

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No 9

MEETING: 15 JANUARY 2018

**SUBJECT: INTEGRATED RISK MANAGEMENT ACTION PLAN 2017-20 -
UPDATE**

**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 update Members regarding progress against the Authority's Integrated Risk Management Plan (IRMP) 2017-20.

2 BACKGROUND

- 2.1 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.
- 2.2 The IRMP is an important part of how the Authority manages 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.
- 2.3 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.
- 2.4 Taking into account all of the remaining IRMP 2014-17 savings identified in the updated and refreshed IRMP presented to the Authority, (Provisional Local Government Finance Settlement 2018-19 report), and the limited additional resources provided within the Provisional Finance Settlement 2018-19, the

- 2.5 Authority is still projecting a gap in financial resources of approximately £2.1m by 2019-20. The resources gap is also expected to increase to £2.9m by 2020-21, although more work is required to finalise the revenue budget for 2018-19, which could see further changes to these figures in February 2018.
- 2.6 In summary, the Provisional Finance Settlement 2018-19 presents further challenges to the Authority. The provisional settlement confirms that it will still be necessary for the Authority to continue to consider and implement its proposed 2017-20 IRMP actions to help address the projected revenue budget gap up to 2020-21.

3 AGREED ACTIONS INCLUDED IN IRMP 2017-20

- 3.1 In addition to continuing to implement the outstanding actions from previous IRMP reviews, it was agreed (minute 51/2017 refers) that the following actions be added to the IRMP 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 PROGRESS UPDATE

- 4.1 **Action 1 - Review how we respond relative to risk.**

4.1.1 A review team has been formed with the following objectives, to:

- Review the current response model, identifying areas for improvement and opportunities to build on current flexibility;
- Objectively challenge current arrangements, to identify potential options for improved / more efficient delivery;
- Consider the type and quantity of resources required; including people, skills, equipment and vehicle types;
- Consider all existing and projected risk, using all available data and local expertise;
- Consider technological developments and applications;
- Consider local, regional and national pictures – e.g. current and anticipated legislation and policy; local guidelines and good practice; what other emergency services are doing;
- Consider the impact on, and effect of, other IRMP Reviews and other areas of the Service.

4.1.2 The team has undertaken extensive work analysing the way in which responsive services are delivered utilising data and research from across the fire and rescue service sector. The main areas of focus have been under the headings set out below.

4.1.3 **Data Analysis** – Building on the previous IRMP reviews, the review is focused on the critical aspects of historical response data and the performance reported to Authority through the implementation phase of the previous response review. The analysis involves studying incident types, attendances, time of day, seasonal data, speed and weight of attack data (where available) and the skills and resources required to safely and effectively deal with the range of operational incidents encountered.

4.1.4 **New Technology or Approaches** – The review is considering what advancements in firefighting technology or approaches and, where practicable, incorporating these into future practice.

4.1.5 **Crewing Levels** – A focus of the review has been to review the existing approaches to crewing appliances, develop proposals for improvements that also generate long-term savings whilst ensuring the maintenance of speed and

- 4.1.6 weight of response, is achieved where possible. The review is also considering the crewing levels in control with a view to ensuring they match demand and call volumes. Considerable work is being undertaken with other FRS to ensure that any proposals are achievable in practice.
- 4.1.7 **Crewing Patterns** – In support of the review of crewing levels, research is underway into alternative shift patterns to ensure that value for money continues to be delivered. In addition, those proposals are the most appropriate patterns for TWFRS and that these shifts patterns support expected workforce reforms.
- 4.1.8 **Mobilising** – The review is considering changes in the way TWFRS mobilise to incidents. Particularly, where this might assist in the maintenance or improvement of attendance times including building upon the dynamic mobilising work proposed by previous reviews of control.
- 4.1.9 **Horizon Scanning** – The review team is also considering the potential future needs of the Service and the main drivers of change within the FRS nationally. In particular, the fire reform agenda and proposed inspection regime are key to this aspect of the review.
- 4.1.10 **Consultation and Comparison** – The review team is undertaking a range of consultation and comparative research visits to FRS's across the country. The outcomes and supporting information from that research has been critical to understanding changing response and resilience needs as well as assisting in the generation of proposed options.
- 4.1.11 Three specific work streams have been established with lead officers associated with each, namely:
- Concept of Operations
 - Mobilising
 - Skills and Technology
- 4.1.12 Work has progressed well within each work stream, considering options put forward by staff as well as from within the team.
- 4.1.13 The review team are currently focussed on developing the following options:
- Flexibility in operational response and staffing arrangements:
 - Review incidents attended and staffing arrangements for TRV's;
 - Distribution of category 02 appliances based on risk/demand;

- Review shift times based on risk/demand;
- Examine opportunities for wider use of the 'On Call' duty system based on risk and demand;
- Review staffing arrangements.

- Review Control staffing arrangements;
- Review Flexible Duty Officer system.

4.1.14 Detailed modelling is underway on a range of options with the aim of identifying proposals to present to the Authority during 2018.

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

4.2.1 A separate review team have been established to undertake this review with the following objectives:

- Identifying opportunities for collaboration with partners to improve wider community priorities;
- Establishing new collaborative partnerships;
- Exploring commissioning opportunities to generate income;
- Generating efficiencies and improving value for money;
- Assessing the effectiveness of the collaborative activities in terms of outcomes and efficiencies.

4.2.2 The review intends to drive forward the collaborative agenda where it improves effectiveness and efficiency, strengthening services, increasing innovation, delivering significant savings and better protecting our communities.

4.2.3 The review is also supporting the delivery of community safety by broadening the focus of our current work and building on collaborative opportunities within the wider public sector, in particular the Health and Social Care sectors. The review is assisting with work to establish partnerships, explore commissioning opportunities, generate income and provide efficiencies and improved services, where practicable.

4.2.4 The review is considering options put forward by all staff as well as from within the review team.

4.2.5 In order to determine options for greater flexibility, the following activities are being considered as part of the review:

- Research and evaluation into current collaboration that is ongoing or is emerging within other FRS's;
- Identifying partners and areas that would provide further collaborative opportunities;
- Determining opportunities, challenges and risks of current legislation, guidance & policy;
- Determining existing and future resources and skills required to commission and deliver work;
- Considering the impact on organisational culture.

4.2.6 Progress against the collaboration themes is being made and it is envisaged that in the future this will enable sharing of operational and organisational learning; providing better outcomes for our communities and increasing our resilience.

4.2.7 The review team are currently focussed around developing options in areas including:

- Funding for resources and staff time for wider health initiatives
- Joint procurement of goods through a National Framework.
- Working in closer partnership on arson prevention activities.
- Changes to diversionary activity programmes.
- Sharing of training with other FRS and non-fire service related companies
- Joint recruitment where more effective and efficient.
- Strategic review of our current Estate to identify potential for income generation.
- Collaboration opportunities with health in each of the local authority areas.

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

4.3.1 Another review team has been established with the following objectives:

- To identify opportunities for improved financial management;
- To identify opportunities to improve recruitment, selection, retention and succession planning;

- To identify how the better use of technology can create more efficient managerial practices;
- To identify more effective ways of targeting those that are the most vulnerable from fire and health inequality to ensure we are delivering our prevention activities effectively;
- To review current Learning and Organisational Development (L&OD) delivery models;
- To review the Small Fleet in terms of revised structures post Organisation and Management Review (OMR).

4.3.2 The review is working closely with the other review teams to ensure a joined up approach to their work. This includes cross cutting areas that they are considering as potential options.

4.3.3 The review is making progress and the main areas of focus are set out below.

4.3.4 **Technology** – The review is considering the use of devices to capture information with a view to consolidate the number of devices currently utilised whilst minimising double keying of information. It is also considering the systems that sit behind the technology in the aspiration of achieving efficiencies from the development of a more technologically supported workforce.

4.3.5 **Estates** – This area of the review is looking at the identification of assets and land that may achieve a capital receipt or ongoing revenue income whilst also looking at opportunities for efficiencies in our current estate through investing to save such things as station design.

4.3.6 **Organisational Structures** – This work stream provides an opportunity to consider the structures following OMR and the revised ways of working needed to deliver effectiveness in the service going forward.

4.3.7 **Finance** – The finance element of this review seeks to create efficiencies both in-year and for future years by considering current and future capital and revenue budgets. In addition the procurement team are working closely with all departments to maximise the amount of spend attributed to contracts.

5 RISK MANAGEMENT

5.1 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 reviews are minimised as far as practicable.

6 FINANCIAL IMPLICATIONS

- 6.1 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 to Authority when full implications are known.

7 EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 Equality and diversity implications are 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.

8 HEALTH AND SAFETY IMPLICATIONS

- 8.1 Health and safety implications have been considered in the development of approaches during the reviews associated with IRMP 2017-20. The health and safety implications of each specific review are being considered and the outcomes factored into the reporting and decision-making process.

9 RECOMMENDATIONS

- 9.1 The Authority is requested to:
- a) Note the contents of this report;
 - b) Receive further reports regarding the findings of the reviews and associated consultation exercises 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 – Response Review, 6 November 2017

Integrated Risk Management Plan Response Review Consultation Summary, 11
December 2017

Integrated Risk Management Plan 2017-20, September 2016

Integrated Risk Management Plan 2014-17, July 2014



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