Cabinet

17 June 2021

Warwickshire Fire and Rescue Service (WFRS) Integrated Risk Management Plan (IRMP) Draft Action Plan 2021/22.

Recommendation

That Cabinet approves the Warwickshire Fire and Rescue Service (WFRS) Integrated Risk Management Plan (IRMP) Action Plan 2021/22.

1. Executive Summary

1.1. This paper seeks approval for the IRMP draft Action Plan, attached as an Appendix.

1.2. WFRS has a statutory duty under the Fire and Rescue Services Act 2004, via the Fire and Rescue Service's National Framework, to prepare an IRMP. The IRMP 2020-2025 sets out the Fire Authority's vision and priorities for the next five years, summarised as key proposals.

1.3. The annual IRMP Action Plan communicates further detail around the actions and activities that will enable the Service to support Warwickshire's communities and individuals to be safe, healthy, and independent.

1.4. The IRMP 2020-2025 has been considered and approved by Council on 16 March 2021, following a full public consultation process, and prior consideration by Cabinet, and by Resources and Fire & Rescue OSC.

1.5. Contained within the report to Council is the recommendation that Council authorises Cabinet to approve IRMP annual action plans.

2. Financial Implications

2.1. The financial implications arising from these future planned activities will be addressed through the formulation and development of each of the specific actions listed in the action plan and will be governed via the WCC project management framework and overseen by the IRMP Assurance Group.

3. Environmental Implications

3.1. The environmental implications arising from these future planned activities will be addressed through the formulation and development of each of the specific

actions listed in the action plan and will be governed via the WCC project management framework and overseen by the IRMP Assurance Group.

4. Supporting Information

4.1. The IRMP reflects up to date risk analyses and demonstrates how WFRS assesses and manages foreseeable risks within communities to ensure that Warwickshire remains a safe place to live and work. It describes how the Service mitigates risks through its activities and the effective and efficient use of people, resources and equipment.

4.2. The IRMP Action Plan 2021/22 will be considered the key business plan for WFRS, and has been developed taking into account a number of strategically important work streams. These include work being guided by our People Plan, Covid 19 Recovery, WFRS Estates Strategic Statement of intent, and the WFRS Asset Management Plan.

4.3. The IRMP Action Plan 2021/22 includes a range of actions, most of which can be considered normal continuous improvement activity. Progress against all these actions will be continuously monitored. Any specific actions that may require further public consultation and engagement will be progressed through the appropriate governance process with support from Legal Services, the Strategic Consultation and Engagement Lead, and WCC Communications.

4.4. The Action Plan supports the following IRMP Key Proposals which are directly linked to the WCC Council Plan 2020 - 2025 Priority Outcomes:

- **Proposal 1** - Ensure our workforce and ethos reflect the diverse communities we serve
- **Proposal 2** - Assess our capabilities to improve our ways of working in response to any future pandemics
- **Proposal 3** - Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties
- **Proposal 4** - Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS
- **Proposal 5** - Implement digital solutions to enhance our service delivery

4.5. The Equalities Impact Assessment (EIA) that was undertaken during the development of the IRMP 2020-2025 has been reviewed and no further impacts were identified. However, it should be noted that a specific EIA will be completed for each action at the appropriate time.

4.6. Future action plans will incorporate an even wider range of data from across WCC and its partners and will make use of the new data analytical techniques being developed by the Business Intelligence team.

5. Timescales associated with the decision and next steps

5.1. Progress against some identified actions are dependent upon approval of Capital Infrastructure Fund (CIF) bids in accordance with the quarterly timetable and current governance process.

IRMP Action Plan 2021/22 Corporate Governance Timeline	
Date	**Event**
17.06.2021	Draft IRMP Action Plan 21- 22 considered for approval by Cabinet
22.06.2021	Progress against IRMP actions considered and overseen by the IRMP Assurance Group.
14.10.2021	Corporate Board approval for Q3 CIF bids
16.12.2021	Corporate Board approval for Q4 CIF bids

Background papers
None

Appendix

IRMP Action Plan 2021/2022

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The report was shared with Councillor Andy Crump prior to publication.

DRAFT INTEGRATED RISK MANAGEMENT PLAN (IRMP)
DRAFT ACTION PLAN 2021/22

WARWICKSHIRE
FIRE & RESCUE SERVICE

Warwickshire
County Council

IRMP Objective 1: Ensure our workforce and ethos reflect the diverse communities we serve			
No	**Action**	**Description**	**Outcome/Benefit**
1.1	Deliver the objectives set out in our People Plan.	Our People Plan and subsequent delivery plan sets out ambitious objectives designed to support transformation across the whole of WFRS. It focuses on supporting each other and fostering a culture of inclusion and belonging, as well as allowing us to grow our workforce, train our people, and work together differently to deliver both our statutory and non-statutory duties. The key areas are: • Recruitment – including Attraction, Selection and Retention • Training and Development • Leadership • Talent Management • Promotion • Staff Engagement • Communication • EDI	• WFRS is recognised, in all communities, as a good place to work with more people form under-represented groups applying for roles • Staff are supported to be the best they can be and support each other to achieve • There is a clear developmental pathway that is understood by all, supported by a talent management and coaching programme enabling the right people to be in the right roles • Staff actively engage in decisions and drive the delivery of projects within the delivery programme. • We want to attract, empower and engage our people, cultivating outstanding leadership and a talented, agile workforce who make Warwickshire a safer place and support each other to be the best they can be.

IRMP Objective 2: Assess our capabilities to improve our ways of working in response to any future pandemics			
No	**Action**	**Description**	**Outcome/Benefit**
2.1	Review the lessons learnt from the response and recovery stages of Covid 19.	We will continue to support the response to and the recovery from the Covid19 pandemic. We will look at how the future will look post COVID-19, taking the positives we have learned from COVID-19 and addressing the new risks and threats we face. We will ensure new ways of working, adopted due to the Covid19 pandemic, are evaluated and any identified improved ways of working will form future delivery models. We will review the new structures and processes that we introduced to support the response to Covid to inform future response models.	• Improved efficiency and effectiveness for service delivery • Future proofing the service as far as possible for the new post COVID risks and opportunities. • A flexible workforce able to effectively work remotely when required. Mitigates the community risk of the negative economic impact of a prolong period of lockdown on local businesses in terms of vacant premises and social behaviours
2.2	Embed activities that worked well and address the areas of improvement identified in the Business Impact Assessment action plan	We will mainstream activities to improve the service in preparation for future pandemics. Explore the wider community empowerment element of the Covid recovery plan to see where we can add additional social value.	• Improved efficiency and effectiveness for service delivery • Future proofing the service as far as possible for post COVID risks and opportunities • Help prepare for any future pandemics • Builds cohesive and resilient communities • Promotes connectedness and social capital • Mitigates the community risk of the negative economic impact of a prolong period of lockdown on local businesses in terms of vacant premises and social behaviours

| 2.3 | Support and deliver programmes of work that support priority areas highlighted in WCC's Covid recovery plan | We will identify areas we can support or deliver programmes of work that support key priority areas highlighted in WCC's COVID-19 recovery plan, including:
• Working alongside Warwickshire County Council (WCC) and partners we will deliver activities that support the vulnerable and at risk in response to the pandemic and continue to support the testing and vaccination process across Warwickshire
• Working alongside WCC and partners we will evaluate and review our response to the Covid19 pandemic and apply learning into the future
• We will work to contain the virus and promote wellbeing, physical and mental health
• We will work with WCC and partners to support the economic sustainability and growth in Warwickshire recognising the impact of Covid19 | ● Develop the citizenship course to meet the changing needs of young people in Warwickshire
● Fire Fit pilot project to improve health and fitness in young people and their families in more deprived areas (priority 4)
● Providing business advice, marketing, promotional activity and physical measures to support businesses and town centre reopening (priority 5) |

IRMP Objective 3: Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties			
No	**Action**	**Description**	**Outcome/Benefit**
3.1	Ensure that resources are in the right place at the right time and available for prevention, protection and response activities when and where the risk and vulnerability is greatest in the communities of Warwickshire	We will work with staff to review wholetime shift systems to ensure appliance availability is maximised within budget, to enable effective delivery of customer services. The aim is to review the current shift systems to ensure they effectively provide the service the public need whilst providing various work arrangements that are inclusive and accessible to all. *There is a dependency on continuing to deliver a blend of risk-based training facilities with a specific focus on Lea Marston, Kingsbury and Stratford.*	• Enhanced service to our community • Improved efficiency and effectiveness for service delivery • Reflective of a modern workforce • A more flexible and efficient use of resources • Mitigate the community risk resulting from reduced operational crewing levels caused by elevated absence levels and/or lack of flexible working options for operational staff
3.2	Develop a North and South delivery hub model	To include structure, roles, and resilience. This action will develop the options for a two hub delivery model. The model will include organisational structure, workplace redesign, clear definition of roles and delivery for all Response, Prevention and Protection activities across the whole of Warwickshire.	• Improved efficiency and effectiveness for service delivery • Reflective of the Warwickshire local democratic structures • Establish links between the prevention team and delivery hubs • Integrate prevention strategies into the north and south hubs. • Establish links between Protection Team and the hubs. • Integrate protection strategies into the north and south hubs.

| 3.3 | Implement the WFRS Estates Statement of Intent and continue progressing the Distributed Operational Model. | This action is part of our continuous improvement activity that commenced during the previous IRMP, and is directly linked to the WFRS Estates Strategic Statement of Intent and the WFRS Asset Management Plan. It will build on the actions contained in previous IRMP action plans:

• Review station locations in Nuneaton and Bedworth, including transforming Nuneaton fire station into a community hub

We will take Evidence based decisions in relation to property assets aligned to the WCC and WFRS Property Strategy, including Rugby and Leamington and our Distributed Operational Model, in order to:

• Progress the Rugby South station build and transform the current station into a community hub
• Review options for Leamington fire station locations
• Review co-location opportunities with Police

Dependencies with protecting response to life risk incidents and use OC crews for special appliances and SFUs.

Includes work around the utilisation of smaller vehicles and alternative mobilisation options

Integrates with workplace redesign, asset management, prevention hubs, Leamington HQ opportunities. | • Enhanced service to our community
• Improved efficiency and effectiveness for service delivery
• A more flexible and efficient use of resources
• Improved performance against emergency response standards
• Supports the WCC and WFRS Estates Plans
• Supports the Kingsbury Training Centre vision

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3.4	Continue to explore collaboration options with a wide range of partners and specifically blue light partners in line with the 'duty to collaborate' to provide the most effective and efficient service to the communities of Warwickshire.	We will explore opportunities with other blue light services, including co-location with the police. We will Implement and evaluate joint working and specifically the Safer Warwickshire Officer in partnership with Warwickshire Police and District Councils.	• Enhanced service to our community • Improved efficiency and effectiveness for service delivery
3.5	Develop the training delivery model to include commercial opportunities.	This action will build on the progress on the delivery of a multi-site training model as outlined in the previous IRMP action plan This action also supports our vision for the Kingsbury site in particular, by working with WCC and key stake holders who will use our new facility at Kingsbury to develop a centre of excellence where we can create a seamless blend of fire service training, community safety and outdoor education with an enhanced level of engagement with the young people and young adults of Warwickshire.	• Improved efficiencies • Improved operational standards, resilience and safety • Supports the Kingsbury Training Centre vision • Improves relationships and partnerships Develop commercial opportunities, alongside our WCC colleagues
3.6	Develop a fleet strategy that moves WFRS towards a carbon neutral and green position	We will identify and develop opportunities for moving towards a green fleet. We will carry out a feasibility study to establish and deliver future vehicle needs and locations and the required green infrastructure to fulfil those needs. *There are dependencies with progressing the Distributed Operational Model.*	• Supports WCC green agenda • Efficient use of physical assets • Environmentally friendly • Supports the WFRS Asset Replacement Plan

| 3.7 | Monitor and action Grenfell Phase 1 and Hackitt Review recommendations | We will continue to monitor and action any recommendations from Grenfell Enquiry and Hackitt Review.

Includes the delivery of Level 3 Fire Protection courses to operational front line staff. | • Promotes community safety
• Enhanced service to our community
• Improved efficiency and effectiveness for service delivery |

IRMP Objective 4: Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS				
No	**Action**	**Description**	**Outcome/Benefit**
4.1	Assess the capacity to restart prevention activities that stopped during the Covid pandemic.	We will look to restart all prevention activities, paused by Covid, on a risk assessment basis These activities include school visits, arson reduction, road safety and safeguarding, Biker Down. We will evaluate the loss of local intelligence experienced by pausing our activities and explore wider community empowerment element of the covid recovery plan to see where we can add value.	• Provides community safety to our community • Improves community wellbeing • Increases visibility as communities return to normal • Adds value to local recovery as residents adapt to the post covid world • Rebuilds community partnerships and links • Supports cohesive and resilient communities • Promotes connectedness and social capital • Mitigates community risks around the negative economic impact of a prolong period of lockdown on local businesses in terms of vacant premises and social behaviours
4.2	Scope out opportunities to expand and widen prevention activities that we offer, to include	We will review capacity to continue all activities started during the Covid pandemic and further develop work that supports wider community health and social care outcomes.	• Keeps people safe and secure and adds value to community safety • Supports the NHS • Reduces pressure on hospitals

| | continuing activities started during the Covid pandemic. | This action is part of our continuous improvement activity and aims to:
• Increase our successful hospital to home activity to a wider range of people
• Widen what we do to keep people safe and secure to include welfare calls to vulnerable people
• Work with the third sector in activities such as food parcel deliveries
• Enhance our safe and well checks
• Increase our online presence to deliver key community safety training, messages, and awareness campaigns.
Within the COVID Recovery Plan, we will develop plans for the Hospital to Care Home service, using trained staff to deliver a Care Home audit. | • Increases opportunities to deliver fire prevention safety advice and safe and well checks to those who need it most
• Enhances WFRS reputation and supports community safety
• Provides greater flexibility
• Supports cohesive and resilient communities
• Promotes connectedness and social capital
• Mitigates the community risk around negative economic impact of a prolong period of lockdown on local businesses in terms of vacant premises and social behaviours
• Mitigate the community risk of the long term effect of the Covid pandemic on our communities, heritage, and NHS generally |

IRMP Objective 5: Implement digital solutions to enhance our service delivery			
No	Action	Description	Outcome/Benefit
5.1	Progress the ESN Programme, by moving through the 'Prepare' phase and entering the 'Deploy' phase in line with project timeframes	We will continue to embed our digital plan which is linked to WCC's digital Strategy. We will ensure that we are prepared and able to deploy our digital resources to meet the requirements of the Emergency Services Mobile Communication Programme This will provide a replacement communication system that will ensure that the WFRS can	• Better use of technology • Improved efficiency and effectiveness for service delivery • A more flexible and efficient use of resources • Contributes to firefighter safety at emergency incidents

		communicate with other blue light services and responding agencies using the latest digital technology	
5.2	Explore options for securing drone capability at emergency incidents	As part of our continuous improvement activity, we will build on progress made in the previous IRMP action plan. We will consider partnership approaches to new technology such as drones to use at incidents. *There is a dependency with the Command Support Unit and use at inter agency incidents, such as when supporting missing persons incidents*	• Maximises the use of the latest technology to support firefighter safety • Improved efficiency and effectiveness for service delivery • Contributes to firefighter safety at emergency incidents • Capability is beneficial across agencies
5.3	Scope options for replacement of the Farynor system	We will ensure that our front-line systems and digital solutions including our protection systems are up to date and enable our people to deliver.	• Better use of technology • Improved efficiency and effectiveness for service delivery • Contributes to firefighter safety at emergency incidents • Enhanced service to our community
5.4	Investigate, implement, and develop Power BI reporting opportunities for WFRS service data	We will work closely with the Business Intelligence team to utilise Power BI opportunities for WFRS performance data. We will ensure that our managers and staff have access to 'live' incident level data in order to be able to make evidence based decisions, assess risk, and help target resources more effectively.	• Better use of software • Improved management performance reporting (open and transparent to all WFRS staff) • Improved targeting of resources • Access to real-time 'live' data - one version of the truth • A focus on service demand but also on outcomes

| 5.5 | Scope options and deliver a replacement for our Control Room Systems | Our control room systems are fundamental to ensuring an effective response to an emergency.

Our Integrated Communications Control System (ICCS DS3000) and Computer Aided Despatch (CAD Vision 4) are past end of life, and are increasingly challenging to support. Replacement is essential to meet our obligation to connect to the Government's Emergency Services Network (ESN), whilst enabling us to embrace new and innovative technology for a future fire service. | • Better use of technology and improved data capability
• Improved operational communications and reduction of demand on Service Control personnel
• Compliance with national security requirements. In particular, with potential external threats increasing, there is a need to comply with the new security frameworks led by ESN
• Enhanced safety of our communities, by providing the foundations to enhance and secure frontline operations
• Provides staff and partners access to resilient systems and data
• Cloud based infrastructure is in line with WCC digital strategy |

IRMP Objective 6 (New): Deliver continuous improvement activity as identified through the HMICFRS inspection programme
No   **Action**   **Description**   **Outcome/Benefit**

| 6.1 | Embrace and incorporate recommendations provided following the HMICFRS inspection in April 2021 | The inspection assesses how WFRS prevents, protects the public against, and responds to fires and other emergencies. It also assesses how well WFRS looks after its staff.

In carrying out the inspection, we answer three main questions:
1. How effective is WFRS at keeping people safe and secure from fire and other risks?
2. How efficient is WFRS at keeping people safe and secure from fire and other risks?
3. How well does WFRS look after its people?

An HMICFRS Improvement Plan is developed based on post inspection outcomes. This sets out how we intend to deliver improvements in the areas recommended to us following the inspection. | • Enhanced service to our community
• Improved efficiency and effectiveness for service delivery
• Promotes continuous improvement
• Incorporates and links objectives of the nationally driven programme to increase efficiency and effectiveness in all Fire and Rescue Services |