



# Integrated Risk Management Plan 2020-2024

## Consultation results

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## Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

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## Executive Summary

### Introduction

This report focuses on the results of the consultation carried out on the seven proposals of the Integrated Risk Management Plan (IRMP) 2020-24. The consultation survey ran from 3 September to 25 November 2019 (12 week fieldwork window).

### Analysis

In total, 282 survey responses and two formal written responses were received. Nearly half (47.9%) of survey respondents were members of the public, and over a third (38.3%) were serving firefighters or support staff.

For each of the seven proposals, the majority of respondents were in agreement. Proposals 4 (92.8%) and 3 (83.3%) received the highest levels of agreement, with the majority of respondents saying they strongly agreed.

Although each proposal was met with agreement by the majority of respondents, proposals 7 (27.8%), 1 (24.1%) and 2 (21.2%) received the highest levels of disagreement. Over one in ten respondents strongly disagreed with proposals 1 and 2 and notably, over a fifth (21.4%) strongly disagreed with proposal 7, and another fifth (19.2%) had a neutral view (neither agreed nor disagreed).

The survey contained nine open-ended questions, which received a total of 1,236 comments. All of the comments were read and coded.

In addition to the survey responses, formal responses were also received from Leicestershire County Council and the Fire Brigades Union. These responses have been provided to the Combined Fire Authority for their consideration.

**Proposal 1:** Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes

Over two-thirds (68.2%) of respondents agreed with the proposal. The largest proportion (37.2%) said they strongly agreed. In contrast, a quarter (24.1%) disagreed with it, with one in ten (11.3%) saying they strongly disagreed.

In the open comments, respondents felt flexibility (27 respondents) and the prioritisation of life-threatening incidents were important (26). Whilst a short response time was considered vital by some (19), the average 10 minute target was criticised in numerous ways by others (28), including being too long, and some response times being longer than 10 minutes. Others (20) were concerned about the possible implications of moving fire engines and staff around, and some (19) felt the proposal masked past and future cost-cutting measures.



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**Proposal 2:** Use our firefighters efficiently and flexibly to maximise our appliance availability

Over seven in ten (72.2%) agreed with the proposal. The largest proportion of respondents (37.4%) said they strongly agreed. In contrast, a fifth (21.2%) disagreed with it, with one in ten (11.4%) saying they strongly disagreed.

In the open comments, respondents valued flexibility (15 respondents), and felt the proposal would provide sufficient service coverage (20), improve staff recruitment, retention and cohesion (17). Others were concerned about a potential over-reliance on on-call staff (19), and the risk of service shortages by moving fire engines and staff around (15).

**Proposal 3:** Purchase a second high reach appliance to replace the older one of the two vehicles

Over eight in ten (83.3%) respondents agreed with the proposal. Notably, the majority (59.8%) said they strongly agreed. In contrast, less than one in ten (7.2%) disagreed with it.

In the open comments, respondents felt the proposal would provide: operational reliance and a greater range of service (40 respondents); and modernisation and greater reliability (29). Others (26) felt the increasing numbers of high-rise buildings meant a new high reach appliance was required.

Others were less convinced of the need for such an outlay (13) and were concerned about the ability to operate the new appliance (7). Respondents also suggested a number of alternative approaches, including: purchasing/maintaining alternative or older vehicles (11); carrying out a cost-benefit analysis (11); and ensuring sufficient crewing of the vehicle (8).

**Proposal 4:** We want to continue to undertake our education and enforcement activities, targeting those most at risk

Over nine in ten (92.8%) respondents agreed with the proposal. Notably, the majority (58.1%) said they strongly agreed. In contrast, less than one in twenty (3.6%) disagreed with it.

In the open comments, respondents felt the proposal would develop greater understanding of fire-related knowledge, and reduce the number and impact of incidents (60 respondents). Targeting 'at risk' groups was also met with approval (21), and respondents felt enforcement of penalties would encourage others to follow suit (10). Some respondents made a number of suggestions as to how the proposal could be delivered (12), whilst others felt the proposal should not be a priority for the service (6).

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**Proposal 5:** Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places

Eight in ten (79.6%) respondents agreed with the proposal. The largest proportion (48.4%) said they strongly agreed. In contrast, one in ten (10.4%) disagreed with it.

In the open comments, respondents valued multi-service collaboration (49 respondents), felt it would provide a more holistic response to incidents and develop firefighters to be more rounded in their skillset (17). Others felt cost-savings were achievable via collaboration (18). Respondents also suggested how the proposal could be delivered, including: the establishment of dedicated resource (13); the development of relationships between the Service and the ambulance (10) and police services (10); and the maintenance of Service specialisms and responsibilities (8). Others felt collaboration could actually be a poor use of resources (34).

**Proposal 6:** We want to enable our staff to do the right thing to help our communities

Seven in ten (71.8%) respondents agreed with the proposal, split evenly between 'tend to agree' (36.3%) and 'strongly agree' (35.5%). In contrast, one in seven (14.7%) disagreed.

In the open comments, respondents felt a flexible, 'common sense' approach to helping communities was sensible (23 respondents). Others felt the proposal was vague (19) and required clarification as to what 'the right thing' entailed, or would take firefighters away from the responsibilities of their main role (16). Some felt the impact of the proposal on staff needed to be monitored closely (13).

**Proposal 7:** We want to implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

The majority (53.0%) of respondents agreed with the proposal. The largest proportion (32.0%) said they strongly agreed. In contrast, over a quarter (27.8%) disagreed with it, with over a fifth (21.4%) saying they 'strongly disagree'.

In the open comments, respondents were strongly supportive of the Day Crewing Plus (DCP) duty system (75 respondents), citing the benefits they felt it offers: cost-effectiveness; work-life balance; shift flexibility; and service coverage. Some queried why it was under threat, that more effort should be made to preserve it, and that alternative models would reduce service cover (33). Others felt the High Court ruling left little choice (17), and others were critical of the DCP system (15). Some respondents suggested alternative models that could be considered (18).

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### Alternative proposals

When asked whether there were any alternative proposals that should be considered in the IRMP, respondents made a number of suggested changes to the day-to-day (16 respondents) and strategic-level operation of the service (14). Other suggestions were also made, such as: improving the funding and resources available (13); preserving current arrangements such as the Day Crewing Plus system (12); seek greater multi-agency collaboration with blue light services (10); improve the on call system (8); and improve training and education programmes (7).

### Any other comments

When asked whether they had any other comments, respondents provided a mixed response.

Some felt the wording in the consultation documents was unclear and required more information to provide detail (18 respondents). Others were critical of the current operations used by the service (6), and some felt the IRMP proposals would lead to service cuts (4). In response, some advocated that current funding and resourcing should be maintained or improved upon (10).

Others were positive about the role of the service (7) and the proposals set out in the consultation (7).

Some made suggestions of how the service could operate in future (9), and that further consultation with staff and stakeholders should be held over the proposals (6).

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## Chapter 1: Introduction and methodology

### Overview of the process

An Integrated Risk Management Plan (IRMP) must assess all foreseeable fire and rescue related risks to communities, and put in place arrangements to 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.

The current IRMP was consulted on in 2016 and is valid until 2020. This report focuses on the results of the consultation carried out on the seven proposals of the forthcoming IRMP, starting in 2020 and ending in 2024.

A consultation survey was made available on the websites of Leicestershire Fire and Rescue Service (LFRS) and Leicestershire County Council (LCC) from 3 September 2019. This was accompanied by the IRMP proposals document and a range of other supporting information documents.

The survey asked for views on the seven IRMP proposals.

The consultation closed on 25 November 2019 (a 12 week fieldwork window).

### Communications and engagement activity

LFRS provided the following information about the communication and engagement activity carried out for the IRMP consultation.

A comprehensive communication exercise was undertaken to attempt to reach as many members of the public in Leicester, Leicestershire and Rutland as possible.

The IRMP consultation was communicated via:

- Internal channels - Service Matters, Members Briefing, Site Visits, Staff Briefings, all staff email
- External channels - Service website and social media, printed materials (e.g. posters and flyers), newspaper, radio and TV, community events, direct mailing to stakeholders, partner channels (including websites), frontline word of mouth

Greater use was made of social media and the use of shorter style animations to generate interest. All social media activity directed the recipient to the LFRS website and encouraged participation.

An investment was made to target specific lesbian, gay, bisexual, and transgender (LGBT) and Black, Asian and minority ethnic (BAME) groups through social media to improve our 'reach' in those areas.

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The consultation was presented and discussed at the following meetings:

- Police Independent Advisory Boards for Disability, Race, LGBT and Older People
- Community Safety Strategic Board
- City and Council Safeguarding Boards
- Safer Communities Strategic Officer Group
- Better Business for All Forum
- A Learning Disability Conference

It was further promoted at:

- Team Rutland Summit 2019
- A University Fresher's week event
- A selection of Ward and Joint Action Group Meetings
- Station Open Days
- Pop-Up Station events at Harby and Bottesford
- Central Station Heritage Day
- Station car wash events
- Through the Fire Cadets Facebook page
- Parish Councils, Equalities Challenge Group and Leicester City Council's 'FACE' newsletters
- Interviews with Radio Leicester and East Midlands Today

The consultation was shared with other key stakeholders:

- Local MPs and elected members
- County, Unitary, District and Parish Councils in the area
- Neighbouring Fire and Rescue Services
- Leicestershire Police
- East Midlands Ambulance Service
- Clinical Commissioning Groups
- Representative Bodies at the Staff Consultation Forum

### **Alternative formats / Equality and Human Rights Impact Assessment (EHRIA)**

Measures were put in place to make the consultation process open and inclusive.

The IRMP and supporting information was available to download from the LFRS website.

Copies of the survey and documents were available as hard copy and in alternative formats on request.

Contact details for the LFRS headquarters was also provided on the consultation documents.

## Analysis methodology

In total, 282 responses were received to the survey (i.e. either electronically or by paper), and are analysed in Chapter 2. In addition to these survey responses, formal responses were also received from Leicestershire County Council and the Fire Brigades Union. These responses have been provided to the Combined Fire Authority for their consideration.

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 rounding or multiple-choice questions.

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

Chi-Square analyses was used to assess whether there were different levels of agreement for the proposals between different demographic groups. The results of this are available in Appendix 4.

The survey contained nine open-ended questions, which received a total of 1,236 comments. All of the comments were read and coded. Open comment themes are available in Appendix 3. The comments in full have been passed to LFRS for their consideration.

## Survey respondent profile

Nearly half (47.9%) of survey respondents were members of the public, and over a third (38.3%) were serving firefighters or support staff.

A full respondent profile is in Appendix 2. It shows the profile of respondents was underrepresented by females, residents of Leicester, and disabled individuals, and was overrepresented by males, residents of Harborough, individuals of no religion, and White individuals.

**Chart 1:** Survey respondent roles

Response	#	%
Interested member of the public	135	47.9%
Serving firefighter or support staff	108	38.3%
Former firefighter or support staff	22	7.8%
Business representative	6	2.1%
Representative of another public sector organisation	3	1.1%
Voluntary sector/ community group representative	2	0.7%
Elected Member (parish/ town council, district council, county or city council)	1	0.4%
Representative of another emergency service	1	0.4%
Other	4	1.4%

Base = 282

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In total, 17 stakeholders responded to the consultation survey, including East Midlands Ambulance Service, Rutland County Council, University Hospitals of Leicester, three schools/academies, nine other businesses/organisations, and two individuals who did not specify who they represented.

Of the 17 stakeholders that responded to the consultation survey, 5 (29.4%) said they were providing the official response of their organisation.

**Chart 2:** Stakeholders - Official responses

Response	#	%
Yes	5	29.4%
No	12	70.6%

Base = 17

Respondents were asked how they heard about the IRMP consultation. Chart 3 shows over a third (36.5%) of respondents heard about the consultation via Facebook. Over one in ten heard about the consultation via a friend/relative or community leader (13.5%), email (13.5%), or Twitter (11.3%).

**Chart 3:** How respondents heard about the consultation

Response	#	%
Facebook	100	36.5%
Other	44	16.1%
Via a friend/relative or community leader	37	13.5%
Email	37	13.5%
Twitter	31	11.3%
At an event/ open day/ presentation	23	8.4%
Other social media	16	5.8%
TV	13	4.7%
Flyer/ leaflet	11	4.0%
Radio	10	3.6%
Poster	8	2.9%
Other website	8	2.9%
Print media (newspaper or magazine)	5	1.8%
News website	2	0.7%

%s may not add up to 100% as respondents could select more than one response  
Base = 274



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Although a notable proportion (16.1%) said 'Other', Chart 4 shows these responses tended to be: internal LFRS communication, email, and other websites.

**Chart 4:** How respondents heard about the consultation - Other

Response	#	%
LFRS internal communication	20	47.6%
Other	9	21.4%
Email	6	14.3%
Other website	6	14.3%
Via a friend/relative or community leader	1	2.4%

%s may not add up to 100% as respondents could select more than one response  
Base = 42

Chart 5 combines the original and the coded 'other' responses.

**Chart 5:** How respondents heard about the consultation - Charts 3 and 4 combined

Response	#	%
Facebook	100	36.6%
Email	43	15.8%
Via a friend/relative or community leader	38	13.9%
Twitter	31	11.4%
At an event/ open day/ presentation	23	8.4%
LFRS internal communication	20	7.3%
Other social media	16	5.9%
Other website	13	4.8%
TV	13	4.8%
Flyer/ leaflet	11	4.0%
Radio	10	3.7%
Other	9	3.3%
Poster	8	2.9%
Print media (newspaper or magazine)	5	1.8%
News website	2	0.7%

%s may not add up to 100% as respondents could select more than one response  
Base = 273

## Chapter 2: Survey response analysis

### IRMP proposals

Survey respondents were asked for their views on each of the seven IRMP proposals.

The seven proposals were:

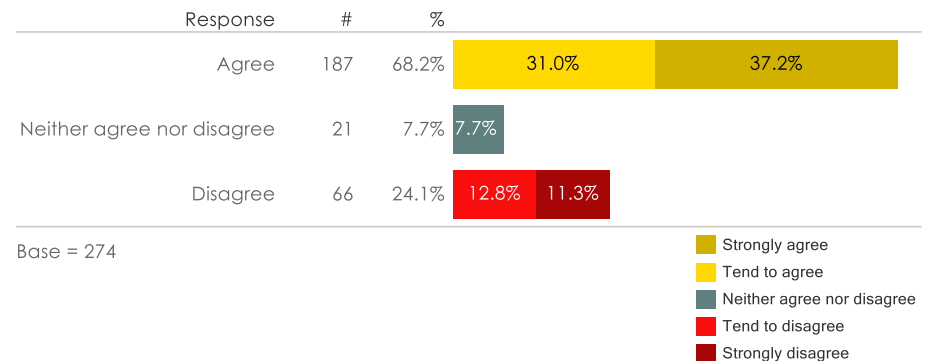
1. Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes
2. Use our firefighters efficiently and flexibly to maximise our appliance availability
3. Purchase a second high reach appliance to replace the older one of the two vehicles
4. We want to continue to undertake our education and enforcement activities, targeting those most at risk
5. Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places
6. We want to enable our staff to do the right thing to help our communities
7. We want to implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

**Proposal 1:** Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes

Respondents were asked to what extent they agreed or disagreed with Proposal 1. Chart 6 shows over two-thirds (68.2%) agreed with the proposal. The largest proportion of respondents (37.2%) said they strongly agreed. In contrast, a quarter (24.1%) disagreed with it, with one in ten (11.3%) saying they strongly disagreed.

Respondents who were significantly more likely to agree (compared to the average) were: aged under 35 (84.8%).

**Chart 6:** Proposal 1 - To what extent respondents agree/disagree



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Respondents were then asked to provide comments. Chart 7 lists the top 10 codes. See Appendix 3 for a full list of codes.

Several respondents responded positively, with some (27) emphasising the importance of flexibility and (26) prioritising life threatening incidents. Some respondents (19) felt the prioritisation of response times was the correct focus, and others (12) voiced their agreement generally to the proposal.

Some respondents (28) were critical of the proposed average 10 minute target response time for life threatening incidents, citing (i) it is too long to respond, (ii) using averages meant some responses would take longer than 10 minutes, particularly in rural areas, and (iii) response times have slowed in recent years. Others queried whether the 10 minute target would include the initial emergency phone call made.

Other concerns were voiced. Some (20) queried concerns about moving fire engines and staff, suggesting it may result in gaps in cover or service availability, slower response times, a negative impact on staff wellbeing, and reduced staff knowledge of the locality. Some (16) respondents suggested LFRS should consider the implications of this.

Some respondents (19) felt concerned that the proposal was masking cost-cutting/resource reduction measures. Whilst some of the respondents felt the proposal was a result of such measures undertaken in recent years, others felt it was a pre-emptive move to administer further changes.

*"Flexible use of resources seems to be a sensible option to assist in achieving the desired attendance time for life-threatening incidents"*

*"Good to get to life threatening incidents as quickly as possible"*

*"Ten minutes is an average, therefore an emergency response to some areas could be 15 or even 20 minutes. That's a long time when a dwelling is involved"*

*"LFRS should aim to respond within 10 minutes. Using average timescales tells you nothing about the actual incidents and often gives a misleading picture on performance in rural communities"*

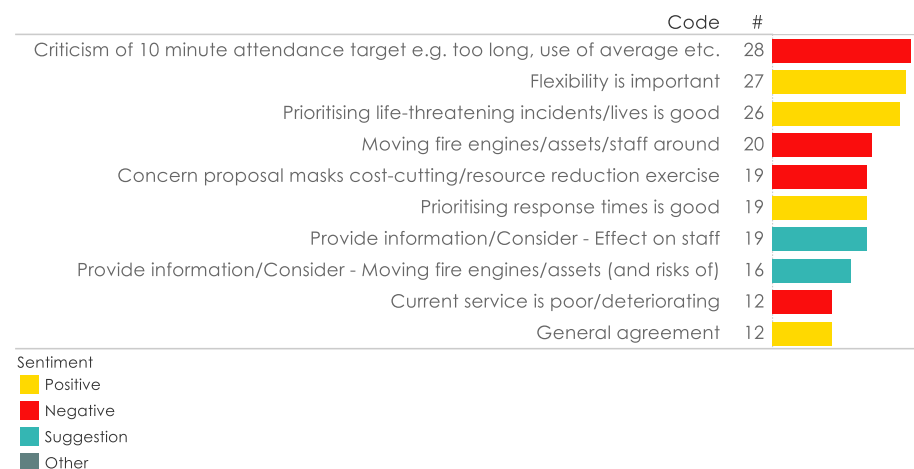
*"Moving fire engines from one area to another inevitably creates gaps in cover"*

*"By moving your fire engines / specialist appliances around, I believe this may impact on the communities by way of the following: a - Firefighters not being familiar with their surroundings / buildings if they were to keep moving around. b - Building that rapport with their communities, if there is different firefighters / appliances all the while I believe this could have a detrimental effect"*

*"Will the crews lose the team spirit by being shuffled around?"*

*"This is an attempt to reduce number of appliances and crewing levels. Which are already at a dangerously low level"*

**Chart 7:** Proposal 1 - Open comments (Top 10)



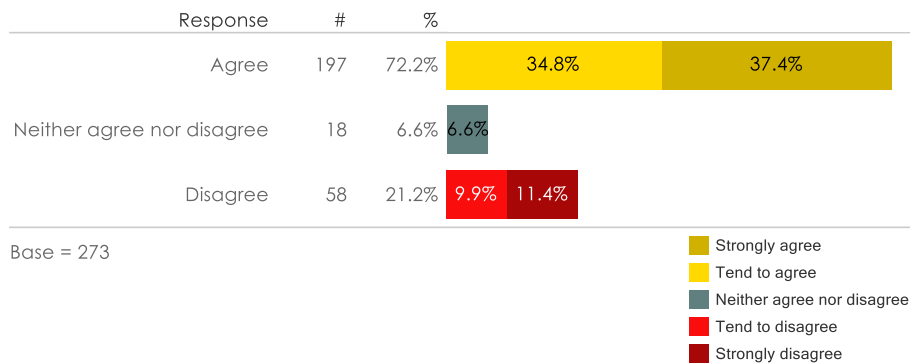
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**Proposal 2:** Use our firefighters efficiently and flexibly to maximise our appliance availability

Respondents were asked to what extent they agreed or disagreed with Proposal 2. Chart 8 shows over seven in ten (72.2%) agreed with the proposal. The largest proportion of respondents (37.4%) said they strongly agreed. In contrast, a fifth (21.2%) disagreed with it, with one in ten (11.4%) saying they strongly disagreed.

Respondents who were significantly more likely to agree (compared to the average) were: current LFRS employees (82.5%), or Christian (81.1%). Those who were significantly more likely to disagree (compared to the average) were: aged 55 or over (28.3%).

**Chart 8:** Proposal 2 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. Chart 9 lists the top 10 codes. See Appendix 3 for a full list of codes.

Several respondents were positive in their comments. Some (21) voiced their general approval of the proposal, and others (20) felt the proposal would provide sufficient cover of service, and would improve areas such as staff recruitment, retention and cohesion. Others (15) felt the move to keep the service flexible to be a positive step.

Other respondents voiced a number of concerns.

Some (19) felt the proposal could result in an increased reliance of the service on on-call staff, which would have a detrimental effect as they may not have the same level of training, experience or availability to the service as wholetime staff. Some felt the proposal may be a precursor to wholetime staff reduction, with the intention of replacing them with on-call staff.

Others (15) were critical of the proposal to move fire engines and staff around, as it could result in service shortages and increased risks.

Several suggestions were also made. Some (14) felt the potential implications of such a move on staff should be more closely considered. Other respondents (13) felt the current level of funding should be maintained or improved upon, and some (11) felt the on-call system could improve.

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"Because the more fire engines we have on the run then we are best prepared to respond to emergencies"

"On call recruitment is being hampered by the requirement to live within a very close proximity to the stations. A more flexible deployment model could increase the number of suitable candidates"

"I agree with using on call Firefighters more to give them more exposure and experience especially at quieter stations"

"Availability of appliances and trained responders is paramount to providing an effective fire and rescue capability, if by using staff more flexibly this achieves a greater degree of availability then again this has to be a positive"

"Maybe it would not suit all on call firefighters to attend other stations"

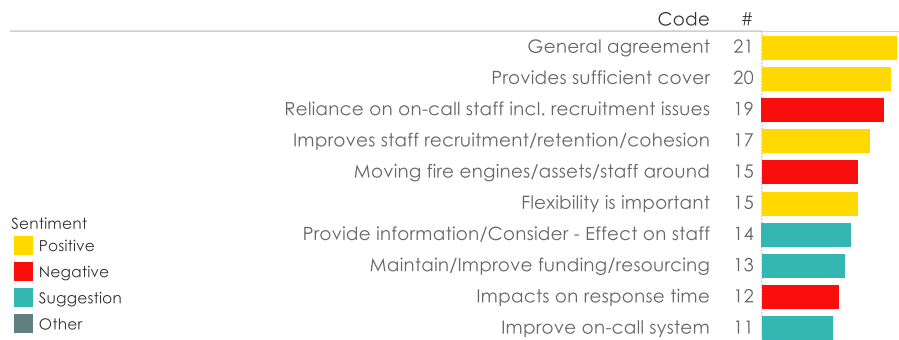
"This feels as though there may be a reduction in 'whole-time', with the increase in 'on-call' fire-fighters, which would be wholly unacceptable"

"The on call are an underused resource which require developing in the workplace to gain experience"

"I think we could be opening a can of worms allowing firefighters to not live within the current turnout times for on-call stations"

"Think it is important that you keep your staff on board. I assume you have surveyed the staff to get their opinion?"

**Chart 9:** Proposal 2 - Open comments (Top 10)

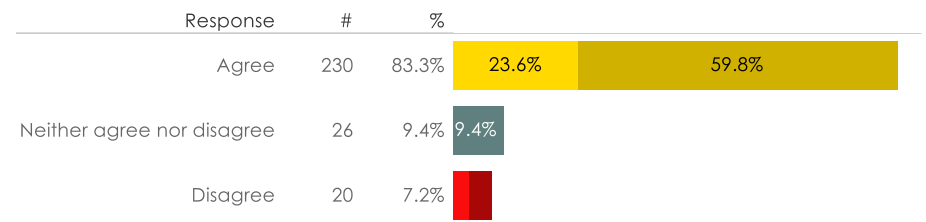


**Proposal 3:** Purchase a second high reach appliance to replace the older one of the two vehicles

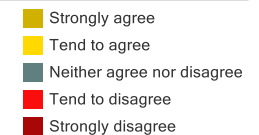
Respondents were asked to what extent they agreed or disagreed with Proposal 3. Chart 10 shows over eight in ten (83.3%) agreed with the proposal. Notably, the majority of respondents (59.8%) said they strongly agreed. In contrast, less than one in ten (7.2%) disagreed with it.

Respondents who were significantly more likely to agree (compared to the average) were: Christian (90.2%).

**Chart 10:** Proposal 3 - To what extent respondents agree/disagree



Base = 276



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Respondents were then asked to provide comments. Chart 11 lists the top 10 codes. See Appendix 3 for a full list of codes.

Several respondents (40) felt the proposal would provide operational resilience due to having a greater number of vehicles available, and would expand the service as a newer vehicle would be able to tackle a wider range of incidents. Other (29) respondents felt replacing an older vehicle would help the service modernise and improve its reliability to deal with incidents effectively. Several respondents (26) felt this proposal was particularly required due to the increasing number of high-rise buildings, particularly in Leicester city centre, and several specifically cited the need to avoid events such as Grenfell Tower by investing in the service fleet. Others (14) simply voiced their general agreement.

Other respondents were less convinced, as some (13) felt the capital outlay was not justified due to the current vehicle still being operational, the low numbers of incidents relevant to the proposed vehicle in recent years, the low numbers of high-rise buildings in the county, and the fire prevention measures installed in modern high-rise buildings. Others (7) felt there would not be enough trained staff to operate the new vehicle, or to run both vehicles simultaneously.

A number of suggestions were also made: alternative vehicles to consider purchasing; providing or considering a cost-benefit analysis of purchasing a new vehicle; ensuring the vehicle is crewed sufficiently; or to buy/maintain an older vehicle in order to save money.

*"I think it's important to retain two appliances with this capability - apart from better response times, to deal with any mechanical failures you have to have a second appliance ready to pick up"*

*"New vehicle will deal with a variety of incidents"*

*"Important to replace older vehicles to maintain an effective fleet"*

*"Absolutely, considering the Grenfell Tower fire and the amount of high rise buildings in Leicester and surrounding areas"*

*"I would think the older appliance still works well without spending a whole lot more money"*

*"Judging by the amount of incidents attended by high reach appliances highlighted in the report they appear to have gone down significantly"*

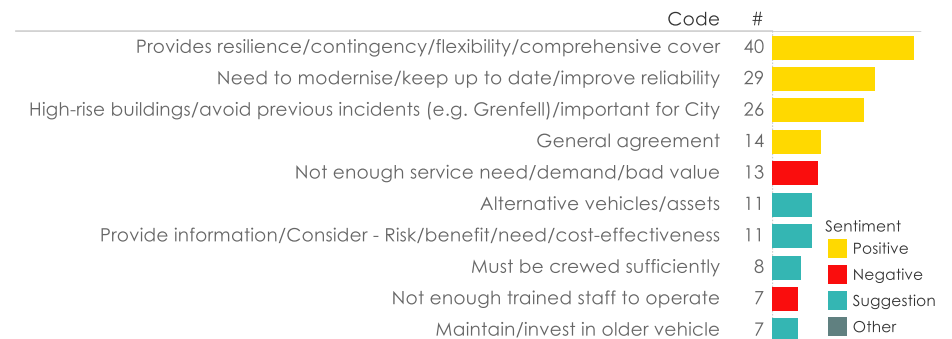
*"Leicestershire and Rutland do have high-rise buildings, most are now new student living sites that should have the latest fire safety features reducing potential fire service call outs"*

*"I agree but the high reach appliance isn't always manned now, and with so few firefighters on station now how will you make sure you have trained operators on every time?"*

*"Could a combined aerial rescue pump (CARP) be considered?"*

*"A piece of information forecasting the cost per deployment of this type of appliance (based on its use in the data from the last 5 years) should be published to allow a better, more informed decision as to whether this represents value for money"*

**Chart 11:** Proposal 3 - Open comments (Top 10)



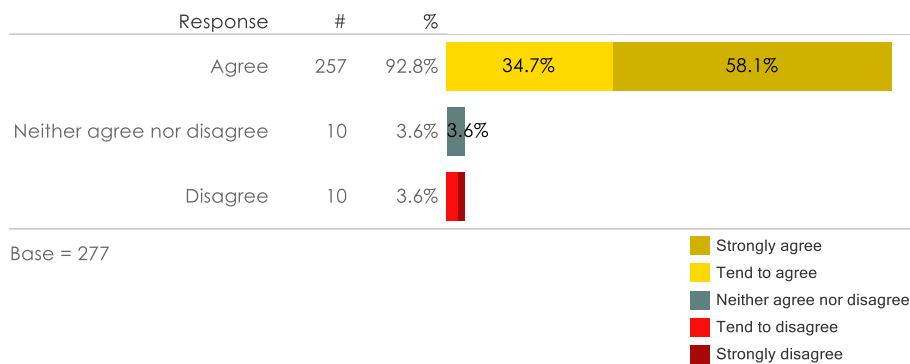
## Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

**Proposal 4:** We want to continue to undertake our education and enforcement activities, targeting those most at risk

Respondents were asked to what extent they agreed or disagreed with Proposal 4. Chart 12 shows over nine in ten (92.8%) agreed with the proposal. Notably, the majority of respondents (58.1%) said they strongly agreed. In contrast, less than one in twenty (3.6%) disagreed with it.

Respondents who were significantly more likely to disagree (compared to the average) were: living in Charnwood (12.1%), or not employed by LFRS (currently or formerly) (6.6%).

**Chart 12:** Proposal 4 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. Chart 13 lists the top 10 codes. See Appendix 3 for a full list of codes.

Many (60) respondents voiced their approval of using this proposal as it would likely result in a greater level of understanding of fire-related knowledge, what risks to be aware of, the ability to prevent future fire incidents, and as a consequence, the total number and impact of such incidents.

Several (21) respondents approved of the approach to focus the proposal on groups they considered to be 'at risk', such as children, university students, and vulnerable individuals. Some (15) cited the proposal reflected the current approach and described how it was already an effective measure, whilst others (15) simply voiced their general agreement.

Some (10) respondents cited the successes achieved by enforcement measures, describing how publishing the penalties placed upon organisations who fail to comply with regulations could encourage others to improve.

A number of suggestions were also made: maintain or improve upon current funding or resourcing; how the proposal could be delivered; whether the remit of those considered 'at risk' could be expanded to include other groups; and considering the impact of the proposal on staff.

Other (6) respondents felt the proposal should not be considered a priority by the service.



# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

"While it is impossible to completely stop incidents happening we can certainly educate people how to act when involved in an emergency situation"

"We loved the pop up fire station in Bottesford...these education events spark questions in children's minds which is fantastic; my 5 year old now knows our various escape routes out of our home, and also now just chats away about potential fire hazards, smoke detectors etc."

"I believe we have seen this working over the past few years by the reduction of incidents we attend"

"Protect and educate those most vulnerable"

"Enlighten people to the dangers and that when businesses take short cuts and planning departments allow these practices they will be prosecuted"

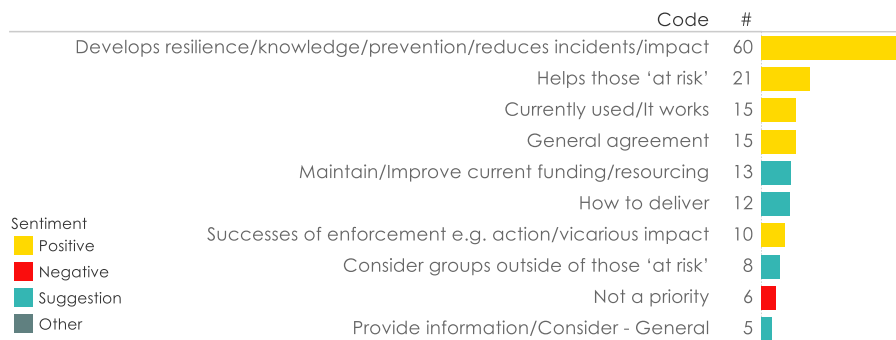
"(I) think we should work to increase a specialised education department rather than rely on operational staff to deliver messages"

"Could training be given to enable voluntary work/groups to be able to undertake this work in order to support local crews?"

"As long as other community groups are not neglected as a result of the targeted approach"

"Community safety activities though should not cause appliances to be taken off the run, and cause crews not to be able to train daily"

**Chart 13: Proposal 4 - Open comments (Top 10)**

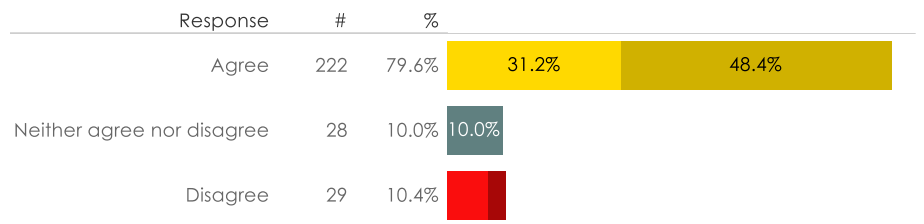


**Proposal 5:** Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places

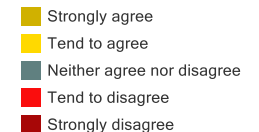
Respondents were asked to what extent they agreed or disagreed with Proposal 5. Chart 14 shows eight in ten (79.6%) agreed with the proposal. The largest proportion of respondents (48.4%) said they strongly agreed. In contrast, one in ten (10.4%) disagreed with it.

Respondents who were significantly more likely to agree (compared to the average) were: Christian (90.3%), or White (85.2%).

**Chart 14: Proposal 5 - To what extent respondents agree/disagree**



Base = 279





## Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

Respondents were then asked to provide comments. Chart 15 lists the top 10 codes. See Appendix 3 for a full list of codes.

Respondents were often positive in their comments. Several (49) respondents felt collaboration between blue light services was an important practice, and had been proven to work in the past. Others (17) felt utilising the skills of other emergency services would develop a more holistic, multifaceted response to the various challenges that an incident can pose, and as a consequence will develop other valuable emergency service skills in firefighters, such as first aid, CPR, and locksmithing. Several (18) felt the pooling of resources between emergency services would reduce costs and duplication. Some (17) simply voiced their general agreement with the proposal, and others felt it would help achieve the overall responsibility of the fire service to keep the public safe.

Respondents described in numerous ways how the proposal could be delivered. Some (13) felt the establishment of a dedicated resource would help, instead of relying on existing staff and vehicles to cope with additional demands. Some described specifically how future relationships with the ambulance service (10) and the police (10) could be developed. Others (8) felt that each emergency service should retain some specialisms and individual responsibility.

However the second most common code described how a number of respondents (34) felt collaborative response could sometimes be a poor use of resource, or should be considered a lower priority.

*"Joint working is important - emergency services shouldn't work in isolation as there is efficiency by working together which underpins the services core values"*

*"Work together and make use of joint ops rooms, personnel and services to produce the most appropriate cohesive effect"*

*"Cost effective to have the 3 blue light services working together, understanding each services needs"*

*"Working to keep people safe is the main goal"*

*"A dedicated resource for gain entry incidents would be useful as apposed to committing potentially a fire engine which could be better utilised"*

*"I feel stronger parameters should be set on how we support EMAS (East Midlands Ambulance Service NHS Trust)"*

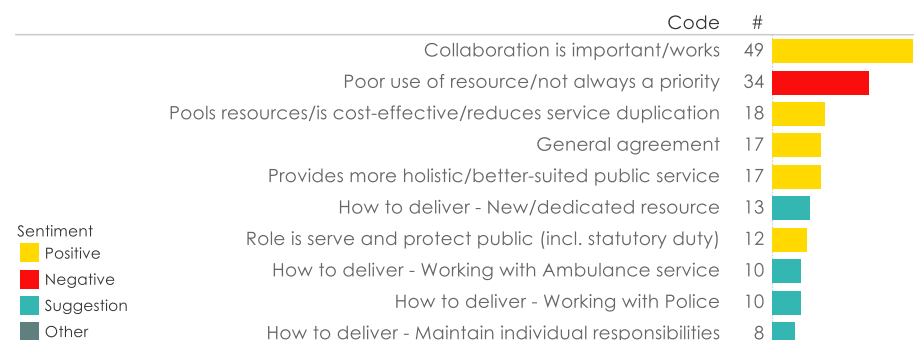
*"With the local police recruiting a large amount of new police officers over the next five years, consideration needs to be put into how much the service should still cover them when they have more capacity"*

*"Emergency services should work together but still lead in their professional areas."*

*"A fully crewed fire engine should not be used for non fire related rescues/gain entry, due to the cost of resourcing this"*

*"Using firefighters to do a police job or ambulance job is a risk not only for firefighters but (the) public as well. They are being pulled from their own job or training"*

**Chart 15:** Proposal 5 - Open comments (Top 10)



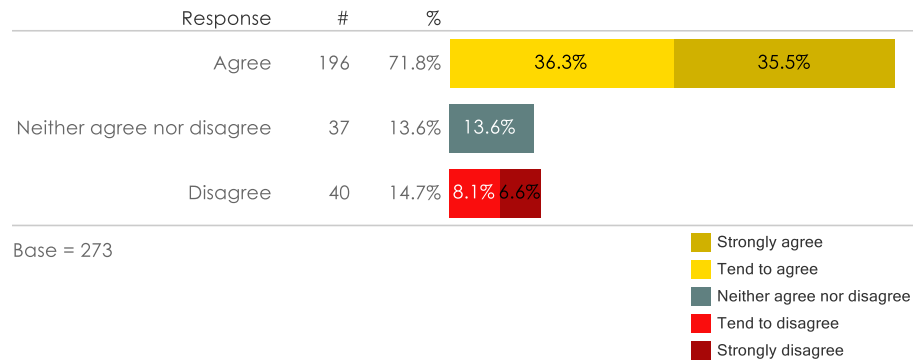
## Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

**Proposal 6:** We want to enable our staff to do the right thing to help our communities

Respondents were asked to what extent they agreed or disagreed with Proposal 6. Chart 16 shows seven in ten (71.8%) agreed with the proposal, split evenly between 'tend to agree' (36.3%) and 'strongly agree' (35.5%). In contrast, one in seven (14.7%) disagreed with it.

There was no notable significant difference in responses between the demographic groups of respondents.

**Chart 16:** Proposal 6 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. Chart 17 lists the top 10 codes. See Appendix 3 for a full list of codes.

Respondents provided a mixed response. Several (27) felt the proposal would enable the fire service to protect the public and local communities effectively, and others (23) said that a flexible, 'common sense' approach to helping communities would be a sensible decision. Some (13) said this was already practiced by the service, and others (11) simply voiced their general agreement with the proposal.

Other respondents were more critical of the proposal. Several (19) felt the wording of the proposal was unclear or vague, and some (11) suggested more information should be provided in general for clarity. Some (16) felt the proposal would take firefighters away from their main role, or introduced responsibilities that should not be considered part of the job. Similarly, others (10) felt it would overburden the Service. Several (12) said the proposal would be difficult to apply, as doing 'the right thing' can be difficult to define.

Several (13) respondents felt the potential impact of the proposal on staff needed to be considered more closely, including aspects such as safety, mental health, stress and fatigue.

# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

"Those people who join an Emergency Service do so to serve their community, to help people and make a difference. As long as appropriate training and support mechanisms are in place this should not be an issue"

"Experienced officers have the knowledge and experience to know what is needed as every situation is different. They should be enabled to use this initiative without fear of recrimination"

"The need to adapt procedures and improvise equipment use has always been part of the job"

"This proposal is very ambiguous. An example of this would be beneficial"

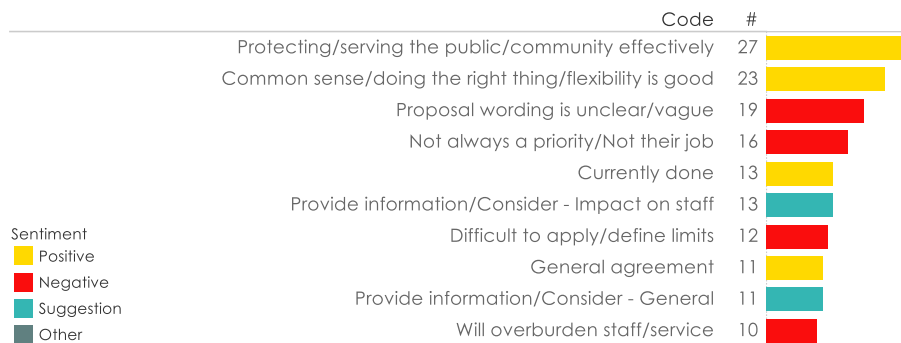
"LFRS are a successful and trusted organisation at fulfilling it's core and statutory duties, it must not be diluted nor distracted from those activities to cover the shortfall or inadequacies of other organisations"

"Again fire service could be taken advantage of, tidied up at places for hours when their time could be used better and potentially unavailable for jobs"

"Helping communities is always a good thing, but where do you draw the line?"

"If this puts certain stresses or pressures on staff then this should be re-evaluated"

**Chart 17: Proposal 6 - Open comments (Top 10)**

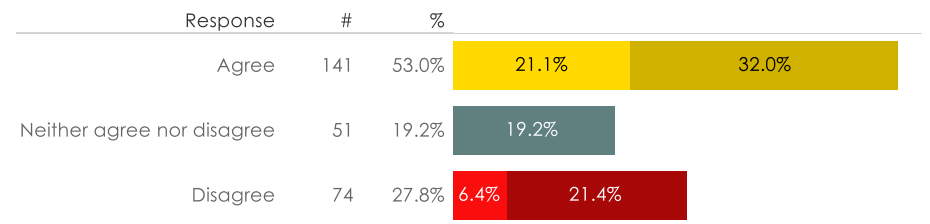


**Proposal 7:** We want to implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

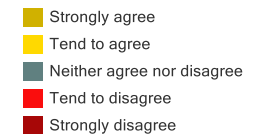
Respondents were asked to what extent they agreed or disagreed with Proposal 7. Chart 18 shows the majority (53.0%) agreed with the proposal. The largest proportion of respondents (32.0%) said they strongly agreed. In contrast, over a quarter (27.8%) disagreed with it, with over a fifth (21.4%) saying they strongly disagreed.

Respondents who were significantly more likely to disagree (compared to the average) were: White (29.2%).

**Chart 18: Proposal 7 - To what extent respondents agree/disagree**



Base = 266



## Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

Respondents were then asked to provide comments. Chart 19 lists the top 10 codes. See Appendix 3 for a full list of codes.

The top two codes reflected respondents support for the current Day Crewing Plus (DCP) duty system. Several (75) respondents felt strongly that the DCP system offered numerous benefits: being cost-effective; facilitating good work-life balance; being flexible in terms of working hours; and provided good service cover. Many of these respondents said such benefits meant the majority of staff were happy working under the current system. Some respondents questioned why the DCP system was at risk and why change a system that works well, whilst others felt greater effort needed to be made to preserve it. Some (33) respondents felt any alternative system would inevitably reduce the level of service cover. Some (7) felt greater information about the DCP system needed to be made available.

In contrast, some (17) felt the potential High Court ruling meant there would be little choice but to consider alternative systems. Others (15) were critical of the implementation of the DCP system, suggesting it was a cost-savings measure which endangered staff wellbeing. Some (7) felt alternative systems could maintain or improve service cover.

Several suggestions were made: provide information or consider the (i) impact of the proposal on staff (20) or (ii) possible alternative systems (18); consult more with staff and the Fire Bridge Union (16); and to maintain or improve funding or resources to ensure service cover is sufficient.

*"DCP works, I work this system, I enjoy working this system, it saves the public money, it still gives excellent fire cover. Any other system would cost more and more than likely give poorer fire cover. It is an absolute no brainer. Staff are happy, I would presume the public are, lets make DCP work"*

*"DCP is a great shift system and all its members want to work it and enjoy working it. It is cost effective and keeps a good level of fire cover for the county which would be decreased dramatically if we lost this shift system. As someone who works this system I believe I'm a lot more healthy, have a better family/personal life and achieve more when I'm at work. I believe a large majority of the DCP staff are doing all they can to make the DCP system work and want to get a collective agreement"*

*"If they take DCP away from you, surely there would be no other option to find an alternative"*

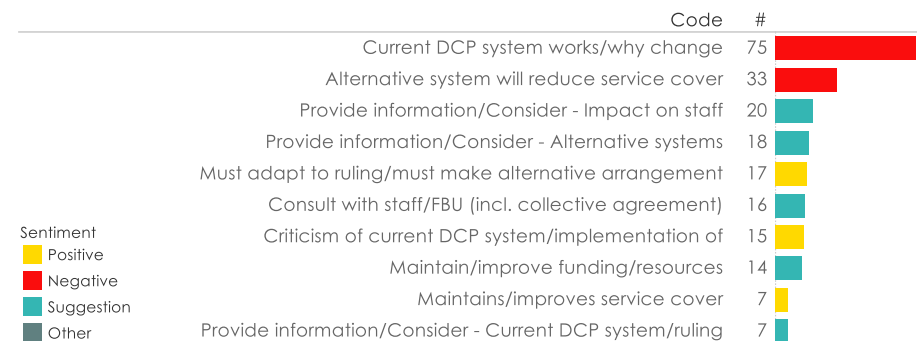
*"DCP is dangerous, allowing staff to work up to 120hours continuously (5 days and 5 nights, I'm aware negative stand down hours exist between 20.00-08.00 but these can be interrupted by calls) is a ticking timebomb. Firefighters can become exhausted on this shift pattern"*

*"Better flexibility to provide the right cover"*

*"Assuming this is done in consultation with staff and a feasibility review of the impact"*

*"You must keep all stations fully crewed at all times. No cuts because you can't afford to pay the staff"*

**Chart 19:** Proposal 7 - Open comments (Top 10)



# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

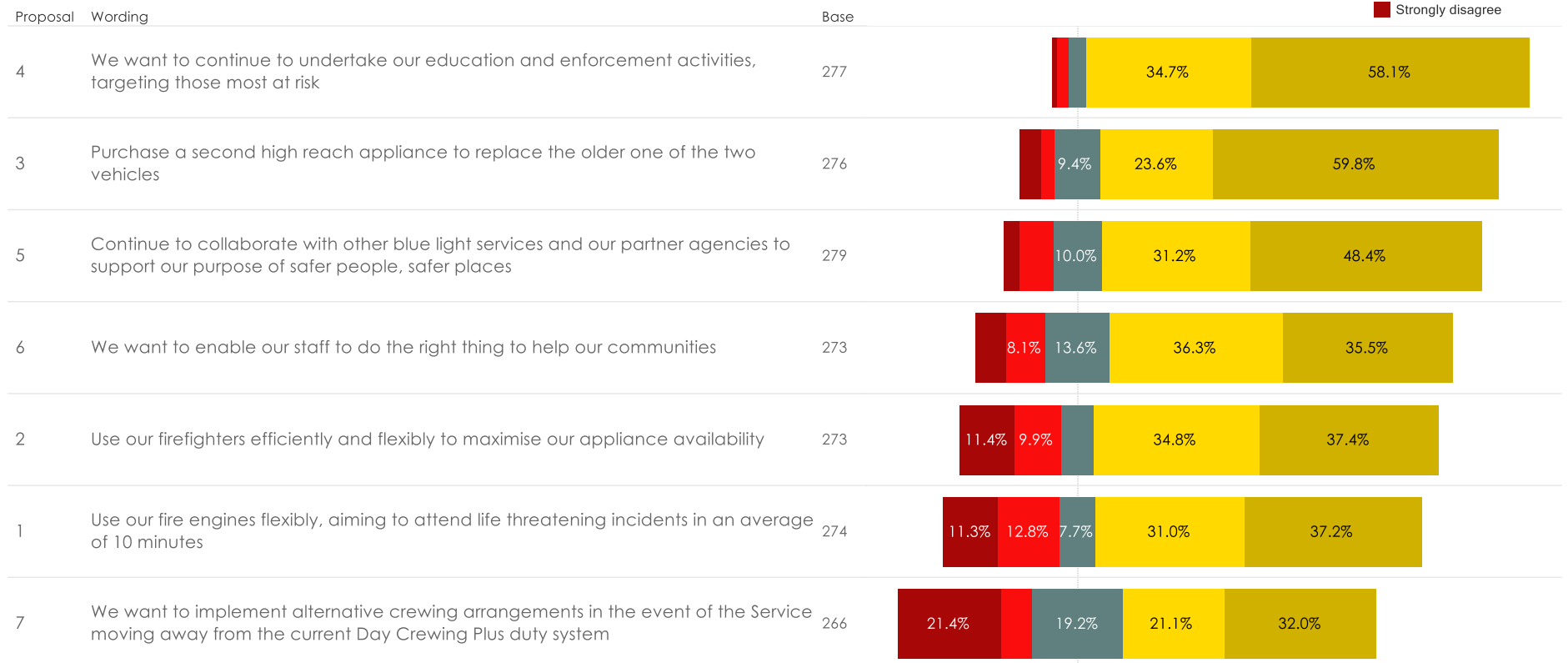
## All proposals

Chart 20 shows how respondents responded to the seven proposals.

For each of the seven proposals, the majority of respondents were in agreement. Proposals 4 (92.8%) and 3 (83.3%) received the highest levels of agreement, with the majority of respondents saying they strongly agreed.

Although each proposal was met with agreement by the majority of respondents, proposals 7 (27.8%), 1 (24.1%) and 2 (21.2%) received the highest levels of disagreement. Over one in ten respondents strongly disagreed with proposals 1 and 2 and notably, over a fifth (21.4%) strongly disagreed with proposal 7, and another fifth (19.2%) had a neutral view (neither agreed nor disagreed).

**Chart 20:** Proposals 1 to 7 (ordered by level of agreement)



### Alternative proposals

Respondents were asked whether there were any alternative proposals that should be considered in the IRMP. Chart 21 lists the top 10 codes (excluding those who said 'No/NA'). See Appendix 3 for a full list of codes.

Respondents were forthcoming with a number of suggestions.

Several (16) respondents suggested the current day-to-day operation of the service could be changed or improved in different ways, including: establishing minimum levels of staffing per station, shift, incident type or specific appliance; making medical expertise regularly available for incident response; sharing building space with other services; and utilising specific shift arrangements.

Others (14) suggested the service could make a number of changes or improvements on a strategic level: establishing new or removing existing stations; establishing a new management board; ensuring new housing and business site developments are considered and sufficiently covered; reviewing the use and asset management of existing vehicles; ensuring cover is sufficient in sparsely populated areas; refocusing service activity; implementing resilience teams; and evaluating the location of appliances.

Some (13) felt resources, such as the number of staff and vehicles available to the service needed to increase, and

others (12) felt the service ought to seek greater levels of funding.

Several (12) respondents felt the current arrangements used by the service such as the Day Crew Plus duty system and the current rota system should be maintained.

Some (10) felt greater efforts should be made to achieve multi-agency collaboration between blue light services. Some (8) felt the on-call system could be improved or better utilised, and others (7) suggested the training and education programmes used by the service could improve.

Other (8) respondents were critical about the consultation, suggesting the wording was unclear and vague, and that the exercise itself may not have much impact, and some (7) felt more information needed to be provided to provide greater detail as to what was being proposed.

Suggested alternative proposals will be considered by LFRS Senior Management and the Combined Fire Authority.



# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

*"Improved crewing levels to a minimum of 5 firefighters on pumping appliances. 9 firefighters at house fires"*

*"Expanding our emergency medical response to have a dedicated resource able to give advice and guidance and support to fire crews at RTCs and other medical related incidents"*

*"Close Shepshed and Loughborough (including training) and build a new station near J23 of M1 which will cover both the areas using the on call to assist with special appliances"*

*"Ensure that the Magna Park extension is adequately covered once occupied, as it is a substantial development"*

*"Stop cutting the service, employ enough firefighters to adequately cover the county and appliances for them to ride"*

*"You should approach the government for more funding as safety should not be compromised"*

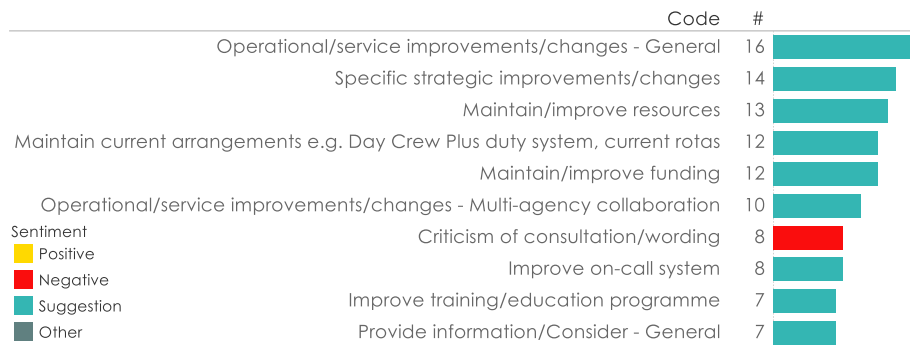
*"DCP is needed. Maybe this could be where retained fire fighters help out, by covering DCP crew members that have reached their hourly target, so they can take a break for a few hours (relieved by retained)"*

*"Communication and cohesion between all Blue Lights essential"*

*"Find a way to make the on call job more appealing to people"*

*"We should look to improve training provision. The L&D department seems under resourced and lacks credibility currently"*

**Chart 21:** Alternative proposals - Open comments (Top 10, 'No/NA' excluded)



## Any other comments

Respondents were asked whether they had any other comments on the IRMP. Chart 22 lists the top 10 codes (excluding those who said 'No/NA'). See Appendix 3 for a full list of codes.

The response to this question was mixed.

Several (18) respondents were critical of the wording used to outline the proposals in the consultation documents, describing it as being: unclear and vague; lacking detail; worded to fit an agenda; or overly technical for the public. In response, some (6) felt more information needed to be provided to provide greater detail as to what was being proposed.

Some (6) respondents were critical of the current operational arrangements used in the service, and described how the technologies used negatively impacted on response times. Others (4) felt the proposals masked cost-cutting exercises in the future, and were critical of such a move. Several (10) respondents advocated a maintained or improved level of funding and resourcing available to the service. Within this, several respondents made particular reference to protecting the provision for Rutland, as they felt the area would be greatly isolated if the fire service was to be reduced in a similar way to that of the Police service.

## Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

Positive comments were also made, with several (7) respondents outlining that the fire service is greatly valued and respected, and others (7) provided a general positive comment about the consultation and the proposals.

Other suggestions were made. Some (9) suggested a model by which the service could operate in future, including the preservation of the Day Crew Plus duty system. Others (6) felt further consultation ought to be held with staff and other stakeholder groups, including trade unions, community groups, business organisations and political bodies. Some (4) felt the impact of the proposals on staff needed to be considered.

*"The proposals need to be more specific rather than general ambiguous statements. This will allow the public to understand what you are trying achieve"*

*"The proposals appear to be worded in such a manner that however you answered they can be used as a mandate to reduce operational cover and/or used as a cheap replacement for other service providers"*

*"Ensure the systems we use are efficient enough to withstand peaks & troughs in order to achieve attendance times and ensure positive incident outcomes"*

*"Please don't reduce the coverage for Oakham and Rutland"*

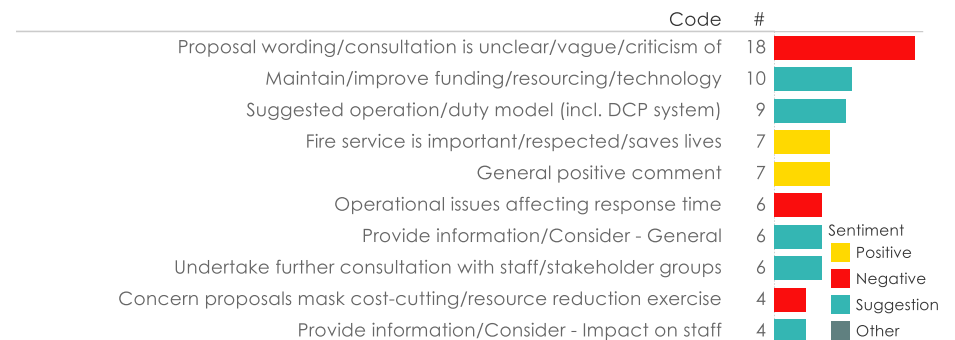
*"The Fire and Rescue element of the public sector must remain an important and required asset to the community it supports. Highly respected and proud to be in the public face doing what it does best, saving life"*

*"DCP should stay... the system saves you money, provides 24 hour fire cover and you have happy staff"*

*"I believe it important that communication and coordination with all operational personnel is vital to retain a healthy culture within the LFRS. Any operational changes should be carefully consulted to minimise dissatisfaction"*

*"Please look after your firefighters better. Be kind, be considerate, listen to them"*

**Chart 22:** Any other comments - Open comments (Top 10, 'No/NA' excluded)





## Appendix 1 - Questionnaire



### Your Service, Your Say

### Have your say on our draft Integrated Risk Management Plan 2020-2024

Our Integrated Risk Management Plan (IRMP), sets out proposals on 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 proposed priorities for the next 5 years. It is open for a 12-week period and closes at midnight on 25 November 2019, 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

- This survey should take 15-20 minutes to complete. Thank you in advance for your time

- If you have any other queries regarding the survey please email [IRMPconsultation@leics-fire.gov.uk](mailto:IRMPconsultation@leics-fire.gov.uk) or call 0116 2105550

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 Integrated Risk Management Plan 2020-2024. Further information on how and why Leicestershire Fire and Rescue Service uses your information can be found here: <https://leics-fire.gov.uk/privacy/>

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

### Your role

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

- |  |                                      |
|--|--------------------------------------|
| <input type="checkbox"/> Interested member of the public   | Go to 'Our 2020-2024 IRMP Proposals' |
| <input type="checkbox"/> Serving firefighter or support staff  | Go to 'Our 2020-2024 IRMP Proposals' |
| <input type="checkbox"/> Former firefighter or support staff   | Go to 'Our 2020-2024 IRMP Proposals' |
| <input type="checkbox"/> Trade union representative  | Continue to Q2                       |
| <input type="checkbox"/> Business representative   | Continue to Q2                       |
| <input type="checkbox"/> Voluntary sector/ community group representative                                | Continue to Q2                       |
| <input type="checkbox"/> Elected Member (parish/ town council, district council, county or city council) | Continue to Q2                       |
| <input type="checkbox"/> Representative of another emergency service                                     | Continue to Q2                       |
| <input type="checkbox"/> Representative of another public sector organisation                            | Continue to Q2                       |
| <input type="checkbox"/> Other   | Please specify below then go to Q2   |

Please specify 'other'

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?

- Yes  
 No

# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Our 2020-2024 IRMP Proposals

We use a variety of methods to minimise the risks to our communities, summarised under four broad areas.

- Prevention: educating and advising communities on fire and other safety matters to prevent fires and other emergencies
- Protection: enforcing fire safety legislation amongst businesses and public bodies to protect them from harm in the event of an incident
- Response: responding efficiently and effectively to incidents and limiting the impact of an emergency on communities
- Resilience: ensuring that we can continue to provide our services irrespective of major unplanned or unforeseen local or national risks

In developing our IRMP proposals we engage with multiple partners and use a variety of sources to review existing risks and identify new ones. These sources include: historical incident data, demographic data, performance data, high risk location information and local development strategies. We also consider the impact of wider changes in society, including government policy, economic growth and technological progress.

For our emergency response capability, the key areas we look at are: availability of resources, response times to incidents and the individual station demand profiles. We also consider our prevention and protection activities in our future planning, reviewing the use and allocation of our available resources to mitigate the impact of identified risks.

All this data and information helps us understand the needs of our communities, identify locations of potential peak demand, and assess our capacity to respond. It's also used to anticipate trends that may result in an increase in demand as well as opportunities to reduce the current levels.

We believe that the data we have analysed supports our view that we should use our staff and fire engines efficiently and effectively in undertaking our prevention, protection and response activities, and that our proposed IRMP would provide us with the flexibility to do this in a way that ensures we maximise the use of these resources. The following section outlines each of our proposals in more detail.

## Proposal 1 - Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes

- Our fire engines are currently based at their 'home' station and are moved into other areas to backfill when required. This approach delivers the response standards we publish, but we believe there is the opportunity to dynamically reposition fire engines to improve these standards.
- Currently we aim to provide immediate response to incidents across all of our 20 fire and rescue stations by utilising all our fire engines. However on occasions, either due to them being committed at other incidents, the availability of our crews, or vehicle maintenance we are not always able to do this.
- We propose the flexible use of our operational assets (fire engines and other specialist vehicles) and the flexible use of stations or other locations to position ourselves to be able to better respond to foreseeable risk or demand. This might mean operating with a different level of immediately available fire engines, but these fire engines would be located or moved as required to maintain the best geographical coverage.
- Also depending on our risk and demand profile data we may wish to amend the start and finish times or shift change times at some of our stations or within our Control Room.
- We would then report our response time performance as an average against the target of 10 minutes for life threatening incidents from the time the call was received.

Q4 To what extent do you agree or disagree that we should use our fire engines flexibly in order to help attend life threatening incidents in an average of 10 minutes? Please tick 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?

# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Proposal 2 - Use our firefighters efficiently and flexibly to maximise our appliance availability

- Currently our Wholetime and On-Call firefighters are based at their 'home' station and undertake their response activities in that area.
- When risk or demand dictates, we want to flexibly reposition our firefighters to proactively meet the needs of the Service. We propose relocating them to other stations to support fire engine availability and community safety.
- We want to use our On-Call staff differently and not always expect them to respond immediately, instead extending their response time to provide resilience at incidents or other stations. This could widen the pool of On-Call staff available as they will not have to live or work as close to the station.
- We believe this flexible approach, particularly for On-Call firefighters would assist recruitment and retention from a broader section of the community. It would also provide opportunities for those who struggle to meet the current criteria based on their personal circumstances.

Q5 To what extent do you agree or disagree that we should use our firefighters efficiently and flexibly to maximise our appliance availability? Please tick one option only.

- |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree           | Tend to agree            | Neither agree nor disagree | Tend to disagree         | Strongly disagree        | Don't know               |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Why do you say this?

## Proposal 3 - Purchase a second high reach appliance to replace the older one of the two vehicles

- The Service currently has two high reach appliances. The newest was purchased in 2015 the second is 18 years old and due to be decommissioned as part of our Fleet Management Plan.
- The design and build timescales for a high reach appliance can be up to two years.
- The cost for a like for like replacement is approximately £700,000 and is included in our capital budget.
- High reach appliances offer a unique capability and reassures the public in our ability to deal with a variety of incidents.
- Our mutual assistance and support arrangements allow us to use additional appliances from a neighbouring service where available.
- A second high reach appliance provides improved response.

Q6 To what extent do you agree or disagree that we should purchase a second high reach appliance to replace the older one of the two vehicles? Please tick one option only.

- |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree           | Tend to agree            | Neither agree nor disagree | Tend to disagree         | Strongly disagree        | Don't know               |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Why do you say this?

# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Proposal 4 - We want to continue to undertake our education and enforcement activities, targeting those most at risk

- We could provide generic advice to everyone, but we don't believe this is an effective use of our resources.
- We want to continue to provide education in homes, schools and other venues, using shared data and working with other organisations.
- Education and enforcement is vital in our larger urban areas, we want to continue with this and also work with those located furthest away from our stations, we know we cannot reach in 10 minutes.
- We want to identify and implement 'community resilience' initiatives in support of reducing incident numbers and harm. Making communities aware of potential risks and encouraging them to help themselves in managing and reducing the impact.
- We want to continue to ensure our enforcement activities are robust and effective, looking to prosecute those who do not conform to fire regulations and show little regard to public and employee safety.

Q7 To what extent do you agree or disagree that we should continue to target our education and enforcement activities at those most at risk? Please tick 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?

## Proposal 5 - Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places

- The number of non-fire related life risk rescues has increased substantially. We are gaining entry for, and assisting other services as well as dealing with more medical related incidents.
- The Police and Crime Act 2017 created a duty for emergency services to consider collaboration in the interests of 'efficiency or effectiveness'.
- We propose continuing with these activities, and reviewing our approach to dealing with them. Gaining entry to a building for example may be provided by a dedicated resource rather than a traditional fire engine.

Q8 To what extent do you agree or disagree that we should continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places? Please tick 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?

# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Proposal 6 - We want to enable our staff to do the right thing to help our communities

- We have rules and operating standards that our staff must follow to keep themselves and our communities safe.
- We often face situations where early intervention or a pragmatic approach to a situation leads to a better outcome for all.
- We'd like all of our staff to do the right thing and take a helpful approach in order to benefit our communities.
- This may mean the boundaries of what we do are flexible, which will strengthen relationships and enhance confidence and satisfaction in our staff and communities.
- Our expectation would be that, as long as staff were not disadvantaged, any activities would be undertaken without any additional financial burden to the Service.

Q9 To what extent do you agree or disagree that, as long as they are not disadvantaged, staff should be flexible in doing the right thing to help our communities, without any additional financial burden on the Service? Please tick 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?

## Proposal 7 - We want to implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

Our Day Crewing Plus (DCP) duty system (which is where fire engines are crewed by wholetime employees who work a self-rostered 24-hour shift system and are immediately available to respond to emergency incidents) was introduced to save money, whilst enhancing operational capability. However, the future of our DCP duty system is at risk following a High Court ruling on a similar duty system in South Yorkshire Fire and Rescue Service.

- There is a risk that the DCP duty system will no longer be able to be used, we therefore need to identify other affordable crewing options.
- During the lifecycle of this IRMP we propose implementing affordable alternatives as required.

Q10 To what extent do you agree or disagree that we should implement alternative crewing arrangements ONLY in the event of the Service having to move away from the current Day Crewing Plus duty system? Please tick 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?

# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Any other comments

Q11 Are there any alternative proposals you think we should consider in the IRMP?

Q12 Do you have any other comments about our proposals?

## How you heard from us

Q13 Please could you tell us how you heard about the consultation? Tick all applicable.

- |  |  |
|--|--|
| <input type="checkbox"/> Facebook                            | <input type="checkbox"/> TV  |
| <input type="checkbox"/> Twitter                             | <input type="checkbox"/> News website                              |
| <input type="checkbox"/> Other social media                  | <input type="checkbox"/> Other website                             |
| <input type="checkbox"/> Email                               | <input type="checkbox"/> Flyer/ leaflet                            |
| <input type="checkbox"/> At an event/ open day/ presentation | <input type="checkbox"/> Poster                                    |
| <input type="checkbox"/> Print media (newspaper or magazine) | <input type="checkbox"/> Via a friend/relative or community leader |
| <input type="checkbox"/> Radio                               | <input type="checkbox"/> Other (please specify)                    |

Please specify 'Other'

Please continue if you said in Q1 that you are responding as an interested member of the public or a serving or former firefighter/support staff. Otherwise, please skip to the instructions at the end of the questionnaire.

## About you

Leicestershire Fire and 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.

The information you provide will be used for statistical analysis, management, planning and the provision of services by Leicestershire Fire and Rescue Service.

Q14 What is your gender identity? Please tick one option only.

- Male  
 Female  
 Prefer to self-describe (e.g. pangender, non-binary etc.)

Please self describe

Q15 Is your gender identity the same as the gender you were assigned at birth? Please tick one option only.

- Yes  
 No  
 Prefer not to say

Q16 What was your age on your last birthday?

Q17 What is your full postcode? This will help us understand the different areas people are responding from. It will not identify your house.

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Q18 What is your religion? Please tick one option only.

- No religion
- Christian (all denominations)
- Buddhist
- Hindu
- Jewish
- Muslim
- Sikh
- Any other religion

Please specify other religion

Q19 What is your ethnic group? Please tick one option only.

- White - English/Welsh/Scottish/Northern Irish/British
- White - Irish
- White - Gypsy or Irish Traveller
- Any other White background
- 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
- Asian or Asian British - Indian
- Asian or Asian British - Pakistani
- Asian or Asian British - Bangladeshi
- Asian or Asian British - Chinese
- Any other Asian background
- Black or Black British - African
- Black or Black British - Caribbean
- Any other Black/African/Caribbean background
- Arab
- Any other ethnic group

Please specify other ethnic group

Q20 Do you have a long-standing illness, disability or infirmity? Please tick one option only.

- Yes **Continue**
- No **Go to Q22**

Q21 If yes, do any of your conditions or illnesses reduce your ability to carry-out day-to-day activities? Please tick one option only.

- Yes, a lot
- Yes, a little
- Not at all
- Prefer not to say

Q22 Are you an employee (or former employee) of Leicestershire Fire and Rescue Service? Please tick one option only.

- Yes, current employee
- Yes, former employee
- No

Q23 Many people face discrimination because of their sexual orientation and for this reason we have decided to ask this monitoring question. You do not have to answer it, but we would be grateful if you could tick the box next to the category which describes your sexual orientation. Please tick one option only.

- Bisexual
- Gay
- Heterosexual / straight
- Lesbian
- Other
- Prefer not to say

Please specify other sexual orientation

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

When the consultation closes midnight 25 November 2019, we will report the results back to the Combined Fire Authority on 12 February 2020.

Please return your completed survey to:

Service Information Team  
Leicestershire Fire and Rescue Service  
Headquarters  
12 Geoff Monk Way  
Birstall  
Leicester  
LE4 3BU



## Appendix 2 - Survey respondent profile

Gender identity	Survey Responses			2011 Census
	#	% Inc NR	% Ex NR	%
Male	162	57.4	65.3	49.4
Female	79	28.0	31.9	50.6
Prefer to self-describe	7	2.5	2.8	N/A
No reply	34	12.1		
Gender identity same as at birth				
	#	% Inc NR	% Ex NR	%
Yes	224	79.4	91.1	N/A
No	22	7.8	8.9	
No reply	36	12.8		
Age				
	#	% Inc NR	% Ex NR	% (15+)
Under 15	1	0.4	0.5	
15-24	6	2.1	2.7	17.8
25-34	26	9.2	11.8	15.4
35-44	49	17.4	22.3	16.6
45-54	82	29.1	37.3	16.7
55-64	31	11.0	14.1	14.4
65-74	18	6.4	8.2	10.1
75-84	5	1.8	2.3	6.4
85 and over	2	0.7	0.9	2.6
No reply	62	22.0		

2011 Census figures for Leicester, Leicestershire and Rutland  
 NR = No reply  
 MYE = Mid-year estimate

Lower-tier authority	Survey Responses			2011 Census
	#	% Inc NR	% Ex NR	%
Blaby	17	6.0	9.4	9.2
Charnwood	34	12.1	18.9	16.3
Harborough	35	12.4	19.4	8.4
Hinckley & Bosworth	15	5.3	8.3	10.3
Melton	6	2.1	3.3	4.9
North West Leicestershire	18	6.4	10.0	9.2
Oadby & Wigston	13	4.6	7.2	5.5
Leicester	27	9.6	15.0	32.4
Rutland	10	3.5	5.6	3.7
Other authority	5	1.8	2.8	
No reply	102	36.2		
Rural Urban classification				
	#	% Inc NR	% Ex NR	%
Hamlet and isolated dwellings	2	0.7	1.1	1.5
Village	20	7.1	11.4	8.4
Town and fringe	41	14.5	23.4	12.2
Urban city and town	112	39.7	64.0	77.9
No reply	107	37.9		
National IMD quintile				
	#	% Inc NR	% Ex NR	2017 MYE %
1 (most deprived)	16	5.7	9.1	12.4
2	26	9.2	14.9	18.9
3	28	9.9	16.0	17.2
4	49	17.4	28.0	25.0
5 (least deprived)	56	19.9	32.0	26.6
No reply	107	37.9		



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Religion	Survey Responses				2011 Census	Disability reduces activity	Survey Responses				2011 Census
	#	% Inc	NR	% Ex NR	%		#	% Inc	NR	% Ex NR	%
No religion	107	37.9		44.6	27.2	Yes, a lot	4	14.8		14.8	
Buddhist	4	1.4		1.7	0.3	Yes, a little	17	63.0		63.0	
Christian (all denominations)	113	40.1		47.1	55.0	Not at all	4	14.8		14.8	N/A
Hindu	1	0.4		0.4	7.2	Prefer not to say	2	7.4		7.4	
Jewish	0	0.0		0.0	0.1	No reply	0	0.0			
Muslim	5	1.8		2.1	7.4						
Sikh	2	0.7		0.8	2.4						
Any other religion	8	2.8		3.3	0.5						
No reply	42	14.9									
Ethnic group	#	% Inc	NR	% Ex NR	%	Sexual orientation	#	% Inc	NR	% Ex NR	%
Asian or Asian British	9	3.2		3.8	16.1	Bisexual	6	2.1		2.6	
Black or Black British	4	1.4		1.7	2.4	Gay	2	0.7		0.9	
White	204	72.3		87.2	78.4	Heterosexual/straight	169	59.9		74.4	N/A
Mixed	13	4.6		5.6	2.0	Lesbian	0	0.0		0.0	
Other ethnic group	4	1.4		1.7	1.1	Other	2	0.7		0.9	
No reply	48	17.0				Prefer not to say	48	17.0		21.1	
						No reply	55	19.5			
Illness, disability or infirmity*	#	% Inc	NR	% Ex NR	%						
Yes	27	9.6		11.5	16.5						
No	208	73.8		88.5	83.5						
No reply	47	16.7									

\*2011 Census asks if respondents day-to-day activities are limited a lot

## Appendix 3 - All open comment themes

### Proposal 1



### Proposal 2



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## Proposal 3



## Proposal 4



# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Proposal 5

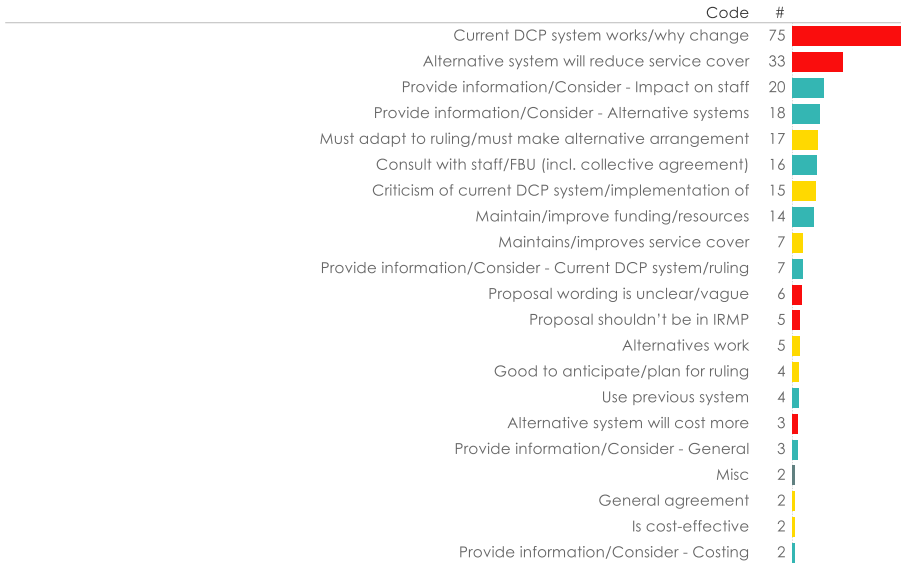


## Proposal 6

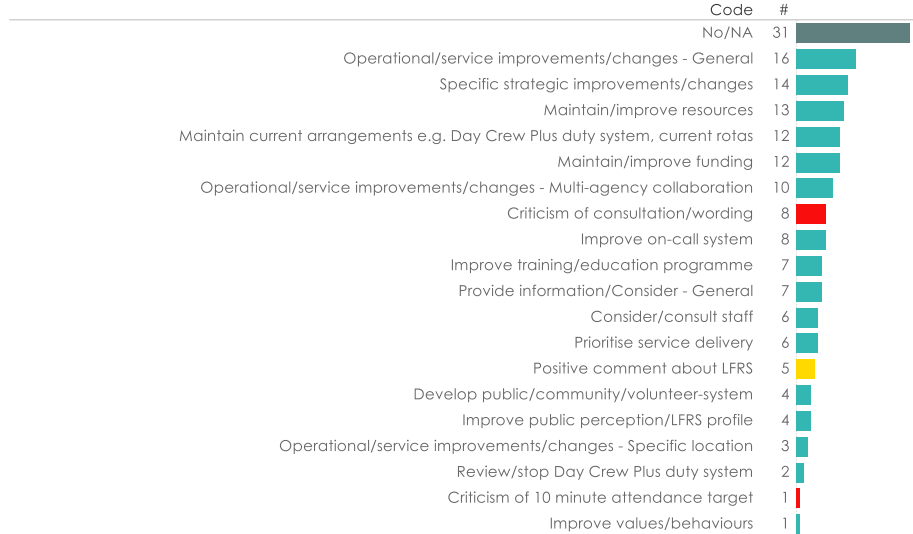


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## Proposal 7



## Alternative proposals



# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## Any other comments

	Code	#
	No/NA	35
Proposal wording/consultation is unclear/vague/criticism of		18
Maintain/improve funding/resourcing/technology		10
Suggested operation/duty model (incl. DCP system)		9
Fire service is important/respected/saves lives		7
General positive comment		7
Operational issues affecting response time		6
Provide information/Consider - General		6
Undertake further consultation with staff/stakeholder groups		6
Concern proposals mask cost-cutting/resource reduction exercise		4
Provide information/Consider - Impact on staff		4
Criticism of 10 minute attendance target		3
Current service is poor/deteriorating		3
General negative comment		3
Proposals work within budgetary constraints		3
Provide information/Consider - Service coverage		3
Misc		2
Prioritises safety		2
Improve education		2
Improve on-call system		2
Provide information/Consider - Incident statistics/business intelligence		2
Alternative proposals/models not considered		1
Proposals not futureproof		1
Improve enforcement		1
Multi-agency collaboration		1
Provide information/Consider - On-call system		1
Provide information/Consider - Results of consultation		1
Provide information/Consider - Shift times		1

Sentiment  
■ Positive  
■ Negative  
■ Suggestion  
■ Other

## Appendix 4 - Proposal statistical matrices

### % of respondents who said 'Tend to agree' or 'Strongly agree' per proposal

Proposal	Avg. %	Gender identity		Age group			Ethnicity		Religion			Current/former LFRS employee			District							LLR IMD quintile					RUC11 group										
		Female	Male	Prefer to self-describe	Under 35	35-54	55 and over	White	BME	No religion	Christian	Non-Christian religion	Yes, current employee	Yes, former employee	No	Blaby	Charnwood	Harborough	Hinckley and Bosworth	Leicester	Melton	North West Leicestershire	Oadby and Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)	Rural	Urban					
Proposal 1	68.2%	74.0%	69.4%		84.8%	70.8%	58.0%	69.7%	66.7%	66.7%	74.8%			74.5%		68.3%		62.5%	77.1%														75.5%	72.2%	66.7%	71.0%	
Proposal 2	72.2%	78.7%	73.8%		84.8%	77.3%	62.3%	73.9%		68.3%	81.1%		82.5%		70.2%		63.6%	77.1%															77.6%	74.5%	71.4%	77.1%	
Proposal 3	83.3%	86.1%	83.5%		90.9%	81.9%	81.8%	84.5%	83.3%	79.8%	90.2%		84.5%		83.6%		88.2%	81.8%															83.3%	87.0%	80.3%	89.2%	
Proposal 4	92.8%	94.7%	93.8%		90.6%	94.6%	90.9%	93.0%	90.0%	94.3%	93.7%		95.9%		89.3%		84.8%	94.3%																93.9%	88.9%	91.9%	92.7%
Proposal 5	79.6%	87.3%	79.4%		75.8%	82.9%	89.3%	85.2%		77.1%	90.3%		77.6%		82.9%		73.5%	88.2%															87.8%	80.0%	82.3%	83.0%	
Proposal 6	71.8%	75.7%	71.4%		87.9%	70.6%	77.8%	71.1%	83.3%	69.6%	78.4%		72.9%		75.6%		73.5%	72.7%															76.1%	72.7%	67.2%	80.7%	
Proposal 7	53.0%	50.7%	53.2%		68.8%	56.6%	48.1%	54.2%		48.0%	57.1%		56.4%		54.8%		60.6%	58.8%															70.8%	56.9%	55.9%	62.5%	

Significance  
■ Significantly higher  
■ Similar  
■ Significantly lower  
■ Suppressed





# Integrated Risk Management Plan (IRMP) 2020-2024 - Consultation results v1.0

## % of respondents who said 'Tend to disagree' or 'Strongly disagree' per proposal

Proposal	Avg. %	Gender identity		Age group			Ethnicity		Religion			Current/former LFRS employee			District							LLR IMD quintile					RUC11 group								
		Female	Male	Prefer to self-describe	Under 35	35-54	55 and over	White	BME	No religion	Christian	Non-Christian religion	Yes, current employee	Yes, former employee	No	Blaby	Charnwood	Harborough	Hinckley and Bosworth	Leicester	Melton	North West Leicestershire	Oadby and Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)	Rural	Urban			
Proposal 1	24.1%	18.2%	22.9%		6.1%	23.1%	28.0%	20.7%	33.3%	24.5%	17.1%		19.4%		24.2%		25.0%	11.4%														14.3%	20.4%	25.4%	19.6%
Proposal 2	21.2%	17.3%	18.1%		9.1%	16.4%	28.3%	19.1%		25.0%	12.6%		12.4%		22.3%		24.2%	22.9%														20.4%	14.5%	22.2%	17.4%
Proposal 3	7.2%	5.1%	7.0%		3.0%	9.4%	3.6%	6.5%	6.7%	9.6%	1.8%		7.2%		7.4%		8.8%	6.1%														8.3%	3.7%	9.8%	4.5%
Proposal 4	3.6%	0.0%	3.7%		3.1%	3.8%	5.5%	3.5%	6.7%	2.8%	2.7%		1.0%		6.6%		12.1%	0.0%														2.0%	3.7%	3.2%	4.5%
Proposal 5	10.4%	11.4%	8.8%		12.1%	7.8%	8.9%	7.9%		12.4%	3.5%		7.1%		9.8%		8.8%	5.9%														6.1%	12.7%	9.7%	8.9%
Proposal 6	14.7%	13.5%	12.4%		6.1%	15.9%	7.4%	12.2%	13.3%	16.7%	5.4%		13.5%		10.1%		14.7%	9.1%														4.3%	12.7%	13.1%	6.4%
Proposal 7	27.8%	32.9%	27.9%		15.6%	27.0%	30.8%	29.2%		27.5%	31.4%		26.6%		25.2%		24.2%	20.6%														18.8%	23.5%	23.7%	20.2%

Significance  
■ Significantly higher  
■ Similar  
■ Significantly lower  
■ Suppressed



**LEICESTERSHIRE**  
**FIRE and RESCUE SERVICE**



**Main contact**

Leicestershire Fire and Rescue Service  
Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU  
Tel 0116 210 5550  
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Email [info@leics-fire.gov.uk](mailto:info@leics-fire.gov.uk)  
[leics-fire.gov.uk](http://leics-fire.gov.uk)

Report produced by Leicestershire County Council on behalf of the Leicestershire Fire and Rescue Service:

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