Integrated Risk Management Plan
2017-2021
Our Mission
‘Making Derbyshire a safer place to live, work and visit’

Derbyshire Fire & Rescue Service Core Values
Whilst we recognise and uphold the National Fire and Rescue Service Values we have worked closely with our employees to create our own Core Values that describe what is important to us as an organisation.

LEADERSHIP
We listen, develop and champion our people

RESPECT
We value the opinions of our people

INTEGRITY
Our actions will always be well intended

OPENNESS
We won’t hide anything and will share our experiences and knowledge

TEAMWORK
We will achieve more together

AMBITION
We will always do the best we can

Foreword
A joint foreword by the Chief Fire Officer and Chief Executive, Terry McDermott, and the Chair of the Fire & Rescue Authority, Cllr Steve Marshall-Clarke.

It gives us great pleasure to present to you Derbyshire Fire & Rescue Service’s Integrated Risk Management Plan 2017-2021 (IRMP). This document shows the risks in the communities of Derbyshire, how the Service will prevent and protect our communities from fires, and how we plan to respond when fires and other emergencies occur.

The Service is still facing significant financial challenges. We have already saved more than £6.9 million from our annual budgets, and it is now anticipated that a further £1.6 million saving is required over the next four years. Through considered financial management, and long-term planning, the Service is in a strong position to meet these challenges, and is able to create sustainable plans for 2021 and beyond.

During the term of the last IRMP, we have progressed some key areas of work. In addition both full-time and on-call fire crews have completed thousands of targeted visits to people in their homes and businesses improving public safety and wellbeing in communities. These activities such as “safe and well checks” are a key to managing risk, and we commit to ongoing improvements to make sure communities are as safe as possible.

In addition to our emergency response provision we have reviewed our Prevention and Protection portfolios, to make sure we invest in activities to prevent fires and other emergencies such as road traffic collisions or reduce their impact when they occur. Again, this has been a key improvement that manages risk and keeps communities as safe as possible.

The Service and its workforce have some challenging times ahead, but within the Service, we are proud of both what we do and what we represent. We know that through the plans outlined in this document, we can continue to deliver an effective fire and rescue service and continue to make Derbyshire safer.
The Fire and Rescue National Framework requires that we produce an Integrated Risk Management Plan (IRMP) that considers all the fire and rescue related dangers that could affect communities. This IRMP summarises how, through planning, we consider all the foreseeable fire and rescue related risks that could affect Derbyshire communities and how we aim to tackle them. In doing this, Derbyshire Fire & Rescue Service (DFRS) strives to make sure it is a safer place for people to live, work and visit.

The process of producing an IRMP is shown below:

When producing the IRMP, the Service also considers its legal duties and the changing environment in which it operates.

From a legal point of view, the primary duties of the Fire and Rescue Authority are contained in the Fire and Rescue Services Act 2004. It requires that firefighters are trained and equipped to undertake firefighting, protect people and property from fire, fire safety promotion, rescues from road traffic collision, and other emergency responses to civil emergencies. In addition, the Authority has a significant role to play in civil protection and resilience arrangements as defined in the Civil Contingencies Act 2004. All these expectations are closely linked to the risks identified in the planning process.

As we move forward through the life of this plan, there will also be changes from central Government that will impact upon us. In 2016, the Home Office took over responsibility for fire and rescue services and through proposed Policing and Crime legislation will create a duty to collaborate with other blue-light services. We know that we will need to work with a new inspectorate to demonstrate to communities how we improve community safety. We also expect continued reductions in funding over the next few years, and this will have an impact on how we deliver our services.
Derbyshire’s Risks

More than one million people live in Derbyshire, which covers over 1,000 square miles and encompasses much of the Peak District National Park. Derbyshire is also home to important historic houses and buildings, including Chatsworth House, Hardwick Hall and World Heritage sites in the Derwent Valley. It is also host to a range of industry and commerce, providing significant employment, and major sporting venues attracting visitors and national focus - all of which contribute to a thriving and diverse economy.

Property Fire Risk

The range of property in Derbyshire is vast and includes houses, flats, commercial buildings, heritage buildings, mills, and large sporting venues, each presenting unique hazards in the event of fire. In some buildings such as homes with double-glazing, full insulation, and synthetic products, it takes just a few minutes for fires to reach very high temperatures. In others, modern methods of engineering and construction present very different risks for firefighters. The Service is required to prepare and train firefighters to respond to them all.

Transport Risk

Incidents, ranging in location from rural roads like the A57 Snake Pass to major trunk roads like the M1, often need a response from the fire and rescue service. Although the number of people killed and seriously injured in Derbyshire has been reducing over a number of years, firefighters still rescue more people from road traffic collisions than they do from fires.

Transport risk across the county is not limited to the roads. Manchester and East Midlands airports are close to Derbyshire’s border, and with railway infrastructure throughout the county, the fire and rescue service needs to be prepared to respond to accidents that may be significant and involve large numbers of people. The implementation of a future high-speed rail network may also require additional planning by the Service.

Water Risk

Water risks can be found in the form of reservoirs, natural lakes, ponds, canals, wetlands and rivers. Nationally in 2014, 633 water-related fatalities occurred with the majority involving young people between the ages of 20 and 25. A high percentage of water-related incidents occur in rivers. There a significant number of rivers and reservoirs in Derbyshire, all presenting numerous hazards and risks to users and firefighters when they respond. There are also a number of canals and small marinas within the county that are used for leisure activities.

During cold winter months, open water has the potential to turn to ice, creating different risks to members of the public and DFRS firefighters.

Moorland Fire Risk

In the context of the natural environment, our peat lands are the single largest carbon reserve in the UK. The Peak District moorlands alone store between 16 and 20 million tonnes of carbon and up to 100 tonnes of carbon per km² is lost annually in areas where fires create large areas of bare peat. Moorland incidents require a large number of appliances often attending for several days. Challenges including reduced access and poor communication infrastructure in remote areas make attending this type of incident very challenging for the Fire and Rescue Service.

Agricultural Risk

Agriculture is an important part of Derbyshire’s culture. Farms present many risks due to the different types, nature and construction of farm buildings, large complex machinery and vehicles and unpredictable animals. A wide range of hazardous substances and materials may be present on farms, including liquid petroleum gas (LPG), pesticides, fertilisers, combustible dusts, toxic flammable gasses, asbestos and many more.

DFRS is also called to a number of incidents each year where farm workers or animals have found themselves in difficulty. This may include being injured or trapped in or by machinery, trapped in unstable ground, fences and rivers. These types of incidents present a different type of risk which must be managed.

Sub-Surface Risks

Derbyshire’s mining heritage and natural landscape provide a number of potential sub-surface risks. The natural landscapes provide adventure enthusiasts with the opportunity to participate in caving activities at locations such as Blue John Cavern, the Heights of Abraham and Speedwell Cavern. As with many adventure-type activities, accidents do occur which require the response of the emergency services.

Large parts of Derbyshire (practically the whole of the northeast of the county) have seen expansive coal mining activity. Disused mine shafts have the potential to collapse, which affects the ground above. The earth can subside or even open up creating open shafts and splits in the ground, all creating hazards and potential incidents for the fire service to respond to.
Risk and incident information for our community

DFRS uses data to identify the people, areas and groups that are more likely to be at risk from fire and other emergencies. This allows us to use our resources as effectively as possible to reduce risk in the community.

In particular, we use data relating to deprivation, age and lifestyle to inform our decision making. This ensures that DFRS adopts a fair and transparent risk-based approach which is not discriminatory and protects the most vulnerable members of our community. It also recognises diverse communities in Derbyshire and their differing attitudes to risk.

The map below provides an overview of the Indices of Multiple Deprivation (IMD) across Derbyshire – a key factor in determining risk from fire:

In addition, we also know that age is a key factor in determining risk from fire, as historical data clearly shows the over 65 population as the highest risk sector of the community when reviewing fatal fire statistics Using Office for National Statistics (ONS) data, we know the current and future age projections within Derbyshire, and factor this into our planning and decision making:

<table>
<thead>
<tr>
<th>Age</th>
<th>2016</th>
<th>2026</th>
<th>% +/-</th>
<th>2036</th>
<th>% +/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derby City</td>
<td>0 – 19</td>
<td>65,500</td>
<td>69,900</td>
<td>6.7%</td>
<td>70,600</td>
</tr>
<tr>
<td></td>
<td>20 – 64</td>
<td>151,300</td>
<td>156,400</td>
<td>3.4%</td>
<td>159,200</td>
</tr>
<tr>
<td></td>
<td>65+</td>
<td>41,300</td>
<td>48,400</td>
<td>17%</td>
<td>60,100</td>
</tr>
<tr>
<td>Derbyshire County</td>
<td>0 – 19</td>
<td>170,900</td>
<td>178,500</td>
<td>4.4%</td>
<td>178,200</td>
</tr>
<tr>
<td></td>
<td>20 – 64</td>
<td>449,000</td>
<td>444,000</td>
<td>-1.2%</td>
<td>430,100</td>
</tr>
<tr>
<td></td>
<td>65+</td>
<td>167,600</td>
<td>205,100</td>
<td>22.4%</td>
<td>250,200</td>
</tr>
</tbody>
</table>

The Service has attended thousands of operational incidents over the last five years. By mapping the locations of some of the higher severity incidents, we can profile risk using historical data and inform our planning and decision making.

The heat maps below summarise where the Service has attended fires in the home and road traffic collisions (RTCs) over the last five years in Derbyshire – the darker the colour, the more incidents occur within the station area.

For full information on risks affecting the communities of Derbyshire, please click here.
Emerging Community Risks

Housing Developments
New homes and changes in population can affect the risks in a community. The East Midlands Regional Spatial Strategy sets out the number of new homes which will have to be built in each council area, together with guidance on how to provide for new jobs and work places up until 2026. In June 2010, the government announced the abolition of the regional strategies in favour of local councils developing their own core strategies within a local development framework.

There is a degree of uncertainty regarding future housing and commercial developments. The main implications for DFRS can, however, be summarised as follows:

By 2026, at least 36,600 new homes will have been built in the Derby Principal Urban Area (PUA) with associated new jobs, facilities, services and infrastructure.

There will be significant extensions to Derby, mainly to the south and west, including land outside the city boundary in South Derbyshire in the Swadlincote area.

A total of 10,200 new homes will be built in the Amber Valley area, which will include urban extensions to Alfreton, Belper, Heanor and Ripley.

7,900 new homes will be built in the Bolsover district, spread across Shirebrook, Clowne, South Normanton and Bolsover.

At least 40,800 will be built in the Nottingham PUA with approximately 10,600 impacting on the south and west of Ilkeston.

In the High Peak and Derbyshire Dales, at least 10,000 new homes will be built by 2026; the location is not yet clear as three very different options have been put forward for consultation.

In the Chesterfield and Staveley areas, the main site identified for development is between Barrow Hill and Hollingwood (2,000 homes) and along the A61 north of the town centre (1,500 homes).

Despite several large new housing developments across Derbyshire, these areas have not seen a proportionate increase in incident activity. Wider research shows that new houses are statistically recognised as lower risk properties, and older properties more likely to be involved in fire related incidents.

Climate Change
The UK climate has changed, with temperature rising by 2°C over the last century. Winters have been getting wetter with national flood events challenging communities; evidence indicates that these trends will continue. The UK climate is likely to become warmer, with more frequent hot and probably drier summers. It is anticipated that by 2050, fire and rescue services can expect between 34% and 56% annual increase in the number of outdoor fires compared to the current average. In addition to this, the Service recognises the potential increase in flooding risk that may come with more rainfall, though actual occurrences requiring a Fire and Rescue Service response are currently low.

Renewable Energy
There is a growing appetite to utilise renewable energy with various energy farms being developed in Derbyshire. The main areas developed and expected to further increase across the county include wind farms, solar energy and bio energy. The use of wind power has resulted in a number of 100m turbines being installed in Derbyshire, and solar energy, capturing both heat and light for energy, is used widely across the country. Large solar farms now feature in many districts of Derbyshire.

New Vehicle Technology
The development of new vehicle technology and replacement of traditionally fuelled vehicles with new fuel options such as hybrid vehicles, hydrogen and electric cars present new risks not only when vehicles are involved in collisions or fire, but also the fixed installations and charging facilities found at many new builds such as supermarkets, hotels and car parks pose new risks.

Hazardous Materials
As a consequence of social development, population growth and modern living, the level of production and transportation of hazardous materials is set to continue to grow in significance and risk. Rail freight has increased by 50% since 1994, with a government target to increase it further by 80% within ten years. This means that there is a complex diversity of hazardous materials in Derbyshire which the Service must be prepared to deal with - ranging from dangerous solids, liquids and gases, to explosives and radiation incidents.
National risks relating to the Fire and Rescue Service

Derbyshire Fire & Rescue Service also considers wider factors that affect all Fire and Rescue Services when carrying out its planning:

Mental Health Issues

Members of the population living with mental health issues continue to increase within the UK. As a result fire and rescue services respond to increasing numbers of calls relating to people affected by these problems. This is key for DFRS as those suffering from mental health related illnesses are at higher risk from fire.

Drug and Alcohol Abuse

Nationally the issue of drugs and alcohol is on the increase with this being recognised as a significant issue across many areas of Derbyshire. This is important for DFRS as those who live in homes where occupiers misuse drugs or alcohol are known to be at an increased risk from fire.

Cigarettes

A third of fatal house fires in the UK are caused by cigarettes. By changing the way cigarettes are manufactured, so they are less likely to burn to the filter if left unsmoked or discarded, the risk that they will result in fires has been reduced. However, each year there are approximately 100 fire fatalities as a result of cigarette ignition in the UK.

In addition, the emergence of e-cigarettes/vapes has led to a number of electrical-related fires where charging units have overheated.

Future funding

The instability of the national and international economy has, and will continue to have, a number of consequences for DFRS, however at this time it is unclear what the impacts will be. If the Service is subject to further funding restrictions then this would force a further review of what and how DFRS delivers its services to the communities of Derbyshire. The Service also recognises the wider community impact that the current and potential future financial challenges could have and our service will continue to monitor and support members of the community to reduce the risk and effects of fire.

Bariatric Risk

In the past 25 years, obesity rates have more than doubled in the UK. The Service has seen an increase in incidents to assist bariatric people and/or the ambulance service dealing with bariatric patients. Whilst we have some provision to respond in this area, this is likely to become a greater risk for the Service to manage with the NHS predicting that by 2030 half of the adult population will be classified as obese.

Migrant Workers and Refugees

Whilst for many years increasing global mobility and the expanding European community has resulted in a significant influx of migrant workers into the UK, the recent vote to exit from the European Union may affect this in the future. Due to the differing cultures and living expectations within these communities, DFRS, in partnership with other agencies, seeks to engage with these diverse communities to ensure their continuing safety both domestically and in the workplace.

Terrorist Threat

Terrorism is not a new challenge the Service or country faces, though the methods utilised is an area which continues to change and evolve. One of the challenges faced by the Fire and Rescue Service is providing a response to all potential types of incident with the necessary equipment to protect themselves and the community. In addition, the threat from cyber-crime to DFRS itself is also a realistic possibility which requires managing.

For more detailed information about national risks please click here.
Prevention and Inclusion Activity

Over the next four years we will continue to work with partners, communities and individuals to have a risk-based intelligence-led approach to reducing accidental dwelling fires, deliberate fires, and reduce the impacts of road traffic collisions on our roads. Our activities are summarised below, but to see our full analysis and plan, please click here.

Reducing Accidental Dwelling Fires

Over the last 10 years the Service has visited tens of thousands of homes to provide safety advice and install smoke alarms. This work has contributed to the significant reduction in fires in the home, though incidents still occur and we want to do more.

Over the next four years we will continue to work closely with other agencies in health and social care to be more targeted in who we visit and support. This will benefit our planning in two ways:

- Firstly, research tells us the types of individuals who are more likely to be living at higher risk from fire, and we are bringing together key information about the health and lifestyle factors of the population of Derbyshire to identify these specific people.

- For example, we know that age can have a significant impact on risks from fire. On an annual basis, the Office for National Statistic publishes data specifically around the risks of fire in the population. The graph below (from 2015 data) shows the latest publication where a score of 100 is an average risk score.

The graph shows that risks from fire increase with age, and that men are more at risk than women. Present statistics show that men over the age of 90 are nearly 8 times more likely to die in fires than men age 40.

[Graph showing risk increase with age]

This is one example of the research available to us – and there is more detailed information available that we use – and by bringing it all together we can develop intelligence to profile and understand the communities we serve to a level never achieved before.

Secondly, we are developing closer relationships with our colleagues in other agencies, which means that we are also exchanging more information on vulnerable people as they are visited in their homes – often by multiple agencies. Where our profiling of the population identifies who may be living at higher risk from fire, the direct referrals we receive from our partners in the health and social care sectors are for individuals confirmed as living at higher risk from fire, and the Service can take immediate action to reduce this risk.

The Service plans to continue to visit people in their homes to reduce the risks from fire and carry out Safe and Well Visits. These visits may be undertaken by fire crews, volunteers, our partners, or where vulnerable persons are identified, by our specialist Community Safety Officers (CSOs). The visits provide not only home fire safety advice, but also make a wider assessment to identify people with health and/or social care and support needs. This assessment enables action to be undertaken, such as falls assessments, and demonstrates the Service’s commitment to the wider public sector Health and Wellbeing Agenda for Derby and Derbyshire. Where a non-fire safety-related need is identified, we pass this on to the relevant agency for further action.

Where education cannot provide the necessary reduction in risk from fire to our most vulnerable members of the community, our CSOs will continue to work in partnership with other relevant departments and agencies to apply advanced methods of protection such as portable misting systems and domestic sprinklers. We know that these are effective control measures as a number of activations in different homes have prevented serious injury or loss of life since they started being used.

In addition to the targeted prevention activities, DFRS provides a programme of education to school children. Visits are made to all local authority schools within the county, including special needs schools.

Children in Year 2 will receive one session to give them a foundation in fire safety awareness. This will include the importance of not playing with smoking materials, actions to be taken if their clothing catches fire and basic smoke detector awareness.

In Year 6, children will receive one session to build on the foundation given earlier in their school lives and to emphasise the importance of smoke detectors and home escape plans.

Reducing Deliberate Fires

Incident data shows that the Service responds to a number of deliberate fires, both in property and outdoors. The impacts of arson on communities can be devastating, and we will continue to undertake a number of activities to protect those at risk from deliberate fire setting in the home, and divert potential fire-setters away from risky activity.

We will continue to exchange information with other agencies on individuals who are identified as being at risk from deliberate fire setting in their own home. As part of a multi-agency approach to protect these people and their families, DFRS will send trained staff to undertake more specific Safe and Well Visits. They will ensure there are fitted smoke alarms, provide temporary equipment reduce risk where needed and advise on escape plans and night time routines.

We plan to continue undertaking Youth Engagement Schemes (YES!) developed back in 2006, which tackle issues associated with deliberate fire setting and wider areas. Each scheme engages with up to 15 young people (age 13-16) from across the county to build confidence and self-esteem, combat anti-social behaviour, engage hard-to-reach young people and enable them to successfully return to education, training or employment.

Over the next four years, we want to continue to run six schemes per year and will work with external partners to provide joint funding to support their delivery. We will also work with Derbyshire Constabulary to explore delivering further joint Police Fire YES! Schemes.

FireSafe is a key intervention scheme that we will continue to provide over the next four years. It is aimed at helping children and young people understand and control the feelings and circumstances that lead them to set fires. Without help and guidance, fire setting behaviour can become increasingly serious and lead to injury, damage to property and, tragically, death. Our advisors help the child or young person to understand the results of their actions through a series of visits and educational exercises.
We see more deliberate fires set in some parts of Derbyshire than in others, so we plan to continue to allow local multi-agency groups and local crews to undertake preventative work through local action plans. This may include the formation of formal anti-social behaviour (ASB) sub groups through the county council’s Safer Derbyshire Unit, or through local informal action plans set up between the police, schools and local councils. Evidence shows that using local intelligence has been effective in reducing deliberate fire setting and we want to continue to promote this.

Reducing the Impacts of Road Traffic Collisions

Young drivers are involved in a disproportionate numbers of accidents on the roads of Derbyshire. We know that in 2014, in Great Britain, 9% of licenses were held by drivers between the age of 17 and 25, yet in Derbyshire, where the percentage is higher, they were involved in 26% of all collisions (Derby and Derbyshire Road Safety Partnership data). Though the numbers have been reducing, too many young people are killed and seriously injured on our roads as shown in the graph.

DFRS will continue to undertake targeted prevention activities to support a reduction in casualties from road traffic collisions (RTCs). We will do this with partners as part of Derby and Derbyshire Road Safety Partnership (DDRSP), who nominate us as the lead agency for the education and reduction initiatives for Young Drivers.

A partnership between DFRS and the Road Safety Partnership has delivered Young Drivers Education (YDE) to a number of sixth-form schools and colleges across the County. The workshops cover distraction, drink and drug driving, vulnerable road users, seatbelts and peer pressure and are delivered with a number of partner agencies.

We know the workshops deliver real results. A 2014 evaluation of this scheme by Royal Society for the Prevention of Accidents demonstrated that there was a significant improvement in driver and passenger attitudes. This was sustained for 12 months after the workshops took place. We now want to increase the number of YDE events that we carry out over the next four years to cover more schools in Derbyshire and continue to reduce the number and impacts of RTCs involving young people from Derbyshire.

We also plan to continue delivering Dying2Drive events, aimed at young drivers, their passengers and young learner drivers. It encompasses a range of road safety initiatives, including road traffic collision demonstrations to improve their appeal and to reflect scenarios that may be encountered by young drivers and road users. Scenarios are hard-hitting and illustrate the consequences of drink and drug driving, not using seatbelts, driving at speed and driving with distractions such as texting and using a mobile phone. The police, fire service, ambulance service and air ambulance recreate scenes which reflect incidents that they face week in, week out across the county.

Dying2Drive event, Broomfield College
Protection Activity

The work of the Protection Portfolio centres on the duties of the Service under the Regulatory Reform (Fire Safety) Order 2005 and the Fire and Rescue Services Act 2004 to protect people from fire.

Over the last 10 years, the Service has visited thousands of businesses to provide safety advice and carry out audits. This work has contributed to the significant reduction in fires during this time, though incidents still occur and we want to do more. Our activities are summarised below, but to see our full analysis and plan, please click here.

Over the next four years, we will continue to inspect properties in Derbyshire on a risk-based intelligence-led basis and focus on properties where there are poor management practices or where vulnerable people reside. We plan to work closely with key partners, such as local authorities, housing associations, planning departments and the Care Quality Commission, to help us be more targeted in this work.

In addition we will respond to new risks that are reported through complaints from the public or analysis and trends at a national level. Some of these emerging risks present significant workload but represent some of the greatest impacts on improving community safety within Derbyshire.

Our teams will always try and work with businesses to help them fulfil their fire safety responsibilities in the first instance. Our inspectors will give advice where requested, and guide organisations on how to comply with the law during audits. Where businesses do not respond to issues or concerns which have been raised with them during inspections, then, in the interests of community safety, the Service will take further action which may result in legal proceedings and court action. Several prosecutions have already resulted in fines running into many thousands of pounds and/or custodial sentences.

The national Primary Authority Scheme (PAS) allows businesses operating from different sites across the country to partner with a single local fire authority to ensure there is consistency in fire safety auditing and enforcement practices across all its premises. This reduces the administrative burden on organisations and fire and rescue authorities. We already work as the lead partner to a number of commercial organisations and we plan to work proactively to further our contribution to the PAS.

Protection Officers work with local authorities, housing associations, local building companies and planning departments to progress the retro-fitting of sprinklers in existing properties whilst promoting the installations of sprinklers within all new residential properties. Partnership work with housing providers and local community safety groups has identified vulnerable households to which sprinklers now form part of the approach to reducing the consequences of fire.
Response Activity

Emergency incidents do occur in Derbyshire and the Service is prepared to respond to them. This section summarises information on our emergency response plan for the next four years - to see our full analysis and plan, please click here.

Last year we attended 6,567 incidents, which was a slight increase on the previous year but still part of an overall downward trend in emergencies that we attend. We made 28 rescues from fires and 538 rescues from other emergencies including road traffic collisions.

In the event of an emergency, DFRS has 41 fire appliances strategically located across 31 fire stations throughout the county to provide an emergency response to communities. We operate two types of duty systems; on-call firefighters (Retained Duty System RDS) and wholetime firefighters (WDS) with a variety of crewing options on our stations. The map on the next page identifies the location of each station with the station duty and type of ‘crewing’ or shift system.

Crews are supported at more complex/serious incidents by officers who have additional training in strategic and tactical command, and cross-agency working. These officers also work a flexible shift system and are available on-call day and night.

The location and staffing requirements (duty systems) of these stations is based upon an assessment of risk undertaken by the Fire and Rescue Authority. We have carried out an Emergency Response Review which looked at the activity levels of our fire engines. There have been some significant reductions in demand, with an overall 48% reduction in mobilisations over the last 10 years.

We have seen a greater reduction in fire engine mobilisations than emergency incidents because we haven’t needed to send the same number of engines to resolve incidents as we have done in the past. This is due to better planning, information gathering, and we have seen an overall reduction in the number of high-severity incidents that we attend.

The map on the next page identifies the location of each station with the station duty and type of ‘crewing’ or shift system.
Attendance Times
In the event of a fire or other emergency, we plan to respond as quickly as possible. This projects the county, such as remote rural locations, where it takes longer to get to reported incidents. By using data we are able to identify those who may be at higher risk from fire and who live further than 10 minutes from our fire stations. We can then visit them to offer advice and provide support to keep them safe. We also plan to take further steps to educate people in our rural communities on the fire cover we provide in their local area so they can work with us more to keep themselves safe.

Specialist Capability Vehicles
In addition to our standard fire engines, the Service has a number of vehicles that carry specialist equipment to resolve the specific risks and challenges within the county. There are 20 special appliances within DFRS that are strategically located throughout the county. Some of these are staffed by firefighters who have received specialist training to enable them to perform rescues in water, from height, and also rescue large animals that are trapped. Over the next four years we will review our specialist capability provision to ensure the number and location of vehicles is right for the risks in Derbyshire.

Site-Specific Risk Information
Having access to site-specific risk information before an emergency occurs not only improves the safety of firefighters but also helps to bring incidents to a swifter conclusion, reducing the impact on the local community. We have systems to ensure that risk information is communicated between the response, prevention and protection departments and is readily available to operational staff. We are committed to providing the best information for crews to ensure their safety and to protect the community. Recently we have been running a project to further improve the speed and quality of information available to crews, and this new system will be rolled out to crews in 2017-2018.

Tri-Service Fire Control
In August 2015, we went live with a new Tri-Service Fire Control Centre with Leicestershire and Nottinghamshire Fire & Rescue Services. The money received from Government to make this possible was based upon a business case that showed the new system would be more efficient. Over the next four years the Service plans to review Fire Control arrangement to ensure the new system works as effectively as possible and these efficiencies are realised.

Emergency First Responder
We are continuing with the Emergency First Responder (EFR) trial with East Midlands Ambulance Service (EMAS). The scheme involves trained RDS/On-Call firefighters from four stations (Buxton, Dronfield, Staveley and Matlock) responding to immediately life-threatening incidents (such as people with chest pain, cardiac arrest and strokes) and giving appropriate medical treatment. They provide medical intervention and will remain at the incident until EMAS clinicians arrive.

By entering into this joint working, we are showing how two emergency services can work together to improve patient outcomes. In addition, our staff benefit from developing a wider skills base for incident responses as well as increasing call-out activity. We also take the opportunity to assess risk from fire in the property, whether the individual requires a Safe and Well Check, or may benefit from the Service’s First Contact team. We plan to work with EMAS to see where expanding this trial would be of most benefit to communities – this could be with either whole time or retained crews through consultation with the representative bodies.

Regional and National Working Arrangements
The Service can provide for most planned emergencies in Derbyshire, though we recognise that we cannot plan and provide for every potential incident we attend. By entering into arrangements with other fire and rescue services, other emergency services, and voluntary organisations, we can bring together a wider set of capability to manage risk and protect the people of Derbyshire.

The Service has a number of vehicles that carry specialist equipment to resolve the specific risks and challenges within the county. There are 20 special appliances within DFRS that are strategically located throughout the county. Some of these are staffed by firefighters who have received specialist training to enable them to perform rescues in water, from height, and also rescue large animals that are trapped. Over the next four years we will review our specialist capability provision to ensure the number and location of vehicles is right for the risks in Derbyshire.

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Having access to site-specific risk information before an emergency occurs not only improves the safety of firefighters but also helps to bring incidents to a swifter conclusion, reducing the impact on the local community. We have systems to ensure that risk information is communicated between the response, prevention and protection departments and is readily available to operational staff. We are committed to providing the best information for crews to ensure their safety and to protect the community. Recently we have been running a project to further improve the speed and quality of information available to crews, and this new system will be rolled out to crews in 2017-2018.

Response Activity
Derbyshire Fire & Rescue Service IRMP 2017-2021

Training and Exercises
When crews respond we want to make sure they are trained to resolve the emergency incident they are attending as quickly as possible. We provide extensive training to firefighters and operational commanders to ensure they have the skills and knowledge to be safe in dynamic situations. We plan to resource our training department to maintain the standards required of our front-line crews, and are in the initial stages of building a new training centre near our Joint Police and Fire Headquarters in Ripley. This jointly-owned, purpose-built building will provide new facilities for both DFRS and Derbyshire Police from 2018-2019 and provide an environment where the public can be sure firefighters are received the best training possible to keep themselves and communities as safe as possible. It will also provide greater opportunities for joint training with our colleagues in the police and ambulance service to further integrated working at emergencies.

Over the next four years, we will also undertake a number of significant exercises with the other emergency services and agencies to ensure that the plans we have to respond to major incidents work as well as they can. This is an activity we have carried out for a number of years, but we plan to build on our existing knowledge to keep improving our response.

Emergency Service Mobile Communications Programme
The fire, police and ambulance services rely on communications between control rooms and personnel to provide key information and ensure safety. Over the next few years, the emergency services are planning to upgrade communication provision to take advantage of high-speed data and new technology. This complex project is being managed at a national level, but we will be required to invest resources in training staff and providing key equipment to enable the transition.
What’s happening to our budget?

Savings are required to bridge the gap between spending pressures and reductions in government funding. The Authority is facing continued and increasing pressure to:

• Find even more savings to balance the budget over the medium term;
• Achieve and maintain financial stability over the medium and longer term;
• Deliver agreed priorities and objectives, including meeting changing statutory and legislative duties;
• Deliver value for money for local people and taxpayers, through working together with our partners.

What have we saved so far?

The ‘Effectiveness Programme’ and the current ‘Fit to Respond’ savings programme identified a number of initiatives designed to deliver sustainable on-going savings and to address significant funding reductions whilst maintaining effective frontline service provision to the community.

The Service has achieved on-going savings of £6.9m against a target of £6.7m from 2011-2012 to 2015-2016.

What do we still need to save?

We estimate, based on the Government’s proposed four-year settlement, that additional savings of around £1.6m will need to be delivered between now and 2020-2021 in order to balance the budget. This assumes the Authority continues to increase Council Tax by just under 2% each year. Savings achieved to date and future savings targets are shown in below.

Ongoing Savings - 2011-2012 Onwards

If you want to know more, please see our latest Medium Term Financial Strategy.

*NNDR National Non-domestic Rates
Opportunities for Improvement

Whilst we have planned to manage risk through our activities in Prevention, Protection and Response, we are always looking to other ways to improve how we work. We call these our development themes. These are strategic statements that focus our project and review work. They are similar to our previous themes as these have helped significantly in making the financial savings we have needed to make over the last four years.

### Service Development Theme

<table>
<thead>
<tr>
<th>Service Development Theme</th>
<th>Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review Corporate Layers of Assurance</strong></td>
<td>We will continue to ensure that our checks and controls are proportionate to the risks faced and that duplication is minimised.</td>
</tr>
<tr>
<td><strong>Review Staffing Levels, Duty Systems and Ways of Work</strong></td>
<td>We will look at resources we have and make sure they are matched to the risks in each area of Derbyshire. This will allow the Service to make sure our Prevention, Protection and Response activity is balanced and proportionate to keep communities safe.</td>
</tr>
<tr>
<td><strong>Collaboration and Shared Services</strong></td>
<td>We will undertake more joint working projects reviewing services and assets which will benefit Derbyshire communities and save money. This is an area we have been focussing on over the last few years, and is a new requirement of the proposed Policing and Crime legislation.</td>
</tr>
<tr>
<td><strong>Community Safety and Partnership Working</strong></td>
<td>We will further develop our partnership working and relationships with other agencies to work more effectively in communities. This will improve social wellbeing and public safety across Derbyshire.</td>
</tr>
<tr>
<td><strong>Service Improvement</strong></td>
<td>We seek to continuously improve what we do in all areas of our work, which means developing our people, processes and systems. This commitment to continuous improvement is vital to provide the best service possible to communities and drive efficiencies.</td>
</tr>
</tbody>
</table>

Each year we will publish an action plan setting out our short-term intentions for projects relating to each of these themes. Our first proposed action plan, for 2017-2018 (Year 1 of this IRMP) is shown in Appendix 1.

## Appendix 1: 2017-2018 Proposed Action Plan

### Our Integrated Risk Management Plan (IRMP) 2017-2021 Year One Action Plan

In the plan below, we have identified the activities that we propose to carry out in the first year implementation of our IRMP subject to Fire & Rescue Authority approval.

Some of our projects and activities will take place over the duration of the plan and where this is the case we have indicated such.

If our reviews identify options which have the potential to significantly impact on our communities, consultation will take place.

### Review Staffing Levels, Duty System and ways of working

We will look at resources we have and make sure they are matched to the risks in each area of Derbyshire. This will allow the Service to make sure our Prevention, Protection and Response activity is balanced and proportionate to keep communities safe.

<table>
<thead>
<tr>
<th>Name of Project</th>
<th>Corporate Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake a review of the duty systems at Matlock &amp; Glossop.</td>
<td>Response Yr1</td>
</tr>
<tr>
<td>Conduct a review of our Special Appliances.</td>
<td>Response Yr1</td>
</tr>
<tr>
<td>Continue to monitor and work towards increasing Retained Duty System availability.</td>
<td>Response Yr1-4</td>
</tr>
<tr>
<td>Replacement of Airwave – as part of the national Emergency Services Mobile Communications Programme.</td>
<td>Corporate Financial Services and ICT Yr1-4</td>
</tr>
</tbody>
</table>
Appendix 1

Collaboration and Shared Services

We will undertake more joint working projects reviewing services and assets which will benefit Derbyshire communities and save money. This is an area we have been focussing on over the last few years, and is a new requirement of the proposed Policing and Crime legislation.

<table>
<thead>
<tr>
<th>Name of project</th>
<th>Corporate Lead</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development of a single shared Police and Fire Headquarters, Ripley. Phase 2 review opportunities of joint working.</td>
<td>Strategic Leadership Team</td>
<td>Yr1</td>
</tr>
<tr>
<td>Deliver Phase 1 &amp; 2 of post go-live Tri Control Centre. Develop options for Control and Mobilising arrangements.</td>
<td>Tri-Service Strategic Board</td>
<td>Yr1 - 4</td>
</tr>
<tr>
<td>Build a joint Fire/Police Training Centre, Ripley.</td>
<td>Operational Training, Policy and Assurance</td>
<td>Yr1-2</td>
</tr>
<tr>
<td>Demolition and rebuild of Swadlincote Fire Station on the same site to enable joint working with partners/blue light partners.</td>
<td>Corporate Services</td>
<td>Yr1-2</td>
</tr>
</tbody>
</table>

Community Safety and Partnership Working

We will further develop our partnership working and relationships with other agencies to work more effectively in communities. This will improve social wellbeing and public safety across Derbyshire.

<table>
<thead>
<tr>
<th>Name of Project</th>
<th>Corporate Lead</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the outcomes of the national and local Emergency First Responder project evaluations. Determine the future of this scheme in Derbyshire.</td>
<td>Response</td>
<td>Yr1-4</td>
</tr>
<tr>
<td>Continue to deliver shared locations with East Midlands Ambulance Services and explore the potential to share locations with the Police.</td>
<td>Corporate Services</td>
<td>Yr1-4</td>
</tr>
<tr>
<td>Implement Year Two of the Diversity and Inclusion Action Plan.</td>
<td>Prevention &amp; Inclusion</td>
<td>Yr1-2</td>
</tr>
<tr>
<td>Continue to review leases and contracts.</td>
<td>Corporate Financial Services and ICT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Continue to explore opportunities for joint procurement.</td>
<td>Corporate Financial Services and ICT</td>
<td>Yr 1-2</td>
</tr>
<tr>
<td>Implement a Falls Response Scheme (trial) in partnership with Clinical Commission Groups (CCGs).</td>
<td>Prevention &amp; Inclusion</td>
<td>Yr 1</td>
</tr>
</tbody>
</table>

Service Improvement

We seek to continuously improve what we do in all areas of our work, which means developing our people, processes and systems. This commitment to continuous improvement is vital to provide the best service possible to communities and drive efficiencies.

<table>
<thead>
<tr>
<th>Name of Project</th>
<th>Corporate Lead</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement outcomes of the Strategic Leadership Team Review.</td>
<td>Strategic Leadership Team</td>
<td>Yr 1</td>
</tr>
<tr>
<td>Scope out options for the Service Administration Review.</td>
<td>People and Organisational Development</td>
<td>Yr 1</td>
</tr>
<tr>
<td>Scoping requirements of Site Specific Risk Information (SSRI) for fire-fighters.</td>
<td>Corporate Financial Services and ICT</td>
<td>Yr 1</td>
</tr>
<tr>
<td>Implement Year Three of Three: The People Strategy.</td>
<td>People and Organisational Development</td>
<td>Yr1</td>
</tr>
<tr>
<td>Implement the ICT Work Programme.</td>
<td>Corporate Financial Services and ICT</td>
<td>Yr 1-4</td>
</tr>
<tr>
<td>Vacate and decommission the old HQ buildings.</td>
<td>Corporate Services</td>
<td>Yr 1-2</td>
</tr>
</tbody>
</table>

The relocation of Occupational Health to Alfreton Community Fire Station was successfully completed in March 2017.

If you would like this document in another language or format including large print, Braille, audiotape, then please contact the Prevention and Inclusion Department on: 01773 305305. Further interpreting services may be available on request.