

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No 6

MEETING: 21st JULY 2014

SUBJECT: INTEGRATED RISK MANAGEMENT PLAN 2014-17

**JOINT REPORT OF THE CHIEF FIRE OFFICER, CLERK TO THE AUTHORITY,
THE FINANCE OFFICER AND PERSONNEL ADVISOR**

1 INTRODUCTION

1.1 The purpose of this report is to seek outline approval of 2 additional IRMP actions, to be carried out during the period 2014-17.

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. 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.

2.2 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.

2.3 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, and covering the period 2013-17) is as follows:

- Review of operational response model
- 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)

- 2.4 Taking into account Government spending reductions and cost pressures, it is expected that TWFA will be required to make a further £8.833m of spending reductions over the next three years 2014 to 2017.
- 2.5 At the Authority meeting on 23rd June 2014, Members considered an update on progress on the current IRMP programme, alongside the financial outturns for 2013-14. Although final savings from Diversionary, Cleaning and Trading Company reviews are yet to be factored in, it was noted that a funding gap of £2.954m remains to be filled during the years 2014-17 after the current reviews have been implemented. Members agreed that the Chief Fire Officer should bring forward proposals for further IRMP actions to address this and face the challenges of 2016-17 onwards.

3 PROPOSALS

- 3.1 During May and June, members of the management team have carried out briefings with watches and teams on the current financial position; progress with the Response review implementation plan; and the need for further IRMP actions to be developed. Two workshops have been held with a range of service managers to identify potential actions. Many ideas, large and small, were identified; these can be grouped into the following themes:
- Further structural change/staffing
 - Service delivery and crewing
 - Collaboration and governance
 - Finance, procurement and efficiency
 - Assets
- 3.2 As a result of this work, it is proposed that the following two actions be added to the IRMP programme. Outline approval is sought for these, to be followed by a period of consultation.

Organisational review

- 3.3 In the current Spending Review period since 2010, all parts of the organisation have been subject to review, with structural changes and staffing reductions across all parts of the service (see Appendix A for reviews completed to date). This has allowed us to balance the budget in the face of significant cuts, whilst minimising the impact on frontline services.

- 3.4 It is proposed to carry out a further review of the whole organisation and the way it works. This will build on information from earlier reviews and take as its starting point where we are now; however its scale and scope will be large and embrace all areas of our activity and how it fits together to form an organisation.
- 3.5 In this sense it is similar to the review of the operational response model- it will change what we look like while maintaining a strong focus on what we have to deliver for the public.
- 3.6 It is proposed that the review will cover all levels of staff and incorporate 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
- 3.7 This is a challenging review since all areas of the organisation have already been subject to rigorous review as part of our commitment to reduce other areas of the organisation before considering frontline services.

Joint working with other emergency services and key partners

- 3.8 TWFRS has strong working relationships with both local authorities and other emergency services. Collaborative working takes many forms both operational and in terms of service sharing, such as co-location of North East Ambulance Service (NEAS) and Mountain Rescue staff of TWFRS stations.
- 3.9 Like TWFRS, partner organisations are under pressure from funding changes at the local and national level, as well as the challenges of managing demand. Many public sector partners across Tyne and Wear are also seeking to reduce the cost of their estate as part of their plans to reduce running costs and reduce the impact of cuts on frontline services.
- 3.10 Collaboration has the potential for further benefits beyond the financial, and as we know from work already carried out in partnership, is desirable from the point of view of shared commitment to community safety (or other shared agendas); shared intelligence; stronger working relationships and shared focus on the needs of vulnerable people.

3.11 It is therefore proposed 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

4 CONSULTATION AND ENGAGEMENT

4.1 It is proposed to carry out high level consultation with staff and stakeholders on these proposals for further IRMP reviews, after which a further report will be brought to Authority in the Autumn. It is likely that given the nature of the proposals, the focus of consultation will be on staff and partners rather than members of the public.

4.2 As in previous years, should the Authority agree that these reviews should form part of the programme, further detailed consultation will be carried out with staff and stakeholders on any detailed review findings, as part of any final decision making by the Authority.

4.3 Staff will also be fully involved throughout any review processes.

5 FINANCIAL IMPLICATIONS

5.1 Although this report has no direct financial implications, the implementation of specific actions will be significant as they support the requirement to reduce spending in line with the Spending Review.

6 RISK MANAGEMENT IMPLICATIONS

6.1 The impact of the Spending Review has been recognised as a significant corporate risk and is part of the Corporate Risk Register. Risk assessments will be undertaken to ensure that the risks to the Authority relating to these specific actions are minimised as far as practicable.

6.2 A further risk has been recognised in the Corporate Risk Register that the IRMP actions will not realise the required level of savings to meet the reduced budgets. This risk is mitigated by the Authority's track record of focused action to realise efficiency savings in the past, but realising the savings will require a significant amount of work, project management and timely decision making.

7 EQUALITY AND DIVERSITY IMPLICATIONS

7.1 Equality and Diversity implications will be considered as part of each proposed action, and implications included in any subsequent reports.

8 HR IMPLICATIONS

8.1 This report has no direct HR implications. HR implications will be considered as part of each proposed action, and any change resulting from reviews will be subject to agreed HR processes.

9 HEALTH AND SAFETY IMPLICATIONS

9.1 Health and Safety implications will be considered as part of each proposed action, and implications included in any subsequent reports

10 RECOMMENDATIONS

10.1 The Authority is recommended to:

- Approve the programme of additional IRMP actions set out in section 3
- Approve the approach to public and staff engagement and consultation set out in section 4
- Receive further reports on specific actions

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.

