



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson  
CLERK TO THE AUTHORITY

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

(see below)

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

**Monday, 22 October, 2018**

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

M. Pearson  
Clerk to the Authority

### **AGENDA**

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

- 1 **Apologies**
- 2 **Minutes (Pages 1 - 2)**  
of the previous meeting held on 26 July 2018 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 **Community Risk Mapping (Pages 3 - 14)**  
Report of the Director of Service Improvement (CSCPC/18/5) attached.
- 5 **Change & Improvement Programme - Timeline (Pages 15 - 22)**  
Report of the Director of Service Improvement (CSCPC/18/6) attached.

**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

Membership:-

Councillors Redman (Chair), Colthorpe, Eastman (Vice-Chair), Ellery, Prowse,  
Radford and Trail BEM

**NOTES**

<b>1.</b>	<b><u>Access to Information</u></b> 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.
<b>2.</b>	<b><u>Reporting of Meetings</u></b> 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 Chair - 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 Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.
<b>3.</b>	<b><u>Declarations of Interests at meetings (Authority Members only)</u></b> If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must: <ul style="list-style-type: none"><li>(i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a “sensitive” interest – the nature of that interest; and then</li><li>(ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest.</li></ul> 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 an interest of a sensitive nature. You must still follow (i) and (ii) above. Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation. Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.
<b>4.</b>	<b><u>Part 2 Reports</u></b> 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.
<b>5.</b>	<b><u>Substitute Members (Committee Meetings only)</u></b> Members are reminded that, in accordance with Standing Order 37, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.

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## COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

26 July 2018

### Present:-

Councillors Redman (Chair), Eastman (Vice-Chair), Ellery, Prowse, Radford, Trail BEM and Saywell (vice Colthorpe)

#### \* CSCPC/1 Minutes

**RESOLVED** that the Minutes of the meeting held on 1 February 2018 be signed as a correct record.

#### CSCPC/2 Change & Improvement Programme 2018-2022 - Mandate

The Committee considered a report of the Director of Service Improvement (CSCPC/18/3) that set out the mandate for a Change & Improvement Programme for Devon & Somerset Fire & Rescue Service. This document set out a programme of work to be delivered between 2018 to 2022 based on the evidence that was provided in both the Fire & Rescue Plan that had been produced recently and the Integrated Risk Management Plan (IRMP) for 2018-2022 (both of which appear elsewhere on the agenda for this meeting – Minute CSCPC/18/13 refers). The work undertaken on identifying a number of key risks for both the organisation and the community had been utilised to inform the change and improvement options for the future. Reference was also made to the requirements of the new National Framework produced by the Home Office and the new inspection regime under Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. Both of these placed a greater emphasis on the Service to ensure that it was mitigating the key risks it faced and moving forward in a more resilient and flexible way whilst complying with its statutory obligations and the National Framework 2018.

It was noted that the Change & Improvement Programme was concentrated on four key strategic themes, namely:

- Service Delivery Operating Model;
- Digital Transformation;
- Management of Fleet & Equipment, and:
- Learning and Development.

Each of these strategic themes was developed and prioritised from a longer list of potential improvements as set out at paragraph 2.2 of the report. A number of the priorities on this list had already been incorporated into the strategic themes to be undertaken within the first two years, however, the remainder would be factored into the latter stages of the four year programme.

The Chair welcomed the approach to take this work forward on a risk based approach in future and referred to the need to keep all Members engaged during this process. It was suggested, however, that it would be helpful for the Committee to have a better indication of the timescale involved in terms of the potential timing of potential projects coming forward within the four year programme, whereupon:

Councillor Ellery **MOVED** (second by Councillor Trail):

“that an amendment be made to the recommendation set out in the report to add after the Change and Improvement Programme 2018 – 2022 .... as set out in report CSCPC/18/3 and a more detailed report on timescales be submitted to the Committee in due course”.

This was **CARRIED** unanimously.

**RESOLVED** that the Committee recommends the full Authority to approve the mandate for the Change and Improvement Programme 2018 – 2022 as set out in report CSCPC/18/3 and a more detailed report on timescales be submitted to the Committee in due course.

\* **CSCPC/3** **Integrated Risk Management Plan (IRMP), Fire & Rescue Plan (FRP) and Change & Improvement Programme - Public Facing Documents**

The Committee received for information a report of the Director of Service Improvement (CSCPC/18/4) that included the new versions of the Integrated Risk Management Plan and the Fire & Rescue Plan that had been revamped to provide a suite of corporate documents for the public interface.

The Service’s new planning framework was predicated on three strategic documents, namely:

- The Integrated Risk Management Plan;
- The Fire & Rescue Plan, and;
- The Change & Improvement Plan (referred to elsewhere on the agenda for this meeting – Minute CSCPC/18/3 refers).

It was noted that the production of these documents in a common, consistent format would be beneficial to both public and staff understanding and engagement.

The Chair thanked the Officers concerned on behalf of the Committee for the work that had been undertaken on the production of the revamped documents which it felt were easily understandable and well designed.

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

The Meeting started at 10.00hours and finished at 11.35hours

# Agenda Item 4

<b>REPORT REFERENCE NO.</b>	<b>CSCPC/18/5</b>
<b>MEETING</b>	<b>COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>22 OCTOBER 2018</b>
<b>SUBJECT OF REPORT</b>	<b>COMMUNITY RISK MAPPING</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF SERVICE IMPROVEMENT (ACFO PETE BOND)</b>
<b>RECOMMENDATIONS</b>	<i>That the report and associated presentation be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>At its meeting on 26 July 2018, the Committee resolved to recommend that the full Authority approve the mandate for the Service Change &amp; Improvement Programme (Minute CSCPC/2 refers). This was subsequently approved by the Authority at its meeting on 30 July 2018 (Minute DSFRA/16(b)(i) refers). The Change &amp; Improvement Programme is designed to ensure that the issues identified in both the Integrated Risk Management Plan and Fire and Rescue Plan are addressed.</p> <p>In support of the Integrated Risk Management Plan, the Service has developed community risk maps that show the varying levels of risk applicable to different types of incidents and in particular those that are within the statutory duty to attend, i.e. fires and road traffic collisions.</p> <p>These risk maps will be presented and explained at the meeting to underpin existing knowledge and support future decision making on proposals put forward under the Change and Improvement Programme.</p> <p>The Service has committed to ensuring that any future changes to the provision of resources will adhere to a set of strategic priorities set out in the Change and Improvement Mandate. These strategic priorities include ensuring that the Service identifies and addresses all risks in the community, with more resources located where risk is greatest; and that all projects will follow a set of design principles including the requirement for projects to mitigate against risks identified in either the Integrated Risk Management Plan (community risks) or the Fire and Rescue Plan (organisational risks) or both.</p>
<b>RESOURCE IMPLICATIONS</b>	Nil.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	Not applicable to this report.
<b>APPENDICES</b>	A. Copy of PowerPoint presentation on Risk Mapping
<b>LIST OF BACKGROUND PAPERS</b>	<p>Integrated Risk Management Plan</p> <p>Fire &amp; Rescue Plan</p> <p>Change and Improvement Mandate</p>

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# COMMUNITY RISK MAPPING

## Design Principles

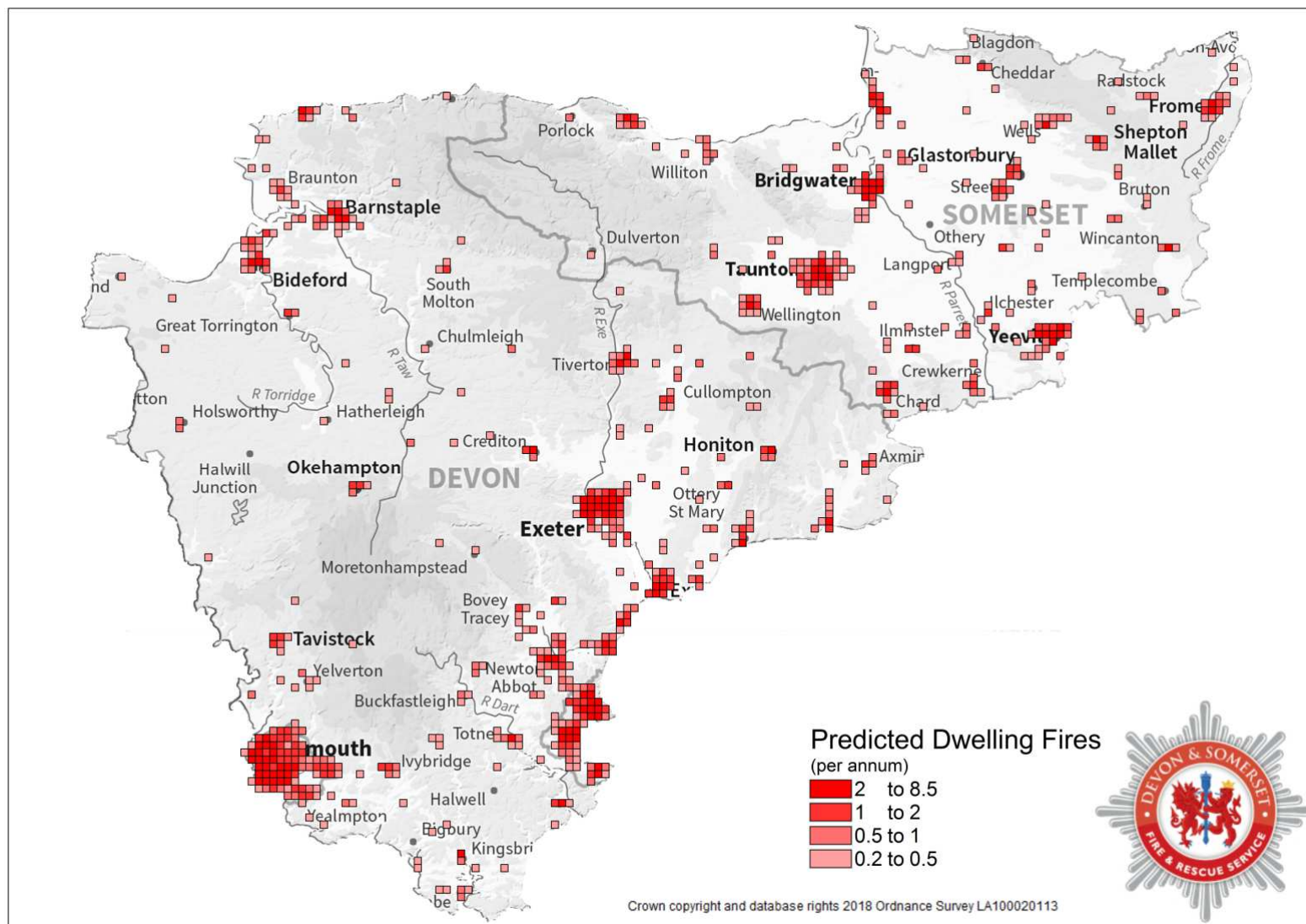
- Projects must mitigate against risks identified in either the IRMP (community risks) or the Fire and Rescue Plan (organisational risks) and preferably both.
- Projects must focus on delivering our statutory obligations as defined by the Fire and Rescue Services Act 2004 (i.e. fires and RTC's) and therefore align to the National Framework expectations.
- Projects must support the delivery of a long term balanced budget as described by the Medium Term Financial Plan.
- Projects that require significant investment must demonstrate a clear benefits realisation plan of either investing to save or investing to reduce risk or both.

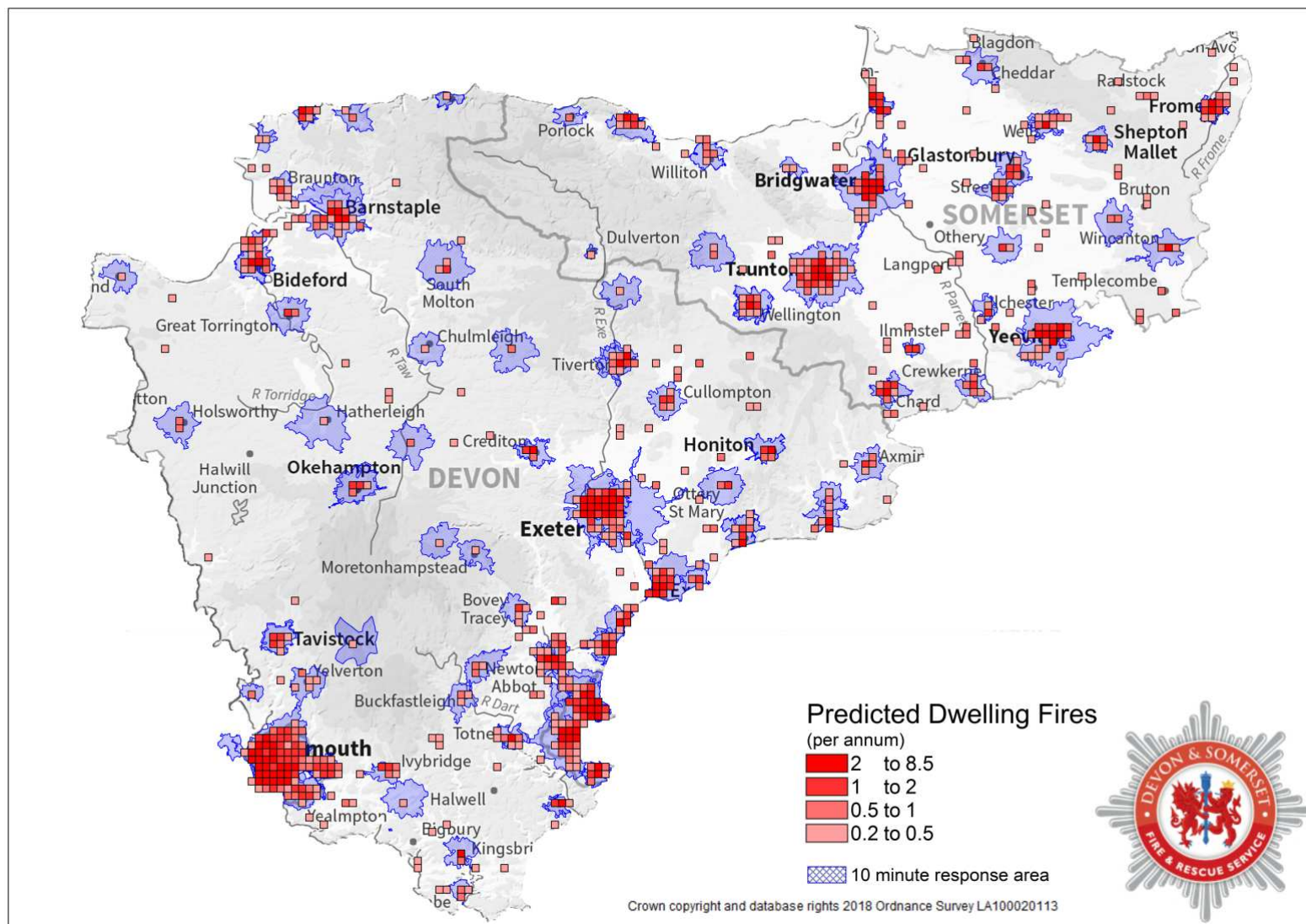


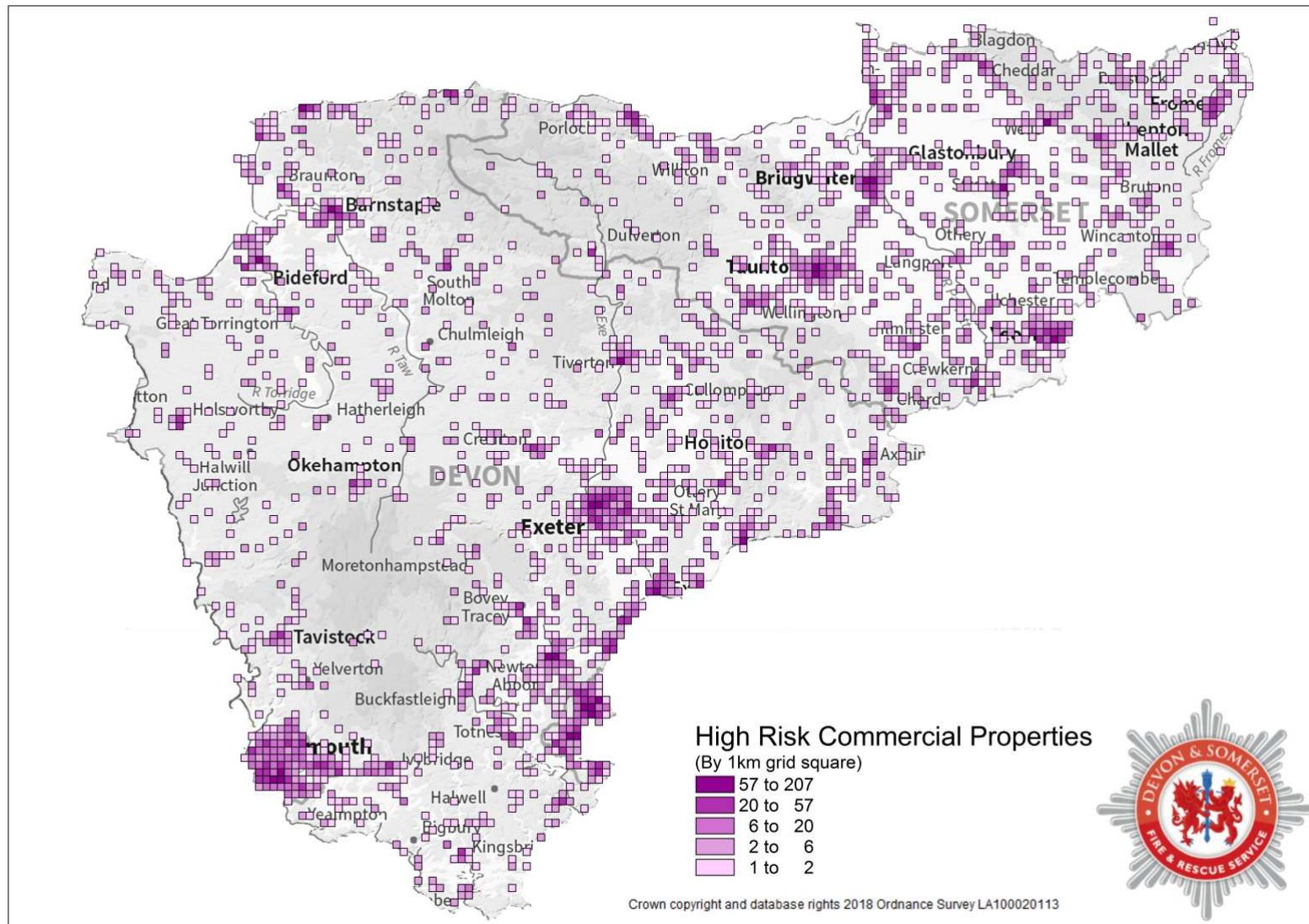
# COMMUNITY RISK MAPPING

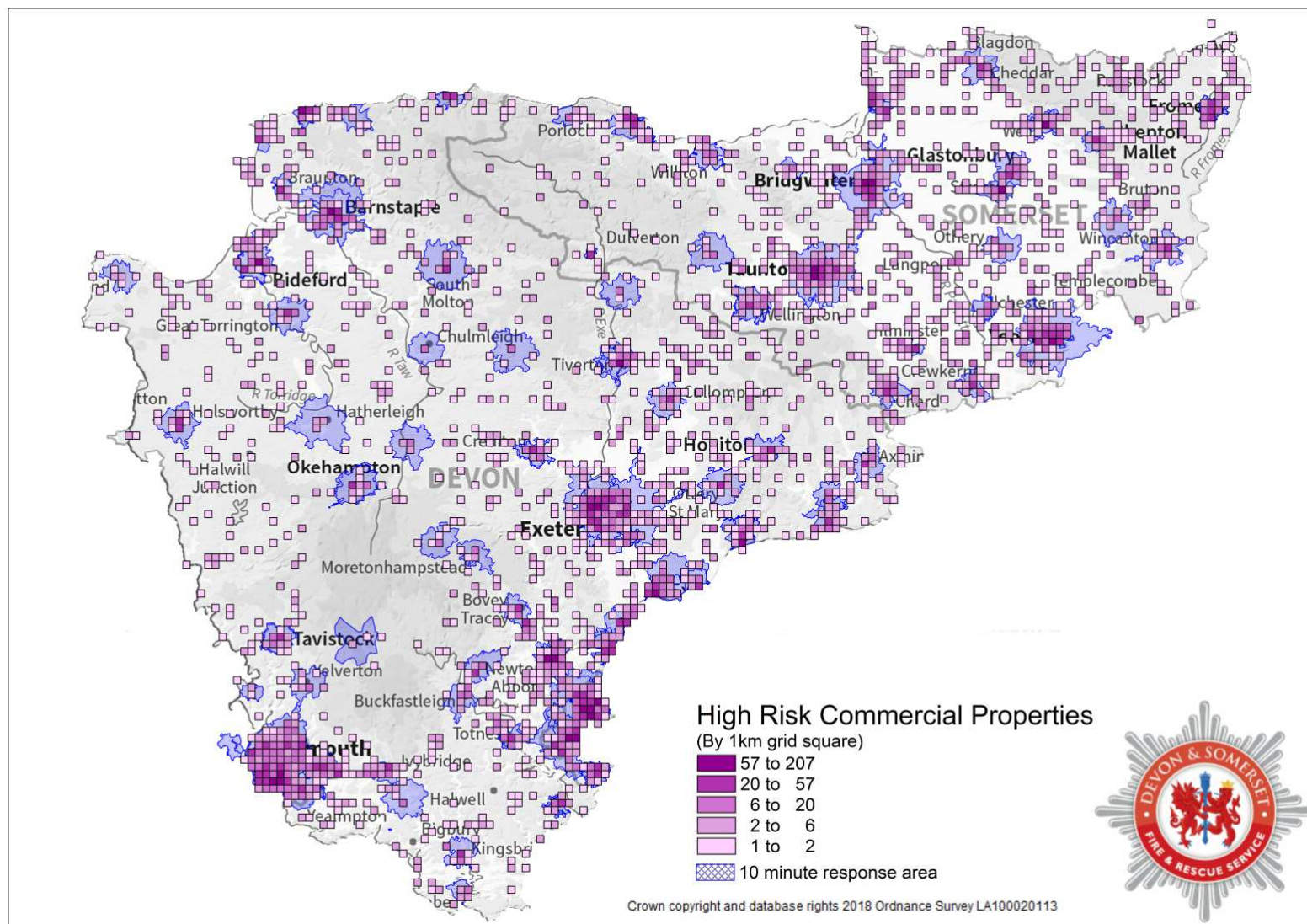
## Design Principles

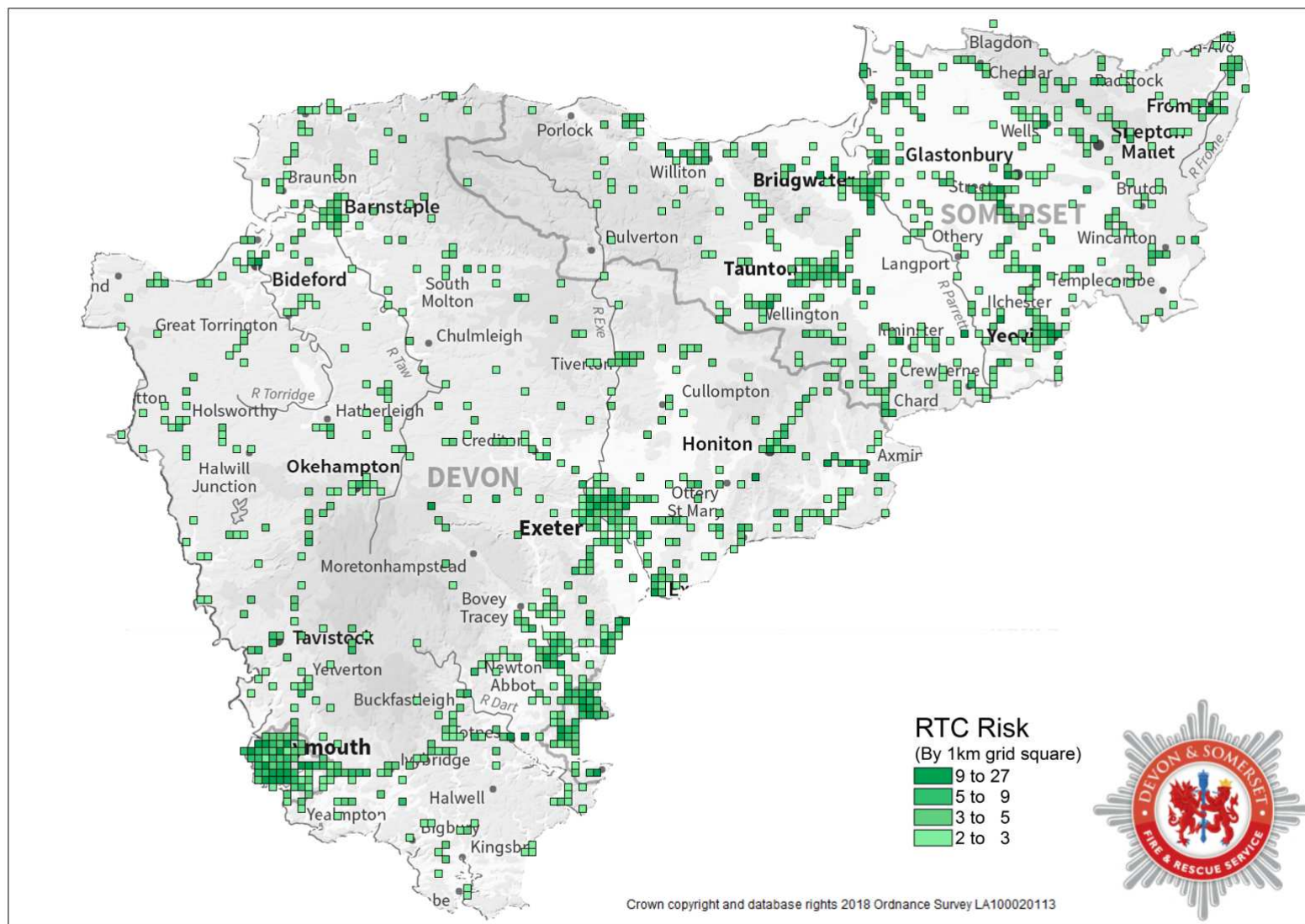
- Projects must consider the potential of collaboration with new and existing partners to provide either economies of scale or enhanced risk reduction or both.
- Projects must support inclusivity and flexibility of opportunity.
- Projects must clearly support the vision and values of the Service.

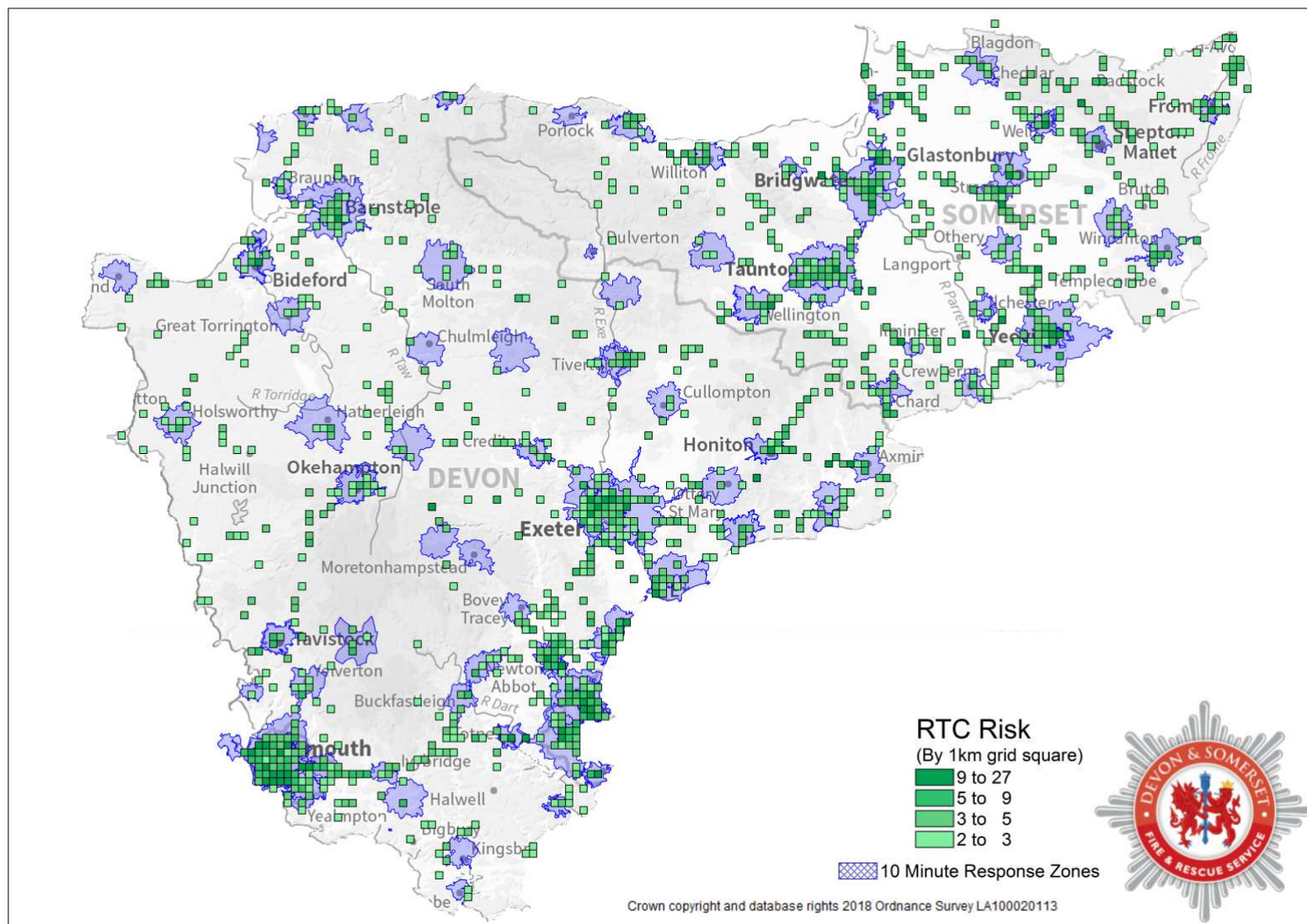








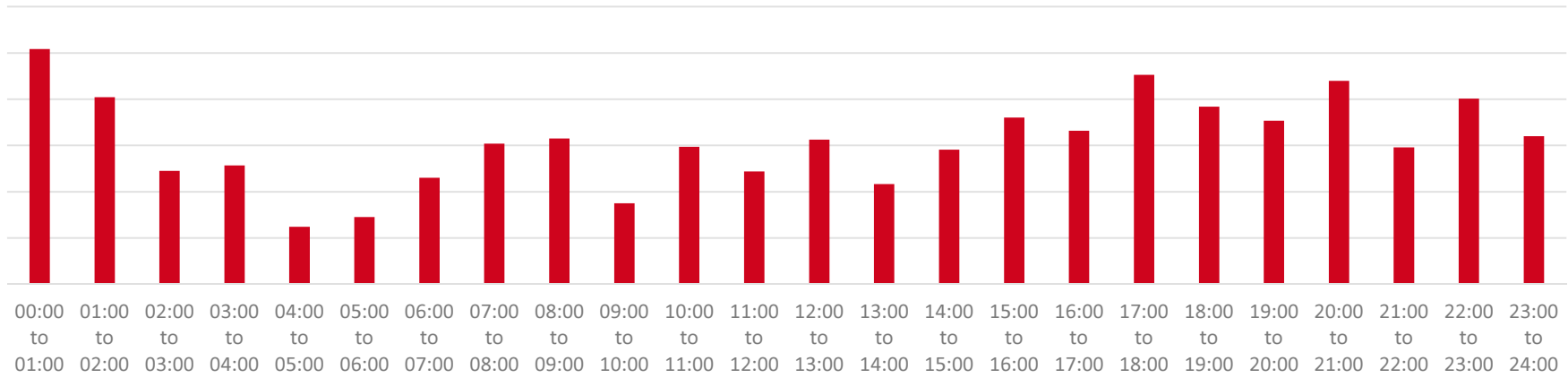




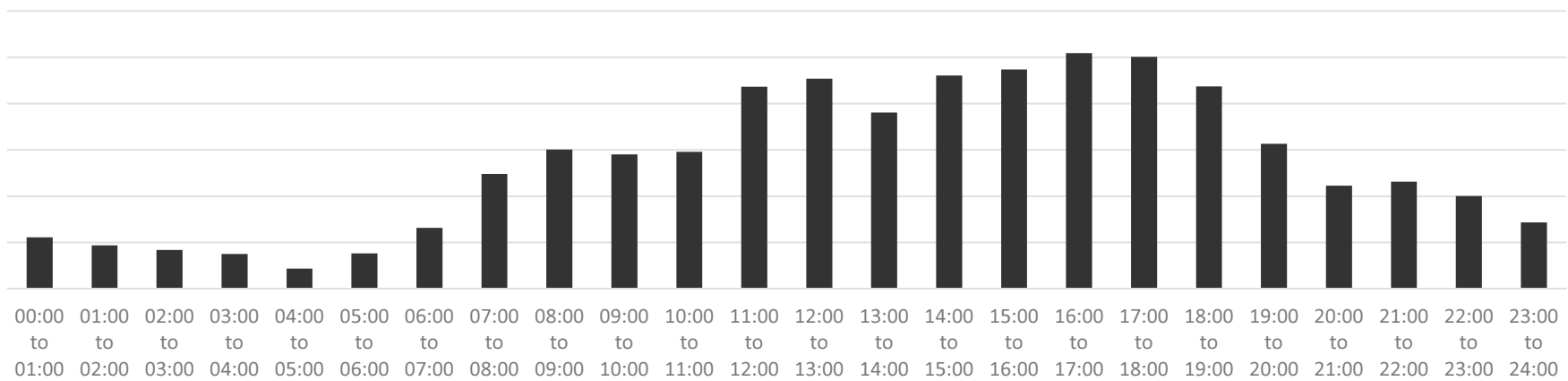




### Dwelling Risk



### RTC Risk



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# Agenda Item 5

<b>REPORT REFERENCE NO.</b>	<b>CSCPC/18/6</b>
<b>MEETING</b>	<b>COMMUNITY SAFETY &amp; CORPORATE PLANNING COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>22 OCTOBER 2018</b>
<b>SUBJECT OF REPORT</b>	<b>CHANGE &amp; IMPROVEMENT PROGRAMME - TIMELINE</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF SERVICE IMPROVEMENT</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>At its meeting on 26 July 2018, the Community Safety &amp; Corporate Planning Committee resolved to recommend that the Fire and Rescue Authority approve a mandate for the Change and Improvement Programme (the Programme), subject to submission of a more detailed report to this Committee on timescales for implementation of the Programme.</p> <p>The appendix to this report now sets out, in diagrammatic form, these timescales based on a phased approach to the four themes contained within the programme. The remainder of the report identifies some of the issues and complexities associated with delivery of such an ambitious Programme.</p>
<b>RESOURCE IMPLICATIONS</b>	None - resourcing requirements for the Change & Improvement Programme have been discussed in other papers.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	Not required
<b>APPENDICES</b>	A. Diagram of the Change and Improvement Timeline
<b>LIST OF BACKGROUND PAPERS</b>	<p>Integrated Risk Management Plan</p> <p>Fire and Rescue Plan</p> <p>Change and Improvement Programme mandate</p>

## **1. INTRODUCTION**

1.1. Following a recommendation of the Community Safety & Corporate Planning Committee on 26 July 2018, the Devon & Somerset Fire & Rescue Authority resolved at its meeting on 30 July 2018 (Minute DSFRA/16c refers):

“that, as recommended by the Committee at Minute CSCPC/2, the mandate for the Change & Improvement Programme 2018 – 2022, as set out in report CSCPC/18/3 and included with the agenda for this meeting, be approved and a more detailed report on timescales be submitted to the Committee in due course”.

1.2. The requirement to produce a timeline to support this revised recommendation has now been processed and is presented here diagrammatically at Appendix A to this report. The remainder of the report identifies some of the issues and complexities associated with delivery of such an ambitious Programme.

## **2. BACKGROUND**

2.1. As previously indicated, the Authority has approved the mandate for the Devon & Somerset Fire & Rescue Service (“the Service”) Change and Improvement Programme (the Programme). It was agreed that the Programme would focus on four strategic themes:

- Service Delivery Operating Model;
- Digital Transformation;
- Management of Fleet and Equipment; and
- Learning and Development.

2.2. The risks are changing, as are the expectations of communities and the Service workforce. More than ever, the Service needs to look forward and ensure that it is resilient, flexible and able to not only survive, but thrive in an increasingly uncertain future with a shrinking budget. To achieve this, the Service has identified the following priorities:

- put prevention and protection activity at the heart of activities to reduce preventable emergencies;
- focus response activity firmly on statutory functions; responding to fires and road traffic collisions;
- make sure that services are designed to fully meet the risks in the community, with more resources located where risk is greatest;
- make sure that the organisation is agile, able and motivated to learn and improve; and
- make sure the best value is secured from resources in the face of a shrinking budget.

- 2.3. The Integrated Risk Management Plan (IRMP), along with the Fire & Rescue Plan, provides the risk based evidence for the Change and Improvement Programme that has been designed to support the Service between 2018 and 2021. As such, the timeline for any projects delivered through the Programme will need to reflect this period, although there will inevitably be cross over into the next iteration of the IRMP which will be reviewed in accordance with the National Framework Document issued by the Home Office.

### **3. CHANGE AND IMPROVEMENT PROGRAMME TIMELINE**

- 3.1. Appendix1 provides a diagrammatic representation of the Programme timeline and should be examined in conjunction with this section.
- 3.2. The required dependencies between the four themes of the Programme and how these dependencies enable the various phases of each theme to be progressed is of particular significance. Slippage on the delivery of elements within the Programme that affects any of these dependencies will inevitably affect the overall timeline for the Programme.
- Service Delivery Operating Model*
- 3.3. This theme will develop a new model for Service Delivery. It will consist of a number of complex interdependent projects that together will deliver the new 'operational' model. It will be driven by the Integrated Risk Management Plan and will ensure that the operating model for Prevention, Protection and Response matches resources to the greatest risk. It will also ensure the Service is deploying its resources in the most efficient way and removing inefficiencies where possible.
- 3.4. Due to the interdependencies of all the work required in changing to an effective and efficient Service Delivery operating model, given the number of possible options to explore and that service delivery is at the heart of the Authority's statutory duties, it is vital to conduct this project in an agile manner. It is impossible to determine detailed requirements upfront and as such, this project will be broken down and a phased approach taken. A number of workshops will be planned for various times during the lifecycle of the project to build up the blueprint on an iterative basis. The timeline associated with this is, therefore, aspirational as the dependencies and the impact of any changes to ICT systems will not be known until all options have been appraised.
- 3.5. The Service has an obligation to deliver its statutory duties relating to fire and road traffic collisions. Currently, however, it also responds to a number of non-statutory duties. Any decisions made around reducing some of the non-statutory duties undertaken would have an effect on the training demand for staff and a possible reduction in equipment purchased, maintained and stored. The Academy training department has recently tendered for a training algorithm. The first part of the tender is for analysis of the training requirement for individuals based on their role and location. If the duties the Service undertakes are reduced then the amount of analysis required may also reduce and as such this needs to be considered in conjunction with the outputs of the service delivery operating model stream of work.

3.6. The other substantial stream of work under the Service Delivery work stream is better utilisation of risk data. This will evolve the functionality of the current risk model tooling to aid in validating the options for the future operating model. It will also add increased functionality over time to better enable the Service to predict where risk in a community may change and therefore, the response required may alter and have an impact on resource allocation. To enable this, data integration from gazetteer information, road networks and incident history may be required. This will also require the Service to operate in a more agile manner by mobilising distinct attributes rather than a set number of appliances. This will create dependencies on the fleet and equipment asset tracking project. The operating model will be a constantly evolving piece of work due to the fact that community risk does not remain static. It is vital, therefore, that a framework to assess the impact of such changes is established.

3.7. To support this, there is also a need to review how risk data is collected across the organisation. This will involve:

- mapping out the end to end process;
- identifying the points during an incident where risk data is required; and
- discovering where that data comes from and how best to display it to inform risk assessment during operations.

This will involve a review of the current Operational Risk Information System (ORIS) and how that connects with fire safety checks, audit and enforcement. There is also the opportunity to understand how the Service may be able to link information from the Home Fire Safety App, building heights gazetteer, topology and other information (hydrants for example) to give a more holistic view of risk at an incident, which may in turn inform the response provided. This information in turn may also feed back into the risk model tooling to inform and to close the dynamic information loop. This work could also identify further opportunities for closer collaboration and data sharing with partner organisations.

#### *Digital Transformation*

3.8. The items of work and their prioritisation for the data architecture work stream will again be dependent on the order in which decisions are made within the other work streams as the infrastructure will be prioritised to support the work required in the projects at each stage. This will be determined by the Technical Design Authority as the projects progress.

#### *Management of Fleet and Equipment*

3.9. The Service will require more flexible mobilisation of its assets in the future, therefore there are dependent pieces of work required to enable this. The Service needs to be able to successfully track and manage all of its assets. Currently the Service can partially mobilise by attributes as much as they are attached to a particular vehicle type. This is why the upgrade of the Asset Management Systems and creation of a full asset register have been prioritised within the Fleet and Equipment work stream. This work will need to be considered alongside (and work in tandem with) any considerations for changes to the mobilising and availability systems. This will also enable a more efficient process of introducing new equipment into the Service.

#### *Learning and Development*

3.10. Although the learning and development work stream is not dependent on other pieces of work to progress, it will be vital to ensure the Service is in position where staff feel supported through the significant change that will take place over the next few years across all areas of the organisation.

- 3.11. The output of a number of the work streams detailed above will overtime inform the picture of corporate performance which will give the Organisation a tool to evidence and continuously work to improve performance.

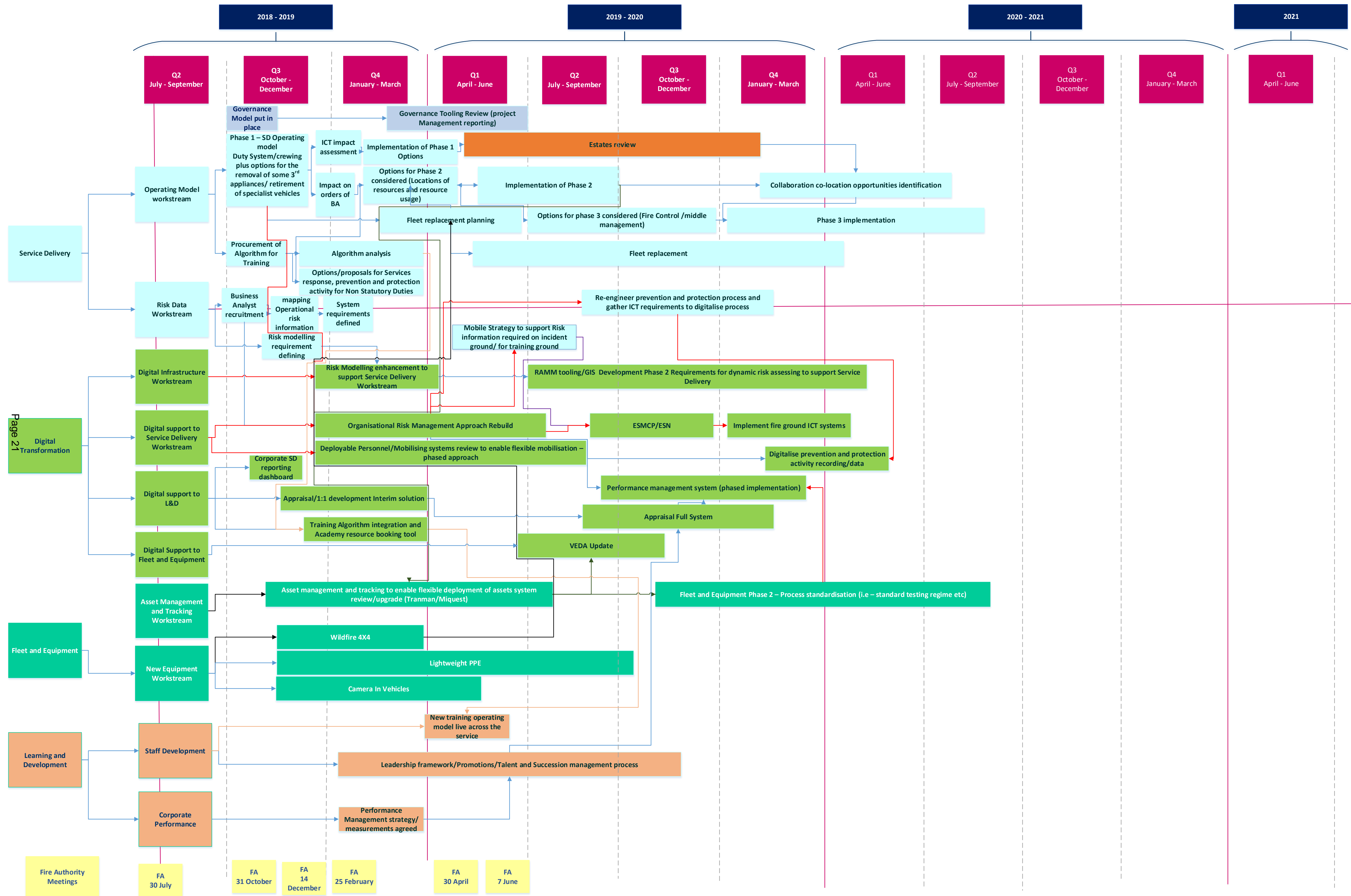
#### **4. CONCLUSION**

- 4.1. Following approval by the Fire & Rescue Authority of the Change and Improvement mandate, the Programme Manager and Senior Responsible Officer for the Programme have commissioned and delivered the required information on associated timescales which are now set out in this report.
- 4.2. This is a complex programme of work that has a number of interdependencies which will be determined in greater detail by the projects and it will be vital to continuously review the sequencing and to take an agile approach to development of products to ensure the programme moves forward successfully.

**ACFO PETER BOND**  
**Director of Service Improvement**

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