



Enabling Sustainability Through Strategic Change

Shropshire Fire and Rescue provide emergency response services for Shropshire and Wrekin, protecting 493,000 residents and creating jobs for 650 employees.

The ICT, Business Intelligence and Service Development functions play critical roles in enabling an intelligence-led, data-driven Service. Specialist knowledge and technical expertise within these functions play a pivotal role in advising on and providing ICT and business intelligence solutions to holistically enable the Service to be more innovative, productive and efficient.

As a Public Sector organisation, the Service is significantly impacted by many external factors, such as Political, economic and environmental factors. Specialist departments within the Service have struggled to attract, recruit and retain the required talent, which has resulted in capacity and skill shortages.

The Service requested the support of BPO to conduct a strategic review of the departments, over a 4-month period to ensure they:

- Remain fit for the future (5-10 years).
- Have adequate capacity and skill to support Service Improvement.
- Are structured to support career progression and personal development to aid staff retention.
- Increase resilience and remove single-points of failure.

The review looked to answer many strategic questions, to name a few:

- What do the departments look like now? Structure, roles and responsibilities.
- What work do the departments do now? Project/business as usual.
- What work is not done due to capacity/skills, that would benefit the organisation?
- What known work will we be required to undertake (5-10 years)
- What is the best structure moving forward?

Here's what Simon Hardiman, Chief Fire Officer - Shropshire Fire and Rescue Service had to say:

"Thank you for your support and expertise throughout the review of ICT, BI and Service Development. I feel we have made real progress, whilst also uncovering and dealing with some legacy issues that previously have felt too difficult to address. Without you I don't think we would have covered the ground, especially in the time period you have."



Root causes identified and addressed



50 employees consulted across 9 departments



Recommendations and costed options provided



Action plan defined