

REPORT REFERENCE NO.	CSCPC/18/6
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	22 OCTOBER 2018
SUBJECT OF REPORT	CHANGE & IMPROVEMENT PROGRAMME - TIMELINE
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>At its meeting on 26 July 2018, the Community Safety & 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>
RESOURCE IMPLICATIONS	None - resourcing requirements for the Change & Improvement Programme have been discussed in other papers.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Not required
APPENDICES	A. Diagram of the Change and Improvement Timeline
LIST OF BACKGROUND PAPERS	<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.

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