Monday, 12 August 2019

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Tuesday, 20 August 2019

commencing at **4.30 pm**

The meeting will be held in the Meadfoot Room - Town Hall

Members of the Board

Councillor Brown
Councillor Bye
Councillor Mandy Darling
Councillor Foster
Councillor Heyse
Councillor Howgate
Councillor Kennedy
Councillor Loxton

Co-opted Members of the Board

For information relating to this meeting or to request a copy in another format or language please contact:

Amanda Coote, Town Hall, Castle Circus, Torquay, TQ1 3DR
01803 207014
Email: scrutiny@torbay.gov.uk

OVERVIEW AND SCRUTINY BOARD AGENDA

1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Board.

2. Minutes (Pages 3 - 4)

To confirm as a correct record the minutes of the meeting of the Board held on 10 July 2019.

3. Declarations of Interest

a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

4. Urgent Items

To consider any other items that the Chairman decides are urgent.

5. Safer Together - Devon and Somerset Fire and Rescue Service Consultation (Pages 5 - 213)

To review the Fire Authority's consultation information which sets out the proposed options for the future service delivery of the Fire and Rescue Service and form a recommendation to Cabinet.

Minutes of the Overview and Scrutiny Board

10 July 2019

-: Present :-

Councillors Brown, Bye, Mandy Darling, Foster, Heyse, Howgate, Kennedy and Loxton

(Also in attendance: Councillors Brooks, Cowell, Steve Darling, Doggett, Douglas-Dunbar, Ellery and Stockman)

---

1. Election of Chairman

Councillor Howgate was elected Chairman of the Overview and Scrutiny Board for the 2019/2020 Municipal Year.

Councillor Howgate in the Chair

2. Appointment of Vice-chairman

Resolved: that Councillor Kennedy be appointed Vice-chairman of the Board for the ensuing Municipal Year.

3. Overview and Scrutiny Lead Members

Resolved: that the Overview and Scrutiny Lead Members be allocated the following portfolios:

Councillor Bye – Children's Services
Councillor Mandy Darling – Health and Adult Services
Councillor Foster – Community and Corporate Services
Councillor Heyse – Place

4. Minutes

The minutes of the meeting of the Board held on 28 March 2019 were confirmed as a correct record and signed by the Chairman.

5. Budget 2018/2019 - Quarter 4 (Outturn) Monitoring Report

The Board considered the report of the Head of Finance which provided a high level budget summary of the Council's revenue and capital income and expenditure for the 2018/2019 financial year.

It was noted that, at the end of the year, the Council's revenue budget was underspent by £0.5 million after the application of the previously reported one-off

funding. This was in the context of the overspend within Children's Services increasing to £5.0 million by the year-end.

The Board raised a number of questions, especially in relation to the situation in Children's Services. It was felt that further consideration of specific areas of spend may be useful, especially as further budget savings would need to be found in the future.

Resolved: that members of the Board discuss with the Head of Finance and the Cabinet Member for Finance the level of detail included in future budget monitoring reports and the methodology for reviewing that information.

6. Adult Social Care Local Account

The Board considered the draft Local Account for Adult Social Care for 2018/2019 which provided information on the performance of the service over the past year. The Chairman of Healthwatch Torbay attended the meeting and provided the views of his organisation.

The Board highlighted a number of issues including the increase in the number of safeguarding concerns reported, the support available to carers and the perceived lack of progress of the Paignton Health and Wellbeing Centre.

The Cabinet Member for Adult Services and Health invited the Board to provide feedback on the emerging Digital Technology Strategy – an offer which the Board accepted.

Resolved: that the Head of Policy, Performance and Community Engagement be authorised to provide a commentary for inclusion within the Local Account based on the debate and discussions at the meeting.

7. Overview and Scrutiny Work Programme 2019/2020

Resolved: that, subject to including an update on the Housing First project during the autumn, the Work Programme for the Board be approved.

8. Climate Change

The Board considered the scope of the Climate Change Emergency strand of the Work Programme. The Chairman reported that he had filmed a short video to be shared as part of the call for evidence and invited any member of the Council to join the associated task-and-finish group.

Resolved: that the scope for the Climate Change Emergency strand of the Work Programme be agreed.

Chairman

DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together

Safer Together

Service Delivery Operating Model Consultation Document for Devon and Somerset Fire and Rescue Service



"Have your say"

DEVON & SOMERSET

FIRE & RESCUE SERVICE

Contents

Introduction

Our Vision

"Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family."

We are proud of the service we provide to our communities but we face a challenging future.

The world we live in is changing faster than we are as a fire and rescue service and we find ourselves with a Service designed as an old solution to an old problem.

This consultation is all about you and the ways in which we can keep you safe. That's why we are encouraging you to get involved and have your say.

The purpose of Devon and Somerset Fire and Rescue Service is to 'Protect and Save'. Everything we do is working towards ending preventable fire and rescue emergencies, creating a safer world for you and your family.

We do this by:

- **involving communities and colleagues in designing our services**
- **innovating, using new technologies and approaches to reduce or remove risk**
- **influencing behaviour, design and legislation, to make living and working environments safer.**

We are proud of our long history. We were first established within our two counties in 1948, joining together in 2007 to become Devon and Somerset Fire and Rescue Service. Our counties look very different to how they looked back then and this consultation document will explain how we could change to reflect the needs of the different communities we serve.

New fire safety measures together with work to support people to be safer in their homes have led to the number of fires attended by our crews falling by more than a third in the last 10 years. Fewer people are getting injured and dying from fires too.

We have closely examined the risks associated with our communities and the activity levels of all of our fire engines over the last five years. Some of our stations attend only a handful of fires each year and yet we currently have 121 frontline fire engines – while the maximum we have committed at one time is around 50.

Some of our fire stations have more resources than they need and others don't have enough. Matching our resources to the specific risks in each community, whether it's in a rural area or in a town or city, is what we need to do now.

Our fleet is expensive. Each fire engine costs between £100,000 to £300,000. This adds cost pressures to our Service, which now receives less funding from the Government, and that is set to decrease further.

It is important to say that we have innovated and have a strong track record of making changes that support communities while meeting the budget requirement.

The combination of needing to place our resources in areas to match local risks, reducing numbers of fires and needing to spend our budget wisely means our current way of working is not sustainable. Change is necessary.

In this document, you will read about proposals to close some of our fire stations where activity levels and risks are low. You'll also read about proposals to remove a second or third fire engine from some stations where they are no longer required.

We understand that this might sound unsettling but we can reassure you that we have based this on evidence and will continue to keep you safe. We have more than enough fire engines to respond to risks across our two counties and have the evidence to show this.

Savings would be reinvested in supporting communities to be safer. We would work to improve public safety as a result because we will be able to invest more in prevention and protection activities, particularly in areas where people are most vulnerable.

We recognise that there will be concerns among our staff. We are working with our staff to ensure they are fully involved with the consultation process and have all the support they need.

We genuinely want to hear your views in this consultation – please take time to take part and encourage your friends and family to participate too. We will listen to these concerns, make changes to proposed plans where required before a final decision is made by the Fire Authority in November. Any changes would then start to be implemented in 2020.

We want to build a new-look Devon and Somerset Fire and Rescue Service to help create a safer world for you and your family.

Lee Howell
Chief Fire Officer

Councillor Sara Randall Johnson
Chair of the Fire Authority

About Devon and Somerset Fire and Rescue Service

Devon and Somerset Fire and Rescue Service is the largest non-metropolitan fire and rescue service and employs almost 2,000 dedicated staff, of which 1,509 are operational staff (wholetime and on-call), 36 control staff and 309 are support staff.

Our people

All of our firefighters are highly trained individuals who must complete regular training and assessments. We have two different types of firefighter contracts, depending on how much they work for us. There is also a volunteer contract.

Wholetime Firefighters

Wholetime Firefighters are employed on a full or part-time contract and are assigned to a fire station. Wholetime fire stations are usually located in more densely populated areas where there is a higher demand for our services.

On-call Firefighters (sometimes called retained)

On-call Firefighters are members of the local community who respond to incidents when alerted by a pager. On-call Firefighters respond to a fire station from their homes or workplaces within five minutes. On-call fire stations are located in less densely populated and rural areas where demand for our service is lower.

Some firefighters may work as both on-call and wholetime.

Volunteer Firefighters

We currently have two volunteer firefighter stations, Lundy and Kingston. Those firefighters are not paid a retaining fee but are paid the Wholetime hourly rate for attending incidents and drill nights.

Prevention and protection staff

We have made great strides in our work to help people be safe in their own homes and when they are driving on our roads. We have dedicated staff who identify high risk areas or groups of people and work with them. This is known as our prevention activity.

We have a number of specialist Fire Protection Officers who enforce fire safety standards in buildings used as places of work or for leisure (a building's safety rests with the 'responsible person'). We also work with Local Authorities to enforce the regulation of buildings that are homes but are not of a single dwelling type (houses in multiple occupation and flats with communal exit routes). This is known as our Protection activity.

Support staff

Our fire prevention and fire protection teams and operational firefighters are supported by professional staff who are vital in delivering our frontline services. These include: training, fleet, equipment, ICT (information communications technology), communications and engagement, property, human resources and finance without these support services, our organisation would not work.

What we do

We have a statutory duty to make provision to respond to fires and road traffic collisions (RTCs) and promote fire safety.

There are three main areas of work we carry out.

Prevention – working in communities

Prevention work saves lives, especially for vulnerable people, and that's why we're working with our communities and our community partners to understand the risks and how best to minimise them. We do this with a programme of education and community engagement that is at the forefront of the services we deliver. We deliver around 28,000 hours of prevention activities each year. This ranges from school and community group visits, to young driver safety courses as well as home safety checks and visits.

Last year we completed more community safety activities than incidents attended.

Protection – working with businesses and partners

Our protection work supports businesses helping to ensure that all their premises are safe, comply with legal requirements, and have strong fire safety measures to protect their assets, their employees and the public who may visit. When necessary, we take enforcement action against building owners or occupiers (or both) when fire safety is below the required standard. Each year we carry out more than 18,300 hours of checks and audits for non-domestic properties, as well as business safety events.

Response

Despite our best efforts, fires and other emergencies do happen. Their effect is minimised by the skill, bravery and expertise of our firefighters, using modern fire engines and equipment.

Types of incidents we respond to

As well as our fire incidents (last year we responded to more than 4,000 fires), we attend road traffic collisions where people are trapped (last year we attended 875 RTCs). We also respond to a whole range of other incidents, which we refer to as 'special service'.

- Hazardous materials – we use specialist knowledge and equipment to make an area safe after the release of hazardous materials. This could be due to a road traffic collision or an incident at a business.
- Flooding – we respond to flooding in homes and over wide areas like the Somerset Moors, if there is a life risk, for example if people are trapped in a car.
- Water rescue – for example a canoeist at risk.
- Urban search and rescue – for example rescue from a collapsed building, mine shaft or sewer.
- Rescue from high places, such as cliffs, cranes and high buildings.
- Large animal rescues – this could be a horse stuck in a ditch.

Our fleet and equipment

We make sure our vehicles and equipment meet the highest, modern standards. We are introducing new breathing apparatus and new lightweight Personal Protective Equipment (PPE) for our firefighters. We also launched new vehicles to our fleet – Rapid Intervention Vehicles (RIVs) which are great at getting down all the narrow streets and country roads we have across Devon and Somerset, meaning we can reach you more easily.

Along with 121 fire engines, we also have a range of specialist response vehicles and equipment to respond to all manner of incidents.

We have a fire boat moored in the Plymouth area for responding to boat fires, while our specialist 4x4s with portable pumping systems help us deal with moorland fires. Our specialist equipment also allows us to rescue people from a range of unusual locations, both high and low.

Working with partners

We have been working in partnership with South Western Ambulance Service NHS Foundation Trust since 1997, operating from 20 fire stations. Our co-responder firefighters have received additional training to allow them to respond to a variety of life threatening medical emergencies within the community. They are despatched by ambulance control at the same time as an ambulance is requested, and travel in a fire service vehicle to incidents where they are able to attend more quickly than an ambulance. This means they are able to carry out vital life support until the ambulance arrives.

We have just launched a new initiative with Devon and Cornwall Police, employing on-call firefighters who are also trained as Special Constables, known as Community Responders. They carry out fire and rescue activity whilst also providing important cover for police in areas where there has been a reduced community policing presence.

The tables on pages 10 and 11 provide data on the types of incidents we attend and the casualties we deal with.

We deliver around 28,000 hours of prevention activities each year

We deliver fire protection visits to non-domestic premises to ensure they are compliant and advise how to make the building safer

We run young driver safety activities to help make young people drive safer on the roads

Table 1 – Breakdown of incidents attended in the past five years (April 2014 - March 2019)

Incident type	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19 % change vs 2014/15	% of all incidents attended in 18/19
All incidents	17,466	17,790	16,517	19,724	16,379	↓ 6%	100%
All false alarms	5,020	4,982	5,315	5,797	5,803	↑ 16%	35%
False alarm due to apparatus	3,397	3,447	3,872	4,141	3,985	↑ 17%	24%
Good Intent false alarm	1,512	1,431	1,332	1,520	1,692	↑ 12%	10%
Malicious false alarm	111	104	111	136	126	↑ 14%	1%
Non-fire incidents[1]	8,191	8,814	6,969	9,800	5,976	↓ 27%	36%
Special service	8,072	8,711	6,904	9,710	5,938	↓ 26%	36%
Other special service	6,677	7,121	5,798	8,650	5,063	↓ 24%	31%
RTCs	1,396	1,589	1,106	1,060	875	↓ 37%	5%
All fires	4,255	3,994	4,233	4,127	4,600	↑ 8%	28%
Primary fires[2]	2,346	2,231	2,341	2,290	2,300	↓ 2%	14%
Primary dwelling fires	979	968	1,006	1,060	926	↓ 5%	6%
Primary road vehicle fires	713	670	716	645	767	↑ 8%	5%
Other primary building fires	543	488	502	456	473	↓ 13%	3%
Other primary fires	111	105	117	129	134	↑ 21%	1%
Secondary fires	1,436	1,363	1,453	1,472	2,012	↑ 40%	12%
Chimney fires	473	400	439	365	326	↓ 31%	2%

[1] Non-fire incidents include special service calls such as Road Traffic Collisions, flooding, gaining entry, medical co-responding along with many other incidents where fire was not present.

[2] Primary fires are defined as fires that meet at least one of the following conditions:

(a) any fire that occurred in a (non-derelict) building, vehicle or outdoor structure,

(b) any fire involving fatalities, casualties or rescues,

(c) any fire attended by five or more pumping appliances.

At time of publication 2018/19 data has not been released through the https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables and has been calculated through DSFRS systems. All other data within the above table has been sourced through the national statistics data table 0102 and verified against DSFRS source systems.

Terminology

Fire alarm due to apparatus – when alarm gets triggered by mistake, for example by a spider or electrical problem

Good intent false alarm – genuine mistake

Malicious false alarm - hoax calls

Special service – non-fire incidents needing attendance, such as road traffic collisions, rescues, flooding or hazardous materials (please see page 8 for more information)

Primary fire – fire in a building, vehicle, tunnel or bridge

Secondary fire – fire on open ground (moor, for example), trees, derelict building or chimney

Table 1 - Highlights

- 35% of the incidents are false alarms
- 28% of incidents are fires
- 36% of incidents are non-fire incidents

Table 2 – Trends in casualties from fires and road traffic collisions (RTCs) and other emergency special service incidents (SSC) attended by the Service during the past five years (April 2014 - March 2019)

Casualty type	2014/15	2015/16	2016/17	2017/18	2018/19	5 year average
Fire related casualties	299	341	303	310	336	318
Deaths[1]	10	8	11	6	11	9
Hospitalisations[2]	97	120	86	117	123	109
Precautionary checks[3] / first aid[4]	192	213	206	187	202	200
RTC casualties	753	805	692	793	677	743
Deaths	28	23	26	30	35	28
Hospitalisations	576	641	521	582	416	547
Precautionary checks / first aid	149	141	145	181	226	168
Co-responder casualties	3,701	4,112	2,486	4,186	1,058	3,109
Deaths	104	98	66	94	99	92
Hospitalisations	2,098	2,128	1,088	2,272	572	1,632
Precautionary checks / first aid	1,499	1,886	1,332	1,820	387	1,385
Other casualties	253	308	437	674	635	462
Deaths	44	37	54	102	81	64
Hospitalisations	151	183	242	347	353	255
Precautionary checks / first aid	58	88	141	225	201	143

[1] Fire related deaths are those that would not have otherwise occurred had there not been a fire.

[2] Hospitalisations - victim attended hospital either as an outpatient or for an overnight stay.

[3] Precautionary check – a precautionary check (to attend hospital or to see a doctor) was recommended (by anyone).

[4] First Aid given – first aid given at scene (by anyone), including after a precautionary check.

Table 2 - Highlights

- Deaths and injuries from fires in Devon and Somerset are low, with nine deaths and 109 hospitalisations a year over the past five years.

  Nearly two thirds of deaths in accidental dwellings fires in the south West (64.4% or 94/146) occurred where a smoke alarm was not present or failed to raise the alarm (9 years data April 2008 to the end of March 2017).

  Over the past 5 years just 41% of dwelling fires we attended were in a property with a working smoke alarm that raised the alarm.

  This compares to the national data suggesting 90% of households have a smoke alarm: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/724327/Fire_and_Fire_Safety.pdf

- Casualties from road traffic collisions average 28 deaths and 547 hospitalisations a year over the past five years.

Where we currently operate

The Service currently has 85 fire stations, from which 121 fire engines operate.

The location of our fire stations is based on historic standards of fire cover that were originally set in the 1930s. They were based on building types, use and density with a view that the highest risk factor was the ability for fire to spread between buildings.Although this has served us well it is obvious that building safety standards have improved and the locations of buildings and the subsequent population has changed in the last 80 years. This means the risk is different, presenting us with challenges in delivering an effective and efficient service.

This map shows all of our fire station locations and what types of service they offer. Where stations are noted as wholetime and on-call, this is because they have fire engines that are crewed by wholetime and on-call staff.

Did you know...?

Last year, Devon and Somerset Fire and Rescue Service had the lowest number of domestic fires ever recorded across both counties

Map showing existing fire stations and crewing arrangements

Why we need to change

Devon and Somerset Fire and Rescue Service was originally designed more than 50 years ago. Since then, the make-up of our communities and the way in which people live their lives has changed significantly. The majority of our existing 85 fire stations have been in place for well over 30 years and the firefighter duty systems have not changed since the 1970s.

If we were to start from scratch and rebuild our fire service with new fire stations and duty systems to meet today's needs, it would undoubtedly look a lot different.

In future, we need to make sure we can prioritise and increase our capacity to deliver targeted prevention and protection activities in our communities, focusing on the known risks in each area.

We must change to make sure we are providing the best possible response to match the modern risks of today. We need increased availability to ensure we can give the right response, at the right time, whilst making the most efficient use of resources.

We also need to make significant financial savings. The funding we receive is changing, with anticipated reduced grant funding from the Government. Alongside this, costs are increasing, so we will need to meet a potentially significant revenue shortfall to enable the service provision to continue.

Did you know...?

In 1988, just 8% of households had a smoke alarm, but thanks to better fire safety awareness and prevention work, by 2015 this had increased to 93%

The way we live has changed our risks

Our population – we know, through our extensive analysis, that certain people are more at risk from fire. Through our research into fire deaths in South West England we know that those aged 85 and over are most at risk of dying in a fire. Devon and Somerset's population of those aged 85 and over is set to almost double by 2029 (43% increase).

The geography of our area has changed and continues to change. With large new housing estates planned in areas such as Cranbrook near Exeter, Sherford in Plymouth and Taunton Garden Town bringing large population increases and changes, we need to respond to these changing risks.

Our lifestyles

The smoking ban and reduction in smoking habits, changes to furniture and furnishing regulations; the widespread use of smoke alarms, and even the introduction of the oven chip, have all contributed to reducing fire risks inside the home.

These changes have all led to reductions in fires. Nationally, fires have reduced by 33%*. In real terms in Devon and Somerset, this means that 56 (including Lundy) of our fire station areas have fewer than 10 dwelling fires a year, while eight (including Lundy) of our fire station areas have fewer than 10 fires of all types a year, and sometimes these might only be minor fires, such as dustbin fires. (Data is a five year average taken from April 2014 to March 2019 inclusive.)

*Refers to period 2007/8-2017/18

Source:
FIRE0102 https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended

Challenges around availability and demand for our fire and rescue service

While we currently provide a sufficiently high level of service, there are aspects that are no longer matching risk. We have too many fire engines and staff in areas where risks are low and demand has fallen, and in other areas where the risk has increased, we do not have enough resources.

Due to the changing nature of employment within our communities over the years, we cannot recruit and retain sufficient on-call Firefighters to crew all of our existing fire engines as less people now work in the communities in which they live. Of those that do, many cannot afford (or cannot be released by their employers) to leave their jobs when their pager activates to attend emergency incidents for us. Our current requirement is for on-call staff to live and work within five minutes of a fire station. This may mean that even if a fire engine is at a fire station, there may not be enough firefighters available to crew it.

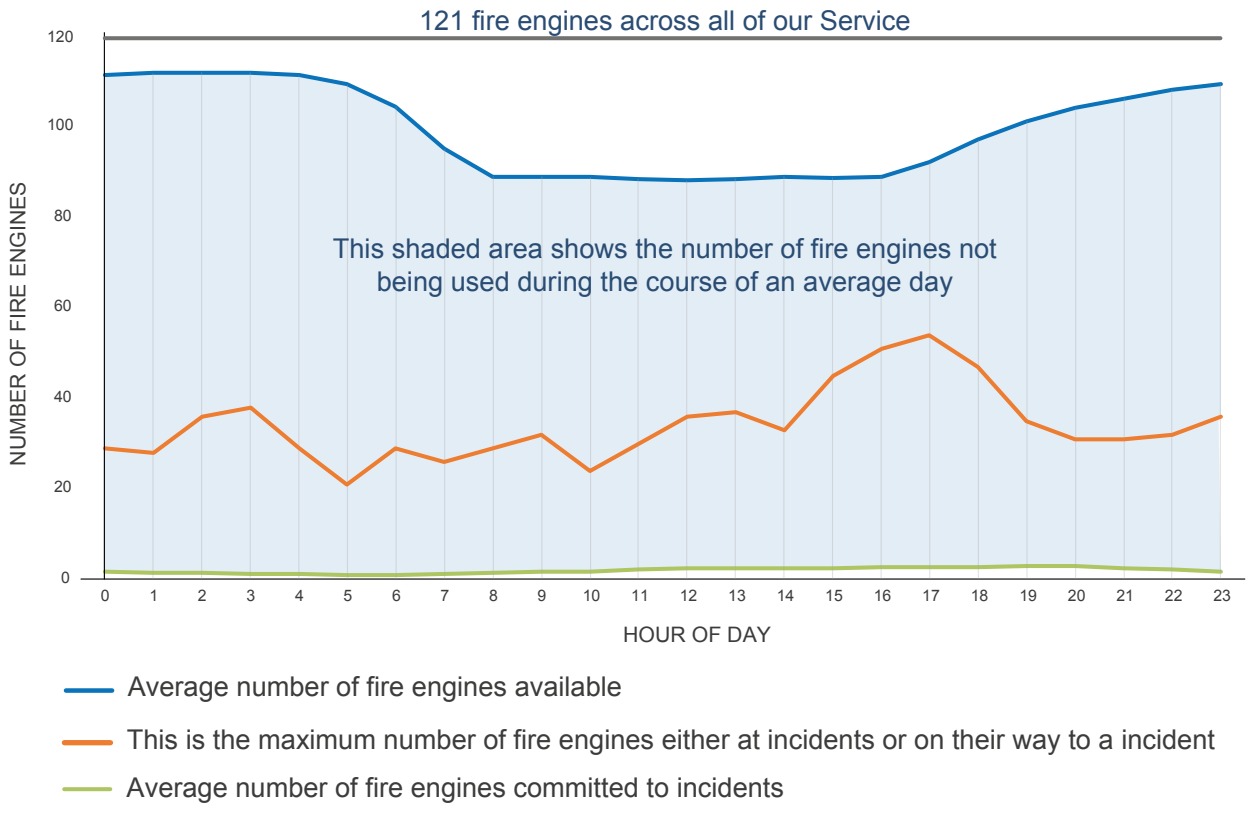
The chart below shows the demand for and availability of our fire engines (May 2016 - April 2019). They may not be available due to mechanical faults, training and shortages of firefighters at certain times.

We have talked about shifts in the population of Devon and Somerset, but along with these new housing developments, there have been huge changes in our road networks. In some areas we have challenges navigating through busy traffic to reach emergencies, whilst in other areas, the new road networks help us to reach locations faster than before.

We need to change our requirements for staff to make sure we have sufficient availability, and reconsider the location of fire stations to match resource to risk.

Chart 1.

Demand for, and availability of, fire engines from May 2016 - April 2019 inclusive



How we analyse and model risk

Analysing risk helps support decision-making. Our analysts closely examine lots of risk data and information, transforming it into intelligence. We then use this to evaluate different options for the future. We look at the following types of information:

- **Household make up (people, ages, risk factors, number, location).**
- **Types of building (offices, factories, houses, flats, listed buildings etc).**
- **Our own incident and crewing data.**
- **Partner information (from other emergency services).**
- **Road networks and road safety.**

We have created a risk modelling tool so we can assess how changes to fire service activity could impact on our communities. This means we can now aim to match our resources (our crews, equipment and fleet) to the risks specific to each of our communities.

We have used our risk modelling tools along with our engagement with staff and other stakeholders to help us to formulate the six options for how we can operate Devon and Somerset Fire and Rescue Service.

We need to reshape our Service

We need to reshape our service delivery to provide an efficient service response to risk, meeting our statutory fire and road traffic collision duties and addressing over and under capacity. Updating duty systems, to better match both response requirements and staff needs will release resources to support further investment in prevention and protection activities to reduce future risk. The proposed new operating model encompasses stations, fire engines, operational duty systems and staffing levels.

What we are proposing to change

The changing risks across our two counties will mean that in Devon and Somerset we do not need as many fire engines and firefighters as before. The role of firefighters may broaden and their activities will become more diverse so they fit better with the evolving needs of local communities.

In contrast, what we need to do is invest more in prevention and protection activity to help people stay safe in their homes and where they work and visit. We can only do this by reallocating the resources we have.

Stakeholder involvement

It's really important to us to involve our communities and colleagues in designing our services. We have conducted a series of workshops and engagement drop-in sessions for staff across Devon and Somerset, with 350-400 staff from all levels of the organisation directly engaging and feeding back into the process.

A number of options for improvement to meet our changing needs have been identified which have resulted in the co-design and development of new duty system proposals which staff will be consulted on shortly.

There has been ongoing engagement with staff to hear their views and gather their feedback to inform our final proposed service delivery options presented in this document.

Our external stakeholders, including communities, have also been involved in shaping the proposed options and were engaged through a series of focus groups across the two counties, culminating in an options appraisal workshop.

Our Response Strategy

As a fire and rescue service, we are required to have an evidence-based strategy in place for responding to fires, road traffic collisions and other incidents in our communities today and in the future. This strategy is based on placing the right level of resources in each area based on the level of risk and meeting our statutory obligations to attend fires and road traffic collisions. We also need to be mindful of the other types of incidents we attend such as flooding, rescues from water and height and supporting other services to help save lives.

Due to the largely rural nature of our two counties and the fact that many of our stations were built in locations where they were most needed more than 50 years ago (and not necessarily where we would locate them today) it has not always been possible to meet the required response standard at all house fires and road traffic collisions.

Our new response strategy needs to consider a realistic combination of the following:

- **where those people at highest risk live and work**
- **actual travel times**
- **potential future changes to both buildings and infrastructure**
- **reduction in risk brought about by our prevention and protection work.**

Our communities have a right to know what the appropriate response to an incident is and how long it should take for one or more fire engines to reach them.

We will respond to emergency incidents using National Operational Guidance and National Incident Types. The requirements of these nationally agreed approaches are built into our training and control room systems. By combining the resources available at any one time we will ensure that we arrive at any incident as quickly as we can to commence an emergency intervention.

Crewing

We will crew our service vehicles with trained and competent staff. Co-responding vehicles will be crewed by the same personnel that crew our front line vehicles and by a maximum of two qualified personnel. Only one incident commander will be required for smaller incidents. Therefore service vehicles that have sufficient numbers of crew but no incident command trained firefighter will still be mobilised to incidents where an incident commander is attending on another fire service vehicle.

Appliances (fire engines)

We will operate with various types of front line pumping appliances that carry variations in equipment, water tank capacity and ladder height that are relevant to the risk areas and incident types identified in the two counties. In addition we will operate specialist vehicles to provide us with the right resources to deal with additional risks and scenarios that require a more specific or enhanced response. We will also continue to provide a co-responding service in partnership with South Western Ambulance Service NHS Foundation Trust (SWAST).

Station Locations

Stations will be located in order to provide the best response to the communities of Devon and Somerset. Locations will be kept under review in order that identified changes in risk and infrastructure are accommodated to ensure high quality response arrangements are maintained.

We will maintain availability of our crews in accordance with the individual risk profiles


FIRE - RESCUE
Emergency one
SJ67 LGA

of the communities across Devon and Somerset. This means that the numbers and locations of staff and fire engines will be appropriate to the demand in each area.

We will use a variety of shift patterns to allow our staff to respond to incidents but still have a positive work-life balance.

We will provide information to our communities to help them understand the time that they can expect an emergency response from any point within the Service area. This information will be available electronically.

Emergency response

We will provide a response across Devon and Somerset from strategic locations.

We will maintain availability in accordance with the individual risk profiles of the communities across Devon and Somerset. This means that availability will vary depending on location, vehicle and staff availability and times of the day and night.

We will use a variety of duty systems to allow our personnel to maintain availability of service vehicles with maximum flexibility to support a positive work life balance.

We will provide a facility to allow the public to understand the time that they can expect an emergency response attendance from any point within the Service area. This facility will be available electronically.

The table below shows our Emergency Response Standards. Where we state a minimum number of personnel these will not all be on one fire engine, even if we only need the equipment on one fire engine to deal with the incident.

Table 3 - Emergency Response Standards

Incident type and location	First attendance (minutes)	Full attendance (minutes)	Number of personnel	Minimum number of fire engines
House fire	10	13	9	1
House fire where we already know we cannot attend within 10 minutes			12	2
Road Traffic Collision (RTC) single carriageway (1 person trapped)	15	18	8	2
RTC Dual Carriageway (1 person trapped)	15	18	10	3

Options for change

We have six elements of the Service, that from analysis and engagement with staff and stakeholders, show us how we can change to deliver a new model for the future. These elements, along with the stations affected, include:

Station closures	Appledore, Ashburton, Budleigh Salterton, Colyton, Kingston, Porlock, Topsham, Woolacombe
Third fire engine removal	Bridgwater, Taunton, Torquay, Yeovil
Second fire engine removal	Crediton, Lynton, Martock, Totnes
Change of status to day crewing	Barnstaple, Exmouth, Paignton
Change of status of second fire engine to on-call at night only	Brixham, Chard, Dartmouth, Frome, Honiton, Ilfracombe, Okehampton, Sidmouth, Tavistock, Teignmouth, Tiverton, Wellington, Wells, Williton
Introduction of six day crewed roving fire engines	Mobile fire engines crewed by day duty firefighters in areas of greater risk across Devon and Somerset

Our way of dealing with this is a set of six options which are presented as an escalating and balanced set of outcomes. However, we are also interested to know if you think these elements could be combined in a different way to develop a new service model. We have also included a further option, option seven, which gives you the opportunity to select those service elements which you feel would best meet the challenges as set out in the consultation document.

The options for consideration are:

Option 1 - Station closures

Option 2 - Station closures and removal of all third fire engines

Option 3 - Station closures, removal of all third and some second fire engines

Option 4 - Station closures, removal of all third and some second fire engines and change of status to day crewing

Option 5 - Station closures, removal of all third and some second fire engines, change of status to day crewing and change of status of second fire engines to on-call at night only

Option 6 - Station closures, removal of all third and some second fire engines, change of status to day crewing, change of status of second fire engines to on-call at night only and introduction of day crewed roving fire engines

Option 7 - Mix and match option, to include any combination of the elements used in the other options. You can tell us in more detail specific stations or fire engines from the list on page 20 that you would like to include or not include. But please state your reasons for this.

Terminology to help you understand the options

Vehicles

Medium Rescue Pump (MRP) – a traditional fire engine with a ladder, water tank and equipment to deal with a variety of incidents.

Light Rescue Pump (LRP) – a smaller fire engine that carries most of the equipment of a MRP but easier to drive down narrow lanes.

Rapid Intervention Vehicle (RIV) – smaller vehicle that carries the latest firefighting technology to replace some of the lesser- used equipment carried on an MRP and LRP.

Pump 2 / pump 3 – refers to the second or third fire engine based at a station.

Staff

Co-responders – refers to our partnership with South Western Ambulance Service NHS Foundation Trust, where firefighters also respond to life-threatening medical emergencies. (Read more about this on page 9).

Crewing – refers to the firefighters who crew the fire engines/vehicles.

Day crewing – crewing a station with wholetime firefighters during the day.

Night crewing – crewing a station with on-call firefighters during the night (6pm - 8am).

On-call firefighters (sometimes called retained) – fully trained and qualified firefighters who also work in other employment and respond to an emergency call when alerted by a pager. (More about on-call firefighters on page 6).

Wholetime firefighter – a firefighter that is employed full-time.

Statutory duties

Dwelling fire – a fire in a domestic property such as a house, flat, apartment etc.

Road Traffic Collision (RTC) – vehicle accident.

Financial

Capital savings – refers to savings made on land, buildings and vehicles.

Revenue savings – refers to savings made on day to day expenses such as salaries, heat, light and fuel

Miscellaneous

Roving appliances – a mobile fire engine crewed by day duty firefighters in areas where our risk modelling tells us there is a likelihood of needing to respond to an incident, and where we need to deliver more prevention and protection work.

Wholetime station – a station that provides cover 24 hours a day.

Home Fire Safety Visit – identifies any potential fire or safety risks within the home, advises the householder what to do in order to reduce or prevent these risks, helps them put together an escape plan in case a fire does break out and ensure the householder has working smoke alarms. This can include the installation of a smoke alarm(s).

Business Fire Safety Check – is a simple check to see if the premises and its occupants are reasonably safe from fire.

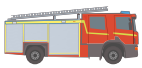
Option 1

- **Station closures**

All of these stations are located in low risk areas for fires and road traffic collisions, the communities they serve can all be supported by neighbouring stations within a 15 minute radius and they are not required to support any special risk requirements. In addition they are all low activity stations with varying availability.

Station closures

Appledore	Kingston
Ashburton	Porlock
Budleigh Salterton	Topsham
Colyton	Woolacombe



Fire engine relocated

Relocate one fire engine from Topsham to Middlemoor

Revenue Savings

£387,636 (per year)

Capital Savings

£3,325,000 (one-off saving)

Protection:
Business Fire Safety Checks

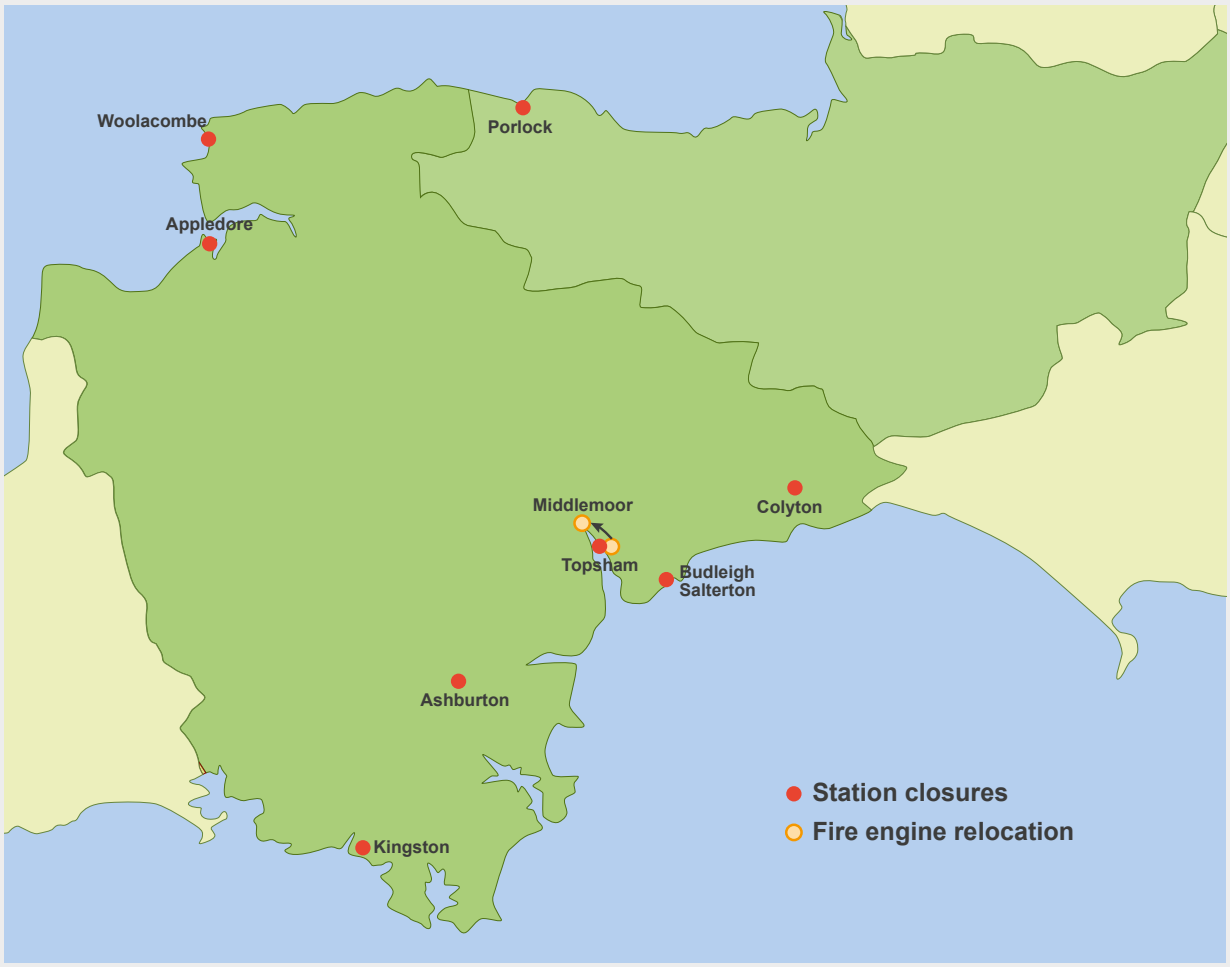
Up to 3,000* (per year)

Prevention:
Home Fire Safety Visits

Up to 7,000* (per year)

* These figures are potential numbers of activities that could be carried out from revenue savings made by the options.

Map showing stations affected in option 1



Risk Model Outputs for option 1

Here are the numbers from our risk model tool for option 1, the columns in bold are the predicted annual fatalities for dwelling fires and RTCs.

	Number of dwelling fire fatalities per year	Dwelling fire risk change percentage	**Road traffic collisions (RTC) fatalities per year**	Road traffic collisions (RTC) risk change percentage
Current performance	**7.85**	0%	**33.6**	0%
Theoretical full availability	**7.61**	-3%	**33.14**	-1.37%
Option 1	**7.66**	-2.34% (reduced risk)	**33.24**	-1.06% (reduced risk)

These risk figures only reflect the change in response arrangements. Further risk reduction will be gained by delivery of more prevention and protection activity as previously indicated.

Option 1 - rationale for change

Strengths

- The impact on risk is minimal as these are low risk areas. The number of Incidents attended in station area by affected fire engines in 2018 ranged from 4 - 43 indicating a minimal impact on neighbouring stations to provide cover.
- When incidents do occur, there are nearby stations within a 15 minutes radius who are able to respond.
- This option addresses inefficient use of staff, buildings and equipment. This allows reallocation of resources from low risk areas to high risk areas.
- This option would mean no further difficulties with crewing availability and recruitment on those stations.
- Transfer of one fire engine from a closing station to another station will increase initial response capability in the high risk area supported by the new location. This will reduce risk as the vehicle will be in a better location to respond.
- This option will release resources (staff, engines, equipment and savings) to support other areas of the service.
- This option will reduce ongoing running and maintenance costs of station buildings.

Weaknesses

- The impact on staff in these locations including their roles being at risk of no longer being required. Support offered through any transition will reflect the Service's policy.
- By itself, the option will not provide sufficient release of resources (people, funds, engines and equipment) to enable other Service improvements, such as increasing Prevention and Protection activities to continue to reduce risk in our communities.
- The wider role of the station within the community and perceived loss.

Opportunities

- Potential for staff at risk to work for the Service in different stations or roles.

Threats

- The public may feel that this option alone does not address Service changes needed to support more efficient use of public funds.
- Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS) may not view that these changes are sufficient for an efficient and effective service.
- Representative Bodies (Unions) may not accept the proposed changes on behalf of their members.

Option 2

- **Station closures**
- **Removal of all third fire engines**

In addition to the closures noted in option 1 we propose the removal of a third fire engine at four stations.

These fire engines are crewed by on-call firefighters in urban risk areas. They are the only locations where three fire engines are located due to historical reasons and do not fit the new risk profile. As such these fire engines are rarely used and are often unavailable and could therefore be removed from service.

Station closures

Appledore
Ashburton
Budleigh Salterton
Colyton
Kingston
Porlock
Topsham
Woolacombe

Third fire engine removals

Bridgwater
Taunton
Torquay
Yeovil

Fire engine relocated

Relocate one fire engine from Topsham to Middlemoor

Revenue Savings

£544,204 (per year)

Capital Savings

£4,525,000 (one-off saving)

Protection:
Business Fire Safety Checks

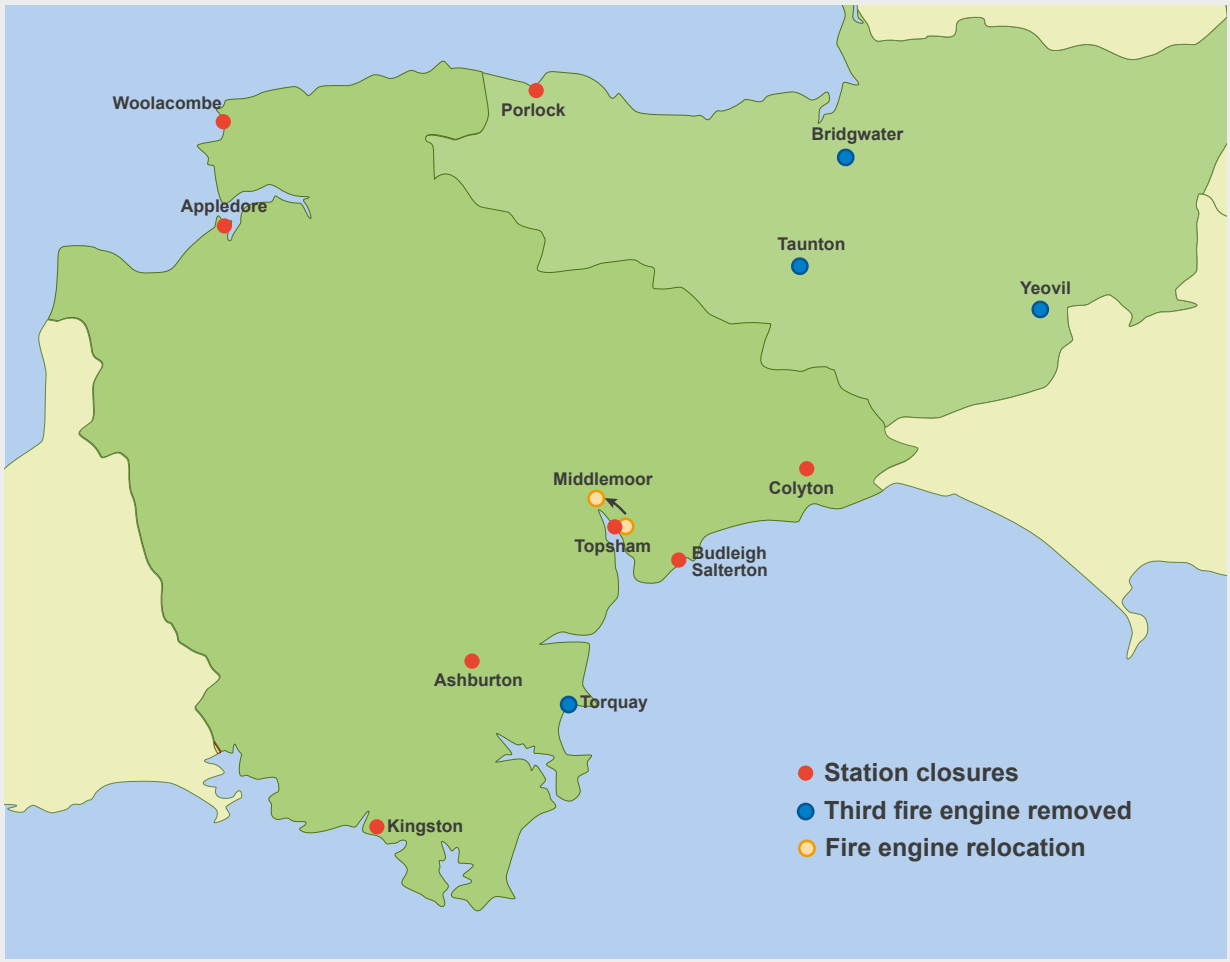
Up to 4,000* (per year)

Prevention:
Home Fire Safety Visits

Up to 10,000* (per year)

* These figures are potential numbers of activities that could be carried out from revenue savings made by the options.

Map showing stations affected in option 2



Risk Model Outputs for option 2

Here are the numbers from our risk model tool for option 2, the columns in bold are the predicted annual fatalities for dwelling fires and RTCs.

	Number of dwelling fire fatalities per year	Dwelling fire risk change percentage	**Road traffic collisions (RTC) fatalities per year**	Road traffic collisions (RTC) risk change percentage
Current performance	**7.85**	0%	**33.6**	0%
Theoretical full availability	**7.61**	-3%	**33.14**	-1.37%
Option 2	**7.66**	-2.34% (reduced risk)	**33.24**	-1.06% (reduced risk)

These risk figures only reflect the change in response arrangements. Further risk reduction will be gained by delivery of more prevention and protection activity as previously indicated.

Option 2 - rationale for change

Strengths

- Removing third fire engines has a minimal on risk in the station areas affected. The number of incidents attended in station area by affected engines in 2018 ranged from 3-30.
- Incidents where a greater number of fire engines are required can be supported by bringing fire engines from a number of other nearby stations as currently.
- This option will help reduce difficulties with crewing availability and recruitment.
- This option will release resources (staff, engines, equipment and savings) to support other areas of the Service.
- It will reduce ongoing fire engine running, maintenance and staff training costs.
- This will reduce ongoing running and maintenance costs of station buildings.

Weaknesses

- The impact on staff in these locations including their roles being at risk. Support offered through any transition will reflect the Service's policy.
- Public perception of losing engines and response capacity. Engines however were rarely used and often unavailable.
- Combining Option 1 and 2 may not provide sufficient release of resources (staff, funds, engines and equipment) to enable other service improvements, such as increasing Prevention and Protection activities to continue to reduce risk in our communities.
- From Option 1 - the wider role of the station within the community and perceived loss through closure.

Opportunities

- Potential for staff at risk to work for the Service in different stations or roles.
- Crewing availability difficulties for some of these fire engines is reduced.

Threats

- The public may feel that Option 2 alone does not address service changes needed to support more efficient use of public funds.
- Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS) may not view that these changes are sufficient for an efficient and effective service.
- Representative Bodies (Unions) may not accept the proposed changes on behalf of their members.

Option 3

- **Station closures**
- **Removal of all third fire engines**
- **Removal of some second fire engines**

Four second fire engines have also been identified as not contributing to reducing risk across Devon and Somerset. These fire engines are all crewed by On-call firefighters in low risk areas. Removal of these vehicles will still leave a fire engine at the station providing the correct level of response. These fire engines are not active and suffer from low availability.

Station closures

Appledore
Ashburton
Budleigh Salterton
Colyton
Kingston
Porlock
Topsham
Woolacombe

Second fire engine removals

Crediton
Lynton
Martock
Totnes

Third fire engine removals

Bridgwater
Taunton
Torquay
Yeovil

Fire engine relocated

Relocate one fire engine from Topsham to Middlemoor

Revenue Savings

£661,094 (per year)

Capital Savings

£5,725,000 (one-off saving)

Protection: *Business Fire Safety Checks*

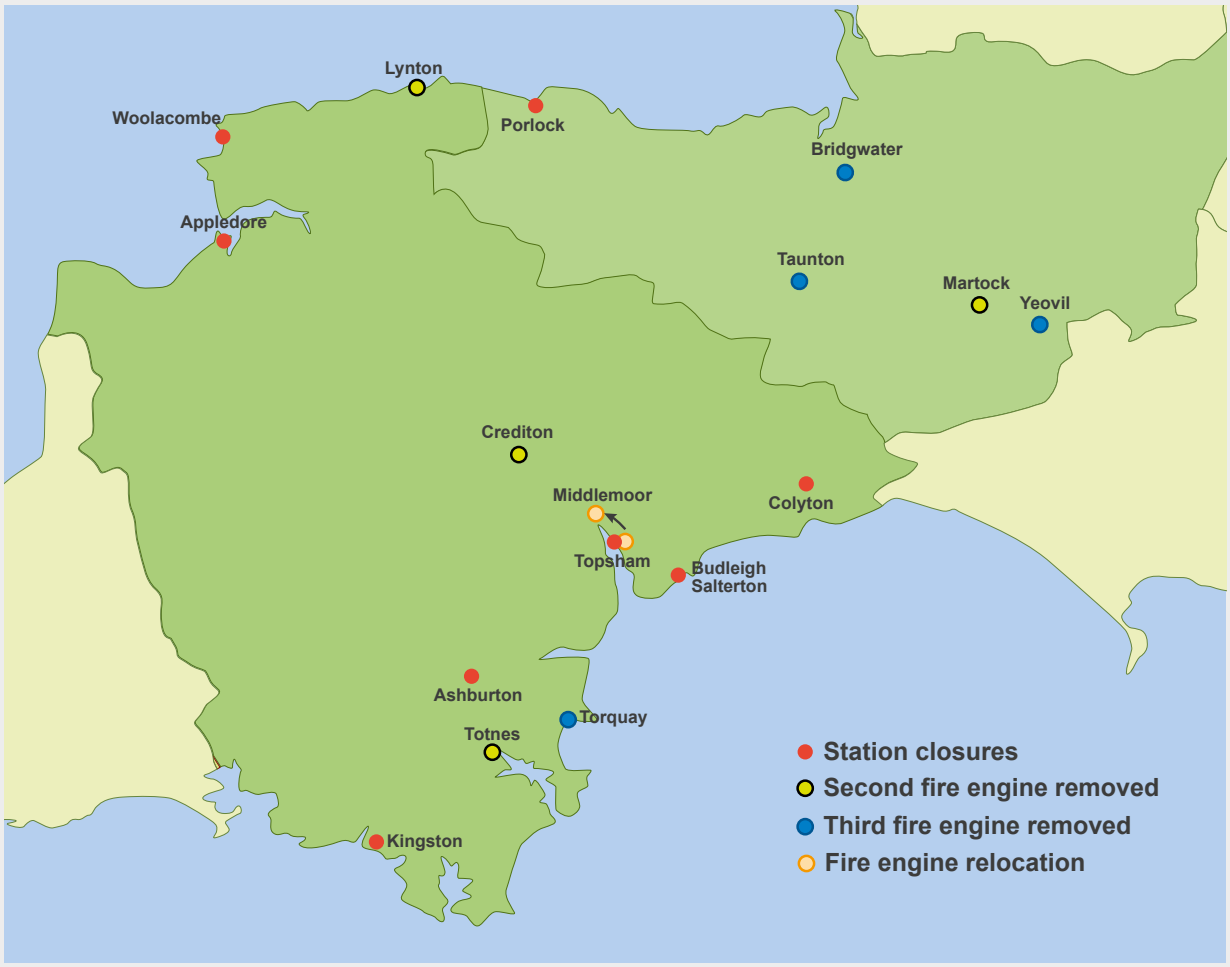
Up to 5,000* (per year)

Prevention: *Home Fire Safety Visits*

Up to 12,000* (per year)

* These figures are potential numbers of activities that could be carried out from revenue savings made by the options.

Map showing stations affected in option 3



Risk Model Outputs for option 3

Here are the numbers from our risk model tool for option 3, the columns in bold are the predicted annual fatalities for dwelling fires and RTCs.

	Number of dwelling fire fatalities per year	Dwelling fire risk change percentage	**Road traffic collisions (RTC) fatalities per year**	Road traffic collisions (RTC) risk change percentage
Current performance	**7.85**	0%	**33.6**	0%
Theoretical full availability	**7.61**	-3%	**33.14**	-1.37%
Option 3	**7.67**	-2.01% (reduced risk)	**33.26**	-1.03% (reduced risk)

These risk figures only reflect the change in response arrangements. Further risk reduction will be gained by delivery of more prevention and protection activity as previously indicated.

Option 3 - rationale for change

Strengths *(All strengths from options 1 & 2 apply)*

- The removal of second fire engines in these areas has little impact on risk. The number of incidents attended in station areas by affected engines in 2018 ranged from 5-20.
- The fire engines considered for removal had low availability in 2018/19, ranging from 4%-43%. Therefore their removal will have little impact on response to incidents.
- This option will help reduce difficulties with crewing availability and recruitment.
- This option will release resources (staff, engines, equipment and savings) to support other areas of the service.
- It will further reduce ongoing engine running, maintenance and staff training costs.
- This will reduce ongoing running and maintenance costs of station buildings.

Weaknesses

- The impact on staff in these locations including their roles being at risk. Support offered through any transition will reflect the Service's policy.
- Public perception of losing engines and response capacity. Engines however were rarely used and often unavailable.
- Combining Option 1, 2 and 3 may not provide sufficient release of resources (staff, funds, engines and equipment) to enable other service improvements, such as increasing Prevention and Protection activities to continue to reduce risk in our communities.
- From Option 1 - the wider role of the station within the community and perceived loss through closure.

Opportunities

- Potential for staff at risk to work for the Service in different stations or roles.
- Crewing availability difficulties for some of these fire engines is reduced.

Threats

- Any unexpected change in risk profile over time may increase the need for a second engine. This would however be identified in the 4 yearly Integrated Risk Management Plan (IRMP) the Service develops.
- The public may feel that Option 3 alone does not address service changes needed to support more efficient use of public funds.
- Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS) may not view that these changes are sufficient for an efficient and effective service.
- Representative Bodies (Unions) may not accept the proposed changes on behalf of their members.

Option 4

- **Station closures**
- **Removal of all third fire engines**
- **Removal of some second fire engines**
- **Change of status to day crewing**

This option focuses on three wholetime stations, changing from 24 hour wholetime crewing to wholetime day crewing and on-call night crewing. This reflects the risk profile of those areas in comparison to other large towns in Devon and Somerset that are covered by on-call firefighters. The demand for resources on these stations is in some cases less than that of an on-call station.

Station closures

Appledore
Ashburton
Budleigh Salterton
Colyton
Kingston
Porlock
Topsham
Woolacombe

Second fire engine removals

Crediton
Lynton
Martock
Totnes

Third fire engine removals

Bridgwater
Taunton
Torquay
Yeovil

Fire engine relocated

Relocate one fire engine from Topsham to Middlemoor

Day crewing for stations with two fire engines

Barnstaple
Exmouth
Paignton

First fire engine changes.
From: 24 hour wholetime crewing
To: Wholetime day crewing and on-call night crewing

Second fire engine stays as 24 hour on-call cover

Revenue Savings

£2,579,547 (per year)

Capital Savings

£5,725,000 (one-off saving)

Protection:
Business Fire Safety Checks

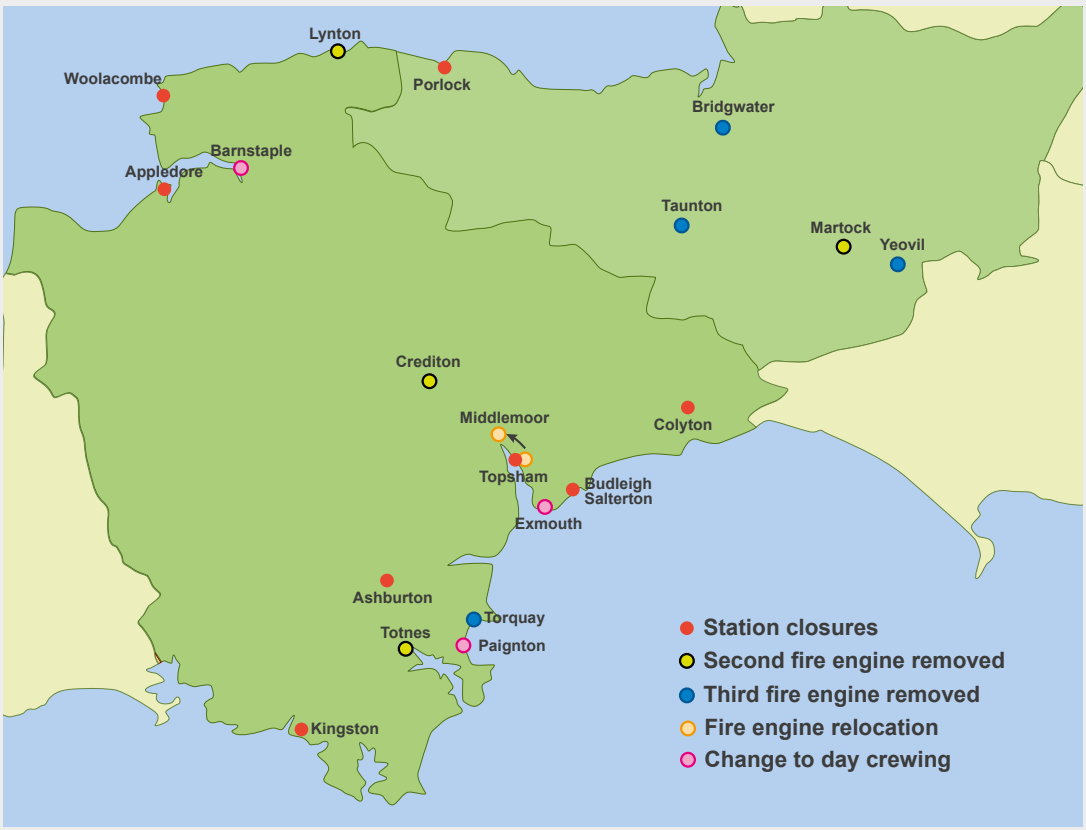
Up to 5,000* (per year)

Prevention:
Home Fire Safety Visits

Up to 12,000* (per year)

* These figures are potential numbers of activities that could be carried out from revenue savings made by the options.

Map showing stations involved in option 4



Risk Model Outputs for option 4

Here are the numbers from our risk model tool for option 4, the columns in bold are the predicted annual fatalities for dwelling fires and RTCs.

	Number of dwelling fire fatalities per year	Dwelling fire risk change percentage	**Road traffic collisions (RTC) fatalities per year**	Road traffic collisions (RTC) risk change percentage
Current performance	**7.85**	0%	**33.6**	0%
Theoretical full availability	**7.61**	-3%	**33.14**	-1.37%
Option 4	**7.76**	-1.08% (reduced risk)	**33.36**	-0.71% (reduced risk)

These risk figures only reflect the change in response arrangements. Further risk reduction will be gained by delivery of more prevention and protection activity as previously indicated.

Option 4 - rationale for change

Strengths *(All strengths from options 1, 2 & 3 apply)*

- This option adjusts the level of response provision to better match the risk profile of these risk areas. Existing level of risk in these areas is similar to that of some existing on-call stations and therefore moving to on-call provision at night for both fire engines better matches the risk profile of the area.
- This enables significant reduction in night-time station running costs without significantly impacting the risk faced by the community.
- The three stations identified already have on-call provision for the second engine, this potentially eases the transition to on-call staffing provision at night for both engines.
- Where Options 1, 2 and 3 are reducing the requirement for on-call staff, this option is introducing further demand for on-call staff at night.
- In particular this option will introduce significant savings, identified across vehicle, station and staff costs, enabling a more efficient and effective service.

Weaknesses

- The impact on staff in these locations including their roles being at risk. Support offered through any transition will reflect the Service's policy.
- Particular impact on staff of moving from Whole-time 24/7 to a day crewed duty system. Support will be provided for any staff in transition.
- Public perception of losing risk response capacity at night in these three areas. Risk response can be sustained by the on-call provision identified.
- From Option 1 - the wider role of the station within the community and perceived loss through closure.

Opportunities

- Potential for staff at risk to work for the Service in different stations or roles.
- Crewing availability difficulties for some of these fire engines is reduced.
- HMICFRS view of the options demonstrating sufficient efficiency of the Service.

Threats

- Representative Bodies (Unions) may not accept the proposed changes on behalf of their members.

Option 5

- **Station closures**
- **Removal of all third fire engines**
- **Removal of some second fire engines**
- **Change of status to day crewing**
- **On-call night crewing of second fire engine**

Our risk profile indicates that dwelling fire risk increases in the evening and overnight when people are in their homes. Therefore a second fire engine on certain stations during the day is not necessary. The first fire engine in these 14 locations will continue to be available 24 hours per day.

Station closures

Appledore
Ashburton
Budleigh Salterton
Colyton
Kingston
Porlock
Topsham
Woolacombe

Second fire engine removals

Crediton
Lynton
Martock
Totnes

Third fire engine removals

Bridgwater
Taunton
Torquay
Yeovil

Fire engine relocated

Relocate one fire engine from Topsham to Middlemoor

Day crewing for stations with two fire engines

Barnstaple
Exmouth
Paignton

First fire engine changes.
From: 24 hour wholetime crewing
To: Wholetime day crewing and on-call night crewing

Second fire engine stays as 24 hour on-call cover

Night crewing of second fire engine for stations with two fire engines

Brixham	Sidmouth
Chard	Tavistock
Dartmouth	Teignmouth
Frome	Tiverton
Honiton	Wellington
Ilfracombe	Wells
Okehampton	Williton

First fire engine will not change and will stay with 24 hour on-call crewing

Second fire engine changes
From: 24 hour on-call crewing
To: on-call night cover (6pm - 8am only)

Revenue Savings

£2,925,197 (per year)

Capital Savings

£5,725,000 (one-off saving)

Protection:
Business Fire Safety Checks

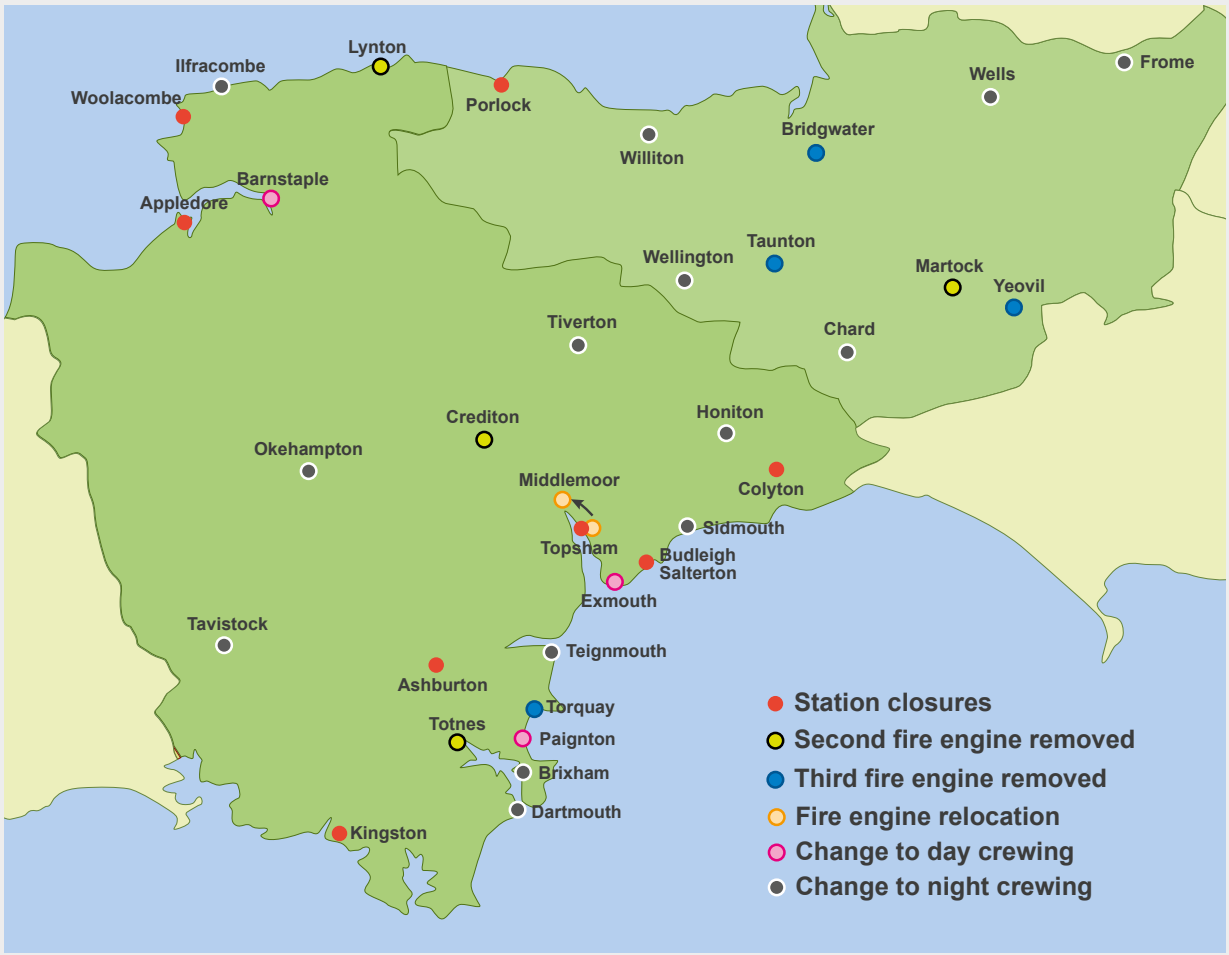
Up to 8,000* (per year)

Prevention:
Home Fire Safety Visits

Up to 18,000* (per year)

* These figures are potential numbers of activities that could be carried out from revenue savings made by the options.

Map showing stations involved in option 5



Risk Model Outputs for option 5

Here are the numbers from our risk model tool for option 5, the columns in bold are the predicted annual fatalities for dwelling fires and RTCs.

	Number of dwelling fire fatalities per year	Dwelling fire risk change percentage	**Road traffic collisions (RTC) fatalities per year**	Road traffic collisions (RTC) risk change percentage
Current performance	**7.85**	0%	**33.6**	0%
Theoretical full availability	**7.61**	-3%	**33.14**	-1.37%
Option 5	**7.86**	0.21%	**33.4**	-0.59%

These risk figures only reflect the change in response arrangements. Further risk reduction will be gained by delivery of more prevention and protection activity as previously indicated.

Option 5 - rationale for change

Strengths *(All strengths from options 1, 2, 3 & 4 apply)*

- This option focuses on matching our response to the risks faced in these areas throughout the day. This means reducing cover to one engine during the day when risk demand is low, and matching increased night risk demand with two engines.
- The first fire engine remains with 24/7 on-call provision.
- There could be increased opportunity for on-call recruitment as on-call cover can be flexibly provided from where they live *(rather than from work location areas if not the same).*
- Significant released resources (staff, engines, equipment, savings) enabling increased prevention and protection activities within communities.
- HMICFRS evaluation of effectively matching resources to risk.

Weaknesses

- The impact on staff in these locations including their roles being at risk. Support offered through any transition will reflect the Service's policy.
- The potential impact on staff with no requirement for day time on-call cover and therefore there will be a reduction in staff payments to attend incidents.
- Public perception of losing response capacity during the day in these 14 identified areas. Risk however within these areas is low during the day and can be covered by the other engine at the station.
- From Option 1 - the wider role of the station within the community and perceived loss through closure.

Opportunities

- Potential for staff at risk to work for the Service in different stations or roles.

Threats

- Representative Bodies (Unions) may not accept the proposed changes on behalf of their members.

Option 6

- **Station closures**
- **Removal of all third fire engines**
- **Removal of some second fire engines**
- **Change of status to day crewing**
- **On-call night crewing of second fire engine**
- **Introduction of day-crewed roving fire engines**

This option includes all of the previous and supports an investment in resources by the provision of roving day duty fire engines. This will enable us to deliver more prevention and protection work. It will also support improvement to the emergency response standard and provide a better guarantee of availability across Devon and Somerset.

These roving appliances will be deployed on a daily basis to undertake work in high risk areas anywhere in the two counties and support on-call station availability where required.

This option allows:

- a flexible approach using Wholetime Firefighters that would provide operational cover where there is risk and demand
- improved reliability of operational response cover in rural areas
- opportunity to undertake risk-based preventative work in rural areas not currently covered with full-time staff
- additional full-time operational cover during the working daytime hours when on-call cover is less reliable.

Station closures

Appledore	Kingston
Ashburton	Porlock
Budleigh Salterton	Topsham
Colyton	Woolacombe

Second fire engine removals

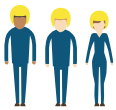
Crediton	X
Lynton	X
Martock	X
Totnes	X

Third fire engine removals

Bridgwater	X
Taunton	X
Torquay	X
Yeovil	X

Fire engine relocated

Relocate one fire engine from Topsham to Middlemoor



Day crewing for stations with two fire engines

Barnstaple
Exmouth
Paignton

First fire engine changes.
From: 24 hour wholetime crewing
To: Wholetime day crewing and on-call night crewing

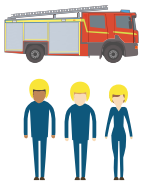
Second fire engine stays as
24 hour on-call cover

Night crewing of second fire engine for stations with two fire engines

Brixham
Chard
Dartmouth
Frome
Honiton
Ilfracombe
Okehampton
Sidmouth
Tavistock
Teignmouth
Tiverton
Wellington
Wells
Williton

First fire engine will not change and will stay with 24 hour on-call crewing

Second fire engine changes from 24 hour on-call crewing to on-call night cover (6pm - 8am only)



Day duty roving

Six roving fire engines day-crewed

Revenue Savings

£984,797 (per year)

Capital Savings

£5,725,000 (one-off saving)

Protection:
Business Fire Safety Checks

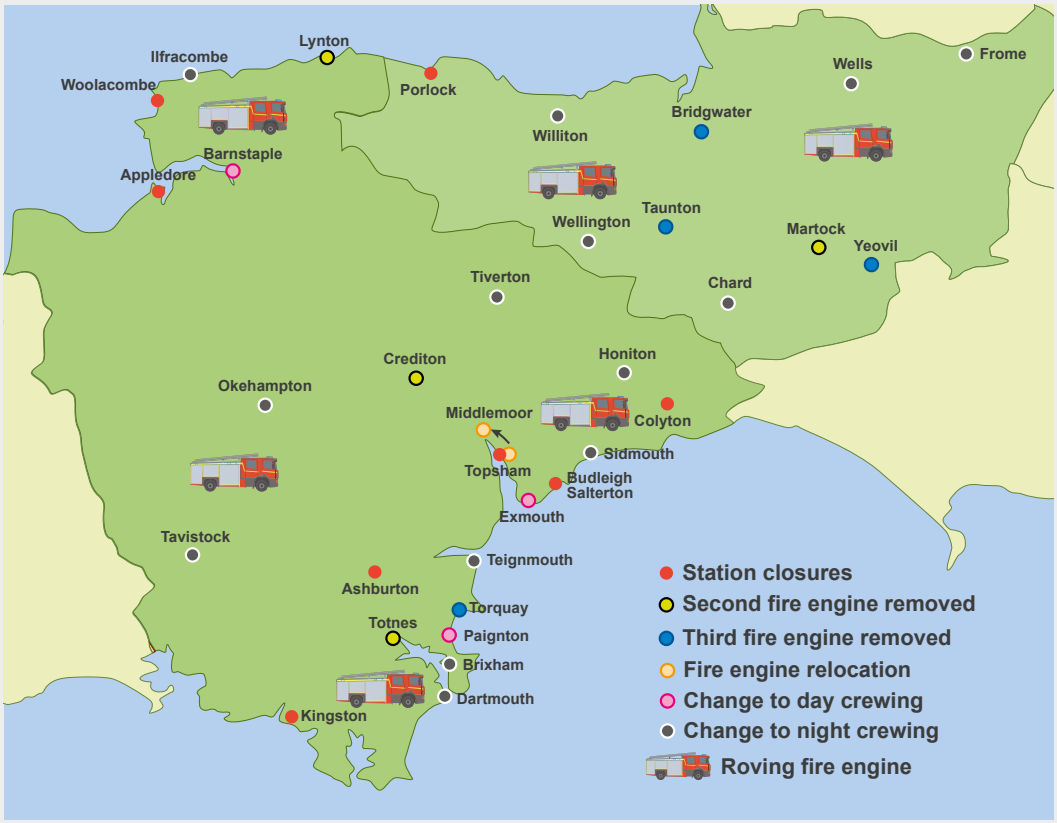
Up to 12,000* (per year)

Prevention:
Home Fire Safety Visits

Up to 21,000* (per year)

* These figures are potential numbers of activities that could be carried out from revenue savings made by the options.

Map showing stations involved in option 6



Please note roving fire engines will be mobile and have been shown in various locations on this map for illustrative purposes.

Risk Model Outputs for option 6

Here are the numbers from our risk model tool for option 6, the columns in bold are the predicted annual fatalities for dwelling fires and RTCs.

	Number of dwelling fire fatalities per year	Dwelling fire risk change percentage	**Road traffic collisions (RTC) fatalities per year**	Road traffic collisions (RTC) risk change percentage
Current performance	**7.85**	0%	**33.6**	0%
Theoretical full availability	**7.61**	-3%	**33.14**	-1.37%
Option 6	**7.76**	-1.05% (reduced risk)	**33.13**	-1.41% (reduced risk)

These risk figures only reflect the change in response arrangements. Further risk reduction will be gained by delivery of more prevention and protection activity as previously indicated.

Option 6 - rationale for change

Strengths *(All strengths from options 1, 2,3 ,4 & 5 apply)*

- This roving appliance option provides the Service with a fully flexible response approach, using wholetime firefighters that would provide significant support for prevention and protection activities whilst also responding to risk demand within communities.
- The option also offers adaptable provision to support fluctuations in risk demand throughout the year (summer holidays etc.) and also at particular times of the week or day in some areas.
- This option will improve reliability of response cover in rural areas.
- It will provide an opportunity to undertake risk based preventative work in rural areas not currently covered with full time staff.
- This option will provide additional full time cover during the working daytime hours where on-call cover can be more difficult to crew.
- This option will reduce community risk through an increase in wholetime response provision during the day.
- Through the combination of proposed changes, the Service will be better placed to meet HMICFRS improvement requirements of:
    - redistribution of resource to provide effective response to recognised risk
    - investment in protection activity
    - removal of resources in low risk areas mitigated by other existing resources.
- This option will allow for the reinvestment of savings identified across vehicle, station and staff costs, enabling a more efficient and effective service.
- Option introduces the facility for current and future staff to have a range of crewing models and work locations.

Weaknesses

- The impact on staff in these locations including their roles being at risk. Support offered through any transition will reflect the Service's policy.
- Public perception of losing response capacity during the day in the 14 identified areas. The risk however within these areas is low during the day, covered by the other engine at the station and could be further supplemented by roving fire engines if needed at particular times (of year for example).
- The introduction of six roving fire engines will result in a reduction in overall savings due to significant investment and ongoing costs in their provision across the two counties.
- From Option 1 - the wider role of the station within the community and perceived loss through closure.

Opportunities

- Potential for staff at risk through the other option elements to be supported through the crewing of these roving fire engines or other service roles or locations.

Threats

- Representative Bodies (Unions) may not accept the proposed changes on behalf of their members.

Option 7

Mix and match option, to include any combination of the elements used in the other options. You can tell us in more detail specific stations or fire engines from the list below that you would like to include or not include. But please state your reasons for this.

We have six elements of the Service, that from analysis and engagement with staff and stakeholders, show us how we can change to deliver a new model for the future.

These elements, along with the stations affected, include:

- **Station closures**

  Appledore, Ashburton, Budleigh Salterton, Colyton, Kingston, Porlock, Topsham, Woolacombe

- **Removal of all third fire engines**

  Bridgwater, Taunton, Torquay, Yeovil

- **Removal of some second fire engines**

  Crediton, Lynton, Martock, Totnes

- **Change of status to day crewing**

  Barnstaple, Exmouth, Paignton

- **On-call night crewing**

  Brixham, Chard, Dartmouth, Frome, Honiton, Ilfracombe, Okehampton, Sidmouth, Tavistock, Teignmouth, Tiverton, Wellington, Wells, Williton

- **Introduction of day-crewed roving fire engines**

  Mobile fire engines crewed by day duty firefighters in areas of greater risk across Devon and Somerset

Our way of dealing with this is a set of six options which are presented as an escalating and balanced set of outcomes. However, we are also interested to know if you think these elements could be combined in a different way to develop a new service model. We have included this further option, option seven, which gives you the opportunity to select those service elements which you feel would best meet the challenges as set out in the consultation document.

Summary of options

	Station closures	Fire engine relocated	Third fire engine removals	Second fire engine removals	Day crewing for stations with two fire engines	Night crewing of second fire engine	Roving fire engines	Cost savings		Prevention and protection	
								Revenue Savings (per annum)	*Capital Savings* (one-off saving)	*Business Fire Safety Checks* (per annum)	*Home Fire Safety Visits* (per annum)
OPTION 1	8	1	-	-	-	-	-	£387,636	£3,325,000	3,034	7,011
OPTION 2	8	1	4	-	-	-	-	£544,204	£4,525,000	4,259	9,842
OPTION 3	8	1	4	4	-	-	-	£661,094	£5,725,000	5,174	11,956
OPTION 4	8	1	4	4	3	-	-	£2,579,547	£5,725,000	5,174	11,956
OPTION 5	8	1	4	4	3	14	-	£2,925,197	£5,725,000	7,879	18,208
OPTION 6	8	1	4	4	3	14	6	£984,797	£5,725,000	11,749	20,812

The consultation

We want to hear your views and ideas on the future of the Service.

We really want to hear what you have to say about the proposed service options as well as the different elements outlined within each of the options, so please use this opportunity to engage with us and have your voice heard.

We have created a number of ways you can get involved in the consultation, so you can choose which method best suits you.

You can tell us what you think by completing a questionnaire or by sending us your questions and comments in several ways:

- complete the pull-out questionnaire at the end of this document and return in the pre-paid envelope
- complete the online questionnaire at: *www.dsfire.gov.uk*
- email us at: *safertogetherprogramme@dsfire.gov.uk*
- write to us at:

Communications and Engagement

Devon and Somerset Fire and Rescue Service

Service Headquarters

The Knowle

Clyst St George

Exeter

EX3 0NW

For further information

Visit our website: *www.dsfire.gov.uk*

Email us at: *safertogetherprogramme@dsfire.gov.uk*

If you would like this information in another format including audio or large print, please call 01392 872347

Public 'drop-in' exhibitions

We also invite residents of Devon and Somerset to come along to local public 'drop-in' exhibitions, where you can ask questions about the proposed options and the future of the Service. We may arrange more exhibitions if there is enough demand. Details of these exhibitions are below. Please check our website or contact us on the details on page 43 to confirm the exact timings.

- **Topsham – Matthews Hall**
  Monday 8 July 12pm - 4pm
- **Kingston – Kingston Reading Room**
  Tuesday 9 July 2pm - 6pm
- **Appledore – Appledore Hall**
  Wednesday 10 July 1pm - 5pm
- **Budleigh Salterton – Budleigh Hub**
  Monday 15 July 1pm - 5pm
- **Colyton – Colyton Feoffees' Town Hall**
  Tuesday 16 July 3pm - 7pm
- **Woolacombe – Woolacombe Village Hall**
  Wednesday 17 July 1.30pm - 5.30pm
- **Ashburton – St Lawrence Chapel**
  Monday 22 July 10am - 2pm
- **Exmouth – Exmouth Town Hall**
  Tuesday 23 July 3pm - 7pm
- **Porlock – Porlock Village Hall**
  Thursday 25 July 1pm - 5pm
- **Exeter – Exeter Library**
  Monday 29 July 2pm - 6pm
- **Taunton – Taunton Library**
  Tuesday 30 July 1pm - 5pm
- **Plymouth – Central Library**
  Thursday 1 August 10am - 2pm
- **Torquay – Central Library**
  Monday 5 August 11am - 3pm
- **Bideford – Bideford Library**
  Tuesday 6 August 1pm - 5pm
- **Barnstaple – Barnstaple Library**
  Thursday 8 August 1.30pm - 5.30pm
- **Tavistock – Tavistock Library**
  Monday 12 August 11am - 3pm
- **Totnes – Totnes Library**
  Wednesday 14 August 10am - 2pm
- **Sidmouth – Sidmouth Library**
  Thursday 15 August 1pm - 5pm
- **Tiverton – Tiverton Library, Phoenix House**
  Monday 19 August 1pm - 5pm
- **Newton Abbot – Passmore Edwards Centre, Newton Abbot Library**
  Tuesday 20 August 10am - 2pm
- **Minehead – Minehead Library**
  Thursday 22 August 11am - 3pm
- **Bridgwater – Bridgwater Library**
  Tuesday 27 August 12pm - 4pm
- **Yeovil – Yeovil Library**
  Wednesday 28 August 1pm - 5pm
- **Frome – Frome Library**
  Thursday 29 August 10am - 2pm
- **Paignton – Paignton Library**
  Tuesday 3 September 2pm - 6pm

What happens next?

The consultation will run for 12 weeks from Monday 1 July 2019 to Friday 20 September 2019.

Devon and Somerset Fire Authority members will consider the options after all the feedback has been received from the public, organisations and Devon and Somerset Fire and Rescue Service staff. The members will then meet in late Autumn 2019, to consider reports from its officers. The reports will be published on the Devon and Somerset Fire and Rescue Service website a week before the meeting.

Confidentiality

The information/data collected by this consultation will be kept strictly confidential and shared only with Devon and Somerset Fire and Rescue Service staff responsible for analysis of the data and those responsible for the preparing the consultation findings report. All data will be stored securely and erased after four years.

All comments, feedback and information we receive will be used to inform how the future Devon and Somerset Fire and Rescue Service will be delivered. You will not, in any way, be identifiable in the survey analysis from your responses and any comments will be anonymous.

Supporting documents

Below are a number of supporting documents which you may find useful:

- **Fire and Rescue Plan 2018 - 2022**
- **Integrated Risk Management Plan 2018 - 2022**
- **Station Data Tables**
- **Community Impact Assessment**
- **Station infographics**
- **Risk modelling information**
- **Fire Authority Meeting papers 28.06.19**

These documents can be viewed on the DSFRS website:

https://tinyurl.com/yxgvgdkp

Paper versions will also be available at the public drop-in exhibitions or on request (contact details can be found at the back of this document)

DEVON & SOMERSET
FIRE & RESCUE SERVICE

DEVON & SOMERSET
FIRE & RESCUE SERVICE

Our Fire & Rescue Plan

2018 - 2022

DEVON & SOMERSET
FIRE & RESCUE SERVICE

Our Fire & Rescue Plan

Keeping people safe is what we do and we have a proud history of this.

We know that risk in our communities has changed and we now face different challenges than in the past.

It is great to see that deaths from fire are falling. This is a result of years of prevention work and we have come a long way from being seen as just an emergency response service. But incidents still occur and we are ready 24/7 to respond.

Preventing fire and other incidents is an important part of our work. We aim to support and educate communities to take steps to protect themselves.

Our Fire and Rescue Plan sets out how we will respond to the current and future risks our communities face as set out in our Integrated Risk Management Plan (IRMP).

We need a different, flexible and more cost-effective operating model to meet those challenges.

Our improvement plans will support us to adapt to the changes around us.

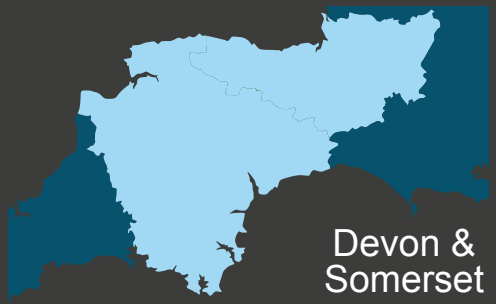
Together we will work to end preventable fire and rescue emergencies, creating a safer world for our communities.

WHO WE ARE

85
fire stations

largest
non metropolitan
fire and rescue service

2 counties



Devon & Somerset

25%
of our stations undertake co-responder activities

15%
of our stations host other emergency services

LARGEST
employer of on-call firefighters in the country

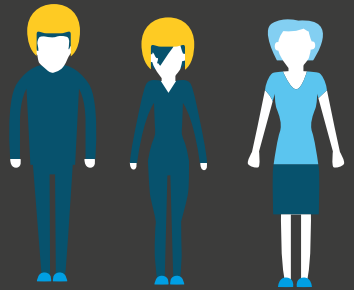
1.7 million residents

Community Safety

Education
Prevention
Protection

550 home safety checks a month
aiming for **1,000** a month in 2019

400,000
visitors each year



2,000
dedicated staff

Our Vision

Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family.

We will do this by:

- involving communities and colleagues in designing our services
- innovating, using new technologies and approaches to reduce or remove risk
- influencing behaviour, design and legislation, to make living and working environments safer.

Our Purpose

We are here to Protect and Save

We work every day with our communities and partners to prevent emergencies, to make people safer in their homes, their places of work and where they visit. However, emergencies do happen and when they do we will respond as quickly as possible in order to help people and save lives.

Our Values

WE ARE PROUD TO HELP

We show this by...

Doing what we say we will do and seeing things through to the end

Demonstrating high standards

Working hard and doing our best to get the right outcomes

Being motivated, keen and willing to give things a go

WE ARE HONEST

We show this by...

Being open, clear, and realistic

Admitting and learning from mistakes

Showing trust and being trustworthy

Being responsible and accountable

WE ARE RESPECTFUL

We show this by...

Being consistent and giving credit where it's due

Always being polite, considerate and treating people fairly

Genuinely listening, involving and engaging others

Being inclusive to all

WE ARE WORKING TOGETHER

We show this by...

Understanding others' needs and appreciating their demands

Positively challenging sharing ideas and giving feedback

Supporting others and giving practical help and advice

Being willing to adapt and change to get the best results

Why a Fire and Rescue Plan?

This plan describes the strategic themes by which we provide our service. Within each theme we have identified the challenges we face, explain why we need to change and how we are going to do that.

We have six strategic themes.

Service delivery – how we deliver the best possible prevention, protection and response services to keep our community safe.

People – ensuring we are recruiting, retaining, supporting and developing the best people.

Value for money and use of resources – ensuring that we provide value for money, making the most of our assets, investing in improvement and planning a sustainable future.

Governance – putting the right information, processes and people in place to help us make the right decisions.

Collaboration – seeking opportunities to work better with others to provide an improved service to our shared communities.

Digital transformation – making use of technology to provide the information we need, in the right way and developing smarter ways of working and thinking.

By cross referencing these strategic themes with the community risks noted in our Integrated Risk Management Plan (IRMP) we have identified the following priorities:

- putting prevention and protection activity at the heart of what we do to reduce preventable emergencies
- focussing our response activity firmly on our statutory functions: responding to fires and road traffic collisions
- making sure our service is designed to fully meet the risks in the community, with more resources located where risk is greatest
- making sure that we are an agile organisation, able and motivated to learn and improve
- making sure we are getting the best value from our resources in the face of a shrinking budget.

In order to deliver against these priorities we have developed a change and improvement programme which sets out the changes we need to make over the next four years.


RIV 1
www.dsfire.gov.uk

Service Delivery

We keep the public safe through three key activities - prevention, protection and response, which are collectively known as Service Delivery.

Service Delivery

Prevention is when we work with the community to help them understand how to keep safe and avoid an emergency situation.

Protection is making sure that premises where people work and visit comply with fire safety legislation.

Response is providing fire stations, appliances and firefighters to deal with emergency incidents.

Prevention and protection is a primary focus in service delivery and we recognise that risk reduction begins with safe behaviours at home, at work, or on the road, and this leads to a safer society for all.

We use our knowledge, along with that of local organisations and partners, to target those people and properties that are more likely to be affected by fire and other emergencies, according to our risk analysis and risk profiling. We also have a legal duty to give advice and enforce fire safety standards across a wide range of commercial and public premises in order to keep people safe and businesses running.

Not all incidents can be prevented and we will still respond to save lives and protect property and the environment. To do this we will continue to be innovative and flexible in the way we plan for, manage and deal with emergencies. We have improved our understanding of risk and we will respond with the right staff, the right skills and the right equipment.

We are working more with our partners to identify where the risk is greatest in terms of location, household types, times of day and seasonal variations. This new intelligence will allow us to be more flexible so that our emergency response resources are available and located where the risk is greatest.

It is rare that we respond to emergencies on our own and we will continue our joint planning with partner agencies. We work together to be prepared to deal effectively with emergencies at a local, regional and national level.

We will need to think differently about the tactics we use to deal with and manage emergencies and use every opportunity to learn, including introducing new technological solutions.

We would always rather prevent an emergency.

Service Delivery

The challenges we face

- Aligning resources to risk and prioritising prevention and protection activity.
- Maintaining a consistent approach to prevention and protection activity across the Service.
- Improving our approach to performance management through consistent use of measures. Reviewing and evaluating to learn and improve outcomes.
- Maximising the use of portable technology to make life easier for our staff and improve efficiency.
- Making sure, where appropriate, that we are aligning to partners' priorities and establishing clear expectations for joint working.
- The current way our fire stations and appliances are crewed.
- Our emergency response standards.
- The availability, recruitment and retention of on-call staff.
- The relocation of some of our fire stations, appliances and staff to areas where risk is greatest or where circumstances may have changed.
- The increasing demand for emergency medical response.

Service Delivery

We want to be a Service that will:

- deliver high quality and consistent prevention and protection activity, focusing resources where the risk is greatest and regularly evaluating our impact
- prioritise our response planning for fires and road traffic collisions and make sure that risk data analysis is consistently used to decide how we need to respond, and to what
- continually review our response to make sure it is effective. Make sure that our fire stations, appliances and staff are located where risk is greatest
- have a fully trained and competent workforce, working a range of flexible work contracts and duty systems, matched to risk
- make sure our staff have the latest risk and performance information in a format they need, when they need it
- consider new technologies and equipment in our service design to support staff safety, provide better firefighting tactics and increase inclusive and efficient ways of working
- have a fire control team that supports efficient and effective service delivery
- continue to provide co-responding in partnership with the ambulance service to the most serious medical emergencies and enhance our staff's casualty care capability at fires and road traffic collisions
- review our current emergency response standards to make sure they are reflective of national incident types including realistic attendance times
- maintain and develop our ability to attend complex incidents including the threats from terrorism and climate change.

Service Delivery

In order to achieve this, during the next four years, we will:

- change to a model of prevention and protection activity that provides central direction and a consistent service
- develop and implement a new service delivery model to improve response availability, matched to risk, and facilitate greater diversity within our workforce
- develop our operational assurance framework to make sure we learn from every opportunity and make continuous improvements
- collaborate with partner agencies both locally and nationally to improve emergency response
- have a robust process for managing and implementing risk critical information including learning from emergencies elsewhere.

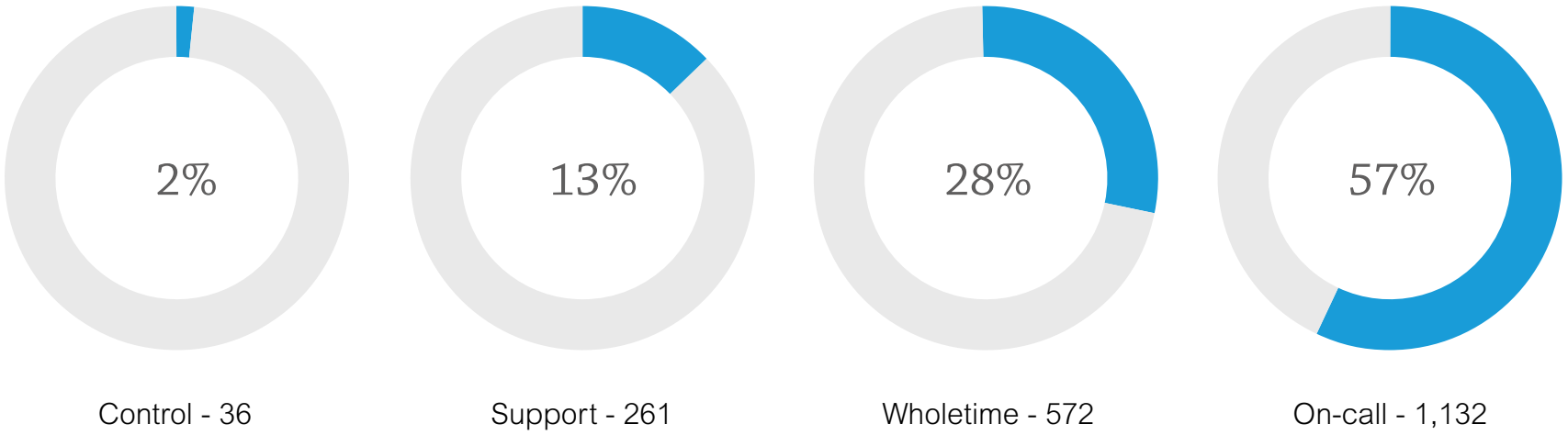
People

We owe our fantastic reputation to our skilled and motivated staff and as our communities evolve, the skills and knowledge that we need in our organisation will also inevitably change.

People

We are a highly-respected emergency service with a strong reputation for doing a good job. We achieve this by having skilled and motivated staff. It is essential in order to achieve our vision, that our people feel valued as individuals, are appropriately supported, well trained and safe at work.

Employee numbers as of June 2018



NB Control, Support and Wholetime numbers will include full-time, part-time or job-share

People

The challenges we face

- The existing shift patterns and some work routines are not always meeting our needs and the changing risks within our communities.
- We have difficulties with recruitment and retention of our on-call workforce.
- We have an aging operational workforce, which is currently unrepresentative of our communities. In particular, there is a significant gender imbalance.
- There is an over-representation of uniformed middle managers.
- Pension changes will result in firefighters working to the age of 60.
- Improvements are required to the leadership and management development for all staff.
- We do not currently have a systematic approach to identifying talent and managing their progression.
- Our current staff development provision does not fully meet staff needs, particularly for on-call staff, as it is primarily based upon an old delivery model of classroom based learning.
- The traditional image of the firefighter could be having a detrimental impact on recruiting staff from our diverse communities.
- Managing change and our culture. With new ways of working being developed, we need to fully engage with staff to make sure the required changes are fully understood and embraced.

We want to be a Service that will:

- have a more diverse and inclusive workforce that is skilled and empowered to address the challenges we face
- make sure our managers have the skills and ability to motivate and manage change and performance
- deliver a new approach to training that is designed to address risk and meets the needs of on-call staff
- implement the standards approved through the national professional standards body
- make sure our firefighters remain fit and take a more holistic approach to health, safety and wellbeing across the whole organisation.

We owe our fantastic reputation to our skilled and motivated staff.

People

In order to achieve this, over the next four years, we will:

- develop a People Strategy to define who we aim to be and a Workforce Plan to show how we resource our new ways of working
- deliver an improved approach to leadership and management development
- develop a recruitment process that focuses on recruiting the skills we need for the future and remove barriers to increasing diversity and inclusivity in our workforce
- develop and implement revised crewing systems, more flexible contracts and a management structure that will help us improve our service
- provide risk-based training and development that is centred around safety-critical elements by implementing our 'Training for Competence' project
- improve our approach to staff engagement and support line managers to empower their staff
- respond to issues raised by staff and feedback on actions taken
- introduce schemes for alternative career paths
- introduce apprenticeship opportunities for new and existing staff to develop their careers.


Team of the Year
Team of the Year
Winner
Tasberg SFS UK

Value for money *(how we use our resources)*

Plan and operate within a balanced budget every year.

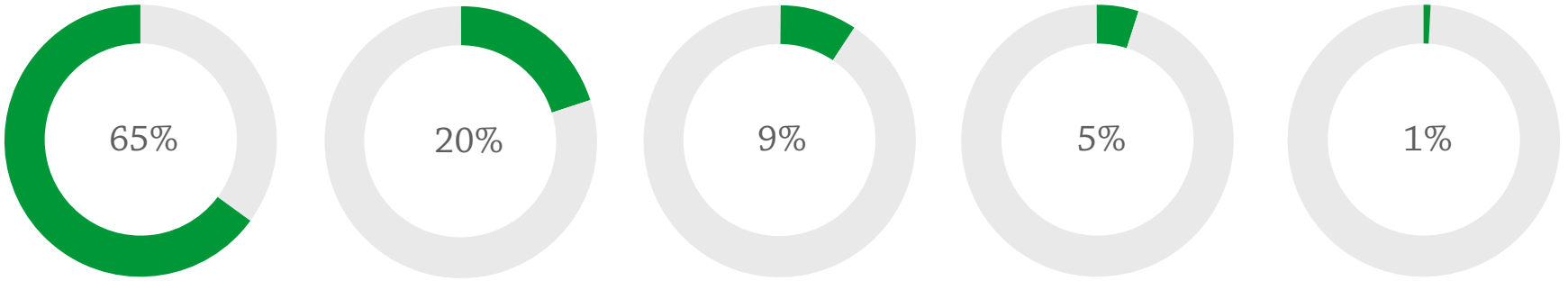
Value for Money

We will be operating with less money and it is essential that we:

- plan, and operate within, a balanced budget every year
- look for efficiencies in future budgets by challenging the ‘norm’ but not compromising on the quality of service
- make every pound count by delivering the best services at the lowest reasonable cost to make sure we are achieving best value
- implement changes to the way we work that bring tangible and cashable efficiencies.

Our money

Our funding for 2018/2019 is £78.379 million
For a ‘Band D’ property the 2018/19 council tax charge is £84.01



Council tax
£51.02m

Non-domestic business rates
£15.56m

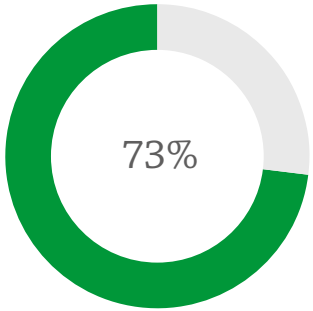
Government grant
£7.295m

Other income
£3.56m

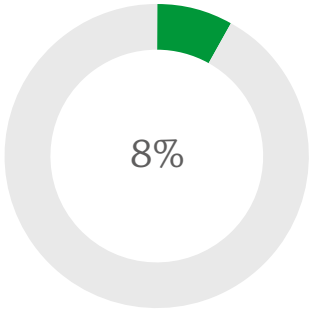
Funding from reserves
£0.945m

Value for Money

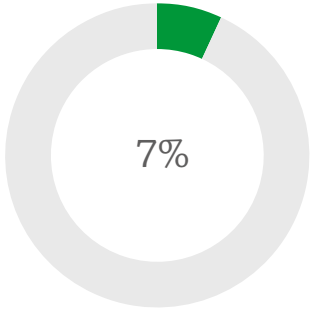
Our planned spending for 2018/19



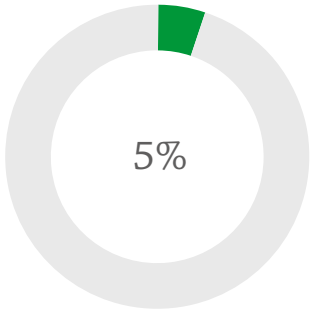
Employee costs
£57.4m



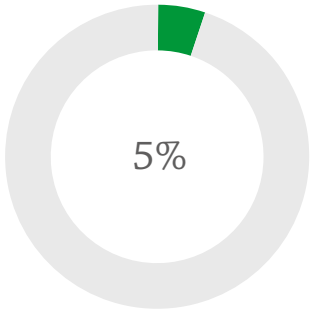
Supplies and services
£6.4m



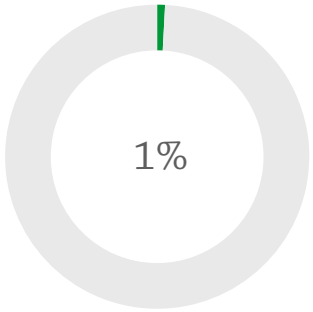
Capital financing costs
£5.9m



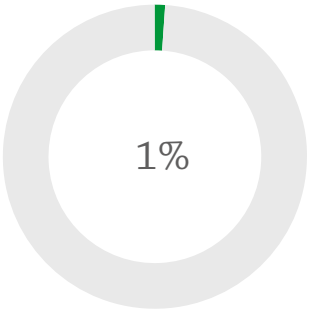
Premises related costs
£3.8m



Transport related costs
£3.5m



Payments to other authorities
£0.7m



Establishment costs
£0.7m

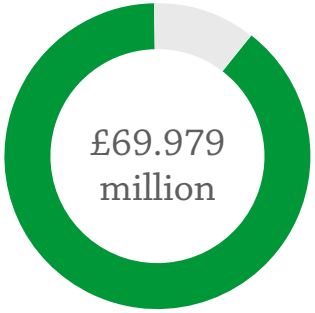
Value for Money

The challenges we face

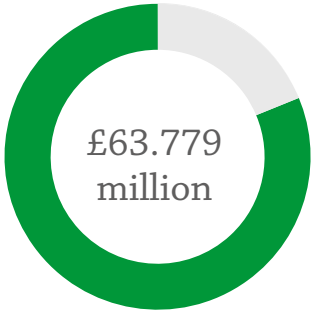
- By 2022, we will need to reduce our costs by at least £8.4 million and we need to plan a balanced budget that accommodates this.
- Our government grant is reducing year-on-year.
- Effective use of our reserves budget.
- The costs of delivering and managing our mobile and fixed assets.
- The impact of our existing building and vehicle stock on the environment.

Anticipated savings requirement up to 2021/22

Current budget for 2018/19



Budget for 2020/21 assuming council tax increase of 2.99% (reduction of £8.4m)



Budget for 2020/21 assuming council tax freeze (reduction of £14.6m)

Value for Money

We want to be a Service that will:

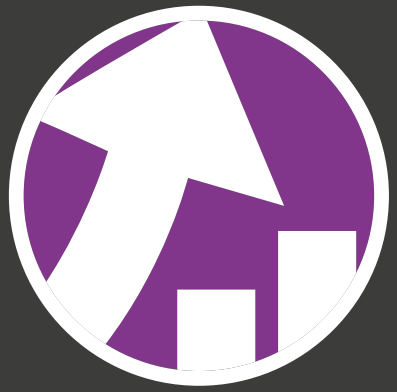
- be more efficient and effective to secure the best value for money for the taxpayer
- manage reductions in government funding and increasing costs
- manage our existing estate to get the best value for money while looking to invest in our future
- minimise our impact on the environment by reducing carbon emissions from our buildings and vehicles, waste and pollution from our activities and wasted water
- use commercial practices when purchasing goods and services by working with other organisations and getting the best value for money.

Value for Money

In order to achieve this, over the next four years, we will:

- have a medium term financial plan that takes into account the interdependencies of revenue budgets and capital investments, understands the role of reserves and considers risks
- publish reserves, capital and investment strategies to be transparent in our planning and financial preparation
- produce an environmental strategy and action plan
- strengthen our commercial practices through increased collaboration, demand management, social value, market intelligence and benchmarking
- have an estates strategy that gives our service delivery the resources it needs to deal with risk and maximises the opportunities for shared use with our partners
- carry out a review of the vehicle fleet and equipment to support new service delivery models, bring in new technology, and reduce costs and environmental impact
- develop a costing methodology for our activities
- make sure that our change and improvement programme is designed around clearly identified cost-benefit analysis and delivers improvement on time and on budget.

Make every pound count by delivering the best services at the lowest reasonable cost.



Governance

Good governance means having the right information, processes and people in place to make the right decision.

Governance

Good corporate governance makes sure that the organisation is properly directed, controlled and held to account by transparent decisions that are legal, decent and honest.

This is achieved through effective risk management. This is fundamental to both our strategic and operational decision making processes and continuous performance management, which makes sure we are achieving our priorities.

We make sure that we are fully transparent and accountable to our communities, by publishing information and engaging with our communities on our plans, proposals and progress.

We publish an annual statement of assurance and our annual audited accounts.

Governance

The challenges we face

- Making sure our workforce are clear on the organisation's future direction.
- Having clear service structures and governance in place.
- Inconsistent use of data and performance information.
- Out of date and inconsistent policies and guidelines.
- Communications that are not perceived as consistent.
- An inconsistent approach to project management.
- Over use of pilots that have not been concluded, reviewed and evaluated.

We want to be a Service that will:

- make information easier to access
- make sure we are accountable to the public for our performance, decisions and actions, and offer opportunities for communities to help plan and have their say on their local service
- be robust in providing financial, organisational and operational assurance
- make sure that we deliver our IRMP and Fire and Rescue Plan
- make performance improvement a key part of what we do every day
- make sure opportunities and risks are identified and managed and that learning from experience leads to continuous improvement
- deliver what is expected of us in the national framework document.

We will make sure that everyone can access the information they need.

Governance

In order to achieve this, over the next four years, we will:

- develop self-service facilities and improve our Intranet and website
- produce an IRMP, Fire and Rescue Plan and change and improvement programme and share them with our staff and the public
- put in place appropriate governance and programme management
- work with our staff and their representative bodies on any options for change that affects them
- develop a comprehensive communications, consultation and engagement strategy
- develop a performance management culture through regular meaningful performance reports that lead to measurable improvement
- develop our business analysis function to improve our data led decision making
- publish an annual report which will show how well the Service is meeting its priorities and will include our statement of assurance and statement of accounts showing how we are managing our finances.


#4
CREATE A CLIMATE
OF
#3
MANAGE
participation
#2
FOCUS
ON
PROCESS
#1
REMAIN
NEUTRAL
This idea
Me
That idea
Remain neutral
What is your role?
LADDERS
AND
HOSES

Collaboration

We work closely with our neighbouring emergency services, national agencies and local partners to improve our service and public safety.

Collaboration

We have a statutory duty under the Police and Crime Act (2017) to explore all areas where we could work more closely with the police and ambulance services.

The collaborative relationship that has developed between the Service and Devon and Cornwall Police (DCP) is also an excellent example of our strategic intent being applied in reality. Whilst we have always worked well with other agencies, and continue to do so, we have taken this to a new level with DCP and have members of their collaboration team working in our premises at Service Headquarters and Middlemoor. We already have notable collaborative successes with DCP, ranging from shared estate to multi-role officers, and are actively developing further initiatives together.

Our collaboration does not stop at emergency services: we also work closely with the RNLI, Maritime and Coastguard Agency, local government and a range of community and voluntary organisations.

We took the lead in establishing the South West Emergency Services Forum which brings together the highest level of management to lead collaboration for the South West.

The forum's vision is to:

"lead the way in providing a relentless focus on improving public safety and improving organisational efficiency and effectiveness through working collaboratively and working together."

Examples of this are the fire and rescue services supporting demand reduction for the police and ambulance services by responding to concerns for the safety of people locked in buildings and the introduction of police fire community support officers in North Devon. The Service also operates a co-responder scheme in partnership with South Western Ambulance Service NHS Foundation Trust.

We are also a founding member of the Networked Fire Services Partnership (NFSP) which is a collaboration of Devon & Somerset, Dorset & Wiltshire and Hampshire fire and rescue services.

Collaboration

The challenges we face

- Inconsistent political and geographical boundaries.
- Identifying wider opportunities to work collaboratively beyond the public sector.
- Sharing information in a secure and meaningful way.
- The lack of resources and funding to invest in collaborative arrangements.
- The complexities surrounding sharing of functions and assets.

We want to be a Service that will:

- continue to seek opportunities where collaboration will improve community safety or achieve financial efficiencies
- work with partners to better understand risk and reach more vulnerable people
- work with nationally co-ordinated research and development programmes, unless there is good reason not to, and only do our own research and development where it is not available nationally.

Lead the way in providing a relentless focus on improving public safety.

Collaboration

In order to achieve this, over the next four years, we will:

- seek opportunities to share estates and co-locate with partners
- implement the work of the Office for Data Analytics to improve our capability for predictive analytics
- improve our approach to partnership working across our Service area
- continue to play a key role in the South West Emergency Services Forum
- continue to explore opportunities that arise from our strategic partnerships such as Networked Fire Services Partnership.


POLICE
FIRE

Digital Transformation

We use digital technology in a variety of ways to support our day-to-day activities.

Digital Transformation

Technology touches every part of our Service. From mobilising resources to operational incidents and making sure that our frontline staff have all the information they need, to using business systems to manage and control our resources.

We aim to use the opportunities and efficiencies digital technology can bring.

We will improve our digital technology infrastructure and capability to make sure we make the best use of available data and information to improve our services to the public and to aid our joint working with partners.

Digital Transformation

The challenges we face

- Incompatibility of our existing systems and packages.
- Providing consistent data that is accessible to all staff.
- Connectivity issues due to the wide and often remote geographical spread of our Service.
- Reflecting people's use of technology in their everyday lives.
- Our capacity to deliver business intelligence and analysis.
- Cyber security and data protection risks.

We want to be a Service that will:

- take a digital-by-default approach
- make sure our staff have easy access to accurate and comprehensive data
- make information securely available and enable people to work more flexibly and remotely
- enhance our ability to communicate by using modern techniques and tools
- develop business analysis capability to enable the prediction and modeling of risk
- develop our solutions with the end user in mind and according to a clear set of design principles.

We aim to use the opportunities and efficiencies digital technology can bring.

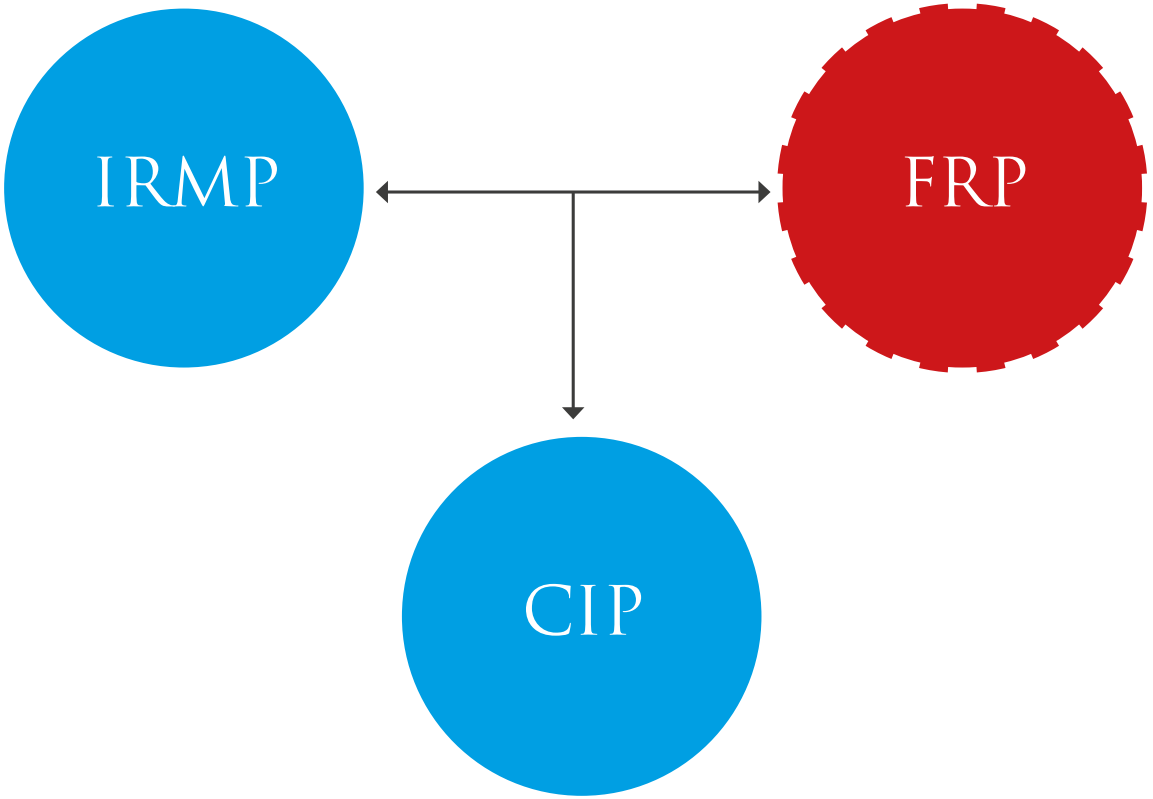
Digital Transformation

In order to achieve this, over the next four years, we will:

- develop, publish and implement a digital transformation strategy
- develop and implement a data architecture and make sure our information systems are secure
- provide specific applications and data, that help staff do their job more efficiently and effectively
- restructure our business analysis and data architecture teams
- make full use of mobile technology
- invest in technology such as video-conferencing to reduce travel times and our impact on the environment
- continue to improve operational data capture through the single operational reporting tool (SORT)
- deliver a range of projects designed to improve our business applications.

This document is one of a suite of documents that set out our plans for the future.

- Our **Integrated Risk Management Plan (IRMP)** describes the risks in our community and gives us a clear mandate to address it.
- Our **Fire and Rescue Plan (FRP)** describes the challenges we face as an organisation and sets out our strategic intent.
- Together they provide our **Change & Improvement Programme (CIP)**.



To request any information in this document in an alternative format please contact:

Corporate Communications
Service Headquarters
The Knowle
Clyst St George
Exeter
Devon
EX3 0NW

Tel: 01392 872200

DEVON & SOMERSET
FIRE & RESCUE SERVICE

DEVON & SOMERSET
FIRE & RESCUE SERVICE

Integrated Risk Management Plan

2018 - 2022

Introduction

The Fire and Rescue National Framework for England requires us to have an Integrated Risk Management Plan, which is designed to give fire and rescue services the flexibility to use our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

In formulating the plan we are required to:

- identify and assess all foreseeable fire and rescue related risks that could affect the communities served including those of a cross-border, multi-authority and national nature
- demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities through authorities working either individually or collectively in a cost effective way
- be easily accessible and publicly available
- reflect effective consultation throughout development and at all review stages with the community, its workforce and representative bodies, and partners
- cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in the Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes.

Although the Service only has a statutory duty to deal with fires and road traffic collisions, the Fire and Rescue National Framework also identifies that there are new challenges that the Service has to deal with, such as the continued threat of terrorism, the impacts of climate change, impacts of an ageing population against the need to cut the national deficit. The Service needs to understand these wider challenges and how they inform its strategic planning.

In 2017, the Service has reviewed and changed its approach to corporate planning to enable the clear identification and definition of its response to these wider challenges, to the changing needs of the community and to the challenges it faces.

The Service's revised corporate planning approach currently has three key strands, namely:

- Fire and Rescue Plan
- The Integrated Risk Management Plan
- its change and improvement programme.

Each of these strands considers a different aspect of risk and sets out at a high level how the Service will respond to them. These are subject to an annual review to ensure they are still fit for purpose, that they still address the key risks and that they provide a clear steer on the priority activities for the coming year. Those, along with the detail set out in our annual service planning framework, fulfill the requirements of the national framework.

The Service has reviewed and changed its approach to corporate planning.

This plan describes the strategic themes by which we provide our service. Within each theme we have identified the challenges we face, explain why we need to change and how we are going to do that.

The change and improvement activities undertaken enable the Service to look in more detail at the organisational risks that are faced, for example the current financial challenges and how as an organisation those risks will be addressed.

The final part, the Integrated Risk Management Plan, considers the risks our communities face and the prevention, protection and response activities the Service can put in place to mitigate those risks. Further detail on such activities is set out from page 14.

Our Vision

Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family

We will do this by:

- involving communities and colleagues in designing our services
- innovating: using new technologies and approaches to reduce or remove risk
- influencing behaviour, design and legislation, making living and working environments safer

Our Purpose

We are here to Protect and Save

We work every day with our communities and partners to prevent emergencies, to make people safer in their homes, their places of work and where they visit. However, emergencies do happen and when they do we will respond as quickly as possible in order to help people and save lives.

Our Values


WE ARE
PROUD TO HELP
We show this by...
Doing what we say we will do and seeing things through to the end
Demonstrating high standards
Working hard and doing our best to get the right outcomes
Being motivated, keen and willing to give things a go
WE ARE
HONEST
We show this by...
Being open, clear, and realistic
Admitting and learning from mistakes
Showing trust and being trustworthy
Being responsible and accountable
WE ARE
RESPECTFUL
We show this by...
Being consistent and giving credit where it's due
Always being polite, considerate and treating people fairly
Genuinely listening, involving and engaging others
Being inclusive to all
WE ARE
WORKING TOGETHER
We show this by...
Understanding others' needs and appreciating their demands
Positively challenging sharing ideas and giving feedback
Supporting others and giving practical help and advice
Being willing to adapt and change to get the best results

As the environment in which the Service operates is constantly changing, new risks to the communities served will always emerge. It is the Service's job to ensure that it continually assesses these changing risks and ensures it keeps the communities of Devon and Somerset safe. In addition to the annual review process the Service therefore continues to analyse any emerging opportunities and threats throughout the year through its normal risk management processes.

Regular reporting will take place throughout the year to provide assurances that the Service's activities are delivering the desired outcomes or enable corrective actions to be put in place where they are not.

The Fire and Rescue Service is funded through Central Government and Council Tax contributions to intervene specifically with fires and road traffic collisions. This Integrated Risk Management Plan identifies many more risks faced by the communities of Devon and Somerset which the Service currently deals with and others that will need attention in the future.

The Integrated Risk Management Plan sets the higher level, cross-cutting risks, however, the diversity, demographics and geography across the communities of Devon and Somerset varies and each Local Area Plan will require differing solutions and mitigating activities to reduce the specific risks in those areas.

Equality, diversity and inclusion

Devon & Somerset Fire & Rescue Service puts people and their individual needs at the heart of service planning and delivery. In its workplace practices it recognises that to serve the community to the highest standard, it needs to take an inclusive approach to the community and its staff through regular and meaningful engagement. This will ensure that it can identify and act on emerging needs quickly and flexibly. The workforce needs to be equipped with the knowledge and skills to deal with the modern requirements of a different service provision and working together with various agencies. Therefore, the main equality, diversity and inclusion priorities are:

- increasing public and community awareness of risk in order to reduce harm
- delivering improved, tailored services by analysing and acting upon equality, diversity and inclusion considerations
- achieving a workforce that reflects the diversity of our communities and that is closely aligned to our core values.

Our risk sources

The methodology by which we assess and quantify risk to enable us to focus resources – matching resources to risk – comes from a number of sources:

What are the risks?

Set out below are the key risks that have been identified. The remainder of the plan provides a brief overview of each risk and the high level mitigating actions that we will be putting in place over the period of the plan to deal with those risks.

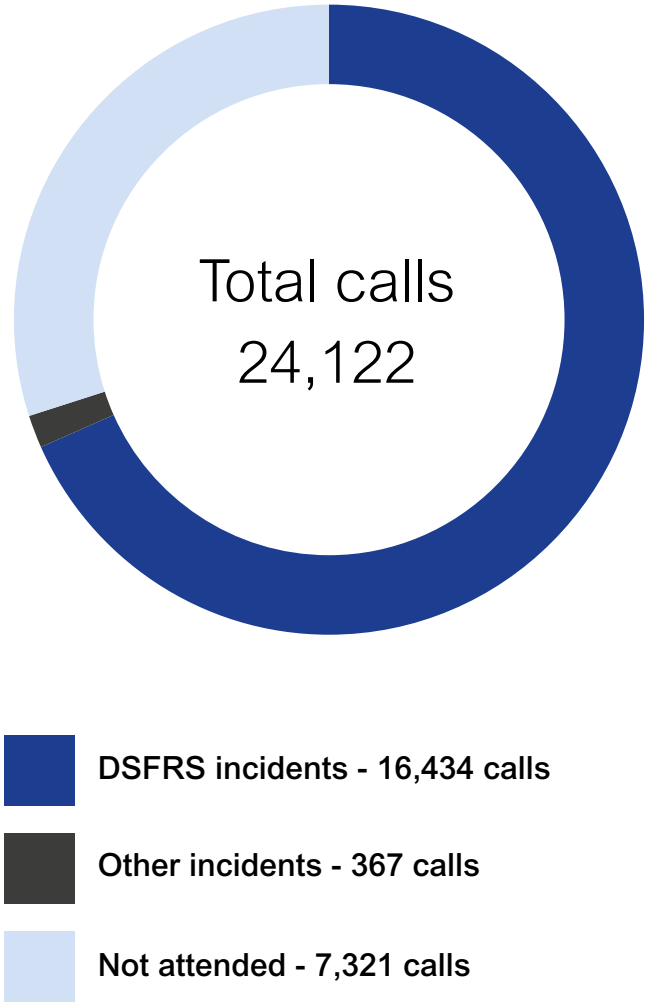
Risk category	Identified risk
Fires and Injury	• Accidental dwelling fires • An increasingly ageing population • Serious fires in commercial premises • Deliberate fires • Heritage property fires
Road traffic collisions	• Road collisions causing loss of life or serious injury
Health and wellbeing factors	• People who have two or more of the seven identified factors are more likely to be at risk from fire • The increasing demand for emergency medical response (co-responding) • Safeguarding
Environment	• Wide scale flooding • Hazardous materials sites and incidents
Rescues	• Height • Confined spaces and entrapments • Drowning and open water safety
Resources	• The unavailability of on call appliances • The historical distribution of service delivery resources • Attending too many false alarms

Emergency Call Summary - April 2016 to March 2017

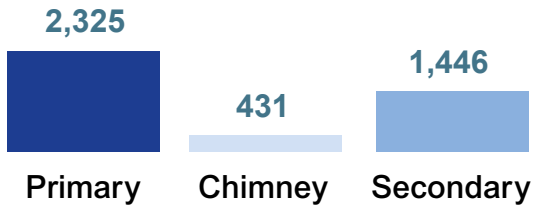
The fire service attended 70% of the unique emergency calls received but ~made the decision that attendance was not required on 30% of occasions.

There are a number of reasons why an incident may not require a physical response, including:

- Fire control identify a call as being a hoax
- an issue can be resolved by advice being given
- policy states that we do not attend an incident type
- information is received that an incident has been resolved prior to the fire service arriving.



Incidents - 16,434 calls

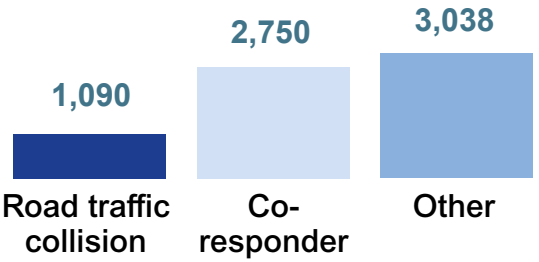


Fire - 4,202 calls

Primary fires - generally larger more complex incidents, those with casualties or fatalities or those occuring in dwellings.

Chimney fires - fires restricted to the confines of the chimney.

Secondary fires - minor fires, no casualties.

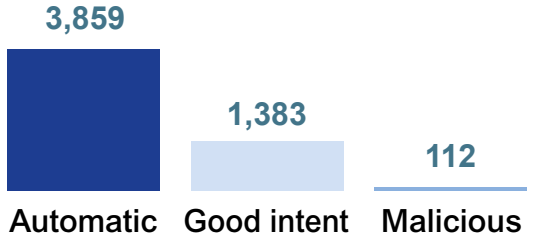


Special Service - 6,878 calls

Road traffic collisions (RTCs) attended by DSFRS - not fires.

Medical emergencies include co-responder incidents for which DSFRS provide first response on behalf of the South West Ambulance Service Trust (SWAST).

Other incidents include flooding, rescue from height, animal rescue



False Alarms - 5,354 calls

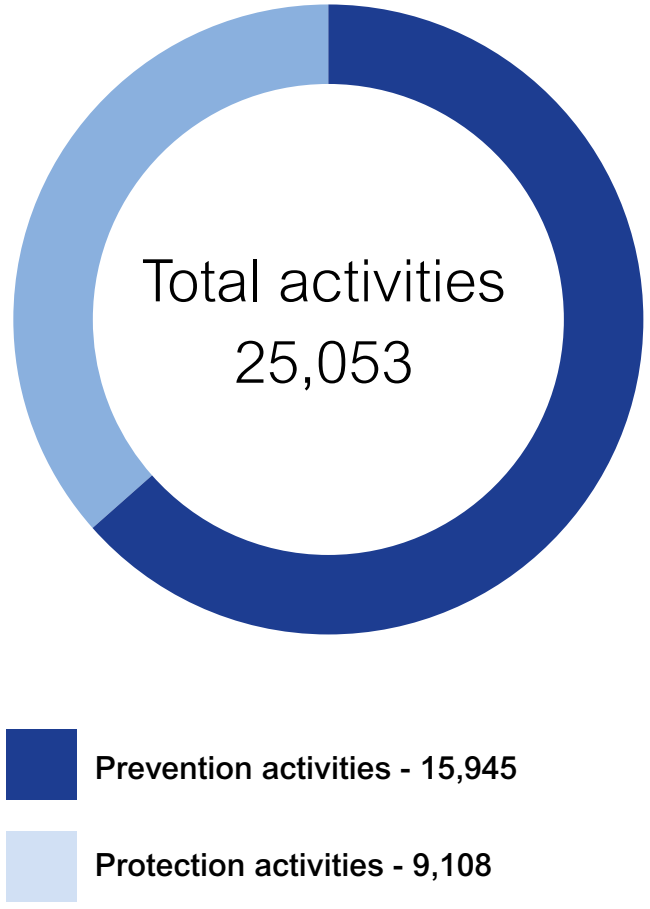
Automatic fire alarm (AFAs) - calls initiated by fire alarm or fire-fighting equipment operating.

False alarm good intent - calls made in the belief that the Service would attend an emergency incident.

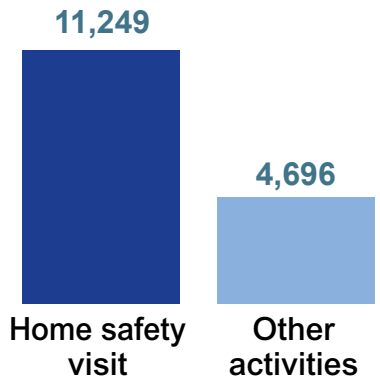
Malicious false alarm - calls made with the intention of getting the Service to respond to a non-existent incident.

Prevention and protection

Making our communities safer is not just about responding to emergencies. The Service undertakes a variety of proactive activities to reduce risk to our communities. The prevention and protection activities include home safety visits, road collision programmes, school visits and fire safety checks and audits of non-domestic properties.



Prevention activities - 15,945



Home safety visits - this figure includes Level 1 and 2 home fire safety and replacement alarm visits.

Other activities - this figure includes school talks, Fire Cadets, Phoenix and FireSetters and all other engagement activity.

Protection Activities - 9,108

DSFRS has a statutory obligation to ensure that non-domestic premises and public events are compliant with fire safety regulations. We achieve this through fire safety checks and the more in-depth fire safety audits along with various engagement and promotion activities.

Risk Category – Fires and Injuries

Did you know..?

- DSFRS completed more community safety activities last year than incidents attended.
- Just 26% of incidents attended by the Service are fires.
- The number of people aged over 85 is expected to nearly double within the next 20 years.
- There are more than 100,000 commercial buildings in Devon and Somerset. The average societal cost of a commercial building fire is more than £75,000.
- There are more than 30,000 listed buildings in Devon and Somerset.

Just 26% of incidents attended by the Service are fires.

Identified Risk - Accidental dwelling fires

Why it's a key risk

As part of the Fire and Rescue Services Act 2004 we have a statutory duty to promote fire safety to help stop fire deaths and injuries.

In 2016/17, the Service attended 1,004 primary fires in dwellings, which resulted in 64 injuries and six deaths.

The vast majority of fatalities and injuries from fires occur in domestic properties and the main focus of our work is therefore in this area.

Identified Risk - An increasingly ageing population

Why it's a key risk

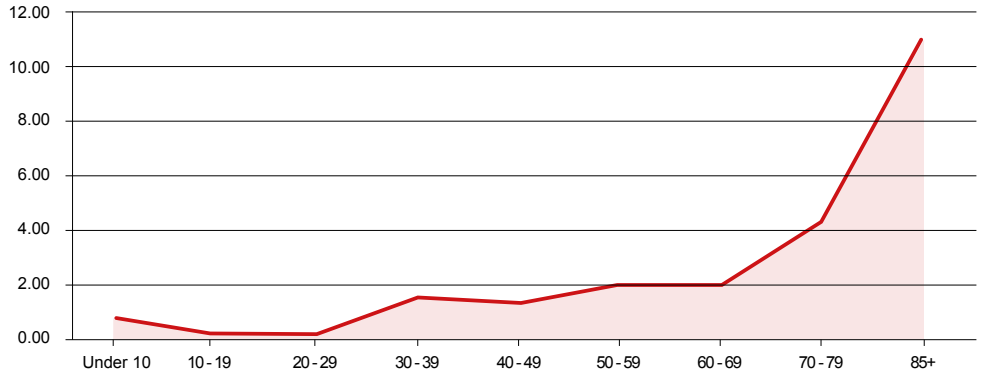
This graph shows how the likelihood of people suffering a fatal fire increases as they become older.

Previous research shows that those aged over 85 have a much higher rate of fatal fires, this suggests that although we may see a reduction in accidental dwelling fires, the increasing elderly population and associated increase in vulnerable people with complex needs living in the community could mean the number of serious fires and fatalities rising as a proportion of all accidental dwelling fires.

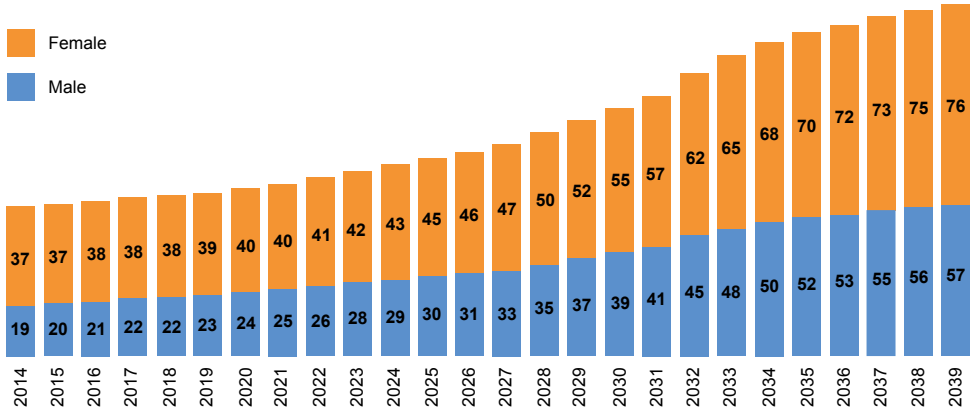
The Service therefore needs to make efforts to reduce the risk of these incidents occurring.

The population of Devon and Somerset is ageing, with a forecasted increase in the number of people aged over 85 from 59,800 to 79,700 (34% increase in ten years) as indicated in the bar chart opposite.

Graph 1: Rate of fatal fires per 100,000 population



Projected Population of Devon and Somerset aged 85 and over (thousands)



Identified Risk - People who have two or more of seven identified factors are more likely to be at risk from fire

Why it's a key risk

There are seven identified factors that put people at greater risk of a fatal fire:

Mental health

Poor housekeeping

Alcohol

Smoking

Drugs (prescription or illegal)

Limited mobility

Living alone

Identified Risk - Serious fires in commercial premises

Why it's a key risk

In 2016/17, there were 463 accidental fires where people work and visit. This resulted in 9 injuries and two deaths. Of these there were a number of fires at large commercial properties, most notably the Royal Clarence Hotel in Exeter. The impacts of such fires on people, the economy and the environment both built and natural can be significant and have severe impacts on the ability of businesses, affected both directly and indirectly, to continue to trade.

To target our resources to maximise the impact of our activity we use predictive analytics. Our fire risk event data (FRED) dataset identifies those businesses that are most likely to have a fire in the next 12 months and where the risk is higher due to factors such as sleeping accommodation on the premises. Currently there are about 10,000 addresses identified as priority addresses.

Identified Risk - Deliberate fires

Why it's a key risk

A deliberate fire includes those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. Deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'.

These fires remain the largest single cause of fire in England and Wales and research has estimated that the overall annual cost of arson to the economy is about £2.53 billion. The human cost has also been high. In the last decade there have been about 2.3 million deliberate fires resulting in more than 25,000 injuries and more than 900 deaths.

During 2016/17, in Devon and Somerset there were 78 deliberate fires where people live, which resulted in 11 injuries and one death. Where people work, visit and in vehicles there were 392 fires which resulted in two injuries and one death.

Identified Risk - Heritage property fires

Why it's a key risk

Within Devon and Somerset there are:

- 738 Grade 1 listed buildings
- 29,600 Grade 2 listed buildings
- 2020 Grade 2* listed buildings
- 5,972 thatched buildings.

The average thatch fire takes 1.6 days of appliance time for the Service to deal with and costs £11,727. This does not include the costs to local employers and small businesses who release their staff as on-call fire fighters. On average the Service respond to 35 of these incidents per year at an annual cost of more than £400,000.

Our current activities to address the risks

The Service uses the data it has accumulated to identify those domestic and commercial premises that are most at risk from fire, this enables our interventions and support activity to be targeted. Our activity includes:

- an existing programme of home fire safety visits
- educating elderly care partners on fire risks
- working with our partners to access our most vulnerable groups through referrals
- targeted fire safety checks and fire safety audits with a focus on care homes
- compliance events and visits for businesses
- robust enforcement policy resulting in high profile prosecutions
- presentations to groups of people providing advice and answering questions about fire safety
- campaigns and information around specific risks.

The Service undertakes a number of deliberate fire reduction activities, including:

- media campaigns
- fire-setter interventions for those children and young people identified as having a fascination with fire, or who have displayed fire-setting behaviours
- provision of focused arson reduction education packages for key stage 3 children
- we work closely with the national Arson Prevention Forum
- Collaboration between the service safeguarding team and police/fire liaison officer to effectively address deliberate fire-setting.

Our proposals to improve our service and reduce the risks further

- Reduce the risk of fire to households through delivery of home fire safety visits using new working arrangements, improved staff (awareness) training, vehicles and technology to deliver in excess of 20,000 targeted home safety visits across our Service area every year with particular emphasis on residents aged over 85.
- Development of a heritage property fire reduction policy.
- Expanded collaboration work with the Police and other partners including health and social care to ensure the highest risk individuals can receive our support.
- Reduce the impact of fire through development of a strategy to support the installation of domestic sprinklers in the highest risk households.
- Improve control of fire risk through investment in training for business safety officers to expand our capability in enforcing fire safety legislation.
- Use of new firefighting technology, enhancing incident skills/knowledge of operational personnel and attracting new skills to improve outcomes of incidents and firefighter safety.

Expected outcomes from the activities

- A reduction in the number of accidental dwelling fires.
- A reduction in fire related injuries, particularly in the ageing population.
- A decrease in the number of fires in commercial premises.
- A reduction in the number of deliberate fires.
- A decrease in the number of fires involving heritage properties.

Risk Category – Road Traffic Collisions (RTCs)

Did you know..?

- Over 30% of RTCs where someone was killed or injured involved a young driver.
- In the five years (up to and including 2015) 2,754 people were killed or seriously injured in RTCs in Devon and Somerset.
- The value to society of preventing a death on the road is on average £1,783,556.

We provide a wide range of road safety education programmes.

Identified Risk - Road collisions causing loss of life or serious injury

Why it's a key risk

The Fire and Rescue Services Act 2004 places a duty on fire and rescue authorities to make provision for RTCs and for dealing with the aftermath of such collisions. With deaths and serious injury collisions on the road increasing, road safety has now become a strategic priority for the National Fire Chief's Council.

The main areas of focus are young people and motorcyclists; as statistics currently show that these people are significantly more likely to be involved in a RTC.

In 2015, 661 people were killed or seriously injured on our roads in Devon and Somerset; with young drivers (aged 17-24 years) old representing 31% and motorcyclists representing 27% of these casualties.

The wider economic impact of road traffic collisions is also significant, particularly if they result in closures of the region's main arterial routes.

Our current activities to address the risks

Our key approaches are: education and intervention activities designed to raise awareness and consider the consequences of actions.

- We provide a wide range of road safety education programmes to be used across all age ranges.
- We engage with groups of young people, such as fire cadets, people on our Phoenix courses, brownies and Cubs, and educate students across key stages 1-5 to understand when they will be at risk, and identify risky behaviours.
- We have a range of RTC reduction vehicles and motorcycles which are used to engage with targeted risk groups to promote the wider road safety messages across our community.
- We deliver presentations to groups of people providing advice and answering questions about road safety.

Our proposals to improve our service and reduce the risks further

- Isolate known high risk collision sites through sharing data with partners and using predictive analysis to target interventions with road users.
- Support our partners in the control of risk by contributing data and experience to influence change and improvements in road design.
- Ensure that our staff are provided with the latest technology, equipment and training to effect casualty extrications and a rapid transfer to medical care where necessary.

Expected outcomes from the activities

- Reduction in the number of Road Traffic Collisions (RTCs) that occur on our road network.
- Reduction in the number of people that are killed and seriously injured as a result of a RTC.

Risk Category – Health and wellbeing factors

Did you know..?

- The Service now attends more emergency medical response incidents than fires.
- There are 70,000 hip fractures in the UK each year costing £2 billion (expected to rise to 101,000 fractures by 2020).
- There are about 60,000 people in Devon and Somerset with heart problems.
- Nearly 45,000 people in Devon and Somerset describe themselves as being in poor or very poor health.
- You can book a home fire safety visit by going to our website or calling this number 0800 05 02 999.

The Service now attends more emergency medical response incidents than fires.

Identified Risk - People who have two or more of the seven identified factors are more likely to be at risk from fire and other risks

Why it's a key risk

The factors that put people at greater risk of a fatal fire are all common factors of risk for our partners especially the police, NHS and local authorities.

Many agencies can therefore be targeting preventative and reactive services at the same people at risk in our communities.

There is therefore potential for improved working arrangements with our partners and to expand our work to include for example safe and well checks and referrals to other agencies when someone may have dementia, are vulnerable or even, for example, have substance dependencies such as an alcohol addiction.

Identified Risk - The increasing demand for Emergency Medical Response (Co-responding)

Why it's a key risk

The Service is playing an increasing role in responding to medical emergencies. It is the single incident type that has grown in demand over the last 10 years. National data shows that fire and rescue services are able to reach incidents before ambulance services in 62% of cases. Based on the trial incident data and in time-critical incidents, such as cardiac arrests, they arrive sooner than ambulances in 93% of cases.

Within the Service, over the past couple of years there are more co-responding calls attended by 20 stations than primary fire calls attended by 85 fire stations. However, as co-responding is currently a voluntary activity carried out on 20 on-call fire stations across the Service, there is scope for increased provision to match the demand.

Figure 1

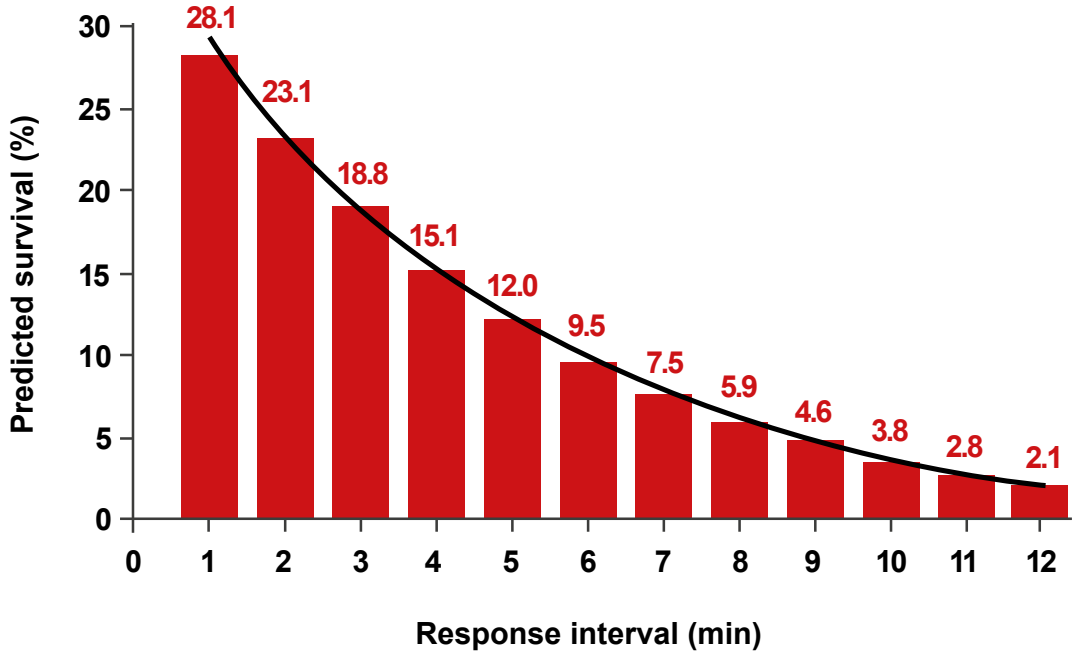


Figure 1: Cardiac arrest survival rates showing an increased probability of patient survival directly correlated in the speed that defibrillation can be effected, the implication being that co-opting fire resources to provide early defibrillation will save lives (De Maio et al., 2003)

Identified Risk - Safeguarding

Why it's a key risk

Devon & Somerset Fire & Rescue Service staff and representatives have a duty to report any child protection or welfare concern through the appropriate organisational channels, so that any concerns may then be reported to the appropriate local children's social care office or police.

All adults who work with, and on behalf of children are accountable for the way in which they exercise authority, manage risk, use resources, and safeguard children, young people and vulnerable adults.

Whether working in a paid or voluntary capacity or on behalf of Devon & Somerset Fire & Rescue Service, these people have a duty to keep children, young people and vulnerable adults safe and to protect them from sexual, physical and emotional harm and neglect. Children, young people and vulnerable adults have the right to be treated with respect and dignity. It follows that trusted adults are expected to take reasonable steps to ensure the safety and wellbeing of children, young people and vulnerable adults.

The Service attend an average of more than 65 suicide related incidents a year, these incidents can be resource intensive and have a significant impact on attending crews.

Our current activities to address the risks

Our mitigation activity includes:

- targeted home fire safety visits realigned to take account of health risks
- targeted fire safety audits of multiple occupancy low grade housing (HIMOs)
- collaboration with partner agencies for example with the public health teams, to reach similar target groups
- vetting of all staff who work in community safety
- safeguarding referrals and attendance at Multi Agency Safeguarding Hubs to support those at risk through partnership working
- common campaigning with our partners.

Our proposals to improve our service and reduce the risks further

- Eliminate risk through delivery of Safe and Well visits by highly skilled staff, who are sensitive of community needs to make people safer from a wider range of risks, such as falls, within their own home.
- Reduce risk through Community Engagement working with partners to support health messages.
- Development of a suicide prevention strategy to reflect, raise awareness and limit the impact of suicide on society and on our staff.
- Review where present co-responding arrangements could be improved.
- Identify alternative methods of responding to emergency medical incidents through consultation with staff and community.

Expected outcomes from the activities

- A reduction in the number of fires and fire related injuries amongst the most vulnerable people in our communities.
- Improved wellbeing amongst the identified vulnerable group.
- Increased number of medical emergencies responded to.
- Achievement of response times for medical emergencies.
- Improved outcomes for partner organisations, including a reduction in the number of slips, trips and falls.

Risk Category – Environment

Did you know..?

- During 2013/14, almost 45 square miles of the Somerset Levels was under water.
- Hinkley C is the largest civil engineering project in Europe and is greater in scale than the Channel Tunnel and Olympic Stadium put together.
- Devonport dockyard is the largest Naval base in Western Europe.
- The fire service also have responsibility for attending incidents that occur within the low water mark for all coastal and estuarial waters.

Devonport dockyard is the largest Naval base in Western Europe.

Identified Risk - Wide scale flooding

Why it's a key risk

Flooding is a significant risk for a number of areas and communities within Devon and Somerset. For example, during the winter of 2013/14 the area suffered significant rainfall that led to major flooding in the Somerset levels, creating a 44.44 square mile flood plain affecting a large number of communities. The village of Muchelney was totally cut off due to impassable roads and in the village of Moorland, 100 homes were evacuated in the middle of the night.

During that period, the Service was involved in 96 flooding incidents, this includes one incident number that was assigned to the Somerset Levels which ran from 29/01/14 until 12/02/14, and will have included many mobilisations involving 436 Service vehicles and 1,132 Service personnel.

Identified Risk - Wide scale flooding

Why it's a key risk

The release of hazardous materials in any form poses significant risks to people, animals and the environment. The nature of the materials means that the effect of any incident can be long lasting and not just a risk in the immediate aftermath of the release.

In dealing with these types of incident our staff are exposed to dangerous conditions and there is a requirement for the Service to recognise high risk sites and inform operational crews so they can familiarise themselves with the risks and train accordingly.

Hazardous material incidents are complex in nature and can vary in the size or response required. These range from small spillages or leaks, to significant major incidents involving a multi-agency response, including Chemical, Biological, Radiation, Nuclear, and explosion incidents (CBRN(e)) and acts of terrorism.

High Risk areas for response are identified, and specific plans are developed in order to identify the appropriate response to emergencies at such locations. Sites located throughout the Service area include Hinkley Point power station, Devonport Dockyard (Nuclear Submarine Refit Complex) and a number of Control Of Major Accident Hazard (COMAH) sites. The major South West transport networks including rail, airport and motorway systems can also carry or be affected by incidents involving hazardous materials.

Harbours, ports and marinas present unique risks and incidents in these locations have a high potential to adversely affect the environment.

Our current activities to address the risks

Through community resilience initiatives, communities, businesses, and individuals are empowered to harness local resources and expertise to help themselves and their communities to prepare and respond to significant local events such as flooding. The Service helps support these initiatives.

All the community resilience activity we deliver is done in conjunction with our Local Resilience Forum partners who have established Community Resilience projects to improve their ability to prepare, respond and recover from local catastrophes.

The Service's Operational Risk Information System (ORIS) meets the statutory requirement for Fire and Rescue Services to ensure that firefighters can be made aware of the risks associated with premises and incidents which they may be required to attend.

We work closely with the Maritime and Coastguard Agency, RNLI, Port Authorities and Harbourmasters to reduce risk of fire and other incidents in ships and vessels.

Our proposals to improve our service and reduce the risks further

- Reduce the risk to our staff by providing specific training to ensure they are prepared to deal with flooding, hazardous materials and counter terrorism incidents.
- Develop our relationships with partners who manage high risk sites to control risk through legal compliance and integrated response plans ensuring effective use of all available resources.

Expected outcomes from the activities

- Increase in community resilience.
- Increased competence of staff to deal with environmental incidents.
- Completion and maintenance of ORIS inspection requirements.
- Comprehensive training and exercising at key risk sites.


FIRE & RESCUE

Risk Category – Rescues

Did you know..?

- In 2015, three times the number of people died in drowning incidents than in house fires in Devon and Somerset.
- In the last year, there have been more fatalities in agricultural locations in South West England than in other areas of the UK.
- In 2016 DSFRS crews attended 255 animal rescues.

In 2016 DSFRS crews attended 255 animal rescues.

Identified Risk - Drowning and open water safety

Why it's a key risk

Drowning in the UK is amongst the leading causes of accidental death. In 2015, 321 people accidentally drowned, of these 49% were taking part in everyday activities near water and never expected to enter the water. On average 400 people drown in the UK each year and a further 200 people take their own lives in our waters. In 2015, Devon and Somerset had the highest number of accidental drownings of any fire and rescue service across the country.

The Service attends an average of 75 water rescue incidents each year.

Our current activities to address the risks

The Service has a range of special appliances and trained personnel to deal with these types of incidents, strategically located across Devon and Somerset.

We are aligned to the national campaigns on water safety.

Junior Life Skills and Out of the Blue are multi-agency events the RNLI attend and the Royal Life Saving Society will now support these events this year for the first time.

Development of an education package to include water safety awareness, supported by virtual reality film.

With partners we support businesses and local communities with provision of throwlines and training in key strategic locations where people are losing their lives or incidents are occurring.

Ensure boat safety features highly around our business and leisure risks.

Our proposals to improve our service and reduce the risks further

- Reduce incidents through further targeted campaigning and education, identified and developed following engagement with relevant communities.
- Control risk through exploring the idea of a rural/farming safety team.
- Review our special appliance distribution and technology to ensure our resources match the risks presented.
- Collaborate with other emergency services to share resources and response to resolve incidents effectively and efficiently.
- Develop stronger relationships with voluntary agencies to understand capabilities to resolve incidents effectively and efficiently.

Expected outcomes from the activities

- Reduction in the number of rescue incidents.
- Reduction in the number of accidental drownings.
- Reduction in the number of missing vulnerable people.

Risk Category – Efficient and effective use of our resources

Did you know..?

- About 80% of our stations attend fewer than two incidents a week and 54% attend less than one incident a week.
- We currently crew our fire engines with a minimum of four people however over 70% of incidents we attend could be fully dealt with by a crew of two.
- One two-pump on-call station has attended 170 RTC incidents in five years, whereas another two-pump on-call station attended only one.

Station locations

Approximately 80% of our stations attend fewer than two incidents per week.

Identified Risk - The unavailability of on call appliances

Why it's a key risk

Only 13 of our current fleet of 121 fire engines are crewed 24 hours per day by wholetime fire fighters. This means 108 fire engines are completely reliant upon on call firefighters being available – approximately 90% of our total response capability.

However for the 12 months to the end of February 2017, there was an average 14% unavailability of on call appliances. The issues causing this problem include:

- our reliance on people living and working within a five minute response time of the fire station
- our requirement for people to maintain a set number of hours availability each week
- our training design – particularly for new recruits
- a decrease in the number of incidents
- a reward mechanism that incentivises activity not availability
- our requirement to provide a minimum crew of four on an appliance – preferably five.

Identified Risk - The historical distribution of service delivery resources

Why it's a key risk

Our 85 station locations are aligned to the old standards of fire cover and are not reflective of the current and future demographics of Devon and Somerset. There are a number of significant developments that will change the risk profile of the population including Cranbrook, Sherford and Taunton Garden Town.

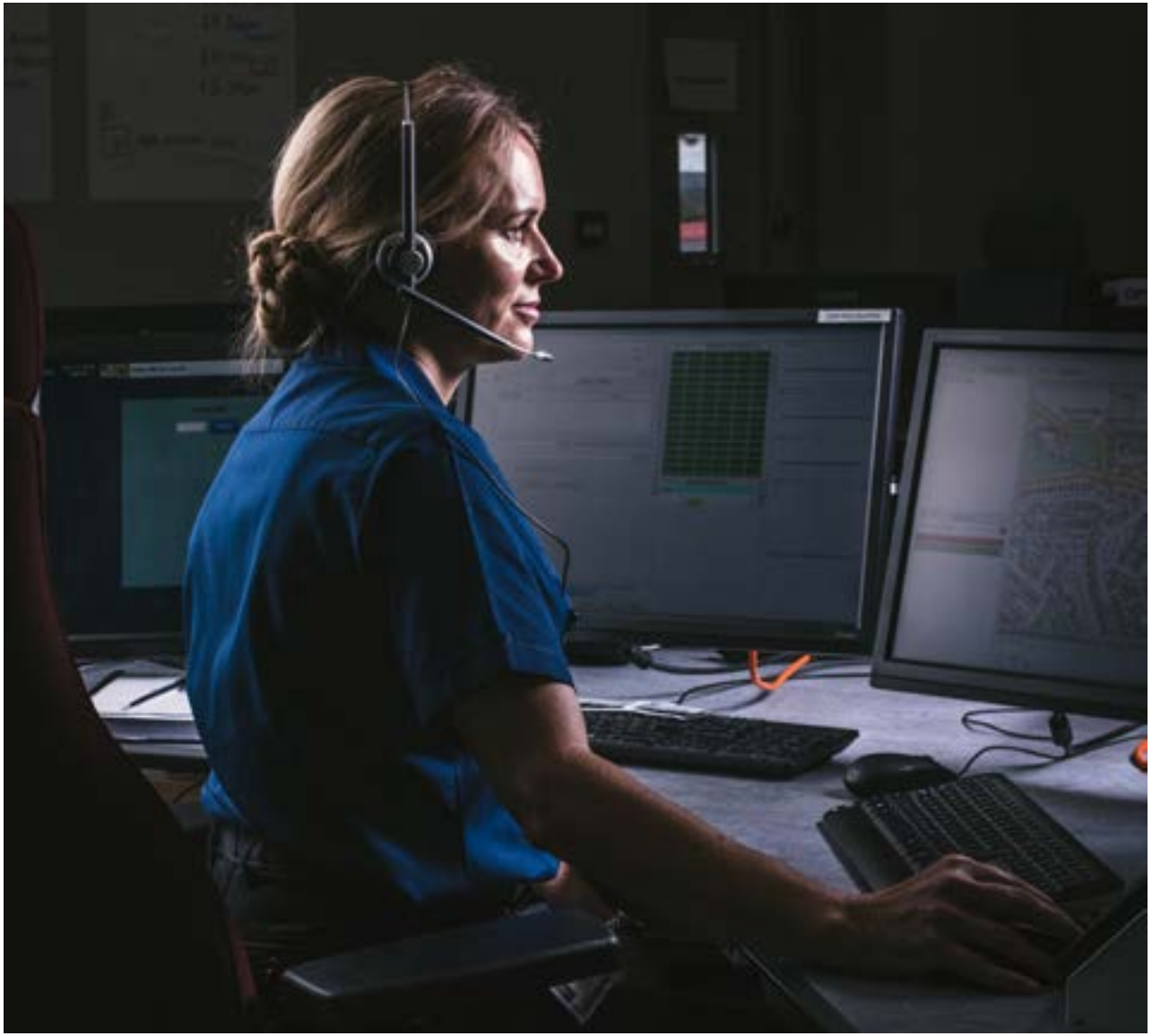
Our current training requires that all operational staff train to the same basic standard across the organisation, irrespective of the station risk profile, incident types within the risk profile and the equipment, appliances and attributes within each fire station.

Identified Risk - Attending false alarms

Why it's a key risk

The false activation of alarms where there is no fire represented 34% of incidents attended in 2016/17. This amounted to 5,354 false alarms.

Any emergency response to an unwanted or false alarm poses a risk to the community as it prevents us from being available for confirmed fires and rescues, as well as disrupting essential training and community safety initiatives.



Our current activities to address the risks

Our mitigation activity includes:

- improving the flexibility in the use of on call contracts allowing people to vary their weekly hours
- the introduction of our tiered response model, which is predicated on a principle that all staff are trained and equipped to deal with the types of incidents that they are most likely to face on a day to day basis (tier 1), based on our analysis of risk and demand. Beyond that we provide enhanced levels of support (tiers 2 and 3) strategically located across the organisation, again based on risk and demand
- Tier 1 assets – Rapid Intervention Vehicles and Light Rescue Pumps
- Tier 2 assets – Light Rescue Pumps and Medium Rescue Pumps
- Tier 3 assets – Special Appliances.

There are a number of ways we can reduce unwanted calls to our control room so that we can avoid unnecessary mobilisations and make sure our resources are available to attend emergencies including:

- sending out letters to repeat offenders of false alarms to support them in bringing down the number of false alarms they have
- challenging the calls we receive to try and ensure that we are not attending false alarms or hoax calls
- adding hoax call to all of our educational packages, including school key stage 1- 3
- providing fire-setter interventions for those children and young people identified as being involved in making malicious calls, including support for families.

Our proposals to improve our service and reduce the risks further

- Review how we reward our on-call staff for their availability in order to acquire and retain their specific experience and knowledge.
- Develop an Operational Resource Centre to redistribute surplus capacity to meet forecasted crewing needs.
- Explore demand led crewing options to match resources to risk, ensuring that an intervention occurs as quickly as possible at any emergency incident.
- Relocate resources to match changing risk profiles.
- Complete the rollout of our tiered response appliances.
- Review our response times for different incident types.
- Invest in technology to ensure we are able to work effectively with our emergency services partners.
- Explore the use of new equipment and ways of working to keep our staff safe when attending incidents by investing in research and development.
- We will ensure that operational staff gain and maintain the correct skills and knowledge from acquisition through to maintenance of skills and combat the potential for skills-fade over time.
- Review skills and requirements for the role of On Call Firefighter and adjust recruitment process accordingly.
- Give a realistic job overview, with career opportunities, to ensure we attract the talent required for the role.

Expected outcomes from the activities

- An increase in overall availability of on call appliances.
- The distribution of our resources will match the risks our communities face.
- Our staff will be trained to deal with the risks our communities face.
- Fewer false alarms occur and are attended.

The future for Devon & Somerset Fire & Rescue Service

This Integrated Risk Management Plan sets out what fire related risks are faced by the communities of Devon and Somerset along with the current and proposed prevention, protection and response activities that the Service will undertake to mitigate and deal with those risks.

Within the identified risks a number of strategic risks have emerged as part of our gap analysis, further details of which are set out below. It is these strategic risks that will be the focus of our change and improvement activity over the lifetime of this plan.

Why are these risks an issue to us?

An increasingly ageing population

The population of Devon and Somerset predicts a rise in the number of people aged over 85 from 59,800 to 79,700 (34% increase over the next 10 years) (Office for National Statistics, 2015).

Previous research into fatal fires shows that those aged over 85 have a much higher rate of fatal fires, this suggests that although we may see a reduction in accidental dwelling fires, the increasing elderly population and associated increase in vulnerable people with complex needs living in the community could mean the number of serious fires and fatalities rising as a proportion of all accidental dwelling fires.

Common health and wellbeing risks

People who are more likely to be at risk from fire includes those who may have one or more of the following factors:

- living alone
- alcohol
- drugs (illegal and medication)
- limited mobility
- poor housekeeping
- mental health
- smoking.

Evidence shows that in more than half of deaths in accidental dwelling fires, more than one of these risk factors were present.

The combination of an increasingly ageing population with the Common Health and Wellbeing factors will place an increasing demand on the Service in terms of fire related risk. Our prevention and protection activity in addition to work with our partners, such as emergency medical response, means that the Service contributes to reducing the wider impacts of these risks and helps to alleviate the pressures on the public sector budgets.

Availability of on-call appliances

The Service has a fleet of 121 fire engines of which 108 are completely reliant upon on call firefighters being available – 90% of our total response capability. For the 12 months to the end of February 2017 there was an average 14% unavailability of on call appliances.

On-call firefighters have traditionally lived, worked and socialised within the area of the fire station which always ensured very good cover and availability of fire appliances. However, since the late 80s and early 90s, community demographics, infrastructure, employment profiles and lifestyle choices have been constantly changing. This has meant that for our on-call firefighters, availability is less likely to be as frequent and consistent as it once was.

Our current method of employing on-call firefighters means that all of them have primary employers or are self-employed and provide emergency cover at their station whenever they can be available. This means that every on-call fire station has a unique identity in its ability or willingness to provide seamless cover 24 hours a day.

Firefighters are currently paid a small retaining fee, but the majority of their pay comes for attending emergency calls. In recent years, and for a number of reasons, operational activity across the whole of the fire sector has significantly reduced. This has had the effect of requiring on-call firefighters to provide cover for long periods of time, but with a much reduced financial reward for doing so.

In addition, the government austerity measures have affected the current financial climate and has had an effect on availability, with some primary employers no longer allowing on-call staff to respond during working hours and self-employed staff having to work further afield, taking them out the response area during core hours.

The current situation where on-call salaries are low, but expectations of personal performance are higher than ever and are acting as a barrier to recruitment and promotion and are cited as a cause of resignation.

The culmination of the above means that the Service operates on a daily basis with a number of fire stations unable to operate due to a shortage of on-call staff.

The historical distribution of service delivery resources

Our 85 station locations are aligned to standards of fire cover that were developed in the late 1940s and are not reflective of the current and future demographics of Devon and Somerset. There are a number of significant developments that will change the risk profile of the population including Cranbrook, Sherford and Taunton Garden Town.

Approximately 80% of our stations attend fewer than two incidents per week and 54% attend less than one incident per week.

Currently 372 wholetime personnel are employed at 12 stations to maintain 100% availability of 13 fire appliances in our most densely populated areas (cities and major towns). This is the result of the historical distribution of resources based on the old standards of fire cover. Of these 372 personnel only a quarter are on duty at any one time due to the watch based system and the shift pattern worked on all stations.


DEVON &
SOMERSET
Danes Castle

An increasing demand for emergency medical response

We have been co-responding with the ambulance service to emergency medical incidents for over 20 years across Devon and Somerset. We were one of the first fire and rescue services to develop this capacity and the demand for this service has increased year on year. This has escalated to the point where there are now more co-responding calls attended by 20 stations than primary fire calls attended by 85 stations.

The trust placed in the fire and rescue service and the comprehensive access to the public that this provides means they have a unique ability to provide critical interventions, promote health messages and refer to appropriate services.

Emergency medical response in the form of medical co-responding is the single incident type which has grown for the Service in the past 10 years.

- In 2015/16 the Service attended 4,651 medical emergencies and 3,988 fires (DSFRS 2016).
- Analysis of Mosaic grand index (Experian PLC, 2014) gives an estimate of 58,752 households reporting a medical condition classified as ‘Heart Problems’.
- Analysis of Mosaic grand index (Experian PLC, 2014) gives an estimate of 45,000 households who would be expected to report their health as ‘poor’ or ‘very poor’.

An increase in the number of serious fires affecting commercial premises

The fire and rescue service are the enforcing authority for the Regulatory Reform (Fire Safety) Order which came into law in 2005. This legislation requires the responsible person for any commercial premises to undertake a risk assessment of their property and ensure that all fire related risks are reduced to a minimum through the use of active and passive fire protection systems.

Prior to this the fire and rescue service enforced the Fire Precautions Act 1971 which required commercial property owners to apply for a fire certificate. This legislation required a higher level of business safety officers than the current number, therefore we have seen a drop in the number of qualified personnel who can enforce the new legislation.

Everyone deserves to be confident that when they or their family stay in a hotel, go to their place of work, go shopping, go to the theatre or cinema, they are safe in the case of a fire inadvertently breaking out and that they are able to easily escape to a place of safety.

Many businesses do not recover from a serious fire, and naturally this can affect local employment with the potential that many people may lose their jobs, which will have a direct effect on the local economy.

The availability of facilities used by the community, such as village halls and sports facilities may be severely affected.

In the case of a school or college, years of pupils' project or course work or teaching resources may be destroyed possibly affecting future examination results.

Additionally, through our work with architects, planners and building control bodies, we work hard to ensure the risk posed to our firefighters is kept to a minimum and that they are able to fight a fire with certain physical safeguards in place.

Strategic guiding principles for the future

In developing a fire and rescue service for the future, we need to consider how changes in one area of our business can affect other areas. We are committed to our five key priorities of:

- Put prevention and protection activity at the heart of what we do to reduce preventable emergencies.
- Focus our response activity firmly on our statutory functions: responding to fires and road traffic collisions.
- Make sure our service is designed to fully meet the risks in the community, with more resources located where risk is greatest.
- Make sure that we are an agile organisation, able and motivated to learn and improve.
- Make sure we are getting the best value from our resources in the face of a shrinking budget.

To deliver the Fire and Rescue Service for the communities of Devon and Somerset over the next 5 years the Service will need to consider:

- the way our fire stations and appliances are crewed
- relocating some of our fire stations, appliances and staff to areas where risk is greatest
- investing in our emergency medical response capacity
- ensuring that we collaborate with other emergency services
- delivering more prevention and protection activity.

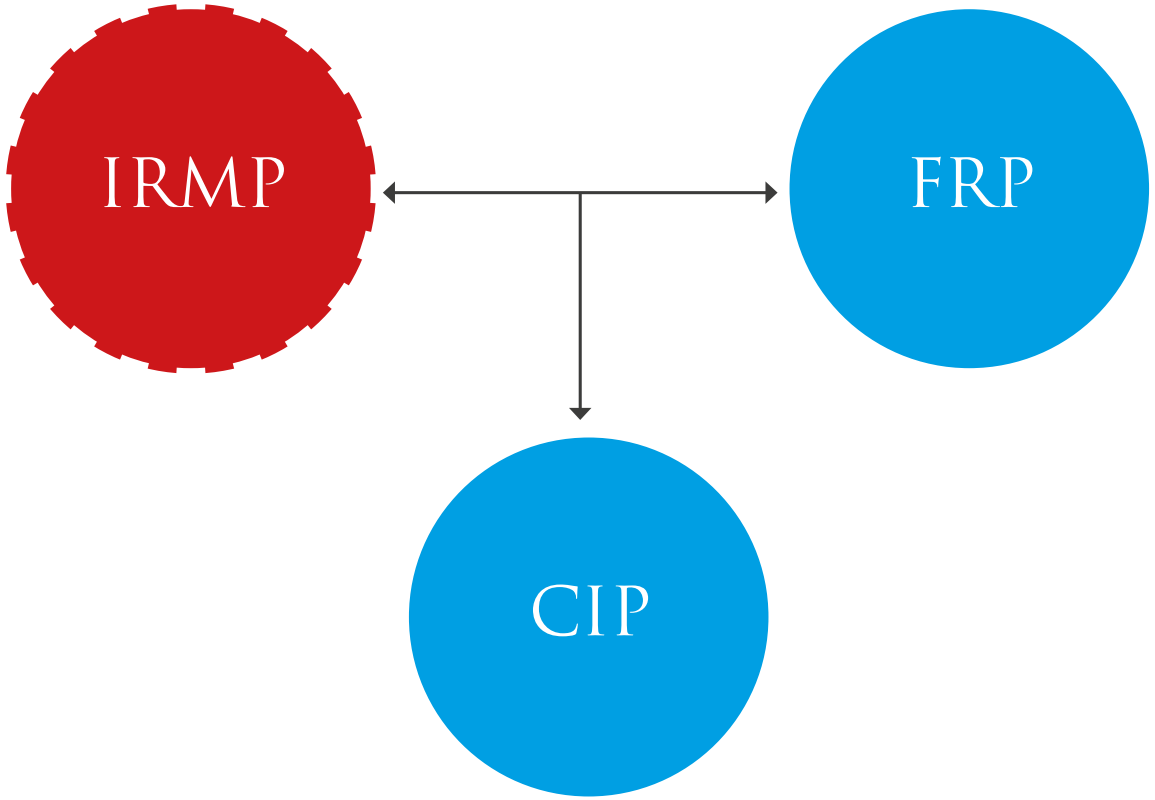
The Service will produce more detail around these principles as they develop and contribute to its change and improvement activities over the next five years. We will consult with staff and members of the public where necessary.

Risk source	Detail
Somerset Joint Strategic Needs Assessment Devon Joint Strategic Needs Assessment Plymouth Joint Strategic Needs Assessment Torbay Joint Strategic Needs Assessment	A Joint Strategic Needs Assessment (JSNA) is built on strong partnership working and is underpinned by robust and reliable data provided by a range of public sector organisations. The scope of the JSNA provides a firm foundation for commissioning to improve health and social care services and reduce health inequalities. It enables stronger partnerships between communities, local government, the NHS and other bodies.
National Risk Register	The National Risk Register of Civil Emergencies provides an updated government assessment of the likelihood and potential impact of a range of different civil emergency risks (including naturally and accidentally occurring hazards and malicious threats) that may directly affect the UK over the next 5 years. It also provides information on how the UK government and local respondents, such as emergency services, prepare for these emergencies.
Avon and Somerset Local Resilience Forum Business Continuity Management and Community Risk Register Devon, Cornwall and Isles of Scilly Local Resilience Forum Community Risk Register	The Community Risk Register is a strategic level document. Its purpose is to assess the risks within a local resilience area so that the Local Resilience Forum (LRF) can prepare, validate and exercise contingency plans. It allows the LRF to focus multi agency work on a rational basis of priority and need. Business Continuity Management (BCM) is a process that helps manage risks to the smooth running of an organisation or delivery of service. It is an ongoing process that helps organisations anticipate, prepare for, prevent, respond to and recover from disruptions or a disaster. Under the Civil Contingencies Act 2004, all local authorities have been given the duty to provide advice, guidance and best practice on business continuity planning to business and voluntary agencies.

Risk source	Detail
Historic England Heritage Risk Register South West Risk Register	A risk assessment of a heritage asset is based on the nature of the site. Building or structure assessments, for instance, include listed buildings (but not listed places of worship) and structural scheduled monuments.
The Service Business Intelligence Team	The Service Business Intelligence Hub is responsible for managing many different information sources and databases used by the Service. We then draw this data together to provide invaluable information that enables the Service to target prevention work as well as to support and inform important decisions made about how the Service operates. In the current economic climate, the information collected by the Business Intelligence Hub is of vital importance in ensuring that our resources are used in the most efficient way possible to enable the Service to fulfil its vision of acting to protect and save.
The Service teams, partners and public/ communities	There are teams working in 85 locations across Devon and Somerset, who not only work within the Service, but also live and work in their own and other employment within communities. Therefore, their local knowledge and professional judgement enables us to have regular community interaction where potential risk issues relating to home, business and road safety can be immediately raised for assessment and action. This includes working with County, City, Town and Parish Councils through Strategic Partnerships, Local One Teams, Together Teams and voluntary agencies to deliver risk reduction activities.

This document is one of a suite of documents that set out our plans for the future.

- Our **Integrated Risk Management Plan (IRMP)** describes the risks in our community and gives us a clear mandate to address it.
- Our **Fire and Rescue Plan (FRP)** describes the challenges we face as an organisation and sets out our strategic intent.
- Together they provide our **Change & Improvement Programme (CIP)**.



To request any information in this document in an alternative format please contact:

Corporate Communications
Service Headquarters
The Knowle
Clyst St George
Exeter
Devon
EX3 0NW

Tel: 01392 872200

DEVON & SOMERSET
FIRE & RESCUE SERVICE

DATA TABLES

Urban Area: Five-Year Averages – 01/04/2014 to 31/04/2019

Location			Incidents on station grounds											Pump Attendances		
			Overview			Fires				False Alarm	Special Service					
Station Name	Station Number	Community	All incidents five-year average	All incidents excluding co-responder	Co-responder	All	Primary	Primary: Dwelling	Secondary	False Alarms	Special Service Calls	RTC	Flooding	All by station's pumps	On own station ground	On own station ground (%)
Greenbank	KV50	Urban Area	878.6	878.6	0	245	104.6	56.6	140.4	361.4	271.8	21.6	24.6	1424.8	974.2	68.4%
Danes Castle	KV32	Urban Area	832.6	830.8	1.8	198.8	126.4	56.6	72.4	385	248.4	29.2	14.8	1090.6	849.4	77.9%
Torquay	KV17	Urban Area	744.8	744.8	0	207.8	111	59	96.8	306.8	230	36	15.8	919.8	776.4	84.4%
Crownhill	KV49	Urban Area	742	741.8	0.2	227	100.6	43	126.4	337.4	177.4	28.6	9	878.4	680.6	77.5%
Taunton	KV61	Urban Area	734	733.4	0.6	227.8	132.8	56.6	95	284.6	221.6	65.4	8.4	1038.8	901.8	86.8%
Bridgwater	KV62	Urban Area	584.2	577.6	6.6	160	88.2	38	71.8	231.8	192.4	56	8	774.4	666	86.0%
Middlemoor	KV59	Urban Area	537.6	535.8	1.8	144.2	91.2	33	53	239.6	153.8	51	8.8	724.4	444	61.3%
Camels Head	KV48	Urban Area	491.6	491.2	0.4	162.8	85.2	50.4	77.6	178.6	150.2	16.6	11.8	638	390.2	61.2%
Yeovil	KV73	Urban Area	471.6	471.6	0	139.6	78.6	34.8	61	191	141	46.8	7.4	674.2	569	84.4%
Plympton	KV47	Urban Area	218.4	204.4	14	57.8	34.8	12	23	87.8	72.4	18.6	3	170.6	135.8	79.6%
Plymstock	KV51	Urban Area	185.8	185	0.8	48.4	27.4	12	21	76.8	60.6	12.6	2.6	165.4	123.8	74.8%

Urban Area: Incidents on station ground – 01/01/2018 to 31/12/2018

Location			Incidents on Station Ground											
			Number attended				Number attended by home station				Percentage attended by home station			
Station Name	Station Number	Community	All excluding co-responder	Fires	Dwelling Fires	RTC	All excluding co-responder	Fires	Dwelling Fires	RTCs	All excluding co-responder %	Fires (%)	Dwelling Fires (%)	RTCs(%)
Danes Castle	KV32	Urban Area	966	188	51	21	894	178	51	17	93%	95%	100%	81%
Greenbank	KV50	Urban Area	935	237	55	13	848	215	49	12	91%	91%	89%	92%
Crownhill	KV49	Urban Area	891	257	36	22	721	198	33	19	81%	77%	92%	86%
Taunton	KV61	Urban Area	779	255	68	46	748	250	66	41	96%	98%	97%	89%
Torquay	KV17	Urban Area	753	201	58	29	697	190	58	24	93%	95%	100%	83%
Middlemoor	KV59	Urban Area	621	166	38	53	491	140	34	36	79%	84%	89%	68%
Bridgwater	KV62	Urban Area	610	173	49	33	588	168	48	30	96%	97%	98%	91%
Yeovil	KV73	Urban Area	547	164	36	32	524	155	34	25	96%	95%	94%	78%
Camels Head	KV48	Urban Area	533	155	45	10	408	133	40	9	77%	86%	89%	90%
Plympton	KV47	Urban Area	240	67	15	16	153	38	10	10	64%	57%	67%	63%
Plymstock	KV51	Urban Area	197	52	10	8	143	42	9	7	73%	81%	90%	88%

Large Town: Five-Year Averages – 01/04/2014 to 31/04/2019

Location			Incidents on station grounds											Pump Attendances		
			Overview			Fires				False Alarm	Special Service					
Station Name	Station Number	Community	All incidents five-year average	All incidents excluding co-responder	Co-responder	All	Primary	Primary: Dwelling	Secondary	False Alarms	Special Service Calls	RTC	Flooding	All by station's pumps	On own station ground	On own station ground (%)
Paignton	KV18	Large Town	461.4	461.4	0	132.6	65.8	36.2	66.8	175.6	153.2	24.2	12	722.4	505	69.9%
Barnstaple	KV01	Large Town	382	381.8	0.2	87.6	49	22.8	38.6	171	123.4	23.6	6.6	516.2	429.8	83.3%
Newton Abbot	KV28	Large Town	360.6	360	0.6	102.2	62.4	27	39.8	150.6	107.6	23.8	5.8	563.6	442.4	78.5%
Frome	KV78	Large Town	307	307	0	120.2	54.6	19.6	65.6	103.4	83.4	32.4	4.4	349.6	333.8	95.5%
Exmouth	KV33	Large Town	297.6	297.6	0	84.6	46.8	27.8	37.8	120	93	16.4	7.2	398.2	332	83.4%
Burnham on Sea	KV63	Large Town	239.8	239	0.8	66.8	36.4	13.2	30.4	78.2	94.8	29.6	3.8	303	268.6	88.6%

Large Town: Incidents on station ground – 01/01/2018 to 31/12/2018

Location			Incidents on Station Ground											
			Number attended				Number attended by home station				Percentage attended by home station			
Station Name	Station Number	Community	All excluding co-responder	Fires	Dwelling Fires	RTC	All excluding co-responder	Fires	Dwelling Fires	RTCs	All excluding co-responder %	Fires (%)	Dwelling Fires (%)	RTCs(%)
Paignton	KV18	Large Town	525	135	40	21	497	130	38	21	95%	96%	95%	100%
Barnstaple	KV01	Large Town	449	94	22	15	415	93	22	15	92%	99%	100%	100%
Newton Abbot	KV28	Large Town	397	112	25	15	351	105	24	14	88%	94%	96%	93%
Frome	KV78	Large Town	343	150	21	27	286	130	20	20	83%	87%	95%	74%
Exmouth	KV33	Large Town	313	84	23	16	295	80	23	16	94%	95%	100%	100%
Burnham on Sea	KV63	Large Town	243	64	10	21	224	60	10	20	92%	94%	100%	95%

Market Town: Five-Year Averages

Location			Incidents on station grounds											Pump Attendances		
			Overview			Fires				False Alarm	Special Service					
Station Name	Station Number	Community	All incidents five-year average	All incidents excluding co-responder	Co-responder	All	Primary	Primary: Dwelling	Secondary	False Alarms	Special Service Calls	RTC	Flooding	All by station's pumps	On own station ground	On own station ground (%)
Shepton Mallet	KV81	Market Town	168.2	168.2	0	56	27.6	9.6	28.4	55	57	25.2	5.2	269.4	190.4	70.7%
Cullompton	KV39	Market Town	165.8	165.8	0	48.6	31.6	8.8	17	65.8	51.2	28.6	2	178.6	144.8	81.1%
Tiverton	KV44	Market Town	164.4	164.2	0.2	55.6	35.4	16.2	20.2	59.6	49.2	10.6	2.8	269.2	194.4	72.2%
Wells	KV83	Market Town	169	162.6	6.4	38.2	17.4	6.4	20.8	71.4	59.4	22.4	2.8	249.8	187.8	75.2%
Wellington	KV70	Market Town	160.8	160.8	0	51.2	29.2	10.6	22	58.4	51.2	25.2	2.4	265.8	200.6	75.5%
Totnes	KV31	Market Town	149.2	149	0.2	45.4	27.2	13	18.2	57	46.6	12.8	5.6	185.2	148.2	80.0%
Chard	KV75	Market Town	152.2	147.2	5	55.8	37.8	17	18	53.8	42.6	14.2	2.4	245.2	170.4	69.5%
Honiton	KV40	Market Town	149.4	147	2.4	46	30	9.6	16	45.4	58	28.4	3.4	197	164.4	83.5%
Tavistock	KV57	Market Town	148	144.2	3.8	45.4	25.6	14.2	19.8	50.6	52	15	4.4	214.4	180	84.0%
Glastonbury	KV65	Market Town	134.4	134.2	0.2	51.6	29.4	10	22.2	39	43.8	11.4	4.4	197	127.4	64.7%
Bovey Tracey	KV20	Market Town	140.2	127.6	12.6	35.2	18.2	4.6	17	54.2	50.8	17.8	1.4	113.2	91.2	80.6%
Williton	KV71	Market Town	420.8	123.8	297	42.4	19.2	7.4	23.2	40.6	337.8	20	2	159.2	139.2	87.4%
Street	KV69	Market Town	121.4	121.4	0	35.2	22.2	7.8	13	46	40.2	15.2	1.6	170.4	108.2	63.5%
Wincanton	KV84	Market Town	115.8	115.8	0	37.2	22.6	9.6	14.6	47.8	30.8	16.4	1.2	136	101.2	74.4%
Cheddar	KV76	Market Town	349.2	115.4	233.8	38.2	19.8	6.2	18.4	32.8	278.2	14.4	0.8	136.8	112.8	82.5%
Okehampton	KV13	Market Town	171.2	115	56.2	32.6	20.4	4.6	12.2	42	96.4	18.8	2	208.8	147.4	70.6%
Somerton	KV82	Market Town	114.6	114.4	0.2	45	21.2	7.4	23.8	31.2	38.4	15.6	2.2	150.6	105.4	70.0%
Ivybridge	KV53	Market Town	344.8	102.6	242.2	24.2	14	5	10.2	44	276.6	16.2	1.2	117.8	81.8	69.4%
Crediton	KV38	Market Town	243.6	99.2	144.4	35.6	20.2	8.2	15.4	29.2	178.8	9.8	1.4	137.4	106.6	77.6%
Axminster	KV34	Market Town	354	98	256	29.6	15.8	6.8	13.8	35.4	288.8	11.4	2.8	120.6	87.2	72.3%
Castle Cary	KV74	Market Town	96.4	96.4	0	32.8	16.8	4.8	16	34.2	29.4	16.4	1.8	140.6	89.4	63.6%
Martock	KV80	Market Town	95.8	95.8	0	34.4	21	6.2	13.4	28.4	33	13.6	1.2	147	95.4	64.9%
Ilminster	KV79	Market Town	92.6	92.6	0	27	12.8	3.8	14.2	30.8	34.8	17.2	2.2	119.8	81.2	67.8%
Crewkerne	KV77	Market Town	89.8	89.8	0	27.8	15.4	5.4	12.4	33.4	28.6	12.4	1	110.6	82.6	74.7%
Holsworthy	KV10	Market Town	245	86.2	158.8	33.8	20.4	5.8	13.4	18.8	192.4	14	1.2	89.4	78.4	87.7%
Ottery St Mary	KV41	Market Town	69.4	69.2	0.2	26.4	14	5.2	12.4	20.2	22.8	9.2	1.4	94	54.8	58.3%

Market Town: Incidents on station ground – 01/01/2018 to 31/12/2018

Location			Incidents on Station Ground											
			Number attended				Number attended by home station				Percentage attended by home station			
Station Name	Station Number	Community	All excluding co-responder	Fires	Dwelling Fires	RTC	All excluding co-responder	Fires	Dwelling Fires	RTCs	All excluding co-responder (%)	Fires (%)	Dwelling Fires (%)	RTCs(%)
Wells	KV83	Market Town	191	49	10	26	176	47	10	22	92%	96%	100%	85%
Shepton Mallet	KV81	Market Town	181	63	12	22	173	61	12	21	96%	97%	100%	95%
Tiverton	KV44	Market Town	179	54	12	11	162	47	10	10	91%	87%	83%	91%
Cullompton	KV39	Market Town	178	53	5	27	135	42	4	17	76%	79%	80%	63%
Totnes	KV31	Market Town	169	44	19	10	153	41	18	7	91%	93%	95%	70%
Tavistock	KV57	Market Town	164	48	17	11	151	45	17	11	92%	94%	100%	100%
Wellington	KV70	Market Town	155	57	11	11	145	55	11	10	94%	96%	100%	91%
Chard	KV75	Market Town	149	62	17	8	141	57	16	7	95%	92%	94%	88%
Glastonbury	KV65	Market Town	143	64	14	9	134	63	14	8	94%	98%	100%	89%
Bovey Tracey	KV20	Market Town	141	41	4	15	100	29	3	6	71%	71%	75%	40%
Okehampton	KV13	Market Town	140	35	2	27	130	33	2	24	93%	94%	100%	89%
Honiton	KV40	Market Town	139	51	7	21	121	43	7	18	87%	84%	100%	86%
Cheddar	KV76	Market Town	135	48	6	15	122	42	5	13	90%	88%	83%	87%
Somerton	KV82	Market Town	127	45	2	15	106	37	2	12	83%	82%	100%	80%
Williton	KV71	Market Town	126	45	6	4	118	38	5	4	94%	84%	83%	100%
Wincanton	KV84	Market Town	121	40	10	13	94	35	9	9	78%	88%	90%	69%
Axminster	KV34	Market Town	115	33	6	11	102	31	5	8	89%	94%	83%	73%
Street	KV69	Market Town	108	29	6	12	92	24	4	10	85%	83%	67%	83%
Holsworthy	KV10	Market Town	104	39	5	12	86	32	5	11	83%	82%	100%	92%
Martock	KV80	Market Town	103	32	3	13	81	27	3	8	79%	84%	100%	62%
Crediton	KV38	Market Town	102	36	13	6	85	30	11	5	83%	83%	85%	83%
Ivybridge	KV53	Market Town	101	24	4	8	85	23	4	7	84%	96%	100%	88%
Castle Cary	KV74	Market Town	97	34	3	16	82	30	2	14	85%	88%	67%	88%
Ilminster	KV79	Market Town	93	29	4	11	74	25	3	7	80%	86%	75%	64%
Crewkerne	KV77	Market Town	84	19	4	7	69	17	3	7	82%	89%	75%	100%
Ottery St Mary	KV41	Market Town	80	41	9	6	63	35	9	3	79%	85%	100%	50%

Coastal Town: Five-Year Averages

Location			Incidents on station grounds											Pump Attendances		
			Overview			Fires				False Alarm	Special Service					
Station Name	Station Number	Community	All incidents five-year average	All incidents excluding co-responder	Co-responder	All	Primary	Primary: Dwelling	Secondary	False Alarms	Special Service Calls	RTC	Flooding	All by station's pumps	On own station ground	On own station ground (%)
Bideford	KV04	Coastal Town	181.8	181.4	0.4	53.2	29.6	14.6	23.6	67.6	61	10.4	4	326.4	213.4	65.4%
Teignmouth	KV30	Coastal Town	384.2	168	216.2	49.6	30.2	17.6	19.4	62.2	272.2	15.8	4.6	287	201.8	70.3%
Dawlish	KV25	Coastal Town	547.8	138.2	409.6	41.6	24	10.8	17.6	55.8	450.4	6.8	2.8	137.2	122.2	89.1%
Brixham	KV21	Coastal Town	138	138	0	39	20	10	19	58	41	5.6	2.8	165.2	144.2	87.3%
Ilfracombe	KV02	Coastal Town	159.2	125.6	33.6	32.6	17.2	8.2	15.4	46.6	80	8.4	2	169.2	144	85.1%
Minehead	KV66	Coastal Town	213	120.2	92.8	40.8	21.6	10.8	19.2	41.6	130.6	11.2	2.4	205.6	153.2	74.5%
Sidmouth	KV43	Coastal Town	124.6	109.8	14.8	25.2	14.4	6.2	10.8	45.2	54.2	12.6	3.2	164.2	127.2	77.5%
Kingsbridge	KV26	Coastal Town	100.8	100.8	0	34.2	15.6	7.8	18.6	33.4	33.2	9.2	4.4	114	87.4	76.7%
Dartmouth	KV24	Coastal Town	99.6	99.6	0	20.8	12.8	7.2	8	41.4	37.4	8	2.4	130	108	83.1%
Appledore	KV03	Coastal Town	66.6	66.2	0.4	16.8	10.8	7	6	32	17.8	2	2.4	29.6	16.6	56.1%
Seaton	KV42	Coastal Town	431.6	60.2	371.4	18	10.6	5.2	7.4	19.2	394.4	5.8	0.8	71	51	71.8%
Braunton	KV05	Coastal Town	56.2	52.8	3.4	18.4	10.4	3.8	8	17.4	20.4	3.2	0.8	58.8	40	68.0%
Budleigh Salterton	KV36	Coastal Town	42.8	42.4	0.4	11.8	7.4	4.4	4.4	13.8	17.2	3.2	0.6	34.8	16.4	47.1%

Coastal Town: Incidents on station ground – 01/01/2018 to 31/12/2018

Location			Incidents on Station Ground											
			Number attended				Number attended by home station				Percentage attended by home station			
Station Name	Station Number	Community	All excluding co-responder	Fires	Dwelling Fires	RTC	All excluding co-responder	Fires	Dwelling Fires	RTCs	All excluding co-responder (%)	Fires (%)	Dwelling Fires (%)	RTCs(%)
Bideford	KV04	Coastal Town	225	67	17	8	211	62	17	8	94%	93%	100%	100%
Teignmouth	KV30	Coastal Town	162	54	19	5	151	51	19	4	93%	94%	100%	80%
Brixham	KV21	Coastal Town	152	39	11	4	129	37	11	3	85%	95%	100%	75%
Ilfracombe	KV02	Coastal Town	145	33	9	8	135	31	8	5	93%	94%	89%	63%
Minehead	KV66	Coastal Town	144	47	14	8	137	47	14	8	95%	100%	100%	100%
Dawlish	KV25	Coastal Town	143	46	14	5	115	35	12	4	80%	76%	86%	80%
Dartmouth	KV24	Coastal Town	128	27	6	6	117	25	6	4	91%	93%	100%	67%
Sidmouth	KV43	Coastal Town	124	32	5	9	115	32	5	8	93%	100%	100%	89%
Kingsbridge	KV26	Coastal Town	119	39	10	5	105	34	10	3	88%	87%	100%	60%
Braunton	KV05	Coastal Town	71	24	3	5	44	18	3	4	62%	75%	100%	80%
Appledore	KV03	Coastal Town	67	13	7	2	6	4	2	0	9%	31%	29%	0%
Seaton	KV42	Coastal Town	63	22	6	3	45	14	3	3	71%	64%	50%	100%
Budleigh Salterton	KV36	Coastal Town	49	11	4	3	15	3	2	1	31%	27%	50%	33%

Small Town: Five-Year Averages

Location			Incidents on station grounds											Pump Attendances		
			Overview			Fires				False Alarm	Special Service					
Station Name	Station Number	Community	All incidents five-year average	All incidents excluding co-responder	Co-responder	All	Primary	Primary: Dwelling	Secondary	False Alarms	Special Service Calls	RTC	Flooding	All by station's pumps	On own station ground	On own station ground (%)
South Molton	KV14	Small Towns	79	78	1	30.4	18.2	7.2	12.2	20.8	27.8	11.2	3.6	122.2	73.6	60.2%
Buckfastleigh	KV22	Small Towns	86	72.8	13.2	23.6	13	3.8	10.6	29.4	33	10.2	0.2	97.2	56	57.6%
Yelverton	KV58	Small Towns	75.4	67	8.4	21.2	8.4	3.2	12.8	28.2	26	6.8	0.8	98.2	61.8	62.9%
Torrington	KV15	Small Towns	68.4	64.8	3.6	24.6	12.6	4.6	12	14.4	29.4	12.4	1.2	81.4	57	70.0%
Ashburton	KV19	Small Towns	56.4	55.8	0.6	19.6	10.4	3.2	9.2	21.6	15.2	6.2	1.2	109.6	45.8	41.8%
North Tawton	KV12	Small Towns	72.2	45.8	26.4	18.2	11.2	3.2	7	13	41	7.2	0.6	86.6	44.2	51.0%
Hatherleigh	KV09	Small Towns	179.4	43.8	135.6	19.8	11.2	2.4	8.6	9.8	149.8	5.8	1.2	88.4	43.6	49.3%
Chulmleigh	KV06	Small Towns	68	42.2	25.8	17	9	3	8	11.4	39.6	6.6	0.4	51.6	33.8	65.5%
Nether Stowey	KV67	Small Towns	108	38.8	69.2	18.2	7	2	11.2	8.4	81.4	7.2	0.6	45.2	29.4	65.0%
Dulverton	KV64	Small Towns	91	38.6	52.4	18.8	6.2	1.6	12.6	9.2	63	5.6	0.4	37.4	27.4	73.3%
Colyton	KV37	Small Towns	140.8	33	107.8	10	6	2.4	4	10	120.8	5.4	0.8	70	25.2	36.0%
Wiveliscombe	KV72	Small Towns	32	31.8	0.2	16.8	6.4	1.6	10.4	7	8.2	4.2	0.2	47.6	29.6	62.2%
Witheridge	KV46	Small Towns	32.6	29.8	2.8	11	6.8	1.4	4.2	7.2	14.4	6	0.6	48.2	23.6	49.0%
Moretonhampstead	KV27	Small Towns	78.2	26.2	52	11.8	5.2	1.2	6.6	7.4	59	4	0.2	47.4	21.6	45.6%
Bampton	KV35	Small Towns	24.4	22.6	1.8	13	6.4	2.4	6.6	3.6	7.8	2.4	0.8	42	18.2	43.3%
Bere Alston	KV52	Small Towns	15.2	15.2	0	5.8	2.4	1.4	3.4	4.4	5	2.6	0.2	21.8	12.8	58.7%

Small Town: Incidents on station ground – 01/01/2018 to 31/12/2018

Location			Incidents on Station Ground											
			Number attended				Number attended by home station				Percentage attended by home station			
Station Name	Station Number	Community	All excluding co-responder	Fires	Dwelling Fires	RTC	All excluding co-responder	Fires	Dwelling Fires	RTCs	All excluding co-responder (%)	Fires (%)	Dwelling Fires (%)	RTCs(%)
South Molton	KV14	Small Towns	96	32	2	14	79	26	1	11	82%	81%	50%	79%
Buckfastleigh	KV22	Small Towns	73	19	2	9	40	9	1	7	55%	47%	50%	78%
Torrington	KV15	Small Towns	67	24	3	14	59	22	3	12	88%	92%	100%	86%
Ashburton	KV19	Small Towns	61	23	7	4	43	15	5	4	70%	65%	71%	100%
Yelverton	KV58	Small Towns	55	17	2	2	48	16	2	2	87%	94%	100%	100%
Chulmleigh	KV06	Small Towns	46	19	5	5	34	16	5	4	74%	84%	100%	80%
Nether Stowey	KV67	Small Towns	45	29	2	2	28	20	1	0	62%	69%	50%	0%
Hatherleigh	KV09	Small Towns	40	20	3	5	36	19	3	4	90%	95%	100%	80%
Dulverton	KV64	Small Towns	40	25	1	6	21	13	1	3	53%	52%	100%	50%
North Tawton	KV12	Small Towns	39	11	1	4	30	9	1	3	77%	82%	100%	75%
Witheridge	KV46	Small Towns	37	17	3	7	26	15	3	3	70%	88%	100%	43%
Wiveliscombe	KV72	Small Towns	35	15	1	5	28	14	1	4	80%	93%	100%	80%
Colyton	KV37	Small Towns	34	11	2	2	24	8	2	1	71%	73%	100%	50%
Moretonhampstead	KV27	Small Towns	23	4	1	5	20	4	1	3	87%	100%	100%	60%
Bampton	KV35	Small Towns	15	8	0	1	7	2	0	0	47%	25%	--	0%
Bere Alston	KV52	Small Towns	11	3	1	0	11	3	1	0	100%	100%	100%	--

Smaller Communities: Five-Year Averages

Location			Incidents on station grounds											Pump Attendances		
			Overview			Fires				False Alarm	Special Service					
Station Name	Station Number	Community	All incidents five-year average	All incidents excluding co-responder	Co-responder	All	Primary	Primary: Dwelling	Secondary	False Alarms	Special Service Calls	RTC	Flooding	All by station's pumps	On own station ground	On own station ground (%)
Chagford	KV23	Smaller Communities	133	56.6	76.4	18.4	10.2	2.8	8.2	20.4	94.2	12.2	0.8	64.2	40.6	63.2%
Salcombe	KV29	Smaller Communities	40.2	40.2	0	7.6	4.4	1.8	3.2	21.4	11.2	2.4	0.4	49.2	29.4	59.8%
Combe Martin	KV07	Smaller Communities	75.8	29.4	46.4	8.8	4.8	1.2	4	7	60	6.2	2	35.4	21.6	61.0%
Porlock	KV68	Smaller Communities	64.2	28.8	35.4	10.6	2.8	2.2	7.8	10.6	43	2.6	1	35.8	23.2	64.8%
Hartland	KV08	Smaller Communities	92.6	28.4	64.2	10.2	4.4	2.2	5.8	7	75.4	5.8	0.4	33.4	27.8	83.2%
Lynton	KV11	Smaller Communities	82	27	55	12.2	3.4	1	8.8	3.6	66.2	4	0.4	39.4	30	76.1%
Modbury	KV55	Smaller Communities	27.6	24.8	2.8	7.6	3.6	0.8	4	7.8	12.2	6	1	67.6	19.8	29.3%
Princetown	KV56	Smaller Communities	55.8	22.2	33.6	11.8	5.2	0.6	6.6	4.2	39.8	2.6	0.2	17.6	12.6	71.6%
Topsham	KV45	Smaller Communities	20.2	20.2	0	6	3.8	1.8	2.2	8	6.2	0.6	0.8	89	15.8	17.8%
Woolacombe	KV16	Smaller Communities	56.4	14.4	42	6.2	2.2	0.6	4	2.8	47.4	1	0	20.8	9	43.3%
Kingston	KV54	Smaller Communities	9	8.8	0.2	3.4	1	0.2	2.4	1.8	3.8	1.2	0.2	7.6	2.8	36.8%

Smaller communities: Incidents on station ground – 01/01/2018 to 31/12/2018

Location			Incidents on Station Ground											
			Number attended				Number attended by home station				Percentage attended by home station			
Station Name	Station Number	Community	All excluding co-responder	Fires	Dwelling Fires	RTC	All excluding co-responder	Fires	Dwelling Fires	RTCs	All excluding co-responder (%)	Fires (%)	Dwelling Fires (%)	RTCs(%)
Chagford	KV23	Smaller Communities	60	13	3	20	40	11	3	7	67%	85%	100%	35%
Salcombe	KV29	Smaller Communities	44	9	1	0	22	6	1	0	50%	67%	100%	--
Porlock	KV68	Smaller Communities	41	6	1	4	33	6	1	3	80%	100%	100%	75%
Combe Martin	KV07	Smaller Communities	40	13	1	4	13	0	0	2	33%	0%	0%	50%
Lynton	KV11	Smaller Communities	32	7	1	7	32	7	1	7	100%	100%	100%	100%
Hartland	KV08	Smaller Communities	27	7	1	7	25	7	1	7	93%	100%	100%	100%
Modbury	KV55	Smaller Communities	26	13	1	0	18	9	1	0	69%	69%	100%	--
Woolacombe	KV16	Smaller Communities	21	8	1	0	8	2	0	0	38%	25%	0%	--
Topsham	KV45	Smaller Communities	20	5	2	0	18	5	2	0	90%	100%	100%	--
Princetown	KV56	Smaller Communities	18	6	0	1	7	3	0	0	39%	50%	--	0%
Kingston	KV54	Smaller Communities	12	8	1	0	4	3	1	0	33%	38%	100%	--

DEVON & SOMERSET
FIRE & RESCUE SERVICE

Community Impact Assessment

Pre-consultation

Service Delivery Operating Model 2019

Devon & Somerset
Fire & Rescue Service

CONTENTS

In this document there is mention of prevention and protection activities.

Prevention is when we work with the community to help them understand how to keep safe and avoid an emergency situation.

Protection is making sure that premises where people work and visit comply with fire safety legislation.

Prevention and protection is a primary focus in service delivery and we recognise that risk reduction begins with safe behaviours at home, at work, or on the road, and this leads to a safer society for all.

1. SUMMARY

1.1 In line with our obligations under the Public Services Equality Duties, we have analysed the proposals for consultation in relation to the impact and/or benefit they potentially have. This analysis will be shared to help inform the public consultation, and we will talk to affected people about what they think this means for them. Our analysis concludes at this stage, that although parts of the community will be impacted by the proposals, no groups with protected characteristics are disproportionally disadvantaged.

1.2 However, there are factors to consider as the capacity and reallocation of resources, which would result from the proposals, provide a benefit for those, who research demonstrates, are at the highest risk of having a fire.

1.3 As shown below, it is clear that all options, except for option 5, represent **an increase in additional lives saved both at dwelling fires and Road Traffic Collisions**, compared to availability under the current arrangements (actual availability). In addition each option could release capacity for Home Fire Safety Visits and Fire Safety Checks to further reduce the risk in the communities of Devon & Somerset with the most vulnerable people.

1.4 Service wide the impact of the proposals on Life Risk is as follows:

Options	**Dwelling Fire Risk**	**RTC Risk**	**Additional lives saved (every 10 years)**	
			Fire	**RTC**
Option 1:	**-2.34%**	**-1.06%**	**1.8**	**3.6**
Option 2:	**-2.34%**	**-1.06%**	**1.8**	**3.6**
Option 3:	**-2.01%**	**-1.03%**	**1.6**	**3.5**
Option 4:	**-1.08%**	**-0.71%**	**0.8**	**2.4**
Option 5:	**0.21%**	**-0.59%**	**-0.2**	**2.0**
Option 6:	**-1.05%**	**-1.41%**	**0.8**	**4.7**
1% decrease in RTC risk = one additional life saved every 3 years)				
1% decrease in Dwelling risk = one additional life saved every 13.1 years)				

	Potential Additional Home Fire Safety Visits	Potential Additional Fire Safety Checks
Option 1	7,011	3,034
Option 2	9,842	4,259
Option 3	11,956	5,174
Option 4	11,956	5,174
Option 5	18,208	7,879
Option 6	20,812	11,749

1.5 All areas have some households with particular characteristics which mean they are at higher than average likelihood of having a fire. However, these options are designed move resources to those locations which have a higher concentration of those households. This will result in an overall reduction in risk, saving lives as stated in the table in 1.4 compared to our current actual availability.

1.6 It is likely there will be particular areas in Devon and Somerset which may experience a slower first attendance by a fire engine. These will be areas with significantly lower risk to start with and possible impact of the changes in response time will be further mitigated by the use of prevention and protection activity especially for households with particular characteristics which mean they are at higher than average likelihood of having a fire.

1.7 Some residents in households with an increase in attendance may have protected characteristics, but they are not disproportionately affected compared to other household groups, with similar protected characteristics e.g some households consisting of mainly elderly residents have an increase in LifeRisk, but most don't.

1.8 Considering the types of people most likely to be involved in a Road Traffic Collisions, young people in particular will be affected by an increase in response time to these sorts of incidents. However, overall, all options see a reduction in Life Risk at this kind of incident i.e. additional lives are saved. This means that, similarly, the lives saved are more likely to be young people.

2. BACKGROUND

2.1 Equality legislation, in particular the Public Sector Equality Duty, requires public services to assess the impact of changes made to processes and services to ensure any impact and equality-related risks on staff and community are identified and mitigated. This assessment identifies whether changes will have a disproportional impact on people with certain protected characteristics.

2.2 Devon & Somerset Fire & Rescue Service takes this duty further by undertaking a full People Impact Assessment to ensure impact is known and mitigating actions are identified whether or not it involves people with protected characteristics. This assessment involves completion of an Equality Risks and Benefits Analysis (ERBA). This analysis is an evidence based tool and has been completed to ensure and evidence that the service does not unlawfully discriminate and that it positively fosters good relations with underrepresented groups, in line with the Public Sector Equality Duty 2011.

2.3 This analysis includes some actions, mainly an increase in prevention and protection activity, which mitigate the risks identified in the pre-consultation stage. Further actions will be added and finalised after consultation. This impact assessment will provide a formal sign-off when a decision has been made about the option which will be implemented.

2.4 **The proposals to be assessed** concern the development of the Service Delivery Operating Model which looks to reshape service delivery provision to provide an efficient service response to risk, meeting our statutory dwelling fire and road traffic collision duties, addressing over and under capacity, updating duty systems to better match both response requirement and staff needs and release resources to support further investment in prevention and protection activities to reduce future risk.

2.5 The operating model encompasses stations, appliances, operational duty systems and staffing levels and changes to it aim to:

- Prioritise and increase our capacity to deliver prevention and protection activities in our communities, ensuring it is targeted and focussed to best aid reducing the known risks in each area
- Provide the best response possible to match the modern risks of today with the resources available, whilst fulfilling our statutory duties
- Increase availability to give the right response, at the right time, whilst making the most efficient use of resources

2.6 The following groups are affected by the proposals

- All communities in Devon and Somerset
- Visitors to the area
- Devon & Somerset Fire and Rescue members of staff
- Fire Authority Members
- Devon and Somerset Local Authorities
- Emergency and Blue Light Service Partners
- Other Community Partners

2.7 In view of the extent of the impact on people, i.e. both our staff and the community, the approach to these groups was developed separately to address their specific needs. This document covers the Community Impact Assessment.

2.8 Considerations in relation to the Community Impact Assessment were based on evidence requested and supplied, including community profiling from the DSFRS Integrated Risk Management Plan (IRMP), an analysis of attended incidents over the past five years in the affected communities, Experian Mosaic Public Sector and Life Risk impact modelling.

3 Community Impact Assessment methodology

3.1 A Community Impact Assessment Group was formed which gathered the relevant data, considered visual representation of that data for ease of analysis, linked the data to protected characteristics for completion of the ERBAs and compiled this report.

3.2 Impacts may come from changing response times of first and second fire engines, due to changes to fire cover at some stations and proposed closure of others. In some areas, response times are predicted to increase, meaning it will take longer on average for an appliance to arrive at an incident.

3.3 This impact can be mitigated with increased prevention and protection activity from the released capacity both through the proposed Service Delivery Operational Model and changes to staff contracts. This activity will be directed at those most vulnerable from fire and the commercial buildings at the highest risk.

3.4 Whether or how much the change in response time actually affects the population in a particular area depends in part on the people who live there (or for RTCs the roads in that area) and thus the underlying risk. A Life Risk modelling tool is used to understand how changes to our response arrangements might impact on the service-wide life risk from dwelling fires and Road Traffic Collisions (RTC).

3.5 Research was undertaken to link the 8 characteristics, which predict fire death i.e. Mental health issues/alcohol use/drug use/smoking/poor housekeeping/ limited mobility/living alone/low income identified in the Fatal Fire Report, to the protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex). In addition, these protected characteristics were linked to MOSAIC household groups where possible.

3.6 Mosaic Public Sector is Experian's comprehensive cross-channel consumer classification data. It provides a detailed, accurate and comprehensive view of citizens and their needs by describing them in terms of demographics, lifestyle, culture and behaviour and allows the Service to gain deeper insights on lifestyles and behaviours of the public to help make more informed decisions.

3.7 Details of the population in relation to protected characteristics were retrieved from census (2011) data and estimates based on the census data.

3.8 Although there is some data on sexual orientation from the 2011 census, this was limited to **registered** same sex partners (same sex marriage was not legal at the time of the census). Registered partnerships only concerns a small percentage of the LGBT population. No further data was available, but the distribution of registered partnerships suggests that LGBT population percentage is higher in urban areas. To ensure their opinions are included in the consultation, specific LGBT groups need to be approached.

3.9 Population details together with identification of the geographic areas, which may be affected by the duty system changes, determined by Life Risk modelling, allowed for identification of any community groups who could be impacted.

3.10 Considerations also included the impact of changes in provision of other services like co-responding. As part of the process, information was produced which assists in the consultation process with the community.

3.11 The following are some examples of the data we have used to support this work to date.

- Fatal Fires Report
- Devon County Council – Facts & Figures
- IRMP (Community Risk) Profile
- Other elements of the IRMP
- DSFRS incident data
- Experian Mosaic
- Office of National Statistics (ONS) data including 2011 census data and population estimates.

4 Population of Devon & Somerset

4.1 The population of Devon and Somerset is expected to grow by just over 100,000 in the next decade, partly as people are living longer due to improvements in healthcare and technology. This means that the age profile of the population of the area will alter, with an increase in the proportion of people aged over 65 and aged over 85.

4.2 In Devon and Somerset the percentage of the population made up by pensioners is expected to rise from 24.4% in 2019 to 28.1% 10 years later. And by 2039 the Office of National Statistics estimates over 65s will make up 30% of the area's residents. This partly reflects the attraction of the area as a retirement destination, and also the post-war baby-boom generation reaching retirement age.

4.3 The population aged over 85 will increase even more significantly with a 43% rise expected in the next ten years and the population more than doubling by 2039 when it is estimated that more there will be more than 132,000 people aged over 85 in Devon and Somerset compared to 62,000 in 2019.

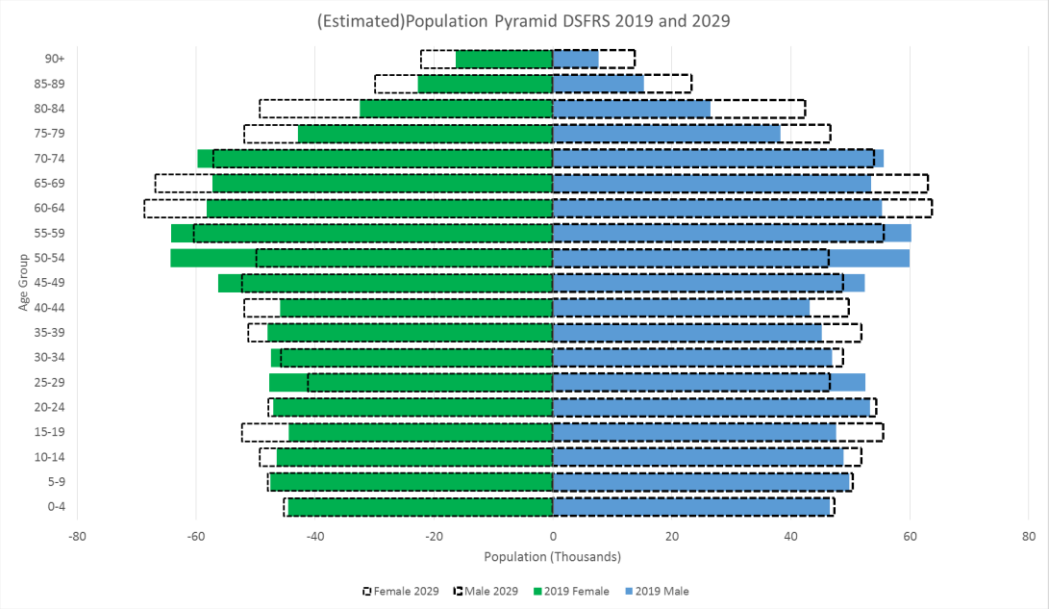


Figure 1: (Estimated) population pyramid Devon & Somerset 2019 and 2029

4.4 The above indicates that particular consideration needs to be given to the fire risks in relation to age and age related conditions like mental health issues, limited mobility and living alone.

4.5 Besides the people living and working in both Devon and Somerset, the area has large amounts of visitors and holiday makers each year (1.1m in 2017), which means that at certain times (mainly in spring and summer) and places (coastal resorts, Exeter) the amount of people present is more than the census data for population would indicate.

4.6 Despite the increase in people in the area, there is little seasonality in many of our incident types. Dwelling fires do have a peak in December and outdoor fires occur more during the summer if the weather is good, but there is little to suggest that this is related to tourism. Nearly 60% of fatal fires in the last 5 years occurred at night in the DSFRS area according to the Fatal Fires Report.

4.7 RTCs are slightly different, with the department for transport statistics showing a spike in July for 'out of area' drivers/passengers, i.e. tourists, being involved. DSFRS does not attend every RTC recorded by the department of transport so numbers are lower, but DSFRS data also shows a slight increase in RTC attendances of about 20, during the peak tourist month of July. According to a 5 year average, nearly 60% of RTCs happen during the day.

4.8 It is worth noting that DSFRS peak demand is from about 1700 to 2100 with about 25% of attended incidents occurring in this window.

5 Community Impact Assessment observations (pre-consultation)

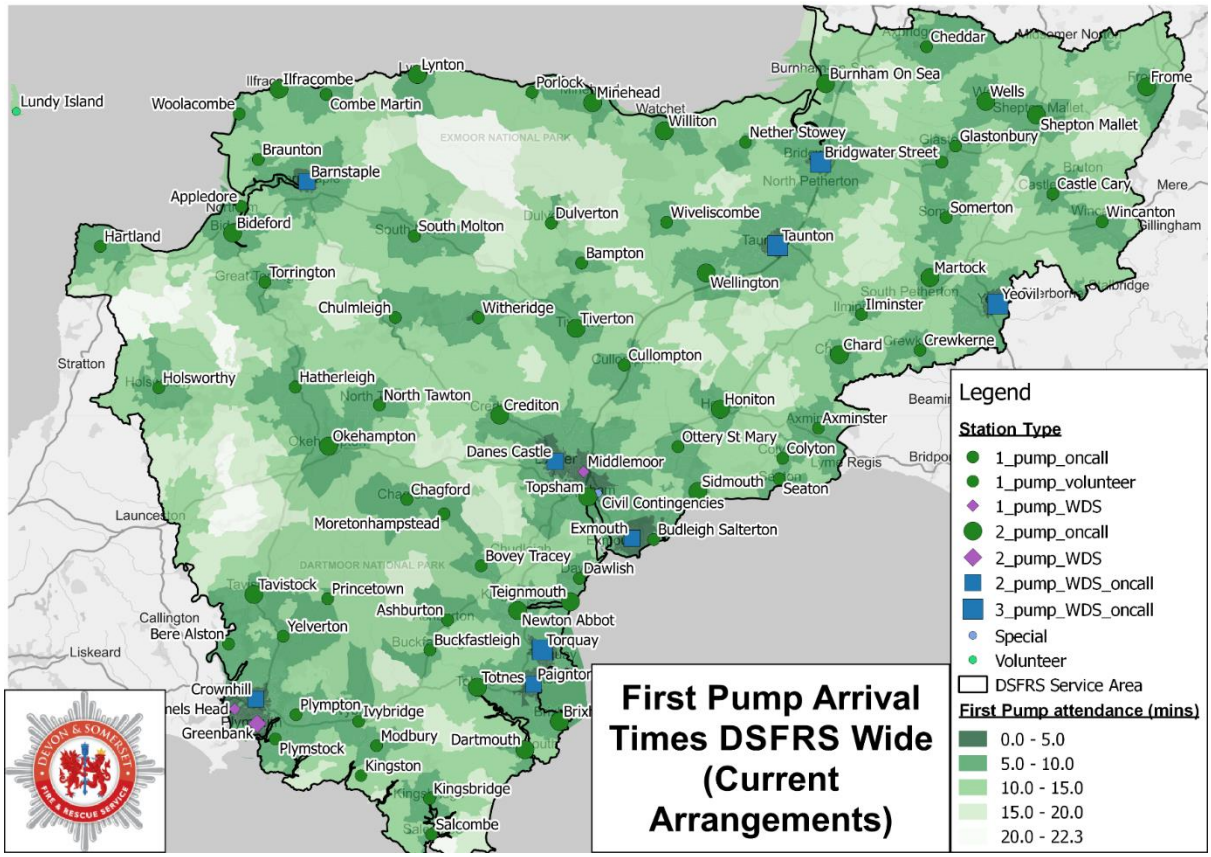
5.1 To understand the impact, which the proposed changes to Service Delivery Operating Model will have on the communities that they serve, response times and change to Life Risk (i.e. expected number of fatalities) have been analysed.

5.2 The impacts of six future options for service delivery have been analysed with consideration of how they differ from the current operating arrangements, i.e. 121 appliances available to respond. It is to be noted that the current

arrangements rarely deliver all 121 appliances available to respond to incidents, the last occasion all 121 were available was between 0400 and 0500 on 04/05/17 more than 2 years ago.

5.3 DSFRS attend just under 1000 primary dwelling fires per year and the impacts of the 6 options would be as follows on the first pump attendance times:
Options 1, 2 and 3: 1.2% of all DSFRS dwelling fires (12 fires per year) with a slower first pump attendance
Options 4, 5 and 6: 9.9% of all DSFRS dwelling fires (99) with a slower first pump attendance

5.4 Map 1 shows the geography of the area and current response times, with response times up to 10 minutes in more densely populated areas and longer response times (of 15 minutes or more) in less populated areas.



Map 1: Current Response arrangements

5.5 Where response times are increased, there is potential for a negative impact on the community, as at times of emergency the public will have to wait longer for a fire appliance than the current response. However, increased attendance time of the first fire appliance does not necessarily mean more lives are lost. Other factors, like second appliance attendance time and, especially, economic/ personal circumstances of the individuals involved, also have an impact.

5.6 Life Risk modelling, i.e. considering the changes in expected fatalities, takes those factors in account. The result of this modelling across the entire area and per option is reflected in figure 2.

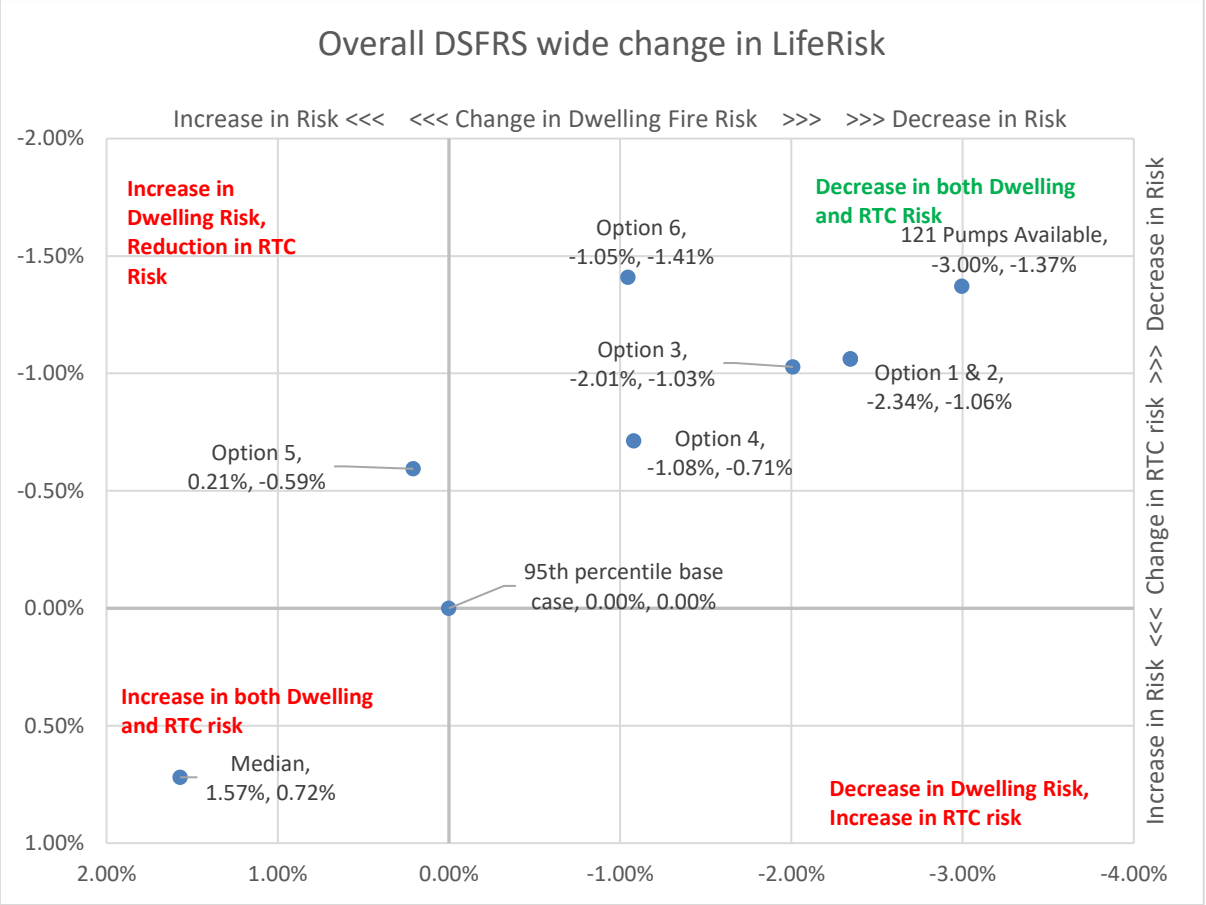


Figure 2: Devon & Somerset area change in Life Risk (dwelling risk %, RTC risk %)

5.7 Figure 2 shows a scatter plot of the 6 options with their estimated impacts on Dwelling Fire (horizontal axis) and RTC life risk (vertical axis) compared to availability under the current arrangements (95th percentile base case). The top right of the chart represents an improvement in both aspects (i.e. less risk), with the bottom left representing a detoriation in both (i.e. more risk).

5.8 It is worth noting that the centre of the graph is not the risk level of a case when all 121 appliances are available, as that hardly ever occurs within the current operating model. Rather a point is used at which 95% of the time DSFRS is operating at a level of risk greater than the centre of the graph. This means that usually the Service are in the bottom left quadrant. Actually, 50% of the time the risk level is worse than the Median case.

5.9 Besides the 6 options, it also shows the position of maximum availability (121 pumps available) within the current operating model, which last occurred more than 2 years ago (para 5. 2), and the median day for appliance availability in 2018 (26th June 2018), 50% of the time the Service was operating with a level of risk higher than this, 50% with a lower level of risk.

5.10 It is clear that all options, except for option 5, result in additional lives being saved (a decrease in risk) both at dwelling fires and RTC, compared to availability under the current arrangements.

Dwelling Fire

5.11 In the areas with a possible slower response to a dwelling fire, not every household will have the same increase in risk of loss of life. Whether someone or a household will actually have a fire, depends on various factors including economic circumstances, age and life style. And when a household has a fire, there are several factors which predict the likelihood of survival e.g. having a working smoke detector and life style/health of occupants.

5.12 To analyse how particular households are affected by the options, they have been categorised by their Experian Mosaic Public Sector (Mosaic) Groups and plotted against the increase in risk of having a fire for each of the options (Figure 3 & 4)

5.13 For options 1, 2 and 3, figure 3 shows that the Mosaic groups that have the highest likelihood of having dwelling fires are amongst those which are least affected in the number of households who have an increase in first pump arrival time compared to the full 121 appliances being available. Equally it is notable that all of the groups which have the largest numbers of households affected also have a low likelihood of having a dwelling fire. This relationship between likelihood and impact is not surprising given that the proposed options have been based on the Life Risk model.

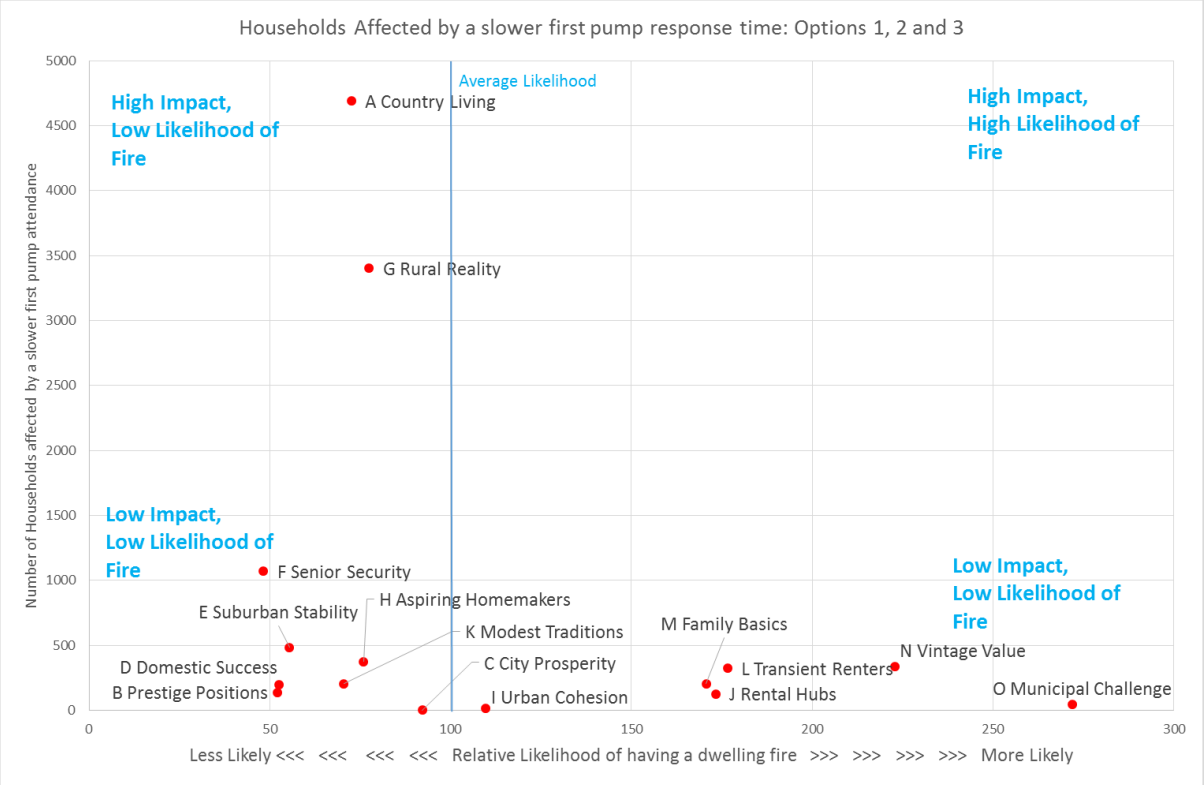


Figure 3: Households affected by a slower first pump arrival time; options 1, 2 & 3 compared to 121 appliance availability

5.14 The groups most likely to have a fire (I, J, L, M, N, O) all together have less than 2,000 households affected under Options 1 & 2, although for Group N 'Vintage Value' this makes up about 3.5% of all households of this type in the area. In Option 3, Group N is the most affected both in raw numbers and percentage terms with almost 2,700 households (5.12%) experiencing an increase in Life Risk.

5.15 Group N (Vintage Value) are elderly people, many living alone and with a low to basic income. Many of those have health challenges/ disabilities, affecting their mobility or other conditions which affect their ability to escape like visual, auditory or cognitive impairment. These risk factors, amongst others mentioned in paragraph 3.4, are already targeted through community safety activity and will continue to be addressed in that way, together with our partners.

5.16 Group I includes people with a diverse/ethnic minority background and Group J are mainly young people/students. The other groups don't have significant differences in relation to protected characteristics. As above, households within these groups are targeted for community safety activities.

5.17 Figure 4 shows the net number of households affected in each Mosaic Group under the Options 4, 5 and 6 compared to the full 121 appliances being available; once again the group with the highest likelihood of having a fire, Group O 'Municipal Challenge', have one of the smallest number of households impacted. However, the next highest likelihood group, Group N have a relatively high number of affected households.

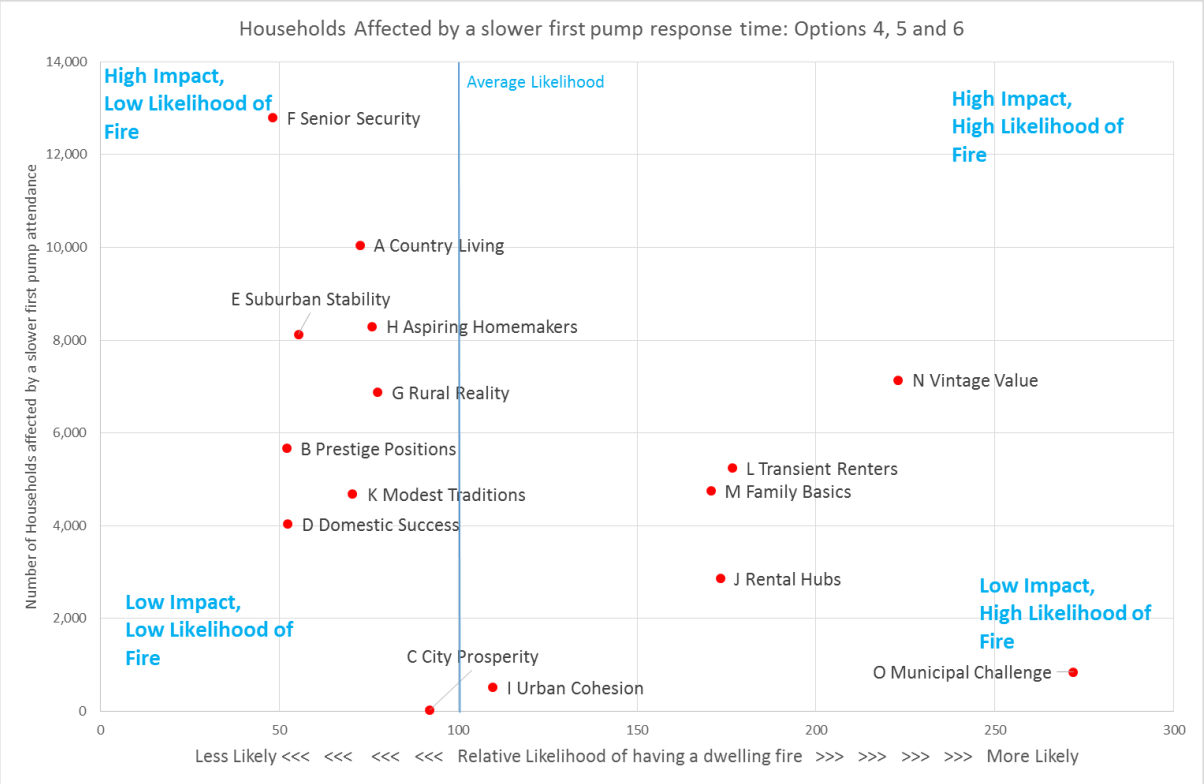


Figure 4: Households affected by a slower first pump arrival time; options 4, 5 & 6 compared to 121 appliance availability

5.18 When we consider percentages of households affected against the total population in Devon & Somerset, Group N is standing out as being both significantly affected in terms of the numbers of households affected and having a high likelihood of having a fire. This implies that the people most vulnerable to a possible increase in response time as a result of the proposals are most likely to come from certain protected characteristics, the elderly and people with disabilities in particular. These more vulnerable groups, however, are already particularly targeted for home fire safety visits and this will only increase with the release of resources for additional prevention activities. This additional activity with the relevant groups will mitigate much of the risk.

5.19 A further solution to reduce risk is proposed in option 6 in pre-deploying some fire engines into areas where emergencies are most likely to occur as well as providing additional guaranteed response cover to ensure a more reliable response option is presented. This will mean a fire engine is more likely to be in the right place at the time of emergencies rather than just waiting until they occur then responding from fire stations. The fact that the best location of these roving vehicles can be flexible and determined as the risk changes (e.g. if a large event is taking place we can ensure we bring additional resources in to help mitigate risk or if our data tells us that we typically have a number of accidents at particular times of the day on particular roads) will impact positively on the level of risk of the residents in that area. Crews of these roving appliances will also be undertaking prevention and protection activities, increasing public safety in that way.

Conclusion – dwelling fire

5.20 Considering DSFRS attend just under 1000 primary dwelling fires per year the estimated impact on the amount of slower first pump attendances to dwelling fires is relatively small i.e. approx. 1.2% of all dwelling fires attended by DSFRS seeing a slower first pump attendance for options 1, 2 & 3 and 9.9% of all dwelling fires attended by DSFRS seeing a slower first pump attendance for options 4, 5 & 6

5.21 There are areas in Devon and Somerset which may experience a slower first pump attendance under the proposals, but not all residents of those areas are affected equally and different households will have different likelihoods of having a fire.

5.22 Although some residents with protected characteristics will be in those households with a higher risk, they are not disproportionately affected, because other household groups, with similar protected characteristics, are much more affected in numbers.

5.23 What the above does highlight, together with the fact that the percentage of the population older than 65 will increase, is the need to continue to consider risks relating to old age and people with disabilities in relation to community safety actions to mitigate those risks. It is anticipated that the additionally community safety resource the options would provide could further reduce the risks to those most likely to have a fire.

5.24 Community safety actions and initiatives have already significantly driven down the amount of fires actually occurring and the way to save lives and keep people safe is to ensure that the fires don't occur in the first place. Targeted visits, as already carried out on a risk basis, have an overall positive impact for groups at risk of fire, including the elderly and people with disabilities.

5.25 Despite the increase in risk for certain groups, overall the risk remains relatively low due to the evidence indicating that the occurrence of incidents is in general low.

RTC and other incidents

5.26 In the same way as there can be an increase in response time to some fire related incidents depending on the option, other incidents will also be attended with a similar increase in response time. These include:

- Road Traffic Collisions
- Medical Co-responding
- Rescue
- Animal rescue
- Assisting other agencies
- Gaining entry
- Release from lifts
- Releasing a person or item
- Flood support
- Water rescue

Only fire calls and Road Traffic Collisions require a statutory response.

5.27 It is a well-known fact that particularly younger people are more likely to be involved in road traffic collisions. Despite people aged 16 to 25 making up just 11% of the population of the area, they account for 19% of those killed on the roads and 24% of those seriously injured. Therefore, it is likely that young people will be affected by an increase in response time to road traffic collisions. However, considering that, overall, the proposed options are likely to result in additional lives saved, more young people will get a positive impact.

5.28 Amongst the 8 stations to be closed as part of the proposals, are 2 stations (Woolacombe and Porlock), which facilitate medical co-responding turn out. Each of those stations attended around 60 incidents in the last 5 years, many outside their station area. Co-responding incidents concerned different age groups, above 18 years of age, in fairly equal measure. Co-responding is being facilitated in rural areas, places where there is a lower percentage of ethnic diversity than in urban areas, meaning that no disproportionate impact will occur in that sense.

5.29 All the other incident types, considering their nature, are less likely to involve losing lives and an increase in response time is therefore unlikely to result in a higher Life Risk.

Conclusion - RTC and other incidents

5.30 Considering the types of people most likely to be involved in an RTC, young people in particular could be affected by an increase in response time to these sorts of incidents. However, overall, all options see a reduction in Life Risk due to RTC i.e. additional lives are saved. This means that similarly the lives saved are more likely to be young people.

5.31 Medical co-responding, although seen as a desirable service, is not a statutory duty for the Fire Service. Analysis of the co-responding turn outs over the last 5 years has indicated that the service is used by a cross section of the community and no group with particular protected characteristics is therefore disproportionately impacted by no longer providing that service from the 2 stations considered for closure.

6 CONSULTATION PROCESS

6.1 Consultation Methodology

In order to design a fair, transparent and robust consultation process it is important to determine the scale and impact of the proposed changes of the Service Delivery Operating Model on staff, partners, stakeholders and communities.

6.2 The consultation process will be framed around a set of proposed options for the new Service Delivery Operating Model which have been developed following previous involvement and engagement with staff and stakeholders. Respondents will be asked to indicate their level of agreement for each of the proposed options, have the opportunity to highlight alternative options and provide a rationale for their response.

6.3 A stakeholder analysis provided a systematic examination and evaluation of Stakeholders in order to prioritise, manage and engage with them effectively throughout the lifespan of the project. The Stakeholder Analysis identifies stakeholders by their level of power and interest on the proposed consultation options.

6.4 A stakeholder database will be used at the beginning of the consultation process to send out the Consultation Document electronically with an accompanying email to all those stakeholders highlighted in the stakeholder analysis. This action will initially promote and raise awareness of the consultation process and also request partners and key stakeholders assistance in further sharing of the document to other interested parties to ensure as wider coverage as possible. Paper copies of the Document will also be made available with prepaid envelopes for those people who do not have access to the online version, for those people attending the Public 'Drop-in' Exhibitions and other local events. Periodically throughout the consultation process, the completed consultation returns will be monitored and if necessary further targeted correspondence will be forwarded to encourage a higher response rate.

6.5 Consultation Quality Assurance Process

DSFRS wants to ensure that our consultation process is fair, robust and transparent. Therefore, the Service is working with The Consultation Institute, a well-established not-for-profit best practice institute who promote public and stakeholder consultation in the public, private and voluntary sectors. The Institute will conduct a Quality Assurance process on our consultation plans so that the Service can proceed with confidence and demonstrate independent evaluation to interested parties and demonstrating the integrity of the programme.

6.6 The consultation process will consist of three core consultation phases: Pre-consultation, consultation period and post-consultation.

6.7 **Pre-consultation** engagement with communities

The Service needs to be able to demonstrate that stakeholders and the public have provided views and rationales for what they think the Service should consider, take into account and prioritise when designing and appraising potential options.

This engagement with stakeholders and communities during this pre-consultation stage (May and June 2019) endorses the part of the Service's Vision which

states: '*involving communities and colleagues in designing our services'.* It also minimises the risk of any potential legal challenge.

6.8 The Institute supported this pre-consultation engagement by conducting a series of focus groups followed by an options appraisal workshop with stakeholders and communities, the outcomes of which were considered by Fire Authority members at the end of June 2019.

6.9 Intelligence from these events informed this Communities Impact Assessment and was used to develop a set of criteria to measure the options and inform the Service which options needed to be included for consideration by the Fire Authority. This clearly evidences early stakeholder engagement and wider involvement in co-designing the proposals and ultimately the impact on our community.

6.10 **Consultation**

To ensure there is sufficient time to effectively consult and engage with the key groups, a 12 week consultation process will be conducted starting on Monday 1 July 2019 and finishing on Friday 20 September 2019.

6.11 **Consultation Document**:

Available online via DSFRS dedicated consultation website page and in paper format. This document will:

- Provide the narrative of current service arrangements
- Outline the rationale behind the need for proposed changes to the Service Delivery Operating Model.
- Define the proposed service options/questions
- Provide further information on the range of engagement opportunities e.g. details of public meetings, website and email addresses.
- Outline timeline for feedback and decision making process

6.12 Paper copies of the Document will also be made available with prepaid envelopes for those people who do not have access to the online version, for those people attending the Public 'Drop-in' Exhibitions and other local events.

6.13 Periodically throughout the consultation process, the completed consultation returns will be monitored and if necessary further targeted correspondence will be forwarded to encourage a higher response rate.

6.14 **Public 'Drop In' Exhibitions**

To maximise engagement with our communities, we would look to arrange a number of informal public 'Drop In' Exhibitions over the course of the 12 week consultation period. Actual times and locations to be confirmed, estimated 3-4 meetings per week approximately 26 meetings over 12 week consultation period. Arranged in public venues with locations determined by level of impact of proposed service options, population levels and accessibility. In addition, focus groups will be facilitated for individuals with certain protected characteristics.

6.15 Format for informal 'Drop in Exhibitions would consist of:

- A number of pull up story board stands which mirror the format of the Consultation Document which will allow attendees to informally discuss the consultation proposals with Senior Level Officers/personnel involved in the Project.

- Paper copies of the Consultation Document made available (together with any other service information or campaign materials) to capitalise on the engagement opportunities.

6.16 **Dedicated email address**
A dedicated email address is used to gather feedback and suggestions: safertogetherprogramme@dsfire.gov.uk. The email address will be made publicly available on consultation documents and through our communications channels. Programme board team will receive and log all emails and field out to appropriate staff members to respond to. The Consultation and Engagement Lead will receive all incoming emails through a dedicated email address and then as necessary disseminate to other colleagues for action and response. A log will be kept of all correspondence via email and any written correspondence received.

6.17 **FAQ (Frequently Asked Questions)**
A set of FAQs has been compiled, made available on DSFRS consultation dedicated webpages and will be regularly updated.

6.18 A **'Safer Together' page** has been developed and available on DSFRS website from 1 May 2019.

6.19 **Engaging stakeholders and partners**
All stakeholders and partners will be targeted electronically using our Stakeholder Database with an email outlining the consultation process and a hyperlink to the Consultation Document. There will also be opportunities for attending any locally planned events and forums promoting face to face engagement activities.

6.20 **Post Consultation**
Consultation Findings
At the end of the consultation process the Consultation and Engagement Lead will be responsible for collating, analysing and preparing a Consultation Findings report which will outline the following:
- Consultation process and methods
- Respondents profile
- Highlighting emerging key themes from Consultees responses for each option, including both qualitative and quantitative information
- Set out a number of key recommendations based on consultation findings for each of the options
- Review and update the ERBA to reflect the consultation process
- Develop a Feedback report to be made available both on line and in paper format and promoted through our various internal and external communications channels

6.21 This report will be used to support the decision making process on the proposed options on the Service Delivery Operating Model

6.22 Internally, the Diversity & Inclusion Strategic Steering Group will be consulted on the proposals. This corporate group has responsibility for monitoring the Diversity & Inclusion objectives and actions. The group includes representatives from Fire Pride, the lesbian, gay, bisexual and transgender network, the women's action network and our Dyslexia Support Group.

7 PRE-CONSULTATION OUTCOMES

7.1 Following initial pre-consultation engagement focus groups, an options appraisal workshop was held in Exeter on 5th June 2019.

7.2 After feedback of the findings of the focus groups and a response by DSFRS to the issues raised at those, the group worked together to establish the criteria by which the 'long list' of initial options could be worked through to produce an initial shortlist for recommendation to senior leaders in DSFRS and the Fire Authority.

7.3 The appraisal criteria were agreed, in this instance, as comprising two components:

- Hurdle criteria, those set by DSFRS as the minimum that must be met to make the option viable; and
- 'Group criteria' those factors the group felt were important to ensure the options met the needs of the citizens of Devon and Somerset.

7.4 These were agreed as:

Hurdle Criteria:

- Must provide the ability to deliver more prevention and protection activity
- Must make sure resources are fairly allocated across the area according to risk
- Must deliver a balanced budget

'Group' criteria:

- Includes enough staff are available to cover the risk (as set by risk areas)
- Includes enough staff are available at any time to deal with any incident
- Includes response time targets that are clear and achievable (including clarification of rural response times).
- Includes in-built resilience (i.e. enough pumps to respond to a major incident).

7.5 Each of the original options was appraised by the group using the agreed criteria. Most of the original options failed to pass the hurdle criteria, with only two passing the test and only one unconditional pass.

7.6 All the options that did pass were done so with the caveat applied that there must be a full and detailed explanation of the achievable response times. It was acknowledged by DSFRS that this information was not available at that time.

7.7 One of two shortlisted options presented back to DSFRS, i.e. the one aimed to balance the risk response between dwelling Fire risk and road traffic collision risk across the service, addressing over and under capacity, along with enhanced prevention and protection provision as a result of greater resource availability, was subsequently used to develop the current options which have received final approval from the Fire Authority on 28 June before going out to consultation.

7.8 The Fire Authority approved the options for consultation on the caveat that the public will be allowed to comment on elements within the options. This gives staff and all members of the public the opportunity to comment on any element of the options.

8 MITIGATING ACTIONS

8.1 Although some areas are affected by changes in service delivery, mitigating actions can be put in place to lower the risk. Some of these actions will be generic across the area, others will be very specific to the particular areas and the people who live in them. Any actions in addition to those already mentioned below, will, therefore, be considered within a team of specialists and be informed by the consultation outcomes.

8.2 In terms of response, these proposals collectively aim to improve the reliability of emergency cover during the day whilst maintaining a robust On Call model at night. In terms of protection and prevention, the aim is to increase the activity we are undertaking.

8.3 The number of home safety visits across the Service will be increased to those people who are identified as most at risk.

8.4 An increase in protection activity such as fire safety checks will mean a reduction in the number of fires. This will protect the local economy and keep staff, visitors and Firefighters safe.

8.5 Besides increasing capacity to undertake prevention and protection activity, roving appliances as mentioned in option 6, will mean some areas will receive a faster first attendance when a roving appliance is in that area and prevention work undertaken by the crew of the roving appliance will continue to ensure that those households with a higher risk of having a fire receive appropriate advice and guidance to reduce that risk.

8.6 These roving vehicles will be crewed with whole time staff during the day which will increase the number of whole time crewed fire engines during the day from 13 to 19. At night, when risk is greater but activity is lower, these roving vehicles will not be required as the On Call model can be better supported, resulting in better availability, at that time by paying On Call staff more money and providing them with contracts that better meet their needs and lifestyle.

8.7 The factors that put people at greater risk of a fatal fire are all common factors of risk for our partners especially the Police, NHS and Local Authorities. Many agencies can therefore be targeting preventative and reactive services at the same people at risk in our communities. We will continue to build on the excellent work we already undertake with partners.

8.8 Considering the potential impact identified in relation to age and disability, specific opportunities will be created within the consultation period to engage with individuals of those groups to talk about what they think the proposals mean for them and what mitigating actions should look like. Actions can then be considered and added to the final assessment.

APPENDIX A - Equality Risk & Benefit Analysis summary

The ERBA is designed to identify impact on groups who share protected characteristics and score the impact against the likelihood of it occurring against the severity of the outcomes if it does happen. A score in the 'negative column' means that an impact is possible on that group and the coloured highlighting indicates the impact extent (green is low, amber is medium and red is high)

When an impact is identified, mitigating actions will be considered for implementation. These mitigating actions are covered in section 8. These actions either reduce the likelihood or the severity.

Characteristic	Neutral (x)	Negative (score = likelihood x severity)	Positive (x)	
Age	☐	3x2	☐	Some of our communities are significantly older (65+) and this includes Sidmouth 42%, Budleigh 44%, Porlock 44% and Seaton 43%. Villages and rural towns on average consist of a 65+ population of 25-30% and urban areas 15-18%. The South West Fatal Fire Review has shown that the groups of people who are more likely to die in a fire are those with following characteristics: • Poor mental health • Poor housekeeping • Alcohol dependency • Smoking • Drug dependency Prescription and illegal) • Limited mobility • Living alone Those aged 80 and over have a higher fire-related fatality rate, accounting for 5 per cent of the population but 20 per cent of all fire-related fatalities in 2016/17. An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact on the elderly the eldest in society have the highest fatality rates in dwelling fires. Additional prevention activity, as proposed in the options, will be targeted at individuals with this characteristic, making them safer through ensuring a fire is less likely to occur in the first place. The most elderly in society also see higher than average rates of fatalities in RTCs with 19% of fatalities in the DSFRS area being aged over 75 when they make up 12% of the population. **Young People** Young drivers (aged 17-24) are known to be in the highest risk group for road traffic collisions. Department of Transport Data shows that in 2013 in Great Britain, drivers in this age group accounted for 5% of miles travelled but 18% of reported road traffic collisions. The road safety charity Brake, highlight that in the UK, male drivers

				aged 17-20 are seven times more likely to crash than all male drivers, but between the hours of 2am and 5am their risk is 17 times higher (2005 data). In Devon and Somerset the 16-25 year olds make up just 11% of the population but almost 22% of those killed or seriously injured on the roads. In 2017, of the 1,793 road deaths, the majority (60%) occurred on rural roads, yet the most casualties (63%) occurred on urban roads. The number of people killed on motorways increased by 6% to 99 in 2017. 279 young people (aged 17-24) were killed on Britain's roads in 2017, down from 299 in 2016. However, whilst young people make up only 7% of licence holders, they represent over 20% of drivers killed or seriously injured in car crashes. The number of road deaths within the older population (aged 60+) increased by 5% to 559 in 2017, up from 533 in 2016. * Reported road casualties Great Britain: Annual report 2017, Department for Transport, 2018 Increase in response times to road traffic collisions may affect our ability to provide emergency first aid and extricate casualties as quickly as we can under the current resourcing model. This may have a greater impact on young people (15-29yrs), as they are disproportionately likely to be involved in road collisions, are disproportionately likely to be killed or seriously injured in road collisions. Increased use of wider community safety RTC reduction initiatives may be used to target accident prevention work to at risk groups.
Disability (all forms, visible or invisible)	☐	3x2	☐	An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact on those with mobility or mental health issues given their vulnerability statistically to be injured or killed in fire, and on people with mobility issues given that they may have greater difficulty escaping a fire. Between April 2013 and March 2017, of the 90 people who died in an accidental dwelling fires in the South West of England, 33 (36.7%) were known to have mobility issues that affected their ability to escape the fire. Additional prevention activity, as proposed in the options, will be targeted at individuals with this characteristic, making them safer through ensuring a fire is less likely to occur in the first place. Mental Health: The fatal fires analysis highlights mental health issues as a contributory factor to accidental dwelling fire deaths. 10 of the 90 people who died in an accidental dwelling fires in the South West of England between April 2008 and March 2017 were suffering from mental health issues. Race and ethnicity: Differences in the levels of mental well-being and prevalence of mental disorders are influenced by a

				complex combination of socio-economic factors, racism, diagnostic bias and cultural and ethnic differences and are reflected in how mental health and mental distress are presented, perceived and interpreted. Smoking (and Mental Health): Devon County Council's Mental Health needs assessment (2013) also identifies that mental health service users exhibit rates of smoking at significantly higher than that found among the general population. Between April 2008 and March 2017, in the South West of England 29% of the accidental fatal dwelling fires were caused by smoker's materials.
Sex	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic. However, gender does impact significantly on risk and protective factors for mental health and expression of the experience of mental distress. Mental health conditions including depression, anxiety, attempted suicide and self-harm are more prevalent in women than men, while suicide, drug and alcohol abuse, anti-social personality disorder, crime and violence are more prevalent among men. Prevention activity will be targeting people with poor mental health.
Sexual orientation	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic. However, sexual orientation does impact significantly on risk and protective factors for mental health and expression of the experience of mental distress. Those aged 16-24 (4.1%) more likely to identify as LGBT, 0.7% of those aged 65+. In southwest around 2.1%, this may be lower in Devon & Somerset considering the average age is higher. The percentage of same sex partnerships in the area is on average 0.2%.
Marriage and civil partnership	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic However, people who live alone, rather than those who live with partners, are at higher risk of accidental fires and deaths in those fires with more than half (49 of 90) accidental dwelling fire deaths being someone who lived alone.
Pregnancy and maternity	☒		☐	There is no evidence that there will be a significant impact on people with this protected characteristic. However, expectant and new mothers could potentially be at risk when escaping from a fire, as emergency evacuation may be difficult due to reduced agility, dexterity, coordination, speed,

				reach and balance. Mothers will also face the additional difficulty of evacuating babies and/or young children. However families have a lower likelihood of having a fire in the first place, with lone adults most at risk (see above).
Race	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic The percentages of foreign born individuals in the population and individuals with a foreign citizenship are in general low, 4-7.5% and 2-5% respectively. Urban areas tend to be at the higher end of this range, but the impact of the options is minimal in those areas.
Religion and belief (including lack of belief)	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic. However, there is insufficient information to determine whether individuals with English as their second language receive appropriate fire safety provision.
Gender reassignment	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic However, gender reassignment and transgender people are at increased risk for some mental health problems – notably anxiety, depression, self-harm and substance misuse – and more likely to report psychological distress than their cisgender counterparts. Mental Health issues is one of the 8 factors indicating higher risk of having a fire.
Carers (protected by association)	☒		☐	There is no indication that there will be a significant impact on people with this protected characteristic An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This is likely to have a greater impact on elderly and disabled residents. Their carers may be impacted by association but there is no clear evidence for this. Increased, targeted use of home safety visits should allow a reduction in risk to vulnerable people in higher risk groups. Improved fire safety in these homes may help protect carers by association.

DEVON & SOMERSET FIRE & RESCUE SERVICE

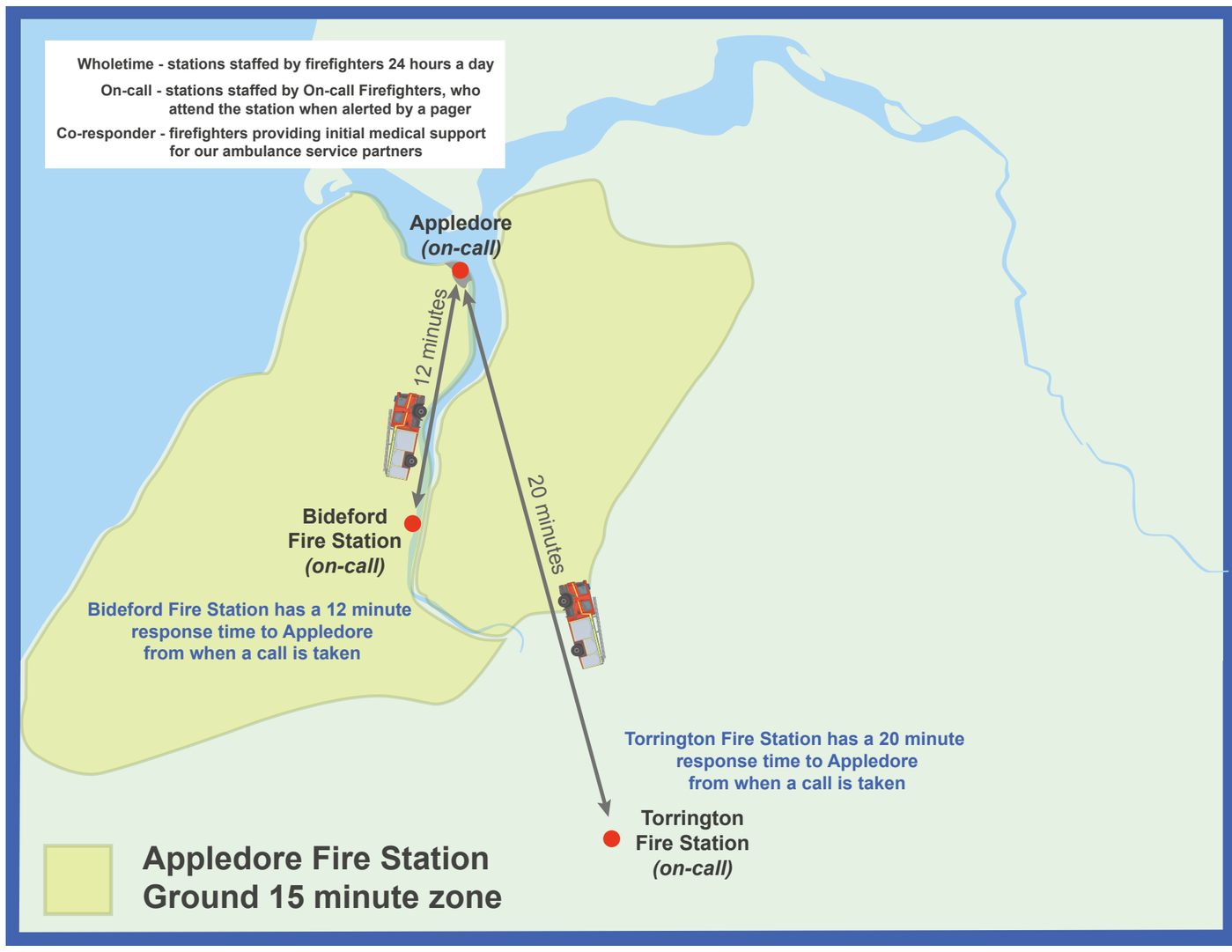
Safer Together

Appledore Fire Station

Appledore is an on-call station with one fire engine situated at the northern end of the peninsula on which the settlements of Appledore, Westward Ho! and Northam sit. The geography of its response area is small and bound on three sides by water (the Taw and Torridge estuaries and Bideford Bay).

Over the past five years Appledore has attended an average of 2.5 incidents per month, with just under 45% (65 of 148) of these attendances outside from their own station area. The station area sees a low level of demand, averaging 10.8 primary fires and 2.2 RTCs per year.

The proximity of Bideford Fire station means that it covers much of Appledore's station area within its 10 minute response zone, this includes the town of Northam which is the largest town in the station area. Therefore Appledore is profiled as a low risk area.



	Distance from Appledore
Bideford Fire Station	3.3 miles
Torrington Fire Station	9.8 miles
Barnstaple Fire Station	11.6 miles
Hartland Fire Station	15.9 miles
Braunton Fire Station	16 miles

The above times are indicative and may be affected by various factors

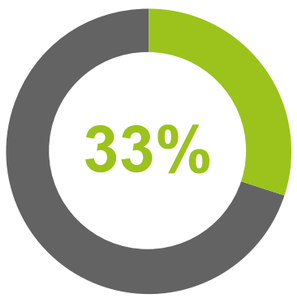
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Appledore Fire Station

All incidents on Appledore Station Ground		*Number of those incidents attended by Appledore Station*	
All incidents excluding co-responder	67	*All incidents excluding co-responder*	6 (9%)
All Fires	13	*All Fires*	4 (31%)
Dwelling Fires	7	*Dwelling Fires*	2 (29%)
Road Traffic Collisions	2	*Road Traffic Collisions*	0 (0%)
Co-responders	0	*Co-responders*	NA

Availability of first fire engine **33%**



Bideford Fire Station

All incidents on Bideford Station Ground		*Number of those incidents attended by Bideford Station*	
All incidents excluding co-responder	225	*All incidents excluding co-responder*	211 (94%)
All Fires	67	*All Fires*	62 (93%)
Dwelling Fires	17	*Dwelling Fires*	17 (100%)
Road Traffic Collisions	8	*Road Traffic Collisions*	8 (100%)
Co-responders	1	*Co-responders*	NA

Availability of first fire engine **100%**

DEVON & SOMERSET FIRE & RESCUE SERVICE

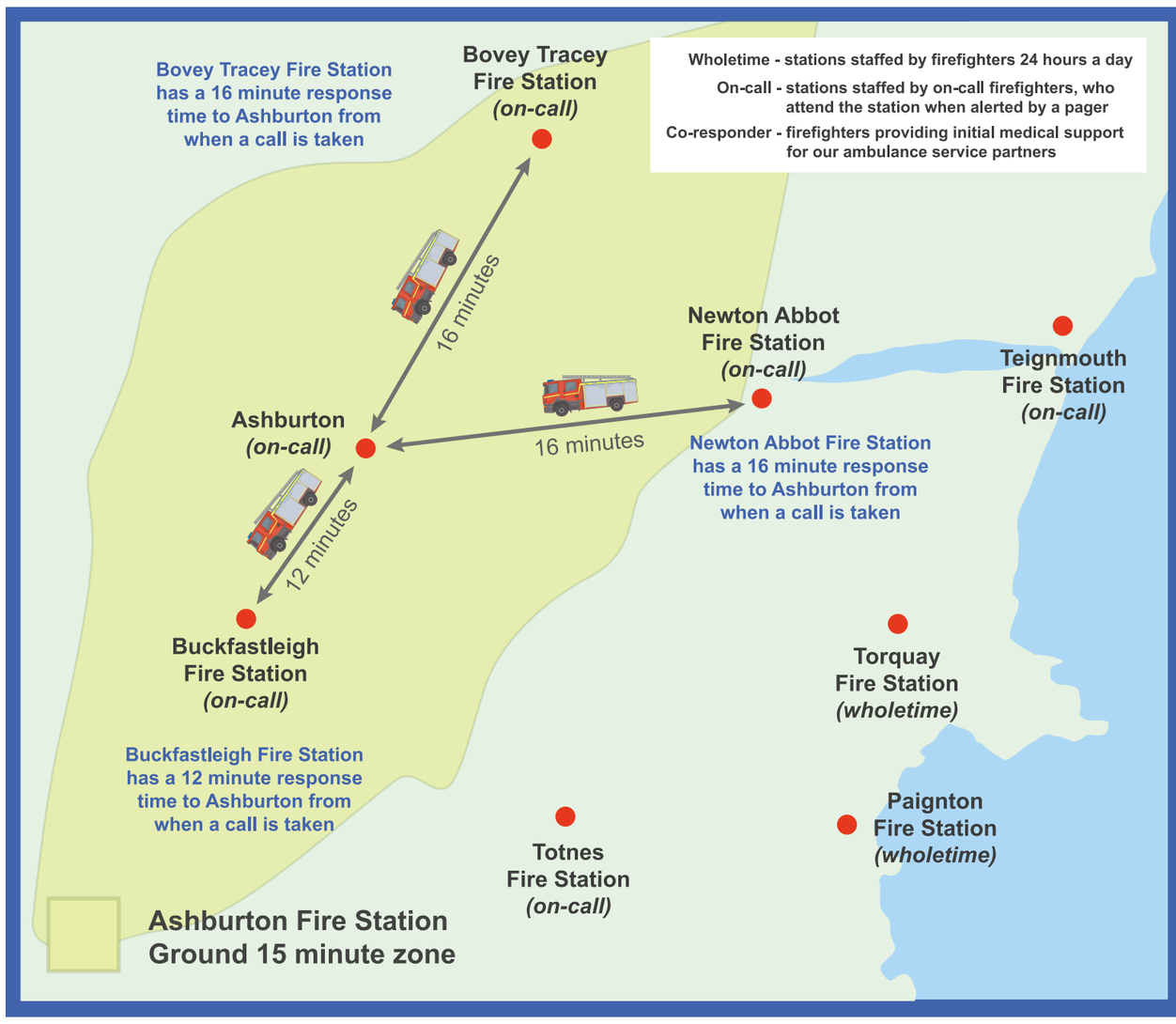
Safer Together

Ashburton Fire Station

Ashburton is an on-call station with one fire engine that serves the town of Ashburton, a short section of the A38 and some of the South Eastern part of Dartmoor. Ashburton is close to Buckfastleigh which also has a fire station, with Newton Abbot and Bovey Tracey fire stations also providing cover to the area. The station area is home to approximately 2,400 households, 82% of whom live within Ashburton itself.

Over the past five years Ashburton has attended an average of 9.2 incidents per month, of which over 58% (322 of 551) were outside their station area.

On average there are 10.4 primary fires and 6.4 RTCs in the station area per year. Therefore Ashburton is profiled as a low risk area.



	Distance from Ashburton
Buckfastleigh Fire Station	4.5 miles
Bovey Tracey Fire Station	7.4 miles
Newton Abbot Fire Station	7.2 miles
Totnes Fire Station	8.8 miles

The above times are indicative and may be affected by various factors

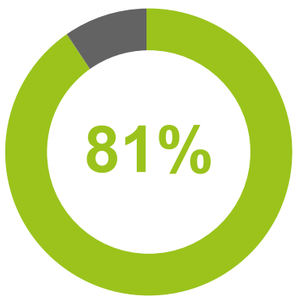
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Ashburton Fire Station

All incidents on Ashburton Station Ground		*Number of those incidents attended by Ashburton Station*	
All incidents excluding co-responder	61	*All incidents excluding co-responder*	43 (70%)
All Fires	23	*All Fires*	15 (65%)
Dwelling Fires	7	*Dwelling Fires*	5 (71%)
Road Traffic Collisions	4	*Road Traffic Collisions*	4 (100%)
Co-responders	1	*Co-responders*	NA

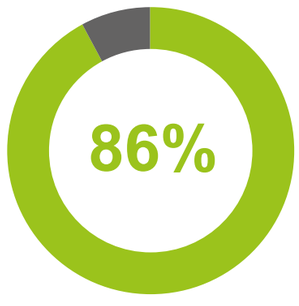
Availability of first fire engine **81%**



Buckfastleigh Fire Station

All incidents on Buckfastleigh Station Ground		*Number of those incidents attended by Buckfastleigh Station*	
All incidents excluding co-responder	73	*All incidents excluding co-responder*	40 (55%)
All Fires	19	*All Fires*	9 (47%)
Dwelling Fires	2	*Dwelling Fires*	1 (50%)
Road Traffic Collisions	9	*Road Traffic Collisions*	7 (78%)
Co-responders	14	*Co-responders*	NA

Availability of first fire engine **86%**



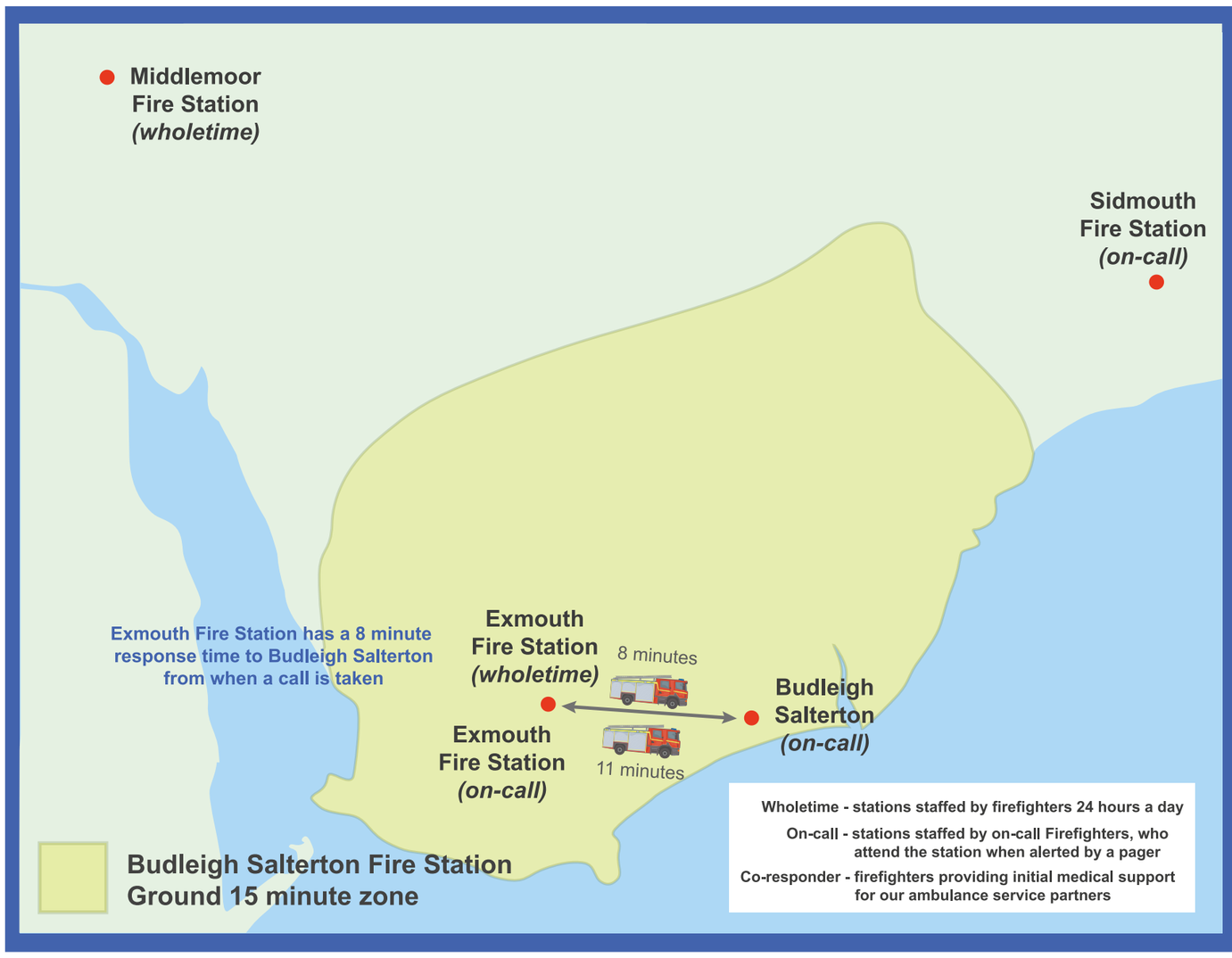
DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together

Budleigh Salterton Fire Station

Budleigh Salterton is an on-call station with one fire engine that serves nearly 4,000 households. Budleigh Salterton is very close to Exmouth fire station meaning the area that it covers as a first response is limited to Budleigh Salterton itself.

Budleigh Salterton is a low activity station. Over the past five years Budleigh Salterton's fire engine has attended an average of 2.9 incidents per month, of which over 50% (92 of 174) were outside their own station area. On average there are 7.4 primary fires and 3.4 RTCs per year on Budleigh Salterton station ground. Therefore Budleigh Salterton is profiled as low risk.



	Distance from Budleigh Salterton
Exmouth Fire Station	2.2 miles
Sidmouth Fire Station	8.6 miles
Ottery St Mary Fire Station	10.3 miles
Middlemoor Fire Station	10.3 miles

The above times are indicative and may be affected by various factors

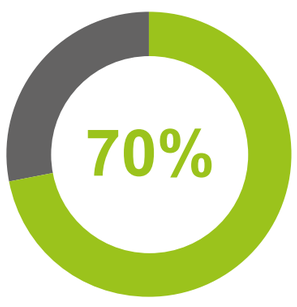
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Budleigh Salterton Fire Station

All incidents on Budleigh Salterton Station Ground		*Number of those incidents attended by Budleigh Salterton Station*	
All incidents excluding co-responder	49	*All incidents excluding co-responder*	15 (31%)
All Fires	11	*All Fires*	3 (27%)
Dwelling Fires	4	*Dwelling Fires*	2 (50%)
Road Traffic Collisions	3	*Road Traffic Collisions*	1 (33%)
Co-responders	0	*Co-responders*	NA

Availability of first fire engine **70%**



Exmouth Fire Station

All incidents on Exmouth Station Ground		*Number of those incidents attended by Exmouth Station*	
All incidents excluding co-responder	313	*All incidents excluding co-responder*	295 (94%)
All Fires	84	*All Fires*	80 (95%)
Dwelling Fires	23	*Dwelling Fires*	23 (100%)
Road Traffic Collisions	16	*Road Traffic Collisions*	16 (100%)
Co-responders	0	*Co-responders*	NA

Availability of first fire engine **100%**

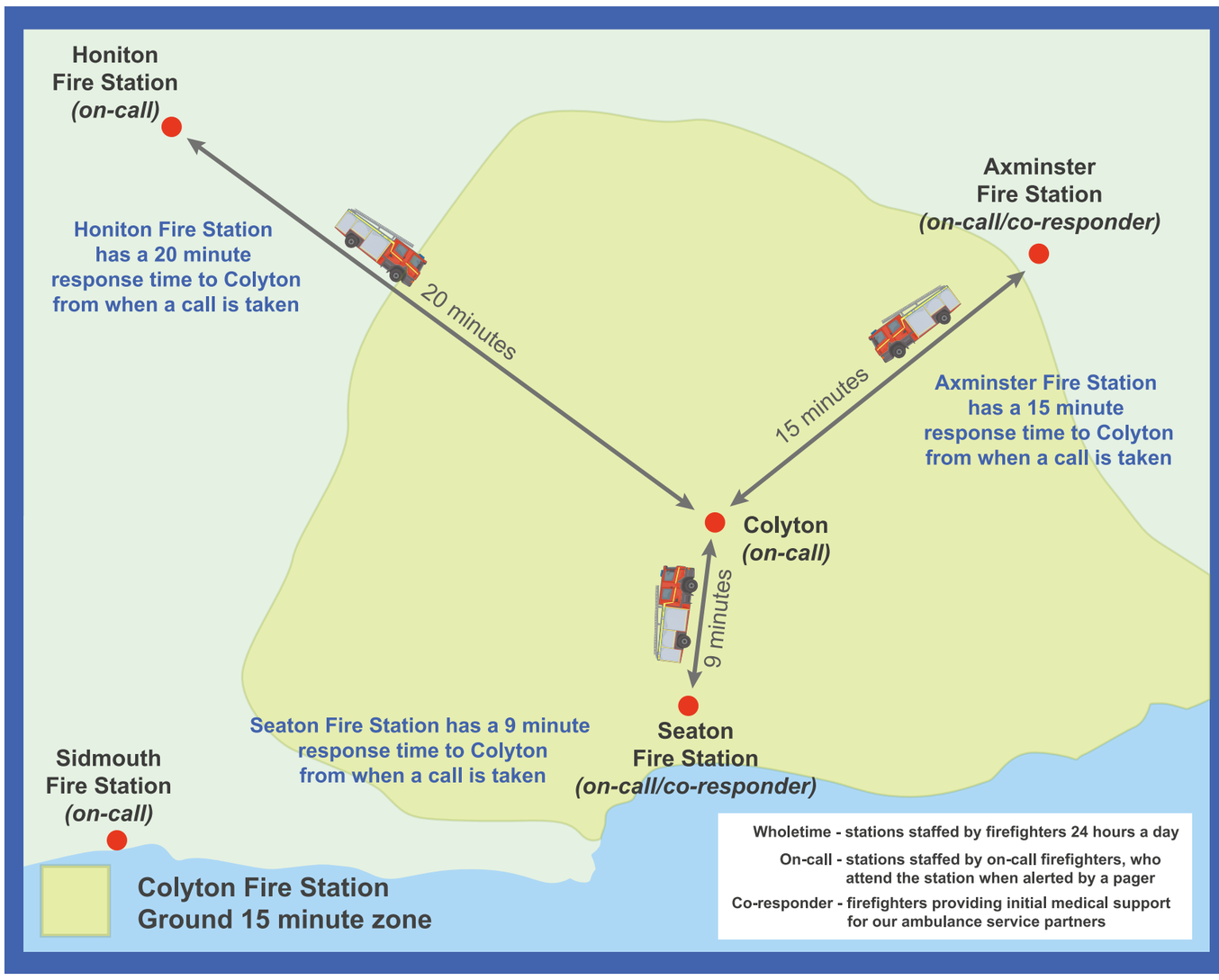
DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together

Colyton Fire Station

Colyton is an on-call station with one fire engine that covers the small town of Colyton and the surrounding area north of the A3052 road and serves 4,600 people in just under 2,500 households. Almost 40% of the population is aged 65 and over.

Over the past five years Colyton has attended an average of 5.8 incidents per month, of which 64% (224 of 350) were outside their station area. On average there are 6.0 primary fires and 5.4 RTCs on the station area per year. Therefore Colyton is profiled as a low risk area.



	Distance from Colyton
Seaton Fire Station	2.3 miles
Axminster Fire Station	6.1 miles
Honiton Fire Station	9.2 miles
Sidmouth Fire Station	9.5 miles

The above times are indicative and may be affected by various factors

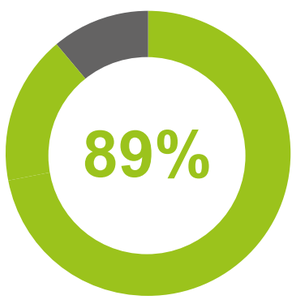
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Colyton Fire Station

All incidents on Colyton Station Ground		*Number of those incidents attended by Colyton Station*	
All incidents excluding co-responder	34	*All incidents excluding co-responder*	24 (71%)
All Fires	11	*All Fires*	8 (73%)
Dwelling Fires	2	*Dwelling Fires*	2 (100%)
Road Traffic Collisions	2	*Road Traffic Collisions*	1 (50%)
Co-responders	87	*Co-responders*	NA

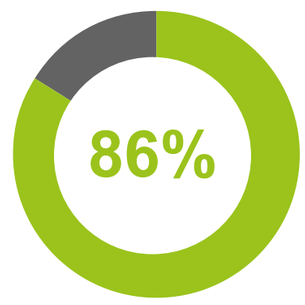
Availability of first fire engine **89%**



Seaton Fire Station

All incidents on Seaton Station Ground		*Number of those incidents attended by Seaton Station*	
All incidents excluding co-responder	63	*All incidents excluding co-responder*	45 (71%)
All Fires	22	*All Fires*	14 (64%)
Dwelling Fires	6	*Dwelling Fires*	3 (50%)
Road Traffic Collisions	3	*Road Traffic Collisions*	3 (100%)
Co-responders	287	*Co-responders*	285

Availability of first fire engine **86%**



DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together

Kingston Fire Station

Kingston fire station is one of only two in Devon and Somerset crewed by volunteers (the other is Lundy) it covers the village of Kingston and the surrounding area and a population of just 585.

Over the past five years has been an average of 9.0 incidents in the station area per year, of which 1.0 are primary fires and 1.2 are RTCs. Therefore Kingston is profiled as a low risk area.

	Distance from Kingston
Modbury Fire Station	3.67 miles
Ivybridge Fire Station	7.2 miles
Kingsbridge Fire Station	7.7 miles
Plympton Fire Station	10.66 miles

The above times are indicative and may be affected by various factors

Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Kingston Fire Station

All incidents on Kingston Station Ground		*Number of those incidents attended by Kingston Station*	
All incidents excluding co-responder	12	*All incidents excluding co-responder*	4 (33%)
All Fires	8	*All Fires*	3 (38%)
Dwelling Fires	1	*Dwelling Fires*	1 (100%)
Road Traffic Collisions	0	*Road Traffic Collisions*	0 (0%)
Co-responders	1	*Co-responders*	NA

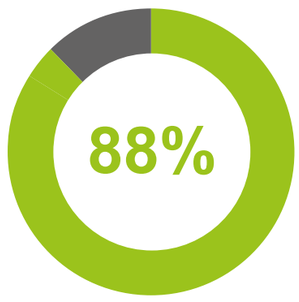
Volunteers

No guaranteed availability

Modbury Fire Station

All incidents on Modbury Station Ground		*Number of those incidents attended by Modbury Station*	
All incidents excluding co-responder	26	*All incidents excluding co-responder*	18 (69%)
All Fires	13	*All Fires*	9 (69%)
Dwelling Fires	1	*Dwelling Fires*	1 (100%)
Road Traffic Collisions	0	*Road Traffic Collisions*	0 (0%)
Co-responders	4	*Co-responders*	NA

Availability of first fire engine **88%**

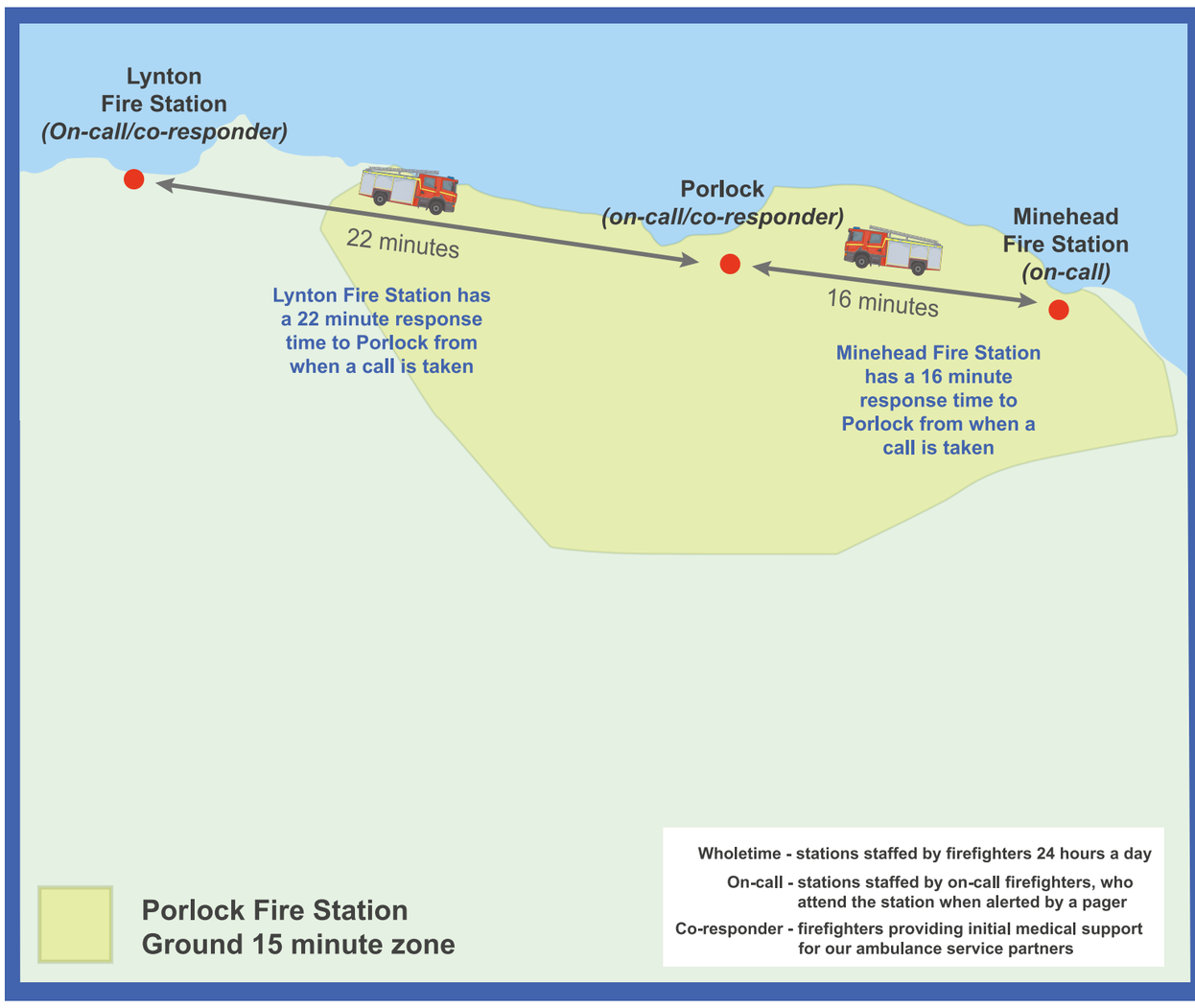


DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together

Porlock Fire Station

Porlock is an on-call and co-responder station with one fire engine serving approximately 1,100 households at the eastern end of Exmoor. The relative isolation of Porlock is a challenge, although Minehead is within 10 minutes' drive of the station and 92% of the population live within 5 minutes of the fire station (i.e. in and around Porlock itself).



	Distance from Porlock
Minehead Fire Station	6.2 miles
Lynton Fire Station	12.2 miles
Williton Fire Station	14.1 miles
Dulverton Fire Station	16.3 miles

The above times are indicative and may be affected by various factors

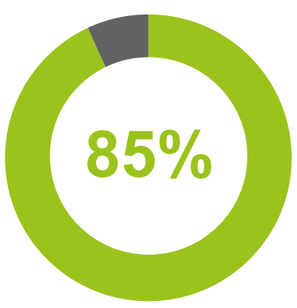
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Porlock Fire Station

All incidents on Porlock Station Ground		*Number of those incidents attended by Porlock Station*	
All incidents excluding co-responder	41	*All incidents excluding co-responder*	33 (80%)
All Fires	6	*All Fires*	6 (100%)
Dwelling Fires	1	*Dwelling Fires*	1 (100%)
Road Traffic Collisions	4	*Road Traffic Collisions*	3 (75%)
Co-responders	12	*Co-responders*	8 (66%)

Availability of first fire engine **85%**



Minehead Fire Station

All incidents on Minehead Station Ground		*Number of those incidents attended by Minehead Station*	
All incidents excluding co-responder	144	*All incidents excluding co-responder*	137 (95%)
All Fires	47	*All Fires*	47 (100%)
Dwelling Fires	14	*Dwelling Fires*	14 (100%)
Road Traffic Collisions	8	*Road Traffic Collisions*	8 (100%)
Co-responders	101	*Co-responders*	NA

Availability of first fire engine **100%**

DEVON & SOMERSET FIRE & RESCUE SERVICE

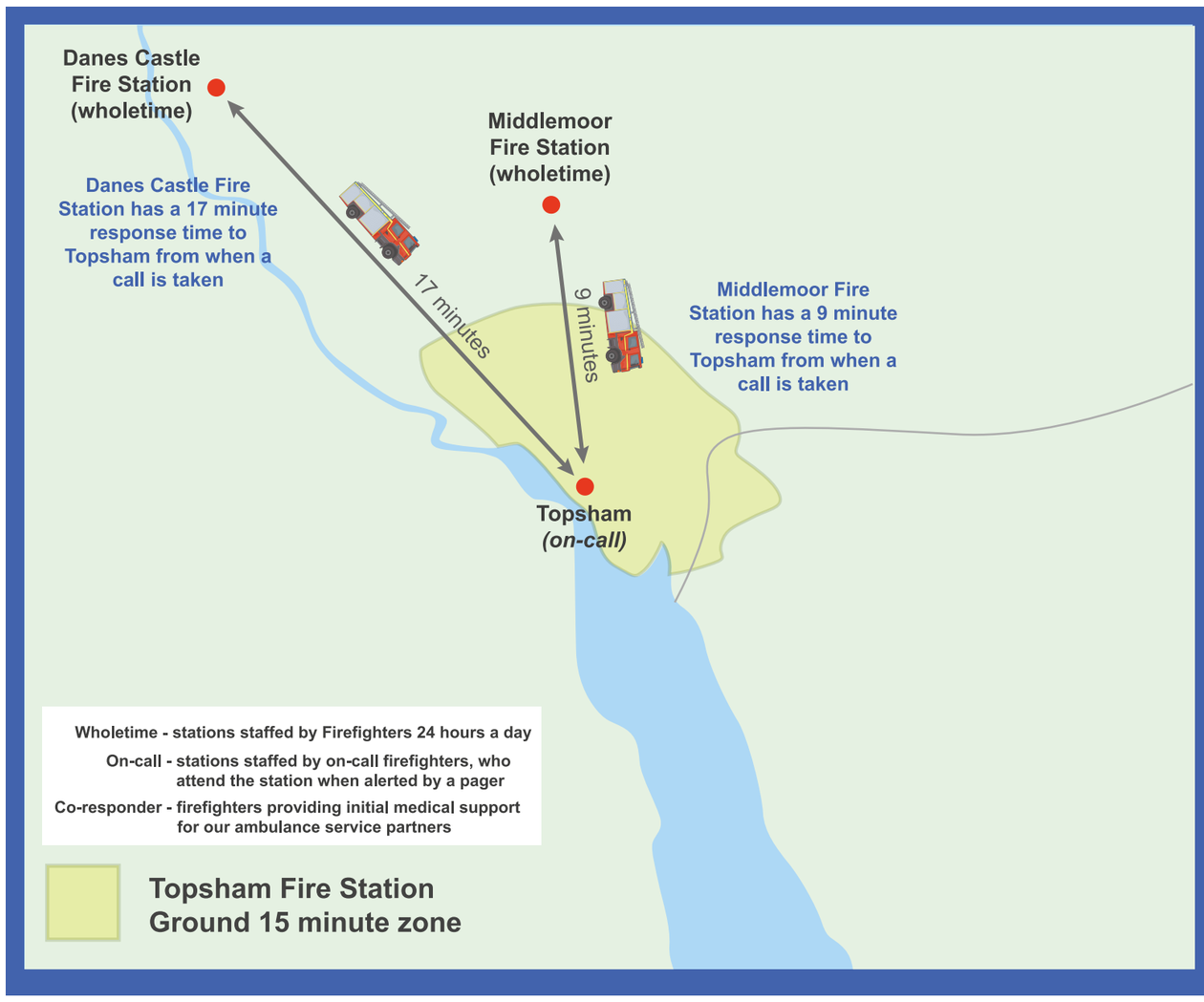
Safer Together

Topsham Fire Station

Topsham is an on-call station with two fire engines and has the smallest station area in the service covering just 4.25Km2. The station's area is surrounded by Middlemoor fire station which opened in 2009.

Over the past five years less than 18% (79 of 445) of incidents attended by Topsham's fire engines were on its own station ground, just over 65% (291 of 445) of the incidents attended by the station were in Exeter (Danes Castle and Middlemoor station grounds). 40% (40 of 101) of incidents attended on Topsham station ground were false alarms.

The level of activity, size of station area and proximity to wholetime resources mean that the station has been profiled as low risk.



	Distance from Topsham
Middlemoor Fire Station	3 miles
Danes Castle Fire Station	5 miles
Exmouth Fire Station	7.6 miles
Ottery Fire Station	12.6 miles

The above times are indicative and may be affected by various factors

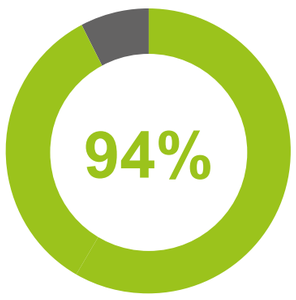
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Topsham Fire Station

All incidents on Topsham Station Ground		*Number of those incidents attended by Topsham Station*	
All incidents excluding co-responder	20	*All incidents excluding co-responder*	18 (90%)
All Fires	5	*All Fires*	5 (100%)
Dwelling Fires	2	*Dwelling Fires*	2 (100%)
Road Traffic Collisions	0	*Road Traffic Collisions*	0
Co-responders	0	*Co-responders*	NA

Availability of first fire engine **94%**



Middlemoor Fire Station

All incidents on Middlemoor Station Ground		*Number of those incidents attended by Middlemoor Station*	
All incidents excluding co-responder	621	*All incidents excluding co-responder*	491 (79%)
All Fires	166	*All Fires*	140 (84%)
Dwelling Fires	38	*Dwelling Fires*	34 (89%)
Road Traffic Collisions	53	*Road Traffic Collisions*	36 (68%)
Co-responders	1	*Co-responders*	NA

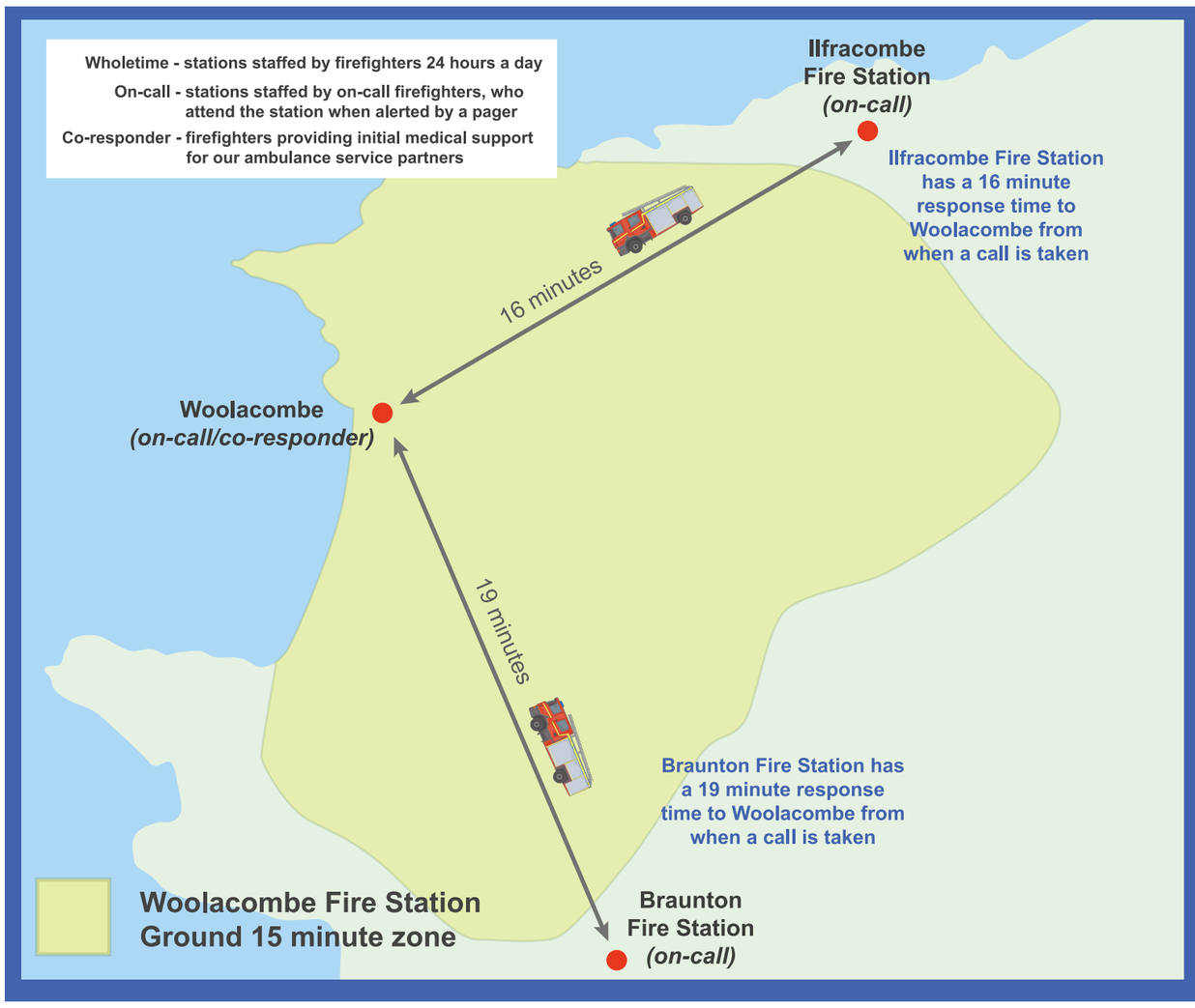
Availability of first fire engine **100%**

DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together

Woolacombe Fire Station

Woolacombe is an On-call station with one fire engine serving just over 1,100 households, in the summer the population increases significantly with an influx of tourists. The station area covers Woolacombe and Morethoe but does not reach that far inland with Mullacott Cross covered by Ilfracombe and Georgeham by Braunton. Woolacombe is within 10 minutes' drive of Braunton and Ilfracombe with Barnstaple and Combe Martin within 20 minutes.



	Distance from Woolacombe
Braunton Fire Station	5.1 miles
Ilfracombe Fire Station	6 miles
Combe Martin Fire Station	10 miles
Barnstaple Fire Station	12.4 miles

The above times are indicative and may be affected by various factors

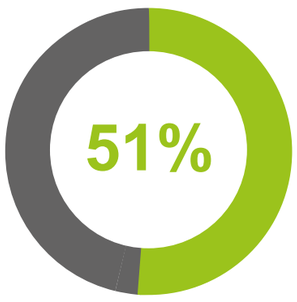
Stats 2018

This data relates to attendances made by fire engines from the stations at incidents in 2018

Woolacombe Fire Station

All incidents on Woolacombe Station Ground		Number of those incidents attended by Woolacombe Station	
All incidents excluding co-responder	21	All incidents excluding co-responder	8 (38%)
All Fires	8	All Fires	2 (25%)
Dwelling Fires	1	Dwelling Fires	0 (0%)
Road Traffic Collisions	0	Road Traffic Collisions	0 (0%)
Co-responders	7	Co-responders	7 (100%)

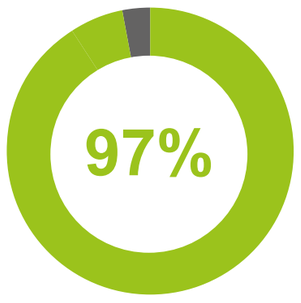
Availability of first fire engine **51%**



Ilfracombe Fire Station

All incidents on Ilfracombe Station Ground		Number of those incidents attended by Ilfracombe Station	
All incidents excluding co-responder	145	All incidents excluding co-responder	135 (93%)
All Fires	33	All Fires	31 (94%)
Dwelling Fires	9	Dwelling Fires	8 (89%)
Road Traffic Collisions	8	Road Traffic Collisions	5 (63%)
Co-responders	11	Co-responders	NA

Availability of first fire engine **97%**



DEVON & SOMERSET FIRE & RESCUE SERVICE

How we analyse and model risk

Why do we analyse risk?

Analysing risk helps support decision making. Our strategic analysis team closely examines lots of data and information, transforming it into intelligence. We then use this to evaluate different options.

Where does the data come from?

- Our own incident data – what we've attended/not attended, what we've sent to incidents, what happened
- Our own crewing availability data
- Experian Mosaic - a dataset of types of households and where they are
- NHS England (GP registrations) - data about the location of older people
- Businesses Data – Experian Mosaic data about types and location of businesses along with likelihood of fire
- Office for National Statistics - information about people, ages, as well as population projection estimates
- Partner organisations, such as police, health, local authorities.
- English Heritage – data about listed buildings and thatched buildings
- Department for Transport – road network and road safety RTC database
- Ordnance Survey - mapping

How we assess risk

When we assess risk, we look at a small geographical area - census output areas. This might be a residential street in Yeovil, a few cul-de-sacs in Wellington, half of uninhabited Dartmoor, or even a single large tower block in Plymouth. If we looked at anything more detailed, such as individual dwellings or premises, it would not give a much better indication of risk, as well as becoming extremely complex to analyse. Sometimes we may also look at risk within our whole Service area.

What formula do we use to assess risk?

We use human, (local knowledge or subject matter expert, or professional judgement) as well as analytical methods for assessing risk.

We look at both likelihood and severity of a risk, rather than just those elements on their own. This is because there may be incident types that are very rare, but that could have a significant impact. For example, the Grenfell Tower fire.

We also use subject matter experts

We have many experts in risk at Devon and Somerset Fire and Rescue Service. When we analyse risk we always take account of local knowledge and the professional judgement of subject matter experts as part of the validation of our models. For example, a particular building may have specific risks attached, (perhaps Exeter Cathedral, tower blocks in Plymouth, or Hinkley Point), and therefore we may regularly inspect it.

What does 'risk modelling' mean?

A model is a way of taking data and measurements from the real world and simulating what happens when we fiddle around with them.

For example, we can model what might happen if we took a fire engine away, or if we moved a station from 'wholetime crewing' to 'on-call', or if we closed a station. Our model tells us what impact those changes would have on the likelihood of fatal incidents in those areas.

On a computer you can run simulations thousands of times, each with very subtle changes to see what happens.

Our response modelling tool
With the information we have available about our crews, appliances and stations, we can then look at estimated travel times for appliances to locations across Devon and Somerset. This is our response model.

Our response modelling tool can be used to assess how changes in response arrangements - such as crewing patterns - would affect the expected life risk from dwelling fires and RTCs which means we can compare different scenarios and the current situation.

Other methods we use to help our response planning

We also create maps showing where different resources can respond to aid our response planning. This is usually shown on a map as 'isochrones' which highlight where an asset (vehicle) can drive to in a certain amount of time. This helps us choose the best locations for assets including special appliances, as well as helping us to see how well covered certain locations are.

How we created our response modelling tool
This tool was developed from the Fire Services Emergency Cover Toolkit (FSEC) which itself was developed following national research. The model we use was originally developed by Greenstreet Berman, one of the UK's leading independent human factors and safety culture consultancies.

How we check the model works

We need to ensure that the model works, so we use a combination of the professional judgement of officers as well as looking at past incident data mapped against a theoretical future incident. We can then tweak the model to reflect that input and see how that affects the outputs.

DEVON & SOMERSET FIRE & RESCUE SERVICE

Safer Together - frequently asked questions

Why might you need to close stations?

Most of our fire stations were built at least 50 years ago and are based on historical locations of where people lived at the time. If we were to start from scratch and rebuild our fire service with new fire stations and duty systems to meet today's needs, it would undoubtedly look a lot different.

Some areas are really busy, whilst others have seen a very big reduction in incidents. Fifty six (including Lundy) of our fire station areas on average have fewer than 10 dwelling fires a year.*

107 of our fire appliances (more commonly known as fire engines) are crewed by On-call Firefighters who are not located at the fire station. They are required to remain within five minutes of the station and when there is an emergency they will go to the fire station to get changed and pick up the fire engine before proceeding. This is usually with a minimum of four firefighters. Our On-call firefighters do their very best to be available to respond to emergencies, however as we currently require four people to be available and this is not their full time employment it means that sometimes there are not enough people available for the fire engine to be used. This means that sometimes, although there is a fire station in your local area, it is not available for emergencies, therefore, the emergency will be attended by crew from a nearby station.

The geography of our area has changed and continues to change. With large new housing estates in areas such as Cranbrook near Exeter, Sherford in Plymouth and Taunton Garden Town bringing large population increases and changes, we need to respond to these changing risks.

Along with shifts in population, there have been huge changes in our road networks. In some areas we have challenges navigating our fire engines through narrow or congested streets and busy traffic to reach emergencies, whilst in other areas, the new road networks actually help us to reach locations faster than before. This means we need to consider where fire stations are located and whether in fact we can reach areas more quickly by relocating firefighters to different locations.

We need to match the resources (firefighters, equipment and fire engines) we have available to the risks. At the moment, due to historic reasons we may have two fire stations located in two very similar small towns with similar risks, but who offer a very different service, through different crewing models and fire engines. For example, in one town we may have a wholetime crew with one fire engine, and in another similar sized town there may be on-call crews with two fire engines. We need to even this out so we can provide similar resources in similar areas.

We also need to make significant financial savings – our buildings, fleet and equipment all cost a considerable amount of money to maintain. Through our extensive analysis around current and future risk, we know that we may not need or be able to afford all of our historic buildings and vehicles.

*Data is a 5 year average taken from April 14 to March 19 inclusive.

What do the current crewing arrangements mean?

Wholetime – a station which has firefighters employed to work from a station 24/7. This will be made up of a number of firefighters who work in teams called a 'watch'. There are two watches over a 24 hour period – a day watch and a night watch.

On-call (sometimes referred to as 'retained') - on-call is when firefighters are not employed all the time at their station, but they need to be within five minutes of their fire station during the times when they are on-call. They may live, or work (in other jobs), near the fire station and 'turn out' to the fire station when they get a call. Even though On-call Firefighters are not employed as firefighters full time, they are still fully qualified firefighters, just the same as other crew members.

Day-crewed – this is when stations are staffed by Wholetime Firefighters during the daytime only, (e.g. 9am until 6pm), and crewed by on-call staff at night.

Why are you changing shift patterns for firefighters?

Our wholetime duty system was introduced more than 40 years ago,(in 1977) and hasn't changed since, our on-call model has also been the same model for decades.

Everything else has changed: from the uniforms we wear and the incidents we attend, to the technology and vehicles that we use. We do a great job recruiting on-call staff, but keeping hold of these colleagues is a challenge with more than 100 leaving each year. With the requirements for on-call staff to live and work within five minutes of a station it's not surprising these staff find it difficult to work for us, often alongside their other jobs, and balance this with their lives outside of work.

We want to offer more flexible working to give more opportunities for employment to a wider group of potential applicants whilst retaining our current highly trained staff. We also need to make significant financial savings and by using flexible models we can employ less staff but still ensure we have the same amount of firefighters at an incident.

Why do you need to remove fire engines from my local area?

Fires and incidents have dramatically reduced, particularly in the last decade. Our fire appliance locations are historical and based on requirements for fire cover designed soon after the Second World War. We have spent a lot of time analysing data and modelling future risk in different areas across the two counties. We have found that 27 pumps attend fewer than one incident per week*. There are also other examples where we regularly do not have fire engines available to attend incidents because our on-call staff aren't always available in every area. This is why we need to change to ensure we have the right engines and crew in the right places.

*Data is a 5 year average taken from April 14 to March 19 inclusive.

How have you assessed the risks in each area?

We have been collecting and analysing data for many years and have used this to model current and future risk. We know there are certain factors that make people at greater risk of a fatal fire. For example, people aged over 85, those with mental health issues, drug and alcohol problems, people who smoke, living alone, limited mobility and poor housekeeping are all factors that increase the risk of fatal fire. We have also assessed the size and demographics of each community, the mix of property types in each area, as well as the road networks and the risks that they bring.

What things are you putting in place to support communities to stay safe following a station closure?

Stations that are under threat of closure are in close proximity to another neighbouring fire station, and by calling 999 you will still have an immediate response from a local fire crew.

We are already carrying out a great deal of prevention work with individuals and within communities. We will be able to increase this support of at-risk groups and individuals to ensure our communities are as safe as possible. You are always able to access home fire safety advice over the phone from our community safety team, and if you (or a loved one) are a higher risk we will come and visit your home to carry out a full fire safety check.

In any area where we make changes we will make sure we send in our specialist prevention teams to work with the local community to help them reduce the risk of an incident occurring. In the meantime, if you need any advice in making your home or business safer call free now on 0800 05 02 999 or visit our website www.dsfire.gov.uk

Why is there a consultation? Will you actually listen to my opinions?

We are committed to involving our communities in designing our services and want to hear what everyone has to say. This means we are consulting our partners, stakeholders and communities to ask what they think about our proposed service options. We want to understand what is important to people and how they feel they may be impacted by any proposed changes to their fire service. All consultation responses on the proposed service

options will be considered and incorporated into a consultation findings report which will be presented to the Fire Authority for their final decision in the autumn (2019). If you don't take part, your opinion won't be heard.

Why haven't you decided on one option?

We have been working on a number of proposed service options and in June the Fire Authority will decide which options will be included in the public consultation process. If we only consulted on one option, we would not be conducting a meaningful and transparent consultation process.

How have you arrived at these options?

We use a variety of different methods and information sources going back several years, to help us understand the risks facing the communities of Devon and Somerset. By understanding where the risks are, we can develop our response model to best meet that risk. This isn't necessarily where our firefighters and fire engines are located now, so this is why we need to change. In addition, we have carried out extensive staff engagement activities, involving over 500 operational firefighters, managers and support staff who helped us to design and have subsequently been given the opportunity to comment on these options.

What is the Fire Authority and what is their role?

The Devon & Somerset Fire & Rescue Authority is an independent body made up of 26 Councillors (we call them Members) appointed by Devon and Somerset County Councils, Plymouth City Council and Torbay Council. The Authority is responsible for ensuring we carry out our statutory duties to protect the public. This means that the fire and rescue service is answerable for its actions and performance to the public. You can find out more about the Fire Authority here http://dsmodern/mgMemberIndex.aspx?bcr=1

Why is my local station closing and not others?

No decisions have been made yet – we are purely providing recommendations for feedback as part of the consultation. If your local station has been recommended for closure, it is likely to be because it is in an area of low-risk or is located close to an alternative station and we will be able to reach you from other locations.

What will happen to firefighters from stations that are recommended for closure?

We will always look to provide alternative employment for our firefighters and those from stations recommended for closure will have the opportunity to relocate. If this does not suit their circumstances then we will offer alternatives of re-training or redundancy.

What is the process around the consultation?

There is a 12 week period of public consultation (3 July – 22 September 2019) during which we will be holding informal 'drop in' events across Devon and Somerset. We would welcome you to attend these. There, you will be able to find out more about the proposed changes and ask questions. You'll be able to take part in the consultation either through completing a paper form, or by taking our online survey.

Once all the consultation responses have been gathered, these will then be analysed and a report will then be presented to the Fire Authority who will make the final decision on what will happen.

When will all these changes happen?

We will begin to implement these changes from 2020 onwards.

I have been reading through the supporting evidence and note that Colyton Station has apparently attended 107.8 co-responder calls. Please could you explain how this is possible considering they are not a co-responder station?

The data shows the number of co-responder calls in Colyton's area but the attendances would have been from the nearest available co-responder station which in this case is Seaton.

DEVON & SOMERSET FIRE & RESCUE SERVICE

Terminology to help you understand the options

Vehicles

Medium Rescue Pump (MRP) – a traditional fire engine with a ladder, water tank and equipment to deal with a variety of incidents.

Light Rescue Pump (LRP) – a smaller fire engine that carries most of the equipment of a MRP but easier to drive down narrow lanes.

Rapid Intervention Vehicle (RIV) – smaller vehicle that carries the latest firefighting technology to replace some of the lesser- used equipment carried on an MRP and LRP.

Pump 2 / Pump 3 – refers to the second or third fire engine based at a station.

Staff

Co-responders – refers to our partnership with South Western Ambulance Service NHS Foundation Trust, where firefighters also respond to life-threatening medical emergencies. The scheme operates from 20 fire stations.

Crewing – refers to the firefighters who crew the fire engines / vehicles.

Day crewing – crewing a station with Wholetime Firefighters during the day.

Night crewing – crewing a station with On-call Firefighters during the night (6pm - 8am).

On-call firefighters (sometimes called retained) – fully trained and qualified firefighters who also work in other employment and respond to an emergency call when alerted by a pager.

Wholetime firefighter – a firefighter that is employed full-time.

Statutory duties

The Fire and Rescue Services Act 2004 sets out the responsibilities of Fire and Rescue Authorities, which include:

- extinguishing fires in their area
- protecting life and property in the event of fires in their area
- rescuing and protecting people in the event of a road traffic collision (RTC), and
- rescuing and protecting people in the event of other emergencies.

Dwelling fire – a fire in a domestic property such as a house, flat, apartment etc.

Financial

Capital Savings – refers to anything that costs more than £5,000 and will last more than one year, such as land, buildings and vehicles.

Revenue Savings – refers to our day to day expenses such as salaries, heat, light and fuel.

Miscellaneous

Roving appliances – a fire engine crewed by day duty firefighters in an area where our risk modelling tells us there is a likelihood of needing to respond to an incident.

Wholetime station – a station that provides cover 24 hours a day.

Home Fire Safety Visit – identifies any potential fire or safety risks within the home, advises the householder what to do in order to reduce or prevent these risks, helps them put together an escape plan in case a fire does

break out and ensure the householder has working smoke alarms. This can include the installation of a smoke alarm(s).

Business Fire Safety Check – a simple check to see if the premises and its occupants are reasonably safe from fire.

Within the information which we have provided, we have given different numbers to try to provide some context. These numbers are labelled throughout the documents, however, below is a further explanation on what some of these terms mean.

Incidents in a station area
We are able to define areas around each fire station, taking into consideration road networks and other factors, showing that if an incident were to happen within this area, then crews from this station would typically be the fastest to attend.
This is based on the assumption that the station has available crews at the time who can deal with that incident. There are no real physical boundaries around these spaces, they are arbitrary areas. We refer to these as "station areas" for the respective stations.

If an incident happens within a station area, and for any reason that station did not have crews who could attend, then the next fastest available crews would attend, from wherever their station is. Incidents within a station area, are the numbers of incidents that happen within this geographical area, regardless of which station the crews who attend, come from.

Incidents attended by crews from a station within their station area
Where this figure is used this is a count of the number of incidents that were attended by crews from a station, within their own station area (as described above) only.

Incidents attended by crews from a station regardless of station area
Where this figure is used, this is to take into consideration incidents attended by crews from a station, regardless of where that incident took place. This includes instances when crews from a station attend an incident in another station area.

Incidents attended by fire engine
Where this figure is used, this is a count of incidents where a fire engine attended. We do not always attend incidents with a fire engine (e.g. if we are attending in a medical co-responding capacity).

Safer Together - Service Delivery Public Consultation

Due to the delay in starting the consultation, we have extended the closing date so the public consultation will run from 3 July 2019 until 22 September 2019. Two more public 'drop-in' events have also been added, for Exmouth and Paignton.

To take part click here.

Why we are changing now

Devon & Somerset Fire & Rescue Service was originally designed over 50 years ago. Since then, the make-up of our communities and the way in which people live their lives has changed significantly. The majority of our existing 85 fire stations have been in place for well over 30 years and the firefighter duty systems have not changed since the 1970s.

If we were to start from scratch and rebuild our fire service with new fire stations and duty systems to meet today's needs, it would undoubtedly look a lot different.

In future we need to make sure we can prioritise and increase our capacity to deliver targeted prevention and protection activities in our communities, focusing on the known risks in each area.

We must change to make sure we are providing the best possible response to match the modern risks of today. We need increased availability to ensure we can give the right response, at the right time, whilst making the most efficient use of resources.

We also need to make significant financial savings. The funding we receive is changing, with anticipated reduced grant funding from Central Government. Alongside this, costs are increasing, so we will need to meet a potentially significant revenue shortfall to enable the Service provision to continue.

Challenges around availability and demand for our fire and rescue service

Whilst we currently provide a sufficiently high level of service, there are aspects that are no longer matching risk. We have too many fire engines and staff in areas where risks are low and therefore demand has fallen, and in other areas where the risk has increased, we do not have enough resources.

Due to the changing nature of employment within our communities over the years, we cannot recruit and retain sufficient On-call Firefighters to crew all of our existing fire engines as less people now work in the communities in which they live. Of those that do, many cannot afford (or cannot be released by their employers) to leave their jobs when their pager activates to attend emergency incidents for us. Our current requirement is for on-call staff to live and work within five minutes of a fire station. This may mean that even if a fire engine is at a fire station, there may not be enough firefighters available to crew it.

We have talked about shifts in the population of Devon and Somerset, but along with these new housing developments, there have been huge changes in our road networks. In some areas we have challenges navigating through busy traffic to reach emergencies, whilst in other areas, the new road networks help us to reach locations faster than before.

We need to change our staffing arrangements to make sure we have sufficient availability, and reconsider the location of fire stations to match resource to risk.

We are working with our staff to ensure they are fully involved with the consultation process and have all the support they need.

You can read more about why we need to change here.

Options for change

Six options for changing the way we operate our fire service were presented to the Devon and Somerset Fire and Rescue Authority for consideration at a meeting on 28 June (details here). At the meeting the Fire Authority recommended that the Service proceed with the public consultation on the six options. In addition they also put forward a number of recommendations to be considered as part of the consultation process. The options are summarised below.

Option 1 - Station closures at Appledore, Ashburton, Budleigh Salterton, Colyton, Kingston, Porlock, Topsham, Woolacombe)

Option 2 - Station closures listed in option 1, plus removal of third fire engines at Bridgwater, Taunton, Torquay and Yeovil

Option 3 - Option 2, plus removal of second fire engines at Crediton, Lynton, Martock and Totnes

Option 4 - Option 3, plus change of status to day crewing at Barnstaple, Exmouth and Paignton

Option 5 - Option 4, plus change of status of second fire engine to on-call at night only at Brixham, Chard, Dartmouth, Frome, Honiton, Ilfracombe, Okehampton, Sidmouth, Tavistock, Teignmouth, Tiverton, Wellington, Wells and Williton

Option 6 - Option 5, plus the introduction of day crewed roving fire engines for targeted response and additional prevention work

Option 7 - Mix and match option, the opportunity to include any combination of the elements used in the other options. Please see the consultation document for further details.