Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee **Item: 10**

24 January 2017

Service Delivery Redesign Update

Report by the Chief Officer

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1 Summary

1.1 The Medium Term Financial Plan (MTFP) identifies £4.1 million savings by Service Delivery over the next four financial years.

1.2 The Service Delivery Redesign Programme (SDR) has been set up to implement the changes identified by the Risk Review Project in order to make these savings.

1.3 This paper is an update on progress to date.

2 Introduction and background

2.1 The purpose of the Risk Review Project was to create a plan which would see the Service providing a more effective and more efficient public safety service to the residents of Hampshire. This plan explored new approaches and technology to improve service delivery. By adopting a co-design approach, we were able to shape a set of proposals that were informed by our staff, the public and our stakeholders.

2.2 The Risk Review proposals have been developed into five Workstreams which make up the Service Delivery Redesign Programme:

- Workforce Plan
- Community Safety
- Resilience
- Response Delivery
- Response Development

3 Recommendation

3.1 That the committee notes the content of the report and the progress made to date .

4 Work Streams

4.1 We now have all five ‘proof of concept’ Intermediate Capabilities (IC) on the run across Hampshire and are piloting the vehicles, on-board equipment and the skills needed. Firefighters at pilot stations are analysing the capability, providing insight into specification, design and effectiveness on the fire ground. They have already influenced the stowage arrangements, improving the IC development.

We also now have our first First Response Capability (FRC) on the run at Alton (since 31st October 2016). This capability will be going through the same rigorous development as the IC, making sure that the design and specification of the capabilities are the best that they can be before they are rolled out across Hampshire.

4.2 The Duty Systems workstream is in the planning phases of the wholetime crewing trials. There are nominated representatives forming user groups from the pilot stations, as well as representatives from the wider Service. These user groups will look at crewing models used across the county, in other Fire and Rescue Services and also more widely; analysing these models to support the design and implementation of flexible duty systems in Hampshire.

4.3 Prince Philip Barracks is quickly establishing itself as a valuable training resource for Hampshire Fire and Rescue Service. There are now regular events taking place in Bordon including the Ultra High Pressure Lance (UHPL) training for the pilot Intermediate Capability and First Response Capability stations, and use of the parade ground for the New Vehicles and Equipment Roadshows.

Many of the training courses are supplemented with live burns, adding to the learning experience and real-life feel of the scenarios.

5 Timeline – see diagram attached

6 Communications

6.1 Communications are continuing with emphasis on Workstreams with greatest impact on the Service at present; new vehicles and equipment and duty systems. We are working closely with these teams to ensure that station staff and those at Service Headquarters remain updated and engaged.

6.2 Equipment roadshows to showcase new vehicles and equipment have been well-attended and feedback from these events has been used to make changes to vehicles.

6.3 An online survey, as well as survey postcards to individuals and teams, are being used to shape the way we communicate and we are seeking the support of managers to promote involvement and engagement from the wider organisation.

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7 Savings

7.1 The MTFP splits the savings into three tranches: April 2017 £0.975m, April 2019 £2.452m and the remainder of £0.673m in 2020. There are no saving required in 2018 (the excerpt from MTFP below shows the cumulative reductions).

	Cumulative Budget Reductions			
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Service Delivery Redesign	**975**	**975**	**3,427**	**4,100**

7.2 The first tranche of savings have been agreed and will take effect in April 2017. These are from the Workforce Plan and Community Safety Workstreams and involve changes to teams in the Community Safety and Community Response Departments.

8 Audit

8.1 As an additional quality assurance check the Programme Team are in the process of being audited by Hampshire County Council to confirm our processes. Their findings will be presented to PRSC.

9 Supporting our corporate aims and objectives

9.1 These changes have previously been agreed by other decision making bodies; the proposals on Community Response were made by the Fire Authority (Feb 2016) and the proposal for Community Safety by SMT (July 2015).

9.2 Implementation of these changes is therefore in line with corporate objectives.

10 Risk analysis

10.1 Full Risk Assessment was undertaken on these changes with the Fire Authority Decision and the SMT Paper.

10.2 There will be a Risk Assessment of the implementation of the changes.

11 People Impact Assessment

11.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.

11.2 There will be a detailed and empathetic implementation plan to deal with the people moves within the changes.

12 Consultation

12.1 Stakeholder workshops, working groups and user groups have been set up in each Workstream and Representative Bodies have been involved. This will continue throughout the life of the programme.

13 Background papers

13.1 The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report:

- Service Management Team Risk Review Proposals 15th July 2015
- Hampshire Fire Authority Risk Review Final Proposals 24 February 2016
- Finance and General Purposes Committee Medium Term Financial Plan to 2020/21, 1 September 2016.

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.

Service Delivery Redesign Timeline

Savings

Tranche 1
£0.97m

Tranche 2
£2.45m

Tranche 3
£0.67m

April 2017 | August 2017 | March 2018 | July 2018 | April 2019 | March 2020 | April 2020

New Group Structure, RDS Support, Basingstoke and Southsea Crewing Alignment, FDS Restructure

New Vehicles and UHPL evaluation complete

Phased vehicle implementation begins

Specialist Technical Rescue relocated to Eastleigh Fire Station

WDS stations shift systems and crewing alignment

Vehicles already issued to key locations, vehicle replacement strategy ongoing

Fire as a Health Asset further embedded within the organisation as Business as Usual

Academy operating and utilising satellite venues

Deliverables