

## **Resources and Fire & Rescue Overview and Scrutiny Committee**

**27 February 2019**

### **Integrated Risk Management Plan (IRMP) Task and Finish Group Report**

#### **Recommendations**

That the Resources & Fire and Rescue Overview and Scrutiny Committee receive and note the work undertaken by the IRMP Task and Finish Group.

#### **1.0 Background**

- 1.1 The terms of reference for the IRMP Task and Finish Group established the following objective:

Report back to 27 February 2019 Resources and Fire and Rescue Overview and Scrutiny Committee providing a review of the oversight provided by the IRMP Task & Finish Group for the development of an IRMP Action Plan 2019/20.

- 1.2 The group met on four occasions; 20 November 2018, 12 December 2018, 16 January and 12 February 2019. A progress update report was presented to members at each meeting, describing progress to date against the IRMP Action Plan 2019/20 with specific focus on the outcomes and progress of HMICFRS Improvement Plan and the collaborative Memorandum of Understanding (MoU) with West Midlands Fire Service (WMFS).
- 1.3 A presentation explaining the outcomes of the Fire Cover Review and the prioritisation of On Call fire engines and crews was provided by officers of WFRS which stimulated debate, and members welcomed the opportunity to note and discuss some of the key issues associated with delivering the IRMP, and the associated OOP2020 savings.
- 1.4 Members expressed an interest in developments arising from the MoU with WMFS, and were particularly keen to explore the opportunities and potential impacts of the single Fire Control and joint training delivery model work streams. It is these work streams that are referenced within the IRMP Action Plan 2019/20 (actions 1.1 and 1.2).

- 1.5 It was confirmed by officers that the single Fire Control work stream was complicated but the principal was still being explored and the concept would continue to be developed. A business case for transferring Fire Control to WMFS was presented to the Programme Board in December 2018 and the Board requested further information on three key areas: the financial model, the governance model and the resources required by WFRS to retain the activities currently undertaken by Fire Control that could not be transferred to WMFS. This further information will be discussed at the next Programme Board.
- 1.6 A report on a joint training approach with WMFS was presented to Cabinet on 22 January 2019. Cabinet endorsed the proposal to discontinue the proposed new training centre at Southam and to pursue joint investment with WMFS in the Radford Road, Coventry training site. It was confirmed that this approach would result in a reduction in the overall capital spend whilst still meeting the training requirements of WFRS.
- 1.7 Officers are now working towards the implementation of a three site training model: Kingsbury (Outdoor Education Centre site), Stratford fire station and the joint training site at Radford Road, Coventry. These new training sites are expected to go live from early 2020.
- 1.8 Members were informed that initial scoping work will shortly commence on the next work streams; Fire Protection and Fleet/Technical services.
- 1.9 Regular updates were provided on the development of the HMICFRS Improvement Plan. Although the detailed actions Fire and Rescue, with support from colleagues from other Business Units were not available until the last meeting on February 12, 2019, members were actively engaged in the principles and approach Fire and Rescue were taking.
- 1.10 The IRMP Action Plan 2019/20 includes the action to implement and close the HMICFRS Improvement Plan (action 6.1). The headlines are included in the IRMP Action Plan, with the full detail contained within the HMICFRS Areas for Improvement Plan and HMICFRS Action Activity Tracker. A report and a copy of the HMICFRS Areas for Improvement and HMICFRS Action Activity Tracker are included as a separate agenda item of this Resources and Fire Overview and Scrutiny Committee meeting.
- 1.11 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 Memo of Understanding with West Midlands Fire Service, the HMICFRS Improvement Plan and the OOP2020 savings plan.
- 1.12 The IRMP Action Plan 2019/20 includes a range of actions which can be considered normal continuous improvement activity. The IRMP Action Plan will be published on the WFRS website and engagement conducted through Ask Warwickshire. We will consider this part of our on-going engagement with the public.

Specific feedback will be requested for action 2.2 (explore options for new fire station locations in the Nuneaton and North Warwickshire area). This will demonstrate good practice in public engagement by asking for views at the very early stages of the proposal. Any feedback received will be used to shape the proposal as it is developed further in 2020/21.

- 1.13 After meeting with officers from the Legal and Corporate Consultation teams, it is proposed that a specific piece of consultation is conducted for action 2.1, which refers to the intention within the WFRS Asset Management Plan to provide a new fire station site to the South of Rugby. Members were informed that this proposal has been developed to meet a significant future increase in the number of homes and businesses, which will increase risk in an area to which crews from the existing fire station location in central Rugby cannot respond within the current response standard. A successful funding application has been submitted through Section 106 of the Town and Country Planning Act 1990, for the provision of land and notional building costs for a new fire station. Members of the Group expressed broad support for the proposal.
- 1.14 Members of the IRMP Task & Finish Group hold the view that the meetings between cross party members and officers of WFRS provide a valuable opportunity to consider and discuss fire and rescue issues in greater depth than is normally possible in formal meetings.

## 2.0 Timescales and next steps

- 2.1 Members of the IRMP Task and Finish Group recommend that the finish date of the group be extended in order that they may continue to monitor progress against the HMICFRS Improvement Plan and IRMP Action plan 2019/20. The Group will provide regular summary reports to the Resources and Fire Overview and Security Committee.

## 3.0 Appendices

WFRS IRMP Action Plan 2019/20.

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

- Portfolio Holder for Fire and Community Safety
- Chair and Party Spokespersons of the Fire and Resources Overview and Scrutiny Committee

## 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"> <li>● Improved efficiencies through collaboration and delivers a financial saving</li> <li>● Improved operational resilience.</li> <li>● Supports the efficiency and collaboration pillar of Home Office fire reform agenda.</li> </ul>
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"> <li>● Improved efficiencies through collaboration.</li> <li>● Improved operational standards, organisational resilience and safety.</li> <li>● Supports the efficiency and collaboration pillar of Home Office fire reform agenda.</li> </ul>

**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"> <li>• Identification of the optimum fire station locations that best enhance our response to emergencies, considering the impact of future housing and commercial developments.</li> <li>• Improved performance against our emergency response standards.</li> </ul>
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"> <li>• 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.</li> <li>• Greater collaboration with West Midlands Fire Service to provide a more efficient and effective level of emergency response across geographical boundaries.</li> </ul>

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"> <li>• Delivery of a financial saving.</li> </ul>
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**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"> <li>• A resource model that provides optimum performance and flexibility within the available budget.</li> <li>• A more flexible and efficient use of resources.</li> <li>• An officer mobilising protocol that optimises the skills and experience of middle managers within the Incident Command structure.</li> </ul>

**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"> <li>• 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.</li> </ul>
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"> <li>• Live video is transmitted via mobile phone/tablet from the incident ground which can be accessed and viewed remotely to improve emergency incident management.</li> <li>• The use of body worn cameras provides a more efficient and value focused approach to the monitoring of Incident Commanders performance.</li> </ul>
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"> <li>• A partnership approach is established that secures the use of aerial footage for emergency incident management.</li> </ul>

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"> <li>• Better use of our resources to respond to emergencies</li> <li>Improved performance against our emergency response standards.</li> </ul>
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 North 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"> <li>• Plans are in place to minimise the impact of construction of HS2 upon the safety of those living, working and travelling through Warwickshire.</li> </ul>



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

<b>No</b>	<b>Action</b>	<b>Description</b>	<b>Outcome/Benefit</b>
<b>5.1</b>	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"><li>• 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.</li></ul>

**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"> <li>● Deliver a more effective and efficient risk based building inspection programme and review our approach and readiness to deliver appropriate enforcement activity.</li> <li>● Improve our understanding and appreciation of diversity strategy, training and approach.</li> <li>● Improve our recruitment outreach activity to better target under-represented groups</li> <li>● Develop our integrated risk management approach to make better use of the general engagement we have with the public.</li> <li>● Increase the use of evaluation of prevention activity.</li> </ul>	<ul style="list-style-type: none"> <li>● 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.</li> <li>● The objective of the nationally driven programme is to increase efficiency and effectiveness in Fire and Rescue Services.</li> </ul>

<b>6.1 cont.</b>		<ul style="list-style-type: none"><li>● Determine the effectiveness of our safeguarding strategy, policy and approach and identify gaps and options for change using expert help and best practice.</li><li>● Ensure we effectively monitor, review and evaluate our collaboration work and approach.</li><li>● Ensure that our contracts are managed appropriately by those responsible for them.</li></ul>	
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