Tyne and Wear Fire and Rescue Authority

Creating the Safest Community

INTEGRATED RISK MANAGEMENT PLAN (IRMP)

2021 - 2024

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INTEGRATED RISK MANAGEMENT PLAN

2021 - 2024

FOREWORD



Councillor Tony Taylor
Tyne and Wear Fire and Rescue Authority Chair

As the Chair of Tyne and Wear Fire and Rescue Authority, it is a pleasure to introduce our Integrated Risk Management Plan 2021-24 (IRMP).

This IRMP sets out how the Service will implement changes to manage our resources to address evolving risks in the most effective and efficient way, to achieve our vision of 'creating the safest community'.

I am proud that we have highly trained, dedicated, professional and motivated employees, who will help deliver this IRMP over the next four years.



Chris Lowther QFSM
Chief Fire Officer and Chief Executive

The Fire and Rescue Service has faced many challenges in recent years. The COVID-19 pandemic has tested all areas of the Service. I believe we have met, and continue, to meet these challenges with resilience, professionalism, and leadership.

Our IRMP 2021-24 acknowledges these challenges, represents a reinvestment in our front line services, and affirms our commitment to continuously reviewing and improving the services we provide to the public, to ensure we always deliver a first class fire and rescue service.

Our IRMP has been developed using intelligence, insight, and an understanding of current and future risks, both in Tyne and Wear and nationally. We will continue to be adaptable and innovative to address the changing needs we face, and work with our valued partners and the community, to achieve our vision and deliver a Service we are proud of.

COVID-19

While this IRMP was in its development and consultation phase, the emergence of COVID-19 coronavirus and the subsequent global pandemic saw a rapid and profound change in the functioning of our society to tackle this health emergency.

The Service made an early decision to protect and maintain its response model to ensure we could provide a proportionate and resilient response to incidents on the basis of risk and demand, at a local, regional and national level.

We recognised the potential of the virus to affect a number of locations (stations) and needed to ensure we were able to maintain our ability to provide an effective level of response to the public.

Responding to the COVID-19 strengthened existing partnerships through national and local associations. It also presented opportunities to work with new partners, increasing engagement with the most vulnerable in our community.



These partnerships included a wide range of activities to support both residents and our front-line colleagues, including:

- **Delivery of essential items to vulnerable people**
- **Delivery of PPE and other medical supplies to NHS and care facilities**
- **Packing/re-packing food supplies for vulnerable people**
- **Supporting the NHS at COVID-19 Vaccination centres**
- **Enhanced working with partners at co-locations.**

The full impact of COVID-19 on the public sector is not yet fully known, however should the financial position change as a result of the pandemic then the IRMP 2021-24 Plan will be adapted and amended accordingly.

INTRODUCTION

What is an Integrated Risk Management Plan (IRMP) ?

Our IRMP is how we drive continuous improvement and innovation in our Service, ensuring that services are planned, designed and delivered in a way that balances, efficiency and community risk. We use the IRMP process to improve community outcomes, strengthen prevention, reduce costs, reduce incidents and manage the risk in our communities.

The Fire and Rescue Services Act 2004 places a statutory duty on all fire and rescue authorities to respond to fires and a range of other emergencies. Additional responsibilities result from a range of legislation including the Civil Contingencies Act 2004 and the Health and Safety at Work Act 1974. In addition to those duties, a legislative obligation, enacted through the National Framework for Fire and Rescue Services (FRS), is to produce and publish an Integrated Risk Management Plan (IRMP).

"Each Fire and Rescue Authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority or national nature. The plan must have regard to the community risk registers produced by Local Resilience Forums and any other local risk analyses as appropriate".

The IRMP is the approach adopted to make significant changes to the shape of the Fire and Rescue Service. This ensures the balance of efficiency and community risk when planning, designing and delivering services. The IRMP ensures risk and available resources are balanced.



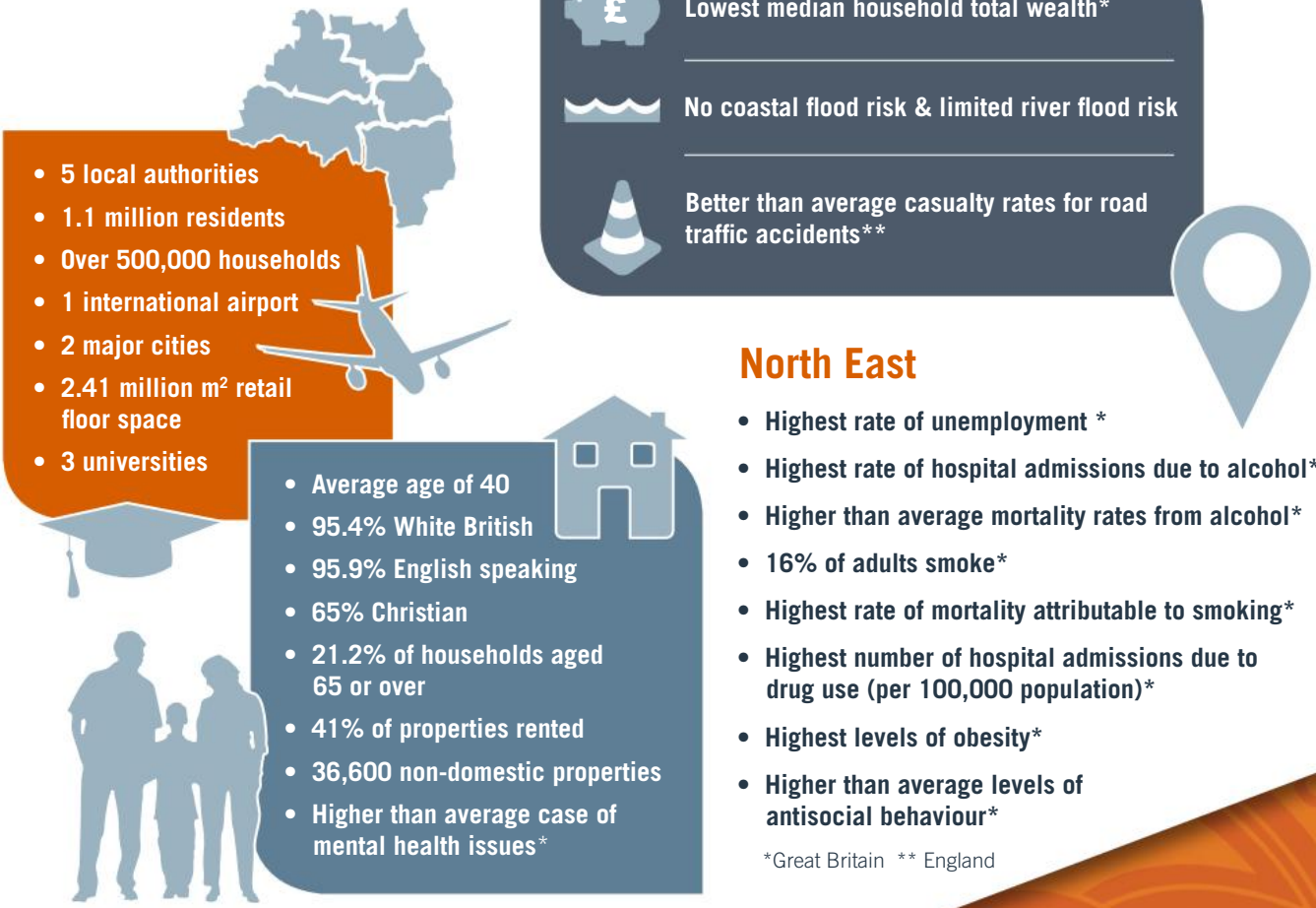
OUR AREA

Tyne and Wear consists of the five local authority areas of Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland. It borders Northumberland County to the North and Durham County to the South.

It is a densely populated metropolitan area with 1.1 million residents covering 538km^2. Whilst only representing 6% of the region's land, it is home to 43% of the region's population with over 500,000 households.

The population is growing, ageing and becoming more diverse, presenting further challenges for service provision.

Further information about the demographic makeup of the community is detailed in the Community Risk Profile.



North East

- Highest rate of unemployment *
- Highest rate of hospital admissions due to alcohol*
- Higher than average mortality rates from alcohol*
- 16% of adults smoke*
- Highest rate of mortality attributable to smoking*
- Highest number of hospital admissions due to drug use (per 100,000 population)*
- Highest levels of obesity*
- Higher than average levels of antisocial behaviour*

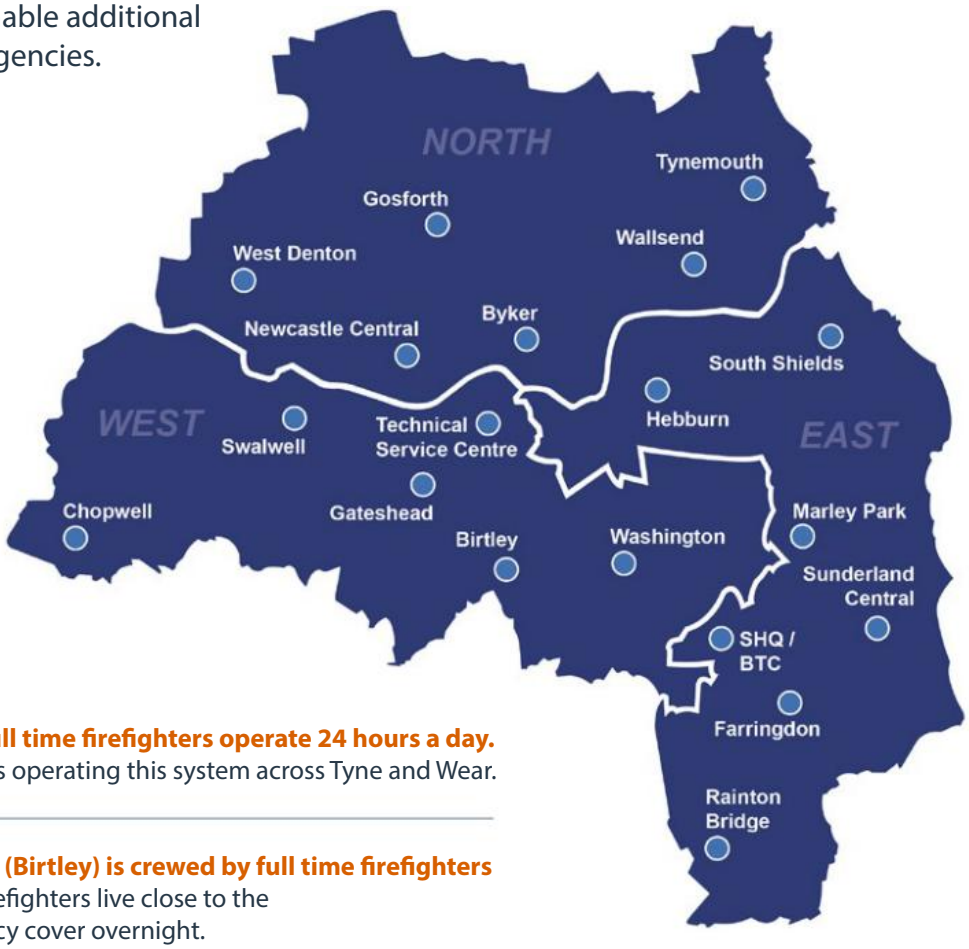
*Great Britain ** England

OUR LOCATIONS

The Service operates from 17 community fire stations across Tyne and Wear, staffed in a number of different ways to reflect local risks and demands.

Our stations, staff and fire engines (appliances) are strategically placed across Tyne and Wear to ensure efficient and effective response to fires and other emergencies. Appliances work across the whole of the Tyne and Wear area and can be mobilised whilst away from their home station. We also have robust arrangements with neighbouring services to enable additional support during major emergencies.

The map below illustrates the positions of our 17 Fire Stations, Headquarters, Training Centre, Technical Service Centre.



Shift Patterns

A wholetime station is where full time firefighters operate 24 hours a day. There are currently 15 fire stations operating this system across Tyne and Wear.

Our day crewing on-call station (Birtley) is crewed by full time firefighters during daylight hours. These firefighters live close to the fire station and provide emergency cover overnight.

One of our stations (Chopwell) is operated by on-call (part time) firefighters who respond to emergency calls via an alerter. On-call firefighters will either live or work near to the station.

COMMUNITY RISK

Our role as a Fire and Rescue Service is to mitigate risk in the community to reduce the likelihood of fires, and other emergencies. If they do occur, we work to reduce the impact on individuals and the community.

The **Community Risk Profile (CRP)** informs our Integrated Risk Management Plan (IRMP) and Corporate Strategy. It provides a comprehensive and forward looking assessment of the risks in our community that will both impact upon, and shape service delivery over the coming years.

This information plays a key role in the development of our IRMP and other key documents and ensures we follow an evidence-led approach to managing our activities and resources. All Fire and Rescue Authorities have a statutory responsibility to produce an IRMP that sets out how it will address locally identified risks.

For more information about our CRP please use the link here.

Prevention

Supporting safer, healthier, more inclusive communities.

Prevention is at the forefront of our proactive approach to prevent incidents from happening, through education, advice and intervention. Our preventative work is informed by understanding our community and through collaborative working with partners to identify those who are most at risk.

We work to educate our community about what they can do to keep themselves safe from fire, as well as reducing the risk of a wide range of other emergencies.

As Tyne and Wear has two major rivers, and a length of coastline, water safety is a focus for the Service. Working in collaboration with the Royal National Lifeboat Institution (RNLI) and the National Fire Chiefs Council (NFCC), we pioneered a water safety throw bag initiative working with local riverside businesses to provide throw bags and practical training. This innovative work helps manage the risk associated with water in our area, and is being adopted by other Fire and Rescue Services across the country.

We work with a range of partners to ensure the safety of our community. This includes working closely with the Health Service and the Police, who are similarly seeking to address social and health inequality to improve community outcomes.

We deliver a range of activities to engage with young people across the five local authority areas of Tyne and Wear, this includes Safetyworks, Fire Cadets and our Junior Fire-setters Education Programme. Our Safetyworks centre is a dedicated interactive education space for young and vulnerable people, where we provide hands on safety advice in a range of scenarios including, fire safety in the home, road, rail and water safety, basic first aid and crime prevention. Safetyworks is delivered by our Prevention and Education team in conjunction with Northumbria Police, Local Authority Road Safety teams and Nexus.

Our dedicated Prevention and Education teams and volunteers provide a valuable link with hard to reach people ensuring that, as a Service, we can help all communities in the Tyne and Wear area and provide support to particularly vulnerable groups.

For more information on Prevention please see our Community Safety pages on our website, to book a Safe and Well visit please see here.

Protection

Supporting economic growth through intelligence led proportionate regulation.

Our protection work aims to reduce the risk and impact of fire on the business community, and safeguards our firefighters. We are focussed on reducing the regulatory burden on compliant businesses through promoting the principles "Better Business for All", but we will not shy away from enforcement action where it is in the interest of public safety.

Our targeted risk based inspection programme, is continually monitored and reviewed annually to ensure effective use of resources without overburdening businesses with unnecessary regulation. By prioritising premises based on risk, premises type and history of compliance, we ensure that our activities are conducted in a way that helps to support business. We operate an intelligence led approach to our engagement activities by identifying trends in non-domestic fires and areas of poor compliance; for example our successful campaign in targeting commercial premises with anti-arson advice where a suspicious fire has occurred nearby and supporting NFCC campaigns such as the Business Safety Week, Sprinkler Safety Week, Fire Door Safety Week.

We fully support and promote economic growth through better regulation. However, we will not hesitate to take enforcement action where necessary to ensure the safety of the public and our staff. The Authority will continue to prosecute in cases where serious breaches pose significant risk to life.

Grenfell Tower Inquiry response

In response to the Grenfell Tower inquiry, we established a Grenfell working group to fully evaluate the impact of the inquiry recommendations. Each recommendation is evaluated to ensure improvements are made to our operational response, and the wider organisational support mechanisms. Incidents such as the Grenfell tower fire have presented challenges to members of the public, FRS's and other key responding agencies. As with all emergency incidents, the importance of extracting learning is paramount, which allows a holistic approach to review and improvement. The Service ensures that all actions and learning identified are shared internally, and also externally to other blue light responders and partners. We are continuing to learn from the Grenfell tower tragedy to ensure we prevent a similar incident occurring in Tyne and Wear. However, we are also ensuring we have the skills, knowledge and expertise to respond to a similar incident effectively.

For more information on Protection please see our Community Safety pages on our website here.

Response

Protecting 1.1 million people each and every day.

Making a timely and appropriate response to fire and rescue incidents is one of our top priorities. The Service is consistently one of the fastest FRS in the country in responding to fires. This means we reduce life risk, injuries and damage to property.

To better protect our communities, we respond to incidents with the right people, with the right training, with the right resources and at the right time. Our community fire stations across Tyne and Wear enable us to deliver excellent services to the public each and every day.

The following response activity gives a picture of how we make Tyne and Wear a safer place to live, work, and visit:

- **We have successfully reduced the number of accidental fires in people's homes**
- **In 2020/21 the Service recorded zero fire deaths in people's homes**
- **Our highly trained swift water rescue teams respond to water related incidents and the increased risk of flooding resulting from climate change**
- **We respond more effectively to incidents in high buildings with our aerial ladder platforms supporting operational response**
- **We continue to reduce the risk of injury to our firefighters by introducing new technology e.g. Body Worn Video Cameras**
- **We invest in equipment which provides improved safety and reduced exposure for casualties and members of the public**
- **We have reduced the risk of injury to our firefighters by introducing new technology to suppress fires without needing to enter unstable buildings**

Our record demonstrates the excellence of our past responses to community fire and rescue incidents but we are always focused on how we improve in the future.

For more information visit the 'Your Area' section on our website.

Resilience

Ready to tackle, with confidence, threats to everyday life in our communities.

By collaborating with partners, we have strengthened our capacity and capability to respond effectively to, and speed recovery from, incidents or threats that can cause major disruptions in our communities.

Our resilience arrangements cover major events such as:

- **Chemical, biological, radiological, nuclear or explosives incidents**
- **Major industrial accidents and transport incidents**
- **Collapse of large structures**
- **Terrorism-related incidents**
- **Natural disasters, such as flooding.**

These are exceptional events but, if they happen, they can be highly disruptive for our communities. We, and our partners, must have a high degree of preparedness to react quickly and effectively to reduce the impacts, locally, regionally and nationally.

We have specific responsibilities under the National Resilience Programme (NRP).This programme is central to the Government's plan to increase resilience to exceptional incidents that threaten our national infrastructure.

We host a number of national assets that enhance our ability to respond to major incidents on a local, regional and national scale. Assets include Urban Search and Rescue (USAR), Mass Decontamination and response to Marauding Terrorist Attacks (MTA).

We also respond to incidents involving hazardous materials, with rapid identification of substances involved. We participate in the National Counterterrorism Programme and testing joint responses to potential major incidents in collaboration with other emergency services, the armed services, Government departments and others.

Locally, we are a key member of the Northumbria Local Resilience Forum (LRF). This is a statutory partnership of emergency services, local authorities, clinical commissioning groups, hospital trusts and other organisations. Participation in the Forum helps us to build a community risk register, which identifies the significant local risks and sets out how we and our partners will respond to such incidents.

For more information please see our Community Safety pages on our website and LRF.

SAFE AND WELL IN THE COMMUNITY

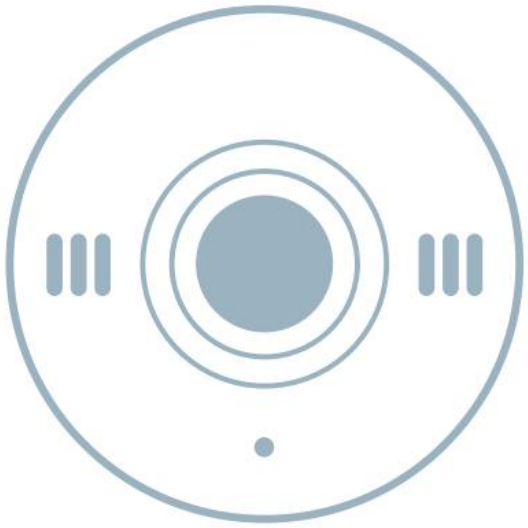
We deliver on average 20,000 Safe and Well visits a year, using data and intelligence to target the most vulnerable in our community.

We continue to develop and deliver Safe and Well visits. Each visit represents an opportunity to 'make every contact count.' Collaboration with other public services continues to be essential if we are to maximise the impact of public funding and reduce bureaucracy for the public. We are working closely with our partners, focussing our support on the areas we can have the greatest impact.

The number of older people within Tyne and Wear is predicted to rise over the next decade. This will generate increased demand on all public services for example slips, trips and falls. While increased life expectancy is good for Tyne and Wear, age is a risk factor for fire. Since the largest percentage increase in population is in the 65 years and over category, our policies, procedures and resource allocation will need to be continually adapted to protect this vulnerable group.

The esteem in which the Service is held gives us access to people's homes. This, alongside the successful reduction of fire risk through prevention, has led to a greater understanding that we can make a real difference to the wider health and wellbeing of our communities.

We undertake Safe and Well in all communities within our area. The Service continues to collaborate with health and social care partners to deliver falls prevention visits to those aged 65 years and over, whilst raising awareness of frailty and its impact. In the case of a medical emergency, we also help the ambulance service gain entry into property. Feedback from health colleagues on our involvement across all these activities is very positive.



TWFRS STRATEGY 2025

The Services' new longer term five year Strategy sets out our commitment and intention to deliver high quality services that meet the needs of our communities now and in the future.

Our Strategy presents a clear vision, strategic goals and our priorities over a five year period to strengthen our Service. By exploring new and innovative ways of working, we will continue to deliver a first class service to the people of Tyne and Wear.

We will continue to collaborate and strengthen work with Blue Light Partners and other Stakeholders efficiently, providing value for money.

The Service has evolved and dealt with significant challenges over recent years, including those brought about by the COVID-19 Pandemic, we will continue to adapt and improve as a Service ensuring we always respond promptly, with the right people, skills and equipment to deal with any incident effectively.

Our Strategic Goals



Service Effectiveness

TWFRS are committed to protecting our communities 24-7. We will target our fire prevention and protection activities to those at greatest risk from fire. We will enforce business fire safety legislation and compliance, delivering a first class emergency response that provides value for money.



Efficiency

TWFRS will deliver a robust financial planning approach, we will align budgets and resources appropriate to the risk, never compromising on public safety. Collaborating with other Blue Light partners and achieving value for money.



People

TWFRS will develop and maintain an inclusive workforce that is professional, resilient, skilled, flexible, and diverse. Our leaders will be role models, providing positive leadership in line with our values. The health, safety, and welfare of our staff and our community is paramount, and is built into all that we do.

TWFRS 2025 PROGRAMME

To help us achieve our Vision and Strategic Goals, the Service has developed the TWFRS 2025 Programme that will drive and direct Service transformation over the next five years. There are three strategic priorities of this programme:



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.



An All Hazards Approach to Firefighter Safety

Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception, thus allowing commanders to train to respond to the wide range of incidents they encounter. This builds on the Safe Person Concept.



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.

MANAGING PERFORMANCE

The Service is developing a Annual Service Operating Plan to set out our priorities and actions for the year, and the plan will detail the work we will undertake to achieve and take forward our Strategy 2025.

Our performance is monitored, managed and analysed at station, local authority and Service level, to enable us to identify issues and implement improvement action where required. This approach also allows us to identify successes, so we can build on these and promote good practice across the Service.

The data captured in our quarterly performance reports is scrutinised by our Performance Action Group (PAG), reported quarterly to Fire Authority, and published on our website to ensure transparency.

The impact of our IRMP actions is monitored and measured through this robust performance management approach, allowing us to adapt and improve on a continuous basis.

Our **Statement of Assurance** provides an accessible way for our Stakeholders to see how we are achieving our strategic goals and review our corporate achievements.

For more information on our Performance Reports please see the link here.

FINANCE

We continue to face a period of significant change which is coupled with financial uncertainty due to the potential adverse impact that the COVID-19 pandemic and EU Exit will have on the national economy and consequently on public sector funding.

Our financial planning approach continues to be both flexible and robust despite all of the potential uncertainties. The Medium Term Financial Strategy (MTFS), reported in February 2021, shows a broadly neutral financial revenue budget position from 2021/22 to 2024/25, based on the Government assertion that austerity has ended and that the impact of the COVID-19 pandemic will not adversely impact on the Government's planned investment in public services.

Future clarification is expected in the Governments Comprehensive Spending Review 2021 (CSR21). The aim of our MTFS remains unchanged, keeping efficiency and value for money at the heart of all our plans for the Service and is updated regularly to reflect the most current available data and information.

The **Medium Term Financial Strategy (MTFS)** provides an analysis of the financial position likely to face the Authority over the next four years. It establishes approaches that direct and reinvest our limited resources in addressing the strategic priorities of the Authority, achieve value for money in the use of those resources and assist the budget planning framework for the preparation of the **Revenue Budget** and **Capital Programme**.

The External Auditors present the Annual Audit Letter to the Authority each year. This audit examines our Statement of Accounts and gives an independent opinion on both the Service's financial health and sustainability and also their views and conclusion on how the Authority achieves value for money. It is pleasing to report that an unqualified opinion has always been achieved in both key areas of the Authority's finances.

The Authority embraces national joint collaborative procurement initiatives with other emergency services to ensure we get the most appropriate equipment, uniform and services at the best price.

Revenue Budget

Balancing risk and resources will always be a challenge for the Authority but this is especially so given the ongoing uncertainty surrounding Government spending when so much is presently unknown in terms of the impact on the economy of both the COVID-19 pandemic and EU Exit. There is also the added complication that locally generated income has also been adversely affected by the pandemic and the Authority has used £1.178m of its reserves in order to balance its budget in 2021/22.

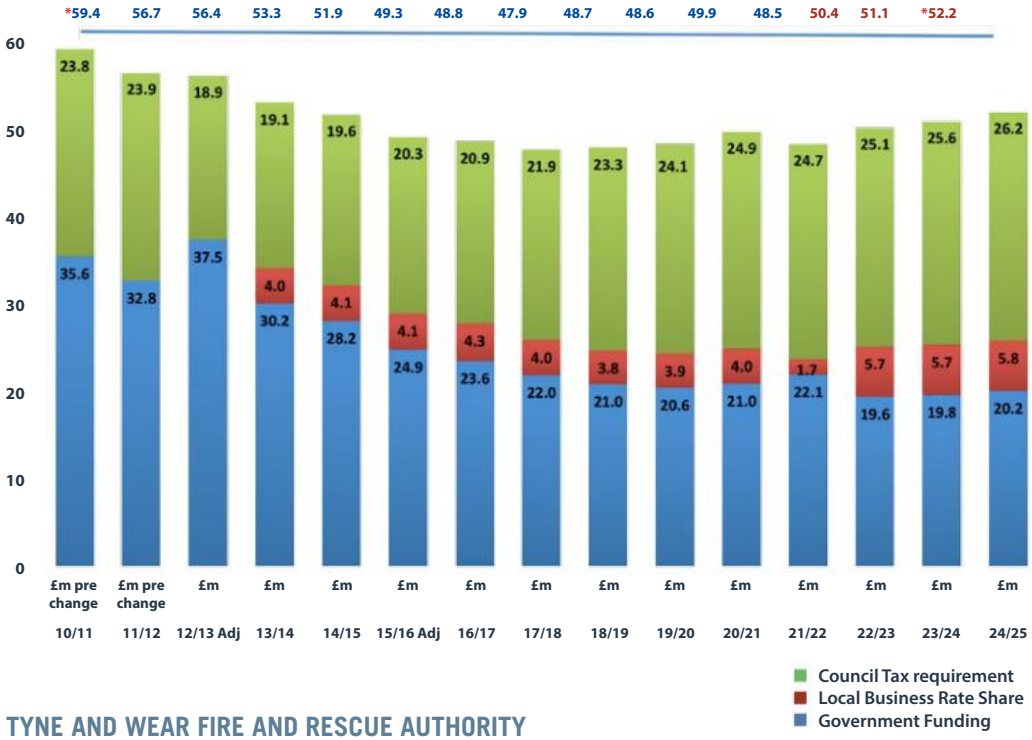
With a one year settlement in 2020/21 and 2021/22, it has been a challenge planning for the future with any degree of certainty. The Authority continues to drive efficiencies and has achieved planned underspends in 2019/20 and 2020/21 so that it can reinvest its limited resources into service priority areas identified through the Integrated Risk Management Plan (IRMP) and TWFRS 2025 Programme for the future.

This is in addition to the Authority's strong track record of overachieving its Efficiency plan (covering 2015/16 to 2019/20) when we achieved significant savings of £9.287m which was £1.039m in excess of our Government approved target.

A revised MTFS has been issued for 2021/22 to 2024/25, and is based on very moderate financial settlements over the medium term where we are projecting a sustainable budget position up to the end of 2024/25. Any changes to this position will be reported to Authority in the form of a revised MTFS if necessary.

The current position setting out a fully sustained budget over the medium term means that the Authority's IRMP can continue to identify efficiencies but these can now be reinvested into service priorities.

Cumulative impact of cuts 2010 to 2025 (current MTFS February 2021)



Total net budget reduction of *£7.2m (-12.1%)

From 2017/18 includes the Authority's more prudent estimates of Council Tax and Business Rates income. Based on these figures, pace of reduction slows and Core Spending Power (CSP) increases from 2019/20. However the cut to CSP over the 4 year settlement to 2019/20 was -2.0%; the worst of all fire authorities. One year settlements for both 20/21 and 21/22 saw an inflation increase in govt grant and an increase in its CSP however these were both well below the national average. The 2022/23 to 2024/25 projections are based on the revised improved grant position in 21/22 being sustainable and an assumed continued recovery from Covid19.

Capital Programme

Since 2015/16 the Authority does not receive any Government funding to pay for capital expenditure, which covers the cost of replacing fire vehicles, specialised appliances, modernising community fire stations, acquiring essential fire equipment to keep both our firefighters and the public safe and ICT equipment to support modern and effective ways of working. We are exploring ways to cover these significant costs, but with limited revenue funding, the Authority will have little option but to continue to use its limited reserves, and this position is reflected within the Authority's separately published Reserves Policy 2020/21 to 2024/25 which also aligns with the current MTFS.



Business Rates Retention

The Government was reviewing the way that business rates are currently distributed with the aim of implementing a revised funding system for April 2020, however external factors including EU Exit and the pandemic have resulted in further delays until April 2022 at the earliest.

We will continue to work with Government on these proposed changes to our funding arrangements to ensure we can continue to deliver effective and efficient fire and rescue services, but this adds yet another layer of uncertainty to those already identified.

IRMP ACTIONS 2021 - 2024

The IRMP 2021-2024 actions have been developed to continuously improve delivery of services by focusing on reinvestment, and to reflect external risks and challenges.

1



To introduce an additional fire appliance.

Following a comprehensive review of risk and incident data, we commenced a pilot in October 2020 introducing an additional fire appliance (fire engine) into our fleet. This appliance was based at West Denton Community Fire Station, which was identified, using extensive data and risk information, as the optimum location for this resource.

Following continued review of the pilot, the Service is proposing to keep this additional appliance at West Denton Community Fire Station, on a permanent basis. This represents a positive investment in resources, creating an additional 4 Crew Manager roles and 12 firefighter roles, and will enhance operational response and resilience across the Service area.



This proposal will result in the addition of 4 Crew Managers and 12 Firefighter roles into the Service.

2



To primary staff the Service's Aerial Ladder Platforms (ALPs).

Aerial Ladder Platforms (ALPs) are used to respond to various incidents at height. As a result of IRMP 2014-17, at a time when there were successive requirements to save money as a result of significant and prolonged budget cuts to Tyne and Wear Fire and Rescue Service, it was agreed to reduce the number of ALPs from three to two. Currently, firefighters staff both the primary fire appliance (fire engine) at that station, and also the ALP. When required, ALPs are crewed by those firefighters, meaning the primary fire engine becomes unavailable to attend emergency incidents.

Following significant national incidents, and a review of risk and demand data in Tyne and Wear, we are proposing to primary crew the two remaining ALPs.



This proposal will result in the addition of 8 Crew Managers and 16 Firefighter roles into the Service.

3

To change the current shift arrangement at Birtley Community Fire Station.

Current staffing arrangements in the Service include a combination of on-call, day crewing close call (DCCC) and 2-2-4 (2 day shifts; 2 night shifts; 4 days off duty). Following a legal challenge of the DCCC staffing arrangement in 2018, the High Court declared this arrangement is unlawful, and subsequently directed all FRS to change these arrangements, in the absence of any local agreement with the Fire Brigades Union. No such agreement has been reached between the FBU and TWFRS, therefore we have to propose and implement an alternative staffing model at this station.

To meet this ruling, we proposed a change from Day Crewing Close Call (DCCC) shift system, to Day Crewed shift system, at Birtley Community Fire Station. This meant the station would be crewed full time for 12 hours during the day, and fire cover would be provided by neighbouring stations at night. At the TWFRA meeting on September 13th, the Service was asked to re-consider this proposal following concerns raised by members of the TWFRA on behalf of residents in Birtley. At the meeting of the TWFRA on October 11th, a new proposal was approved that will see a Day Crewing On-Call (DCOC) staffing model introduced. This will replace the current Day Crewing Close Call (DCCC) arrangements. This is planned to be implemented by the end of March 2022.

This proposal will result in the addition of 1 Crew Manager role into the Service.

4

To change the current shift arrangement at Rainton Bridge Community Fire Station.

Current staffing arrangements in the Service include a combination of on-call, day crewing close call (DCCC) and 2-2-4 (2 day shifts; 2 night shifts; 4 days off duty). Following a legal challenge of the DCCC staffing arrangement in 2018, the High Court declared this arrangement is unlawful, and subsequently directed all FRS to change these arrangements, in the absence of any local agreement with the Fire Brigades Union. No such agreement has been reached between the FBU and the Service, therefore we have to propose and implement an alternative staffing model at this station.

To meet this ruling, the Service is proposing a change from Day Crewing Close Call (DCCC), to the 2-2-4 shift system, at Rainton Bridge Community Fire Station.

This proposal will result in the addition of 2 Watch Managers, 3 Crew Managers and 8 Firefighter roles into the Service.

HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) carried out the first inspection of TWFRS in 2018/19.

The Service received the following judgements:



Effectiveness

An assessment of how effective the Service is at keeping people safe and secure from fire and other emergencies.

HMICFRS judgement: GOOD



Efficiency

An assessment of how efficiently the Service uses its resources and manages risk.

HMICFRS judgement: GOOD



People

An assessment of how well the Service looks after its people.

HMICFRS judgement: GOOD

To ensure continuous development within the Service, we welcome inspection and proactively address areas of improvement and drive national practice.

HMICFRS carried out a thematic inspection of the Service in 2020 to assess our initial response to the COVID-19 pandemic, and they confirmed we continued to meet all our statutory duties whilst carrying out additional activities to support the community.

To read the full reports, please see here for more information.

HMICFRS produces an annual **State of Fire Report (2020)** updated on progress against a number of recommendations made by Her Majesty's Chief Inspector of Fire and Rescue Services, Sir Thomas Winsor in relation to national reform of the Fire sector. The recommendations are summarised here:

- the Home Office should precisely determine the role of fire and rescue services, to remove any ambiguity;
- the sector should remove unjustifiable variation, including in how they define risk;
- the sector should review and reform how effectively pay and conditions are determined;
- the Home Office should invest chief fire officers with operational independence, whether through primary legislation or in some other manner;
- there should be a code of ethics; and
- the Home Office should ensure that the sector has sufficient capacity and capability to bring about change.

We continue to work with the Home Office, NFCC and LGA to progress these.

SERVICE IMPROVEMENT AND INNOVATION

Continuous improvement and innovation is an important part of delivering a first class Fire and Rescue Service. We embrace external inspection, audit and peer review to gain feedback to help us identify areas for improvement and good practice. In addition to audit and inspection, the Service has also been successful in achieving several awards and accreditations:



























For more information on our Awards and Accreditations please see here.

GOVERNANCE

Tyne and Wear Fire and Rescue Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Authority is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

In line with the requirements of the Fire and Rescue National Framework for England 2018, the Fire Authority produces an annual Statement of Assurance which covers governance, financial and operational matters. The statement demonstrates how the Authority is meeting its legal obligations and how the Fire Service is delivering against its stated objectives in their current Integrated Risk Management Plan.

The Service operates a corporate governance framework which is based upon guidance jointly issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) guidance 'Delivering Good Governance in Local Government framework - 2016 Edition'.

The framework comprises of the systems, processes, cultures and values through which we are able to direct and control their functions, and account to, engage with and, where appropriate lead the communities of Tyne and Wear.

The Annual Governance Statement is published as part of the Annual Statement of Accounts. The Annual Governance Statement demonstrates measures taken by the Authority to ensure appropriate business practice, high standards of conduct and sound governance are adhered to. The statement shows how the Authority manages its governance and internal control arrangements and measures the effectiveness of those arrangements.

INCLUSIVE SERVICE

TWFRS are committed to being an inclusive Service that reflects the community we serve. We are proud of our achievements to date, although we acknowledge work still needs to be done across the sector to diversify.

Having been rated as "Good" across all Her Majesty's Inspectorate pillars in 2018, we consider ourselves to be a high performing, inclusive and innovative organisation. Although we were delighted to maintain our Investors in People Gold Award status in 2020, we know we must strive for continuous improvement.

Effective workforce planning is essential to deliver our IRMP. This includes a focus on diversification, inclusion, and raising awareness of the varied role of the FRS to ensure continuous improvement in this area.
In addition to four well established Staff Network Groups, we have also recently established a new Inclusion Manager role and are introducing a Neurodiversity Staff Network Group.



SUPPORTING HEALTH AND WELLBEING

Work is not only a positive thing for individual's health and wellbeing, we also recognise that a healthy workforce is beneficial to the Service as an employer.

TWFRS strives to create a work environment which is positive, safe and healthy, which in turn increases morale and improves work -life balance both of which have a positive impact.

We believe improved health and wellbeing of our workforce is a positive thing and we continue to invest in resources that prevent people being absent or support individuals when absent from the workplace for health related reasons. We undertake robust case management approach to sickness absence to ensure we are providing comprehensive support facilities including signposting to a range of external specialist resources for those individuals with poor mental health which is recognised as a top cause of ill-health in the Fire and Rescue Service sector.

As a Service it is paramount that our workforce have good physical and mental wellbeing to be able to respond effectively to our community needs. With an ageing workforce it is essential we have the relevant provisions in place to monitor, manage and improve their health and wellbeing. In 2021 we appointed a Health and Fitness Advisor to provide staff with up to date fitness and nutrition advice and guidance. This will support our key priority of Firefighter safety by ensuring our fitness standards are maintained across the Service.

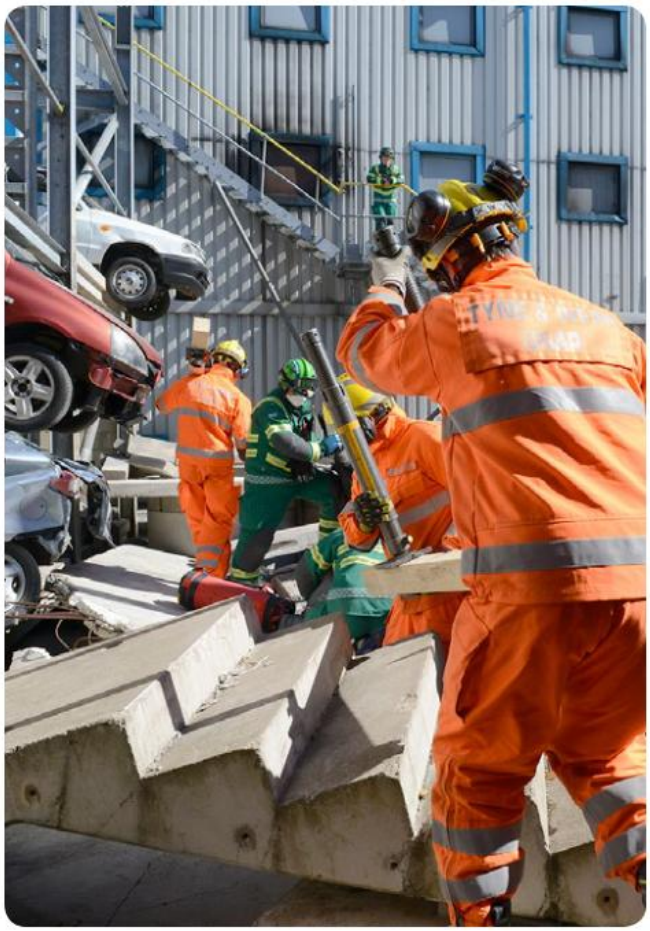
We have a dedicated Trauma Support and Welfare Manager to aid our workforce in managing their mental health due to the nature and incidents our front line workers encounter on a day to day basis. Our Trauma Support Team is nationally recognised and the team have been extended to deliver training across the Service. The wellbeing of our employees is being supported by our management structure and to do this successfully, we are providing them with First Aid Mental Awareness training so they have the skills to identify and signpost staff.



HEIGHTENED THREAT OF TERRORISM

The changing threat to national security cannot be underestimated. The type and scale of risk changes continuously, so our resilience capacity must change to cope with this. We use modern technology and up-to-date intelligence to identify and address the changing risks, and this intelligence is fed into the development of our IRMP actions.

We support national response to terrorist incidents and ensure we learn the lessons from tragic events to ensure we can better protect our communities. We continue to work closely with our partners and ensure that our staff are trained in the emerging risks. We take a lead role in co-ordinating and hosting multi-agency counter-terrorism exercises. Whilst they are resource intensive, they strengthen our collective ability to respond to any potential terrorist attacks regionally and across the UK.

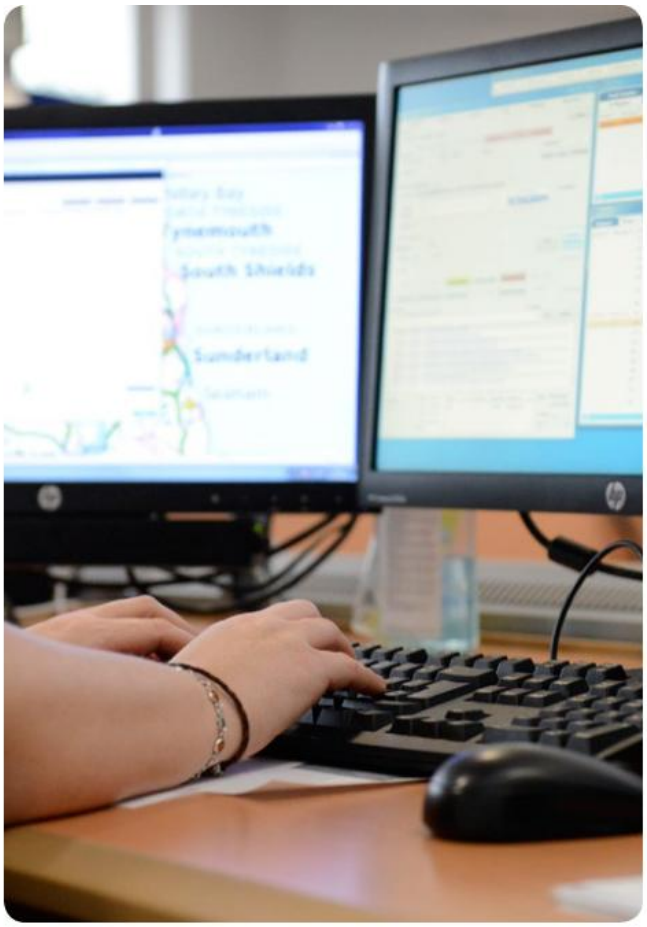


OPERATIONAL COMMUNICATIONS

The Emergency Services Network (ESN) is the next generation of critical communications for the three Emergency Services and other user organisations that is being delivered by the Emergency Services' Mobile Communications Programme (ESMCP).

Utilising EE's 4G mobile network it will replace the current Airwave system and provide a common communications platform for all emergency services supporting collaborative communications and enhancing access to data and information thus improving community outcomes.

This is a complex programme being led by the Home Office. Our Service is making preparations to accommodate transition which is currently scheduled during 2024. This involves upgrading equipment in our Control Room and installing new communications equipment in fire appliances.



OUR ENVIRONMENT

Protecting the environment, whilst delivering our statutory functions, is important to the Service. TWFRS have a long and proven track record of implementing environmental and energy saving measures. Works completed to date:

- **Our Owned Estate is fully illuminated (internal and external) by LED lighting**
- **All our flat roofed buildings are insulated to current Building Regulation standards**
- **Solar PV panels are installed at two locations; these provide both on-site generated electricity and also provide a financial return.**
- **Electric Vehicle charging points (rapid charge, twin terminals) have recently been installed at our Service Headquarters and Technical Service Centre to support the roll out of our EV Fleet. Four additional sites have recently had 240v trickle chargers installed.**
- **We operate a service wide BEMS systems that allows us to manage, measure and control energy usage across our estate**
- **Two locations have grey water harvesting systems.**

In 2020 the Service was successful in obtaining £30k of SALIX grant funding. This funding has helped ensure TWFRS has clear focus on our plans to become a carbon neutral FRS by 2035.

2020 also saw the creation of TWFRS's Environmental Task Group (ETG). The purpose of the ETG is to review, monitor and drive change within TWFRS in support of carbon reduction measures and environmental consideration, covering all aspects of our Service.

We work closely with other emergency services providers via the One Public Estate 'Blue light Group', feedback from this group helps TWFRS make informed decisions regarding environmental investment.

More information on Salix Finance Ltd - Government Funding can be found here.



FURTHER INFORMATION

This IRMP sets out how we will deliver our vision of 'Creating the Safest Community' and our commitment to improve community safety, response and resilience whilst continuing to meet the financial challenge of fire service reform.

If you would like to comment on this document or the services provided by Tyne and Wear Fire and Rescue Service, you can:

Write to:

Business Improvement Department
Tyne and Wear Fire and Rescue Service
Headquarters
Nissan Way
Barmston Mere
Sunderland
SR5 3QY

Phone: 0191 444 1500

E-mail: IRMP@twfire.gov.uk

Alternatively, if you would like more information regarding Tyne and Wear Fire and Rescue Service, you can:

Visit our website:
www.twfire.gov.uk

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If you would like our plan in another format or language, please contact us so we can discuss your needs. For further details, please contact **0191 444 1500**

A glossary of abbreviations can be found **here**.

INTEGRATED RISK MANAGEMENT PLAN (IRMP)

2021 - 2024

Tyne and Wear Fire and Rescue Authority

Creating the Safest Community