



DEVON &  
SOMERSET  
FIRE & RESCUE SERVICE

# OUR FIRE & RESCUE PLAN

2018 - 2022







## Our Fire & Rescue Plan

Keeping people safe is what we do and we have a proud history of this.

We know that risk in our communities has changed and we now face different challenges than in the past.

It is great to see that deaths from fire are falling. This is a result of years of prevention work and we have come a long way from being seen as just an emergency response service. But incidents still occur and we are ready 24/7 to respond.

Preventing fire and other incidents is an important part of our work. We aim to support and educate communities to take steps to protect themselves.

Our Fire and Rescue Plan sets out how we will respond to the current and future risks our communities face as set out in our Integrated Risk Management Plan (IRMP).

We need a different, flexible and more cost-effective operating model to meet those challenges.

Our improvement plans will support us to adapt to the changes around us.

Together we will work to end preventable fire and rescue emergencies, creating a safer world for our communities.

# 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

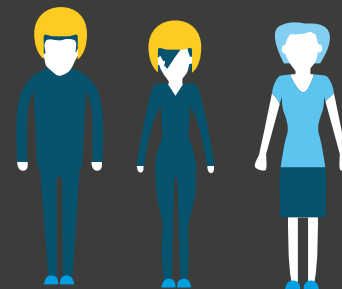
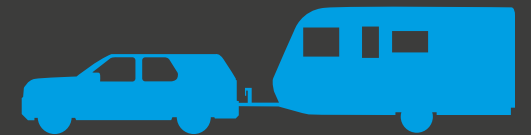


Education  
Prevention  
Protection

**550** home safety checks a month  
aiming for **1,000** a month in 2019

# 400,000

visitors each year



# 2,000

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, to make 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 strategic themes by which we provide our service. Within each theme we have identified the challenges we face, explain why we need to change and how we are going to do that.

We have six strategic themes.



**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.

By cross referencing these strategic themes with the community risks noted in our Integrated Risk Management Plan (IRMP) we have identified the following priorities:

- putting prevention and protection activity at the heart of what we do to reduce preventable emergencies
- focussing our response activity firmly on our statutory functions: responding to fires and road traffic collisions
- making sure our service is designed to fully meet the risks in the community, with more resources located where risk is greatest

- making sure that we are an agile organisation, able and motivated to learn and improve
- making sure we are getting the best value from our resources in the face of a shrinking budget.

In order to deliver against these priorities we have developed a change and improvement programme which sets out the changes we need to make over the next four years.





www.dsfire.gov.uk

RIV 1

DEVON & SOMERSET FIRE & RESCUE SERVICE



# Service Delivery

We keep the public safe through three key activities - prevention, protection and response, which are collectively known as Service Delivery.

# 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 premises where people work and visit comply with fire safety legislation.

Response is providing fire stations, appliances and firefighters to deal with emergency incidents.

Prevention and protection is a primary focus in service delivery and we recognise that risk reduction begins with safe behaviours at home, at work, or on the road, and this leads to a safer society for all.

We use our knowledge, along with that of local organisations and partners, to target those people and properties that are more likely to be affected by fire and other emergencies, according to our risk analysis and risk profiling. We also have a legal duty to give advice and enforce fire safety standards across a wide range of commercial and public premises in order to keep people safe and businesses running.

Not all incidents can be prevented and we will still respond to save lives and protect property and the environment. To do this we will 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 so 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. 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.

We would  
always  
rather prevent  
an emergency.

## Service Delivery

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### The challenges we face

- Aligning resources to risk and prioritising prevention and protection activity.
  - Maintaining a consistent approach to prevention and protection activity across the Service.
  - Improving our approach to performance management through consistent use of measures. Reviewing and evaluating to learn and improve outcomes.
  - Maximising the use of portable technology to make life easier for our staff and improve efficiency.
  - Making sure, where appropriate, that we are aligning to partners' priorities and establishing clear expectations for joint working.
  - The current way our fire stations and appliances are crewed.
- Our emergency response standards.
  - The availability, recruitment and retention of on-call staff.
  - The relocation of some of our fire stations, appliances and staff to areas where risk is greatest or where circumstances may have changed.
  - The increasing demand for emergency medical response.
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# Service Delivery

## We want to be a Service that will:

- deliver high quality and consistent prevention and protection activity, focusing resources where the risk is greatest and regularly evaluating our impact
  - prioritise our response planning for fires and road traffic collisions and make sure that risk data analysis is consistently used to decide how we need to respond, and to what
  - continually review our response to make sure it is effective. Make sure 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.



# Service Delivery

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## **In order to achieve this, during 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.

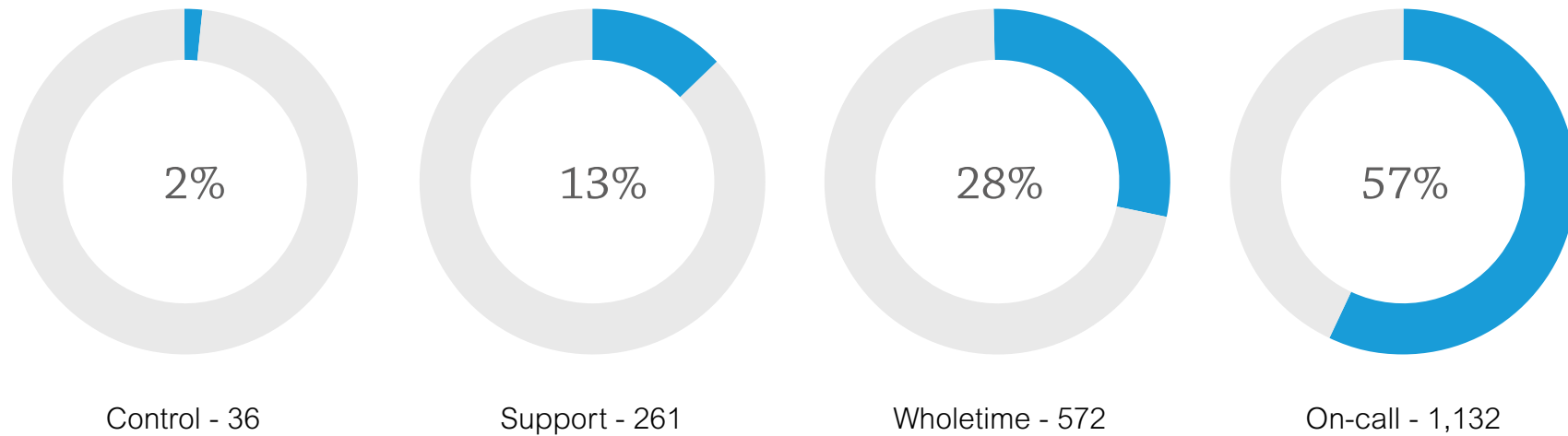


# People

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We are a highly-respected emergency service with a strong reputation for doing a good job. We achieve this by having skilled and motivated staff. It is essential in order to achieve our vision, that our people feel valued as individuals, are appropriately supported, well trained and safe at work.

Employee numbers as of June 2018



*NB Control, Support and Wholetime numbers will include full-time, part-time or job-share*

# People

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## **The challenges we face**

- The existing shift patterns and some work routines are not always meeting our needs and the changing risks within our communities.
- We have difficulties with recruitment and retention of our on-call workforce.
- We have an aging operational workforce, which is currently unrepresentative of our communities. In particular, there is a significant gender imbalance.
- There is an over-representation of uniformed middle managers.
- Pension changes will result in firefighters working to the age of 60.
- Improvements are required to the leadership and management development for all staff.
- We do not currently have a systematic approach to identifying talent and managing their progression.

- Our current staff development provision does not fully meet staff needs, particularly for on-call staff, as it is primarily based upon an old delivery model of classroom based learning.
- The traditional image of the firefighter could be having a detrimental impact on recruiting staff from our diverse communities.
- Managing change and our culture. With new ways of working being developed, we need to fully engage with staff to make sure the required changes are fully understood and embraced.

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

- have a more diverse and inclusive workforce that is skilled and empowered to address the challenges we face
- make sure our managers have the skills and ability to motivate and 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 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:**

- 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
  - introduce apprenticeship opportunities for new and existing staff to develop their careers.



# Team of the Year

Sponsored by  
**TEACHERS**



A man in a grey suit and blue shirt stands on the far left of the group, smiling.

A group of approximately 12 people, mostly men and women in blue short-sleeved shirts and dark trousers, stand in the center. They are smiling and looking towards the camera. The woman in the center is holding the award.

A woman in a black dress with white line art patterns stands to the right of the award holder, smiling.

A woman in a blue short-sleeved shirt and dark skirt stands on the far right, smiling.



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

Plan and operate within a balanced budget every year.

# Value for Money

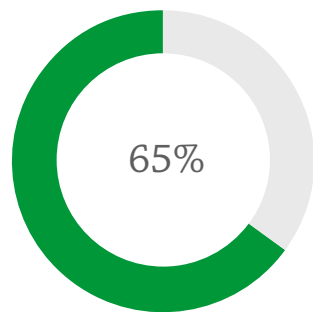
We will be operating with less money and it is essential that we:

- 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 make sure we are achieving best value
- implement changes to the way we work that bring tangible and cashable efficiencies.

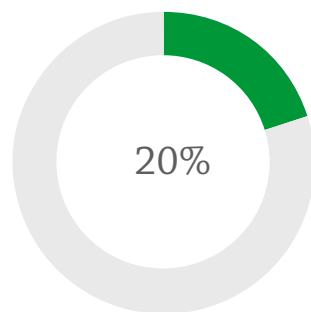
## Our money

Our funding for 2018/2019 is £78.379 million

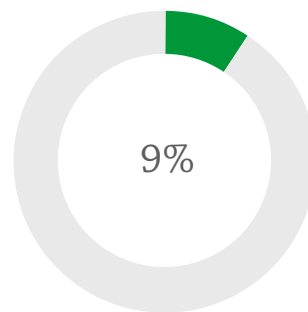
For a 'Band D' property the 2018/19 council tax charge is £84.01



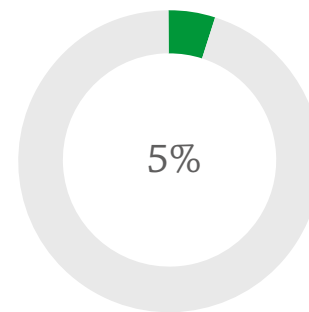
Council tax  
£51.02m



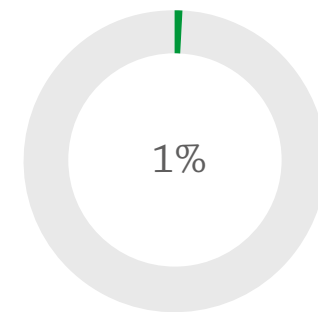
Non-domestic  
business rates  
£15.56m



Government grant  
£7.295m



Other income  
£3.56m

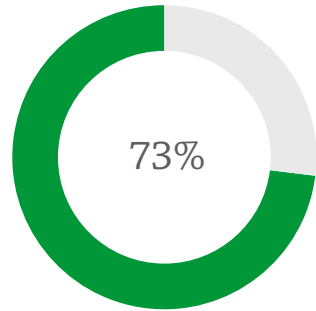


Funding from reserves  
£0.945m

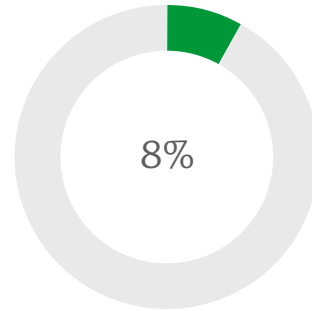
# Value for Money

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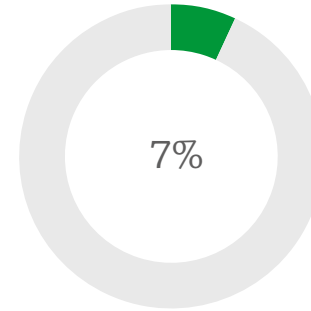
Our planned spending for 2018/19



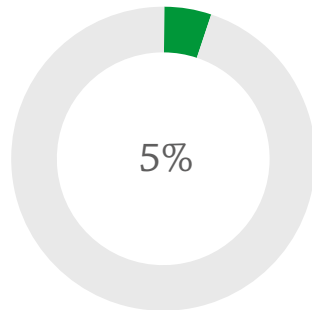
Employee costs  
**£57.4m**



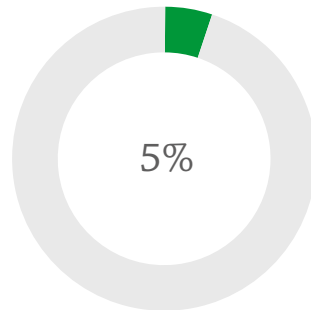
Supplies and services  
**£6.4m**



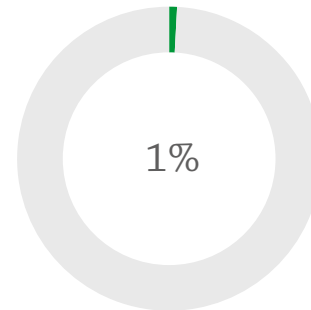
Capital financing costs  
**£5.9m**



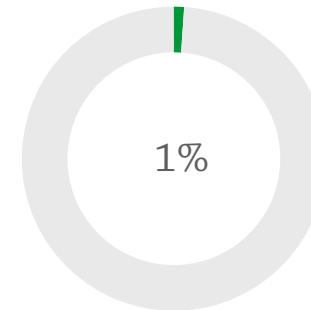
Premises related costs  
**£3.8m**



Transport related costs  
**£3.5m**



Payments to other  
authorities  
**£0.7m**



Establishment costs  
**£0.7m**



# Value for Money

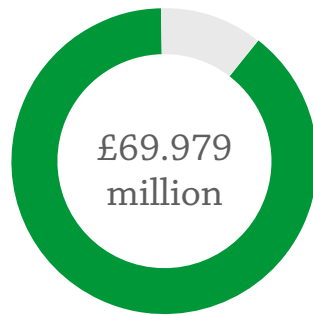
## The challenges we face

- By 2022, we will need to reduce our costs by at least £8.4 million and we need to plan a balanced budget that accommodates this.
- Our government grant is reducing year-on-year.
- Effective use of our reserves budget.
- The costs of delivering and managing our mobile and fixed assets.
- The impact of our existing building and vehicle stock on the environment.

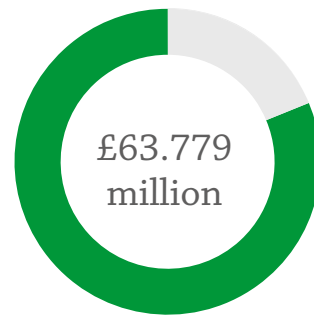
## Anticipated savings requirement up to 2021/22



Current budget for 2018/19



Budget for 2020/21 assuming council tax increase of 2.99% (reduction of £8.4m)



Budget for 2020/21 assuming council tax freeze (reduction of £14.6m)



# 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 taxpayer
- manage reductions in government funding and increasing costs
- manage our existing estate to get the best value for money while looking to invest in our future
- minimise our impact on the environment by reducing 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 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, 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.

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 make the right decision.

# Governance

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Good corporate governance makes sure that the organisation is properly directed, controlled and held to account by transparent decisions that are legal, decent and honest.

This is achieved through effective risk management. This is fundamental to both our strategic and operational decision making processes and continuous performance management, which makes sure we are achieving our priorities.

We make sure that we are fully transparent and accountable to our communities, by publishing information and engaging with our communities on our plans, proposals and progress.

We publish an annual statement of assurance and our annual audited accounts.

# Governance

## The challenges we face

- Making sure our workforce are clear on the organisation's future direction.
- Having clear service structures and governance in place.
- Inconsistent use of data and performance information.
- Out of date and inconsistent policies and guidelines.
- Communications that are not perceived as consistent.
- An inconsistent approach to project management.
- Over use of pilots that have not been concluded, reviewed and evaluated.

## We want to be a Service that will:

- make information easier to access
- make sure 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, organisational and operational assurance
- make sure that we deliver our IRMP and Fire and 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:**

- 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
- 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.



#4  
CREATE A CLIMATE  
OF  
COLLABORATION

#3  
MANAGE  
participation

#2  
FOCUS  
ON  
PROCESS

#1  
REMAIN  
NEUTRAL



Remain neutral  
What is your role?  
Change notes  
Keep work





# Collaboration

We work closely with our neighbouring emergency services, national agencies and local partners to improve our service and public safety.

# Collaboration

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We have a statutory duty under the Police and Crime Act (2017) to explore all areas where we could work more closely with the police and ambulance services.

The collaborative relationship that has developed between the Service and Devon and Cornwall Police (DCP) is also an excellent example of our strategic intent being applied in reality. Whilst we have always worked well with other agencies, and continue to do so, we have taken this to a new level with DCP and have members of their collaboration team working in our premises at Service Headquarters and Middlemoor. We already have notable collaborative successes with DCP, ranging from shared estate to multi-role officers, and are actively developing further initiatives together.

Our collaboration does not stop at emergency services: 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.”*

Examples of this are the fire and rescue services supporting demand reduction for the police and ambulance services by responding to concerns for the safety of people locked in buildings and the introduction of police fire community support officers in North Devon. The Service also operates a co-responder scheme in partnership with South Western Ambulance Service NHS Foundation Trust.

We are also a founding member of the Networked Fire Services Partnership (NFSP) which is a collaboration of Devon & Somerset, Dorset & Wiltshire and Hampshire fire and rescue services.

# Collaboration

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## **The challenges we face**

- Inconsistent political and geographical boundaries.
- Identifying wider opportunities to work collaboratively beyond the public sector.
- Sharing information in a secure and meaningful way.
- The lack of resources and funding to invest in collaborative arrangements.
- The complexities surrounding sharing of functions and assets.

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

- continue to seek opportunities where collaboration will improve community safety or achieve financial 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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Technology touches every part of our Service. From mobilising resources to operational incidents and making sure that our frontline staff have all the information they need, to using business systems to manage and control our resources.

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**

- Incompatibility of our existing systems and packages.
- Providing consistent data that is accessible to all staff.
- Connectivity issues due to the wide and often remote geographical spread of our Service.
- Reflecting people's use of technology in their everyday lives.
- Our capacity to deliver business intelligence and analysis.
- Cyber security and data protection risks.

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

- take a digital-by-default approach
- make sure our 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 using modern techniques and tools
- develop business analysis capability to enable the prediction and modeling of risk
- develop our solutions with the end user in mind and according to a clear set of design principles.

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 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 video-conferencing 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.



WHICH DIVISION OFFERS BEST SERVICE TO CUSTOMERS

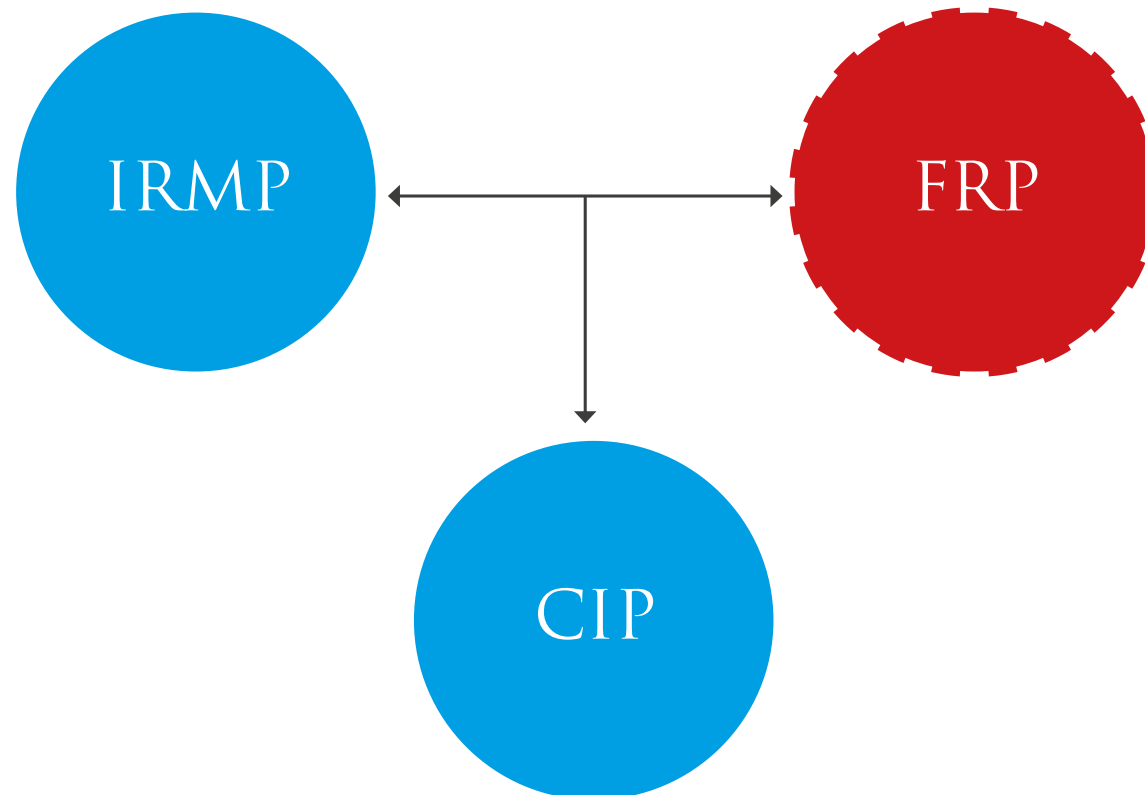
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This document is one of a suite of documents that set out our plans for the future.

- Our **Integrated Risk Management Plan (IRMP)** describes the risks in our community and gives us a clear mandate to address it.
- Our **Fire and Rescue Plan (FRP)** describes the challenges we face as an organisation and sets out our strategic intent.
- Together they provide our **Change & Improvement Programme (CIP)**.



To request any information in this document in an alternative format please contact:

**Corporate Communications**

Service Headquarters

The Knowle

Clyst St George

Exeter

Devon

EX3 0NW

Tel: 01392 872200



DEVON &  
SOMERSET  
FIRE & RESCUE SERVICE