

## **APPENDIX A TO REPORT DSFRA/21/28**

The Community Safety Committee asked for more detail to be provided on the achievements made since the last Integrated Risk Management Plan (2018-2022). As such, some of the following information may be appropriate to be included in the 'Looking Back' section of the draft Community Risk Management Plan 2022-2027.

All of the commitments made in the 2018-2022 Integrated Risk Management Plan and the Fire and Rescue Plan have either been delivered or are planned to be delivered by the end of the current IRMP timeframe (March 2022) unless indicated otherwise. A small number of the 2018-2022 commitments may need to feature in the final Community Risk Management Plan 2022-2027 subject to approval by the Fire Authority.

Progress will also be reported to respective Fire Authority Committees who have an enhanced scrutiny role and this will enable the impact of previous decisions to be evaluated. Details will be provided on our website.

## Progress against the 2018-2022 Integrated Risk Management Plan [Looking Back]

In the section that follows, italic text shows content drawn from the 2018-2022 Integrated Risk Management Plan [available here]

<https://beta.dsfire.gov.uk/sites/default/files/2021-04/Integrated%20Risk%20Management%20Plan%202018-2022.pdf>

This is provided in order to show progress against the previous Integrated Risk Management Plan. Some additional comments have been added to expand on progress.

- *Reduce the risk of fire to households through delivery of home fire safety visits (HFSV) using new working arrangements, improved staff (awareness) training, vehicles and technology to deliver in excess of 20,000 targeted home safety visits across our Service area every year with particular emphasis on residents aged over 85. Progress continues – 18000 HFSV's target for 21/22 although there is a reduced capacity due to Covid restrictions.*
- *Development of a heritage property fire reduction policy.*
- *Expanded collaboration work with the Police and other partners including health and social care to ensure the highest risk individuals can receive our support. Various projects established including Community Responders and data analyst embedded with Police.*
- *Reduce the impact of fire through development of a strategy to support the installation of domestic sprinklers in the highest risk households. Approved funding now in place and partnerships established with housing providers*
- *Expected outcomes from the activities New reporting mechanism established.*
- *A reduction in the number of accidental dwelling fires.*
- *A reduction in fire related injuries, particularly in the ageing population.*
- *A decrease in the number of fires in commercial premises.*
- *A reduction in the number of deliberate fires.*
- *A decrease in the number of fires involving heritage properties.*
- *Improve control of fire risk through investment in training for business safety officers to expand our capability in enforcing fire safety legislation. Career progression scheme now in place to allow staff to move from apprentice to fully qualified business safety officer. All BSO's following recognised qualification accreditation framework*
- *Use of new firefighting technology, enhancing incident skills/knowledge of operational personnel and attracting new skills to improve outcomes of incidents and firefighter safety. Introduction of new Breathing Apparatus sets including fireground communications ; Introduction of fog spike; increased hose size to support compartment firefighting*
- *Isolate known high risk collision sites through sharing data with partners and using predictive analysis to target interventions with road users.*

- *Support our partners in the control of risk by contributing data and experience to influence change and improvements in road design.*
- *Ensure that our staff are provided with the latest technology, equipment and training to effect casualty extrications and a rapid transfer to medical care where necessary. Full extrication equipment provided on all major and light rescue pumps and combination tools on rapid intervention vehicles.*
- *Reduce risk through Community engagement working with partners to support health messages.*
- *Development of a suicide prevention strategy to reflect, raise awareness and limit the impact of suicide on society and our staff.*
- *Review where present co-responding arrangements could be improved. Regional review undertaken and proposed future collaboration with SWAST imminent.*
- *Eliminate risk through delivery of Safe and Well visits by highly skilled staff who are sensitive of community needs to make people safer from a wider range of risk, such as falls within their own home.*
- *Identify alternative methods of responding to emergency medical incidents through consultation with staff and the community.*
- *Reduce the risk to our staff by providing specific training to ensure they are prepared to deal with flooding, hazardous material and counter terrorism incidents. Specific training package designed and delivered*
- *Develop our relationships with partners who manage high risk sites to control risk through legal compliance and integrated response plans ensuring effective use of all available resources.*
- *Reduce incidents through further targeted campaigning and education, identified and developed following engagement with relevant communities.*
- *Control risk through exploring the idea of a rural/farming safety team.*
- *Review our special appliance distribution and technology to ensure our resources match the risks presented. Not yet progressed – carried forward to new CRMP.*
- *Collaborate with other emergency services to share resources and response to resolve incidents effectively and efficiently. Op Braidwood example with Ff's driving ambulances.*
- *Develop stronger relationships with voluntary agencies to understand capabilities to resolve incidents effectively and efficiently.*
- *Review how we reward our on-call staff for their availability in order to acquire and retain their specific experience and knowledge.*
- *Develop an Operational Resource Centre to redistribute surplus capacity to meet forecasted crewing needs. Established and functioning.*
- *Explore demand led crewing options to match resources to risk, ensuring that an intervention occurs as quickly as possible at any emergency incident. Progress continues – linked to the Networked Fire Control Project.*

- *Relocate resources to match changing risk profiles.* Two fire stations closed and nine fire engines removed.
- *Complete the rollout of our tiered response appliances.* Fleet replacement plan now in place reflecting revised location of fire engines.
- *Review our response times for different incident types.* Emergency Response Standards for dwelling fires and RTC's updated.
- *Invest in technology to ensure we are able to work effectively with our emergency services partners.* Progress continues with partners through Network Fire Service Project.
- *Explore the use of new equipment and ways of working to keep our staff safe when attending incidents by investing in research and development*
- *We will ensure that operational staff gain and maintain the correct skills and knowledge from acquisition through to maintenance of skills and combat the potential for skills-fade over time.* Training for Competence rolled out.
- *Review skills and requirements for the role of On Call Firefighter and adjust recruitment process accordingly.* Recruitment process reviewed and positive action in place to encourage recruitment.
- *Give a realistic job overview, with career opportunities, to ensure we attract the talent required for the role.*

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## Progress against the 2018-2022 Fire and Rescue Plan [Looking Back]

To support our risk reduction activity outlined within the Integrated Risk Management Plan 2018-2022, we established a Fire and Rescue Service Plan with six themes: [www.dsfire.gov.uk/AboutUs/WhatWeDo/OurCorporatePlan/documents/OurFireRescuePlan.pdf](http://www.dsfire.gov.uk/AboutUs/WhatWeDo/OurCorporatePlan/documents/OurFireRescuePlan.pdf)

**Service delivery** – how we deliver the best possible prevention, protection and response services to keep our community safe.

**People** – ensuring we are recruiting, retaining, supporting and developing the best people.

**Value for money and use of resources** – ensuring that we provide value for money, making the most of our assets, investing in improvement and planning a sustainable future.

**Governance** – putting the right information, processes and people in place to help us make the right decisions.

**Collaboration** – seeking opportunities to work better with others to provide an improved service to our shared communities.

**Digital transformation** – making use of technology to provide the information we need, in the right way and developing smarter ways of working and thinking.

### In terms of Service delivery – we said we would:

- change to a model of prevention and protection activity that provides central direction and a consistent service
- develop and implement a new service delivery model to improve response availability, matched to risk, and facilitate greater diversity within our workforce
- develop our operational assurance framework to make sure we learn from every opportunity and make continuous improvements
- collaborate with partner agencies both locally and nationally to improve emergency response
- have a robust process for managing and implementing risk critical information including learning from emergencies elsewhere.

### In terms of People - we said we would:

- develop a People Strategy to define who we aim to be and a Workforce Plan to show how we resource our new ways of working
- deliver an improved approach to leadership and management development
- develop a recruitment process that focuses on recruiting the skills we need for the future and remove barriers to increasing diversity and inclusivity in our workforce
- develop and implement revised crewing systems, more flexible contracts and a management structure that will help us improve our service

- provide risk-based training and development that is centred around safety-critical elements by implementing our 'Training for Competence' project
- improve our approach to staff engagement and support line managers to empower their staff
- respond to issues raised by staff and feedback on actions taken
- introduce schemes for alternative career paths (This has not yet been delivered due to Covid 19 and will be incorporated into the next People Strategy).
- introduce apprenticeship opportunities for new and existing staff to develop their careers.

**In terms of Value for Money - we said we would:**

- have a medium term financial plan that takes into account the interdependencies of revenue budgets and capital investments, understands the role of reserves and considers risks
- publish reserves, capital and investment strategies to be transparent in our planning and financial preparation
- produce an environmental strategy and action plan
- strengthen our commercial practices through increased collaboration, demand management, social value, market intelligence and benchmarking
- have an estates strategy that gives our service delivery the resources it needs to deal with risk and maximises the opportunities for shared use with our partners
- carry out a review of the vehicle fleet and equipment to support new service delivery models, bring in new technology, and reduce costs and environmental impact
- develop a costing methodology for our activities
- make sure that our change and improvement programme is designed around clearly identified cost-benefit analysis and delivers improvement on time and on budget.

**In terms of Governance - we said we would:**

- develop self-service facilities and improve our Intranet and website
- produce an IRMP, Fire and Rescue Plan and change and improvement programme and share them with our staff and the public
- put in place appropriate governance and programme management
- work with our staff and their representative bodies on any options for change that affects them
- develop a comprehensive communications, consultation and engagement strategy

- develop a performance management culture through regular meaningful performance reports that lead to measurable improvement
- develop our business analysis function to improve our data led decision making Governance
- publish an annual report which will show how well the Service is meeting its priorities and will include our statement of assurance and statement of accounts showing how we are managing our finances.

**In terms of Collaboration - we said we would:**

- seek opportunities to share estates and co-locate with partners
- implement the work of the Office for Data Analytics to improve our capability for predictive analytics
- improve our approach to partnership working across our Service area
- continue to play a key role in the South West Emergency Services Forum
- continue to explore opportunities that arise from our strategic partnerships such as Networked Fire Services Partnership.

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**In terms of Digital Transformation - we said we would:**

- develop, publish and implement a digital transformation strategy
- develop and implement a data architecture and make sure our information systems are secure

- provide specific applications and data, that help staff do their job more efficiently and effectively
- restructure our business analysis and data architecture teams
- make full use of mobile technology
- invest in technology such as videoconferencing to reduce travel times and our impact on the environment
- continue to improve operational data capture through the single operational reporting tool (SORT)
- deliver a range of projects designed to improve our business applications.

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## **Improvement Areas identified by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in 2019 [Looking Back].**

### **Effectiveness**

An area for improvement was identified around the quality assurance of home fire safety checks. Progress - On track and due for completion Feb 2022.

An area for improvement was identified around the Service not efficiently and effectively utilising operational staff to maximise prevention campaign activity. Progress - On track and due for completion Feb 2022.

An area for improvement was identified around a lack of understanding by some operational staff about their requirement to conduct fire safety checks. Progress – Completed.

An area for improvement was identified around the potential resilience for out-of-hours specialist protection advice. Progress – Completed.

An area for improvement was identified around inconsistent business engagement across the Service. Progress – Completed.

An area for improvement was identified around the availability of on-call staff. Progress – Completed.

An area for improvement was identified around performance against Emergency Response Standards (ERS). Progress – Completed.

An area for improvement was identified around the Service's ability to routinely capture learning from lower-level incidents. Progress – Completed.

An area for improvement was identified around the level of understanding by operational crews on procedures for responding to terrorist incidents. Progress - On track due for completion Dec 2021.

An area for improvement was identified around the Services ability to monitor Service wide and cross border exercises. Progress - On track due for completion Dec 2021.

### **Efficiency**

An area for improvement was identified around the Service allocating prevention, protection, and response resources in relation to risk. Progress – Completed.

An area for improvement was identified around using operational crews productively and efficiently to support prevention, protection, and response activity. Progress – Completed.

An area for improvement was identified around the Service having robust Business Continuity Plans (BCP) for all aspects and functions of the Service. Progress – Completed.

An area for improvement was identified around the Services risk management and control process for the escalation of risks upwards through the organisation. Progress – Completed.

## **People**

An area for improvement was identified around the monitoring and recording of working hours for staff with more than one contract. Progress – On track for completion March 2022.

An area for improvement was identified around the assurance arrangements regarding the management of Health and Safety (H&S) in the workplace. Progress - On track for completion Dec 2021.

An area for improvement was identified around the Service's values and behaviours being understood and demonstrated by staff across the organisation. Progress – On track for completion March 2022.

An area for improvement was identified around assuring that operational members of staff meet the minimum fitness requirements to perform their role. Progress – Completed.

An area for improvement was identified around the Service being able to assure itself that it has effective grievance procedures. Progress – Completed.

An area for improvement was identified around the Service ensuring that facilities are accessible and suitable for female staff. Progress – On track for completion March 2022.

An area for improvement was identified around ensuring that the selection and promotion process is fair, open, and transparent and that feedback is available to staff. Progress - On track for completion March 2022.

An area for improvement was identified around the Service not having an open and fair process to identify, develop and support high-potential staff and aspiring leaders. Progress - On track for completion March 2022.

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