

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No. 9

MEETING: 12th DECEMBER 2016

**SUBJECT: DRAFT INTEGRATED RISK MANAGEMENT ACTION PLAN
FOR 2017-20**

**JOINT REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (THE CLERK TO
THE AUTHORITY) THE STRATEGIC FINANCE OFFICER AND THE PERSONNEL
ADVISOR TO THE AUTHORITY**

1 INTRODUCTION

- 1.1 The purpose of this report is to seek Members approval of the Authority's draft Integrated Risk Management (IRMP) Action Plan 2017-20.
- 1.2 The IRMP is the vehicle used to make significant changes to the shape of Tyne and Wear Fire and Rescue Service, ensuring that services are planned, designed and delivered in a way that balances efficiency and community risk. The IRMP process has been used for more than 10 years to change the Service, strengthen prevention, reduce costs, reduce incidents and manage the risk in our communities.

2 BACKGROUND

- 2.1 Since 2010, balancing risk and resources has become increasingly challenging and 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.
- 2.2 A key feature of this context is the Government's requirement for the public sector to meet its spending targets over the medium term, covering the period 2016/17 to 2019/20. Local Authorities were given the option of accepting a 4-year Funding Settlement Offer that formed part of the Local Government Finance Settlement 2016/17 that was finalised in February 2016. The Authority agreed to accept the 4-year funding offer in September and published its Efficiency Plan 2016/17 to 2019/20 in line with the government's requirement by 14th October 2016.

- 2.3 Despite taking into account all of the remaining IRMP 2014-17 savings identified from the current IRMP, the Authority is projecting a gap in financial resources of approx. £1.8m by 2019/20.
- 2.4 It is important to note that this position assumes that the Authority's Council Tax Precept will be increased annually by 1.99%. This assumption is consistent with the government's 4-year settlement financial planning assumptions. If the Authority does not increase the Council Tax Precept as assumed, then the projected gap in resources would increase to approximately £2.3m.
- 2.5 The recent Autumn Statement 2016, announced on 23rd November, confirmed the figures set out in the 4-year Settlement for the Authority. This is welcomed, however, the 4-year Settlement still represents a significant reduction in government funding to the Authority (as Revenue Spending Power is to be cut by 2.8% over the 4-year period to 2019/20 compared to the national average reduction for all authorities of 0.4%). The cut in government funding also fails to take into account the impact of inflation and other cost pressures that the Authority must address, making the financial gap in its revenue budget much higher.
- 2.6 The IRMP is an important part of how we manage the impact of the continued funding reductions, along with continued good financial management and ongoing work to improve efficiency, procurement and effective use of assets and other resources.
- 2.7 Once agreed, the proposals in the draft IRMP 2017-20 will be quantified and will be reflected in an updated Medium Term Financial Strategy for presentation to Members in February 2017. The IRMP will also be an integral part of our Strategic Community Safety Plan.

3 IRMP 2017-20 INITIAL CONSULTATION

- 3.1 To support the development of the IRMP 2017-20, several consultation activities have been undertaken over recent months to encourage ideas from staff and relevant stakeholders; asking how efficiencies and improvements can be achieved. These activities included letters to representative bodies inviting suggestions, interactive staff briefings, a Team Talk with all employees, an informative session with Fire Authority Members and discussions at strategic partnership meetings.
- 3.2 Encouragingly, a positive response to this exercise was achieved, demonstrating engagement with employees and stakeholders in the Authority's strategic planning process. The consultation activity generated approximately 285 suggestions.

- 3.3 Suggestions were received at the Principal Officer led staff briefing sessions that were attended by 111 employees, via the online suggestion box and from the Members briefing session. The majority of suggestions were received via Team Talk.
- 3.4 A range of suggestions were received, from smaller actions to more complex, higher impact ideas. A number of the suggestions may fall out of the IRMP process as they are considered “business as usual” and will be examined for inclusion in the relevant department’s formal plans.
- 3.5 All suggestions received were considered and categorised into 5 groups.
- Those which will be considered as part of a proposed IRMP 2017-20 action (groups 1-3): approx. 222 suggestions
 - Those relating to income generation, that will be passed to TWFRS Ltd. for consideration (group 4): approx. 43 suggestions
 - Those that have already been considered or implemented in previous reviews (group 5): approx.13.
- 3.6 A small number of suggestions were received that were outside of what was requested, and these will not be considered further.
- 3.7 The FBU response welcomed the Service’s commitment to the initial consultation process and sought assurance that any agreed actions would be subject to staff and public consultation with an appropriate timeframe. The response also included a request that the outstanding action point from the 2013-17 IRMP, of reducing all appliance staffing to 4 riders, be removed from the IRMP as ‘IRMP 2017-20 may lead to a new operational response review’ and they ‘believe that if this action point were to be enacted upon at this time it would have an intolerable effect on the health and safety of crews when dealing with incidents’. The full FBU response can be found at appendix A. No responses were received from GMB or Unison at this time.
- 3.9 In terms of consultation with strategic partners, TWFRS managers communicated our intention regarding IRMP 2017-20 at community safety partnership boards, where possible. Partners have not offered any proposals or ideas at this stage but have confirmed they are interested in the outcome and would like to be consulted on any future proposals or actions arising from the IRMP.
- 3.10 The Strategic Management Team have considered every suggestion proposed and have developed detailed feedback for staff to inform everyone how the suggestions will be progressed.

4 DRAFT PROPOSED ACTIONS FOR IRMP 2017-20

4.1 The actions proposed in this IRMP have been developed through consideration of the ideas generated, the risks facing the community, service objectives and performance, statutory duties and the wider local and national context of the Authority's work.

4.2 In addition to continuing to implement the outstanding actions from previous IRMP reviews, it is proposed that the following actions be added to the Plan for 2017-20:

Action 1 Review how we respond relative to risk.

Examine the operational response delivered by the Service to ensure all opportunities for efficiency are explored, in relation to the risks we face, so that we achieve the best possible outcomes for our community.

Action 2 Explore further opportunities for collaborative working with emergency services and other partners.

Drive the collaborative agenda forward where it improves effectiveness and efficiency, strengthening services, increasing innovation, delivering significant savings and better protecting our communities.

Action 3 Examine our ways of working and consider opportunities for further efficiency and effectiveness.

Foster leadership and innovation to drive efficiency through a review of our policies, systems and ways of working. Using an intelligence-led approach to maximise personal and organisational performance and minimise risk

4.3 With regard to the FBU statement in 3.7 above, the FA approved staffing all pumping appliances with 4 riders in October 2013 (Min no. 31/2013 refers) after receiving detailed reports on operational response within TWFRS. This is also built into the MTFS and will remove approximately £1.4M from the revenue budget. There is no evidence to suggest that staffing to 4 riders has an intolerable risk to staff, TWFRS presently staff the majority of appliances with 4 riders. The FBU comment that TWFRS may have a new IRMP action to review response is relevant and the CFO recommends that if members approve action 1 above that the implementation of riding 4 riders on all appliances be paused until a future review of response, fire cover or staffing arrangements is concluded.

5 IMPLEMENTATION OF THE IRMP (2014-17)

5.1 Members are reminded of the current (2014-17) IRMP actions:

- An Organisation and Management Review (OMR);
- Collaboration – to explore further joint working with other emergency services and key partners.

5.2 A significant amount of work has been undertaken on these actions. The Organisation and Management Review was approved for implementation by Authority in September 2016 and will be implemented by Spring 2017.

5.3 The CFO is continuing to explore options for joint working and collaboration with other emergency services and trusted partners. To date, this has led to:

- Co-location with other services, including Northumbria Police, at five of our community fire stations;
- A pilot with North East Ambulance Service to provide emergency medical response (EMR);
- Redevelopment of Safety Works! interactive safety education centre, following investment from the Police Innovation Fund Bid;
- An enhanced strategic collaboration agreement with Northumbria Police, Northumbria PCC and Northumberland FRS, through which we will pursue more ways to work together, to deliver value for money and improved outcomes for the communities we serve, as well as increasing our resilience.

5.4 The proposed IRMP 2017-20 action on further collaboration (set out in section 4.2 of this report) will enable the Authority to build on existing progress and drive this agenda forward.

6 FURTHER CONSULTATION

6.1 Once the IRMP 2017-20 is agreed, work will progress on each action (with any recommendations being reported to Members), the outcome of which will form part of a consultation exercise as part of the strategic planning process. In accordance with national IRMP and consultation guidance, activities will be appropriate and proportionate depending on the scale and nature of the changes being proposed. For example, proposals with the potential to affect service to the public will be subject to full internal and external consultation. Proposals impacting on internal ways of working only will be subject to employee consultation.

7 RISK MANAGEMENT

7.1 The impact of the continued Government funding reductions has been recognised as a significant corporate risk and is regularly monitored as part of

the Corporate Risk Register. Risk assessments will be undertaken as part of the IRMP process, to ensure that the risks to the Authority relating to these specific actions are minimised as far as practicable.

8 FINANCIAL IMPLICATIONS

- 8.1 The IRMP process is about balancing community risk with available resources and as such, the outcome of any reviews / actions arising from the 2017-20 IRMP will have financial implications. These details will be reported back to Authority when full implications are known.

9 EQUALITY AND DIVERSITY IMPLICATIONS

- 9.1 Equality and diversity implications will be considered as part of the Equality Impact Assessment process for each of the proposed IRMP 2017-20 actions. The outcome of these assessments will be fed into the decision making process relating to these.

10 HEALTH AND SAFETY IMPLICATIONS

- 10.1 Health and safety implications have been considered in the development of the proposed IRMP 2017-20. The health and safety implications of each specific action will also be considered and the outcome factored into the decision making process.

11 RECOMMENDATIONS

- 11.1 The Authority is requested to:
- a) Note the contents of this report;
 - b) Agree the proposed actions for the IRMP covering the period 2017-20, and provide comments and views in respect of any amendments considered necessary;
 - c) Discuss the details of the recommendation in 4.3 and provide a decision on direction to proceed
 - d) Receive further reports regarding the results of any future consultation exercises associated with these IRMP actions prior to final approval and implementation of any outcomes.

BACKGROUND PAPERS:

The following background papers refer to the subject matter of the above report:

Integrated Risk Management Plan 2017-20, September 2016

Integrated Risk Management Plan 2014-17, July 2014