

**TYNE AND WEAR FIRE AND RESCUE AUTHORITY**

**Item No. 6**

**MEETING: 12 OCTOBER 2020**

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**SUBJECT: TWFRS 2025 PROGRAMME**

**REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (THE CLERK TO THE AUTHORITY)**

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**1 INTRODUCTION**

- 1.1 This paper is to provide the Fire Authority with an overview and update of the Tyne and Wear Fire and Rescue Service (TWFRS) 2025 Programme and how the three pillars of Inclusion, All Hazards Approach and Digital and Data transformation will drive transformational change so we can continue on our journey of continuous improvement.

**2 BACKGROUND**

- 2.1 TWFRS is an ambitious, forward looking and progressive Service that works within a range of regulatory and statutory frameworks, all aimed at improving community outcomes and Firefighter safety.
- 2.2 Over the next five years we anticipate that change across the Fire and Rescue Sector will continue and most likely accelerate with strategic drivers and events contributing towards the pace and extent of change. Our TWFRS 2025 programme will ensure that the Service remains focussed on ensuring it remains relevant and responsive to changing societal and sector needs for the future.
- 2.3 To support and drive our strategic priorities and vision of '*creating the safest community*' and to enable us to remain a high performing and innovative Fire and Rescue Service, we have developed and introduced TWFRS 2025 as at the September 2020 Fire Authority meeting. The Programme provides a well defined strategic approach to co-ordinate transformational change; improve how investment activity is managed for benefit realisation; create a highly repeatable process for success and above all strengthen corporate oversight of all strategic projects.

**3 TWFRS 2025 Programme**

- 3.1 TWFRS 2025 is a programme of works that aligns all major and key projects and investments into a single consolidated strategic approach to change and Service improvement. It will ensure a focused and integrated approach to both performance and project management and will direct activity to strengthen our

ambition to be even more inclusive, focused on safety (of both the community and Firefighters) and enabled through data and digital transformation.

3.2 Three key pillars of activity form the foundation for delivering the key outcomes and priorities.

- Inclusion (led by Assistant Chief Officer McVay)
- An All Hazards Approach (led by Assistant Chief Officer Heath)
- Digital and Data (led by Area Manager Clark)

3.3 Assistant Chief Officer Peter Heath is the Senior Responsible Officer for the Programme, and will report to and represent the Executive Leadership Team in leading and driving the overall programme of work. Area Manager Tony Markwell is the Programme Manager and has responsibility for running the programme and liaising with individual project managers, ensuring that appropriate tracking, coordination and reporting of progress is carried out so outcomes and benefits are achieved.

3.4 A Programme Board has been established, chaired by Assistant Chief Officer Heath, and this Board has corporate oversight of all Service projects and will be a key strategic driver for the 2025 transformational change. This is supported by a Programme Office, set up to support the Senior Responsible Officer and Programme Manager in delivering the Programme and will ensure a consistent approach to managing projects and that appropriate governance is applied.

## 4 BENEFITS OF THE 2025 PROGRAMME

4.1 The three pillars of the programme also provide the high level benefits of the Programme as set out below. These three benefits will be the strong foundation from which the Service will continue to grow and improve.

4.2 **Inclusion:** Further diversification of the workforce to ensure we reflect our whole community; to have clear, fair and transparent routes to both employment and progression and to have a positive culture where everyone is valued and takes pride and ownership of their actions and behaviour.

4.3 **All Hazards Approach:** Embed an all hazards approach to Firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception, thus allowing Operational Commanders to train to respond to the wide range of incidents they encounter, and where Fire Standards and National Occupational Guidance is used as a platform not a manual.

4.4 **Digital and Data:** To enable the effective use of technology to improve delivery of all our services, which will allow us to offer a wide range of improvement activity, along with transformational ways of working and robust governance and cyber resilience for the 21st Century.

## **5 EARLY PROGRAMME ACTIVITY AND DELIVERABLES**

5.1 The Programme Board has been proactive since inception and each of the three pillars has defined its strategic intentions and outcomes to support the delivery of the TWFRS 2025 Programme. Whilst the TWFRS 2025 programme is still at an early stage, a number of short term outcomes have already been realised and are listed below for Fire Authority information.

- Investment in a Programme Manager and supporting Programme Office to deliver TWFRS 2025. This is providing stronger strategic coordination of projects and activity aligned to our strategic goals and vision.
- The further expansion of the use of body worn video cameras to all Flexi Duty Officers and Duty Executive Officers. This will directly support Firefighter safety and our approach to embedding an all hazards approach to incidents.
- Temporary increase in the number of staff engaged to deliver the National Operational Guidance and Fire Standards Programme, which is key in driving the All Hazards Approach to Firefighter safety;
- Progression towards a revised competence based promotion process, successfully piloted for Crew Managers during summer 2020. The revised process received positive feedback from candidates in terms of relevance to their role.
- Trainee Firefighter course successfully delivered in August 2020 and further recruit training course commenced September 2020. This was at a time when all other services across the sector had ceased activity. Our robust approach to risk assessment ensured that these ran without any significant issues and supported the resilience of our service.
- Two Inter-Service transfer courses successfully delivered. This continued to support our Services resilience at a very challenging time in society.
- Introduction of four new pumping appliances into the fleet, with a further ten expected by the end of 2020/2021. The business case for a further seven is progressing so all current frontline appliances are replaced by 2023/24. This ensures that our staff have modern and fit for purpose appliances and have access to the most current technology to support Firefighter and community safety.
- New Wellbeing and Fitness Advisor post advertised and due to be appointed. This will support our continued progress towards staff health, wellbeing and Firefighter safety;
- New Inclusion Manager post advertised and due to be appointed. This supports and will help drive forward on the inclusion agenda;

- An Environmental Taskforce has been established to ensure compliance with both our legal and moral obligations and seek opportunities to improve our environmental impact;
- Procurement and issue of laptops to staff across the Service to enable agile working as a result of the onset of coronavirus. This has enabled new ways of working and supported staff to continue to work from home and be productive.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 There are no financial implications in respect of this report. All financial implications associated with the outcomes achieved have been utilised from existing budgets or approved through delegation.

## **7 EQUALITY AND FAIRNESS IMPLICATIONS**

- 7.1 There are no equality and fairness implications in respect of this report.

## **8 HEALTH AND SAFETY IMPLICATIONS**

- 8.1 There are no health and safety implications in respect of this report although it is noted that many of the matters delivered under the TWFRS 2025 programme directly and indirectly support the health, safety and wellbeing of our staff.

## **9 RECOMMENDATIONS**

- 9.1 The Authority is recommended to:
- a) Note the contents of the report.
  - b) Support the TWFRS 2025 Programme of transformational change and receive further updates as required.

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## **BACKGROUND PAPERS**

There are no additional papers associated with this paper.