Leicestershire County Council

LEICESTERSHIRE FIRE and RESCUE SERVICE

SAFER PEOPLE SAFER PLACES

Community Risk Management Plan 2024-2028
Consultation results

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Executive Summary

Introduction

This report focuses on the results of the consultation carried out on behalf of Leicestershire Fire and Rescue Service (LFRS) on their Community Risk Management Plan (CRMP) 2024-28. The CRMP consisted of five strategies aimed at mitigating risks. These are:

1. Safer Communities Strategy
2. Response Strategy
3. Finance and Resources Strategy
4. People Strategy
5. Governance Strategy

The consultation survey ran over a 12 week fieldwork window from 1 September to 24 November 2023.

Analysis

In total, 188 survey responses were received with three-fifths (60.6%) of respondents being members of the public. Just under a quarter (24.5%) were serving firefighters or support staff.

For each of the five proposed strategies, the majority of respondents were in agreement. Strategy 1 - Safer Communities (91.4%) and 3 - Finances and Resources (87.0%) received the highest levels of agreement, with the majority of respondents saying they strongly agreed to each.

Although each strategy was met with high levels of agreement by the majority of respondents, Strategy 2 - Response received the lowest level of agreement (72.1%), the highest level of disagreement (12.6%) and the highest level of neutrality (i.e. neither agree nor disagree) (15.3%) compared to the four other strategies.

The survey contained seven open-ended questions, which received a combined total of 335 comments. All of the comments were read and coded into themes.

Strategy 1 - Safer Communities Strategy: Fewer incidents with reduced consequences

The vast majority (91.4%) of respondents agreed with the proposed actions to deliver the aims of the Safer Communities Strategy. Over half of respondents (59.9%) said they strongly agreed. In contrast, very few disagreed (4.3%).
Out of the five strategies, this strategy had the highest positive response from those surveyed.

In the open comments, many respondents agreed with the strategy and were positive (22). Several respondents felt the actions within the strategy were important to ensure public

safety (11). Many suggestions were made, including partnership working (14) and raising awareness about how to prevent fires (10). Respondents also referenced fire safety checks in their comments, including the suggestion that vulnerable people should be prioritised for home safety checks (4). Others expressed dissatisfaction with fire safety checks (6).

Strategy 2 - Response Strategy: Respond effectively to incidents

Over seven-in-ten (72.1%) agreed with the proposed actions to deliver the aims of the Response Strategy, and the largest proportion of respondents (41.5%) said they strongly agreed. Just over a tenth (12.6%) of respondents said they disagreed (evenly split between tend to disagree and strongly disagree). This proposed strategy had the highest level of disagreement (12.6%) and neutrality (15.3% neither agree nor disagree).

In the open comments, respondents believed this proposal needed to be clearer and raised several questions (25). There were many concerns about potential consequences of the proposed actions to deliver the aims of this strategy, in particular, the proposal to replace fire engines with Variable Response Vehicles and the impact on response time (20). There were some positive comments (21), with respondents agreeing with the strategy and noting that efficiency could be achieved. Other respondents raised concerns about staffing (18), cost and resources (12), or equipment and vehicles (10).

Strategy 3 - Finance and Resources Strategy: Deliver value for money quality services

Over eight-in-ten (87.0%) respondents agreed with the proposed actions to deliver the aims of the Finance and Resources Strategy. Notably, the majority of all respondents (54.3%) said they strongly agreed. Only a small proportion (4.9%) disagreed.

In the open comments, respondents emphasised that they agreed with the strategy (17). Many made comments that the life of the equipment should be extended and well maintained (13). Modernisation, the need for efficient processes and greater investment featured in the comments (7), along with a request for a review of the recruitment process and training of the workforce (7). Several felt the strategy could be clearer or had questions (9). Additionally, disagreement and concerns were raised about waste of money (5) or the focus on Net-Zero and carbon reduction (4).

Strategy 4 - People Strategy: An engaged and productive workforce

Over eight-in-ten (85.3%) respondents agreed with the proposed actions to deliver the aims of the People Strategy. Over half of all respondents (58.2%) strongly agreed. In total, 6.5% of respondents disagreed.

In the open comments, respondents made suggestions about the wellbeing of staff and believed this should be something that LFRS prioritise (19). Diversity was a key theme, with some respondents stating that the workforce should be representative of the population (15), whilst others felt that diversity is not as important as recruiting those who are capable of doing the job (8). Positive comments focused on agreeing with the proposed actions to deliver the aims of this strategy, including improving employee engagement (11).

Strategy 5 - Governance Strategy: Provide Assurance

Over eight-in-ten (85.6%) respondents agreed with the proposed actions to deliver the aims of the Governance Strategy. The largest proportion (58.0%) said they strongly agreed. In contrast, a small minority (2.8%) disagreed with the proposed actions.

Some of the open comments were positive, including respondents that felt that the proposed actions had covered the essential areas or the actions were as they expected (6).

Other positive comments included support for continuous improvement (5) and engagement of staff and/or communities (4), along with general positive comments of support (4). Some respondents expressed concern about the implementation of the actions proposed for the strategy (4), with other comments indicating concern about a lack of clarity or detail (2).

Alternative proposals

When asked whether there were any alternative actions that should be considered in the CRMP, respondents suggested a number of changes to staffing (11), including a change in recruitment methods, training and the way work was organised. There were some comments relating to how resources were being used and the desire for more funding (8). Other suggestions were made, such as improving specific areas of work (6), the location of stations (4); and for LFRS to consider different groups within their workforce and the communities they work with (3).

Any other comments

When asked whether they had any other comments for LFRS, respondents provided a mixed response. Many respondents were positive, either praising the work of LFRS (14), or about the consultation strategies and the fact that there was a consultation on the CRMP (7). Others felt they needed more detail (8) or responded negatively about the strategy document (7).

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Chapter 1: Introduction and methodology

Overview of the process

A Community Risk Management Plan (CRMP) must assess foreseeable community related risks and put in place arrangements to mitigate, respond to and deal with them. It must cover at least a three-year time period, be regularly reviewed, reflect local risk, be developed through consultation and be accessible and cost-effective.

A consultation survey was made available on the website of Leicestershire Fire and Rescue Service (LFRS) from 1 September 2023. This was accompanied by the CRMP Strategy document and a range of other supporting information.

The survey asked for views on the five CRMP Strategies.

The consultation closed on 24 November 2023 (a 12 week fieldwork window).

Communications and engagement activity

LFRS provided the following information about the communication and engagement activity carried out for the CRMP consultation. The consultation was shared with key stakeholders, businesses, schools, councils, community and minority groups, charities, disability and voluntary groups, staff members and interested members of the public, via a range of different communication methods.

'All staff' emails were sent during the consultation period and information about the consultation was shared on LFRS screen savers. The consultation was shared with the Leicestershire Police Diversity & Inclusion Unit and their Independent Advisory Groups for onward sharing within their communities/ contacts. LFRS paid for social media 'boosts' to encourage demographic groups that have been proportionately under-represented in previous consultations, compared to the population as described by the Census.

It is estimated that over 144,000 public interactions were made with the consultation. This figure is arrived at from the following information provided by LFRS:

- 119,377 impressions, likes and shares via social media
- 3,000 leaflets were sent to stations and Community Educators for sharing during home safety checks, a Pride Event, Have a Go Days, Charity Car Washes and community safety events
- 16,289 leaflets were dropped via Royal Mail to postcodes in Leicester City with diverse communities
- 2,305 views were received on the CRMP consultation website
- 4,245 emails were sent to stakeholders
- An article about the consultation was placed on LFRS's internal portal and was read by 316 members of staff

Analysis methodology

In total, 188 responses were received to the online survey. Although made available, no paper surveys were returned during the consultation period. Analysis of results from the survey are presented in Chapter 2.

Graphs and tables have been used to assist explanation and analysis. Survey question results have been reported based on those who provided a valid response, i.e. taking out the 'don't know' responses and no replies. Percentage totals may not add up to 100% due to survey questions being optional and some respondents choosing not to answer, rounding of figures or multiple-choice questions.

Postcodes supplied by respondents to the survey were used to assign geographical information, including lower-tier local authority and deprivation (IMD national quintile).

A statistical test (chi-square test) was used to test if the differences observed in the responses of different groups were statistically significantly different to the average response. The results of this are available in Appendix 4.

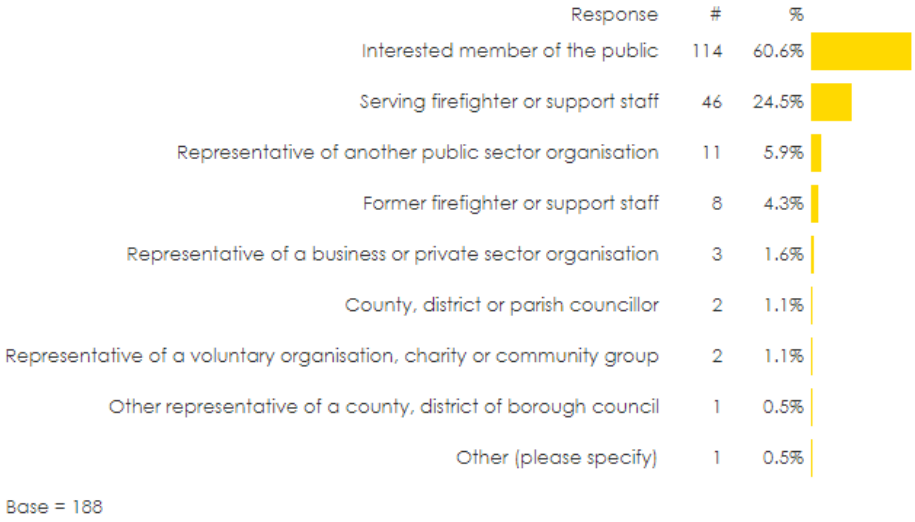
The survey contained seven open-ended questions, which received a total of 335 comments. All of the comments were read and coded into themes. All open comment themes are available in Appendix 3. The comments in full have been passed to LFRS for their consideration.

Survey respondent profile

Over three fifths (60.6%) of survey respondents were members of the public and just under a quarter (24.5%) were serving firefighters or support staff.

Slightly more females (48.4%) than males (41.5%) responded to the survey and the majority ethnic profile was White (82.0%). Those from an ethnic minority group (9.9%) were underrepresented in the survey. Just under a fifth (18.5%) of respondents said they had a long-standing illness, disability or infirmity. The highest proportion of respondents were residents of Charnwood (18.4%), closely followed by Harborough (16.9%). The lowest resident response rate was from Oadby and Wigston (4.4%). A full respondent profile can be found in Appendix 2.

Chart 1: Survey respondent roles



In total, 19 stakeholders responded to the consultation survey, of which 10 (52.6%) said they were providing the official response of their organisation. Six were responding as a representative of a public sector organisation, three were a representative of a business or private sector organisation and one was a representative of a voluntary sector organisation, charity or community group.

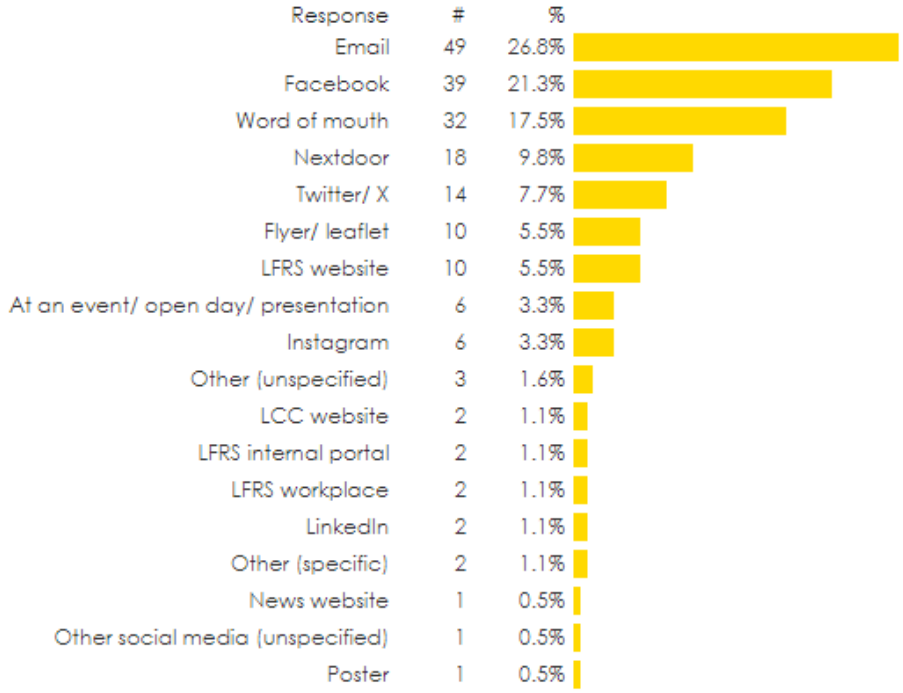
Official responses were received from: Oadby and Wigston Borough Council, Ellesmere College, Rutland Plastics, Kingsway Primary School, South Wigston High School, Out of Hours Club Rutland, Direct Cosmetics Ltd, The Islamic Foundation and LOROS.

Chart 2: Stakeholders - Official responses

Respondents were asked how they heard about the CRMP consultation. Note that during the data cleaning process, the open text responses to this question were coded to relevant categories or grouped into new categories, for example, 'Instagram'.

Chart 3 shows that most heard about the consultation via email (26.8%), followed by Facebook (21.3%) and word of mouth (17.5%).

Chart 3: How respondents heard about the consultation



%s may not add up to 100% as respondents could select more than one response
Base = 183

Chapter 2: Survey response analysis

CRMP proposed strategies

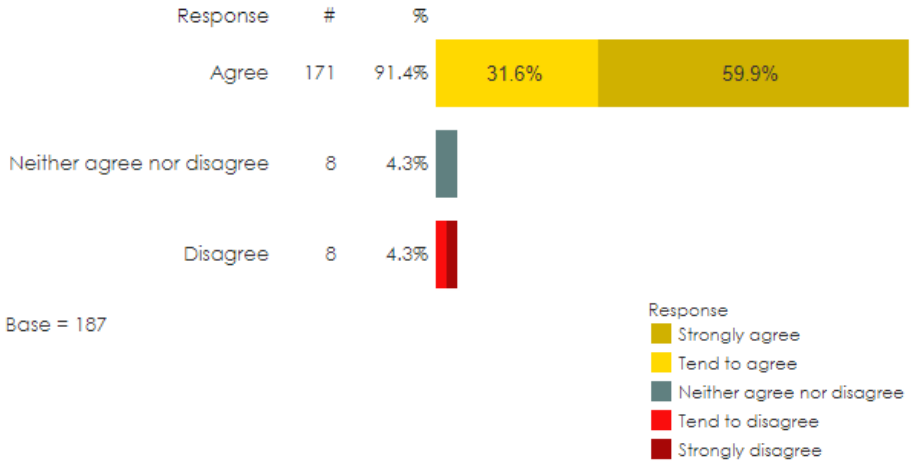
Survey respondents were asked for their views on each of the five strategies within the CRMP:

1. Safer Communities: Fewer incidents with reduced consequences
2. Response: Respond effectively to incidents
3. Finance and Resources: deliver value for money and quality services
4. People Strategy: An engaged and productive workforce
5. Governance Strategy: Provide assurance.

Strategy 1 - Safer Communities Strategy: Fewer incidents with reduced consequences

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Safer Communities Strategy. Chart 4 shows the majority (91.4%) agreed. The largest proportion of all respondents (59.9%) said they strongly agreed. In total, only a small proportion (4.3%) disagreed.

Chart 4: Strategy 1 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. Overall, 66 respondents answered this question (35.1%). Chart 5 lists the codes for this question.

Many respondents agreed with the proposed actions to deliver the aims of this strategy (22). Some of these respondents said that the actions seemed reasonable, achievable and strategically sound. Other positive comments mentioned that the actions seemed important to ensure public safety and prevent fires in the first instance, as this would not only mitigate risks but also save lives (11). Some respondents also felt that any action taken towards reducing

fires is always a positive thing. A few mentioned their respect for the fire service and their efforts of reducing harm (9).

A number of suggestions were made. Respondents suggested that working together as a community and collaborating with organisations (such as local councils) can help reduce risk (14). Others emphasized the importance of raising awareness within the community (for example to schoolchildren and members of the public) would help increase knowledge and educate everyone about the danger of fires (10). Some respondents suggested home that safety checks should be prioritised for the elderly and vulnerable, whilst others felt that quality of home safety checks could be improved, as they felt these were carried out more effectively in the past (4).

Some respondents raised questions regarding the strategy or felt additional information was necessary for their understanding (9). These respondents said that they would like to know how effective this strategy is, asked whether home safety checks are only carried out for the vulnerable or for everyone, and requested to know more about the role and decisions of the fire service.

There were some negative comments. These were particularly around home safety checks (6) or about the Safer Communities Strategy (3).

"It is the right thing to do. Prevention is always better than cure. Fire can cost lives."

"I believe this is a good strategy and covers all risk points."

"The actions seem fair, reasonable and with the intention to protect people from harm, or reduce the impact of harm"

"I want my fire service to keep people safe in homes and buildings. It is important to me to work with others to improve safety and community spirit"

"It is important to work with the community, organisations etc, not only on awareness but also helping across the community"

"This can be helpful to get members of the public and school children to learn about fire safety and how if affects the risk of other businesses and houses if you respond to a deliberate fire in a area that is in a high risk environment"

"Raising awareness is a positive step in the community in which we can all play our part to be more aware of our actions to hopefully reduce the risks"

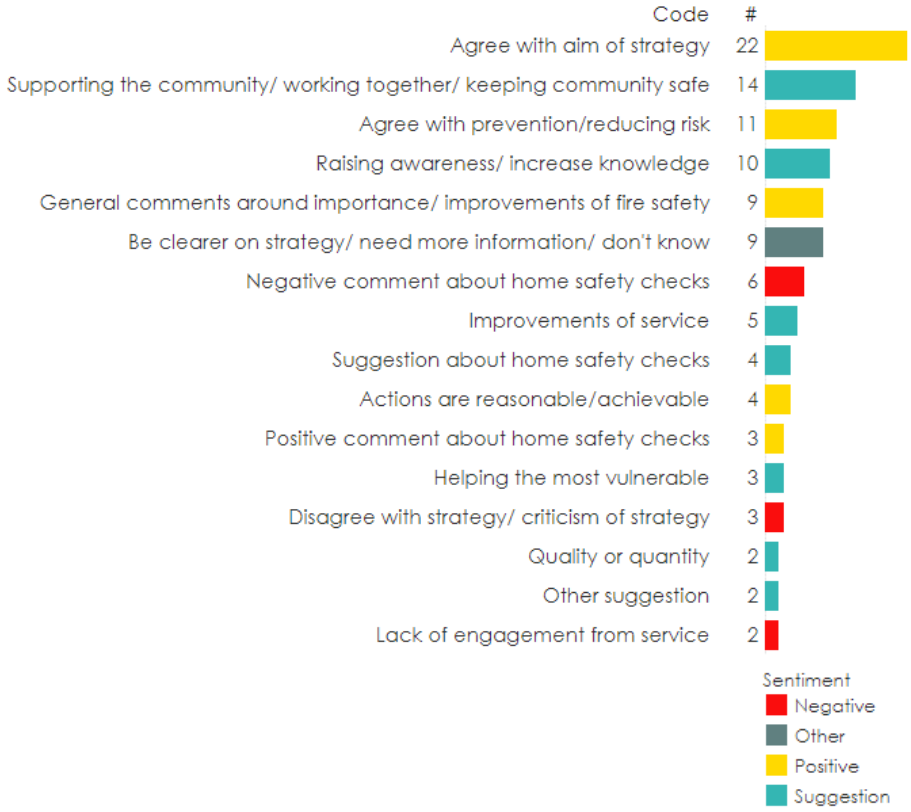
"Preventive measures are best practice, reduce the risk increase knowledge and hopefully we will all be safer"

"Could home safety checks be done in a better way?"

"I have had a really good home fire safety check 5 or 6 years ago where your firefighters installed 2 new smoke alarms and went through all my electrics, kitchen etc... To look for anything unsafe. They were with me for over an hour and a half. Same with my elderly neighbour. I recently had a knock on the door from some firefighters who asked if I had smoke alarms and when I said yes, they gave me a booklet. I much preferred the amazing service on the first visit compared to the government stats driven effort more recently. Maybe you should think quality of quantity."

"I would like to know how effective the 'home fire safety Strategy' actually is? Has it reduced house fire numbers? has there been a reduction in fires spreading from room of origin? Has there been a study done to evaluate its effectiveness? Have less people died or been injured year on year as a result of HSCs? I believe a lot of time and effort is wasted - and I would like to see greater evaluation in all areas but definitely in HSCs. This will ensure value for money and time spent is worthwhile."

Chart 5: Strategy 1 - All open comment codes

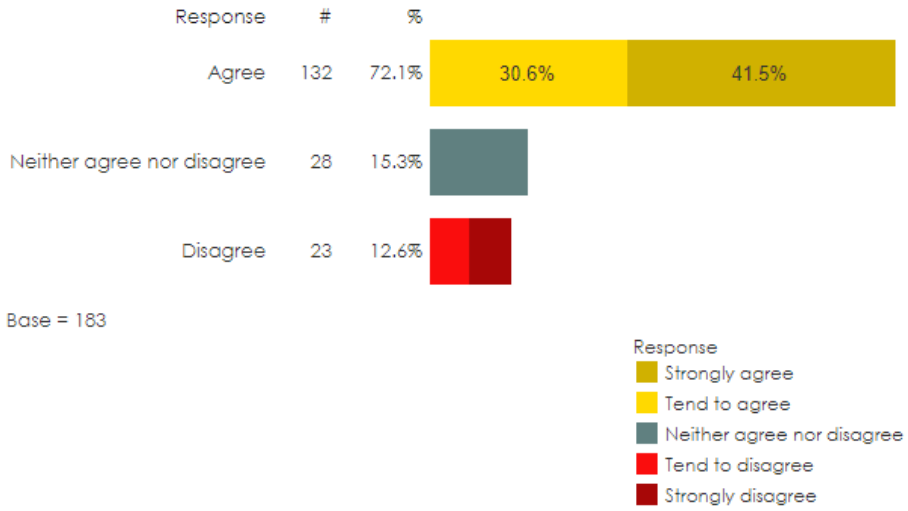


Strategy 2 - Response Strategy: Respond effectively to incidents

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Response Strategy. Chart 6 shows the majority of respondents (72.1%) agreed. The largest proportion of respondents (41.5%) said they strongly agreed. In total, just over a tenth (12.6%) of respondents disagreed. One sixth (15.3%) said they neither agreed nor disagreed. Despite the majority of respondents supporting the proposed actions, compared to the four other strategies, this received the lowest level of agreement and the highest level of neutrality and disagreement.

Respondents aged 35 to 54 (18.6%) were significantly more likely to disagree, when compared to the average (12.6%).

Chart 6: Strategy 2 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. In total, 69 (36.7%) provided a response. Chart 7 lists the codes for this question.

Many respondents (25) felt the proposals needed to be clearer and said they needed more information to comment further. Some of these respondents had questions about Variable Response Vehicles (VRVs), certain fire stations or how communities will be affected. Some respondents suggested that they did not fully understand the strategy, but felt that the actions seemed reasonable and said they hoped they were implemented (8).

Several respondents expressed concerns about the potential consequences that could arise from this strategy (20). Some respondents said they were worried that the proposed actions would cause service delays, posing risks to the public. There were criticisms about the proposal to replace fire engines with Variable Response Vehicles. These respondents questioned how this will improve response times or how this will ensure all areas of Leicestershire will be covered, particularly at night.

Respondents also raised concerns about LFRS's crew and staffing (18). Some of these comments related to the proposed on-call section at Loughborough, including difficulties when recruiting, training new firefighters, and concerns about the impact this could have on those that live in Castle Donington. Respondents highlighted other issues that could arise, including additional pressure on staff, and the potential risk to the safety of both residents and crew members.

Others mentioned resources and cost-related issues (12). Some respondents felt that cutting costs would lead to a poorer service and would not improve fire cover or response times, whilst others said they did not agree with any proposals that would mean less resources for communities. Other comments were in reference to tax-payers money, Council Tax increases and over-stretched budgets.

Some comments were related to LFRS's equipment and vehicles (10). There were concerns raised about the about the use of Variable Response Vehicles instead of Tactical Response Vehicles or fire engines, suggesting that they were not a suitable replacement.

Other concerns were more specific (11). These respondents were apprehensive about the Day Crewing Plus (DCP) duty system (particularly the change to Castle Donington) and the action to increase water rescue capability to five stations across Leicestershire.

There were some positive comments (21) with respondents agreeing with the proposals. Some believed that these actions would improve response times and efficiency, whilst

others agreed with the proposal to reduce the impact of contaminants from fires on staff.

Various suggestions were made (9), including regular reviews of safe staffing and retaining Melton Mowbray station. There was also a request for a new fire station to be considered around Walton on the Wolds due to the flooding around Soar Valley.

"Our group does not understand the differences between what was there now and what you are proposing"

"I think I would need to understand what you call a Variable Response Vehicle? Is this the same as a Fire Engine or is it a smaller vehicle?"

"They all seem very reasonable expectations to me"

"Positive drive imbedded… hope it works to utilise resources"

"So cutting numbers at night to cover other stations is OK? Fires at night usually take longer to be discovered and the risk of people being asleep in the properties is also a lot higher. You need a full response, not a reduced one"

"There is always a worry with all cut backs in staffing, whether there will be adequate cover for all districts of Leicestershire"

"Regular reviews of safe staffing should be ongoing, however the replacement of underutilised equipment and stations is a positive thing, as long as investment in staffing isn't cut back to the bone as a result"

"I don't agree with any proposals which would mean communities have less resources available to them or longer waiting time for a response vehicle to arrive to an emergency. I'm not sure from reading this if Castle Donington will have a reduced service"

"My understanding is this duty system is voluntary and has been used for over 6 plus years the changes proposed increase the cost of staff ? Considerably and does not improve fire cover or response times. The areas that will have additional resources are not areas that demand exceeds current capacity or capability. Seems a waste of financial resources that will no doubt in the future be under financial pressure to sustain when budgets or council taxes increases are constrained or capped"

"Do not see the benefit of an on-call section at Loughborough University—this will offer great challenge and cost to the service in implementing for minimal benefit"

"VRVs aren't a great replacement for fire engines and will lead to service accepting lower on call numbers without a Strategy to improve establishment in order to meet targets at the expense of crew and public safety"

"DCP results in a happy and productive workforce, furthermore it offers good value for money during a period of austerity and over stretched budgets as well as efficient crewing, losing it and dishing out pay cuts may as well also result in some experienced crew leaving the job"

"A wide range of areas and aspects covered here, including water safety, with specific regions stated and ways to implement strategies"

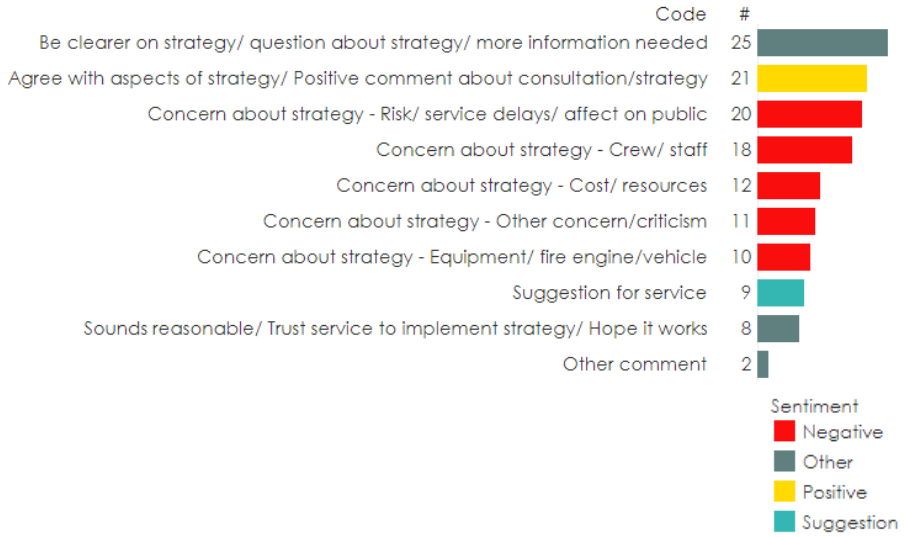
"It strikes me that this will improve response times and effectiveness"

"Good that LFRS are complying to the HSE and looking at crews welfare from contaminants"

"My suggestion would be to crew it (at the airport) whole time on self-rostering 12/12 and fund by not introducing additional vehicles at Western and Loughborough if the funding is not available to do both"

"The response when Soar Valley floods is getting too slow. A new fire station somewhere around the Six Hills or Walton on the Wolds…"

Chart 7: Strategy 2 - All open comment codes

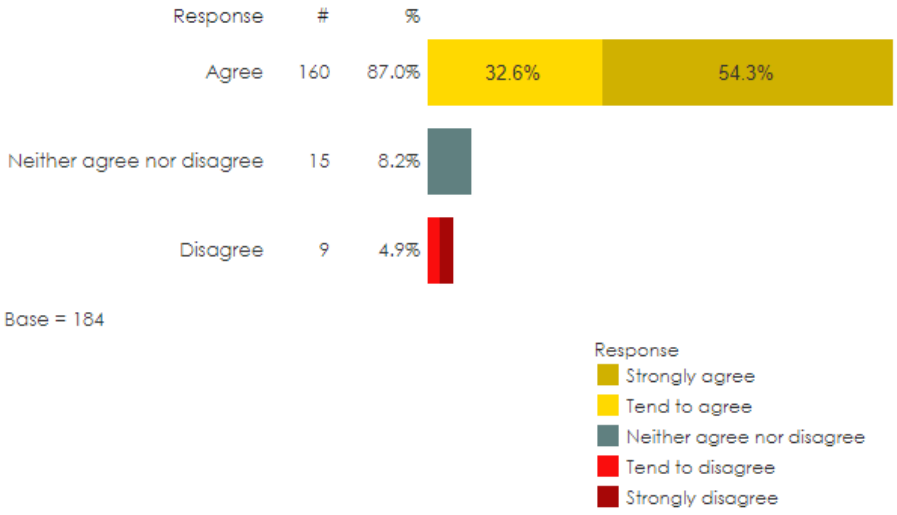


Strategy 3 - Finance and Resources Strategy: Deliver value for money and quality service

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Finance and Resources Strategy. Chart 8 shows that the majority (87.0%) agreed. Of all respondents, over half (54.3%) said they strongly agreed. In contrast, only a small proportion (4.9%) disagreed.

Male respondents (93.8%) were significantly more likely to agree, when compared to the average (87.0%)

Chart 8: Strategy 3 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. In total, 53 (28.1%) provided a response. Chart 9 lists the codes for this question.

Comments were mainly positive, indicating agreement with the strategy (17). Some respondents were positive about the strategy because it addressed important concerns, for example cyber security. Suggestions were made to extend the life or maintain the equipment that was already purchased by LFRS (13). Further comments were made about the equipment, including respondents who felt that having the correct equipment was essential (5).

Other comments raised a question or indicated that further detail or explanation was required (9). Several comments indicated a desire for more or continued investments and improvements in LFRS, in addition to making systems more efficient (7). Comments were also made related to staffing decisions, training and concerns about the impact of financial decisions on staff (7).

Some respondents took the opportunity to express that public safety is important, and that any changes should be made with the public's safety in mind (7). Other comments were themed around value for money and the need for more funding (7). Other specific suggestions included building training facilities and using local radio to improve safety awareness communications (3).

There were some negative views that money was being wasted or that value for money was not present in this strategy (5). There were also some negative comments about the aim to achieve the Government's carbon reduction targets and the service's commitment to sustainability (4).

"All good targets"

"I strongly agree for this due to the safety of cyber exposures in the service and the upgrades to our fleet with some pumps being 10+ years and our specials ageing"

"New is not always better. Servicing and maintenance of equipment are probably better."

"To be effective in their roles, firefighters need to have the correct fully working equipment including stations and trucks which are also maintained to the highest standards"

"Equipment new? All equipment can't be new. Regularly maintained - define. "

"Some points are vague."

"Investment is crucial to long term success and enable Leicestershire to have a forward facing modern fire service"

"Our systems need to work better and work together to reduce the time spent repeating work on the different systems by making things simpler"

"How much more can an employer push staff to go the extra mile and for them to have a balanced home and work life."

"It is important that the community is in safe hands which means equipment should be at a high standard as well as staff. There is no point in having staff if the equipment isn't working as it should."

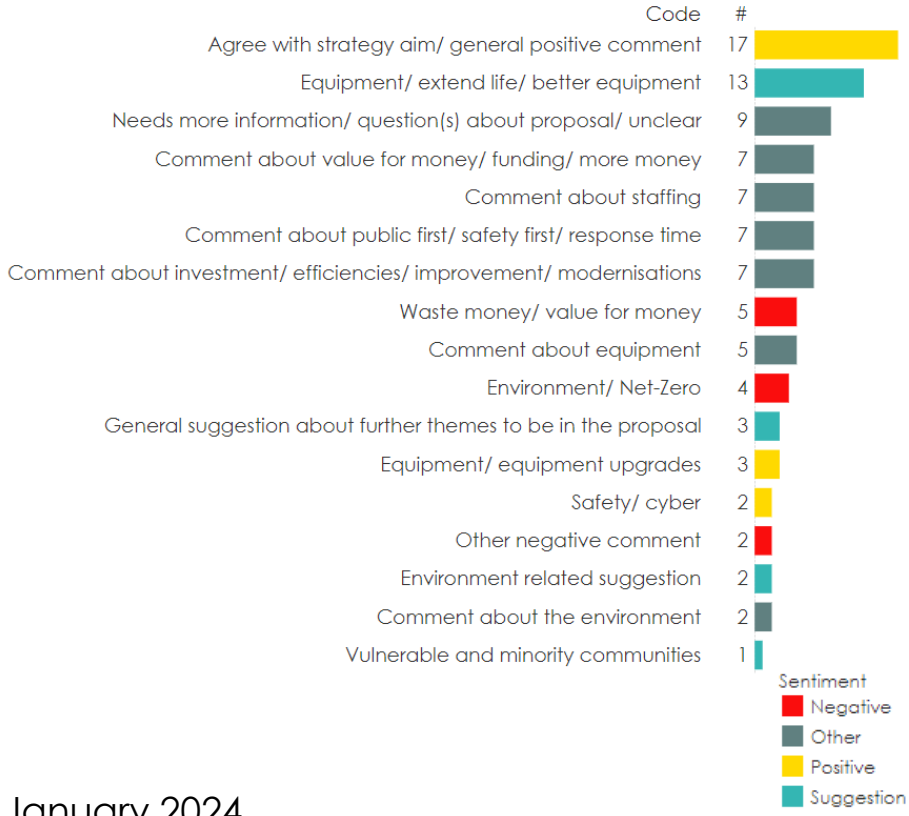
"All depends on monies available and allocated from Central Government and Local Authorities."

"I understand a new training centre is finally being agreed. Why does this not feature in this Strategy as a stand alone item? Surely being committed to 'developing people' in the next Strategy would warrant a CRMP commitment to building, staffing and running such a facility. I would like to see this included as part of this Strategy."

"Government Carbon Strategy - personally think you should be more worried at providing service than that. You should be worrying more about being cost effective"

"I don't have an opinion on appliance fleet, but service vehicles and officers cars etc aren't that old and some station vehicles have barely any milage. Is it cost effective to replace these?"

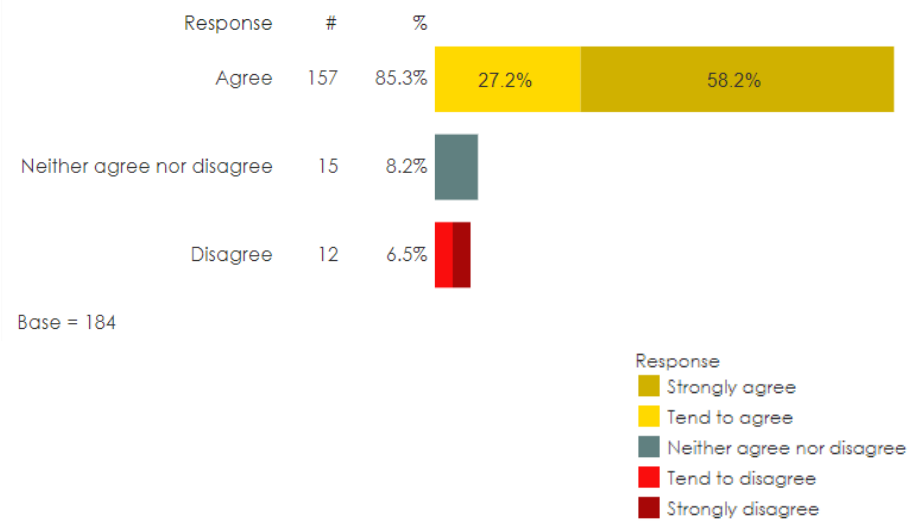
Chart 9: Strategy 3 - All open comment codes



Strategy 4 - People Strategy: An engaged and productive workforce.

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the People Strategy. Chart 10 shows that the majority (85.3%) agreed. Notably, the majority of respondents (58.2%) said they strongly agreed. In contrast, a small proportion (6.5%) disagreed.

Chart 10: Strategy 4 - To what extent respondents agree/ disagree



Respondents were then asked to provide comments. In total, 58 (30.9%) provided a response. Chart 11 lists the codes for this question.

Many respondents left a suggestion around the wellbeing of LFRS staff (19). These respondents emphasised the importance of focusing on the wellbeing of employees, ensuring that they are well looked after and feel supported. Respondents also felt that employees should be made to feel valued for the role they play within the service.

Other respondents felt that the service lacks diversity and should be more representative of the population (15). Alternatively, other respondents were critical about the diversity aspect of this strategy, as they believed the service had certain diversity quotas and therefore people were not being employed fairly. Similarly some respondents were concerned that the proposed equality policies may result in recruitment prioritising diversity ahead of capability (8).

Some suggestions were made that the service should invest more in staff and training (7), and having good management (3).

Several respondents made positive comments and agreed with the actions to deliver the aims of the People Strategy (11). They felt the aims were positive, responsible and would help support the community better. Other respondents commented that they liked or agreed with various aspects of the strategy, such as providing opportunities and improving employee engagement.

Some respondents had left questions regarding the proposal or felt additional information was needed to aid their understanding (8). Respondents mentioned they would like to know how diversity would be improved, if there are finances available to carry out the plans specified in the strategy and said they required more information around the implementation of these plans.

A few respondents were critical of the consultation (5), as they felt that reviews should be more meaningful rather than just a 'tick box exercise'. Others felt that the actions within the People Strategy should already be in place rather than being something that the service aspire towards.

"To carry out work within dangerous and challenging situations requires a workforce who feel supported at every level'

"It is essential to look after all your staff"

"LFRS need to do more to increase the diversity of it's workforce considering how diverse LLR is"

"Fire service lacks diversity. This should be addressed as a matter of urgency so that you staff composition is more reflective of the population that you serve"

"Because I have concerns about equality and diversity in the service, most particularly in relation to female firefighters"

"Whilst these are doubtless noble aims, what we need is a sufficient number of firefighters that can do the job and if that means that certain groups are either under-represented or over-represented then so be it. If there is a candidate that wants the job and can do the job they much not be denied the job just because they don't tick a particular diversity requirement box, what ever area of diversity that might be."

"Get the best people, not the most diverse"

"Most of the People Strategy clearly shows a commitment to improvement for staff, but the focus for EDI needs to expand beyond colour and sex, involving hidden disabilities, neurodiversities and other protected characteristics. The service needs to be braver and take a stronger approach to supporting diverse communities more openly"

"In order to develop people at all levels I believe further investment in the Operational Training department is required. Managerial and leadership skills are taken care of – but operational training needs to appear here also, in order to produce effective and safe ffs [firefighters]"

"All the elements are there, but how will we know they have been implemented?"

"Are there any finances available to instigate these strategies effectively?"

"These actions should already be in place, and NOT aspirational"

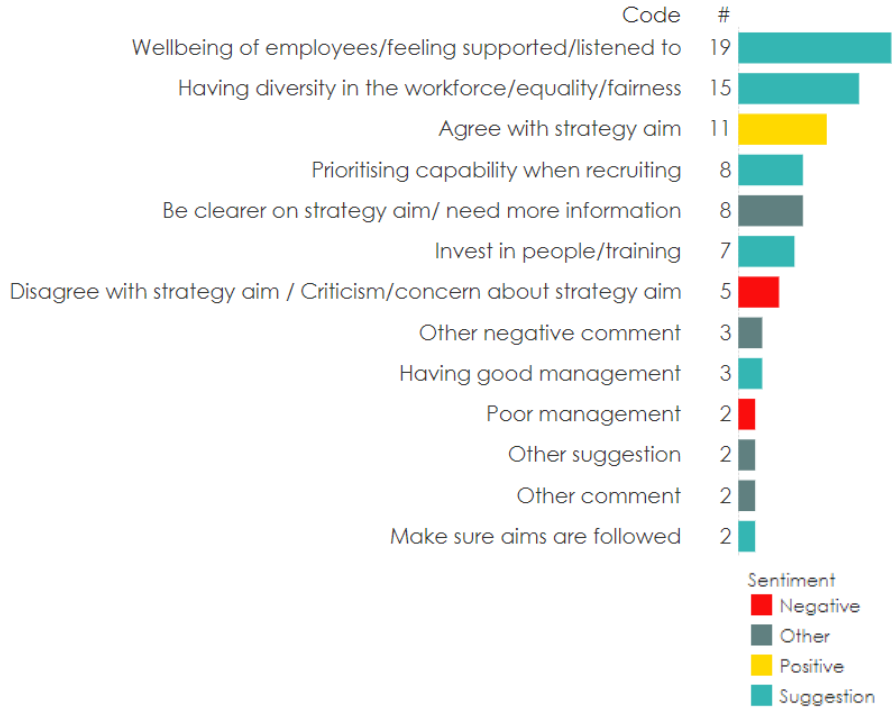
"Make reviews meaningful not a tick box exercise"

"I agree that these actions will build in the community to be as strong as possible"

"Seems a responsible approach"

"Again positive aims… hope they are stuck to and followed"

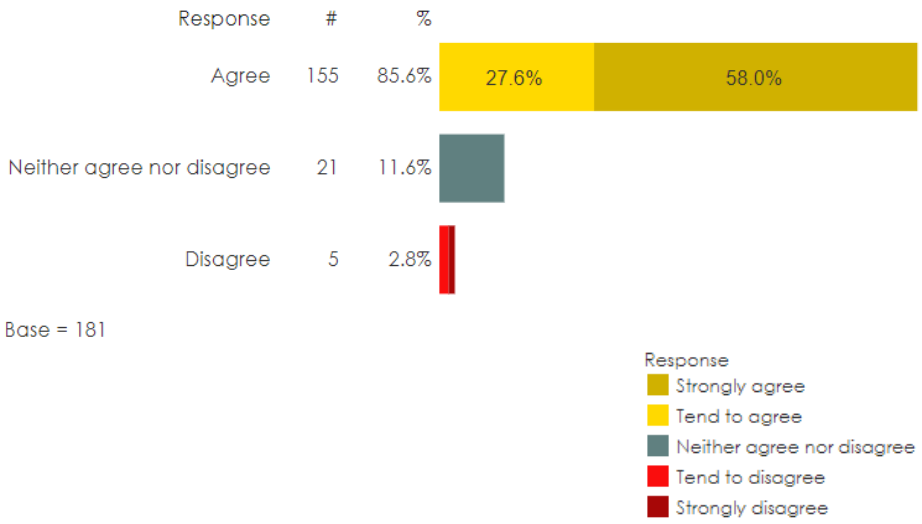
Chart 11: Strategy 4 - All open comment codes



Strategy 5 - Governance Strategy: Provide Assurance

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Governance Strategy. Chart 12 shows most (85.6%) agreed with the proposal. The largest proportion of respondents (58.0%) said they strongly agreed. In total, only a small proportion (2.8%) disagreed.

Chart 12: Proposal 5 - To what extent respondents agree/ disagree



Respondents were then asked to provide comments. In total, 37 (19.7%) provided a response. Chart 13 lists the codes for this question.

Many responses were positive. Several comments indicated that respondents agreed that essential aspects had been covered and the strategic aims were as expected (6). Other positive comments included support for continuous improvement (5) and engagement of staff and/or communities (5), along with general support for this strategy (4). Joint working (2), supporting trust/confidence (2) and supporting measurables and evaluation (2) were also noted by respondents as positive aspects.

Some of the positive themes referenced above are closely related to a number of suggestions indicated amongst the comments, in particular the need for staff and/or communities to be engaged and informed (5). Other suggestions included the need for measures and evaluation (3), continuous improvement within LFRS (3) and ensuring value for money (3).

Some respondents expressed concern about the implementation of the actions (4), with others mentioning the document's lack of clarity or detail (2). Other comments made by respondents included those which indicated that the actions should already be in place (2) and concern about trust in His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

"Addresses essential areas of governance"

"All these measures if implemented will only go to improve the fire brigade"

"The concerns and suggestions of staff, as well as people on the community are being considered and addressed"

"You have my respect on these matters."

"I am unclear at a practical level how this will be achieved"

"I can agree again with all these actions but, would like to see more about how you will improve trust and engagement with communities and how you will measure outcomes"

"LFRS need to continually improve and consider all actions from the recent culture reports. They also need to ensure the work they do is being checked and evaluated so the public are getting value for money"

"People need to be in the loop to provide feedback and ensure that confidence, trust and safety is felt in the system."

"It is vital to have measurable standards and values."

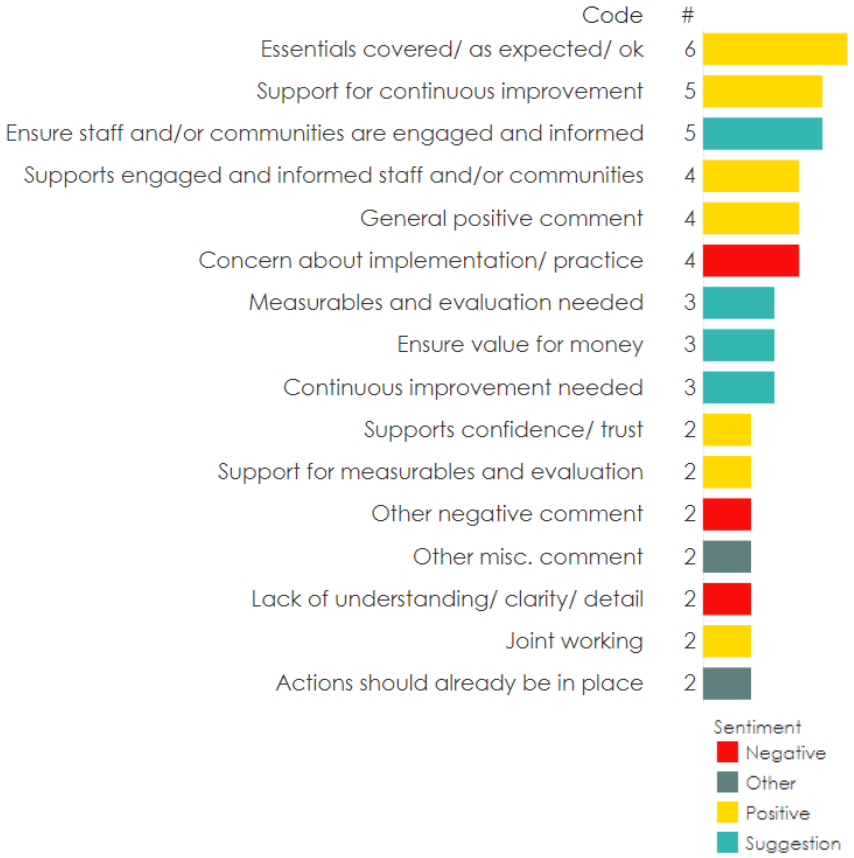
"Shows a good work together to build a stronger sustainable service"

"Provide satisfaction to all involved with the objectives of the service provided."

"These actions should already form part of LFRS's core ethos and, as stated before, should not need to be aspirational."

"I agree with all of it except I have zero trust in HMICFRS."

Chart 13: Strategy 5 - All open comment codes



All proposals

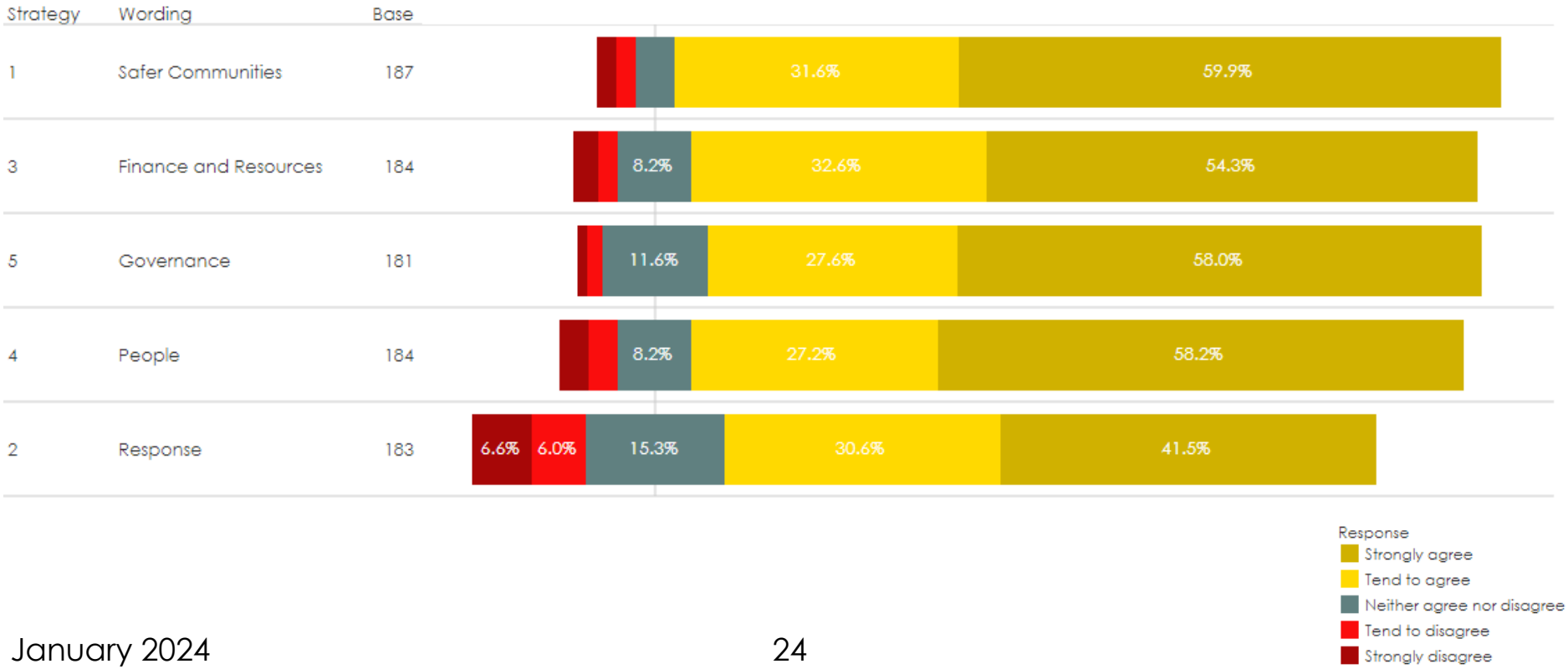
Chart 14 shows how respondents responded to the proposed actions to deliver the aims of the five strategies.

For each of the five proposed strategies, the majority of respondents were in agreement. Strategy 1 - Safer Communities (91.4%) and Strategy 3 - Finance and Resources (87.0%) received the highest levels of agreement, with the majority of respondents saying they strongly agreed.

Although the proposed actions of each strategy was met with agreement by the majority of respondents, the highest levels of disagreement were noted for Strategy 2 - Response (12.6%), followed by Strategy 4 - People (6.5%).

Strategy 2 - Response (15.3%) and Strategy 5 - Governance (11.6%) received the highest proportions of respondents neither agreeing nor disagreeing.

Chart 14: Proposed Strategies 1 to 5 (ordered by level of agreement)



Alternative proposals

Respondents were asked whether there were any alternative proposals that should be considered in the CRMP. In total, 50 (26.6%) provided a response. Chart 15 lists the codes for this question.

The highest proportion of respondents answered 'No' or 'None' (20).

Most comments were around the way work was organised, staffing and training (11). Respondents indicated that recruitment processes should be reviewed, or that they wanted LFRS to consider the skills of the workforce, whilst others had suggestions for ways of working.

Respondents asked for a more careful approach to resources, made suggestions for how they should be distributed, as well as asking LFRS to lobby the Government for more support (8). Similar to responses to the other open comment questions, respondents took the opportunity to ask for clarification, and in a limited number of cases, express dissatisfaction with the way the CRMP was communicated (8). These respondents felt the document needed more detail or simpler wording. A small number of respondents criticised the strategies or believed there were gaps (5).

Some respondents were positive (4), and took this opportunity to praise the work of LFRS. Similar to other open comment questions, respondents queried how effective the strategies will be (2).

Others suggested that the strategies should consider the diversity in communities, including ethnicity, age, vulnerable people and rural areas (3). Respondents also suggested improvements or alternative aims, such as responding to wildfires and terrorism (6). Other suggestions included further reviews of vehicles, water capabilities and the location of

"Ensure that interview processes are followed, ensure job applications are accurate and clear prior to recruiting."

"Look at your workforce in more detail and what they can bring to the brigades table! You have a skilled work force which are fading into the background and depart the brigade."

"Lobby for more money and spend it on expanding the workforce, better equipment and training."

"I don't believe the CRMP is worded or structured for the public. Members of the public would not understand wording as DCP"

"Are your response times based on all of those stations having a fire engine there and ready for a call?"

"Lobby for correct funding to facilitate training, development and resource our crews for changing impact of climate. No wildfire provisions, no/poor incident welfare provisions, we struggle to train the 3 water stations now, how will we train 5 stations? Within the document imagery for TRV/VRV is same as fire engine and this is misleading, they are not one and the same."

"No you're doing everything brilliantly"

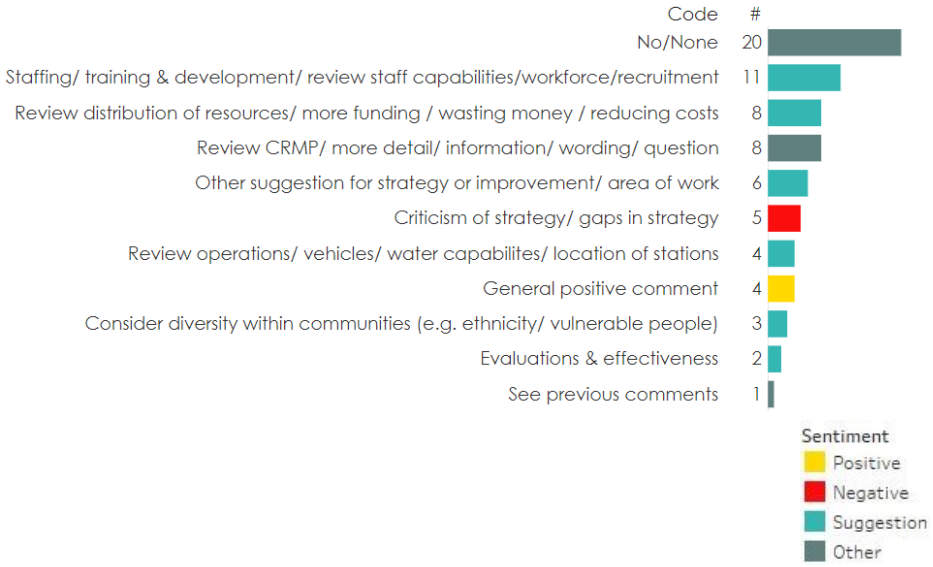
"Have the work regularly assessed by an outside independent organisation."

"More community engagement in rural areas."

"Given the ongoing threat from terrorism and lone actors, as seen in Notts recently should a consideration be to equip a ballistically protected FF team be considered to operate in the warm zone at a marauding style attack."

"Look at the location of water capability proposals. Birstall and Loughborough are in close proximity to each other and would attend the same locations in terms of water based risk. Consider water capability remaining at Castle Donington to spread the water capability for cross border and the west side of the county."

Chart 15: Alternative proposals - Open comment codes



Any other comments

Respondents were asked whether they had any other comments on the CRMP. In total, 52 (27.7%) provided a response. Chart 16 lists the codes for this question.

Apart from those who responded 'No' or 'N/A' (12), the response to this question was mixed.

A number of respondents (14) made positive comments about LFRS, highlighting the great work they do and how much they value the service. Some of these respondents provided positive feedback about their own personal experience of an incident that LFRS attended.

There were some overall positive comments about the consultation (7). These respondents felt the survey was a good way to engage and collect views from the public. Others (5) said they agreed with the strategy aims but hoped that the changes will be implemented.

Some respondents (8) queried the proposals or felt that more information was needed for them to understand the proposed changes. Some of these respondents said that the consultation document was too vague, whilst others thought the proposals were too complex for the public. Other respondents asked specific questions around the proposals and how the service intends to fulfil the aims of the strategies.

Similarly, there were some criticisms about the consultation (7). These respondents mentioned that the document was difficult to understand and felt they needed the information in a more accessible format to make meaningful comments, whereas others asked for additional detail on the strategies.

Several suggestions were made. Some (5) were in relation to LFRS improving how they engage with minority communities and residents that are digitally excluded. Other suggestions were more specific (6), these comments included one suggestion for the fire and rescue service to utilise the most up-to-date technology and equipment, and one idea to publicise the consultation through local organisations and the mainstream media.

There were some comments specifically about the consultation (4) and others which were miscellaneous (6). A couple (2) said they wanted to feel reassured that the service would be there when needed.

"This survey is a good way of canvassing loan people's opinions and concerns. Perhaps send this to other organisations, such as schools, sports clubs, hospitals, charities, etc (if not done so already"

"A step in the right direction to improve the service for everyone"

"Good plans. NOW LET'S IMPLEMENT THEM"

I cannot praise them enough for the work they do, and the help they give behind the scenes"

"My experience has been very positive. Although the incident I attended was on behalf of neighbours, who were very traumatised, the firefighters were sensitive to their needs in addition to carrying out their role to ensure the safety of the property"

"It's quite a top level political approach which feels intimidating and difficult to engage with. It would be better to have it in more accessible formats"

"It does not consider those members of your diverse communities who may not have access to computers or a smart phone to be able to complete it…"

"You do a fantastic job, I couldn't do it, I think it is important that the service utilises the most up to date technology and equipment for our overall safety"

"How is this consultation being publicised? This sort of consultation process should be publicised through ALL Local Authorities and Police Forces and in the local, regional and national mainstream media!"

"I want reassurance that when I need a fire engine it has a fully trained maximum crew and there is a fully staffed station nearby"

Chart 16: Any other comments - Open comment codes

Appendix 1 - Questionnaire

LEICESTERSHIRE FIRE and RESCUE SERVICE

SAFER PEOPLE SAFER PLACES

Your Service, Your Say

Have your say on our draft Community Risk Management Plan 2024-2028

Our Community Risk Management Plan (CRMP), sets out how we will continue to keep the people of Leicester, Leicestershire and Rutland safe from fires and other emergencies.

This consultation is an opportunity for you to tell us what you think about our aims for the next 5 years.

It is open for a 12-week period and closes at midnight on **24th November 2023** after which date a summary of the feedback will be presented to the Combined Fire Authority and made available on our website.

Please read the supporting information provided before completing the survey. You can find this here:
www.leics-fire.gov.uk/crmp

Thank you in advance for your time.Your views are important to us.

If you have any other queries regarding the survey please email CRMPConsultation@leics-fire.gov.uk or call 0116 2105555.

This questionnaire is voluntary, and all of the data collected in this questionnaire will be treated in the strictest confidence and will only be used to see what people think to our draft Community Risk Management Plan 2024-2028. Further information on how and why Leicestershire Fire and Rescue Service uses your information can be found here:
www.leics-fire.gov.uk/privacy

Your role

Q1 In what role are you responding to this consultation? Please select one option only.

☐ Interested member of the public	**Go to Q4**
☐ Serving firefighter or support staff	**Go to Q4**
☐ Former firefighter or support staff	**Go to Q4**
☐ Trade union representative	**Continue**
☐ County, district or parish councillor	**Continue**
☐ Other representative of a county, district of borough council	**Continue**
☐ Representative of another public sector organisation	**Continue**
☐ Representative of a business or private sector organisation	**Continue**
☐ Representative of a voluntary sector organisation, charity or community group	**Continue**
☐ Representative of another emergency service	**Continue**
☐ Other (please specify)	**Go to Q4**

If 'Other', please specify

Q2 If you indicated that you represent an organisation, business or community group please provide your details.

Name:

Role:

Organisation:

This information may be subject to disclosure under the Freedom of Information Act 2000

Q3 Are you providing your organisations official response to the consultation? Please select one option only.

☐ Yes
☐ No

Our 2024-2028 CRMP Strategies

Strategy 1 - Safer Communities Strategy

The Aim: Fewer incidents with reduced consequences

Actions to deliver this aim:
- Collaborate and work with partners to reduce the risk to our communities

- Continue to implement an effective Fire Protection Risk Based Inspection Programme for commercial buildings

- Continue to implement an effective programme of Home Safety Check visits to reduce domestic dwelling fires

- Continue to target and help those vulnerable to fire and rescue related incidents

- Improve community engagement and equality of access

Q4 To what extent do you agree or disagree with the actions to deliver the aims of the **Safer Communities Strategy**?
Please select one option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Why do you say this?

Strategy 2 - Response Strategy

The Aim: Respond effectively to incidents

Actions to deliver this aim:
- Amend the crewing and fire engine allocation at the following stations to address the concerns of the Health and Safety Executive with the Day Crewing Plus (DCP) duty system and meet the needs and demands of the communities

- Castle Donington - Change from DCP duty system to Day Crewed. Fire engine crewed at night by combining the tactical response crews from Loughborough and Western Stations

- Loughborough - Introduction of an On-Call section and an additional fire engine. Tactical Response Vehicle to relocate to Castle Donington at night

- Western - Introduction of a Tactical Response Vehicle during the day (relocating to Castle Donington at night), in addition to the existing fire engine

- Deploy Variable Response Vehicles to either replace 'end of life' fire engines or Tactical Response Vehicles to improve appliance availability following a successful trial period

- Provide additional water rescue capability, increasing the total to five stations across the Service (Birstall, Loughborough, Oakham, Southern and Wigston)

- Education and process change to reduce the impact of contaminants from fires on our staff

Q5 To what extent do you agree or disagree with the actions to deliver the aims of the **Response Strategy**?
Please select one option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Why do you say this?

Strategy 3 - Finance and Resources Strategy

The Aim: Deliver value for money quality services

Actions to deliver this aim:
- Successfully implement the five-year Fleet Replacement Plan
- Ensure our equipment is new or serviced regularly
- Successfully implement the five-year Estate plan of station improvements and refurbishments
- Implement the ICT plan, reviewing and updating systems and processes (including cyber prevention activities)
- Deliver improvements towards achieving the Government's carbon reduction targets and our own commitment to sustainability

Q6 To what extent do you agree or disagree with the actions to deliver the aims of the **Finance and Resources Strategy**?
Please select one option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Why do you say this?

Strategy 4 - People Strategy

The Aim: An engaged and productive workforce

Actions to deliver this aim:
- Deliver our Annual Equalities Plan and improve the diversity of our workforce
- Enhance our approach to employee engagement
- Enable a positive working environment for all our employees and hold people to account against the core values
- Develop our people at all levels
- Ensure appropriate health and wellbeing interventions are implemented and maintained to support our staff.
- Delivery of effective workforce planning and succession planning to ensure progression and opportunity throughout the Service

Q7 To what extent do you agree or disagree with the actions to deliver the aims of the **People Strategy**?
Please select one option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Why do you say this?

Strategy 5 - Governance Strategy

The Aim: Provide Assurance

Actions to deliver this aim:
- Implement the most recent HMICFRS Inspection Improvement Plan and the Values and Culture Report recommendations

- Implement improvements and suggestions identified by our staff

- Deliver compliance with the Fire Standards Board Fire Standards

- Comply with our responsibilities from a data protection and GDPR perspective

- Build improved trust and engagement with our communities, ensuring that communication methods are effective

- Evaluate activities to inform future initiatives and improvements

- Manage our organisational risks and ensure our business continuity plans are effective and tested regularly

* **HMICFRS** = His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
* **GDPR** = General Data Protection Regulation

Q8 To what extent do you agree or disagree with the actions to deliver the aims of the **Governance Strategy**?
Please select one option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Why do you say this?

Any other comments

Q9 Are there any alternative actions you think we should consider in the CRMP?

Q10 Do you have any other comments about this consultation or Leicestershire Fire and Rescue Service?

How you heard from us

Q11 Please could you tell us how you heard about the consultation? Please tick all that apply.

- ☐ Facebook
- ☐ Twitter/ X
- ☐ Nextdoor
- ☐ Other social media (please specify)
- ☐ Email
- ☐ At an event/ open day/ presentation
- ☐ Print media (newspaper or magazine)
- ☐ Radio
- ☐ TV
- ☐ News website
- ☐ Other website (please specify)
- ☐ Flyer/ leaflet
- ☐ Poster
- ☐ Word of mouth
- ☐ Other (please specify)

If 'Other social media', please specify

If 'Other website', please specify

If 'Other', please specify

Please continue if you said in Q1 that you are responding as any of the following:

- Interested member of the public
- Serving firefighter or support staff
- Former firefighter or support staff

Otherwise, please skip to the instructions at the end of the survey on page 12.

About you

Leicestershire Fire & Rescue Service is committed to ensuring that its services, policies and practices are free from discrimination and prejudice and that they meet the needs of all sections of the community.

We would therefore be grateful if you would answer the following questions. You are under no obligation to provide the information requested, but it would help us greatly if you did.

Q12 What is your gender?
Please tick one option only.

- ☐ Male
- ☐ Female
- ☐ I use another term
- ☐ Prefer not to say

Q13 What was your age on your last birthday?

Q14 What is your full postcode?
This will help us understand the different areas people are responding from. It will not identify your house.

Q15 What is your ethnic group?
Please tick one option only.

- ☐ White - English/Welsh/Scottish/Northern Irish/British
- ☐ White - Irish
- ☐ White - Gypsy or Irish Traveller
- ☐ White - Roma
- ☐ Any other White background (please specify)
- ☐ Mixed/multiple ethnic groups - White and Black Caribbean
- ☐ Mixed/multiple ethnic groups - White and Black African
- ☐ Mixed/multiple ethnic groups - White and Asian
- ☐ Any other mixed/multiple ethnic background (please specify)
- ☐ Asian or Asian British - Indian
- ☐ Asian or Asian British - Pakistani
- ☐ Asian or Asian British - Bangladeshi
- ☐ Asian or Asian British - Chinese
- ☐ Any other Asian background (please specify)
- ☐ Black or Black British - African
- ☐ Black or Black British - Caribbean
- ☐ Any other Black/African/Caribbean background (please specify)
- ☐ Arab
- ☐ Any other ethnic group (please specify)
- ☐ Prefer not to say

Please specify 'other ethnic group'

Q16 Do you have a long-standing illness, disability or infirmity?
Please tick one option only.

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Q17 What is your sexual orientation?
Please tick one option only.

- ☐ Bi
- ☐ Gay or Lesbian
- ☐ Straight/ Heterosexual
- ☐ I use another term
- ☐ Prefer not to say

Thank you for your assistance. Your views are important to us.

When the consultation closes midnight **Friday 24th November 2023**, we will report the results back to the Combined Fire Authority on **Wednesday 14th February 2024.**

Please return your completed survey using the pre-paid envelope.

Appendix 2 - Survey respondent profile

	Survey Responses			2021 Census*
Gender identity	#	% Inc NR	% Ex NR	%
Male	66	35.1	41.5	49.5
Female	77	41.0	48.4	50.5
Prefer to self-describe	2	1.1	1.3	
Prefer not to say	14	7.4	8.8	N/A
No reply	29	15.4		

Age	#	% Inc NR	% Ex NR	% (15+)
15-24	11	5.9	7.5	16.5
25-34	10	5.3	6.8	15.6
35-44	39	20.7	26.5	15.4
45-54	32	17.0	21.8	15.9
55-64	29	15.4	19.7	14.8
65-74	16	8.5	10.9	11.9
75-84	10	5.3	6.8	7.2
85 and over	0	0.0		2.8
No reply	41	21.8		

Ethnic group	#	% Inc NR	% Ex NR	%
Asian or Asian British	8	4.3	5.0	19.5
Black or Black British	2	1.1	1.2	3.3
White	132	70.2	82.0	72.5
Mixed	4	2.1	2.5	2.7
Other ethnic group	2	1.1	1.2	2.0
Prefer not to say	13	6.9	8.1	
No reply	27	14.4		

*2021 Census figures for Leicester, Leicestershire and Rutland
NR = No reply

	Survey Responses			2021 Census
Illness, disability or infirmity*	#	% Inc NR	% Ex NR	%
Yes	29	15.4	18.5	16.2
No	108	57.4	68.8	83.8
Prefer not to say	20	10.6	12.7	
No reply	31	16.5		

Sexual orientation	#	% Inc NR	% Ex NR	%
Bisexual	1	0.5	0.6	1.3
Gay or Lesbian	6	3.2	3.8	1.2
Heterosexual/straight	125	66.5	79.1	89.5
Other	0	0.0	0.0	0.3
Prefer not to say	26	13.8	16.5	
No reply	30	16.0		7.8

Lower-tier authority	#	% Inc NR	% Ex NR	%
Blaby	11	5.9	8.1	9.2
Charnwood	25	13.3	18.4	16.4
Harborough	23	12.2	16.9	8.7
Hinckley & Bosworth	15	8.0	11.0	10.1
Melton	7	3.7	5.1	4.6
North West Leicestershire	14	7.4	10.3	9.3
Oadby & Wigston	6	3.2	4.4	5.1
Leicester	21	11.2	15.4	32.8
Rutland	10	5.3	7.4	3.7
Other authority	4	2.1	2.9	N/A
No reply	52	27.7		

*2021 Census asks respondents if they are Disabled under the Equality Act and if their day-to-day activities are limited

	Survey Responses			2021 Census
National IMD quintile 2019	#	% Inc NR	% Ex NR	%
1 (most deprived)	10	5.3	7.6	12.8
2	11	5.9	8.3	19.1
3	25	13.3	18.9	16.6
4	43	22.9	32.6	25.0
5 (least deprived)	43	22.9	32.6	26.2
No reply	56	29.8		

*Figures calculated using LSOA 2011 boundaries.
NR = No reply

Appendix 3 - Proposal statistical matrices

% of respondents who said 'Tend to agree' or 'Strongly agree' per proposed strategy

		Gender Identity				Age group			Current/former LFRS employee			District										LCC IMD quintile				
Strategy	Avg, %	Female	Male	I use another term	Prefer not to say	Under 35	35 to 54	55 and over	Yes - current employee	Yes - former employee	No	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Leicester	Melton	North West Leicestershire	Oadby & Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)
Strategy 1	91.4%	94.7%	93.9%				91.4%	90.9%	95.6%		91.0%														95.3%	85.7%
Strategy 2	72.1%	79.2%	73.4%				68.6%	77.4%	69.6%		76.0%														78.6%	62.8%
Strategy 3	87.0%	89.5%	93.8%				85.5%	89.1%	87.0%		87.8%														83.7%	86.0%
Strategy 4	85.3%	88.2%	87.7%				89.9%	81.8%	91.1%		85.5%														93.0%	78.6%
Strategy 5	85.6%	89.6%	84.1%				85.5%	87.3%	88.9%		87.5%														88.4%	77.5%

Significance
- Significantly higher
- Similar
- Significantly lower
- Suppressed

% of respondents who said 'Neither agree nor disagree' per proposed strategy

		Gender Identity				Age group			Current/former LFRS employee			District										LCC IMD quintile				
Strategy	Avg, %	Female	Male	I use another term	Prefer not to say	Under 35	35 to 54	55 and over	Yes - current employee	Yes - former employee	No	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Leicester	Melton	North West Leicestershire	Oadby & Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)
Strategy 1	4.3%	5.3%	3.0%				4.3%	7.3%	2.2%		4.5%														4.7%	7.1%
Strategy 2	15.3%	16.9%	12.5%				12.9%	15.1%	13.0%		15.5%														7.1%	18.6%
Strategy 3	8.2%	7.9%	4.6%				8.7%	3.6%	8.7%		8.4%														9.3%	9.3%
Strategy 4	8.2%	9.2%	7.7%				5.8%	10.9%	2.2%		9.9%														4.7%	14.3%
Strategy 5	11.6%	9.1%	12.7%				11.6%	9.1%	8.9%		11.7%														9.3%	20.0%

Significance
- Significantly higher
- Similar
- Significantly lower
- Suppressed

% of respondents who said 'Tend to disagree' or 'Strongly disagree' per proposed strategy

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