

What You Told Us



INTEGRATED RISK MANAGEMENT PLAN PUBLIC CONSULTATION SUMMARY REPORT

// 2015



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FIRE and RESCUE SERVICE

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INTEGRATED RISK MANAGEMENT PLAN
PUBLIC CONSULTATION SUMMARY REPORT
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1. INTRODUCTION

This report summarises the main findings from the public consultation on proposals from the Integrated Risk Management Plan (IRMP) 2015-20. 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, a summary of the public response and the corresponding corporate response. This report should be read alongside the IRMP Consultation Communication Plan and the Opinion Research Services (ORS) summary report of locally held forums. ORS is a social research company with particular expertise in consultation of Fire and Rescue Service issues.

The IRMP consultation took place over a 10 week period from 20 October until 31 December 2014. The Service received 511 responses to the formal questionnaire, of which 315 (62%) were received via the dedicated website and 196 (38%) were received by post. In addition, there were 11 public forums run by ORS involving over 150 people, consisting of a representative sample of the local population in each of the districts most affected; as well as specific forums for staff, local businesses, community groups and councils. Furthermore, 10 weekly staff briefings were held at various locations throughout the Service.

IRMP

The IRMP sets out how the CFA will manage and reduce the risks of fire and other emergencies to the people, property and environment of Leicester, Leicestershire and Rutland. The Government requires that the IRMP is regularly reviewed, accurately reflects local risk and demonstrates how the CFA will use its resources to mitigate risk in a cost effective way. In the prevailing economic conditions, this needs to be done in the context of a reducing budget available to the Authority.

Maintaining a dialogue with the communities we serve is an important part of effective risk management and particularly so when making significant changes to service delivery. We believe consultation leads to a closer relationship between decision makers and those affected by the decisions made, strengthening local accountability. Given the tough decisions ahead, the involvement of local communities in shaping service delivery is vital.

Consultation

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 opinion and provide enough time for the public 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. There were many different opportunities for the public to understand, scrutinise and feedback on the proposals, including completing the questionnaire, attending an organised forum, sending in letters or emails, as well as attending the range of briefings and meetings.

To ensure transparency and fairness, all public views have been fully considered, and the outcomes reported. We are grateful to all individuals and groups who have taken the time to express their views and every effort has been made to capture these in this summary document.

Consultation is however not a referendum, in that it is not in itself a mandate for action nor is it a substitute for decision making. The appropriate place for consultation is to influence and inform officers and members, balancing but not displacing their professional and political judgement. It is also important to note but move beyond the relative strength of feeling that proposals of this nature are likely to evoke, and understand the reasons behind this to see if there are clear, balanced and convincing arguments for or against the proposals.

Consultation Proposals

The consultation consisted of seven proposals and all but six were concerned with a change in service delivery. The remaining proposal was to assess support for an increase in Council Tax. They are:

- Remove one fire engine from Loughborough Fire and Rescue Station
- Remove the On-Call fire engine from Oakham Fire and Rescue Station
- Remove one fire engine from one of the city's three Fire and Rescue Stations
- Reduce ridership to four firefighters per fire engine, across all Fire and Rescue Stations
- Disestablish the Resilience Team
- Establish Day Crewing Plus at Wigston Fire and Rescue Station
- Establish public support for a one-off increase of either £5 or £10 in Council Tax

Consultation Response

In total the consultation generated over 3,000 responses, largely through petitions but also through the questionnaire and consultation forums.

Communication Method	Responses Received
Questionnaire responses	511
Consultation Forums facilitated by ORS:	11 (199 people)
• Forums 1, 2 and 3: Employees	55 people
• Forum 4: Public (Wigston)	24 people
• Forum 5: Public (Leicestershire Wide)	16 people
• Forum 6: Public (Loughborough)	19 people
• Forum 7: Public (Oakham)	26 people
• Forums 8 and 9: Public (Leicester)	40 people
• Forum 10: Businesses and Community Groups	14 people
• Forum 11: Parish Councils	5 people
Other comments or enquiries	83
Correspondence against the proposals for Oakham Station:	
• Organised response consisting of a standard letter	1,083
• E-petition on the HM Government Website	150
FBU Petition against all of the proposals	1,105
FBU Response to consultation (Annex G)	1
Twitter Interactions	8
Facebook Interactions	2
GRAND TOTAL	3,142

*Please note that as individuals were able to use different response methods, they may be counted in more than one category.

2. CONSULTATION PLAN

The consultation included both quantitative and qualitative approaches. The quantitative approach engaged with many stakeholders within the Authority area through the use of technology, in order to facilitate easy access to documents and the opportunity to feedback views via the website questionnaire. The qualitative approach provided an interactive environment to facilitate objective discussion and debate around the complexity of the proposals, to achieve a greater understanding and an informed conclusion.

Following formal CFA approval in September 2014 the consultation period commenced on 20 October 2014. A questionnaire was made available in both an online and paper version and was promoted through traditional and social media channels.

The questionnaire contained 18 questions consisting of both closed and open ended questions, designed to encourage the submission of a wide range of views on the issues raised. While this approach does not lend itself easily to simple statistical analysis, it does provide an opportunity to ascertain respondent's views in their own language. A copy of the questionnaire can be found in Annex A.

The consultation questionnaire was complemented by forums; designed to encourage objective and dispassionate debate amongst respondents. They were facilitated by ORS, an independent company commissioned by the CFA. There were six sessions for the general public in different locations, three sessions for staff, one for representatives of business and community organisations and one for elected officials at various local government levels.

In addition there were a series of briefings, meetings and presentations aimed at engaging staff as well as local authority leaders and MPs. Response rates were monitored throughout and extra effort made to encourage responses from under-represented groups, including minority ethnic communities and disability groups. More details about how we carry out all consultation exercises can be found in the Consultation and Engagement Strategy 2015-2020.

The table below summarises how the various groups were consulted.

Group	Method of Engagement
Public	<p>The public were able to fill out an online questionnaire and access relevant background documents. Hard copies were available on request.</p> <p>Letter and poster pack sent to all libraries in the Combined Fire Authority area. Information also sent to General Practitioner surgeries, dental surgeries and leisure centres in Charnwood, Leicester, Oadby and Wigston and Rutland local authority areas</p> <p>Public scrutiny forums with representative samples of the local population held in: Leicester (x2), Loughborough, Oakham, Wigston and from all local authority areas</p> <p>Promotion on social media using Twitter: https://twitter.com/LeicsFireRescue and Facebook: https://www.facebook.com/LeicsFireRescue with links to website and online questionnaire</p> <p>Promotion of consultation on local radio, television and newspapers</p>

<p>Local and Central Government</p>	<p>Members of Parliament An email was sent to MPs and elected members. There was a CFA presentation to Leicestershire MPs in London</p> <p>Fire and Rescue Services: Derbyshire, Lincolnshire, Northamptonshire, Nottinghamshire, Staffordshire and Warwickshire Fire and Rescue Services</p> <p>Police Forces: Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire Police Forces</p> <p>Ambulance Service: East Midlands Ambulance Service</p> <p>Health: Leicester City, East Leicestershire and Rutland and West Leicestershire Clinical Commissioning Groups</p> <p>City Mayor, County, Borough, District, Town and Parish Councillors and Councils Email sent to Chief Executive Officers of Unitary and District Councils and Parish Council Clerks in the CFA area</p> <p>Briefings held with City Mayor, Leicester City, Leicestershire County, and Rutland County councillors</p> <p>Forum held for parish, town, district, borough, city and county councillors</p>
<p>Businesses</p>	<p>Email with links to the Service consultation landing page sent to local businesses and higher risk premises</p> <p>Email with poster and links to the Service Consultation landing page sent to all local chambers of commerce</p> <p>Forum held for a representative sample of local businesses and voluntary sector</p>
<p>Community Organisations</p>	<p>Letter and poster sent to community organisations and equality network, including minority groups in the CFA area</p> <p>Information sent to registered charities and voluntary organisations on the stakeholder database.</p> <p>Forum held for a representative sample of local businesses and voluntary sector</p>

Staff and Representative Bodies

10 Weekly 'Early Bird' briefings held at various locations across the Service including HQ, city and outlying fire and rescue stations to maintain a dialogue; staff encouraged to complete online questionnaire at every opportunity

Additional Early Bird briefing at Oakham station to enable the On-Call staff from Oakham, Uppingham and Melton Mowbray to engage and contribute

10 information notes publishing the outcomes of the Early Bird briefings

25 Frequently Asked Questions (FAQ) generated from both Early Bird briefings and from the Service's internal website

3 regular formal staff consultation meetings with representative bodies

Informal representative bodies' meetings with the CFO and directors

13 director led station visits affording opportunity to discuss and debate proposals

Presentation to On-Call discussion evening

Staff invited to contribute at 3 staff forums facilitated and delivered by ORS. 2 for support staff and operational staff up to supervisory manager level, and 1 for middle managers

Staff representative bodies invited to contribute at staff forums

3. RESPONDENT PROFILE

The consultation has stimulated interest and debate across the CFA area with 511 questionnaire responses alone. With an adult (16+) population of nearly 800,000 people this represents a response rate of 0.06%. Of the questionnaire responses, 315 (62%) were via the online questionnaire and 196 (38%) were via the paper-based questionnaire.

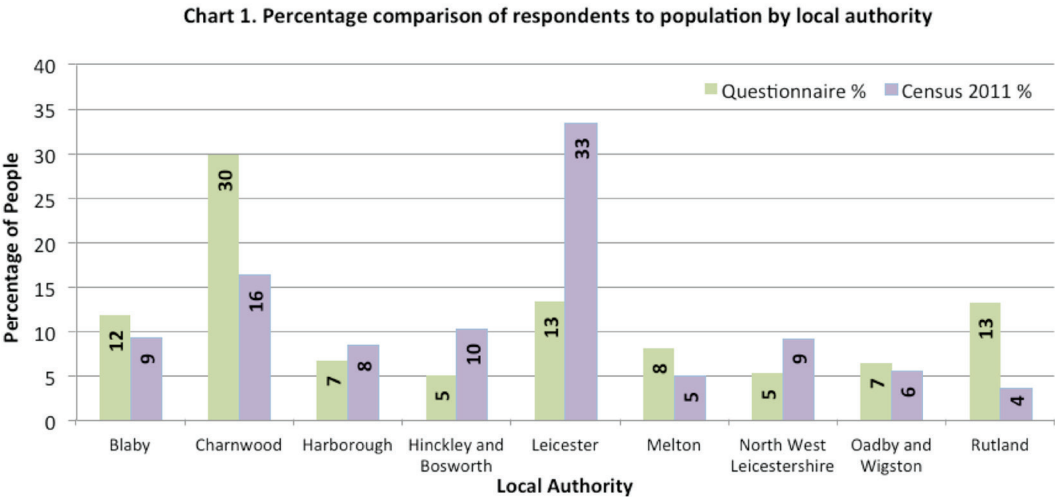
There were no restrictions on who could answer the questionnaire. As such it was open to employees of the Service, partner organisations and other stakeholders. 91% of respondents answered the questionnaire as individuals, 5% representing businesses, 3% representing groups and 1% representing organisations.

The nature of the proposals inevitably provoked strong emotions, especially amongst those most likely to be affected. Whilst there is no way of confirmation, based on the terminology used in responses and the demographic profile of respondents, a significant proportion of responses were most likely either from or influenced by employees of the Service.

It is also common for controversial public consultations to galvanise interest groups to organise numerous individuals to submit a response conveying specific views. In this case a questionnaire was pre-completed to contain points against each proposal in the free text boxes and distributed to the public (see Annex A). This is somewhat disappointing as it appears to have increased the likelihood that certain views are included in the summary report based on their frequency at the expense of views held by the wider public.

Location

The table below shows that people who live or work in Charnwood and Rutland comprise 43% of respondents, much higher than their combined 20% share of the population. In comparison, only 13% of respondents live or work in Leicester, which is much lower than its 32% share of the population in the CFA's area.



The remainder of the demographic information was collected on a separate equality monitoring form. As the section was optional, only 403 (79%) respondents completed the form, and as previously, all statistics are calculated on the total number of valid responses per question.

For example, if 500 people responded to a survey, of which only 480 expressed an opinion for the first question, then the total valid response for the first question is 480.

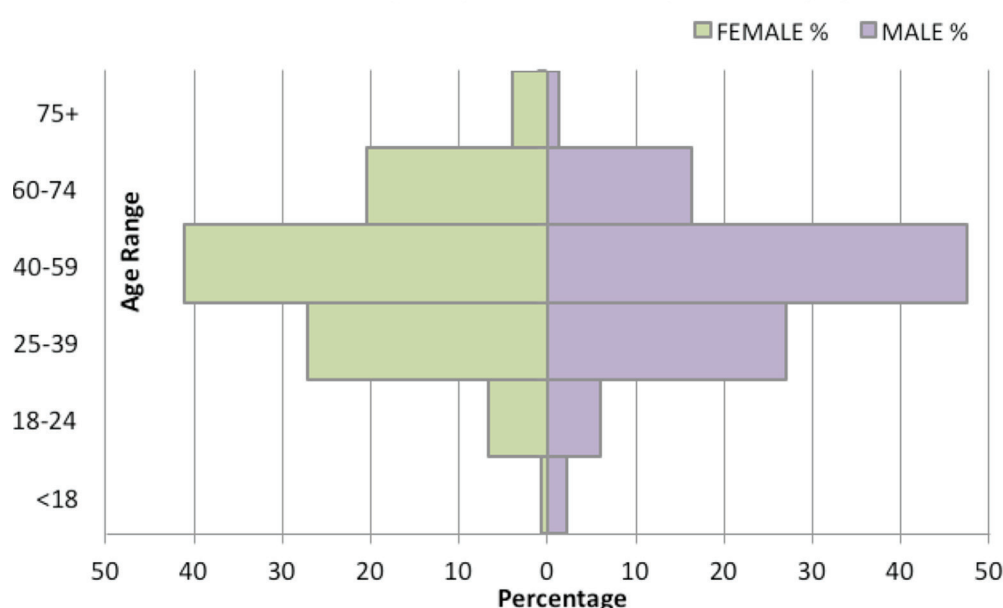
Age and Gender

In total 61% of respondents were male, which is 12% points higher than the population for the CFA area as a whole.

For both sexes, the respondent profiles are similar; the largest age group is 40-59 year olds at 47% of respondents.

In volume terms however, there were twice as many male 40-59 year olds as female 40-59 year old respondents.

Chart 2. Percentage of questionnaire respondents by age and sex



In comparison, this age group is over represented, as only 27% of the population in the CFA area are aged 40-59 years old.

In contrast only 49% of the population is male and 27% are 40-59 year olds in Leicester, Leicestershire and Rutland (LLR). In both cases each demographic is over represented in the sample compared to the population as a whole.

Ethnicity

The table below compares the ethnicity of the respondent sample with that of the population of the CFA area. It shows that the majority of respondents were White (British), which is higher compared to the local population. In contrast there were proportionally fewer responses from the Asian community (Indian, Pakistani and Bangladeshi).

Ethnicity	Consultation	Consultation%	Census%
White	339	88.06%	78.38%
Mixed	21	5.45%	2.02%
Asian	20	5.19%	16.08%
Black	3	0.78%	2.42%
Other	2	0.52%	1.10%
Total	385	100%	100%

Religion

The table below compares the religion of the respondent sample with that of the population of LLR. It shows that the sample is under represented for the Hindu, Muslim and Sikh communities in particular. In contrast a higher proportion of respondents did not have a religion or preferred not to state their religion. As a result of monitoring returns, a concerted effort was made to increase responses from under-represented groups. Unfortunately this did not significantly affect the religious representation within the responses.

Religion	Consultation	Consultation%	Census%
Christian	177	45.14%	51.56%
No Religion	102	26.02%	25.56%
Prefer not to say	76	19.39%	6.18%
Hindu	9	2.30%	6.75%
Other	9	2.30%	0.43%
Muslim	6	1.53%	6.94%
Sikh	5	1.28%	2.21%
Buddhist	4	1.02%	0.28%
Jewish	4	1.02%	0.09%
Total	392	100%	100%

Black and Minority Ethnic (BME) Communities

Throughout the consultation the returns were monitored and efforts were made to increase responses from under-represented groups such as BME communities in Leicester. This involved encouraging the relevant media outlets to promote the consultation amongst its audiences as well as through the links established by the community safety team; however this did not significantly affect the level of response from these communities

Whilst the low response from BME communities was disappointing, this was remedied to some extent by the forums carried out by ORS. As participants were recruited to the forums it meant that a representative sample of the local population could be achieved, resulting in better representation of BME groups. For example, the public forums had a total of 32 people from BME communities which equated to 26% of participants, much higher than was achieved through the questionnaire.

Equality Impact

According to the equality impact assessment, the consultation exercise did not bring to light any concerns that were specifically related to any of the protected characteristics. 30 (19.5%) responses however, were against the proposal for introducing Day Crewing Plus at Wigston Station on the grounds of having an adverse impact on families. Details of the equality impact assessment can be found in Annex F.

4. FINDINGS ON PROPOSALS

The vast majority of respondents stated that they valued the service provided and disagreed with all of the proposals, apart from the proposal on Council Tax. They expressed concern about the impact of an increase in response times and a reduction in crewing levels on public and firefighter safety. Correspondingly, the vast majority of respondents expressed support towards a one off contribution of £10 in order to maintain services.

In general, respondents having an awareness of a reduction in incidents did not have a bearing on whether they also agreed or disagreed with the proposals. The response for targeting resources towards the most vulnerable people however was different. In this case, of the small number of respondents who agreed to the proposals, a higher proportion were also more likely to take the view that resources should also be targeted towards the most vulnerable people.

1. CHARNWOOD BOROUGH – LOUGHBOROUGH FIRE AND RESCUE STATION

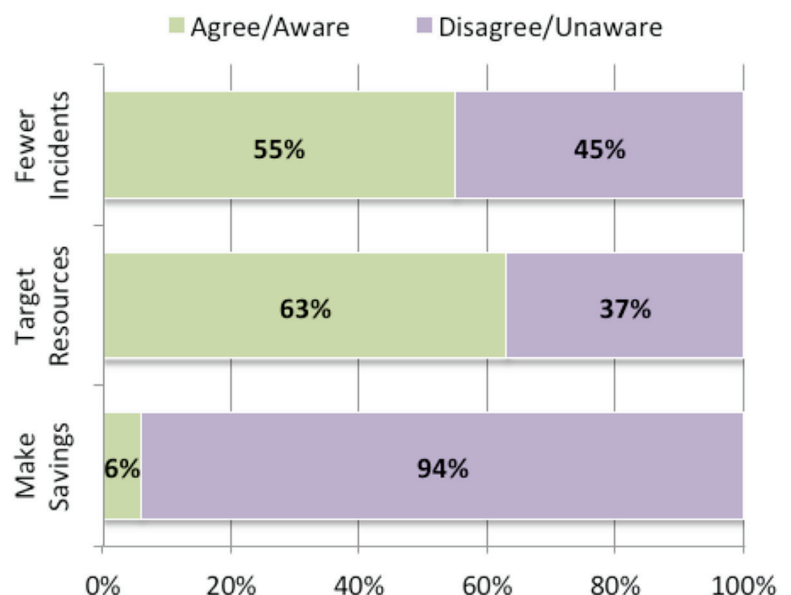
30% (147) of respondents were living or working in Charnwood Borough which is almost twice as much as Charnwood's 16% share of the population in the CFA area.

Consultation Questions

- Were you aware or unaware that the number of **emergency incidents** in Charnwood had reduced substantially in recent years?
- Do you agree or disagree that we should target our **community safety** resources towards the most vulnerable people?
- Do you agree or disagree that it is reasonable to make necessary savings by removing **one fire engine** at Loughborough Fire and Rescue Station?



Chart 3. Results for Charnwood Consultation Questions



Left: word cloud summarising free text responses
The main themes are outlined, in order of most to least frequently occurring.

Themes Raised in Free Text Responses

Local Risk

Many respondents expressed the view that Loughborough is a busy, populated and growing area with numerous local risks which cannot be managed by one fire engine alone and others highlighted local risks which would require a multi-engine response, such as Loughborough University, local businesses and the M1.

Other respondents expressed concern about the impact of local growth on the capacity to manage local risks in the future.

Respondents also expressed the view that despite falling incident numbers the local risks remained and at any moment require a fast and effective response.

Loughborough has a high student population, a motorway network close by, an airport and a race circuit...

...the incidents may be lower but the risks can still be the same...

an area of this size has multiple risks I don't need to name these, just because incidents have reduced, we can't predict a serious event occurring

The Loughborough area is still getting lots of emergency calls and needs both fire engines.

85,000 people in and around Loughborough when students are at the university, a lot of people to look after with one fire engine.

Loughborough is a thriving, growing town with a high student population and increasing housing and business being built. I feel it inappropriate that one fire engine with less fire fighters can safely manage this area

There is the heavy industry, chemical industry, a main line station, the airport and the university plus the local residents



Theme Summary

Loughborough is a growing town with a number of inherent local risks such as the motorway network, university and businesses. Despite the reduction in the frequency of incidents, these continue to remain risk factors and at any moment require a fast and effective response.

OUR RESPONSE

Whilst it is acknowledged that inherent risks remain, it must also be acknowledged that the reduction in the number of incidents indicates that there is a lower level of overall risk.

In more detail, the number of incidents has reduced quite significantly in Charnwood over recent years. Approximately 48% of calls received over the measured period were to false alarms and 64% of incidents only required the attendance of one appliance. The number of 'life risk' incidents attended has also fallen significantly from 149 in 2010-11 to 79 in 2013-14, which represents a 53% reduction.

The proposal to remove an appliance from Loughborough is reflective of the overall lower levels of risk and this is supported by the detailed risk analysis work that has been undertaken. Areas of higher risk will be the focus of the District Community Safety Plan. Our aim is to manage this risk, working with partners to identify vulnerability, driving the residual risk to as low as practicable.

The increased levels of operational capability that have been realised from the activation of new fire and rescue stations at Birstall and Castle Donington, along with existing resources at Shepshed will ensure an appropriate level of fire and rescue coverage for the borough of Charnwood. These provisions will ensure that our response capability is better matched to risk and as such will ensure that any response to an emergency incident will attract an appropriate level of resourcing.



Response Times

Many respondents expressed concern about the impact on public safety as a result of the increase in response times due to the removal of a fire engine. Many also took the view that response times for supporting fire engines would be longer than that stated in the consultation document due to travel distance and traffic.

'LFRS state that a 2nd fire engine will still attend the incident, but this will be coming from Birstall which will take at least 15 minutes...

By removing a fire engine, surely this will increase the risk to the community by increasing response times of a second fire engine

Removing a fire engine in Loughborough will increase the risk to the people who live, work and travel through the Loughborough area

Theme Summary

Loughborough is a growing town with supporting stations some distance away. Removing a fire engine from Loughborough will increase response times for incidents requiring a second fire engine. These are exactly the types of incidents which are more likely to pose a greater risk to life and need a fast response. In addition, the response times given are a best case scenario and may be longer if the nearest fire engine is unavailable or there is congestion on the roads.

OUR RESPONSE

It has been acknowledged that the attendance time for a second appliance may be slightly longer than the current arrangements. If this proposal is agreed, on the 36% of occasions whereby a second appliance is likely to be required, this will be despatched from one of three stations that are in close proximity to Loughborough. i.e. Shepshed, Birstall, Castle Donington. The calculations associated with any delay in the arrival of a second appliance have indicated that there will be, on average, a lag of approximately three minutes and this is deemed to be acceptable. A time lag between the arrival of the first and second appliances is not unusual. It already occurs on a very frequent basis throughout the Authority area and the UK as a whole; and, is determined by the fact that not every fire station consists of two wholetime crewed fire appliances. Notwithstanding this, we are confident that the proposal will not affect the attendance of the first appliance which will still arrive within 10 minutes of mobilisation to a life threatening incident. Furthermore, the delay in the arrival of a second appliance will not affect our ability to deploy resources to undertake life-saving actions.

Availability

Many respondents also took the view that response times for supporting fire engines would be longer than that stated in the consultation document due to availability of neighbouring Stations. In particular, respondents cited the switch-crewing of emergency vehicles at Birstall Station and Shepshed being an On-Call station.

Getting someone out of a trapped car or burning house is hard enough with crews from two fire engines let alone one. And if the one remaining fire engine is at a job then the public will have to wait a long time until another fire engine attends

Theme Summary

Removing a fire engine from Loughborough will mean greater reliance on supporting fire engines from neighbouring stations. Neighbouring stations are either on-call such as Shepshed Station or already expected to cross-crew emergency vehicles such as Birstall Station, reducing their overall availability.

OUR RESPONSE

Availability of appliances in the Charnwood and North West Leicester Districts has been greatly improved by the introduction of the new wholetime fire and rescue stations at Birstall and Castle Donington. The provision of these new capabilities supports the removal of the second appliance from Loughborough. In addition to the availability of these new resources, the availability of the on-call station at Shepshed is among the highest in the Service. In addition the Service's capability to mobilise to the larger more protracted incidents ('weight' of attack) is not affected by these proposals.



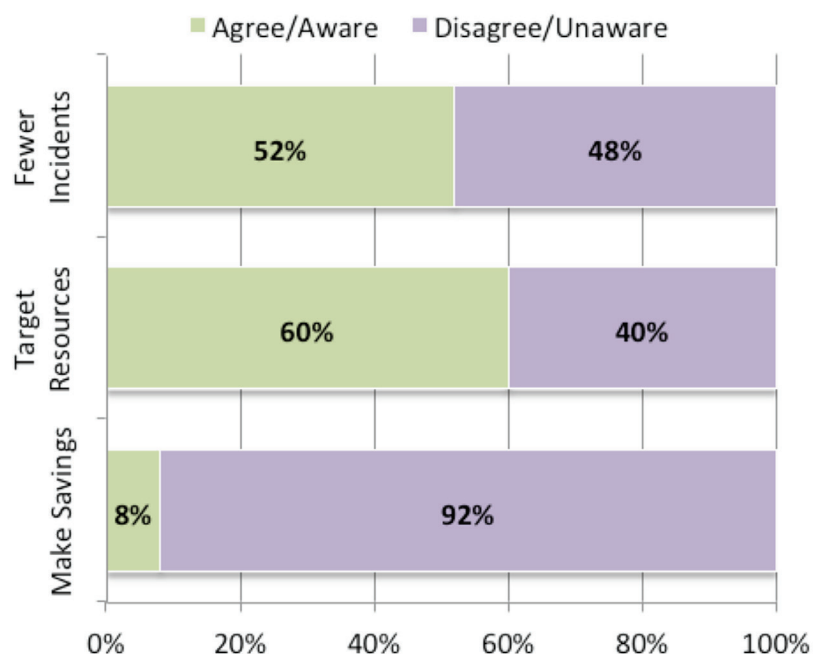
2. RUTLAND – OAKHAM FIRE AND RESCUE STATION

13% (65) of responses were from residents of Rutland County which is substantially higher than Rutland's 4% share of the population in the CFA area.

Consultation Questions

- Were you aware or unaware that the number of **emergency incidents** for Oakham Fire and Rescue Station are the lowest when compared to all of our wholetime fire and rescue stations?
- Do you agree or disagree that we should target our **community safety** resources towards the most vulnerable people?
- Do you agree or disagree that it is reasonable to make necessary savings by removing the On-Call fire engine from Oakham Fire and Rescue Station?

Chart 4. Results for Rutland Consultation Questions



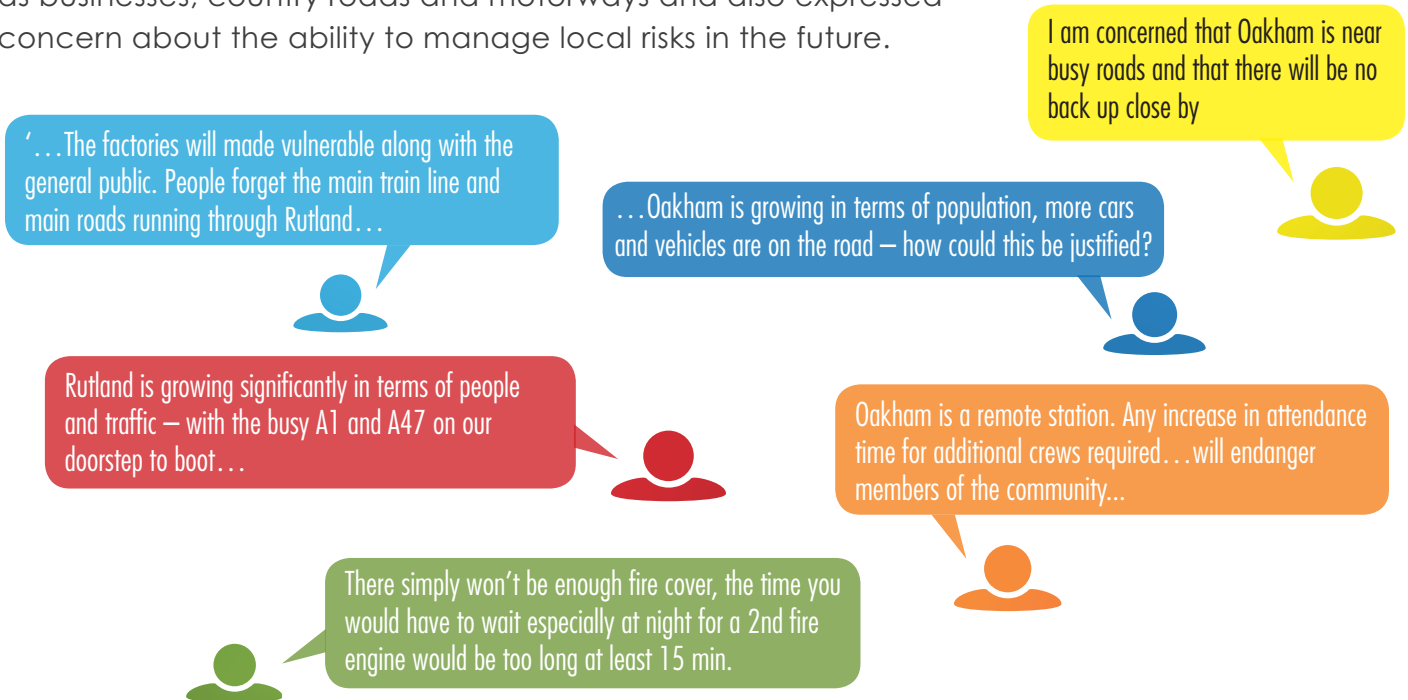
Right: word cloud summarising free text responses The main themes are outlined, in order of most to least frequently occurring



Themes Raised in Free Text Responses

Local Risk

Many respondents expressed the view that Oakham and its surrounds is a large, isolated rural area which cannot be managed by one fire engine alone whilst others identified local risks such as businesses, country roads and motorways and also expressed concern about the ability to manage local risks in the future.



Theme Summary

Oakham is a growing town with a number of inherent local risks such as the motorway network, businesses and rural isolation. Despite the reduction in the frequency of incidents, these continue to remain risk factors and at any moment require a fast and effective response.

OUR RESPONSE

In the year 2013/14 Oakham Fire and Rescue Station attended 246 operational incidents, 54% of which were false alarms. Further analysis confirms that Oakham attends the second lowest number of RTC when compared to all other wholtime stations in LFRS. In addition; Rutland suffers the second lowest number of RTCs attended when compared to all other district and unitary areas in the Authority area. Further analysis of RTCs attended by LFRS in Rutland identifies that only a third require the extrication of a casualty. The remaining two thirds require no action at all, or action required to make the vehicle safe. I.e. isolate battery. On average, there are only nine occasions each year (2009/10-2013/14) where the 'on-call' appliance is required to attend a simultaneous incident, whilst the first appliance is already attending another incident. Approximately three of these nine occasions each year will be false alarm incidents. This is higher for the on-call appliance where almost half of all occasions are false alarm incidents. Application of our risk model has identified that Rutland represents the lowest overall risk of all our community areas. It is the least deprived, has significant lower number of emergency incidents that affect fewer people. As such Rutland is by comparison the safest place to live and work in Leicester, Leicestershire and Rutland and our plans to remove the second appliance from Oakham are supported by the application of our risk model.

Response Times

Many respondents expressed concern about the impact of an increase in response times in a large, isolated rural area and others took the view that response times for supporting fire engines would be longer than that stated in the consultation document due to travel distance and traffic.

Other respondents cited that a faster response time is more important to Oakham as they attend more serious incidents, where a second fire engine is necessary system.

By removing the 2nd pump the area of Rutland will be under-resourced and it is too far from Melton and other stations to expect an effective and quick response to RTCs etc.

Oakham Fire and Rescue Station covers a large rural area with very few close resources to back them up within an acceptable timescale. Losing the second appliance would only make this situation worse by putting both the fire-fighters and the community at risk

They [Oakham] attend very serious road traffic collisions where a number of resources are required to get the casualties out of the trapped vehicles

41% of incidents in Rutland have required two fire engines in the last five years according to your statistics - not a 'majority' but still highly significant statistically

Time for a second engine to attend is best case. Roads can be busy, blocked, distances large. What happens if 2nd engines have already been called to another area?

Theme Summary

Rutland is a large, isolated rural area and removing a fire engine from Oakham will increase response times for incidents requiring a second fire engine. These are exactly the types of incidents which are more likely to pose a greater risk to life and need a fast response. In addition the response times given are a best case scenario and may be longer if the nearest fire engine is unavailable or there is congestion on the roads.

OUR RESPONSE

It is acknowledged that there is a potential for the response time for incidents requiring a second fire engine to be slightly extended. The second fire engine would be provided from any one of the neighbouring stations including Uppingham, Melton, Billesdon and from neighbouring Fire and Rescue Services (Stamford and Corby). However, it should also be noted that Rutland represents the lowest overall risk in all of our community areas. The majority of incidents over the past five years have only required the attendance of one fire engine. The proposals will not affect the response time of the first attending appliance which will still be able to deploy resources to undertake lifesaving actions as is currently the case. Application of our risk model has clearly identified that the higher risk areas (A1 corridor) in Rutland will not be affected by the proposals.

Availability

Many respondents expressed concern about the availability of fire engines from neighbouring stations due to their On-Call crewing system

On-coming resources are a great distance away and the On-Call fire engines at Uppingham, Stamford, Billesdon and Melton Mowbray are not always available especially now the resilience team are not used to crew their engines

'...Uppingham and Billesdon are not always on call so I think your attendance times are wrong'

Theme Summary

Removing a fire engine from Oakham will mean greater reliance on supporting fire engines from neighbouring stations. Neighbouring stations such as Uppingham, Kibworth and Billesdon are all on-call and not always available. In addition the impact of removing the Resilience Team, as proposed, will reduce availability further.

OUR RESPONSE

Provision of fire and rescue cover within Rutland has improved with the introduction of a Day Crewing Station at Melton. This is to complement the existing whole-time Station at Oakham and Retained Stations at Uppingham and Billesdon. These stations are also supported by stations just over the border in the neighbouring counties of Lincolnshire and Northamptonshire. Collectively we are confident that the level of fire and rescue cover provided by these stations meets the needs of the area.

The IRMP proposals document acknowledges the potential impact of the removal of the Resilience Team on the remaining On-Call fire engine availability in Rutland; giving assurances that alternative arrangements will cover any gaps that do occur.



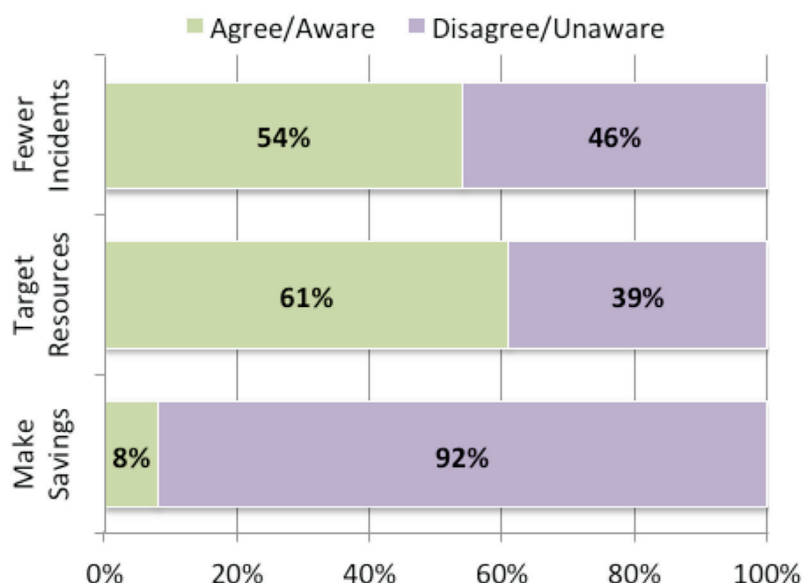
3. LEICESTER CITY

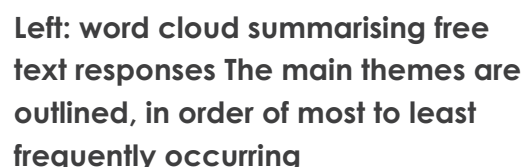
13% (66) of responses were from residents of Leicester City which is substantially lower than Leicester's 32% share of the population in the CFA area.

Consultation Questions

- Were you aware or unaware that the number of **emergency incidents** in Leicester City had reduced substantially in recent years?
- Do you agree or disagree that we should target our **community safety** resources towards the most vulnerable people?
- Do you agree or disagree that it is reasonable to make necessary savings by removing **one fire engine** from one of the City's three fire and rescue stations?

Chart 5. Results for Leicester City Consultation Questions





OUR RESPONSE

Whilst the population of the city has slowly increased, the number of emergency incidents in the City has reduced by 26% over the past five years. It can be concluded that there is no correlation between increased population and the potential impact on public safety/risk.

59% of all incidents are attended by just one appliance. Contrary to the statement that there is a greater potential for large scale incidents, evidence indicates that on average there will be 13 emergencies per year that will require the attendance of five or more appliances in the City area - one every four weeks.

The implementation of cross crewing will not reduce the capacity of LFRS as appropriate cover movements will take place to maintain sufficient fire and rescue cover in accordance with current procedures.

Furthermore, implementation of the proposal to remove one fire appliance from the city will still mean that 5 wholetime appliances would still be immediately available in the City. In addition to this a further 4 appliances will be maintained as available on the periphery of the City at Southern, Wigston and Birstall stations.

The future provisions will ensure that a high level of operational capability will be maintained for the whole of the City area and that this capability will be sufficient to cover all eventualities. This is supported by the outcomes of our risk assessment and will ensure that in the future, risk is better matched to resources.



Response Times

Some respondents also expressed concern about the increase in response times if the one responding fire engine required a second fire engine, whilst others cited that response times may be longer if supporting fire engines are not available.

Again swift response is what is needed, not fire crews being unable to rescue someone because they have to wait for other fire engines to turn up.



Your timings for back up appliances is based on them not being elsewhere at other incidents. Southern station will be unavailable for longer periods due to new crewing arrangement. How will that affect timings?



Theme Summary

Response Times. Leicester is a densely populated and growing city with lots of higher risk sites which require a multi-engine response. Removing a fire engine from a City station will increase response times for incidents requiring such a response. In addition, the response times given are a best case scenario and may be longer given that City station's are busier and therefore may not be available and there is congestion on the roads.

OUR RESPONSE

The geographical location of the City and surrounding stations provides a high concentration of appliances on a 24/7 basis. As detailed within the IRMP consultation document, the response times will not be affected due to the number of appliances we have available. Even in the event of multi-engine responses (13 emergencies per year that require 5 or more appliances) we are still confident that this proposal will not adversely affect response times within the city.



More Information

Whilst not a major theme, a few respondents commented on the difficulty of engaging properly in the consultation process when the proposals did not specify which station would be affected.



Surely I have a right to know which station, which area a fire engine will be removed and which City area will it be? I have seen that you have three City Stations. Difficult to comment when it is not clear which station will be affected

Theme Summary

As the risks are different for each station, responses may be different depending on the affected station. It is difficult therefore to comment on a consultation when it does not state which station will lose a fire engine.

OUR RESPONSE

It has been clearly identified that there is an over provision in the city and further analysis will provide greater accuracy for planning purposes. Notwithstanding this, because of the close proximity that the three city stations maintain with each other, future operational provisions will not be compromised in terms of speed of attendance and size of operational response.



4. FIRE ENGINE CREWING LEVELS

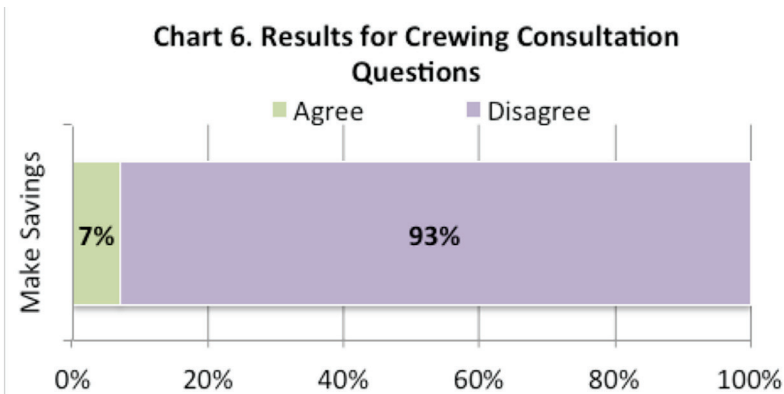
Consultation Questions

- Do you agree or disagree that it is reasonable to make necessary savings by crewing all of our fire engines with **four people**?

Chart 6. Results for Crewing Consultation Questions

A horizontal bar chart titled 'Chart 6. Results for Crewing Consultation Questions'. The y-axis is labeled 'Make Savings'. The x-axis represents percentages from 0% to 100% in increments of 20%. A legend indicates that green represents 'Agree' and purple represents 'Disagree'. The bar shows that 7% of respondents agree and 93% disagree.

Response	Percentage
Agree	7%
Disagree	93%



Right: word cloud summarising free text responses The main themes are outlined, in order of most to least frequently occurring



Themes Raised in Free Text Responses

Initial Action

Many respondents expressed concern about the reduction in scope for a reduced crew to commence initial firefighting activity whilst waiting for a supporting fire engine to arrive.

...If this proposal is accepted and the fifth crew member is taken away they will not be able to commit into as many property fires to rescue people because rapid deployment procedures may not exist in many circumstances

Four firefighters isn't enough to rescue someone from a car crash or from a burning building'

Theme Summary

The reduction in crewing levels will mean less scope for commencing initial firefighting activity until a second fire engine arrives, which would previously not have occurred.

OUR RESPONSE

Currently, fire appliances are mobilised to emergency incidents with a crew of four personnel on 46% of all occasions. From before the commencement of the Organisational Change Project, which identified the proposal to crew all fire appliances with four; there has not been any significant evidence suggesting that a crew consisting of four personnel increases risk. By way of example our existing fire appliance crewing policy identifies that the minimum safe level of provisions is four crew members; therefore our proposals do not represent a significant change. National Operational Guidance ensures that crewing with four allows for the safe implementation of life saving activities prior to a second appliance attending. In addition, enhanced vehicle, pump and equipment technology has contributed to making the management of emergency incidents safer. Examples of advanced technology include automatic pump controllers, compressed air foam systems, thermal imaging capability and breathing apparatus (BA) board telemetry systems. All of which enable operational staff to operate more safely, efficiently and effectively on the incident ground. Operational commanders are extremely well trained and are familiar with the technology, resources and operational doctrine to enable them to establish safe and effective systems of work to manage incidents. The mobilisation of operational resources to incidents will always reflect the balance that needs to be appreciated in terms of type and number of appliances and crew required to achieve the safe resolution of all incident types. Prior to implementation of this proposal, we will ensure that all necessary amendments to operational or training policy will be actioned.

Firefighter Safety

Concerns were also voiced on the ability of firefighters to safely carry out operations whilst waiting for a second fire engine to attend and many respondents expressed concern about the moral pressure which may be applied to fire fighters to act whilst waiting for a second fire engine to arrive, putting themselves and the public at risk.

Would a crew of four safely be able to pitch a 13.5metre ladder on their own? Would mean the OIC [Officer in Charge] is involved in the pitch...

Reduction in appliances means longer attendance times...not allowing firefighters to carry out their duties as they would like to and actually putting them in difficult situations to react...

I think this will put firefighters more at risk as I believe you need certain number of crew to do certain tasks.

How is Loughborough fire appliance with a crew of 4 able to deal with a high rise incident when the current safe level is minimum 13 [and] the next nearest station is Shepshed which would be up to 20 mins away

Theme Summary

In certain situations there will be tremendous moral pressure for firefighters to act prior to support arriving. This may mean carrying out firefighting activities which may be unsafe to do for a reduced crew.

OUR RESPONSE

There is not any significant evidence to suggest that crewing fire appliances with four riders will increase risk to staff or the public. In point of fact it is extant policy to ride with a crew of four because it is stipulated to be the 'minimum safe level' within the relevant operational procedures. This policy, prior to implementation was consulted with and subsequently agreed by the FBU approximately four years ago. To date its validity has not been questioned by any of the representative bodies.

In developing our plans we have been cognisant of and paid due regard to the task analysis and risk assessment undertaken by the South East Operational Policy and Procedure Group Collaboration Project, which is now being driven by the National Operational Guidance Programme. The safety of our operational personnel is of paramount importance and therefore the implementation of 'safe systems of work' should always be undertaken despite any perceived moral pressures.



Response Times

Many respondents commented on the twin impact of fewer fire fighters riding fire engines and therefore a greater reliance on a reduced number of fire engines, resulting in longer response times. There was also some concern about the impact of other crewing changes at neighbouring stations such as the switch crewing of appliances.



I think reducing the number of appliances and the numbers riding them is too much at one time. It should be one or the other. If you are giving fire-fighters less fire engines then at least give them enough fire-fighters in the initial stages of any incident to be able to deal with that incident safely, whilst still giving the community the best possible protection.

Removal of this appliance coupled with the reduction in operational staff riding the remaining appliance places both public and staff at greater risk. The response time of the next nearest appliance is unacceptably long



with [the] switch crewing of appliances at Central, Southern and Birstall that could be a potential loss of another three fire engines.' And 'The nearby stations are getting reduced



Theme Summary

The frequency with which a second fire engine is required will increase if crewing levels are reduced. In areas which also lose a second fire engine, response capability is compounded by both a smaller firefighting crew and increased response times.

OUR RESPONSE

We are currently riding with four throughout the City, on On-Call appliances and occasionally on many wholetime stations now. The proposal of reduced ridership is in preference to suggesting station closures and additional appliance reductions. There may be occasions where a second appliance arrives slightly later than it would have previously, but there is no evidence to suggest that the frequency of the requirement for a second pump will increase. In actual fact the number of incidents across the Authority area that have required two appliances over the last five years has reduced by 16%; whilst at the same time we have reduced the city to crews of four.



Proximity

Some respondents took the view that a crew of four fire fighters on each fire engine was not suitable for all parts of the CFA area. This is because of the close proximity of the City Stations and the fact that each Station has two fire engines has meant response times are not likely to suffer as much as other parts of the CFA area where neighbouring Stations are further apart.



[for] stations in remote areas like Oakham this proposal would mean there would only be four firefighters to deal with life threatening jobs. Backup for these stations is a long time away...

Theme Summary

The basis on which the crewing level was reduced from 5 to 4, for City Stations was their proximity. This is not the case for Stations outside of Leicester which are further apart and will mean waiting for a second fire engine to arrive, when previously one fire engine may have sufficed.

OUR RESPONSE

Demand for the fire and rescue service within Leicester, Leicestershire and Rutland has reduced by 37% over the last ten years. Of the incidents attended, 63% are done so by just one appliance. Technological developments in the type and nature of appliances and equipment significantly increase the efficiency and effectiveness of our responding crews of four, enabling simultaneous activities to take place. This has been acknowledged both within our own analysis and that undertaken within the South East Operational Policy and Procedure Group Collaboration Project.

Whilst it is acknowledged that a second appliance may take a little longer to attend, if it is required outside of the City, there will not be a situation where the first appliance has to 'wait' for the second before initial actions are undertaken.



5. RESILIENCE TEAM

Consultation Questions

- Were you aware or unaware of the reduction in the number of our On-Call fire engines in recent years?
- Do you agree or disagree that it is reasonable to make necessary savings by disbanding the Resilience Team?

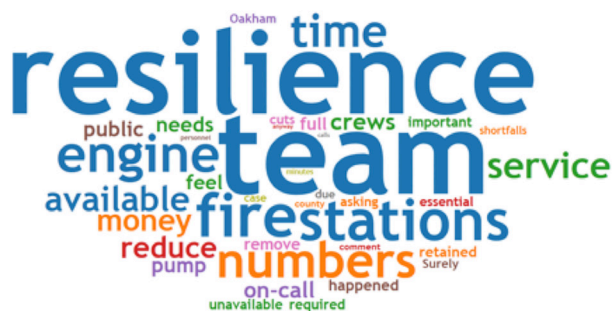
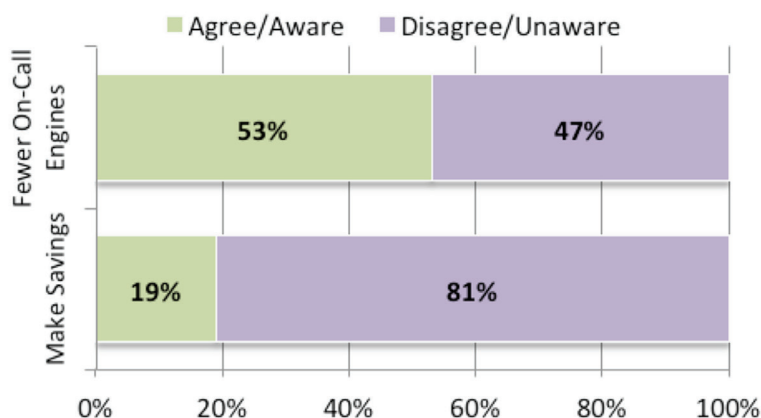


Chart 7. Results for Resilience Team Consultation Questions



Left: word cloud summarising free text responses The main themes are outlined, in order of most to least frequently occurring

Themes Raised in Free Text Responses

Crewing

The majority of respondents expressed concern for the twin impact of reducing crewing levels and disbanding the Resilience Team on maintaining availability of fire engines with particular emphasis on On-Call stations.

...if there are only the minimum crew there, if one goes off sick or is injured then that whole [fire] engine will need to be taken off shift until a replacement officer is sought.



Recruitment and retention at On-Call stations is always difficult and resilience helps to keep these stations on the run. With smaller crews and fewer pumps (if proposals go through) these support stations will be even more important'



Theme Summary

Disbanding the Resilience Team will mean there is less resilience across the organisation at a time when crewing levels are already being reduced due to switch-crewing of some emergency vehicles and the proposed reductions in crewing levels.

OUR RESPONSE

Support required for On-Call stations has been reduced by the closure of Syston and Moira Stations. Service provision has been enhanced by the opening of the new wholetime stations at Birstall and Castle Donington and providing 'day crewing' at Melton.

The Resilience Team undertake a much wider range of duties in addition to supporting On-Call stations. It is not envisaged that appliance availability will be substantially affected by its removal. As part of future operational planning considerations, we will be reviewing the existing On-Call arrangements with a view to addressing the availability issues.



Managing Unavailability

Of those respondents that did agree to the proposal, a few cited that it was with the proviso that more attention be paid to preventing the unavailability of On-Call fire engines.

There is a need to improve and put more effort into recruiting more on call fire fighters...



Robust management could reduce the times appliances are not available

Theme Summary

The Resilience Team should only be disbanded if there is a comprehensive system in place to actively manage firefighter unavailability to reduce the chances of a fire engine being unavailable.

OUR RESPONSE

Resilience is currently built into every duty system we operate to ensure that there are sufficient numbers to cover shifts lost per person per year to sickness and annual leave etc. Where there are unforeseen circumstances and crewing falls below a required level, then this is addressed by operational personnel working voluntary additional hours. Historically, in certain areas, recruitment to On-Call stations has proved to be very challenging; however flexibility has now been introduced to allow On-Call personnel a range of options in relation to the hours of cover they provide and we have extended the recruitment areas where necessary. Where there is the risk or possibility of an appliance becoming unavailable, every effort is, and will continue to be made to address that situation through the use of available resources.



Foregone Conclusion

Several respondents expressed the view that the proposal had already been implemented and therefore could not answer the question.

I was under the impression that you have already disbanded the Resilience Team so how can that be put out to consultation?



Theme Summary

The Resilience Team should only be disbanded if there is a comprehensive system in place to actively manage firefighter unavailability to reduce the chances of a fire engine being unavailable.

OUR RESPONSE

The Resilience Team has not been disbanded. It is currently deployed to assist in the delivery of the transitional arrangements at Southern and Castle Donington stations. Once the transition has been completed, the team role will revert back to supporting the availability of wholetime and On-Call appliances.



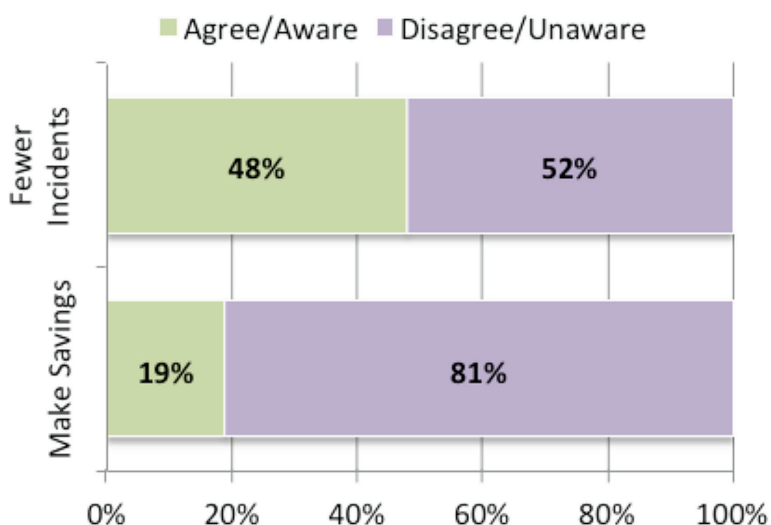
6. OADBY AND WIGSTON DISTRICT – WIGSTON FIRE AND RESCUE STATION

7% (32) of responses were from residents of Oadby and Wigston Borough which is in line with Oadby and Wigston's 6% share of the population in the CFA area.

Consultation Questions

- Were you aware or unaware that the number of **emergency incidents** in Oadby and Wigston had reduced substantially in the recent years?
- Do you agree or disagree that it is reasonable to make necessary savings by implementing the **Day Crewing Plus system**?

Chart 8. Results for Oadby and Wigston Consultation Questions



Themes Raised in Free Text Responses

Family Life

Many respondents commented on the impact of spending potentially long periods of time at work, citing the detrimental impact this may have on family life, whilst others commented the impact this may have on firefighters themselves.

The Day Crewing Plus system is not family friendly and requires firefighters to work for very long periods of time away from home, this causes stress to the firefighters and their families



How committed will the crews be if they've been stuck at work for what I'm told, four to five days at a time



I would like to know out of all the other Day Crewing Plus stations and all of those waiting on a list how many are female?

A few respondents perceived the shift system to have a discriminatory impact on certain parts of the workforce.

Theme Summary

Moving to Day Crewing Plus will make it harder for firefighters with families to manage their out of work responsibilities. It will also exclude those firefighters from applying who have caring responsibilities outside of work, who may previously have applied.

OUR RESPONSE

The Day Crewing Plus duty system is a voluntary system that has been running for 22 months at 5 station locations. All stations are established to the maximum authorised levels. There are currently approximately 46 firefighters within LFRS on a waiting list who would like to work the duty system. As part of the robust arrangements that have been implemented in support of the introduction of DCP, Loughborough University have been employed to undertake a detailed analysis of the impact of the duty system on employees. This analysis has identified that stress and fatigue levels have reduced compared to previous employment on other duty systems. This is reflected in the lower levels of sickness absence for Day Crewing Plus Staff. There is no evidence to support the assertion that staff that have caring responsibilities are potentially disadvantaged.



Local Risk

Many respondents expressed concern for the impact on response times, especially at night, whilst others cited concern for a reduction in resilience due to fewer firefighters being available.

This theme of a reduction in resilience combined with a busy local area was identified by some respondents.

By its very nature a fire or accident can potentially happen at any time'. And 'If the need is still for a 24/7 wholetime service then that is what it needs.



what will happen in busy periods, these staff will be run off their feet then appliances taken off the run for rest



Introducing Day Crew Plus at further stations in the county reduces the number of officers thus reducing the resilience of the Service as a whole.



Theme Summary

The local area is a busy, populated area with a number of inherent local risks. A change to Day Crewing Plus will mean that the same firefighters are busy during both the day and night. The result is that the fire engine may be unavailable for long periods during the day so that firefighters can recover.

OUR RESPONSE

Incident rates in Oadby and Wigston have reduced by 18% over the past 5 years. The average number of all calls for Wigston Fire and Rescue Station over the five years measured equates to 2 calls per day. The call profile of Wigston Station is very similar to Hinckley and Coalville Stations, which were converted to Day Crewing Plus during 2014.

The Day Crewing Plus duty system is crewed by wholetime employees who work a self rostered 24 hour shift system and are immediately available to respond to emergency calls. To date, there have not been any periods of long unavailability at any of the stations where this duty system is employed.



Savings

A small number of respondents disagreed with the proposal on cost grounds, arguing that the increase in pension costs and requirement to refurbish the station would make it cost ineffective.



I disagree, on the basis that I do not see how this would save any money, particularly in the next five years. There would be a high build cost to make the station DCP friendly, and higher pension costs for the firefighters on this system

Theme Summary

The costs incurred to refurbish a Station to accommodate Day Crewing Plus firefighters combined with the increase in firefighter pension costs, makes the savings negligible.

OUR RESPONSE

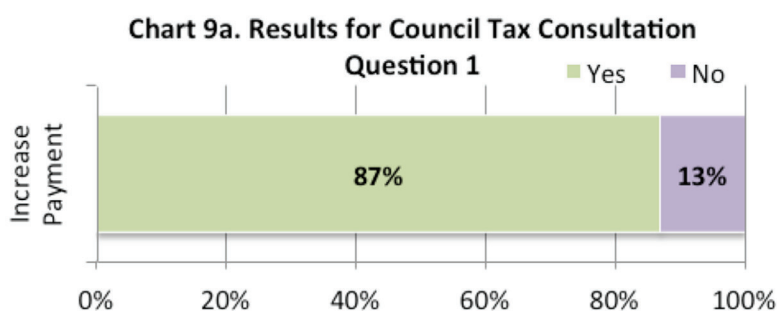
The costs are included in the capital budget. As with many capital projects the funds can be borrowed and repaid over a number of years, similar to a mortgage. The savings generated from introducing DCP, despite the borrowing costs still makes the proposal very cost effective overall and compared to Shift duty system stations represents an annual saving of approximately £400k per station.



7. COUNCIL TAX

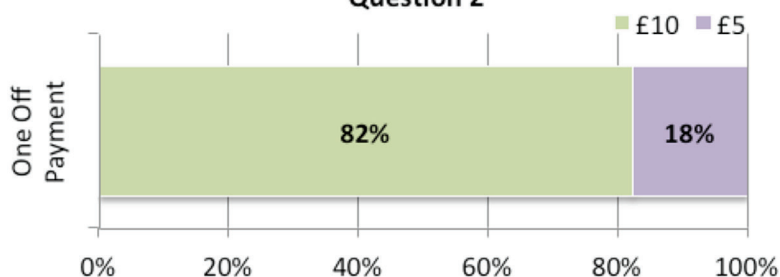
Consultation Questions

- Would you be prepared to **pay more** for your fire and rescue service?



- If YES, how much; either a £5 or £10 **one-off increase** on your Council Tax? (£5 equates to just under 10p per week, £10 equates to just under 20p per week, based on a Band D property).

Chart 9b. Results for Council Tax Consultation
Question 2



Left: word cloud summarising free text responses The main themes are outlined, in order of most to least frequently occurring

Safety

A substantial majority of the respondents valued the fire and rescue service which they felt provided a sense of security.



Theme Summary

LFRS provides a vital service to the community and I would be prepared to pay more to protect it.

OUR RESPONSE

Leicester, Leicestershire and Rutland (LL&R) CFA provides one of the most cost effective fire and rescue services in England sitting in the bottom quartile in the key cost indicator of cost per head. A band D property in The Authority Area is currently £9.71 below the national average, the second lowest of all of the Combined Fire Authorities.

A special dispensation to significantly increase Council Tax above the current ceiling of 2% would allow a more phased approach to the implementation of the service change programme, possibly reducing the need for compulsory redundancy amongst our operational staff.

Savings

A number of respondents expressed the view that more savings should be found from elsewhere in the organisation. Respondents typically cited making savings from support departments as well as senior managers.

Maybe you should cut the pay of the staff at the top who don't physically get their hands dirty



Theme Summary

More savings should be made from elsewhere in the Service before front line firefighters are cut.

OUR RESPONSE

All areas of the Service, including support departments, have been examined resulting in savings in excess of £900K. We will continue to identify where savings can be made so that the impact on frontline service delivery is reduced



Generating Revenue

Some respondents suggested working with other emergency services such as sharing facilities and co-responding in order to generate revenue.

LFRS should look at how else firefighters can be deployed into other response roles e.g. providing an emergency ambulance for priority calls/patient transport provision



Theme Summary

The Service should form partnerships with other emergency services to generate income to cover the deficit.

OUR RESPONSE

LFRS have already collaborated with neighbouring fire and rescue services on major projects in the past; these include a new finance system and the soon to be introduced mobilising system. Agreement has also been gained by the relevant Fire Authorities to merge Leicestershire and Nottinghamshire Control Rooms at Southern Station.

Opportunities are also being explored and progressed with other 'blue light services' including Leicestershire Police and East Midlands Ambulance Service (EMAS).

Any cost saving initiatives delivered will help towards reducing the deficit.



Reduced Service

Some respondents took the view that despite raising extra funds there would still be a reduction in service which would mean paying more for a reduced service.



I would rather pay £10 and keep the same standard of cover than pay 1.99% and have a reduction in fire cover



I would rather pay slightly more, for the same level of cover; than pay the same, and receive reduced cover.

Theme Summary

Despite the increase in Council Tax and a yearly one off increase, the proposals will still be implemented, resulting in a reduced service. In effect, this will mean paying more for a reduced service.

OUR RESPONSE

Whilst it is acknowledged that the Council Tax Precept has increased on a year on year basis, it should be noted that the element of the budget that is provide by Central Government has reduced on a year on year basis. The net effect being that when pay and other inflation is taken into consideration, spending power has reduced significantly.

This is a trend that is likely to continue for at least the next three years and whilst we accept that Council Tax payers are paying more, we have no power to reverse this trend.



8. OTHER

Universal Provision

A small number of respondents cited that resources should not just be targeted at the most vulnerable members of the community but that everyone should have equal access and others perceived the fire service as an insurance policy.



...The vulnerable must be protected but also others who are maybe less vulnerable but nevertheless deserving of protection from accident

[the Fire and Rescue Service] is an insurance, there if needed...



'I feel that firemen and women are needed in good numbers, who can come to our aid in emergency



Theme Summary

We all pay for a Fire and Rescue Service and therefore we should all have equal access to a service that protects everyone irrespective of how vulnerable you are.

OUR RESPONSE

The proposals presented are based upon the analysis of the detailed outcomes following application of our Risk Assessment Model. These outcomes will ensure that a better balance of resources based upon risk is achieved. Inequalities already exist in terms of resources provided, which is why we employ a range of different duty systems to accommodate the need. An example being that if all of the proposals are agreed, the Leicester city area will be provided with 5 wholetime crewed pumping appliances and the Harborough District area will be provided with five On-Call pumping appliances. Notwithstanding this; these levels of provisions will be proportionate to the comparative risk and, the level of Council precept will be the same across the Authority Area irrespective of the levels of provision available.

In addition the Service's capability to mobilise to the larger more protracted incidents ('weight' of attack) is not affected by these proposals, regardless of the location of the incident within the Authority area.

We are confident that our proposed service delivery model uses available resources in the most appropriate way to provide the best fire and rescue cover possible.



Community Safety

A small number of respondents took the view that having fewer firefighters coupled with the introduction of Day Crewing Plus would impact on work other than responding to incidents carried out by firefighters.

Theme Summary

In addition to responding to emergencies, firefighters also carry out prevention work in the community. The ability to carry out such work is reliant on having adequate fire cover available as well as having the time available. Reducing the number of firefighters available as well as changing the shift system to Day Crewing Plus will be detrimental to the capacity for such work to be carried out in the future.

OUR RESPONSE

There is no intention to reduce the levels of community engagement we are involved in as part of the delivery of our Community Safety Strategy.



GLOSSARY

Aerial Ladder Platform:

A vehicle typically used in incidents involving fires or rescues at height

Appliance:

A general purpose vehicle capable of carrying and pumping water as well as rescue and cutting equipment, also referred to as an 'fire engine' or 'pump'

Day Crewing Plus:

A shift system where a station is permanently crewed by wholetime firefighters who work a self rostered 24 hour shift system and are immediately available to respond to emergency calls

On-Call

A duty system where a firefighter lives or works near the fire station where they serve, and when required to respond to an emergency incident, are called to the fire station to crew a fire engine

National Operational Guidance Programme:

A Programme to provide the foundation of safe systems of work for firefighters; to provide the foundation of interoperability with other emergency services; and to provide the foundation of intraoperability between emergency services.

RTC:

Road Traffic Collision

Switch Crew:

A special appliance that is crewed by transferring wholetime staff from a permanently crewed fire appliance to a special appliance when operational requirements dictate the immediate response of the special appliance.

Wholetime:

A shift system where a station is permanently crewed by firefighters with each working period consisting of 12 hour shifts of 2 days, 2 nights and 4 days rest.

A - Background Information

Consultation Questionnaire, FBU Questionnaire, Rutland Pre-Printed Letter and Rutland e-Petition.

B - Frequently Asked Questions

C - Consultation Programme

D - Media Coverage

E - Promotional Material

F - Equality Impact Assessment

G - Fire Brigades Union Response to 'LFRS IRMP Proposals for Change 2015-2020'

H - LFRS Response to Fire Brigades Union

If you ask, we can provide the information in this document in another format such as large print, Braille, an alternative language or audio version.

If you or anyone you know would like help in reading or understanding this document please contact us, providing your name, address and explaining the type of help that you need.

આ દસ્તાવેજની કોઈપણ બાબત સમજવામાં જો આપ કોઈ મદદ ઇચ્છતાં હોય તો મહેરબાની કરી લેસ્ટરશાયર ફાયર એન્ડ રેસ્ક્યૂ સર્વિસ (Leicestershire Fire and Rescue Service) Headquarters, 12 Geoff Monk Way, Birstall, Leicester, LE4 3BU પર સંપર્ક કરવો. મહેરબાની કરી આપનું નામ અને સરનામું પૂરું પાડશો અને કયા પ્રકારની મદદ કે જે આપને જોઈએ છે, તે વિગતવાર જણાવશો.

এই ডকুমেন্ট এর যে কোনটি বুঝতে যদি আপনার সহায়তা দরকার হয় তবে অনুগ্রহ করে যোগাযোগ করুন: লেস্টারশায়ার ফায়ার ও রেসকিউ সার্ভিস (Leicestershire Fire and Rescue Service) Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU দয়া করে আপনার নাম ও ঠিকানা এবং আপনার কি ধরনের সহায়তা দরকার তা উল্লেখ করবেন।

ਜੇਕਰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੇ ਕਿਸੇ ਵਿਸ਼ੇ ਨੂੰ ਸਮਝਣ ਲਈ ਤੁਸੀਂ ਕੋਈ ਮਦਦ ਲੈਣੀ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਲੈਸਟਰਸ਼ਾਇਰ ਫ਼ਾਇਰ ਐਂਡ ਰੈਸਕਿਊ ਸਰਵਿਸ (Leicestershire Fire and Rescue Service) Headquarters, 12 Geoff Monk Way, Birstall, Leicester, LE4 3BU ਨਾਲ ਸੰਪਰਕ ਕਰੋ। ਮਿਹਰਬਾਨੀ ਕਰਕੇ ਆਪਣਾ ਨਾਂ ਅਤੇ ਸਿਰਨਾਵਾਂ ਨਾਲ ਦਿਉ ਅਤੇ ਦੱਸੋ ਕਿ ਤੁਹਾਨੂੰ ਕਿਸ ਤਰਾਂ ਦੀ ਮਦਦ ਦੀ ਲੋੜ ਹੈ।

如需要協助理解本文件內任何資料請聯絡：里斯特郡消防及救援服務 (Leicestershire Fire and Rescue Service) Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU 請提供閣下姓名和地址以及說明哪條文需要幫助。

Jelzeli potrzebujesz pomocy w zrozumieniu treści tego dokumentu, skontaktuj się z (Leicestershire Fire and Rescue Service) Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU, podając swoje imię, nazwisko i adres i wyjaśniając, jakiej pomocy potrzebujesz.

यदि इस दस्तावेज़ के किसी विषय को समझने के लिए आप कोई मदद लेना चाहते हैं तो कृपया लैस्टरशायर फ़ायर ऐंड रैस्क्यू सर्विस (Leicestershire Fire and Rescue Service) Headquarters, 12 Geoff Monk Way, Birstall, Leicester, LE4 3BU से संपर्क कीजिए। कृपया अपना नाम तथा पता साथ भेजें और बताएं कि आपको किस प्रकार की सहायता की जरूरत है।

اگر آپ کو اس دستاویز کے کسی بھی حصے کو سمجھنے کیلئے کسی قسم کی مدد درکار ہے تو براہ کرم لیسٹر شائر فائر اینڈ ریسکیو سروس (Leicestershire Fire and Rescue Service) Headquarters (Service Rescue), 12 Geoff Monk Way, Birstall, Leicester, LE4 3BU سے رابطہ کریں۔ براہ کرم اپنا نام اور پتہ فراہم کریں اور آپ کو جس قسم کی مدد درکار ہے اس کی وضاحت کریں۔

LEICESTERSHIRE
FIRE and RESCUE SERVICE



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