

County Durham and Darlington Fire and Rescue Authority



Integrated Risk Management Plan

Consultation
2012—2013



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County Durham and Darlington Fire Authority's vision is;

Safest People, Safest Places

To help us pursue our vision we have three aims;

Protecting and preventing,

Developing motivated people,

Value through improvement.



Foreword

We are pleased to introduce the Fire Authority's Integrated Risk Management Planning consultation document (IRMP) which outlines our proposals for improvement for 2012/13. Integrated risk management planning provides the Fire Authority with the flexibility to utilise its resources most appropriately to manage risks to life and property specific to local areas through a balanced approach of community fire safety and emergency response.

Our integrated risk management approach is making a difference. Our service delivery performance is improving, we are reducing risk and making our communities safer. The plans set out in this consultation seek to ensure that we continue to be efficient and cost effective and meet the needs and expectations of our communities. However we are facing our most significant financial challenge and need to work differently if we are to maintain our performance levels.

The Authority has received a reduction in Government grant of almost 12% over the two year period 2011/12 and 2012/13. We are planning for further grant reductions in 2013/14 and 2014/15. Over a four year period our plans are based on grant reductions of 25%. This is a significant reduction and we must work differently if we are to maintain our performance.

The Fire Authority has introduced a Service Transformation Programme to identify savings, focus its vision of *Safest People, Safest Places* and remove bureaucracy. This will ensure the Service is lean, fit for purpose and be in a position to respond to the reduction in funding. It is vital CDDFRS carries out a review of all activities to identify how we can change the way in which we deliver our services. We need to make savings whilst still focusing on our performance in preventing, protecting and responding to the needs of the people of County Durham and Darlington.

We are keen to hear your views on our proposals. Please take a little time to complete the questionnaire at the back of this booklet and send to the address provided or visit our website for more information on getting your voice heard.



Councillor Gordon Tennant
Chairman
County Durham and Darlington
Fire and Rescue Authority



Susan Johnson
Chief Executive
County Durham and
Darlington Fire and Rescue
Service



Challenges Facing The Authority

Financial

The Fire Authority has received one of the highest levels of grant reduction in the country for financial years 2011/12 and 2012/13. No details of grant settlement have been received beyond this, however we are anticipating significant further reductions in central government grant funding, potentially more than 25% by 2015. We have established an approach to reducing our costs through our Service Transformation Programme. This programme provides a basis for improvement in performance, changes the way we do things, identifies efficiencies and reduces our costs to take account of our reduction in grant.



Our plans to save money are progressing with many savings required for 2011 and 2012 already achieved. The uncertainty over the amount of savings that will need to be made in 2013/14 and 2014/15 means that CDDFRS needs to identify further savings options for consideration to balance future budgets and maintain existing standards where it is possible to do so.

How we manage risk

The impact of the reduction in budget may require us to look at how we deal with risk. Any reduction in front line service delivery may have the adverse effect of increasing risk to the community, as well as to firefighters if not managed correctly.

The Fire Authority will look to make savings without affecting the emergency service you currently receive. CDDFRS will seek to introduce new ways of working to provide services more efficiently whilst seeking to ensure risks in local communities do not increase. This will be done by carrying out more fire prevention work, more risk identification work and more operational training to ensure CDDFRS continues to maintain and improve its performance and achieve its vision.

We look at how we respond to risk on a regular basis to ensure we take account of any changes to the risk and subsequent impact on the local community.

We will consider our response standards in light of changing risk and reduced resources on a regular basis. We will consult on any proposed changes to our response standards.



Challenges Facing The Authority

Developing the Organisation

The significant changes to public services and the reduction in available funding means that we need to be an organisation that is lean and efficient now and in the future. To do this, we need to continually review how we work as a fire and rescue service.

Developing the organisation will be extremely challenging when resources are reducing and will require effective management if we are to ensure the performance improvements we have made in recent years are to be sustained.

We will need to change how the organisation is structured to deliver services and how we provide our services to local communities. This will mean that we challenge traditional ways of doing things, consider how technology can help us to work smarter and ensure people have the skills to help us to change the way we work.



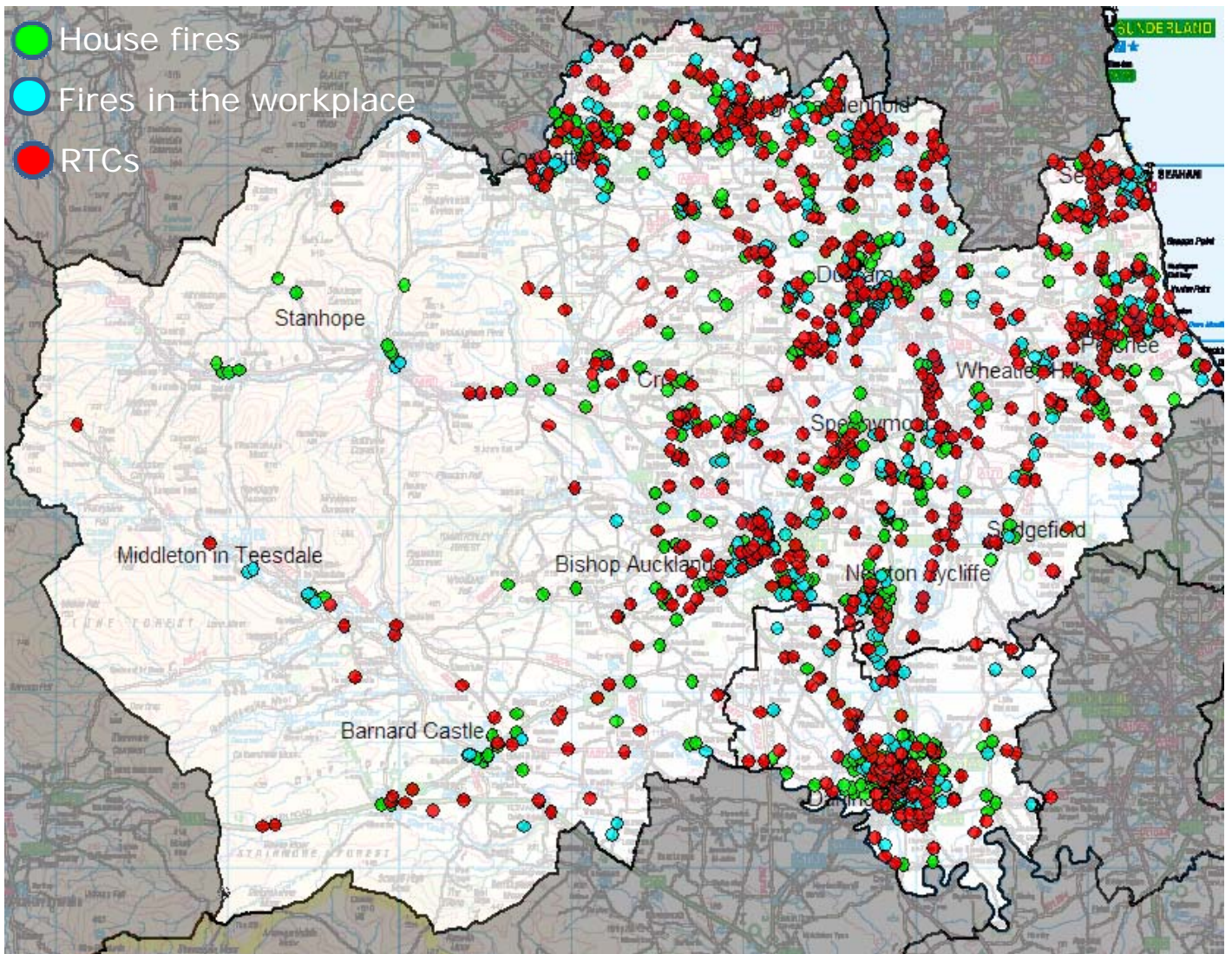
Risk Management

The Fire Authority has a responsibility to provide an efficient and effective fire and rescue service that protects the communities and infrastructure of County Durham and Darlington. To support this, CDDFRS maintains a detailed understanding of the national and local factors that impact upon the delivery of its services. Each year a comprehensive and forward looking analysis of these external factors is carried out to identify risk and prioritise how resources are allocated.

The Service uses a range of sophisticated tools and computer programmes to actively monitor and assess the changing risk profile of County Durham and Darlington. This includes an analysis of population, mapping of incidents and identifying vulnerable people and groups.

By working closely with key partners such as the Local Authorities, Police and NHS, these tools provide an in-depth picture of the local community. We use this information together with our local knowledge to determine the resources we need to keep local communities and local people safe.

April 2010 to March 2011



Risk Management

Responding to Risk

To ensure we provide an effective response to risk we focus our activities into the three main areas of Prevention, Protection and Response.

Prevention

Our preventative work covers the full range of incidents we attend from small rubbish fires to large scale property fires, along with road traffic collisions and other non fire emergencies. Working closely with our partner agencies such as the Police, Local Authorities and Health has resulted in some significant reductions in the emergency incidents we have attended over the last five years.

However, our main priority remains the reduction of house fires and the deaths and injuries that occur as a result of them. The effects of fire in the home can be devastating but most house fires can be prevented by following good fire safety behaviour. Our aim, therefore, is to engage with the communities of County Durham and Darlington by informing and educating them on how they can reduce the risk of fires.

Whilst we will continue to provide fire safety education in a number of different ways such as educational talks to schools, youth inclusion activities and specific interventions with at risk groups, our main method of reducing fires in the home is by our operational crews and community safety team carrying out home fire safety visits. During these visits advice is provided on how to prevent a fire in the home, free smoke alarms are fitted where necessary and assistance is given to the householders on how to develop an escape plan should a fire occur.

We offer this service to everyone in County Durham and Darlington as experience has shown us that fires can happen in any household. However, by the analysis of previous incidents, and the information we know about the vulnerability of different people we have been able to identify those groups in our communities who are most at risk from fire in the home and we place a greater priority in engaging and helping these groups.



Risk Management



Protection

Fires in public, commercial and industrial premises not only pose a threat to life but they can also have a negative impact on the local economy if a business is closed down because of a fire. Our aim is to educate and regulate the occupiers of public, commercial and industrial premises within our area to ensure people who live, work and visit County Durham and Darlington are kept safe. The likelihood of a fire occurring in these buildings and the subsequent risk to life is largely dependent upon:

- use of the building and the number of people who may be in it;
- the fire safety awareness of the people in it and their ability to escape should a fire occur;
- the safety features within the building such as alarms and sprinklers and how well these are maintained;
- how well the building is managed.

Specially trained Fire Safety officers gather information in these areas to determine how often a building should be re-inspected and also to take enforcement action to raise the fire safety standards within a building if necessary. In more serious cases we may need to restrict or prohibit the use of the building until improvements are made or possibly prosecute those responsible.

This year our Operational crews have been trained to carry out re-inspections which will enable us to significantly increase the number of premises we will visit next year, further reducing the risk within these buildings.



Risk Management

Response

We know that proactive prevention and protection initiatives work and this has been proven by the significant reduction in the number of emergency incidents the Service has attended over the last five years. However, there will always be times when despite the priority we place on prevention and protection measures an emergency incident will occur. In these instances we will provide a timely, effective response with the appropriate resources.

In 2004 national response standards were removed and individual Fire and Rescue Services were given the responsibility of developing their own. Since then we have developed the standards further to cover a wider range of incidents.

Our response standards are currently set at the following:

- We will attend 70% of all house fires within 8 minutes and 90% within 11 minutes;
- We will attend 70% of all non-domestic fires (factories, shops, offices, schools etc.) within 8 minutes and 90% within 11 minutes;
- We will attend 75% of all road traffic collisions within 11 minutes and 90% within 15 minutes;
- We will answer 999 calls to the Service within 6 seconds.

These standards are for the first fire engine we send, and it is the time from the moment it is mobilised to its arrival at the incident. However, we will continue to send additional fire engines, dependent on the incident type, to ensure we can deal effectively with the full range of incidents we can be expected to be called to.

The standards are continually monitored throughout the year to ensure we are providing a proportionate response from the most appropriate location based on existing, new and emerging risks. Any changes to these standards will be consulted on through the Integrated Risk Management Plan. No changes are proposed for 2012/13.



Risk Management

Identifying Future Risks

The Fire and Rescue Service considers a number of factors when identifying and assessing risk in local areas, to local communities and to the Fire Service itself. These include information gathered through fire safety visits, historical fire data, input from partners, legislative changes, funding and employee relations.

Staff within the Service identify risk through discussion at meetings, staff input at all levels, risk workshops which are held periodically to assist in identifying new risks and use of the Social Operational Legal Environment (SOLE) model. The SOLE assessment divides risk into four areas;

- Social:** People and the places they live and work in.
- Operational:** Types of premises and transport networks.
- Legal:** Premises and facilities covered by legislation.
- Environment:** Seasonal risks and other hazards.

SOLE allows firefighters to identify risks local to them and their local communities. Once identified, measures can be considered to reduce the risk and consideration can be given to the resources required to do this.

In addition to local risk, CDDFRS also has to ensure that it can contribute to major emergencies which cut across local boundaries, such as flooding and terrorist incidents. It also supports the work of local resilience forums (bodies set up under the Civil Contingencies Act 2004) to co-ordinate the plans and activities of all emergency response services and public authorities to manage the risks in our community.



CDDFRS provides staff with the training and equipment needed so that they are prepared to meet a variety of incidents such as the flooding experienced in 2009, which effected large parts of County Durham and Darlington, terrorist attacks and large fires. This work is done in conjunction with partners and other fire and rescue services in order to manage regional and national risks.



Performance

Last Year's Achievements

The 2011—2012 IRMP set out a number of improvement projects that were focused on improving performance and saving money. Work is either complete or well advanced on all twenty projects and is helping to ensure that all areas of your fire and rescue service continue to improve and meet the challenges that have been identified. Combined with other efficiencies in back office and support services, this work has helped us to save £947,000 and paves the way for a saving of £1.594m by March 2013.

Fires in the Home

Following successful completion of projects from previous integrated risk management plans, coupled with continuous monitoring of emergency operational activity there has been a marked reduction in fires in the home. Your fire and rescue service attended 276 house fires which were started accidentally in 2010—2011 compared to 319 the previous year and 410 the year previous to that.

Fires in the Workplace

In 2009—2010 there were 110 fires in the workplace, in 2010—2011 the number of fires increased to 131. Through monitoring the number of fires we attend this increase in risk was identified and a plan put in place to help us to reduce these fires. As part of the plan to address the problem, more workplaces will be visited by operational firefighters who will advise occupiers on how to prevent fires and stop them from spreading if they do occur.

Road Traffic Collisions

Your fire and rescue service has also attended fewer road traffic collisions in 2010—2011, with 317 requiring an attendance compared to 345 the previous year. This provides evidence that through identifying and reducing risk on the roads and working in partnership the actions of the fire and rescue service have improved the safety of road users throughout the County Durham and Darlington area.

Overall Incidents Attended

The work your fire and rescue service carries out means County Durham and Darlington is a safer place with safer people visiting, working and living within it. This has also led to a reduction in fire engines attending emergencies. Education of targeted members of the public has reduced the number of house fires and engaging with the business sector has reduced the number of false alarms. This has led to a reduction in fire engine movements to incidents from 8542 emergency incidents in 2009—2010 to 7940 in 2010—2011.



Your thoughts on our proposals

County Durham and Darlington Fire and Rescue Service provides a fire and rescue service from 15 strategically placed fire stations. The location of the fire stations is determined by assessing the frequency, size and outcomes of previous operational incidents balanced against potential future risks.

CDDFRS believes it serves its community well through the current location of fire stations and the number and type of fire engines available. We continue to reduce the risk of damage, injury or death

from fire and other emergencies, managing risk remains key to ensuring that we have the right resources in the right place to respond at the right time.

Making Savings—What have we done so far?

So far, our Service Transformation Programme is on course to deliver over £1.5m of savings by 31 March 2012. We have:

- Reviewed the structure of the Service and made changes to management posts. This has resulted in a reduction in our support staff of more than 25%;
- Reviewed the way we provide training by focusing on the core training needed to provide our services and introducing process improvements that require less resources;
- Changed the way we manage ill health in the Service with a focus on helping people to return to work as quickly as possible.

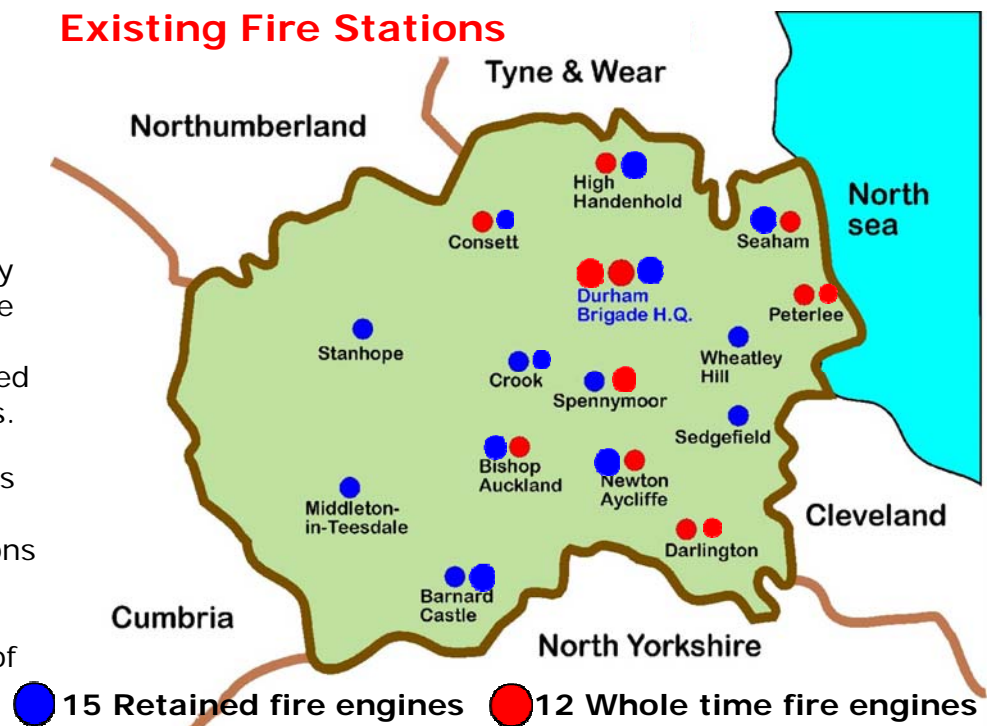
The changes listed above have allowed us to make savings without any increase in risk to local people.

Service Transformation—Next steps

Government funding dictates that over the longer term we will need to consider carefully how we balance our prevention, protection and response services. We are looking to implement savings which do not increase risk on local communities. The level of savings required over the coming years means we have to look at every area of CDDFRS to ensure we maximise our available resources.

The proposals contained in this consultation cover the areas we need to implement to ensure our savings targets are met. We would welcome your comments on our approach to making savings generally as well as the specific proposals contained in the following pages.

Existing Fire Stations



Your thoughts on our proposals

Proposal 1 - Review of firefighter staffing.

Seaham and Newton Aycliffe fire stations have the lowest number of emergency calls, when comparing them to other fire stations throughout County Durham & Darlington. It is therefore proposed to change the staffing on these stations. This will release savings without reducing the number of stations and/or available engines to attend emergencies, minimising the increase in risk to local communities.

Please select your preference from the three options below;

Option	Impact on Response Time	Predicted Savings	Please Tick
1) Day Crewing Plus normal on station firefighting duties 12 hours/day, remaining 12 hours emergencies are responded to from accommodation on station ground. No increase in response time.	No Increase	£	<input type="checkbox"/>
2) Day Crewing normal on station firefighting duties 12 hours/day, respond to emergencies out of hours from home, this option has a delayed emergency response of approximately 5 minutes.	Moderate Increase	££	<input type="checkbox"/>
3) Retained Duty System Appliances are crewed by firefighters who respond to emergency calls from home; this option has a delayed emergency response of approximately 5 minutes.	Highest Increase	£££	<input type="checkbox"/>

Proposal 2 – New ways of delivering Community Safety.

Changing the way fulltime station based firefighters work would free up more time for prevention work. This would lead to an increase in community safety activity which would reduce risk to local communities from fire and other emergency incidents.

Do you agree that a change in the work routine should take place to free up more time for community safety activities?

Change Work Routine			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly Agree	Agree	Disagree	Strongly Disagree

Cut along this line



Your thoughts on our proposals

Proposal 3 – Road Traffic Collisions

Do you agree that reducing road traffic collisions should be one of the priorities for the Fire and Rescue Service in County Durham & Darlington?

RTC Reduction			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly Agree	Agree	Disagree	Strongly Disagree

Proposal 4 – Making best use of our skills and experience.

Would you support County Durham and Darlington Fire and Rescue Service in generating revenue by offering its skills, experience and services to other organisations as a way of protecting front line services?

Making Best Use of Skills and Experience			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly Agree	Agree	Disagree	Strongly Disagree

If you would like to make any additional comments on the Integrated Risk Management Plan and the content within please enter them below.

Commentary box



Questions to help us inform future IRMPs

As set out in this document, our approach to finding savings is focused on implementing changes that do not increase risk in local areas. Depending on the level of future cuts, we may need to look at other areas, including our fire stations and fire engines.

Question 1 - The Future of your Fire Stations.

CDDFRS aims to deliver its services without any reduction in the number of stations and appliances it has available. Further funding cuts may require CDDFRS to review this position in future IRMPs. We would like your initial thoughts on this.

What are your thoughts on any proposals that would involve closure of your local fire station?

Future of your Stations	
<input type="checkbox"/>	<input type="checkbox"/>
Acceptable	Unacceptable

Question 2 – The Future of your Fire Engines.

Considering the statement above relating to future funding, if your local fire station has more than one fire engine, what are your thoughts on any proposals that would remove a fire engine as an alternative to closing a station?

Future of your Fire Engines	
<input type="checkbox"/>	<input type="checkbox"/>
Acceptable	Unacceptable

Question 3 – Our approach to delivering the savings required in response to Government funding reductions is to avoid increasing risk in local communities. Do you agree with this approach?

<input type="checkbox"/>	<input type="checkbox"/>
Yes	No

Question 4 – How would you rate your Fire and Rescue Service relating to the way it protects its community, prevents emergencies happening and responds to incidents?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excellent	Very Good	Satisfactory	Unsatisfactory

Please indicate your age;

Under 19 19—50 Over 50



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Don't Forget to send us your comments

What do you think of your Fire and Rescue Service's proposals, given the reduced funding?

This is your Fire and Rescue Service. We value your opinions.

Please have your say on our Integrated Risk Management Plan proposals for 2012 / 2013

Getting in touch couldn't be easier!

Visit our website at www.ddfire.gov.uk and submit your response online.

Come along and see us at one of our public meetings, details of the meetings can also be found on our website.

Why not contact us via twitter  @CDDFRS or visit us via our facebook page 

Alternatively please tick each of the responses according to your opinion, remove the questionnaire from this booklet, pop it in an envelope and return it to us at the FREEPOST address shown below.

County Durham & Darlington Fire & Rescue Service
Freeport DU 284
Service Headquarters
IRMP Section
Framwellgate Moor
Durham
DH1 5BR

**The closing date for consultation is
2nd March 2012**

We look forward to hearing from you.

