

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

MEETING: 15th DECEMBER 2014

SUBJECT: INTEGRATED RISK MANAGEMENT PLAN UPDATE

JOINT REPORT OF THE CHIEF FIRE OFFICER

1 PURPOSE

- 1.1 The purpose of this report is to provide Authority with an update in respect of the implementation of the current Integrated Risk Management Plan (IRMP) actions.

2 BACKGROUND

- 2.1 The Integrated Risk Management Planning (IRMP) process is the vehicle we use to make significant changes to the shape of the service, ensuring that services are planned, designed and delivered in a way that balances available resources and community risk. This is a national process required of us under the Fire and Rescue National Framework.
- 2.2 We have used the IRMP process for more than 10 years to change the service, strengthen prevention, reduce costs, reduce incidents and manage the risk in our communities.
- 2.3 Since 2010, balancing risk and resources has become increasingly challenging and our IRMP actions have been developed against a background of significant reductions in the resources available to the Authority, as a result of reductions in Government spending. This position is set to continue, as illustrated in the paper on today's agenda about medium term financial planning.
- 2.4 IRMP proposals are developed on a four year rolling programme to enable medium term planning and consultation with staff, partners and communities. The current series of IRMP actions (agreed as a programme in October 2012, augmented by 2 additional actions in November 2014, and covering the period 2013-17) is as follows:

- Review of operational response model (incorporating review of staffing profiles)
 - Review of diversionary activities
 - Review of catering
 - Review of cleaning
 - Feasibility of a Trading Company
 - Introduction of second Day Crewing Close Call station (Rainton Bridge-from previous IRMP)
 - Organisational Review
 - Explore further joint working with other emergency services and key partners.
- 2.5 A list of the previous set of IRMP actions is also included for Members' information at Appendix A.

3 PROGRESS TO DATE

- 3.1 A significant amount of work has been undertaken on IRMP actions, with most reviews complete. A number have been agreed by the Authority and are moving into the implementation stage (with the implementation of the Response review running into 2018). Progress is as follows.

Review of operational response model/second day crewing close call station

- 3.2 Following a significant risk based review and a detailed consultation period, the Authority agreed to implement changes to the operational response model in January 2014. An Implementation Plan was requested and the high level, 4 year plan was agreed by Authority in March 2014.
- 3.3 Phase 1 of the implementation process (June 2014-May 2015) includes:
- The removal of 2 main appliances from Swalwell and Wallsend. This is complete; the appliances were removed from the fleet in June 2014, and the impact of the change is being monitored. Staffing numbers have been reduced accordingly through natural wastage

- Introduction of Targeted Response Vehicles. This is on schedule for March-May 2015. To date, vehicles have been procured and work is beginning to specify and procure associated equipment
 - Standing down 2 appliances at night (December 2014-May 2015). Planning is well underway, a major part of which is the discussions and negotiations with the Fire Brigades Union (FBU) regarding the detail of such change, it is envisaged that this action will be implemented from January 2015.
 - Monitoring and reviewing throughout the life of the plan. Monitoring and reviewing processes have been designed, and monitoring has commenced.
 - June 2014 also saw the implementation of Day Crewing Close Call at Rainton Bridge, completing all planned Day Crewing stations
- 3.4 There is regular and ongoing discussion with staff and representative bodies on any staffing impacts of these changes.

Review of diversionary activities

- 3.5 The findings of the review were presented to Authority in March 2014, with a further paper agreed in November 2014 following a period of additional discussion with partners; this established commitment to ongoing funding for Safetyworks, Phoenix and Prince's Trust.
- 3.6 The Authority agreed to continue to fund Safetyworks, Phoenix and Prince's Trust as part of its wider approach to Prevention (based on the principle that such activities with wider impact than Fire and Rescue should continue to be co-funded or commissioned).
- 3.7 This review is therefore complete; the Chief Fire Officer undertook to continue monitoring the sustainability of these activities and seeking further collaboration with partners in the coming years.



Review of Catering

- 3.8 The Authority gave outline approval to a new approach and structure for Catering in January 2014. Following a period of formal consultation with staff, final agreement to a new structure was given in July 2014. The changes to the Catering Service will be implemented from February 2015.
- 3.9 All catering staff have attended Information Days designed to enhance and refresh their understanding of the structure of the organisation and departments, which included an overview of support roles/functions; the staff are currently undertaking IT training which has been ongoing throughout the process to upskill individuals for the future.
- 3.10 To support implementation there has been engagement with staff at stations, TSC and headquarters to determine requirements, including requirements for equipment and food hygiene awareness on stations and at TSC.

Review of Cleaning

- 3.11 This review has been completed and a report is on today's agenda.

Feasibility of a Trading Company

- 3.12 This review is reaching completion and has included private sector input to enable a clear view to be taken of the marketplace for a potential Trading Company. An interim report was discussed by Authority in July 2014, with a final report to follow shortly.

Organisational Review

- 3.13 In November 2014, the Authority agreed that a wide ranging Organisational Review should be carried out, covering all levels of staff and incorporating a review of management including:
- All parts of the organisation including Service Delivery, but not including frontline operational activities which are currently subject to change following the Response review
 - All management roles SMT to Station Manager and equivalent
 - All leadership, management and command activities including the flexi rota

- Our coterminosity arrangements which are currently based on 5 Council areas
- 3.14 Work is now beginning to set out the scope, process and timescale for the review, which will begin from the management level (since there had already been agreement at the time the Response and Diversionary review that management would need to be revisited).
- 3.15 To assist with the management review and provide challenge to the process, it is the intention to include input from an external provider.

Explore further joint working with other emergency services and key partners

- 3.16 In November 2014, the Authority also agreed that a review should be carried out to build on existing arrangements and explore what further efficiencies can be drawn from collaborative relationships including:
- co-location/sharing facilities with trusted partners
 - exploring potential for operational collaboration
 - 'Blue light' collaboration regarding specialist skills and resources to build a clear picture regarding need and risk to establish if efficiencies can be made
- 3.17 All partners consulted about this proposal indicated a willingness to work together to explore opportunities. Initial meetings have been held with Northumbria Police and North East Ambulance Service to begin scoping what opportunities can be explored. It is the intention to engage with our other key partners to establish an approach which can be taken forward during the coming months.
- 3.18 For the purposes of future IRMP updates, the Day Crewing, Diversionary and Catering reviews are now deemed to be complete and will not be included in future reports.

4 HR IMPLICATIONS

- 4.1 This report has no direct HR implications. However, a number of the IRMP reviews have/will have specific staffing implications which will be included in the relevant review reports.
- 4.2 The Authority has agreed comprehensive HR processes for the implementation of staffing reviews.

5 LEARNING AND DEVELOPMENT IMPLICATIONS

- 5.1 This report has no direct L&D implications. The implementation of reviews often has L&D implications and these will be built into specific implementation plans, as is already happening with Response and Catering.

6 ICT IMPLICATIONS

- 6.1 The ICT implications of specific actions 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 actions 2013-17 have been fully taken into account in the Medium Term Financial Strategy. £6m of Reserves have been earmarked over the next three years to support the phased implementation of the review of operational response.
- 7.2 The savings from the 2013-17 IRMP actions will be built into the MTFSS as they are realised.

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. The risk implications of each review have been presented to Authority.
- 8.2 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 specific actions, as well as being built into the HR process for implementing any changes to staffing.

10 HEALTH AND SAFETY IMPLICATIONS

- 10.1 There are no direct health and safety implications to this report.

11 RECOMMENDATIONS

- 11.1 Members are requested to note the content of this progress report for information.



APPENDIX A

Actions carried out under the previous IRMP 2011-13

- **Review of back office functions.** Following a comprehensive review of all functions, the back office was reduced by 29% with implementation complete by January 2013.
- **Review of Prevention and Education activities with the general public.** The introduction of a new staffing model and more targeted approach allowed a reduction in staffing from April 2011.
- **Removal of Retained appliance from station 13 at Birtley.** Following a review of local risk, the second, retained (part time staffed) appliance at Birtley was removed from the fleet in April 2011.
- **Review of operational staffing profiles.** As part of an ongoing review, 12 operational firefighter posts were removed through natural wastage from April 2012. This action rolls forward into the future IRMP.
- **Introduction of Day Crewing (Close Call) staffing at 2 stations.** Day Crewing is a staffing model which replaces four shifts with a two shift system. The system was introduced at Birtley in 2013 and will be introduced at Rainton Bridge in 2014.
- **Review of Fire Protection function.** A review of our activities to support, educate, inspect and regulate businesses in delivering their fire safety duties I introduced a more risk based, intelligence led approach from April 2013.
- **Management review including operational command rota.** Managerial needs, including operational command requirements, have been reviewed and reductions made from January 2013 whilst maintaining the necessary numbers of staff on the operational command rota.
- **Review of Aerial Ladder Platform provision and staffing.** Provision of these specialist appliances was reviewed in 2012 based on operational need.
- **Review of Mobilising and Control Room.** New systems have been procured; the Control room has moved into service headquarters and staffing is being reviewed in 2014-15.