

SERVICE DELIVERY OPERATIONAL FRAMEWORK

Rationale

Over the past few months, managers within Service Delivery have been looking at ways in which we can improve the way we approach daily business. We needed to do this in response to feedback and learning we have received from a number of sources including peer review, staff surveys and EFQM.

In response to this feedback we have developed a new 'Service Delivery Operating Framework' which sets out how the various management teams within the Directorate will work going forwards. The SD Operating Framework does not change the way in which whole time and on-call stations currently work. It is focused on how the management and support teams within the directorate work to better support staff on stations, watches and delivery staff in group support teams.

Although streamlining resources, the new framework will ensure Service Delivery is best placed to adopt the outputs from the Safer Together programme of change whilst improving the Directorates response and reaction to any influencing external factors i.e. regulation, Grenfell outcomes etc.

Approach

Whilst constructing the framework the following principles were adopted.

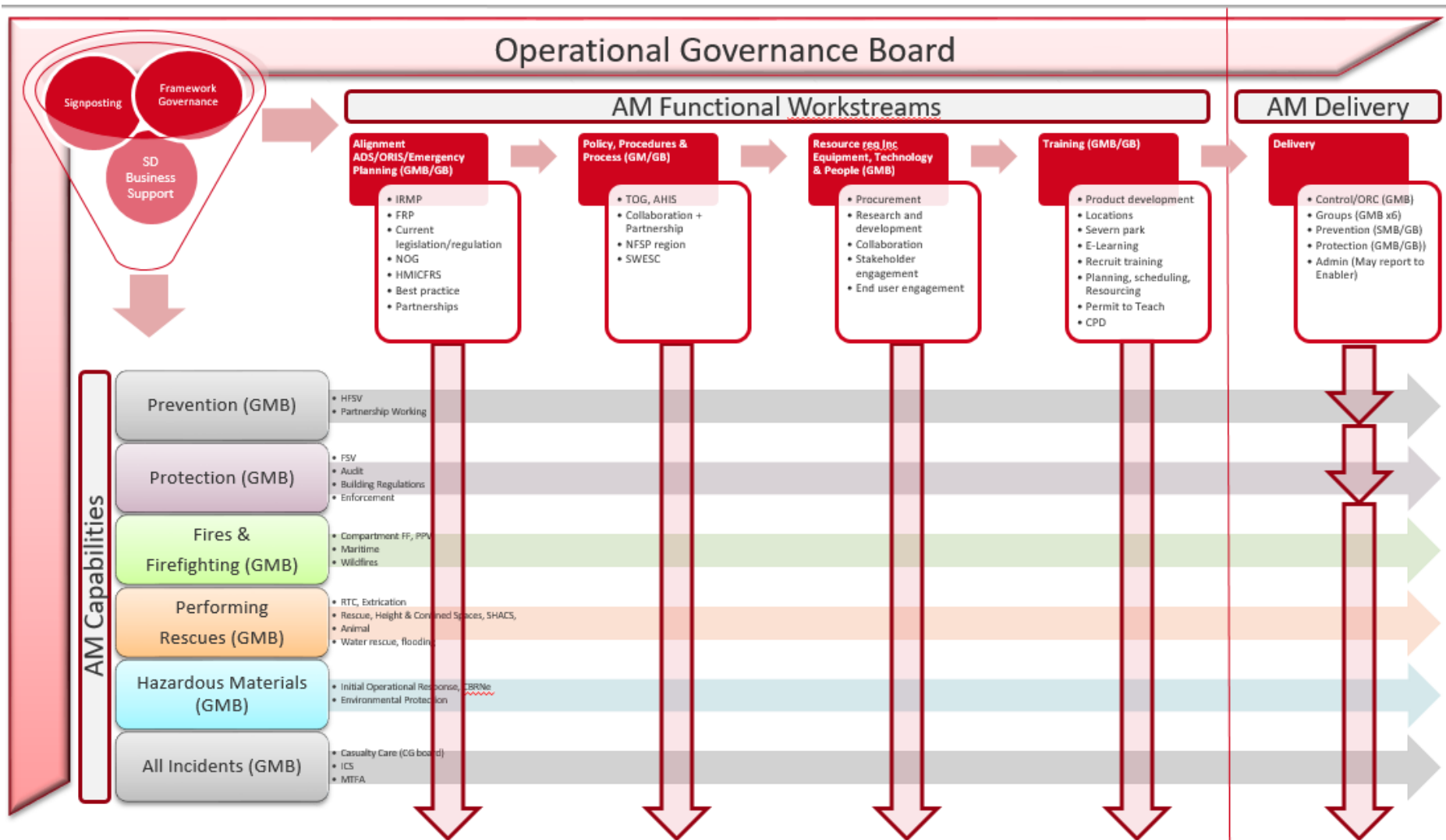
- To make sure that there is a responsive and resilient management structure
- To put in place a resilient operational framework that supports our frontline staff
- To implement an operating framework that improves resilience and promotes a strong connection with frontline firefighters
- To put in place clear, straight forward lines of accountability that make sure individuals understand their role within the structure
- To have clear points of contact for internal staff and external stakeholders
- To increase management capability at a local level
- Avoid duplication across the Service
- Reducing variation and inconsistency between teams across delivery areas.

Once the framework was designed there was extensive direct communication with staff to familiarise those most impacted. Early engagement returned a lot of positive and constructive feedback with many expressing a desire to move to the new ways of working sooner rather than later.

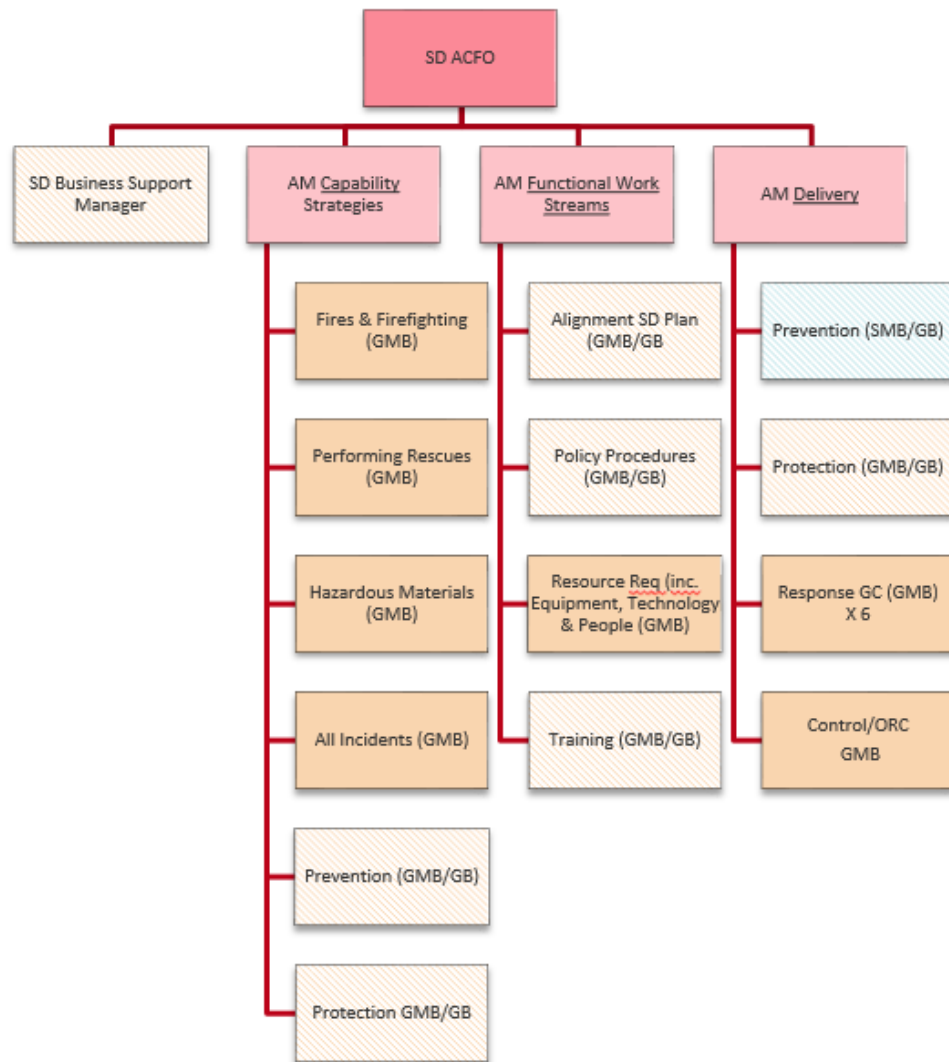
Through facilitated workshops, staff have been involved in the construction of the structures that will operate within the framework. These are designed to meet service needs in alignment with risk and remove waste from the system. The fresh eyes approach has been well received.

The Service Delivery Operational Governance Board is now overseeing the implementation of the framework and transition has commenced with job matching in progress. The transition is due to be complete by the end of March 2019.

Service Delivery Operating Framework



High Level Service Delivery Structure



Key	
	ACFO
	Area Manager
	GMB
	GMB/Green Book
	SMB/Green Book