

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No 9

MEETING: 15th FEBRUARY 2016

SUBJECT: INTEGRATED RISK MANAGEMENT PLAN UPDATE

**REPORT OF THE CHIEF FIRE OFFICER, CHIEF EXECUTIVE AND CLERK TO THE
AUTHORITY**

1 PURPOSE

- 1.1 The purpose of this report is to provide the Authority with an update on the implementation of the current Integrated Risk Management Plan (IRMP) actions, and seek authorisation to develop further IRMP actions during 2016.

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 2012.
- 2.2 We have used the IRMP process for more than 10 years to change the service, strengthen prevention, reduce costs and manage the risk in our communities. It remains to be seen whether the IRMP approach will continue to feature in the Home Office's approach to Fire and Rescue policy.
- 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.
- 2.4 This position is set to continue, as illustrated in the January 2016 Authority report on the provisional financial settlement, and the Revenue Budget report on today's agenda. Government projections indicate that TWFRA's core spending power will reduce by 2.8% by 2019-20, and the cumulative funding gap over this period is projected to be between £2.8m and £6.2m.



3 CURRENT IRMP: PROGRESS UPDATE

3.1 IRMP proposals are developed on a 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
- Control review
- Feasibility of a Trading Company
- Management and Organisational Review
- Explore further joint working with other emergency services and key partners

3.2 A list of the previous set of IRMP actions is also included for Members' information at Appendix A.

3.3 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

3.4 Following a risk based review and a detailed consultation period, the Authority agreed to implement changes to the operational response model in January 2014. A high level Implementation Plan was agreed in March 2014, with an update agreed in July 2015.

3.5 Phases 1 and 2 of the implementation process (June 2014- March 2016) are now complete and include:

- The removal of 2 pumping appliances from Swalwell and Wallsend. This was part of Phase 1, and completed in June 2014
- Standing down of 2 appliances at night (December 2014-May 2015)

- The replacement of 2 pumping appliances at Newcastle Central and Sunderland Central by Targeted Response Vehicles available 24/7. This was completed in June 2015.
- The introduction in May 2015 of two further Targeted Response Vehicles (TRVs) between the hours of 18.00 and 24.00
- The procurement and roll out of new firefighting technologies, in particular Cold Cut technology, with associated staff training
- The adoption in June 2015 of an Unwanted Fire Signals Policy and Procedure which supports the implementation of the review by reducing attendance at false alarms
- Monitoring and reviewing throughout the life of the plan. Monitoring and reviewing processes have been designed, and reports on the impact of the changes were considered by the Authority in February and November 2015 with a further update also on today's agenda

Review of Control

- 3.6 The Authority gave outline approval to a new approach and structure for Control in February 2015. Following a period of formal consultation with staff, final agreement was given to a new structure in June 2015, and these changes have now been implemented. This action is complete and will not be included in subsequent IRMP updates.

Feasibility of a Trading Company

- 3.7 This review was completed during 2014-15, and approval given in January 2015 to proceed with the establishment of a subsidiary company to the Authority, TWFRS Limited, along with a social enterprise and charity and associated governance arrangements. During 2015 all elements of the project have been put in place and the social enterprise, Impeller, has commenced trading.

Management and Organisational Review

- 3.8 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 (as well as our coterminosity arrangements which are currently based on 5 Council areas).
- 3.9 This review is nearing completion, and it is planned to bring a report to Authority shortly. This has been a key corporate task and has involved managers and staff from many teams (other than frontline firefighting teams, as changes to these are still being implemented through the Response review).

Explore further joint working with other emergency services and key partners

- 3.10 Under this action a number of new arrangements have been put in place, including:
- The co-location of neighbourhood policing teams on 5 stations (Sunderland Central, Farringdon, Wallsend, Swalwell and Birtley), completed in December 2015. Enabling works for this were delivered through our successful bid to the Fire Transformation Fund, and the move has generated income to TWFA, as well as annual savings-16or Northumbria Police. It is expected that this project will deliver benefits in better service delivery as well as the financial savings.
 - Further collaboration with Northumbria Police has led to physical, staffing and programme improvements to Safetyworks!, where a successful joint bid to the Police Innovation Fund has supported the addition of 2 PCSOs to the staff team; the refurbishment of several scenarios and the development of new activity around (for example) child sexual exploitation. Other partners have also agreed to refurbish their scenarios including the Sainsbury's store and the Metro station supplied by Nexus.
 - 2015 also saw the sign off of a collaborative venture for the lease of the former control room at West Denton to North East Ambulance Service (NEAS), generating income and supporting NEAS efficiencies, as well as making productive use of a surplus asset.

- TWFRS has recently begun an Emergency First Responder (EMR) trial which was reported to the Authority in December 2015. This partnership pilot with NEAS and the other 3 FRS in the region lasts until 30/06/16 and is enabled by the National Joint Council circulars, NJC/7/15 and NJC 13/15. Crews from West Denton have been trained to Level 2 emergency first responder level by NEAS and will act under NEAS clinical governance in corresponding with a NEAS resource to risk level Red 1 and Red 2 medical emergencies. Full information gathering and evaluation processes are in place.
- The Authority's investment in pump priming collaborative work to fit domestic sprinklers continues to progress, as reported in January 2016. To date, a total of 1227 dwellings having had sprinklers fitted, or being in the planning stage for this. Of these, TWFRS have agreed to part-fund 254 on a case by case basis, with other costs met by partners.

4 FUTURE IRMP

- 4.1 As noted in 2.4, the Authority faces continued financial pressures over the 4 years 2016/17 to 2019/20. Savings from the Organisational and Management Reviews will contribute to meeting this shortfall but will not be sufficient to allow balanced budgets in every year to 2019/20.
- 4.2 The CFO considers that it is timely to conduct a further IRMP planning process during 2016/17; this process was last conducted in June to November 2014. IRMP action planning is a detailed process which involves consideration of community risk, the national and local policy and operating environment, and the financial environment. The process is inclusive and involves discussion with members, managers and staff about the options available to us.
- 4.3 High level options are then agreed by Authority subject to appropriate staff, public and partner consultation, the results of which form part of the Authority's decision to proceed with any programme of further IRMP actions. Individual actions are then developed through detailed, risk based work, and each individual action is presented to Authority twice, once for high level approval subject to consultation, and again once the results of consultation are known.



5 HR IMPLICATIONS

5.1 This report has no direct HR implications.

6 ICT IMPLICATIONS

6.1 This report has no direct ICT implications.

7 FINANCIAL IMPLICATIONS

7.1 The projected funding gap based on the Government's financial settlement 2016/17 and the projected financial settlement for subsequent years is covered in section 2.4 of this report, and in more detail in the Revenue Budget report on today's agenda.

7.2 Financial implications arising from the implementation of the current approved IRMP actions have been fully taken into account in the Medium Term Financial Strategy.

7.3 Any savings from the Management and Organisational Review have not yet been built into the MTFs, as this review is close to completion and will be presented to Authority in due course.

8 RISK MANAGEMENT IMPLICATIONS

8.1 IRMP actions are 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.
- Agree that the Chief Fire Officer should begin a process of determining future IRMP actions, to be subject to further discussion with Authority members.



APPENDIX A

Actions carried out under previous IRMP action plans

- **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 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 a staffing review completed in 2015.

- **Review of Cleaning and Catering.** Staffing and delivery of both these services were reviewed and outcomes agreed in 2015.
- **Review of Diversionary activities.** Following a risk based review, in March 2014 the Authority agreed the principles upon which future diversionary activities will be based. A key principle was that activities with a wider benefit than Fire and Rescue should only continue if they are either commissioned or co-funded by partners (this currently applies to the Phoenix programme, Safetyworks! and the Princes Trust Team Programme). Partner views on this were sought and discussed by Authority in November 2014; the services continued on this basis.

