



Action Plan

Gloucestershire Emergency Services Collaboration Board

Version: 18 (click on hyperlink for version control)

Ref.	Activity	Rationale	SRO	RAG	Priority	Time-	Governance Board notes / further actions	Gold Group notes / further actions
ONE: Vision, strategic governance and leadership								
1.1	Establish clear strategic ownership and governance of Blue light Collaboration within Gloucestershire	To produce a clear Governance framework to identify strategic owners and align these to collaboration work streams	JM/MA		H	S	19/09/18 No further discussion at Governance Board.	26/06/18 No further action for Gold Group Complete
1.2	Design meeting framework in support of the strategic governance structure.	To provide direction and ensure progress is made via the governance structure	JM/MA		H	S	19/09/18 TOR for Gold Group amended to show ACFO as chair.	26/06/18 Complete
1.3	Enabling joint working with Regional SW Emergency services Collaboration Programme	To ensure integrated partnership working and aligning strategic and tactical owners to attend relevant governance boards	JM/MA		H	S	19/09/18 No further discussion at Governance Board.	23/03/18 Complete
1.4	Enabling joint strategic working with Safer Gloucestershire partnerships	To ensure integrated partnership working and aligning strategic and tactical owners to attend relevant governance boards	JM/MA		H	S	19/09/18 No further discussion at Governance Board.	23/03/18 Complete
TWO: Estate, Fleet and Finance								
2.1	Scope the integration of Tri-Service vehicle workshops and shared fleet management	A dedicated lead for fleet management is currently a recognised gap in GC. Exploration of co-funding a post for GC & F&RS will facilitate collaborative opportunities as well as realise efficiencies for both services. The post could be located at a shared workshop for all services. There are opportunities here to recognise further efficiencies and effectiveness in actively encouraging shared facilities and management.	JJ, CB and CW		H	M	19/09/18 The Board was satisfied with the update from Gold Group. No further discussion.	03/01/19 Fire currently recruiting a new Fleet Manager. ACTION: JJ to lead project initially and organise a meeting with CW and CB to discuss opportunities for fleet collaboration. Meeting to be held by the end of Feb and a high level options analysis paper to be compiled by the end of March.
2.2	Enhance police and fire control to enable greater integration and resilience.	Again, explored within previous business case and we now have the opportunity to learn from experience in other areas. Original rationale for business case should be revisited to ascertain whether identified benefits are still possible and potential new benefits to be	RP/DP		H	L	19/09/18 Paper presented to the Governance Board outlining options. Verbal summary provided by JB to support paper circulated prior to meeting outlining options for control room collaboration.	03/01/19 All parties have been holding regular meetings working through the Control Action Plan. Will be a standing item on the Gold agenda. ACTION: DP to contact the Control Project Team to ensure progress is reported regularly.

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		<p>identified.</p> <p>Specific focus – major incident management</p>					<p>JB stated that opportunities for greater collaboration had been identified particularly in light of the Kerslake report recommendations. The paper also acknowledges future opportunities for collaboration. Supports a recommendation to review again in two years.</p> <p>JS felt that it was a conservative document. The different operating systems are understood but he was not sure that the benefits of closer working were fully acknowledged in the report. More ambition around convergence would be welcomed. Suggested language around one control room, two functions.</p> <p>AS felt that this was not the TOR given to officers asked to develop the business case.</p> <p>MS would have liked to have been given an overview of the two call operative roles to understand where and if there are cross-overs. Asked NM what the aspirations for the control room are from GCC.</p> <p>NM stated that GCC aspirations for the fire control room are around vulnerability.</p> <p>JB noted that the aspiration / vision was different among members.</p> <p>JS felt that the recommendations to address the Kerslake report would be quick wins and easily achievable (e.g. shared training) but that a clear strategic vision going forward is essential.</p> <p>MS agreed and suggested that the vision should be what could be achieved over the next 5, 10 and 15 years. Would like to understand more about what has happened in other countries as well as counties. A shared vision is essential though.</p> <p>JS should future convergence be agreed a change in command and control will be required. JB noted that opportunities around IT collaboration were implicit in the report.</p> <p>JB reiterated that staff have different roles and priorities and JS suggested that cultural changes are essential should any convergence be realised.</p> <p>AS suggested that a fall-back control room could also be explored.</p>	

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							MS suggested that the recommendations be broadened based on discussions at Governance Board. (Recommendations in business case to be reviewed to reflect discussions at Governance Board re longer term opportunities around convergence over the next 5, 10 and 15 years. Must include IT and vulnerability)	
2.3	Enable access to estate across all emergency services wherever possible. This will be to varying degrees as determined by local need.	Full and unrestricted access to estate in the county for blue light services	MA/JM/ PB		M	S	19/09/18 No further discussion at Governance Board.	03/01/19 (Confidential) PB gave an update on SWAST Target Operating Model project outlining and the potential options for greater collaboration on operational estate. ACTION: JM to organise meeting with JJ, VH and DPJ to discuss the potential of a Super Centre at the Bamfurlong site. ACTION: DP to organise meeting with JJ, VH and BW to discuss the potential for Book on Locations utilising Fire estates.
2.4	Scope fire stations for suitability to transform to multi service - 'Tri or Bi Service Centres' with priority given - particularly in rural areas	This would improve visibility and therefore reassurance in rural communities. Colocation will help support joint neighbourhood planning and wider aspirations around ongoing operational activity. Effective sharing of resources will realise both capital and revenue savings benefitting all organisations involved. This could support savings requirements for all public services or be reinvested into front-line provision (for example). Will build on existing estate sharing as highlighted in draft IRMP.	VH/PT/DP		H	S/M Initial NH scoping - 3m	19/09/18 MS noted that a lack of shared vision was evident in the report and a real lack of aspiration as it just seems to propose a space for police to sit with no obvious benefits to the community. JB noted that the challenge for the report was to identify the requirements of the police as the station works well as a retained station. MS noted that the community wants are missing. JB stated that it is a community fire station but it won't work as a community hub. There is clearly a challenge around all parties having a shared vision. AH again noted that the TOR did not reflect the aspirations being discussed and therefore tasking of officers needs to be jointly defined. MS questioned what the GRRS want from the fire station in Lydney. JB confirmed that the status quo is adequate for their needs. MN confirmed that a vision can be shared between parties but not budgeted for by GCC / GFRS. There will be no resistance to change but the retained fire stations are fit for operational purposes and there is no need for investment from the FRA. RG suggested that a future paper around estate collaboration could outline	31/10/18 The shared estates work currently on hold pending decisions on governance of Fire.

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								why share procurement was not considered possible. 03/01/19 No progress yet. Previous actions stand.
2.8	Scope the possibility of a shared stores facility	Stores facilities are required by all partners. There are potential savings to be realised in creating a joint facility.	CW/CB/NW		M	L		03/01/19 ACTION: CW, CB and NW to liaise with each other to assess whether there is an opportunity to create a joint facility and report to Gold Group by next meeting (March)
THREE: Organisational functions including people skills and development								
3.1	Enhance the use of SkillZONE on cost neutral basis	To build upon and maximise the current use of SkillZONE in relation to training, educational programmes and partnership working	SC/TW /DP		H	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
3.2	Explore opportunities in relation to ISO accreditation	With the current ISO standards there are opportunities to share learning and experience and link the use of GC forensic services in fire investigations. Unsure of practice in other areas but keen to explore opportunities in Gloucestershire with a view to becoming a national trailblazer in this area.	CA/MK		M	L	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
3.3	Progress and scope further joint preventative and protection training opportunities across functions e.g. Control, prevent, operations, resilience etc.	Progress, enhance and build upon opportunities such as home fire risk assessments, crime prevention linking into current operational delivery e.g. safe and well checks	SC / ED / SW		M	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
3.4	Enhance Joint incident response, resilience and command training and exercising	To build upon current JESIP training by providing joint training in relation to operational incidents e.g. RTC, Arson, Major and critical incidents	ST/RP AO/MA		L	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
3.5	Explore opportunities with regards medical training	To understand current levels of medical training for GFRS and GC staff and scope benefits of joint training and enhancement	SC/RP		L	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
	<i>Provide enhanced medical response</i>	<i>There is an opportunity to scope the possibility of providing an</i>	<i>BW/ TMA/</i>		L	M		

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		<i>enhanced response building on the work GFRS is already undertaking linked to the CCG and SWAST</i>	AO					
3.6	Establish an integrated leadership development programme <i>Enable structured cross service working opportunities through embedding staff into other organisations</i>	To enable supportive leadership to be understood, developed and supported in all three services <i>To enhance understanding and build stronger working relationships through use of Ride along schemes and attachments</i>	RP/MA CB/AO		M M	M S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
3.7	Explore a Joint approach to well-being	To review current practices and identify opportunities to share best practice and implement support e.g. Occupational Health support, TRIM	KD/MA		M	M	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
3.8	Joint preparation for HMICFRS Inspections	Explore opportunities for co-locations and integrated working in relation to staff and skills required when preparing, planning and learning lessons from inspections.	LG/DP		M	S	19/09/18 No further discussion at Governance Board.	26/06/18 BAU. Review in 6 months (Dec 2018)
FOUR: Operational opportunities								

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4.1	<p>Shared local level collaboration with neighbourhood prioritisation and tasking. Linking with local CSPs and Safer Gloucestershire</p> <p>Link with action ref 1.4</p> <p><i>Closer integration and problem solving approach to key strategic objectives i.e. arson reduction, CSE, DDN, Modern day slaver etc. Through use of an agreed structured framework</i></p>	<p>A structure is established where Police, Fire and Ambulance meet on a regular basis to lead and progress issues at District and local level.</p> <p>Links with the aspirations of Safer Gloucestershire and ensures statutory crime and disorder reduction obligations are met. Should be supporting asset based working with communities to identify and work with lead community members.</p> <p><i>There is a need to ensure problem solving is utilised at all levels and strategic and tactical processes encourages activity with partners (where appropriate).</i></p> <p><i>This needs to be structures and consistent through developing a joint process to capture and review preventative activity, and plan owners identified and held to account.</i></p> <p><i>Problem solving will also enable good practice, and identified bad practice (including where activity is not cost / victim effective) is captured in a format that can be shared both internally and with others to drive evidence based problem solving culture and behaviour.</i></p>	<p>PD/SW</p> <p>BW/SW</p>		<p>H</p> <p>H</p>	<p>S</p> <p>S</p>	<p>19/09/18 No further discussion at Governance Board.</p>	<p>11/09/18 Review in 6 months to check BAU has been embedded (March 2019)</p>
4.2	<p>Enhance the approach to Preventative / early intervention with hard to reach / vulnerable communities.</p> <p>Links to Safer Gloucestershire</p> <p><i>Effective sharing of Information and intelligence to enable analysis and inform joint activity/tasking</i></p>	<p>Links with draft IRMP objective one – increased focus in prevention and protection initiatives. By working together and utilising different organisational strengths (such as data and reputation) work collectively to support our most vulnerable communities.</p>	BW/SW		H	S	<p>19/09/18 No further discussion at Governance Board.</p>	<p>11/09/18 Review in 6 months to check BAU has been embedded (March 2019)</p>

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	<i>Explore the potential of joint performance data and integrated working with performance teams</i>	<p><i>There is a requirement to target activity to respond to emerging signs of risk to enable us to prevent and intervene before problems become costly and irreversible.</i></p> <p><i>Therefore we need effective process to gather information and intelligence analyse these to enable effective assessment of risk and harm. This should also ensure consideration of an appropriate response to vulnerability and reduce the greatest harm and impact on communities taking a preventative approach</i></p> <p><i>It would be beneficial to have joint performance measures linked to joint informed activity, tasking and problem solving. Services should seek opportunities to understand the impact of prevention, early intervention and problem solving approach across all functional areas. Therefore the performance framework needs to reflect a wider emphasis on prevention, early intervention and problem solving as well as response. This needs to be supported technology and current technological developments</i></p>	<p>MS/ CP/ CG</p> <p>BK/ MS/ CP</p>		H	L		
4.3	Improved Technology enabling quality and availability of Information in line with ESN.	<p>To continue and support the development of technology and digital platforms e.g. ESMCP promoting organisational and community needs – inducing:</p> <ul style="list-style-type: none"> • Enhanced information sharing and intelligence • Providing management information across applications and datasets • Providing staff with ability to access information across Tri Force • Standardised performance data • Consolidated interfaces and reduced number of applications • Long term approach to collaboration and IT 	BL/ RL		M	L	<p>19/09/18 No further discussion at Governance Board.</p>	<p>03/01/19 ACTION: MA to discuss joint data storage with GCC once JW's replacement is in position.</p>

Ref.	Activity	Rationale	SRO	RAG status	Priority	Time-scale	Governance Board notes / further actions	Gold Group notes / further actions
		infrastructure convergence <ul style="list-style-type: none"> Single Managed Service provision Providing better integration and availability of systems and the information they contain 						
4.4	Develop a collaborative approach to Search (Misper) (Premises) and rescue.	Utilising rescue expertise and equipment of GF&RS (such as heat seeking cameras and boats) to support with particularly high risk missing persons.	ED/CG		H	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
4.5	Enhance existing collaboration around DVI (Disaster Victim Identification) and body recovery	Body Recovery Memorandum of Understanding being developed to formalise existing collaboration	ST/IT		L	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
4.6	Enhance the current concern for safety MoU	There are opportunities to review and expand this MoU for other areas of operation need e.g. MISPERs.	ED/IT		M	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
4.7	Enhance existing collaboration around road safety both in terms of education, safe and social driving	There is much work ongoing around prevention and operations in respect of road safety. There is an opportunity to review this and scope what additionally might be achieved	AB/ED/MA/RG		H	S	19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
4.8	Shared services / partnership in relation to development of drone capabilities.	As drone capabilities are explored and developed between services, explore opportunities to achieve this via shared / partnership services	AB/FRS		M	M	19/09/18 No further discussion at Governance Board.	11/09/18 Asset lists completed (links to 2.6) ACTION:ED/RG to create the master spreadsheet for assets
FIVE: Links with Health & Social Care								
5.1	Closer working between GF&RS and GCC H&SC	Care navigator (GFRS employees working directly with health and social services) having someone who understands the challenges of other teams and can provide a bridge for close working.					19/09/18 No further discussion at Governance Board.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
5.2	GF&RS lead falls pick up	GFRS to be commissioned by Gloucestershire CCG to provide a falls pick up service in place of SWAST	TB				19/09/18 FRS in discussion with SWAT re governance of falls initiative at regional level.	11/09/18 Review in 6 months to check BAU has been embedded (March 2019)
SIX: Communication								
6.1	Creation of a joint communications plan to support the blue light collaboration	To enable consistent messaging across all organisations internally and externally	HA/CP		H	S	19/09/18 Papers circulated to Board prior to meeting. RG provided a verbal summary of the papers circulated prior to the meeting (comms plan and 2x releases). The group agreed that engagement with communities should be limited as and when projects develop to ensure expectations are	11/09/18 ACTION: Comms Group to do further work on the plan created by GG 31/10/18 Comms plan work halted pending Fire governance decisions

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							<p>managed.</p> <p>RG informed the Board that a meeting between RG, GG and AB was due to take place to discuss community engagement. This would feed into future communications plans.</p> <p>NM suggested that internal communications be put on hold due to the announcement made by the PCC regarding reopening the case for governance change. This was agreed by the Board.</p>	
6.2	Consideration of undertaking joint prevention messaging and corporate branding	Prevent messaging is key within communities around a number of issues which look to enhance prevention and early intervention activities across the services.	HA/CP		M	S	<p>19/09/18 See 6.1</p>	<p>11/09/18 ACTION: Comms Group to do further work on the plan created by GG</p>
6.3	To scope the potential of sharing of internal key messages	Enhance understanding of organisations and showcase joint working and collaboration	NS/CP		M	S	<p>19/09/18 See 6.1. NM suggested that internal communications be put on hold due to the announcement made by the PCC regarding reopening the case for governance change. This was agreed by the Board.</p>	<p>11/09/18 2 internal communication messages for staff were circulated explaining the need for collaboration and the framework for governance. ACTION: Gov Board to give final approval</p> <p>ACTION: Comms Group to discuss/plan internal/external communications</p>
6.4	Joint engagement events	Enhance engagement events with the community through joint planning and involvement.	Comms Group		M	S	<p>09/07/18 Action graded red as there has been no further development. RG reported difficulties in pulling together a further meeting of Comms Officers.</p> <p>ACTION: RG to send further meeting request to group.</p> <p>NM suggested that internal communications be put on hold due to the announcement made by the PCC regarding reopening the case for governance change. This was agreed by the Board.</p>	<p>26/06/18 ACTION: Comms Group see action 2.4 (engagement / consultation activity linked to estate development).</p>

KEY					
Priority scale:					
H: High priority		Barriers to progression	Long term:	Qtr4+	2019 onwards
M: Medium priority		Likely to progress	Medium term:	Qtr2 – Qtr4	2018/18
L: Low priority		Able to progress	Short term:	Qtr4 – Qtr2	2017/18
	Communication opportunity	Action completed			

Version Control:			
Version	Date	Amended by	Summary of amendment
3	21/02/18	Gold Group	

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4	23/02/18	RG & ED					Update and tidy plan following Gold Group meeting 21/02/18	
5	27/02/18	RG					Recolour completed actions following PCC Governance Board suggestion and remove duplicated action	
6	27/03/18	Gold Group					Update actions following Gold Group meeting 23/03/18	
7	09/04/18	RG					Included updated old Group TOR, Body Recovery MOU, Misper MOU and amended wording for action ref 2.3	
8	26/04/18	Gold Group					Update actions following Gold Group meeting 25/04/18, inclusion of page numbers, replacing names (TG to AO) and renumbering actions.	
9	08/05/18	Governance Group					Update following meeting on 03/05/18. Inclusion of SWAST crest. V9 – MASTER VERSION	
10	15/05/18	RG					Archive older actions. For master copy see version 9.	
11	27/06/18	MB					Update actions following Gold Group meeting 26/06/18	
12	10/08/18	RG					Update following Governance Group – July 2018	
13	11/09/18	RG					Combining Master with v12 for MB	
14	13/09/18	MB					Update actions following Gold Group meeting 11/09/18	
15	19/09/18	RG					Update following Governance Board meeting 19/09/18	
16	19/09/18	RG					Update following Governance Board meeting 19/09/18 – archived version	
17	31/10/18	MB					Update actions following Gold Group meeting and addition of new activity 2.7 shared stores facility	
18	03/01/19	MB					Update actions following Gold Group meeting 03/01/19	

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