

Surrey Fire and Rescue Authority Draft Public Safety Plan

2011 – 2020

Evaluation Report on Consultation: December 2010 – March 2011

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Surrey Fire and Rescue Authority

Draft Public Safety Plan

2011 – 2020

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1 Executive Summary

- 1.1 Fire and Rescue Authorities in England and Wales are required by statute to produce an integrated risk management plan (known in Surrey as the Public Safety Plan) following public consultation. This report summarises the results of the extensive consultation undertaken for Surrey's draft 2011/20 Public Safety Plan between December 2010 and March 2011.
- 1.2 The draft Plan, which was developed with extensive engagement with stakeholders, elected members, staff and public representatives and approved by Surrey County Council Cabinet on 30 November 2010, was structured around 13 proposals.
- 1.3 Views on the draft Public Safety Plan were sought from staff, partners and public through dedicated meetings, surveying and an extensive publicity and e-mail campaign. The views of those unions with members employed by the Service were also sought. The response exceeded that received in any equivalent consultations previously undertaken.
- 1.4 Although there was a positive response to most of the draft Public Safety Plan proposals, particularly those relating to preventative and community safety activity, there was a strongly negative view of the first 3 proposals, which more clearly concern Service emergency and operational response. In particular there are widely held concerns about:
 - the revised response standard, which is felt to be too slow and seen as a deterioration of what is already in place;
 - the proposed reduction in night cover and the perception that the risk of severe or fatal incidents is increased as a result; and,
 - the redeployment of engines away from urban areas, and specific reductions in Woking, Staines and the South West.
- 1.5 A full analysis of the views expressed, and the written comments received via the survey, is included in the main report as Appendices E and O.
- 1.6 Since the consultation closed on 4 March 2011, the draft plan has been reviewed and further developed in response to the views expressed and periodic updates on the continuing process will be issued for public and staff awareness. The final Public Safety Plan will be considered by the Surrey County Council Cabinet on 21 June 2011.

2 Introduction and Purpose of Report

- 2.1 Fire and Rescue Authorities in England and Wales are required by statute to produce an integrated risk management plan (known as the Public Safety Plan) following public consultation. This report summarises the results of the extensive consultation undertaken for Surrey's draft 2011/20 Public Safety Plan between December 2010 and March 2011.

3 Context

3.1 Surrey Fire and Rescue Service, as part of Surrey County Council, aims to be a modern and efficient service that continuously improves the safety of the community. The Service vision is to:

- be a high performing, low cost and valued organisation;
- be an employer of choice;
- match resources to predicted demand and balance resource across the county;
- be sufficiently resilient to provide an emergency response under all foreseeable circumstances.

3.2 Building on efficiency measures and improvements already delivered against previous Public Safety Plans, the proposals for 2011/20 are based on the principles outlined in the Fire and Rescue Service National Framework and guidance (see Appendix B), which sets out the requirement to serve all sections of society fairly and equitably by reducing the number of fatalities, injuries and emergency incidents, whilst providing value for money.

3.3 Surrey continues to change, with increases in population, a changing age profile and rising traffic levels. The threat of terrorism and the effects of climate change also contribute to the challenges the county faces. The Plan recognises, and seeks to address, these factors along with the Service's own challenges, including:

- Fire Stations not necessarily in the most effective locations;
- inflexible and unsustainable staffing and shift arrangements, particularly the retained duty system;
- reducing numbers but increasing range and complexity of incidents;
- sustaining and developing training and preventative activity;
- increasing requirement for risk information;
- budgetary issues.

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3.4 The draft Public Safety Plan was structured around 13 proposals, and detailed analysis of the responses to each of these is set out in Section 12 of this document, below. These proposals are to:

1. Revise the response standard.
2. Match resource provision to predicted demand levels.
3. Improve the balance of service provision across Surrey.
4. Crew all fire engines with five fire fighters.
5. Create capacity to improve fire fighter and community safety.
6. Change the working arrangements for staff.
7. Increase the use of volunteers.
8. Ensure the most appropriate response to all calls for assistance.
9. Increase income generation and cost recovery.
10. Review governance arrangements.
11. Review the provision and use of property.
12. Maximise community safety fire activity.
13. Continue to provide road safety advice for young drivers.

3.5 The draft Public Safety Plan, together with proposals for undertaking the statutory consultation, was approved by Surrey County Council Cabinet at its meeting on 30 November 2010

4 Methodology

4.1 The draft Public Safety Plan was developed with extensive engagement with stakeholders, elected members, staff and public representatives, and the consultation was conducted to ensure that as wide a range of feedback as possible was secured. The process was managed through a detailed consultation plan, reproduced in Appendix C1, which includes a summary of the meetings attended by officers involved in the consultation. Appendix C2 is a record of the staff and Local Committee meetings.

4.2 The consultation was publicised and promoted through a wide range of channels including:

- Copy of plan and surveys available for inspection through all Surrey Libraries and Fire Stations.
- An email sent out to over 1000 stakeholders including resident panel members, MPs, local councillors, businesses, emergency services and other partners and forwarded further through the co-operative use of contacts' e-mail distribution networks.

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- A further 156 stakeholder organisations contacted by letter where e-mail details were unavailable or unsuitable.
 - Three focus groups with members of the public.
 - Face to face staff briefings in every borough and district and at Fire & Rescue HQ, and three staff notices announcing key points of the process, including the cabinet decision and consultation live to all staff.
 - Sessions at all Local Committee Meetings.
 - Member and partner briefings.
 - Specific contact with professional partners in other emergency services in Surrey and other fire and rescue services.
 - Articles in internal and partner bulletins and newsletters.
 - Media activity in newspapers, TV, Radio and online (see Appendix M).
 - PSP areas set up on www.surrey-fire.gov.uk/ www.surreycc.gov.uk and a dedicated PSP url for consultation survey (www.surrey-fire.gov.uk/psp).
 - Article promoting consultation on SCC website home page.
 - Landing page for SFRS added to Facebook.
- 4.3 A comprehensive survey was designed to elicit responses to the 13 proposals, but also to provide a structured opportunity for comments to be made. The survey, reproduced in Appendix D, was made available on-line through Survey Monkey and also distributed in paper form through meetings and the Opinion Research Services (ORS) panel membership (see section 10, below). The responses to this survey, along with the comments, provide much of the content of this report.
- 4.4 The methodology adopted was designed to ascertain the views of as many people as possible, whilst maintaining as low a cost profile as was practical without compromising individuals' opportunity to take part. For this reason it was decided that a universally accessible survey, supported with targeted e-mail and paper-based distribution, together with the ORS panel and focus groups would be a more cost-effective process than a campaign targeting all households in Surrey¹ and would enable representative views to be sensibly extrapolated. Appendix M2 provides an analysis of the socio-economic and demographic characteristics of the ORS panel used.
- 4.5 An Equalities Impact Assessment was completed for the Public Safety Plan, including the consultation and this is attached as Appendix N. Proposal 12 in the Plan specifically includes a focus on enhanced support for vulnerable people and particular efforts were taken to ensure that the views of minority and vulnerable people were expressed and considered, through targeted e-mails and publicity and meeting attendance.

¹ An indicative quote was secured for a mail-out to all 453,000 Surrey households for £112,000

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5 Dedicated Resources

- 5.1 A dedicated team has developed, delivered and analysed the Public Safety Plan Consultation between June 2010 and April 2011. The principle resources dedicated to this have been:
- two senior managers in Surrey Fire & Rescue (Full time throughout);
 - communications and promotional support (approx 50% Full Time Equivalent throughout);
 - project and evaluation support (approx 30% full time equivalent December 2010 – April 2011);
 - administrative support (approx 50% full time equivalent throughout).
- 5.2 In addition to the dedicated team, there has been a considerable time commitment from other senior Fire & Rescue officers, including the Chief Fire Officer, in leading consultation sessions, providing guidance and progress review and liaising with elected Members.
- 5.3 The Cabinet portfolio holder has dedicated support and time to help shape the process and to present to other elected Members.
- 5.4 Opinion Research Services, of Swansea University, was contracted to support the process by providing access to a representative panel of 885 Surrey residents, and running three focus groups.
- 5.5 Financial resources were necessarily limited and wherever possible costs have been minimised through using in-house resources and working with partners and stakeholders. The largest single expenditure was for the ORS support, and using in-house expertise where appropriate reduced the associated costs of this work. As a result of the decisions outlined in 4.4 above, the attributable costs of the consultation, excluding officer time and internal printing, was approximately £21,000.

6 Specific Consultation Activity

- 6.1 Fire and Rescue staff briefing meetings were arranged for a wide range of venues and times to ensure that all individuals and teams had opportunities to attend and discuss the proposals with senior managers. A summary of the feedback of these meetings is included in Appendix F.
- 6.2 Officers involved in the consultation attended a wide range of partner meetings to present and discuss the proposals and promote the survey as a means of response. Many of these invitations arose as a result of engagement with key contacts through whom the consultation was being promoted. This notably included meetings representing more vulnerable and minority groups, such as people with disabilities and the Traveller and Gypsy community. These are reflected in the Engagement and Communications Plan (Appendix C1).

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- 6.3 Additionally, publicity for the consultation was arranged and provided for a number of key conferences and consultative opportunities that took place during the period, including:
- Annual Conference of Surrey Community Action (25 January - a major voluntary sector event);
 - Annual Conference of Buy with Confidence (19 January - Business sector);
 - event for staff supporting Carers (22 February);
 - Police neighbourhood consultative groups (During February via contact with neighbourhood sergeants).
- 6.4 A stakeholder event, which was well attended by internal partners and out-of county stakeholders was held on 9 February and a report of this is included in Appendix G. Delegates were given an overview of the proposals, delivered by the Chief Fire Officer, and then an opportunity to discuss in four break out groups, each led by a senior manager. These groups were divided into Partners & Businesses, Emergency Services, County Council, Boroughs & Districts, and Parishes.
- 6.5 Regular press releases and items for the SCC internal stop-press bulletin board and internal staff and directorate bulletins were issued throughout the consultation period and a selection of these is included in Appendix L. A Flyer / Newsletter (also in Appendix L) was distributed at meetings and to editors of key publications including:
- Epsom and Ewell resident magazine;
 - Borough Insight;
 - SCC's 'talk magazine';
 - 'The Chamber' magazine (Surrey Chambers of Commerce);
 - January's 'Surrey Coalition News' (Surrey Coalition for Disabled);
 - January's 'LINK' e-newsletter (Local Involvement Network – health and social care users).
- 6.6 As in previous consultations, the broadcast approach outlined above was supplemented with a more targeted approach through consultative support from Opinion Research Services (ORS) of Swansea University. The company provided invaluable advice to support the consultation, and access to a representative panel of 885 Surrey residents, all of whom were invited to complete the survey. ORS also arranged and facilitated three focus groups, drawn from the panel, at locations across the county. A report on these sessions is attached as Appendix M1.
- 6.7 As well as offering the Survey as an opportunity for structured responses, the consultation also provided e-mail, postal and phone contact points for any other comments and queries.

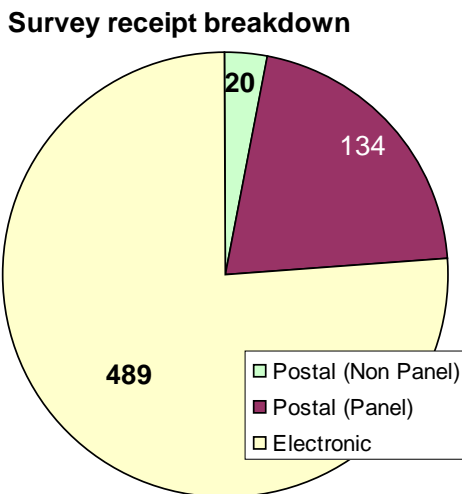
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7 Mechanisms for Response and Consideration of Comments / Proposals

- 7.1 Throughout the consultation a record of Frequently Asked Questions (FAQs) was maintained on the Service internal website and updated in response to requests for clarification or further information for staff arising from all aspects of the consultative process. Appendix K1 sets out the final set of FAQs at the close of the consultation.
- 7.2 Some of the consultation responses contained specific suggestions for changes to the proposals and many of these will be used during the implementation phase of the Public Safety Plan. Appendix K2 sets out the main suggestions received, together with the service response
- 7.3 There was significant engagement from retained duty system staff, who suggested alternative solutions to those proposed within the draft PSP. The Service invested additional resources into developing these alternatives with staff which will be used to shape the final plan.

8 Response / Attendance

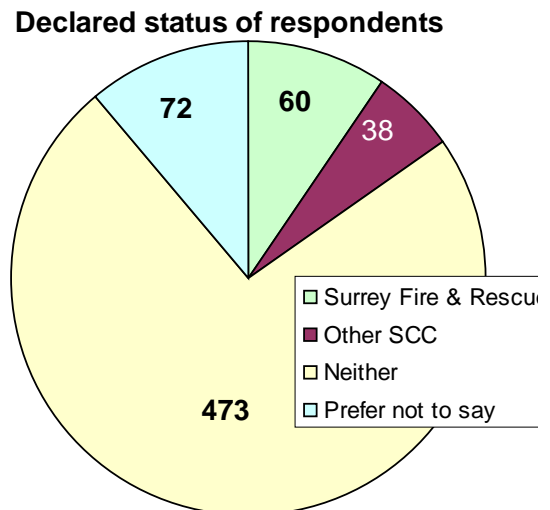
- 8.1 The extent and scope of the consultation for the 2011/20 Public safety Plan exceeded that undertaken for previous processes and the level of response has been correspondingly higher than previously achieved.
- 8.2 **Survey:**



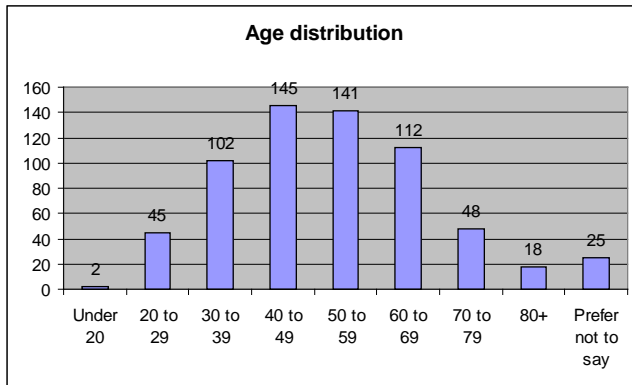
A total of 643 survey returns were received, of which 489 (76%) were received electronically through the Survey Monkey facility. Of the remaining 154 (24%) received by post, 134 were received from ORS panel members.

In the earlier stages of the consultation around 50% of respondents were SCC employees, mostly Surrey Fire & Rescue Service.

Responses received during the latter part of the consultation were more dominated by the general public and the panel members, who were specifically targeted in January. The final breakdown, with 70% of responses received from the general public, provide a more balanced and representative response to the proposals.



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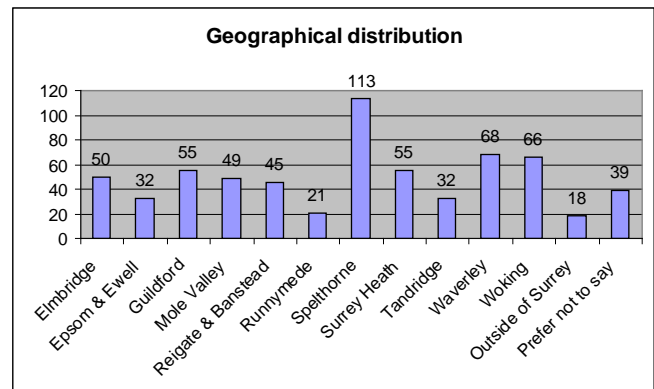


The age balance of response also changed as the balance of respondents moved away from employees to reflect more closely the age distribution of the county. While 45% of respondents were aged between 40 and 59, 28% of responses came from people aged 60 or above, with 10% are aged 70 and above, an age group where vulnerabilities are greater. These proportions are in line with the population age breakdown in 2008. This is a strong response from this age group.

This breakdown compares favourably with the general population breakdown, based on 2008 figures, for people aged 60 or above (28% in the survey compared to 23% in the county). By the same measure, 30 - 60 age group is over-represented (61% against 42% in the county population as a whole). The more disappointing response is from people aged 30 or below (7.5% of survey respondents compared to 35% in the county, of whom 17% are 15-29 and so within the age range where a response might have been expected).

The geographical distribution of responses was sufficiently consistent across the county to ensure a balanced return.

There were however anomalies that are in part attributable to the perceived impact of the proposals in particular locations. By far the greatest response has come from Spelthorne, which includes Staines, one of the main stations affected by proposals. Woking and Waverley - two other areas where stations are directly affected also showed strong returns. Conversely, some areas, such as Runnymede and Tandridge are comparatively under-represented. The unusually high response rate from Spelthorne is evidence of developing consideration of the proposals affecting that area since there was an unexpectedly small return from that area during the first half of the consultation period.



8.3 Staff Meetings:

All Fire and Rescue staff had the opportunity to attend briefing meetings which were organised across the county. 12 meetings were run for staff with a further 12 that were specifically designed for RDS staff. Over 300 individuals attended these meetings, which were led by senior managers. A log of the meetings is included in Appendix C2, and a record of comments as Appendix F.

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8.4 Stakeholder Conference:

A conference was held on 9 February 2011 to give key stakeholders an opportunity to find out about, and comment on, the proposals laid out in the draft Public Safety Plan for 2011 - 2020. 46 stakeholder representatives, together with service representatives and Members, attended on the day, representing a wide range of stakeholder organisations. A record of the conference is included as Appendix G.

8.5 Opinion Research Services Panel:

The 885 Panel members were invited to take part in the survey and 350 of these were sent postal copies since they did not have e-mail contact. Of this latter group, 130 were returned. Since there was no way to distinguish electronic panel responses, it is not possible to comment on the return from the panel as a whole but the postal return rate of 37% was disappointingly small for a targeted panel.

8.6 Local Committees:

10 of the 11 Local Committees discussed the proposals in formal session between January and mid March. Epsom & Ewell did not take the opportunity to discuss the PSP at their formal meeting, however public questions were tabled and a full discussion was held at their informal meeting on 14 February. Six other Local Committees also held a separate informal session to consider the draft proposals. A record of the discussions at these is included as Appendix H.

8.7 Petitions:

A number of petitions were drawn up in response to the proposals and four of these received sufficient signatures to require presentation to the Cabinet Member Meeting on 16 March for a formal response:

- Woking fire cover (165 signatures).
- Epsom fire cover (346 signatures).
- On-line questionnaire (123 signatures).
- Spelthorne fire cover (535 signatures).

A fifth petition was presented to the Cabinet Member Meeting on 18 May 2011.

- Surrey Heath fire cover (177 signatures).

Appendix J1 includes the propositions for these petitions, along with the responses from Kay Hammond, portfolio holder for Community Safety on behalf of the Cabinet.

8.8 A member question, tabled by Carol Coleman (Ashford) at the same Cabinet Member meeting, and relating to Staines fire station is included in Appendix J2, along with the response.

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9 Formal Union Responses

- 9.1 Surrey Fire & Rescue Service met regularly with the Surrey Fire Brigade's Union, which is currently the only recognised union in Surrey for operational firefighters, during the development of the Public Safety Plan. This continued during the consultation process and was expanded to include the Retained Firefighters' Union, Fire Officers Association and Unison, who all have members who are employed by the Service.
- 9.2 A copy of the formal response from the FBU is attached as Appendix I. No other formal responses were received from other representative bodies.
- 9.3 The FBU also conducted its own survey in response to the Public Safety Plan proposals and the findings from this were considered as part of the consultation.

10 ORS Panel

- 10.1 Opinion Research Services, of Swansea University, have considerable experience of working with UK fire and rescue services, including Surrey, and are the sole approved provider of research and consultation services under the terms of the Fire Services Consultation Associations' National Framework contract.
- 10.2 ORS were commissioned to design, recruit and facilitate a representative panel of respondents to the consultation and, from these three panels to take part in specific workshops to discuss aspects of the proposals with service managers.
- 10.3 45 residents were invited to the three panels, with a total of 29 participants actually attending, between 21 and 23 February at locations in Esher, Guildford and Reigate. Appendix M1 contains the ORS report on the findings of these discussions. Appendix M2 provides a breakdown of the demographic profile of the wider panel of 885 panellists who were invited to respond to the survey and from whom the panel discussion participants were drawn.
- 10.4 The report provides a detailed analysis of the discussions and it is not intended to summarise these here. However a particular aspect of the discussion in relation to the first three proposals, which are by far the most contentious, provides a valuable insight which helps to interpret the wider responses. ORS concede that these sessions are not statistically valid but they did provide an opportunity for the understanding of the proposals to be reinforced through interactive explanation and discussion.
- 10.5 Although the panels were reasonably representative of the Surrey public, their views on these issues, following discussion with service managers were much more supportive than those expressed in the less interactive survey. *"I put the opposite on my questionnaire to what I am now saying! But now I am much more informed"*.
- 10.6 On response times, the panels at Esher and Reigate endorsed them as more precise and reasonable for the Service. The panel at Guildford were less convinced with 5 of 11 in support. The principal concerns there were about the number of engines deployed and the levels of safety for the 20% who fall outside the response time. *"I like the new targets. They are more specific than the previous targets; it is better than 'one in 8 OR 2 in 12 minutes'"*

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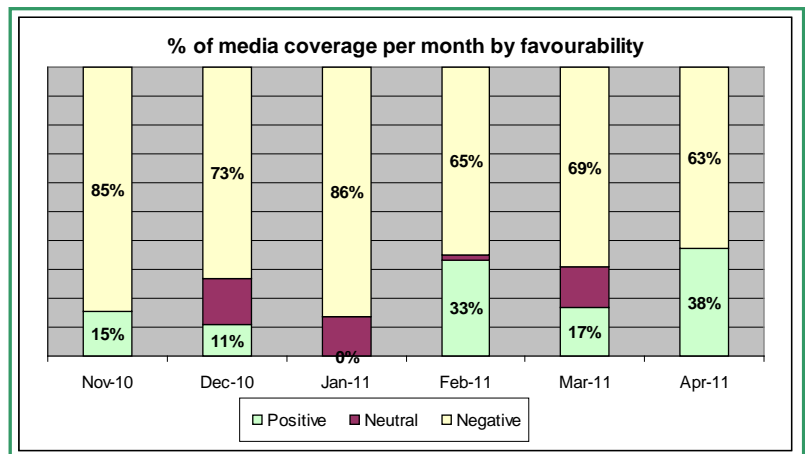
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- 10.7 On matching resources to risk and rebalancing cover, all three panels were in support (unanimous at Esher), though reservations about night cover were still echoed and specific concerns about cover at Staines was expressed.
- 10.8 Both of these overall responses are much more positive to these proposals than are the survey and other returns

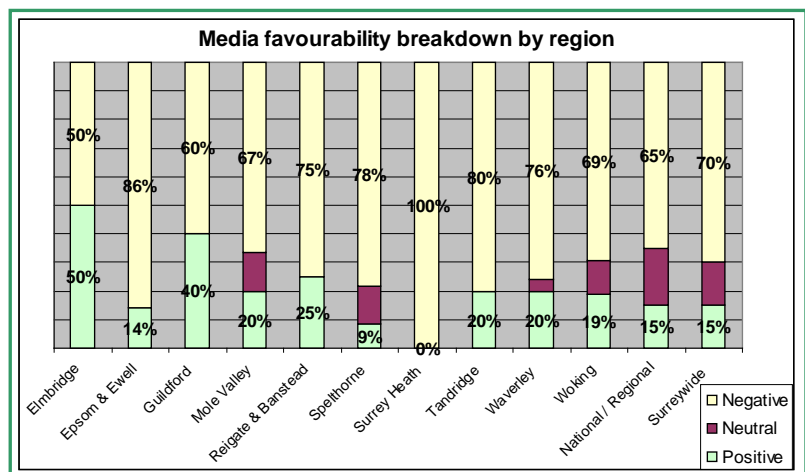
11 Media Coverage

- 11.1 Extensive media coverage was received for the consultation and Appendix L4 provides a log of the 214 items of coverage identified to date. This includes newspapers and local and national web based media.
- 11.2 SCC Communications' monitoring of media coverage includes an assessment whether the item was favourable or negative. An assessment of the media coverage of the Public Safety Plan shows that this was mainly negative (72%) with only 18% assessed as positive. The coverage became noticeably more negative during February but the proportion of positive coverage was improved in April.

- 11.3 Acknowledging that precise media geographical coverage can be difficult to establish, 75% of the media coverage can be associated mainly with a local area. The greatest coverage was in Woking (59 items), Waverley (25) and Spelthorne (23). There is a marked variation in the balance of positive and negative coverage between areas with Surrey Heath, Epsom & Ewell and Tandridge being particularly negative. National, regional and countywide sources, whilst still negative overall, are generally more balanced.



- 11.4 The service issued press releases at the beginning of the consultation, during and at the conclusion of the consultation. These are reproduced as Appendix L3



- 11.5 Additionally Service officers and members gave a number of press, TV and radio interviews between November 2010 and the end of the consultation.

12 Key Findings

Principal Messages for Each Proposal:

- 1. The response standard proposed is felt to be too slow and seen as a deterioration of what is already in place.**
- 2. There is a lot of concern about the reduction in night cover and the risk of severe or fatal incidents is felt to be increased as a result.**
- 3. There is strong opposition to the redeployment of engines away from urban areas, and specific reductions in Woking, Staines and the South West are vigorously opposed.**
- 4. “Riding 5” is strongly supported as long as it does not impede timely response.**
- 5. Training is supported as a principal but assurance is needed that this does not remove front-line resources.**
- 6. There is considerable opposition to unnecessary change in working conditions and a wish to avoid confrontation through open consultation.**
- 7. Volunteers are acceptable in certain roles but not in any specialist areas where safety or service might be compromised.**
- 8. Call challenge is acceptable as a means of reducing unnecessary demands but not at the risk of overlooking a genuine emergency.**
- 9. The need for income generation is recognised but charges for previously free services are unpopular.**
- 10. A review of governance is generally approved but this is not an issue of any particular concern to the public as a whole.**
- 11. Better use of existing assets and plans for new builds approved but there is scepticism about the potential to achieve the latter**
- 12. Preventative activity, particularly with vulnerable people, is endorsed provided it is not at the expense of emergency response**
- 13. Safe Drive Stay Alive is strongly supported, though some question whether it shouldn't be a Police or Youth service responsibility**

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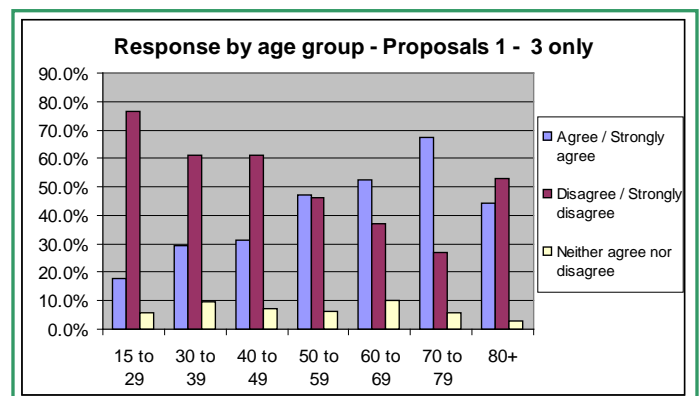
12.1 Appendix E provides a detailed assessment of response to each of the 13 proposals. Appendices F and G provide an overview of views expressed through staff meetings and the Stakeholder conference respectively.

12.2 Overall there was a positive response to most of the draft Public Safety Plan proposals, with strong support for proposals 4, 5, 8, 11, 12 and 13. These proposals relate primarily to preventative and community safety activity.

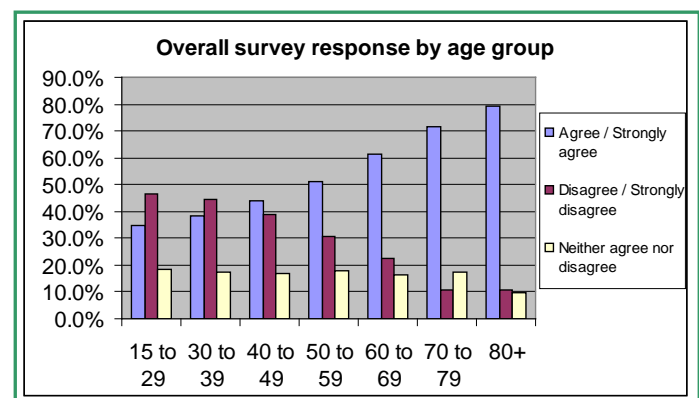
12.3 However, there was a **strongly negative view of the first 3 proposals**, which more clearly concern Service emergency and operational response. The response to these first three proposals also dominates the overall views on the draft Plan expressed in the final comments section. The introductory section of Appendix E provides a representative selection of these and it is reasonable to infer that this would be closer to the summary response that people would give, than is the more positive response to the other proposals.

Summary of responses from Survey to each proposal		
	Disagree	Agree
PROPOSAL 1	56%	37%
PROPOSAL 2	57%	38%
PROPOSAL 3	50%	39%
PROPOSAL 4	10%	79%
PROPOSAL 5	23%	51%
PROPOSAL 6	37%	38%
PROPOSAL 7	46%	42%
PROPOSAL 8	37%	51%
PROPOSAL 9	45%	41%
PROPOSAL 10	17%	43%
PROPOSAL 11	18%	51%
PROPOSAL 12	13%	71%
PROPOSAL 13	14%	72%

12.4 The survey responses enable a breakdown of views expressed by age group. This reveals an interesting, and perhaps unexpected, pattern that shows a direct reciprocal correlation between the age of the respondent and the extent to which they oppose or agree with the proposals. This is most marked when taking all expressed views across the 13 proposals, but the pattern is also strongly evident when looking at the first three proposals, which have found considerably less public support.



12.5 There is a clear implication here that older people, whilst they might be regarded as more vulnerable and therefore more sensitive to perceived risks from what is proposed, are in fact much more supportive than the younger age groups. This suggests strong support for the fire service and particularly the preventative and targeted work, which may be more evident and appreciated by older people. Very much against the overall balance of views, this is also reflected in responses to proposals 1 – 3, which are generally supported by people aged 60-79 (160 individuals). Over 80s (18 individuals) are on balance more opposed to these, which may be an indication of their enhanced concern about the local nature of services.



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- 12.6 The overall balance of views is generally consistent between respondents from within the Service and the general public, and between survey, meeting and other feedback received. There is however an interesting insight arising from the more discursive panel session run by ORS (see section 10, above) which suggests that views to the first three, more contentious proposals, may be moderated through discussion, explanation and greater understanding than has been conveyed through the consultation materials alone.
- 12.7 The implication of this finding, albeit based on a small, but representative group, suggests that much of the more negative response to the first three proposals may be affected by a lack of clarity in how the proposals were presented or by misunderstanding on the part of respondents. A lot of the comments received indicated that people were unclear of what was being proposed, did not understand some of the terminology, or had no basis for comparison to inform their response. The nature of some of the comments also indicated that many of the responses were more reactive than considered, and fears about very local perceived impacts and 'losses' prevented many from reflecting on the strategic basis for the proposals.
- 12.8 The points in the two preceding paragraphs, and particularly the moderation of panel participants' views through explanation, suggest that a carefully managed awareness and explanation process could foster a greater appreciation of the wider benefits and strategic shape of what is being proposed which might make, for some at least, more local changes easier to understand and accept.
- 13 Updating and Delivering the Public Safety Plan**
- 13.1 Since the consultation closed on 4 March 2011, the draft plan has been reviewed and further developed in response to the views expressed and periodic updates on the continuing process will be issued for public and staff awareness.
- 13.2 The revised Public Safety Plan will also reflect the provisional incident data for 2010/11 and the modelling for the deployment of fire engines will be updated accordingly. An additional risk assessment is also being undertaken by external consultants on the Public Safety Plan to review the methodology and evidential base upon which the plan has been developed.
- 13.3 Senior managers are working closely with elected Members as the plan is revised and the Communities Select Committee will have the opportunity to scrutinise the Public Safety Plan on 9 June 2011. The Public Safety Plan 2011-20 will be considered by the Fire and Rescue Authority at the Surrey County Council Cabinet meeting on 21 June 2011.
- 13.4 If approved by the Cabinet, implementation of the Public Safety Plan can commence from July 2011 after the mandatory call-in period has elapsed.
- 13.5 The plan will not be delivered all at once, a timeline for implementation will be available with the Public Safety Plan along with an initial two year action plan based on the resources available. As the plan is implemented, regular reviews will be undertaken to assess the impact of the changes and relevant learning will be captured to improve our performance.
- 13.6 The plan will not provide a blue print solution but will focus on the outcomes required so that we can be flexible in how they are delivered. This will allow us to adapt to the challenges that are likely to arise in the future.

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- 13.7 Many of the proposals will require negotiation with the relevant representative bodies and we will work with our staff to achieve a consensus where possible. Arrangements have been made to discuss the revised Public Safety Plan with the Surrey Fire Brigade's Union Executive on 7 June 2011.
- 13.8 The Communities Select Committee will continue to provide public scrutiny against delivery of the Public Safety Plan as well as general performance of the Fire and Rescue Service.