

## **Report of the Head of Corporate Services**

### **Strategic Fire Alliance - projects update**

#### **Purpose of report**

1. To update Members on progress in preparing priority projects developed by the Strategic Fire Alliance between Hereford & Worcester and Shropshire Fire and Rescue Services.
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#### **Recommendation**

***It is recommended that Members note progress to date.***

#### **Introduction/Background**

2. At the Fire Authority meeting on 19 December 2018, Members were informed that the Strategic Alliance Board had agreed terms of governance and a joint programme plan. The Board comprises the Chairs/Vice Chairs of both Fire Authorities and both Chief Fire Officers.
3. The Board also recommended that options be prepared for three priority projects, and your Authority gave approval for officers to prepare these jointly with officers from Shropshire FRS.
4. The priority projects agreed were as follows:
  - a. Fire Control: scoping the future requirements for ensuring a resilient Command & Control function,
  - b. IRMP/CRMP: reviewing options for aligning integrated risk management planning processes, and
  - c. ICT: developing organisational arrangements for the provision of Information & Communications Technology functions.
5. This report provides a progress update on the preparation of the three option appraisals.

#### **Update on progress**

6. Good progress has been made on all three priority projects with project teams, lead managers and work programmes in place. A summary of progress for each project is set out below.

## Fire Control

7. The project is led by the Deputy Chief Fire Officer of Hereford & Worcester FRS as Senior Responsible Owner. He is supported by the Head of Corporate Services at Hereford & Worcester and the Head of Transformation & Collaboration at Shropshire FRS, plus a dedicated Project Manager from Hereford & Worcester.
8. The team have reviewed overall objectives, stakeholder involvement and the communications process. They have also met with key managers in the Fire Alliance Programme Delivery Board to review risks, issues, constraints, dependencies and long-list options.
9. Officers continue to research lessons learnt from other similar ongoing or completed projects within the Fire Sector as well as other emergency services and public sector organisations. In addition, officers have met with the British Association of Public Safety Communications Officials (BAPCO) to explore supplier availability, capacity and capability to deliver a new Mobilising System should that be required.

## IRMP/CRMP

10. The Deputy Chief Fire Officer of Shropshire FRS has been appointed as the Senior Responsible Owner for this project and the Head of Corporate Services at Hereford & Worcester FRS has been appointed to the Project Manager role.
11. The intention is to prepare separate Community/ and Integrated/ Risk Management Plans 2021-25 for each Service, but to align processes where possible. Two main opportunities for alignment have been identified; identifying risk and analysing data.

### a. identifying risk

At the beginning of April 2019, three Review Workshops were held with senior managers from both Services to examine approaches to the three main functions; response, protection and prevention. Each Workshop examined similarities and differences and considered how approaches might be standardised across each Service, while ensuring both Services remain agile to manage individual risks differently.

The Workshop sessions will continue throughout the summer to identify further potential risks and opportunities and to identify appropriate performance indicators and evaluation criteria.

### b. analysing data

Each Service currently uses different suppliers to model risk data. Officers have met with both suppliers to gain an understanding of their risk models and any other products that could potentially assist with resource allocation versus demand in the areas of prevention and protection. Officers are considering the data modelling requirements

further and expect to prepare a tender to go out to the market in July 2019.

## ICT

12. The Assistant Chief Fire Officer of Shropshire FRS has been appointed as the Senior Responsible Owner for this project and the Head of Corporate Services at Hereford & Worcester FRS has been appointed to the Project Manager role.
13. An independent review of current ICT provision has been carried out. The review looked at ICT systems, processes and resources across both organisations. It identified potential areas where skills and resources could be shared to help drive efficiencies, improve resilience and reduce duplication.
14. Following the review, the Fire Alliance Programme Delivery Board approved the appointment of a Strategic ICT Change Manager on a 3-year fixed term contract.
15. Meetings with ICT staff from both Services and representative bodies (Unison) have also taken place to inform staff of the high level outcomes of the independent review and the next steps, including discussions on ongoing engagement and communication in the process.
16. The recruitment process for the Strategic ICT Change Manager will commence shortly, led by Shropshire SRS supported by Hereford & Worcester.

## **Conclusion/Summary**

17. Work programmes have been drawn up and are being delivered for the three priority projects identified by the Strategic Alliance Board and good progress is being made. Progress is reported regularly to the Strategic Alliance Board and Programme Delivery Board. This report provides Members with an overview of each work programme and the next steps over the coming months.
18. Members are recommended to note the overall progress. Members will also receive further updates as the projects develop.

## **Corporate Considerations**

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	There may be financial, legal and human resource implications arising from the implementation of the priority projects. These will be considered within each project as they develop.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential	The projects are designed to address the Government's Fire Reform agenda as embedded in the <a href="#">Fire and Rescue National Framework</a> .  Fire Alliance Strategic Plan

implications).	
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Risk Assessments will be undertaken as part of any project management processes recommended.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Not for this progress report. Each project considers consultation requirements.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Each project will complete full equalities impact assessments in due course.

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