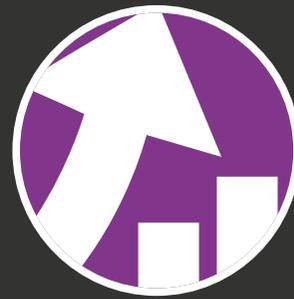




DEVON &  
SOMERSET  
FIRE & RESCUE SERVICE

# OUR FIRE & RESCUE PLAN





Keeping people safe is what we do and we have a proud history of this. We need to respond to the changes around us. Deaths from fire are falling and our prevention work continues to keep you safe in your home, workplace and when you're out and about visiting places. We know that risk in our communities has changed and we have reducing funds, but despite this we've come a long way from being seen as just an emergency response. We save more lives through our prevention work than we do in rescuing people from burning buildings, we have helped communities through our prevention work to make better decisions about their own safety and how they go about their daily lives.

Our prevention work will always be our priority but when our emergency services are need, you can be assured that we are ready 24/7 to keep you safe.

# WHO WE ARE



# 85

fire stations

**largest**  
non metropolitan  
fire and rescue service

**2 counties**



Devon & Somerset

# 25% 15%

of our stations undertake  
co-responder activities

of our stations host  
other emergency services

# LARGEST

employer of 'on call'  
firefighters in the country



# 1.7 million residents



## Community Safety

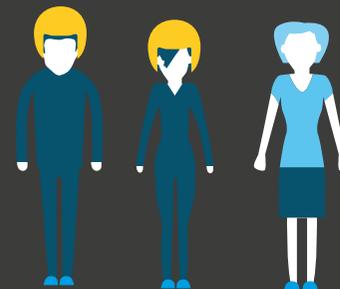
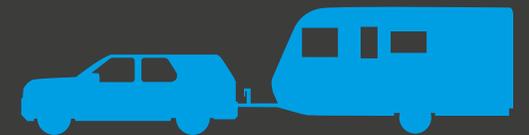


Education  
Prevention  
Protection

**550** Home Safety Checks per month  
aiming for **1,000** per month in 2019

# 400,000

visitors each year



# 2000

Dedicated staff

## **Our Vision**

Together we will work to end preventable fire and rescue emergencies, creating a safer world for you and your family

**We will do this by:**

- involving communities and colleagues in designing our services
- innovating using new technologies and approaches to reduce or remove risk
- influencing behaviour, design and legislation, making living and working environments safer

## **Our Purpose**

**We are here to Protect and Save**

We work every day with our communities and partners to prevent emergencies, to make people safer in their homes, their places of work and where they visit. However emergencies do happen and when they do we will respond as quickly as possible in order to help people and save lives.

## Our Values

### WE ARE PROUD TO HELP



*We show this by...*

Doing what we say we will do and seeing things through to the end

Demonstrating high standards

Working hard and doing our best to get the right outcomes

Being motivated, keen and willing to give things a go

### WE ARE HONEST



*We show this by...*

Being open, clear, and realistic

Admitting and learning from mistakes

Showing trust and being trustworthy

Being responsible and accountable

# WE ARE RESPECTFUL



*We show this by...*

- Being consistent and giving credit where it's due
- Always being polite, considerate and treating people fairly
- Genuinely listening, involving and engaging others
- Being inclusive to all

# WE ARE WORKING TOGETHER



*We show this by...*

- Understanding others' needs and appreciating their demands
- Positively challenging sharing ideas and giving feedback
- Supporting others and giving practical help and advice
- Being willing to adapt and change to get the best results

# Why a Fire and Rescue Plan?

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This plan describes the challenges we face and explains why we need to change and how we are going to do that. As the risk and needs of our communities change, we require a different, more flexible and most cost effective way of keeping you safe.

This means our priorities are to:

- put prevention and protection activity at the heart of what we do to reduce preventable emergencies;
- focus our response activity firmly on our statutory functions; responding to fires and road traffic collisions;
- make sure that our service is designed to fully meet the risks in the community, with more resources located where risk is greatest
- make sure that we are an agile organisation, able and motivated to learn and improve
- make sure we're getting the best value from our resources in the face of a shrinking budget.

We've looked at the ways in which we need to improve and there are six priority areas of focus:

- **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 very best people
- **Value for Money and use of resources** – ensuring that we provide value for money, making the most of our assets and investing in improvement and that we are planning a sustainable future
- **Governance** – putting the right information, processes and people in place to help us always make the right decision
- **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.

The changes we need to make have been prioritised into a series of projects to be delivered over the next few years. We will be working hard to make sure all of our staff are aware of, and able to contribute towards, these change projects and a team of skilled project managers will make sure that they are co-ordinated and delivered on time and on budget.



FIRE-RESCUE

saxon

FL6  
SUPERCHARGER

W264  
RYB

FIRE RESCUE

WASS FUE

MAN



# Service Delivery

Our three key activities are prevention, protection and response, we call these **Service Delivery**. It's the service you get from your fire and rescue service. So what do they mean?

# Service Delivery

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Prevention is when we work with the community to help them understand how to keep safe and avoid an emergency situation. Protection is making sure that those who may be at risk have measures in place to help them survive should an emergency happen, such as a smoke alarm and response is when we come to you in an emergency.

Within each of our communities people face risk, whether it's at home, at play, at work or out on our roads. We spend a lot of time identifying where this risk is and making sure that we are working with those people at highest risk to provide advice and support that will keep them safe. This includes providing safety advice in peoples' homes and schools, educating drivers and motorcyclists, and using our expertise to support and enforce fire safety standards across commercial and public premises, to keep people safe and help businesses to operate safely.

Not all incidents can be prevented and we will still respond to save life and protect property and the environment. To do this we will need to continue to be innovative and flexible in the way we plan for,

manage and deal with emergencies. We have improved our understanding of risk and we will respond with the right staff, the right skills and the right equipment. We are working more with our partners to identify where the risk is greatest in terms of location, household types, times of day and seasonal variations. This new intelligence will allow us to be more flexible to make sure that our emergency response resources are available and located where the risk is greatest. It is rare that we respond to emergencies on our own and we will continue our joint planning with partner agencies making sure we work together to be prepared to deal effectively with emergencies at a local, regional and national level.

We will need to think differently about the tactics we use to deal with and manage emergencies and use every opportunity to learn, including introducing new technological solutions.

# Service Delivery

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## The challenges we face:

- making sure that delivering effective prevention and protection activities is our first priority and this is delivered in a consistent way across the whole Devon and Somerset Fire and Rescue Service (DSFRS) area
- ensuring that we are consulting and engaging with our communities in a meaningful way
- improving how we use data to target and evaluate our work in order to learn and improve
- making sure that our staff understand their priorities when it comes to delivering prevention, protection and response and that our policies are up to date and easy to follow
- being in line with other organisations' priorities (where appropriate) and having clear expectations for working together
- ensuring that our focus is on delivering our statutory response obligations under the Fire and Rescue Services Act, namely fires and road traffic collisions
- ensuring that the way our fire stations and appliances are crewed meets the risk in our communities
- getting the availability, recruitment and retention of our On-Call staff right
- ensuring that public and staff expectations are based on a realistic understanding of the changing role of the Fire and Rescue Service
- understanding the impact of an increasing demand for Emergency Medical Response.

We would  
always  
rather prevent  
an emergency.

# Service Delivery

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## We want to be a Service that will:

- deliver high quality and consistent prevention and protection activity, focussing resources where the risk is greatest and regularly evaluating our impact
  - prioritise our response planning for fires and road traffic collisions and ensure that risk data analysis is consistently used to decide how we need to respond, and to what
  - continually review our response provision to make sure it is effective and ensure that our fire stations, appliances and staff are located where risk is greatest
  - have a fully trained and competent workforce, working a range of flexible work contracts and duty systems, matched to risk
  - make sure our staff have the latest risk and performance information in a format they need, when they need it
- consider new technologies and equipment in our Service design to support staff safety, provide better firefighting tactics and increase inclusive and efficient ways of working
  - have a Fire Control team that supports efficient and effective service delivery
  - continue to provide co-responding in partnership with the ambulance service to the most serious medical emergencies and enhance our staff's casualty care capability at fires and road traffic collisions
  - review our current Emergency Response Standards to make sure they are reflective of National Incident Types including realistic attendance times
  - maintain and develop our ability to attend complex incidents including the threats from terrorism and climate change
- make sure that we have appropriate controls in place to meet our National Resilience, Business Continuity and inter/intra-operability requirements.



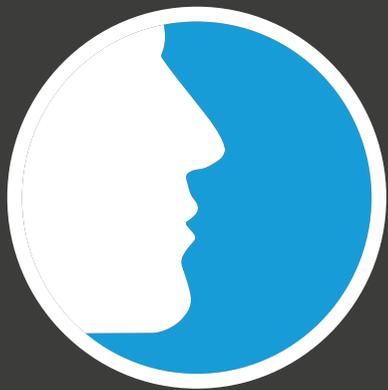
# Service Delivery

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**In order to achieve this, over the next four years, we will:**

- 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.





# People

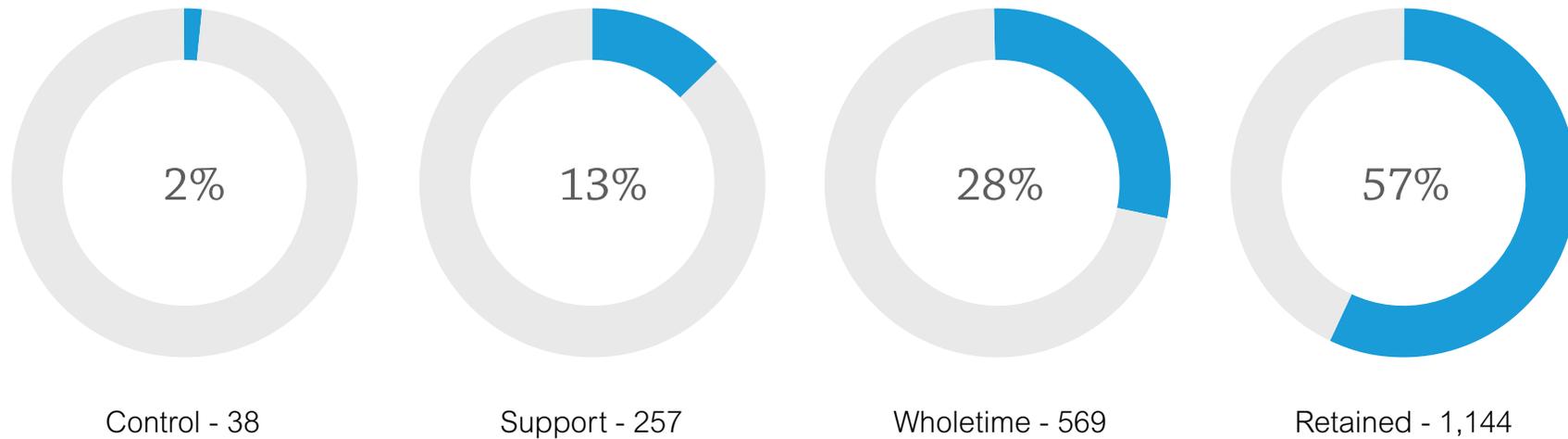
We owe our fantastic reputation to our skilled and motivated staff and as our communities evolve, the skills and knowledge that we need in our organisation will also inevitably change.

# People

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In order to achieve our vision we need to make sure that we have the right people in the team and that all our staff feel valued as individuals, are appropriately supported and involved, well trained and most importantly, safe at work.

## Employee numbers 2017



# People

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## **The challenges we face:**

- ensuring that the way we recruit and retain our on-call staff meets Service needs
- addressing an ageing operational workforce that is not representative of our community
- ensuring we have the right leadership and an appropriate management structure
- taking a structured approach to identifying talent, providing the right progression and succession planning for our future leaders
- ensuring that the design and delivery of learning meets the differing needs of all our staff
- increasing the diversity of our team and recruiting from under-represented communities

- making sure our workforce fully understand the improvements required and are at the heart of the change process.

## **We want to be a Service that will:**

- deliver high quality and consistent prevention and protection activity, focussing resources where the risk
- have a more diverse and inclusive workforce that is skilled and empowered to address the challenges we face
- ensure our managers have the skills and ability to motivate, manage change and performance
- deliver a new approach to training that is designed to address risk and meets the needs of on-call staff
- implement the standards approved through the National Professional Standards body
- make sure our firefighters remain fit and take a more holistic approach to ensuring health, safety and wellbeing across the whole organisation.

We owe our  
fantastic  
reputation  
to our skilled  
and motivated  
staff.



# People

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## **In order to achieve this, over the next four years, we will:**

- provide a People and Workforce Strategy to show how we will resource our new ways of working
  - deliver an improved approach to leadership and management development
  - develop a recruitment process that focusses 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
- provide an Organisational Development function that improves our approach to staff engagement and supports line managers to empower their staff
  - respond to issues raised by staff in the staff survey and feedback on actions taken
  - introduce schemes for alternative career paths.





## Value for money *(how we use our resources)*

Plan, and operate within, a balanced budget every year.

# Value for Money

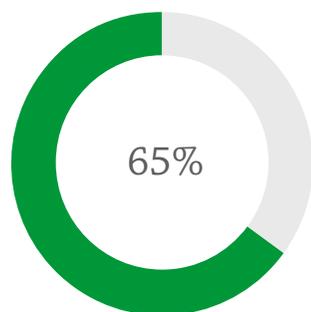
We will be operating with less money and it is essential that we:

- plan, and operate within, a balanced budget every year
- look for efficiencies in future budgets by challenging the 'norm' but not compromising on the quality of service
- make every pound count by delivering the best services at the lowest reasonable cost to ensure we are achieving best value
- implement changes to the way we work that bring tangible and cashable efficiencies.

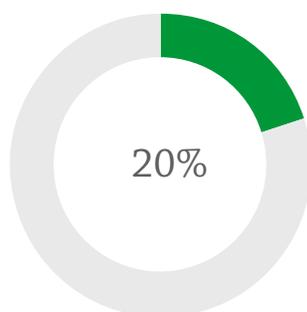
## Our money

Our funding for 2017/2018 is £78.379 million

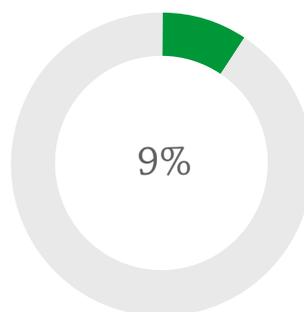
For a 'Band D' property the 2018/19 council tax charge is £84.01



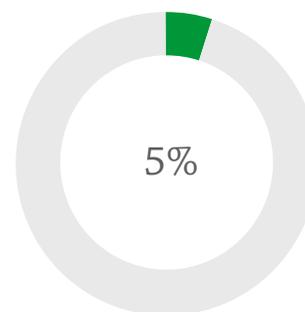
Council Tax  
£51.02m



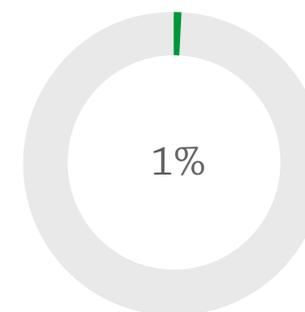
Non-domestic  
Business Rates  
£15.56m



Government Grant  
£7.295m



Other income  
£3.56m

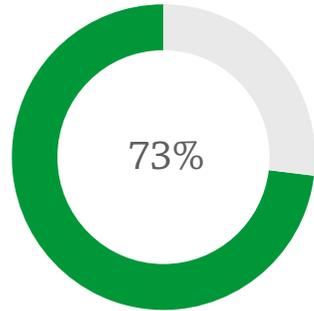


Funding from reserves  
£0.945m

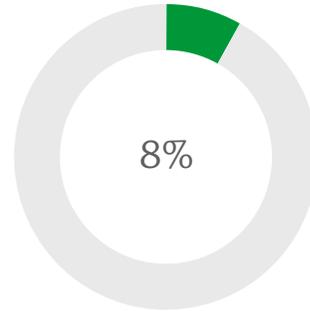
# Value for Money

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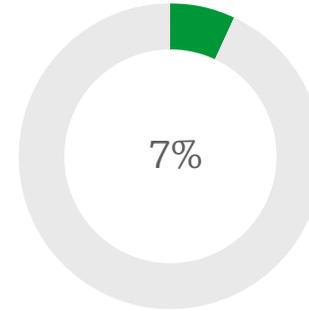
Our planned spending for 2018/19



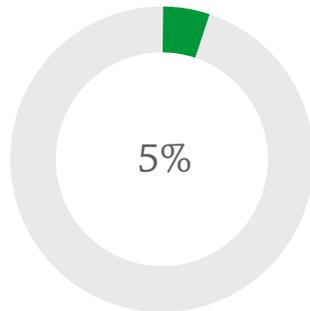
Employee costs  
**£57.4m**



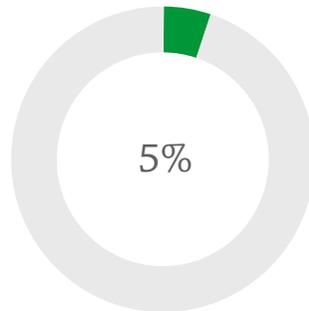
Supplies and services  
**£6.4m**



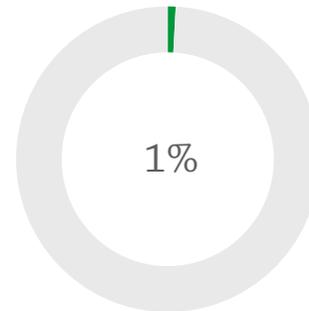
Capital Financing costs  
**£5.9m**



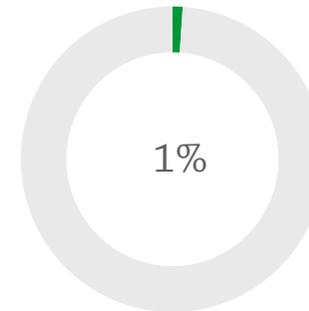
Premises related costs  
**£3.8m**



Transport related costs  
**£3.5m**



Payments to other  
Authorities  
**£0.7m**



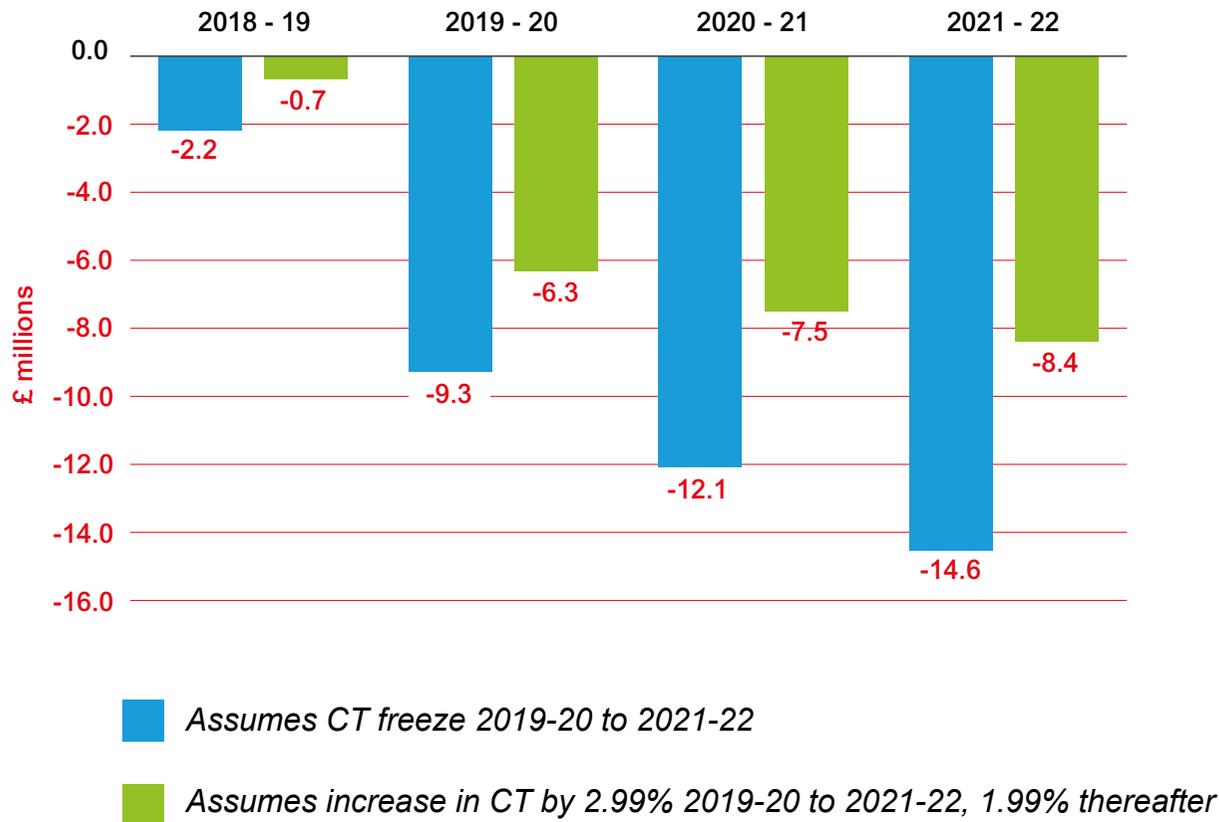
Establishment costs  
**£0.7m**

# Value for Money

## The challenges we face:

By 2020 our grant will be reduced by £7.3million and we need to plan a balanced budget that accommodates this.

## Anticipated savings requirement up to 2021/22



# Value for Money

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## We want to be a Service that will:

- be more efficient and effective to secure the best value for money for the tax payer
  - manage reductions in government funding and increasing costs
  - manage our existing estate to get the best value for money whilst looking to invest in our future
  - build on the excellent work of our procurement team who lead on national procurement strategy and supplier management
  - ensure that we have a fully funded Change and Improvement programme that delivers identifiable benefits
  - minimise our impact on the environment by reducing our carbon emissions from our buildings and vehicles, waste and pollution from our activities and wasted water.
- use commercial practices when purchasing goods and services by working with other organisations, achieving social value and getting the best value for money.



# Value for Money

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**In order to achieve this, over the next four years, we will:**

- 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, reduce costs and environmental impact
  - develop a costing methodology for our activities
  - ensure that our Change and Improvement programme is designed around clearly identified cost-benefit analysis and delivers improvement on time and on budget.

Make every  
pound count  
by delivering  
the best  
services  
at the lowest  
reasonable cost.



# Governance

Good governance means having the right information, processes and people in place to always make the right decision.

# Governance

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Good governance means having the right information, processes and people in place to always make the right decision. We need to be transparent about why we've made decisions and be held to account for what we achieve. Effective risk management needs to sit at the heart of our planning for the future.

We have developed a new performance framework that will tell us clearly how we are doing and we will continue to develop our ability to analyse information and be more intelligent in forecasting and modelling risk. We will make sure that everyone can access the information they need to play their part in delivering our Change and Improvement programme.

# Governance

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## The challenges we face:

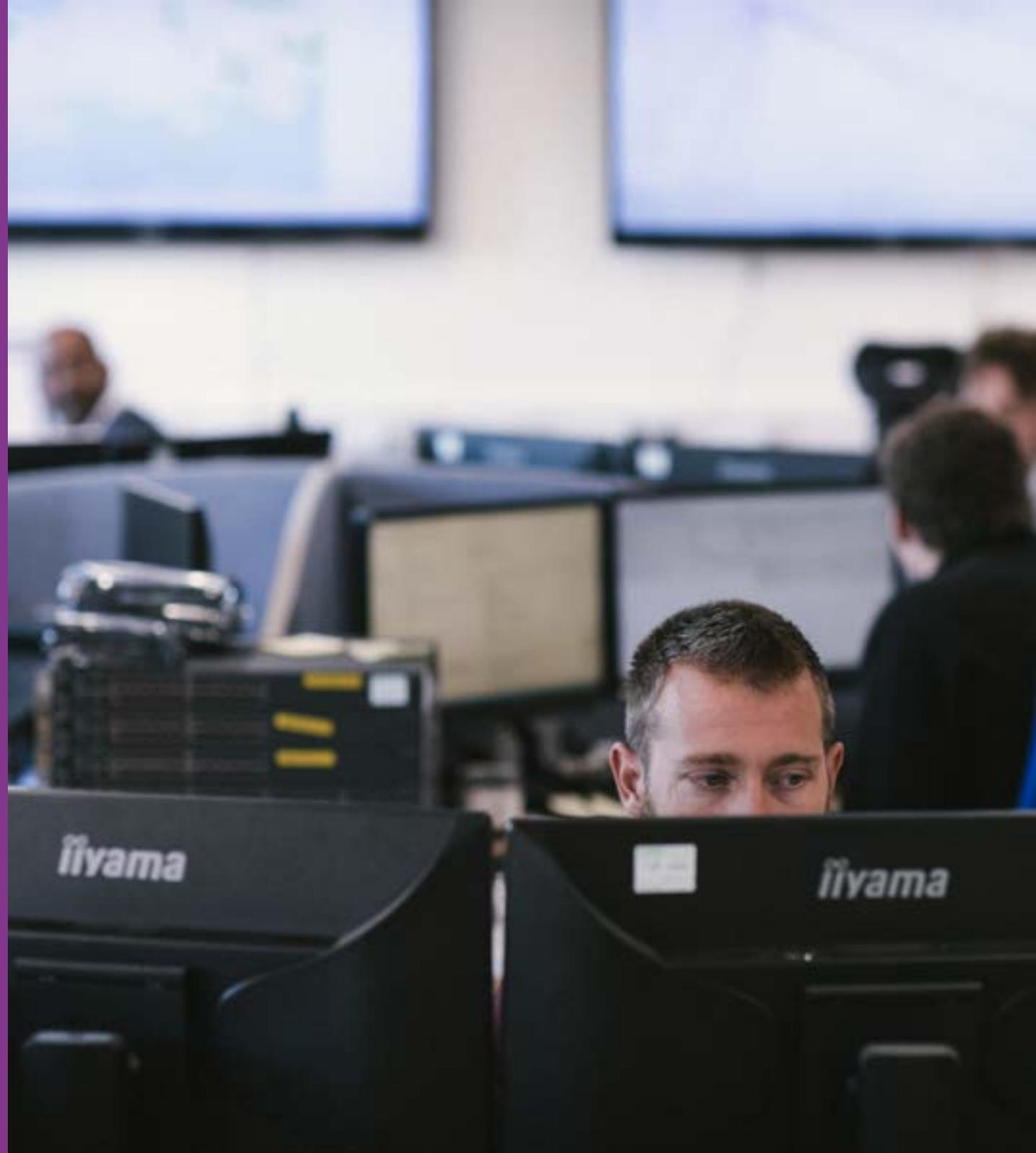
- making sure that our structures and governance arrangements are clear and effective
- making sure we use data and information in a consistent and productive way
- make sure that we capture and celebrate good work and share learning
- making sure policies are concise, clear and up to date
- making sure that our internal communications throughout the organisation are clear, meaningful and designed with the audience in mind
- managing our projects to deliver the desired outcome on time and on budget
- making sure that pilots are short, clearly defined and evaluated to identify benefits.

## We want to be a Service that will:

- make information easier to access
- ensure we are accountable to the public for our performance, decisions and actions, and offer opportunities for communities to help plan and have their say on their local service
- be robust in providing financial, governance and operational assurance
- ensure that we deliver our IRMP and Fire & Rescue Plan
- make performance improvement a key part of what we do every day
- make sure opportunities and risks are identified and managed and that learning from experience leads to continuous improvement
- deliver what is expected of us in the National Framework document.



We will make  
sure that  
everyone can  
access the  
information  
they need.



# Governance

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## **In order to achieve this, over the next four years, we will:**

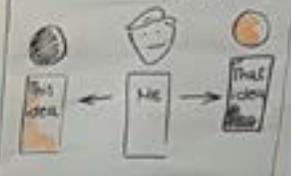
- developing self service facilities and improving our intranet and website
  - produce an IRMP, Fire and Rescue Plan and Change and Improvement programme and share them with our staff and the public
  - put in place appropriate governance and programme management
  - work with our staff and their representative 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 a new and integrated approach to managing risk
- develop an ability to fully evaluate the impact of our actions
  - develop our business analysis function to improve our data led decision making
  - publish an Annual Report which will show how well the Service is meeting its objectives and will include our Statement of Accounts showing how we are managing our finances.

#4  
CREATE A CLIMATE  
OF  
COLLABORATION

#3  
MANAGE  
participation

#2  
FOCUS  
ON  
PROCESS

#1  
REMAIN  
NEUTRAL



Remain neutral  
What is your role?  
Change roles  
Keep working





# Collaboration

We are a founding member of the Networked Fire Services Partnership which sees us working with Dorset & Wiltshire and Hampshire fire and rescue services.

# Collaboration

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We have a statutory duty under The Police and Crime Act (2017) to fully explore all areas where we could work more closely with the police and ambulance services. Our collaboration doesn't stop at emergency services, and we also work closely with the RNLI, Maritime and Coastguard Agency, Local Government and a range of community and voluntary organisations. We took the lead in establishing the South West Emergency Services Forum which brings together the highest level of management to lead collaboration for the South West. The forum's vision is to:

*“lead the way in providing a relentless focus on improving public safety and improving organisational efficiency and effectiveness through working collaboratively and working together”*

and we have done this by working with police and ambulance to respond to concerns for the safety of people locked in buildings and introduced the first Police Fire Community Support Officers in North Devon. We also operate a co-responding scheme where we are the first medical response for the most serious

medical emergencies. We are a founding member of the Networked Fire Services Partnership which sees us working with Dorset & Wiltshire and Hampshire fire and rescue services to manage our control systems.

# Collaboration

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## **The challenges we face:**

- making sure that we have the right governance in place and a consistent approach to working in partnership
- dealing with inconsistent political and geographical boundaries
- identifying wider opportunities to work collaboratively beyond the public sector
- sharing information in a secure and meaningful way
- understanding the complexities of sharing functions and assets.

## **We want to be a Service that will:**

- continue to seek opportunities where collaboration will improve community safety or achieve cashable efficiencies
- work with partners to better understand risk and reach more vulnerable people
- work with nationally co-ordinated research and development programmes, unless there is good reason not to, and only do our own research and development where it is not available nationally.

Lead the way  
in providing a  
relentless  
focus on  
improving  
public safety.



# Collaboration

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**In order to achieve this, over the next four years, we will:**

- 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.





# Digital Transformation

We use digital technology in a variety of ways to support our day-to-day activities.

# Digital Transformation

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From mobilising resources to operational incidents and making sure that our front line staff have all the information they need, to using business systems to manage and control our resources. Technology touches every part of our Service.

We aim to use the opportunities and efficiencies digital technology can bring. We will improve our digital technology infrastructure and capability to make sure we make the best use of available data and information to improve our services to the public and to aid our joint working with partners.

# Digital Transformation

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## The challenges we face:

- bringing together and rationalising our existing systems and packages
- creating a data architecture that captures valuable information in the most direct way and delivers consistent and accessible data when staff need it
- creating technical solutions that help staff safely manage incidents, taking into account the wide and often remote geographical spread of our Service and the resulting connectivity issues
- developing smart work-based solutions that reflect the sophisticated technology we now use in our everyday lives
- increasing our business intelligence and analytical capability
- dealing with the risks around cyber security and data protection.

## We want to be a Service that will:

- take a Digital by Default\* approach, providing specific apps and data, via our Workbench, that help staff do their job more efficiently and effectively
- ensure that staff have easy access to accurate and comprehensive data
- make information securely available and enable people to work more flexibly and remotely.
- enhance our ability to communicate by fully exploiting social media
- develop a business analysis capability to enable the prediction and modelling of risk
- develop our solutions with the end user in mind and according to a clear set of design principles.

*\* digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can't are not excluded.*

We aim  
to use the  
opportunities  
and efficiencies  
digital  
technology  
can bring.



# Digital Transformation

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**In order to achieve this, over the next four years, we will:**

- develop, publish and implement a Digital Transformation Strategy
- develop and implement a data architecture and ensure our information systems are secure
- restructure our business analysis and data architecture teams
- make full use of mobile technology
- invest in technology such as video-conferencing to reduce travel times and our impact on the environment
- continue to improve operational data capture via the Single Operational Reporting Tool (SORT)
- Deliver a range projects designed to improve our business applications.

