



**DEVON &  
SOMERSET**  
FIRE & RESCUE SERVICE

## 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.

Handwritten signature of Lee Howell in black ink.

Mr Lee Howell  
Chief Fire Officer

Handwritten signature of Mark Healey in blue ink.

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

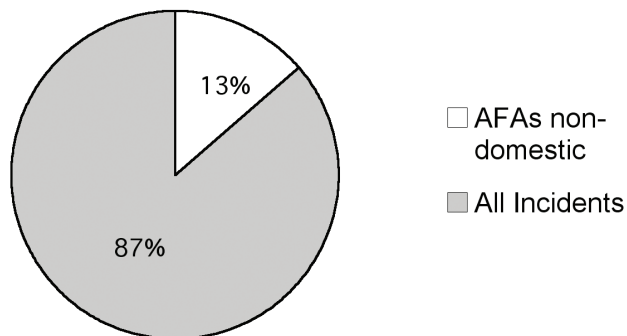
#### What are false alarms?

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.