local community level.

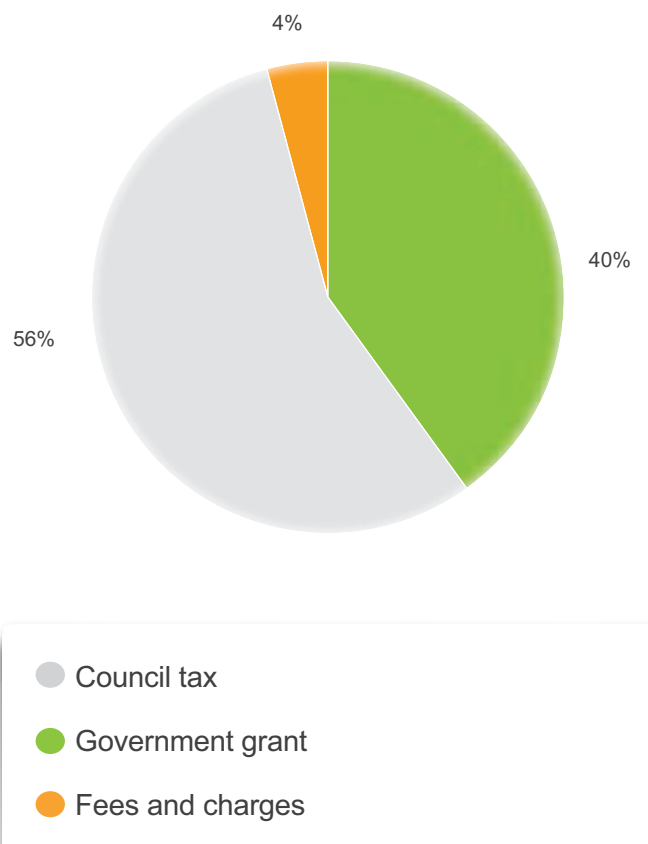
We also undertake internal audits to provide assurance that we are working to our policies, recognised standards and achieving what we say we are.

During 2010 we have introduced a new personal performance development system to ensure that all staff have a clear performance development plan and structure.

**Finance**

There are three sources to our funding: government grant, council tax and other income from fees and charges. The proportion of our budget that each of the three elements contributes is shown in Chart 1 below:

Chart 1: Sources of funding and their proportion of our budget based on 2010/11 budget



The Government announced in the Comprehensive Spending Review on 20 October 2010 that total fire and rescue resource expenditure will reduce by 13 per cent in real terms over the four year Spending Review period. This will be achieved by a reduction in central government grants of 25 per cent over the period.

To achieve this level of saving the government has indicated that fire and rescue services will need to modernise, increase efficiency and deliver workforce reform. It will be for individual fire and rescue authorities to decide how to make these savings.

On 13 December 2010 a two year grant settlement was announced for the fire and rescue service. The Fire Minister secured some protection for the fire and rescue service for the initial two year period of the four year spending review period. However, the required savings will be back loaded into years three and four. Therefore our focus is to remain on achieving significant savings in the region of between £8 and £10 million by 2014.

### Financial savings

Making financial savings for the benefit of the tax payer is something that is part of our management ethos and we are determined to meet this new challenge head on.

For example, annual savings of £1.1m, equivalent to 2.5% of council tax, have already been achieved from the voluntary combination of ex-Devon and ex-Somerset Fire and Rescue Services which took place in 2007. This is the only post-war voluntary combination to have taken place in the British Fire Service.

Clearly to achieve further on-going savings, forecast in the region of £8m by 2014-15, will require further fundamental changes to be made to the way that we do things. We have already started this process with the commissioning of two reviews within the organisation.

The Service Delivery review will provide the evidence to inform changes to be made in delivering our front line services, and the Support Services Review will identify where efficiencies can be made to our back-office functions, and support our business change programme.

In addition, the Service is well ahead in terms of identifying opportunities to increase income generation through the selling of our services to external agencies.

The Authority is confident that the work currently underway will enable the Service to deliver the forecast savings without any adverse impact to the safety of the community to which it serves.

### Budget and council tax figures

The revenue budget for the current financial year 2010/2011 was set at £75.135m.

This budget is comprised of a government grant of £31.246m and contributions from council tax payers of £43.889m. The level of council tax for a Band 'D' property for 2010/2011 was set by the Authority at £71.77, representing an increase of £2.59 over the previous year, or 3.7%.

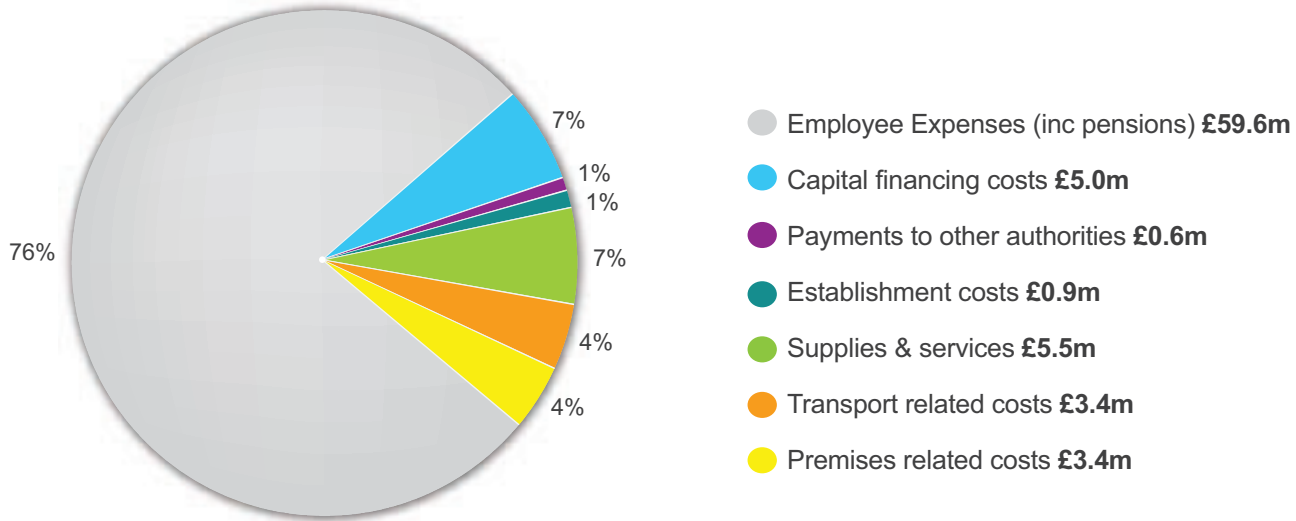
The proportion of the total council tax bill that funds Devon and Somerset Fire and Rescue Service is, on average, approximately 4% of the total bill received by households.

## Strategic principles

### How is the money spent?

Our money is spent on different associated costs in the organisation. The planned costs for 2010/11 are shown in Chart 2 below.

Chart 2: Planned spending 2010/11



### Setting the 2011 / 12 budget and council tax

The levels of budget and council tax will be set by the Authority at the budget meeting on 16 February 2011.

### Environmental impact

As a service we take our environmental responsibilities seriously whether this is in the design of building, energy use or our operational procedures to minimise environmental damage at an incident.

The recently constructed community fire station at Middlemoor, Exeter was the runner up in the 'Best Small Renewable Energy Scheme' category in the South West Green Energy Awards 2009-10. The awards recognised the increasing importance that renewable energy and energy efficiency play in South West England.

As an organisation we now have a Carbon Management Plan, prepared in conjunction with the Carbon Trust. The Earth's climate is changing and DSFRS recognises this and that everyone has a part to play in tackling it. We will seek to reduce our impact on climate change by implementing a programme of progressive reductions in our

greenhouse gas emissions across all of our activities. To achieve this we have:

- Embarked on a programme of projects across the Service for completion by 2014 to meet our aspirational target of a 30% reduction in our CO2 emissions. The programme includes improving the performance of all of our buildings through better insulation, the installation of more efficient heating and lighting systems, and the evaluation and installation of renewable energy sources where appropriate. We shall also be looking at other areas of our activities such as Fleet operations to see whether reductions in our fuel consumption, and hence CO2 emissions, can be achieved. Whilst property and vehicles represent the areas for the greatest potential for CO2 savings, we are also looking at ICT, HR and Training activities. A common purpose running through all of these activities is the encouragement of all personnel to take responsibility for energy reduction.
- Worked in close collaboration with the other fire services in the South West Region, sharing information and benchmarking our performance against them



## Strategic principles

Early work focused on establishing the amount of energy we consume in our buildings, and from this we have been able to calculate our CO2 emission levels using 2009-09 as the base line upon which to measure our performance. The installation of SMART meters at all of our properties will greatly enhance our ability to accurately monitor energy consumption levels, the results are published in the Property Asset Management Plan.

Progress towards meeting our target CO2 reduction is monitored at set intervals by the Carbon Trust, regular meetings with the other South West region fire services also enable us to compare our performance against theirs.

that ensures decisions are made within public forum. All reports considered by the authority are publicly available and members of the public are also able to attend open committee meetings. A list of authority and committee meeting dates are available on the internet: [click here](#).

The service is held publicly accountable by external assessments. This role is currently undertaken by the Audit Commission until the end of 2011/12.

### A transparent and accountable service

Being transparent and accountable is a fundamental part of any public organisation and they are aspects that are important to us. The Devon and Somerset Fire and Rescue Authority provides democratic governance for the service

### Key measures of Strategic Principle 4

Measure
Set an aspirational target of a 30% reduction in our CO2 emissions by 2014 in order that we can meet the reduction levels set by central government in the Climate Change Act 2008
Sickness Rates (All Staff) Target: To reduce the levels of sickness absence to the regional average rate of 9.0 days/shifts lost per person by 2010/11
Expenditure on Budget
Achieve Combination Savings (Million Savings) Target: Achieve savings from combining the two services of £3 million over the 5 years from 1st April 2007

**In this improvement section you will see our work organised into three broad areas:**

### **Improving efficiency**

### **Reducing costs**

### **Generating income**

Our actions are focused on improving the organisation and to continue working towards excellence even within the context of these economically challenging times.

There are no areas of the organisation that we consider are not capable of improving. This robust perspective will require strong leadership at all levels in the organisation.

Despite the budget considerations the drivers remain the same; improving the way we deliver our services, particularly with regard to community safety; firefighter safety and, where efficiencies can be realised, how these can be re-aligned to meet our changing demand particularly in prevention and protection.

As a service we are proud that we are embarking on changes that recognise our responsibility to deliver a cost effective emergency service, whilst at the same time improving the service we deliver.

For more information on the key changes identified within this improvement section please go to [www.dsfire.gov.uk](http://www.dsfire.gov.uk). We would like to hear your views on the key changes that impact on the service we deliver to the community.

Whilst there is always an open invitation for you to express your views we would also like to ask you some specific questions on particular changes that may affect you the most. The opportunities to give us your views and answer the questions are given on page 28.

### **Improving efficiency**

We will improve our efficiency in the key areas of service delivery and business support.

### **Service delivery improvements**

We have been reviewing the way we deliver our service over the last three years. The purpose of the work is to consider whether our current delivery of Prevention, Protection and Response arrangements are fit for purpose and reflect the changing risk across the Service area.

It is work that has taken a considerable amount of time to research and analyse to ensure that future proposals for change are built on sound evidence and professional judgement. We have already used this methodological approach to introduce new local emergency response standards for house fires, road traffic collisions and fires in non-domestic properties.

A fundamental part of being able to review whether we have our resources in the right places and to best meet the needs of local communities is being able to assess the community risk.

During the last year a small project team has completed a baseline risk map that incorporates five years' worth of data such as identification and location of vulnerable groups, incident type and frequencies. The development of this risk map is not a 'one-off' activity as risks are dynamic and change over time. Therefore the risk map will be maintained to ensure that we always plan using the latest information available to us.

The risk map has helped us to review the types of fire appliances needed for specific communities. We have developed a profile for the introduction of smaller fire appliance that will compliment the current fleet and continue to meet the majority of emergencies that we attend.

We are also working to develop prevention and protection strategies that meet the needs of local communities and those most vulnerable. The products and how we deliver them need to be relevant and proportional to the community safety risks.

The key areas for improvement currently identified within service delivery are:

- Providing better targeted prevention advice
- Providing better targeted protection advice
- Managing with fewer operational staff by standardising station staffing levels

- Managing with fewer operational staff by looking to make changes to crewing arrangements on some stations in discussion with staff and trade unions such as Day Crewed Plus.
- Improve the wholetime shift system by aiming to secure changes to the existing working arrangements rather than imposing a new pattern or start/finish times.
- Procuring smaller fire engines to meet local need
- Changing how we respond to co-responder calls for the ambulance service

### Business support improvements

The business support functions of the service are critical in ensuring the frontline delivery of prevention, protection and emergency response services. Without efficient and effective property management, vehicle and equipment management, human resource management, financial management, Information Communication Technology management, communications, procurement, business planning and performance monitoring we would not be able to provide a service the community can be proud of.

If we can improve the way we work in our support functions and make them truly excellent then this will make us more efficient and aid our service delivery, helping to provide a better service to the community.

The key areas for improvement currently identified within business support are:

- Better management and control of spending and suppliers
- Sharing managers and operational / business support functions
- Savings from reductions in the senior management team
- Managing with fewer non-operational staff by improving our business processes.

We recognise that we don't have within our existing resources all of the capacity and capability needed to deliver all of the changes.

To help us we have established a contract with a professional services provider called Atkins. Funding for this was approved by the Authority as part of invest to save opportunities in 2010/11. Initially, work will begin with feasibility assessments that will help us clarify the potential benefits in each area before we commission any change.

### Reducing costs

We will reduce our costs in the areas of service delivery, organisational management and political governance

#### Reducing costs in service delivery

It is very difficult to reduce costs in service delivery without actually reducing the number of emergency incidents. However, the Localism Bill 2010 introduces the concept that fire and rescue services may charge for attendance to defective automatic fire alarms. If we were able to charge on these occasions it would reduce our overall cost of providing the service.

The key area currently identified for reducing costs in service delivery is:

- On the enactment of the Localism Bill 2010 to charge for repeated defective alarm system call outs

#### Reducing costs in organisational management

There are ways we can reduce costs across the whole organisation irrespective of whether it is a service delivery or business support area. These opportunities exist where there are common management approaches or costs.

The key areas currently identified for reducing costs in organisational management are:

- Risk managed approach to reduce spend
- Pay restraint by all staff (recognising national conditions of service apply)
- Using money saved in 2010/11 as a result of tight budget management

### Reducing costs in democratic governance

All local government occurs costs associated with democratic governance. These are costs that are borne by the tax payer through the council tax. There are few opportunities to identify and implement ways of reducing costs but within this plan there are two actions for reducing democratic governance costs.

The key areas currently identified for reducing costs in democratic governance are:

- Ending the Regional Management Board (a political body)
- Reduction of expenditure on member services

### Generating income

To realise our ambition of being an excellent provider of services in the face of budget cuts requires innovative solutions.

Part of our strategy is to actively market products and services to generate an income. This income will then be used to support and supplement the DSFRS budget. We are able to establish a commercial business because of the powers provided by the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009.

We already operate commercially offering training to other organisations. Our ambition, however, is to expand the range of training offered and then to develop further commercial opportunities.

We would also like to offer assurance that whilst we are exploring the provision of services to others, any income generated will be reinvested into the service to improve community and fire fighter safety.

The benefit of this approach is that we can continue our journey towards excellence whilst limiting the cost impact to tax payers and providing an emergency service the public can be proud of.

The key area currently identified for generating income is:

- Selling training and other functions to others

## Have your say

Your opinion on this Draft Corporate Plan is important and we have made different arrangements so that you can conveniently provide your comments.

The comments we receive will inform the decision making process of progressing the contents of this draft plan.

In this Draft Corporate Plan we have presented our new strategy that sets our direction for 2014. This strategy will help us plan and succeed in achieving our Ambition and within the plan are included the key changes that are required.

The essence of this plan is presenting the key areas of change required over the next 3 years. This change will help ensure that we improve community safety but also accommodate the necessary public spending cuts.

Whilst we would welcome any comments on the plan we are particularly interested in your thoughts on the new strategy and the commitment we are making to the community as part of our new strategy.

To comment on the proposals please either visit our website [www.dsfire.gov.uk](http://www.dsfire.gov.uk) (**click here**) or write to:

**Consultation Officer**

**Devon and Somerset Fire and Rescue Service**

**Service Headquarters**

**Clyst St George**

**Exeter**

**Devon**

**EX3 0NW**

You can also contact the Consultation Officer by:

Tel: 01392 872354 or

Email: [ConsultationOfficer@dsfire.gov.uk](mailto:ConsultationOfficer@dsfire.gov.uk)

The consultation period commences on 17 January 2011 and closes on 10 April 2011.



**You can contact the Service using any of the following methods:**

Write to: Devon & Somerset Fire & Rescue Service, Service Headquarters, The Knowle,  
Clyst St George, Exeter. EX3 0NW

Telephone: 01392 872200 Fax: 01392 872300 Website: [www.dsfire.gov.uk](http://www.dsfire.gov.uk)

**Devon & Somerset Fire & Rescue Authority**

From 1 January 2011 the Councillors below are Members of the Authority.

Devon County Council

**Cllr Andy Boyd (Vice-Chairman)** Tel: (01805) 622435  
Email: [andy.boyd@devon.gov.uk](mailto:andy.boyd@devon.gov.uk)

**Cllr Rodney Cann** Tel: (01271) 372998  
Email: [rodney.s.cann@devon.gov.uk](mailto:rodney.s.cann@devon.gov.uk)

**Cllr Andrew Eastman** Tel: (01237) 474550  
Email: [andrew.eastman@devon.gov.uk](mailto:andrew.eastman@devon.gov.uk)

**Cllr Olwen Foggin** Tel: (01392) 660430  
Email: [olwen.foggin@devon.gov.uk](mailto:olwen.foggin@devon.gov.uk)

**Cllr Mrs Anne Fry** Tel: (01626) 368054  
Email: [anne.fry@devon.gov.uk](mailto:anne.fry@devon.gov.uk)

**Cllr George Gribble** Tel: (01626) 832764  
Email: [george.gribble@devon.gov.uk](mailto:george.gribble@devon.gov.uk)

**Cllr Bernard Hughes OBE** Tel: (01395) 272580  
Email: [bernard.hughes@devon.gov.uk](mailto:bernard.hughes@devon.gov.uk)

**Cllr Ray Radford** Tel: (01884) 820000  
Email: [ray.radford@devon.gov.uk](mailto:ray.radford@devon.gov.uk)

**Cllr Sara Randall Johnson** Tel: (01404) 822524  
Email: [sara.randalljohnson@devon.gov.uk](mailto:sara.randalljohnson@devon.gov.uk)

**Cllr Dennis Smith** Tel: (01803) 812653  
Email: [dennis.smith@devon.gov.uk](mailto:dennis.smith@devon.gov.uk)

**Cllr Nick Way** Tel: (01363) 777903  
Email: [nick.way@devon.gov.uk](mailto:nick.way@devon.gov.uk)

Somerset County Council

**Cllr. Ann Bown** Tel: (01278) 451886  
Email: [aebown@somerset.gov.uk](mailto:aebown@somerset.gov.uk)

**Cllr Peter Burridge-Clayton** Tel: (01278) 780130  
Email: [pburridgeclayton@somerset.gov.uk](mailto:pburridgeclayton@somerset.gov.uk)

**Cllr John Dyke** Tel: (01460) 77233  
Email: [jdyke@somerset.gov.uk](mailto:jdyke@somerset.gov.uk)

**Cllr Mark Healey (Chairman)** Tel: (01278) 685368  
Email: [mhealey@somerset.gov.uk](mailto:mhealey@somerset.gov.uk)

**Cllr Alvin Horsfall** Tel: 07765 579879  
Email: [ajhorsfall@somerset.gov.uk](mailto:ajhorsfall@somerset.gov.uk)

**Cllr Kim Turner** Tel: (01460) 55523  
Email: [kim.turner@southsomerset.gov.uk](mailto:kim.turner@southsomerset.gov.uk)

**Cllr John Woodman** Tel: (01278) 794268  
Email: [jwoodman@somerset.gov.uk](mailto:jwoodman@somerset.gov.uk)

**Cllr Derek Yeomans** Tel: (01458) 251549  
Email: [dnyeomans@somerset.gov.uk](mailto:dnyeomans@somerset.gov.uk)

Plymouth City Council

**Cllr Ian Gordon** Tel: (01752) 331431  
Email: [ian.gordon@plymouth.gov.uk](mailto:ian.gordon@plymouth.gov.uk)

**Cllr Martin Leaves** Tel: (01752) 518765  
Email: [martin.leaves@plymouth.gov.uk](mailto:martin.leaves@plymouth.gov.uk)

**Cllr Mrs Pat Nicholson** Tel: (01752) 348881  
Email: [patricia.nicholson@plymouth.gov.uk](mailto:patricia.nicholson@plymouth.gov.uk)

**Cllr Mr Jonathon Drean** Tel: (01752) 701394  
Email: [jonathan.drean@plymouth.gov.uk](mailto:jonathan.drean@plymouth.gov.uk)

Torbay Council

**Cllr Terry Manning** Tel: (01803) 859427  
Email: [terry.manning@torbay.gov.uk](mailto:terry.manning@torbay.gov.uk)

**Cllr Derek Mills** Tel: (01803) 843412  
Email: [derek.mills@torbay.gov.uk](mailto:derek.mills@torbay.gov.uk)

Independent Members of Standards Committee

**Derek J Phillips** Tel: (07811) 330000  
Email: [derek.phillips1@tesco.net](mailto:derek.phillips1@tesco.net)

**David Watson** Tel: (01752) 670207  
Email: [david@compton-it.co.uk](mailto:david@compton-it.co.uk)

**Robin Withers** Tel: (01278) 751331  
Email: [frwithers@tiscali.co.uk](mailto:frwithers@tiscali.co.uk)



**DEVON &  
SOMERSET**  
FIRE & RESCUE SERVICE

**Acting to Protect and Save**

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# Towards 2014

## DSFRS (Draft) Strategy for 2011-2014



Our ongoing **Mission**, which describes our fundamental purpose, is:

- **Acting to Protect and Save**

Our enduring **Vision** – our view of the future to which we contribute, is:

- **Devon and Somerset – a safer place for people, communities and businesses**

For 2014, our Vision can be described in more detail:

“By 2014, Devon and Somerset Fire and Rescue Service (DSFRS) will be saving more lives and limiting the number of injuries from preventable fires and accidents because people and communities in Devon and Somerset will be making better informed decisions about their own safety and living in, working in and visiting safer buildings.

When local, regional or national incidents do occur, our emergency response teams will be even more agile to deploy the skills and resources needed to deal safely and effectively with the range of challenges they face.

Our trained and qualified staff, our key partnerships and the sustainable processes they operate, will be responsive to constant change and will be recognised as examples of good practice, as well as contributing to wider society and the DSFRS reputation for organisational excellence.”

For guiding us on our journey to realise the Vision, we have four strategic principles which are to:

**Devon & Somerset -  
a safer place for people, communities and business**



Each of the four principles are supported by a number of commitments that describe the work we will do for the duration of this Strategy, and the key measures that will tell us when we have succeeded.



<b>Work with people, communities and businesses to make Devon &amp; Somerset a safe place to live, work and visit</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
Fewer deaths, casualties and incidents caused by domestic fires	<p>...engage with people and local communities to make living in their homes safer, particularly with those that we have identified from community input and through research as being the most vulnerable. We will be actively targeting, tailoring and promoting our Prevention products and services, which we will also make available through a range of easily accessible channels.</p> <p>...target the delivery of our fire prevention services to those most at risk of domestic fires. Some of these services may be provided through alternative arrangements, for example through Community Advocates (a mixture of DSFRS employees and others from outside the Service), volunteers, partnership referrals and, where appropriate, other agencies commissioned and paid for by us.</p>	<ul style="list-style-type: none"> <li>• We see a positive change in communities' attitudes and behaviours towards fire safety</li> <li>• People living in Devon &amp; Somerset spend their time in safer homes</li> <li>• Feedback tells us we are reaching and helping those people and communities that are vulnerable or at most risk</li> </ul>
Fewer deaths, casualties and incidents in non-domestic properties	<p>...take a risk-based approach to working closely with businesses and owners of non-domestic property for them to achieve high levels of compliance with the relevant fire safety legislation. The impact on businesses of compliance inspections is minimised by us working jointly with other regulatory bodies.</p> <p>...engage with businesses and owners of non-domestic property to help them reduce the risk of fire or other incidents by actively targeting and promoting fire safety and other information, which will also be available through a range of easily accessible channels.</p> <p>...go beyond the provision of a response to building regulation consultations by influencing businesses, developers, construction companies and planning authorities to consider the wider benefits of enhanced fire safety measures, such as sprinkler systems, when they apply for and determine planning applications.</p>	<ul style="list-style-type: none"> <li>• People working in and visiting Devon &amp; Somerset spend their time in safer buildings</li> <li>• Businesses recognise the benefits of being able to discharge their fire safety obligations with a minimum level of bureaucracy</li> <li>• We see sustained high levels of compliance with Fire Safety legislation and a reduction in the level of enforcement action we take</li> </ul>



<b>Work with people, communities and businesses to make Devon &amp; Somerset a safe place to live, work and visit</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
Fewer deaths, casualties and incidents caused by non-fire emergencies	<p>...work as a key partner in our local road safety initiatives to engage with and educate the main target groups that suffer or cause Road Traffic Collisions, including rolling out educational programmes in schools and colleges. We will develop and use innovative approaches to target and engage with high-risk and vulnerable groups that are otherwise hard to reach.</p> <p>...work with Local Authority Children's Services and the Police to reduce anti-social behaviour and its consequences by using appropriate interventions and community-based schemes with targeted individuals in order to do as much as we can to prevent them from entering into the Criminal Justice System unnecessarily.</p> <p>...seek new opportunities for exploiting our knowledge and experience and for developing innovative new approaches to benefit communities and businesses within other aspects of the community safety agenda, such as health, fairness, citizenship and quality of life.</p>	<p>We see a:</p> <ul style="list-style-type: none"> <li>• positive change in people's and communities' behaviours and attitudes towards road safety</li> <li>• continuing downward trend in the number of Road Traffic Collisions in Devon &amp; Somerset</li> <li>• reduction in the anti-social behaviour of targeted groups and individuals</li> </ul>
		<p>Surveys and feedback tell us:</p> <ul style="list-style-type: none"> <li>• the public trusts and respects our community safety role as much as they do our emergency response role</li> <li>• we have achieved positive trends and/ or sustained high levels of confidence and satisfaction with all our community safety products and services</li> </ul>



<b>Respond to local, regional &amp; national emergencies with the appropriate skills &amp; resources</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
<p>We will fulfil our obligations under the Fire Services Act 2004 to make provision for dealing with emergencies specified as core functions within the act.</p>	<p>...continue to extinguish fires and protect life and property in the event of fire; and rescue and protect people from serious harm in the event of road traffic collisions.</p> <p>...respond to other emergencies such as chemical, biological, radioactive and nuclear incidents, major transport incidents, incidents likely to cause harm to the environment and respond to other emergencies as directed by the Secretary of State.</p>	<ul style="list-style-type: none"> <li>• We continually meet or exceed our various targets for speed of attendance</li> <li>• Surveys and feedback will tell us that we have achieved positive trends and/or sustained high levels of public confidence in our emergency response services</li> </ul>
<p>Our emergency response teams will be deployed with the appropriate skills and resources</p>	<p>...develop and deliver training to reflect the safety critical risks associated with each role so that every member of our emergency response teams is able to contribute safely and effectively when responding to the wide range of challenges he or she faces.</p> <p>...make staff availability sufficiently flexible and send out the most appropriate appliances and equipment to reflect the levels of risk and activity in the community.</p> <p>...maintain and update the skills and assets that enable us to make a significant contribution to the regional and national resilience capability necessary for protecting communities from civil contingencies and incidents impacting on national security.</p>	<ul style="list-style-type: none"> <li>• We see a continued downward trend in the number of firefighter injuries sustained while dealing with emergency responses</li> <li>• The cost of responding to an emergency and our utilisation of resources is proportionate to the nature and severity of the incident</li> <li>• Our contribution to Local and Regional Resilience Forums is acknowledged positively by our partners</li> </ul>
<p>The number, composition and distribution of our emergency response teams will be based on the risks to the communities they serve</p>	<p>...actively involve people in communities across Devon &amp; Somerset to take into account risk and equality and diversity issues in the planning of our emergency response services.</p> <p>...change the distribution and composition of our emergency response teams and resources from the old national post-war standards to new standards that match the variation of risk in the local communities of Devon &amp; Somerset.</p>	<p>Communities tell us that:</p> <ul style="list-style-type: none"> <li>• we understand and are sympathetic to the needs of vulnerable individuals and groups</li> <li>• they understand the costs and limitations of us providing a standard response and agree to and support variations in the level of service based on the scale of risk, activity and need in the community</li> </ul>



<b>Respond to local, regional &amp; national emergencies with the appropriate skills &amp; resources</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
<p>We will respond to other incidents taking into account the risks, costs and benefits to the community</p>	<p>...educate people in Devon &amp; Somerset to help them understand that our response to those emergency calls for which there is no statutory obligation on us to do so, will be proportionate to the risk to them and the costs and benefits to the community. We will stop sending a standard response to these types of incident where it is no longer sustainable to do so and our response may involve asking other agencies or non-governmental organisations (NGOs) to respond instead.</p> <p>...rescue people from flooding incidents.</p> <p>...be commissioned, and paid where appropriate, to deliver other services to the community. We may charge a fee to recover the costs associated with responding to an incident for which we have no legal obligation to attend.</p>	<ul style="list-style-type: none"> <li>• We see a decline in the number of responses to the types of incident not specified in legislation</li> <li>• Communities accept and support our response to incidents to which we are not obligated to attend</li> </ul>



<b>Develop and work in partnerships that achieve mutual benefit in areas of common interest</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
Build sustainable relationships with partners based on mutual trust, respect and openness	<p>...identify and develop strategic and operational partnerships based on organisational need and complementary strengths and capabilities.</p> <p>...understand and manage our end-to-end processes better, including those that extend beyond our organisational boundary into partner organisations, to achieve the desired outcomes and expected levels of performance.</p> <p>...share resources and processes by working in closer collaboration with our neighbouring Fire &amp; Rescue Services (FRS) and key partners in the South West, as well as FRS and other organisations elsewhere.</p> <p>...put in place fair and transparent data sharing agreements with our key partners to facilitate the secure and timely transfer of data and information to enable prompt decisions to be made and appropriate action to be taken.</p> <p>...celebrating and learning from successful partnerships as well as having the confidence to end a partnership when it has fulfilled its purpose.</p>	<ul style="list-style-type: none"> <li>• Progress towards shared outcomes is reported honestly, consistently and openly by all relevant parties</li> <li>• Partners tell us we provide relevant and timely data and information</li> <li>• Positive feedback is reciprocated between partners</li> <li>• Key partners will be a visible part of the way we work</li> <li>• Key opinion formers and potential partners will come to us because our competency and experience will be seen as highly valued</li> </ul>
Maximise the return on our contribution to a partnership	<p>...work together with partners to achieve mutual benefit by supporting one another with expertise, resources and knowledge to achieve shared goals. We will understand and manage the cost of our input into a partnership as well as evaluating and putting a value on its successful outcome.</p> <p>...work constructively with the Unions to improve service delivery and organisational performance.</p> <p>...develop joined-up ways of working with other emergency services and agencies.</p> <p>...make the best possible use of the alternative skills and abilities of people from other sectors (through secondments and other mechanisms) and vice-versa, by working in partnership with and learning from high-performing organisations in different parts of the public sector, industry, commerce and the voluntary sector.</p>	<ul style="list-style-type: none"> <li>• We can clearly demonstrate shared success</li> <li>• We know the value of our partnerships</li> <li>• We are able to clearly demonstrate our contribution to achieving the targets in the Local Area Agreements and the Total Place agenda</li> <li>• Our contribution to Local Area Agreements is acknowledged positively by our partners in the Local Strategic Partnerships</li> </ul>



<b>Work hard to be a responsive, sustainable &amp; excellent organisation</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
Respond positively to constant change	<p>...gather and evaluate business intelligence from external sources, such as research, economic and societal trends, changes to political and legislative requirements, stakeholder needs and expectations in order to better understand and anticipate opportunities and threats to the organisation and respond swiftly and appropriately.</p> <p>...operate a simpler organisational structure that is arranged around processes and services to provide us with the organisational flexibility to deploy staff and resources rapidly to meet identified risks and challenges.</p> <p>...put in place a medium-term financial strategy that is sufficiently flexible to compensate for changes in the way we are funded and the amount of funding we receive. We will look to exploit the intellectual capital within the organisation and our ability to generate income by seeking new customers in the form of other FRS and other agencies, introducing new processes and marketing new commercial services.</p>	<ul style="list-style-type: none"> <li>• We are able to demonstrate that we took timely action as a result of a need to change.</li> <li>• We manage to retain sufficient financial reserves to see us through times of economic hardship or political pressure</li> <li>• Our customer-base for and income from commercial services has increased</li> </ul>



<b>Work hard to be a responsive, sustainable &amp; excellent organisation</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
<p>Be transparent and accountable to our stakeholders</p>	<p>...continue to uphold our democratic accountability through the Devon &amp; Somerset Fire &amp; Rescue Authority. We will work together with Authority Members to deliver agreed levels of service that provide value for money to the people of Devon &amp; Somerset and report openly on spending, contracts and tenders over £500 in value.</p> <p>...provide a range of opportunities to stakeholders to participate in decision-making and encouraging them to be involved in those decisions that affect their interest.</p> <p>...set and communicate a clear direction and strategic focus that unites our people to share and fulfil the organisation's core purpose and achieve its objectives.</p> <p>...deliver high levels of stakeholder confidence by ensuring risks are identified and appropriately managed by implementing a governance framework that is biased towards processes and responsibilities for service delivery. Each of our business processes will have an accountable Process Owner and will be managed by a dedicated Process Manager.</p>	<ul style="list-style-type: none"> <li>• We see increasing levels of involvement and representation by Members in the Forums and Service activities</li> <li>• We see increasing levels of involvement and positive feedback from stakeholders participating in decision-making</li> <li>• Our managers and staff are operating transparently within a scheme of delegated responsibility</li> <li>• Our Internal Audit team reports show sustained high levels of compliance and good governance across the organisation</li> <li>• We are rated at the highest level by external auditors</li> <li>• We continue to achieve unqualified Statements of Account</li> </ul>





<b>Work hard to be a responsive, sustainable &amp; excellent organisation</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
<p>Optimise our use of resources</p>	<p>...be more business-like in our approach to planning, performance management and improvement, taking a risk-based approach to the targeting of our services by exploiting all of the intelligence available to us to ensure that we use our resources in the most effective and efficient manner.</p> <p>...evaluate and implement alternative options for our Capital Investment Programme.</p> <p>...develop sustainable supplier relationships, managed through open, honest and fair procurement and contract management.</p> <p>...streamline our 'back office' processes to eliminate unnecessary bureaucracy and to give us the potential for offering a commercial service as a means of generating an alternative income stream.</p> <p>...encourage and enable people across the organisation to engage in dialogue to share information, knowledge and good practice but at the same time, be able to assure the quality, security and accessibility of the data and information we hold and, where appropriate, share.</p> <p>...stop carrying out those activities that do not contribute to meeting agreed customer or stakeholder requirements.</p> <p>...ensure our employees are sufficiently skilled to achieve organisational objectives and be able to recognise and make good use of the alternative skills and experience available to us from within our workforce.</p> <p>...encourage community use of those stations where we have invested in the facilities that enable communities to benefit from our fixed assets.</p>	<ul style="list-style-type: none"> <li>• We have implemented an accurate activity-based management system that enables us to understand and monitor the unit cost of our services</li> <li>• We are able to demonstrate that we planned and allocated financial and other resources, including working with partners, to provide for longer term organisational and community needs, not just short-term requirements</li> <li>• We are certified to ISO 27001 for the way we manage and secure our data and information and to BS 25999 for the way we manage business continuity</li> <li>• Benchmarking against external organisations and other FRS demonstrates we deliver value for money services</li> <li>• We are in the upper quartile in the annual CIPFA Value for Money benchmarking exercise for Corporate Services (Estates, Finance, HR, ICT &amp; Procurement)</li> <li>• We have optimised our use of national and regional procurement arrangements and have been recognised by CIPS as an excellent procurement organisation</li> </ul>



<b>Work hard to be a responsive, sustainable &amp; excellent organisation</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
Minimise our environmental impact	<p>...continually monitor, measure and evaluate our carbon footprint and reduce it across all aspects of our work by developing and implementing sustainable solutions to the issues we face. We will conduct business impact assessments on all new or changed policies, processes and resources to ensure we have considered the ecological as well as the economic and societal issues.</p> <p>...build and refurbish our stations and other buildings to meet the highest affordable environmental standards, reduce our harmful emissions and develop alternative options to reduce our consumption of natural resources, minimise waste and improve recycling.</p>	<ul style="list-style-type: none"> <li>• We are able to demonstrate that we have considered and measured the impact of our assets and operations on public health and the environment</li> <li>• Our CO2 emissions from vehicles and buildings have been reduced by 30% (our aspirational target from the 2008/09 baseline)</li> <li>• We are able to measure the full lifecycle costs and impacts of our assets</li> </ul>
Make DSFRS one of the best organisations in the UK in which to work	<p>...employing a workforce that more closely reflects the diversity of the people in Devon and Somerset</p> <p>...offer terms and conditions that reflect each employee's role and commitment to the organisation and, for example, exploit information technology to enable people to work more flexibly and support a responsible work/life balance.</p> <p>...enhance our employees as individuals, as well as team members, through training and development according to the role in which they work and/or the agreed career plan.</p> <p>...ensure individual and team objectives are aligned with the organisation's mission and vision and recognise and reward people for creativity and innovation in the workplace.</p> <p>...provide our employees with as good a working environment and safe conditions as practicable.</p>	<ul style="list-style-type: none"> <li>• Our workforce profile shows greater diversity</li> <li>• We are seen as an employer of choice</li> <li>• Performance data and staff surveys tells us that DSFRS continues to be a safe, healthy and inclusive place to work</li> <li>• We receive the RoSPA Gold Achievement Award for our Health and Safety Management System</li> <li>• We are scoring at least 600 points against the EFQM Excellence Model</li> </ul>



<b>Work hard to be a responsive, sustainable &amp; excellent organisation</b>		
<b>Our commitment:</b>	<b>Looking ahead, you will see us...</b>	<b>We will know when we are succeeding when:</b>
<p>Review and continually improve the way we work</p>	<p>...regularly analyse our own internal performance data and that of our partners to understand our existing and potential capabilities; identify improvements to our services and the way we deliver them; and seek to minimise the cost of running the organisation.</p> <p>...operating a clear and transparent framework of processes that informs and supports decision-making, resilience, performance improvement and change, supported by a consistent process management and improvement approach that actively encourages our people to improve their processes through creativity and innovation.</p> <p>...learn from post-incident reviews and fire investigations to see what worked well and what we could have done better, gain insight and share that knowledge within the organisation and, as appropriate, with partners, communities and businesses to reduce risk and improve safety.</p>	<ul style="list-style-type: none"> <li>• Data can be more easily converted into management information that supports our approach to fact-based decision-making and resource allocation</li> <li>• We are certified or maintain our certification to relevant management system standards</li> <li>• We have received awards from professional or sector bodies for the work that we do and how we go about it</li> <li>• We are recognised by the CFOA Good Practice Scheme</li> <li>• We receive the Local Innovation Award and are awarded Beacon Status</li> <li>• We receive an 'Excellent' rating against the National FRS Equality Framework</li> </ul>



<b>This is the culture we would like to have by 2014, which complements and supports our Strategic Principles and our Commitments...</b>	
<b>In terms of...</b>	<b>What will it be like...?</b>
DSFRS as a place to work	<ul style="list-style-type: none"> <li>• Our employees act with integrity and adopt the highest standards of ethical behaviour</li> <li>• Our employees' dedication, skills, talents and creativity are developed and valued</li> <li>• Employees feel comfortable in being able to challenge where it is appropriate</li> <li>• People's perceptions of barriers existing between groups of employees, no matter what job, status or role have been removed progressively by bringing the core values to life</li> </ul>
Leadership & team-working	<ul style="list-style-type: none"> <li>• Our leaders are champions of the organisation's Values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally</li> <li>• Our leaders inspire employees and create a culture of involvement, ownership, empowerment, improvement and accountability, at all levels</li> <li>• Our leaders actively promote and encourage excellence through team-working, creativity and innovation</li> <li>• Our managers and staff understand and fully accept responsibility for their role</li> <li>• Our leaders understand the communication needs and expectations of employees and everyone accepts that communication, whether up, down or across, is his or her responsibility</li> </ul>
Tackling change and performance improvement	<ul style="list-style-type: none"> <li>• Our leaders inspire trust at all times when planning and implementing change</li> <li>• All our employees know exactly what contribution they make to our Mission and Vision</li> <li>• We learn from those occasions when things go wrong or mistakes are made</li> <li>• Our employees are encouraged to be creative and innovate and take responsibility for improvement across all aspects of the organisation</li> <li>• Transformation no longer relies on the heroic efforts of a few individuals; the core values and our process-based way of working enable everybody in the organisation to contribute positively to change and improvement</li> </ul>
Our reputation	<ul style="list-style-type: none"> <li>• DSFRS has gained a reputation within the community and among key partners for championing and achieving equality outcomes and promoting good relations</li> <li>• We encourage our employees and other stakeholders to participate in activities that contribute to wider society</li> </ul>



# Having your say

Our key proposals for 2011/12 to 2013/14



In this short document we present eight key improvement proposals from our draft Corporate Plan 2011/12 to 2013/14. We believe that these proposals will enable Devon and Somerset Fire and Rescue Service (DSFRS) to meet the recently introduced public sector spending cuts without the need for station closures, reduction in fire engines or large scale redundancies. Importantly these proposals also introduce improvements that will help us along our journey to excellence.

We offer an open invitation to all those interested to let us know their thoughts on the proposals.

The Comprehensive Spending Review has seen government funding for the fire and rescue service as a sector reduced by 25% over four years. This grant is allocated through a specific formula.

In specific terms, the Government grant allocated to DSFRS has been announced for only the first two years of the four year CSR settlement. The Government have also repeatedly stated that savings for the fire and rescue service have been 'back loaded' to allow time to make the changes that such a level of grant reduction requires.

Whilst the savings for the first two years for DSFRS are modest compared to other organisations, we anticipate the savings required for 2013 and 2014 to be extremely challenging and being in the region of 10% in each year. We will not know for certain what the savings will be until the Government announcement in 2012. However, we do need to start to make changes now to ensure the savings required over the four year period. These changes will be managed to minimise as much as possible the impact on the service delivery and staff.

This document outlines proposals which we believe will:

- not adversely affect the service delivered to the public
- contribute to improving public safety
- present savings which we will 'bank' to ensure we can meet the shortfall in funding over the four year period.

Please read through our proposals presented over the next few pages and take the opportunity to respond with your views; you needn't respond to all the proposals just those you are interested in. Full details of how you can have your say are provided on the back page.

Mr Lee Howell  
Chief Fire Officer

Cllr Mark Healey  
Chairman of the Fire Authority



## Proposal 1: changing how we respond to co-responder calls for the ambulance service

### What is co-responding?

Co-responding is where the Fire and Rescue Service is commissioned by the Ambulance Service to attend specific medical emergencies where they are likely to arrive at the incident more quickly than the ambulance service. Staff are provided with a separate vehicle and the fire engine remains available for fire related emergencies. Co-responding firefighters are trained and equipped to deal with the incident they are sent to and only certain fire stations are needed by the Ambulance Service to operate this way.

### Current arrangement

DSFRS provide a first response to medical emergencies by alerting up to five retained firefighters to attend the fire station. Two, or sometimes three, of them will then take a dedicated small emergency vehicle to the scene of the medical emergency. The process can take four minutes from the time of the emergency call for the retained firefighters to attend the station, plus the additional travelling time to the incident. This method of responding can use up precious minutes that may otherwise have been better used in providing emergency care at the scene.

### New proposal

We would like to implement a model used in some other fire and rescue services where appropriately trained firefighters are sent directly to the incident from their home address or place of work. This would mean that instead of two or three firefighters attending an incident only one firefighter would attend. The firefighter would be alerted directly by the South West Ambulance Service. It means that the firefighter on call to attend medical emergencies would have the appropriate emergency vehicle and equipment with them during the period of being on call. During their period on call for medical emergencies the firefighter would not be available to respond to fire and other emergencies. This dedicated co-responder member of staff should not restrict the availability of the fire engine on the station to attend other emergencies.

### Benefits

The benefit of this way of working is that we would be able to attend medical emergencies much quicker than we currently do. The key reasons for a quicker response are:

- firefighters do not have to attend the station to collect a vehicle
- there is no delay waiting for the second or third firefighter to arrive at the station before the vehicle leaves for the medical emergency
- the emergency call to respond comes directly from South West Ambulance Service and does not have to be routed via our fire control
- the cost of attendance would reduce as there are fewer firefighters sent to an emergency.

### Risks

- Insufficient staff to crew the fire engine whilst the co-responding firefighter is dedicated to being on call for medical emergencies. At some stations it may be necessary to recruit an extra retained member of staff.
- A single firefighter responding instead of two. South West Ambulance Service mobilise single paramedics and we will consider this risk model to inform our risk assessments.



## Questions

**1. How strongly do you agree or disagree that we should change how we provide the co-responder service to...? (tick one box only for each option)**

How strongly do you agree or disagree that we should change how we co-respond to calls from the ambulance service to....?

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
To save money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To improve safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Under which option do you feel you would be safer? (tick one box only)**

Current scheme	<input type="checkbox"/>
Proposed scheme	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

**3. How strongly do you agree or disagree that we should implement the new proposal? (tick one box only)**

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered disagree, please explain why...



## Proposal 2: providing more targeted prevention services and advice

### What are prevention services?

DSFRS works actively within the community and with partner organisations to prevent emergency incidents occurring. This is achieved by ensuring that members of the community have access to, and are provided with, information that will help prevent an emergency and minimise injury if an incident does occur. To effectively and efficiently promote community safety we work in partnership with agencies and organisations who represent the vulnerable groups in the community most at risk from an emergency. The range of community safety services offered is divided between proactive and reactive prevention services.

Our proactive services work towards stopping a new incident from occurring and reducing the impact of incidents. Examples of these types of service include: schools fire safety education, home fire safety visits, junior life skills and young people training

Our reactive services work to prevent repeat incidents occurring from the same origin and the impact from these incidents. Examples of these types of service include: arson reduction programmes, Phoenix youth inclusion programmes and junior firesetters.

### Current arrangement

DSFRS fully recognise that prevention is better than cure and has invested a lot of time and effort to reduce incidents of fire, road traffic accidents, deaths and injuries. Our approach has been to try and engage with all members of the community and deliver our prevention message to as many as possible. This approach is no longer effective or efficient as the victims of fire very often have certain characteristics such as being heavy drug/alcohol users, mobility and ill health problems and may suffer from living in deprived neighbourhoods. As such, many of these people are also those most likely to be already known to other agencies. By better sharing information and spending longer targeting those who are least likely to look after themselves, we can aim to reduce lives lost through fire and other emergencies.

### New proposal

Whilst our current arrangement have been successful we believe that we will achieve a better outcome for the community by delivering a more targeted service to those most vulnerable and at risk.

This will mean that we will directly deliver our prevention services to fewer people but we will spend more time and effort in identifying those members of community who will benefit most from receiving our prevention service. An example is that we will be delivering fewer home fire safety visits but those that we do will be aimed at the most vulnerable. We cannot do this alone and will be working with our key partners to ensure that we do this effectively. Although our prevention services will be more targeted we will continue to provide accessible community safety information to all those who are looking to make their homes and community safer.

### Benefits

- Money potentially available for re-investment into community safety is in the region of £100,000.
- The time and money saved will:
  - o help investment in new areas of prevention work such as the following contributory factors to fires and other emergency incidents: drugs and alcohol abuse, domestic violence and abuse and mental health issues
  - o be re-invested into delivering improved fire protection services.





- By adopting this new approach the community directly benefits as a whole through reduced demand on public services such as: fire and rescue, police, health and social services.

**Risks**

- Key partners not sharing critical information on those people most at risk in the community.

**Questions**

**1. How strongly do you agree or disagree that we should target our prevention service to....?**  
(tick one box only for each option)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
To save money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To improve safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. How strongly do you agree or disagree that it will improve safety to?** (tick one box only for each option)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
Individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. How strongly do you agree or disagree that we implement the proposal and make available £100,000 for improving community safety for those most at risk?** (tick one box only)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered disagree, please explain why...



### Proposal 3: providing more targeted protection services and advice

#### What are protection services?

Fire and Rescue Services have a role in enforcing the law so that members of the public and local employees are protected from the risk of death and injury caused by fire. The work of community safety protection is focused on ensuring that the non-domestic buildings in which people work, visit and enjoy leisure time have safe means of escape in the event of fire.

The fire protection services we provide include: responding to building regulation consultations; undertaking fire safety checks and audits; working with businesses to improve their fire safety arrangements; providing advice and assistance; enforcing fire safety legislation by stopping or restricting the use of buildings if the condition of a building means that there is a serious risk of death or serious injury to persons; and in exceptional circumstances prosecutions when the situation risks life and there is no other option left.

Fire and Rescue Services are required to undertake statutory consultations required by other organisations on fire safety issues and ensure that the 'responsible person' of each non-domestic property meets their enforcement duties as required by the Regulatory Reform (Fire Safety) Order 2005. The level of compliance will be assessed using the national audit process developed by the Chief Fire Officers Association (CFOA). This process ensures consistent, auditable and transparent enforcement that is replicated across England and Wales.

#### Current arrangement

DSFRS currently targets its protection services through undertaking fire safety audits (a full fire risk inspection) on a wide range of businesses within the community. This approach is time consuming on both businesses and the fire and rescue service. We also deliver a small number of events throughout the year. These events are where we help explain to the business community their obligations under fire safety legislation.

#### New proposal

We plan to expand a system of fire safety checks (currently being piloted) which are less time consuming for both the fire service and the business community than a full fire safety audit. We propose to only carry out a full fire safety audit where: a fire has occurred, following a complaint from a member of the public or a partner agency, or as a result of a need identified in a fire safety check. We will better target those premises where fire safety checks will be carried out through improved data analysis and sharing of information with partners.

Firefighters will mainly be responsible for undertaking fire safety checks.

We plan to hold more compliance events in order to help the business community better understand their legal obligations under fire safety legislation..

#### Benefits

- More businesses (factories, shops, hotels etc) will receive fire safety checks which will help to make buildings in Devon and Somerset safer for visitors and members of our community.
- Businesses will be less affected by resource intensive fire safety audits that take up their time and resources.
- Specialist fire safety officers will be spending their time focused on applying their skills and knowledge in higher risk premises.
- The local knowledge of business premises gained by our firefighters whilst conducting fire safety checks will improve their safety.
- The knowledge of fire safety matters and responsibility will improve amongst those responsible for business premises through more compliance events being held.



**Risks**

- The proposal relies upon the effective targeting of risk premises. A targeting model is currently being developed to help reduce this risk.

**Questions**

**1. How strongly do you agree or disagree that we should target our protection service to....?**

(tick one box only for each option)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
Improve public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have less impact on the bussiness community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of fire safety specialists more effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. How strongly do you agree or disagree that we implement the proposal? (tick one box only)**

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered disagree, please explain why...



## Proposal 4: providing smaller fire engines to meet local need

### What is the purpose of a fire engine?

The purpose of a fire engine is to transport firefighters and their equipment to the scene of an emergency. The equipment carried can vary but essentially it is fairly standard across our fire engines and will include: ladders, cutting equipment, fire hoses, water, breathing apparatus, safety clothing, tools etc.

### Current arrangements

DSFRS currently uses standard, fairly large, fire engines that carry up to 6 firefighters and their equipment. These standard fire engines are often slowed down or obstructed by parked cars and find it difficult to negotiate narrow roads and country lanes. Whilst we have some specialist smaller 4x4 pick-up based fire engines for remote and difficult access the majority of our fire engines are the same size and carry similar equipment irrespective of where they are located and the emergencies they attend.

### New proposal

The proposal is to introduce smaller fire engines to those areas where having a larger fire engine is a disadvantage and where there is not necessarily the requirement to have the larger engine. The smaller fire engine will be able to carry 5 firefighters but by being smaller it will be more able to manoeuvre through narrow streets, roads and country lanes. The equipment carried on the smaller fire engine will be based on the types of emergency it will most likely attend in a particular location.

### Benefits

- A smaller fire engine will find it easier to negotiate parked cars, narrow streets, roads and country lanes.
- Attendance times are expected to improve as the smaller fire engine is likely to be more manoeuvrable.
- Cost savings from procuring a smaller vehicle will be in the range of £40,000 to £60,000 per fire engine.
- Cost savings from reduced loan charges associated with procuring vehicles due to a lower initial purchase price.

### Risks

- The smaller fire engine will not be able to carry the same amount of equipment as a larger vehicle. To help ensure the most appropriate equipment is carried, analysis will be undertaken on the types of incident attended by the fire engine from a specific local area to ensure it is provided with the correct equipment for the types of emergencies it attends. The current situation where back up fire engines and specialist vehicles are mobilised to attend an incident where additional equipment is required will still happen.

### Questions

1. How strongly do you agree or disagree that we should purchase smaller fire engines to....? (tick one box only for each option)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
To save money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To improve safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**2. In which situations do you think smaller fire engines should be used?** (tick one box only for each option)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
Those that deal with narrow rural lanes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Those that have to negotiate parked cars in built up areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Those where response times can be quicker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smaller fire engines should not be used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. How strongly do you agree or disagree that we implement the proposal to purchase smaller fire engines?** (tick one box only)

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered disagree, please explain why...



## Proposal 5: recovering costs for repeated defective automatic fire alarm system call outs

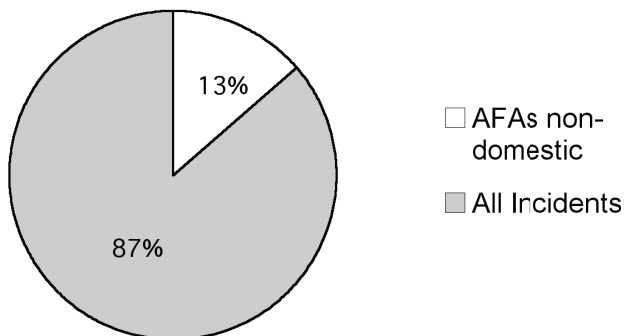
### What are false alarms?

In many businesses and public buildings automatic fire detection equipment is installed to sound an alarm in the event of fire. This equipment reacts to the signs of fire detected by its sensors. There are circumstances in which these automatic alarms activate when there is no emergency fire, such as cooking fumes and poor maintenance of the detection equipment itself. It is where poorly maintained systems are in place that we are keen to target. We don't think that it is reasonable for an emergency service to repeatedly attend calls from poorly maintained systems at a cost to the taxpayer and at risk to the community.

### Current arrangements

DSFRS has a policy for responding to alerts from automatic fire detection equipment that seeks to determine the validity of the fire alarm before sending fire appliances. This policy incorporates an escalation process that can result in not attending repeated false alarms. Despite this policy in 2009/10 DSFRS attended 3065 false alarms from automatic fire detection equipment, see Diagram 1. This costs significant sums of money and prevents our emergency response crews from doing other work including responding to genuine emergencies and training for such events.

Diagram 1: Number of incidents in 2009/10



### New proposal

The purpose of this proposal is to recover costs and reduce false alarms; it is not to make a profit. The Localism Bill 2010 seeks to introduce the ability for fire and rescue services to charge for responding to false reports of fire caused by automatic fire detection equipment. Should this Bill become law we propose to adopt the powers contained within it and recover our costs accordingly. The Bill can be read in full by following the link ([click here](#)). We would not be recovering costs for attendance at calls made by a person just those repeat calls from defective or poorly maintained fire alarm systems.

### Benefits

- Costs recovered from responding to repeat false alarms from defective or poorly maintained automatic fire detection equipment.
- Fire safety in buildings will improve as recovering costs will potentially lead to better fire safety management in buildings through improved fire alarm maintenance and testing.
- The potential for resources to be mobilised to a false alarm whilst required at a genuine emergency will be reduced.



**Risks**

- Conflict between the fire and rescue service and the business community.

**Questions**

**1. At present the tax payer incurs the cost of fire and rescue services attending repeat false alarms from automatic fire detection equipment. If the Localism Bill becomes law and there is an option for charging, who do you think should incur the cost of DSFRS attending repeat false alarms? (tick one box only)**

Tax payers (Council Tax / Business Rates)

Business or property owners responsible for the defective system

**2. How strongly do you agree or disagree that we should charge the responsible business / person for attending repeated false alarms from automatic fire detection equipment if the Localism Bill becomes law? (tick one box only)**

Strongly Agree

Agree

Neither Agree or Disagree

Disagree

Strongly Disagree

Don't know

If you have answered disagree, please explain why...



## **Proposal 6: managing with fewer operational staff by looking to make changes to crewing arrangements on some stations, such as day crewed plus**

### **Who are our operational staff?**

Our operational staff are our trained firefighters. In DSFRS we have 1934 operational full time equivalent positions; 775 wholtime firefighters and control room staff, and 1159 retained firefighters.

### **Current arrangements**

DSFRS currently uses a mixture of four crewing systems to provide its fire stations with firefighters: wholtime, day crewed, retained and volunteer. The type of crewing system used for any given fire station is based upon the level of activity and community risk.

The wholtime system has operational staff permanently located at fire stations 24 hours a day, 7 days a week. We currently have 15 wholtime stations.

The day crewed system has operational staff permanently located at fire stations between the hours of 09:00 to 17:00 Monday to Friday. During the evenings and weekends emergency cover is provided on a retained system basis. We currently have one day crewed station.

The retained and volunteer systems have operational staff who live and / or work within the community. When alerted of an emergency these firefighters travel to the local fire station to form a response team and then drive to the emergency in the fire engine. We currently have 67 retained stations and one volunteer station.

### **New proposal**

One of the options we are considering is the introduction of a crewing system called Day Crewed Plus (DCP). This system is successfully used in other fire and rescue services in England and also in Europe. It works by having operational firefighters permanently located at a fire station during the day, similar to the day crewed system, then during the evening the same firefighters remain on call to attend emergencies throughout the night. To enable this to work the firefighters must remain close to the station during the evening.

Where this model has been used in other fire and rescue services a fire station establishment of 28 fire fighters (four watches of 7) can be reduced to approximately 14 fire fighters working longer hours and being paid for the extra hours worked.

Volunteers will be invited to work this system on specific fire stations for an additional payment (approximately 20% extra). Volunteers will initially be restricted to wholtime fire fighters as we intend to reduce the number of whole time staff within the organisation. However, if there are not enough volunteers we will open up this opportunity to retained firefighters. Fire fighters will be allowed to determine the nature of the shift arrangement locally. There is no intention to force Fire fighters to work a continuous 96 hour shift.

We are currently engaging with staff and trade unions to explore other options which may also be of benefit. It is hoped that we will be able to reach agreement on a series of new approaches. In the event that this is not possible, we will look to introduce the day crewing plus model as it: a) maintains current levels of service with an immediate response b) it allows us to reduce cost and c) as it is voluntary, only those staff who want to work the system will do so.

Staff who chose not to work this system would be transferred to another fire station where they would





continue to operate the 2, 2, 4 shift system currently in place (two 9 hour day shifts, two 15 hrs night shifts followed by four days off).

**Benefits**

- No firefighter redundancies. This is a voluntary arrangement and if a firefighter chooses not to work this system, they will be allocated to a fire station that does not operate in this way.
- The day crewed plus model will allow us to save money by reducing the number of wholetime firefighters without:
  - reducing the number of fire stations,
  - reducing the number of firefighters on a fire engine
  - increasing our response times
- A firefighter working this shift system could increase their earnings to £34,000 p.a. or more.

**Risks**

- Insufficient volunteers to work the Day Crewed Plus system

**Questions**

**1. How strongly do you agree or disagree that alternative fire station crewing arrangements should be introduced to ...:** (tick one box only for each option)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
meet the local community risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
savey money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
match staff resources to the levels of activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ensure the fire and rescue service is efficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. How strongly do you agree or disagree that staff should have the opportunity to volunteer to work alternative fire station crewing arrangements such as day crewed plus...?** (tick one box only)

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**3. How strongly do you agree or disagree that the fire and rescue service should require fire fighters to work the type of fire station crewing arrangement that best meets local requirements..?**  
(tick one box only)

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. How strongly do you agree or disagree that we implement the proposal to introduce the day crewed plus system on low activity fire stations?** (tick one box only)

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered disagree, please explain why...

**5. If we don't make savings as a result of becoming more efficient (e.g. progressing the proposal to introduce day crewed plus or similar), which option would you support in order to make savings...?**  
(tick one box only)

reduce the number of fire stations	<input type="checkbox"/>
reduce the number of fire engines	<input type="checkbox"/>
change shift start/ finish times	<input type="checkbox"/>
other	<input type="checkbox"/>

If you answered other, please provide your alternative ideas for making savings...?  
(Please note we are already proposing the following in the Draft Corporate Plan 2011/12 to 2013/14: managing with fewer non-operational staff, savings from senior management team reductions, sharing managers and operational / business support functions, better management and control of spending and suppliers, risk managed approach to reducing spend, pay restraint by all staff, using money saved in 2010/11 as a result of tight budget management, ending the regional management board and a reduction of expenditure on member services.)



## Proposal 7: managing with fewer operational staff by standardising station staffing levels across devon and somerset

### What are station staffing levels?

Each station requires a number of firefighters to remain operational. The number of firefighters required on a station is greater than the number required to crew the fire engine (s) as it needs to take into account factors such as: leave, sickness and training. The total number of firefighters required on a station is its staffing level.

### Current arrangements

Across the fire stations in Devon and Somerset there are instances where the staffing level between similar stations is different. For example a station with two fire engines in Devon may have a different number of staff to a station with two fire engines in Somerset. Our station staffing levels were set many years ago and are now due for review given the improvements in sickness levels and changes in the way that we train fire fighters. This issue is one of the final factors to be addressed as a result of combining the two services.

### New proposal

The proposal is to review the staffing levels across the wholetime fire stations and determine the most appropriate number of firefighters to provide emergency response and maintain firefighter safety. This may mean that stations in Devon and Somerset both adopt a new standard station staffing level. At present this proposal only relates to those fire stations crewed with the wholetime system.

In real terms, this will mean that we continue to ensure that there are a sufficient number of firefighters on each fire appliance but the way that we achieve this will not just be through having a set number of fire fighters on each watch.

### Benefits

- No firefighter redundancies.
- Savings through natural wastage.
- A standard approach to fire station staffing levels that supports firefighter safety by keeping the number of firefighters on a fire engine to a level that supports safe systems of work.

### Risks

- Staff opposition from those stations affected.
- An initial increase in overtime until standard station staffing levels are fully adopted.

### Questions

1. How strongly do you agree or disagree that we implement the proposal to introduce standard station staffing levels across DSFRS?

Strongly Agree

Agree

Neither Agree or Disagree

Disagree

Strongly Disagree

Don't know



**Having your say...**

If you have answered disagree, please explain why...



### Proposal 8: selling training and other functions

#### What is selling training and other functions?

Legislation allows Fire and Rescue Authorities and other Local Authorities to generate income. This proposal is based upon the principle of generating income to support and supplement the DSFRS budget. The income would be generated through the provision of training courses and other functions to clients.

#### Current arrangements

DSFRS currently offers a limited range of training courses to other fire and rescue services on a cost recovery basis. The training courses are not marketed or promoted widely and because they are run on a cost recovery basis do not have the underlying business demand to maximise income generation.

#### New proposal

To realise our ambition of being an excellent organisation requires innovative solutions in the face of budget cuts. This proposal is to generate an income, through the selling of training and other functions, which can be reinvested to support the cost of improving the public community safety services delivered by DSFRS.

Our proposal is to expand the range of training offered and develop further commercial opportunities. To do this will require deliberate and active marketing of the products offered and the development of the DSFRS brand.

Operating as a business will require us to think differently and maximise the skills of our professional workforce, be this in business management, marketing or training. Our managers have already been involved in developing this new enterprise and we will continue to use their top class ability in the future. There are however aspects such as market analysis where we will utilise the experience of our professional services provider to provide the commercial perspective.

Our business development approach follows three simple steps:

Step 1: assess, maximise and fine tune current commercial activities (initially focusing on the highest volume activities in Training.)

Step 2: expand existing activities into new markets and gain a greater market share of current markets, develop new services and products for existing markets

Step 3: develop new products and services for new markets

Development of Step 1 will be focused around a DSFRS ACADEMY. This academy will focus on our current commercial strengths in training. The development will see the establishment of seven training faculties.

The proposed faculties are:

- Access & Rescue Faculty
- Fire Behaviour Faculty
- Maritime Faculty
- Firefighter Faculty
- Command Faculty
- Driving Faculty
- Fire safety Faculty



**Benefits**

- Income generated will be reinvested into the public services provided by DSFRS to improve community and fire fighter safety.
- We can continue our journey towards excellence whilst limiting the cost impact to tax payers and provide an emergency service the public can be proud of.
- This principle fits with the new Government agenda and will reduce the need for us to rely so heavily on government grant and council tax.

**Risks**

- A negative event from the commercial activity could have a detrimental impact on the reputation of the public service and vice versa.
- DSFRS attention becomes focused on the commercial activity at the expense of the public service.

**Questions**

**1. How strongly do you agree or disagree that DSFRS should use commercial opportunities to minimise increase in council tax? (tick one box only)**

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. How do you think DSFRS should use the money generated by commercial opportunities...? (tick one box in each column)**

	In the current financial climate	In the future
In the current financial climate	<input type="checkbox"/>	<input type="checkbox"/>
In the future	<input type="checkbox"/>	<input type="checkbox"/>
Reduce impact on council tax	<input type="checkbox"/>	<input type="checkbox"/>
Invest more in prevention	<input type="checkbox"/>	<input type="checkbox"/>
Invest more in protection	<input type="checkbox"/>	<input type="checkbox"/>
Invest more in emergency response	<input type="checkbox"/>	<input type="checkbox"/>



## Information about you

### 1. Are you....? (Please select one box)

A member of staff

Please go to Q4

A member of the public

Please go to Q4

A Member of Parliament

A councillor

Representing a business

Representing a community group

Representing an emergency service

Representing a local or national government organisation

Other, please specify

--

### 2. What is your name and job title? (Not required for members of the public or staff)

Title	
First name	
Surname	
Job Title	

### 3. What is the name of your organisation and its address. (Not required for members of the public or staff)

Name of Organisation	
Address line 1	
Address line 2	
Address line 3	
County	
Post code	



The information provided from question 4 onwards will be treated confidentially and will not be disclosed to anyone. We are only asking the following questions so we can find out which issues are the most important in different parts of the community.

**4. Are you ....?** (Please select one box)

Male  Female

**5. How old are you?** (Please select one box)

Under 18  25 - 34  45 - 54  65+   
 18 - 24  35 - 44  55 - 64

A disabled person is someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities (This does not include wearing glasses but it does include hearing impairments).

**6. Do you consider yourself to have a disability?** (Please select one box)

Yes  No

**7. Which of the following groups do you consider yourself to belong to?** (Please select only one)

<b>White</b>	British <input type="checkbox"/>	<b>Black or Black British</b>	Caribbean <input type="checkbox"/>
	Irish <input type="checkbox"/>		African <input type="checkbox"/>
	Any other White background <input type="checkbox"/> (please select and write in below)		Any other Black background <input type="checkbox"/> (please select and write in below)

<b>Mixed</b>	White and Black Caribbean <input type="checkbox"/>	<b>Asian</b>	Indian <input type="checkbox"/>
	White and Black African <input type="checkbox"/>		Pakistani <input type="checkbox"/>
	White and Asian <input type="checkbox"/>		Bangladeshi <input type="checkbox"/>
	Any other mixed background <input type="checkbox"/> (please select and write in below)		Any other Asian background <input type="checkbox"/> (please select and write in below)

Chinese

Other ethnic group   
(please select and write in below)





## How to have your say

Your opinions on the changes presented within this document are important. We want to hear your views whether you wish to comment on all our proposals or just those that you are interested in. The comments we receive will inform the decision making process of determining the future implementation of the proposals.

We wish to make it as easy as possible for you to submit your comments so we have developed the following arrangements for you to conveniently provide your comments.

1. Complete the questions in this document and return it to the address below
2. Fax the completed questions in this document to 01392 872300 marked for the attention of the Consultation Officer
3. Visit our website [www.dsfire.gov.uk](http://www.dsfire.gov.uk) and complete the questions online
4. Write your comments to the address below:

Consultation Officer  
Devon and Somerset Fire and Rescue Service  
FREEPOST  
Service Headquarters  
Clyst St George  
Exeter  
Devon  
EX3 0NW

You can contact the Consultation Officer by telephone on 01392 872354 or by email on [consultationofficer@dsfire.gov.uk](mailto:consultationofficer@dsfire.gov.uk)

Your views are also invited on our draft Corporate Plan 2011/12 to 2013/14 and our new longer term strategy. These documents are also available electronically on [www.dsfire.gov.uk](http://www.dsfire.gov.uk).

The consultation period commences on 17 January 2011 and closes on 10 April 2011.

Thank you for taking the time to read our proposals and we look forward to receiving your comments.

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