



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: The Chair and Members of the Devon & Somerset Fire & Rescue Authority

(see below)

SERVICE HEADQUARTERS
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Your ref :
Our ref : DSFRA/MP/SY
Website : www.dsfire.gov.uk

Date : 12 October 2017
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DEVON & SOMERSET FIRE & RESCUE AUTHORITY

Friday, 20th October, 2017

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 10.00 am in Conference Rooms A & B, Service Headquarters, Exeter** 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 - 8)

Non-restricted Minutes of the meeting held on 26 July 2017 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 Questions and Petitions from the Public

In accordance with [Standing Orders](#), to consider any questions and petitions submitted by the public. Questions must relate to matters to be considered at this meeting of the Authority. Petitions must relate to matters for which the Authority has a responsibility or which affects the Authority. Neither questions nor petitions may require the disclosure of confidential or exempt information. Questions and petitions must be submitted in writing or by e-mail to the Clerk to the Authority (e-mail address: clerk@dsfire.gov.uk) by **midday on Tuesday 17 October 2017**.

5 Addresses by Representative Bodies

To receive addresses from representative bodies requested and approved in accordance with Standing Orders.

6 Questions from Members of the Authority

To receive and answer any questions submitted in accordance with Standing Orders.

7 Minutes of Committees

a Resources Committee (Pages 9 - 12)

The Chair of the Committee, Councillor Coles, to **MOVE** the Minutes of the meeting held on 1 September 2017.

RECOMMENDATIONS

- (i) that the recommendation at Minute RC/4 (Financial Performance Report 2017-18: Quarter 1) be approved;
- (ii) that, subject to (i) above, the Minutes be adopted in accordance with Standing Orders.

b Audit & Performance Review Committee (Pages 13 - 16)

The Chair of the Committee, Councillor Wheeler, to **MOVE** the Minutes of the meeting held on 12 September 2017.

RECOMMENDATION that the Minutes be adopted in accordance with Standing Orders.

c Human Resources Management & Development Committee (Pages 17 - 20)

The Chair of the Committee, Councillor Bown, to **MOVE** the Minutes of the meeting held on 18 September 2017.

RECOMMENDATIONS

- (i) that the recommendation at Minute HRMDC/14 (Redundancy Compensation Rates) be approved; and
- (ii) that, subject to (i) above, the Minutes be adopted in accordance with Standing Orders.

d Community Safety & Corporate Planning Committee (Pages 21 - 22)

The Chair of the Committee, Councillor Redman, to **MOVE** the Minutes of the meeting held on 29 September 2017.

RECOMMENDATIONS that the Minutes be adopted in accordance with Standing Orders.

PLEASE NOTE THAT, IN ACCORDANCE WITH MINUTE *CSCPC/7, A FINAL DRAFT OF THE INTEGRATED RISK MANAGEMENT PLAN IS PRESENTED AT ITEM 11 FOR APPROVAL FOR CONSULTATION PURPOSES

e Appointments Panel (Pages 23 - 24)

- (i) The Chair, Councillor Bown, to **MOVE** the Minutes of the meeting of the Panel held on 2 October 2017.

RECOMMENDATION that the Minutes be adopted in accordance with Standing Orders.

(ii) The Chair, Councillor Bown, to report on the meeting of the Panel held on 19 October 2017.

8 Appointments to Committee Vacancies (Pages 25 - 26)

Report of the Director of Corporate Services (DSFRA/17/26) attached.

9 Firefighters Pensions' Schemes Local Pensions Board (Pages 27 - 30)

Report of the Director of Corporate Services (DSFRA/17/27) attached.

10 Consultation: The Local Government Finance Settlement 2018-19 - Technical Consultation Document (Pages 31 - 36)

Report of the Treasurer (DSFRA/17/28) attached.

11 Draft Integrated Risk Management Plan (Pages 37 - 118)

Report of the Director of Service Improvement (DSFRA/17/29) attached.

12 Precept Consultation for the 2018-19 Budget (Pages 119 - 124)

Report of the Director of Service Improvement (DSFRA/17/30) attached.

13 Chairman's Announcements

14 Chief Fire Officer's Announcements

15 Exclusion of the Press and Public

RECOMMENDATION that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public (with the exception of Mr Andy Marsh {Chief Constable of Avon & Somerset Constabulary} and Mr Chris Spencer-Phillips {First Flight Ltd.}) be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined:

For agenda item 17:

in the following Paragraph(s) of Part 1 of Schedule 12A (as amended) to the Act:

- Paragraph 1 (information relating to an individual);
- Paragraph 2 (information likely to reveal the identity of an individual);
and
- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information).

For agenda items 16, 18a and 18b

in Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely information relating to the financial and business affairs of any particular person – including the authority holding that information).

PART 2 - ITEMS WHICH MAY BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC

16 Regional Collaboration Initiative (Pages 125 - 164)

Report of the Director of Corporate Services (DSFRA/17/31) attached.

17 Restricted Minutes (Pages 165 - 168)

of the meeting held on 26 July 2017 attached.

RECOMMENDATION that the Restricted Minutes be signed as a correct record.

18 Commercial Governance Arrangements.

a Commercial Activities - Governance Framework (Pages 169 - 208)

Report of the Director of Corporate Services (DSFRA/17/32) attached.

b Commercial Governance - Red One Ltd. Board Composition (Pages 209 - 228)

Report of the Director of Corporate Services (DSFRA/17/33) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Randall Johnson (Chair), Best, Biederman, Bown, Burrige-Clayton, Chugg, Coles, Colthorpe, Eastman, Ellery, Greenslade, Hannaford, Healey MBE (Vice-Chair), Hendy, Hosking, Leaves, Napper, Peart, Prowse, Redman, Riley, Saywell, Thomas, Trail BEM, Vijeh and Wheeler.

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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DEVON & SOMERSET FIRE & RESCUE AUTHORITY

26 July 2017

Present:-

Councillors Randall Johnson (Chair), Best, Biederman, Bown, Burrige-Clayton, Chugg, Coles, Colthorpe, Eastman, Ellery, Greenslade, Hendy, Napper, Peart, Redman, Riley, Saywell, Trail BEM and Wheeler.

Apologies:-

Councillors Healey MBE, Hosking, Leaves, Prowse and Thomas

DSFRA/21 Minutes

RESOLVED that the Minutes of the Annual and Ordinary Meetings of the Authority held on 12 June 2017 be signed as correct records.

DSFRA/22 Item Requiring Urgent Attention

The Chairman advised on an item received subsequent to publication of the agenda for this meeting but which it was felt should nonetheless be considered as a matter of urgency in accordance with the provisions of Section 100(B)(4)(b) of the Local Government Act 1972 to enable the issue to be progressed appropriately and expeditiously.

In view of the nature of the issue, however, the Chair indicated that this item should be considered in the absence of the press and public.

(SEE ALSO MINUTE DSFRA/30 BELOW)

DSFRA/23 Minutes of Committees

a **General Purposes Committee**

The Chair of the Committee, Councillor Greenslade, **MOVED** the Minutes of the meeting held on 6 June 2017 which had considered a staffing issue.

RESOLVED that the Minutes be adopted in accordance with Standing Orders.

b **Human Resources Management & Development Committee**

The Chair of the Committee, Councillor Bown, **MOVED** the Minutes of the meeting held on 23 June 2017 which had considered, amongst other things:

- a request for retirement and re-employment made in accordance with the Authority's approved Pay Policy Statement for the current financial year;
- appointments to the Firefighters' Pensions' Scheme Internal Disputes Resolutions Procedure Panel; and
- a report on absence management and the health of the organisation.

RESOLVED that the Minutes be adopted in accordance with Standing Orders.

c **Audit & Performance Review Committee**

The Chair of the Committee, Councillor Wheeler, **MOVED** the Minutes of the meeting held on 28 June 2017 which had considered, amongst other things:

- an update from Grant Thornton (the Authority's external auditor);
- a report on the draft Statement of Accounts for the 2016-17 financial year;

- a report on the draft Statement of Assurance for the 2016-17 financial year; and
- a report on the process for publication of financial statements for the 2017-18 financial year.

RESOLVED that the Minutes be adopted in accordance with Standing Orders.

d **Community Safety & Corporate Planning Committee**

The Chair of the Committee, Councillor Redman, **MOVED** the Minutes of the meeting held on 11 July 2017 which had considered, amongst other things:

- a report on performance of the Devon & Somerset Fire & Rescue Service between April 2016 and March 2017 as measured against those indicators in the current Strategic Plan “Our Plan 2015 – 2020”;
- a report on progress to date in developing the new Integrated Risk Management Plan.

RESOLVED that the Minutes be adopted in accordance with Standing Orders.

DSFRA/24 Red One Ltd. - Appointment of Directors

(Councillor Saywell declared a personal, non-pecuniary interest in this matter [by virtue of his being recommended for appointment to the Board of Red One Ltd.] and took no part in any voting thereon.).

The Authority considered a report of the Director of Corporate Services (DSFRA/17/22) on:

- the appointment of a third, Authority-appointed non-executive director to sit on the Board of Red One Ltd. (“the Company”); and
- a proposed process to identify and appoint an independent, non-executive director who would also serve as Chair of Company’s Board of Directors.

An external company specialising in the identification and appointment of non-executive directors had been commissioned to undertake a selection process for the third Authority-appointed non-executive director on the Company Board. A copy of the subsequent recommendation following this process was appended to the report.

The Director of Corporate Services also advised the Board that, subsequent to publication of the agenda for this meeting, a request had been received from the Acting Managing Director of Red One Ltd. to remunerate Mr. John Woodman, at a rate commensurate with the relevant Authority Special Responsibility Allowance, for his services as a non-executive director on the Company Board between the date of his ceasing to be an Authority Member and the date of his resignation as a non-executive director. The Articles of Association for the Company required that such remuneration be approved in writing in advance by the shareholder.

Following a debate on this matter, Councillor Bown **MOVED**, with Councillor Greenslade seconding:

“that Councillor Saywell be confirmed as the third, Authority-appointed non-executive director on the Board of Red One Ltd.”

This Motion was put to the vote and declared **CARRIED**, by 16 votes for, none against and with 2 abstentions.

Councillor Bown then **MOVED**, with Councillor Greenslade seconding:

“that a decision on undertaking a process for the identification and appointment of an independent non-executive director to serve as Chair of the Board be deferred.”

The Motion was put to the vote and declared **CARRIED**, by 11 votes for to 8 against.

Councillor Bown then **MOVED**, with Councillor Burridge-Clayton seconding:

“that the request for remuneration for Mr. John Woodman be declined.”

The Motion was put to the vote and declared **CARRIED**, by 6 votes for, 5 against and with 7 abstentions.

Thereafter, it was

RESOLVED

- (a). that the Authority:
 - i. as sole shareholder in Red One Ltd. (“the Company”) and in accordance Article 19 of the Company’s Articles of Association, appoints Councillor Andrew Saywell as the third, Authority-appointed non-executive director on the Company Board; and
 - ii. authorises the Clerk to the Authority to serve, in accordance with Article 19, notice in writing on the Company of this appointment;
- (b). that a decision on a process to identify and appoint an independent non-executive director to the Company Board, to serve as the Board Chair, be deferred; and
- (c). that the request from the Company Board to pay remuneration to Mr. John Woodman for his services as a non-executive director on the Board, between the date his ceasing to be an Authority Member and the of his resignation as a non-executive director, be declined.

DSFRA/25 Company Trading Models - Further Developments

(Councillor Saywell declared a personal, non-pecuniary interest in this matter [by virtue of his being an Authority-appointed non-executive director on the Board of Red One Ltd.] and took no part in any voting thereon.).

The Authority considered a report of the Director of Corporate Services (DSFRA/17/23) on further legal advice obtained in relation to commercial trading models available to local authorities such as the Devon & Somerset Fire & Rescue Authority.

At an Extraordinary General Meeting of Red One Ltd. (“the Company”) held on 4 April 2017, the Authority (as sole shareholder in the Company) had resolved that a community interest company (CIC) limited by guarantee be established and that, once established, all current contracts, liabilities, assets and resources (including staff) of the current Red One Ltd. be transferred to the new company. The Authority had been advised at its ordinary meeting on 12 June 2017 that, acting on this resolution, the Company Board had established and incorporated a community interest company with three “members” (equivalent to shareholders) albeit in a personal capacity and not as Authority Members (Minute DSFRA/17 refers).

The ongoing work to fully establish the new CIC, however, had highlighted that the Authority could only exercise commercial trading functions through a company which it either controlled or was subject to its influence. This meant that perceived greater freedom to trade through the new CIC was not valid. In addition, it had been confirmed that, contrary to the understanding of the Company Board, there were no corporation taxation advantages to be derived through the CIC model.

In light of this further advice, the Company Board had decided that, while it remained committed to transitioning to a CIC, it was unable to execute the instruction given to it following the Authority meeting on 4 April 2017 (including transfer of Red One Ltd. assets) until a new operating model was developed in accordance with all applicable legislation and supported by a detailed business case, to be presented to the Authority (as shareholder) for approval at a future meeting. This Board decision was set out in a revised recommendation (a) to report DSFRA/17/23, circulated by the Clerk to the meeting.

Report DSFRA/17/23 also invited the Authority to consider whether, in noting the decision of the Board, it might also wish – as sole shareholder and to ensure certainty and clarity – to pass a special resolution (in accordance with Article 4 of the Company’s Articles of Association) directing the Company not to transfer any Red One Ltd. contracts, liabilities, assets and resources (including staff) from the Company to any new company.

In debating this aspect, some Members expressed the view that it might be appropriate to defer consideration of this pending the opportunity to receive representations from the two Authority-appointed non-executive directors to the Company Board who were unable to attend this this meeting. Other Members considered, however, that such a special resolution did not prevent establishment of a CIC and the subsequent transfer of assets at a future date (subject to the CIC established complying with relevant legislation) but instead provided clarity and certainty given the current position.

Following the debate, Councillor Ellery **MOVED**, with Councillor Greenslade seconding:

“that the revised recommendation (a) as circulated at the meeting be accepted, but that a decision on recommendation (b) (dealing with a special resolution directing the Board of Red One Ltd. not to transfer company assets etc.) be deferred”

Councillor Wheeler then moved, with Councillor Burrige-Clayton seconding an **AMENDMENT** to the above motion:

“that the revised recommendation (a) as circulated at the meeting be accepted and that recommendations (b) and (c) as printed in report DSFRA/17/23 be approved.”

The amendment was then put to the vote and declared **CARRIED**, by 15 votes for to 4 against.

The amendment, as carried, was then put to the Authority as a substantive motion whereupon it was

RESOLVED

- (a). that, given further legal and tax advice recently obtained and set out in paragraphs 2.2 to 2.5 of report DSFRA/17/23, the Authority note the following decision of the Board of Directors of Red One Ltd.: The Board remains committed to transitioning to a Community Interest Company (CIC) but is unable to execute the instruction given to it by the Authority at the meeting on 4 April 2017, including transfer of Red One assets, until a new operating model has been developed in accordance with all applicable legislation and supported by a detailed business case, which will be presented to the shareholder for approval at a future meeting;
- (b). that, in noting the decision of the Board as set out at (a) above, the Authority, for the purposes of certainty and clarity, resolves:

- i. to pass (as sole shareholder in Red One Ltd.) a special resolution in accordance with Article 4 of the Company's Articles of Association directing the Company not to transfer any Red One Ltd. contracts, liabilities, assets or resources (including staff) from the Company to any new company; and
 - ii. to authorise the Clerk to the Authority to notify, formally and in writing, the Company of this special resolution;
- (c). that, subject to (a) and (b) above, the report be noted.

(At this point [11.30hours] the meeting was adjourned for fifteen minutes, reconvening at 11.45hours).

DSFRA/26 Structure of the Service Executive Board

The Authority considered a report of the Chief Fire Officer (DSFRA/17/24) on a proposed restructure of the Service Executive Board, following a review initially commissioned by the Authority at its meeting on 27 July 2016 (Minute DSFRA/22 refers).

The proposed restructure would retain the same number of Executive Board members (five), but would see the inclusion of a new operational Assistant Chief Fire Officer post in place of the currently-vacant post of Director of People and Commercial Services.

The restructure would, if approved, improve operational response capability at Principal Officer level significantly and should secure savings in the region of £40,000 by allowing for removal of one Area Manager post and not replacing the Director of People and Commercial Services (the responsibilities of this post being realigned within the new structure). Should any changes in responsibilities require a review of job descriptions and/or job evaluation, this would be undertaken in accordance with established procedures. It was further proposed that the Chief Fire Officer should be authorised, following consultation with the Authority Chair, to implement any changes arising from this process.

Once the Executive Board structure had been determined, the review of the second tier of the Service management structure would be concluded. Should there be any minor variations to the establishment resulting from this review, these would be implemented by the Chief Fire Officer (in accordance with the Authority's approved Scheme of Delegations) and reported to the Human Resources Management & Development Committee for information. Should the review require a major restructuring, these would be subject to proposals for determination either by the Human Resources Management & Development Committee or the full Authority (in the event of any associated costs not being contained within existing budget provision).

RESOLVED

- (a). that the Service Executive Board structure (including a second, substantive, Assistant Chief Fire Officer post) as set out at Appendix A to report DSFRA/17/24, together with the process (as set out at paragraph 1.9 of the report and indicated above) to be followed where changes in responsibilities might require a review of job descriptions and/or job evaluation, be approved;

- (b). that the second substantive Assistant Chief Fire Officer post be subject to an internal appointments process, with an Appointments Panel comprising the Authority Chair (Cllr. Randall Johnson) and Councillors Bown, Chugg, Coles and Peart established with delegated authority to undertake a selection process and appoint to the post;
- (c). that the Chief Fire Officer be delegated authority to determine, in consultation with the Appointments Panel so established, to determine the detail of the selection process to be followed.

DSFRA/27 Chair's Announcements

The Authority received, for information, a list of activities undertaken by the Chair on behalf of the Authority since its last meeting.

DSFRA/28 Chief Fire Officer's Announcements

The Chief Fire Officer reported, for information, on:

- Her Majesty's Inspectorate of Constabularies would be expanded and become the single inspectorate for both policing and fire services. It was anticipated that the first inspection would take place next Spring with all fire and rescue services having been inspected by the end of 2019;
- the Devon & Somerset Fire & Rescue Service securing a four-star recognition for excellence by the European Foundation for Quality Management (EFQM) following a recent assessment. The EFQM Excellence Model was a tool to help organisations (irrespective of sector, size, structure or maturity) establish appropriate management systems to be successful by helping them understand any gaps, and stimulating solutions;
- an update on collaboration with other emergency services across the region;
- the forthcoming launch at the Dawlish fire station, on 2 August 2017, of a new co-responding vehicle; and
- successful efforts by the Service in raising over £150,000 for the Firefighters Charity during the last financial year.

In relation to the latter point, the Authority asked to have placed on record its appreciation for all those involved in accomplishing such a significant achievement.

DSFRA/29 Exclusion of the Press and Public

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined:

- for Minute DSFRA/30, in the following Paragraphs of Schedule 12A (as amended) to the Act, namely:
 - Paragraph 1 (information relating to an individual);
 - Paragraph 2 (information likely to reveal the identity of an individual); and
 - Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information); and

- for Minute DSFRA/31, in Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act, namely information relating to the financial and business affairs of any particular person – including the authority holding that information.

(At this point [12.30hours], the meeting was adjourned for fifteen minutes to enable the Authority to consider an aide-memoire circulated by the Director of Corporate Services and detailing an issue which it was felt should be considered by the Authority as a matter of urgency. The meeting reconvened at 12.45hours).

DSFRA/30 Red One Ltd.

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

(An item taken in accordance with Section 100B(4)(b) of the Local Government Act 1972).

(Councillor Saywell declared a personal, non-pecuniary interest in this matter [by virtue of his being an Authority-appointed non-executive director on the Board of Red One Ltd.] and took no part in any voting thereon.)

The Chair decided that this should be considered as a matter of urgency to enable the Authority to consider at the earliest opportunity a matter that had arisen following publication of the agenda for this meeting).

The Authority considered an aide-memoire circulated at the meeting by the Director of Corporate Services on issues relating to Red One Ltd., including a staffing issue.

RESOLVED that, subject to the amendments as indicated at the meeting, the recommendations as set out in the aide-memoire circulated by the Director of Corporate Services be approved.

DSFRA/31 Red One Ltd. - Financial Update

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

(Councillor Saywell declared a personal, non-pecuniary interest in this matter [by virtue of his being an Authority-appointed non-executive director on the Board of Red One Ltd.] and took no part in any voting thereon).

The Authority considered a report of the Treasurer (DSFRA/17/25) on a financial matter between the Authority and Red One Ltd.

RESOLVED that, subject to incorporation of the amendments as indicated at the meeting, the agreement between the Authority and Red One Ltd. as set out at Appendix A to report DSFRA/17/25 be approved.

The Meeting started at 10.00 am and finished at 2.00 pm

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RESOURCES COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

1 September 2017

Present:-

Councillors Biederman, Coles, Hendy, Hosking, Peart and Healey MBE

Apologies:-

Councillor Chugg

- * **RC/1** **Election of Chair**

RESOLVED that Councillor Coles be elected Chair of the Committee until the Annual General Meeting of the Authority in June 2018.

- * **RC/2** **Election of Vice Chair**

RESOLVED that Councillor Hoskings be elected Vice Chair of the Committee until the Annual General Meeting of the Authority in June 2017.

- * **RC/3** **Minutes**

RESOLVED that the Minutes of the meeting held on 8 February 2017 be signed as a correct record.

- RC/4** **Financial Performance Report 2017-18: Quarter 1**

The Committee considered a report of the Treasurer (RC/17/6) that set out the Service's financial performance for the first quarter of 2017-18 against the targets agreed for the current financial year. The report provided a forecast of spending against the 2017-18 revenue budget with explanation of the major variations.

The Committee noted that, at this early stage in the financial year, it was forecast that spending would be £0.449m more than the approved revenue budget, equivalent to 0.62%. The overspend was attributable largely to the potential increase to the pay award for Firefighters which was budgeted for at 1% but the National Joint Council had offered 2%. The Treasurer advised that the offer included the potential for a further 3% pay award from April 2018 which, if not supported by additional government funding, would add significant financial pressure to medium term financial planning.

It was suggested that it may be useful for the Revenue Monitoring Statement to show the comparison on figures from the same quarter in the previous year and the Head of Finance agreed to discuss with the Chair how this might be presented in future. The Treasurer advised that the Service would continue to identify in year savings to mitigate the overspend position currently predicted.

RESOLVED

- (a) That the Authority be recommended to approve the budget transfers shown in Table 5 of report RC/17/6 (and as appended to these minutes for reference);
- (b) That the transfers between Earmarked Reserves shown in Table 3 of report RC/17/6 be approved; and
- (c) That, subject to (a) and (b) above, the monitoring position of projected spending against the 2017-18 revenue and capital budgets and performance against 2017-18 financial targets as set out in report RC/17/6 be noted.

* RC/5

Treasury Management Performance 2017-18: Quarter 1

The Committee received for information a report of the Treasurer (RC/17/7) that set out details of the treasury management performance for the first quarter of 2017 (to June 2017) as compared to the agreed financial targets for 2017/18. A revised Appendix A to this report was also circulated at the meeting.

Adam Burleton, representing Capita – the Authority's Treasury Management Adviser – was present at the meeting and he gave an overview of the performance to date as measured against the approved Treasury Management Strategy. He made reference to the following points:

- The current interest rate forecast indicated that the bank rate was likely to remain stable at 0.25% until at least June 2019 followed by gradual increases possibly to 0.75% in March 2020, subject to the position on economic growth;
- The Authority was outperforming the 3 month LIBID benchmark return of 0.19% with investment interest at £23,973 (0.37%) in Quarter 1;
- There had been no additional external borrowing undertaken with the debt reducing slightly to £25.724m. The Authority was maintaining its prudential approach to investment decisions with priority being given to liquidity and security over yield and no prudential indicators had been breached.

Reference was made to potential alternative investment strategies that might result in a greater yield for the Authority such as property investment via a consortium. The Committee was advised that this would require a change to the approved Treasury Management Strategy. The Chief Fire Officer added that consideration had to be given to the key functions of the Service and the best use of its funding accordingly. He added that the new Integrated Risk Management Plan may result in changes in service delivery in the future but alternative investment strategies options could be considered and reported back to the Committee in due course.

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

The Meeting started at 10.00 am and finished at 12.08 pm

**APPENDIX TO THE MINUTES OF RESOURCES COMMITTEE HELD ON 1
SEPTEMBER 2017**

Row in Table 2 (Reserves note)	Description	Debit £	Credit £
	Change to maintenance arrangements for USAR assets <i>The Home Office has devolved the financial management of maintenance for USAR assets to a local level so the Service is now required to make payments directly. A grant will be made to cover these costs.</i>		
11	Repair and maintenance	227,600	
30	Grants and Reimbursements		(227,600)
	Revise annual budget to include Private Finance Initiative accounting adjustments <i>As reported in the 2016/17 outturn position, PFI financing has historically been reported as a year end accounting adjustment. To improve synergy between financial reporting to the Authority and the year end accounts the PFI financing of the Tri-service training facility contract at Avonmouth will now be reported as part of the financial performance report. A budget adjustment is therefore required.</i>		
5	Training Expenses		(292,800)
26	Capital and Lease financing costs	203,000	
27	Revenue Contribution to Capital	7,500	
35 (c)	Transfers to Reserves (MRP already budgeted for)	82,300	
	Amend 2017/18 revenue budget to reflect Airwave Grant receipt in advance <i>The Home Office brought forward the timing of its grant payments to Fire Authorities for the Airwave Communications contract in March 2017 and so the Authority established an Earmarked Reserve of £714,100 for the 2017/18 grant received in advance. As the arrangement were changed post 2017/18 budget setting, a budget transfer is required to bring the funding back in to the revenue account.</i>		
30	Grants and Reimbursements	714,100	
35 (a)	Transfer to (from) Earmarked Reserve		(714,100)
	Amend 2017/18 revenue budget to reflect Airwave Grant receipt in advance - 2018/19 <i>As above, The Home Office has confirmed that Airwave grant payments will be made in March 2018 for the 2018/19 financial year and so in anticipation a budget transfer is requested to move the funding in to an Earmarked reserve for that purpose.</i>		
30	Grants and Reimbursements		(732,000)
35 (a)	Transfer to (from) Earmarked Reserve	732,000	
	Amend 2017/18 revenue budget to reflect change in classification of Appliance equipment <i>Following a review of Capital Expenditure conducted by Grant Thornton LLP as part of the year end financial audit 2016-17 it has been identified that planned capital expenditure would be better classified as revenue given the Authority de minimis limit for capital of £5,000. A budget transfer is required to move the allocated funding from the Capital Programme in to the revenue budget.</i>		
14	Equipment and Furniture	254,000	
27	Revenue Contribution to Capital		(254,000)

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AUDIT & PERFORMANCE REVIEW COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

12 September 2017

Present:-

Councillors Wheeler (Chair), BurrIDGE-Clayton (Vice-Chair), Healey MBE, Saywell and Trail BEM

In attendance:-

Councillor Coles

* **APRC/8** **Minutes**

RESOLVED that the Minutes of the meeting held on 28 June 2017 be signed as a correct record.

* **APRC/9** **Appointment of External Auditors**

The Committee considered a report of the Treasurer (APRC/17/14) that set out the position in respect of the appointment of new external auditors following new regulation requirements requiring the Authority to move to a local appointment.

It was noted that the Authority's existing auditors, Grant Thornton, had been appointed originally under a contract let by the Audit Commission. The contract was novated subsequently to Public Sector Audit Appointments (PSAA) following the closure of the Audit Commission. The transitional arrangement was due to end on 31 March 2018 and, following completion of a national procurement process during the summer of 2017, the Authority has received a formal communication proposing that Grant Thornton (UK) LPP be appointed to audit the accounts of the Authority for a five year period commencing on 1 April 2018.

RESOLVED that the Committee endorses the proposed appointment of Grant Thornton (UK) LLP as the Authority's external auditors for the five year period commencing on 1 April 2018.

* **APRC/10** **Devon & Somerset Fire & Rescue Authority's Financial Statements 2016-17:**

The Committee considered the Authority's Financial Statements (as circulated) for the year ended 31 March 2017, including:

- a. The Audit Findings for the Authority;
- b. The Statement of Accounts 2016-17; and
- c. The 2016-17 draft Letter of Representation.

The Authority's external auditor, Grant Thornton, presented the external audit findings and the external auditor's opinion on the Authority's financial statements for the year ended 31 March 2017.

The Committee noted that the draft financial statements presented for audit were free from material error. The key messages were that the draft accounts had been produced to a good standard and the audit facilitated by good supporting working papers with excellent assistance from the Service's finance team. The auditors were also satisfied in respect of value for money that, in all significant aspects, the Authority had proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. An action plan to address the recommendations made as a result of the audit was set out at Appendix A of the Audit Findings. No issues had been identified with the Annual Governance Statement (Annual Statement of Assurance), submitted along with the financial statements (see also Minute *APRC/11 below).

The external audit work had also concluded that, in all significant aspects, the Authority had in place proper arrangements to secure value for money through economic, efficient and effective use of its resources. It was anticipated that the Authority would be issued with an unqualified audit opinion on its financial statements for 2016-17.

RESOLVED

- (a). that the final Statement of Accounts for the 2016-17 financial year, as included with the agenda for this meeting, be approved and published on the Authority website;
- (b). that the Audit & Performance Review Committee Chair and Treasurer be authorised, on behalf of the Authority, to sign the Letter of Representation to the external auditor (Grant Thornton) on the Authority's 2016-17 financial statements;
- (c). that, subject to (a) to (c) above, the external audit findings and external auditor's opinion on the Authority's financial statements for the year ended 31 March 2017 be noted.

* **APRC/11** **2016-17 Annual Statement of Assurance**

The Committee considered a report of the Area Manager (Organisational Assurance) (APRC/17/15) to which was appended the final 2016-17 Annual Statement of Assurance for the Authority. The document had been prepared in accordance with relevant legislative and best practice requirements (including the Accounts and Audit Regulations, the Fire and Rescue National Framework and the CIPFA/SOLACE good governance framework).

The Committee had approved the document in draft form at its meeting on 28 June 2017 (Minute *APRC/6 refers) after which it had been submitted for external verification with the Authority's financial statements for 2016-17. The external auditor (Grant Thornton) had not identified any issues with the Annual Statement of Assurance.

RESOLVED

- (a). that the final Authority Annual Statement of Assurance for 2016-17 be approved and published on the Authority website;
- (b). that the Audit & Performance Review Committee Chair and Chief Fire Officer be authorised to sign the 2016-17 Annual Statement of Assurance on behalf of the Authority;
- (c). that, subject to (a) to (b) above, the report be noted.

(see also Minute *APRC/10 above).

* **APRC/12** **Audit & Review 2017-18 Progress Report**

The Committee considered a report of the Area Manager - Organisational Assurance - (APRC/17/16) on progress to date against the approved 2017-18 internal audit plan. The report also included an overview of the assurance tracking process and the current high priority recommendations that had been identified and that remained open at this stage.

The Committee noted that the internal audit plan was delivered in partnership between the Service's internal audit team and the Devon Audit Partnership.

* **APRC/13** **Corporate Risk Register**

The Committee received for information a report of the Area Manager – Organisational Assurance (APRC/17/16) that set out an overview of some key risks that had been included within the Authority's Corporate Risk Register recently.

It was noted that the new risks identified had been:

- ambulance service resource pressures; and
- changes to the Data Protection Regulations as a result of the United Kingdom being part of the European Union.

* **APRC/14** **Authority Policy for Regulation of Investigatory Powers Act 2000 (RIPA)**

The Committee considered a report of the Director of Corporate Services (APRC/17/18) that set out the background to the instigation of a policy in 2014 on procedures and processes to be followed in the event of the Authority wishing to use certain covert investigatory techniques under the Regulation of Investigative Powers Act 2000 (RIPA).

It was noted that a revised Policy had been approved by this Committee at its meeting on 6 February 2015 (Minute *APRC/18 refers). Following adoption of the revised Policy, the Service was subject to an inspection by the Office of the Surveillance Committee (OSC) to assess its RIPA policy and procedures. The recommendations from this inspection as set out within Appendix A to this report) were incorporated into a revised policy, the draft of which was attached to the report at Appendix B.

RESOLVED

- (a). That the revised Authority Policy for the Regulation of Investigatory Powers Act (RIPA), as set out at Appendix B OF report APRC/17/18 be approved;
- (b). That a report be submitted to a future meeting as necessary on any recommendations stemming from the forthcoming RIPA inspection to be undertaken by the Office of the Surveillance Commissioners (OSC);
- (c). That, notwithstanding (b), a report reviewing the current RIPA policy be submitted to this Committee in twelve months' time; and
- (d). That, subject to (a) to (c) above, the report be noted.

* **APRC/15** **Devon & Somerset Fire & Rescue Service Performance Report: July 2016 to June 2017**

The Committee received for information a report of the Chief Fire Officer (APRC/17/19) setting out the performance of the Service as measured against the indicators and targets within the Corporate Plan 2013/14 to 2016/17. The report also included an overview of performance against new corporate performance measures for illustrative purposes.

The key points made during the presentation were that:

- there had been 25,452 incidents in the 12 month period from July 2016 to June 2017 of which 2368 (14%) were primary fires and 2925 (17%) were for medical emergencies.
- There was a total of 4394 fires where 265 people needed help;
- Of the 265 fires, 203 people had been saved, there had been 12 fire related deaths and 102 injuries.

Reference was also made to benchmarking information (copies of which were circulated at the meeting) setting out the Devon & Somerset Fire & Rescue Service incident statistics for the period April 2016 to March 2017. The data showed a long term downward trend in the number of incidents attended by the Service which varied from the national picture as attendance at non-fire incidents had exceeded that of fire incidents for many years. This was largely due to the co-responding work that the Service carried out on behalf of the South West Ambulance Services Trust. In 2005/06 there was 5314 fires as compared to 6525 non fire incidents whereas in 2016/17, there was 4229 fires with 6974 non fire incidents. The number of false alarms had increased, however, during this period.

The Committee noted that the Service was not complacent and continued to work on its prevention and protection activities in order to reduce fire deaths, injuries and incidents.

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

The meeting started at 2.00 pm and finished at 3.38 pm

HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

18 September 2017

Present:-

Councillors Bown (Chair), Best, Chugg (Vice-Chair), Hannaford, Thomas and Randall Johnson

Apologies:-

Councillors Burrige-Clayton

* HRMDC/9 Minutes

RESOLVED that the Minutes of the meeting held on 23 June 2017 be signed as a correct record.

* HRMDC/10 Absence Management & Health of the Organisation

The Committee received for information a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/9) that set out the Service's performance in respect of absence management within the organisation for the first quarter of 2017/18.

The report highlighted the sickness absence performance levels for the first quarter of 2017/18 which across all staff was 2.00 days per person as opposed to 2.07 days in 2016/17. This represented an improvement on the previous year although the Service was not complacent with this performance and was continuing to take steps to improve this. The report to the Committee also included additional measures discussed at the previous meeting associated with the Health of the Organisation. These measures including the levels of discipline and grievance cases and specifically those associated with bullying and harassment, the turnover of staff and the number of cases with welfare support.

The Sickness Dashboard was displayed at the meeting which showed the number of staff who were off at any one time rather than average sickness rates and which also distinguished any lost time as a result of workplace injuries.

Reference was made to the level of turnover of On Call staff which was high (there had been 132 On Call staff leavers in 2016/17) and that the Service needed to seek to reduce turnover levels in order to maintain a skilled workforce and reduce the cost of recruitment and training.

In terms of the Action Plan included as Appendix A of the report circulated, it was requested that predicted end dates for the actions be added to the document and the Human Resources Manager undertook to look into this.

RESOLVED

- (a) That the Service continues to progress with developing a working environment that is conducive to a high performing, motivated and healthy workforce; and

- (b) That, as part of the Service's performance measures for People and Resources, the report be noted.

□

* **HRMDC/11 Workforce Culture, Diversity & Inclusion - Quarterly update**

The Committee received for information a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/10) that gave an overview of the progress made to date towards achieving a more diverse and inclusive workforce and which also highlighted any support that was needed from the Service to facilitate organisational improvement.

The key areas highlighted with in the report were:

- The increased political expectations for the Fire & Rescue Service nationally in terms of workforce reform, increasing the diversity of employees and improved culture of inclusion;
- external drivers in documents such as the Thomas Review and the National Fire Chiefs Council – “An inclusive Fire Service – the twenty first century fire and rescue service”;
- the success of the recent campaign for new firefighters which resulted in the recruitment of 25% female firefighters against a national average of 10% and that a total of 337 females had applied for the vacancies;
- the latest staff survey which was to be published on 18 September 2017 , providing the Service with information on the progress made since 2015 in relation to employee engagement and inclusive leadership/culture;
- The successful outcome in July 2017 when the Service was reviewed against the European Foundation for Quality Management (EFQM) standards at “recognised for excellence” level.

* **HRMDC/12 Workforce Planning - Apprenticeships**

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/11) that set out the Service's proposed approach to the delivery of apprenticeships in the future and which made recommendations for consideration by the Committee.

RESOLVED

- (a) That Apprenticeships becomes an integral part of our People Strategies;
- (b) That the Service works with partner organisations including Skills for Justice, other Fire & Rescue Services and local colleges to ensure that it maximise the training and development opportunities that use the Apprentice Levy funding;
- (c) That the Service appoints a partner to provide a managed service for Firefighter apprenticeships to support the Service;
- (d) That the Wholetime Firefighter recruits training will be in accordance with the new national apprenticeship standards for an Operational Firefighter;

- (e) That the Service continues to progress with Support Staff apprenticeships in areas that it has already identified as where it will have either future skills shortages or staffing needs and that this will include ICT, Fleet Workshops and Business Administration;
- (f) That the Service identifies other new entry apprenticeship opportunities including Community Safety Advocates and On-call staff where these meet the apprenticeship requirements; and
- (g) That, where possible, in-career training is in accordance with the apprenticeship standards.

* **HRMDC/13 Requests for Retirement and Re-employment**

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/12) that set out details of two applications that had been received for retirement and/or re-employment for approval in accordance with the Authority’s Pay Policy Statement in 2017/18.

The Human Resources Manager advised that there had been an application for retirement and re-employment from an on call firefighter for the first time. It was noted that this would be on the same basis as for wholetime firefighters but there was no end date for the contract as there was no reason to apply this in this instance.

RESOLVED that the requests for retirement and re-employment as identified in paragraph 2.5 of report HRMDC/17/12 be approved.

HRMDC/14 Redundancy Compensation Rates

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/13) that gave an overview of the position in respect of the current redundancy compensation rate which was set at a multiplier of 1 based on the actual week’s pay.

The Human Resources Manager informed the Committee that the current rate had been reduced from a multiplier of 2.5 at combination to 2 and then to 1 in September 2015 and that the only other reduction that could be made was to move to a multiplier of 1 based on the actual week’s pay which is the statutory minimum. This would however, be below the level within existing collective agreements and in any event, the Service had no existing plans to further reduce staffing levels at this time as it had reached the requisite establishment level already through voluntary redundancies. It was therefore proposed that the redundancy compensation rate was no longer reviewed annually by the HRMD committee, however if the Service in future sought any further adjustment then this would be brought back to the committee.

The Clerk advised that the recommendation in the report needed to be amended to take out the words in brackets (.....- the statutory minimum) as this was incorrect. Councillor Thomas **MOVED** (and Councillor Chugg seconded):

“that, subject to the amendment of the recommendation in the report as printed to take out the words- the statutory minimum, the recommendation be approved”.

Upon a vote, the motion was **CARRIED**.

RESOLVED that the Committee recommends to the Fire & Rescue Authority that it retains its current compensation rate (a multiplier of 1 using actual week's pay) for all uniformed and support staff and that, in light of this, the compensation rates are no longer reviewed on an annual basis.

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

The meeting started at 10.00 am and finished at 11.15 am

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

29 September 2017

Present:-

Councillors Redman (Chair), Eastman (Vice-Chair), Colthorpe, Ellery, Leaves, Napper (sub Bown) and Prowse

In attendance (non voting):-

Councillors Coles and Randall Johnson

* **CSCPC/6** **Minutes**

RESOLVED that the Minutes of the meeting held on 11 July 2017 be signed as a correct record.

* **CSCPC/7** **Draft Integrated Risk Management Plan**

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (CSCPC/17/8) that set out details of the legal requirement for every Fire & Rescue Service to develop an Integrated Risk Management Plan. Also included as an Appendix was a proposed draft Integrated Risk Management Plan.

The report provided an overview of:

- the process that had been followed in Devon & Somerset in terms of the analysis of the risks faced;
- the internal engagement that had been carried out with staff and Authority Members to date;
- the feedback that had been received together with information on how the outcomes had been fed into the draft Integrated Risk Management Plan.

The Assistant Chief Fire Officer – Service Improvement – advised that this was the first formal draft of the Plan to be submitted to the Committee for consideration. Reference was made to the process for approval of the Plan. It was noted that, once the draft Plan had been approved by the Fire & Rescue Authority, there would be a public consultation exercise lasting for about 10 weeks to include as many stakeholders as possible such as local authorities. Once the public consultation exercise was concluded, the feedback would be considered and fed into the Integrated Risk Management Plan as appropriate before it was submitted for final approval by the Fire & Rescue Authority at its meeting on 19 February 2018.

The Committee then considered the draft Integrated Risk Management Plan in detail. Following a lengthy discussion, the Committee expressed the view that, in view of the number of changes proposed and the point that the final document would be in a different format, its preference would be to see the revised draft of the Plan prior to its submission to the Authority for approval. It was suggested that a slightly different process may be appropriate in view of the point that there was not a further meeting of the Committee scheduled.

Councillor Ellery **MOVED** (seconded by Councillor Leaves):

“ that the Chief Fire Officer, in conjunction with the Chair and Vice Chair of the Community Safety & Corporate Planning Committee be delegated authority to make the amendments to the draft Integrated Risk Management Plan as indicated at the meeting, with a view to the final Plan being submitted to the Fire & Rescue Authority on 20 October 2017 for approval as the basis for public consultation”.

Upon a vote, the motion was **CARRIED** unanimously.

RESOLVED

- (a) that the Chief Fire Officer, in consultation with the Chair and Vice Chair of the Community Safety & Corporate Planning Committee, be delegated authority to make the amendments to the draft Integrated Risk Management Plan as indicated at the meeting, with a view to the final Plan being submitted to the Fire & Rescue Authority on 20 October 2017 for approval as the basis for public consultation;
- (b) subject to (a) above, the draft Plan be accepted in principle.

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

The meeting started at 10.00 am and finished at 12.20 pm

APPOINTMENTS PANEL

(Devon & Somerset Fire & Rescue Authority)

2 October 2017

Present:-

Councillors Bown, Coles, Healey MBE, Peart and Randall Johnson.

Apologies:-

Councillors Chugg.

- * **AP/1** **Election of Chair**
RESOLVED that Councillor Bown be elected Chair of the Appointments Panel.

- * **AP/2** **Terms of Reference**
NOTED that the Devon & Somerset Fire & Rescue Authority at its meeting on 26 July 2017 constituted the Panel with delegated authority to determine the appointment of a second substantive Assistant Chief Fire Officer (Director of Service Delivery).

- * **AP/3** **Exclusion of the Press and Public**
RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the following Paragraph(s) of Part 1 of Schedule 12A (as amended) to the Act:
 - Paragraph 1 (information relating to an individual); and
 - Paragraph 2 (information likely to reveal the identity of an individual).

- * **AP/4** **Appointment of Assistant Chief Fire Officer - Short-listing Process**
(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded).
The Panel considered applications submitted for the post of Assistant Chief Fire Officer (Director of Service Delivery) together with the officer recommendations as to a shortlist of applicants to be interviewed and a suggested process for the selection process.
RESOLVED
 - (a). that all candidates who initially submitted applications be invited to attend the final selection process on 19 October 2017;
 - (b). that the final selection process (including the scope of questions to be asked) as indicated at the meeting be approved.

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

The Meeting started at 2.00 pm and finished at 3.50 pm

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Agenda Item 8

REPORT REFERENCE NO.	DSFRA/17/26
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	APPOINTMENTS TO COMMITTEE VACANCIES
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<i>That the Authority determines appointments to the current vacancies on the Audit & Performance Review Committee, the term of office to be until the Annual Authority meeting in 2018.</i>
EXECUTIVE SUMMARY	<p>Changes in membership of the full Authority since the Annual Meeting in June 2017 have resulted in vacancies on the Audit & Performance Review Committee.</p> <p>The Authority is now asked to fill these vacancies for the remainder of the current (2017-18) municipal year.</p>
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing human rights and equalities legislation.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	Report DSFRA/17/11 (Schedule of Appointments to Committees, Outside Bodies etc.) to the Authority Annual Meeting on 12 June 2017, and the Minutes of that meeting.

1. INTRODUCTION

- 1.1 At its Annual Meeting in June of this year, the Authority made appointments to its Committees for the current (2017-18) municipal year.
- 1.2 Since that time, however, there have been two changes in membership of the Authority (resignations by Councillors Hunt and Wallace and subsequent appointment of Councillors Napper and Vijeh). This has resulted in two vacancies on the Audit & Performance Review Committee.
- 1.3 The Authority's Standing Orders provide that, in making appointments to Committees, consideration be given to political proportionality as defined in the Local Government and Housing Act 1989. On this basis, the two vacancies on the Audit & Performance Review Committee should both be filled by Conservative Members on the Authority.
- 1.4 The Authority is now asked to consider making appointments to these vacancies for the remainder of this municipal year i.e. until the Annual Authority meeting in 2018.

MIKE PEARSON
Director of Corporate Services

Agenda Item 9

REPORT REFERENCE NO.	DSFRA/17/27
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	FIREFIGHTERS' PENSIONS SCHEMES LOCAL PENSIONS BOARD
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<p><i>(a). That, upon retirement of the current incumbent, the Authority's new Treasurer be appointed as one of the Authority's three employer (scheme manager) representatives on the Local Pensions Board.</i></p> <p><i>(b). That Section 6 of the Authority's Approved Scheme of Delegations be amended as indicated in paragraph 2.4.2 (a) to (c) of this report, with the Clerk authorised to make the necessary documentary amendment.</i></p>
EXECUTIVE SUMMARY	<p>This paper advises of changes required in relation to the Authority – approved arrangements for the administration of Firefighters Pensions Schemes. These arrangements include, amongst other things, clarification of responsibility for the day-to-day management and administration of the Schemes and the establishment and membership of a Local Pensions Board.</p> <p>The changes now required in relation to these arrangements are necessitated by previously-approved revisions both to the structure and membership of the Service Executive Board.</p>
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing human rights and equalities legislation.
APPENDICES	Nil.

LIST OF BACKGROUND PAPERS

Report DSFRA/15/5 (Establishment of Local Pensions Board for Firefighters' Pensions Schemes) to the Authority Budget Meeting held on 20 February 2015 (and Minute DSFRA/46 of that meeting).

Report DSFRA/15/26 (Local Pensions Board – Additional Appointments) to the Authority meeting held on 14 December 2015 (and Minute DSFRA/28 of that meeting).

Report DSFRA/17/17 (Appointment of Authority Treasurer) to the Ordinary Authority meeting held on 12 June 2017 (and Minute DSFRA/12 of that meeting).

Report DSFRA/17/24 (Structure of the Service Executive Board) to the Authority meeting held on 26 July 2017 (and Minute DSFRA/26 of that meeting).

1. BACKGROUND

- 1.1 At its budget meeting on 20 February 2015, the Authority approved arrangements as required by legislation and relating to the administration of Firefighters' Pensions Schemes (Minute DSFRA/46 refers). The main features of these arrangements were:
- To delegate to the [then] Director of People and Commercial Services (in accordance with Regulation 5 of the Firefighters' Pension Scheme [England] Regulations 2014) responsibility for the day-to-day management and administration of the Firefighters' Pensions Schemes. In practice, this is currently undertaken by the Service Human Resources section with, in turn, detailed work being outsourced (currently to Peninsula Pensions); and
 - To establish a Firefighters' Pensions Scheme Local Pensions Board to assist the Authority (as Scheme Manager) in securing compliance with Scheme Regulations and other relevant legislation thereby ensuring the effective and efficient governance of the Schemes. In this context, the Local Pension Board does not discharge a decision-making function but rather its role consists of scrutiny, oversight and assurance.
- 1.2 The relevant Regulations (the Firefighters' Pension Scheme [Amendment] [Governance] Regulations 2015) require Local Pensions Boards to comprise an equal number of employer (Scheme Manager) and employee (Scheme Member) appointments. Initially, the Authority resolved that the Firefighters Pensions Scheme should comprise four Members:
- Two employer (Scheme Manager) appointees to be determined by the Authority, comprising the Authority's Monitoring Officer and Treasurer; and
 - Two employee (Scheme Member) appointees, with the [then] Director of People and Commercial Services delegated authority to undertake an appropriate process to determine and subsequently appoint the employee (Scheme Member) representatives to the Board.
- 1.3 The [then] Director of People and Commercial Services was also delegated authority to arrange appropriate training for both employer and employee appointees to the Board to facilitate the effective and efficient discharge of the role of Board member.
- 1.4 At its meeting on 14 December 2015, the Authority approved a recommendation from the Local Pensions Board to increase its size to provide for an additional employee (Scheme Member) representative and additional employer (Scheme Manager) representative, to be appointed annually from membership of the Authority (Minute DSFRA/38 refers).

2. CURRENT POSITION

- 2.1 At its Ordinary Meeting on 12 June 2017, the Authority considered a report of the Director of Corporate Services (Clerk to the Authority) advising of the forthcoming retirement of the current Treasurer (in October of this year) and setting out options to secure a replacement. The Authority resolved (Minute DSFRA/12 refers) that, upon the retirement of the current Treasurer, the post of Treasurer be filled by temporary promotion of the current Service Head of Finance, for a period of twelve months and on a 0.8 full-time equivalent basis (i.e. four days a week).

- 2.2 At its meeting on 26 July 2017, the Authority approved a revised structure for the Service Executive Board that saw, amongst other things, deletion of the post of Director of People and Commercial Services and the establishment of a second, substantive, Assistant Chief Fire Officer post. Responsibilities of the deleted post had been reassigned in the new structure, with day-to-day discharge of the associated functions delivered by in-house staff supported by (as required) by external support arrangements in place.
- 2.3 The previously-approved arrangements for Firefighters Pensions Scheme as referenced in Section 1 above therefore need to be realigned to reflect the changes referred to in paragraphs 2.1 and 2.2 above.
- 2.4 In doing so, the need to avoid any potential conflicts of interest in the discharge of delegated functions should be taken account of. Taking account of this, the following is proposed:
1. That, upon retirement of the current incumbent, the new Authority Treasurer be appointed as the third employer (Scheme Manager) representative on the Local Pensions Board; and
 2. That the Section 6 of the Authority-approved Scheme of Delegations currently delegating Firefighters Pensions Scheme functions to the Director of People and Commercial Services be amended to delegate these functions to the Human Resources Manager (or, in the event of any subsequent structural changes, the equivalent post-holder), the functions in question being:
 - a. To exercise responsibility for the day-to-day management and administration of the Firefighters' Pensions Scheme;
 - b. To undertake an appropriate process to determine and subsequently appoint employee (Scheme Member) representatives to the Authority's Firefighters' Pensions Schemes Local Pension Board; and
 - c. To arrange appropriate training for both employer (Scheme Manager) and employee (Scheme Member) appointees to the Authority's Firefighters' Pensions Schemes Local Pensions Board to facilitate the effective and efficient discharge of the role of Board member.
- 2.5 The above proposals are now commended to the Authority for consideration with a view to approval.

MIKE PEARSON
Director of Corporate Services
(Clerk to the Authority)

REPORT REFERENCE NO.	DSFRA/17/28
MEETING	DEVON AND SOMERSET FIRE AND RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	CONSULTATION: THE LOCAL GOVERNMENT FINANCE SETTLEMENT 2018-19 – TECHNICAL CONSULTATION DOCUMENT
LEAD OFFICER	TREASURER
RECOMMENDATIONS	<i>That the Authority approves the response to the Consultation document as set out at Appendix A of this report.</i>
EXECUTIVE SUMMARY	<p>The Consultation document issued by the Department of Communities and Local Government seeks views on two key elements of the local government finance settlement:</p> <ul style="list-style-type: none"> • Maintaining the certainty of the four-year settlement offer (Question 1) • Council tax referendum principles and additional flexibilities (Questions 9 and 10) <p>The Consultation also seeks views on a number of other areas but as they are not directly relevant to fire and rescue settlement figures no response has been provided. The full consultation document can be found at https://www.gov.uk/government/consultations/local-government-finance-settlement-2018-to-2019-technical-consultation.</p> <p>The proposed Authority response to Question 1 is that whilst we are in favour of maintaining the certainty provided by the four-year offer, we would want the settlement to include some additional funding for fire and rescue authorities to meet new financial pressures e.g. new ways of working following the catastrophic fire at Grenfell Tower and pay pressures.</p> <p>The current proposal within the Consultation is that the council tax referendum limit for fire and rescue authorities will be less than 2%. The proposed Authority response to this is that we would recommend that fire and rescue authorities be removed from the council tax referendum principles altogether, but if it is to remain then fire and rescue authorities have the flexibility to increase council tax by less than 2% or up to and including £5, whichever is higher. The rationale and supporting evidence for this response is contained within the proposed response (see Appendix a, Questions 9 and 10).</p> <p>The deadline for responses to the consultation is 26 October 2017.</p>
RESOURCE IMPLICATIONS	As indicated in the report.

EQUALITY IMPACT ASSESSMENT	An initial assessment has not identified any equality issues emanating from this report.
APPENDICES	Appendix A – Proposed Authority Response to the Consultation
LIST OF BACKGROUND PAPERS	None.

**APPENDIX A TO REPORT DSFRA/17/28
– PROPOSED AUTHORITY RESPONSE**

**Lee Howell
CHIEF FIRE OFFICER**

Roger Palmer
Department for Communities and
Local Government
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LONDON SW1P 4DF

**SERVICE HEADQUARTERS
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Your ref:
Our ref :
Website www.dsfire.gov.uk
:

Date : 20th October 2017
Please ask for : Mr Woodward
Email : kwoodward@dsfire.gov.uk

Telephone : 01392 872200
Fax : 01392 872300
Direct Telephone : 01392 872317

Dear Sir,

**LOCAL GOVERNMENT FINANCE SETTLEMENT 2018-19 – TECHNICAL CONSULTATION
PAPER**

I am writing to you on behalf of Devon and Somerset Fire and Rescue Authority (the Authority) in response to the above consultation.

The Authority welcomes the opportunity to provide a response to the consultation paper and provides at responses to those specific questions included in the document that have an impact to fire and rescue authorities.

Yours sincerely

Kevin Woodward
Treasurer to Devon and Somerset Fire and Rescue Authority

RESPONSE TO QUESTIONS

We provide below our responses to the specific questions raised in the consultation document. **Please note that we are not responding to all of the Consultation Questions, just those that we consider to be especially relevant to fire and rescue authorities.**

Section 2.1 – The multi-year settlement offer – certainty over funding.

Question 1: Do you agree that the government should continue to maintain the certainty provided by the 4-year offer as set out in 2016-17 and accepted by more than 97% of local authorities?

Response – We agree that the certainty over funding provided by the multi-year offer should continue, however in light of new financial pressures since acceptance of the offer, particularly new ways of working following the catastrophic fire at Grenfell Tower, and pay awards in excess of the 1% included in the 4-year offer, we would want the 2018-19 settlement to announce some additional government funding for fire and rescue authorities to fund these pressures.

Section 4.1 – Council tax referendum principles for local authorities.

Question 9: Do you have views on council tax referendum principles for 2018-19 for principal local authorities?

Question 10: Do you have views on whether additional flexibilities are required for particular categories of authority? What evidence is available to support this specific flexibility?

Response – It is our view that because the cost of holding a referendum is prohibitive for fire and rescue authorities they should be removed from the council tax referendum principles altogether.

The relatively low Band D council tax figures for FRAs, typically only 4% of the total council tax bill for any area, means that the cost of holding the referendum would be totally disproportionate to the additional amount of precept that could possibly be achieved. For instance, for Devon and Somerset Fire and Rescue Authority, which has fifteen billing authorities across its two counties, the cost of holding a referendum has been estimated at £2.3m (equivalent to a 5.5% increase in council tax). We could not possibly justify this cost which would represent exceptionally bad value for money to our taxpayers.

If the referendum principles are to continue for fire and rescue authorities then it is our view that the proposed limit of “less than 2%” be revised to be “less than 2% or up to £5, whichever is the higher”. This would provide the same flexibility as offered to other local authority types i.e. all shire district councils and those police authorities with precepts in the lowest quartile. As is illustrated overleaf, the average precept for those groups is significantly higher than that of a fire and rescue authority.

Authority Type	Average Band D Council Tax 2016-17
Fire and rescue authorities	£71.50
Local precepting authorities (Band D >£75.46 and precept >£500k)	£134.28
Police authorities	£174.24
Shire district councils	£174.99

This request for an additional flexibility of a £5 limit was also included in our response to last year's settlement technical consultation and it was very disappointing that no flexibility was offered in the final settlement.

It is our view that the case for this additional flexibility is even more overwhelming this year in the light of new financial pressures on the Service and in the event that no additional government funding is made available to meet these pressures. Recent terrorist incidents and large scale fires such as the Grenfell fire demonstrate that authorities need to be able to respond to a range of incidents. During the current year the UK national threat level has been raised to critical on two occasions to date. It is also likely that a number of recommendations will come from the Grenfell enquiry that will place additional financial burdens on fire and rescue authorities.

Pay and inflation pressures will also have a significant impact to medium term financial plans. The most recent pay offer for firefighters of 2% from July 2017 (and possible further 3% from April 2018 subject to government funding) is more than had been planned during the four-year settlement period. A cost of 2% pay award is almost the same as the additional precept received from a 2% increase leaving no funding to cover inflationary increases and other pressures.

Our medium term financial plan has built in the impact of the £7.3m reductions in grant funding as included in the four-year settlement to 2019-20, and plans are in place to deliver the required efficiency savings to ensure that a balanced budget can be set in each of those years. However we are very concerned that in the event that no additional government funding is made available to meet new cost pressures during this period then the Service will be placed in the position of identifying further efficiency savings which will inevitably include reductions in the number of firefighters.

Our medium term financial plan has also assumed increases in council tax of 1.99% in each year. The additional flexibility provided by a £5 cash limit would provide the Authority with an option to mitigate some of the additional cost pressures through increased precept, subject to engagement with its local taxpayers as to how what the level of increase should be and how the additional precept will be utilised.

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REPORT REFERENCE NO.	DSFRA/17/26
MEETING	DEVON & SOMERET FIRE & RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	DRAFT INTEGRATED RISK MANAGEMENT PLAN
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	That, subject to any amendments that might be indicated at the meeting, the Draft Integrated Risk Management Plan as set out at Appendix A of this report be approved as the basis for public consultation.
EXECUTIVE SUMMARY	<p>The Integrated Risk Management Plan (IRMP) for the Service is a requirement of the National Framework document which provides guidance in meeting the legislative requirements of the Fire and Rescue Services Act 2004.</p> <p>A comprehensive risk analysis has been carried out to assess the fire related risks faced by the communities of Devon and Somerset and consider how existing prevention, protection and response activities are mitigating that risk. A further gap analysis has indicated six strategic issues that the service needs to consider in its future planning.</p> <p>Internal engagement with staff and members of the Fire and Rescue Authority has confirmed the risk analysis.</p> <p>A draft Integrated Risk Management Plan was considered by the Community Safety and Corporate Planning Committee at its meeting on 29 September 2017 (Minute *CSCPC/6 refers). The Committee resolved:</p> <ul style="list-style-type: none"> (a) that the Chief Fire Officer, in consultation with the Chair and Vice Chair of the Community Safety & Corporate Planning Committee, be delegated authority to make the amendments to the draft Integrated Risk Management Plan as indicated at the meeting, with a view to the final Plan being submitted to the Fire & Rescue Authority on 20 October 2017 for approval as the basis for public consultation; (b) subject to (a) above, the draft Plan be accepted in principle. <p>The draft Integrated Risk Management Plan has now been amended (as attached at Appendix A of this report) to take account of the points raised at the Community Safety & Corporate Planning Committee meeting and is now submitted to the Authority for approval as the basis for public consultation.</p>
RESOURCE IMPLICATIONS	None

EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	This is a high level, strategic Integrated Risk Management Plan. Any specific proposals flowing for this Plan will each be subject to appropriate ERBAs.
APPENDICES	A Draft Integrated Risk Management Plan
LIST OF BACKGROUND PAPERS	Community Safety & Corporate Planning Committee report – CSCPC/17/8 – 29 September 2017

1. INTRODUCTION

- 1.1 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, Response and Resilience activities of the Service.
- 1.2 In considering the 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; and
 - Plan – a detailed proposal to achieve outcomes.
- 1.3 Therefore, the Integrated Risk Management Plan can be seen to be of strategic significance to the Fire & Rescue Authority as it will be the document that provides the vision and means of ensuring the Service's future direction.

2. BACKGROUND

- 2.1 The Fire & Rescue Authority has a responsibility to provide an efficient and effective fire and rescue service that protects the communities and infrastructure of Devon & Somerset.
- 2.2 The Fire and Rescue Services Act 2004 removed the old national standards of fire cover laid down by the Government and instead required every fire authority to produce an annual plan setting out how it would assess local risks and use their resources to protect local communities. To support this, Devon & Somerset Fire & Rescue Service maintains a detailed understanding of the international, national, and local factors that impact upon the delivery of its services.
- 2.3 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 INTEGRATED RISK MANAGEMENT PLAN

- 3.1 The Integrated Risk Management Plan will aim to:
- Improve community safety and make a more effective use of Fire & 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 There is also an important aim to support community resilience and the Plan 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 These tools, together with a number of other Partnership agreements, through which further data is provided by key partners, provide an in-depth picture of the community and enable the Authority to match appropriate resources to risk.
- 4.3 The Fire and Rescue Services Act 2004 sets out the legislative responsibility to the community. It is therefore incumbent that the Integrated Risk Management Plan 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; and
 - 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 legal requirement, the National Framework Document states that Fire & Rescue Authorities should take account of all risks faced by citizens. In considering this, some of the emerging risks and pressures already identified are:
- Lack of community resilience;
 - Threat of terrorism;
 - Worsening public health & wellbeing;
 - High demand on other public services;
 - Collaboration expectations;
 - Reducing budget.
- 4.5 The risk analysis undertaken by the Service included both internal and external data amounting to over thirty separate documents and numerous electronic sources. A full evidence file has been retained to ensure that verification of the data can be maintained.
- 4.6 The outcome of the risk analysis indicated that the majority of the activity already undertaken by the Service was mitigating many of the risks faced by the communities of Devon and Somerset. However, there are six high level issues that need further consideration in developing a Fire and Rescue Service for the future. These are:
- An increasingly ageing population;
 - Common Health and Wellbeing risks;
 - Availability of On Call appliances;
 - The historical distribution of Service Delivery Resources;
 - An increasing demand for Emergency Medical response; and
 - An increase in the number of serious fires affecting commercial premises.

5. INTERNAL ENGAGEMENT AND FEEDBACK

5.1 Following the risk assessment and gap analysis that resulted in the conclusions listed above, a programme of staff and Member engagement sessions were undertaken to inform the Integrated Risk Management Plan.

5.2 Both officers and Fire & Rescue Authority members have been engaged in shaping this integrated risk management work together. In terms of setting future Integrated Risk Management Plan delivery options, officers will provide professional advice and fire authority members will decide on the appropriate approach after considering the evidence and options presented. The engagement sessions took the form of:

- Nine staff workshops held at various locations throughout the organisation;
- informal and formal engagement with the Executive Board;
- a formal workshop for Community Safety and Corporate Planning Committee Members;
- seven separate informal meetings with Members; and
- a Members' Forum presentation.

5.3 Feedback from these engagements was verbal, written and electronic. All feedback has been recorded and held as evidence to demonstrate the level of internal consultation undertaken in developing the Integrated Risk Management Plan.

5.4 Outcomes of the feedback:

Suggestion/Comment	Outcome
Clearer understanding of the evidence for the risk analysis	Section added to the IRMP describing the risk methodology and the evidence used in assessing the community risk.
Listing risks numerically could cause readers to assume that a priority applies	Numbering of risks removed from the document.
No mention of terrorism as a high level risk	The terrorism risk is increasing and the Service will consider how best to support the mitigation of this risk.
Maritime safety not mentioned as a specific issue within commercial fires	Boat safety is an existing activity for the Service and this has been added as comment. Future maritime firefighting capability will be a specific project for consideration. Maritime safety to be explicit to include prevention approaches as well as operational response to mitigate fire and emergency risks off shore.
Numerous suggestions for specific changes to Service Delivery resources including station, appliance and crewing locations	The strategic IRMP is a high level document so these tactical suggestions have not been included but they will support potential future projects, some of which will be subject to public consultation.

Suggestion/Comment	Outcome
Clearer strategic vision and direction required to support any change and improvement projects	Future outcomes to be fully defined to better support the 'vision'. The current work defining what a future operating model may look like for the Service will support this recommendation and inform future change and improvement planning, resourcing and scheduling of activity.
Wording of the section on the future of the Service too specific.	Section rewritten clarifying the strategic principles that will guide the organisation in developing any proposals for the future.

6. DRAFT INTEGRATED RISK MANAGEMENT PLAN

- 6.1 A draft Integrated Risk Management Plan was considered by the Community Safety & Corporate Planning Committee at its meeting on 29 September 2017.
- 6.2 The Committee noted that the format of the Integrated Risk Management Plan would be amended to include a mixture of infographics and pictures before it was submitted to the Authority for approval. A number of comments were made at the Committee meeting, however, including, amongst others, the need for the Plan to be in plain English and also for any acronyms to be explained in full.
- 6.3 On the whole and subject to the detailed amendments discussed at the meeting, the Plan was accepted in principle and the Chief Fire Officer was delegated authority, in consultation with the Chair and Vice Chair of the Community Safety & Corporate Planning Committee, to make the amendments to the draft Integrated Risk Management Plan as indicated at the meeting, with a view to the final Plan being submitted to the Fire & Rescue Authority on 20 October 2017 for approval as the basis for public consultation.
- 6.4 Once the Plan has been approved by the Authority, a consultation exercise will be conducted with the public and key stakeholders, details of which will be drawn up in the near future. The Community Safety & Corporate Planning Committee will be engaged in the development of the proposals for the consultation exercise.

7. CONCLUSION

- 7.1 The Integrated Risk Management Plan for Devon Fire and Rescue Service is a strategic document that is a requirement of the National Framework document which in turn is authorised by the Fire and Rescue Services Act 2004.
- 7.2 The Service has undertaken a comprehensive risk analysis to develop a new IRMP and in doing so has developed a risk assessment. The strategic gap analysis will influence the change and improvement agenda for the future.
- 7.3 Internal engagement has further refined the document. Fire and Rescue Authority Members, as strategic leaders of the organisation, have also had input into its development.
- 7.4 A final draft Integrated Risk Management Plan has been prepared following the amendments requested by the Community Safety and Corporate Planning Committee on 29 September 2017 and this Plan (as set out at Appendix A of this report) is submitted to the Authority for approval as the basis for public consultation.



**DEVON &
SOMERSET**
FIRE & RESCUE SERVICE



Integrated Risk Management Plan 2018 - 2022

Page 43



Integrated Risk Management Plan

Introduction

The Fire and Rescue National Framework for England requires us to have an Integrated Risk Management Plan which is designed to give fire and rescue services the flexibility to use our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

In formulating the plan we are required to:

- identify and assess all foreseeable fire and rescue related risks that could affect the communities served including those of a cross-border, multi-authority and national nature
- demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities through authorities working either individually or collectively in a cost effective way
- be easily accessible and publicly available
- reflect effective consultation throughout development and at all review stages with the community, its workforce and representative bodies, and partners
- cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in the Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes.

Although the Service only has a statutory duty to deal with fires and road traffic collisions, the Fire and Rescue National Framework also identifies that there are new challenges that the Service has to deal with, such as the continued threat of terrorism, the impacts of climate change, impacts of an ageing population against the need to cut the national deficit. In pursuit of its vision of 'Making Devon and Somerset a safer place to live, work and visit', it is important that the Service understands these wider challenges and that they inform its strategic planning.

In 2017, the Service has reviewed and changed its approach to corporate planning to enable the clear identification and definition of its response to these wider challenges, to the changing needs of the community and to the challenges it faces.

The Service's revised corporate planning approach currently has three key strands, namely:

- The Corporate Plan
- The Integrated Risk Management Plan
- its Change and Improvement activities.

Each of these strands considers a different aspect of risk and sets out at a high level how the Service will respond to them. These are subject to an annual review to ensure they are still fit for purpose, that they still address the key risks and that they provide a clear steer on the priority activities for the coming year.



The Corporate Plan describes the overall risk environment in which the Service operates. Every year the Service carries out a STEEPLE analysis which looks at the external and internal Sociological, Technological, Economic, Environmental, Political, Legal and Ethical influences and how they may have changed. This information is used to inform the Integrated Risk Management Plan and the Service's change and improvement activities.

Our Vision	Is to make Devon and Somerset a 'safer place to live, work and visit'.
Our Mission	Is to 'Act to Protect and Save – to prevent emergencies, create safer communities and respond, when required, in order to save life.'
Our Priorities	<p>There are three key priorities to guide how the Service uses its resources and assess the importance of new work which forms the Integrated Risk Management Plan's priorities:</p> <ul style="list-style-type: none">• A relentless focus on improving public safety• Be passionate about continually improving staff safety• Create an even more efficient and effective organisation.

The change and improvement activities undertaken enable the Service to look in more detail at the organisational risks that are faced, for example the current financial challenges and how as an organisation those risks will be addressed.

The final part, the Integrated Risk Management Plan considers the risks our communities face and the prevention, protection and response activities the Service can put in place to mitigate those risks.

The Integrated Risk Management Plan and change and improvement activities are delivered through our annual service planning framework and this document along with those detailed action and implementation plans fulfil the requirements of the National Framework.

As the environment in which the Service operates is constantly changing, new risks to the communities served will always emerge. It is the Service's job to ensure that it continually assesses these changing risks and ensures it keeps the communities of Devon and Somerset safe. In addition to the annual review process the Service therefore continues to analyse any emerging opportunities and threats throughout the year through its normal risk management processes.

Regular reporting will take place throughout the year to provide assurances that the Service's activities are delivering the desired outcomes or enable corrective actions to be put in place where they are not.

The Fire and Rescue Service is funded through Central Government and Council Tax contributions to intervene specifically with fires and road traffic collisions. This Integrated Risk Management Plan identifies many more risks faced by the communities of Devon and Somerset which the Service currently deals with and others that will need attention in the future.

The Integrated Risk Management Plan sets the higher level, cross-cutting risks, however, the diversity, demographics and geography across the communities' of Devon and Somerset varies and each Local Area Plan will require differing solutions and mitigating activities to reduce the specific risks in those areas.

Equality, diversity and inclusion

Devon & Somerset Fire & Rescue Service puts people and their individual needs at the heart of service planning and delivery. In its workplace practices it recognises that to serve the community to the highest standard, it needs to take an inclusive approach to the community and its staff through regular and meaningful engagement. This will ensure that it can identify and act on emerging needs quickly and flexibly. The workforce needs to be equipped with the knowledge and skills to deal with the modern requirements of a different service provision and working together with various agencies. Therefore, the main equality, diversity and inclusion priorities are:

- increasing public and community awareness of risk in order to reduce harm
- delivering improved, tailored services by analysing and acting upon equality, diversity and inclusion considerations
- achieving a workforce that reflects the diversity of our communities and that is closely aligned to our core values.



Our journey towards creating safer communities – how we assess and analyse the risks faced by the communities we serve

The risk model has been developed using a mixture of data from a range of sources both from within the Service and external sources, including partner agencies, and making use of analysis both reactive (incidents and event data) and predictive (demography) datasets. Our risk analysis builds on the work of partner organisations and uses evidence bases such as those compiled for Health and Social and Care Joint Strategic Needs Assessments. The model examines the local risks relative to the whole of Devon and Somerset, covering all emergency incident types attended by the Service and allows for prioritisation of risk types to direct risk management activity. The model demonstrates which communities within Devon and Somerset are at higher risk of harm, and the differing nature of those risks at a local level. The risk focussed nature of our analysis ensures that the Service's activities to manage that risk whether prevention, protection or response can be integrated and aligned with the activities of our partners

One of the main principles of an Integrated Risk Management Plan is that a fire and rescue service must be able to evidence that its resources are deployed in a manner commensurate with where the identified risks lie. The Service uses various tools to help us with this including specific software such as Fire Service Emergency Cover (FSEC) which enables us to quantify risk and thus identify where it is most efficient to locate our response resources and Fire Risk Event Data (FRED) which are datasets compiled from a range of sources to identify those commercial buildings most at risk.

These enable us to map where the highest risks exist and identify where prevention and protection activity needs to take place as well as where we are under (or over) capacity with regard to speed and weight of response into these areas. Historically these analyses have focussed on the main risks of dwelling fires and road traffic collisions (RTCs), but the method is adaptable to other types of risks such as Commercial Building and other special services.

Amongst other things, this risk assessment method allows us to quickly assess the impact of, and model “What if..” scenarios for many of the key issues we face such as turnout, on call availability, population demographic, station locations, and the effectiveness of smaller faster vehicles.

Following the assessment of fire related risk through the Integrated Risk Management Plan process a gap analysis was carried out to consider any strategic issues that the service may face in the coming years. This identified that the following six elements within the identified risks required further consideration in planning the strategic direction of the Service:

- an increasingly ageing population
- common health and wellbeing risks
- availability of on call appliances
- the historical distribution of service delivery resources
- an increasing demand for emergency medical response
- an increase in the number of serious fires affecting commercial premises.

Our risk sources

The methodology by which we assess and quantify risk to enable us to focus resources – matching resources to risk – comes from a number of sources:



Further detail on the risk sources are available in the Appendix.

What are the risks?

Set out below are the key risks that have been identified. The remainder of the plan provides a brief overview of each risk and the high level mitigating actions that we will be putting in place over the period of the plan to deal with those risks.

Risk category	Identified risk
Fires and Injury	<ul style="list-style-type: none"> • Accidental Dwelling Fires • An increasingly ageing population • Serious fires in commercial premises • Deliberate fires • Heritage Property Fires
Road Traffic Collisions	<ul style="list-style-type: none"> • Road collisions causing loss of life or serious injury
Health and wellbeing factors	<ul style="list-style-type: none"> • People who have two or more of the seven identified factors are more likely to be at risk from fire • The increasing demand for Emergency Medical Response (Co-responding) • Safeguarding
Environment	<ul style="list-style-type: none"> • Wide scale flooding • Hazardous Materials sites and incidents
Rescues	<ul style="list-style-type: none"> • Height • Confined spaces and entrapments • Drowning and open water safety
Resources	<ul style="list-style-type: none"> • The unavailability of on call appliances • The historical distribution of service delivery resources • Attending too many false alarms

Emergency Call Summary - April 2016 to March 2017

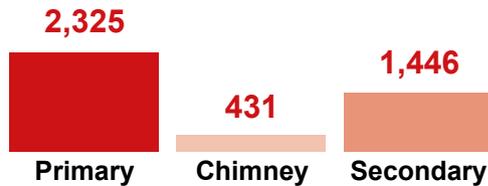
The fire service attended 70% of the unique emergency calls received but made the decision that attendance was not required on 30% of occasions.

There are a number of reasons why an incident may not require a physical response, including:

- Fire Control identify a call as being a hoax
- an issue can be resolved by advice being given
- policy states that we do not attend an incident type
- information is received that an incident has been resolved prior to the fire service arriving.



DSFRS incidents - 16,434 calls

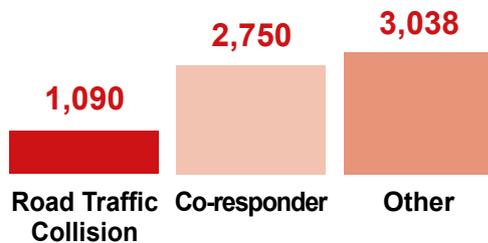


Fire - 4,202 calls

Primary Fires - generally larger more complex incidents, those with casualties or fatalities or those occurring in dwellings.

Chimney Fires - fires restricted to the confines of the chimney.

Secondary Fires - minor fires, no casualties.

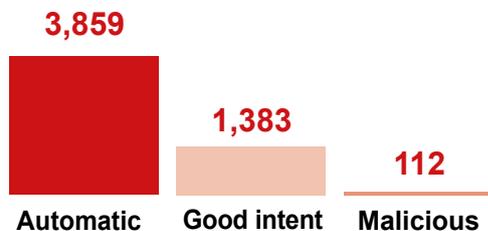


Special Service - 6,878 calls

Road Traffic Collisions (RTCs) attended by DSFRS - not fires.

Medical emergencies include Co-responder incidents for which DSFRS provide first response on behalf of the South West Ambulance Service Trust (SWAST).

Other incidents include flooding, rescue from height, animal rescue



False Alarms - 5,354 calls

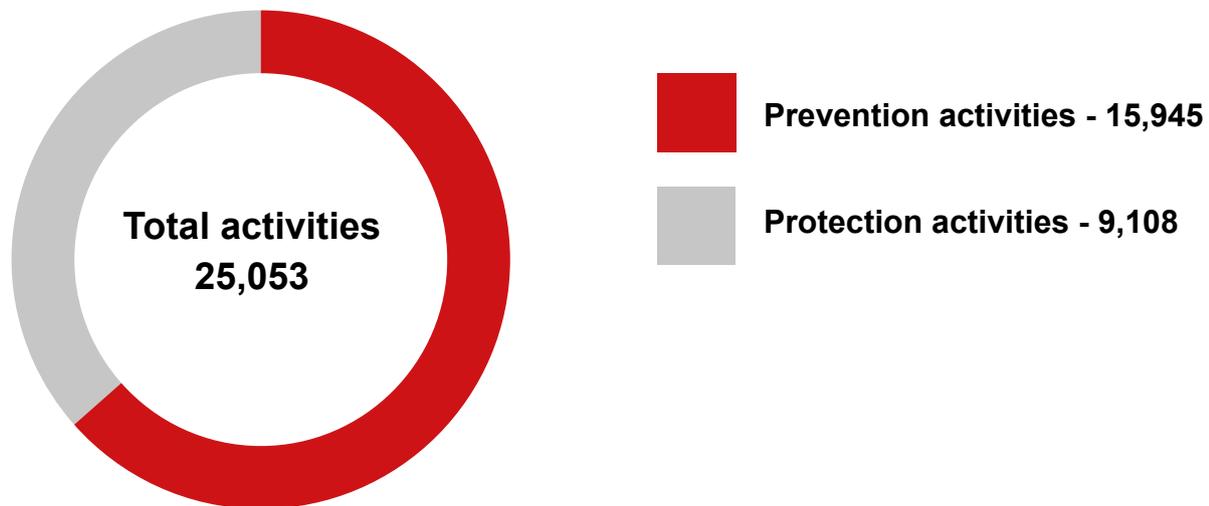
Automatic Fire Alarm (AFAs) - calls initiated by fire alarm or fire-fighting equipment operating.

False Alarm Good Intent - calls made in the belief that the Service would attend an emergency incident.

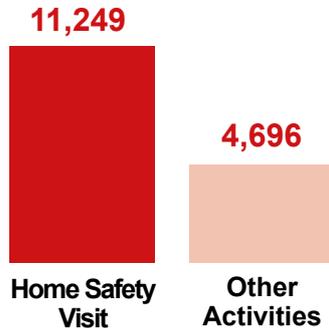
Malicious False Alarm - calls made with the intention of getting the Service to respond to a non-existent incident.

Prevention and protection

Making our communities safer is not just about responding to emergencies. The Service undertakes a variety of proactive activities to reduce risk to our communities. The prevention and protection activities include Home Safety Visits, Road Collision Programmes, School Visits and Fire Safety Checks and Audits of non-domestic properties.



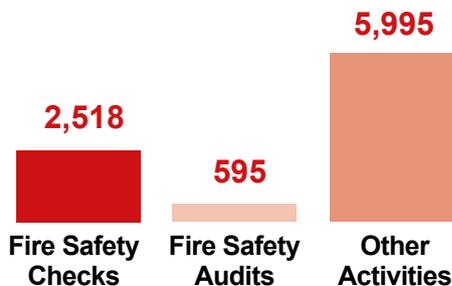
Prevention Activities - 15,945



Home Safety Visits - this figure includes 'Level 1 and 2 Home Fire Safety and Replacement Alarm Visits'.

Other activities - this figure includes school talks, Fire Cadets, Phoenix and FireSetters and all other engagement activity.

Protection Activities - 9,108



DSFRS has a statutory obligation to ensure that non domestic premises and public events are compliant with fire safety regulations. We achieve this through **Fire Safety Checks** and the more in-depth **Fire Safety Audits** along with various engagement and promotion activities.

Risk Category – *Fires and Injuries*

Did you know..?

- DSFRS completed more Community Safety activities last year than incidents attended.
- Just 26% of incidents attended by the Service are fires.
- The number of people aged over 85 is expected to nearly double within the next 20 years.
- There are more than 100,000 commercial buildings in Devon and Somerset. The average societal cost of a commercial building fire is more than £75,000.
- There are more than 30,000 listed buildings in Devon and Somerset.



Identified Risks

Accidental dwelling fires



Why it's a key risk

As part of the Fire and Rescue Services Act 2004 we have a statutory duty to promote fire safety to help stop fire deaths and injuries.

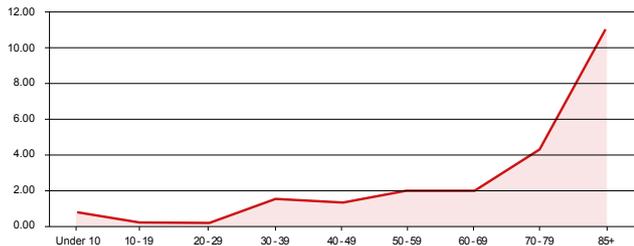
In 2016/17, the Service attended 1004 primary fires in dwellings, which resulted in 64 injuries and 6 deaths.

The vast majority of fatalities and injuries from fires occur in domestic properties and the main focus of our work is therefore in this area.

Identified Risks

An increasingly ageing population

Graph 1: Rate of fatal fires per 100,000 population



Why it's a key risk

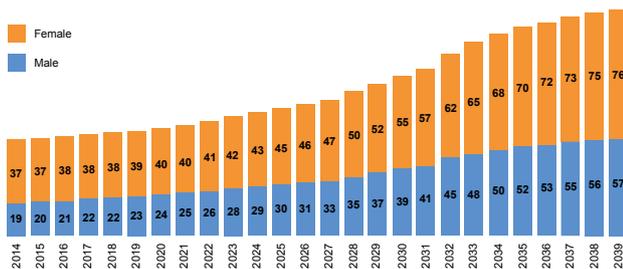
This graph shows how the likelihood of people suffering a fatal fire increases as they become older. Those over 85 years old are especially at risk.

Previous research into fatal fires shows that those aged over 85 have a much higher rate of fatal fires, this suggests that although we may see a reduction in accidental dwelling fires, the increasing elderly population and associated increase in vulnerable people with complex needs living in the community could mean the number of serious fires and fatalities rising as a proportion of all accidental dwelling fires.

The Service therefore need to make efforts to reduce the risk of these incidents occurring.

The population of Devon and Somerset is ageing with a forecasted increase in the number of people aged over 85 from 59,800 to 79,700 (34% increase in ten years) as indicated in the bar chart opposite.

Projected Population of Devon and Somerset aged 85 and over (Thousands)



Identified Risks

People who have two or more of seven identified factors are more likely to be at risk from fire



Why it's a key risk

There are seven identified factors that put people at greater risk of a fatal fire:

Mental Health

Poor Housekeeping

Alcohol

Smoking

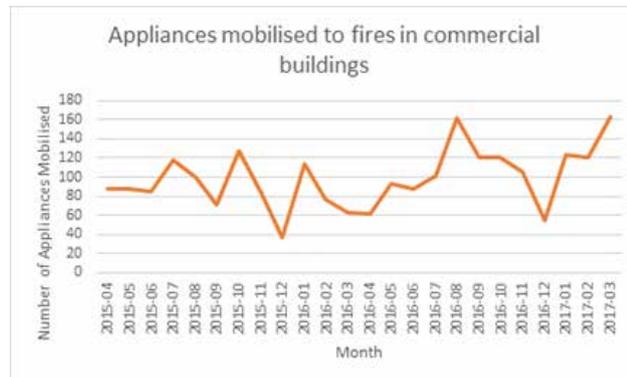
Drugs (prescription or illegal)

Limited Mobility

Living Alone

Identified Risks

Serious fires in commercial premises



Why it's a key risk

In 2016/17, there were 463 accidental fires where people work and visit. This resulted in 9 injuries and 2 deaths. Of these there were a number of fires at large commercial properties most notably the Royal Clarence Hotel in Exeter. The impacts of such fires on people, the economy and the environment both built and natural can be significant and have severe impacts on the ability of businesses, affected both directly and indirectly, to continue to trade.

To target our resources to maximise the impact of our activity we use predictive analytics, our Fire Risk Event Data (FRED) dataset identifies those businesses that are most likely to have a fire in the next 12 months and where the risk is higher due to factors such as sleeping accommodation on the premises. Currently there are approximately 10,000 addresses identified as priority addresses.



Identified Risks

Deliberate fires



Why it's a key risk

A deliberate fire includes those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. Deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'.

These fires remain the largest single cause of fire in England and Wales and research has estimated that the overall annual cost of arson to the economy is around £2.53 billion. The human cost has also been high. In the last decade there have been around 2.3 million deliberate fires resulting in over 25,000 injuries and over 900 deaths.

During 2016/17, in Devon and Somerset there were 78 deliberate fires where people live. Which resulted in 11 injuries and 1 death. Where people work, visit and in vehicles there were 392 fires which resulted in 2 injuries and 1 death.

Identified Risks

Heritage property fires



Why it's a key risk

Within Devon and Somerset there are:

- 738 Grade 1 listed buildings
- 29,600 Grade 2 listed buildings
- 2020 Grade 2* listed buildings
- 5,972 thatched buildings.

The average thatch fire takes 1.6 days of appliance time for the Service to deal with and costs £11,727. This does not include the costs to local employers and small businesses who release their staff as On Call fire fighters. On average the Service respond to 35 of these incidents per year at an annual cost of more than £400,000.



Our current activities to address the risks

The Service uses the data it has accumulated to identify those domestic and commercial premises that are most at risk from fire, this enables our interventions and support activity to be targeted. Our activity includes:

- an existing programme of Home Fire Safety Visits
- educating elderly care partners on fire risks
- working with our partners to access our most vulnerable groups through referrals
- targeted Fire Safety Checks and Fire Safety Audits with a focus on care homes
- compliance events and visits for businesses
- robust enforcement policy resulting in high profile prosecutions
- presentations to groups of people providing advice and answer questions about fire safety
- campaigns and information around specific risks.

The Service undertakes a number of deliberate fire reduction activities, including:

- media campaigns
- fire-setter interventions for those children and young people identified as having a fascination with fire, or who have displayed fire-setting behaviours
- provision of focused arson reduction education packages for key stage 3 children
- we work closely with the national Arson Prevention Forum
- collaboration between the Service Safeguarding Team and Police/Fire Liaison Officer to effectively address deliberate fire-setting.

Our proposals to improve our service and reduce the risks further

- Reduce the risk of fire to households through delivery of Home Fire Safety Visits using new working arrangements, improved staff (awareness) training, vehicles and technology to deliver in excess of 20,000 targeted home safety visits across our service area every year with particular emphasis on residents aged over 85.
- Development of a heritage property fire reduction policy.
- Expanded collaboration work with the Police and other partners including Health and Social Care to ensure the highest risk individuals can receive our support.
- Reduce the impact of fire through development of a strategy to support the installation of domestic sprinklers in the highest risk households.
- Improve control of fire risk through investment in training for Business Safety Officers to expand our capability in enforcing fire safety legislation.
- Use of new firefighting technology, enhancing incident skills/knowledge of operational personnel and attracting new skills to improve outcomes of incidents and firefighter safety.

Expected outcomes from the activities

- A reduction in the number of accidental dwelling fires.
- A reduction in fire related injuries particularly in the ageing population.
- A decrease in the number of fires in commercial premises.
- A reduction in the number of deliberate fires.
- A decrease in the number of fires involving heritage properties.



Risk Category – Road Traffic Collisions (RTCs)

Did you know..?

- Over 30% of RTCs where someone was killed or injured involved a young driver.
- In the five years (up to and including 2015) 2,754 people were killed or seriously injured in RTCs in Devon and Somerset.
- The value to society of preventing a death on the road is on average £1,783,556.



Identified Risks

Road collisions causing loss of life or serious injury



Why it's a key risk

The Fire and Rescue Services Act 2004 places a duty on fire and rescue authorities to make provision for RTCs and for dealing with the aftermath of such collisions. With deaths and serious injury collisions on the road increasing road safety has now become a strategic priority for the National Fire Chiefs Council.

The main areas of focus are young people and motorcyclists; as statistics currently show that these people are significantly more likely to be involved in a RTC.

In 2015 661 people were killed or seriously injured on our roads in Devon and Somerset; with young drivers (aged 17-24 years) old representing 31% and motorcyclists representing 27% of these casualties.

The wider economic impact of road traffic collisions is also significant particularly if they result in closures of the region's main arterial routes.

Our current activities to address the risks

Our key approaches are education and intervention activities designed to raise awareness and consider the consequences of actions.

- We provide a wide range of road safety education programmes to be used across all age ranges.
- We engage with groups of young people such as Fire Cadets, people on our Phoenix courses, Brownies and Cubs, and educate students across key stages 1-5 to understand when they will be at risk, and identify risky behaviours.
- We have a range of RTC reduction vehicles and motorcycles which are used to engage with targeted risk groups to promote the wider road safety messages across our community.
- We deliver presentations to groups of people providing advice and answering questions about road safety.

Our proposals to improve our service and reduce the risks further

- Isolate known high risk collision sites through sharing data with partners and using predictive analysis to target interventions with road users.
- Support our partners in the control of risk by contributing data and experience to influence change and improvements in road design.
- Ensure that our staff are provided with the latest technology, equipment and training to effect casualty extrications and a rapid transfer to medical care where necessary.

Expected outcomes from the activities

- Reduction in the number of Road Traffic Collisions (RTCs) that occur on our road network.
- Reduction in the number of people that are killed and seriously injured as a result of a RTC.



Risk Category – Health and wellbeing factors

Did you know..?

- The Service now attends more emergency medical response incidents than fires.
- There are 70,000 hip fractures in the UK each year costing £2 billion (expected to rise to 101,000 fractures by 2020).
- There are approximately 60,000 people in Devon and Somerset with heart problems.
- Nearly 45,000 people in Devon and Somerset describe themselves as being in poor or very poor health.
- You can book a Home Fire Safety Visit by going to our website or calling this number 0800 05 02 999



Identified risks

People who have two or more of the seven identified factors are more likely to be at risk from fire and other risks



Why it's a key risk

The factors that put people at greater risk of a fatal fire are all common factors of risk for our partners especially the Police, NHS and Local Authorities.

Many agencies can therefore be targeting preventative and reactive services at the same people at risk in our communities.

There is therefore potential for improved working arrangements with our partners and to expand our work to include for example Safe and Well checks and referrals to other agencies when someone may have dementia, are vulnerable or even, for example, have substance dependencies such as an alcohol addiction.

Identified risks

The increasing demand for Emergency Medical Response (Co-responding)

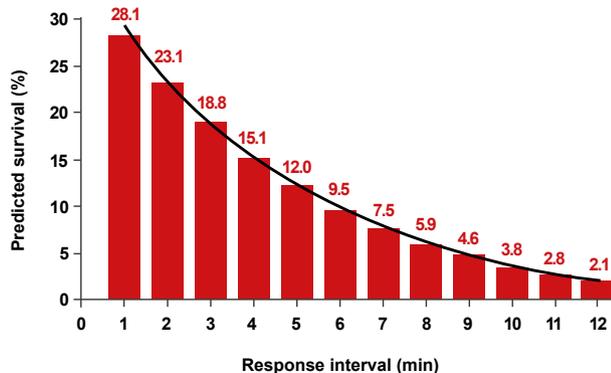


Figure 1: Cardiac arrest survival rates showing an increased probability of patient survival directly correlated in the speed that defibrillation can be effected, the implication being that co-opting fire resources to provide early defibrillation will save lives (De Maio et al., 2003)

Why it's a key risk

The Service is playing an increasing role in responding to medical emergencies. It is the single incident type that has grown in demand over the last 10 years. National data shows that fire and rescue services are able to reach incidents as a whole before ambulance services in 62% of cases based on the trial incident data and in time-critical incidents, such as cardiac arrests, they arrive sooner than ambulances in 93% of cases.

Within the Service, over the past couple of years there are more co-responding calls attended by 20 stations than primary fire calls attended by 85 fire stations. However as co-responding is currently a voluntary activity carried out on 20 on call fire stations across the Service there is scope for increased provision to match the demand.

Identified risks

Safeguarding

Why it's a key risk

Devon and Somerset Fire and Rescue Service staff and representatives have a duty to report any child protection or welfare concern through the appropriate organisational channels so that any concerns may then be reported to the appropriate local Children's Social Care Office or Police.

All adults who work with, and on behalf of children are accountable for the way in which they exercise authority; manage risk; use resources; and safeguard children, young people and vulnerable adults.

Whether working in a paid or voluntary capacity or on behalf of Devon & Somerset Fire & Rescue Service these

adults have a duty to keep children, young people and vulnerable adults safe and to protect them from sexual, physical and emotional harm and neglect. Children, young people and vulnerable adults have the right to be treated with respect and dignity. It follows that trusted adults are expected to take reasonable steps to ensure the safety and wellbeing of children, young people and vulnerable adults.

The Service attend an average of more than 65 suicide related incidents per year, these incidents can be resource intensive and have a significant impact on attending crews.



Our current activities to address the risks

Our mitigation activity includes:

- targeted Home Fire Safety Visits realigned to take account of health risks
- targeted Fire Safety Audits of multiple occupancy low grade housing (HIMO's)
- collaboration with partner agencies for example with the public health teams, to reach similar target groups
- common campaigning with our partners
- safeguarding referrals and attendance at Multi Agency Safeguarding Hubs to support those at risk through partnership working.
- vetting of all staff who work in community safety.

Our proposals to improve our service and reduce the risks further

- Eliminate risk through delivery of Safe and Well visits by highly skilled staff, who are sensitive of community needs, to make people safer from a wider range of risks, such as falls, within their own home.
- Reduce risk through Community Engagement working with partners to support health messages.
- Development of a suicide prevention strategy to reflect, raise awareness and limit the impact of suicide on society and on our staff.
- Review where present co-responding arrangements could be improved.
- Identify alternative methods of responding to emergency medical incidents through consultation with staff and community.

Expected outcomes from the activities

- A reduction in the number of fires and fire related injuries amongst the most vulnerable people in our communities.
- Improved wellbeing amongst the identified vulnerable group.
- Increased number of medical emergencies responded to.
- Achievement of response times for medical emergencies.
- Improved outcomes for partner organisations, including a reduction in the number of slips, trips and falls.

Risk Category – *Environment*

Did you know..?

- During 2013/14 almost 45 square miles of the Somerset Levels was under water.
- Hinkley C is the largest civil engineering project in Europe and is greater in scale than the Channel Tunnel and Olympic Stadium put together.
- Devonport dockyard is the largest Naval base in Western Europe.
- The Fire Service also have responsibility for attending incidents that occur within the low water mark for all coastal and estuarial waters.



Flood

Identified Risks

Wide scale flooding



Why it's a key risk

Flooding is a significant risk for a number of areas and communities within Devon and Somerset. For example during the winter of 2013/14 the area suffered significant rainfall that led to major flooding in the Somerset levels creating a 44.44 square mile flood plain affecting a large number of communities. The village of Muchelney was totally cut off due to impassable roads and in the village of Moorland, 100 homes were evacuated in the middle of the night.

During that period, the Service was involved in 96 flooding incidents, this includes 1 incident number that was assigned to the Somerset Levels which ran from 29/01/14 until 12/02/14, and will have included many mobilisations involving, 436 service vehicles and 1,132 service personnel.

Identified Risks

Hazardous materials sites and incidents

Why it's a key risk

The release of hazardous materials in any form poses significant risks to people, animals and the environment. The nature of the materials means that the effect of any incident can be long lasting and not just a risk in the immediate aftermath of the release.

In dealing with these types of incident our staff are at exposed to dangerous conditions and there is a requirement for the Service to recognise high risk sites and inform operational crews so they can familiarise themselves with the risks and train accordingly.

Hazardous material incidents are complex in nature and can vary in the size or response required. These range from small spillages or leaks, to significant major incidents involving a multi-agency response, including Chemical Biological Radiation Nuclear

and explosion incidents (CBRN(e)) and acts of terrorism.

High Risk areas for response are identified, and specific plans are developed in order to identify the appropriate response to emergencies at such locations. Sites located throughout the Service area include Hinkley Point power station, Devonport Dockyard (Nuclear Submarine Refit Complex) and a number of Control Of Major Accident Hazard (COMAH) sites. The major South West transport networks including rail, airport and motorway systems can also carry or be affected by incidents involving hazardous materials.

Harbours, ports and marinas present unique risks and incidents in these locations have a high potential to adversely affect the environment.



Our current activities to address the risks

Through community resilience initiatives communities, businesses, and individuals are empowered to harness local resources and expertise to help themselves and their communities to prepare and respond to significant local events such as flooding. The Service helps support these initiatives.

All the community resilience activity we deliver is done in conjunction with our Local Resilience Forum partners who have established Community Resilience projects to improve their ability to prepare, respond and recover from local catastrophes.

The Service's Operational Risk Information System (ORIS) meets the statutory requirement for Fire and Rescue Services to ensure that firefighters can be made aware of the risks associated with premises and incidents which they may be required to attend.

We work closely with the Maritime and Coastguard Agency, RNLI, Port Authorities and Harbourmasters to reduce risk of fire and other incidents in ships and vessels.

Our proposals to improve our service and reduce the risks further

- Reduce the risk to our staff by providing specific training to ensure they are prepared to deal with flooding, hazardous materials and counter terrorism incidents.
- Develop our relationships with partners who manage high risk sites to control risk through legal compliance and integrated response plans ensuring effective use of all available resources.

Expected outcomes from the activities

- Increase in community resilience.
- Increased competence of staff to deal with environmental incidents.
- Completion and maintenance of ORIS inspection requirements.
- Comprehensive training and exercising at key risk sites.



Risk Category – *Rescues*

Did you know..?

- In 2015, three times the number of people died in drowning incidents than in house fires in Devon and Somerset.
- In the last year, there have been a more fatalities in agricultural locations in South West England than in other areas of the UK.
- In 2016 DSFRS crews attended 255 animal rescues.



**FIRE
SPECIAL
OPERATIONS**

Identified Risks

Height



Why it's a key risk

One of our primary functions is to save life and prevent harm, therefore as a Fire and Rescue Service, we have the skills and equipment to rescue those people who may be at risk from harm, serious injury or death caused by a fall from height.

The diversity of natural and constructed risks include areas of cliff around the coastal areas and inland at Cheddar Gorge, quarries across the Mendips, the Tamar Bridge, Exeter Cathedral and Wells Cathedral are just some examples of many where people live, work and visit.

Often people or animals come to harm as a result of their activities which may be as a result of work or leisure pursuits. There are also many occasions where vulnerable people are in need of rescue.

Identified Risks

Confined spaces and entrapments

Why it's a key risk

A confined space means any place, including any chamber, tank, vat, silo, pit, trench, pipe, sewer, flue, well or other similar space in which, by virtue of its enclosed nature, there arises a reasonably foreseeable risk.

The diverse rural and agricultural nature of large parts of Devon and Somerset, particularly across parts of Exmoor, Dartmoor, the Quantocks, Mendips and the Somerset Levels increases the risk of those who work and pursue leisure activities in those areas.

In particular rescue from sewers, culverts, caves mines, pot-holes and wells etc. or, agricultural workers

trapped either wholly or partly in farm machinery or equipment.

Each year there are 33 fatal injuries to workers in agriculture in the UK, much higher than any other industry sector. The South West of England has more of these incidents than any other region.

Additionally the Service attend incidents in urban environments and industrial settings that require specialist skills to deal with the issues presented by these risks.

Identified risks

Drowning and open water safety



Why it's a key risk

Drowning in the UK is amongst the leading causes of accidental death; in 2015 321 people accidentally drowned, of these 49% were taking part in everyday activities near water and never expected to enter the water. On average 400 people drown in the UK each year and a further 200 people take their own lives in our waters. In 2015, Devon and Somerset had the highest number of accidental drownings of any fire and rescue service across the country.

The Service attends an average of 75 water rescue incidents each year.

Our current activities to address the risks

The Service has a range of special appliances and trained personnel to deal with these types of incidents strategically located across Devon and Somerset.

We are aligned to the national campaigns on water safety

Junior Life Skills and Out of the Blue are multi-agency events the RNLI attend and the Royal Life Saving Society will now support these events this year for the first time.

Development of an education package to include water safety awareness, supported by virtual reality film.

With partners we support businesses and local communities with provision of throwlines and training in key strategic locations where people are losing their lives or incidents are occurring.

Ensure boat safety features highly around our business and leisure risks.

Our proposals to improve our service and reduce the risks further

- Reduce incidents through further targeted campaigning and education, identified and developed following engagement with relevant communities.
- Control risk through exploring the idea of a rural/farming safety team.
- Review our special appliance distribution and technology to ensure our resources match the risks presented.
- Collaborate other emergency services to share resources and response to resolve incidents effectively and efficiently.
- Develop stronger relationships with voluntary agencies to understand capabilities to resolve incidents effectively and efficiently.

Expected outcomes from the activities

- Reduction in the number of rescue incidents.
- Reduction in the number of accidental drownings.
- Reduction in the number of missing vulnerable people.



Risk Category – *Efficient and effective use of our resources*

Did you know..?

- Approximately 80% of our stations attend fewer than two incidents per week and 54% attend less than one incident per week.
- We currently crew our fire engines with a minimum of 4 people however over 70% of incidents we attend could be fully dealt with by a crew of two.
- One station with two fire engines has attended 170 RTC incidents in five years, whereas another station with two fire engines has attended none.

Station Locations



Identified risks

The unavailability of on call appliances

Why it's a key risk

Only 13 of our current fleet of 121 fire engines are crewed 24 hours per day by whole time fire fighters. Which means 108 fire engines are completely reliant upon on call firefighters being available – approximately 90% of our total response capability.

However for the 12 months to the end of February 2017 there was an average 14% unavailability of on call appliances. The issues causing this problem include:

- Our reliance on people living and working within a 5 minute response time of the fire station.

- Our requirement for people to maintain a set number of hour's availability each week.
- Our training design – particularly for new recruits.
- A decrease in the number of incidents.
- A reward mechanism that incentivises activity not availability.
- Our requirement to provide a minimum crew of four on an appliance – preferably five.

Identified risks

The historical distribution of service delivery resources



Why it's a key risk

Our 85 station locations are aligned to the old standards of fire cover and are not reflective of the current and future demographics of Devon and Somerset. There are a number of significant developments that will change the risk profile of the population including Cranbrook, Sherford and Taunton Garden Town.

Our current training requires that all operational staff train to the same basic standard across the organisation irrespective of the station risk profile, incident types within the risk profile and the equipment, appliances and attributes within each fire station.

Identified risks

Attending false alarms



Why it's a key risk

The false activation of alarms where there is no fire represented 34% of incidents attended in 2016/17. This amounted to 5354 false alarms.

Any emergency response to an unwanted/false alarm poses a risk to the community as it prevents us from being available for confirmed fires and rescues, as well as disrupting essential training and community safety initiatives.

Our current activities to address the risks

Our mitigation activity includes:

- improving the flexibility in the use of on call contracts allowing people to vary their weekly hours,
- the introduction of our tiered response model which is predicated on a principle that all staff are trained and equipped to deal with the types of incidents that they are most likely to face on a day to day basis (tier 1), based on our analysis of risk and demand. Beyond that we provide enhanced levels of support (tiers 2 and 3) strategically located across the organisation, again based on risk and demand.
- Tier 1 assets – Rapid Intervention Vehicles and Light Rescue Pumps
- Tier 2 assets – Light Rescue Pumps and Medium Rescue Pumps
- Tier 3 assets – Special Appliances.

There are a number of ways we can reduce unwanted calls to our control room so that we can avoid unnecessary mobilisations and ensure that our resources are available to attend emergencies including:

- we send out letters to repeat offenders of false alarms to support them in bringing down the number of false alarms they have
- our control room call challenges the call we receive to try and ensure that we are not attending false alarms or hoax calls
- we include hoax call in all of our educational packages including key stage 1- 3 school
- we provide fire-setter interventions for those children and young people identified as being involved in making malicious calls, including support for families.

Our proposals to improve our service and reduce the risks further

- Review how we reward our on call staff for their availability in order to acquire and retain their specific experience and knowledge.
- Develop an Operational Resource Centre to redistribute surplus capacity to meet forecasted crewing needs.
- Explore demand led crewing options to match resources to risk ensuring that an intervention occurs as quickly as possible at any emergency incident.
- Relocate resources to match changing risk profiles.
- Complete the rollout of our tiered response appliances.
- Review our response times for different incident types.
- Invest in technology to ensure we are able to work effectively with our emergency services partners.
- Explore the use of new equipment and ways of working to keep our staff safe when attending incidents by investing in research and development.
- We will ensure that operational staff gain and maintain the correct skills and knowledge from acquisition through to maintenance of skills and combat the potential for skills-fade over time.
- Review skills and requirements for the role of On Call Firefighter and adjust recruitment process accordingly.
- Give a realistic job overview, with career opportunities, to ensure we attract the talent required for the role.

Expected outcomes from the activities

- An increase in overall availability of on call appliances.
- The distribution of our resources will match the risks our communities face.
- Our staff will be trained to deal with the risks our communities face.
- Fewer false alarms occur and are attended.



The future for Devon & Somerset Fire & Rescue Service

This Integrated Risk Management Plan sets out what fire related risks are faced by the communities of Devon and Somerset along with the current and proposed prevention, protection and response activities that the Service will undertake to mitigate and deal with those risks.

Within the identified risks a number of strategic risks have emerged as part of our gap analysis, further details of which are set out below. It is these strategic risks that will be the focus of our change and improvement activity over the lifetime of this plan.

Why are these risks an issue to us?

An increasingly ageing population

The population of Devon and Somerset predicts a rise in the number of people aged over 85 from 59,800 to 79,700 (34% increase over the next 10 years) (Office for National Statistics, 2015)

Previous research into fatal fires shows that those aged over 85 have a much higher rate of fatal fires, this suggests that although we may see a reduction in accidental dwelling fires, the increasing elderly population and associated increase in vulnerable people with complex needs living in the community could mean the number of serious fires and fatalities rising as a proportion of all accidental dwelling fires.

Common health and wellbeing risks

People who are more likely to be at risk from fire includes those who may have one or more of the following factors:

- living alone
- alcohol
- drugs (illegal and medication)
- limited mobility
- poor housekeeping
- mental health
- smoking.

Evidence shows that in more than half of deaths in accidental dwelling fires more than one of these risk factors were present.

The combination of an increasingly ageing population with the Common Health and Wellbeing factors will place an increasing demand on the Service in terms of fire related risk. Our prevention and protection activity in addition to work with our partners, such as emergency medical response, means that the Service contributes to reducing the wider impacts of these risks and helps to alleviate the pressures on the public sector budgets.

Availability of on-call appliances

The Service has a fleet of 121 fire engines of which 108 are completely reliant upon on call firefighters being available – 90% of our total response capability. For the 12 months to the end of February 2017 there was an average 14% unavailability of on call appliances.

On-call firefighters have traditionally lived, worked and socialised within the area of the fire station which always ensured very good cover and availability of fire appliances. However, since the late 80s and early 90s, community demographics, infrastructure, employment profiles and lifestyle choices have been constantly changing. This has meant that for our On-call firefighters, availability is less likely to be as frequent and consistent as it once was.

Our current method of employing On-call firefighters means that all of them have primary employers or are self-employed and provide emergency cover at their station whenever they can be available. This means that in essence every on call fire station has a unique identity in its ability or willingness to provide seamless cover 24 hours a day.

Fire fighters are currently paid a small retaining fee but the majority of their pay comes for attending emergency calls. In recent years and for a number of reasons operational activity across the whole of the fire sector has significantly reduced. This has had the effect of requiring on call fire fighters to provide cover for long periods of time but with a much reduced financial reward for doing so.

In addition the government austerity measures have affected the current financial climate and has had an effect on availability with some primary employers no longer allowing on-call staff to respond during working hours and self-employed staff having to work further afield, taking them out the response area during core hours.

The current situation where on call salaries are low but expectations of personal performance are higher than ever are acting as a barrier to recruitment and promotion and are cited as a cause of resignation.

The culmination of the above means that the Service operates on a daily basis with a number of fire stations unable to operate due to a shortage of on call staff.

The historical distribution of service delivery resources

Our 85 station locations are aligned to standards of fire cover that were developed in the late 1940's and are not reflective of the current and future demographics of Devon and Somerset. There are a number of significant developments that will change the risk profile of the population including Cranbrook, Sherford and Taunton Garden Town.

Approximately 80% of our stations attend fewer than two incidents per week and 54% attend less than one incident per week.

Currently 372 wholtime personnel are employed at 12 stations to maintain 100% availability of 13 fire appliances on our most densely populated areas (cities and major towns). This is the result of the historical distribution of resources based on the old standards of fire cover. Of these 372 personnel only a quarter are on duty at any one time due to the watch based system and the shift pattern worked on all stations.



An increasing demand for emergency medical response

We have been co-responding with the ambulance service to emergency medical incidents for over 20 years across Devon and Somerset. We were one of the first fire and rescue services to develop this capacity and the demand for this service has increased year on year. This has escalated to the point where there are now more co-responding calls attended by 20 stations than primary fire calls attended by 85 stations.

The trust placed in the fire and rescue service and the comprehensive access to the public that this provides means they have a unique ability to provide critical interventions, promote health messages and refer to appropriate services.

Emergency medical response in the form of medical co-responding is the single incident type which has grown for the Service in the past 10 years.

- In 2015/16 the Service attended 4651 medical emergencies and 3988 fires (DSFRS 2016).
- Analysis of Mosaic grand index (Experian PLC, 2014) gives an estimate of 58,752 households reporting a medical condition classified as 'Heart Problems'.
- Analysis of Mosaic grand index (Experian PLC, 2014) gives an estimate of 45,000 households who would be expected to report their Health as 'Poor' or 'Very Poor'.

An increase in the number of serious fires affecting commercial premises

In 2016/17 there were 463 accidental fires where people work and visit. This resulted in 9 injuries and 2 deaths. Of these there were a number of fires at large commercial properties most notably the Royal Clarence Hotel in Exeter. The impacts of such fires on people, the economy and the environment both built and natural can be significant and have severe impacts on the ability of businesses, affected both directly and indirectly, to continue to trade.

The fire and rescue service are the enforcing authority for the Regulatory Reform (Fire Safety) Order which came into law in 2005. This legislation requires the responsible person for any commercial premises to undertake a risk assessment of their property and ensure that all fire related risks are reduced to a minimum through the use of active and passive fire protection systems.

Prior to this the fire and rescue service enforced the Fire Precautions Act 1971 which required commercial property owners to apply for a fire certificate. This legislation required a higher level of business safety officers than the current number, therefore we have seen a drop in the number of qualified personnel who can enforce the new legislation.

Everyone deserves to be confident that when they or their family stay in a hotel, go to their place of work, go shopping, go to the theatre or cinema, they are safe in the case of a fire inadvertently breaking out and that they are able to easily escape to a place of safety.

Many businesses do not recover from a serious fire, and naturally this can affect local employment with the potential that many people may lose their jobs which will have a direct effect on the local economy.

The availability of facilities used by the community, such as village halls and sports facilities may be severely affected.

In the case of a school or college, years of pupils' project or course work or teaching resources may be destroyed possibly affecting future examination results.

Additionally, through our work with architects, planners and building control bodies we work hard to ensure the risk posed to our fire fighters is kept to a minimum and that they are able to fight a fire with certain physical safeguards in place.

Strategic guiding principles for the future

In developing a fire and rescue service for the future we need to consider how changes in one area of our business can affect other areas. We are committed to our three key priorities of:

- public Safety
- staff safety
- effectiveness and efficiency.

To deliver the Fire and Rescue Service for the communities of Devon and Somerset over the next 5 years the Service will need to consider:

- the way our fire stations and appliances are crewed
- relocating some of our fire stations, appliances and staff to areas where risk is greatest
- investing in our emergency medical response capacity
- ensuring that we collaborate with other emergency services
- delivering more prevention and protection activity.

The Service will produce more detail around these principles as they develop and contribute to its change and improvement activities over the next five years.

Appendix - list of risk sources

Risk source	Detail
<p>Somerset Joint Strategic Needs Assessment</p> <p>Devon Joint Strategic Needs Assessment</p> <p>Plymouth Joint Strategic Needs Assessment</p> <p>Torbay Joint Strategic Needs Assessment</p>	<p>A Joint Strategic Needs Assessment (JSNA) is built on strong partnership working and is underpinned by robust and reliable data provided by a range of public sector organisations. The scope of the JSNA provides a firm foundation for commissioning to improve health and social care services and reduce health inequalities. It enables stronger partnerships between communities, local government, the NHS and other bodies.</p>
<p>National Risk Register</p>	<p>The National Risk Register of Civil Emergencies provides an updated government assessment of the likelihood and potential impact of a range of different civil emergency risks (including naturally and accidentally occurring hazards and malicious threats) that may directly affect the UK over the next 5 years. It also provides information on how the UK government and local respondents such as emergency services prepare for these emergencies.</p>
<p>Avon and Somerset Local Resilience Forum Business Continuity Management and Community Risk Register</p> <p>Devon, Cornwall and Isles of Scilly Local Resilience Forum Community Risk Register</p>	<p>The Community Risk Register is a strategic level document. Its purpose is to assess the risks within a local resilience area so that the Local Resilience Forum (LRF) can prepare, validate and exercise contingency plans. It allows the LRF to focus multi agency work on a rational basis of priority and need.</p> <p>Business Continuity Management (BCM) is a process that helps manage risks to the smooth running of an organisation or delivery of service. It is an ongoing process that helps organisations anticipate, prepare for, prevent, respond to and recover from disruptions or a disaster. Under the Civil Contingencies Act 2004, all local authorities have been given the duty to provide advice, guidance and best practice on business continuity planning to business and voluntary agencies.</p>

Risk source	Detail
<p>Historic England Heritage Risk Register</p> <p>South West Risk Register</p>	<p>A risk assessment of a heritage asset is based on the nature of the site. Building or structure assessments, for instance, include listed buildings (but not listed places of worship) and structural scheduled monuments.</p>
<p>The Service Business Intelligence Team</p>	<p>The Service Business Intelligence Hub is responsible for managing many different information sources and databases used by the Service. We then draw this data together to provide invaluable information that enables the Service to target prevention work as well as to support and inform important decisions made about how the Service operates.</p> <p>In the current economic climate, the information collected by the Business Intelligence Hub is of vital importance in ensuring that our resources are used in the most efficient way possible to enable the Service to fulfil its vision of acting to protect and save.</p>
<p>The Service teams, partners and public/ communities</p>	<p>There are teams working across 85 locations across Devon and Somerset who not only work within the Service but also live, work in their own and other employment within communities. Therefore their local knowledge and professional judgement enables us to have regular community interaction where potential risk issues relating to home, business and road safety can be immediately raised for assessment and action. This includes working with County, City, Town and Parish Councils through Strategic Partnerships, Local One Teams, Together Teams and voluntary agencies to deliver risk reduction activities.</p>

Agenda Item 12

REPORT REFERENCE NO.	DSFRA/17/30
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	PRECEPT CONSULTATION FOR 2018-19 BUDGET
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That, for the purposes of Council Tax precept consultation, the Authority approves Option B - to consult businesses and members of the public using a telephone survey - as set out in section 3 of this report.</i>
EXECUTIVE SUMMARY	A decision is required on how the Fire and Rescue Authority wishes to proceed for consultation on the 2018-19 Council Tax precept. The paper provides three options that offer different approaches to how the consultation is undertaken and who is consulted. The report also provides a summary of the requirement to consult and also a background of the Service's historical approach to the precept consultation.
RESOURCE IMPLICATIONS	There are no additional costs associated with this approach which is within budget.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with equalities and human rights legislation.
APPENDICES	Nil
LIST OF BACKGROUND PAPERS	Nil

1. **INTRODUCTION**

- 1.1 The Authority has a requirement to consult on its level of precept in setting its budget for the forthcoming financial year. The purpose of this paper is to outline the rationale regarding the desired approach to consultation so that the Authority can meet its legal obligation and commence planning.

2. **PRECEPT CONSULTATION**

Requirement to consult

- 2.1 Section 65 of the Local Government Finance Act (1992) requires precepting authorities to consult non-domestic ratepayers on its proposals for expenditure.
- 2.2 Whilst there is no statutory duty to consult Council Tax payers (the public) on the level of Council Tax, it is considered good practice to engage with those who contribute towards the funding of Devon & Somerset Fire & Rescue Service (“the Service”).
- 2.3 Consultation regarding the 2018-19 Council Tax precept will assist Members in determining the level of precept to be applied based upon public and business opinion, thereby informing the 2018-19 revenue budget setting process.

Consulting businesses

- 2.4 The Authority complies with its legal obligation, to consult with business groups, annually.
- 2.5 A telephone survey has been the Authority’s preferred method to consult with businesses. This method of consultation, which has been used satisfactorily since 2007, provides a guaranteed return of 400 participants taken across each constituent authority area.
- 2.6 The telephone surveys are conducted by a market research contractor. This method has proved to be the most practical and cost effective method of obtaining responses from a statistically valid sample size because of the time constraints involved with completing the surveys, analysis and reporting in time for papers to be agreed and distributed for the February Resources Committee.
- 2.7 Outsourcing has also been practical because it enables limited internal capacity to focus on other work associated with the annual corporate planning cycle and the development of the Corporate Plan, Department Plans and Local Community Plans.

Consulting the public

- 2.8 In 2012, the Authority extended its precept consultation to include members of the public. The contract the Service had to provide the business consultation enabled the survey to be extended to include members of the public. The public consultation followed the same format as the telephone survey method described above for business consultation, i.e. to provide a results sample based on 400 members of the public taken across each constituent authority area.
- 2.9 Since 2012, the Authority has included consultation with the public to inform its budget setting considerations. The telephone survey method was used to conduct this consultation apart from years 2014 and 2015 when face to face street surveys were used.

2.10 The face to face street survey provided results from consultation events held in each constituent authority. The face to face surveys were conducted by community safety advocates and members of support departments.

2.11 A comparison summary of the two survey methods is provided in Table 1.

Table 1: Comparison of survey telephone and face to face survey methods

	Telephone survey	Face to face survey	
Criteria	As available from contract for 2012, 2013 and 2016	2014	2015
Responses	400	183	212 (plus 42 online survey to reduce risk of a low response rate)
Cost	£5,250 (includes analysis and report)	£4,500 estimate (includes direct and indirect staff costs)	£7,800 estimate (based on recorded hours, includes direct and indirect staff costs)
Quality	Standardised survey approach provides more reliable results from a statistically relevant sample size	Less reliable due to the potential of less experienced staff researchers influencing the interviewee and for interviewees giving a more positive answer when face to face. Smaller sample size (resulting from inability to get the requisite number of responses in the time available) significantly reduces the statistical confidence level of the results.	
Effort from support department	1 week FTE	7 weeks FTE	
Impact on support department	Low	High	

3. OPTIONS

3.1 To assist with planning preparations, it would be beneficial to establish an early position on the desired approach. It is suggested that one of the three following options is agreed.

OPTION A: Business (telephone survey) consultation only, cost £5,500

Summary:

- to consult with businesses;
- to utilise the existing contract to conduct a telephone survey for businesses;
- to ask a small group of key questions plus demographic information;
- to collect answers to both “closed” and “open” questions;
- to provide a representative sample of 400 business by constituent authority area (Devon County Council; Plymouth City Council; Somerset County Council; and Torbay Council).

OPTION B: Business and public consultation (telephone survey), cost £11,000

Summary:

- to consult with businesses;
- to consult with members of the public;
- to utilise the existing contract to conduct a telephone survey for both businesses and public;
- to ask a small group of key questions plus demographic information;
- to collect answers to both “closed” and “open” questions;
- to provide a representative sample of 400 business and 400 members of the public by constituent authority area (Devon County Council; Plymouth City Council; Somerset County Council; and Torbay Council).

OPTION C: Business (telephone survey) and public (street survey) consultation, cost £5,500 + estimated street and online survey costs of £8000 (includes opportunity costs, staff and non-staff costs) – organisational cost £13,500

Summary:

- to conduct a telephone survey with businesses as described in Option a;
- to consult members of the public by conducting face to face street surveys at Exeter, Plymouth, Taunton and Torquay, within each of the four constituent authorities.

4. LEVELS OF COUNCIL TAX

- 4.1 This paper does not set out options for the level of Council Tax to be consulted on. Options for Council Tax levels will be discussed with Members of the Authority later in the year once budget considerations have been developed. This paper only seeks to establish an early position on the desired consultation approach to assist with planning preparations.

5. REPORTING OF RESULTS

- 5.1 The results of the survey will be reported back to the Authority’s Resources Committee on 8 February 2018 to inform the considerations in relation to budget setting for 2018-19 and any associated precept level.

6. WIDER CONSULTATION

- 6.1 The Authority is required to consult with the public on proposed major changes to services or service level provision, e.g. changes within the Integrated Risk Management Plan. In addition, understanding the needs and demands of service users plays an important part of effective service planning and improvement.

6.2 Whilst the nature and timing of such consultation is likely be different to that of the precept consultation, there is some limited scope to add additional questions to the precept consultation that could provide useful information and evidence for external assessment and future inspection. This aspect can be explored further within whichever consultation methodology as may be determined.

7. CONCLUSIONS

7.1 Including consultation with the public as part of the precept consultation has provided a reliable assessment of public opinion on both the level of funding ordinary people are prepared to pay for the fire service and the extent to which the fire service provides value for money.

7.2 There is an opportunity to include some limited additional questions as part of the Council Tax precept consultation to provide useful information and evidence for external assessment and future inspection.

7.3 On the basis that the Authority is operating within budget pressures and the additional work and statistical confidence level considerations associated with the face to face survey method, the recommendation is that the Authority approves Option B - to consult businesses and members of the public using a telephone survey.

GLENN ASKEW
Director of Service Improvement

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REPORT REFERENCE NO.	DSFRA/17/30
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	REGIONAL COLLABORATION INITIATIVE
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<p>(a) That, pending confirmation of the Home Office bid being successful, the Chief Fire Officer be seconded to act as Senior Responsible Officer (SRO) for the Home Office funded regional collaboration programme (Multi-Agency Integrated Services Analytics Hub), subject to an appropriate secondment agreement being in place, with key posts backfilled to ensure resilience and capacity for Devon & Somerset Fire & Rescue Service;</p> <p>(b) That the Assistant Chief Fire Officer (Service Improvement) be appointed as the Temporary Chief Fire Officer for the duration of the secondment as set out in this report at paragraph 4.3; and</p> <p>(c) Subject to approval of (a) and (b) above, the Fire & Rescue Authority is invited to consider progressing option 1 as set out in paragraph 7.2 of this report to cover the costs for year one and that any decision as to an extension beyond that period be subject to a separate paper that will be submitted to the Authority at the end of that period.</p>
EXECUTIVE SUMMARY	<p>The Policing and Crime Act 2017 introduced a new statutory duty of collaboration for emergency services. Prior to this, this Authority had already been at the forefront of seeking to promote wider regional collaboration and had been instrumental in establishing the South West Emergency Services Forum to co-ordinate such activities at political and senior officer level.</p> <p>Linked to this work, the Avon & Somerset Constabulary submitted a bid for funding, commencing in the 2017-18 financial year, from the Police Transformation Fund to establish a Multi-Agency Integrated Services Analytics Hub. The Police Transformation Board has recently advised that it is recommending that the Home Office should support the bid with total funding of £3.15m. Avon & Somerset has now approached this Authority to suggest that the Chief Fire Officer of this Authority would, given his involvement in promoting multi-agency work in the region, be well placed to undertake the Senior Responsible Officer role for this initiative.</p>
RESOURCE IMPLICATIONS	<p>The Multi-Agency Integrated Services Analytics Hub initiative is subject to Home Office funding of £3.15m from the Police Transformation Fund. If the Authority is minded to approve the secondment of the Chief Fire Officer to act as the Senior Responsible Officer for this initiative, there are a number of options which would cover the resourcing implications as set out within this report.</p>

EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Not applicable
APPENDICES	Annex A - correspondence from the Chief Executive of the Avon and Somerset Police and Crime Commissioners Office together with details of the Home Office Transformation Bid.
LIST OF BACKGROUND PAPERS	Nil.

1. **BACKGROUND AND INTRODUCTION**

- 1.1 Section 2 of the Policing and Crime Act 2017 introduced a new statutory duty for the emergency services to pursue collaboration opportunities where to do so would be in the interests of efficiency and effectiveness. Prior to this, this Authority had already been at the forefront of seeking to promote wider regional collaboration and had been instrumental in establishing the South West Emergency Services Forum to co-ordinate such activities at political and senior officer level.
- 1.2 Linked to this work, the Avon & Somerset Constabulary submitted a bid for funding, commencing in the 2017-18 financial year, from the Police Transformation Fund to establish a Multi-Agency Integrated Services Analytics Hub. The Police Transformation Board has recently advised that it is recommending that the Home Office should support the bid with total funding of £3.15m. Avon & Somerset has now approached this Authority to suggest that the Chief Fire Officer of this Authority would, given his involvement in promoting multi-agency work in the region, be well placed to undertake the Senior Responsible Officer role for this initiative. This paper now provides more information on the initiative and the implications for the Authority of approving any secondment.

2. **MULTI-AGENCY INTEGRATED SERVICES ANALYTICS HUB**

- 2.1 In 2007, the Home Office commented:
- “Information sharing is the cornerstone of delivering shared understanding of the issues and arriving at shared solutions ... The right information enables partners to carry out evidence-based, targeted community safety interventions and to evaluate their impact. The improved outcome of an intelligence led, problem-solving approach to community safety can only be achieved when partners have access to relevant, robust and up-to-date information from a broad range of sources”
- 2.2 Currently, no single person, service or agency has immediate access to the totality of the knowledge, intelligence and experience of partner agencies. This leads to the problem that risks and vulnerabilities may not be identified and those in need of help may go unsupported. This proposal focusses on addressing four constituent elements of this problem, namely:
- the lack of live (24/7) multi-agency data available to staff at the time of need;
 - the inability for live data to be searched according to personal requirement;
 - the inability to effectively predict vulnerability through a shared assessment of threat, harm and risk; and
 - the limited ability to collectively manage demand spanning agencies and the additional costs of duplicate intervention.
- 2.3 At the core of this initiative is the development of a multi-agency integrated analytics hub working across service, agency and geographic boundaries to gather data and to provide, for the first time, a true and full picture of threat, harm and risk within communities served. Predictive analytics and visualisation will be applied to the collated multi-agency data to provide, for the first time, a joined up and collaborative view on vulnerability, risk and early intervention opportunities. By identifying and protecting vulnerable people at the earliest opportunity, communities will be made safer and partner agency demand and cost reduced.

2.4 The project is expected to run from the date of formal Home office approval of the Project (currently expected to be early November 2017) until the end of March 2019.

3. **PARTNERS**

3.1 Avon & Somerset Constabulary has been exploring and demonstrating the potential for a multi-agency analytics hub working across service, agency and geographic boundaries over recent months. The Home Office has also been party to and enabled strategic insight for the concept. Below is a list of partner agencies that Avon & Somerset Constabulary will be collaborating with:

Police Forces:

- Devon & Cornwall Police (confirmed);
- Dorset Police (confirmed);
- Gloucester Police (confirmed);
- Northamptonshire Police (expressed an interest).

Fire & Rescue Services:

- Avon (confirmed);
- Devon & Somerset (confirmed);
- Cornwall (confirmed).

Local Authorities:

- Bath & North East Somerset (confirmed in principle);
- Bristol City Council (confirmed);
- Mendip Council (confirmed);
- North Somerset Council (confirmed);
- South Gloucestershire Council (confirmed);
- Somerset County Council (confirmed);
- South Somerset District Council (confirmed);
- Devon, Somerset and Cornwall Department of Work and Pensions (confirmed).

NHS and Commissioning groups:

- South West Ambulance NHS Foundation Trust (confirmed);
- Bath & North East CCG (confirmed);
- University Hospitals Bristol NHS Foundation Trust (confirmed);
- Bristol CCG (confirmed);
- North Somerset CCG (confirmed);
- South Gloucestershire CCG(confirmed);

- Somerset Partnership NHS Foundation Trust (confirmed);
- TDBC WSDC (confirmed);
- Avon and Wiltshire Mental Health Partnership NHS Trust (confirmed);
- Yeovil District Hospital NHS Foundation Trust (confirmed).

Criminal Justice:

- BGSW Crime Rehabilitation Company (confirmed).

4. SECONDMENT OF CHIEF FIRE OFFICER

- 4.1 Early discussions were held with the Police and Crime Commissioner and Chief Constable for Avon & Somerset (Sue Mounstevens and Andy Marsh, respectively) and the previous Chair of Devon & Somerset Fire & Rescue Authority (Councillor Healey) during development of the bid. This identified that, by virtue of the key role he was already playing in promoting multi-agency work, the Chief Fire Officer of Devon & Somerset Fire & Rescue Authority would be well placed to serve as the Senior Responsible Officer for this project.
- 4.2 On receiving confirmation from the Police Transformation Board that it would be recommending that the Home Office support the bid, the Chief Executive of the Avon & Somerset Office of the Police & Crime Commissioner has written on behalf of the Police & Crime Commissioner and Chief Constable of Avon & Somerset to again raise the issue of the Chief Fire Officer being seconded to serve as Senior Responsible Officer for the project.
- 4.3 In the event that this secondment is approved, the CFO has recommended that ACFO Glenn Askew be appointed as the temporary Chief Fire Officer for the duration of the secondment. The Fire & Rescue Authority is invited to approve the temporary appointment of ACFO Glenn Askew as a result.
- 4.4 This would result in the same number of principal officers (i.e. a CFO and two ACFOs) which are already budgeted for.

5. BENEFITS OF THE REGIONAL PROGRAMME

- 5.1 Significant potential late intervention cost reductions are anticipated to be delivered through this work. Late intervention refers to the acute, statutory and essential benefits and services that are required when children and young people experience significant difficulties in life, many of which might have been prevented. Spending on late intervention is an indicator of demand for acute services such as hospitalisation and incarceration which tend to be more expensive and deliver worse long term outcomes. It is estimated that the annual total cost of late intervention across the Avon & Somerset area is approximately £428 million – spread across the Police, NHS, Welfare, Local Authorities and Justice agencies. The outcome from the integrated analytics hub would seek to deliver a reduction in late intervention costs through better joint targeting of resources and more focussed and effective early intervention.

- 5.2 The Connecting Care programme in Bristol analysed the results of 1,100 families it worked with, where early intervention and a joined up approach was enabled by integrated analytics. Those 1,100 families saw the following results:
- 40% reduction in antisocial behaviour;
 - 29% decrease in offending;
 - 40% fewer Police call outs;
 - 52% improved school attendance;
 - 36% less alcohol dependency;
 - 25% fall in domestic abuse.
- 5.3 In one such family helped by the programme, the father was unemployed, illiterate and unable to engage with services. One child regularly went missing, had a 7.28% school attendance rate and engaged in sexual acts with older men for money. Another child was involved in antisocial behaviour and was a regular drug user. Following the programmes intervention, the father is attending literacy courses and attending the Job Centre; both children are out of harm's way with 100% school attendance and there has been no further drug issues along with no further crime and antisocial behaviour.
- 5.4 The above results are a snapshot of the impact of addressing the needs of just 1,100 families. There is the potential for significant demand reduction opportunities across agencies when this is scaled up accordingly to encompass all collaborating partners. The project would look to support in delivering a minimum of a 1% reduction in pan-agency 'late intervention' costs. This would equal to annual cost savings of £4.2 million pounds.
- 5.5 By making information more visual and accessible, practitioners will be:-
- Better informed;
 - Make better decisions;
 - See a reduction time spent interpreting information; and
 - Allow staff and their teams to be more effective.
- 5.6 Based on the above benefits, Avon & Somerset Constabulary recently surveyed users who are now routinely interacting with predictive risk models and visualisation software (the same approach forms part of this bid). The results showed:-
- 68% of users said they were now better informed within their business area;
 - 56% of users said they were now making better decisions;
 - 57% of users said using the products had saved them time; and
 - 58% of users said using the products had allowed them or their team to be more effective.
- 5.7 Avon & Somerset Constabulary will continue to build on the above results, but this provides insight in to the benefits that can be realised across the agencies involved as part of this bid.

6. BENEFITS TO THE FIRE & RESCUE AUTHORITY

- 6.1 The project aims to reduce late intervention costs by a minimum of 1% as outlined above. The annual programme savings are forecast to be £4.2m and a proportion of these savings would benefit all participants including Devon and Somerset Fire & Rescue Service. The savings from this programme will more than offset its costs as well as significantly improving outcomes.
- 6.2 There will also be performance management system savings if a collective approach towards performance management and data analytics is progressed together with reduced requirements for inputting data and the associated analysis time. It will also build trust and confidence between partners leading to other collaboration benefits (cashable and non-cashable) for the Fire & Rescue Authority, namely:
- A clear demonstration of the implementation of the statutory duty on all emergency services to collaborate (enacted under the Police & Crime Act 2017);
 - The ability to be in the centre of a fundamental piece of transformation which will bring police, fire and local authority activity together to directly benefit communities and save costs;
 - Being associated with the national profile that will be generated as a result of this ground breaking work;
 - Direct benefits to Devon & Somerset Fire & Rescue Service to support both the Integrated Risk Management Plan objectives (using data to identify those most vulnerable and working together with partners to make them safer) and our use of technology to drive improvements and efficiency within the revised operating model (saving money).

7. COST IMPACT

- 7.1 The regional collaboration programme (predictive analytics) will require significant time and energy in the first year to get partners on board and to establish ways of working. For the second year of the programme, the analytical and data visualisation software and hardware will have been procured and the programme will move into more of a steady state. This has an impact on the programme management arrangements with more effort at a senior level required in the first year moving to a more steady state in the second year. Thereafter, the programme will become self-funding by partners who will be obtaining the benefits of the partnership working. As such, the ideal approach (and that recommended) is for the Chief Fire Officer to be seconded on a full time basis for the first year and then a part time commitment in the second year (with the balance of the work being pure regional collaboration). This would allow the programme to continue to receive continuity of the Senior Responsible Officer role and therefore certainty.
- 7.2 In terms of funding the first year, there are a number of options available to the Fire & Rescue Authority as set out overleaf:

Option 1 - £140k is drawn down from the Home Office funding for the project and the remainder of the full cost of the Chief Fire Officer's employment, £68k per year, being offset by Devon & Somerset Fire & Rescue Service not backfilling a Group Manager post, which would result in no additional cost to the Authority. This financial contribution by the Authority would be seen by Avon and Somerset Constabulary as Devon & Somerset Fire & Rescue Authority's commitment to the integrated data hub and we would benefit accordingly as an initial partner and, as a result, be able to access the benefits more quickly than others who come on board at a later stage. The contribution from holding a vacancy at Group Manager level plus the money that would be drawn down from Avon and Somerset Constabulary would cover the full cost of a secondment for a year.

Option 2 - as above, in as much as £140k would be drawn down from the Home Office funding for the project and the remainder of the funding for the first year of the secondment would be met by a Devon & Somerset Fire & Rescue Authority contribution towards the regional collaboration hub. This would be a net additional cost but would be seen in the context of the Authority becoming one of the first partners into the joint analytical hub with subsequent savings in time being identified. This option, allowing for the money drawn down from Avon and Somerset Constabulary would cost the Fire & Rescue Authority £68k for a year.

Option 3 – Devon & Somerset Fire & Rescue Authority insists on full cost recovery (including the on costs of pension, car, travel, support costs) for the release of the Chief Fire Officer and full backfill is applied. It is worthy of note that this would not provide funding for the full year as Avon and Somerset Constabulary only has £140k of approved funding for programme management costs. Given the already tight time pressures on the programme (this is a two year programme that is already compressed into 18 months), it is highly unlikely that Avon and Somerset Constabulary would support this option. In addition, the Chief Fire Officer would have serious reservations about being able to deliver the programme in such a short timeframe given the scale and complexity it presents as well as the timeframe for procurement of the associated information technology required to deliver improved data sharing and visualisation. Although this option would cover the full costs of the secondment, it would not be for a full year duration. This option is not recommended.

Option 4 - the Fire & Rescue Authority may choose to suggest a part time undertaking over the duration of the programme, drawing down £140k over the 18 months to two years. However, experience has shown that this presents some considerable difficulties for the individual leading the project as they will essentially be continuing to lead on the day job as well as have responsibility for a major regional project. This is not something that would work for the Chief Fire Officer given the absolute need for the programme to deliver and the significant requirements of running a £73m risk critical organisation that employs 2,300 people at the same time. This option is not recommended.

Option 5 - the Fire & Rescue Authority may decide not to release the Chief Fire Officer in which case there would be no financial implications.

7.3 In terms of the second year, savings from collaboration as well as internal changes (generating savings) are expected to be made to maximise ways of working within Devon & Somerset Fire & Rescue Service and this would fund continuation of the secondment for the subsequent year. At this stage, however, given this element is less certain, it is proposed that a review period is established at the end of the first year with a subsequent paper to the Fire & Rescue Authority being presented to inform if a continuation is desirable and if so on what basis.

8. **IMPACT ON THE SERVICE**

- 8.1 If approved, a temporary Chief Fire Officer will need to be appointed for the duration of the secondment and temporary backfill arrangements put in place to ensure that the agreed establishment is met. This will ensure there is sufficient resilience and capacity in the service. Note: posts are covered in this manner as part of regular business within the organisation due to extended periods of absence and in doing so, valuable experience is gained by those selected for the temporary promotion.
- 8.2 Whilst the temporary Chief Fire Officer will be the accountable Head of Service for the duration of the secondment, regular meetings will be arranged between the substantive Chief Fire Officer, the Chair of the Authority and the temp Chief Fire Officer to ensure sufficient contact time and support is provided to ensure continuity.

9. **CONCLUSION**

- 9.1 The regional collaboration role (Multi-Agency Integrated Services Analytics Hub initiative) is a transformative project aiming to deliver a ground-breaking, innovative approach to collaborative working, effectively targeting resources where needed thereby making communities safer. It would represent a tangible example of delivering the new statutory duty to collaborate.
- 9.2 This Authority has been at the forefront of promoting regional collaboration amongst the emergency services, with the Chief Fire Officer currently chairing the programme board supporting the South West Emergency Services Forum in the practical application of collaboration on the ground. In this respect, the Chief Fire Officer is well placed to serve as the Senior Responsible Officer for the project.
- 9.3 The Authority is therefore invited to consider the secondment of the Chief Fire Officer but in so doing may wish to indicate the nature of the financial commitment (if any) that it is willing to make to support this collaborative project.
- 9.4 A draft secondment agreement has been prepared which has been reviewed by South West Councils. Within this, the ability for the Fire & Rescue Authority to call Lee Howell back from secondment at short notice for any reason will be incorporated. At the same time, Avon and Somerset Constabulary or Lee Howell may also wish to end the secondment and any such request would be met.

10. **RECOMMENDATIONS**

- 10.1 It is therefore recommended that the Chief Fire Officer be seconded to undertake this regional collaboration programme with key posts backfilled to ensure resilience and capacity for Devon & Somerset Fire & Rescue Service.
- 10.2 If this is agreed, the Fire & Rescue Authority is invited to consider progressing option 1 (as set out in paragraph 7.2 above) to cover the costs for year one and that any decision as to an extension beyond that period be subject to a separate paper that will be presented to the Fire & Rescue Authority at the end of that period.

MIKE PEARSON
Director of Corporate Services

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Lee Howell
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By e-mail: lhowell@dsfire.gov.uk

29th September 2017

Dear Lee

Avon and Somerset Multi-Agency Integrated Services Analytics Hub Project

It was good to talk to you earlier following your discussions with Andy Marsh and Sue about the Project. Andy asked me to drop you a line with an update on the bid and some initial thinking on implementation. As you know Avon and Somerset Constabulary, supported by the PCC, submitted a Multi-agency Integrated Services Analytics Hub bid to the Home Office Police Transformation Fund back in March of this year. Originally it was intended that applicants would be informed whether or not they were successful in May of this year. However, the decision to call a General Election delayed the outcome of this process. As a number of data analytics bids were received in the original applications we were then notified that the Home Office had commissioned a consultancy to review the different bids and make recommendations about which were allowed to proceed.

The Police Transformation Board has now written to us to inform us that the recommendation of the consultants and the gateway group was that the Avon & Somerset proposal should proceed and be supported by the Police Transformation Fund with total funding of £3.15m. That recommendation will now proceed to a Home Office validation panel on Monday 2nd October and then for decision by the Home Secretary shortly thereafter. Given this positive endorsement of the approach it has been agreed that we would undertake some preliminary planning in relation to implementation.

As you know the original project was structured to report to existing effective multi-agency collaboration governance structures including the Avon & Somerset Chief Executive Forum and the South West Emergency Services Grouping of which you are the Chair of the Operations Group. At the time of submitting the bid it was discussed with yourself, the PCC and the Chief Constable and the then Chair of the Devon & Somerset Fire Authority that given the existing effective multi-agency work in which you play such a key part, and the crucial importance of effective integrated data exchange and analysis that you would be extremely well placed to provide a Senior Responsible Officer leadership role to this programme.

I am writing therefore with some initial thoughts which I have discussed with the PCC and the Chief Constable to enable you to have initial conversations internally in advance of the Home Secretary's decision. These are merely initial ideas at this stage and we are happy to

discuss with you and/or the Fire Authority and develop them further. As above, we have not received confirmation yet that we will receive the funding.

- The bid as drafted has provision for a Programme Director role with an allowance of £70,000 a year for 2 years. Of course the first year is now effectively a half year. Given your extensive collaboration experience and seniority we think it would be preferable to make this a Senior Responsible Officer role. The role would involve leading a team which would include a Project Manager and various other posts which we would finalise with you. The SRO role would involve liaising and “corralling” senior leaders within the many partner organisations to sign up to the programme and to ensure senior buy in to the process as well as overseeing delivery by the programme team and reporting to the South West Emergency Services board on delivery. We would also look for you to liaise with the Avon and Somerset OPCC CFO who would be accountable for the funds to the Home Office.
- The term of the requirement would match the term of the project which is anticipated to be from commencement until end of March 2019. The profile of funds available would support a more full time approach for the first half year (assuming a prompt start in the next few weeks which is not guaranteed!) and a more part time role in the second year. Our feeling is that would be a good match with the likely requirement of senior liaison and team building on the initial phases and then moving more to oversight of delivery but happy to discuss this.
- Given your key role within Devon & Somerset Fire it may be appropriate for this to be subject to arrangements being put in place on an interim basis for leadership of Devon & Somerset Fire and to a 3 month recall notice period should Devon & Somerset Fire Authority determine that it was necessary in the interests of providing a Fire and Rescue service to the people of Devon & Somerset.
- In terms of the basis of the arrangement we assume that you would remain an employee of Devon and Somerset Fire Authority but assigned to work in partnership with Avon and Somerset Constabulary and we would exchange letters with the Authority to reimburse funds up to the agreed available amount in the bid but we are happy to talk this through.
- Given the wide ranging geography of the wider South West Emergency Services Collaboration role and the need to work across Avon & Somerset in relation to the Data Analytics project, we would anticipate that you would primarily be working from home and/or remotely supported by IT provided from this project. However you would also regularly visit Avon and Somerset Headquarters and other key partners’ offices.
- Change Management support for the programme would be provided by Avon & Somerset Constabulary’s Strategic Transformation team and appropriate resource would be provided from programme resources reporting to you as Senior Responsible Officer.
- From our discussion, I am aware that the Fire Authority are likely to insist on a full time assignment or secondment and for full cost recovery – likely to amount to c.£200,000 per annum – as a condition of agreement. Clearly it is difficult to reconcile this with the available funding envelope and profile in the bid. I attach the original bid and also the latest exchanges with the Police Transformation Team on clarification for your information. We discussed whether we could develop an arrangement whereby part of your role could be working with the SW Emergency Services

Collaboration and separately funded by that group which we would be happy to explore. Sue and Andy I know can see real advantages with having you involved in the programme but we also need to be able to make the terms work for effective delivery of the Programme and the bid funds and profile we have.

I hope this gives a helpful update – I will let you know how Monday's meeting goes and if we do get agreement from the Home Office I suggest we meet to explore further how we could make the arrangements work.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J Smith'.

JOHN SMITH
Chief Executive Officer
for Avon & Somerset Police and Crime Commissioner

Transformation Proposal Form

Page 3: Secretarial Questions

Q1. What is the title of your proposed initiative?

Multi-Agency Integrated Services Analytics Hub

Q2. Which Police and Crime Commissioner is supporting this proposal? This should be the Commissioner who is signing this form.

PCC for Avon and Somerset Constabulary, Sue Mountstevens

Q3. Please provide the contact details for the nominated point of contact. The nominated point of contact will be our primary contact concerning the proposal and therefore should be able to speak authoritatively about the potential proposal, however, we may also wish to contact either or both Chief Finance Officers.

Name: Sean Price
E-mail: Sean.Price@avonandsomerset.pnn.police.uk
1st Phone Number: 07889659840
2nd Phone Number: 01275 816323

Q4. Lead Police and Crime Commissioner Chief Financial Officer Contact Information

Name: Mark Simmonds
E-mail: Mark.Simmonds@avonandsomerset.pnn.police.uk
Phone Number: 07802875096

Q5. Lead Force Chief Financial Officer contact information.

Name: Julian Kern
E-mail: Julian.Kern@avonandsomerset.pnn.police.uk
Phone Number: 07889 659422

Q6. Where relevant please identify the reference numbers and titles of all previous Police Innovation Fund and Police Transformation Fund applications and Expressions of Interest (EOIs) that relate to this proposal.

Avon and Somerset Constabulary (ASC) has previously submitted an Expression of Interest entitled "Integrating Policing into Healthcare Pathways, through the Connecting Care Partnership". The proposal that follows significantly builds upon the previous systems and learning to support these ways of

working.

Please identify the primary reform strand to which your application pertains.

Digital Policing

Page 4: Cooperation and Coordination

Q7. Which Police and Crime Commissioners, Chief Constables/forces or other non Home Office force are party to this proposal? Please detail which organisation/force is the lead for the proposal, and if relevant, with whom you will be working (including national bodies, other forces or industry).

- Avon and Somerset Constabulary is the lead force.
- Andy Marsh is the Chief Constable.
- Sue Mountstevens is the Police and Crime Commissioner.
- Governance is led through the South West Emergency Services Collaboration, with Lee Howell CFO for Devon and Somerset Fire and rescue service as Chair. See section 10 for list of partners.

Q8. Explain how your proposal supports and/or promotes closer and more coordinated working arrangements with other local services and wider law enforcement.

This proposal directly supports closer working between partners in order to identify and protect vulnerable people at the earliest opportunity; making communities safer and reducing partner agency demand and cost.

Its methodology is both innovative and transformative. Based on the collation of multi-agency data and the application of predictive analytics and visualisation; for the first time a joined up and collaborative view on vulnerability risk and early intervention opportunities becomes possible.

At its core is the development of a multi-agency integrated analytics hub working across service, agency and geographic boundaries to gather data and to provide, for the first time, a true and full picture of threat, harm and risk within our communities.

As well as supporting tasking processes to ensure that those most at need receive the help they require through early intervention and prevention, it offers significant opportunities to increase collective capability and capacity whilst driving reductions in demand and efficiency savings.

The overall approach is set out in the Figure 2 diagram uploaded on Question 14.

The transformation project will look to exploit and connect to existing collaborative data hubs where possible, such as Connecting Care. This is the hub-of-hubs concept. e.g. rather than connecting to each and every public health body, we connect to existing connecting care hub and use a single interface. This significantly reduces the level of effort required to build a golden nominal (ie the Master Data Management work).

By using an intelligence led and evidence based tool it will help inform an effective and efficient resourcing strategy. Reducing demand and having an intelligent picture will support the transformation and reform across wider public services by reducing the cost of the demand to potentially reinvest in upfront community projects.

Q9. What work has been done to reach out and coordinate with other Commissioners and forces who may have already delivered a similar proposal or who are considering a similar proposal?

Following the dissemination of the EOI data, ASC were in touch with other Forces such as South Yorkshire Police and West Mercia Police, amongst others, to establish if there were collaboration opportunities. ASC recognise that our respective PTF bids clearly have some similar key themes around data analytics and integrated services.

Our discussions with the other forces revealed that we have all recognised the value of enhanced data sharing between public sector organisations, both in terms of cashable savings and improved outcomes for residents. We have identified data sharing as a key enabler of predictive analytics, risk stratification, intelligent commissioning and increased integration between local service providers.

All the forces we spoke to are following an Office of Data Analytics approach; a data sharing hub which is supported by a range of local public sector organisations. These hubs are pioneering initiatives and often based on New York's Mayor's Office of Data Analytics (MODA), which has been widely lauded as an exemplary case of how civic data can be used for maximum benefit. The broad concept is that these hubs will facilitate (and undertake) data sharing by uniting local services, driving cultural change and providing a technological platform which is API-enabled and supports the secure flow of information between organisations. Whilst there are likely to be minor differences between the projects, they will often include activities such as Information Governance support, Data Analytics and Benefits Realisation.

From our conversations, we concluded that going ahead, it would be useful to share progress updates, learnings and examples of best practice. As such, we propose a quarterly meeting between all forces who are (or are considering) developing a multi-agency data sharing hub. We suggest that the meetings could alternate between being held over a conference call and in person, so that forces can visit hubs across the country and get a first-hand insight into the work that is being undertaken. These meetings would drive collaboration between forces and ensure that useful learnings are shared effectively across the police service.

ASC already have a working data analytics model (including software) and are seen as a leader in this field. ASC wish to use its expertise to expand its proven concept to bring in more localised and regional partners such as local authorities and Fire brigades for example. At this stage, ASC would like to keep close links with similar projects and continue to consider potential opportunities, however; as for a joint bid in totality, given the nature of the vision around local partnership, collaboration outside the geographic operating parameters would hold limited value and could even complicate the bid.

However ASC would be particularly keen to collaborate with other forces and share best analytics practice around benefits realisation, learning lessons, data sharing and technical opportunities. This may lead to procurement benefits if the same technology is purchased on a greater scale.

Q10. Are there other bodies (e.g. private / third sector / public partnerships) with whom you are collaborating?

ASC has been collaboratively exploring and demonstrating the potential for a multi-agency analytics hub working across service, agency and geographic boundaries over recent months. The Home Office has also been party and enabled strategic insight for the concept.

Below are a list of partner agencies that ASC will be collaborating with:

Police Forces:

- Devon and Cornwall Police (confirmed)
- Dorset Police (confirmed)
- Gloucestershire Police (confirmed)
- Northamptonshire Police (expressed an interest)

Fire and Rescue Services:

- Avon Fire and Rescue Service (confirmed)

- Devon and Somerset Fire and Rescue (confirmed)
- Cornwall Fire and Rescue (confirmed)

Local Authority:

- Bath & North East Somerset (confirmed in principle)
- Bristol City Council (confirmed)
- Mendip Council (confirmed)
- North Somerset Council (confirmed)
- South Gloucestershire Council (confirmed)
- Somerset County Council (confirmed)
- South Somerset District Council (confirmed)
- Devon, Somerset and Cornwall Department of Work and Pensions (confirmed)

NHS and Commissioning groups:

- South West Ambulance NHS Foundation Trust (confirmed)
- Bath & North East CCG (confirmed)
- University Hospitals Bristol NHS Foundation Trust (confirmed)
- Bristol CCG (confirmed)
- North Somerset CCG (confirmed)
- South Gloucestershire CCG(confirmed)
- Somerset Partnership NHS Foundation Trust (confirmed)
- TDBC WSDC (confirmed)
- Avon and Wiltshire Mental Health Partnership NHS Trust (confirmed)
- Yeovil District Hospital NHS Foundation Trust (confirmed)

Criminal Justice:

- BGSW Crime Rehabilitation Company (confirmed)

In broader terms, we will also seek to further collaborate and strengthen ties with the Connecting Care partnership in the areas of safeguarding and prevention.

We welcome interest and engagement from other police constabularies who share our strategic ambition in this area and may wish to partner with us in this process. We hope that this process will identify further opportunities and we anticipate that in any case the proposal will develop in an agile and iterative fashion.

Q11. Has your proposal been considered by any of the national structures which form part of the National Police Chiefs' Council or the Association of Police and Crime Commissioners or the boards supporting the five reform strands? Please provide details. The five reform strands are: Business Enablers, Digital, Local Policing, Specialist Capabilities and Workforce.

The enabling technology and Bristol 'blueprint' (outlined in the strategic case section) has been presented to a range of local partnership forums and national forums/stakeholders; for example:

- APCC and NPCC Summit 2016
- Avon and Somerset Chief Execs meeting
- Presented to HMIC - recognised as innovative within PEEL assessments e.g. managing demand
- Presented to CTO Home Office
- Presented to Mark Sedwill's regional Operational Meeting
- Presented to numerous local Council Cabinet meetings and partnership forums
- Enabling technology and approach published in Police Professional
- Bristol 'blueprint' commended at the MJ Awards for Delivering Better Outcomes
- Bristol 'blueprint' Hosted DCLG National Best Practice Open Day, attended by 44 other local authorities

- Bristol 'blueprint' is a finalist in the LGC Awards for innovation

The Bristol 'blueprint' has received widespread positive feedback from the listed stakeholders, and is established as best multi agency practice.

Page 5: Strategic Case

Q12. Please provide a brief description of your proposal and its background. What problem does it solve or prevent? What opportunity does it exploit? What capability gap does it address?

Overview: This proposal is aimed at identifying and protecting vulnerable people at the earliest opportunity; making communities safer and reducing partner agency demand and cost. Its methodology is both innovative and transformative. Based on the collation of multi-agency data and the application of predictive analytics and visualisation; for the first time a joined up and collaborative view on vulnerability risk and early intervention opportunities becomes possible. At its core is the development of a multi-agency integrated analytics hub working across service, agency and geographic boundaries to gather data and to provide, for the first time, a true and full picture of threat, harm and risk within our communities. As well as supporting tasking processes to ensure that those most at need receive the help they require through early intervention and prevention, it offers significant opportunities to increase collective capability and capacity whilst driving reductions in demand and efficiency savings.

Background: The background to this proposal is a simple desire by all partners involved to address the historic problem of individual agencies and services having to rely upon the limited data available to them to make their own assessments of vulnerability – often not at the earliest intervention point. It embodies a shared commitment to learn the lessons from the tragic circumstances of those who have suffered, such as Victoria Climbié, through the lack of information-sharing between agencies. It builds directly on the best practice guidance around community safety which evidences that: "Information sharing is the cornerstone of delivering shared understanding of the issues and arriving at shared solutions ... The right information enables partners to carry out evidence-based, targeted community safety interventions and to evaluate their impact. The improved outcome of an intelligence led, problem-solving approach to community safety can only be achieved when partners have access to relevant, robust and up-to-date information from a broad range of sources" (Home Office, 2007).

Problem to Address: Currently, no single person, service or agency has immediate access to the totality of the knowledge, intelligence and experience of partner agencies. This leads to the problem that risks and vulnerabilities may not be identified and those in need of help may go unsupported. This proposal focusses on addressing four constituent elements of this problem, namely:

- the lack of live (24/7) multi-agency data available to staff at the time of need
- the inability for live data to be searched according to personal requirement
- the inability to effectively predict vulnerability through a shared assessment of threat, harm and risk
- the limited ability to collectively manage demand spanning agencies and the additional costs of duplicate intervention

Prevention: This proposal seeks to prevent harm to individuals and communities, through identifying the issues that adversely affect vulnerability and to stop them, through an integrated multi-agency approach focused on early intervention, from happening. It builds on the successes of Local Strategic Partnerships and Multi-Area Agreements which are bringing about the strategic change towards problem solving, early intervention and 'upstream' activities that prevent harm and offending.

Opportunity: Rapid advances in computing power and data analytics give us an opportunity to convert big data into 'smart data'. This proposal seeks to exploit this opportunity through transforming our approach by applying advanced predictive analytics and visualisation functionality to make effective products available to staff. ASC have been seen as national leaders in this field.

The benefits of this ability to predict and visualise individual behaviour and risk through an integrated approach are myriad, such as:

- reduced vulnerability and harm

- safer communities
- reduced demand for services
- enhanced understanding by staff of the particular challenges within a locality
- better targeting of intervention services in partnership
- improved capability and capacity through shared approaches
- efficiency savings through reducing duplication of effort
- earlier intervention through focusing 'upstream'
- ability to establish a true 'one team' structure for risk identification and service delivery

Proposal: Figure 2 (Question 14 upload sheet) sets out the concept on which this proposal is based. To the left is the current process where each organisation relies primarily upon its own in-house data collection for live data. The two main components of this proposal are:

- Transformed data management and storage process through an integrated technical solution, and
- Innovative analytical products where staff from any agency have equal access to the totality of data presented visually for easy of understanding.

Building on Experience: This proposal builds on the experience of the innovative partnership (Bristol Blueprint) developed between Bristol City Council and ASC as part of the Troubled families programme and use of predictive analytics and visualisation. This involved development of a multi-agency record level database for 480,000 people spanning over 30 data sets encompassing: crime and ASB, domestic abuse, children in need, child protection, substance misuse, school attendance and homelessness. This provides the best understanding across our partnership for social issues facing families in the city. An independent evaluation of the Bristol Blueprint (conducted by the University of the West of England), demonstrated that for every £1 spent on the programme, an additional £1.33 of social value is created. Through efficiencies of scale, and better targeting of resources enabled by the analytics and visualisation tools, we would anticipate markedly improved SROI levels compared to Bristol alone.

Early Intervention: Predictive risk models for Child Sexual Exploitation have been operationalised and used to support the work carried out by early intervention teams. An integral part of our early intervention strategy is using the data available to identify those individuals who have emerging issues which put them at risk of needing crisis services in the future or eventually requiring intensive support. The early identification of such individuals or families, allows targeted services to proactively engage and, with their support, agree to work together to put in place strategies which prevent their needs from escalating. Evidence suggests that the earlier this takes place the greater the chance of changing that trajectory. This is crucial in not only improving their outcomes but also in reducing demand and therefore cost to public services.

Delivery: The collation of data, relating to a multitude of social issues, enables analysis to better understand the levels of risk, harm and vulnerability held by individuals. It also provides the basis of the predictive capabilities. Utilising the latest data modelling software the hub will be able to build advanced statistical models. The existing Insight Bristol team and ASC teams have developed a number of models using this approach, which are now informing the allocation of cases across the city and force area. This concept has proved to be highly effective in Bristol; it has driven the allocation of support to over a thousand families within the past year. By delivering a step-change in scale and automation, this blueprint will be operationalised across a number of partners force wide. This will give us the ability to make better use of data, removing geographic boundaries and deliver live reporting across the partnership. This can be used to respond to current need, predict future demand and plan services.

Products: The integrated services hub will deliver a range of products that will influence operational and strategic decision-making and empower all partner organisations to make more informed choices. These products (web based applications) will be crucial for understanding issues in all their complexity, measuring success, engaging partners, designing services, sustaining and driving service transformation, and making the case for continued investment.

Benefits: When complete, this work will bring about a new approach to managing risk and vulnerability which will, in turn, have an effect on the numbers accessing crisis services. There is a clear ambition to develop partnership working to improve efficiency and value for money and look at ways public services are delivered. ASC will continue to be a national leader, pioneering innovative work that improves the outcomes and life chances for the most vulnerable members of our society. This builds upon the recent

assessment by Her Majesty's Inspectorate of Constabulary who considered this approach to be 'Outstanding' (PEEL Report November 2016).

Scalability: This approach can be scaled up according to ambition. The concept of an integrated services data sharing hub has been proven to work in Bristol having delivered the various benefits outlined previously and therefore this proposal, whilst transformative in nature, is not simply speculative – it has been built and tested operationally and is working – albeit on a smaller scale to what the bid seeks to expand to and achieve. The Integrated Services Analytical Hub will focus on; troubled families; vulnerable adults; and vulnerable young people.

Return on Investment: The anticipated return on investment has the potential to be significant through reduced vulnerability and harm, safer communities, reduced demand, more effective and efficient services and reduced duplication of effort between services through joint tasking. Early intervention has demonstrated the impact that service providers can achieve, with our proposal aimed at transforming the way that risk, harm and vulnerability is identified in order to allow an even earlier intervention to maximise the effectiveness of all partners' actions.

Q13. Please describe how your proposal delivers on the Home Secretary's criteria set out in her 7 February 2017 letter to Police and Crime Commissioners and Chief Constables and what contribution does it make to the delivery of the Policing Vision 2025? How does your proposal support transformational outcomes? Transformational change within policing is understood as a shift in the business culture of the service resulting from a fundamental change in the underlying strategy and processes that the police service has used in the past. Transformational change in policing is designed to be service-wide and enacted over a period of time.

This proposal directly aligns with the approach set out so clearly by the Home Secretary. In particular it presents a new capability, a truly integrated multi-agency predictive analytics hub that draws on industry best practice to protect vulnerable people and reduce demand and cost. Through applying this leading edge technology, it will for the first time give all contributing service providers a true picture of vulnerability and demand through facilitating access to the totality of live data held by partners at the time of need. In doing so, it directly supports a shift, both strategically and operationally, from responding towards prevention through early intervention to all issues of crime, disorder and vulnerability.

This proposal demonstrably supports each of the reform workstrands within the National Policing Vision 2025 as it provides historic, current and predictive analysis of any area of business required, be it internal or external to an organisation. One of its greatest strengths is its ability to flex according to need and through sharing all data, the analytical products can then be user generated to ensure that the information meets user needs whether they lie within Local Policing, Specialist Capabilities, Workforce, Digital Policing or Enabling Business Delivery.

With regard to the specific outcomes, this proposal will deliver the following benefits in support:

1. Communities & Crime – for the first time, partners will be able to see the true picture of crime and vulnerability with their area. This knowledge can then drive localised tasking to enable proactive and preventative multi-agency interventions to protect citizens, support the vulnerable, and help build more cohesive communities
2. Countering Threats – an integrated services hub will provide the products required to allow the intelligent deployment of local resources and specialist capabilities in partnership with others in order to counter current and evolving threats to keep the public safe
3. Citizen Experience – through our approach, citizens will receive a consistently high quality service from whichever partners they approach or are engaged with; the integrated services hub will allow citizens to access seamless services that integrate both digital and traditional methods
4. Data & Analytics – our proposal is exactly what the Vision sets out and as such, its implementation will serve as a best practice model for other forces and regions to follow. Our approach is truly transformative, drawing on the best products within policing and industry which will capture, analyse and share data at speed across partners in order to improve joint decision making and service delivery
5. Technology & Digital – as above, our approach is transformational to exploit the opportunities of

developing technologies using core infrastructure, digital platforms and tooling to enhance internal and external partner experience and improve frontline services across the breadth of policing and justice activity

6. Enabling Services – through developing this proposal as a regional solution, it maximises opportunities to share workload and achieve economies of scale across forces and other partners

7. Integrated Delivery – integrated delivery lies at the heart of this proposal, with a vision of delivering integrated services across the partnership to improve our identification of and response to threat, harm, risk and vulnerability

8. Workforce & Culture – the use of analytical products can tailor information delivery to meet user needs, both for internal and external analysis; as such, our proposal allows the opportunity to provide a fuller understanding of workforce makeup to inform organisational approaches.

In summary, this proposal is aimed at protecting vulnerable people and making communities safer, both of which are core objectives for the Government as set out by the Home Secretary. Its methodology is both innovative and transformative, based on the collation of multi-agency data and, most uniquely, the application of predictive analytics and visualisation to maximise user effectiveness. At its core is the development of a multi-agency integrated analytics hub working across service, agency and geographic boundaries to gather data and to provide, for the first time, a true and full picture of threat, harm and risk within our communities. It has been developed from an initial pilot run locally in Bristol and in close collaboration with local partners. It represents best practice in business and policing and is scalable to meet regional or national requirements.

This proposal will also closely link into the Sustainability and Transformation plans of regional health care authorities. As their combined vision states 'sharing information securely and effectively, we will make a lasting contribution to the health, well being and opportunity of our population.' A truly Multi Agency Integrated Analytics Hub has the potential, if implemented, to transform the integrated services landscape.

Q14. Please provide an overview of the planned work and intended outcomes. Your response should include an overview of your assumptions, options appraisal, the activities you will undertake, the outcomes and benefits in the short/medium/long term, delivery timescales and contingency options, your exit strategy, and how this proposal transitions to 'business-as-usual'. You may attach a two page document (Arial 11 font) to support your response (Max. 5MB upload, doc, docx, xls, xlsx).

- File: Q.14 Upload.doc

Comments:

Overview of Assumptions

- Partners are collectively not seeing the true risks and demands and are therefore missing opportunities to be more efficient, reduce costs and reduce harm
- Technology can be scaled across different organisations and manage a large number of siloed datasets
- Partners are at a mature enough state to consume and be informed by advanced analytics
- The Bristol blueprint can be replicated and scaled
- This is a unique proposal backed up with nationally leading foundation work in analytics.
- Partners will fully engage with data sharing agreements for the wider benefit of all agencies.

Options appraisal: The 'Analytics or Intelligence as a service' model we have chosen is an industry standard approach, but one that we do not believe has been successfully delivered across multiple agencies and siloed datasets within the public sector. The best way to maximise economies of scale in terms of both technology and resources is to deliver this service from a central team. Therefore, no other options are being presented as part of this bid.

Key Activities: Key activities that the project will undertake will focus across a number of workstreams:

- Governance: Establishing and agreeing governance structures across the partnership landscape and ensuring project management resource is committed from the outset.
- Technology: Identifying, sizing, procuring and implementing the supporting technology that will underpin the analytics hub.

- Resources: Establishing and recruiting new posts with the required skillsets to operate within the analytics hub. We will identify and close any training gaps within the central team.
- Data sharing: Building on existing partnership data sharing agreements, such as Connecting Care and identifying where new agreements need to be in place. Drawing on chief executive level steer and support to move to an actionable position as quickly as possible. This workstream will move in an agile way to ensure value is delivered in quick time.
- Product Development: We will establish an analytics product value assessment to support in prioritising development. Development will be agile and tailored to the agency or pan-agency 'pain points'. There will be fundamental user involvement from design to implementation of products to ensure apps and risk models are fully operationalised in to business processes.
- User Training: We will establish a training plan that will utilise a multi-channel approach across bulletins, cascade training, face-to-face briefings and online classroom based training.
- Communications: We will promote the integrated services analytics hub concept and highlight opportunities to all practitioners across the partnership landscape. We will also ensure that communication is two way by ensuring clear routes for any staff members to highlight ideas, innovative approaches or suggestions for existing or new products.

Technical Infrastructure: The deliverables of this project will be reliant upon technical infrastructure being in place. The below list provides a series of technical activities that will be undertaken to support delivery of products.

Overview: The technology required to build the Integrated Services Analytics Hub will build on the existing capability already in place at Avon and Somerset Police. This capability is appropriately scaled for the volume of data analytics currently being processed and will need to be scaled up to support the volumes of data proposed without impacting the existing operational ASC analytics. The proposed costings include the hardware/connectivity defined below, along with the resources to design, build and implement the hub. Moving beyond the period of the project, where we are utilising ASC systems as a host, we would consider and review the option to transition to a cloud provider in the full service (which could be an independent solution agnostic to current partners and technology – for example; Connecting Care use Orion Healthcare).

Storage: To support the new process of receiving files via FTP, loading into a database, entity matching, before final loading into the reporting database, an extensive amount of storage will be required. This storage will be split across many hosts, but will be provisioned via geographically distributed enterprise storage, and backed up with a secure off-site provider.

Connectivity: The existing capability is hosted in a secure data center and only accessible from the corporate network. In order to support the number of partners a number of changes will be required to give the level of capability required and to protect the existing service provided. Additional resilient connectivity will be required to ensure the system will be able to provide the data and visualisations required to the partners. All communications will be over the public internet so additional bandwidth will need to be installed into the Avon & Somerset data centers, along with a number of partners where required.

Security: The system will be hosting substantial amounts of personally identifiable data so security will be of paramount importance. New firewalls will be required to deliver a new security zone to isolate the new connections, along with regular penetration testing and accreditation.

Server Upgrades: The existing Qlik and SPSS environments are designed to scale out to support any volumes required. The current environments will both require additional nodes to support the anticipated workload.

Visualisation, Modelling, MDM: All of the applications (SPSS, Qlik, MDM) used to deliver the Integrated Analytics Hub will require additional licenses to cover all the partner users. The MDM processes used to combine the disparate datasets from the providers will also need expert consultants from Entity to analyse the datasets and build/configure the MDM application.

Exit Strategy: ASC are a national leader in data analytics and already have predictive analytics models embedded in business as usual, which is producing significant benefits to operational demand and planning. This proposal will only enhance the existing capability by extending. ASC will not be looking to

exit from this proposal as we believe this to be the cornerstone of future policing and regional collaboration.

Delivery Timescales: Integrating multiple data sets from multiple agencies will bring about significant challenges which will require time and precision. As such, progress will be made in an Agile, iterative fashion, as is best practice in such projects. Within 12 months, the data sharing protocols, technology infrastructure and hub staff will be in place. It is expected that products could be produced before 12 months if the infrastructure allows. Within 12-18 months the hub will be making significant progress for enabling the outlined business benefits to be realised.

It is likely that further partner agencies will join this project in the medium term, however an on-boarding process will become part of business as usual.

Q15. Outline how delivery of your proposal will be project/programme managed, including oversight mechanisms and the staged gateways you intend to employ. You should provide details of: what your approach will be to implementing a framework that measures value for money, return on investment, the identification of benefits and benefits tracking (for example, making use of recognised programme methodologies such as Managing Successful Programmes)?

Projects, programmes and significant change within ASC are managed and delivered using PRINCE 2 and MSP methodologies. All significant change, whether domestic or collaborative will begin with an approved Business Case, which will outline the proposed benefits and any identified returns on investment.

This project will be governed through the already established South West Emergency Services Collaboration Board. This governance group already contains some key regional stakeholders that are collaborating in this bid, such are regional Fire and Ambulance services.

The programme structure is loosely based on the model defined in the 'Managing Successful Programmes' methodology published by the Cabinet Office and the experience gained within the South West Police Collaboration Programme.

The approach for this bid will be to work with each agency closely to develop a suite of measurable benefits. Measures will be baselined prior to the project commencing and robustly measured over time. This will ensure the benefits identified are realised once the project is completed, ensuring value for money is achieved for all parties.

As part of the benefit monitoring process, cashable benefits are reported monthly into the Constabulary Management Board in addition to an adherence to a quarterly benefits reporting cycle. All such benefits are tracked and monitored within a Benefits Realisation Tracker by the Change Portfolio Office, which ensures projects remain on track to deliver identified benefits.

This specific change in partnership will focus on:

- Problem solving
- Early intervention
- Safeguarding
- Joint strategic planning opportunities
- Joint strategic and tactical tasking opportunities
- Joint organisational learning
- Cashable and non-cashable benefits

Please attach illustrative diagrams here. Please ensure diagrams are legible and that they have Arial 11 font.(Max. 2 word pages, 5MB, doc, docx)

- File: Q15 Upload.doc

Q16. If your proposed initiative is at a force or cross-force level, please describe how you

believe the proposal could be taken forward to a national scale.

This project will provide a complete 'blueprint' for; data sharing protocols; data sharing transfer; data entity matching; predictive modelling; visualisation; self-serve analytical products; integrated agency product development and early intervention approaches. The 'blueprint' could be quickly adapted and deployed at a number of scales across the regions.

At every stage of this project, should it be supported, we will be open and transparent and be happy to host interested agencies from across the national partnership landscape to help promote and embed this blueprint and share learning.

Q17. If your proposal impacts or addresses vulnerability, please explain how.

This bid directly impacts and addresses vulnerability as it enhances police and partner's capabilities to identify and manage vulnerability. This bid will breakdown siloed datasets and deliver a much improved level of understanding around vulnerability. For example, bringing pan-agency data together against children, adults and locations i.e child care homes, would see a step change in how agencies see and respond to vulnerability in a way they cannot currently do.

As well as supporting tasking processes to ensure that those most at need receive the help they require through early intervention and prevention, it offers significant opportunities to increase collective capability and capacity whilst driving reductions in demand and efficiency savings.

Page 6: Benefits and outcomes

Q18. Please identify and quantify the benefits your proposal intends to achieve (over the short/medium and long term). When responding to this question, we request you use the benefits categorisation contained in the Benefits Guidance document which has been based on Home Office guidance. You may wish to upload a table with this information.

- File: Q.18 Upload.docx

Significant Potential Late Intervention Cost Reductions Late intervention refers to the acute, statutory and essential benefits and services that are required when children and young people experience significant difficulties in life, many of which might have been prevented. Spending on late intervention is an indicator of demand for acute services, such as hospitalisation and incarceration, which tend to be more expensive and deliver worse long term outcomes. It is estimated that the annual total cost of 'late intervention' across the Avon and Somerset area is approximately £428 million – spread across the police, NHS, Welfare, Local Authorities and Justice agencies. The outcomes from the integrated analytics hub would seek to deliver a reduction in 'late intervention' costs through better joint targeting of resources and more focused and effective early intervention. The Connecting Care programme in Bristol analysed the results of 1,100 families it worked with, where early intervention and a joined up approach was enabled by integrated analytics. Those 1,100 families saw the following results: • 40% reduction in ASB • 29% decrease in offending • 40% fewer Police call outs • 52% improved school attendance • 36% less alcohol dependency • 25% fall in domestic abuse The Allen family were one such family helped by the programme. The father was unemployed, illiterate and unable to engage with services. One child regularly went missing, had a 7.28% school attendance rate and engaged in sexual acts with older men for money. Another child was involved in ASB and was a regular drug user. Following the programmes intervention, the father is attending literacy courses and attending the Job Centre, both children are out of harm's way with 100% school attendance and no further drug issues along with no further crime and ASB. The above results are a snapshot of the impact of addressing the needs of just 1,100 families. There is the potential for significant demand reduction opportunities, across agencies, when this is scaled up accordingly to encompass all collaborating partners. The project would look to support in delivering a minimum of a 1% reduction in pan-agency 'late intervention' costs. This would equate to annual costs savings of £4.2 million pounds. In more detail, tables 1 and 2 attached outline the estimated late intervention costs by area and by agency and the potential savings that would come from just a 1%

reduction in late intervention costs per annum. More informed Practitioners, Better Decisions, More Effective A key element of the bid will be to democratise analytical insight to managers and practitioners across the partnership. By making information more visual and accessible, practitioners will be:-

- Better informed
- Make better decisions
- See a reduction time spent interpreting information
- Allow staff and their teams to be more effective

Based on the above benefits, ASC recently surveyed users who are now routinely interacting with predictive risk models and visualisation software (the same approach forms part of this bid). The results showed:-

- 68% of users said they were now better informed within their business area
- 56% of users said they were now making better decisions
- 57% of users said using the products had saved them time
- 58% of users said using the products had allowed them or their team to be more effective

ASC will continue to build on the above results, but this provides insight in to the benefits that can be realised across the agencies involved as part of this bid. The attached Detailed Benefits Table summarises the anticipated benefits that this bid will deliver.

Page 7: Financial Case

Q19. What are the totals costs to deliver the proposal? This should cover all projected expenditure on the project regardless of funding source and be profiled again against the total number of financial years for project delivery. Please provide the total resource and capital spending you intend to use profiled over the financial years for project delivery. Please detail the amount of Fund money you are seeking. To note: Resource spending is money that is spent on day-to-day resources (salaries and administration, etc.) Capital spending is money that is spent on investment. PTF funding ceases in the 2019/20 financial year. Please give your answer in full figures using the format 000,000. It would be helpful for you to provide any funding model spreadsheet you have used to develop the costs for your initiative. The figures you enter in this financial section should be drawn from that spreadsheet.

	2017/18	2018/19	2019/20	2020/21	2021/22
Total capital expenditure	1,970,000	180,000	0	0	0
Total resource expenditure	550,000	550,000	0	0	0
Total expenditure	2,520,000	730,000	0	0	0
Sought PTF monies	2,470,000	680,000	0	0	0
Other funding	50,000	50,000	0	0	0
Total funding	2,520,000	730,000	0	0	0

Please upload your financial spreadsheet here. The spreadsheet must be in an xls or xlsx format.

- File: Q19. Upload.xlsx

Q20. Please provide all capital lines of expenditure for your proposal. If the table below does not contain sufficient rows then please create a copy of the table and upload with this form. The figures should be drawn from the spreadsheet requested in Question 19. Please give your answer in full figures using the format 000,000.

	Expenditure Item	2017/18	2018/19	2019/20	2020/21	2021/22
Capital lines of						

expenditure	-	-	-	-	-	-
1.	Data Storage	300,000	0	0	0	0
2.	Connectivity	200,000	0	0	0	0
3.	Enhanced Security	150,000	0	0	0	0
4.	Server Upgrades	100,000	0	0	0	0
5.	Visualisation, modelling, MDM (incl 1 year annual maintenance)	720,000	180,000	0	0	0
6.	Contracting Resource	500,000	0	0	0	0
7.	-	-	-	-	-	-
8.	-	-	-	-	-	-
9.	-	-	-	-	-	-
10.	-	-	-	-	-	-
Total capital expenditure	-	1,970,000	180,000	0	0	0

If required, please upload your additional working here.

- File: Q.20 Upload.xlsx

Q21. Please provide all resource lines of expenditure for your proposal. If the table below does not contain sufficient rows then please create a copy of the table and upload with this form. The figures should be drawn from the spreadsheet requested in Question 19. Please give your answer in full figures using the format 000,000.

	Expenditure item	2017/18	2018/19	2019/20	2020/21	2021/22
Resource lines of expenditure	-	-	-	-	-	-
1.	Analytics Hub Staff / Training	500,000	500,000	0	0	0
2.	Organisational Development	50,000	50,000	0	0	0
3.	-	-	-	-	-	-
4.	-	-	-	-	-	-
5.	-	-	-	-	-	-
6.	-	-	-	-	-	-
7.	-	-	-	-	-	-
8.	-	-	-	-	-	-
9.	-	-	-	-	-	-

10.	-	-	-	-	-	-
Total resource expenditure	-	550,000	550,000	0	0	0

If required, please upload your additional working here.

- File: Q.21 Upload.xlsx

Q22. Please provide a spreadsheet that details how you arrived at the above figures (your modelling assumptions, including lines of capital and resource expenditure). Your spreadsheet should include: details of the forecasted costs to deliver the proposal, including how these costs are split between the PTF, forces, and other funding sources lines of capital and resource expenditure expected savings (Max. 5MB upload, xls, xlsx)

- File: Q.22 Upload.xlsx

Q23. Please explain how the proposal will be funded beyond the current fund cycle (ending 2019/20), if required.

This forward thinking analytics approach will identify a vast number of social problems upstream, which will enable agencies to put plans in place to address these. Multi agency efforts will tackle issues before they manifest into something more.

The series of efficiencies and improvements that will be made will translate into significant cashable and non-cashable benefits, as outlined in in question 24. This will ensure that this proposal is self-funding beyond the PTF cycle. As part of the project each individual agency will develop a series of bespoke business cases that will be governed through existing partner and SWESC channels. Partner agencies will not be mandated to join this service and will not be bound to remain in it if the business case does not present the expected benefits.

After the provided start-up funding has expired, each agency will provide a proportion of revenue funding required to continue the Multi-Agency Integrated Services Analytics Hub. This will be calculated as a proportion of the benefits realised during the two year funding period. Due to the number of partners involved, the return on investment should be high.

Going forwards, new partners on boarding the analytics hub will be required to pay a nominal subscription fee to cover proportionate overheads and licensing costs. However this cost will be demonstrably outweighed by the efficiencies that any new partners will gain.

Q24. Please provide all expected savings. Please give your answer in full figures using the format 000,000.

	2017/18	2018/19	2019/20	2020/21	2021/22
Cashable	0	700,000	1,400,000	2,400,000	3,000,000
Efficiency	0	300,000	600,000	800,000	1,200,000
Total expected savings	0	1,000,000	2,000,000	3,200,000	4,200,000

Q25. If relevant, please outline the procurement approach/strategy associated with the delivery of this proposal. What work has been done to demonstrate that your proposal is legally and commercially sound?

Qlik Visualisation Software

ASC can utilise a framework to run a further competition for the additional licensing e.g. Technology Products 2 Framework. A Framework is an umbrella agreement that has been through a compliant EU tender procedure meaning a contract award off it is also compliant. If the Framework has multiple suppliers on it then a further competition is necessary to allow all suppliers equal opportunity.

As our contract is with Specialist Computer Centres for the supply and maintenance of our current Qlik Sense licences, then there may be a case to procure additional licences directly from them under regulation 32(5)(b) of the Public Contract Regulations 2015 which is “for additional deliveries by the original supplier which are intended either as a partial replacement of supplies or installations or as the extension of existing supplies”

SPSS Modeler Software

ASC purchased our server version of this via SWO at preferential rates due to being an IBM majority owned company. This remains a valid route to market as long as the SWO contract remains in operation.

The national i2 “Access for All Agreement” that ASP contract for their i2 licensing from has been novated from the Home Office to the Police ICT Co. Police ICT Co advise that SPSS Modeler Premium is now included in this agreement and “This software is available for the community to download and deploy, without any impact to their committed spend.”

For the purchase of hardware for this project, we would want to run a further competition against a multi-supplier framework. As there are many supplier and customers in the market for hardware, ASC would want leverage their position by stimulating competition. This is the preferred route to market in almost all occasions for hardware due to the disproportionate effort of evaluating a full EU tender.

Page 8: Monitoring and Evaluation

Q26. Please indicate how the proposal will be evaluated including how you intend to track the realisation of outcomes and benefits. The Board wants to ensure that the wider police service can benefit from any learning and evaluation, and therefore in making a proposal you agree to share the outcomes of any evaluation.

The approach for this bid will be to work with each agency closely to develop a suite of measurable benefits (1st stages of the project timeline). Measures focused on harm reduction and demand/cost savings will be baselined prior to the project commencing and robustly measured over time. This will ensure the benefits identified are realised once the project is completed, ensuring value for money is achieved for all parties.

As part of the benefit monitoring process, benefits will be reported at the Constabulary Management Board and SWESC. All such benefits are tracked and monitored within a Benefits Realisation Tracker by the Constabulary Change Portfolio Office, which ensures projects remain on track to deliver identified benefits.

ASC have already partnered and invested with the University of West of England for a PHD student to evaluate the approach, deployment and impact of predictive analytics in policing. This role will be able to add evaluation value to this project.

The University of Leeds have expressed an interest in providing partnership in evaluating the approach. Leeds University Business School is a leading international business school in the top 1% globally, and

have been recognised as “University of the Year 2017” from the Times and Sunday Times, number 2 in the world for international business, and in the top ten in the UK for research.

We would be happy to be a reference site to share learning and the benefits of this project and to help shape national good practice.

Q27. Please list the top three risks and the actions you will take to mitigate them.

Risk 1: Security of data

The combining and housing of numerous sets of sensitive partner data will bring an associated risk of data security.

ASC has considerable experience in data security at a regional collaboration level, which will mitigate this risk. ASC currently hold and manage data sets for numerous police partners as part of collaborative agreements. This bid will see ASC bringing partner data into a far more secure hosting environment. Due to the nature of Police data, ASC systems and servers are required to be of the highest standard of security.

ASC will ensure that partners who access the Integrated Analytics Hub will undergo compulsory data protection training and standardised data protocols will be a strict condition of license. Having the correct legal framework to enable the sharing of sensitive personal data is absolutely vital to the success of an integrated services hub. The Insight Bristol team, working as part of the national Troubled Families programme, has already built the foundations for this work. This hub will extend into new areas and as such requires robust data sharing protocols.

The hub would include a range of data on social issues relating to individuals, families and households across the force. This existing data, held by public agencies, will be shared in response to statutory duties held in legislation placed upon local authorities, health partners and other relevant parties.

A detailed strategy will be produced as part of this programme of work; however the approach is briefly outlined here. All partners cited in this document will have signed Tier 1 Information Sharing Agreements (ISAs). These overarching documents declare intent to share, with specific use cases detailed in Tier 2 ISAs. The hub will utilise legal gateways (responsibilities placed on partners), to satisfy the conditions of the Data Protection Act. For example, the Crime and Disorder Act (1998) places a duty on a wide range of agencies “to do all they can to reasonably prevent crime and disorder in their area”. Similar duties are expressed in the Children and Families Act (2014), Education Act (2002), Immigration and Asylum Act (1999), Local Government Act (2000), Localism Act (2011), Children Leaving Care Act (2000), Criminal Justice Act (2003) and the Welfare Reform Act (2012). A full Privacy Impact Assessment, along with supporting Privacy Notice, was conducted as part of the Bristol blueprint.

Data is merged to provide a single understanding of a person, family or household. This information is held in a secure database. It is correctly governed, auditable and meets the highest standards of security. Only trained, nominated, people have access to the data and associated visualisations. Any inaccuracies identified are rectified, any unnecessary information is removed and records are only kept for the purpose and duration of the programme.

Risk 2: Data Quality

There will be significant technical challenges when combining multiple sets of partner data. Projects that are focused around big data sets will undoubtedly uncover a multitude of data quality issues, even more so if this data is coming from a variety of sources and differing formats. The consequence of this risk manifesting is that partner agencies will not be able to overlay and combine their data, therefore leaving the project unworkable and benefits unrealised. As an example, the Connecting Care programme has found a lot of partner agency information is still being saved in a paper format, which will present quite a challenge.

As a leader in the data analytics field, ASC has the in house experience and technical capability to work through such issues and mitigate these risks accordingly. To mitigate this ASC will approach the

technical side of this project using an iterative Agile methodology. This will ensure that our technical team do not bite off more than they can chew.

Timescales for any new software development of this nature are difficult to predict beyond days and weeks due to the complexity involved and continual changing of user requirements and the technical landscape. To address this, Agile Scrum methodology is used to deliver iterative value that provides regular releases and embracing the changes that will be required as the product evolves. This provides project assurance by having working software in people's hands as early as possible, whilst lowering project risk compared to traditional waterfall approaches. This approach is industry best practice and has been an embedded way of working within ASC over the last 3.5 years.

Risk 3: Operationalising

A key risk in this project is that partner agencies will have an abundance of data at their fingertips but will not have the know-how, best practice knowledge or experience to get the best from it. Our partners are likely to need support to get the best from the analytics tools. Our aim is for our partners to change their ways of working to become far more efficient due to having a holistic view of demand data. As we have seen internally at ASC, working predictive analytics into BAU does not happen overnight, and work is needed to embed an innovative culture to ensure benefits are attained.

A series of measures will be put in place to ensure partner agencies receive sufficient support both internally and externally. ASC will recruit a Partner Relationship Manager to act as a conduit between ASC and partner agencies. This will allow for a constant line of communication to share best practices. An internal change champion in each agency will be identified to drive change and innovation. System usage monitoring will be able to act as a catalyst for change and direction of where needs improving.

ASC will use in house expertise to actively identify demand pinch points for partners, thereby highlighting where processes, systems and people could better be used. Initial training and refresher training will also be offered throughout the life cycle of this project, which will help the key aim to drive down demand for partners where possible.

In addition to these measures, a performance governance framework will be established for all partner agencies to sign up to.

Q28. How will risks be identified, monitored and addressed during the project?

Risk Assessment is a systematic method of looking at work activities, considering what could go wrong, and deciding on suitable control measures to prevent loss, damage or injury. The Assessment will include the controls required to eliminate, reduce or minimise the risks.

We will ensure there are processes in place to ensure that risks are identified as quickly as possible, but it is important to remember that risks can be identified by anyone at any time. An initial risk assessment will be conducted, with partner agencies at the beginning of the project.

We will follow the process outlined below:

1. Complete the risk matrix to score the level of the risk
2. Complete Risk Management Plan to mitigate and reduce the risk where possible
3. Act appropriately to the level of risk identified
4. Monitor the risk

Risk management plans will cover:

- Circumstance/risk identified
- How risk was identified
- Impact of risk (and to whom)
- Warning signs / triggers
- Current control measures -What has been done to manage this risk
- Probability of risk occurring – level of risk
- Any further control required
- Next steps

All identified risks will be recorded on a project 'Risk register' that will be regularly reviewed, updated and monitored by the partner agencies.

Page 9: Upload signatures

Q29. Please upload a signed copy of this signature page.

- File: Signature Page.pdf

Page 10: Comments

Q30. Please let us know if you have any feedback on your experience of the EOI/proposal process.

Avon and Somerset Constabulary will always welcome the opportunity to apply to benefit from the Police Transformational Fund.

We believe we are an innovative organisation and opportunities such as the police transformation bid process allows us and our partners to realise our integrated working vision.

We are fully supportive of the EOI/Proposal process.

Sent by email to: Sean.Price@avonandsomerset.pnn.police.uk,
Mark.Simmonds@avonandsomerset.pnn.police.uk, Julian.Kern@avonandsomerset.pnn.police.uk,
JohnR.Smith@avonandsomerset.police.uk

19 September 2017

Dear Sean, Mark, Julian and John,

PR063-2017 – Multi-Agency Integrated Services Analytics Hub

Further to correspondence of 21 June 2017, advising of the Police Reform and Transformation Board (the Board)'s request that Chaucer review your proposal addressing aspects of data and analytics (attached at Annex A), we are writing to update you on the Board's recommendations following the completion of this review.

Chaucer's recommendations, together with those of the Gateway Group, were tabled at the Board on 14 September 2017. We are pleased to let you know that the Board has recommended your proposal for a total of £3,150,000 from the Police Transformation Fund; £2,470,000 in 2017-18, and £680,000 in 2018-19.

Given the quantum of funding that is sought, the Home Secretary may require that funding is released in a tranching manner, with a staged release of funds given once agreed milestones and reporting requirements have been met.

Prior to being reviewed by the Home Secretary, your proposal will now be considered by a Home Office Validation Panel, scheduled for Monday 2 October 2017. To facilitate this process and aid the Home Secretary's decision-making, the Home Office also requests that you provide the following information:

- assurance that this project can be delivered within its current funding profile between financial years
- how as a pathfinder for local data sharing – the project will work with other areas developing these solutions and have the robust evaluative base to allow for scaling of results
- A description (plan with timescales) of how you will:
 - develop a revised benefits plan
 - develop a detailed delivery plan
 - scope the "hub" concept more fully to ensure scale
 - engage NLEDP as future interrogator
 - engage DII regarding local operating model
 - engage Mercury, HODAC, and NCA to leverage approaches.

To meet the timescales of the Home Office's validation procedure the Home Office are asking that provide the information that responds to all bullet points outlined above by no later than noon, Friday 22 September 2017. We request that this information is sent to the Home Office Law Enforcement Transformation Unit (Police.TransformationFund@homeoffice.gsi.gov.uk), copying in the Police Reform Support Team at applications@apccs.police.uk

We appreciate that the turn round time for the information may prove difficult to deliver in the requested timescales. Please let us know if this is the case so we can work with Home Office colleagues and yourselves to agree how best to take the validation work forward.

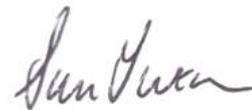
Should you require further clarification of the Board's recommendation, we request that you contact Jacky Courtney (07980 725522) or Jane Carey (07712 411603) in the Police Reform Support Team (APCC/NPCC). If you need clarification on the requirements outlined by the Home Office; the Law Enforcement and Transformation Unit has asked that they are contacted at Police.TransformationFund@homeoffice.gsi.gov.uk

On a final note, we would like to acknowledge your collaborative approach to working with Chaucer during their review. The Board welcomes the greater coordination that has been achieved through this joint working and collaboration.

Yours sincerely,



Paddy Tipping
Chair, Police Reform and Transformation Board
Police and Crime Commissioner for Nottinghamshire



Sara Thornton
Chief Constable
Chair, National Police Chiefs'
Council

ANNEX A

Sent by email to: m.kenyon@west-midlands.pnn.police.uk, n.chamberlain@west-midlands.pnn.police.uk, Elizabeth.hall@westmercia.pnn.police.uk, heather.costello@westmercia.pnn.police.uk, john.bates@humberside.pnn.police.uk, philip.goatley@humberside.pnn.police.uk, Mark.Simmonds@avonandsomerset.pnn.police.uk, Julian.Kern@avonandsomerset.pnn.police.uk, charles.garbett@essex.pnn.police.uk, debbie.martin@essex.pnn.police.uk, Jayne.woods@dyfed-powys.pnn.police.uk, Edwin.harries@dyfed-powys.pnn.police.uk

21 June 2017

Dear Colleagues

- **PR041-2017 - UK Law Enforcement National Analytics Solution (NAS): Foundation Phase (Transition State 1)**
- **PR053-2017 – Worcestershire Office of Data and Analytics (WODA)**
- **PR061-2017 – Humber Office of Data Analytics**
- **PR063-2017 – Multi-Agency Integrated Services Analytics Hub**
- **PR075-2017 – Essex Centre for Data Analytics: A whole system approach for integrating data and predicting risk**
- **PR108-2017 – Transforming Police operational performance through the use of advanced analytics in command and control**

We wrote to you on 20 April 2017 to explain the consequences of the General Election on the consideration of the proposals to make use of the Police Transformation Fund (the Fund). You will have noted that the Police Reform and Transformation Board (the Board) indicated it would use its best endeavours to progress matters to enable consideration of the Board's recommendations by Ministers as soon as is practicable.

To this end, the above proposals were reviewed by the Board at its meeting of 25 May 2017. The Board noted that all six proposals covered aspects of data analytics. As such, the Board has recommended adopting a nationally commissioned approach to data and analytics proposals under the Digital Intelligence and Investigations (DII) programme. For your ease of reference we have also sent you a copy of all of the above proposals.

To take this recommendation forward, the Board has asked that all six proposals are reviewed to determine how they complement each other and the existing programme of DII activity. The details of who will be conducting this review are yet to be finalised but we will contact you as soon as the necessary arrangements have been made. This work will be undertaken prior to recommending individual funding decisions for each of these programmes but we intend to agree a potential funding envelope with the Home Office for the totality of any work programme.

If you have any questions, please contact the APCC on 0207 222 4296.

Yours sincerely,



Julia Mulligan
Chair, Police Reform and Transformation Board
Police and Crime Commissioner for North Yorkshire

Transformation Bid Response			
Chief Officer Sponsor:	Nikki Watson (ACC)	Business Lead:	Sean Price
Author:	Sean Price Mark Simmonds (PCC CFO)	Date of Report:	22nd September 2017

This document provides the additional information requested by the Home Office from a letter received by the Constabulary on 19th September. The information presented is structured with the bullet points outlined in the letter:

PR063-2017 – Multi-Agency Integrated Services Analytics Hub – Additional Information:

1. Assurance that this project can be delivered within its current funding profile between financial years.

- The delay in the bid decision making process and hence delay to the start of the work has been assessed. We can confirm that the project can still be delivered over the two year period of 2017/18 and 2018/19 and that there will be no delay to delivering benefits.

Due to the 5-6 month delay, work will now commence in October/November 2017. This will delay the process of final technical design and approval across a wide partner group. It is now higher risk to maintain the funding profile between the two years as set out in the bid. The technical design phase is complex and critical to the success of the project and requires the approval of all partners involved.

We are therefore recommending and requesting the following commensurate changes to the financial profile over the two years:

Funding re-profile

1. Resource lines of expenditure (Q21 of the bid)

The Analytics Hub staff and training and organisations development work will now all be in 2018/19 as the solution will not be operational until Spring/Summer 2018.

Re-profile 1 – Resource expenditure

We are requesting to move £500,000 of Analytics hub staff/training and £50,000 of organisational development from 2017/18 to 2018/19 for the reasons set out above.

After this change, Resource expenditure in 2017/18 will be zero and will be £1,100,000 in 2018/19.

2. Capital lines of expenditure (Q20 of the bid)

The design work and partner approval has been delayed by 5-6 months. We had expected to complete technical design and approval by January 2018 in order to procure capital assets before the end of year one in March 2018. This now appears very challenging to achieve.

The contracting resource of £500,000 set out in the capital expenditure lines in our bid will focus on the solution design and approval with partners. This is a key aspect of the work and we will seek to complete this by March 2018.

Re-profile 2 – Capital expenditure

As a consequence of the delay starting, we consider it very challenging to have a detailed design approved by all partners and competitively procured by March 2018. We are requesting a move of all the capital asset expenditure from year one to year two of the project.

If this change was agreed, Capital expenditure would be £500,000 in year one (being the contracting resource to complete the detailed design work and partner sign off) and the capital expenditure in year two would be £1,650,000.

This re-profiling would allow a **gateway review** point at the end of year one, whereby a viable detailed solution design is signed-off with all partners and ready for capital procurement early in year two.

If this re-profile between years is not possible

Capital spend

If a re-profile of the funding as suggested above is not possible then we will seek to maintain the original capital profile of spend set out in the bid. This will require a fast-track of the design and approval and procurement process between October 2017 and February 2018 (which is set out in more detail in the section below) and will incur a higher degree of design risk and would consider fewer design options. To achieve this, the team would restrict the design options and focus on an extension of the infrastructure already existing at ASC

Resource spend

Due to the delay in starting the work, it is not reasonable to retain the same resource expenditure profile as this spend is based on days worked and we have missed 5-6 months elapsed work time.

We would therefore strongly request the resource lines of expenditure to be re-profiled as above as we cannot catch up the elapsed time due to the delay in starting the work.

➤ **Benefits**

The benefits outlined in the bid will not be affected by the revised timescales and budget adjustment outlined above

Actions to mitigate the delay

- A&S Strategic Procurement Services will leverage existing frameworks and significant experience to fulfil project requirements and timelines
- A chief executive partnership board is already established that will oversee an accelerated project initiation phase (given we are now halfway through 2017/18 already). A detailed plan will be presented to this board on 2 October 2017 for endorsement and governance.
- The established South West Emergency Services Board will provide tactical governance for delivering the project plan and benefits realisation over the course of the project.
- There is an established multi-agency collaboration (working on behalf of the chief exec board) led by a Chief Officer that has already commenced work on the project; assisting in prioritising and developing multi-agency use cases, along with providing inter-agency single points of contact and liaison.
- A newly created Strategy and Transformation Department will support and apply proven change management and project governance practices on behalf of the project.
- Project resources are allocated from a central Strategy & Transformation Team and change activity is managed consistently in line with PRINCE2 and Managing Successful Programmes methodology.
- A chief officer lead has already been identified (Chief Fire Officer Lee Howell from Devon and Somerset Fire Service) who will provide executive leadership.

2. How as a pathfinder for local data sharing – the project will work with other areas developing these solutions and have the robust evaluative base to allow for scaling of results

- We will establish a collaborative network across the other successful bids. A collaborative space online will be created to share learning, good practice, progress and risks.
- We will establish close working with the College of Policing and other bodies to maximise learning opportunities and good practice.
- We will leverage our already strong academic links to form the basis for independent and robust evaluation. We will confirm university roles and responsibilities within the detailed plan.
- We will develop products and solutions using the agile methodology ensuring iterative user feedback and continuous delivery of value.
- The Avon and Somerset Chief Constable's international policing portfolio will further provide important mechanisms for learning and evaluation.
- All existing top level data sharing agreements with our partners and specific level 2 agreements for specific use cases will be reviewed, refreshed and created where appropriate
- The Information Commissioners office/NPCC will be invited to be integral with the project. This will provide assurance around data sharing practices (current and GDPR/PD) and help provide a national blueprint.

3. A description (plan with timescales) of how you will:

3.1. Develop a revised benefits plan

3.2. Develop a detailed delivery plan

3.3. Scope the “hub” concept more fully to ensure scale

October 2017:

- SRO is already appointed and will mobilise the project team and complete a rapid build of a detailed delivery and benefits plan immediately following the Validation Panels decision – working through the established governance channels noted in previous sections.
- As stated earlier in this document, the benefits outlined in the bid will not be affected by the compressed timescales and slight budget adjustment outlined
- The South West Emergency Services Board will sign off and commence governance of the project decision making and delivery
- A dedicated Enterprise Architect (ASC resource) will lead a small team of experts to coordinate and design a scalable supporting infrastructure. The high level design and approach will be detailed within the draft detailed plan that will go to the Chief Executives meeting on 2nd October 2017.
- Specialist IT resources will be sourced as required and then support with the design and planning phase.
- Close liaison with the other successful bids will be implemented, along with any similar or related smaller scale hubs (both nationally and internationally).
- The information sharing blueprint will be implemented working closely with the Information Commissioners Office and NPCC

November 2017:

- A rapid build of specific use cases will be signed off by the South West Emergency Services Board. As part of this, products will be prioritised focusing on the biggest value quick wins
- The detailed plan will go live initially focusing on project governance and recruitment of staff and contracting resources as required.

November 2017 to Feb /March 2018:

- Where possible use will be made of the data sharing protocols already operating between Police and local partners in Bristol.
- Detailed design of the technical infrastructure solution options, sizing of storage and server capacity required, security infrastructure and connectivity requirements between partners and ASC hub
- Data sharing protocols will be designed and agreed with partners
- Assessment of the infrastructure design and hosting options.

An extension of the existing ASC infrastructure was proposed in the bid and remains the fastest option for implementation. Ideally, other options should be considered to ensure value for money and future scalability including: Cloud services; hosting 3rd party partner; hosted at another partner to the bid)

- Assessment of the application licencing requirements, number of users and final licensing proposal issued to SRO for approval with all partners.
- Final draft solution design issued to SRO for agreement with individual partner leads and their technical leads. Agreement sought and obtained

Feb 2018/ March 2018:

Final technically validated detailed design approved at The South West Emergency Services Board

March 2018 or April 2018

A&S Strategic Procurement Services will commence procurement for all key expenditure in line with the approved design.

Timing will depend on whether the capital asset spend can be re-profiled and which approach is taken to design (look at various hosting options or only look at extending ASC infrastructure).

3.4. Engage NLEDP as future interrogator

3.5. Engage DII regarding local operating model

3.6. Engage Mercury, HODAC, and NCA to leverage approaches

- As part of the design phase of the supporting IT infrastructure and data sharing blueprint – we will immediately identify SPOCs from each of the programmes and engage with:
 - The National Law Enforcement Data Programme (NLEDP) to ensure our approach is commensurate with the future NLEDP vision. The potential of the National Law Enforcement Data Services (NLEDS) is significant and will be reflected within our design for mutual benefit.
 - Digital Investigation and Intelligence (DII) to ensure that the project supports increasing requirement for policing digitally. We will look to establish joint learning.
 - Mercury - to ensure that the project supports where appropriate (mutual aid etc).

- HODAC - We have already been working closely with HODAC and will build the project in with our existing relationship.
- NCA to ensure that the project best supports mutual opportunities where appropriate

The above provides a brief response to those matters raised in the Home Office correspondence. If further detail is required please do not hesitate to contact us.

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