

Cabinet

7 March 2019

Warwickshire Fire and Rescue Service Integrated Risk Management Plan Action Plan 2019/20

Recommendation

That Cabinet provide approval to consult upon the Warwickshire Fire and Rescue Service (WFRS) Integrated Risk Management Plan (IRMP) Action Plan 2019/20.

1.0 Background

- 1.1 Since 2003 every Fire and Rescue Authority has been subject to a statutory requirement to produce a local IRMP that fulfils the requirements of the Fire and Rescue National Framework for England. The Framework establishes the following priorities that need to be considered within an IRMP:
- To identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
 - To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
 - To be accountable to communities for the service they provide.
- 1.2 Responsibility for preparing the IRMP rests with the Fire Authority. The IRMP summarises how, through effective planning, WFRS consider all fire and rescue service related risks within the community and aim to respond to them, making the most effective and efficient use of people, resources and equipment.
- 1.3 The IRMP 2017- 2020 was approved by Council in July 2017 following a public consultation process. The detail around the actions that WFRS propose to implement is communicated through IRMP Action Plans. These actions are guided by the following five broad enabling objectives:
- Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety;
 - Review the number, location and resourcing of our fire stations and fire engines;

- Maximise the flexibility and utility of our workforce;
 - Develop the use of emerging technology;
 - Use our capacity to improve wider community health and social care outcomes.
- 1.4 The IRMP Action Plan 2019/20 (See Appendix) adds a sixth guiding objective to reflect the new national inspection regime conducted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS):
- Deliver continuous improvement activity as identified through the HMICFRS inspection programme.

2.0 Key Issues

- 2.1 The IRMP Action Plan 2019/20 will be considered the key business plan for WFRS, and has been developed taking into account a number of key work streams with strategic importance to Fire and Rescue. These include work being driven by the Memorandum of Understanding with West Midlands Fire Service, the HMICFRS Improvement Plan and the OOP2020 savings plan.
- 2.2 The IRMP Action Plan 2019/20 includes a range of actions, most of which can be considered normal continuous improvement activity. However, there is also an action that provides an opportunity for engagement at the very early stages of the proposal (to explore options for new fire station locations in the Nuneaton and North Warwickshire area) and a more developed proposal that will require a specific piece of consultation (the provision of a new fire station to the south of Rugby).
- 2.3 The Equalities Impact Assessment that was undertaken during the development of the IRMP 2017-20 will be reviewed, and a specific Equalities Impact Assessment for action 2.1 (the provision of a new fire station to the south of Rugby) will be completed.

3.0 Next Steps

IRMP Action Plan Timeline	
Date	Event
Mid March	Publish draft IRMP Action Plan with explanatory communications. Invite general feedback on 'Ask Warwickshire' with targeted engagement for action 2.2.
April	Begin to deliver draft IRMP Action Plan with caveat that action 2.1 is subject to public consultation.
Early May	Six week consultation period for action 2.1 commences.
Mid to Late June	Analysis conducted by WCC Insight Team and consultation report produced.
Mid September*	Cabinet approve the final version of the IRMP Action Plan, including the outcomes of the consultation for action 2.1.
Mid September*	Publish final version of IRMP Action Plan

*Subject to the quality and quantity of consultation feedback, and more clarity around the time required to analyse and report on the outcomes, there may be opportunity to submit to the July Cabinet.

Background papers

None

	Name	Contact Information
Report Author	AC Dave Pemberton	davepemberton@warwickshire.gov.uk Tel: 01926 423231
Chief Fire Officer	CFO Andy Hickmott	andyhickmott@warwickshire.gov.uk
Joint Managing Director	Monica Fogarty	monicafogarty@warwickshire.gov.uk
Portfolio Holder	Cllr Andy Crump	andycrump@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Councillors O'Rourke, Chattaway, Boad, Cockburn, Phillips, Singh Birdi, Crump, Shilton, Timms, Fradgley, Roodhouse and Chilvers

Integrated Risk Management Plan (Key Business Plan) 2019/20

IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.			
No	Action	Description	Outcome/Benefit
1.1	Implement a single Fire Control facility with another Fire and Rescue Service.	Our Action Plan in 2017/18 included the same objective, but full exploration of a number of possible options has required us to continue the action into 2019/20.	<ul style="list-style-type: none"> • Improved efficiencies through collaboration and delivers a financial saving • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
1.2	Develop a multi-site training delivery model.	Being progressed within the terms of collaborative agreements with West Midlands Fire Service and other partners at sites at Stratford, Coventry and Kingsbury.	<ul style="list-style-type: none"> • Improved efficiencies through collaboration. • Improved operational standards, organisational resilience and safety. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.

IRMP Objective 2: Continue to review the number, location and resourcing of our fire stations and fire engines.

No	Action	Description	Outcome/Benefit
2.1	Provide an additional fire station within the Rugby area, in line with the WFRS Asset Management Plan.	<p>The requirement for a new fire station to the South of Rugby has been incorporated into the Rugby Borough Council Local Plan, and following public consultation is awaiting formal adoption.</p> <p>The proposed site is near the A45/M45 junction.</p> <p>A full explanation of what we wish to do and why will be provided in a specific piece of public consultation activity in spring 2019.</p>	<ul style="list-style-type: none"> • Identification of the optimum fire station locations that best enhance our response to emergencies, considering the impact of future housing and commercial developments. • Improved performance against our emergency response standards.
2.2	Explore the options for new fire station locations within the Nuneaton and North Warwickshire area, in line with the WFRS Asset Management Plan.	<p>This action is in the very early stages of development, and a full explanation of what we wish to achieve and why will be provided as part of early engagement activity.</p> <p>We will provide more detail around any options we develop in 2020/21, and will consult with the local community accordingly.</p>	<ul style="list-style-type: none"> • Identification of the optimum fire station locations across the Nuneaton, Bedworth and wider North Warwickshire area that best enhance the use of our resources to respond to emergencies, deliver fire prevention activities and consider the impact of future housing and commercial developments. • Greater collaboration with West Midlands Fire Service to provide a more efficient and effective level of emergency response across geographical boundaries.
2.3	Reduce whole time staff by 3 posts by changing crewing and rostering arrangements.	This action will modify staffing and working arrangements to provide improved efficiency without impacting on the level of service provided to the public.	<ul style="list-style-type: none"> • Delivery of a financial saving.

IRMP Objective 3: Maximise the flexibility and utility of our workforce.

No	Action	Description	Outcome/Benefit
3.1	Deliver changes to duty systems, Incident Commander mobilising protocols and organisational management structure to provide the most effective level of service delivery within the available budget.	This action will modify staffing and working arrangements to provide improved efficiency and effectiveness in the level of service provided to the public.	<ul style="list-style-type: none">• A resource model that provides optimum performance and flexibility within the available budget.• A more flexible and efficient use of resources.• An officer mobilising protocol that optimises the skills and experience of middle managers within the Incident Command structure.

IRMP Objective 4: Develop the use of emerging technology.

No	Action	Description	Outcome/Benefit
4.1	Implement the measures required locally to meet the requirements of the national Emergency Services Mobile Communications Programme (ESMCP)	Part of our continuous improvement activity.	<ul style="list-style-type: none">• The provision of a replacement communication system that will ensure that the Fire and Rescue Service can communicate with other blue light services and responding agencies using the latest digital technology.

4.2	Develop and deliver the technology required to provide real-time video footage from incidents	Part of our continuous improvement activity.	<ul style="list-style-type: none"> • Live video is transmitted via mobile phone/tablet from the incident ground which can be accessed and viewed remotely to improve emergency incident management. • The use of body worn cameras provides a more efficient and value focused approach to the monitoring of Incident Commanders performance.
4.3	Explore the options for securing a drone capability for use at emergency incidents.	Part of our continuous improvement activity.	<ul style="list-style-type: none"> • A partnership approach is established that secures the use of aerial footage for emergency incident management.
4.4	Introduce an Automatic Vehicle Location System (AVLS)	AVLS is a GPS tracking system which provides the exact location of fire and rescue vehicles and enables our mobilising system to automatically propose the nearest appropriate resource to send to an emergency.	<ul style="list-style-type: none"> • Better use of our resources to respond to emergencies Improved performance against our emergency response standards.
4.5	Further develop our understanding of the implications and impacts of the High Speed 2 railway (HS2).	HS2 is the new high speed railway that will be routed through Warwickshire. Although not planned to be opened until 2026, main civil construction work will commence in 2019. We need to plan for and manage any risks within the County associated with construction sites, traffic and transient population etc.	<ul style="list-style-type: none"> • Plans are in place to minimise the impact of construction of HS2 upon the safety of those living, working and travelling through Warwickshire.

IRMP Objective 5: Use our capacity to improve wider community health and social care outcomes.

No	Action	Description	Outcome/Benefit
5.1	Provide a hospital to home service for vulnerable people.	This action is subject to funding from Public Health and is part of a 3 year strategy to support the Fire and Rescue Service to deliver wider community health and social care outcomes.	<ul style="list-style-type: none"> • Transport people safely to their homes to assist with reducing the pressures and impacts on hospitals who would normally retain those patients for longer than required. This will also provide opportunities for WFRS to deliver fire prevention advice and safe and well checks to those people who need it most.

IRMP Objective 6 (New): Deliver continuous improvement activity as identified through the HMICFRS inspection programme

No	Action	Description	Outcome/Benefit
6.1	Implement and close the improvement plan we developed following the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in July 2018.	<p>Our HMICFRS Improvement Plan sets out how we intend to deliver improvements in the areas recommended to us following the inspection. The full action plan is available on our website. Some of the key actions are:</p> <ul style="list-style-type: none"> • Deliver a more effective and efficient risk based building inspection programme and review our approach and readiness to deliver appropriate enforcement activity. • Improve our understanding and appreciation of diversity strategy, training and approach. 	<ul style="list-style-type: none"> • An improvement plan is developed and delivered in line with the outcomes and recommendations of the HMICFRS on-site inspection that took place in July 2018. • The objective of the nationally driven programme is to increase efficiency and effectiveness in Fire and Rescue Services.

- Improve our recruitment outreach activity to better target under-represented groups
- Develop our integrated risk management approach to make better use of the general engagement we have with the public.
- Increase the use of evaluation of prevention activity.
- Determine the effectiveness of our safeguarding strategy, policy and approach and identify gaps and options for change using expert help and best practice.
- Ensure we effectively monitor, review and evaluate our collaboration work and approach.
- Ensure that our contracts are managed appropriately by those responsible for them.