

MEETING: 19 NOVEMBER 2012

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SUBJECT: INTEGRATED RISK MANAGEMENT 2012/13 ACTION PLAN UPDATE

JOINT REPORT OF THE CHIEF FIRE OFFICER

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## 1 PURPOSE

- 1.1 The purpose of this report is to provide an update for members of SMT in respect of the implementation of the Integrated Risk Management Plan (IRMP) Annual Action Plan for 2012/13.

## 2 BACKGROUND

- 2.1 As a result of an internal audit it was suggested that the progress of IRMP Annual Action Plan actions are reviewed quarterly by SMT.

## 3 PROGRESS TO DATE

- 3.1 The majority of actions are implementing the approved recommendations from the various reviews that formed last year's IRMP Action Plan. A significant amount of work has been undertaken to complete the Annual Action Plan. The following work associated with the delivery of the plan is outlined below for the consideration by SMT:

- **Back Office Review.** Following agreement to the Back Office Review recommendations by Authority in April 2012, an implementation plan is in place to deliver reconfigured teams by January 2013. This is being delivered to timescale with the selection process is making good progress, and work in hand to make physical changes to HQ to accommodate new teams.

Teams are all working through their action plans to ensure that they are prepared for the review's implementation on 01 Jan 2013.

- **Management Structure.** A full review of the management structure was carried out and recommended that the Strategic Management Team be reduced by one Area Manager. This was linked with a parallel review of the flexi duty office system.

The Management Review also investigated the management structure of Service Delivery. The main recommendation was to reduce the number of station managers from 16 to 11, with the remaining roles reorganised into dynamic cluster based teams supporting the district managers. Both reviews were approved by the Fire Authority in March and plans are progressing to enable implementation starting in January 2013.

- **Protection and Technical activities.** The review of Protection and Technical activities recommended the introduction of an intelligence based risk based inspection programme, a shift of fire safety workload to station based crews and a reduction in the size of the specialist teams.

These recommendations were approved by the Fire Authority in March 2012. The introduction of the new staffing structure is being carried out in phases. The first phase involving the P&T management structure was implemented on 20 August.

- **Aerial Ladder Platform Provision and Crewing.** A review of Aerial Ladder Platform (ALP) provision and its crewing was carried out during 2011/12. The review recommended the retention of all three ALP, with crewing arrangements for the two ALP at Gateshead and Sunderland brought in line with all other Special Appliances within Tyne and Wear through the implementation of Dual Staffing. This review was presented to the Fire Authority on 16 July 2012 and received approval.

The changes were implemented on 7 August 2012.

- **Mobilising.** The procurement project is at final evaluation stage of the tender submissions. Final submissions from the tenders are being validated. Once this is the whole life costs and commercial assessment will be scrutinised to establish the final evaluation scores and the preferred supplier will be nominated. This will be reported to Fire Authority for approval in TWFRS and to the Senior Leadership Team in NFRS. This will result in the contract being awarded.

Contractual works are hoped to start mid-September. Enabling works to the SHQ building are already underway with the communications room fit out started and the relocation of personnel from the first floor commencing 5 September. The works for the connection between the two control rooms have also begun and we are awaiting tenders from suppliers to the building works.

The tender process has been an extremely complex and robust process that has involved a huge amount of work in specific areas requiring a great deal of technical knowledge and input into the process to ensure complete confidence in the tender process is achieved.

- **Day Crewing (close call).** The introduction of day crewing, agreed for two stations in January 2011, is progressing well with Station 13 going live first. Designs for the required building changes have been consulted with staff and the procurement for building work will start over the next few weeks, with planned implementation for Stn 13 still on target for April 2013. Detailed work has now been completed in finalising the terms and conditions for staff operating on this duty system however, following further recent rulings, the whole remuneration package will be pensionable. The anticipated savings continue to meet the original projection of £800,000 as

previously reported across the two Community Fire Stations.

#### **4 LEGISLATIVE IMPLICATIONS**

4.1 No additional implications are envisaged.

#### **5 LEARNING AND DEVELOPMENT IMPLICATIONS**

5.1 The back office review implementation has Learning and Development implications which are being built into the Implementation Plan.

#### **6 ICT IMPLICATIONS**

6.1 The ICT implications of specific actions (eg Mobilising project and implementation of back office review) are built into the ICT strategy and level 3 plans of the ICT team.

#### **7 FINANCIAL IMPLICATIONS**

7.1 The financial implications arising from the implementation of the IRMP Annual Action Plan 2011/12 have been fully taken into account in the Medium Term Financial Strategy. It is also worth re-iterating that the IRMP has and will continue to generate efficiency savings for the Authority to allow reinvestment into service provision and to achieve the budget reductions required as a result of the funding cuts arising from the Government's Spending Review in 2010.

#### **8 RISK MANAGEMENT IMPLICATIONS**

8.1 All of these actions have been separately risk assessed and this has considered an appropriate balance between risk and control; the realisation of efficiencies; the most appropriate use of limited resources; and a comprehensive evaluation of the benefits.

8.2 The risk to the Authority has been assessed as medium utilising the standard risk matrix based on control measures being in place.

8.3 The Corporate Risk Register contains a general risk that we do not realise the savings that have been highlighted in our IRMP, resulting in reduced financial resilience and potential impact on service delivery.

#### **9 EQUALITY AND FAIRNESS IMPLICATIONS**

9.1 Equality and Diversity issues have been considered as part of the Equality Impact Assessment process for the IRMP and Action Plan.

#### **10 HEALTH AND SAFETY IMPLICATIONS**

10.1 There are health and safety no implications are envisaged.

## **11 RECOMMENDATIONS**

11.1 SMT Members are requested to:

- Note the content of this report for information.
- Receive further reports detailing progress of the actions.