

Integrated Risk Management Plan Projects Update

Report of the Chief Fire Officer

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1 Purpose of Report

This report updates Members on the progress made against its Integrated Risk Management Planning (IRMP) Projects and, in relation to IRMP 3, seeks approval from Members for the current feasibility study to be updated to reflect the additional opportunities identified for working with Warwickshire and West Mercia Police.

2 Recommendations

The Fire Authority is asked to:

- a) Note the progress made against the three Integrated Risk Management Plan Projects;
- b) Approve the updating of the current Telford Central feasibility study, with these costs being borne by the Service;
- c) Give authority to the Chief Fire Officer for approving the costs incurred for updating the feasibility study.

3 Background

In accordance with the Fire Authority's Integrated Risk Management Plan (IRMP), contained within the Service Plan 2015-20¹, the Service currently has three significant IRMP projects running through this year. IRMP 1 and 2 aim to increase efficiency in the way that the Service uses its resources to staff Wholetime fire engines and its Fire Control function. Both projects are aiming to deliver improved efficiencies by 2020.

IRMP 3 relates to the redevelopment of the fire station and training complex at the Telford Central site in Stafford Park, Telford.

¹ <https://www.shropshirefire.gov.uk/service-plan-201520>

4 IRMP 1 - Wholetime Shift System

The IRMP 1 Project is looking to make changes to the current wholetime shift system, resulting in improving the efficiency of the current system and meeting the IRMP target of a reduction in costs by up to £400k per annum.

In May 2016, the Fire Authority agreed to:

- a) Support the recommendation that a new duty system for wholetime staff be implemented on or before 1 January 2017, based on:
 - 4 Watch Flexible Rostering duty system
 - Locally managed rostering
 - On a shift for shift basis
 - With start and finish times of 0800-1800 and 1800-0800
- b) Direct officers to negotiate with Representative Bodies as required to implement the changes;
- c) Recognise the consultation that had already taken place and delegate responsibility to the Strategic Planning (StraP) Working Group to monitor the Service's implementation of these recommendations and report progress back to the Fire Authority at its October 2016 meeting; and
- d) Agree that a 12-month review of the new duty system be undertaken, from the date of implementation, and be reported back to the Fire Authority.

Following several months of very constructive negotiations between the Service and the staff representative body, The Fire Brigades Union (FBU), agreement has been reached on the detail behind the new shift system for wholetime staff, which will go live on 1 January 2017.

Following concerns expressed by staff at the changes to the day shift start time, specifically around the potential impact on child care arrangements, the Service has agreed to trial a variation from the original proposal for shift start times to move from 0800 to 0830. This will also see a corresponding change to the night shift start time, moving from 1800 to 1830, so that the Fire Authority's requirement to move to 10-hour day shifts and 14-hour nights can still be met.

Recognising that the new shift system is likely to need further development as both staff and management gain experience in its actual operation, regular reviews have been planned in throughout this first year. This will enable further potential improvements to be identified, discussed and agreed by Service Managers, the FBU and staff champion working groups. Feedback on the agreed variation to the shift start times will form one specific area to be considered during the first six months, with any agreed changes being implemented in year.

A full review will be undertaken after the first 12 months, with full findings being reported back to the Fire Authority through the StraP Working Group.

5 IRMP 2 - Fire Control Shift System

IRMP 2 is aiming to improve the efficiency of the Fire Control function by up to £300k by 2020. This involves exploring various ideas for changing the work that Fire Control currently does and, as a prerequisite, requires changes to the current shift system in order to support greater flexibility in how these valuable resources are able to be used.

In May 2016, the Fire Authority agreed to:

- a) Support the recommendation that a new duty system for Fire Control staff be implemented on or before 1 January 2017, based on:
 - A Self-Rostering duty system
 - Locally managed rostering
 - Keeping the current start and finish times of 0800-1800 and 1800-0800
 - Annualised hours
- b) Recognise the consultation that had taken place and direct officers to negotiate with Representative Bodies as required to implement the changes;
- c) Note the introduction of new internal work-streams into Fire Control, which were aimed at enhancing service delivery and firefighter safety, as well as improving the efficiency of this important function;
- d) Note that the Service would continue to monitor and identify opportunities for commercial income generation through Fire Control;
- e) Delegate responsibility to the Strategic Planning Working Group to monitor the implementation of these recommendations and report progress back to the Fire Authority at its October 2016 meeting, followed by a 12 month review; and
- f) Direct officers to monitor and evaluate all collaborative opportunities regionally and sub-regionally, and any other opportunities that might arise.

Following several months of extremely productive and innovative work by the staff champions working group, Service management were able to progress to an agreement with the FBU relatively quickly. The new system will be introduced on 1 January 2017.

Recognising that moving to a self-rostering system is a significant change from the current watch based system used by Fire Control, issues are likely to arise during its operation that have not been considered during the planning work undertaken to date. Regular reviews have therefore been planned in to support further discussion and development of the system as this pilot year progresses. This will enable further potential improvements to be identified, discussed and agreed by Service Managers, the FBU and the staff champion working group.

To further help individuals through this change, support is being offered to all Fire Control staff in the form of training on how to increase their personal resilience. This is available to staff on a group or one-to-one basis.

The Service has also launched an E-Learning course on 'Leading and Managing Change and Transition', through its online learning tool, 'Leo'. This is aimed at helping managers deal with change across the Service, including Fire Control, but is also a useful resource for individuals to understand how change can affect them.

As with IRMP 1, a full review will be undertaken after the first 12 months of the new Fire Control shift system going live, with the findings being reported back to the Fire Authority through the StraP Working Group.

6 IRMP 3 - Telford Central Redevelopment

Members will recall that the Telford Central Redevelopment Project has been on hold for a number of months whilst the Service explores all opportunities for joint collaboration with its partners, to ensure it secures the greatest public value from the significant investment that will be required for the site. Being particularly mindful of the new legal requirement for all blue-light services to collaborate, likely to come into force early next year through the new Police and Crime Bill, Assistant Chief Fire Officer Andy Johnson and Chief Superintendent Charles Hill (Warwickshire and West Mercia Police), have been exploring all possible opportunities for collaboration between the two services, not only in Telford, but also across the whole of the county.

It is pleasing to be able to inform Members that following Warwickshire and West Mercia Police's recent Property Board Meeting, the Service has received a commitment from them to further explore the potential collaboration opportunity of sharing Training Facilities with the Service and the relocation of the Police's Major Investigation Unit North's base to the Telford Central site. These additional functions are in addition to the already proposed multi-agency Tactical and Strategic Command Facilities for Shropshire and Telford partners, as well as the potential co-location with Telford and Wrekin's Emergency Planning Unit. Once completed, the new Telford Central site will result in significant improvements in the abilities for all agencies across Shropshire to be able to plan for, train for and deal with major catastrophes that may befall the county's communities.

The Service believes that it is now in a position whereby it can start to progress the overall project. This will necessitate the feasibility study, previously approved by the Fire Authority at its May 2016 meeting, being updated to give an estimate of the potential costs likely to be incurred by these additional functions coming to the site. This will then support further discussions with Warwickshire and West Mercia Police about any cost apportionment and project support.

Members are asked to give approval for the feasibility study to be updated, with these costs being borne by the Service. The Service is in the process of getting a quote for the work required to update the feasibility study and are therefore unable to specify them here. However, it expects these to be significantly less than the cost for the original study which was approximately £8,000. **Members are asked to give authority to the Chief Fire Officer for approving the updated feasibility study costs.**

The results from the updated feasibility study will then support further discussions with Warwickshire and West Mercia Police, about possible cost apportionment options for the project going forward. Depending on the pace of these discussions, it is hoped that a report may be brought to the Fire Authority meeting in April 2017, containing all of the information Members will need to be able to decide on whether the Service can progress to a stage whereby it tenders for the Design and Build project. If these timelines are achieved, it is envisaged that work could start during 2017 and be concluded during the latter part of 2019.

7 Financial Implications

The potential increased efficiencies resulting from projects IRMP 1 and 2 have been appropriately reflected in the Service's Efficiency Plan 2016-20, recently submitted to Government for their consideration.

The funding options for the significant capital investment project that is IRMP 3, the redevelopment of Telford Central, were covered in detail at the Fire Authority's meeting in May 2016 (Report 11d). The information in that report will be updated to reflect the current and future predicted status of the Service's finances, including levels of reserves, when the next report is brought to the Fire Authority, prior to it being required to give final approval for the project to progress to a stage that is likely to involve significant financial outlay.

8 Legal Comment

IRMP 1 and 2

The Authority is required to consider the normal contractual principle that variations to current terms and conditions of employment may only be made with agreement (either individually or collectively) or under a right of variation already contained within the terms of employment or relevant collective agreement. The Authority should note the provisions of the Employment Rights Act 1996, which entitle employees with at least two years' service to claim unfair or constructive unfair dismissal in circumstances where there has been an unlawful variation of a substantive term of employment without sufficient justification and reasonable procedure.

The Authority is also required to consider the provisions of the Equality Act 2010, which prohibit unjustified 'provisions, criteria or practices' that indirectly discriminate against workers with protected characteristics.

Furthermore, the Authority is required to consider the provisions of the Working Time Regulations 1998 in respect working hours and rest times, insofar as the provisions are not excluded or modified for the group of workers in question.

IRMP 3

The Fire Authority has a duty to make adequate provision for providing an effective and efficient fire and rescue service for the Wrekin and Shropshire area.

Through the Fire Authority's Integrated Risk Management Plan officers have identified and assessed all foreseeable fire and rescue risks that could affect its community and as a result have identified the further steps and resources required to address such risks. The refurbishment of Telford Central Fire Station will assist in the implementation of the steps identified in the Plan and beyond.

As the project develops, irrespective of the chosen option, the Authority will have to draw up formal tender documents and run a compliant procurement process for design, construction and other associated services.

In addition, the Programme Team should consider at the earliest possible stage requirements for securing both development control (planning) approval and building regulation approval from Telford & Wrekin Council.

9 Initial Impact Assessment

In relation to IRMP Projects 1 and 2, an Initial Impact Assessment was completed, which indicated the need for full Equality Impact Assessments.

In relation to the IRMP 3 project, an Initial Impact Assessment has been conducted and has indicated that a full Equality Impact Assessment will need to be completed, prior to the development of the detailed architectural plans. This will ensure that any adjustments required, to support its use by all persons likely to enter it, will be built in at the design stage.

10 Equality Impact Assessment

An Equality Impact Assessment has been completed for both of the projects involving shift system changes (IRMP 1 and 2). The results from these assessments have been used to assist and inform on the negotiated agreement, including the variation to the originally proposed start and finish times for the wholetime shift system, as discussed in the body of the report.

11 Appendices

There are no appendices attached to this report.

12 Background Papers

Fire Authority 3 May 2016

Report 11d - Project 3 Telford Central Review