



## **Avon Fire Authority**

### **Service Plan Proposals 2022-25 Consultation Report**

<b>MEETING:</b>	<b>Avon Fire Authority</b>
<b>MEETING DATE:</b>	<b>30 March 2022</b>
<b>REPORT OF:</b>	<b>Chief Fire Officer / Chief Executive</b>

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## 1. Methodology and respondent profile

### Background and introduction

The requirement for an Integrated Risk Management Plan (IRMP) was introduced in 2003 and was included in the Fire and Rescue Service National Framework, published by the Department for Communities and Local Government, (now known as the Department for Levelling Up, Housing and Communities). This was given statutory effect by the Fire and Rescue Services Act 2004.

The Fire and Rescue Service National Framework for England 2018 states that each Fire and Rescue Authority must produce an IRMP that:

- Identifies and assesses all foreseeable fire and rescue related community risks;
- Puts in place appropriate prevention, protection, and response measures to reduce those risks;
- Sets out a Risk Based Inspection Programme (RBIP) to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005;
- Covers at least a three year time span;
- Reflects effective consultation with the community, our staff, and partner agencies;
- Is easily accessible and publicly available.

Integrated risk management planning is simply about using resources in the most effective way to save lives, improve public safety and reduce emergency incidents. It is an approach that:

- identifies who or what is most at risk of fire and other emergencies
- determines where they are and how best to reach them
- identifies the best way to reduce and manage the risk
- ensures that resources are deployed in proportion to the size of the risk

As a Service, we have two strategic priorities which will focus our work activity, these are:

Making our Communities **Safer**

Making our Service **Stronger**

In delivering these strategic priorities, we will focus our work across seven overarching objectives:

1. Prevention
2. Protection
3. Response
4. Resilience
5. Improving our Service
6. Investing in our Staff
7. Transformation

In December 2021, the Fire Authority approved a [Service Plan Proposals 2022-25 document](#) outlining plans for the future of the Service. It was agreed the document would be for consultation with our local communities for their views to be incorporated into the final Service Plan 2022-25.

## Methodology

Consultation on the Service Plan Proposals ran for a 7-week period from 4 January – 18 February 2022, through an online questionnaire. Hard copies and copies in alternative languages and formats were available on request.

The survey set out multiple questions, asking for views on our proposals, our planning process, identified risks to local communities and our proposed action to address risks under the seven objectives as well as a question on our budget.

In total 210 questionnaire responses were received (this compares to 173 responses received to the Service Plan (IRMP) consultation which ran in 2019).

The online questionnaire was hosted on Survey Monkey, with a direct link published on the Avon Fire & Rescue Service website homepage, alongside a copy of the Service Plan Proposals and the Service Plan Consultation Survey Privacy Notice. The questionnaire was anonymous, with the aim of encouraging responses.

The table below outlines the key communication and engagement activity carried out during the consultation period:

Key stakeholders	Methods of communication/engagement
Public	<ul style="list-style-type: none"> <li>• Online survey published on Survey Monkey, available via homepage of Avon Fire &amp; Rescue Service website – <a href="http://www.avonfire.gov.uk">www.avonfire.gov.uk</a>. Alternative formats available on request.</li> <li>• Local media (over 100 contacts/outlets) and subsequent media briefings and coverage via press release (3 releases, 10,090 views).</li> <li>• Paid for advertising in hyperlocal publications including the 'Voices' and North Somerset Life.</li> <li>• All artwork created to promote the survey included a QR code for ease of accessibility.</li> <li>• Social media content – organic and targeted, paid for advertising across Next Door (3 posts, 23,620 impressions), Twitter (8 posts, 8,524 reach), Facebook (11 posts, 3,364 reach), and Instagram.</li> <li>• A two-week bus advertisement campaign on key bus routes across the Service area.</li> <li>• Virtual community event to present and discuss proposals and gather feedback – recording then posted on social media (2,246 reach and 307 post engagement).</li> <li>• Information shared for wider circulation with Avon and Somerset Local Resilience Forum, Warning and Informing Group.</li> <li>• Dedicated consultation inbox set up.</li> <li>• Included in Chief Fire Officer's weekly update to Avon Fire</li> </ul>

	<p>Authority Members.</p> <ul style="list-style-type: none"> <li>• Direct emails to Clerks to Parish Councils.</li> <li>• Emails sent to local community centres.</li> <li>• E-mail distribution to the recruitment mailing list.</li> <li>• Babbasa</li> <li>• Bangladesh Association</li> <li>• Barton Hill Settlement</li> <li>• Bath Islamic Society</li> <li>• BANES Corporate Black and Minority Ethnic Workers Group</li> <li>• Black Families Education Support Group</li> <li>• Bath Polish Association</li> <li>• Bath Gender Equality Network</li> <li>• Bristol and Avon Chinese Women's Group</li> <li>• Bristol Horn Youth Concern</li> <li>• Bristol Muslim Cultural Society</li> <li>• Diversity Trust</li> <li>• Pakistani Welfare Organisation Learning Centre</li> <li>• Women of African and Caribbean Heritage</li> <li>• North Bristol Somali Women's Group</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Online survey accessible via Survey Monkey and the AF&amp;RS website, with alternative formats available on request.</li> <li>• Details published on the intranet.</li> <li>• Everybody email sent to 1000 recipients.</li> <li>• Publicised in the Service bulletin.</li> <li>• Shared on internal social media channels.</li> <li>• Standing agenda item at the Staff Engagement Network and presentation during the consultation period.</li> <li>• Included in discussions at Station, Control and Workplace visits.</li> <li>• Details shared and update provided to Service Leadership Team.</li> <li>• Invitations to take part and to share information sent to Unions – Fire Brigades Union, Fire and Rescue Services Association and Unison.</li> </ul>
Partners and local businesses	<ul style="list-style-type: none"> <li>• Emails to all local authority Leaders and Chief Executives</li> <li>• Avon and Somerset Constabulary</li> <li>• Avon and Somerset Office of the Police and Crime Commissioner</li> <li>• South West Ambulance Service Foundation Trust</li> <li>• Neighbouring Fire and Rescue Services</li> <li>• Avon and Somerset Local Resilience Forum</li> <li>• Business West</li> <li>• Bristol Chamber of Commerce</li> <li>• West of England Combined Authority</li> <li>• West of England Local Enterprise Partnership</li> <li>• Federation of Small Businesses</li> <li>• Local MPs</li> </ul>

	<ul style="list-style-type: none"> <li>• BANES Race Equality Council</li> <li>• South Glos Race Equality Network</li> <li>• North Somerset BME Network</li> <li>• Black South West Network</li> <li>• Keeping Bristol Safe Partnership</li> <li>• Yate Town Council</li> </ul>
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## **Respondent profile**

A total of 210 responses were received during the consultation period.

The survey was also set up to ensure that only one response was permitted per URL, discouraging multiple entries from the same respondents. Some questions were compulsory, but others were optional.

The decision was taken to make the survey anonymous, to encourage increased engagement and honesty in the responses provided. However, it is assumed that from the language used in the free text responses these are individuals closely associated to the fire and rescue service community.

An optional 'About You' section was included at the end of the survey, to help us better understand the profile of those responding and draw assumptions on the effectiveness of our consultation activity in engaging with our stakeholders.

Just over half of respondents (55.5%, 70 people) were male, 30.9% (39 respondents) were female, 1.5% (2 respondents) non-binary and 11.9% (15 respondents) preferring not to say (84 respondents did not provide their gender).

The majority of the responses came from the 65+ (20.3%, 26 respondents) age group. Of the 128 respondents who provided their age range (82 did not provide their age) there was an equal spread of ages between 16-64 years.

Three quarters of respondents (75%, 96 people) stated that they did not have a disability or health condition (86 people either did not provide a response or preferred not to say).

The majority of respondents (71.7%, 89 people) described their ethnic group or background as English, with responses provided by people from 15 other ethnic groups and background including White and Black Caribbean, White and Asian, Indian, Bangladeshi, Welsh, Scottish, Gypsy or Irish Traveller, Chinese, African and Polish. 86 people did not provide a response to this question.

Further data was gathered in relation to respondents' sexual orientation, religious beliefs, caring responsibilities and postcode locations.

Respondents were also asked how they heard about the consultation, with the majority (33%, 33 responses) hearing about the consultation through social media, followed by email (18%, 18 responses) and through our website (10%, 10 responses). 110 people chose not to respond to this question.

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## 2. Executive summary

There has been an 21% increase in responses during this 7-week consultation period (210 responses) compared to the 173 responses gathered during the 12-week Service Plan Consultation in 2019. Despite extensive communication and engagement activity, it is recognised that this represents a small percentage (0.02%) of the population served by Avon Fire & Rescue Service.

Over half (60%, 126 people) strongly agree or agree that our planning process is suitable and sufficient and 80.9% of respondents (140 people) strongly agree or agree with the risk identified to them and our local communities across the Avon Fire & Rescue Service area. A range of feedback was provided on our planning process and identified risk and can be found within this report.

Responses to our proposals to address local risk for each of the seven objectives were as follows:

<b>Objectives</b>	<b>Strongly agree/agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree/strongly disagree</b>
Prevention (154 responses)	75.97% 117 responses	13.64% 21 responses	6.5% 10 responses
Protection (143 responses)	76.92% 110 responses	14.69% 21 responses	4.20% 6 responses
Response (142 responses)	71.13% 101 responses	14.08% 20 responses	11.97% 17 responses
Resilience (139 responses)	69.79% 97 responses	17.27% 24 responses	8.64% 12 responses
Improving our Service (136 responses)	71.32% 97 responses	13.24% 18 responses	11.77% 16 responses
Investing in our Staff (134 responses)	79.11% 106 responses	9.70% 13 responses	8.96% 12 responses
Transformation (133 responses)	69.17% 92 responses	18.05% 24 responses	9.02% 12 responses

All objectives received further feedback, ideas and suggestions for consideration and a full breakdown of these responses, alongside our Avon Fire & Rescue Service response can be found within this report.

A key theme that has been raised throughout the consultation feedback is the Service's proposals in relation to responding to medical emergencies.

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## 3. Results

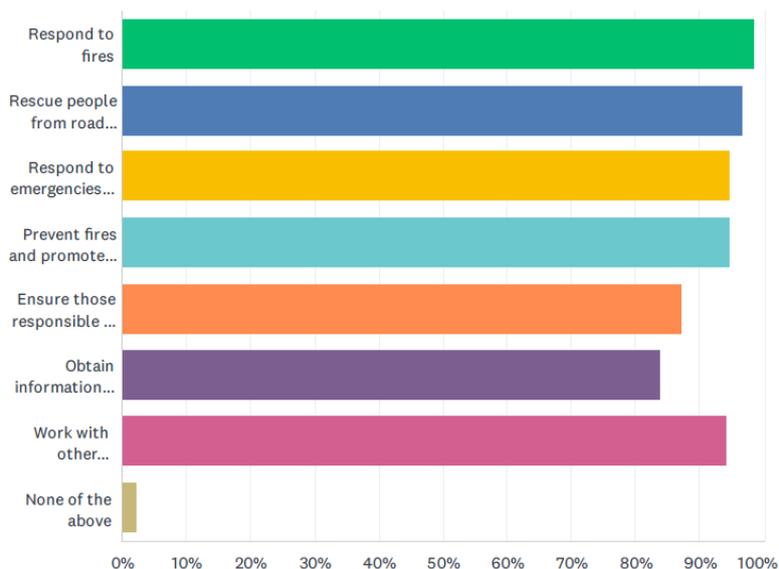
### Results

The following results provide the statistics captured to demonstrate whether those who responded either strongly agree/agree or strongly disagree/disagree with our Service Plan Proposals.

For the majority of each of the questions, a free text follow-up question was asked, requiring any further thoughts, suggestions and ideas from respondents. These have been collated and an AF&RS response provided (see Appendix A).

### Q1&2 – What do you think your local fire and rescue service does?

It's clear that respondents have a good understanding of what we do as a local fire and rescue service, demonstrated by, in almost all cases, over 90% of people ticking all options provided to them.



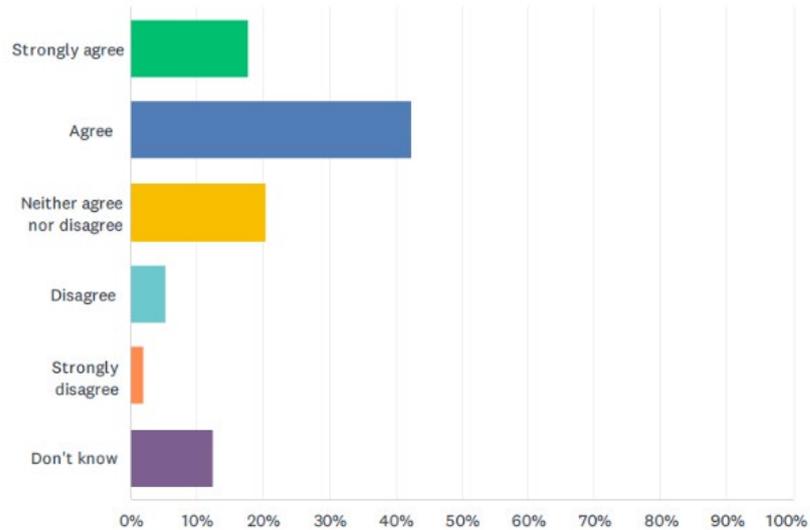
ANSWER CHOICES	RESPONSES
Respond to fires	98.57% 207
Rescue people from road traffic collisions	96.67% 203
Respond to emergencies such as flooding and terrorist incidents	94.76% 199
Prevent fires and promote fire safety	94.76% 199
Ensure those responsible for public and commercial buildings comply with fire safety regulations	87.14% 183
Obtain information from landlords/building owners to improve response if a fire or other emergency occurs in the building	83.81% 176
Work with other organisations, for example the police and ambulance service	94.29% 198
None of the above	2.38% 5
Total Respondents: 210	

21 further free text responses to this question were also submitted and included suggestions such as “*mud rescue*”, “*lift rescue*”, fire awareness for children and young people and “*animal rescue*”.

### Q2&3 – Do you agree that our planning process is suitable and sufficient?

All 210 respondents answered this question with 17.62% (37 people) strongly agreeing and 42.38% (89 people) agreeing with our planning process.

Of the total respondents, 5.24% (11 people) disagree and 1.90% (4 people) strongly disagree; 12.38% (26 people) have responded with don't know.



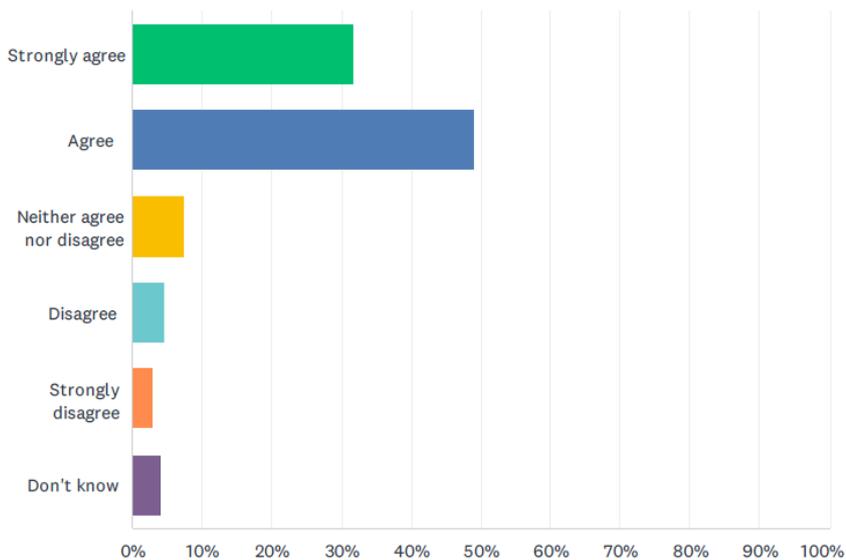
When asked if there are any improvements that could be made to our planning process, we received 43 free text responses.

This included comments such as *“more face-to-face communication and promotion with the public”* and *“more distinct description of the placement of appliances or planned changes to fire cover in specific areas”*.

**Q4&5– Do you agree with the risks identified to you and our local communities across the AF&RS area?**

Of the 173 respondents who answered this question, 31.79% (55 people) strongly agreed and 49.13% (85 people) agreed with the risks identified in the proposals.

Of the total respondents, 4.62% (8 people) disagree and 2.89% (5 people) strongly disagree; 4.05% (7 people) have responded with don't know.

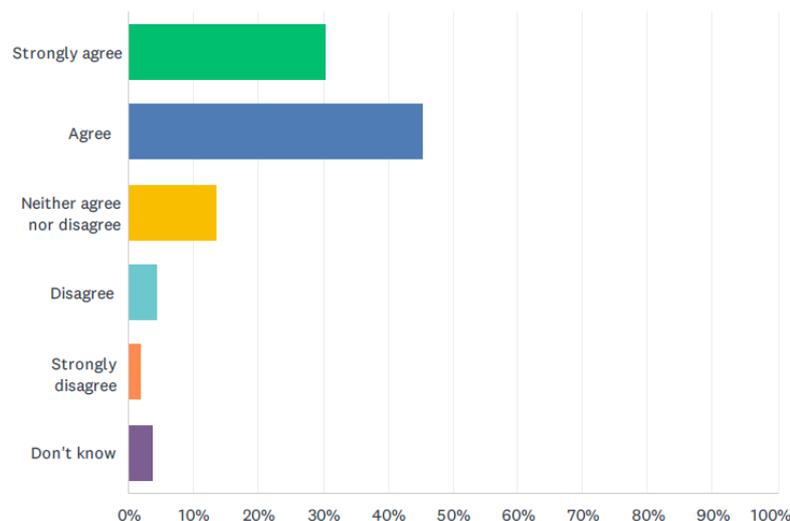


When asked if there were any risks not identified, of the 43 respondents who replied to the free text questions, suggestions included: *“tall buildings”*, *“chemical leaks/spills”* and demands on the fire service as a result of pressures on other emergency services.

### Q6&7 – Do you agree with our proposals to address local risk for Prevention?

Of the 154 respondents to this question, 30.52% (47 people) strongly agree and 45.45% (70 people) agree with the proposed Prevention activity to address local risk.

Of the total respondents, 4.55% (7 people) disagree and 1.95% (3 people) strongly disagree; 3.90% (6 people) have responded with don't know.

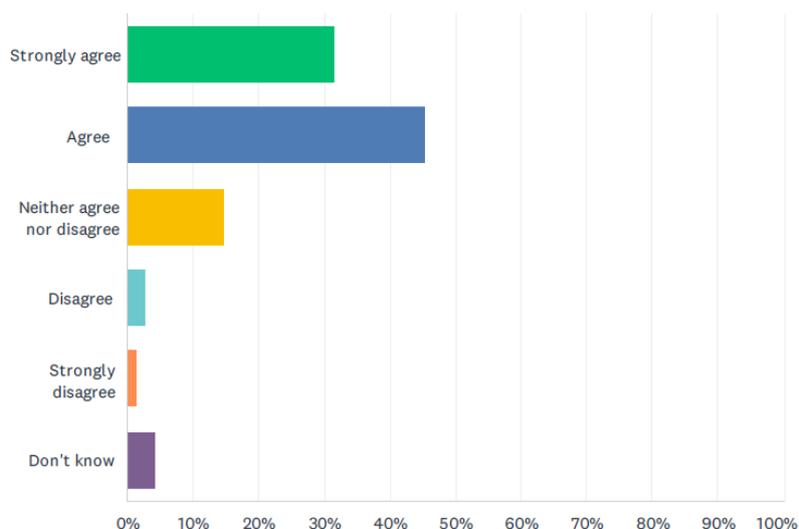


When asked if there is anything that appears missing from our Prevention activity, we received 33 free text responses including the following suggestions: *“more local initiatives”*, *“more visits to schools, offices and communities”* and *“drink drive awareness and cycling on the road.”*

### Q8&9 – Do you agree with our proposals to address local risk for Protection?

Of the 143 respondents to this question, 31.47% (45 people) strongly agree and 45.5% (65 people) agree with our Protection proposals to address local risk.

Of the total respondents, 2.80% (4 people) disagree and 1.40% (2 people) strongly disagree; 4.20% (6 people) have responded with don't know.

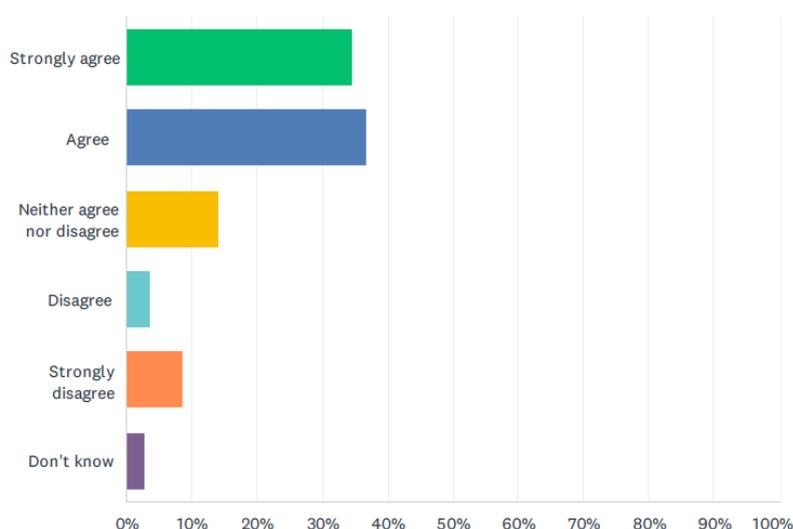


When asked if it was felt that anything had been missed from our Protection objective, we received 20 free text responses including the following comments and suggestions: *“targeted inspection regime for buildings which are high risk to firefighters”*, *“chemical leak action plan”* and *“no mention of the Fire Safety Bill”*.

### **Q10&11 – Do you agree with our proposals to address local risk for Response?**

Of the 142 respondents to this question, 34.51% (49 people) strongly agree and 36.62% (52 people) agree with our Response proposals to address local risk.

Of the total respondents, 3.52% (5 people) disagree and 8.45% (12 people) strongly disagree; 2.82% (4 people) have responded with don't know.

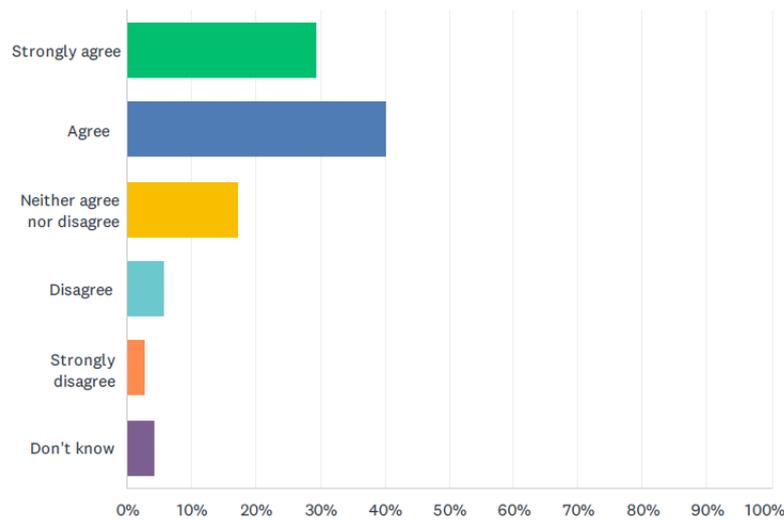


When asked if it was felt that anything had been missed from our Response objective, we received 25 free text responses, including the following comments: *“the role of emergency medical response sits outside the national role map of a firefighter and therefore should not be included in the plan”*, *“responding to medical emergency’s/better supporting the NHS”* and *“save lives and property by responding to emergency incidents – this should also include ‘and protect the environment’”*.

### **Q12&13 – Do you agree with our proposals to address local risk for Resilience?**

Of the 139 respondents to this question, 29.50% (41 people) strongly agree and 40.29% (56 people) agree with our Resilience proposals to address local risk.

Of the total respondents, 5.76% (8 people) disagree and 2.88% (4 people) strongly disagree; 4.32% (6 people) have responded with don't know.

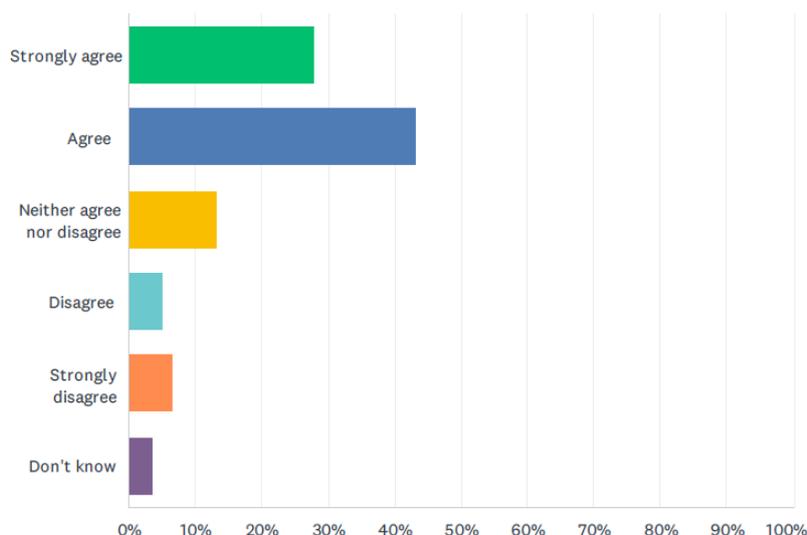


When asked if it was felt that anything had been missed from our Resilience objective, we received 26 free text responses including the following comments: *“technological advances are expected of first responders”, “it depends how good at forecasting the software is” and “how will you ensure software is remotely useful rather than just an enormous drain on resources?”.*

**Q14&15 – Do you agree with our proposals to address local risk for Improving our Service?**

Of the 136 respondents to this question, 27.94% (38 people) strongly agree and 43.38% (59 people) agree with our proposals for Improving our Service.

Of the total respondents, 5.15% (7 people) disagree and 6.62% (9 people) strongly disagree; 3.68% (5 people) have responded with don't know.

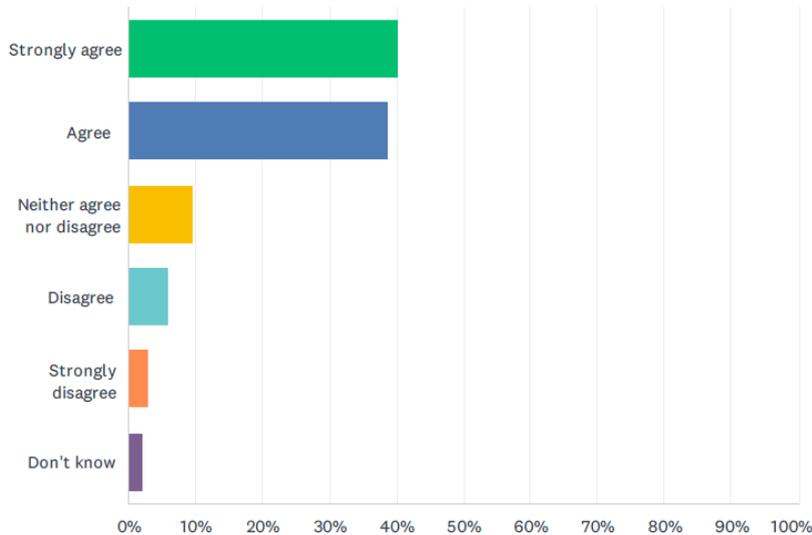


When asked if it was felt that anything had been missed from Improving our Service objective, we received 31 free text responses, this included the following comments and suggestions: *“continuous training and development for Service men and women”, “you need more of a diverse workforce to reflect the community of Bristol”* as well as views on the Service estate.

### Q16&17 – Do you agree with our proposals outlined in Investing in our staff?

Of the 134 respondents to this question, 40.30% (54 people) strongly agree and 38.81% (52 people) agree with our proposals for Investing in our Staff.

Of the total respondents, 5.97% (8 people) disagree and 2.99% (3 people) strongly disagree; 2.24% (3 people) have responded with don't know.

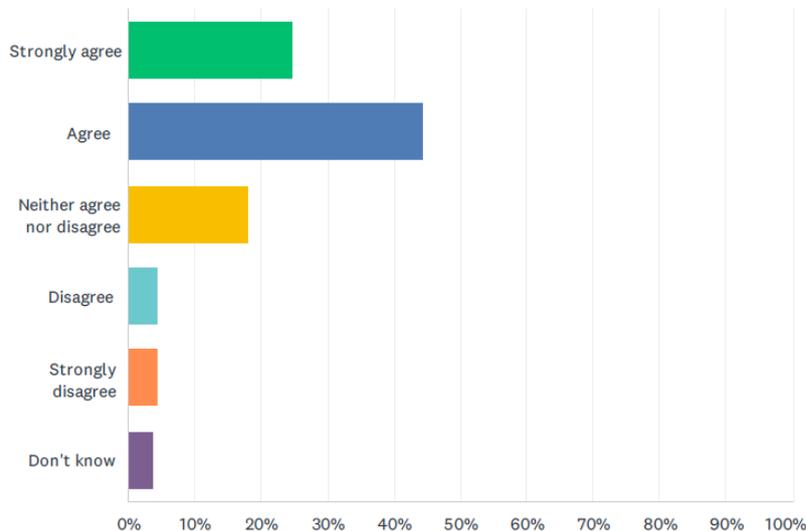


When asked if it was felt that anything had been missed from Investing in our Staff objective, we received 33 free text responses including the following remarks: *“ensure an inclusive culture prevails”, “barriers to colourblind operational staff should be reviewed” and “your firefighters are the heartbeat of your organisation and I would expect nothing but the best for them”.*

### Q18 – Do you agree with our proposals outlined in Transformation?

Of the 133 respondents to this question, 24.81% (33 people) strongly agree and 44.36% (59 people) agree with our proposals for Transformation.

Of the total respondents, 4.51% (6 people) disagree and 4.51% (6 people) strongly disagree; 3.76% (5 people) have responded with don't know.



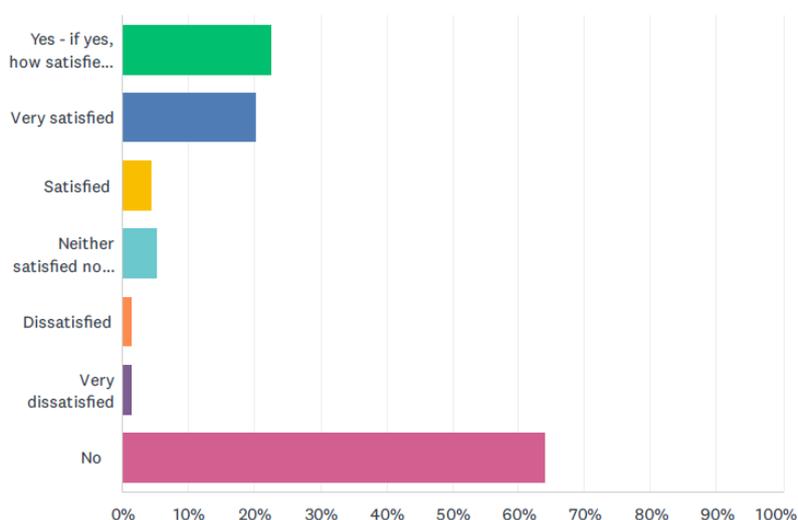
When asked if it was felt that anything had been missed from Transformation objective, we received 24 free text responses, this included the following comments: *“flexible contracts for retained stations”, “to be aware that poorly implemented or designed digital solutions can be ineffective”* and *“greater collaboration and data sharing”*.

### Q20 – Have you ever required the assistance of Avon Fire & Rescue Service?

Of the 133 respondents who answered this question, the majority 63.91% (85 people) had not ever required the assistance of Avon Fire & Rescue Service.

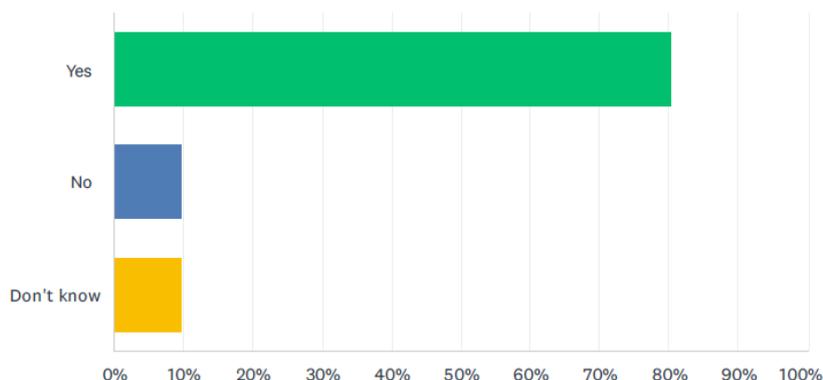
Of those who have required the services of Avon Fire & Rescue Service, 20.30% (27 people) were very satisfied and 4.51% (6 people) were satisfied.

Of those who required the services of Avon Fire & Rescue Service, 1.50% (2 people) were dissatisfied and 1.50% (2 people) were very dissatisfied.



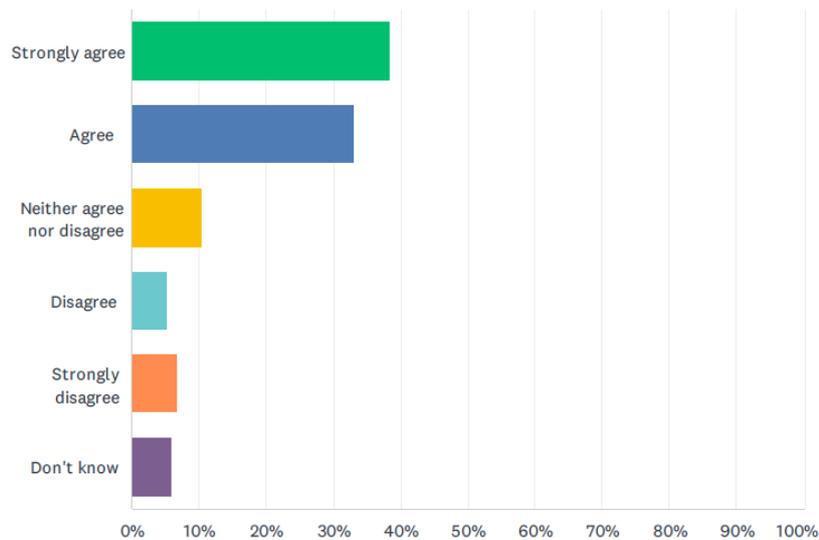
### Q21 – Avon Fire & Rescue Service currently costs each tax payer 10p per day. Do you consider Avon Fire & Rescue Service good value for money?

Of the 133 people who responded to this question, the majority (80.45%, 107 people) consider Avon Fire & Rescue Service good value for money.



**Q22 – How much do you agree or disagree that it is reasonable for Avon Fire & Rescue Service to consider increasing its charge for the year 2022/23 by 1.99% of our current precept?**

Of the 133 responses, 38.35% (51 people) strongly agree and 33.08% (44 people) agree that they think it would be reasonable for Avon Fire & Rescue Service to consider increasing the precept. Of those total respondents, 5.25% (7 people) disagree and 6.77% (9 people) strongly disagree.



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## 4. Conclusion

We would like to thank all those members of the community, staff and our partners who took part in the Service Plan Proposals 2022-25 consultation.

Given the extent of our communication and engagement activity, it is acknowledged there has been a fairly low level of response to the consultation. This may be partly due to the nature and subject matter of the proposals, as well as despite people having views about Avon Fire & Rescue Service, they may not wish to take part in the consultation process.

Despite this, the results show that overall, the majority of people who responded to the survey support our planning process, agree with the risks identified and agree with our proposals to address local risk under our seven overarching objectives.

All comments have been responded to and have either been taken into consideration in the final Service Plan Proposal document or in the Service Plan 2022-25. However, the concerns around the proposals to responding to medical emergencies should be noted.

## 5. Appendices

### Appendix A - Service Plan Proposals Consultation – Public comments and feedback

\*Please note that no/none responses have been omitted from the comments below.

What do you think your local fire and rescue service does?

Total comments: 21

	Comment	AF&RS response
1	Attend fire awareness events to deliver fire prevention training or carry out fire risk and safety checks on commercial buildings.	Business Fire Safety is a key element of our Risk Reduction function. Our team advises business owners, employers, or owners of business premises of their legal obligations in preventing fire to protect their business, employees and anyone using their business.
2	Firesetters scheme. Providing helpful information to children of all ages who want a career in the fire service.	Our Firesetters Intervention Scheme, delivered by trained Firesetter Advisors, is aimed at children and young people who fire set, fire play or have a fascination with fire.
3	Promote fire safety.	A range of fire safety advice can be found on the Avon Fire & Rescue Service website. Fire safety campaigns and initiatives are also run throughout the year across our local communities.
4	Animal rescue (maybe linked to the above areas but may not). Water rescues. Rescue and remove people from high places (rope access). Search and rescue in open areas.	We respond to a range of different types of Rescues & Special Service Emergencies to reduce harm to those within our community. Animal rescue, planning for and delivering rescues from water, producing water safety education packages, and responding to flooding are all discretionary functions we choose to do to make our communities safer. For more information on this, please see Page 10 of the proposals document.
5	Is a wokeness and cultural Marxist activist. Is anti-white, misandrist, heterophobic and is anti-merit/excellence.	N/A
6	Rescue from all areas of danger including those trapped in difficult areas such as mud.	Our Hovercraft, based at Weston-super-Mare, is available to carry out mud rescues, in collaboration with the Maritime Coastguard Agency and RNLI. Elsewhere in the Service area, we have designated appliances which carry specialist mud rescue equipment such as mud lances and inflatable walkways.
7	Spend the taxpayers money correctly!	Further questions in the survey asked in relation to whether you consider Avon Fire & Rescue Service good value for money.
8	Provides people with other help, like emotional/mental health. Accommodates for fire enthusiasts, does youth work that helps lives progress.	Our Firesetters Intervention Scheme, delivered by trained Firesetter Advisors, is aimed at children and young people who fire set, fire play or have a fascination with fire.
9	Detailed in the service plan are 6 points that the fire service are responsible for: fires, road traffic collisions and transport rescues, special service emergencies, community and health and wellbeing, planned developments and a changing climate.	N/A (Repeats statement from Proposals Document)
10	Visit schools/homes and spread awareness and kindness.	Through out our Early Learning Fire Safety programme and schools visits, we work with

		young people in our area to make sure our next generation grow up safe from the dangers of fire.
11	Except referral for children who start fires to help educate the dangers and adapt their behaviour.	Our Firesetters Intervention Scheme, delivered by trained Firesetter Advisors, is aimed at children and young people who fire set, fire play or have a fascination with fire.
12	All of the above due to government cuts and the fire service filling the gaps.	We are required to meet all of the statutory requirements listed in our survey from the Fire and Rescue Services Act 2004, as well as a number of discretionary functions we choose to carry out to reduce harm to our communities. We do this in collaboration with our partner agencies.
13	Respond to emergencies...fires but not terrorist incidents. We've not had any locally for a considerable time.	We work as part of the Avon & Somerset Local Resilience Forum to prepare for, and respond to large-scale incidents in our area which have been identified by the National Security Risk Assessment. These include, but are not limited to, acts of terrorism in and around our Service area. It is also within our mandatory functions and powers to respond to other emergencies such as terrorist attacks, which is why we maintain a Hazmat, HDIM, and MTA response capability.
14	Rescue people stuck in lifts.	Thank you for your feedback. This is something we respond to, for more information on this, please see Page 10 of the proposals document.
15	Holds open days to educate the public and encourage better awareness.	The Service carries this out as part of our mandatory function and powers to promote fire safety messages within our community to protect people and property from fires, road traffic collisions, and a variety of additional education packages to support this.
16	Support mud flat rescues.	Our Hovercraft, based at Weston-super-Mare, is available to carry out mud rescues, in collaboration with the Maritime Coastguard Agency and RNLI. Elsewhere in the Service area, we have designated appliances which carry specialist mud rescue equipment such as mud lances and inflatable walkways.
17	School children fire awareness.	Through out our Early Learning Fire Safety programme and schools visits, we work with young people in our area to make sure our next generation grow up safe from the dangers of fire.
18	Marine operation.	The Service has Marine Tactical Advisors, specialist marine firefighting equipment, and attend training events at the Fire Service College to support our response to marine fires.
19	If there is life at risk the fire and rescue folk are usually at the front of responders.	Whenever we attend an incident with our partner agencies we adopt a set of Joint Emergency Services Interoperability Principles, co-locating, communicating, co-ordinating, jointly understanding the risk and sharing our situational awareness to reduce harm to our communities.
20	Visit schools and other venues to talk about fire prevention and to advice people what to do if they see or are involved in a fire. Fitting smoke alarms etc.	Through out our Early Learning Fire Safety programme and schools visits, we work with young people in our area to make sure our next generation grow up safe from the dangers of fire.
21	Rescue people, and possibly pets, stuck at height.	This is correct.

**Are there any improvements we could make to our planning process?**

**Total comments: 41**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	Seems to be spot on.	N/A

2	The plan is clear and concise, it will make the general public feel the services are really doing the most to ensure their safety. An idea may be to include the voice of the general public and listen to their worries and concerns to address them.	Thank you for your feedback. It's really important the voice of the communities we serve is included in the Service Plan and the reason for consulting and gathering these views as part of this consultation process.
3	This is only a personal opinion, because the Weston super mare area is continuing to grow at a rapid pace which is continuing up until 2032, I think the current fire station location will not be efficient enough to respond to emergencies,. Ideally another retained station could be built more centrally to the area or the current fire station to be relocated.	We continually monitor our service area and work with our local authorities where housing and infrastructure developments take place within our communities, we also have trained staff that carry out risk modelling to inform and support our decisions when it comes to the placement of fire stations and resources. We also consider the Policing and Crime Act. 2017 which places a statutory duty on emergency services to collaborate where it improves efficiency and effectiveness to achieve savings and value for money for our local communities
4	Get more money put into area to match other areas. From what I hear. Fireworks stressed out. Not enough resources.	We utilise our annual budget in the most economic, efficient and effective way to ensure our resources match our risks, making our communities safer and our service stronger
5	Share response times data against standards.	We publish our Performance Information on a regular basis on our website and it is also included in the papers and scrutinised at the Fire Authority Performance Review Scrutiny Committee. This information will also be included in the final Service Plan.
6	Properly assess the significant risk to the public and firefighters of not recruiting and promoting the best candidates.	We run a robust recruitment process, in line with Government legislation, and which includes input from staff from across the Service. We have a selection process which aligns to the new Promotion Policy, which offers equal opportunities to all applicants.
7	Where is it? You had a link to this but not the doc.	The Service Plan Proposals 2022-2025 can be found as a hyperlink in the introduction/first page of the survey.
8	The focus of the fire service should be that if I need it, it responds on time with enough trained people help me. Too much bureaucratic waffle and managerial nonsense in this process.	Response is one of our key requirements, and is covered in this plan. However, we also have a legal responsibility to provide Prevention and Protection functions. The process outlined is also our way of identifying emerging risks, which help us ensure we know what emergency calls we are likely to receive, so we can ensure we can effectively respond and ensure we train our staff for deal with these risks.
9	There's a typo on page 5 – utilises not utilising.	We will ensure this typo is amended and the final Service Plan is proofread prior to publication.
10	Increase the amount of staff carrying out this process.	The Service Plan planning process is centrally coordinated by our Integrated Risk Management Team and Corporate Assurance Team, strategically influenced by our Service Leadership Board, in collaboration with the wider organisation.
11	Please do not remove the Hovercraft its proved its worth.	Our Hovercraft, based at Weston-super-Mare, is available to carry out mud rescues, in collaboration with the Maritime Coastguard Agency and RNLI. Elsewhere in the Service area, we have designated appliances which carry specialist mud rescue equipment such as mud lances and inflatable walkways. We ensure our resources match our risks in the most economic, efficient and effective way, providing value for money to our communities.
12	The decision making process should not involve senior management, who may have their own objectives, it should be community lead.	It's really important that the voice of the communities we serve is included in the decision-making for our Service Plan. Consultation and engagement form a key part of our decision-making process, and are the reason we are consulting with our communities on our proposed decisions.
13	Are firefighters as busy as paramedics and the police, can you make better use of their time, and is there stations that can be crewed differently due to their operational need?	Please see Page 48 of our Service Plan Proposals document for the following proposed action for our 2022-2025 Service Plan. "Evaluate the operational working day: We will evaluate the current working day, to optimise

		<i>productivity and match resource to risk.”</i>
14	Bring back all of HP’s and TPL fire appliance’s that we no longer have in service because they are needed to for all of the tower blocks and large scale industrial buildings around the area.	We currently have 4 x TL’s within the service, covering the city centre, Bath, Bedminster and W-s-M
15	Bin the consultants you’re obviously using and do the work internally. Use simple language that everyday people will understand. This statement from page 5 doesn’t even mean anything! ‘Be easily accessible and publicly available.’	The Service Plan Proposals 2022-2025 document has been written and produced entirely within the Service. We will ensure the final Service Plan is written in plain English and is proofread prior to publication. ‘Be easily accessible and publicly available.’ is a direct quote from our legislative requirement in the Fire Service National Framework. It means our IRMP should be available for the public to access and will be published on our website.
16	Is always something we can do to improve whatever we do, but the best option is studying over the briefing session everyday to make sure everything is under control or at least should be doing the many things we can to get the desired improvement.	The service continually strives to improve and drive itself forward utilising a variety of platforms such as social media, public consultation, staff engagement etc.
17	Focus a bit more on service effectiveness rather than management consultancy gobbledegook.	We will ensure the final Service Plan is written in plain English and is proofread prior to publication.
18	Yes, on at least 2 occasions the service plans mentions about having specialist staff on specialised seats, could we now plan overtime accordingly, so rather than have fastest response first we aim to have somebody from the home station to provide crewing shortfalls which would hopefully ensure that the specialist skills should be covered and this in turn will help to ensure a quicker and more efficient response from ourselves and also help to reduce the stress and workload for watch management teams when we don’t have the appropriately skilled staff from another station.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
19	I think we need to concentrate on having enough drivers above all else.	The Transformation Team have undertaken a review of the current driver training process and the adoption of a revised process to ensure stations always have sufficient drivers available to meet the operational needs of the Service. This revised process will ensure a much shorter timeframe for staff to become appliance drivers from the start date of the process to becoming a turnout.
20	More resources. All appliances riding sufficient numbers. 5 of first appliance and four on subsequent. Bare minimum. Nothing less is safe or acceptable.	We utilise our annual budget in the most economic, efficient and effective way to ensure our resources match our risks, making our communities safer and our service stronger. Where additional resources are required to meet the needs of safe systems of work, additional supporting appliances are mobilised to achieve this.
21	Stop overworking your staff and pay better wages especially in the retained duty service.	Wholtime and On-Call pay is incorporated within our annual budget and managed in the most economic, efficient and effective way to ensure our resources match our risks, we also have in place a variety of health, wellbeing and welfare support services for our staff should they feel internal/external pressures are affecting them.
22	A hefty reduction in prose and simplification of the strategic jargon. This document is extremely heavy.	We will ensure the final Service Plan is written in plain English and is proofread prior to publication.
23	Have combined building with all services in all towns.	Under the Policing and Crime Act. 2017 we have a statutory duty as emergency services to collaborate where it improves efficiency and effectiveness to achieve savings and value for money for our local communities. As part of our commitment to this we have numerous shared sites with other responders and are open to exploring opportunities to establish

		more. Examples of our current joint sites are our shared Police/Fire HQ in Portishead, joint Police/Fire site in Nailsea, and a SWAST/Fire shared response capability in Portishead.
24	Why is this survey even necessary?	By consulting with our community, staff and partners on these proposals, we can ensure transparency within our planning process, adjust plans where necessary and raise awareness of our work.
25	More local firefighters and more local call centres.	We utilise our annual budget in the most economic, efficient and effective way to ensure our resources match our risks, making our communities safer and our service stronger.
26	I have not been able to find the Service Plan Proposals 2022-2025 on your website.	We are sorry to hear this was your experience. The documents can be found in the Our Plans and Policies section, Service Plan on our website.
27	A more distinct description of the placement of appliances or planned changes to fire cover in specific areas.	We utilise our annual budget in the most economic, efficient and effective way to ensure our resources match our risks, making our communities safer and our service stronger. We also have trained staff that carry out risk modelling to inform and support our decisions when it comes to the placement of fire stations and resources, in future documents we will endeavour to provide more distinct descriptions of this risk modelling.
28	More excess to reach you.	N/A
29	Yes, in communication with local people (the 'public') who you are serving. I didn't know about this report and the consultation process until I happened to find it while making a separate enquiry. How did you advertise it to local communities?	We aim to take a diverse approach to our marketing and communications, one that targets the audiences/people who make up our local communities in the most effective and cost-efficient ways. For this survey we have engaged in a range of paid for advertising and organically shared content on various platforms including radio, TV, in print (e.g. newspaper and hyperlocal publication – 'Voices'), direct mail, online and on social media. We also hosted a virtual community event.
30	I think you should have at least one firefighter per watch trained in first aid/defibrillator use.	All our firefighters are First Aid Trauma and Casualty Care trained, which includes how to use a defibrillator.
31	Could not give sensible answer to question 2.	N/A
32	More face-to-face communication and promotion with the public.	Unfortunately, COVID-19 has restricted our face-to-face consultation interaction, however we have hosted a virtual community event, as well as promoting the proposals and consultation through a variety of marketing and communication tactics and activity.
33	Yes, make it readable: Page 6 says: "By consulting with our community, staff and partners on these proposals, we can ensure transparency within our planning process...". This document is not transparent it is opaque.	Thank you for your feedback.

**Are there any risk across the AF&RS area that you feel we have not identified?**

**Total comments: 42**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	Technical rescue and flood response.	Thank you for your feedback. We will take the risk of technical rescue and flooding incidents into consideration in our further risk research. Many aspects of our work can be captured under the terminology technical rescue, so hopefully this is covered within the proposals. We have identified flooding, under a changing climate.
2	Please refer to Avon and Somerset LRF Risk Assessment, this covers a large range of risk that the fire service support the response to, many of these are not covered in the above list.	The Avon and Somerset LRF Risk Assessment has been considered as part of our risk identification phase. The 'Risks, Challenges and Opportunities' shown represent the key risks we need to consider for the next three years. For a comprehensive look at the larger range of risks we have identified, please see the Strategic Assessment 2021 - this document

		was informed by the National and LRF Risk Registers, as well as using a range of further research internally. Moving forward, through the LRF's Risk Assessment Working Group we are working towards incorporating a closer collaboration between our risk registers to cover the larger-scale risks which occur in our area. Please get in touch if there are specific fire and service-related risks within the Avon and Somerset LRF Risk Assessment we are not considering in our planning.
3	Continued strain on health organisations.	Thank you for your feedback. We will take the risk of the continued strain on the health and social care sector into consideration in our further risk research.
4	Not enough resources. Decisions made by too few top people.	To ensure our decisions reflect the viewpoints of those throughout our communities and our organisation we are consulting on our proposed decisions.
5	Where does weather related fit?	We have identified weather related risk under a changing climate.
6	Wokeness and cultural Marxism – DE&I is anti-white racism, misandry, heterophobic and anti-merit/excellence.	N/A
7	Working with social housing and councils to educate residents of blocks of flats in fire safety in communal areas.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
8	You haven't listed the risks.	Our risk, challenges and opportunities can be found on pages 7-18 in the Service Plan Proposals 2022-2025 document.
9	It is not the fire service responsibility to tackle obesity and alcohol abuse, they should concentrate on being ready and prepared for emergencies. Is Avon fire and rescue service ready to tackle a Grenfell if it were to happen in Avon?	We respond to rescues of bariatric casualties within our Service Area. To respond to these incidents we use specialist equipment and training to ensure the safest possible outcome for our staff and our community. By identifying and assessing the risk of obesity to those in our community, we can evaluate our response capability for incidents involving bariatric casualties, and continue to ensure we are making our communities safer. Nationally, alcohol & substance misuse have been identified as factor in half of fire fatalities in the home, 14% of RTC fatalities, and 20% of water fatalities. An understanding of these risk trends will support AF&RS in preventing deaths from emergencies in our Service Area.
10	Still limited action to carry out incidents involving lithium-ion batteries. Not enough awareness or equipment/procedures e.g. pod filled with water to insert electric vehicle/batteries via a lifting device to extinguish fire.	Thank you for your feedback. We will take the risk of incidents involving lithium-ion batteries into consideration in our further risk research.
11	Prevention is better than cure, the flood aspect is at the bottom of your list, why? Fires are more controlled now than ever before. Does their need to be a study on the survivability of fire and the timescales, which would link to the need of resources?	As a Fire and Rescue Service, we have a legal requirement to extinguish fire and protect lives and property from fire. Responding to flooding is a discretionary function we have no legal obligation to carry out, but choose to do to make our communities safer. For this reason we assess the risk both fires and flooding present to our communities.
12	It is not that you have not identified the risk it is that you have ignored the risks that require certain equipment.	Where staff engage with the organisation on any new identified piece of equipment that may be of benefit to our operational response in relation to risks, these suggestions are brought to the chair of the Operational Equipment User Group, these are then reviewed before submission to the chair of the Tactical Advisory Group who brings together budget holders to discuss, review, approve or deny the suggestion based on the facts presented.
13	You shouldn't be worrying about people's subjective health and wellbeing, nor climate matters. Do less virtue signalling and focus on what you are good at.	Due to the links between health and wellbeing and the frequency and severity of the incidents we respond to, we identify and assess the risk of ill health and wellbeing to those in our Service area. This will ensure we are best placed to prevent harm from, and respond to, emergencies. Similarly, the changing climate we are experiencing will increase the risk of flooding and wildfire emergencies which we respond to, as well as add pressure to the water

		supply we rely on in our response to incidents.
14	Water rescue training all stations and rope rescue.	Thank you for your feedback. We will take the risk of incidents involving water or rope rescue into consideration in our further risk research.
15	NHS pressures.	Thank you for your feedback. We will take the risk of the continued strain on the health and social care sector into consideration in our further risk research.
16	No everything is well identified.	Thank you for your feedback.
17	Reducing panic and OCD behaviours with things like returning to house/fear of leaving until (eg) all appliances isolated.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
18	Having enough drivers in service to deal with fire calls.	The Transformation Team have undertaken a review of the current driver training process and the adoption of a revised process to ensure stations always have sufficient drivers available to meet the operational needs of the Service. This revised process will ensure a much shorter timeframe for staff to become appliance drivers from the start date of the process to becoming a turnout.
19	Risk should be more closely aligned with size of population combined with incidents attended rather than just what the service “typically” attends.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties when reviewing and presenting our incident data.
20	Staff shortages, low moral, overworked and underpaid...still in austerity.	Our organisational establishment is set and can be affected by retirement and personnel choosing to leave the service for other opportunities elsewhere, we cannot go over our establishment figures as this affects our annual budget which incorporates amongst other things staff pay. We do however horizon scan and plan our recruitment campaigns to balance these staffing shortfalls. Wholetime and On-Call pay is incorporated within our annual budget and managed in the most economic, efficient and effective way to ensure our resources match our risks, we also have in place a variety of health, wellbeing and welfare support services for our staff should they feel internal/external pressures are affecting them.
21	Reductions in other services such as ambulance where Fire and Rescue Services could offer greater assist by way of collaboration.	We have a duty to collaborate under the Civil Contingencies Act 2004 and also under the Policing and Crime Act 2017.
22	Safety issues affecting river users (live abroad community, tourist boat users, etc).	Within our prevention activity we run regular water and boat safety campaigns and conduct regular visits to the live aboard community. We also regularly train on the river/waterways, where we're approached and provide advice as required.
23	Suggest inclusion of Clean Air Zones in New & Emergency Transport Risks (p9). An additional key risk: community health and wellbeing – is respiratory illness due to poor air quality related to traffic (esp diesel vehicles) and burning fuels for heating (coal,wood) in homes (p11) NB Climate & Ecological Emergencies are two different declarations. Text needs to be edited (p14). Another key financial risk which needs to be highlighted is the significant increases in energy costs which have placed additional pressures on budgets. Unlike the domestic sector, there is no price cap for commercial and public sector organisations (p17).	We will take clean air zones, their impacts on respiratory illnesses, and pressures of energy cost rises into consideration in our further risk research. We will also amend the text for the final document.
24	Mud flat rescues.	Our Hovercraft, based at Weston-super-Mare, is available to carry out mud rescues, in

		collaboration with the Maritime Coastguard Agency and RNLI. Elsewhere in the Service area, we have designated appliances which carry specialist mud rescue equipment such as mud lances and inflatable walkways. We ensure our resources match our risks in the most economic, efficient and effective way, providing value for money to our communities.
25	Village narrow lanes car parking preventing access for emergency vehicles i.e. if car have to. Move to allow refuse collections on certain days then how will fire and ambulance vehicles access village houses and remote properties all a function of a lot more vehicles. For example, Mill lane monkton combe b2 7hd.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
26	Why is health and well-being the concern of a rescue service. This would be better suited to the health professionals.	Due to the links between health and wellbeing and the frequency and severity of the incidents we respond to, we identify and assess the risk of ill health and wellbeing to those in our Service area so we can make risk-based decisions to make our communities safer.
27	Chemical leaks/spills.	Please see Page 10 of our consultation document, regarding the risk of hazardous materials incidents we attend.
28	Tall buildings and other buildings where specific risks are identified including those with flammable cladding.	Thank you for your feedback. We will take the risks of identified features such as cladding upon tall buildings and other building types into consideration in our further risk research.

**We also received the following correspondence from Yate Town Council via email:**

We are glad you are doing a review of the need for additional resource as a result of the large amounts of new development in South Gloucestershire. However we are deeply worried about the extent to which your report is focussed on the Brabazon development, which is only one small part of the total growth in South Gloucestershire. The review must cover the total picture of new provision across South Gloucestershire.

The Brabazon development represents under 1/3 of the total new large site development currently consented in South Gloucestershire and due to be implemented in the period of your plan. We are puzzled why this alone should require such explicit focus in the review. We can understand the arena proposals are distinctive and require a focus, but the rest of the development needs to be seen in the context of the massive development elsewhere in South Gloucestershire.

The Brabazon development will provide for 2600 houses, 62 acres of employment and three schools. Yet in North Yate alone Ladden Garden Village /Autumn Brook single development involves over 2600 houses, two schools and 11 acres of employment coupled with several hundred additional new houses since 2015 on other sites in the town. And that is just Yate. Close to Yate we have Lyde Green, which includes 2600 dwellings, a school and 50 acres of employment.

The consequences of ALL of that provision needs to be part of the review, and in particular, there is a need to ensure there is sufficient provision for the new developments at Lyde Green, Yate and Thornbury which lie to the north/NE of the rush hour eye of the storm in the North Fringe - as such a significant percentage of incidents occur during those peak periods where movement from the city out to these areas is problematic.

Too often the communities north of the green belt are treated as second class. The decision in the last strategic plan to go to an almost wholly retained service north of the green belt failed to recognise the rapid growth in housing and employment uses, and it is important that those cuts are revisited to ensure our residents in and north of the green belt get a fair deal.

**Is there anything you feel we have missed from Prevention that you would like to see included?**

**Total comments: 31**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	I believe that the list of risks is insufficient (see previous answer) this	Survey responses are anonymous. It is hoped however, that if the points are captured this

	would then feed into the prevention work that you are engaged with.	will be answered elsewhere in the survey.
2	Not enough TV advertising to let us know what is happening.	We aim to take a diverse approach to our marketing and communications, one that targets the audiences/people who make up our local communities in the most effective and cost-efficient ways. This includes a range of paid for advertising and organically shared content on various platforms including radio, TV, in print (e.g. newspaper), online and on social media. We also hosted a virtual community event.
3	The education sector.	Please see page 21 and 24 of our proposals document to see information on the education packages we develop as part of business as usual activities, and proposals to build upon this through water safety interventions and education packages.
4	Drink drive awareness and cycling on the road.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
5	Local risks should be addressed in a hierarchy that pose the most risk to the most people. Not set on nominal targets.	Through our risk research and our collaboration with Avon & Somerset Local Resilience Forum, we identify and assess the local risks that need addressing in our area and that pose the largest risks to our communities. We then set targets to drive our interventions forward so we can continue to reduce those risks.
6	Although some social issues contribute to fires and emergencies, it doesn't mean it's up to the fire service to sort those out. We have other agencies and services to do that.	Due to the links between health and wellbeing and the frequency and severity of the incidents we respond to, we identify and assess the risk of ill health and wellbeing to those in our Service area. This will ensure we are best placed to prevent harm from, and respond to, emergencies.
7	Do you have any provision for people who aren't fluent in English?	We are committed to ensuring our documents are accessible to all members of the community. If English is not your first language and you would like a translation or require a version of the proposals or the Service Plan in another format please get in touch.
8	More staff to carry out this function fully.	The prevention team have the following resources to carry out their work and to mitigate risk, as well as using these resources on the actions that drive our continuous improvement. This includes 1 Vulnerable Adults Manager, 1 Children and Young Person's Manager, 16 dedicated prevention staff distributed across the Service and 606 station based establishment who support the delivery of prevention work.
9	Do you balance response correctly with prevention and protection, with your operational stats I would say no.	Unsure of which operational stats this feedback refers to.
10	It might be implied but is not explicitly called out – multi-agency work to identify and prevent arson. Additionally, in your prevention planning you don't mention the need for upgraded infrastructure to support new developments like Brabazon. What happens if the roads are even more overwhelmed and fire/other emergency vehicles can't get through?	Thank you for your feedback referencing arson prevention, we will pass this suggestion on for consideration by the relevant parties. Please see page 38 of the proposals document for information detailing our proposals for mitigating any risks brought by new developments, such as Brabazon, in our area.
11	More visits to schools, offices, and communities.	Thank you for your feedback on our education packages and visits. We are planning to deliver over 500 key stage packages through this plan, and we will pass this suggestion on for further consideration by the relevant parties.
12	Obviously well-intentioned but the words won't mean much to most people.	We will ensure the final Service Plan is written in plain English and is effectively explained and communicated to our local communities.
13	I'd like to know how you will achieve all of this, will it require additional courses on top of all the compulsory courses we still have to do.	As an organisation, we seek continuous improvement and this includes maintaining our current skillsets and identifying gaps within our knowledge that requires additional training courses, online learning, to bring individuals to the required standard.
14	Onward referrals: 'We will provide training to all managers and continue to triage and signpost causes of concern to relevant agencies who are	Where it is identified that a member of our community requires further assistance we will signpost them to the appropriate organisation for that additional support and that has the

	able to provide assistance' – including those in fuel poverty? (p21)	potential to include those in fuel poverty.
15	Anti social behaviour! Stop all the teenagers stealing and dealing drugs.	This prevention activity sits with the police service.
16	More local initiatives.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
17	Parish council welcome fire brigade presentations and do schools.	Thank you for your feedback.
18	As before, community health and wellbeing is the moral and financial responsibility of the health care sector.	Due to the links between community health and wellbeing and the frequency and severity of the incidents we respond to, we identify and assess the risk of ill health and wellbeing to those in our Service area. This will ensure we are best placed to prevent harm from, and respond to, emergencies.
19	Again this is says very little: P18: "Following the successful implementation of the Financial Improvement Programme, the approved Finance restructure has now been fully recruited to. This will enable a business partnership approach to support operational and corporate staff across the organisation.". What does this mean? P19: "The infographic above demonstrates how our individual objectives will collectively assist in achieving our strategic priorities.". It does nothing of the sort - no useful information can be gleaned from this graphic.	As a Service we have adopted a business partnering model across some of our Corporate Service functions. Business partnering is an approach to working closely with other departments and leadership teams, using our professional skills and expertise to support integrated planning and help inform strategic decision making. These functions operate in a way to connect their work with policy, strategy and operations, working collaboratively in order to achieve the best outcomes. The graphic is a pictorial representation of the synergy between our corporate objectives and how they are co-dependant on one another in providing the most efficient, effective and best value for money service for local people.

#### Is there anything you feel we have missed from Protection that you would like to see included?

Total comments: 19

	Comment	AF&RS response
1	Please let us as public know.	The Service Plan, which will incorporate our priorities for Protection and the feedback from local people as part of this survey, will be submitted to the Fire Authority for their approval in March, before the final document is published on the AF&RS website from 1 April 2022.
2	Again more staff required.	There has been significant investment in Business Fire Safety to increase the number of posts within this are of the Service by over 160%, to enhance support to members of the business community, as well as holding organisations to account where there is a breach of fire safety laws.
3	There is no mention of the fire safety bill.	The Fire Safety Bill received Royal Assent on 29 April 2021 and is now know as the Fire Safety Act 2021, although the date has not yet been confirmed for when the Act comes into force.
4	Do you balance response correctly with prevention and protection, with your operational stats I would say no.	Unsure of which operational stats this feedback refers to.
5	Everything is going well.	Thank you for your feedback.
6	Training kids to use hoses and when to not use water.	Thank you for your feedback, we would suggest this is a prevention activity and would be covered within our Children and Young People programmes.
7	You should be doing more to look after your local communities.	Thank your feedback.
8	Working with small and medium businesses within the BAME communities. Understanding the barriers, providing confidence and reassurance.	All our staff, on entry to the Service, receive cultural awareness training and our Business Fire Safety Team continue to look at better ways to engage with business owners within the Black and Minority Ethnic communities.
9	Chemical leak action plan.	We have COMAH regulations in place for specific large industrial sites. We also have specialist hazardous material advisers within the Service that would attend any such incident that involved a COMAH site or a chemical leak.

10	Targeted inspection regime for buildings which are high risk to firefighters.	Building Risk Review has officially been completed, with the Service submitting and inspecting a total of 191 buildings, and for which thanks and recognition has been received from the Home Office and the National Fire Chief's Council. Department for Levelling Up, Housing and Communities (DLUHC) have not yet confirmed what their intention and Fire and Rescue Service's involvement will be regarding buildings between 11-18m with unsafe cladding.
11	Same answer as above: P25: "Develop our home fire safety visit structure to emphasise the importance of addressing the individual's health and wellbeing.". Huh? P29: "Existing work streams have been incorporated into our business-as-usual for Protection activities.". Terrific, how does that help?	This means ensuring that our Home Fire Safety Visits are tailored to supporting the needs of the most vulnerable members of our community. The reviews and work that has taken place is of a satisfactory standard that we are now able to fully embed it within our organisation and protection activity as business-as-usual.

**Is there anything you feel we have missed from Response that you would like to see included?**

**Total comments: 23**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	I'd be concerned that the ambulance is short as well, I think that if you had a fire engine at an ambulance job and my house was on fire then I'd think this was bad.	We have sufficient resources to cover our Service area and this includes our wholetime and on-call personnel. Currently we have dedicated members of our staff who support the ambulance service by driving ambulances and this has no detrimental impact on our operational resilience and cover.
2	Medical response should be left to the ambulance service which needs to be funded properly along with the NHS. Major inefficiency 3-6 hours waiting time with for an ambulance crew at hospitals. Vaccine mandates, poor management, will all add to staff shortages and the destruction of the NHS. The fire service should concentrate on what it needs to do not spread itself too thin.	Thank you for your feedback and observations.
3	The view of the FBU is different and seeing they run the Fire and Rescue Service, suggest you many have some problems with the above!	N/A
4	I strongly disagree with the closing of the fire stations that you have done because it now means that the stations that are left are having to cover larger areas and it will take them longer to get to the incident that they have been called out for.	Where we look at the closing, moving or building of fire stations we carry out extensive risk modelling within the areas we're looking at to ensure it is both financially viable and meets the requirements of our established response times.
5	I would like response time to be prioritised by using local responders rather than further away main stations.	We use a vision-based system that identifies and mobilises the nearest suitable appliances to attend any particular incident based on the caller provided information
6	Responding to medical emergencies/better supporting the NHS and ambulance services.	Thank you for your feedback – this is included under our proposed action 'New ways of working for medical emergencies'.
7	I think everything is well explained and well done.	Thank you for your feedback.
8	Again – these are presumably well intentioned improvement activities – but looks like way too much scope for management consultancy activities (rather than actually doing something that has positive results).	Thank you for your feedback.
9	Ensure that we have the appropriately trained staff on specialised seats to ensure that we can respond to any incidents in a timely and efficient manner.	Thank you for your feedback – we have sufficient resources to cover our Service area and this includes our wholetime and on-call personnel.
10	Medical response from an appliance filled with people trained to respond	Our proposed action outlines that we will work with South Western Ambulance Service NHS

	to emergency is not a sensible or effective way of dealing with a medical emergency. It stops firefighters from being available for the incidents they are supposed to be dealing with and does not provide communities with the correct and effective medical response it requires. Appliances cannot convey patients, firefighters cannot clinically sign off patients and not one firefighter is trained to sufficiently deal with a medical emergency comparably to a dual crewed ambulance. It's clock stopping for show and nothing more.	Foundation Trust, to provide support to medical emergencies, where required and our staff receive sufficient training to be able to use specialist equipment such as defibrillators.
11	How would a retained firefighter who works in full time employment achieve all this additional requirements you keep adding to the role of a firefighter.	We have a duty of care under the Health and Safety at Work Act to all our employees, this includes both wholetime and on-call staff to ensure they receive appropriate training to do their job competently and safely. It is also recognised that both wholetime and on-call staff have the same duty to their employer under the Health and Safety at Work Act to keep themselves trained to the standard required and set by the organisation.
12	Response activity: save lives and property by responding to emergency incidents – this should also include 'and protect the environment' (p33) New: Standards of cover review – we will implement new ways of working to assist with medical emergencies within the community – is this the right section for this action?	This has now been included. We feel this is the right section for the new ways of working for medical emergencies, as this is predominantly a response activity.
13	Can you ask the planners to ensure new developments are built so that you can gain access to all dwellings?	Any new large estate that is proposed by planners goes through consultation with the local authority and includes fire service consultation at that time.
14	More firefighters and appliances.	We do have significantly fewer firefighters than we did in 2009 due to having our budget reduced by £14.7m since 2010. By carefully matching our resources to our community risk we can continue to fulfil our contract with local communities by providing an effective and efficient fire and rescue service.
15	Do more to make sure unsafe cladding is identified and removed.	We follow current legislation and guidance and have identified buildings within our Service area that have an external wall system. We share this information with our operational crews. We are not responsible for the removal of cladding that resides with the owner/occupant of building.
16	The above is acceptable if the training and recompense for doing the medical emergencies is forthcoming.	Thank you for your feedback.
17	Medical response is the moral and financial responsibility of health care professionals. Why is a rescue service assisting with medical emergencies? Is there a financial benefit given to a rescue service?	During the national health emergency, it's crucial that in times of crisis people come together to help those in need. This partnership does just that and has helped thousands of people since the beginning of the pandemic and will continue to support for as long as we're needed. Although we are different services, we have one aim and that is to keep the public as safe as possible.
18	Nothing screams 'add me'.	N/A
19	The role of emergency medical response sits outside the national role map of a firefighter and therefore should not be included in the plan.	We are committed to implementing new ways of working to assist with medical emergencies to support our ambulance colleagues to keep the public as safe as possible, and to save and preserve endangered life in the widest sense. Our Service Plan proposals have identified the specific ways in which we will do this, supported by specific legislation referenced throughout the Service Plan Proposals.
20	Myself and my family expect the best response in terms of fire and rescue response, I would not be happy with your teams responding for medical emergencies.	We have sufficient resources to cover our Service area and this includes our wholetime and on-call personnel. Currently we have dedicated members of our staff who support the ambulance service by driving ambulances and this has no detrimental impact on our

		operational resilience and cover.
21	P30: "Embed existing and new processes so they become business as usual." Aren't existing processes BAU already and don't new processes become BAU by definition?	Text altered to: Embed new processes so they become business as usual.

**Is there anything you feel we have missed from Resilience that you would like to see included?**

**Total comments: 26**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	New National Resilience Strategy, revision of the Civil Contingencies Act – whole society approach to resilience coming centrally.	Thank you for your feedback. We will pass this suggestion on for consideration by the relevant parties.
2	Ability to function with IT system failure/ransom attack.	This is embedded into our 'critical 5' business impact assessments and business continuity plans.
3	Do you have a structure in place to support staff with emotional wellbeing – both in a preventative way to help them manage stress and emotions more effectively and also in a responsive way for when they may need additional assistance?	The Service has a highly skilled and trained professional Health, Safety and Wellbeing Team, whose experience and expertise
4	Have you not been trying to do that for 3 years now!	N/A
5	For the same reason as question 11.	Survey responses are anonymous. It is hoped however, that if the points are captured this will be answered elsewhere in the survey.
6	Better retention of staff.	This is included in our Investing in our Staff section – we recruit and select staff, to attract and retain a diverse and highly skilled workforce, providing opportunities for staff to develop, learn, progress and reach their potential.
7	Perhaps include a community aspect to the software maybe a mobile app to allow people to connect to the service easier in reporting faults with buildings, checking the state of buildings ensuring they are within legal requirement.	Thank for your feedback – we'll pass this on to our Transformation Team.
8	Resilience is something that we all have to work every day, not only by the rules as you can find so many different characters you need to be aware of it, otherwise I think Avon fire and rescue are doing a great job.	Thank you for your feedback.
9	Be aware to have appropriate BI developers and analysts to review and amend code frequently.	Thank you for your feedback – we'll share your comments with our IT Team.
10	And how will you ensure software is remotely useful rather than just an enormous drain on resources?	We are currently undergoing a Transformation Programme to look at maximising the use of digital solutions to make process more efficient.
11	Enough drivers.	The Transformation Team have undertaken a review of the current driver training process and the adoption of a revised process to ensure stations always have sufficient drivers available to meet the operational needs of the Service. This revised process will ensure a much shorter timeframe for staff to become appliance drivers from the start date of the process to becoming a turnout.
12	Start crewing fire appliances with sufficient numbers. Stop removing appliances because you haven't got the right amount of people to staff them.	We have a degradation plan in situ to manage shortfalls in staffing of appliances and we always ensure that safe systems of work are put in place to ensure the right number of appliances and staff attend any given incident.
13	Where does the money come from to infiltrate this when we are in austerity?	A full breakdown of our budget funding streams, can be found in documents provided to Avon Fire Authority - <a href="#">Documents - Fire Authority papers - Avon Fire &amp; Rescue Service</a> .

		There is a budget page within the Service Plan which outlines our spending plans.
14	Software? To better understand risk? Really?! I'm sure this is embedded in the other services of which know much more about the potential risks ie NHS and Police. There needs to be a heavy push towards collaboration using the massive swathes of data held by those services rather than wasting money on procurement and maintenance of silo systems. This is one area the F&RS seems to be standing still and protecting themselves rather than moving forward.	As a fire and rescue service, it's important for us to understand the fire related and community safety risks within of communities, both for people and businesses. The software will help in improving our geographical directory data. We have also committed to working with partners and industry to identify the most appropriate data sources that are currently available alongside published National Fire Chiefs Council guidance to ensure we have the most appropriate data available to us.
15	It depends how good at forecasting the software is.	Thank you for your feedback.
16	More firefighters.	We do have significantly fewer firefighters than we did in 2009 due to having our budget reduced by £14.7m since 2010. By carefully matching our resources to our community risk we can continue to fulfil our contract with local communities by providing an effective and efficient fire and rescue service.
17	Too much reliance on IT not enough personal.	Thank you for your feedback.
18	Technological advances are expected of first responders.	Thank you for your feedback – that is correct and why we are undertaking a Transformation Programme.
19	What is the risk software and how will it make the organisation resilient? It says it helps 'better understand the risks', but what then happens with that information?	Risk modelling software is used to produce heat maps of identified incidents/scenarios enabling us to review the impact this may have on our organisation, so we are better prepared and more resilient to deal with those particular incidents/scenarios, making the organisation more effective, efficient and economical. For example, if we wanted to build a fire station, we would be able to review response times to particular areas and test our proposals on a software system to prove its effectiveness rather than waste public funds by putting a fire station in the wrong place.

**Is there anything you feel we have missed from Improving our Service that you would like to see included?**

**Total comments: 29**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	Continuous training and development for Service men and women. More diversity amongst service men and women.	Training and development is included in the Investing in our Staff section of the proposals. We will continue to demonstrate our commitment to an inclusive workforce where everyone is valued and able to reach their potential and our new proposed action is to encourage diversity at all levels of the organisation.
2	I do not agree with graduates being brought into the service without basic grounding.	Our organisation has a values and behaviour framework in which we employ individuals based on their merits, qualifications and skills they bring to us as an organisation to ensure we continue to make our Service stronger and our communities safer.
3	From what I hear the service is in a worse place than it was 5 years ago. Outward facing values, inward facing boys club. This is just more waffle with no actual substance.	N/A
4	More staff to carry this out correctly.	Thank you for your feedback.
5	How many fire call does station 18 WSM have, suggest you need to sort this little problem of efficiency before spouting any other improvement!	Thank you for your feedback - it is not just about fire calls, it is about education, safety messages and identified risks in the local community which is growing at an exponential rate.
6	The fact that you have closed so many fire stations when the city is getting bigger is in my view a short sited programme we will need more fire stations in the future not less.	Where we look at the closing, moving or building of fire stations we carry out extensive risk modelling within the areas we're looking at to ensure it is both financially viable and meets the requirements of our established response times.

7	You need much more of a diverse workforce to reflect the community of Bristol, rather than the huge number of standard white male employees.	We think it's important our workforce is representative of the communities we serve. Across our all our recruitment drives we encourage applications from groups currently under-represented within the workforce, particularly women and people from Black, Asian and Minority Ethnic backgrounds. We continue to take additional steps to ensure we raise awareness of a career with the fire service within our communities, as we want the very best people to be our next generation of firefighters and staff. It's about ensuring the pool of talent we have to choose from is as wide as possible and encouraging people to apply who perhaps never thought a career in the fire and rescue service is for them.
8	Responding to medical emergencies with the ambulance service.	Thank you for your feedback, this is included elsewhere in the Service Plan proposals.
9	Be less woke.	N/A
10	Every help to improve is more than welcome, so I am completely agree.	Thank you for your feedback.
11	Still too much gobbledegook.	We will ensure the final Service Plan is written in plain English.
12	Listening to frontline firefighters. Support of firefighters, investing in lgv drivers.	The Transformation Team have undertaken a review of the current driver training process and the adoption of a revised process to ensure stations always have sufficient drivers available to meet the operational needs of the Service. This revised process will ensure a much shorter timeframe for staff to become appliance drivers from the start date of the process to becoming a turnout.
13	It would be good if you followed this agenda however 17 years experience as a retained firefighter says you don't.	N/A
14	Instead of focusing on DICE (which I wholeheartedly agree with) perhaps the fire service need to focus on making less cuts, recruiting quality people (NOT based on quotas!), stop making cuts to prevent more tragedies and review its management structure which clearly is extremely too heavy (with the top tier being paid ridiculous amounts).	Thank you for your feedback.
15	Diversity must not come before responsible and professional service. In that regard it is of secondary importance and time must not be wated pursuing diversity as a Holy Grail.	It's important our workforce is representative of the communities we serve, as well as ensuring the pool of talent we have to choose from is as wide as possible, encouraging people to apply who perhaps never thought a career in the fire and rescue service is for them. Only by having the very best people in our Service, can we ensure we provide the highest standard and best value Service to our community.
16	Collaboration. Chopping away the business jargon and preceing the contents I see lots of input to staff, and ensuring staff are looked after, ensuring understanding but it all seems very self-protective. There are risks mentioned of Alcohol & Substance Misuse, Smoking, Obesity and Mental Health. It's lovely mentioning such in your document but it goes no way to preventing anything - just cascading understanding to staff which doesn't necessarily assist in emergency response. These are all aspects covered by NHS, Social Services and Police which F&RS can tap into. Ambo and NHS attend and safeguard the medical needs, Police are dealing with the crime and increasingly taking on medical needs. If the emergency services were a Venn diagram I see F&RS increasingly losing any potential overlap and becoming a silo. Sharing a building with Police is purely theatrical - i.e. it does not mean F&RS prevent RTCs. There just seems to be lots of information designed to bamboozle any reader into thinking they are in receipt of an exceptional	Thank you for your feedback.

	<p>service. Repositioning of Estate. It's a tough one that unions will create hell about, but with the reduction of calls and potential funding reductions there needs to be a strong consideration as to reduction of geographical sites into consolidated hubs. We are no longer in the era of horse-drawn carts. Responders can get from A-B quicker now than ever before. Stationed units in Bedminster can get to RTAs on the A38 at Redhill before Chew, Yatton or Blagdon. The F&amp;RS portfolio of estate is again very self-preservatory but is not being streamlined commensurate with demand or compared with other blue light services. Improving service is a wholly encompassing phrase and the document does not, as far as I can read, look objectively into these potential areas.</p>	
17	<p>Net Zero Carbon by 2030 section: 'We will review <input type="checkbox"/> Our current estates, fleet and environmental strategies to ensure they continue to enable us to achieve net zero by 2030.' - should also include review of procurement strategy. 'We will do' should also include: - Undertake Combined Impact Assessments for all policies, strategies and business decision-making processes (includes People, Environment, Data Protection and Health, Safety and Welfare Impacts) - Develop an ISO14001-certified Environmental Management System, championed by senior leadership 'We will do' - a few edits required: - Replace 'police.' with 'emergency services' - Change the example of 'Bristol City Council on electric charging networks' with 'Bristol City Council to link Temple Fire Station into the district heating scheme' (p 51) Estates section 'We will do' also include: - Maximise energy and water efficiencies, renewable energy generation and heat decarbonisation opportunities across our estate (p52) 'We will do' - edit required: 'Assess the potential for the redevelopment of our fire stations in Bath and Weston-super-Mare as shared facilities with blue light and/or other partners.' - to also say 'and as Net Zero new builds' (p52) ICT section: 'We will review <input type="checkbox"/> Review our ICT Strategy and delivery models to ensure we keep pace with technological developments and Service needs.' also should say 'and in line with our environmental objectives.' (p53) Procurement section: 'We will review <input type="checkbox"/> Our Procurement and Asset Management Strategy' - should also say 'in line with our environmental ambitions' 'We will do' should also include: 'Integrate sustainability and social value into our procurement policies and practices, following best practice' (p54)</p>	<p>Thank you for your feedback – we have shared this with our Environmental Team and will include these comments within the Service Plan Proposals.</p>
18	<p>What on earth has that crap got to do with a fire and rescue service?</p>	<p>Continually learning how to operate more efficiently and effectively across all our functions and departments is key to improving our Service.</p>
19	<p>Avon no longer exists...time Bristol and somerset had their own authorities to deal with the very different emergencies.</p>	<p>Avon Fire &amp; Rescue Service provides emergency and protection services to the communities of Bath &amp; North Somerset, Bristol, North Somerset and South Gloucestershire. Devon and Somerset Fire &amp; Rescue Authority is responsible for ensuring the protection of the communities of Somerset and Devon.</p>
20	<p>Do you need the same number of firefighters on duty at night when there is many fewer incidents?</p>	<p>Thank you for your feedback - it is not just about fire calls/incidents, it is about education, safety messages and identified risks in the local communities we serve.</p>

21	There is far too much emphasis on 'inclusiveness' these days and it must NEVER lead to lowering of physical and mental requirements just to achieve the ends the PC types require.	It's important that we have the widest and diverse pool of candidates to ultimately ensure we have the best people in roles across the Service. The physical and practical tests needed to become a firefighter are the same for all who apply and complete the process.
22	We feel that your service is already exemplary and we would not change this, we have lived in areas of the country with very poor levels of fire cover and would hate to see this within Bristol. Your crews are always professional and kind with good visibility across our communities as opposed to more rural areas that seem to just have stations with a fire engine in and the teams not being seen	Thank you for your feedback.
23	P41: "We will ensure the Service is sufficiently resourced and has the tools and capability to deliver services and support the organisation.". Why is that new - were you not doing that before?	This is within our Resilience section of the proposals and we will also seek continuous improvement in what we do, as well as adapting to the changing environment based on our risk modelling.

**Is there anything you feel we have missed from Investing in our Staff that you would like to see included?**

**Total comments: 31**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	Possibly promoting to younger possible employees who have a desire to have a career in the fire service.	We continue to take additional steps to ensure we raise awareness of a career with the fire service within our communities, as we want the very best people to be our next generation of firefighters and staff. It's about ensuring the pool of talent we have to choose from is as wide as possible and encouraging people to apply who perhaps never thought a career in the fire and rescue service is for them. We aim to engage with our communities in a variety of ways including online and on social media.
2	No from what I see its great to see how much you invest in staff and recruitment.	Thank you for your feedback.
3	Confidential survey outcomes of strengths and development needs and action plan.	This is captured within our PDR process, which every member of staff carries out to ensure the service supports our staff and seeks continuous improvement within our organisation.
4	Addressing obesity, poor fitness.	We have a Health, Safety, Wellbeing and Welfare team consisting of highly skilled and trained professionals whose experience and expertise range from health and safety technical support, mental wellbeing and physical health including fitness support.
5	Again all sounds good on paper, any real action, I doubt it.	N/A
6	I think my previous question has been answered in this section.	N/A
7	Although, truth to power (CFO and AFA) needs to be accepted.	N/A
8	By cutting back on front line staff you will end up with more people off sick with stress because of the abuse that they will receive when they get to the job that they have been called out to deal with.	We do have significantly fewer firefighters than we did in 2009 due to having our budget reduced by £14.7m since 2010. By carefully matching our resources to our community risk we can continue to fulfil our contract with local communities by providing an effective and efficient fire and rescue service.
9	You might want to complete your report rather than leaving TBC and other notes in it.	When the survey was first made live, an earlier version of the Service Plan Proposals document was being signposted to. This was live for less than 24 hours before being removed and replaced with the correct document.
10	Work on trauma growth awareness, too much focus on PTSD which whilst valid there is also positive work that can be done.	We have two highly trained and experienced advisers within the field of mental health and wellbeing, within our Health, Safety, Wellbeing and Welfare team, who provide support and advice in relation to a range of mental wellbeing topics.
11	As an organisation you need to develop and promote more people with	We think it's important our workforce is representative of the communities we serve. Across

	protected characteristics to reflect the community of Bristol.	our all our recruitment drives we encourage applications from groups currently under-represented within the workforce, particularly women and people from Black, Asian and Minority Ethnic backgrounds. We continue to take additional steps to ensure we raise awareness of a career with the fire service within our communities, as we want the very best people to be our next generation of firefighters and staff. It's about ensuring the pool of talent we have to choose from is as wide as possible and encouraging people to apply who perhaps never thought a career in the fire and rescue service is fort them.
12	Improved and increased training for retained crews.	We established a standardised training plan for all staff working at on-call stations to ensure they meet the maintenance of skills required to be a on-call firefighter. This is based off weekly, monthly, quarterly and six-monthly training requirements for all items of equipment we use and to support this where an on-call member is unable to make their training night they can carry out this training at a different station on another night that particular week as all on-call stations are aligned to the standardised training plan.
13	First of all is the staff, without them, we are nothing, so I am strongly agree.	Thank you for your feedback.
14	IT and general business infrastructure, plus help from 'support functions' is very poor.	We have committed £1.5m investment in a comprehensive IT infrastructure and Transformation modernisation programme over the next five years.
15	With regard to fitness could we look at getting corporate membership for our local authority gyms i.e. South Glos.	All stations have gym provision and we continually review local companies that offer discounts to Bluelight Services.
16	Invest in getting some lgv drivers so we can deliver a service.	The Transformation Team have undertaken a review of the current driver training process and the adoption of a revised process to ensure stations always have sufficient drivers available to meet the operational needs of the Service. This revised process will ensure a much shorter timeframe for staff to become appliance drivers from the start date of the process to becoming a turnout.
17	Staff are routinely pressured, bullied and intimidated by senior managers. Until the service changes its system of promotion this will continue.	We are incredibly disappointed to hear of these allegations. Bullying and harassment at work is completely unacceptable and will not be tolerated under any circumstances. AF&RS strives to provide and promote a safe, harmonious and inclusive workplace where bullying and harassment are eliminated and where people are valued and treat each other with dignity and respect.
18	In 17yrs you neglected the wellbeing and welfare of your staff especially where I was stationed which lead to staff leaving, enquiries into bullying and staff who were ill being neglected.	We are incredibly disappointed to hear of your experience. Bullying and harassment at work is completely unacceptable and we hope that you were able to raise this though the appropriate channels and were supported by the extensive welfare and wellbeing support we have in place in Service.
19	As mentioned previously, promoting understanding of mental health and education to staff is something to be congratulated but should be a given. Looking after staff wellbeing is paramount especially post incident when Trauma Risk Incident Management should take place, but again, this should now be something of a standard rather than being placed on a future proposed wish list.	Thank you for your feedback, we couldn't agree more.
20	Pay your staff more.	Thank you for your feedback. Please see previous response in relation to budget.
21	Barriers to colourblind operational staff should be reviewed.	It is not something we are considering at this time, but we remain open minded to entry requirements.
22	Ensure an inclusive culture prevails, less 'blokeishness'.	Thank your feedback.
23	Making development opportunities for operational and non-operational	The learning and development team are currently undertaking a review of corporate staff

	staff more equal. Clear pathways to develop up the entire organisation exist for operational staff, while non-operational staff are unable to develop, promote, or access consistent training and learning opportunities.	pathways to enhance the development opportunities for corporate staff.
24	Considering the use of a better model than TRIM for mental health support.	We have a Health, Safety, Wellbeing and Welfare team consisting of highly skilled and trained professionals whose experience and expertise range from health and safety technical support, mental wellbeing and physical health including fitness support. We will pass this feedback onto them.
25	Your firefighters are the heartbeat of your organisation and I would expect nothing but the best for them, they are always ready for us and we would expect you to be behind them in turn	Thank you for your feedback.
26	P48 and P54: "We will adopt a Business Partner model where appropriate to enable focussed activity and great support to managers and staff." No idea, but it must be good as it's in the proposal twice.	As a Service we have adopted a business partnering model across some of our Corporate Service functions. Business partnering is an approach to working closely with other departments and leadership teams, using our professional skills and expertise to support integrated planning and help inform strategic decision making. These functions operate in a way to connect their work with policy, strategy and operations, working collaboratively in order to achieve the best outcomes.

**Is there anything you feel we have missed from Transformation that you would like to see included?**

**Total comments: 23**

	<b>Comment</b>	<b>AF&amp;RS response</b>
1	Applied for wholetime transfer and haven't heard any information regarding it.	N/A – as survey is anonymous, unable to respond.
2	To be aware that poorly implemented or designed digital solutions can be ineffective and to tender these to reliable and cost efficient sources.	Thank you for your feedback.
3	Another typo on p68.	We will ensure this typo is amended and the final Service Plan is proofread prior to publication.
4	The efficiency of station 18 WSM needs to be examined first. It's not the Crown Jewels, its tax payers money!	Repeated feedback, it is hoped a response to this is captured elsewhere in the survey.
5	For all of the reasons that I have said in the other questions.	Survey responses are anonymous. It is hoped however, that if the points are captured this will be answered elsewhere in the survey.
6	There is nothing strategic to what you've put above. What actions will you take to improve ways of working? Will you bring in consultants to map existing processes and find areas for improvement?	The Transformation objective narrative in the Service Plan 2022-25 has been reviewed.
7	You haven't transformed anything.	N/A
8	Flexible contracts for retained stations to retain and increase staffing levels.	This is something that is being looked at by the Service.
9	As always is in a constructive way I will be agreed.	Thank you for your feedback.
10	Some tangible results.	The Transformation programme progress is regularly reported to the Fire Authority.
11	Clear language!!	We will ensure the final Service Plan is written in plain English.
12	If you want to improve your services then I strongly suggest you look after your staff instead of preaching proposals you can't achieve to fit an agenda.	Thank you for your feedback.

13	What do you mean by digital solutions? Nothing can replace properly equipped and trained staff to perform the functions the Fire Service provides.	Utilising the 365 cloud environment to link systems together and improve our business intelligence. Use cutting edge technology to deliver relevant, accurate information to all areas of the Service to all areas of the Service, associated software and using smart screens or tablets. Continue to work with industry leaders to build on our current Incident Command software. Utilise Mobile Device Management and Mobile Application Management technologies to increase efficiency of software delivery to all Service mobile platforms.
14	I believe this has been covered in previous responses in relation to greater collaboration and data sharing.	Thank you for your feedback.
15	IT & Digital section: 'We will maximise the use of digital solutions to make processes more efficient' - add in 'and in line with our environmental ambitions' 'We will do' - edit required: Change 'Reduce our carbon footprint' to 'Reduce our digital carbon footprint & paper usage'.	This information is included in the detail of 'what we will do' within the IT and Digital section.
16	What a total utter waste of cash. Why not buy some more fire engines or employ a few more firefighters eh?	Thank you for your feedback. Information will be provided in the budget section of the Service Plan on the breakdown of AF&RS spend.
17	Too much politics, too many more managers, more firefighters.	Thank you for your feedback.