

REPORT REFERENCE NO.	CSCPC/21/1
MEETING	COMMUNITY SAFETY & CORPORATE PLANING COMMITTEE
DATE OF MEETING	8 MARCH 2021
SUBJECT OF REPORT	SAFER TOGETHER PROGRAMME UPDATE
LEAD OFFICER	Director of Service Improvement, ACFO Gavin Ellis
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	The purpose of this report is to provide the Committee with a high level overview and update on current progress on the Safer Together Programme.
RESOURCE IMPLICATIONS	The Service has reinstated and progressed elements of the programme and under the current situation is carrying out risk assessments to be ensure other areas can be progressed safely.
EQUALITY RISKS AND BENEFITS ANALYSIS	Each workstream has undertaken equality and risk benefits analysis at the business case stage.
APPENDICES	None
BACKGROUND PAPERS	None

1. INTRODUCTION

- 1.1 The purpose of this report is to provide a high level overview and update of current progress on the Safer Together Programme. At the previous meeting, it was reported that the Safer Together Programme had not escaped the impacts of the Coronavirus pandemic, however, supply chains and work re-commenced across the Programme and progress was made. The second wave of the pandemic and lockdown which commenced on 5 November 2020 also impacted again and this is referenced in the last report. The Nation is now currently in a third national lockdown and whilst some more progress has been made some of the same impacts remain particularly around vehicles supply, capacity for driver training and Covid restrictions.
- 1.2 The Safer Together Programme consists of the following key workstreams, namely:
- Service Delivery Operating Model (SDOM);
 - Fleet & Equipment (replacement);
 - Data and Digital Transformation; and
 - People Development.
- 1.3 The progress on each of these key workstreams is set out in this report.

2. SERVICE DELIVERY OPERATING MODEL (SDOM)

- 2.1. This workstream is made up of a number of strands of work which align to the decisions made by the Authority, following a 12 week public consultation, at its extraordinary meeting on 10 January 2020 (Minute DSFRA/32 refers). The progress made on each of these strands is described below.

Deferral of day crewing at Barnstaple, Exmouth and Paignton (Minute DSFRA/32(a)(i)) and Roving Vehicles

RAG STATUS: Amber – Slippage of plan will occur whilst model is reviewed to ensure most efficient model for deployment is further developed.

- 2.2. This decision was dependent on agreement with the Fire Brigades Union (FBU) to the introduction of a revised 24/7 crewing model, including roving vehicles.
- 2.3. The Roving Vehicle phase 1 proof of concept was designed to introduce operational vehicles that would be crewed by utilising latent capacity of whole-time staff over and above standard crewing levels on a shift by shift basis that would undertake Prevention, Protection and Operational Risk Reduction activity and offer increased response capability.
- 2.4. Whilst Covid restrictions have delayed the initial planned date of the roll out for Roving vehicles, it has however given the Service greater time to identify the extent of the latent capacity available and further analysis of the data has since identified that there is not currently a consistent number of available daytime latent capacity across each GST.

- 2.5. Also the Service is still embedding P4A and has not yet had sufficient time to fully evaluate the impact of this change on the Service Delivery Operating model. Currently work is also taking place outside of the Safer Together Programme to identify efficiencies within the WT Shift systems to further enable an increase in prevention, protection and risk activity across the Service.
- 2.6. Therefore the Programme Board has instigated a gateway review to consider a remodel the projects both within this workstream of the programme and within BAU, to ensure that we are working alongside the FBU to design a permanent model that sees the introduction of a toolkit to enable flexible management of our resource to support an increase in Prevention, Protection and Operational Risk Reduction activity and provide enhanced response capability, of which Roving vehicles will be a key, sustainable element.
- 2.7. Opting for this approach will enable the Service to undertake an extensive review of resource availability to include latent capacity across WT watches with a view to also utilising individuals on restricted duties providing development opportunities to help support their transition back into an operational role. In addition in addition the project team are ensuring that our business processes are in place to support in the allocation of work to the crews whilst working alongside the Operational Resource Centre to maintain a holistic view and amend appliance location and work to match changing risk profiles as they evolve throughout the day.
- 2.8. To enable a more efficient way of working this approach supports a better sequencing of work through the MORI project to ensure that the right digital tooling is in place to support in the data capture of Protection and Risk activity. In conjunction with this as part of Corporate Planning, the Strategic Analysis Team are in the process of procuring a tool which will encompass risk (mapping), workload (resource planning) and cover modelling (dynamic coverage) which is expected in Q1/Q2 2021.
- 2.9. This will ensure Roving vehicles provide significant flexibility in the most efficient and effective way and will be a cornerstone of the Service risk-based approach moving forward.

Closure of Budleigh Salterton fire station (Minute DSFRA/32(a)(ii))

RAG STATUS: Green - Complete

- 2.10. Operational use of Budleigh Salterton fire station ceased at the beginning of April 2020 and all firefighters who wished to remain with the Service have transferred to Exmouth fire station.
- 2.11. As reported previously to the full Authority meeting on 23 October 2020, (Minute DSFRA/49 refers), given the impact of the COVID-19 pandemic the Chief Fire Officer (following consultation with the Authority Chair as required by Standing Order 27), approved the disposal of the fire station building at Budleigh Salterton on 3 July 2020.

- 2.12. Subsequent to this decision, the station has been sold with contracts exchanged. In the event, the sale of the station realised a capital receipt of £366,666. In accordance with accounting regulations, the capital receipt has now been included in the Authority's capital funding.

Relocation of Topsham fire station (Minute DSFRA/32(a)(iii))

RAG Status: Green – Complete

- 2.13. The relocation of Topsham fire station to Service Headquarters fire station (Stn 45, Clyst St George) and the establishment of an On Call compliment at Middlemoor station have both completed, and the station has been closed.

Replacement of the third fire engines at Bridgwater, Taunton, Torquay and Yeovil (Minute DSFRA/32(a)(iv))

RAG STATUS: Amber – Due to COVID delays, however expected all appliances to be complete by early part of March.

- 2.14. The replacement of all existing third fire engines with a Light 4x4 Pump(L4P) was due to be completed by the end of January 2021. Despite impacts of the pandemic both internally and externally, the rollout of the L4P's at Taunton and Torquay stations stayed on track and took place in December 2020. The L4P's due for Bridgwater and Yeovil were with the supplier awaiting fit out of blue lights and this was delayed slightly due to the suppliers reduced capacity due to the pandemic. However the Bridgewater P3 has now been replaced and dependent on our ability to resume driver training, we expect the Yeovil appliance to be replaced in the next couple of weeks which will complete the replacement of the P3 element of SDOM.

Removal of the second fire engines from Crediton, Lynton, Martock and Totnes (Minute DSFRA/32(a)(v))

RAG STATUS: Green - Complete

- 2.15. The removal of the second fire engines from Martock and Totnes was completed at the end of March 2020.
- 2.16. The removal of the second fire engines at Lynton and Crediton and replacement with L4P's was completed in October 2020.

Introduction of variable fire engine availability dependent on risk (Minute DSFRA/32(a)(vi))

RAG STATUS: Green – On track

- 2.17. Facilitation of this element for the eleven identified stations has been linked to the introduction of Pay for Availability (P4A) in the first instance. Therefore, two risk-dependent availability stations transitioned in October 2020 and another in January 2021, followed by a further 4 stations in February 2021.
- 2.18. The remaining eight stations will transition at the same time as moving to P4A should they opt to take this system. Stations that do not wish to take the P4A offer will be transitioned to risk dependent availability status later in 2021.

Pay for Availability

RAG Status – Voluntary Roll Out On track

- 2.19. In Early March 2020 the FRSA was able to agree with the Service and signed a local collective agreement on P4A. It should be noted that, due to the complexities of trade union membership, the FRSA is not recognised to negotiate at a national level on behalf of on-call firefighters but is recognised locally for collective bargaining purposes by the Service.
- 2.20. Despite parallel progress being made with the FBU locally, the Service was informed in March 2020 that the FBU wished to refer the matter to a national negotiation level to be determined by national representatives of the FBU and the Employers and unfortunately an agreement was unable to be made in October 2020.
- 2.21. Having consulted with on-call staff, a number of stations were keen to move to the Service P4A proposal on a voluntary basis. Only 10 fire stations (13%) remain that they do not wish to progress the new model but it should be noted that some of these stations are currently on a legacy payment model which is being phased out. As such, this may change in the future if funds remain available for the investment.
- 2.22. As part of planning for the 2021-22 budget, it appears that the full amount allocated for P4A will now not be required as, without a collective agreement, a whole service approach is not possible. Crewing levels and performance on those stations where P4A has not been agreed will continue to be scrutinised.
- 2.23. On 1 October 2020, an initial group of six “early adopter” stations (involving eight fire engines) moved to the new system. In January 2021 a further group of 8 stations transitioned onto P4A and most recently on February 2021 a further 6 fire stations transitioned to the P4A system. In addition to this, a trial on selective alerting was planned to commence with an early adopter station however this has been delayed due to some delays with ICT suppliers due to COVID impacts. However the team are ready to progress this as soon as they are able. This will allow on-call firefighters to be alerted for specific appliances rather than a blanket approach to mobilising resources.

FLEET & EQUIPMENT (REPLACEMENT)

Medium Rescue Pump (MRP) replacement

RAG STATUS – Green – On Track

- 3.1. The new chassis are now with E1 (the Service’s supplier) and the crew cab arrangements have been agreed. The locker layout has also been agreed in principle and a stowage exercise took place in January 2021 with E1 to finalise arrangements and keep the project on track. It is still anticipated at this point that the Service should be in receipt of the first batch of vehicles in Spring 2021.

All-Terrain Vehicles (ATV) - increased wildfire capability

RAG status: RED – Compromised – purely due to impact on the timeline due to Covid delays. Expected to progress in March

- 3.2. The Service is now in receipt of all of the new ATV vehicles, however, due to the impact of the pandemic on the Service's Fleet workshops, there has been reduced capacity to complete the fit out of the vehicles. As a result, the roll out of the L4P vehicles to replace the second and third fire engines was prioritised as described above. This has impacted the roll out of the ATV slightly and the Service now expects these vehicles to go on the run shortly, beginning with the first vehicle going to Bovey Tracy Station in early March. The current Incident Support Unit (ISU) positioned there is now being moved to Martock station in preparation for the new appliances arrival. The remaining stations will be booked in for driver training as soon as there is capacity to do so and the remaining vehicles will then be rolled out.

Asset Management

RAG Status – On Track

- 3.3. Phase 1 of this project was implemented with a go live date in December 2002. The project is now finalising its phase 2 requirements before engaging with suppliers.

4. DATA AND DIGITAL TRANSFORMATION

4.1. The Management of Risk Information (MORI)

RAG STATUS: Amber – At risk. This project was re-baselined following previously being paused, however additional time to ensure the architectural platform on which the system is being built may be required resulting in timeline slippage.

- 4.2. Project development is progressing again following its previous pause due to COVID 19 and Business Continuity. The first of the applications that will be complete will be for the MORI protection app which will enable increased capability in case management of the Service's business safety activity. The project also began sprint zero (initiation) of the next application which collates and manages operational risk information at the end of November 2020. This development is now progressing in tandem.
- 4.3. To support all of this work, digital transformation of the Service's data architecture continues to ensure that, in future, the Service can have confidence in a consistent approach to determining risk across all operational areas of the business. This is complex work and is being developed in an agile way to ensure we build a foundation that is flexible and fit for the future.

5 PEOPLE DEVELOPMENT WORKSTREAM

People Development Project

RAG Status: Green – On track

- 5.1. The project is coordinating an approach to development and promotion currently being implemented by OD/HR.
- 5.2. The project has set up a series of development pools from Crew Manager – SLT. Mixed support and non-uniformed candidates, up to 80 candidates enrolled and virtual structured sessions being delivered at all levels. The on-going management will be picked up by OD/HR within BAU.
- 5.3. Development Toolkits are being developed utilising our existing Learning Management System. This is being rolled out currently by the project team to development cohorts (CM –SLT) with a view to give all staff access in the next year. This will link to our Skills Dashboard (developed previously as part of the Training for Competence Project) to support Service view of competence and workforce planning and is based upon NFCC Leadership Framework. It will allow line managers and individual to upload digital evidence from mobile phones, easily.
- 5.4. MindTools was a product that was identified as a requirement within the business case. This has now been procured and is launched as a trial.
- 5.5. The majority of the products of the project are being planned for transition into BAU. Once this is finalised the current people development project will begin the closure procedures and formally had over to the BAU teams for continuous development against these areas as required.

ACFO GAVIN ELLIS
Director of Service Improvement