



**SAFER  
PEOPLE  
SAFER  
PLACES**

# YOUR SERVICE YOUR SAY

**Integrated Risk  
Management Plan**

**2020–2024  
Consultation Summary**

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

# Contents

## 3 Introduction

- 3 IRMP
- 3 The Proposals

## 4 Consultation

- 4 Consultation Principles
- 4 Consultation Engagement
- 5 Consultation Response
- 6 Consultation Costs

## 7 Respondent Profile

## 8 Main Findings

## 10 Summary

## 10 Thank you



# Introduction

**This report summarises the main findings from the public consultation on proposals from the Integrated Risk Management Plan (IRMP) 2020–2024. It was carried out by Leicestershire Fire and Rescue Service (LFRS) on behalf of the Combined Fire Authority (CFA). In addition to the consultation proposals, the report contains details on how the consultation was carried out and a summary of the public response.**

**The IRMP 2020–2024 consultation took place over a twelve week period from 3 September 2019 until 25 November 2019. All of the consultation documentation, data and the consultation summary reports are available on the IRMP website [leics-fire.gov.uk/irmp](https://leics-fire.gov.uk/irmp)**

## IRMP

The IRMP must assess all foreseeable fire and rescue related risks to our 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.

Our IRMP process is designed to keep people and places safe and takes account of the risks faced by our communities including the consequence of fire, road traffic collisions, flooding and collapsed buildings amongst others. It's focused on how best our resources can be used to manage and/or reduce and limit the risks.

## Background

Work on the IRMP 2020–2024 commenced in January 2019 with the creation of a formal project. Two CFA members, representative bodies and senior management were invited to attend the project board meetings and participate in reviewing the data and formalising the proposals.

In preparing the IRMP 2020–2024 we gathered and analysed five years of historical demand data, risk data, our station location information, response times and our currently known budget constraints.

It was agreed that the location of our stations meets the foreseeable demand and risk that the Service has to respond to. As such we did not suggest any changes to the locations or number of our stations during the 2020–2024 IRMP. We did acknowledge that we may need to refresh or redesign elements of them for our staff, partners and community needs.

## The Proposals

-  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 Continue to undertake our education and enforcement activities, targeting those most at risk
-  5 We want to 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

# Consultation

## Consultation Principles

The consultation was carried out in accordance with the Gunning Principles, which are the obligations a public body must fulfil. These specify that a public consultation should be done at a formative stage when there is still time to change an authority's decision; give sufficient information for the public to make an informed response, and provide enough time to formulate and submit responses. The results of the consultation will be considered, along with other relevant information, prior to any decisions being made on the proposals.

Various methods are used by Fire and Rescue Services (FRS) when undertaking an IRMP. In an attempt to standardise this, the National Fire Chiefs Council (NFCC) Community Risk Programme have published The National Review of Community Risk Methodology across the UK FRS research report, which contained an assessment of the methods currently being used. In this recently published report, LFRS was highlighted as 'good' in using software to 'predict the impact of decisions before making them' and how we 'think through the communication of the IRMP process to crews'.

LFRS also engaged a neighbouring fire and rescue service as a 'critical friend' to satisfy itself that the approach we undertook was appropriate. The feedback received stated that our approach was robust and they were impressed by the level of intelligence behind the IRMP.

## Consultation Engagement

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 responses were primarily completed via an online survey which was accessed from the LFRS website and hosted by Leicestershire County Council. To ensure impartiality, it is Leicestershire County Council who have analysed the consultation feedback and have provided the detailed results.

This summary report provides the high level conclusions from the work that Leicestershire County Council have undertaken. Their full report is accessible on the LFRS website [leics-fire.gov.uk/irmp](https://leics-fire.gov.uk/irmp)

Getting the public to engage in consultations is difficult. In an attempt to address this, 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.

The LFRS IRMP website contained a comprehensive selection of information designed to provide varying levels of detail. A two minute animation was available for those who just required an overview. The IRMP Consultation Proposals document was included for a more detailed review, and for those wanting an in-depth look there was the supporting information and station profile data.



It is estimated that over 70,000 individuals, businesses, schools, councils, community and minority groups, charities, disability and voluntary groups, staff members and interested members of the public have been engaged via a range of different communication methods.

- 18 posts reached 36,195 people via Facebook
- 18 tweets generated 24,338 impressions via Twitter
- 8 LinkedIn posts generated 2,917 impressions
- 2,235 views of our IRMP consultation website
- 2,900 emails to stakeholders
- 38 internal presentations attended by 294 members of staff
- 6 internal communication articles were viewed by 2,063 staff

The consultation was presented and discussed at a range of external meetings in an attempt to engage with areas or communities we haven't reached particularly well previously. We asked attendees at these meetings to share with their networks to widen the spread of the consultation. These included:

- 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

The consultation featured on a number of partner websites:

- Leicester City Council
- Leicestershire County Council
- Rutland County Council
- Leicestershire Communities
- Leicester Equalities Challenge Group

It was featured in the Parish Councils, Equalities Challenge Group and Leicester City Council's 'FACE' newsletters.

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 Fire Station Heritage Day
- Station car wash events
- Through our Fire Cadets Facebook page

Approximately 2500 flyers were distributed at a variety of the above events.

Leicestershire County Council's response to the consultation was approved for submission to LFRS by the cabinet on 22 November 2019.

The consultation was shared with other key stakeholders which included:

- 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

2 news releases were issued and there were 2 interviews with BBC Radio Leicester and 1 interview with BBC East Midlands Today.

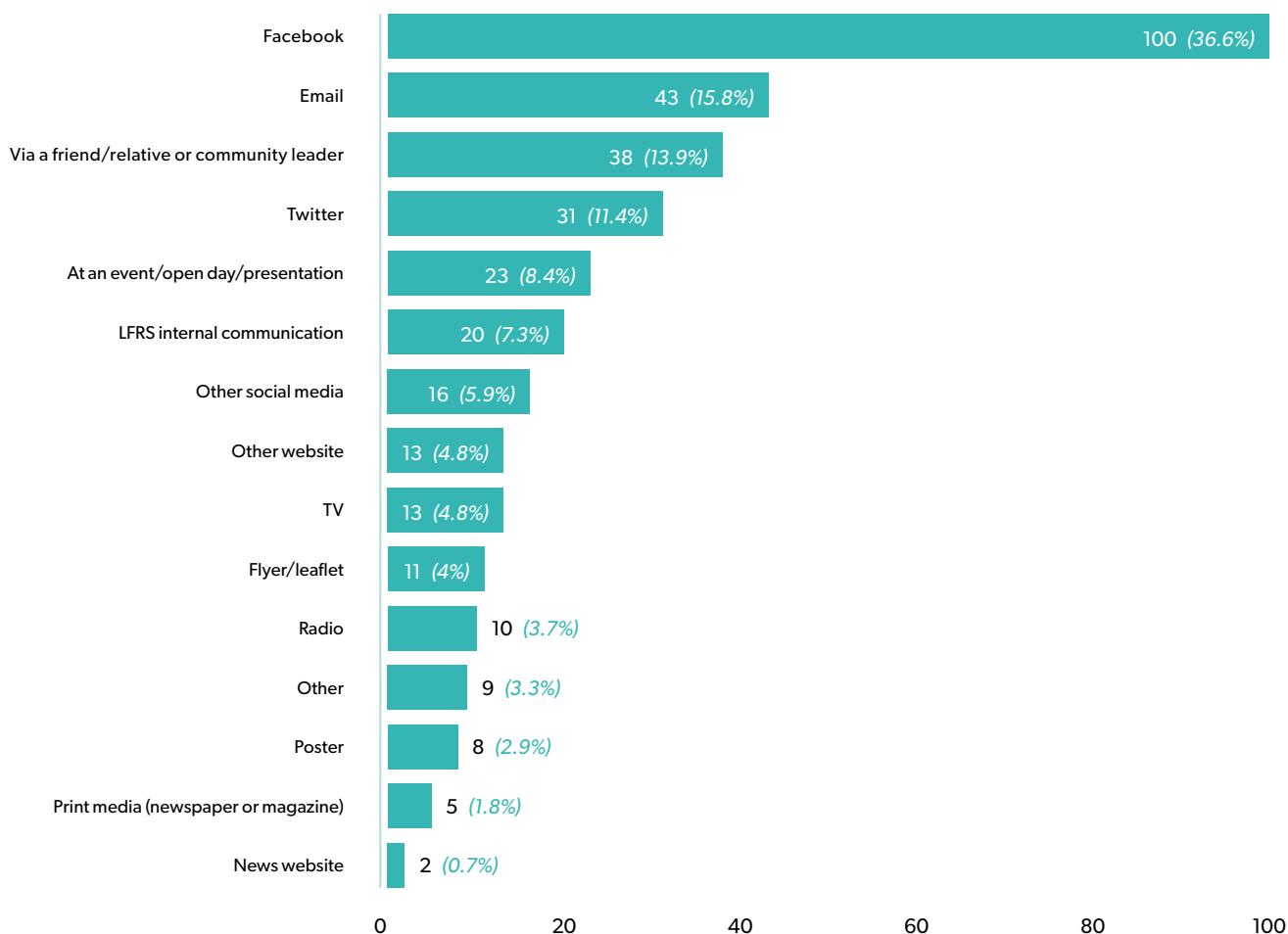
## Consultation Response

### Correspondence received:

- 281 survey responses completed online
- 1 paper based survey
- 4 emails
- 5 Freedom of Information Requests
- 1 submission via the LFRS website 'concerns' process
- A formal response from Leicestershire County Council
- A formal response from the Fire Brigades Union
- A meeting with the Fire Safety Assurance Officer for Leicestershire Partnership NHS Trust

## Consultation

**Chart 1. Shows how respondents heard about the consultation**



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

## Consultation Costs:

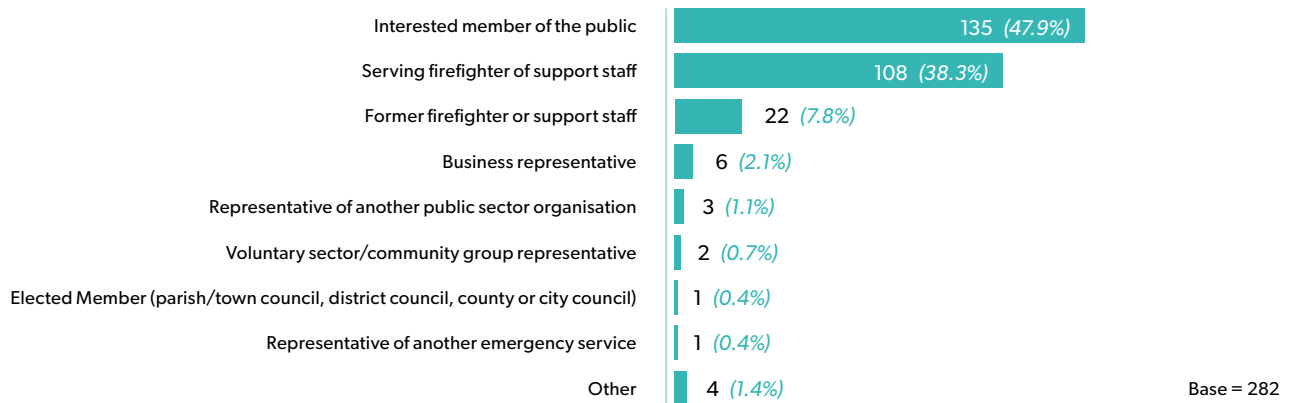
In addition to the consultation costs there has been a significant resource commitment by senior and middle management, the Planning Department, the Corporate Communications Team and staff in creating, communicating and publicising the 2020–2024 IRMP. High level estimates indicate that there has been in excess 1200 hours of effort devoted to it, which is in addition to their existing responsibilities.

Item	Cost
<ul style="list-style-type: none"> <li>Creation and hosting of the IRMP online survey</li> <li>Weekly consultation progress reports</li> <li>Analysis of consultation results</li> <li>Creation of a Consultation Results Report</li> </ul>	£4,900
<ul style="list-style-type: none"> <li>Creation of campaign brand identity</li> <li>Creation of the proposals document</li> <li>Creation of the paper questionnaire</li> <li>Creation of the publicity poster and flyer</li> <li>Creation of the Consultation Summary Report</li> </ul>	£2,100
<ul style="list-style-type: none"> <li>Creation of the online animation</li> </ul>	£950
<ul style="list-style-type: none"> <li>Facebook targeting (LGBT and BAME)</li> </ul>	£300
<ul style="list-style-type: none"> <li>Flyer printing costs (3000)</li> </ul>	£78
<b>Total</b>	<b>£8,328</b>

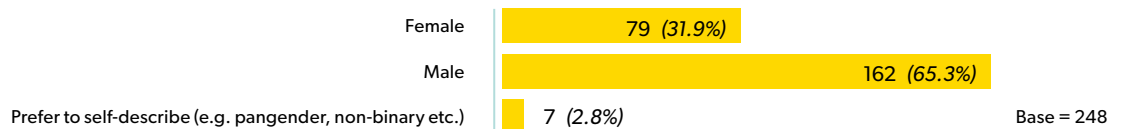
# Respondent Profile

The consultation stimulated interest across Leicester, Leicestershire and Rutland. The profile of the respondents is detailed in charts 2 to 4.

**Chart 2. Survey respondent roles**



**Chart 3. Survey respondent genders**

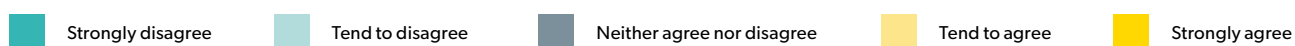
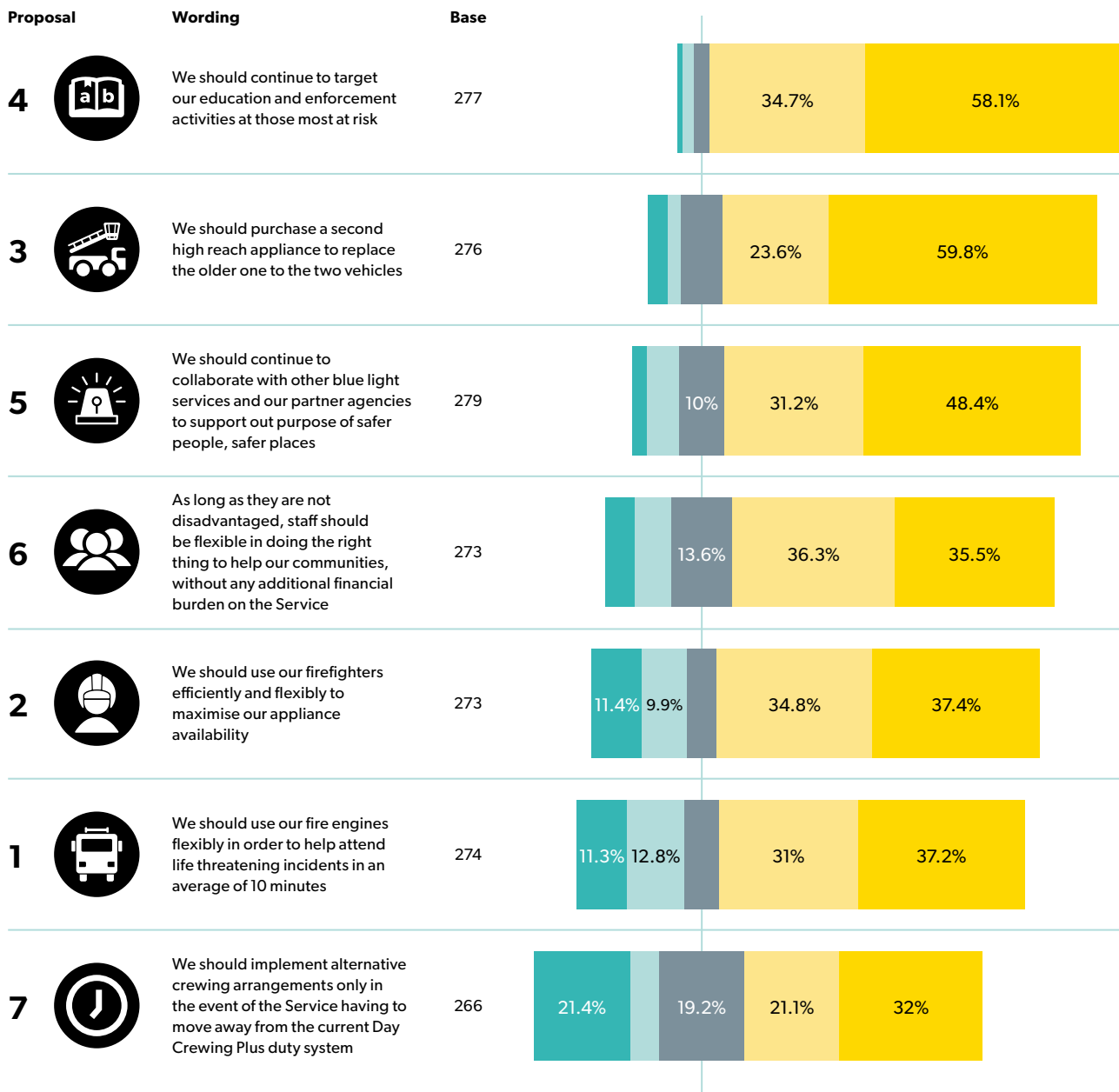


**Chart 3. Survey respondent ethnicities**

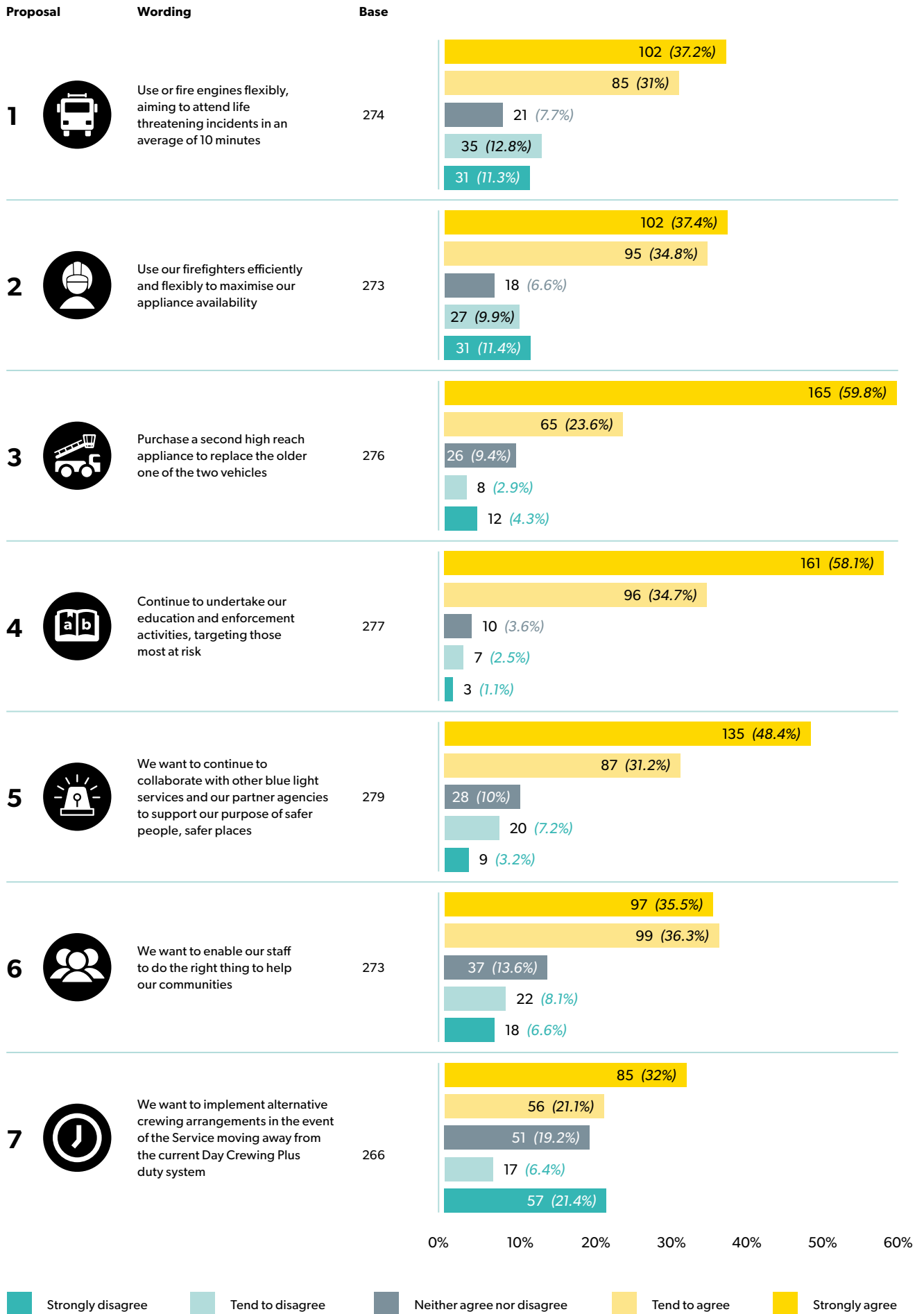


# Main Findings

This section reports on the content of the responses received from the public, stakeholders and staff through the survey questionnaire. (Ordered by level of agreement.)







# Summary

The majority of people agreed with each of the proposals. A summary of the comments received is included within the IRMP 2020–2024 Consultation Results Report produced by Leicestershire County Council.

Additional analysis of the comments has been undertaken in relation to proposal 7 to provide clarity on the responses received. A significant number of respondents strongly disagreed with the proposal to 'seek alternative crewing arrangements' as they believed that Day Crewing Plus should remain as a duty system available to LFRS firefighters. 266 people responded to this question with 160 comments being received.

## Those comments indicated:

- 75 people felt strongly that the Day Crewing Plus duty system should be kept as it offered numerous benefits
- 33 people felt that any alternative system would reduce the level of service cover
- 17 people believed we should change if legally obliged to do so
- 15 people were critical of the original implementation of Day Crewing Plus
- 7 people felt alternative systems could maintain or improve cover
- 7 people required greater information about the Day Crewing Plus duty system

# Thank you!

We would like to thank everyone who viewed the consultation information and those who completed the consultation questionnaire.

The Combined Fire Authority will consider the responses and the comments received at its meeting on the 12 February 2020. The consultation summary documentation will be published on the LFRS website [leics-fire.gov.uk](http://leics-fire.gov.uk) following the meeting.



## Leicestershire Fire and Rescue Service

Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU

Tel 0116 2105550

Fax 0116 2271330

Email [info@leics-fire.gov.uk](mailto:info@leics-fire.gov.uk)

[leics-fire.gov.uk](http://leics-fire.gov.uk)

Follow @LeicsFireRescue







**SAFER  
PEOPLE  
SAFER  
PLACES**



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

Images courtesy of Ian Nuthall