Benefits of Service Transformation 2012-18

Report of the Chief Fire Officer

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Communications Manager on 01743 260208.

1 Purpose of Report

This report updates Members of Service Transformation Programme benefits
to date.

2 Recommendations

The Committee is asked to note the report at the Appendix.

3 Background

Service Transformation benefits, as well as the demonstration of systems, has
been reported to the Audit and Performance Management Committee (AMPC)
throughout the life cycle of the programme. Although the programme
commenced in 2012, a number of comprehensive reviews were under taken
at the outset of the programme. These reviews informed the Service on the
scale of the work to be undertaken and established the basis of investing in
technologies and systems to support Service improvement.

Following these reviews a great deal of work was undertaken to invest in
building the unseen foundations such as infrastructure, developing staff skills
and expanding the knowledge base in order to introduce new systems and
processes.

The information provided in the report at the Appendix is based upon face-to-
face discussions with both end users and system developers in order to gain
a wide range of differing perspectives in relation to the same systems and
processes.

The report acts as a reference document and will continue to be updated in order to capture longer term benefits that will arise as new systems are introduced and current systems/processes are further embedded across the Service.

The report contains an Executive Summary, Introduction and covers 13 areas whereby new systems and processes have delivered benefits. This is supplemented by a table that categorises the type of benefit i.e. tangible / intangible and a benefit area such as reduction of risk / quality of service.

There is also a direction of travel indicator for each area. This ranges from the commencement of roll out, the potential to develop systems further or fully rolled out across the Service.

4 Future Activities

It is recognised that the work undertaken to date has also introduced new ways of working and this has brought about cultural change. The use of technology becomes more embedded for all staff so that progress is accepted as 'business as usual'.

As staff start to appreciate the benefits there is greater appetite for more digitalisation. An example of this is the adoption speed of the new availability system for Retained Duty System (RDS) staff that incorporates their on-call payment claims.

This offers a benefit because it removes the time-consuming, manual claim process and also introduces a modern, alternative for incident notification.

The recent roll out of Tablet devices to operational personnel will give staff remote access to new systems such as Standard Tests and Reporting System (Stars) and Risk Management Software (RMS). This gradual migration from analogue, legacy systems to digital seeks to maintain continuous improvement in pace with technological change.

Members will be provided with progress updates as new systems and processes continue to impact on the Service over the coming months and years.

5 Equality Impact Assessment

There are no equality or diversity implications arising from this report.
An e-EQIA is not, therefore, required.

6 Financial Implications

There are no financial implications arising from this report.

7 Legal Comment

There are no legal implications arising from this report.

8 Appendix

Benefits of Business Transformation 2012-18

9 Background Papers

There are no background papers associated with this report.

Appendix to report on
Benefits of Service Transformation 2012-18
Shropshire and Wrekin Fire and Rescue Authority
Audit and Performance Management Committee
19 July 2018

Shropshire
Fire and Rescue Service

Benefits of Business
Transformation 2012-18

Authored by Yvonne Thayer

Putting Shropshire's Safety First

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Executive Summary

For many years, Shropshire Fire and Rescue Service (SFRS) has enjoyed a positive reputation not only amongst the community it serves, but also amongst its' fellow fire services. It is generally seen as a progressive organisation, but one that has clearly been focused on its' operational obligations by ensuring the reduction of risk to the community and to its' employees. This has been achieved in a number of ways, including balancing its' investment in acquiring the best personal protective and operational equipment with maintaining best value for the public. It has also invested time and effort in policies and practices to ensure a safe, competent and motivated workforce, bringing about such accolades as Investors in People and Equality Standards for Local Government (Level 3). There is no doubt that these are the policies that matter most to the community as a whole and can, arguably, be viewed as justifiable investments.

What appears, on the face of it, to be less justifiable to the public may be the level of investment required for technology and its' importance for the effective management of the Service. This is not something that is 'visible' to the public and, understandably, not always appreciated why it is necessary other than to mobilise a fire appliance. However, pressure has grown for the Service to become more transparent and accountable for its' actions. To achieve this, it has been necessary to take time to develop a strategy and design a controlled programme that would deliver the appropriate levels of technology required to support those aims, and which would also support the replacement of traditional paper-based processes. Without a new strategy, the Service would continue to face issues such as single points of failure, duplication, data confidence issues and no means of internal audit.

In looking to sustain the Service for the Community into the future a Service Transformation Programme designed to encompass the requirements of Public Value, IRMP and other service activities essential to sustainability was established in 2012. The Programme was a key driver to this report in that central to its' success was the continued investment in technology and systems to improve back office efficiency and provide operations with technology to improve service delivery, reducing risk even further.

This report seeks to outline for the reader the work undertaken and benefits achieved by the investment in new technology, systems and processes by providing comparison, where possible, between previous and current processes and highlighting tangible, intangible and indirect benefits. The report attempts to 'paint a picture' for the reader of each of the processes with a 'before' and 'after' scenario. The overall aim is given against each improvement area, together with an outline of progress against direction of travel. This should, in some instances, identify for the reader how much more improvement could be achieved with further investment.

The journey of improvement began in 2012 and it is extremely difficult to impart to the reader the amount of hard work and dedication that was necessary to reach the point of being able to review and improve the processes identified in the report. A large part of that involved changing hearts and minds by the introduction of new ways of working. We are now approaching the point where we are observing a cultural shift with employees not only beginning to embrace technology, but who are also becoming proactive in identifying scope for further improvement not only on what we have begun, but also on those areas 'in waiting'. It feels like our journey may have only just begun.

Introduction

How to deliver a sustainable service to the Community of Shropshire into the future?

In order to achieve this, it was important to find a way of bringing together the requirements of Public Value, IRMP and a myriad of supplementary activities necessary to ensuring active sustainability. This was not something that could be 'done' to the Service, it required effective management, the involvement of many and the co-operation of all employees. In order to manage the evolving changes, a Service Transformation Programme was established and launched in April 2012. Central to the programme would be the continued investment in technology and systems to improve back office efficiency and provide operations with technology to improve service delivery.

The Programme would provide a structured framework to assist in the management of delivering the necessary changes, including transforming behaviour through changing attitudes to different ways of working. Through the effective co-ordination of projects and work streams, the outcomes of the Programme was to provide the ability to do more with the same or less, reduce bureaucratic processes and provide better access to information. In order to understand the scale of the work required, it was imperative firstly to undertake a number of information reviews in order to evaluate current systems and processes. This would inform the level of work required and serve to identify any potential obstacles. The reviews undertaken were:

- Information Management
- People Management
- Mobile Working

And they addressed a number of questions:

- *Do we have the right skills and knowledge? / How do we address the shortfall?*
- *Are systems meeting our needs? / How could we improve them?*
- *Are our processes streamlined enough? / What needs to be done to improve them?*

It is important to note here that the Information Management Review highlighted that 'information systems' refers to the interaction between people, processes, data and technology. It is not just the information and communications technology, but also the way in which people interact with the technology in support of business processes. It would be very important throughout not to underestimate the impact of change across the Service culturally, on individuals and the organisation as a whole. The speed of change must be managed appropriately. Differing skills levels must be identified and supported, and additional challenges along the way managed sensitively and effectively.

The outcomes of each of the reviews mentioned above informed an overall Information Management Strategy (January 2013) for the provision of corporate information across the Service which would deliver improved information systems, avoid duplication and remove information silos. It would reduce effort in gathering, manipulating and processing information in order to improve timeliness and accuracy of reporting across the Service. The strategy also outlined a team structure that would enable the delivery of a corporate information infrastructure and which could be supported by existing staff across a number of departments within the Service. Such an approach would ensure future sustainability and resilience.

Key to the strategy was the development of various enterprise platforms to enable the capture of information and access to it via a corporate standard interface. The platforms include:

- SharePoint to provide an enterprise search facility, business intelligence information and document and file management
- Geographical Information System (GIS) providing the ability to analyse and present information as a visual tool for the interpretation of spatial data and accessing risk profile information
- A Data Warehouse to be a central repository for integrated data

The scope and purpose of this report is not to provide the reader with information relating to the challenges met along the way, nor to provide any detail around the technical platforms, systems or processes themselves, but to highlight the overall benefits achieved to date through the changes made up to the production date of this document (31 March 2018). The reader will be able to identify the type(s) of benefit achieved, whether the initial outcomes have been fully met or whether there is potential for further development(s). Whilst only the end users themselves can make a judgement on the real value of the changes, it is hoped the reader will gain an insight as to how well each of the processes have been improved.

The information provided in the report is based upon face-to-face discussions with both end users and developers in order to gain a wide range of differing perspectives in relation to the same process. Where possible, tangible benefits are identified, but these are limited to only one or two individual processes. This is due in some part to the fact that end users had not previously been required to have detailed knowledge of timescales and/or costs of activities prior to the development of new processes; and, in some instances, because the scale and impact of development prevents accurate calculations. Examples of this are:

- o The introduction of SharePoint on Office 365 which has completely changed the way we view the storage and sharing of documents and has provided so many other opportunities to develop new applications as well as automate many existing processes
- o RescourceLink has provided the ability to record and report on additional elements of HR information
- o The Data Warehouse has provided the opportunity to access a much wider range of information and therefore the ability to inform decision making

Essentially, the report is in 3 parts, the first providing information about the 'enabling' technical environment, secondly specific systems development (followed by the applications enabled by them) and, lastly, externally sourced independent systems.

When reading each section one by one, the overall scale of change is not necessarily evident, but the hard work and commitment of developing and implementing the new and improved processes should not be underestimated. There is not one area of the Service that has not been affected by the changes, either by direct involvement in development or by learning new ways of working. There have been times when this transition has been easy and times when obstacles faced seemed almost unsurmountable. Despite this, those either driving the changes or directly involved in development have remained resolute, committed and managed obstacles sensitively, with patience and above all professionally. So much so that many teams / departments have not only embedded their new processes and are using new systems as anticipated, but have become motivated to identify and drive forward with further/additional improvements. It will be important now to

harness this motivation as it will ensure transformation continues as it must do in order to achieve the sustainability required to serve the Community of Shropshire into the future.

Conclusion
It is evident that the benefits are many and varied. Management and individual employees not only now have access to information more quickly, but also access to information not previously available, in part due to the timescales involved in its' compilation. The information is more reliable as it is drawn directly from automated systems, more effectively supporting the decision making process. Duplication is greatly reduced and many processes are now easier to access, use and record and report upon. A level of time savings has been achieved, enabling some teams to focus on other areas of work not previously prioritised. Single points of failure have reduced through building resilience within teams and the reliability of reporting directly from automated systems has eased the reliance on individuals, supporting sustainability into the future. Automation has given end users ease of access and submission of information opportunities and shortened response times for requests.

Fire Service Rotas and the Retained Availability System are very good examples of how the introduction of new systems has enabled significant changes in working practises and brought about greater flexibility for all operational employees, time savings for retained employees and substantial financial savings for the Service.

The majority of work to date has concentrated on those areas that manage risk and those areas that are required to run an effective Fire Service. Some benefits have delivered time savings and, where these savings have been made due to improved processes, teams are focusing on work they were not previously able to do, e.g. Finance now focusing on improved data analysis and the provision of key management information. It is therefore true to say that the Service is already 'doing more with less'. Allowing the continuation of the automation of processes should, theoretically, build upon this trend and therefore inform future cost savings decisions/activities.

Appendices: A – Mind Map produced for the Information Management Strategy
              B – Diagram of sample 'dashboards' enabled through the Data Warehouse project

Mobile Working and Skype

Category	Tangible		Intangible	x	Indirect	x

Benefit Area	Policy/Legal		Quality of Service	x	Internal Mgmt	x
	Process improvement	x	HR Management		Risk Reduction	
	Flexibility	x	Economy	x	Strategic Fit	

Service Wide Availability Complete

Aim: Enable access to systems and information at any time, from anywhere to meet business needs by providing suitable mobile devices and a secure and reliable network with good coverage and fast connectivity to support all aspects of service delivery, including emergency response.

Up until 2015 each office based employee had their own networked pc/workstation, with station based employees having to share one per retained station and 2 or 3 per wholetime station. Each member of staff had their own home drive, with a limited number of shared drives that enabled employees to access the same files, e.g. access to rota information, a separate Service information drive. This situation has been altering incrementally since 2015 to a point where the Service is now fully utilising the Cloud based SharePoint Office 365 platform to facilitate collaborative working.

Before moving to a Cloud based platform, there were certain employees who were required to be more mobile; so in order to provide greater flexibility around off site working, they were allocated mobile devices and networked docking stations both in headquarters and on each station. This resulted in saving time on travel and enabled some employees to work from the most convenient site as long as they could connect to the network.

During the transition from networked pc's to Cloud based working, increased flexibility of mobile data usage was addressed by developing the network architecture to enable employees to operate out of the offices of partners, using both cellular and wifi access. Before this facility became available, the Protection and Prevention teams required two separate offices at headquarters. This has reduced to only one office with team members now working from sites all over the county.

Mobile working provides employees with the tools to let them work anywhere at any time using new technologies that are available to access information regardless of location. The deployment of SharePoint delivers collaborative applications that, combined with the improved network architecture and mobile devices, allows employees to be more mobile. Employees are now able to move around more freely using their mobile devices to capture information at source which is not only more efficient, but reduces duplication of effort from having to take notes and then re-enter the information elsewhere electronically. It is also useful during meetings to have instant access to reference documents without the need to print and, in some instances, photocopy handouts as relevant documents are now projected onto screens or information shared with other attendees during the meeting.

Each of the sites across the county now has lecture facilities with an interactive screen or video wall and audio-visual equipment making it possible to use skype for a range of events, such as classroom based training, meetings, etc. As employee confidence grows, this facility has the potential to make

considerable savings in terms of travel costs and timescales, especially if used as a training outlet across all 23 sites.

Having mobile devices in offices also provides the facility for employees to skype from their desk, with or without audio-visual equipment, increasing responsiveness and decision making whilst at the same time reducing email traffic.

Although the introduction of a Cloud based platform has enabled more opportunities for home working, this is made even more effective by the introduction of Skype where the use of instant messages or face to face discussions are much the same as being in the workplace.

Mobile working is now encouraged and supported, where appropriate, with a policy that supports the introduction of new ways of working in a positive and professional manner giving far greater flexibility for staff.

Almost all of the new applications contained within this document were made possible/easier by the introduction of mobile working.

Contributor(s):   Sally Edwards
                    Louise Goodhead

Data Warehouse (Business Intelligence Reporting)

Category	Tangible	x	Intangible	x	Indirect	x

Benefit Area	Policy/Legal		Quality of Service	x	Internal Mgmt	x
	Process improvement	x	HR Management	x	Risk Reduction	
	Flexibility		Economy		Strategic Fit	x

Team Established and Fully Functional Supporting Report Building Across the Service

Aim: Enhance strategic decision making and performance management through improved data collection, collation, analysis and reporting methods**.** The building of an incident data warehouse was a key precursor to the creation of all incident related performance reporting.

For a number of years, the Service had been collecting performance data using Word and Excel spreadsheets created and kept by individuals and teams requiring the information for different purposes. Due to the extent of the duplication and its' different uses, there was no clarity on latest versions and not all relevant information was in the same place, meaning overall reporting was difficult and required manual research. For example, the senior management team could only schedule their meetings around the laborious and time-consuming production of key performance indicators.

Investment in resources to automate processes and develop an Enterprise Data Warehouse platform to become a central repository of integrated data from a number of disparate data sources has provided a number of key outcomes:

- ☺ Reduced time spent gathering data – there are scheduled automated routines that extract, transform and load data into the warehouse
- ☺ Increased timeliness of data as the routines run daily and the reports are refreshed every 24 hours
- ☺ Improved access to our data as it's gathered in one place with multiple views available from multiple sources
- ☺ Accurate reporting – through closely working with users, testing, and agreeing business definitions
- ☺ Authorised access to views that are relevant to job roles
- ☺ Consistent reporting – automated reports using business definitions to reduce human error / misinterpretation
- ☺ Reduced time spent producing reports as we write once, rather than repeating the work every time there's new data
- ☺ Modular – new data sources can be easily added without the need to re-engineer previous work
- ☺ Scalable – if larger volumes of data can be used to provide a broader or deeper analysis

Examples of specific benefits achieved are:

☺ **Tactical** – action on antisocial behaviour/incident trends and patterns:
- Ability to quickly identify of antisocial behaviour incidents and take action where previously data could only be distributed via a complex spreadsheet
- Ability now to identify phone number of malicious calls which, enabling a prompt request for Police to visit or for mobiles to be disconnected
- Reports are allowing identification of incident trends and patterns in areas, such as arson

☺ **Workforce Management** – a variety of more timely and reliable reports supporting activities like workforce planning and retirement forecasting are now available, including:
- Monitoring of operational competence against specific criteria using a range of now automated HR reports as and when required – it was previously only feasible to provide information against one wholetime station and one RDS station per month due to the resource intensive manual research required
- Sickness figures are automatically generated enabling sickness absence analysis, removing manual cross referencing across a range of information formats (approximately half a day per month)
- Modified Duties reporting, never previously available
- Establishment figures automatically generated based on source data from ResourceLink

☺ **Performance Management** – call handling times
- The introduction of a new Command and Control system resulted in the loss of call handling times recording, but the development of a Data Warehouse has now provided the opportunity to rebuild the reports ensuring continued analysis and performance management.

☺ **Reduced Paperwork**
- The increased availability of quality information has significantly reduced the paperwork for frontline employees. They have now been able to discard the monthly completion of performance statistics forms.

Strategic Benefits – performance, resilience and security

☺ **Improved Performance Information –** removal of single point of failure
- The Data Warehouse enables all reporting to come from the same source data, reducing the risk of conflicting reports coming from alternative sources. It also makes the source data available to more users, helping to maintain improved data quality in key data sources. This foundation facilitates other types of data to be added
- A number of team dashboards are now available to present teams to set their own parameters to view performance reports and provide functionality to drill down to investigate any underperforming areas, including historical data enabling performance measurement against previous years – dashboard views are relevant to role providing assurance of authorised access to information
- Improving the timeliness and access to information and presenting it in ways which are easier to understand enables the Service to take an evidence based approach to decision making
- Building reports in this way reduces inconsistencies caused by different human interpretations of data

☺ **Common Skills Sets**
- In order to avoid future single points of failure, common skills sets have been introduced for reporting and systems teams with a view to increasing resilience between posts. This allows the Service to create performance reports for systems which would otherwise not have any and allow vulnerable Excel or Access based reporting solutions to be replaced with more robust and efficient SQL server based reporting

☺ **Improved Information Security**
- By replacing spreadsheets and email sharing with the use of databases and reports as a means of providing information across the Service, it has become easier to monitor information security and control access to that information.

☺ The total time released by automation of reporting is **2332 hours per year**. This was achieved by removing one post and freeing up time in other central functions and departments, thereby releasing capacity to embark upon the implementation of SharePoint.

Contributor(s):   Dave Bloor (using information gathered from various reviews where a number of employees were consulted)

Microsoft Office 365 SharePoint

SharePoint (SP)

Category	Tangible		Intangible	X	Indirect	X

Benefit Area	Policy/Legal		Quality of Service	X	Internal Mgmt	
	Process improvement	X	HR Management		Risk Reduction	
	Flexibility	X	Economy		Strategic Fit	X

Fully Functional Across the Service 2017

Aim: to deliver collaborative applications to streamline how the Service works and improve the quality of data and business intelligence.

Whilst all 3 of the enterprise platforms have been key to achieving a range of benefits across the Service, many of the most 'visible' transformational changes that have come about are those that have been enabled by the diverse functionality of SharePoint. The reader will find SharePoint functionality threading through the majority of benefits examples listed in this document. It's introduction was a key part of enabling mobile working, but also to allow the Service to:

- Introduce a 'Portal' which has become a **central self-service hub** for storing and sharing information across the Service, making it easier and quicker for all employees to access information of interest using a range of search criteria, e.g. team related documents, telephone lists, contract registers, training information, operational and H&S information, etc
- Create individual sites where **departments and teams can store, manage and access all of their most relevant and up to date documents easily and more efficiently,** where previously documents were stored in electronic folders, duplicated within other folders on different PC's and were not readily accessible unless the folder and document title were known to the searcher
- Take advantage of the **integral version control facility** ensuring that the latest version of any documents is always available when searching or sharing
- **Reduce server and PC storage space whilst still maintaining the ability to share the same information with a number of people but removing the temptation to save to personal drives and folders, previously creating confusion over version history.** Achieved not only through the use of 'the Cloud', but also due to the reduction in multiple copies of the same document and the removal of the need to attach documents to emails for sharing with others, e.g. each week SFRS newsletter of 2MB was emailed to around 560 employees
- **Improve security,** again through the use of 'the Cloud' and also through applying permissions to documents and sites, delegating the responsibility for permissions to site owners
- Improve monitoring and presentation of information through the use of the SharePoint 'Lists' application, enabling teams to gather, choose and present their information in a variety of ways dependent upon need

- **Build individual applications for specific purposes,** as can be seen in products such as Station Audits, Firefighter IDR's, Course Reporting and Ops Monitoring (outlined in this document)
- Introduce mobile working through use of 'the Cloud' e**nsuring information is available anywhere, any time and using any device,** benefits explained under 'Mobile Working'.
- Introduce other external products that integrate directly with SharePoint. In some instances, the use of such products enables the Service to **create resilience from within** rather than rely upon adequate funding for the use of developers. The main example of this is:
  - Nintex forms and workflows. This has provided the opportunity to create benefits in a number of areas by **reducing paper-based processes.** It has also offered the opportunity to review processes and take a more lean approach to their content and authorisation requirements, thereby providing the ability to simplify processes even further. To date, the following paper-based forms have been automated using Nintex:
    - **Train, Accommodation and Seminar requests** – these requests are, on many occasions, extricably linked, and have now been condensed into one form saving much time and effort and a reduction in paperwork and duplication of applicant information
    - **Return to Work** notification – automating this commonly used form has greatly reduced the amount of paperwork in the HR department and avoided the need to chase 'lost' forms
    - **CPD applications** – this is an annual application that all operational employees must complete. Its' automation has reduced authorisation time and has helped embed a more consistent approach to its' completion
    - **Vehicle Accident Reports, Near Miss Report, Contaminated Incident Report and Personal Injury Report** – these are all Health and Safety reports and are, by necessity, extremely long, have many sections which, in some instances, require completion by different individuals. Again, automating these forms has enabled a full review of the process on each and applying Nintex forms and workflows has enabled the form to be broken down so that individuals only see the parts of the form they are required to see, simplifying the user experience and making storage much easier

The authorisation for the forms is built into a workflow and a manager is alerted to the need to authorise before the request can be acted upon. All requests are then viewed in a list format rather than filed separately. All of these actions have made processes easier for the end user, in many instances reduced duplication and greatly reduced the amount of paper circulating the Service.

Contributor(s):   HR Assistants
                       Louise Goodhead
                       See also 'contributors' against various SharePoint applications

Station Audits (SharePoint Application)

Category	Tangible	x	Intangible	x	Indirect	

Benefit Area	Policy/Legal		Quality of Service		Internal Mgmt	x
	Process improvement	x	HR Management		Risk Reduction	x
	Flexibility	x	Economy	x	Strategic Fit	x

Fully Functional April 2015

Aim: To reduce duplication of information, increase the efficiency of the audit process and create access to accurate management information.

Station Management/Operations Audits are key to keeping station managers informed about a wide range of competencies across stations within their geographical area, a total of 23 stations. The previous system used a paper-based approach, limiting the worth and scope of audits:

- Time consuming – the whole annual process took 45 officer days
- Duplication – audit on paper using tick sheets and transferred to PC when back on station
- No viewable reporting function was available
- Learning outcomes and development areas difficult to collate
- No facility for recording improvements required
- No version controls in place
- Duplicate copies were taking up server storage space as well as paper copies being stored locally
- No access available to local watch manager
- Lack of access to reports resulted in missed opportunities to identify trends, highlight potential competence and health and safety risks and ensure appropriate development interventions

Station audits was one of the initial areas of improvement identified as suitable for a SharePoint application and development began in 2016. All paper-based records are now out of service and the benefits include:

- ☺ Efficiency of undertaking audits improved by 38% due to the reduction from 45 days to 28 days
- ☺ The paper and clipboard has been replaced by a tablet device, thereby entering data at source, enabling immediate response to the information
- ☺ Version control element of SharePoint ensures currency of information, reducing the risk of managers acting on inaccurate and/or out of date information
- ☺ Planning of audits is now more closely controlled and managed
- ☺ All audits are collated in once place and viewable by all levels of management via a performance dashboard enabled by the data warehouse
- ☺ Ability to identify trends, track and address developments/improvements and monitor due dates providing assurance that H&S requirements are meeting relevant standards and that managers have an up to date overview of the performance levels of their teams
- ☺ The dashboard also captures strengths and therefore it is possible to pinpoint areas of good practice and used to encourage learning and development across the service

- ☺ The SharePoint version control element reduces risk due to more reliable and current information
- ☺ Missed audits have been reduced to zero through the use of an alert function

Contributor(s):   Scott Hurford
                     Adam Matthews

Firefighter eIDR (SharePoint Application)

Category	Tangible	x	Intangible	x	Indirect	x

Benefit Area	Policy/Legal	x	Quality of Service		Internal Mgmt	x
	Process improvement	x	HR Management		Risk Reduction	x
	Flexibility	x	Economy	x	Strategic Fit	

01/01/2017
IN FULL USE FOR WHOLETIME

In Use for Wholetime	RDS will use upon roll out of Tablets	Potential for Additional Reporting Functionality

Aim: To ensure greater access to competence-based information for all users and managers, providing more effective auditing and reporting. The main driver for prioritising this piece of work relates to the Health and Safety Executive Management Report.

Operational firefighters are responsible for maintaining their operational competence and the HSE requires them to ensure a record of their competence is available for inspection. Each individual has their own unique skills set dependent upon their role and may have different appliances based at their station. An integral part of demonstrating competence amongst operational employees is to ensure that certain skills are demonstrated at certain intervals throughout a 12 month period. Each record consists of 10 subject areas, each relating to a list of activities, and each with a minimum risk-based frequency attached. Activities must be demonstrated throughout the year and firefighters are responsible for identifying and recording their own development areas against these activities, which are then addressed by their manager.

Disadvantages of a paper-based version include:
- Time-consuming to collate individual booklets on an annual basis and distribute
- Stationery and copying for paper booklets = £950.50 pa
- Producing, collating and binding time – 2 people x 9 days per annum
- It was necessary to store records in a lockable cabinet on station making it more difficult to gain access to update
- A storage room was required to enable the records to be kept for the stipulated 5 year period
- Auditing across a watch/station/area to enable effective identification of development needs and missed frequencies was time consuming and often led to missed frequencies not being picked up
- Performance Management reports were not available

A SharePoint Application, designed by developers, has addressed all of the above issues and the electronic process enables:
- ☺ Secure storage eliminating the need for storage rooms and cabinets
- ☺ Instant access for users, managers, the Service and HSE
- ☺ Access for users is now available from a PC at home or work and also on mobile devices, providing the flexibility for users to make entries at any convenient time, rather than just on station
- ☺ Overall risk has been reduced due to the initial reporting ensuring managers can more quickly identify and address missed frequencies and development areas

- ☺ Missed frequencies are greatly reduced by the provision of alerts for managers when frequencies are approaching their 'end' date
- ☺ The front page of the application ensures users can easily identify where frequencies are outstanding and where development needs require addressing
- ☺ Audits are more accurate and less time consuming
- ☺ Greater accuracy for reporting purposes has been made possible by the ability for Users and/or Administrators to make changes to skills sets and mark those on modified duties or long term leave
- ☺ Savings on paper
- ☺ Savings on resources
- ☺ A limited level of Performance Management reporting is now available, but ongoing use of the application has identified the potential for improvements
- ☺ General feedback from firefighters suggests the time to complete these records has been reduced by around 50%

Contributor(s):   Richard Meadows
Glyn Hesbrook
White Watch Shrewsbury
Mick Davidson

Course Reports – Core Training (SharePoint Application)

Category	Tangible	x	Intangible	x	Indirect	

Benefit Area	Policy/Legal	x	Quality of Service	x	Internal Mgmt	x
	Process improvement	x	HR Management		Risk Reduction	x
	Flexibility		Economy		Strategic Fit	

01/01/2018
IN USE FOR BA COURSES

Initial Phase Complete and In Use	Requires Extending to Include All Core Training Courses	Potential for Additional Reporting Functionality

Aim: To improve the efficiency of the current course reporting process both for instructors and administration staff, ensuring the provision of more timely risk critical information to managers relating to operational competence.

The key component of ensuring operational competence is attendance on a four year rolling programme of 4 different training courses/assessments against a set of standards. Although the sole purpose of the process is to minimise risk by ensuring operational competence, the paper-based process detracted from this by being administratively resource intensive. Some of the disadvantages included:

- Up to 2 weeks before a watch manager could view the report (unless the delegate had not achieved competence on the day)
- Production of course reports in Word requiring all course details and personal details to be added for each individual report
- Administration workflow contained 9 steps from receipt of results to being able to file the report and a further stage of entering the result on RL, the HR management system

The design of a SharePoint Application has enabled the removal of the paper-based process, providing the following benefits:

- ☺ Instructor time reduced by approximately 2 hours per course through the provision of:
    - Pre-population of electronic reports
    - Checking of Word reports for accuracy
    - Reduced time supporting delegates to complete paperwork
    - Automated process is consistent and no longer open to interpretation to different instructors
    - All of the above elements have resulted in greater instructor/student contact time
- ☺ Students are able to view course reports immediately following course attendance, available through MyView. Reporting by exception means that managers are alerted more efficiently to course reports highlighting development needs
- ☺ Administration time has been reduced by approximately 2.75 hours per course by:
    - Automated course assessment sheets
    - Report production
    - Printing time per course
    - Photocopying, collation and distribution reduced
    - Post distribution administration

- o Improved ability to report and track delegate progress/competency levels
- o The process workflow has been reduced from 8 to 4 steps

A staged approach was taken to the introduction of electronic course reporting, concentrating initially on Breathing Apparatus training. The next phase will be to:

- Build other courses into the process which will add even more time savings and improve access
- Possibly expand access to Development Officers to enable reporting of development areas
- Develop reports of showing list of delegates per course
- Ability to view who has been pre-booked onto courses

Contributor(s):   Alec Thomas
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     Ian Fisher

Operations Monitoring and Debrief Reporting (SharePoint Application)

Category	Tangible		Intangible	X	Indirect	

Benefit Area	Policy/Legal		Quality of Service	X	Internal Mgmt	X
	Process improvement	X	HR Management		Risk Reduction	X
	Flexibility		Economy		Strategic Fit	

01/01/2017
IN USE ACROSS THE SERVICE

In Use Across the Service	Scope for further development being considered by Ops Team

Aim: To increase cross-Service efficiency and consistency in the use of the Operational Monitoring process and improve the quality of management performance information.

The operations monitoring form is used by an attending officer when mobilised to an incident to record activities, development areas for teams and individuals, as well as specific learning points useful across the Service and which may or may not affect operating procedures. The attending officer will also use the form to indicate the level of debrief required, dependent upon findings during the incident. The form also requires Fire Control officers to record similar information in relation to the mobilising procedure relating to the same incident and therefore a number of areas of duplication were necessary.

Key disadvantages of the paper-based form included:
- Duplication of information
- The form is lengthy and therefore onerous to complete by hand, I.e. notes taken on the incident ground and then input on the form once the officer was back in the office. In some instances, this might be days if, immediately following the incident, the officer was due to return home and, possibly, take leave before returning to the office
- Potential for the forms to be lost in the internal post
- Delays in completing the form had the potential to create delays in addressing development needs or holding the relevant debriefs, also potentially missing valuable learning points and identifying areas of good practice
- There was no reporting function making it difficult to identify trends, etc.
- No efficient means of tracking that forms had been completed, that development points had been addressed or that debriefs had taken place, other than via emails or telephone calls

By developing a bespoke SharePoint Application, it has been possible to automate and improve the process, providing the following benefits:

- ☺ Form is now fully automated, including an electronic workflow
- ☺ The form is generated by Fire Control with incident data being drawn from the Command and Control system and a pre-populated form is automatically submitted directly to the monitoring officer for completion
- ☺ Reminder alerts are issued automatically if the form is not completed with a specified period

☺ Data relating to a specific incident is entered only once and pre-populated where required in other parts of the form
☺ For ease of use, the form uses drop down menus, text boxes only where necessary and is linked to Active Directory enabling easy completion of name fields
☺ Both the Fire Control officer and the Monitoring officer are able to enter their monitoring details on the same form using their own dedicated section
☺ Alerts are sent to relevant managers regarding the level of debrief required
☺ Forms can be tracked throughout the workflow and available from one place rather than stored in paper files
☺ Easily identified trends, learning points, development areas, good practice, etc.
☺ Information from the audits is now pulled into the data warehouse and reported, dashboard style, as a standing agenda item at the Operational Performance Monitoring Group (OPMG)

Contributor(s):   Martin Huckle
                       Russ Hales
                       Colin Nicholls

Fire Investigation Team Site (SharePoint)

Category	Tangible	x	Intangible	x	Indirect	x

Benefit Area	Policy/Legal		Quality of Service	x	Internal Mgmt	
	Process improvement	x	HR Management		Risk Reduction	
	Flexibility		Economy	x	Strategic Fit	

Fully Functional September 2016

The Fire Investigation site is a good example of the benefits of having team and/or activity focused sites that pull all relevant information into one place.

Aim: To improve the control and traceability of legal evidence for use in fire investigations that may lead to court action.

Officers carrying out fire investigations need to be very meticulous about the information they collect as investigations have the potential to lead to the need to provide evidence in court. Previously, gathering and storing this evidence was extremely onerous and time consuming because:

- It required officers to take photographs on site and return to the office to upload the photographs to their PC
- Storage was not secure in that it was held on local pc's and shared via email
- Storage was on individual PC's and not collectively in one place wasting time in searching specific documents and it was not secured by applied permissions and easily shared via email

A specific site set up now provides a number of benefits:
- ☺ Improved searching and collating facility as there is one place for all information from all investigators, having specific information folders each having a structured catalogue of contents. This allows protection of sensitive information which can also be shared securely with specified internal partners. Providing a central database in this way offers resilience for the provision of information in a timely way, removing the potential for delays due to absence of individuals
- ☺ Integral version control enables compilation of the most up to date evidence
- ☺ A single information collation point for annotations, reports, photographs and policy reduces the time it takes to upload, access, cross reference and print reports. The user friendly interface requires minimal training for end users
- ☺ Travel and handover time relating to uploading and sharing investigation information has greatly reduced – based on the 71 occasions when the site has been used to upload photographs, it is estimated that the saving on travel time has been 150 station manager hours equating to approximately £3000 + fuel costs averaged out at £250 – this is thought to be a conservative calculation and that the true figure could be doubled
- ☺ The inclusion of external links has provided the opportunity to directly and quickly access reference documents, helping fire investigators stay updated on industry trends, risks and continuous professional development style content. It can inform fire investigations in the post-incident phase, and/or provide a useful reference tool for increasing underpinning knowledge areas, such as 'product recalls' and 'vehicle defects'. It also offers information

that contributes to the prevention agenda on a wider basis and may be used as the foundation of external or internal safety campaigns

☺ The new process has made the use of photography much easier and has therefore encouraged greater and wider use, supporting a more professional FI service. It has reduced delays to the creation of fire investigation files as well as supporting in-house collaborative working by the use of one site

Contributor(s): Guy Williams
James Bainbridge

ResourceLink (RL)

Category	Tangible	x	Intangible	x	Indirect	

Benefit Area	Policy/Legal		Quality of Service	x	Internal Mgmt	x
	Process improvement	x	HR Management	x	Risk Reduction	
	Flexibility		Economy	x	Strategic Fit	

31/03/2018
UPDATE IMMINENT AND ADDITIONAL FUNCTIONALITY BEING EXPLORED

Fully Functional Across the Service, Including MyView

Potential for Additional Functionality Exists and is Being Explored

Aim: To achieve increased confidence in the integrity of HR data and related reports. Also to reduce administration time and multiple entry of the same data by streamlining and automating processes, resulting in improved access to information for employees and their managers.

During 2012/13 a review was undertaken to determine the benefits of introducing a new HR system. The review extended to the system already in situ since 2003/4 (RL) in order to make effective comparison. The findings of the review were that the most cost effective, and least resource intensive way forward was to develop RL. The company provider, Northgate, has more than 30 years' experience in building HR and Payroll software and is a recognised market leader in providing HR solutions. With 1,000 multinational enterprise customers and servicing 19 million UK workers, it is a 'best of breed' line of business application.

The review found that RL had been very much underutilised, under resourced and users lacked the appropriate level of knowledge to understand how it might be developed further. Utilising the services of an experienced developer from Shropshire Council, the Service has been able to develop and achieve benefits in the following areas:

Implementation of the MyView component accessible to all staff, which has provided the following facilities:
- Removal of paper payslips
- Employees are able to update personal contact details, equal opportunities information, emergency contact and bank details
- Automation of mileage and expense claims for both employees and councillors
- Managers able to delegate authorisation permissions when expected to be out of the office
- MyTeam processes which enable automatic recording of contract detail updates, including movement between roles and leavers
- Automation of course joining instructions

Resulting in the following benefits:
- ☺ Time reduction for processing updates by HR
- ☺ Information is instantly available reducing the hours spent by HR and managers when dealing with queries
- ☺ Access to the information for both employees and managers now aligns with 24 hour working
- ☺ Access to automated payslips has reduced queries and eliminated manual sorting, creating further time savings

☺ Having direct access to training history and planned training has further reduced time for both Training Admin due to a reduction in queries for Admin and direct access for managers
☺ Subject access requests received by HR can now be dealt with within minutes rather than hours

Access to one set of employee information on one database rather than across a number of spreadsheets and files has led to more efficient working. All activities listed above have contributed to time savings for employees, managers and teams. HR administration time has reduced by an average of 11.45 hours per month, with additional administration reduced by 39 hours per month due to the improved access to employee records. This time has enabled the team to focus on caseload rather than administration.

Implementation of the Training Module has provided the following facilities:
- Ability to record individual skills sets
- Ability to replace paper course nominations with email notifications, including cancellations and changes to attendance
- Ability to record and identify where employees are undertaking a development programme, providing key information relating to rates of pay

Providing the following benefits:
☺ Managers able to stay informed of competence levels relating to individual and team skills sets via MyView without the need to query course dates with Training Admin
☺ Automation of course joining instructions has reduced the timescales of delivery of approximately 1600 sets of paper-based joining instructions for module courses, saving the cost of 70 reams of paper (£279) and reducing the admin time from 13.5 days to 2.5 days per annum (equating to a 72% efficiency improvement against this task). These savings are against prospectus planned courses only and do not include the ongoing ad hoc courses which occur during the year. Savings on these courses are difficult to quantify as although average numbers per annum are around 260 per year, they involve various attendee numbers.
☺ Time savings are also achieved due to the reduction in photocopying and the ongoing management of paper files relating to each separate course, as well as a reduction in queries relating to checking the receipt of joining instructions which were previously sent through the internal post and which could take several days to reach the delegate. There are also file management time savings due to the return of acceptance forms which are no longer on paper, but come back via email

It cannot be ignored that this electronic format has increased the email traffic somewhat, but the time saving benefits in resource efficiency may be considered to outweigh this problem. Going forward, it may be possible to alleviate these issues by using the automated acceptance/cancellation function within MyView. This solution may require further development of a possible shift in procedure as it is currently not possible to allow employees to 'accept' course nominations without also being able to 'cancel' attendance.

Development of ResourceLink as a whole has brought about an increased level of data integrity via a central point of entry and has enabled:
☺ A reduction of information discrepancies
☺ Overall higher security by reducing spreadsheets
☺ Stronger business continuity process as the data is no longer physically kept on site
☺ Greater access to a number of automated reports, eliminated data manipulation and cross referencing exercises

☺ Ability to run regular exception reports to detect data entry errors which in turn leads to more accurate reporting and data control

Other developments have provided the ability to record the following information:
- Where an employee has secondary employment
- Completed and future dates of appraisals
- IT assets issued to individuals
- Whether posts are established and whether established posts are filled or not
- Ability to produce a number of performance management reports relating to the above data, as well as ad hoc financial reports identifying payments to individuals providing greater transparency and control and safeguarding the Service against over and/or under payments

ResourceLink development work has given SFRS the opportunity to record an increased amount of information that has generally created greater all round efficiency and improved reporting opportunities. It also has the added benefit of improving value for money in terms of the RL contract due to the increased use of the system.

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Louise McKenzie

Expense Claims (MyView/ResourceLink)

Category	Tangible		Intangible	x	Indirect	x

Benefit Area	Policy/Legal	x	Quality of Service		Internal Mgmt	x
	Process improvement	x	HR Management		Risk Reduction	
	Flexibility		Economy		Strategic Fit	

Fully Functional April 2015

Aim: To standardise the process, providing consistency and free up capacity to produce improved key management information rather than focus on process.

SFRS employees are entitled to submit claims for work related travel and essential subsistence for food and accommodation. Processes for claims varied dependent upon the conditions of service of the claimant, thereby requiring different payment codes relating to different rates of reimbursement. The process was paper based, with approximately 100 claims per month being submitted, taking 2 days per month to be processed by Finance. Furthermore, additional days were required for Payroll to input data onto the Payroll system.

Using the expenses module within ResourceLink to apply consistency through automation, the following benefits have been achieved:

- ☺ Claim forms format is now standardised providing a high degree of consistency by eliminating ambiguity of local practices
- ☺ Pre-populated personal information has enabled automatic calculation of the rates applicable to the conditions of service worked and a reduction in form completion time
- ☺ Authorising responsibility has been passed to the line manager eliminating the need for Finance staff to spend time checking each of the claims; claims are then submitted directly to Payroll in a format not requiring manual input. These combined actions have created a saving of 2 days per month for the Finance team and similar time savings for Payroll
- ☺ Line manager is alerted when claims are awaiting authorisation, helping to avoid missed claims – MyView enables managers to delegate this task to another responsible person if they are expecting to be out of the office creating less opportunity for delayed payment
- ☺ Missing information alerted to individual and approved signatory prior to submission for payment
- ☺ Electronic records for claimants reduces post-claim enquiries to Finance – time savings dependent upon number of enquiries
- ☺ Reduced storage of paper claims (there is currently a 7 year access requirement)
- ☺ Enhanced data storage and security
- ☺ Minimised human error

Improving the process also presented an opportunity for the Service to draw up an agreement with representative bodies to adopt a standardised approach to mileage rates, resulting in HMRC rates being applied across all employee groups. This eradicates the need to use internal administration resources to periodically consider and set new rates for one small group of employees. Another major change has been the redirecting of responsibility for mileage receipts to the claimant. Pay queries are now resolved by employees and their managers using MyView. The SLA with Shropshire Council (our payroll provider) has been modified to reflect the need to reduce transaction costs, and

which have been offset by the need to pay for the additional ResourceLink expenses module requiring additional server storage.

The time saved within the Finance Team has enabled a shift of focus from that of process to improved data analysis and the provision of key management information.

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Retained Availability System (Externally Sourced System)

Category	Tangible		Intangible	x	Indirect	

Benefit Area	Policy/Legal		Quality of Service		Internal Mgmt	x
	Process improvement	x	HR Management	x	Risk Reduction	x
	Flexibility	x	Economy		Strategic Fit	x

June 2017
FULLY FUNCTIONAL

Fully Functional Across the Service	Potential to Combine with Wholetime System Being Explored

Aim: To develop a product which brings consistency and transparency to the process, as well as flexibility and greater convenience for the firefighters using it as well as to be able to provide more accurate management information.

Monitoring the availability of retained staff has been notoriously difficult to manage. Historically, each station managed their own availability, using either manual entry into a station diary or by use of a whiteboard. Regardless of the method used, firefighters were required to visit the station to record their availability. In turn, this would be monitored by the officer in charge who has responsibility for alerting Fire Control when the ridership is likely to, or has, dropped below the minimum level or a specialist skill was unavailable.

Advantages:
- Did not rely upon technology or the skills to use technology
- Low cost

Disadvantages:
- High levels of unavailability and required retained support officers to remain operational
- Fire Control and Officers were unable to have a cross-Service view of availability and only knew about reduced cover when alerted by the officer in charge
- Recording availability could only be done at the Station
- The Officer in Charge was not easily able to identify whether individuals were fulfilling their number of contracted hours at the agreed times
- The potential to retrospectively change available hours left this system open to abuse

Work on a new product (SEED) began in 2014 in collaboration with the University of HULL. The following benefits have now been realised:

☺ Introduction of automated, networked system enabling Fire Control, Officers and Crews to view availability of each station from any on line PC or mobile device, as well as access to an on station electronic 'kiosk' view of overall availability updated every 15 minutes
☺ Individuals and watch managers no longer need to visit the station to record/check availability, which has provided increased flexibility and convenience for users. Time savings are unquantifiable due to wide variations affecting individuals. Assuming maximum living distances from the station of 5 minutes and the journey starting and ending at home, it would previously take 20 minutes for each cover day.
☺ Potential for retrospective changes to hours available is no longer possible

☺ Reports are available for auditing of contracted hours
☺ Using the skills invested in the business intelligence/data warehouse teams, reports have been developed enabling managers to manage their staff more effectively. It is anticipated that access to these reports provides key information should the Service wish to make the decision to offer varied contracts outside the current 85 or 120 hour contracts to achieve greater flexibility
☺

As expected, since the product has been in full use, a small number of fixes/improvements have been identified by end users, e.g. ability to schedule a repeating cover pattern, alerts to managers when staffing is reduced. However, the more recent introduction of the new whole time duty rota system has provided a potential solution for improvements and there is currently a pilot under way using one RDS station to test the viability of merging both the RDS and Whole Time into the one system.

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LEO – Externally Sourced System

Fully Functional and Launched February 2016		

Category	Tangible		Intangible	x	Indirect	x

Benefit Area	Policy/Legal		Quality of Service		Internal Mgmt	x
	Process improvement		HR Management		Risk Reduction	x
	Flexibility	x	Economy	x	Strategic Fit	x

Aim: To provide a wider choice of flexible, accessible and alternative learning opportunities to all employees that is accessible any time and from anywhere.

The introduction of the IPDS framework in 2003 called for the National Fire Service to ensure that standards were acquired and maintained, not only for operational activities, but also for supervisory and management activities. Role related job descriptions/activities were included as part of the framework, along with proposed subject specific modules relevant to each role. As a consequence, SFRS, along with its regional partners, designed a development model to be delivered for supervisory and middle management levels. The models are in use and form part of the formal development programme for those who are successful at ADC. However, the Training and Development budget is, through necessity, targeted at the most risk related areas which has prevented the delivery of certain non-risk based modules due to cost and time restrictions.

On-line learning is now becoming a much more popular method of learning, and it enables a blended and more economical approach to training delivery. Having access to an outsourced on-line web application also makes sense when compared to the purchase of on-line modules. For example, to uphold the obligations as an employer to ensure employees receive awareness training on subjects such as Information Security, costs are in the region of £4000 for an e-learning module, around half the price of an annual licence which provides unlimited access to many more modules.

SFRS invested in an outsourced web application with Learning Pool, through the Government Purchasing Agreement. The platform was launched in April 2016 with its' own branding - LEO (Learning Environment On-line). Benefits achieved to date are:

- ☺ Costs to deliver essential elements of knowledge and understanding can be minimised as it is no longer necessary for people to travel to a central point for certain elements of their learning saving time for the employee, travel costs for SFRS and, in some instances, costs for a training provider
- ☺ Various operational modules are being used in place of associate trainers for subjects such as JESIP, Large Animal Rescue and Safeguarding, with more topics to follow
- ☺ Knowledge and understanding can be delivered much more quickly and efficiently as it is available at any time and from anywhere. Previously, in order to maintain operational cover, a programme of awareness to be delivered to all operational employees may take up to 3 years to complete due to time and operational cover constraints
- ☺ It is no longer necessary to arrange costly 'mop up' sessions for those who were unavailable through sickness or leave to attend awareness sessions

☺ Performance management information through the ability to track and report on learning activities for individuals enables managers to identify where additional support or encouragement is required and to ensure their team members are maintaining their knowledge base
☺ It is now possible to provide access to a wider range of sources of knowledge and understanding across the whole service
☺ Access to on-line business-related modules has made it possible for employees to access many of the 'aspirational' aspects of the management modules including Communication, Conflict Resolution, Meeting Skills, Presentation Skills, Time Management, Equality and Diversity. A total of 30 courses have been made available through the platform covering leadership and management, health and safety and 'soft' skills. Whilst this does not, in all instances, remove the need to deliver face-to-face training, this blended approach has enabled the service to raise awareness of the principles of subject matter which would not previously have been possible without procuring resources and bringing employees to a central point to receive training, incurring travel and subsistence costs.
☺ Delivery of the online modules has had a direct impact on budgetary savings, e.g. 253 employees have completed the safeguarding module. Delivery of safeguarding training by one of our external partners costs around £20 per person. Delivering the content on line has resulted in a cost saving of £5060
☺ Time and resources have now been reduced for new starters who are able to cover a number of initial health and safety induction modules on-line:

  o Welcome to SFRS
  o Introduction to Health and Safety
  o Office Safety
  o Fire Safety
  o Display Screen Equipment
  o Personal Safety and Lone Working
  o Stress Awareness and Manual Handling

☺ Many elements of operational training include a theoretical or assessment element and a number of these are now provided on-line. Currently there are 10 modules available, including an Incident Command Assessment, a number of JESIP modules, hazardous materials, animal rescue and an LGV theory revision module.
☺ Prevention and Protection teams are able to access modules including Safeguarding, Make Every Contact Count and PREVENT

Since its' launch and up to 23 January 2018:
- 81% have logged into LEO
- Of those who have logged in, 92% have completed one or more modules (either as an individual or as a team)
- Of those who haven't logged into LEO personally, 53% have completed one or more modules as a team
- 85% have completed one or more modules
- Of 2671 course enrolments, 57% are complete, 4% in progress and 38% not started

More modules will soon to be launched; these are Environmental Management (supporting ISO14001), Whole-time Operational Induction; First Response Emergency Care (providing a blended approach to FREC training delivery). There is clearly an increasing demand for module development and increasing engagement in the use of LEO.

Contributor(s):   Lynsey Strydom
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Fire Service Rotas (FSR – Externally Sourced System)

Category	Tangible	x	Intangible	x	Indirect	x

Benefit Area	Policy/Legal	x	Quality of Service		Internal Mgmt	x
	Process improvement		HR Management		Risk Reduction	x
	Flexibility	x	Economy	x	Strategic Fit	x

Fully Functional July 2017	Refinement Required

Aim: To reduce inefficiencies of the existing shift pattern and its' ability to meet organisational needs by designing a more efficient system (optimum crewing) with potential to reduce the current whole time staffing costs by approximately £400K per annum, whilst remaining resilient enough to continue delivering a service matched to risk.

The request for savings resulted from a Fire Authority meeting in 2014 when considering proposals for inclusion within the Integrated Risk Management Plan (IRMP) 2015-20. SFRS whole-time firefighters were working under the existing national 24 hour duty system - 2 x 9 hour days and 2 x 15 hour nights, with 4 days off. A set minimum staffing level was in place, with overtime to maintain operational cover when these levels fell below the set number.

The disadvantages of this particular model are:
- On most occasions, more than the required number of staff are on duty at any one time
- This crewing model required 730 shifts per annum with an average of 23.5 staff required per shift (total staff 17,155) whereas, theoretically, current staffing availability provides 18,768 shifts per annum meaning that there is a resilience factor of 1,613 shifts
- Working patterns are set at the beginning of each year and therefore are limited in their flexibility
- The use of overtime is greater due to the lack of flexibility offered by set patterns and the need to plan so far ahead – the 3 year average structured overtime spend from 2011/12 – 2013/14 was £134,788
- The shift system exceeds the H&S Executive's recommended thresholds for shift workers for both risk and fatigue, albeit the accuracy of this could be challenged as a result of the potential for stand down time
- The shift system does not comply with the Working Time Directive relating to daily rest periods (daily rest period of not less than 11 consecutive hours in each 24), although the Service is currently exempt from this requirement as the shift pattern is part of the national collective agreement
- It is difficult to take appropriate account of unscheduled absences as they fluctuate from one year to the next

A specific project was established to undertake an in depth review and staff consultation culminating in a report of findings to the Fire Authority at the end of a 12 month period. During the project, a number of options were considered.

In March 2016, the Fire Authority was presented with the project options and recommendations and a decision was made to adopt a Four Watch Optimum Crewing System. A fully functioning system, hosted off site, was developed in collaboration with Fire Service Rota (FSR), a Dutch company with a

wealth of experience in the rostering market and was introduced on whole time Watches on 01 July 2017. As expected, there were initially a small number of 'teething' problems, but these were alleviated greatly by the willingness of staff to support the new system by being flexible, particularly in relation to their work base for the periods in question.

Advantages
- ☺ Recognises the NJC approach for employees to reconcile work, family caring and other responsibilities for equal opportunities and work/life balance
- ☺ Short Term Recall – ensures operational resilience outside that offered by the resilience post
- ☺ A short Rostering Off period provides staff with more certainty on the shifts they are to work – an improvement on the original 2 month period
- ☺ Reduction to the occasions when causal overtime is accrued
- ☺ Total number of over staff shifts is down 79%
- ☺ Total number of shifts lost to modified duties is down by 69%
- ☺ Initially, overtime costs went up by 13%. However, this was due to a raising of the optimum staffing levels during the bedding in period. This helped to ensure operational readiness was obtained with built in resilience
- ☺ All whole time appliances have remained available for operational response throughout 2017 achieved with reduced staffing resources from 136 to 128
- ☺ Over-staffed shifts have been virtually eliminated and affected only by specified collective training days
- ☺ Total spend on staff salaries have fallen by 5.4% (£281,000) compared to the same period in 2016, highlighting potential long term viability of the new system
- ☺ Overall, implementation of the new system has realised savings over £447,000 during 2017, above the target set by the FA in 2014 and two years earlier than the target date of 2020
- ☺ Flexibility has improved in that firefighters are now able to roster off duty rather than losing valuable leave should their circumstances change

The system is still in its' infancy, but user feedback is and will continue to be used as a basis for future development. This is an evolving product and continued investment and development will bring further cost benefits. As mentioned in the section of Retained Availability, there is currently a pilot being undertaken by Craven Arms to assess the suitability of the system to include retained availability data.

The Service is continuing to refine FSR to ensure processes become streamlined and user friendly and to implement criteria that ensures a fully fair and equal system, i.e. ensures that some employees are not disadvantaged by the process itself.

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Appendix to report on
Benefits of Service Transformation 2012-18
Shropshire and Wrekin Fire and Rescue Authority
Audit and Performance Management Committee
19 July 2018

03a – Appendix A Mind Map

REPLACE AIRWAVE
(2015/16)
Activities   Resource

TENDER FOR REPLACEMENT MDTs
(2014/15 – 2015/16)

FSEC
(Jun 13)
Activities	Resource
Update software	AG
Update data	BS

CORPORATE GIS
(Oct 13)
Activities	Resource
Evaluation	DB
Procure	JP
Implement	AG
Train	

IRS
Activities	Resource
Address missing incidents	APr
	HJ
	Telent
	WMFS

C+C PHASE 2
(Mar 15)
Activities (SFRS + HWFRS)	Resource
Corp Gazetteer	DB
Road Model	AG
	JP

C+C PHASE 1
(Jul 13)
Activities	Resource
Software Upgrade	JH
SEE Rollout	SB
ICCS Upgrade	SE
Replication	BF
DR	RP

COMMAND AND CONTROL H+W MOU PROGRAMME

ACTIVITY ASSISTANT
(Dec 13)
Activities	Resource
Training (WMFS)	DB
Build forms	IR
	BF
	RP

WAREHOUSE PMS PHASE 1
(May 13)
Activities	Resource
Automated process	HJ
Sharepoint front end	IR
	MO

WAREHOUSE PMS PHASE 2
(Mar 14)
Activities	Resource	
Design	RP	DB
Build	MO	IR
Configure	BF	HJ
Migrate	BS	

AMS
Activities	Resource
BA defecting	BF
Station Tests	NG
PPE	CB
	SE

CFRMIS
Activities	Resource
Upgrade	CN
Data Cleanse	BS
Train Users	SH
Transfer into data warehouse for link to GIS	

SINGLE POINT OF ENTRY PORTAL (SHAREPOINT)
(Dec 13)
Activities	Resource
Develop portal	MO
Design dashboard	HJ
	BS

PEOPLE MANAGEMENT SYSTEM

PAYROLL

HR
Activities	Resource
Process Review	YT
DMS (sharepoint)	WE
	ZG

RETAINED AVAILABILITY
Activities	Resource
SEED Trial	SE
Gartan Presentation	BF
Link to Payroll	DB
	MD

H+S

TRAINING

PENSIONS

FINANCIAL SYSTEMS
Activities	Resource
Purchase Ledger	
Payments	
SAMIS	

KEY:
→ Departmental Systems to Corporate Warehouse
→ Front End Provision
→ Other

UNDER PINNING ACTIVITIES

HMGSPF
Activities	Resource
Information security	KF
Personnel security	SB
Physical security	IT
	LG

MOBILE WORKING
Activities	Resource
Remote desk top	BF
Virtual desk top	RD
Unified comms	RP
Mobile device MGT	SE

E-SKILLS
Activities	Resource
WMFS E crewing module	SE
E learning pool	

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Finanical Year 2017/18

View Report

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Shropshire Fire and Rescue Service

APMC Report

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Senior Management Team

Fire Related Deaths and Serious Injuries

Month	Total Fatality	Total Serious	Total	Target
January	0	0	0	
December	2	2	4	
Total Fiscal Year	3	4	7	18

Attended Incidents

Month	BRIGID C&C	Completed IRS	Outstanding IRS
January	260	185	75 (29%)
December	308	278	30 (10%)
2017/18	3271	2986	285 (9%)

Accidental Dwelling Fires

Deliberate Fires

Response

The response caluclation is based on 4 or more riders attended within 15 minutes from the time call was recieved.

Accidental Primary Fires

Accidental Fires Confined to Room of Origin

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