



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: The Chair and Members of the Community
Safety & Corporate Planning Committee

(see below)

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COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Monday 13 February 2017

A meeting of the Community Safety & Corporate Planning Committee is to be held on the above date, **commencing at 10.00 am in Committee Room B in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS

1 Apologies

2 Minutes (Pages 1 - 2)

of the previous meeting held on 28 September 2016 attached.

3 Items Requiring Urgent Attention

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4 Creating an Integrated Risk Management Plan (IRMP) (Pages 3 - 8)

Report of the Assistant Chief Fire Officer - Service Improvement (CSCPC/17/1) attached.

5 Rollout of New Home Safety Approach (Pages 9 - 22)

Report of the Assistant Chief Fire Officer – Service Delivery (CSCPC/17/2) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Eastman (Chair), Bown, Colthorpe, Ellery, Hill, Leaves (Vice-Chair) and Redman

NOTES

1.	<u>Access to Information</u> Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the "Please ask for" section at the top of this agenda.
2.	<u>Reporting of Meetings</u> Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chairman - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority. Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.
3.	<u>Declarations of Interests (Authority Members only)</u>
	(a). <u>Disclosable Pecuniary Interests</u> If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority's Monitoring Officer, you must: <ul style="list-style-type: none">(i). disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest;(ii). leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and(iii). not seek to influence improperly any decision on the matter in which you have such an interest. If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (ii) and (iii) above.
	(b). <u>Other (Personal) Interests</u> Where you have a personal (i.e. other than a disclosable pecuniary) interest in any matter to be considered at this meeting then you must declare that interest no later than the commencement of the consideration of the matter in which you have that interest, or (if later) the time at which the interest becomes apparent to you. If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the precise nature of the interest but merely declare that you have a personal interest of a sensitive nature. If the interest is such that it might reasonably be perceived as causing a conflict with discharging your duties as an Authority Member then, unless you have previously obtained a dispensation from the Authority's Monitoring Officer, you must not seek to improperly influence any decision on the matter and as such may wish to leave the meeting while it is being considered. In any event, you must comply with any reasonable restrictions the Authority may place on your involvement with the matter in which you have the personal interest.
4.	<u>Part 2 Reports</u> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.
5.	<u>Substitute Members (Committee Meetings only)</u> Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.

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COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE (Devon & Somerset Fire & Rescue Authority)

28 September 2016

Present:-

Councillors Eastman (Chair), Ellery, Hill, Leaves (Vice-Chair), Burrige-Clayton and Coles

* CSCP/9

Minutes

RESOLVED that the Minutes of the meeting held on 4 July 2016 be signed as a correct record.

* CSCPC/10

Corporate Planning Framework Review

The Committee considered a report of the Area Manager – Community Safety (CSCPC/16/5) that set out the position in respect of the review of the corporate performance measures which it was intended should be better aligned with strategic priorities and expected outcomes.

The Committee noted that the review had been extended to include a revisit of the corporate planning framework, including department plans and local community plans. There would also be an opportunity to look at the national picture to ensure that the performance measures to be adopted would align with Government expectations. It was intended that the proposals for new corporate measures would come back to this Committee for approval early in 2017.

* CSCP/11

Business Safety

The Committee received for information a report of the Area Manager - Community Safety – (CSCPC/16/6) that set out the proposed change in title for the Community Safety Fire Protection team to Business Safety. This aligned with the approach taken by other fire and rescue services nationally to promote consistency and clarity in the role of Business Safety teams and was also aimed at encouraging businesses to be compliant with the provisions in the Regulatory reform (Fire Safety) Order 2005 (RRO). The report set out the proposed new job titles within the business safety department.

Reference was made in particular to Operation Trojan which had been really effective in the Torbay area as a means of encouraging business to be more compliant with the RRO. There were 15 court cases pending as a result of the work that had been undertaken which had sent out a strong message to the business community.

* CSCP/12

Road Traffic Collisions

The Committee received for information a presentation given at the meeting by the Road Safety Manager.

The presentation covered the following points:

- Statistics for 2015 – it was noted that it took time for statistics to be prepared and thus the Service was usually working with data that was a year behind. The figures for road traffic collision in 2015 showed the lowest fatality figures involving both young drivers and motorcyclists since 2010. More people were surviving road traffic collisions now due to preventative measures such as wearing seatbelts and not using mobile phones etc.
- Education – getting the message across to students through the Honest Truth campaign and a consistent package was now in place to deliver this across both counties; use this as a basis to deliver the road safety message to schools
- Methods of engagement included an age approach – learning through repetition and singing and encouraging children to feel empowered to ask their parents to stop when they thought behaviour was inappropriate. Also used publications and activity at Paignton Zoo in four enclosures which was very successful. Reference to National Red Thumb Day in addition.
- Reference was made to the collaborative approach being taken by the Service including PFCSO engagement and the Learn to Live programme.

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 10.00 am and finished at 11.35 am

Agenda Item 4

REPORT REFERENCE NO.	CSCPC/17/1
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	13 FEBRUARY 2017
SUBJECT OF REPORT	CREATING AN INTEGRATED RISK MANAGEMENT PLAN (IRMP)
LEAD OFFICER	ASSISTANT CHIEF FIRE OFFICER – SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>There is a requirement for the Fire and Rescue Authority to maintain an up to date Integrated Risk Management Plan (IRMP) which assesses all risks faced by the communities served and details how those risks will be mitigated by the prevention, protection and response arrangements of the Authority.</p> <p>The Service has established a working group to produce the next iteration of the IRMP which will need to take account not only of the legal responsibility of the FRA in attending fires and road traffic collisions but also the wider risks face by citizens and the need to support other agencies.</p> <p>This paper sets the scene for creating a new IRMP and further updates will be provided as the plan develops.</p>
RESOURCE IMPLICATIONS	The IRMP should assist the Authority in matching resources to risk appropriately.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	N/a
APPENDICES	None
LIST OF BACKGROUND PAPERS	<p>“Our Plan: 2016 – 2021”</p> <p>National Framework for England (2012)</p> <p>IRMP Guidance Notes</p> <p>Fire and Rescue Services Act 2004</p>

1. **INTRODUCTION**

1.1 The Fire and Rescue Services Act 2004 (section 21) provides the statutory basis for the National Framework for England. This requires the Secretary of State to:

- to prepare a National Framework for fire and rescue authorities;
- to consult with representatives of fire and rescue authorities and their employees before making significant changes to the Framework;
- to bring the Framework, and any significant revisions to it, into effect by a statutory instrument subject to annulment in either of the Houses of Parliament;
- fire and rescue authorities to have regard to the Framework in carrying out their functions.

1.2 The role of the Framework is not to repeat all of the duties placed on fire and rescue authorities in connection with the discharge of their functions. The Framework has an open ended duration but it is possible that the Secretary of State may undertake a review later in 2017 as the current iteration of the Framework has been in place since 2012.

1.3 The priorities set out within this Framework are for fire and rescue authorities to:

- identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately
- work in partnership with their communities and a wide range of partners locally and nationally to deliver their service
- be accountable to communities for the service they provide

1.4 Fire and rescue authorities need to assess all foreseeable fire and rescue related risks that could affect their communities (from local fires to terrorist attacks) and put in place arrangements to mitigate these risks, either through adjusting existing provision, more effective collaboration and partnership working, or building new capability. They need to deliver effective and proportionate prevention and protection activities and be ready to respond to incidents within their areas and across the country to keep communities safe.

1.5 An Integrated Risk Management Plan is the means by which the Fire and Rescue Authority assesses and analyses the risks faced by the communities served. The Plan then presents an integrated approach to mitigating and reducing those risks through the Prevention, Protection and Response activities of the Service.

1.6 This report sets out the way in which Devon & Somerset Fire & Rescue Authority approaches and develops its Integrated Risk Management Plan.

2. **INTEGRATED RISK MANAGEMENT PLAN (IRMP)**

2.1 In considering an Integrated Risk Management Plan, it is useful to define the individual components as:

- Integrated – use of all activity in a complimentary manner
- Risk – the potential to cause harm
- Management – organisation of activities to achieve outcomes
- Plan – a detailed proposal to achieve outcomes.

2.2 Therefore the IRMP can be seen to be of strategic significance to the Fire and Rescue Authority as it will be the document that provides the vision and means of ensuring the Service direction.

2.3 To support this, Devon & Somerset Fire & Rescue Service (the Service) maintains a detailed understanding of the international, national, and local factors that impact upon the delivery of its services.

2.4 Each year, a comprehensive and forward looking analysis of these external factors is carried out; this highlights the more important Societal, Technological, Economic, Environmental, Political, Legislative and Ethical (STEEPLE) issues.

3. **AIMS OF AN IRMP**

3.1 The Integrated Risk Management Plan will aim to:

- Improve community safety and make a more effective use of fire and rescue service resources;
- Reduce the incidence of fires; reducing loss of life in fires and accidents; reducing the number and severity of injuries;
- Safeguard the environment and protect the National Heritage;
- Provide communities with value for money.

3.2 Each fire and rescue authority must produce an Integrated Risk Management Plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. There is a need to support Community Resilience and the IRMP brings with it a personal responsibility on every member of society to make themselves safer.

4. **ANALYSING THE RISK**

4.1 In addition to the external analysis, the Service uses a range of sophisticated tools and computer programmes to actively monitor and assess the changing risk profile. This includes an analysis of population, mapping of incidents and activity and identifying vulnerable people and groups.

4.2 This, together with a number of other Partnership agreements through which further data is provided by key partners, provides an in-depth picture of the community and enables the Authority to match appropriate resources to risk.

- 4.3 The IRMP must identify the principal risks to life, property and the environment which require an emergency response by a fire service. This includes:
- Fires in homes, businesses, hospitals, schools etc.
 - Life threatening incidents in the community, including road traffic collisions and other incidents.
 - Major fires, floods, chemical risks and other incidents where the Service has a statutory responsibility under the Civil Contingencies Act 2004.
- 4.4 Further to this, the National Framework for England states “that FRA’s should take account of all risks faced by citizens”. In considering this, some of the emerging risks and pressures identified are:
- Lack of community resilience;
 - Threat of terrorism;
 - Worsening public health & wellbeing;
 - High demand on other public services;
 - Collaboration expectations; and
 - Reducing budgets.
5. **NEXT STEPS**
- 5.1 The Service’s Director of Service Improvement has the remit to focus on the IRMP and a working group has been established, chaired by the Area Manager leading on Strategy and Business Change.
- 5.2 The Government has recently made a clear commitment to provide central funding for the period of the Comprehensive Spending Review (CSR) to those authorities that chose to accept the offer and have published a four year Efficiency Plan. This, when coupled with the four year settlement (to 2019/20) provides a clear steer to the Authority on the level of funding that will be available over this period. This has resulted in an overall reduction in funding of 24.6% by 2019-20 for the Authority. There is an opportunity, therefore, for the Service to look at the holistic position with a view to matching the reduced resources available to the key risks now faced by the Service, which have continued to change year on year..
- 5.3 With this in mind, the IRMP working group will:
- Research actual risk faced by communities across Devon and Somerset;
 - Quantify data into a risk rating for measurement enabling improvement and understanding how our activities affect risk;
 - Re-evaluate the Service’s Protection, Prevention, and Response arrangements against actual risk; and
 - Produce options for consideration.
- 5.4 Further to the analysis requirements described above, the working group has already given early consideration to:
- Wider Community Safety Provision – to support collaboration and demand reduction;

- Help communities to help themselves – providing resilience through Flood Wardens, Use of the Authority’s properties, training etc;
- Options for response deployment - number of stations, build on tiered response, flexible crewing, medical skills/paramedic riding appliances;
- Demand led crewing options and locations; and
- Understanding the differences in geographic/localised risk e.g. hotel risks in Torbay are different to rural community risks on the Somerset Levels

6. **CONCLUSION**

- 6.1 The Fire and Rescue Authority must produce an Integrated Risk Management Plan that clearly assesses all risks faced by the community.
- 6.2 The Plan should be accessible to the public and clearly show how the Authority intends to mitigate those identified risks.
- 6.3 The Authority has always produced an IRMP as required, however, there is now a real opportunity to develop a plan that prepares the Service for the future and establishes the changes required to truly improve its performance.
- 6.4 The Authority is committed to ensuring that the Service’s resources support the priorities of Public Safety, Staff Safety, Effectiveness and Efficiency and the revised IRMP will reflect these.
- 6.5 Further briefings will be provided to this Committee as the IRMP develops.
- 6.6 The Committee is asked to note this report.

GLENN ASKEW
Assistant Chief Fire Officer

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Agenda Item 5

REPORT REFERENCE NO.	CSCPC/17/2
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	13 FEBRUARY 2017
SUBJECT OF REPORT	ROLLOUT OF NEW HOME SAFETY APPROACH
LEAD OFFICER	ASSISTANT CHIEF FIRE OFFICER – SERVICE DELIVERY
RECOMMENDATIONS	That the report be noted.
EXECUTIVE SUMMARY	<p>This paper details the roll out of the improved Home Fire Safety process. This project will result in the employment of a team of dedicated technicians with fully equipped vans to deliver our home safety services in a consistent way across the Service, thus freeing up capacity within Groups. It has the potential to result in an increase in Home Safety Visits to over 20,000 per year from a pre-pilot level of less than 4000.</p> <p>The ultimate goal of this project is to roll-out a consistent process across the Service which enables the most vulnerable members of our community to contact us easily and arrange a visit that is best suited to them, at a mutually convenient time.</p> <p>Appendix A of this report sets out the Briefing Paper that has been prepared for the Committee on this matter.</p>
RESOURCE IMPLICATIONS	Allocation of £281,000 in year 1 and c£490,000 in year 2
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	ERBA contained within existing policies.
APPENDICES	A. Process Improvement – Briefing Paper.
LIST OF BACKGROUND PAPERS	N/a

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DEVON &
SOMERSET
FIRE & RESCUE SERVICE

Home Fire Safety Visits (HFSV)

Process Improvement. Briefing Paper

Project Number: PR000161

Programme Name: Business Change

Project Executive: AM Neil Blackburn

Release: Final

Version: V 1

28/01/2017

1 Executive Summary

- 1.1 This paper details the roll out of the improved Home Fire Safety offer providing a platform on which a more holistic Safe and Well approach can be delivered. It will result in the employment of a team of dedicated technicians with purpose designed vans to deliver our home safety services in a consistent way across the Service.
- 1.2 The improvements to BE made will signal a move to a dedicated, higher trained workforce delivering a more efficient and improved offer providing the potential to increase capacity to deliver a larger number of visits to our most vulnerable clients and address risks inherent in the current delivery mechanism.
- 1.3 The approach draws on the results of the recent HFSV trial delivered in Central Command from October 2014 to date. The roll out of the recommended approach is predicated upon completion of the ICT interface. This provides a fully automated system allowing the customer to be offered a visit time and date, across the service area, on receipt of the call.
- 1.4 A key priority for Devon & Somerset Fire & Rescue Service (DSFRS) is to improve public safety, an essential component of this is to keep people safer in their own homes. This approach also recognises the potential for future collaboration with partners in promoting public safety and health with a more holistic “Safe and Well” offer.
- 1.5 Recognising the need for the Service to improve efficiency, delivering the most cost effective solution will support, evidence based, informed decision making. The recommended approach will provide accurate financial reports and more accurate costings associated with the generation and delivery of HSV to the service.
- 1.6 It has the potential to deliver;
 - Increased capacity within Group Support Teams to improve partnership working and generate high quality targeted referrals. It is recognised that a large percentage of fire facilities are known to other agencies.
 - A platform on which to develop future opportunities in collaboration with partner agencies (such as Health & the Police) in the delivery of risk reduction activities, ie Safe & Well visits, and crime reduction.
 - An opportunity for re-engagement of w/t staff in the delivery of HFSC activities
 - A targeted approach with the capacity to deliver 20,250 level 2 visits per year. (Level 2 visits are delivered by technicians in fully equipped vans)¹
 - An increased number of Home Fire Safety Checks (HFSC) and Level 1 visits. (Level 1 visits are completed where no equipment requirements are identified)
 - Improved data from which we are able to record the number of HFSC/V against high risk properties identified annually by the services Business Intelligence Team.

¹ Based upon 6 visits per day = 30 visits per week per technician. 15 technicians = 450 visits per week. 45 weeks per year = 22,250 visits.

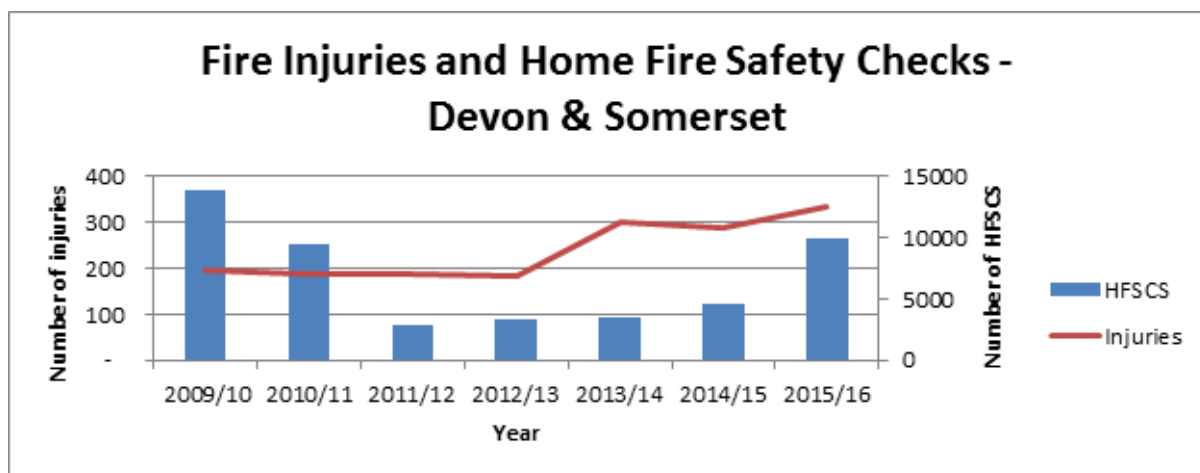
- 1.7 Various options were considered during and after the pilot phase drawing on reviews, audits and experience from other Services. A Pilot was run for 18 months in Central Command to explore this approach.
- 1.8 The pilot approach will be rolled out across the whole service in order to realise all the benefits and significantly improve our Home Safety offering.

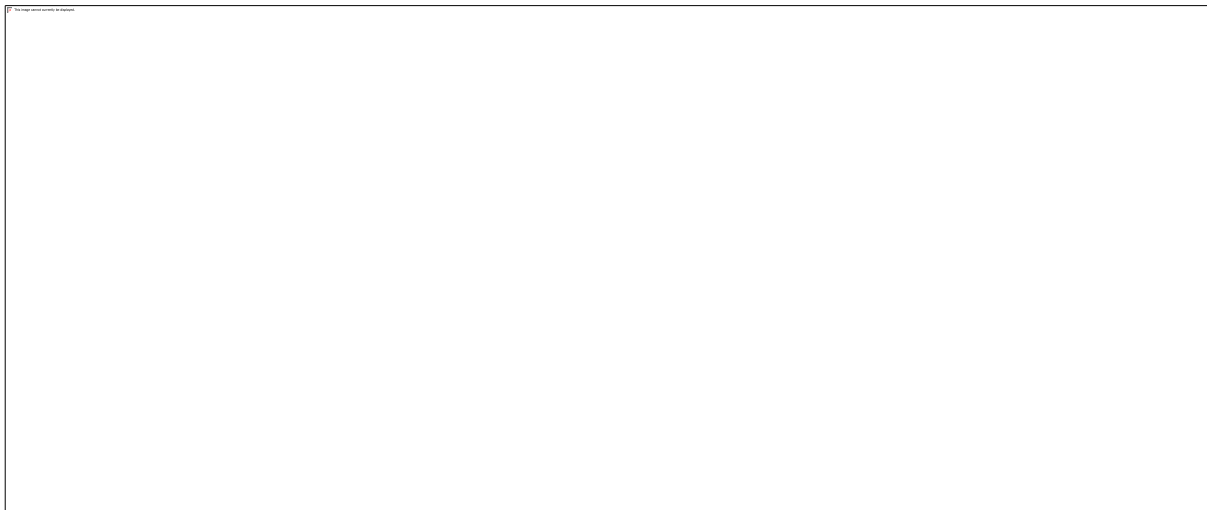
2 Background

2.1 Community Safety sits at the heart of DSFRS and is integral to improving public safety and reducing operational costs. An essential component of this is to keep people safer in their own homes where the vast majority of our fire injuries and fatalities occur.

However, the current trend for fire deaths and injuries recognises that DSFRS needs to make improvements which support a sustainable reduction in these occurrences.

2.2 The graphs below suggest that after periods where the least amount of visits have been undertaken, there is an increase in deaths and injuries. It is anticipated that a consistent increase in the number of **targeted** visits delivered via a **consistent** approach across DSFRS will allow us to more accurately evidence the impact the chosen approach has. Currently, due to the different approaches adopted, it is not possible to ascertain accurately any direct correlation between visits, fire deaths and injuries.





Note: The “Injuries” figure is all injuries (including Precautionary Checks and First aid given at scene). This is not our corporate performance measures 2 & 5 which are just cases where the victim is taken to hospital.

- 2.3 The Community Safety team has been the focus of a number of improvement initiatives, indicating that as an organisation we needed to bring risk information together in a more consistent way.
- 2.4 A “Systems Thinking” review was carried out between November 2015 and February 2016 and had the following strategic recommendations. These recommendations are reflected in the table below:

Strategic recommendations	Solution offered by the new process
Adopting a Common Approach across DSFRS. Currently there is inconsistency in how the activity is delivered between Groups.	Delivers a common approach across the service area.
Having a Clear Strategy (closely related to the above)	Clarity on how the approach is adopted.
Better Quality Visits. It is recognised that better visits will make people safer.	The quality is improved by providing more specific information about who is at risk. The customer data collected in the pilot area indicates a 98% satisfaction rate from surveys returned.
Better Trained Staff. Currently there is no formal training for prevention staff across DSFRS.	Offers enhanced training at an appropriate level. The training will be subject to the level of activity the individual is expected to perform, therefore much more relevant to role. For example all technicians will receive training in Safeguarding, Sensory Loss, Alcohol Awareness and Mental Health.
Reduce Travel Time. During the initial review it was discovered that 30% of all time allocated to Home Safety visits was used in travelling to and from the visits.	This will be managed through the ICT interface which offers appointment availability in postcode areas. This will reduce to travel times as best as possible without compromising customer service. It will also reduce the requirement to hire vehicles for ad hoc activities.
Clear success measures. DSFRS does not effectively measure the success (or otherwise) of Home Safety Activity.	The approach will offer improved data through the use of tablet devices. It will provide evidence of the work undertaken against specific addresses deemed at high risk. It will also provide an opportunity for GST's to engage with partners who have access to high risk individuals. The reference numbers allow the performance of the partnership (number of visits generated) to be provided and reviewed.

3 Service Alignment

3.1 Corporate Strategy

Home Fire Safety Checks and Visits are central to the delivery of our vision to making Devon and Somerset a safer place to live.

The future of our Service needs to reflect both the type of risk we are presented with and the significant and continuing reduction in fire incidents. There is also a need to increase and improve our engagement with communities and to understand how we can provide the best advice, support and response to ensure you live a safer life. (DSFRS Corporate Plan 2015-2020).

In the last 3 years, all fatal accidental fires, other than vehicle fires, have occurred where people live. Annually the vast majority of fire fatalities and injuries occur where people live and it is anticipated the delivery of this project will contribute towards a sustained reduction in these types of incidents.

3.2 Core Values

The project demonstrates commitment to the following core values:

Honesty, clarity and accountability

The HFSC pilot has demonstrated that a consistent approach can be achieved with all employees delivering the service within agreed parameters.

Managing a smaller number of advocates delivering HFSV allows specific information to be shared, applied consistently and with the facility for regular updates. The smaller team reduces associated costs in training and hours spent on CPD at our regular development days.

Respect for each other

Our development days provide a forum within which our HFSV technicians openly discuss the issues and challenges they face. The forums enhance our shared safeguarding understanding for risk identification, issue resolution and consistency in approach, supporting organisational effectiveness and reputation.

During the development of our marketing material we have worked with our partners and customers to improve our material together.

Working together to improve

The new approach is a customer focused initiative where the 'check' provides an opportunity to tailor our services to the customers' needs.

The end to end process provides a flexible model which can respond quickly when required to do so. It achieves this by directly managing the technicians centrally and providing technological solutions for GST's.

In establishing single points of contact and a consistent approach it is easier to identify best practice, discuss its impact and implement improvements quickly where agreed.

A 'can do' attitude

Feedback from our technicians indicates that the training, equipment and consistency in management makes them feel valued and more positive about their role within the service.

We are able to provide accurate data on performance and acknowledge the high standards that can be achieved.

Staff feel more motivated if the team performs well.

4 The Case for Change

4.1 Why is the change required?

The project is required to address the issues identified within:

- Home Safety Audit.
- Peer review

4.2 A summary of the some of the issues highlighted at present are:

Complex matrix of people, tasks and actions to deliver visits

- Between April '12 and March '14 visits were delivered by over 100 individual advocate staff. The new approach provides an efficient, effective and lean process without compromising quality. It has demonstrated that an individual with a fully equipped van with visits pre booked at the point of contact can deliver 30 visits per week. Potentially only 3 people are involved in this end to end process, the call handler, the technician and of course the customer. W/T crews target specific addresses as do advocates in more rural areas. In these cases each individual is able to record their 'checks' via a fully automated system.

Information assurance and data management risks

- Using new technologies and automated systems. The ICT interface offers appointments so there is no need to call back the customer. The tablets used by the technicians remove paperwork providing a fully automated solution.

Limited evidence of partnership working

- The agreed approach requires chosen partnerships to have an agreement and unique reference number. This allows the productivity of that partnership to be measured and reported on.

Reduced opportunities to engage with communities

- Targeted marketing is more easily achieved through a consistent approach. Introducing a recognised brand allows us to more easily utilise different media to target our customers, for example Internet, billboards, social media and face to face engagement. **A framework capable of managing the performance of staff.**

- Through the new approach we can easily identify any spare capacity or alternatively when we are operating at full capacity. Customer surveys also provide good evidence of how our colleagues are meeting their needs.

Improvements are slow to implement

- The single approach and ownership of it allows us to implement improvements in a timely manner.

Training and competence of staff

- The new approach will identify the appropriate training required at each level and design the appropriate training packages. More specific job descriptions and personal specifications will provide more robust performance management criteria as opposed to broader contracts

Financial costs of HFSV

- All salary/equipment costs are set against a separate budget code for the technicians. It is anticipated this will see a reduction

An environment where people are not motivated to exercise their talents

- Feedback from technicians and staff indicate that the training, specialist equipment and an empowerment to act have greatly improved their working environment.

- 4.3 The ultimate goal of this project is to roll-out a consistent process across the Service which enables the most vulnerable members of our community to contact us easily and arrange a visit that is best suited to them, at a mutually convenient time.

5 Key advantages of the selected approach

- provides an opportunity to engage technicians in the wider Community Safety agenda inclusive of HFSV, Firesetter Intervention and Schools Education
- maximise the efficiencies through automated booking the ICT user interface will deliver
- delivers an efficient, effective and lean process without compromising quality in addition to matching the organisations capability with the expectation
- improves information assurance by using new technologies and automated systems
- promotes partnership working by providing capacity to GST's and introducing partnership numbers against which productivity can be reported
- provides a flexible and responsive framework to implement improvements in a timely manner
- provides a more consistently trained competent and motivated workforce through the provision of a smaller team and a structured training programme

- An improved budgetary management process;
- technicians will work service wide but primarily where the need of our customer(s) is identified. This reduces administration, management, administration and coordination costs for events.

6 **Disadvantages/risks**

- the brand (graphics and marketing material) not being widely accepted
- a reliance upon ICT support and back up. This option is dependant upon the booking interface and support for tablet devices being met. Potentially this will increase demand for ICT support and development moving forward.
- this option may displace engaged staff who do not secure a Fixed Term Contract.

7 **Cost monitoring**

This option will deliver more accuracy in the costs of HFSV to the service. Although the anticipated greater number of checks/visits will increase the overall cost to the service the unit cost of a check/visit will be significantly cheaper to the Service.

8 **Resources**

The new process requires:

- a Home Safety Manager (fixed term contract);
- An admin support position (fixed term contract);
- 15 HFSV technicians across the service area (fixed term contract).

9 **What will the improvement deliver?**

For the customer:

It delivers a simple, consistent process that is customer focused. It promotes the concept that EVERY person needs a check and at this point the customer needs are identified and addressed. Customers are either referred to us by partners, can contact us directly through a single contact number or just have a simple conversation anywhere across our service area. That the visit will be delivered, as booked, and any action required will be completed there and then to a high standard.

For partners:

A clear and coherent referral process whereby shared details are kept securely and only accessible within a defined group. The ability to provide feedback on referrals on completion of visits they have referred via auto generated e-mails. Through the agreements each party can clearly see the mutual benefits to each organisation the partnership offers.

For the organisation:

The new approach will demonstrate that the organisation is able to identify improvements and invest to improve this area of Community Safety Prevention.

10 **Deliverables (Products)**

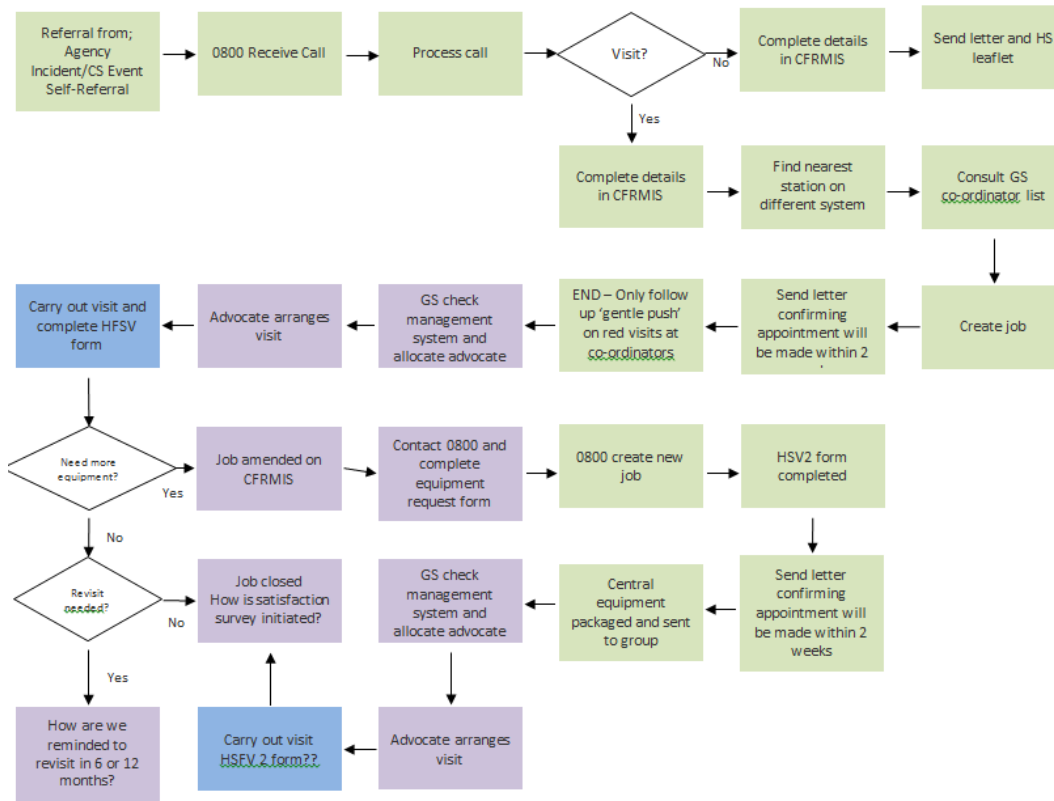
- Single phone number for customer entry with an integrated ICT booking interface
- Consistent use of “ROY” (high risk) Exeter data provided to each group as a focus for activity
- Clear process map (how it is done)
- Each W/T watch trained
- Formal partnership agreements put in place for each partner
- A unique reference number for each partner
- Report by partner indicating number of referrals over a specific period and comparison of whether these referrals are indeed our target audience etc
- Training package for technicians
- Training package for tablet users
- 80 tablets
- 15 fully equipped vehicles
- Agreed criteria for monitoring and recording difference between “check”, “level 1” and “level 2” visits.
- List of screening questions to proceed from check to visit.
- Specified number of technicians on fixed term contracts.
- Brand for HFSV established
- Job description, personal specification for technician role

11 **How this would be achieved:**

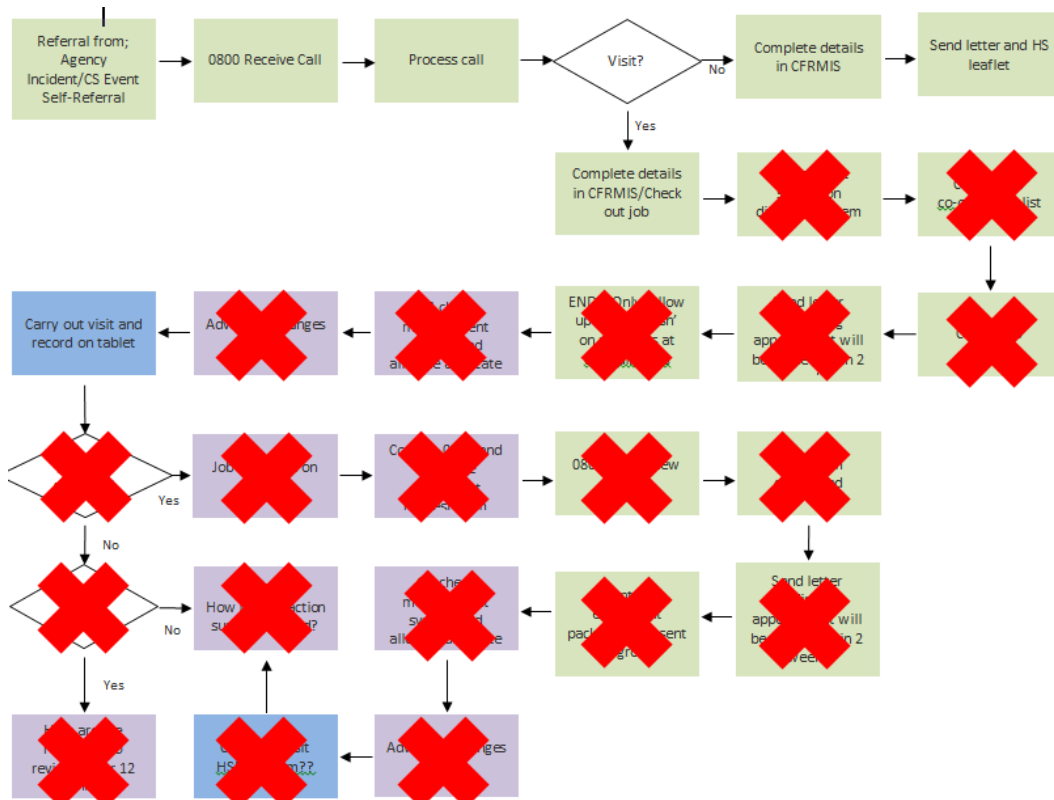
- HFSC Technicians will be managed and coordinated centrally to improve the efficiency of the HFSV process and reduce the workloads of commands. This will release capacity within Commands to assist with wider risk reduction activity and more specifically partnership working
- A notable increase in customer survey forms being offered/issued (Qualitative) which provides valuable feedback to the organisation directly from our customers
- Groups will target and generate potential HFSC referrals via;
 - Home Fire Safety Advice Helpline
 - firekills@dsfire.gov.uk
 - Improved partnership arrangements with unique reference numbers
- More detailed risk information
- Clear performance requirements being embedded into Local Community Plans.

Appendix - Pre/Post pilot task overview

Steps for HFSV Pre Pilot (0800)



Steps for HFSV post pilot (0800)



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