

REPORT REFERENCE NO.	CSCPC/20/1
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	16 JULY 2020
SUBJECT OF REPORT	IMPACTS OF COVID-19 ON THE SAFER TOGETHER PROGRAMME
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That the Committee considers the evaluation of the impact of Covid-19 on the Safer Together Programme, including supply chain issues.</i>
EXECUTIVE SUMMARY	Resources allocated to the Safer Together Programme have been diverted to enable the Service to effectively implement its business continuity response arrangements to Covid-19. Many external stakeholders and suppliers have halted production, been unable to secure parts and consequently have not been able to deliver products and services which has and will continue to impact overall timescales for delivery of the programme.
RESOURCE IMPLICATIONS	The Service has reinstated elements of the programme and is currently reviewing the impact of external suppliers and internal resource availability.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Not applicable to this report.
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

1. INTRODUCTION

- 1.1. In March 2020 the Service entered business continuity response due to the coronavirus pandemic which included the government's lockdown measures across the nation. The Service continually reviews the associated Covid-19 regulations and guidance to ensure its approach to response and recovery remains compliant, coordinated and safe.
- 1.2. The Safer Together Programme has not escaped the impacts of this unprecedented business continuity event. However, those impacts have been mitigated where possible along the way.

2. KEY PROJECTS IN THE SAFER TOGETHER PROGRAMME

- 2.1. The Safer Together Programme was initiated in 2018 following the completion of the Authority's Integrated Risk Management Plan (IRMP) which describes the risks within the communities that the Service serves. The Programme also addresses those issues included in the Fire & Rescue Plan (FRP) which examined organisational risks for the Service in delivering against the IRMP.
- 2.2. The FRP identified 6 strategic themes that required addressing to match resources to risk and increase the capacity for Prevention and Protection activity in a more effective and efficient manner. The FRP themes are:
 - Service Delivery
 - People
 - Value for money and use of resources
 - Governance
 - Collaboration
 - Digital Transformation
- 2.3. From these key areas, a comprehensive improvement plan (Safer Together Programme) was developed to address the following key areas.

3. SERVICE DELIVERY WORKSTREAM

- 3.1. This comprises the Service Delivery Operating Model (SDOM) and the Management of Operational Risk Information (MORI) project. The purpose is to better match resource to risk, work more efficiently to improve availability, improve Emergency Response Standards whilst increasing capacity for prevention and protection activity.
- 3.2. In addition, this workstream considers duty systems as Pay for Availability, offering On-Call staff more flexibility, improved work/life balance, better rates of pay for the hours of cover provided and a more dependable model for operational availability.
- 3.3. This workstream includes a number of agreed initiatives:
 - Removal of some second appliances from nominated stations.
 - Replacement of a number of third appliances with a more agile vehicle offering.
 - Closure of Budleigh Salterton Station and relocation of the crew to Exmouth Station.

- Relocation of crews from Topsham Station to Middlemoor and establishment of a new on call crew at Station 60 (SHQ).
- Introduction of a roving vehicle model to enable a more efficient response and increased prevention and protection capability.
- The on call at night availability model (Risk dependent availability).

3.4. Furthermore, this workstream also involves working with the Network Fire Service Partnership (Hampshire FRS and Dorset & Wiltshire FRS) to introduce an attribute based response model that would enable the opportunity for an aggregate crewing model and a more granular level of mobilisation to ensure the Service does not over commit on resources to an incident.

3.5. The Management of Risk Information (MORI) project was initiated to ensure that all operational risk information is combined to ensure crews on the incident ground have a holistic picture of risk

4. THE FLEET AND EQUIPMENT WORKSTREAM

4.1. With a new management structure, a Service-wide Fleet, Equipment and Water Supply Strategy has been developed to agree the key priorities for the Service. In summary these are:

- To support the new service delivery model and set ambitious plans to replace ageing fleet
- To modernising fleet management operations with the introduction of system capabilities and asset tracking and management
- To collaborate and innovate through key departments with other blue light services and the external market.

4.2. To support the development of these aims, the Safer Together Programme will include projects to support delivery of the fleet and equipment replacement plan and systems development. Specific projects include:

- BA Replacement (complete)
- Introduce first batch of RIVs (complete)
- Introduce Light weight PPE and PPE review (complete)
- New 4x4 wildfire capability (in progress)
- Fleet capital vehicle replacement (in progress)
- Asset Management System development (In progress)

4.3. This workstream has been impacted by suppliers and manufacturers stopping production or unable to source parts and timescales have been delayed. However, good progress has been made in some areas and Covid-19 has provided an opportunity to bring forward plans from increased supplier capacity as other organisations stop work. The asset management project has commenced implementation plans and is agreeing project timelines. The review and introduction of light weight PPE has continued and been able to successfully close.

5. THE PEOPLE DEVELOPMENT WORKSTREAM

- 5.1. The primary project within this workstream is currently the People Development Project. This project will improve the development of staff and leaders within the organisation. It will establish clear career pathways in line with NFCC guidance for all staff to enable greater workforce and succession planning whilst developing our leaders of the future.

6. DIGITAL TRANSFORMATION WORKSTREAM

- 6.1. This workstream was initiated as an enabling workstream and runs intrinsically through every other workstream ensuring that the Service turns data into intelligence. The primary focus was on Service Delivery and the development of supporting technology for the new Service Delivery Operating Model.

7. THE IMPACT OF COVID-19

- 7.1. The programme team has progressed as much as possible during lock down but many workstreams will be delayed due to factors beyond the control of the Service. For example, the fleet replacement project includes new wildfire vehicles, supporting the removal and replacement of second and third fire engines on selected stations. This project is delayed due to suppliers being furloughed, thus delaying delivery of required vehicle parts, which delays the delivery of the new wildfire vehicles. This was compounded by driver training being reduced due to the Service business continuity response impacting all non-critical activities.
- 7.2. The business continuity response impacted many departments in a similar manner. For example, the ICT department diverted resources to develop systems and processes that ensured the organisation could easily fulfil requests for essential data and information that supported the new business continuity arrangements.

8. VEHICLE DELIVERY

- 8.1. It is anticipated the roll out of the new L4P vehicles that will form part of the increased wildfire capability and facilitate the removal of the third appliances will be delayed due to the unavailability of parts and training for crews. This should recommence in mid-July/August with the expected introduction of the new Wildfire All-Terrain Vehicles in September.
- 8.2. A 3-6 month delay is anticipated for delivery of the first batch of Medium Rescue Pumps (MRPs) which forms part of the fleet replacement project. These are now expected between April and June 2021.

9. ICT DEVELOPMENT

- 9.1. The ICT department has provided essential support to the business continuity response arrangements. As a result, delays will be experienced mainly in the Service Delivery Operating Model and Management of Risk Information projects. The timescale for the MORI project is in the process of being re-baselined and a revised time line will reflect this.

10. ACHIEVEMENTS OF THE LAST FEW MONTHS

- 10.1. The Service has worked hard to make progress during business continuity response and the following achievements have been made:

- Operational crews were relocated from Budleigh Salterton station to Exmouth and the building is now going through preparations for disposal. Crews have settled in well at Exmouth, improving availability and resilience.
- Work is continuing to prepare the relocation of crews from Topsham to Middlemoor and Station 60, with estates work and recruitment progressing to ensure both locations will have crews available as soon as possible.
- Contracts for upgrading the Service Tranman system to facilitate the asset management programme have been progressed.
- The final roll out of lightweight PPE has been achieved and the project has been approved for closure.
- A framework for leadership development, aligned to the National Fire Chiefs' Council best guidance, has also been progressed.
- Other work to progress the operating models for roving appliances and selective alerting has also taken place.
- A Fleet Replacement Business Case has been drafted for engagement

11. OPPORTUNITY

- 11.1. The Service has identified and progressed an opportunity to improve the delivery timescales for the relocation of Topsham Crews. Previously, a decision had been made to build a new facility within Station 60 to store the kit and BA cleaning facilities for the new crew. However, with remote working being enforced on the Service, software developers who were currently occupying the adjacent building can now work remotely and consequently no longer require that building. There is now an opportunity to refurbish the existing building to accommodate the requirements of the crew, significantly reducing the original timescales.

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