

# COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2022-26 - CHANGE PROPOSALS



## REPORT OF CHIEF FIRE OFFICER

For Information

### 1. PURPOSE OF REPORT

- 1.1 To advise Elected Members of the progress on the implementation of the Community Risk Management Plan (CRMP) 2022-26, and specifically the key Service Plan 2023/24 improvement actions UOR 4.1 Review Whole-time Duty System and SSC38.1 Improve Emergency Response Cover in Fire Control (Fire Control Duty System).
- 1.2 To advise Elected Members of any implications or matters arising from the implementation of the above CRMP improvement actions.

### 2. RECOMMENDATIONS

- To note the change proposals as set out a proposed duty systems for Wholetime Duty and Fire Control Staff.
- To consider and provide strategic guidance on any matters impinging on the implementation of the CRMP Improvement Actions.
- To receive further reports following the staff consultation and engagement; and the negotiation process with the Fire Brigades Union (FBU)

### 3. BACKGROUND

- 3.1 Cleveland Fire Authority has been using the process of integrated risk management planning for many years and this has led to the current configuration of the Brigade's resources.
- 3.2 The requirement for an Integrated Risk Management Plan (IRMP) was introduced in 2003 and included in the Fire and Rescue Service National Framework, published by the Department for Communities and Local Government. This was given statutory effect by the Fire and Rescue Services Act 2004 and was re-stated in the Fire and Rescue National Framework for England published in May 2018.
- 3.3 The Framework states that each Fire and Rescue Authority must: *'assess the full range of foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross border, multi-authority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.'*

- 3.4 *Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability. Fire and rescue authorities should work through the Strategic Resilience Board where appropriate when determining what arrangements to put in place.'*
- 3.5 Integrated risk management planning is about using resources in the most effective way to save lives, improve public safety and reduce emergency incidents. It is an approach that:
- identifies who or what is most at risk of fire and other emergencies
  - determines where they are and how best to reach them
  - identifies the best way to reduce and manage the risk
  - ensures that resources are deployed in proportion to the size of the risk
- 3.6 On 25 March 2022 the Authority finalised and approved its Community Risk Management Plan (CRMP) 2022-26 which sets out the Authority's:
- operating environment
  - vision, strategic goals, aims and associated outcomes
  - risk assessment outcomes
  - medium term financial position
  - services, plans and proposals to 2026 to manage its risks

#### **4. UPDATE ON SERVICE PLAN 2023/24 IMPROVEMENT ACTIONS**

- 4.1 The Fire and Rescue National Framework requires fire authorities to produce and publish annual efficiency plans. For 2023/24 the Minister of State for Crime, Policing and Fire required fire authorities to plan for increasing productivity.
- 4.2 In addition to the requirements of the National Framework, the Authority's CRMP 2022-26 details key actions about using our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.
- 4.3 To deliver the key improvement actions as detailed in the CIRMP 2022/26 and the Service Plan 2023/24 and achieve the national productivity and efficiency targets, a review was undertaken of both the Whole-time Shift Duty System (Appendix 1: Information Note) and the Fire Control Shift Duty System (Appendix 2: Information Note).

#### **4.4 Whole-Time Shift Duty System**

- 4.4.1 A review of the Whole-time shift duty system was carried out in 22/23 and identified a number of potential improvements to the current shift system; this was presented as a formal change proposal to the Fire Brigades' Union.

#### 4.4.2 The main feature of the change proposal is to:

- Maintain the 2-2-4 Duty System, incorporating day and night shifts.
- Shift length times:
  - Day shift: 08:00hrs – 18:00hrs
  - Night shift: 18:00hrs – 08:00hrs
- Removal of annualised hours.
- Removal of Blue and Grey standby shifts.
- Reversion of one leave unit (block of 4 shifts) to be allowed to be taken as time off as individual shifts, subject to staffing exigencies.
- Management and oversight of Watch staffing to be undertaken by Watch Managers.
- Measurement of productivity against key metrics defined by CFB.
- Run the proposed shift system as a pilot for 12 months.

#### 4.4.3 The proposed new Whole-time Shift Duty System will provide a wider range of benefits including:

- Improve staffing challenges due to staff reaching their annualised hours allocation early.
- Minimise periods of time when fire appliances are off the run, or under-crewed.
- Remove differences between the contracted hours worked/unused by each individual.
- Move start/finish times away from peak service demand periods resulting in a reduced overtime budget requirement.
- Remove the 11 short notice 'Grey Shifts' from staff.
- To provide greater flexibility for short notice absences.
- Reduce the cost of additional hours to cover staff shortages.
- Reduce the cost of disturbance allowance payments as a result of reduced requirement to detach staff from one station to another.
- To improve firefighter productivity, particularly during the night shift period.

#### 4.4.4 This proposal is subject to consultation and engagement with staff and negotiation between the Brigade Senior Management and the recognised Representative Body (FBU).

#### 4.4.5 An indicative implementation for the proposed duty system is the 1<sup>st</sup> of January 2024, however this is subject to above consultation and negotiation between the Brigade Senior Management and the FBU.

### 4.5 Fire Control Shift Duty System

#### 4.5.1 In 2016 an internal review of Fire Control recommended that the staffing establishment for the function was reduced from twenty (20) to sixteen (16). This was incorporated into the 2018-2022 Community Integrated Risk Management Plan. In 2019 the establishment being reduced to 16, with three Whole-time Fire Control Operators being on duty at any one time and to ensure resilience, an On-Call staffing arrangement was introduced.

- 4.5.2 Since the implementation of the new Fire Control staffing arrangements difficulties have existed regarding the maintenance of minimum staffing, due in part to high levels of sickness, part-time working arrangements, staff retention, limited resilience, and low uptake for additional hours.
- 4.5.3 Following the publication of the 2022/2026 CRMP and the introduction of the development options for improving emergency response arrangements, the Senior Head of Operations conducted a Configuration Review that included a full review of our current Fire Control arrangements.
- 4.5.4 The main feature of the change proposal is to **Increase the establishment and Introduce a Self-Rostering staffing model into Fire Control.**
- 4.5.5 The broad principles for the Self-Rostering proposed model are set out below, however, additional procedures and details will be developed and published if the duty system proposal is accepted:
- The Establishment for Fire Control will increase by two and include:
    - 1 x Station Manager
    - 2 x Watch Managers
    - 7 x Crew Managers
    - 9 x Firefighters
  - Watch Strength will consist of four staff on duty on dayshift and three staff on nightshift, to accommodate the additional work/training performed during the dayshift.
  - All shifts will have a minimum of 1 x Crew Manager on duty at any one time.
  - The Station Manager and Watch Managers form part of the 'Management Team' who are responsible for the management and supervision of shift allocation, training, and also to provide resilience for pre-planned and shortfall cover.
  - Staff will book shifts in advance in quarterly periods and once set, there are no changes without an individual's agreement.
  - Annual Leave is booked before availability, so is always guaranteed.
  - Reversion of one Annual Leave unit to four PH's, enabling them to be taken flexibly.
  - The shift length will mirror the Wholetime Duty System.
  - Full-time Equivalent (FTE) Fire Control staff are contracted to work 182.5 shifts over a 12-month period (prior to leave being deducted).
  - Training Days will be allocated bi-monthly, off shift, guaranteeing uninterrupted training.
- 4.5.6 The proposed new Whole-time Fire Control Shift Duty System will provide a wider range of benefits including:
- A CFB risk-critical function will always have the minimum staffing level.
  - Training and competence will increase due to the flexible staffing model.
  - Having four staff on duty during the day shift will enable additional administrative tasks to be performed.
  - Having four staff in duty on a day shift will allow flexible training to be performed.

- The model will reduce the requirement for Flexible Duty Officers to provide resilience cover for staffing shortfalls in the control room.
- Increased resilience within the Fire Control room.
- Staff incentivisation via the 8% increase in salary.
- Staff may be more inclined to cover shortfalls due to a decrease in demand than that of the current duty system.
- Positive impact on staffing levels.
- Potential decrease in staff sickness absence.

4.5.7 This proposal is subject to consultation and engagement with staff and negotiation between the Brigade Senior Management and the recognised Representative Body (FBU).

4.5.8 An indicative implementation for the proposed duty system is the 1<sup>st</sup> of January 2024, however this is subject to above consultation and negotiation between the Brigade Senior Management and the FBU.

4.6 Full versions of the Change Proposals for the Whole-time Shift Duty System and the Fire Control Shift Duty System are available on request from [cfa@clevelandfire.gov.uk](mailto:cfa@clevelandfire.gov.uk).

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