

**Management responses and recommendations relating to feedback received during the
2015-20 Public Safety Plan Consultation (22nd July – 13th October 2014)**

The following report includes responses and recommendations relating to all main questions and issues raised during the consultation together with a note of the organisation and / or consultation channel in which they were raised.

“Individual BMKFRS¹ Staff Feedback” includes responses received via the online questionnaire facility and other channels such as email.

Responses from individual members of the staff and public are presented anonymously.

In many cases verbatim quotes are included where these illustrate the issue or question vividly or succinctly. These are shown in italics.

¹ Buckinghamshire and Milton Keynes Fire and Rescue Service

1. Who We Are and What We Do			
Issue	Source	Management Response	Recommendations
<i>How is the average cost of a wholetime ²FF³ calculated, and what posts does it include? It must be acknowledged that when you refer to a wholetime FF² the public will generally interpret this to mean a frontline operational FF² who is on a salary of just under 29k.</i>	Fire Brigades Union	This information was supplied with the 2015-20 Public Safety Plan in a supplementary table accessible via a hyperlink. The £38k per year average cost shown related to those of firefighter rank only, as clearly stated in the supplementary table, and covers total payroll costs.	None.
<i>As the statistics also include WT fire appliances it leads one to conclude that 309 WT FF's are employed to ride 13 fire engines. This is clearly wrong but it is what is being presented. It makes it appear that there is an abundance of frontline FF's in relation to the number of fire engines and consequently could be used as an argument to further reduce the number of frontline operational ff's².</i>	Fire Brigades Union	The breakdown of staff by type is that used by the Department of Communities & Local Government in its standard reporting. The table shown in the 2015-20 Public Safety Plan provided a top level summary of staff numbers but also contained a hyperlink to more detailed information which clearly showed numbers of firefighters by role type from 'Firefighter' through to 'Brigade Manager' (all of whom are generically classified as 'firefighters' and are available for firefighting duties if needed).	None.

² Wholetime = Full-time, provide 24/7 cover.

³ FF = Firefighter

2. Strategic Context			
Issue	Source	Management Response	Recommendations
Selective use of information / statistics in a <i>“non-objective and biased manner in an attempt to lead people into a false belief or understanding about risk levels”</i> e.g. 54% reduction in fires and 68% reduction in non-fatal casualties is <i>“misleading. Using the same statistics... you could present a very different picture”</i> e.g. accidental dwelling fires between 2002/3 to 2012/13 up 9% or non-fatal fire casualties up 50% in the last year.	Fire Brigades Union	The ten year period was used in order to facilitate local comparison with national trends being reported by central government. Also the figures shown are a raw count of incident and injury numbers and do not take into account the significant increase in population that has occurred over this period, both nationally and locally, thereby understating the degree of real improvement that has actually been achieved. Selection and use of year on year changes to numbers are not necessarily representative of long term trends or, in the case of very small numbers, always statistically significant as they are likely to be subject to considerable volatility.	None.
Presenting data or statistics over a ten year period <i>“leads to an inaccurate representation or portrayal of risk because it fails to factor in the many changes that have taken place over that period... Does the Authority agree that it would be better to give the public a breakdown of fire statistics over a 5 year period which will mean they are better informed and have a better understanding of</i>	Fire Brigades Union	We disagree. Significant changes to trends in risk and demand can only be seen over a long period of time. However we agree that more detailed breakdowns and analyses of incidents by type and severity will be required as part of any risk analysis undertaken to inform the development of any specific proposals for changes to our approach to managing risk and demand.	Detailed analysis of incident numbers by type and severity to be used, alongside other risk modelling methods, to inform the development of specific proposals for change.

<i>risk, and from a response perspective, the work that the BFRS⁴ is involved in?”</i>			
3. Trends in Demand			
Issue	Source	Management Response	Recommendations
<p>Although there has been a significant reduction in the number of fires in the last 10 years much of the reduction has been in fires that pose little risk to life e.g. secondary fires and primary vehicle fires – <i>“As presented, the statistics will lead people to believe that exposure to life risk or property risk, from fire has more than halved in the last ten years. This is inaccurate... A reduction in the number of incidents does not necessarily always correlate with a reduction in serious life risk”</i> e.g. increases in numbers of lives reported as ‘saved’ over a period of falling incident numbers.</p>	<p>Fire Brigades Union</p>	<p>We agree that a reduction in incident numbers does not always correlate with a reduction in serious life risk. However the reverse is also true. Many of the interventions made by the Fire and Rescue Service such as home fire risk checks and the installation of smoke alarms correlate with a significant reduction in fatalities and injuries, but do not necessarily prevent incidents from occurring in the first place, or only have a very marginal effect on the likelihood of occurrence. A number of factors are likely to have contributed to the long term reductions in deaths and injuries in domestic fires, including the widespread ownership of smoke alarms, legislative changes such as changes in foam filled furnishing regulations, and it is these that make the environment safer rather than trends in raw incident numbers.</p>	<p>Quantifying cause and effect relationships for life risk is extremely complex owing to the number of interacting variables. As such, continued collaboration with other FRSs and academics through attendance at specialist meetings and conferences will aid our understanding, such that this can inform our ways of working.</p>

⁴ BFRS = Buckinghamshire Fire and Rescue Service, a former abbreviation for Buckinghamshire and Milton Keynes Fire and Rescue Service (BMKFRS)

4. National & Regional Risks			
Issue	Source	Management Response	Recommendations

- No issues raised -

5. Local Risk Profile			
Issue	Source	Management Response	Recommendations

- No issues raised -

6. Future Risk Factors			
Issue	Source	Management Response	Recommendations
<p>Plan seems to treat HS2⁵ as “just another business operating in your area” and does not sufficiently consider the impact of the construction phase on response times e.g. mud on roads, temporary road-works, construction traffic, ‘assets tied up in traffic delays and an increase in RTAs⁶’.</p> <p>“BCC⁷ together are concerned about the use of key emergency service routes by the Nominated Undertaker (HS2) during construction, particularly the A4010, A413 and A41 and also between the two hospitals on the Aylesbury to High Wycombe road and how this will impact on emergency response times. We feel that the emergency services will need resources and training to deal with any accidents within the new infrastructure being created by the scheme (HS2) i.e. tunnels, viaducts.”</p>	<p>Parish Councillor (Wendover)</p> <p>Safer Bucks Partnership (Buckinghamshire County Council)</p>	<p>The top level of the 2015-20 Public Safety Plan only covered the High Speed Rail 2 (HS2) risk in brief. However there was also a hyperlink to supplementary information which states that “The construction and operation of HS2 will represent the greatest single change to the risk profile in Buckinghamshire & Milton Keynes in modern times”. Therefore we do not regard this as just another business in our operating area. We are actively monitoring the implications of HS2 to assess what, if any, changes may be required to our resourcing arrangements. We are well aware that during construction, there will be an increase in heavy vehicle movements, specialist plant machinery and temporary accommodation for construction workers. During operation, established contingency plans will have identified the need for any specialist response capability and regular scenario based emergency exercises will be undertaken involving other blue light services and civil authorities as appropriate.</p>	<p>Resource scenario modelling to be developed specifically for understanding the impact of HS2, during both the construction phase and the business-as-usual phase. We will investigate whether any of the costs of this work can be recovered from HS2.</p>

⁵ HS2 = High Speed Rail 2 (<http://www.hs2.org.uk/>)

⁶ RTA = Road Traffic Accident, now known as Road Traffic Collision (RTC)

⁷ BCC = Buckinghamshire County Council (<http://www.buckscc.gov.uk/>)

--	--	--	--

7. Current Resourcing			
Issue	Source	Management Response	Recommendations

- No issues raised -

8. Risk Management Strategy			
Issue	Source	Management Response	Recommendations
<i>“What is the current approach to managing risk, what does it incorporate, how is it measured, have targets been reached and why is this information not contained within this PSP⁸?”</i>	Fire Brigades Union	Our risk management strategy is outlined at page 17 of the 2015-20 Public Safety Plan. We publish and publically report performance against a range of targets that are designed to measure progress towards achieving our vision and strategic aims. Performance against these targets was most recently reported to the Fire Authority’s Executive Committee in July. This information is freely available from our website (http://bucksfire.gov.uk/fire-authority/fire-authority-committee-meetings/executive-committee-meetings-2014/)	We will continue to conduct research and analysis in conjunction with other fire and rescue services and academic institutions through attendance at specialist meetings and conferences, in order to develop our understanding of ways to appropriately balance risk and demand with our resources.
<i>Why is the current approach to managing risk no longer viable, and why does it need to change?”</i>	Fire Brigades Union	It is not a question of ‘viability’ as such but whether it is proportionate and appropriately balanced relative to the changes to patterns of risk and demand that have taken place over recent years.	
<i>How is the current balance [between prevention, protection and response] wrong or no longer the right balance? Where is the information to support this statement so that an informed contribution can be made?”</i>	Fire Brigades Union	There are not simple ‘black and white’ answers to questions of this kind and the balance will need to continuously change in line with changes to risk and demand for our services. However the significant changes to risk and demand that have occurred over the	

⁸ PSP = 2015-20 Public Safety Plan

Issue	Source	Management Response	Recommendations
<p><i>“What factors are used to measure the right balance between risk and capacity needed to respond? What is the current balance? What are the current risks, how are they measured and what current strategies are in place to mitigate the impact of these risks?”</i></p>	<p>Fire Brigades Union</p>	<p>last few years suggest that a more strategic review of the balance is timely.</p> <p>Identifying the ‘right’ or ‘safe’ balance will be assessed through resource modelling in the next phase of the plan, when the catchment areas on p16 of the 2015-20 Public Safety Plan are reviewed in more detail. It is during this phase that risk types will be profiled in more detail such that tailored risk mitigation can be applied.</p> <p>The current balance was measured by calculating what was actually used in terms of number of appliances, against what the service is financially configured to provide for day-to-day demand conditions as well as infrequent risk/spate conditions (p15 and 16 of the 2015-20 Public Safety Plan). This was the first step in quantifying our resourcing needs based on demand and risk and aimed to provide a top-level objective measure of our latent capacity as opposed to a subjective impression.</p>	<p>Resource modelling of the catchment areas on p16 of the 2015-20 Public Safety Plan will be conducted to assess the impact on safety and performance of any proposed changes.</p>
<p><i>“I do not see any strategy in Plan to reduce the number of False Alarms, thus saving staff time, perhaps reducing manning and equipment levels and generating operating economies.</i></p>	<p>Parish Councillor (Great Linford)</p>	<p>Dealing with false alarms is a ‘business as usual’ activity for us and we have tried and tested approaches for reducing all types of false alarms, as well as actively engaging in national working groups and current studies. As a result of these, numbers of false alarms have fallen from a peak of 4,247 in 2006/7 to 2,684 in 2013/14 – a reduction of 37%. We</p>	<p>We will continue to review our Automatic Fire Alarm Policy in line with changing demands for our resources.</p>

<p><i>Do you know the reason why an alarm has been raised but later is classified as Good Intent and do you analyse the reason for the call being made and consider what steps could be taken to avoid a reoccurrence in future?</i></p> <p><i>Are False Alarms classified as Electrical, also reviewed to determine if there is a pattern of equipment failure that could be identified and then eliminated by education or inspection where similar situations could occur?"</i></p>		<p>will continue to sustain our efforts to drive down numbers of all types of false alarm over the lifetime of the Public Safety Plan. We acknowledge that given the high proportion (95%) of automatic fire alarms that turn out to be false, there are perhaps other areas our resources could be used to greater effect. The purpose of the plan was to get a sense of public opinion on this issue.</p> <p>Understanding cause and effect relationships can be complicated. As such we are working with analysts from other services to better understand this relationship and are promoting that this relationship be further investigated at a National Level through the Chief Fire Officers Association (CFOA).</p> <p>Yes we have an active programme of engagement with owners of defective alarm systems which identifies, in particular, those generating repeat signals and assists them to resolve the issues giving rise to them. Thanks to these efforts False Alarms Electrical have been reduced by nearly half from a peak of 3,285 in 2006/7 to 1,712 in 2013/14.</p>	
--	--	--	--

9. Prevention Strategy			
Issue	Source	Management Response	Recommendations
<i>“Target those at risk of fire...and ensure that measures taken are effective, and represent good value for money”</i>	Safer Bucks Partnership (Buckinghamshire County Council)	Our latest home fire risk checks (HFRCs) are targeting ACORN ⁹ lifestyle groups that were experiencing significantly (>1standard deviation) more accidental dwelling fires (ADFs) than other ACORN lifestyle groups using regression analysis. We also identified the common causal factors behind ADFs amongst each ACORN lifestyle group. Once a year has passed we will be able to assess whether the HFRC intervention method has impacted on the excessive number of ADFs within each ACORN lifestyle group and/or the causal factor.	None.

⁹ ACORN = a demographic dataset that profiles every household by lifestyle type (<http://acorn.caci.co.uk/>)

Issue	Source	Management Response	Recommendations
<p><i>BCC¹⁰ could provide names (with permission) of chaotic alcohol users in treatment who are evidenced as having a higher risk profile regarding fires. Services could weave this into the assessment process and then refer onto the fire service for home safety checks and general advice”.</i></p> <p><i>“We could do some shared community events and collectively save on staffing costs. We could assist each other with campaigns, for example the Fire service could hand out door step crime leaflets to households with older residents that could be vulnerable and, in the same vein, PCSO’s¹¹ and CS¹² teams could hand out fire safety literature to when the call at older properties (that are a higher fire risk)”.</i></p>	<p>Safer Bucks Partnership (Buckinghamshire County Council)</p>	<p>This is being explored following a recent meeting between Buckinghamshire and Milton Keynes Fire and Rescue Service (BMKFRS) and Buckinghamshire County Council (BCC) and attendance of BMKFRS on the Alcohol Strategy Group. Plans are being compiled which involve PCSOs adding Home Fire Risk Check leaflets to their “cocoon” packs that are given out to elderly residents at risk of door step crime, also engagement for BMKFRS personnel with those residents that attend the Alcohol Recovery Café at BCC (approx. 500 people) and Drug Recovery. This is to provide some contact with “at risk” groups within our communities.</p>	<p>We will continue to work closely with partners to help make communities safer together.</p>

¹⁰ BCC = Buckinghamshire County Council (<http://www.buckscc.gov.uk/>)

¹¹ PCSO = Police Community Safety Officer

¹² CS = Community Safety

10. Managing Fire Risk in Commercial and Non-Domestic Buildings

- To what extent do you agree or disagree that the fire and rescue service should assist with the development of business continuity plans?

Issue	Source	Management Response	Recommendations
Sprinkler installation			
It might be considered hypocritical of us to expect businesses to install sprinklers, <i>“when we don’t have them in our own buildings”, “we can encourage but we shouldn’t enforce”</i>	Staff Focus Group	To date it is true to say that we haven’t installed sprinklers in our premises. However, most of our real estate is legacy or of some age. Sprinklers will be considered in any new fire and rescue facilities we build with a view to take advantage of not just the safety features and business continuity advantages, but also the design freedoms sprinklers offer.	Sprinklers will be considered in any new fire and rescue facilities we construct.
Would it be better to consider a tiered approach to installing sprinklers to make it less financially prohibitive to small businesses, for example compartmentalisation as opposed to a blanket approach of recommending installing sprinklers across the entire premises?	Staff Focus Group	There may be some merit in this, depending on design restrictions, as part of a cost benefit analysis in reducing fire damage. The benefit of sprinklers over compartmentalisation are that any fire is controlled while with compartmentalisation you will always run the risk of losing everything in that compartment.	Compartmentalisation versus entire premise sprinkler fitting will be considered when liaising with businesses, depending on what is appropriate for their business.

Issue	Source	Management Response	Recommendations
<p>Should we consider focussing on residential risk as opposed to commercial risk, because <i>“the last death in a workplace due to fire was in Milton Keynes in 1996, yet since 1996 we know that people have died in their homes”</i>, furthermore, the Welsh Assembly have set a precedent for this, with their policy legislating for sprinklers in all new build properties.</p>	<p>Staff Focus Group</p>	<p>The most significant innovations and recognition for the inclusion of sprinklers has been in residential properties. Certainly the recent cost benefit analyses published over the last few years indicate that fitting sprinklers in higher risk residential properties has the greatest cost benefit. It has been a consistent message from Government for the last few years that blanket fitting of sprinklers in all residential property is not cost beneficial. A lot depends on what longer-term view you take. The Welsh Assembly certainly believe that a blanket policy of fitting sprinklers in all residential properties will have significant long term benefits. Buckinghamshire and Milton Keynes Fire Authority (BMKFA) will certainly take a risk assessed approach (and actively do) in promoting and supporting sprinkler installations in high risk premises.</p> <p>The benefits of sprinklers in commercial premises do tend to be less in terms of reducing life risk and much more in protecting commerce and the environment. There is a growing mass of evidence to demonstrate that sprinkler controlled fires in commercial premises allow a quick reversion to business normality and also a vastly reduced impact on the environment. Therefore, it is still a priority for the Protection officers to seek opportunities to encourage</p>	<p>We will continue to take a risk assessed approach in promoting and supporting sprinkler installations in high life-risk residential premises.</p> <p>Given the body of evidence demonstrating how sprinklers limit the damage caused by fire to property and the environment, and in turn a quicker reversion time to business normality, we will continue to promote sprinklers in business premises.</p>

		business to install sprinkler systems.	
--	--	--	--

Issue	Source	Management Response	Recommendations
<p>Could we apply more pressure, such as via building regulations or by working more closely with insurance companies to help incentivise making homes safer through reduced premiums?</p>	<p>Staff Focus Group</p>	<p>Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is an active partner of the National Fire Sprinkler Network in lobbying both Government and Insurers to promote the adoption of sprinklers in Building Regulations.</p> <p>There has been some success in increased recognition of sprinklers in the Approved Documents which support the Building Regulations. This has been through lobbying and also custom and practice influenced by fire and rescue services nationally.</p> <p>The wider inclusion of sprinklers in schools and the Domestic Sprinkler Measure in Wales were as a direct of lobbying by fire and rescue Services.</p> <p>Insurers continue to be a source of frustration. While some insurers offer generous discounts for sprinklers in commercial buildings, their approach is not uniform.</p> <p>In residential premises there is no real avenue for reducing premiums in recognition of installing sprinklers. Most domestic policies, fire reflects usually less than 5% of the premium.</p>	<p>We will continue to apply pressure through lobbying and would welcome suggestions on how our influence could be improved.</p>

Review AFA Policy			
<p>Could we reconsider the weight of response and better call handling given that 99% of AFAs¹³ turn out to be False Alarms?</p>	<p>Staff Focus Group</p>	<p>Buckinghamshire and Milton Keynes Fire Authority (BMKFA) has an active policy of supporting business and part of this is through routine attendance at Automatic Fire Alarms (AFAs). This does allow data gathering on specific properties which informs the interventions by our AFA Reduction Officer. This has led to a marked decrease in the demand on us but also improves business continuity for those we have advised and assisted in reducing their AFAs. We have adjusted our response in the past to be more efficient and proportionate. There are no immediate plans to change this as we feel the balance is right at this time. We do keep this policy under review.</p>	<p>We will continue to review our Automatic Fire Alarm Policy in line with changing demands for our resources.</p>
<p>Are there plans to continue or enhance the work done to reduce the number of false alarms, because it seems to be highly beneficial and should be continued?</p>	<p>Staff Focus Group</p>	<p>We feel that the Automatic Fire Alarm (AFA) policy and active interventions has had tremendous benefit for both commerce and us. We do have every intention of continuation of this policy and methodology. The management of AFAs is an ongoing and evolving process as there are always new and emerging challenges to maintaining the low volume of AFAs generated by business and the impact on our services.</p>	<p>We will continue to review our Automatic Fire Alarm Policy in line with changing demands for our resources.</p>

¹³ AFA = Automatic Fire Alarm

Issue	Source	Management Response	Recommendations
Surely, even if one Automatic Fire Alarm (AFA) turns out to be a fire, then it is worth providing an emergency response to all of them?	Staff Focus Group	We experience about 2000 (Automatic Fire Alarms) AFAs per year and nearly all of them (95%) turn out to be false alarms. Currently a False Alarm results in at least 1 fire engine being mobilised with 4 crew and typically takes 30 minutes to resolve. Considering this occurs nearly 2,000 times per year, we feel there may be other ways of responding, such as reconsidering the weight of response and using an officer in a car who could request back-up if needed as opposed to 4 crew on a fire engine. This could free up revenue that could be better invested elsewhere. At present there are no plans to change in this respect, however we will continue to monitor our performance and approach in this area.	None.
Business Continuity Planning			
Would there be any liability to the organisation if we offered this kind of service [business continuity planning]?	Staff Focus Group	If professional advice were to be given out negligently, there is potential liability, however this is an insurable risk and indemnities could be obtained.	None.
<p>How would we ensure that diversifying our function doesn't impact on what we are legislated to do, both in terms of setting up a new function (requiring enhanced back office capacity) and running it?</p> <p>Good idea as long as it doesn't impact on the front line.</p> <p>The front line is a more important factor in determining public safety than business continuity</p>	<p>Staff Focus Group</p> <p>Online questionnaire</p> <p>Online questionnaire</p>	<p>Work is well underway developing our corporate performance management system so that we can understand how the organisation is performing, including the work we are legislated to do so that we can monitor and detect when performance changes and act accordingly.</p> <p>It is not yet well-understood which activities provide the best outcome in terms of public safety, since these cause and effect relationships are very complex owing to the number of interacting variables.</p>	We will continue to develop our corporate performance management system to that we can best monitor activities across the organisation.

Issue	Source	Management Response	Recommendations
<p>planning.</p> <p>How could business continuity planning benefit our organisation?</p>	<p>e</p> <p>Staff Focus Group</p>	<p>It is important to remember that our core objectives are to serve the <i>community</i> by reducing <i>their</i> risk. Business continuity planning aims to safeguard a business's survivability after an incident, which not only benefits that particular business, but also helps safeguard the jobs of the people who work there, which in-turn ensures that they stay in the area and continue to contribute to the wider community.</p> <p>Furthermore, if we were to find ways of generating revenue through this type of initiative, it could give us the option to proportionately invest in areas such as prevention and protection to further drive down risk in communities.</p>	<p>None.</p>
<p>The fire and rescue service offers relevant expertise and insight and business continuity planning is a good idea.</p>	<p>Online questionnaire</p> <p><i>incl. Buckinghamshire New University</i></p>	<p>We definitely offer some relevant expertise and insight and this is an area that we would like to explore.</p>	<p>Explore business continuity planning as a potential service offering.</p>
<p>This is outside the scope of the fire and rescue service or public sector and is not the fire and rescue service's responsibility</p> <p>Fire and Rescue Service doesn't currently have the skills or expertise to deliver this service</p>	<p>Online questionnaire</p>	<p>This does fall outside what we are legislated to do and skills and expertise would need to be developed further, however, we disagree that it is outside the scope of the fire and rescue service since it could help make our communities safer, which is definitely within scope.</p>	<p>Explore business continuity planning as a potential service offering.</p>

Issue	Source	Management Response	Recommendations
Primary Authority Scheme			
<p>Could our organisational reputation be affected by who we partner with and how do we choose who we partner with?</p>	<p>Staff Focus Group</p>	<p>There is potential risk in partnering with business, but these risks are ameliorated through developing a robust partnership agreement and careful choice of who we might partner with. This is still a relatively new opportunity for fire and rescue services but it has been in practice with local authority health and safety and trading standards enforcing bodies for several years. Either party can approach another with a view to partnering. Sometimes it is because an organisation has a headquarters in a particular fire and rescue service area but this doesn't necessarily have to be the case.</p> <p>There are potential significant benefits to business as it improves the consistency of enforcement and development of effective policy. This has obvious commercial and public safety benefits. The direct benefits for fire and rescue services can come in the form of resourcing but also the partner companies often get interested in supporting prevention campaigns. This has obvious wider societal benefits.</p>	<p>None.</p>
<p>Are there any benefits to our organisation through adopting this sort of scheme?</p>	<p>Staff Focus Group</p>	<p>There are potential significant benefits to business as it improves the consistency of enforcement and development of effective policy. This has obvious commercial and public safety benefits. The direct benefits for fire and rescue services can come in the form of resourcing but also the partner companies often get interested in supporting prevention campaigns. This has obvious wider societal benefits.</p>	<p>None.</p>

Issue	Source	Management Response	Recommendations
<p>Have we considered the risks of pursuing this kind of venture, for example, unhealthy competition between fire and rescue services focussing on the same desirable blue-chip companies?</p>	<p>Staff Focus Group</p>	<p>This is an interesting point, however it does assume that competition amongst fire and rescue services would lead to negative outcomes. This is a point for debate as the outcome cannot be known in advance. This brings us back to our original function, which is to serve the community to reduce risk. Perhaps we should ask - does encouraging businesses to liaise with a single service remove barriers and better enable them to make their business premises safe? If so, will this benefit the community more than asking a business to liaise with several services locally.</p>	<p>None.</p>

11. Resourcing for low-level daily demand and infrequent high risk

- To what extent do you agree or disagree that Buckinghamshire & Milton Keynes Fire and Rescue Service should consider more economical ways of dealing with infrequent large scale or numerous simultaneous emergency incidents – for example by increasing collaboration with and support from neighbouring fire and rescue services?

Issue	Source	Management Response	Recommendations
<p><i>“How will this work if all the surrounding counties are running down their resources?”</i></p> <p><i>“What of Royal Berkshire¹⁴ or whoever have an incident and they need their engines and we’re stuck with nothing...”</i></p> <p>We need to better understand what our neighbouring brigades are doing, if they are reducing their pumps as well, that could have implications for our reliance on them when scaling up for risk</p> <p>BMKFRS¹⁵ shouldn’t/can’t rely on neighbouring services and a reduction in our resources should be avoided</p>	<p>Public Focus Group</p> <p>Staff Focus Group</p> <p>Online questionnaire <i>incl. Member/Relative of BMKFRS, Resident of Buckinghamshire or Milton Keynes</i></p>	<p>We will liaise closely with neighbouring fire authorities as we develop specific proposals for changes to our risk management strategy and associated operational assets and resources to ensure that our collective capacity and capabilities remain sufficient to deal with the range of incidents and civil contingencies that we might reasonably expect to deal with.</p>	<p>Continue to liaise with neighbouring brigades about strategic changes we are proposing and ask them to proactively update us with changes they are considering.</p>

¹⁴ Royal Berkshire = Royal Berkshire Fire and Rescue Service

¹⁵ BMKFRS = Buckinghamshire and Milton Keynes Fire and Rescue Service

Issue	Source	Management Response	Recommendations
<p><i>“What’s the ‘community cost’ of bringing in resources from a wider area to assist in covering big incidents if that delays an effective response?”</i></p> <p>There isn’t enough information to provide an informed response</p>	<p>Public Focus Group</p> <p>Online questionnaire</p>	<p>All proposals for change will be subject to risk assessment and a cost / benefit analysis to ensure that they do not expose the community to intolerable levels of risk or financial disadvantage.</p>	<p>Risk and cost/benefit assessments to be carried out for all proposals.</p>
<p><i>“What would the funding implications of mutual aid be?”</i></p>	<p>Public Focus Group</p>	<p>Until we have specific proposals for change it is not possible to determine this but we would not increase reliance on mutual aid where this presented a financial disadvantage to tax payers.</p>	<p>None.</p>
<p><i>“[Mutual aid] Surely you do this now already?”</i></p>	<p>Public Focus Group</p>	<p>Yes we do. There are established statutory arrangements for mutual aid between fire authorities which we already draw upon from time to time as well as ourselves providing reciprocal support to neighbouring fire authorities.</p>	<p>None.</p>
<p><i>“What drives keeping the wholetime¹⁶ firefighters around during the early hours when the risk is lower?”</i></p>	<p>Public Focus Group</p>	<p>The historical rationale for fire cover focused almost exclusively on property type and risk, as such many fire and rescue services are still configured around property risk. It wasn’t until the 2004 Fire and Rescue Services Act and the introduction of Integrated Risk Management Planning that wider risks such as life risk were properly considered. As with any risk analysis, the two main aspects to be taken into account are the severity and likelihood of an event occurring. It is clear from analysis</p>	<p>None.</p>

¹⁶ Wholetime = Full-time, provide 24/7 cover.

Issue	Source	Management Response	Recommendations
<p>What scope is there to start modelling based on skills and equipment as opposed to appliances, and in turn base our planning assumptions on this?</p> <ul style="list-style-type: none"> ▪ We would need to consider historic changes to numbers of crew riding a pump <i>“historic data will be showing pumps going out with 5-6 crew on, whereas now they are going out with 4 crew, so we may need more pumps to provide personnel”, “but you don’t necessarily need more fire engines to get them there”</i> 	Staff Focus Group	<p>that demand does reduce during certain hours of the day and night, therefore our future response modelling will indeed take this factor into consideration.</p> <p>Modelling risk based on more detailed resource usage such as equipment and skills as opposed to appliances requires more precise and reliable data. Response Policy and Performance and Evaluation are looking at ways to improve the data that is recorded so that the Information Team can model at this more detailed level.</p>	<p>Response Policy and Performance and Evaluation to work with the Information Team to improve data collection that will aid analysis and insight.</p>
<p>Do we have the appetite to challenge duty systems that are a result of politics rather than demand?</p> <p><i>“there are a number of stations that have the duty systems they do for political reasons, not risk based reasons”</i></p>	Staff Focus Group	<p>This is exactly what we are trying to do – developing an evidence base upon which to best align our resources to risk and demand.</p>	None.
<p>What scope is there to recruit in partnership with the Territorial Army, since we are looking for the same types of people?</p>	Staff Focus Group	<p>This is an interesting idea that would be good to explore.</p>	<p>Liaise with TA to see whether we can do joint recruitment drives</p>
<p>Would it be reasonable to rely on a tiered approach to scaling up from demand to risk: namely rely on neighbouring brigades for the immediate emergency scale-up response and then call back arrangements to help sustain that scale</p>	Staff Focus Group	<p>We currently have this facility in place for contingency arrangements i.e. mutual aid, rather than business as usual. A structured tiered approach is an interesting option to consider.</p>	<p>Liaise with neighbouring brigades to explore over-the-border resource modelling</p>

of capacity?			taking into account their future proposals.
Issue	Source	Management Response	Recommendations
<p>How are RDS ¹⁷ being factored into future plans?</p> <p><i>“Every day is RDS recruitment day, yet we still have lots of RDS, we just use them really badly...if we planned and recruited according to risk and need, then it might be easier to retain...we might only want them a couple of evenings or a couple of days a week”</i></p> <p><i>“the reason we don’t have 31 pumps available is because the RDS model is out of date. If we are talking about remodelling the service around them, we are not going to get it”</i></p>	Staff Focus Group	We agree, the On-Call model needs updating for the modern day working environment and societal changes. We will be proposing and testing new ways of configuring On-Call more effectively for both the employer and the employee.	A number of options and models in respect of our On-Call stations and units are being developed and considered in our plans. This work may result in different pilot models being trialled in relation to our wider response risk and demand modelling.
<p>How many appliances do we realistically use and have available?</p> <p><i>“How many times do we have 30 pumps available, we are lucky if we have a dozen”, and how many of those most frequently used pumps are our own?</i></p> <p><i>“although we have put 12 pumps there, 12 of those pumps might not even be ours anyway”.</i></p> <p>We need to make sure that by reducing our overall</p>	Staff Focus Group	This is an interesting point and provides an alternative approach for investigating our current day-to-day and infrequent risk resourcing capability. It would be useful to understand what proportion of our incidents are covered by various appliances, including ‘Over The Border’ appliances.	Analysis to be conducted to identify what proportion of incidents are covered by appliances (over-the-border and

¹⁷ RDS = Retained Duty System, former terminology for On-Call cover.

capacity we don't inadvertently reduce our effective capacity below a safe threshold.			BMKFRS)
---	--	--	---------

Issue	Source	Management Response	Recommendations
Do we understand which of our pumps are routinely unavailable and why?	Staff Focus Group	This piece of work was considered in the past and we found that more complete data was required before it could be undertaken i.e. we would need to know why a pump was unavailable (defect, insufficient skills or personnel) when it was needed in a given location. Since the mobilising system mobilises the nearest available resource, we are not currently collecting data on reasons for unavailability when that resource was needed. In order to optimise the use of our resources, this is a valid piece of work and should be considered.	Performance and Evaluation and Response Policy to work with the Information team to develop analysis to look at which appliances were unavailable when needed and the reason why i.e. defects, insufficient skill sets or insufficient personnel.
<p>What are our performance measures going to be moving forward?</p> <p><i>“if you were to ask a member of the public what they would measure...it would be response times...obviously 1 minute is better than 2 minutes and so on”, “all they [the public] want to know is that when they pick up the phone when they need you, that you will be there as soon as possible”</i></p> <p><i>“even if you weren’t doing any [operational] good, but the public were reassured, are you not doing good in a different way?”</i></p> <p><i>“if you can’t quantify how many lives you have saved do one activity [e.g. prevention] versus</i></p>	Staff Focus Group	This is an extremely important point and the public were asked this question in the first public focus group series (January 2014). The first priority for the public was to save lives. The second priority was to save as much of their property as possible, and thirdly some said they could see the benefits of more pre-emptive work to help ensure they can get back to ‘normal’ as quickly as possible in the event of an incident. It is assumed that getting there quickly (faster response times) will help ensure the first two outcomes, however research has shown that life risk, for example, is reducing despite increasing response times, which is a counterintuitive result (Fire and Rescue Statistical	Information team to continue work in conjunction with other fire and rescue services, to define meaningful risk performance metrics that are based on outcomes in terms of life risk and property/environmental damage. In the meantime, Response

<p><i>another [e.g. response]...[then how can you prioritise]”?</i></p> <p>Concern regarding potential delays in attendance times or increased risk, <i>“sharing resources is cost effective, but this should not be implemented at the expense of delays in deploying resources and increase lead times in attending incidents</i></p> <p>How can we ensure that public safety is not unduly affected by altering our station footprint [potentially leading to longer response times]?</p>	<p>Online questionnaire <i>incl. Moulsoe Parish Council</i></p> <p>Staff Focus Group</p>	<p>Release, DCLG, Aug 2013). This tells us that although response times must be a factor, it is not the limiting factor. It therefore might not be appropriate to spend too much money trying to configure the service around faster response times, when it may not significantly affect the outcome of saving lives. There are a number of interacting variables such as lifestyle type, building materials, property type, weather, time to alert of fire etc. that we could be influencing to affect the outcome. Furthermore, the introduction of AVLS (automatic vehicle location service) will decrease the significance of station locations, because resources will be mobilised based on their actual position, not station locations. Having said this, it is an extremely complex cause and effect relationship that many fire and rescue services are trying to better understand. The Information team is currently working on defining more meaningful risk measures through research and analysis.</p>	<p>times will remain the primary performance measure.</p> <p>Senior Management to continue driving research at a national level through CFOA to invest more resourcing into research to understand the mechanism between cause and effect.</p>
<p>How can we ensure that our reputation for being a reliable service is not affected by altering how we deliver the service [potentially leading to longer response times]?</p>	<p>Staff Focus Group</p>	<p>There are no plans to increase response times, however if this were the case, we would demonstrate that this would not result in a reduction in overall safety. This will be achieved through the Risk Review and public consultation process.</p>	<p>Continued research and analysis across the fire sector to better understand and quantify the impact of service delivery on reducing risk.</p>
<p>Are we making sure that we factor in the changing risk landscape and incident profile? Some consider that we are seeing more frequent ‘infrequent large scale incidents’ <i>“we are beginning to see more big incidents creep in, Swinley Forest in 2012, Floods in 2013/14 and then with climate change we can expect longer drier summers and wetter warmer</i></p>	<p>Staff Focus Group</p>	<p>Public risk will be assessed and consulted on via the Risk Reviews of catchment areas. This will include assessment of emergent risks.</p>	<p>Research/Analysis to investigate whether large infrequent risk events (in terms of resourcing demands) are increasing in frequency.</p>

winters”			
----------	--	--	--

12. Reviewing the ‘geo-spatial’ distribution of our capacity

- To what extent should we consider re-locating / merging / co-locating stations to balance response capacity with demand?

Issue	Source	Management Response	Recommendations
<i>“What kind of response is the Authority expecting from this statement? Would the Authority not agree that until such time as a decision has been taken on what will be involved in terms of moving, merging, closing or co-location that there is too little information for the public to provide a considered response to this proposal?”</i>	Fire Brigades Union	The Authority wished to explore how the public might react to changes of this kind, ‘in principle’ and without the constraint of worrying about any immediate changes to their local services. As the report on the outcomes of the focus groups held with members of the public shows, the participants, had no difficulty in considering and responding to these ‘in principle’ ideas.	None.
Concept of ‘geo-spatial distribution of capacity’ difficult to relate and respond to.	Fire Brigades Union	We accept that some of the concepts contained in the 2015-20 Public Safety Plan are complex. We endeavour to explain things in non-technical terms as far as possible – though recognise that we do not always achieve this. This is why the use of focus groups to engage both the public and our own staff is at the heart of our consultation approach as this enables us to explain and engage participants in consideration of more complex issues.	None.
<i>“What is the evidence to support that there is a genuine need to change current levels of service and where is found; or is the genuine need based on the responsibility the Authority has to constantly review service delivery to ensure efficiency and effectiveness?”</i>	Fire Brigades Union	The need to review current levels of service arises from the changes to risk and demand identified in the 2015-20 Public Safety Plan and detailed at pages 7 (‘Strategic Context’), 9 (‘Trends in Demand’) and 12 (‘Future Risk Factors’). The Authority does indeed have a responsibility to constantly review service delivery to ensure efficiency and effectiveness. However we are also required, and find it beneficial, to publically consult on our strategic direction in relation to the	None.

Issue	Source	Management Response	Recommendations
<p>Must be careful to ensure that reconfiguring station footprints isn't a purely financial decision as this may result in moving a station to a less optimal location e.g. Aylesbury fire station</p> <p>Growth of towns is not necessarily centralised</p> <p>Concerns that the merger is only to cut costs</p>	<p>Staff Focus Group</p> <p>Online questionnaire</p> <p>Online questionnaire</p>	<p>discharge of this responsibility at appropriate junctures to ensure that our approach is informed by an understanding of the views of the public and other important stakeholders.</p> <p>It is not always possible to secure the 'optimal' location for a fire station, though we will always endeavour to get the best location we can. Public Safety is our number one priority and a number of conflicting variables have to be considered when delivering this outcome. The location of a fire station is not the only factor and sometimes finances are a necessary consideration also. As such, assessment of public risk will be assessed and consulted on via the Risk Reviews of catchment areas.</p>	<p>Risk Reviews to be conducted for each proposal in the 2015-20 Public Safety Plan ahead of any major changes.</p>
<p><i>"DCLG statistics relating to fire incident response times, documents that Buckinghamshire Fire and Rescue Service has an average response time to fires and dwelling fires 2 mins slower than the National average. Does the Authority agree it would be detrimental to public safety if any changes resulted in a further increase in response times?"</i></p>	<p>Fire Brigades Union</p>	<p>The national average is not the best benchmark to use as it is heavily skewed by urban fire authorities who are predominantly full-time (available 24/7) with dense networks of fire stations and short travel times. The most relevant comparison is with other similar fire authority areas. Table 1c of the 'Appendices to Fire Incidents Response Times, England, 2013-14' places fire authorities into 'predominantly rural', 'significantly rural' and 'predominantly urban' categories. Buckinghamshire is classified as significantly rural. The average response time to all types of fire for this category in 2013/14 was 9.2 minutes. Buckinghamshire was 42 seconds slower at 9.9 minutes.</p>	<p>None.</p>

Issue	Source	Management Response	Recommendations
<i>“The review of catchment areas is likely to be controversial (Amersham). It will be important for BMKFS to consult directly on proposals at a later stage.”</i>	Safer Bucks Partnership (Buckinghamshire County Council)	We are conscious that significant changes to the disposition of fire stations can be the subject of public controversy. We will, of course, undertake appropriate public consultations before making any decisions that could involve closing, moving, merging or creating new stations.	None.
<i>“If you propose to do something with a particular station you are going to have to have rock solid evidence that says ‘you won’t be any less safe than you are’. Closing stations is going to be your hardest sell out of anything you do so by all means look at it – you have to – but it’s going to be a tough one to get approval for”.</i>	Public Focus Group	Assessment of public risk will be assessed and consulted on via the Risk Reviews of catchment areas.	Risk Reviews to be conducted for each proposal in the 2015-20 Public Safety Plan ahead of any major changes.
<p><i>“In Milton Keynes it would make a lot of economic sense to merge Great Holm and Bletchley into one bigger station on one of the grid roads. It doesn’t seem to make sense having two manned stations so close to each other”.</i></p> <p><i>“merging could be positive for Milton Keynes, because of the retirement profile leading to shortages of staff on each station...we can’t maintain levels on our own...we struggle with maintaining our competencies, there are ways of managing it, but it is often very reactive and makes it difficult for us to plan...we could do with a lot</i></p>	<p>Public Focus Group</p> <p>Staff Focus Group</p>	As stated on p21 of the 2015-20 Public Safety Plan we propose to start reviewing the large catchment area of Milton Keynes.	None.

Issue	Source	Management Response	Recommendations
<p><i>more merging”</i></p> <p>The ability to merge stations is dependent on the layout of the urban and rural areas within those catchment areas and planning assumptions, we would need to be mindful that the solution may not be a ‘one-size fits all’</p> <p><i>“In Milton Keynes we could have the same number of pumps going out with fewer personnel, whereas it probably wouldn’t work in Aylesbury, given the shape of the station ground”</i></p>	Staff Focus Group	This is a valid point and we understand that a solution that works in one catchment area might not necessarily work in another, which is why we will be assessing and consulting via the Risk Reviews of each catchment area.	Risk Reviews to be conducted for each proposal in the 2015-20 Public Safety Plan ahead of any major changes.
<p>There has always been a willingness to consider changes to the station footprint, but the political will hasn’t always been there. How is it different this time?</p> <p><i>“there is scope for one station at Amersham/Chesham or Beaconsfield/Gerrards Cross, but we have encountered opposition whenever we have gone outside the service, because people don’t want a fire station at that location, or although it would make a great location for a fire station, it would also make a great location for a motor way service station”</i></p>	Staff Focus Group	We are building a robust evidence base upon which to best align our resources to risk and demand, which will assist with building a rationale for change when set against factors such as political constraints.	None.

Issue	Source	Management Response	Recommendations
<p>Why aren't we using our resources and assets more effectively?</p> <p><i>"Whenever you walk into headquarters there are tons of empty spaces, why aren't we using that space more effectively?"</i></p>	Staff Focus Group	We have been making changes to our workforce, which has led to a reduction in the number of personnel working here, which means that we do have some empty spaces. These are constantly under review and we are already hosting Thames Valley Police in Bletchley and the Met Office in Headquarters. We will continue to explore new opportunities make the best use of our available space.	BMKFRS departments to work together to optimise use of building space by aligning it with community risk as well as shared services with other agencies.
<p>Won't station ground footprints become a redundant concept as we move to dynamic mobilising?</p> <p>It might be more appropriate to consider holding points, "I know Oxfordshire have gone down that route, where a wholetime ¹⁸pump goes to a holding point and that has been successful for them"</p>	Staff Focus Group	This is a good point and definitely worth considering for the future. However, until we have AVLS (automatic vehicle location service) on all appliances it is difficult to model for planning purposes. As part of the Thames Valley Control Project, all of our appliances will be fitted with AVLS by the go live date in [Mar] 2015.	None.
<p>There should be no closures/reductions in services, there is an additional concern regarding an increase in response times</p> <p>Concerns regarding increased response times as a result of merging with nearby stations</p>	<p>Online questionnaire <i>incl. Resident of Bucks or MK, North Marston Community Shop Association Ltd., Member or Relative of</i></p>	Assessment of public risk will be assessed and consulted on via the Risk Reviews of catchment areas	Risk Reviews to be conducted for each proposal in the 2015-20 Public Safety Plan ahead of any major changes.

¹⁸ Wholetime = Full-time, provide 24/7 cover.

	<i>BMKFRS</i>		
Issue	Source	Management Response	Recommendations
<p>Demand is unpredictable</p> <p>It is unreasonable to relocate every time trends change</p>	<p>Online questionnaire</p>	<p>Actually we disagree, demand is predictable. Risk is unpredictable in specific location and type, but is predictable in frequency. Because demand has decreased significantly relative to resources, it would be inappropriate not to review how we deliver the service.</p>	<p>Risk Reviews to be conducted for each proposal in the 2015-20 Public Safety Plan ahead of any major changes.</p>
<p>Concerns about cuts to front-line services</p> <p>Concerns about availability of crews and appliances</p>	<p>Online questionnaire</p>	<p>Assessment of public risk will be assessed and consulted on via the Risk Reviews of catchment areas</p>	<p>Risk Reviews to be conducted for each proposal in the 2015-20 Public Safety Plan ahead of any major changes.</p>

13. Modernising Our Approach To Resourcing For Emergencies (Crewing Models – General):			
Issue	Source	Management Response	Recommendations
<i>“What are the current crewing models?”</i>	Fire Brigades Union	These are outlined at page 13 of the Public Safety Plan in the section titled ‘Current Resourcing’.	None.
<i>“Are these models no longer appropriate and if so why are they not appropriate?”</i>	Fire Brigades Union	It is widely accepted that the On-Call model is not as appropriate as it used to be because people nowadays are commuting over distances in excess of 5 minutes for work. As such we only have reliable On-Call availability in the evenings and weekends in many locations, and not during the day-time when demand is highest. Whilst we would like to utilise those who are willing to provide cover, this finding shows that an alternative solution to the current On-Call model is required during the day-time.	None.
<i>“Is there an option of staying the same?”</i>	Fire Brigades Union	Given the very significant changes to patterns of risks and demand that have occurred over recent years together with the effect of reductions to our funding staying the same is not a viable option.	None.
<i>“What change has already been undertaken in terms of crewing models?”</i>	Fire Brigades Union	Recent changes have been made in respect of how some specialist appliances are crewed and there has been a change to crewing patterns at the four day crewed stations. In addition, advancements have been in areas such as mixed crewing between whole time and On-Call personnel, along with the development of a ‘bank shift’ system for use in some circumstances.	None.

Issue	Source	Management Response	Recommendations
<i>“Does the Authority agree that if proposing a review of numbers of FF’s/staff that the public should be given information as to what reductions or changes have already taken place?”</i>	Fire Brigades Union	Yes - assessment of public risk will be assessed and consulted on via the Risk Reviews of catchment areas.	None.
<i>“Will the Authority guarantee that before making any further cuts to front line service provision that all possible savings will be achieved from back office functions? Will the Authority outsource back office functions such as Human Resources and Finance in order to protect front line service provision?”</i>	Fire Brigades Union	We are looking to make significant reductions to the cost of our back office functions over the lifetime of the 2015-20 Public Safety Plan. These will include consideration of options such as sharing services with other authorities if these can lead to economies without significantly reducing the effectiveness of essential support functions. Details of these will be included in our next Corporate Plan which will complement and support the 2015-20 Public Safety Plan.	None.
<i>Does the Authority acknowledge that the long term sustainability of any crewing model relies on resourcing that crewing model to agreed establishment levels?</i>	Fire Brigades Union	Yes to an extent. However the most important thing is to base our establishment levels in relation to current and anticipated levels of demand and risk rather than those that prevailed historically.	None.
<i>Does the Authority agree that a policy of not recruiting FF’s and therefore not committing to maintain agreed establishment levels is the primary reason why the day crew duty system in particular is becoming unsustainable?</i>	Fire Brigades Union	No, the Authority does not agree that the day crew duty system is unsustainable, there are many options being considered based upon the risk and demand throughout the entire service area. The Authority does have an active recruitment policy in respect of On-Call firefighters in many areas.	None.

Issue	Source	Management Response	Recommendations
<i>Is there an opportunity for no change following any review on duty systems or crewing models.</i>	Fire Brigades Union	All options for changes to crewing models will be compared against the current model to determine the risks, costs and benefits associated with any changes to enable selection of the most favourable options.	None.
<i>Will the Authority recruit to maintain current front line establishment levels?</i>	Fire Brigades Union	The Authority will review its establishment levels in light of any changes proposed to station configuration, crewing models etc. It will then set and aim to maintain an establishment sufficient to resource these.	None.
<i>Is it already a forgone conclusion that each review will return an outcome which proposes a reduction in front line service provision?</i>	Fire Brigades Union	No – though obviously we will aim to ensure that the nature and level of frontline services determined by risk and demand factors is provided in as efficient and economical manner as possible.	None.
The PSP ¹⁹ highlights how we struggle with finding an RDS ²⁰ solution, but we are undergoing yet another RDS review. How can we ensure that this is a good use of time and resources [how do we measure return on investment]?	Staff Focus Group	The whole purpose of the On-Call review is to address the issues with the 'On- Call' model to ensure that it is fit for the future.	None.

¹⁹ PSP = 2015-20 Public Safety Plan.

²⁰ RDS = Retained Duty System, former terminology for On-Call cover.

How effective would it be for the fire and rescue service to encourage the installation of sprinklers in properties in more remote locations?			
Issue	Source	Management Response	Recommendations
Idea of sprinkler systems supported in principle but issues with cost and practicality: <i>“Sprinklers are brilliant in terms of prevention but once the premises is built there’s a horrendous cost to the owner as well as the ongoing maintenance...”</i>	Public Focus Group	It is a myth that all sprinkler heads will be operated. In fact individual heads are heat actuated and therefore only the heads above the fire will operate.	None.
Sprinklers in remote locations is a good idea, but there could be cost implications of retrofitting them	Staff Focus Group	There are a number of case studies that show that the retrofitting of sprinkler systems can be cost-effective when compared to other, less effective Fire Safety measures. The Callow Mount retrofit project, where sprinklers were retrofitted to occupied high rise flats came out at approx. £1,150 per flat. Costs are lower when incorporated into the build, often accounting for well under 1% of the total build cost however the price of retro-fitting is reducing.	
<i>“What are the statistics on sprinklers going off accidentally? Don’t they go off all over the place and soak everything?”</i>	Public Focus Group		
What are the building regulations in terms of sprinkler fitting in new builds (re: Welsh Assembly)?	Staff Focus Group	A British Research Establishment study showed that the cost to install sprinklers in a 3 bed new build would be approx. £1500 - £1800 whereas to retrofit the costs would rise to £3000 - £5000. The cost of maintenance is low, with the same study giving average inspection & maintenance costs of £40 - £60. Sprinklers have incredibly low accidental activation stats. Because the sprinkler system is activated by heat rather than smoke the usual triggers are eliminated. The most common cause of accidental activation of smoke alarm systems is; <ul style="list-style-type: none"> ▪ Steam or cooking fumes. ▪ Electrical faults 	

Issue	Source	Management Response	Recommendations
		<ul style="list-style-type: none"> ▪ Items interfering with the operation of the alarm (dust, water, insects etc.) <p>A sprinkler system can only be operated by heat, whereby at a pre-set temperature an element of the sprinkler head will fail allowing the passage of water, this temperature is usually in the region of 60°C – 70°C. There is no involvement of an electrical circuit. Upon activation it will only be the sprinkler head affected that allow water to flow, all other heads will remain intact. Approximately 98% of fires are extinguished with only one sprinkler head. The amount of water used by sprinkler systems to extinguish fires is consistently low when compared to the amount used by Fire & Rescue Services (approx. 90% less) due to their rapid intervention.</p>	

How effective would it be for the fire and rescue service to prioritise prevention work in more remote communities relative to those in more urban areas who are closer to full-time fire stations?			
Issue	Source	Management Response	Recommendations
<p><i>“Education and prevention makes sense doesn’t it?”</i></p> <p><i>Buckingham is a close knit community and there are people who will volunteer to promote prevention work in the community”</i></p>	Public Focus Group	<p>Education has proven to be highly successful in reducing the number of incidents. National statistics show a clear reduction nationally in the number of fire calls received and this does seem to be in line with the increased prevention work undertaken by fire and rescue services in the last fifteen years. It is very difficult to identify a direct correlation as there are other societal and economic factors too. However, the service will look to maintain a focus on prevention work.</p> <p>Currently BMKFRS doesn’t use volunteers for community safety work. This option hasn’t been ruled out and we are looking at the experiences of other fire services who have started to use volunteers in delivering some services.</p>	<p>Further investigate and assess the benefits and risks of using volunteers to deliver certain activities.</p>
	Public Focus Group		
<p>In favour of prioritising prevention work in hard to reach areas e.g. rural, but should consider more resource efficient ways of delivering this: <i>“four crew in a truck in remote locations, I would question whether the cost can be justified”</i>. Should consider alternative outreach methods in remote locations, such as talking at Parish council meetings</p>	Staff Focus Group		

How effective would it be for the fire and rescue service to make greater use of smaller rapid intervention appliances such as smaller fire engines and vans that require reduced crew sizes, such as three personnel as opposed to four, to help counteract the difficulties faced with finding enough available firefighters particularly during working hours?

Issue	Source	Management Response	Recommendations
<i>“That would make sense for the rural areas where they are going up lanes rather than roads”</i>	Public Focus Group	Many options and technical solutions are being considered in this area as part of our wider reviews.	None.
<i>“Having a small vehicle that gets there quicker has got to be good... it may have the potential to control something until back-up comes so that it is less serious in the long term”.</i>	Public Focus Group		
It could increase emergency cover through requiring fewer personnel to make it available	Staff Focus Group		

How effective would it be for the fire and rescue service to prioritise the training given to on-call firefighters so that they are trained to tackle more routine incidents, thus leaving more specialist skills to full-time firefighters, who have more time available for training?

Issue	Source	Management Response	Recommendations
<i>“Is there a risk when you have a more complicated job and need them to provide extra resource then you have to contend with mixed skill levels rather than having the same across the board?”</i>	Public Focus Group	If the service does progress changing the levels of training or specialisation then the key to safe systems of work is how we recognise and mobilise the right skills to incidents. The range of skills that we would give firefighters would prepare them adequately for the vast majority of jobs they would attend. The issue is around the amount of time and complexity of training required for some of the highly technical jobs (such as hazardous materials, decontamination etc.) that we occasionally need to deal	None.
<i>“It’s fine saying they’re only going to do basic stuff but I’d worry about those incidents that look routine at the outset but turn out to be something a lot more complicated... especially if there is only a retained crew to deal with them... I’d just be concerned if they became under-trained and under-experienced, will they know enough to keep themselves safe?”</i>	Public Focus Group		

Issue	Source	Management Response	Recommendations
Prioritised or tiered training would help with recruitment and retention and support supervisory managers ensure their crews are skill competent <i>“so that they could make sure those crews are good at the basics”</i>	Staff Focus Group	with. This is where the specially trained firefighters would be required. We see it working this way too, particularly if it makes new staff more effective in providing fire cover earlier in their careers.	None.
How effective would it be for the fire and rescue service to modernise the on-call working contract to align it with demand For example, to contract fewer hours per week at specific times of day we actually need?			
Issue	Source	Management Response	Recommendations
<i>“You should definitely negotiate hours with the firefighters to make the job more attractive”.</i>	Public Focus Group	Developing new contracts and better ways of providing cover and remuneration are seen as key to the future deal or on-call Firefighters.	None.
Would the service consider amalgamating crews in areas such as Haddenham, Waddesdon, Brill (and Thame) to provide more robust, albeit delayed, cover? <i>“we could have two RDS²¹ at Waddesdon and two at Haddenham, coming to one station and yes it might take longer, but it is better than nothing”</i>	Staff Focus Group	We are developing ideas for amalgamated crews, a bank type system for the On-Call and rostered cover.	
Could we consider new ways of working such as the bank system and rostering for duty? Do we have a sense of how the entire workforce feels about this option [not just powerful minority views]?	Staff Focus Group	We believe that the proposals will be attractive and provide new opportunities for On-Call firefighters to commit more cover, with flexibilities and increase their earning potential.	

²¹ RDS = Retained Duty System, former terminology for On-Call cover.

How effective would it be for the fire and rescue service to pay a premium for on-call cover during working hours to help incentivise people to work during those hours?			
Issue	Source	Management Response	Recommendations
<i>“Are the people actually there in the area to incentivise?”</i>	Public Focus Group	There is the risk of not getting the right people for the job. It is clear that the current model doesn't provide any financial incentive due to reducing numbers of fire calls. A model which pays people for they cover they can give around their family and working lives looks promising. There is evidence from other fire services that this can provide stability for individuals and stations. The planning of cover and recruitment for gaps does have to be carefully managed to avoid unnecessary expense. Some salary schemes in other fire services have fallen foul of this trap.	None.
<i>“The risk with incentivising is that you may not get the people who actually want to do it for the good of the job; they're just doing it for the money”</i>	Public Focus Group		
Would we consider paying RDS ²² more in general and reduce the numbers overall and ask for better commitment instead of paying a premium during periods of peak demand?	Staff Focus Group		
May have unforeseen consequences where more personnel book available and it could end up costing the service more	Staff Focus Group		
How effective would it be for the fire and rescue service to move full-time crew around to provide support to on-call stations when cover is low at those stations?			
Issue	Source	Management Response	Recommendations
Recruit RDS firefighters in urban areas to <i>“cover for wholetime”</i> ²³ firefighters who could then be moved out to support the rural areas.	Public Focus Group	These look like a good ideas and will be considered as part of the overall review of how fire cover is provided across the service.	A number of options and models in respect of our On-Call stations and units are being developed and considered in our plans. This work may result in different pilot models being trialled in relation to our
Would the service consider having more officers who are currently based at headquarters working	Staff Focus Group		

²² RDS = Retained Duty System, former terminology for On-Call cover.

²³ Wholetime = Full-time, provide 24/7 cover.

<p>from desks in retained stations and providing extra cover when it is needed? <i>“we don’t all need to be</i></p>			<p>wider response risk and demand</p>
<p>Issue</p>	<p>Source</p>	<p>Management Response</p>	<p>Recommendations</p>
<p><i>based at headquarters”, “if you look at stations, we have got sites across the county where staff could be working on them and provide on-call cover, when I look at headquarters there are a lot of people there that don’t need to be”. We should demonstrate that we use our current staff to maximum effect before attempting to recruit from other organisations, “e.g. making our own staff available to drive appliances, it isn’t the staff that are reluctant, but the line managers are...we should start by setting an example and practice what we preach”</i></p> <p>Historically we have tried to fit the RDS cover around the wholetime crewing model. Perhaps we should consider turning this on its head and fit the wholetime crewing model around the RDS availability. <i>“if you’ve got RDS at night and they aren’t available during the day when we are busiest, shouldn’t we look at what we’ve got and then adapt around it. More wholetime²⁴ during the day and more RDS at night, redistribute our wholetime during the day and use RDS at night, instead of struggling with something we have no control over”</i></p>	<p>Staff Focus Group</p>		<p>modelling.</p>

²⁴ Whole-time = Full-time, provide 24/7 cover.

Other suggestions			
Issue	Source	Management Response	Recommendations
<i>"You could lengthen the time and distance beyond five minutes to widen the catchment area"</i>	Public Focus Group	This is being actively progressed now and some stations have already had their response times increased. We have recognised that creation of too restrictive rules around mobilising times reduces the ability to recruit On-Call firefighters and therefore leads to more Off-the-Run time for appliances. A more pragmatic view is now being taken but a keen eye on performance outcomes of increased attendance times are being monitored. There needs to be a balance between increased mobilising times, greater appliance availability and outcomes for the public.	Continue a more pragmatic approach to station turn out times balanced against operational outcomes.
<i>"Offer to train some employees to gain different skills in return for RDS²⁵ availability from employers"</i>	Public Focus Group	This is something we are considering, however the challenge lies with trying to persuade employers to release their employees	Consider within the scope of the On-Call Improvement Project
<i>"More people work from home now; you should target them" / work part time and / or are self-employed.</i>	Public Focus Group	This is something we have already tried to exploit, however the extensive time commitment required under the current terms and conditions is putting potential candidates off	Consider more attractive terms and conditions to encourage people into the On-Call scheme
<i>"People retire early now so they could be targeted"</i>	Public Focus Group	We are not sure there is strong evidence of early retirement in society. ONS data shows that the average retirement age for men is 64.6 for men and 62.3 for women and is rising.	None.

²⁵ RDS = Retained Duty System, former terminology for On-Call cover.

14. Using our capacity and resources in different ways to save more lives and benefit the community:

- We currently use our skills and resources to support other emergency services such as the ambulance service to help save lives. For example the co-responder scheme. To what extent should we be using our resources in this way?

Issue	Source	Management Response	Recommendations
<i>"If you have a simultaneous call – if a fire comes in when you're co-responding – what do you do?" "Is the fire engine taken out of action when you do co-responding?"</i>	Public Focus Group	Under the current scheme this is not an issue because we crew the co-responder cars separately from the fire appliances. Therefore a co-responder call doesn't take a fire appliance off the run	None.
<i>"...if you can't get on-call firefighters how will this work?" "In theory I think it is great but I worry that it's taking resources away from the Fire Service... I worry that one person not being available would stop a fire engine going out in those areas that are short staffed".</i>	Public Focus Group	Under the current scheme staff are paid to provide cover for co-responding outside of their contracts to provide fire cover. Therefore it doesn't take resources away from our primary functions.	None.
<i>"Is this a matter of last resort if there is nothing else available? I wouldn't want a firefighter to come to me for a heart attack unless it was a last resort"</i>	Public Focus Group	Our staff are being trained and assessed by SCAS. We are not replacing paramedics, we are bolstering emergency responders who are often volunteers in the community	None.
What measures are in place to ensure that any new activities do not have a detrimental impact on our core/legislated activities? It is worth considering using our resources and spare capacity in different ways as long as it doesn't affect what we are legislated to do	Staff Focus Group	Work is well underway developing our corporate performance management system so that we can understand how the organisation is performing, including the work we are legislated to do so that we can monitor and detect when performance changes and act accordingly.	We will continue to develop our corporate performance management system to that we can best

		It is not yet well-understood which activities provide the best outcome in terms of public safety, since these cause and effect relationships are very complex owing to the number of interacting variables.	monitor activities across the organisation.
Using resources differently could help make the fire and rescue service more essential and resilient, <i>“if we look at the history of New York in the 1970’s, they were closing 3-4 fire houses a year and the commissioner at the time saw the model in Los Angeles and said we’ll run that model and since took on the paramedic role, they haven’t closed a fire house since, firefighters have a combined role, the more they do, the harder it is to get rid of them”</i>	Staff Focus Group	In an environment where demand for core services is reducing undertaking additional roles that are of value to the public will be strengthen the case for continued support.	None.
It is better to use our assets rather than sell them on, which is not an ongoing saving	Staff Focus Group	The decision to sell or not will be taken on an asset by asset basis. The decision will consider a number of factors, including but not limited to, the potential capital receipt, cash flow projections, on-going costs, income generation potential and anticipated change in value over various time horizons.	None.
Should partner with other agencies we are required to work closely with to share the cost of overheads, knowledge and training, <i>“at certain times of the week we have a vast amount of empty office space across all of the brigade buildings, if we got into partnership with the right people such as the council, there is scope to spread the costs there...perhaps we should consider people we need to work closely with, for example other emergency planners...it is important to think about what other value we can get, what other benefits, like ambulance crews for joint training, it is not just</i>	Staff Focus Group	This is something we already do, for example with Thames Valley Police and the Met Office. However, it is something we could definitely expand on. The point about thinking beyond sharing overheads and identifying partners we benefit from working closely with is a particularly insightful one that we are keen to pursue.	Consider further opportunities to share office / building space with partner or other organisations.

<i>getting the revenue"</i>			
-----------------------------	--	--	--

Issue	Source	Management Response	Recommendations
<p>Would supporting other emergency services lead to a decrease in [quality of fire and rescue] service e.g. response times?</p>	<p>Online questionnaire</p>	<p>Under the current co-responder scheme this is not an issue because we crew the co-responder cars separately from the fire appliances. Therefore a co-responder call doesn't take a fire appliance off the run. If we were to change the way this was delivered we would conduct resource modelling to safeguard against any detrimental impacts on our service.</p>	<p>None.</p>
<p>The FRS have limited training compared to the ambulance service.</p> <p>Some medical emergencies are inappropriate for the fire and rescue service.</p> <p>There could be a risk to the public or possible loss of life.</p>	<p>Online questionnaire</p>	<p>Our staff are being trained and assessed by SCAS. We are mobilised by SCAS and only to incidents we are qualified to attend.</p>	<p>None.</p>

15. Consider alternative service delivery models for some or all of our services such as private sector or employee models of ownership:

- To what extent do you agree or disagree that we should consider such options?

Issue	Source	Management Response	Recommendations
<p><i>“There’s a mindset that goes with who you are accountable to. If it’s privately owned there is a mindset that’s about profit. When it is publically owned... the mindset is different as they are accountable to the public”.</i></p> <p><i>“I would prefer to see combining stations and measures like that...”</i></p> <p><i>“I think there are other things to consider first before we look at privatisation... value for money, efficiency and reform.”</i></p>	Public Focus Group	We agree that it is important that the Service remains accountable to the public and are also of the view that there is much that we can do to improve the efficiency of our existing operating model before anything as radical as the outright privatisation of our core services need be considered.	Consideration of wholesale privatisation not be considered a priority during the lifetime of the 2015 – 20 Public Safety Plan
<i>“I’m in favour for some specialist roles”</i> e.g. rope rescue or support functions e.g. fire engine maintenance.	Public Focus Group	We agree that there may be scope to consider alternative delivery models for some support or specialist services.	None.
<i>“Is there an incentive for some big business to have their name attached to the fire service? So some part of it would be public and some private... it would be overseen by a public body but part privatised to allow for some extra funding...”</i>	Public Focus Group	We are, and will continue to explore appropriate commercial partnerships and / or sponsorship opportunities.	None.
Does the Fire Authority want us to be free of government funding? <i>“Important to understand how the Fire Authority views us, is this something</i>	Staff Focus Group	We do not necessarily wish to be free of any government funding or grant support, however we do recognise the risk in relation to the future of central	None.

<i>they wish to explore, namely to be free of government funding?"</i>		government funding, and alternative means of raising revenue are being discussed and explored.	
Issue	Source	Management Response	Recommendations
Should think beyond partnering with other fire and rescue services, because we need more innovation and scrutiny, which will be better achieved through opening ourselves up externally	Staff Focus Group	Good idea, this is something that has been happening and we are keen to explore further opportunities.	None.
The Medium Term Financial Plan is viewed by some as overly pessimistic. As such doesn't shrinking the service in line with a 'worst-case' scenario risk going further than is needed?	Staff Focus Group	The Medium Term Financial Plan isn't a worst-case scenario. It is the most likely scenario we anticipate based on independent advice, policy announcements and information provided by the billing authorities on council tax and non-domestic rates income. The historical evidence shows that forecasts in previous years have been highly accurate when compared to the actual funding received. Projecting future levels of funding accurately allows spending reductions to be planned and managed proactively, leading to better decision making and outcomes.	None.
Perhaps we could look at partnerships or shared services with other fire and rescue services?	Staff Focus Group	Already happening, examples of this include the Thames Valley Fire Control project along with our shared procurement service with RBFRS, further areas are being explored.	None.
<i>Against privatisation, "limited privatisation within the fire service has proved to be an abject failure and cost more in all occasions"</i>	Online questionnaire (resident of Bucks or MK)	We are unable to comment on this specifically as no detail or examples have been provided.	None.
<i>Fire Service should not be for profit, "emphasis will shift to profits, rather than quality of service"</i>	Online questionnaire (representative of unspecified)	Work is well underway developing our corporate performance management system so that we can understand how the organisation is performing. As such we will be able to monitor and understand how	

Issue	Source	Management Response	Recommendations
Concerned that privatisation will lead to increased costs, <i>“outsourcing will always cost you more in the long run, you only get what you pay for in life”</i>	Online questionnaire (resident of Bucks or MK)	changes in service delivery, such as making profits, would affect our ability to deliver a quality service. The goal of considering alternative service delivery models is to reduce reliance on government funding and enable the generation of revenue that can be invested elsewhere. Some initial costs may be incurred however these can be potentially offset by savings or increased revenue.	

16. Other Issues and Comments			
Issue	Source	Management Response	Recommendations
<p><i>“One of the more prominent theme’s that has emerged from Fire Brigades Union members during the consultation process is the failure of the document to incorporate any specific, defined proposal to change or amend current service provision. Instead there are vague and difficult to understand descriptions of what strategies are being proposed, in the form of broad review topics, which may result in a change to service provision dependent upon the outcome of the review(s)... rather than encourage engagement in the consultation process the lack of any clearly defined strategies or proposals actually impedes and deters the public from contributing to the consultation... Would it not be better to delay the publication of the PSP²⁶ until such time as the outcomes of the review process have been clearly identified including the impact that any defined proposal will have on service provision and risk levels?</i></p>	Fire Brigades Union	The purpose of the 2015-20 Public Safety Plan was to set out our strategic approach to making the Service fit for the future and to consult the public and other stakeholders on this before formulating specific proposals for change that may affect particular localities or stakeholder groups. It is part of an ongoing dialogue with the public and stakeholders in the Service and further consultations will be undertaken as and when specific changes are proposed.	None.
<p><i>“How does the Authority expect the public to respond to a series of proposals which contain insufficient information to enable an informed</i></p>	Fire Brigades Union	Given that we are only consulting on our broad approach to the issues and challenges facing the Authority in order	None.

²⁶ PSP = 2015-20 Public Safety Plan.

<i>response?”</i>		to inform our strategic direction we believe that the 2015-20 Public Safety Plan and our supporting consultation activities are sufficient to enable participants to offer an informed response as evidenced in the accompanying feedback reports on the outcomes of the various consultation exercises undertaken.	
<p><i>“Will the Authority confirm that consultation on the outcomes of the review process, including any specific proposals which change or amend current levels of service provision, will take place over a minimum of 3 months so as to mirror the length of consultation afforded on the PSP²⁷?”</i></p> <p><i>Who will be consulted?</i></p> <p><i>When will that consultation commence?”</i></p>	Fire Brigades Union	<p>The period of consultation will be proportionate to the nature of the issue / proposals being consulted upon.</p> <p>People potentially affected by any proposed changes.</p> <p>When specific proposals are approved for consultation by the Fire Authority.</p>	None.
<p>Aylesbury Fire Station / USAR integration carried out under the 2012-17 PSP:</p> <p><i>“Does the Authority now recognise that it was a mistake not to consult at the very least the communities of Aylesbury and the surrounding areas of a change to their Fire Service which could have a detrimental impact on the availability of front line</i></p>	Fire Brigades Union	Staff affected by the changes were consulted prior to them being implemented. The impact of the changes on the service delivered to local communities was considered to be negligible and the cost of conducting a public consultation not therefore warranted.	None.

²⁷ PSP = 2015-20 Public Safety Plan.

Issue	Source	Management Response	Recommendations
<i>“Will the Authority guarantee that any outcome from proposed areas of review will be subject to meaningful consultation with the public and key stakeholders, including the provision of necessary information such as risk and impact assessments?”</i>	Fire Brigades Union	Yes. Any significant changes that impact on the service received by the community will be subject to consultation with those likely to be affected in a way that is appropriate and proportionate to the nature of the changes being proposed.	None.
<i>“The plan could set out more information on back office costs and overheads and a methodology as to how these important elements are to be addressed and reduced”</i>	Newport Pagnell Town Council	These will be addressed in our Corporate plan which complements and supports the 2015-20 Public Safety Plan.	None.
<i>The B&MK area is part of Thames Valley Police area and the South Central Ambulance Service which is geographically TVP plus, as Hampshire and the Isle of Wight are included. TVP are increasingly co-operating with Hampshire Constabulary so it may be both financially prudent and innovative to consider mergers to create a South Central Emergency Service where opportunities would present themselves in respect of cost reductions in respect of back office, removal of duplication, capitalisation of assets, reduced senior management costs, sale of redundant assets and a greater number of shared sites.</i>	Newport Pagnell Town Council	There are currently no proposals to integrate regional blue light services on such a scale. However we continue to explore opportunities to cooperate with neighbouring fire authorities and other local emergency and local government authorities to improve the efficiency and effectiveness of our operations and support services.	None.
<i>“The plan is silent regarding project management of the proposals and the expected milestones.”</i>	Newport Pagnell Town Council	These will be detailed in our 2015-20 Corporate Plan which will set out the programme of work arising out of the 2015-20 Public Safety Plan together with our plans for our support service	None.

		functions.	
--	--	------------	--

Issue	Source	Management Response	Recommendations
<i>“Could you please explain to me why senior members of the BMKFRS have had secret discussions with 2 members of the Princes Risborough town Councillors and agreed to trial a scheme between Princes Risborough, Haddenham and Thame whilst this consultation is taking place?”</i>	Local resident	There has not been a secret meeting with two members of Princes Risborough Town Council. At the request of councillors, an officer of this Fire Authority met two councillors to discuss the Public Safety Plan during the public consultation period. During the meeting the future of Princes Risborough Fire Station was discussed and assurances were given that there are no plans to close the local station. There was no agreement with councillors to agree a trial between Princes Risborough, Haddenham and Thame because there are no plans for such a trial, which would also have to be agreed between Buckinghamshire and Oxfordshire Fire and Rescue Services.	None.
Some consider that there was insufficient publicity surrounding the PSP ²⁸ , while others recognised the limitations on return for investment, <i>“I don’t think we can call it a public safety plan, because we haven’t put it out to the public enough...I don’t think the normal run of the mill person is getting any input”</i> <i>“There is an element though, that you can throw a lot of money at it and not get anything in return”</i>	Staff Focus Group	Our experience and good practice guidance in relation to consultations indicates that a qualitative approach, using focus groups comprising representative cross sections of the public who have an opportunity deliberate and question often complex proposals, is a more cost effective and meaningful way of obtaining an informed and meaningful response from the public than attempting to generate mass participation from high profile advertising campaigns.	None.

²⁸ PSP = 2015 - 20 Public Safety Plan

Issue	Source	Management Response	Recommendations
<p>Our own staff aren't as engaged as they should be, <i>"to be honest, I don't think many firefighters have read it [PSP²⁹]"</i></p>	<p>Staff Focus Group</p>	<p>All staff were encouraged to participate in the consultation via participation on one of our focus groups or by responding to our online questionnaire or via their representative body. A total of 19 staff participated in the focus groups and 22 respondents to the online questionnaire identified themselves as an employee or relative. However actual participation is likely to have been higher with some identifying as other categories such as residents or preferring not to say. Also the FBU consulted its members prior to issuing its formal response to the consultation. However we will always look to improve our engagement with staff and involve them as fully as possible in discussions about our future direction.</p>	<p>None.</p>

²⁹ PSP = 2015-20 Public Safety Plan.

This page is left intentionally blank