



# Corporate Plan

2012/13 to 2014/15



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To request this information in an alternative format or language please call 01392 872200 or email [consultationofficer@dsfire.gov.uk](mailto:consultationofficer@dsfire.gov.uk)

We consider requests on an individual basis.

**Welcome to our new, more concise Corporate Plan where we present how we will work to make Devon and Somerset a safer place for all.**

The content of this Corporate Plan continues our development towards the Service's strategy 'Towards 2014' and achieving excellence. This plan also incorporates the requirements of Integrated Risk Management Action Planning where we seek to balance and match our resources to the level of community risk.

In response to the economic challenges ahead we have already identified annual savings of £2.6m from changes already made. Despite this it is forecast that further savings of between £2million and £7million will be required by 2014. We are confident we can implement further sensible changes that will not only deliver savings but will also improve our service.

We will need the continued support of staff to be flexible in their roles and take on additional responsibility. In these difficult economic times when the attention of public sector bodies

may understandably be diverted towards budget issues, we would like to make a statement of assurance, as demonstrated by our first two strategic principles, "Public and Fire Fighter Safety remains at the top of the DSFRS agenda".

For more information about what we do and who we are please visit our web site [here](#).



Chief Fire Officer



Chairman  
Fire Authority

## Our strategy

'Towards 2014' is our strategy. It is our most important document as it sets the direction against which we plan and deliver our services. The strategy also describes the sort of culture we wish to develop that will help us achieve our strategic aims.

To access the strategy [click here](#).

The strategy is based upon three key strategic principles that are presented in the diagram (right).

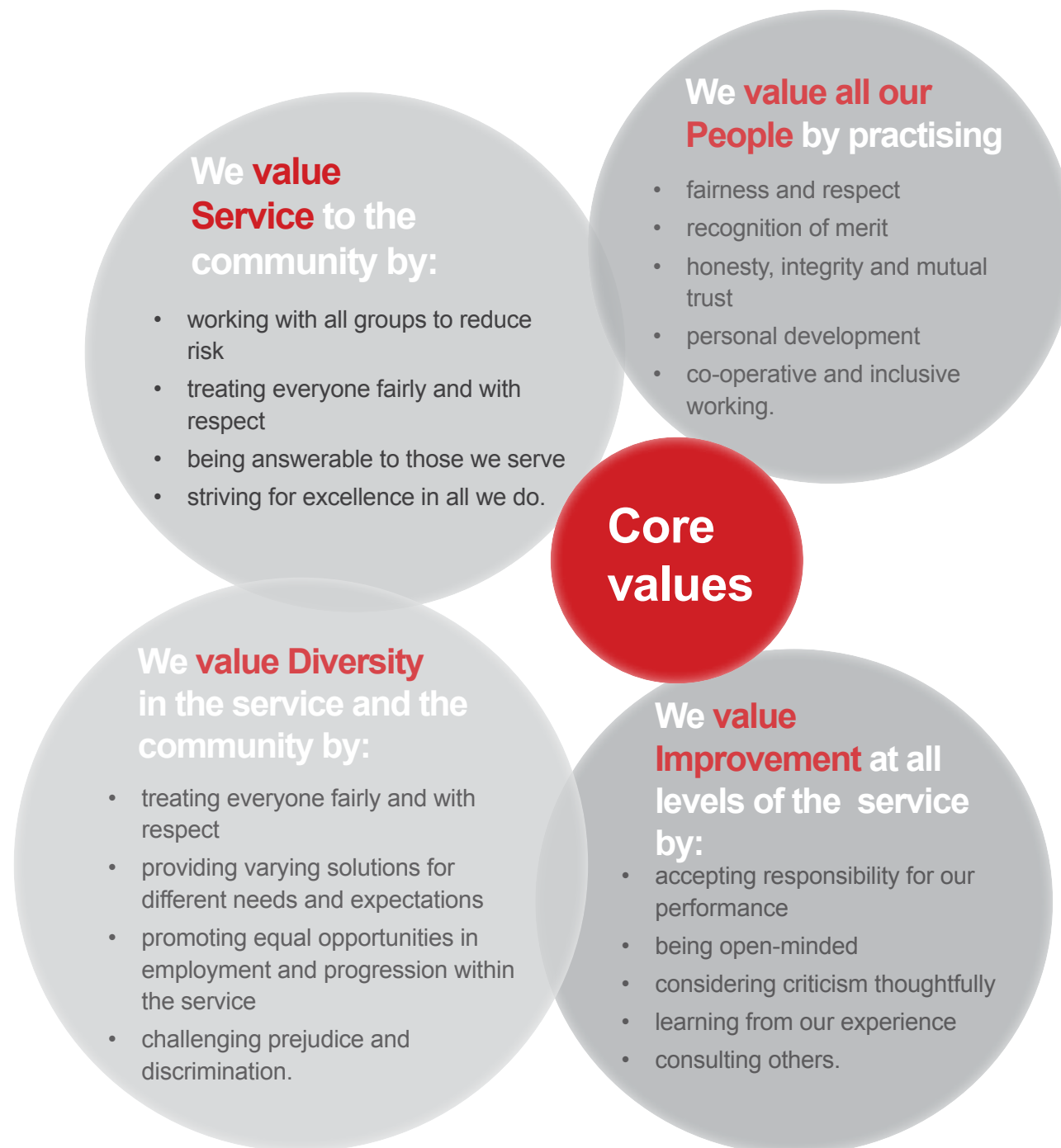


## Our behaviour and values

We recognise that in order to deliver the strategy our staff are our most important resource and they need to be engaged through being informed, involved and consulted. Therefore we aim to ensure that we have a motivated and satisfied workforce that exhibit the behaviour in line with our expectations.

High standards of behaviour are required and staff are expected to demonstrate the nationally developed Core Values for the Fire and Rescue Service. These values will impact on how we deliver the service in all roles through the organisation.

Our equality policy can be viewed at [click here](#).



## Legislation

In working to achieve our strategy 'Towards 2014' we are guided by the following key legislation:

Fire and Rescue Services Act 2004 ([click here](#))

Fire and Rescue Service National Framework 2008 – 2011 ([click here](#))

Regulatory Reform (Fire Safety) Order 2005 ([click here](#))

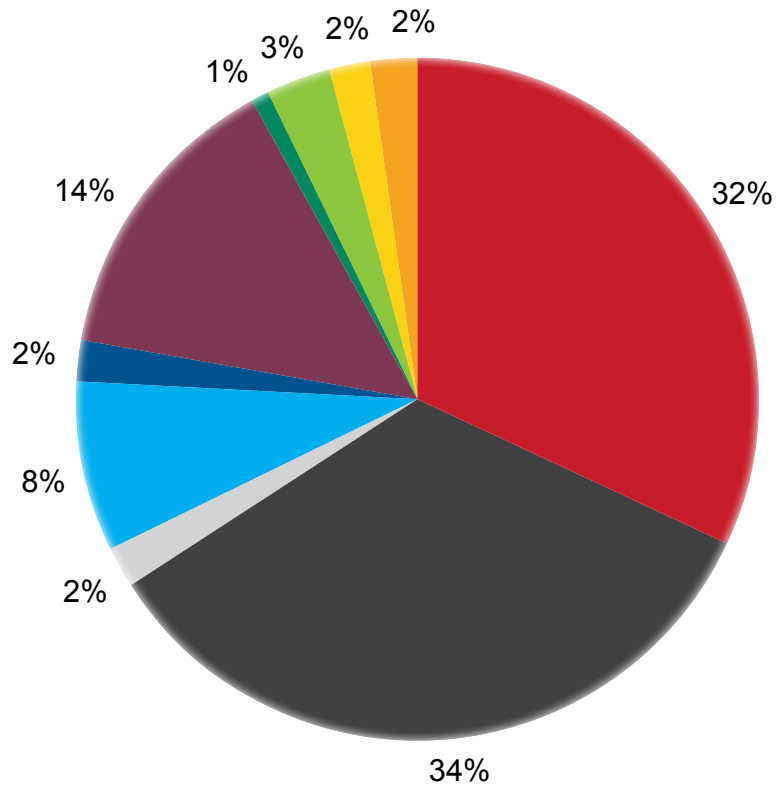
Civil Contingencies Act 2004 ([click here](#))

Crime and Disorder Act 1998 ([click here](#))

## Context

The context in which we operate is community risk and the demand this places on our prevention, protection and response services.

The chart below represents, proportionately, the demand for our services over the last four years (2007/08 to 2010/11).



### Fires calls

- Fires attended
- False alarms attended

### Special service calls

- Assistance to other emergency services
- First aid rendered only
- Lift rescue
- Other incidents attended
- Rescue of persons trapped
- Road traffic collisions
- Spillage or leakage
- Water removal/provision (inc. flooding)

## Strategic Principle 1:

**Work with people, communities, businesses and partners to make Devon and Somerset a safer place to live, work and visit.**

### Local plans for your safety

Devon & Somerset Fire & Rescue Service develops a bespoke Local Community Plan for each community area around its fire stations. Each plan is unique to that area and contains the actions we will take to reduce risk and improve community safety. The plans are informed by a community risk profile which brings together historic incident data, demographic, commercial and infrastructure risk factors.

The involvement of the community to help shape the plans for local areas is important to us. We would like your thoughts on the activities planned for your area and invite you to tell us whether we should be doing things differently for your community.

To see your Local Community Plan **[click here](#)**

## Prevention services

Our prevention services provide community safety advice and support to help prevent incidents from occurring. To effectively and efficiently promote community safety, the Authority works to engage with communities, understand their values and the services that they need.

We work in partnership with agencies and organisations who represent the vulnerable groups in the community most at risk from an emergency.

### The range of community safety prevention activities include:

- schools fire safety education
- home fire safety visits
- arson reduction programmes
- youth inclusion programmes
- investigation of fires to identify cause and impact, including hate crime
- reduction of unwanted fire signals
- road traffic incident reduction.

## Protection services

Our protection services are focused on ensuring that the non-domestic buildings in which people work, visit and enjoy leisure time are provided with facilities that will ensure a safe means of escape in the event of a fire starting. The Authority will continue to enforce the law so that members of the public and local employees are protected from the risk of death and injury caused by fire.

Fire protection activities will be targeted at those premises we believe, through an evidence based approach, to present the greatest risk to the community.

More information about our services can be found [click here](#).

## Partnerships

Partnerships are important in helping us achieve our desired outcomes in making Devon and Somerset a safer place to live, work and visit. Examples of our key partnerships are presented in the table below.

Examples of our formal key partnerships that are helping us to improve community safety	Local	Regional
Strategic partnerships in Devon, Somerset, Torbay, Plymouth	<input checked="" type="checkbox"/>	
Home safety partnerships	<input checked="" type="checkbox"/>	
Crime & disorder reduction partnerships	<input checked="" type="checkbox"/>	
Wider Devon road casualty reduction partnership	<input checked="" type="checkbox"/>	
Somerset road safety partnership	<input checked="" type="checkbox"/>	

## The range of community safety prevention activities include:

- Fire safety checks
- Fire safety audits
- Building regulation consultations
- Providing tailored advice
- Education events.
- Prohibiting or restricting the use of buildings if there is a serious risk of death or serious injury
- Prosecuting, in exceptional circumstances, when the situation risks life and there is no other option left.

## Strategic Principle 1: measures and targets

Measure & Target	Performance																
<p><b>Measure:</b> deaths which occur as a result of fire in the places where people live</p> <p><b>Target:</b> to achieve a downward trend in fire deaths in places where people live</p>	<table border="1"> <caption>Fire Deaths in Places Where People Live</caption> <thead> <tr> <th>Year</th> <th>Deaths</th> </tr> </thead> <tbody> <tr> <td>2007/08</td> <td>11</td> </tr> <tr> <td>2008/09</td> <td>3</td> </tr> <tr> <td>2009/10</td> <td>8</td> </tr> <tr> <td>2010/11</td> <td>5</td> </tr> <tr> <td>2011/12</td> <td>0</td> </tr> <tr> <td>2012/13</td> <td>0</td> </tr> <tr> <td>2013/14</td> <td>1</td> </tr> </tbody> </table>	Year	Deaths	2007/08	11	2008/09	3	2009/10	8	2010/11	5	2011/12	0	2012/13	0	2013/14	1
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## Strategic Principle 2: Respond to local, regional & national emergencies with the appropriate skills & resources

### A summary of our area

We provide an emergency service across Devon and Somerset, and manage remote rural risk through to densely populated urban areas, protecting over 1.6 million people. The natural beauty of the area attracts many visitors and increases the population by about 25% during the holiday season. Within the counties there are airports and a large military presence including a major naval base in Plymouth. In Somerset there is the Hinkley Point nuclear power station which is also the proposed location for an additional reactor.

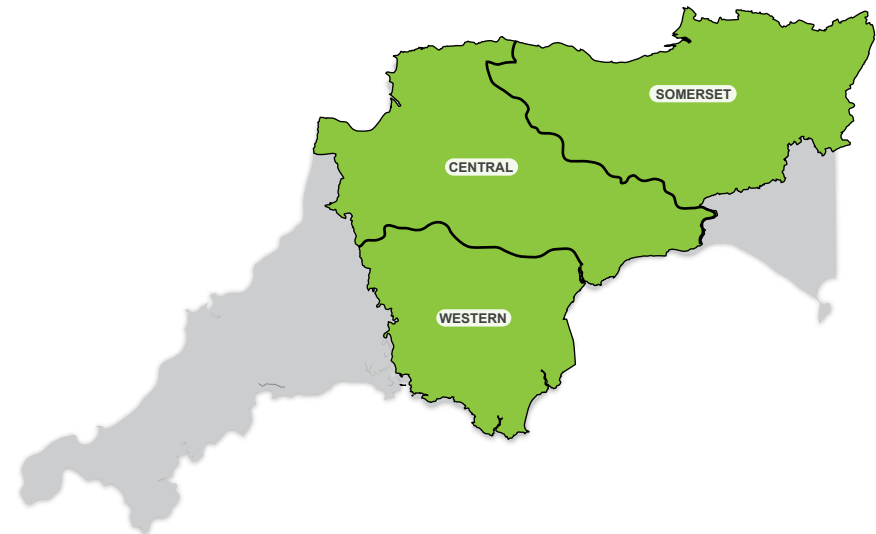
The resident population continues to grow as the area remains a popular retirement location. At the 2001 census the ethnic minority population across the counties was relatively low at approximately 1.7%, rising to 6.4% in Plymouth. However a more recent source of data through Equality South West we find that across the 2 counties 3.3% of residents are from an ethnic minority.

Regardless of which survey you use, the ethnic minority population of our counties is made up of diverse communities and cultures; the services we provide need to reflect this diversity.

It is vital, therefore, that we continually develop our knowledge of, and seek to improve our engagement with, the different communities and cultures within Devon and Somerset.

Employment within the Devon area focuses on service and manufacturing, with nearly 30% of the working population employed within the public sector. In Somerset, tourism and distribution are the key employers. Outside of the principle cities and towns, the remainder of the population lives in widely spread, relatively small towns and villages and extremely rural locations. Communications here are poorer with winding narrow lanes making travel times longer.

This situation presents real challenges for any service provider for which response times are critical.



## Matching resources to risk

The service is split into three Area Commands; Western, Central and Somerset. Risk maps, covering each station area within Devon and Somerset, have been produced which represent the socio-demographic and historical incident data for the current distribution of resources. Analysis of these risk maps show early indications of imbalances in the provision of operational resources; there are areas that fall outside the 10 minute response standard and areas where the 10 minute response areas overlap. This analysis suggests that our resources may not be matched most appropriately to the local community risk.

We believe there will be opportunities to improve community safety through using our resources more effectively to achieve an increase in the proportion of Devon and Somerset covered by the 10 minute response criteria through improved distribution of emergency response resources.

If this work results in proposals for change, staff and stakeholders will have the opportunity, through consultation, to consider any recommendations and give their opinion.

The maps of our 10 minute response area can be found within each Local Community Plan, [click here](#).

## Emergency response services

In the event that an emergency incident does occur, we will mobilise our personnel, vehicles and equipment to provide assistance where it is needed. We will attend a wide range of incidents including those listed below:

- fire fighting and rescue
- response to road traffic collisions
- response to terrorist incidents
- other non-fire rescues e.g. people trapped in machinery, lift rescues, animal rescues
- Urban Search and Rescue
- response to major flooding incidents
- response to serious non-road transport incidents e.g. train or air accidents
- line rescue (safety at height and confined spaces)
- co-responder medical response (an initial medical provision to stabilise casualties in life threatening emergencies prior to the arrival of the ambulance service).

## Improving firefighter safety

An important part in fulfilling our commitment to be ‘one of the best places in the UK in which to work’ is our approach to improving fire fighter safety. All of the work we are undertaking to improve the service to our communities is underpinned by our determination to maintain and improve standards of firefighter safety.

This is demonstrated by our work on standard operating procedures, matching resources to risk, smaller fire appliances, our operational assurance framework and continuing to drive down emergency calls.

## Partnerships

Partnerships are important in helping us achieve our desired outcomes in responding to local, regional and national emergencies. Examples of our key partnerships are presented in the table below.

Examples of our formal key partnerships that are helping us to improve community safety	Local	Regional
Co-responder with South West Ambulance Trust	<input checked="" type="checkbox"/>	
Moorland partnerships (Dartmoor & Exmoor)	<input checked="" type="checkbox"/>	
Local & regional resilience forums	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Environment Agency	<input checked="" type="checkbox"/>	

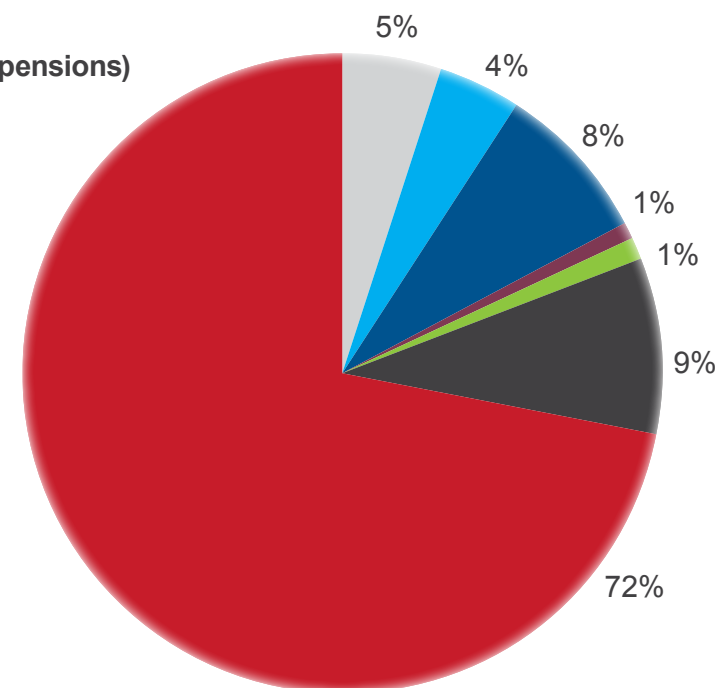
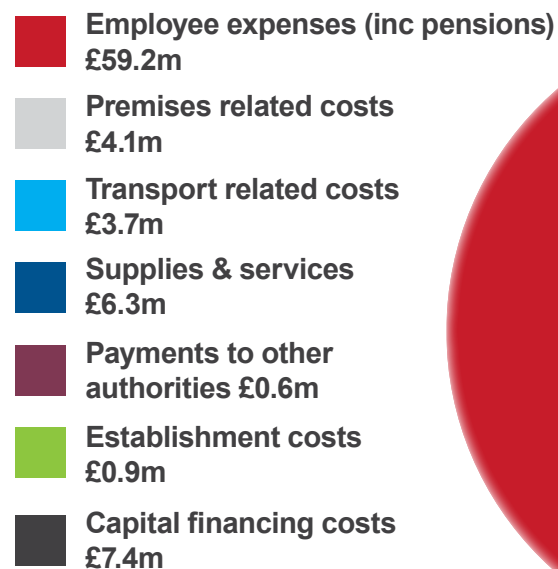
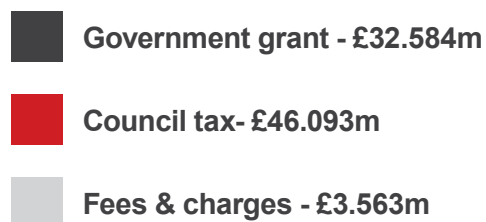
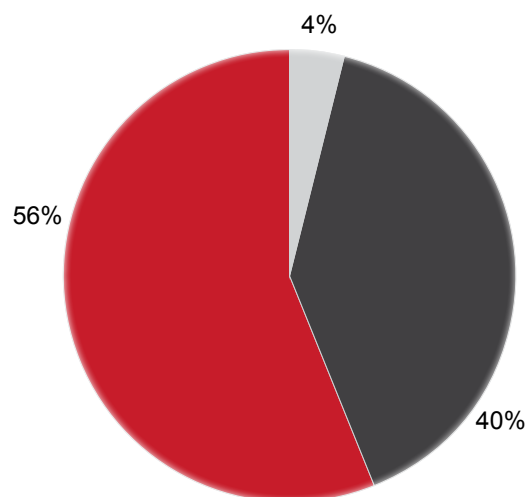
## Strategic Principle 2: measures and targets

Measure & Target	Performance												
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<p><b>Measure:</b> a publicly available and current Local Community Plan for each station</p> <p><b>Target:</b> 100% of all LCPs to be publicly available by 1st April of each year.</p>	<p>The target of 100% of all LCPs to be publicly available by 1st April of each year will commence as of 1st April 2012. Had the corporate measure existed on 1 April 2011 we would have achieved a result of 82% being published before 1st April 2011 and the remaining 18% available from 26th May 2011.</p>												

## Strategic Principle 3: Work hard to be an excellent organisation

### Finance

There are three sources to our funding: government grant, council tax and other income from fees and charges. The proportion that each of the three elements contributes to the budget is shown below:



The revenue budget for 2012/13 was set at £78.677m. This budget is comprised of a government grant of £32.584m and contributions from council tax payers of £46,093m. The level of council tax for a Band 'D' property for 2012/2013 was set by the Authority at £73.92, representing a 3% increase over the 2011/12 charge.

The proportion of the total council tax bill that funds Devon & Somerset Fire & Rescue Service is on average, approximately 4% of the total bill received by households. Our money is spent on different associated costs in the organisation. The planned costs for 2012/13 are shown above.

## Reducing costs

There are ways we can reduce costs across the whole organisation, irrespective of whether it is a service delivery or business support area. The key areas currently identified for reducing costs in organisational management are:

- pay restraint by all staff (recognising national conditions of service apply)
- using money saved in 2010/11 as a result of tight budget management
- risk managed approach to reduce spend
- process improvement.

## Generating income

To realise our ambition of being an excellent provider of services in the face of budget cuts, requires innovative solutions such as generating income. The benefit of this approach is that we can continue our journey towards excellence whilst limiting the cost impact to tax payers and providing an emergency service of which the public can continue to be proud.

We are able to establish a commercial business because of the powers provided by the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 and we already operate commercially by offering training to other organisations. Our ambition, however, is to expand the range of training offered and then to develop further commercial opportunities.

## Environmental impact

We have a Carbon Management Plan that has been prepared in conjunction with the Carbon Trust. The Earth's climate is changing and we recognise we have a part to play in tackling it. We will seek to reduce our impact on climate change by implementing a programme of progressive reductions in our greenhouse gas emissions across all of our activities. To achieve this we have embarked on a programme of projects across the Service for completion by 2014 to meet our aspirational target of a 30% reduction in our CO2 emissions.

## Performance Management

To be able to meet our commitments we need to manage our performance. Performance management is a core process of any organisation; it exists at different levels, from organisational performance to the performance of individuals.

During 2010 we introduced a new personal performance development system to ensure that all staff have a clear performance development plan and structure.

The performance management process for Devon & Somerset Fire & Rescue Service is constructed around the basic principle of Plan, Do, Review.



In 2010 we undertook a baseline assessment on our organisational performance using the EFQM (European Foundation for Quality Management) Excellence Model.

This model assesses the whole organisation and not just service delivery or business support activities.

### The key results of the assessment indicated we needed to:

- be clearer about our long term strategy,
- understand our business processes and work within a process framework
- improve the way we manage change and improvement
- improve and be more consistent in how we review work.

We are addressing these issues, and our reassessment, conducted this year, shows we have made significant progress already.

We will continue to use the EFQM Excellence Model for our internal organisational assessment to determine our progress towards excellence.

Our performance is reported through the Audit and Performance Review Committee.

To view the reports submitted **click here**.

### Strategic Principle 3: Work hard to be an excellent organisation

Measure and target	Performance
<p><b>Measure:</b> EFQM assessment score</p> <p><b>Target:</b> to progress towards the EFQM 'excellence' benchmark score by 31 March 2014</p>	<p>In 2010 a baseline assessment was undertaken and provided a good result.</p> <p>In August 2011 we reassessed ourselves and the results show a positive direction of travel with improvement across most areas of the organization.</p>
<p><b>Measure:</b> staff survey results</p> <p><b>Target:</b> to continue improvement in staff survey results</p>	<p>The next staff survey is due to be carried out in 2012. The survey approach will be reviewed and the development of the new survey will be guided by feedback from previous surveys.</p> <p>Part of the review will be to identify and recommend those questions that will be used to inform progress against this measure.</p>

### Partnerships

Partnerships are important in helping us achieve our desired outcome to be an excellent organisation.

Examples of our key partnerships are presented in the table (right).

Examples of our formal key partnerships that are helping us to improve community safety	Local	Regional
E-government/procurement partnerships	<input checked="" type="checkbox"/>	
Falck-Investigating the use of private expertise in public	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Our plans for 2012/13 to 2014/15

Each of our planned activities is aligned to our Strategic Principles to ensure we remain focused on our strategy. The activities presented plan to change and improve the organisation by focusing on:

**Improving efficiency:** We will improve our efficiency in the key areas of service delivery and business support

**Reducing costs:** We will reduce our costs in the areas of service delivery and organisational management.

**Generating income:** Part of our strategy is to actively market products and services to generate an income. This income will then be used to support and supplement the DSFRS budget.

### Our change and improvement projects are considered against criteria that includes:

- public safety
- firefighter safety
- efficiency.

All our key change and improvement work is developed using a stringent project management approach which means the work has to be approved at set stages in order to progress.

This means that while we have identified the following work in this section, should circumstances change we have the opportunity to adjust or terminate progress at these decision points.

### Service delivery improvement summary

We have been reviewing the way we deliver our service over the last three years. The purpose of the work is to consider whether our current delivery of Prevention, Protection and Response arrangements are fit for purpose and reflect the changing risk across the Service area.

Some of the key work we are undertaking to improve service delivery is described below:

#### Changing the way we respond to automatic fire alarms (2012/13-01) Strategic Principle 1

Automatic fire alarms which turn out to be false alarms (95%) accounted for 30.2% of all incidents, approximately 5,800, in 2010/11. Following consultations we are changing the way we respond to domestic residential properties by sending one fire engine between 08:00hrs and 18:00hrs instead of the current two unless there is a confirmed fire.

For non-domestic properties the existing policy will be amended to provide the facility for cost recovery (subject to the provisions of the Localism Act being enacted) as previously approved by the Authority.

Attending false alarms is wasted activity as it removes the opportunity for training and undertaking community safety prevention and protection activity.

It also presents an additional financial cost to the community and risk to other road users when emergency service vehicles are mobilised. Making fewer emergency responses to false alarms will ensure our resources are available for real emergencies.

### **Community involvement in planning safer communities (2012/13 - 02) Strategic Principle 1**

Our planning model has in the past only invited the community to participate in consultation at the latter stages of our change proposals. To improve this we want to develop a different planning model, a model where you have an opportunity to inform our thinking before we put firm proposals into the public domain.

We would like to involve the community more in the development of the Local Community Plans and also in shaping the key change proposals for the service.

The current financial pressure means the plans need to consider how we use our staff, fire stations and vehicles to ensure they are matched to risk. We will use the new model to let you know what the issues, and some of the options are for the future. Your voice will be heard and will be used to inform our approach before we publish formal options for change, if indeed any change is necessary.

To achieve this we recognise we will need to establish new approaches for meeting and communicating with the community. These approaches will need funding to ensure they are successful.

We aim to pilot this approach in the Plymouth area and for this to be successful we will need as wide a range of groups and representatives as possible to participate. Your priorities will inform what we do.

We are ambitious to improve community involvement, and are piloting a community budgeting approach in four areas: Honicknowle in Plymouth, Beacon Heath in Exeter, Hele in Torquay and Minehead.

These pilots will be conducted in the Autumn of 2011 and will invite community groups to bid for a small sum of money for activities they propose that will reduce risks and improve community safety in their area.

This new approach of community budgeting reverses the traditional approach, and gives local people greater influence over areas that previously would have been prescribed to them, albeit with the best intentions. The success of the pilots will determine how we progress with this method.

To help communities make informed decisions we will provide information, risk maps and data.

#### **To improve community involvement we will:**

- establish new ways to meet with our communities to involve them in planning how we match our resources to risk, including community safety activities, and to share information, data and neighbourhood influence
- complete the community budgeting pilots and determine how the approach can be used across Devon and Somerset.

#### **Multi agency approach to data sharing (2012/13 - 03) Strategic Principle 1**

Data sharing amongst partners has traditionally been hampered by the application of data protection legislation. Unfortunately this approach has been detrimental to those who are most vulnerable as the result has been agencies and services not sharing information that would have improved safety and well being.

A multi agency approach to data sharing on those people who are most vulnerable is a key improvement area for community safety. We will continue our work in this area and work with partners to protect the public as best we can.

#### **Review of resource distribution (2012/13 - 04) Strategic Principle 2**

We will continue our review of resource distribution and will ensure that any proposals for change are based on evidence and a clear understanding of the community risks. We now have a clear understanding of our risks and propose to focus on Plymouth as the first specific area for review.

Within the Plymouth area we have several opportunities to use external investment to refresh and improve our building stock.

There may be changes to the service as a result, and prior to making decisions we are keen to engage with interested groups to ensure any changes are used to reduce risk and improve the safety of the public.

### **Matching operational staff resources to community risk (2012/13 - 05) Strategic Principle 2**

Early in 2011 we consulted on proposals to consider alternative wholetime shift models such as Day Crewed Plus. As a result of the consultation we are continuing to work with representative bodies to identify a range of solutions, such as 'Optimum Flexible Crewing' (Fixed Staff Pool), that will maintain operational availability whilst improving the efficiency of the current wholetime shift arrangements.

This work is continuing at a pace, and we are exploring with staff representatives how we may be able to make savings. Further details will follow shortly. If we can't secure agreement, we will need to return to proposals outlined previously.

### **Providing smaller fire engines to meet local need (2012/13 - 06) Strategic Principle 2**

Early in 2011 we consulted on proposals to introduce smaller fire engines. The consultation was positive and the proposal was approved by the Fire and Rescue Authority.

We have tested a small fire engine and initial results show a positive impact on response times. Work continues on the introduction of smaller fire engines.

### **Fire control consolidation (2012/13 - 07) Strategic Principle 2**

Since the combination of the Devon and Somerset Fire and Rescue Services, the organisation has operated with two fire controls. This situation continued due to the expected introduction of the Government's Regional Control Centre which meant both of our control rooms would have closed. However, now that the Government has ended the Regional Control Centre project there is no requirement for Devon & Somerset Fire & Rescue Service to continue operating with two fire controls.

In addition we need to vacate our Somerset control room building in 2012, and, as a result, an interim solution will be established at our Exeter control room, pending the provision of a long term solution. No staff will be made compulsorily redundant as a result of this proposal.

### **New Fire Control (2012/13 – 08) Strategic Principle 2**

In light of the cancellation of the Government's Regional Control Centre, DSFRS will need to develop a long term solution for our future control; room function. We will be supported by Government funding in this respect and will engage staff in developing the future options.

## **Changing how the Service responds to co-responder calls for the ambulance service (2012/13 – 09) Strategic Principle 2**

Early in 2011 we consulted on proposals to revise the way we operate the co-responder scheme. The original proposal was adjusted as a result of the consultation, and the Authority approved the proposals with the amendments suggested.

The key parts of this proposal were that two firefighters are to attend co-responder emergencies and the firefighters are to be alerted directly by South West Ambulance Service. The implementation of this work is ongoing.

## **Improving firefighter safety (2012/13 – 10) Strategic Principle 3**

The approach taken to improve firefighter safety is one of continuous improvement and is currently being structured around the development of an Operational Assurance Framework that will consider all aspects related to firefighter safety.

This framework will provide a new foundation for firefighter safety responding to the current national focus on health and safety matters.

### **Central to this theme will be:**

- The introduction of a competency based assessment framework
- Ensuring resources match risk, improving firefighter safety
- Sign up to the Health and Safety Executive five point pledge below:
  - Agree to play our part in reducing the numbers of work-related deaths, injuries and ill-health in Great Britain
  - Call on employers to put health and safety at the heart of what they do and to take a common sense approach to health and safety
  - Commit to debunking myths around health and safety that trivialise the impact of injuries, ill health and deaths on individuals and their families
  - Recognise the importance of health and safety in difficult economic times and the dangers of complacency
  - Pledge to work with the Health and Safety Executive and its partners to Be Part of the Solution.
  - Listen to concerns on proposed initiatives from representative bodies and staff.

### **Harmonise the Retained Duty System contracts (2012/13 – 10) Strategic Principle 3**

The Retained Duty System contracts for staff working in Devon and Somerset have different terms and conditions and are still to be harmonised following the combination of the Devon and Somerset Fire and Rescue Services.

This work will harmonise the contracts so there will be one common contract for all retained staff.

### **Development of Standard Operating Procedures (2012/13 – 11) Strategic Principle 3**

Across the country few fire and rescue services operate in exactly the same way at emergency incidents. This means that some services will be doing things in a better way than others. It is often difficult to identify where things are being done better and then to take advantage of the learning.

This project is being conducted in partnership with 10 other fire and rescue services to establish standard ways of operating at emergency incidents. In doing this we expect to introduce improvements to the way we operate.

### **Business support improvement summary**

The business support functions of the service are critical in ensuring the frontline delivery of prevention, protection and emergency response services. If we can improve the way we work in our support functions and make them truly excellent, we will become more efficient. This improved efficiency will aid service delivery and help to provide a better service to the community.

Some of the key work we are undertaking to improve service delivery is described below:

### **Change the way we budget by adopting a zero based budgeting approach (2012/13 – 12) Strategic Principle 3**

Zero based budgeting is a form of accounting that clearly links budget to activity. It assumes a zero budget at the start of each financial year, and the budget is calculated on the cost of the activity undertaken rather than as part of an incremental increase / decrease on the previous year's budget. As a result, no costs or activities are automatically factored into a department's plan or budget solely because of historic allocation. This work is linked to process improvement.

### **Enhance our ICT system integration (2012/13 – 13) Strategic Principle 3**

The computer software systems to support the service have been developed over many years. We have now reached a point where, to achieve a more efficient way of working, we need our software systems to be linked to each other.

This approach will deliver efficiencies by removing duplicated activity and is based on the principle of entering information once and using it many times. Our work towards system integration is a substantial investment into the future efficiency and effectiveness of business support.

### **Introduce process management and improvement (2012/13 - 14) Strategic Principle 3**

By adopting a process management and improvement approach to the way we work we expect to identify improved ways of working. These improved ways of working will not only ensure that the focus of our work remains on service delivery and our communities but will also identify efficiencies.

The efficiencies may be reduced costs, reduced time or managing with fewer non-operational staff. This work will be ongoing for the three year duration of this plan.

### **Improve our Human Resource function (2012/13 - 15) Strategic Principle 3**

To improve our Human Resource function we will conduct a review in conjunction with key stakeholders. The purpose of the review is to identify improvements to ensure that our Human Resource service is adaptable and agile, offers value for money and is fit for the purpose of supporting a modern fire and rescue service.

### **Introduce new procurement technology (2012/13 - 16) Strategic Principle 3**

This project is looking at the technical solutions and software that will support the procurement and purchasing activities within the organisation.

This work will seek to utilise technology to identify more efficient ways of working, and to reduce the administration costs associated with purchasing.

### **Enhance our information governance arrangements (2012/13 - 17) Strategic Principle 3**

Our information is a valuable asset and must be managed with appropriate control and security. Information Governance policies, procedures and processes are fundamental to improving how we achieve the appropriate controls and security.

This work will ensure we use our information to maximum effect and maximise our data sharing opportunities with partners. Within this work we will look to meet the ISO 27001 standard.

## Generating income summary

### **Selling training and other functions to others (2012/13 - 18)** **Strategic Principle 3**

Early in 2011 we consulted on proposals to generate income by charging and trading. The consultation results were positive and the proposal was approved by the Authority. The Devon & Somerset Fire & Rescue Service Training Academy has been established to generate income and has already won contracts to supply training courses.

We are developing an innovative, creative and commercially successful business model using our knowledge, skills and experience. This has initially focused on specialist risk based training, but our ambition is to branch out into consultancy support, the provision of business support services (such as HR, Finance, IT and Procurement) and business process improvement.

An extension of this is our emerging commercial partnership with Falck EMS UK Ltd. More detail will follow on this. The intention behind this initiative is to reform the traditional nature of public sector provision through use of private sector expertise.

We aim to continue to provide high quality public safety advice and response, and the commercial arrangements may also provide staff with additional opportunities.

Our focus on providing an efficient and effective fire and rescue service remains our top priority.

This arrangement is not about privatising the Fire & Rescue Service. It is about generating more money which will be used to offset reductions in grant and the associated impact on service delivery.

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[www.dsfire.gov.uk](http://www.dsfire.gov.uk)

**We are always interested in receiving comments on our plans to make the community safer.**

This year we have reduced the size of the Corporate Plan to make it more reader friendly, **what do you think?**

**Email:** [consultationofficer@dsfire.gov.uk](mailto:consultationofficer@dsfire.gov.uk)

**You can also request this document in alternative formats.**