

**Tyne and Wear Fire
and Rescue Service**



COMMUNITY RISK MANAGEMENT PLAN

(CRMP)

2024 - 2027



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CHIEF FIRE OFFICER FOREWORD

Our Community Risk Management Plan (CRMP) 2024-2027 outlines how Tyne and Wear Fire and Rescue Service identifies and mitigates risk in our community.

Our Fire Authority (FA) is the publicly accountable body that provides the governance and oversight of the service on behalf of the citizens of Tyne and Wear. The relationship between the Chief Fire Officer and the 16 elected members of the FA ensures that the communities of our area are assured that the Service is working to continually support public safety.

Tyne and Wear is an incredible place to live, work, and visit, and we have a diverse demographic makeup. No two areas across the UK are the same, so it is important that we have our own local plan to identify risk. It is a fact that Tyne and Wear has some of the highest levels of deprivation in the entire country and this adds to the risk in our communities. The purpose of this CRMP is to outline how we are identifying and mitigating that risk by targeting our resources effectively and efficiently.

During the implementation of the previous CRMP (2022-2024), both the community and the Service dealt with some significant challenges, not least the impact of COVID-19. We continue to evolve our understanding of risks: using data, feedback from audits, assurance and inspection, and information from partners, to ensure we use a wide range of sources to inform our approach to protecting our community and firefighters.

This CRMP has been developed using intelligence, insight, and a comprehensive understanding of current and future risks, both in Tyne and Wear, regionally, and nationally. Additionally, the contribution of the FA members provides a direct feedback link to our communities and ensures that their voices are heard in our decision making processes.

As Chief Fire Officer and Chief Executive of Tyne and Wear Fire and Rescue Service, I am held to account by the Fire Authority for the delivery of this CRMP.

In the years ahead, we will continue to be adaptable and innovative to address the changing needs communities face, and work with our valued partners and the community, to deliver a Service we are proud of.

Achieving approved outcomes for communities will be enabled through continued focus on being an inclusive, welcoming place to work, visit or draw on the services provided. The involvement, engagement and scrutiny provided by our Fire Authority in terms of outcomes and public accountability ensures that there remains a strong link between the Service and the communities it serves.

I am confident that the plan sets out our commitment to the continued delivery of a first class fire and rescue service and our intention to continue to improve, whatever the challenge. I hope this document gives you confidence that we are in the best position to achieve our vision of Creating the Safest Community.



Peter Heath KFSM
*Chief Fire Officer
and Chief Executive*



Phil Tye
*Chair of the Tyne and
Wear Fire and Rescue
Authority*

INTRODUCTION

More than 1.1 million people rely on us to provide our service to them.

They rightly expect us to do this in a planned and coordinated way, matching what we do and the work we prioritise to the different risks they face.

Understanding and reducing the risk in our communities is crucial to this – and to achieving our vision, which is “Creating the Safest Community”.

The way fire and rescue services assess and reduce risk is through something called a Community Risk Management Plan (CRMP). This is an up-to-date analysis of local risk and describes how we will effectively coordinate our work to improve public safety and save lives.

This document used to be called our Integrated Risk Management Plan, but we have changed to the name “community” to best reflect national practice. We are also aware of and carried out a gap analysis against, a new national standard for CRMPs.

This plan does not describe everything we will be doing over the next few years. For example, our annual service plan describes our yearly priorities for changing and improving our service.

What this plan does describe though, is the steps we’ve taken to understand risk in Tyne and Wear and the work we’re delivering now and in the future to address it.

WHY ARE WE HERE?

Our overarching vision: 'Creating the Safest Community'

To achieve this we will deliver the following key services:

PREVENTION – to raise awareness of the risks people face from fire and other types of emergency. This will focus on those most vulnerable and our focus is on education and early intervention to prevent emergencies from happening.

PROTECTION – to promote and enforce fire safety arrangements in buildings that fall within relevant legislation. This is to ensure buildings and occupants are as safe as possible.

RESPONSE – to have trained staff ready and able to respond to a variety of emergencies, equipped with the best vehicles and equipment to do their job as effectively as possible

RESILIENCE – to deal with major emergencies that demand significant resources or require support from other services and agencies, whilst continuing to deliver business as usual activity across the service area.

Our first goal will always be to save lives and make people safer. This is what we do every single day, whether it's responding to 999 calls or carrying out work to prevent emergencies from happening in the first place.

Much of our work goes beyond this though, from improving the life chances of young people and protecting businesses, to helping tackle other issues like antisocial behaviour and healthcare signposting. Our organisation's purpose extends therefore to making our communities stronger places for the future.



WHO ARE WE?

As a fire and rescue service, we are responsible for delivering a wide range of services to our communities. These are set out clearly in the Fire and Rescue Services Act 2004.

We also have specific duties under the Civil Contingencies Act 2004 and the Regulatory Reform (Fire Safety) Order 2005. The Service is governed by the Tyne and Wear Fire and Rescue Authority.

Tyne and Wear Fire and Rescue Authority is the publicly accountable body that oversees the policy and service delivery of fire and rescue services on behalf of the community.

The Authority:

- **formulates policies and principal objectives**
- **approves the annual statement of internal control**
- **makes, alters and revokes Standing Orders**
- **determines the precept to be made**
- **arranges the audit of accounts**
- **prioritises capital schemes**
- **determines members' allowances**
- **acquires land and buildings**

Tyne and Wear Fire and Rescue Service leads the operational delivery of fire and rescue services such as public protection, fire and other emergency prevention, operation response and resilience.

The Fire Authority and the Service work closely together to help create the safest community.

The Fire and Rescue Authority is made up of 16 elected members, nominated by the five constituent councils of Tyne and Wear in line with schedule 10 of the Local Government Act 1985. The Police and Crime Commissioner for Northumbria also sits on the Fire and Rescue Authority.

Governance

Responsibility for the delivery of this Community Risk Management Plan lies with the Chief Fire Officer / Chief Executive / Clerk to the Authority.

Fire and Rescue Services are not within the new Mayoral Combined Authority (MCA) arrangements that commence in May 2024 but we will continue to work with the MCA and partners on community safety on behalf of our communities.

The Authority also operates a Code of Governance, which adheres to the Chartered Institute of Public Finance and Accountancy (CIPFA) in association with the Society of Local Authority Chief Executives (SOLACE) 2016 Delivering Good Governance in Local Government Framework.

This framework assists in developing and shaping an informed approach to governance, aimed at achieving the highest standards in a measured and proportionate way.

This Code comprises of systems and processes that are used to direct and control the Authority's activities. It also enables the Authority to monitor the achievement of its strategic objectives and consider whether these objectives have led to the delivery of appropriate, cost-effective services.

More information on our Governance processes can be found [here](#).

The Fire Authority authorises the CRMP and works closely with the Chief Fire Officer to decide how our services can be provided in the most efficient and effective way.

Our responsibilities include:

Firefighting – Extinguishing fires and protecting life and property in the event of fires

Road Traffic Collisions – Protecting and rescuing people from serious harm in the event of a road traffic collision

Fire Safety – Promoting fire safety, including provisions taken to prevent fires and means of escape from buildings in the event of fire

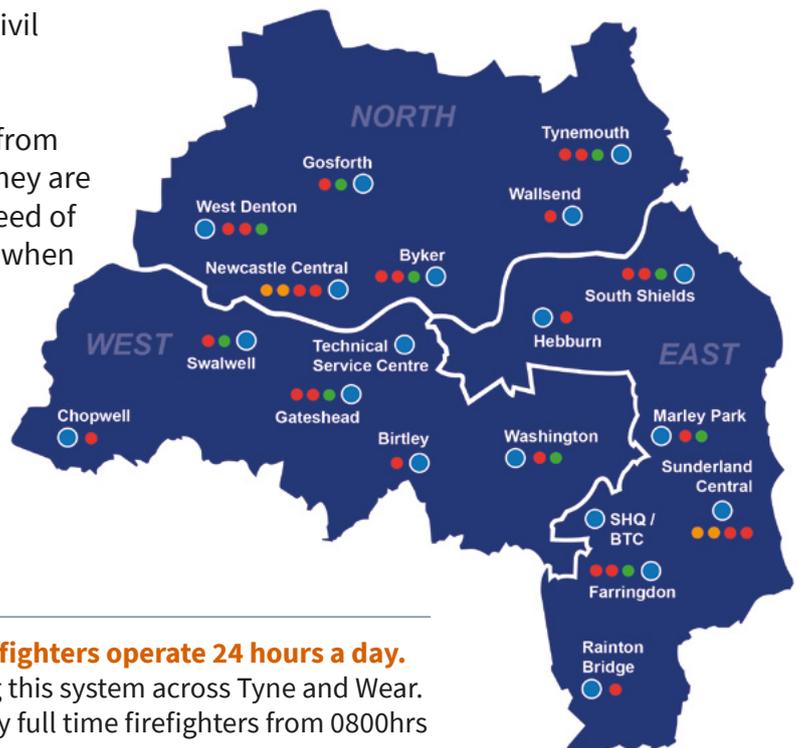
Civil Emergencies – Response to other civil emergencies, like flooding

Special service calls – Rescuing people from water, height or other situations where they are trapped, at risk of harm or generally in need of fire service assistance as well as animals when required.

- Fire Engine
- Special Appliance
- Targeted Response Vehicle (TRV)

The Service operates from 17 community fire stations across Tyne and Wear, staffed in several different ways to reflect local risks and demands. Our stations, staff and fire engines (appliances) are strategically placed across Tyne and Wear to ensure efficient and effective response to fires and other emergencies.

Appliances work across the whole of the Tyne and Wear area and can be mobilised whilst away from their home station. We also have robust arrangements with neighbouring services to enable additional support during major emergencies. The map below illustrates the positions of our 17 fire stations, Service headquarters, the Brigade Training Centre (BTC) and the Technical Service Centre (TSC).



A wholtime station is where full time firefighters operate 24 hours a day.

There are currently 15 fire stations operating this system across Tyne and Wear. Our day crewing station (Birtley) is crewed by full time firefighters from 0800hrs to 2000hrs.

One of our stations (Chopwell) is operated by on-call (part time) firefighters who respond to emergency calls via an alerter.

On-call firefighters will either live or work near the station.

WHERE ARE WE GOING?

The Service has a clear vision, strategic goals, and several organisational priorities that drive the work we do to ensure we can protect the people of Tyne and Wear.

Vision
'Creating the Safest Community'

Mission Statement
'To save life, reduce risk, provide humanitarian services, and protect the environment'

The **Tyne and Wear Fire and Rescue Service Strategy 2025 (TWFRS 2025)** explains how we intend to continue to deliver high quality services that meet the needs of our communities, now and in the future.

Our strategic goals are to achieve:



Service Effectiveness



Efficiency



Looking after our people

If we are successful in delivering our strategic goals then we will succeed in delivering on our mission and vision.

That approach aligns the TWFRS 2025 Programme with strategic planning, ensuring a golden thread runs through all plans, improving corporate governance.

To ensure continuous improvement, drive innovation, and use our resources most effectively, we have set strategic priorities for a five year period:



Continuing an All Hazards Approach to Firefighter Safety



Improving Inclusion and Diversification



Enhancing our use of Digital and Data

Before completion of the TWFRS 2025 work will begin on TWFRS 2030, setting updated strategic goals and priorities to best suit the needs of our communities and ensure we can provide the best and most efficient service possible.

WHO WE SERVE

Tyne and Wear is a densely populated metropolitan area with 1.127 million residents located in the North East of England.

Covering 538km² it represents only 6% of the North East region's land, yet it is home to 43% of the region's population with nearly 500,000 households. The population is growing, ageing and changing.

Tyne and Wear consists of five local authority areas: Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland. It borders Northumberland County to the North and Durham County to the South. Along with the other urban areas of Tees Valley, these four county areas constitute the North East region of England.

Tyne and Wear has an international airport, two major cities, nearly 2.41 million square metres of retail floor space, five indoor shopping centres, three universities and a variety of specialist sporting facilities hosting both domestic and international competitions and events. Tyne and Wear also has several high-risk sites registered under the Control of Major Accident Hazards (COMAH) Regulations 2015.

The industrial makeup of the area has changed from largely heavy industry to a more diverse economy including a number of major enterprises such as the Nissan plant in Sunderland.

COMMUNITY RISK PROFILE 2023 - 2026

- 5 local authorities
- 1.1 million residents
- Nearly 500,000 households
- 1 international airport
- 2 major cities
- 2.41 million m² retail floor space
- 3 universities
- Average age of 40
- 91.5% White British
- 95.06% English speaking
- 48% Christian
- 19% of households aged 65 or over
- 41% of properties rented
- Higher than average case of mental health issues*



Lowest individual household total wealth**



Better than average casualty rates for road traffic accidents*

North East



- Highest rate of unemployment *
- Highest rate of hospital admissions due to alcohol*
- Higher than average mortality rates from alcohol*
- 17% of adults smoke*
- Highest rate of mortality attributable to smoking*
- Highest number of hospital admissions due to drug use (per 100,000 population)*
- Highest levels of obesity*
- Higher than average levels of antisocial behaviour*

* England **Great Britain

WHAT PEOPLE SAY AND WHY IT MATTERS

Continued engagement and consultation.

Engaging with, and listening to the voices of, our communities is a key part of our risk management and planning process. The views and ideas of local people, strategic partners, and our staff are very important to us, and therefore we will provide a range of opportunities for people to provide feedback and help shape our plans.

Formal consultation on the CRMP, and other strategic plans, is carried out using a range of methods, which vary depending on the nature of the content. These methods include public consultation sessions, digital means including social media and our website, and attendance at strategic meetings to consult with partners and community representatives and elected officials. This CRMP 2024 - 2027 will be subject to a 8 week formal consultation period, with findings considered by the Service and presented to Fire Authority. This feedback will be used to help shape our services.

In addition to formal consultation exercises on activities and decisions that affect the public, we will undertake a programme of ongoing communication, consultation, and engagement – making additional efforts to ensure hard to reach or minority communities have the opportunity to contribute, an example of this would be when building new fire stations. From our firefighters to our business fire safety officers; our community advocates to our volunteers, we always encourage feedback to help shape our services and monitor the impact of CRMP actions.

We seek feedback when attending community events such as Northern Pride, and whilst doing prevention work, such as Safe and Well Visits. We also have a ‘contact us’ section on our website, capture social media interactions, and seek feedback from the public who have experienced an incident where our services were required (our ‘After the Incident’ survey).

We continuously communicate, engage with, and consult our staff to shape our approach to community risk management. Methods include ‘listening events’ hosted by our Executive Leadership Team, staff engagement events, briefings, individual / department consultation exercises (where required), we continue to seek and encourage ideas and feedback from our staff to help make improvements.



UNDERSTANDING RISK IN TYNE AND WEAR

We use a targeted approach to risk identification by horizon scanning and collaborative working, through engagement both regionally and nationally with other blue light services and key partners, TWFRS are able to plan effectively to mitigate the impact of incidents or threats that have the capacity to cause major disruptions to our communities.

This approach allows TWFRS to analyse and take reasonable steps to reduce or remove the risk whilst ensuring our communities remain safe in the event of facing a major emergency, disaster or crisis.

Community Risk Profile

The **Community Risk Profile (CRP)** is an analysis of risk across the communities of Tyne and Wear. It is derived from detailed incident, census, geographical and environmental datasets, including information from our partners, such as health services. This information is analysed to create a holistic view of risk in Tyne and Wear, enabling us to target our resources effectively.

What are the risks for 2024-2027?

Our knowledge of the community includes historical and recent information about where incidents happen and to whom. We routinely make use of data systems including Community Fire Risk Management Information System (CFRMIS) and profiling tools which provide information to household / business level. Other systems record patterns and frequency of incidents and allow us to model any proposed changes.

Utilising the data and information we identify who or what is at risk of harm at incidents. Once these have been identified the data will be used to determine how we address these issues with an evidence-led approach to managing our activities and resources which informs our Community Risk Management Plan (CRMP) and Corporate Strategy which provides a comprehensive and forward looking assessment of the risks in our community that will both impact upon, and shape service delivery over the coming years.

As a Category 1 responder under the Civil Contingencies Act, 2004, we must plan for any emergency or disaster which may arise. As part of our due diligence, we regularly monitor and report back to the Northumbria Local Resilience Forum when identifying existing and emerging risks, both nationally and locally, which could negatively impact our communities.

Our Risk Identification and Management Process



The Northumbria Local Resilience Forum (NLRF) uses a combination of partner engagement and the National Risk Register (NRR) to produce a Community Risk Register (CRR) to inform our local communities of the risks which may face them.

You can view the NLRF Community Risk Register [here](#).

The NRR is divided into a number of categories and identifies certain serious risks within those categories. By comparing this data against our own Community Risk Profile, which informs our staffing levels, asset locations and response options, we can determine which of these risks continue to pose the greatest threat to our society. We capture these on our NLRF Community Risk Register which allows all responder and partner agencies to access the same risk information and promotes a shared understanding of risk. This ensures that all LRF partners and blue light services can have adequate plans and resources in place, for any eventuality.

The National Risk Register classifies its risks broadly as environmental risks such as flooding, severe weather or volcanic eruptions; human and animal health including COVID-19, Avian Flu and foot and mouth disease; major accidents such as large fires and industrial accidents; and malicious attacks, which broadly covers terrorist activity affecting the National Critical Infrastructure (NCI).

The CRR then sub-divides some of these risks into specific areas which are relevant to the partner agencies and authorities represented on the Northumbria LRF itself. For example, flooding is listed due to the large river networks in North-Eastern England; wildfires are high risk due to the dense rural environment and farmland in Northumberland; and in the region's highly populated central business district, there are risks to national security, data and information systems and cyber networks from the ever growing threat of sophisticated cyber terrorism and extremism.

Existing and Emerging Risks

All risks which are subsequently considered to be 'likely' or 'highly likely' on our regional, community and organisational risk registers, are always managed and mitigated in the first instance through our protection, prevention and response work.

Emerging risks which have been identified since the last version of the CRR include the design and construction of 'Envision', a purpose built lithium-ion manufacturing plant; the increased use of Hydrogen gas and renewable energies; the emergence of electric vehicles and a sharp rise in the application of lithium-ion; Hydrogen infused gas supplies across the region; an exponential increase in the number of COMAH sites in our area, including the advent of so called 'domino' sites where multiple sites are co-located in one place.

Community Risk Management Modelling

Reviewing all of the information gathered by Tyne and Wear Fire and Rescue Service allows us to assess the risk posed to the people and businesses in the community. By assessing and understanding the risks faced now, and identifying future risks, we can continue to develop and build a fire and rescue service, fit for the future. Understanding the area we live and work in, and the challenges, opportunities and development within our area, is integral to the development of our CRMP. Our existing locations allow us to use workload modelling which simulates an emergency turnout response to incidents that have occurred historically over three years (2020/2021, 2021/2022, 2022/2023). These simulations provide baseline data which enables comparisons to be made should we make any changes to our response model.

Our people and our community are at the heart of our thinking and this is what we put first in our planning.

Our finances enable us to know what we can provide seeking best value for the community at all times.

The **Community Risk Profile** produced by the Service every three years and the **Northumbria LRF CRR** enables us to understand the risk profile and the information about Tyne and Wear which allows us to focus our resources on Prevention, Protection, Resilience and Response.



PEOPLE



With a workforce of over 890 professional, dedicated and resilient individuals, we continue to invest in our people to ensure they are highly skilled, flexible and diverse to deliver to the changing needs of our community.

We have also increased the operational capacity of our workforce which allows us to be responsive to changing risks such as flooding and major incidents.

Our Code of Conduct and Ethics and service values is at the heart of everything we do, and we strive to provide an inclusive and supportive working environment, where staff wellbeing and safety is paramount. Our leaders are positive role models who hold themselves, and others, accountable for their actions and behaviours.

The Service recognise there is more that needs to be done to ensure we reflect the communities we serve, and to promote an inclusive culture. We are committed to continuously improving Equality, Diversity and Inclusion (EDI) within the Service. To enable continuous improvement, we commissioned an independent cultural review which started in July 2023 and a new approach to staff surveys, the results of this will help shape the culture and improvements within the Service.

We will continue to promote the Service as an employer of choice and encourage applications from underrepresented groups to diversify the workforce. A range of positive action initiatives to support recruitment activities will be undertaken. Our positive action working group gives focus to recruitment campaigns for all roles.

We will continue to evaluate our recruitment and retention processes, to ensure our service reflects the communities we serve, and appropriately address risk.

Our **Annual Equality Data and Gender Pay Gap Report** provides us with data and information about our employees and the people within Tyne and Wear.

Inclusion is one of our three priorities, and our **People and Organisational Development Strategy** sets out how we will drive positive culture change.





Enhance how we reflect and engage with the diverse communities we serve

We will continuously review our targeting strategy for workforce diversification. To do this we will:

- Use data and intelligence to target our resources appropriately
- Continue to develop key partnerships within the region
- Enhance our engagement strategy and materials based on feedback from the community
- Continue to enhance training and awareness across the workforce
- Introduce targets to drive diversification

Our new **Communications, Engagement and Consultation Strategic Framework** will ensure we have mechanisms to seek feedback from staff and the community.

We aim to ensure all employees can perform their roles safely, confidently, effectively and efficiently in accordance with service training policy and identified role maps, National Operational Guidance (NOG) and Fire Professional Standards. Our Learning and Development (L&D) team aspires to develop excellence across the Service, in both operational and non-operational roles. Continued learning and professional development of our staff is key to achieving the goals of our organisation.

To support community risk management planning, the Service will focus on:

- Supporting confidence, resilience, capability and capacity by providing a range of effective, high quality Learning & Development pathways that support our strategic objectives
- Supporting a 'learning culture' that promotes fairness and trust, and values the contribution of all people
- Encouraging and promoting effective leadership and management development at all levels of our organisation
- Supporting high quality learning outcomes for our workforce
- Developing our managers to value, lead, motivate, develop and empower their staff to be the best they can be
- Continuing to invest in providing all our staff with the best training and development opportunities
- Creating an environment of personal growth and development which will ensure the Service can continually adapt and improve
- Enabling and developing leaders at all levels by having a clear development and career pathway
- Adapt training depending on national emerging risks, and local issues.

Organisational Learning

Organisational learning is focused on the learning culture within the Service and how effectively learning and development is facilitated throughout the organisation to support the achievement of strategic goals, priorities and Key Performance Indicators (KPIs).

Our approach to learning was identified by the HMICFRS in 2021/2022 who stated that "The Service has made good improvements with skills and training". Building on this good assessment, we will continue to embrace the National Operational Standards and the National Operational Guidance Programme which sets out what competence should look like against the skill areas across operational duties.

Creating the right learning environment and investment in appropriate resources will continue to be the foundation to our training and education success. Blended learning and digital technology will be integral to our learning and development delivery model. We will drive and reinforce the importance of feedback across all learning events, identifying new and innovative ways of gathering, recording, evaluating and utilising the feedback received from all events, supporting the training and learning cycle.

We will continue to utilise feedback from both internal and external sources to inform our learning culture, assess our performance, and reflect on our effectiveness. Enhancing evaluation into the continuous training cycle will support the Service with identifying further improvements and help drive efficiencies.

Development Pathways

Development Pathways focus on providing and promoting engaging development opportunities for all our people, whether for a current role or for a new role. We will continue to develop pathways that present a clear framework of structured development across each of our leadership levels to support skill maintenance and career progression. Development pathways will support Talent Management within the Service and provide opportunities for high potential people to undertake structured learning and development programmes.

We will incorporate the National Fire Chiefs Council (NFCC) Leadership Framework to ensure that development pathways have a standardised approach and contain all nationally identified learning and development of knowledge, skills and behaviours.

We will identify, nurture and support the leadership capabilities of our existing and future staff using national standards; through a culture that is underpinned by our values and ethical behaviours. This will enable us to identify and develop outstanding leaders who are role models for Tyne and Wear Fire and Rescue Service both nationally and within our community. These leaders will focus on others and use their leadership skills to create high performing teams and departments.

Training Programmes

Training programmes are a fundamental part of learning and development in the Service due to the nature of role related knowledge and technical skills people are required to develop.

All training programmes will continue to be shaped by professional standards; legislative requirements and previous learning for example from national critical incidents such as the Grenfell Tower and Manchester Arena Inquiries.

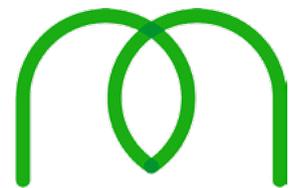
We utilise apprenticeships across the Service, providing recognised qualifications. To ensure the opportunity for all staff to develop from initial entry and on into further education as they develop and grow within the organisation. As an example, since 2019 our new wholetime firefighters and Control firefighters have benefited from initial training through an apprenticeship standard, developed by the sector to meet our expectations and all staff are externally assessed accredited by Skills for Justice to provide a recognised national qualification.

Health and Wellbeing

Health, safety and wellbeing of our staff is paramount to ensure our workforce are fit to address the risks in our community. To do this we will continue to work with our Fitness Advisor and our nationally recognised Trauma Support Team to ensure a healthy workforce. We will continue to invest in Mental Health First Aid training to support the community.



Trauma Support Team



MHFA England



Why are we investing in our people?

To ensure our workplace is an inclusive, positive and safe culture where everyone is valued, and to ensure we are reflective of the communities we serve.

How do we currently invest in our people?

- Inclusion is one of our three strategic priorities.
- Our People and Organisational Development Strategy helps drive positive culture change.
- Our Code of Conduct and Ethics and Service values are at the heart of everything we do.
- Our leaders are positive role models who hold themselves, and others, accountable.
- In 2023 we commissioned an independent cultural review, which will help shape improvements within the Service.
- We proactively encourage applicants from diverse backgrounds for all roles in the Service.

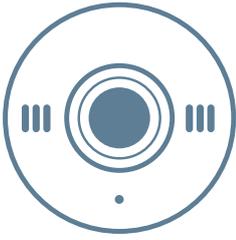
How are we proposing to invest in our people to mitigate risk in 2024-27?

- Identify and buy new, state of the art, breathing apparatus sets to replace current models.
- Further improve our operational facilities at our Training Centre in Washington, to enhance firefighter safety and support national training – and become a centre of excellence.





- **Continue to diversify our workforce at all levels, to ensure we reflect our whole community, by:**
 - Enhancing use of data to better target our audience;
 - Introducing measurable targets;
 - Raise greater awareness of wider FRS roles within minority communities.
- **Improve inclusion by enhancing our understanding of how different learning styles and neurodiversity can affect development and engagement.**
- **Improve how we collate and use feedback from staff, stakeholders and the community, using a variety of mechanisms, including surveys; the 2023 cultural review; HMICFRS; and consultation, to continuously engage with staff and improve services and employee experience.**
- **Continue to develop key partnerships within the region.**
- **Enhance our engagement strategy and materials based on feedback from the community.**



PREVENTION

Prevent emergencies from happening in the first place through safety education and engagement with our communities.



Supporting safer, healthier, more inclusive communities.

Prevention is at the forefront of our proactive approach to preventing and reducing the effects of incidents through education, advice and intervention. We use an intelligence-led approach to deliver activities targeted to those most at risk. To achieve this we utilise internal and shared partner data and local intelligence to understand the needs of our Communities. Our aim in prevention is to help people be safer in their homes, at work, in public places, during leisure time and while visiting our area. This work will be delivered through four key areas:

Safety in the Home

We organise and target our resources to prevent fires in the home from occurring, helping to reduce risk and save lives. Our prevention teams and operational personnel work to educate our communities about what people can do to keep themselves safe from fire, as well as reducing the risk of a wide range of other emergencies such as slips, trips and falls etc. We do this by:

- Working with partners and the community to identify and help to support vulnerable people.
- Delivering a comprehensive programme of Safe and Well visits in people's homes, targeting those most at risk.
- Working in partnership to help integrate services that improve health and wellbeing.
- Working with partners to promote the installation of domestic sprinkler systems where appropriate.
- Targeting areas of deprivation to reduce risk to the community.

Working with NFCC guidance, we have adopted the National Person Centred Framework which encourages fire and rescue services to work in partnership with others to address the underlying causes of fire fatalities and injuries. To enhance this we continually engage with our communities to learn and understand the diversity within our region, helping us to tailor our Safe and Well visits.

During 2024-2027 we will continue to invest in technology to better target our resources. We will upgrade our Virtual Safe and Well check tool, aligned to the NFCC Person Centred Framework, improving the consistency of information and advice given. We will also automate our Safe and Well triage system and delivery and recording methods. These efficiencies will increase our capacity and improve identification of the most vulnerable people in our communities.

We will continue to review our targeting strategy and Safe and Well delivery models to identify alternative working practices to improve the efficiency and effectiveness of our Safe and Well programme.

Through continuous engagement with other fire and rescue services, local partners and review of national trends, TWFRS will monitor and take action to address new and emerging risks.

We know there are factors that put people at greater risk of harm in their home. Our LIFESAVER campaign helps us and our community residents identify the people around them who are at higher risk.

COULD YOU BE A LIFESAVER?
IF WE DON'T KNOW, WE CAN'T HELP.
 We can offer free support and put measures in place to keep your friends, families and neighbours safe. If you know someone who is vulnerable and more at risk of suffering an injury in a fire then please give us a call on **0800 0327777**

LIVING ALONE • POOR MOBILITY • FRAIL • CLUTTER • SMOKING
 ADDICTION • OVER 65 • MEDICATION • NO SMOKE ALARMS

Tyne and Wear Fire and Rescue Service
 Creating the Safest Community

LIVING ALONE
 POOR MOBILITY
 FRAIL
 CLUTTER
 SMOKING
 ADDICTION
 OVER 65
 MEDICATION
 NO SMOKE ALARMS

We relaunched our Partner Referral campaign in 2023, working with partners to raise awareness of fire risks, share information, and introduce clear, efficient referral pathways between partners for identified residents at higher risk of fire incidents.

Following a robust evaluation, our Safe and Well delivery model weighs the balance of protecting the most vulnerable members of the community in their homes, with operational readiness and Service efficiency using a risk based evaluation model to produce our Safe and Well targeting. We will continue to explore opportunities in data sharing with external partners to target the individuals identified as most at risk, which would reduce the unnecessary vehicle movement and time costs associated with cold calling addresses.

Safeguarding the vulnerable

All of our staff and operational crews receive safeguarding training to ensure the basic human rights of Tyne and Wear residents, and visitors to our area are protected through our safeguarding policies, procedures and practices. Our aim is to ensure that vulnerable adults and children can live their lives free from harm, abuse and neglect.

To do this we work collaboratively with safeguarding professionals from all partner organisations. Our Service has representation on all of Tyne and Wear’s local authority safeguarding adults and children’s boards. As part of that collaboration, we helped develop the “Self-Neglect Thematic Review” with Newcastle Safeguarding Adults Board, bringing our experience and expertise to the main issues arising in the region.

As safeguarding referrals increase, we will continue to explore additional training opportunities across the region, to ensure staff are equipped to continue protecting the most vulnerable and identifying significant risks.

We will work closely with the NFCC to standardise the level of safeguarding across each fire and rescue service, and continue to drive standards regionally, as part of the Northern Fire and Rescue Service Safeguarding Group.

We will continue our work to establish a region wide “Fire Death Thematic Review”, with all five local authority partners, to further develop our systems, processes and partnerships in the protection of those most at risk.

Community Engagement

Community engagement is vitally important to how we build trust and confidence in TWFRS. Without that trust, it is very difficult for us to be effective in the delivery of our community safety messaging.

Our focus when it comes to community engagement is to raise awareness, reduce risk and ultimately prevent incidents from ever taking place. We use census data, incident data and local intelligence to focus that engagement in the areas where we can have the greatest impact.

Our highly skilled staff and volunteers come from a variety of diverse backgrounds and that has allowed us to establish trusted relationships with hard-to-reach communities across Tyne and Wear.

Not only do we use data, but our Community Engagement team use their knowledge to engage with those within our communities who need our services most. We will continue to develop our understanding of our communities; building both relationships and partnerships as well as promoting wellbeing, cohesion and inclusion.

We have also introduced the **Sunderland Community Hub** at Sunderland Central Community Fire Station. This has provided a location where local residents can engage with their fire and rescue service through the delivery of wellness and fitness sessions.

That includes boxing lessons for young people, sessions for elderly residents and a location to host diversionary activities and violence reduction education.

Working closely with our Communications and Engagement team, we also run **targeted community safety campaigns**, and themed events, to provide advice and education on a range of issues including fire, road and water safety. The year is split into two main campaigns ‘Darker Nights’ and ‘Safer Summers’ these are delivered year on year to focus on the annual issues that arise within those periods.

Following serious incidents, to reduce the risk of reoccurrence, we reassure and educate local communities. We will continue to work with local authorities, community groups, and partners to reduce deliberate fires and other anti-social behaviour. We are a leading partner in the North East **FireStoppers** group which provides an anonymous way to report fire setters and we will seek innovative ways to promote the use of FireStoppers.



We are expanding our road and water safety programmes seeking to use best practice to reduce the risk in our communities. Using the experience of our staff we can educate and inform the community of the impact these events can have and reduce occurrences in the future.

Youth Engagement

Education Programmes

The vast majority of deliberate fires we attend are secondary fires and many of those fires are linked in some way to youth anti-social behaviour. It is therefore a priority for the Service to engage with young people in Tyne and Wear at an early age. Statistics inform us that young drivers are more likely to be involved in a road traffic collision, and children are more likely to get in trouble in the water. In the last 12 months there have been child fatalities linked to waterways both nationally, and here in the North East.

We take a proactive approach to youth engagement and educating children in the region about fire, road and water safety to prevent dangerous incidents from occurring.

Early engagement with young people will have positive effects in social responsibility and having respect for others and their property. This will lead to links for young people to understand the Fire Service and the role we have in the community.

To support that early engagement work we run a **Fire Cadets Programme** for young people aged between 11 and 17-years-old, providing them with personal development opportunities, self-discipline, leadership skills, team work and an understanding of what it means to be a good citizen.

As part of the programme cadets have the opportunity to take part and support in community events and social activities to help develop community spirit and inclusion.

We also operate a **Schools Education Programme** and our SafetyWorks! interactive safety centre plays a role in its delivery. Targeted lessons are delivered at the centre in partnership with Northumbria Police, local authority road safety teams, the Office of the Police and Crime Commissioner, Nexus, RNLI and Sainsbury's. It provides realistic, relevant and interactive educational experiences for young people and vulnerable adults.

Our Prevention and Education Department identify and target schools in Tyne and Wear, delivering education to year 2, year 6 and year 8. Pupils are targeted within geographical areas that have been identified as showing an increase in anti-social behaviour and deliberate fire activity. This also includes targeted education at key times of the year, e.g. bonfire period.



We plan to increase the number of Fire Cadet branches from four to five, to ensure that each Local Authority area has at least one branch. We are currently reviewing and re-writing our cadet programme to ensure that going forward we deliver a set programme that is standardised across all cadet branches, this will help our next goal which is to enrol all cadets on the national Fire Cadet Award which is currently only voluntary.

Diversionsary Activities

The Service has delivered diversionary activities for over 20 years, we understand the benefit that such activities can bring, in terms of reducing anti-social behaviour, secondary fires, encouraging community engagement, and promoting understanding of the wider role of the fire and rescue service.

In partnership with the **Prince's Trust**, we deliver the nationally recognised 'TEAM' programme from operational fire-stations. It is delivered by a team of dedicated staff from our Diversionsary Activities team.

The TEAM programme is a 12-week course designed to develop employability skills in young people aged 16-25 from a variety of backgrounds and abilities who are not currently in education, employment or training. Young people undertake a range of challenges including work experience, community projects, CV and interview skills and an outdoor education residential. The TEAM programme leads to a nationally recognised qualification which can be awarded up to level 2.



We also run a diversionary initiative called **The Phoenix Programme** uses our reputation as a trusted and respected community partner to deliver a programme of activities aimed at vulnerable children and young people aged 8 to 18. The Phoenix Programme supports children and young people who may be struggling to overcome the risks and challenges they are exposed to in their daily lives or local communities.

We use evidence-based activities to help vulnerable children and young people to be more resilient, confident and consequently achieve more positive outcomes. This helps build stronger and safer communities.

The Phoenix Programme has traditionally been delivered in partnership with local authority agencies to ensure our support is targeted at the children most at risk and in need of our interventions.

We operate a **Fire Safety Intervention Programme** that sees our staff deliver a bespoke education programme working with young people and their families/carers either, once fire setting behaviour has been highlighted or when a young person is showing an unusual interest in fire.

The programme provides information and education on the risks and effects of fire setting and has been designed in collaboration with leading experts in this field.

A dark blue poster for the Fire Safety Intervention Programme. At the top right is the Tyne and Wear Fire and Rescue Service logo. The title 'FIRE SAFETY INTERVENTION PROGRAMME' is in large orange and white text. Below the title is a paragraph: 'Children of all ages may set fires or set alight to various objects. Gender, race and background do not determine whether children set fires.' This is followed by a quote: 'Children who experiment with setting fires do so for various reasons, ranging from natural curiosity to un-natural fascination.' Below this is an image of two lit matches. To the right of the matches is another quote: 'Fire play and fire-setting must always be taken seriously due to the risk of a fire getting out of control and causing injury or death.' At the bottom is a paragraph: 'Our Fire Safety Intervention Programme was established to deter children and young people aged up to 18 years old becoming involved in fire play and fire-setting and supporting our Service vision of 'Creating the Safest Community'.'

Tyne and Wear Fire and Rescue Service

FIRE SAFETY INTERVENTION PROGRAMME

Children of all ages may set fires or set alight to various objects. Gender, race and background do not determine whether children set fires.

Children who experiment with setting fires do so for various reasons, ranging from natural curiosity to un-natural fascination.

Fire play and fire-setting must always be taken seriously due to the risk of a fire getting out of control and causing injury or death.

Our *Fire Safety Intervention Programme* was established to deter children and young people aged up to 18 years old becoming involved in fire play and fire-setting and supporting our Service vision of 'Creating the Safest Community'.



Why are we focusing on Prevention?

Preventing emergencies from happening in the first place through safety, education and engagement with our communities is the most effective way to save lives.

How do we currently invest in our Prevention work?

As we have made clear in our CRMP, we use data, intelligence and analysis to target our resources to those most at risk.

Our Prevention work is focused on 4 areas:

- Safety in the Home.
- Safeguarding Vulnerable People.
- Community Engagement.
- Youth Engagement, Education and Diversionary Activities.

What are our proposals for future improvements in Prevention activities?

- Enhance our intelligence led approach to continue to improve our understanding of risk and vulnerability and target our resources effectively.
- Improve data sharing arrangements with partner agencies, to identify those most at risk.
- Increase the number of Fire Cadets branches from 4 to 5, covering each of the 5 local authority areas in Tyne and Wear.
- Explore opportunities to develop a new Safety Education Centre.
- Learn from our experiences, through feedback and evaluation, to continuously improve our prevention work.



PROTECTION

Protect buildings by checking compliance with fire safety laws.



We continue to drive forward the safety of the community within the commercial built environment ensuring those responsible for such premises are compliant with the required legislation.

Our primary focus remains educating the community to improve compliance, however this does not prevent the use of enforcement as and when appropriate. In addition to commercial premises we also cover domestic dwellings in multi-occupied premises such as blocks of flats and it is this area which, following the Grenfell tragedy, has seen the greatest legislative changes in recent years and therefore is a primary focus for us.

Risk Based Inspection Programme

With approximately 32,000 commercial premises within Tyne and Wear, we operate a structured Risk Based Inspection Programme (RBIP). The RBIP takes into account both risk and compliance of a premises to identify our priorities.

The RBIP is continually monitored and data analysed utilising nine variables, including fires, injuries, fire safety enforcement including Prohibition Notices (PN's) and Enforcement Notices (EN's), and levels of risk and compliance within the premises to set the inspection frequencies.

We will continue to review our inspection strategy so that it continues to evolve and be effective. This will incorporate high-risk residential buildings, flats, care homes, student accommodation etc. From April 2024 a new inspection team will look to support the Building Safety Regulator (BSR) which will be led by the Health and Safety Executive (HSE).

This BSR team will focus on High Rise Residential Buildings across the region although the scope of this may change over time.

The RBIP will be supported by a 'hot strike' methodology long used by operational staff following a fire. The department will look to use this method following the serving of Prohibition Notices to engage and educate the local community of a potential known risk within the area. It is known that in general the built environment in the surrounding community is often similar and therefore there is a likelihood of others being at risk in these properties.

Historical data would indicate that over the last 10 years approximately 50% of our protection workload is reactionary which means we work dynamically to deal with critical challenges. This workload comes from many sources including operational crews, partner agencies and concerned members of the public. This workload often takes primacy over other work so that identified risks can be evaluated and addressed in a timely manner.



Increasing our Reach

The ever growing risk portfolio within Tyne and Wear means that we need to ensure there is capacity to deliver Protection advice and Enforcement throughout the Service area. With this aim, we will build upon the existing operational crew knowledge and fire safety workload to increase frontline staff training in line with the National Competency Framework for Fire Safety Regulators.

This process will ensure we engage with a significant number of premises with robust understanding and authority to ensure compliance. When fully embedded this process will ensure that we will engage with a significant number of additional premises which the specialist department would not have the capacity to reach.

Unwanted Fire Signals (UwFS)

An UwFS is a call made to the Service, usually as part of an automated system, which did not originate from a genuine fire. Between 2020/2021 and 2022/2023 the Service has attended approximately 8,500 of these in commercial and domestic properties. Attending these calls takes front-line staff away from other vital activities such as training, safe and well visits, fire safety activities as well as attending more important incidents. The Service already has a Risk Based Attendance Policy that puts the emphasis on the premises in investigating the cause of an alarm properly. We will engage with prolific sectors, such as student accommodation and education establishments, who account for a significant proportion of UwFS, to help them address the issues and prevent these unwanted calls. We will do this whilst still ensuring we attend appropriately to any critical incidents.

Technology

We will look to utilise and develop technological processes to assist with our engagement within the community. Once such technology we are driving towards utilising is Virtual Reality (VR). The system will be utilised in training scenarios to educate fire safety staff in a number of areas including fire development (in a safe, controlled and environmentally considerate situation). It will also be used as a training aid to highlight fire safety issues to both fire safety staff and others such as frontline operational staff, the Flexible Duty Officers as well as partner agencies. To ensure we have a strong Fire Safety team we will also utilise this equipment as part of our quality assurance processes.

VR has a benefit of having the capacity to be developed by other departments within the Service to enhance their training and development.



Electric battery technology (lithium-ion batteries) is moving forward rapidly and is part of everyday life for many people. The region is investing heavily in this technology and as such we need to be aware of all developments and how they might affect the built environment. There are significant large scale developments in the region and we will look to advise these developments to ensure they are compliant and safe for both the community and firefighters alike.

Collaboration

We have long built strong collaborative partnerships with a variety of key organisations around protection. This collaborative approach looks to extend our reach within the community as well as target our resources in the most appropriate manner. The collaborations are two-way processes so that we ensure the best outcomes for all involved.

We work with the Care Quality Commission on a local and national level to ensure compliance within the care sector. Both parties look to refer issues which they may find during our routine engagement. This work will look to be strengthened moving forward as it will also tie into a national drive for greater partnership between the two sectors. Joint training of staff to ensure that each is fully aware of the requirements and limitations on each will be undertaken, to further extend this regulatory partnership.

We have long worked with the NHS Trusts within the area. This engagement looks to drive up fire safety standards and works closely with each Trust's fire safety team.

In recent years this work has allowed Trusts to be included in the Risk Based Attendance Policy. This allows each Trust to manage the fire alarm actuations without the Service attending unnecessarily thus allowing them to be available for other emergency calls and community engagement.

NFCC Protection Policy Reform Unit

To ensure that the communication between Government and Fire and Rescue Services across the country is robustly maintained the NFCC set up the Protection Policy Reform Unit (PPRU).

The PPRU looks to promote a consistent and co-ordinated approach to fire safety regulation, support and promote the swift remediation of buildings, supporting the Government reform agenda. We sit on both the Strategic and Building Safety Boards of the PPRU.

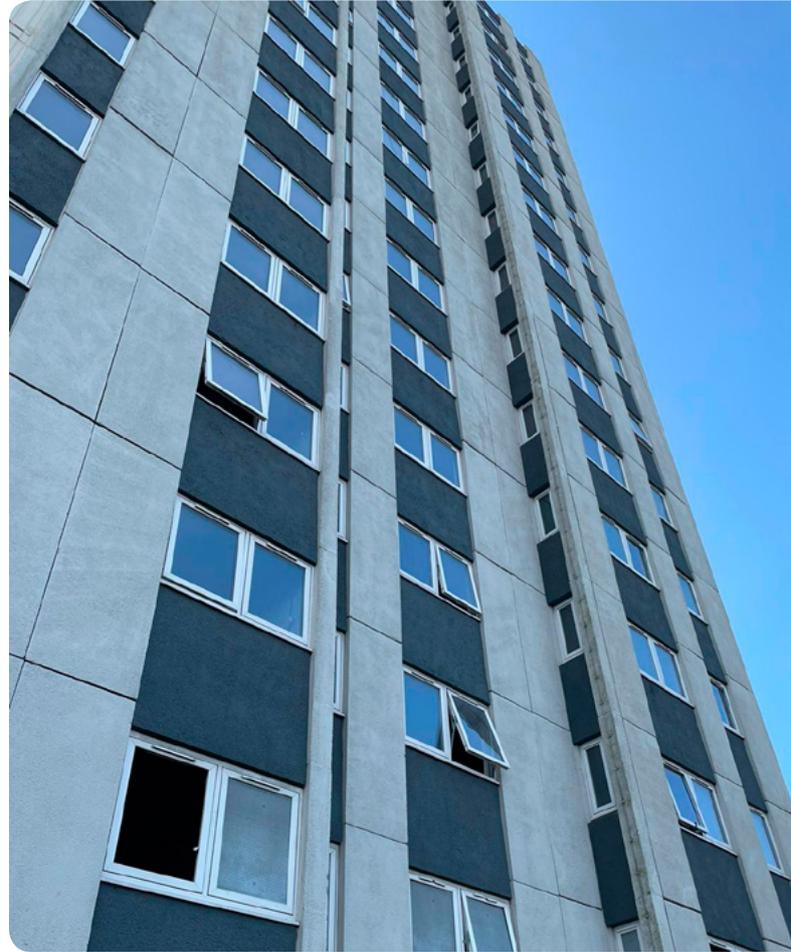


Building Safety Regulator

Following the Grenfell tragedy, reassurances were sought by the Government and the general public that High Rise Residential Buildings were safe. This led to several significant pieces of work for the Service.

One such workstream was the development of the Building Safety Regulator (BSR). The BSR is a regulatory body headed by the HSE who will engage with all high-rise residential premises throughout the country. As well as the HSE, the BSR is also supported by dedicated teams from Local Authority Building Control and the Fire Service. Under the guidance of the NFCC, regional leads have been created depending on the relevant premises demographic. Due to this, we have been identified as being the regional lead for the North East.

We have a BSR team in place to support this regulatory process, preparing for work scheduled to begin in October 2024.





Why is our Protection work so important?

There are approximately 32,000 commercial premises within Tyne and Wear and it is our role to support compliance with fire safety legislation and mitigate any risk to communities.

How do we currently deliver our Protection work?

To identify our priorities our Risk Based Inspection Programme (RBIP) takes into account both risk and compliance of premises.

The RBIP is continually monitored and data analysed utilising nine variables, including fires, injuries, Fire Safety Enforcement including Prohibition (PN's) and Enforcement Notices (EN's), and levels of risk and compliance within the premises to set the inspection frequencies.

In addition to commercial premises we also cover domestic dwellings in multi-occupied premises such as blocks of flats and it is this area which, following the Grenfell tragedy, has seen the greatest legislative changes in recent years and therefore is a primary focus for us.

Our primary focus remains education within the community, supplemented by enforcement as and when appropriate.

What are our proposals for future investment in our protection work?

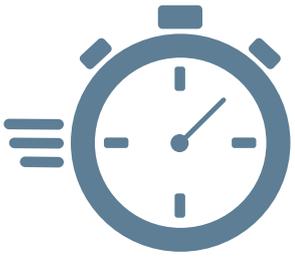
We will continue to enhance safety in the commercial built environment ensuring those responsible for such premises are compliant with the required legislation by:

- Review our RBIP to ensure we're targeting risk effectively.
- Increase frontline staff training in line with the national competency framework for fire regulators, to enable an increase in resources for inspection.
- From April 2024 a new inspection team will look to support the Building Safety Regulator (BSR), which will be led by the Health and Safety Executive (HSE). The BSR team will focus on High Rise Residential Buildings across the region although the scope of this may change over time.





The RBIP will be supported by a 'hot strike' methodology long used by operational staff following a fire. The department will look to use this method following the serving of Prohibition Notices to engage and educate the local community of a potential known risk within the area. It is known that in general the built environment in the surrounding community is often similar and therefore there is a likelihood of others being at risk in these properties.



RESPONSE

Respond to emergencies quickly and professionally.



We aim to provide an efficient and effective response to the whole of Tyne and Wear.

Our stations, staff and appliances are spread throughout the five local authority areas of Tyne and Wear in the most effective configuration to get to fires and other incidents quickly. Appliances work across station areas and can be deployed to incidents whilst away from their home station.

Response activities cover the initial call to our mobilising control through to the conclusion of an incident. We attend a wide range of incidents including fires, road traffic collisions, building collapse, rope rescue, hazardous materials, humanitarian services, water rescues and flooding, amongst others.

The Service currently operates 17 community fire stations: 15 whole time, one staffed using the Day Crewing (DC) system and one staffed using the Retained Duty System (RDS); eight stations have two pumping appliances, two have one pumping appliance and primary staffed aerial appliances, whilst seven are one pump stations (five whole time, 1 DC, and 1 RDS).

Four Targeted Response Vehicles (TRV's) are introduced into the fleet at 18:00hr to 00:00hr on a risk basis removing 2 pumping appliances in line with the current agreed response model.

Our staff have continued to develop their understanding of the differences within our communities, allowing them to deliver the best possible service.

We have a range of working patterns:

Whole-time watch based - 2 x 9 hour days on shift, then 2 x 15 hour nights on shift. Followed by 4 rota days. Whole-time crews also undertake Extended Days (E-days) periodically. These convert 2 x 15 hour nights to 2 x 15-hour extended dayshifts which each member of staff fulfils approximately 6 times a year.

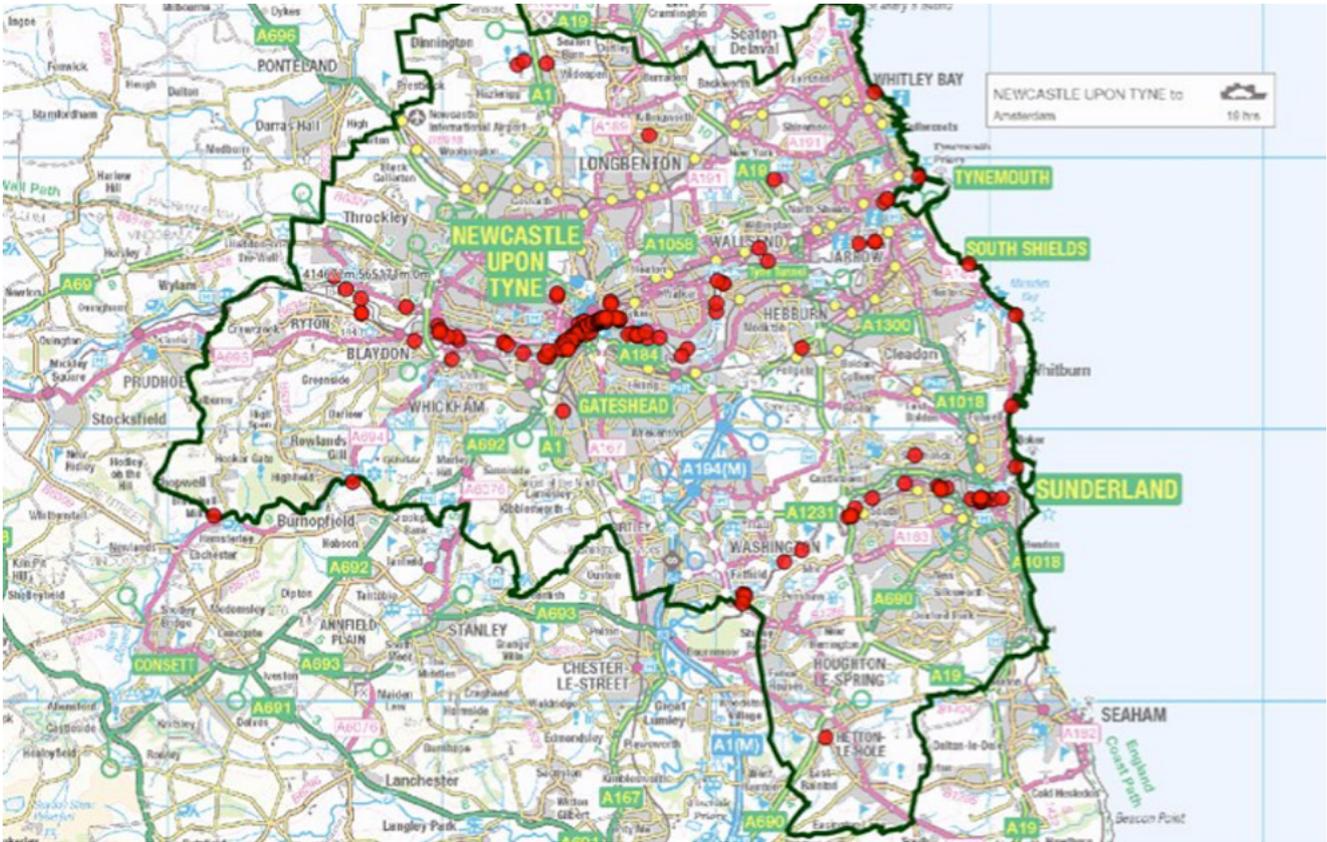
Whole-time day-crewing (DC) - Positive hours on station will be from 0800hrs to 1800hrs and personnel will average 35 positive hours per week. Hours on standby will be from 1800hrs to 2000hrs – an average of 7 hours per week.

Retained duty system (RDS) - staff work primarily in other occupations, receive three hours of training per week, and provide up to 120 hours of on-call operational cover under a secondary contract.

In total, community fire stations are currently crewed by 544 operational staff, over four watches including 12 staff who work DC with a further 12 working RDS. Of the 544 operational staff, there are 62 Watch Managers, 102 Crew Managers and 380 firefighters.

We have a duty to respond to the ever-changing nature of emergencies. Training is essential for our staff to operate effectively at fires as well as incidents such as road traffic collisions (RTCs), building collapse, rope rescue, and water rescue.

The Service needs to provide a resilient response to emergencies and data shows that we are increasingly responding to Water Incidents and threats to jump from high places.



Water incidents over 10 years.

We have a wide range of specialist resources and equipment including Aerial Ladder Platforms (ALPs), several water-based assets including a rescue craft supported by our swift water rescue technicians.

Urban Search and Rescue (USAR) staff who can be deployed alongside National Resilience assets. Flexi Duty Officers who provide an enhanced incident management role, and also provide specialist functions such as fire safety enforcement, fire investigation, water incident management and hazardous material identification and guidance.

The challenge of climate change has resulted in changes to the frequency and severity of flooding. We have an important role when large-scale flooding occurs assisting householders and businesses that need help.

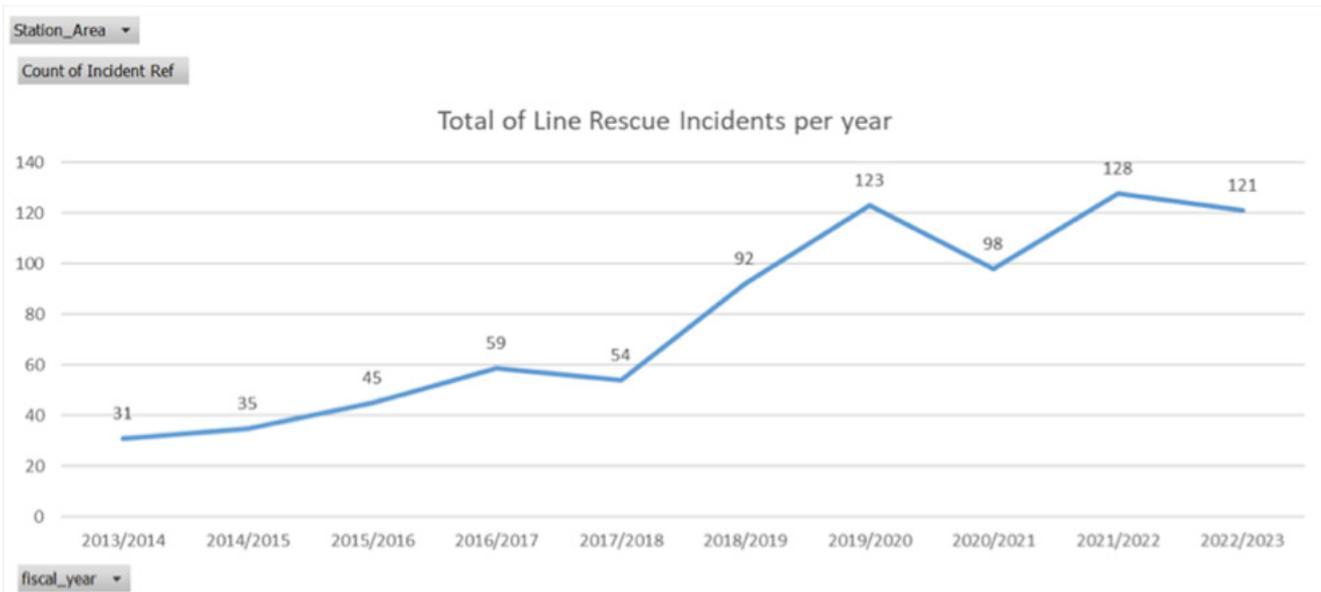
Extreme weather has also increased the risk of wildfires, with the fire at the Carr Plantation in

Newcastle on the 14 June 2023 showing how difficult these incidents are to tackle.

The Service have line rescue operators based at two locations (South Shields Community Fire Station and Hebburn Community Fire Satation) capable of rescues on the region’s coastline and urban environments including bridges. An increase in line rescue activity over the last 10 years shows that the Service needs to ensure we are able to respond at all times appropriately to the Risk presented. At these two locations we also provide our first response to buildings with structural collapse as well as Animal rescue equipment which also assists us with our humanitarian response.



Line Rescue incidents over the last 10 years.



As part of the preparations for the CRMP 2024-2027, a review of the workload modelling data for the three fiscal years 2020-2021, 2021-2022 and 2022-2023 was undertaken.

Our previous CRMP 2022 (incorporating our Integrated Risk Management Plan 2021-2024) identified four actions which would improve service delivery, namely:

To introduce an additional fire appliance – This action was completed with an additional appliance permanently being added to the fleet at West Denton Fire Station following an initial pilot.

To primary staff the Service's Aerial Ladder Platforms (ALPs) – This action was completed with both ALPs now primary staffed since December 2022.

To change the shift arrangement at Birtley Community Fire Station – This action was completed on April 1 2022. The shift arrangement at Birtley Community Fire Station changed again on 16 November 2023 to a Day Crewing (DC) system.

To change the shift arrangement at Rainton Bridge Community Fire Station – This action was completed on April 1 2022.

The introduction of a Day Crewing shift system has enabled operational personnel to have access to a more family friendly shift arrangement, it also allows for efficiencies which can be reinvested in our operational response for water and line rescue. Analysis of data has been undertaken and it would be proposed to introduce a Day Crewing shift system at Wallsend Community Fire Station.

All incidents by station area from 2000hrs to 0800hrs.

Count of Incident Reference	Column Labels											Total
Station Ground	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023		
Newcastle Central (C)	197	725	679	770	850	836	731	1,267	1,825	914	8,794	
Byker (F)	221	570	602	623	700	783	698	1,496	1,851	734	8,278	
Gateshead (V)	145	525	545	612	746	683	628	1,319	1,541	604	7,348	
Sunderland Central (N)	174	530	528	542	591	651	723	1,236	1,385	706	7,066	
South Shields (K)	139	353	367	412	567	535	497	1,110	1,334	620	5,934	
West Denton (A)	99	351	363	397	595	463	436	1,030	1,151	544	5,429	
Gosforth (E)	110	405	400	423	481	432	393	1,025	1,146	446	5,261	
Marley Park (M)	127	283	300	311	404	399	412	1,031	1,097	402	4,766	
Tynemouth (J)	68	262	308	317	420	425	402	770	994	380	4,346	
Farringdon (Q)	86	244	278	255	339	325	371	890	1,055	473	4,316	
Hebburn (T)	80	257	243	293	344	360	258	723	812	317	3,687	
Washington (S)	79	253	278	255	292	333	327	655	825	317	3,614	
Wallsend (G)	61	206	242	254	218	301	292	662	840	376	3,452	
Swalwell (Y)	67	204	232	225	250	262	256	621	659	271	3,047	
Rainton Bridge (H)	67	145	149	196	231	221	295	619	572	253	2,748	
Birtley (W)	36	147	162	145	143	181	148	340	492	157	1,951	
Chopwell (Z)	5	11	21	18	22	25	14	51	92	24	283	

In an effort to evolve our operational response, increasing effectiveness and identifying efficiencies it is proposed to:

- Introduce a Day Crewing Shift System at Wallsend Community Fire Station and reinvest the released resources efficiently and effectively by:
 - Increasing our water rescue capability by having a fire boat and water rescue available at all times.
 - Increasing our availability to respond to line rescue incidents, building collapses and large vehicle crashes.

Operational procedures

National Operational Guidance (NOG) is a term that relates to guidance provided to all UK fire and rescue services in how to deal with different types of incidents. We will fully adopt all national guidance provided and weave it into all areas of the business. This will ensure that any response provided is the most effective and efficient way of protecting the community. NOG will also be applied to the way our Fire Control manages calls from the public and provides advice during emergencies. We are at the forefront of techniques and procedures for managing fires in tall buildings.

The ability to initiate evacuations in buildings is an area that has been developed extensively and one that has been tested extensively.

Operational Equipment Replacement Programme

We will ensure that the very best equipment is made available to our fire crews. The Operational Equipment Replacement Programme will see vital pieces of firefighting equipment such as thermal scanners, Tactical Ventilation fans and hydraulic rescue equipment being replaced. By taking advantage of advancements in battery technology we aim to expand the operating parameters of firefighters while reducing our carbon footprint.

We will carry out research into new style breathing apparatus sets, with the aim to replace the current models. This will see a huge investment in replacing existing breathing apparatus sets which have been in the Service since 2008. This replacement programme will also take advantage of advancements in telemetry and consider full-face respiratory protection.

Research and Development

Extensive research will be carried out into new pieces of equipment along with advances in techniques to manage incidents. The research and development of wetting agents will deliver a more efficient and effective firefighting response. With reduced amounts of water being used to extinguish a fire, less environmental impact will be achieved.

Incidents involving lithium-ion batteries is an area that will receive real focus. It is a risk that is growing and one that poses difficulties for Fire Services across the world. As more and more items within the household contain lithium batteries the risk to members of the public increases.

We are researching how technology can improve the way we deliver our service. Body Worn Video Cameras and city centre CCTV review will ensure incident information is readily available. Potential utilisation of smartphones and rugged tablets will be considered to identify if they would assist incident commanders, giving swift access to risk information and drone footage, making the fireground safer.

The ability to maintain an effective response to known and existing risks, along with horizon scanning for those which are coming, is an area that will continue to be our priority. Key national learning following incidents such as Grenfell Tower and Manchester Arena ensures we invest in equipment and review procedures to lessen the likelihood that such an incident could ever take place within Tyne and Wear.

New Appliances

TWFRS have invested significantly in our fleet with 24 brand new front line appliances being purchased since 2021. All appliances now have a cold cut water extinguishing system which allows us to penetrate walls with a high pressure jet of water, which can reduce the requirement to expose firefighters to harmful environments where appropriate.

We will ensure that the Service has a modern, and efficient fleet with further work being carried out to review our incident welfare provision, off-road response and the use of smaller targeted response vehicles for capabilities such as command and control.



Contamination

The health, safety and wellbeing of both firefighters and members of the public are always at the forefront of everything that we do. Better equipment, along with alternative techniques and approaches to managing incidents ensure risks to both individuals and the environment are constantly being reviewed and reduced.

One of our main objectives is to reduce the harmful exposure to products of combustion faced by firefighters. This will lessen the likelihood of contaminants damaging their health and wellbeing.

The way we manage welfare at incidents is a priority alongside improving the ability for personnel to wash and remove contaminants through the provision of a welfare unit. Adaptations to our fire appliances have allowed us to introduce a policy which aims to keep the crew cab clean and free of contaminants.

A purpose built locker has been designed to accommodate 'contaminated' PPE and equipment. This allows fire-kit and breathing apparatus sets, which have been contaminated at incidents, to be stowed in external fire appliance lockers and not where firefighters sit.

Fire Control

The Fire Control operate 24/7 and 365 days a year and they are the first point of contact when emergency assistance is required. They are the conduit to accurate and effective communications between the public and emergency responders.

Our Fire control operators will continue to receive extensive training on how best to manage fire calls from the public and deliver safety and survival advice. Advances in technology and investment in the Service will see fire control operators able to speak with members of the public who are at the scene of incidents and view images from their private phones.



Operational Communications Project

The primary aim of the Operational Communications Project Team is to ensure that Tyne and Wear Fire and Rescue Service (TWFRS) meets its statutory obligation as per Section 9 (3) (C) of the Fire and Rescue Services Act 2004 – ***‘to make arrangements for dealing with calls for help and for summoning personnel’*** - by delivering and maintaining resilient technical and operational mobilising and communication systems.

In doing this we will support the Services Digital and Data Strategic Priority; ***‘to enable the effective use of technology to improve delivery of all our services, which will allow us to offer a wide range of improvement activity, along with transformational ways of working and robust governance and cyber resilience for the 21st Century’***.

This will be achieved through the procurement, implementation and maintenance of Mobilising and Associated Communications Systems.

Effectively, Control Room equipment will be replaced with the very latest in call handling and mobilising cloud-based technology which will communicate with new Fire Station mobilisation equipment and mobile data terminals across our fleet of fire appliances. This is scheduled to be delivered by the end of 2025.

The team will also be responsible for local transition to the Emergency Services Network (ESN) working nationally with the Emergency Services Mobile Communications Programme (ESMCP) a project which will start to gather pace in 2025.

ESN will replace the current Terrestrial Trunked Radio (TETRA) system known as Airwave with critical mobile voice and data services for the emergency services of Great Britain. ESN will introduce a mission critical push to talk (MCPTT) solution based on Long Term Evolution (LTE) technology to emergency services mobile communications, providing an integrated voice and data capability. It will provide critical voice and data over commercial 4G broadband, with comparable geographical coverage to Airwave, resilience and absolute priority for emergency service users over other customers.

When fully adopted, ESN will enhance the ability of the operational Emergency Services - Police, Fire & Rescue and Ambulance to work seamlessly together on all operational incidents.



Why is it important to evolve our Response?

Demand on the fire and rescue service has evolved over the years and we continue to respond to a wide range of complex incidents, whether that be rescuing those in crisis, flooding, wildfire or a large scale road traffic collision. These demands will continue to evolve and we must adapt as we move forward.

How do we currently deliver an effective Response to emergencies?

We continuously review risk, demand and performance to ensure our resources are in the right place, and that we are providing an efficient use of money.

We have previously evolved our approach to improve service delivery, namely:

- Introduced an additional fire appliance to our fleet.
- Primary staffed the Service's two Aerial Ladder Platforms (ALPs).
- Amended the shift arrangements at two of our 17 fire stations.

We are continuing to invest in new appliances, equipment and kit to meet the changing demands on our Service and ensure the safety of our staff.

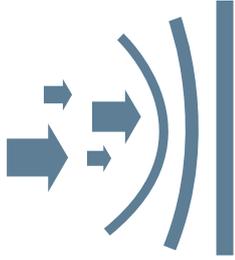
Our response to emergencies remain among the fastest in the country with an average response time of 5 minutes 44 seconds in 2022/23.





What are our proposals to evolve our operational response?

- Introduce a Day Crewing Shift System at Wallsend Community Fire Station and reinvest the released resources efficiently and effectively by:
 - Increasing our water rescue capability and resilience by having a fire boat and water rescue available at all times.
 - Increasing our availability and resilience to respond to line rescue incidents, building collapses and large vehicle crashes.
- Introduce a response standard, to help us monitor our performance and report back to the public.
- Continue to improve and develop our operational training facilities to support national learning (Grenfell Tower, Manchester Arena).
- Review, update and implement a new mobilising system.



RESILIENCE

Provides specialist capabilities, personnel and resources which enhance our ability to respond effectively to large-scale or critical incidents.



National Resilience (NR)

We currently host a number of NR assets:

- Urban Search and Rescue capability
- Mass Decontamination capability
- Marauding Terrorist Attack response capability
- Hazmats Detection, Identification and Monitoring capability
- High Volume Pumping capability
- Swift Water Rescue Team and Flood Response capability
- Canine Search Unit capability
- Tactical Advisor Capability

Over the next three years of our CRMP, we are committed to consolidating and expanding our National Resilience capability.

With this aim, we are utilising both an advantageous location in the north of the UK and a much-improved internal training and response model in order to incorporate an Enhanced Logistics Support (ELS) asset, which is expected to arrive in Service in early 2024. This is a dedicated logistics appliance which will provide support to other services both regionally and nationally in the event of any large scale or major incidents, which require the coordination and deployment of multiple resources.

In addition to this we will continue to establish ourselves as a host service for all NR training courses. We have recently made a significant investment into a new underground training complex, which will allow our instructional team to replicate a large number of diverse and complex training scenarios. This is available to use by all fire and rescue services who wish to visit our site and use our facilities for any type of collaborative NR training.



This will be an ongoing commitment to both our partners and you, our valued public, as our pledge that your safety and that of our community buildings, is always our priority. In addition to our existing NR assets, we are also looking to build on our current mutual aid agreements with our colleagues in Northumberland FRS, where we are investing in training and PPE in order to improve our wildfire firefighting capability and support them at any wildfire incidents in their own densely rural service area.

Over the time period of this document, the UK expects the National Terrorism Threat Level to remain at substantial, as the potential for political or religiously motivated attacks continues to pose a serious risk to the public following a number of National Critical Incidents in recent years. As a result of this, our own Marauding Terrorist Attack capability will now be overseen by National Resilience, as part of a central government reform into combatting all types of terrorism and extremism.

Control of Major Accident Hazards (COMAH)

Under legislative requirements set out in the Fire Services Act 2004, the COMAH Regulations 2015, and the Civil Contingencies Act 2004, we have a statutory duty to provide an effective and resilient COMAH function.

With the advent of new and renewable energy sources coupled with a sudden rise in the number of COMAH sites coming online in Tyne and Wear in recent years, there is a very real expectation that the number of risks to our community as a result of COMAH operations will rise exponentially over the course of this latest CRMP.

One such site is 'Envision', which is expected to become the largest lithium-ion battery manufacturing and storage facility in Europe. It is scheduled to be constructed in four phases across the next five to seven years and represents a huge investment by major blue-chip companies in the region; this will however present a significant risk to the people and communities of Tyne and Wear for the duration of this CRMP and potentially, well into the next.

With plants such as this, it is crucial that we continue to plan and prepare for these changes to our community risk profile and the hazards they pose to our communities.

Business Continuity Management

Business Continuity Management is an important element of our overall emergency preparedness and response (EP&R) arrangements. We have a legal requirement to ensure we have suitable and sufficient contingencies in place for a range of different business interruptions, as part of our duties as a Category 1 responder under the Civil Contingencies Act 2004.

Due to ongoing legislative and organisational reform within certain areas of the fire sector, our main priorities over the next three years will focus on ensuring that we are monitoring and evidencing our compliance with changes to the Civil Contingencies Act 2004, the Fire Standards Board and also the recommendations for FRS reform contained within the recently published government white paper and independent public inquiries. We are represented on all regional and national business continuity advisory groups.

In order to manage and monitor our performance in these areas, and ensure that we are prepared for any large scale major incident or disaster which may occur, we intend to implement a revised and more robust testing and exercising schedule. This will allow us to test the efficacy of all of our business continuity plans and ensure that they adequately support our organisational, community and regional risk registers; in doing so, we will contribute to the national risk register within central government and help to protect our national critical infrastructure (NCI).

National Operational Learning / Joint Organisational Learning (NOL / JOL)

Joint Organisational Learning (JOL) and National Operational Learning (NOL) are two national systems we use to ensure lessons from incidents, training and exercising are identified and acted upon to continually improve interoperability between services and firefighter/public safety.

JOL provides a mechanism by which lessons identified and notable practice we carry out can be shared to all partner agencies to improve response to incidents and day-to-day operations, whilst external partners share their learning and best practice to promote knowledge, awareness and continual improvement.

We benefit in contributing to and receiving data that identifies emerging sector trends which can contribute to policy and guidance changes which improves safety, response and effectiveness for both the public and firefighters.

Developing a culture where identifying areas for improvement and sharing notable practice becomes an uninhibited and automatic process across all partner organisations, will ultimately help to define a common operating picture and promote a safe learning environment, at all multi-agency incidents. This has to be our ultimate goal in relation to embedding organisational learning and driving continuous improvement in our service.

Operational Support and Assurance

Operational Support and Assurance is our personal guarantee to our communities that we are committed to not only prioritising the safety of the public but also that of our own people. Operational Support and Assurance is our means of mentoring, developing and supporting our frontline staff and ensuring that we share lessons learned and development opportunities with others, including our blue light partners and wider LRF colleagues.

Post incident we are investing a significant amount of time and resources into the development of a new online risk management reporting system, which will help us to monitor and manage our operational performance across our Service. The data and information collected will be used to inform our learning and development strategy for the next three years, via our internal board structure.





Why is our Resilience work so important?

As a Category 1 responder we need to have robust plans in place to deal with major emergencies and disruptions whilst continuing to deliver our critical services. Nearly all serious emergencies require a 'multi-agency' response and so, by working with our partner agencies in Tyne and Wear, we can respond with the right mix of skills, expertise, and equipment to deal with the risks we expect to face.

How are we investing in Resilience at this time?

We currently provide a number of specialist capabilities including both personnel and resources, which enhance our ability to respond within our communities both regionally and nationally, to large scale or critical incidents.

We currently host a number of National Resilience assets, including:

- Urban Search and Rescue capability.
- Mass Decontamination capability.
- Marauding Terrorist Attack response capability.
- Hazmats Detection, Identification and Monitoring capability.
- High Volume Pumping capability.
- Swift Water Rescue Team and Flood Response capability.
- Canine Search Unit capability.
- Various Tactical Advisor Capability.





What are our proposals to enhance our Operational and National Response?

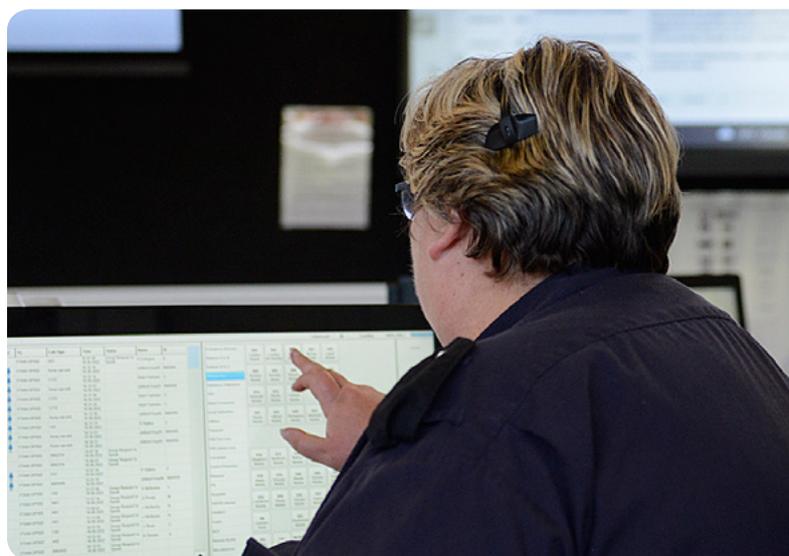
- Introducing an Enhanced Logistics Support (ELS) asset which will enhance our capability to coordinate the deployment of multiple resources.
- Increase our collaborative training with blue light partners at our dedicated training centre which houses our Urban Search and Rescue complex.
- Increase our collaboration with Northumberland FRS to enable an improved response to wildfire incidents.
- Enhance our Marauding Terrorist Attack capability by working in partnership with National Resilience.
- Further develop our response and training to COMAH sites.

RESPONSE TIMES

A priority for the CRMP is that we maintain a speed and weight of attack based on risk and demand. Our average response time in 2022/23 was **5 minutes 44 seconds**, which was an improvement from the 2021/2022 time of 5 minutes 53 seconds. This average is across all incident types.

In the latest available government figures (2021/2022) the average response time to dwelling fires involving casualties (this would be a level 1 incident in our Service) was 7 minutes 47 seconds.

Our current response model is built around risk level 1 to 4:



Level 1

Incidents which pose an immediate threat to human life or pose a risk of severe human injury.

Level 2

Incidents which pose a Serious Hazard and high risk threat to life, the environment, society, property or heritage.

Level 3

Incidents which pose a potential serious hazard to human life, the environment, society, property or heritage.

Level 4

Incidents which pose a potential hazard to human life, the environment, society, property or heritage.

We remain among the fastest responding fire and rescue service in the country and we will introduce a simple response standard to ensure we monitor and report performance:

- We will attend any life risk emergency incident in Tyne and Wear within 10 minutes of being requested.
- We will aim to achieve this on 90% of occasions.

OUR ENABLING SERVICES

Our operational firefighters are supported by various specialist support departments that provide the necessary services and administrative support to ensure the front line firefighting services run smoothly, efficiently and effectively.

We have Human Resources who carry out workforce planning, recruitment, and manage workforce issues.

Our Technical Service Centre (TSC) manages the stores, ensures all equipment is regularly tested and maintained to the required standards and carries out all fire appliance maintenance to keep the appliances on the road and fully operational.

Our Finance Department ensures the funding is available to meet the financial risks and cost requirements of the Service and ensure that we have the appropriate funds to provide a value for money service.

Our Procurement team ensure we pay the least for the best vehicles, equipment, protective clothing and uniforms required.

Our Payroll team ensure all staff are paid on time and advise on pensions issues for all of our staff despite two separate pension schemes being in operation.

Estates and Facilities look after and maintain all of our owned estate of 10 fire stations, project manage all property developments and oversee and manage our two Private Funding Initiative (PFI) contracts which cover seven PFI fire stations, Service Headquarters and the TSC. It also manages the central canteen facility, business support and all cleaning service arrangements (including those out on station).

Our Wellbeing and Trauma Support function and the Occupational Health Unit between them provide essential mental health and wellbeing services, trauma support to front line firefighters after traumatic incidents/events. We also provide medicals, health screening facilities and advice and guidance on all health related matters for staff. We also have our own fitness advisor who creates fitness regimes for firefighters and new recruits and manages the gyms on every property location.

Our Business Improvement Team reviews services to make them more efficient, addresses all governance issues on behalf of the Authority and manages all aspects of external inspections from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and other bodies and provides the executive support function for the Principal Fire Officers.



The Data and Information team provide efficient, effective, timely and accurate data and information to internal and external stakeholders.

The team also ensure compliance with legislation in relation to data protection and information governance.

The main objectives of the Data and Information team are:

- Effective data collection, to ensure all data collected by TWFRS is relevant and useful to the organisation
- Proactive analysis of all available data and information to support the organisations performance management and decision making process e.g. Quarterly Performance Reporting Process to ELT/PPC
- Accurate, reliable and consistent data and information is provided to all stakeholders
- Data is easily accessible to stakeholders to support organisational decision making
- The use of technology is optimised to support the delivery and presentation in the most effective way
- Appropriate data storage, retention and disposal procedures are in place to comply with relevant Data Protection legislation.

The ICT Department covers the support and implementation of all aspects of Information, Communications and Technology for the entire organisation, across all sites and staff. With the ever increasing reliance upon technology to make our working lives easier, the team provides critical support to almost every aspect of operational delivery.

They are keenly focused on ensuring that all technology driven services support our colleagues in the most efficient and reliable way possible.

As a key enabler, they are also continuously looking for opportunities where our expertise in ICT can be used in new and innovative ways to help the Service achieve its objectives.

Communications and Engagement Team is responsible for managing internal and external communication activity that supports the goals and priorities of the Strategy 2025.

We play an important role in building community confidence, sharing prevention messages, communicating in a crisis, managing the Service's reputation and keeping staff informed. We do this by:

- working with the media
- planning and delivering campaigns
- managing the TWFRS website and social media channels
- managing the TWFRS intranet
- providing media training to staff
- providing photography and videography services
- providing graphic design and print services

We have developed a Communications Strategy that sits beneath the Strategy 2025 and outlines a number of Communication Objectives that will shape our approach to internal and external communications.

OUR FINANCES

Our financial planning approach continues to be both flexible and robust despite all of the financial difficulties that still persist and must be managed by us.

The financial issues we face include the impact of the cost of living crisis, the implications of the continuing high levels of inflation, the higher than budgeted pay awards and the fact that one year financial settlements with little financial consistency means that the financial outlook for the Service remains very challenging. It also means that effective financial planning is very difficult when the financial dynamics can change so quickly from one year to the next which we have no control over.

Our Medium Term Financial Strategy (MTFS), reported in February 2022, however shows that a balanced budget was approved for 2023/24 by achieving budget efficiencies and from good financial management of resources although currently it is projecting an estimated overall funding gap over the medium term financial planning period 2023/24 to 2026/27.

The worst case scenario based on the Government assertion that austerity has ended and that funding for the public sector support is expected to increase by 1% in real terms over the next parliament although the impact on the fire service will depend on if this applies equally to all public sector organisations.

There will also be a General Election by the end of January 2025 which could add further uncertainty to the financial outlook and how the fire service is resourced.

The aim of our MTFS remains unchanged, achieving efficiencies and keeping value for money at the heart of all our plans for the Service which is updated regularly to reflect the most current available data and information.

The MTFS provides an analysis of the financial position we are likely to be faced with over the next four years. It establishes approaches that direct and reinvest our limited resources in addressing the strategic priorities of the Authority, achieve value for money in the use of those resources and assist the budget planning framework for the preparation of the Revenue Budget and Capital Programme to ensure they are lawful, sustainable, prudent, and reflect our priorities.

The External Auditors present their Annual Audit Report to us each year, which not only examines our Statement of Accounts and gives an independent opinion on the Service's financial health and sustainability but also their in depth views on we achieve value for money. It is pleasing to report that an unqualified opinion has always been achieved in both of these key areas of our finances with no causes for concern.

We embrace national joint collaborative procurement initiatives with other emergency services to ensure we get the most appropriate equipment, uniform, and goods and services at the best possible price and operate a highly effective procurement function within the Finance Department.

Revenue Budget

The balancing of service requirements and financial risks with available resources will always be a challenge for us and the period of this CRMP (2024/25 to 2026/27) will be no exception.

Although the latest MTFS is currently highlighting a funding gap (update published February 2023) there is still considerable economic and financial uncertainty, which depending on government policy, could change the outlook significantly. As such, the MTFS shows a worst case scenario for financial planning purposes. The past four years (2020/21 to 2023/24) have all been one year settlements which prevents long term planning of the Service and have also been subject to different and inconsistent funding arrangements, although the government has reiterated austerity for the public sector is over.

The economy has improved since the pandemic only to be then adversely affected by both the war in the Ukraine and the continuing impact of the UK's exit from the EU, however the Chancellor in his Spring 2023 Budget was optimistic that the UK had avoided a recession and that the planned public sector spending of 1% in real terms over the medium term remained unaffected.

Against this backdrop we produced a balanced budget for 2023/24 totalling £57.2m which accommodated inflationary pressures on goods and services of over 10% and also contained the high pay awards to firefighters and support staff for both 2022/23 and 2023/24 (all of which significantly exceeded the budget provision of 3%). We reluctantly took advantage of the £5 Band D Council Tax flexibility and also benefitted from the unexpected continuation of the special services grant funding which was retained for 2023/24 which both helped to provide the necessary additional resources.

It continues however to be a challenge planning for the future with any degree of certainty and future year financial projections although considered prudent are reliant on future government policy for funding.

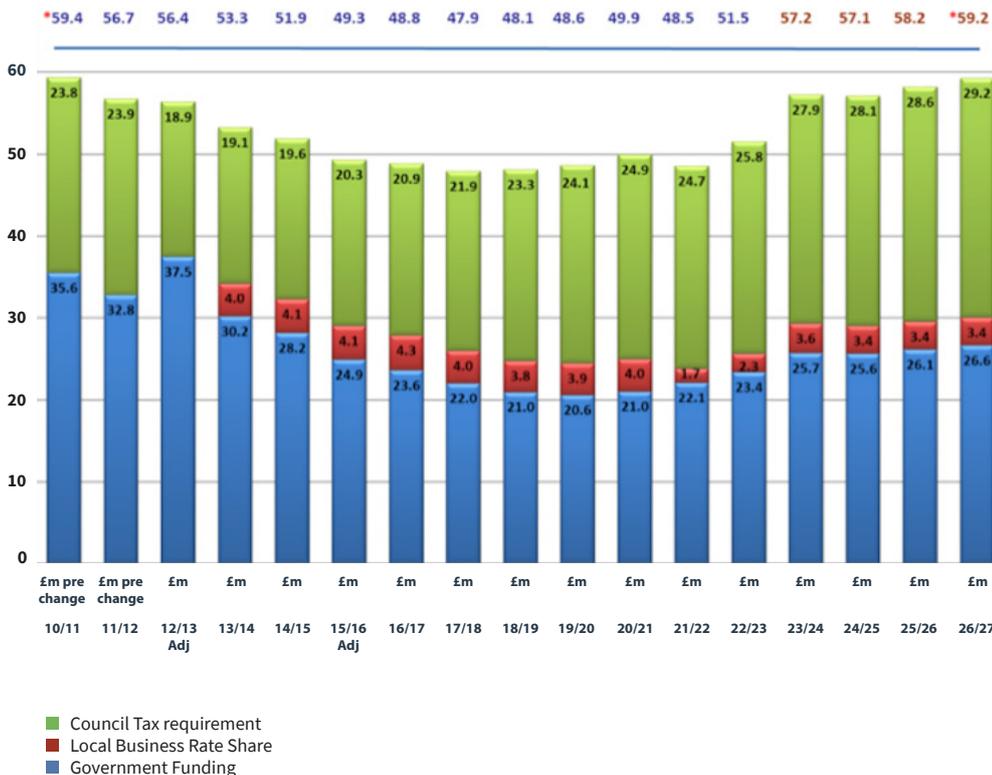
There is also a planned review of the way local government is to be funded in the next parliament which may also impact on fire service resources in the future. The MTFS has assumed a neutral impact for planning purposes.

We continue to drive efficiencies and have achieved significant planned underspends in 2022/23 in order to fund the pay settlement awarded to both green book staff of 6.5% and firefighters of 7%. A broadly neutral position is anticipated which has protected all previous IRMP (21/24) reinvestment actions which we implemented. We also has a very strong track record of achieving efficiencies evidenced by the fact we have accumulated over £25m of efficiencies since 2010/11 and during this time also exceeded its Government approved Efficiency Plan by £1.039m (covering 2015/16 to 2019/20) when savings of £9.287m were achieved.

An updated MTFs has been issued for 2023/24 to 2026/27, and is based on the latest government advice and economic projections over the medium term where we are projecting a balanced budget position for 2023/24 but a longer term funding gap which is dependent on future government policy. The worst case position has been taken at this stage to aid financial planning and a revised MTFs will be produced should any material facts or government funding change.

We are therefore keeping a watching brief on our resources and at this stage are driving efficiencies that can be reinvested into other service priorities but one which can flex as necessary should the funding gap not be addressed by future government policy in the form of increased grant or continued Council Tax flexibility.

Cumulative impact of cuts 2010 to 2027 (current MTFs February 2023)



Total net budget reduction of *£0.2m (-0.3%)

It is important to note that the Authority's revenue budget projected at 2026/27 is still lower than it was when austerity first began back in 2010/11. During this time the Service has had to find over £25m of budget efficiencies to ensure a balanced budget. It was the second worst affected FRA in terms of cuts to its Core Spending Power (CSP) and based on the current government funding model this is being replicated each year until the grant mechanism is reviewed. From 2019/20 CSP the pace of funding reductions slows and Core Spending Power (CSP) increases. One year settlements for both 20/21 through to 23/24 has seen inflation increases in govt grant and an increase in its CSP, however these are still well below the national average. The 2023/24 to 2026/27 projections are based on revised improved grant funding being sustainable from 23/24 and an assumed recovery from Covid19.

Capital Programme

We have an approved Capital Programme totalling £14.184m for 2023/24 and projects costing a further £9.128m over 2024/25 to 2026/27. The Programme is mainly funded by using our own reserves and limited revenue resources (92%) and once these have been exhausted borrowing will then be required but this will add additional cost pressures to the revenue budget.

The main highlights of the Capital Programme is the building of a new Tri Station which is to be carbon neutral and will house not only the staff from Hebburn Fire station which it replaces, but both the police and ambulance services in an integrated purpose built facility. Additional specialist vehicles are to be replaced along with operational PPE and equipment to ensure our firefighters can operate effectively and efficiently but most importantly safely.

Since 2015/16 we do not receive any Government funding to pay for capital expenditure, which covers the cost of building new fire stations, replacing fire appliances, modernising existing fire stations, acquiring essential fire equipment to keep both our firefighters and the public safe and ICT equipment to support modern and effective ways of working. We continue to explore ways to cover these significant costs, but with limited revenue funding, we have no option but to use the bulk of our reserves to fund these costs. The level of reserves and their planned use is separately published in our Reserves Policy which is published annually to align with the MTFS.

Business Rates Funding System Review

The Government has now indicated that the review on the way that business rates are currently distributed, with the aim of implementing a revised funding system, will now not be carried out until the next parliament. This is disappointing as the unfair distribution of resources is set to continue for at least another year (2024/25).

We will continue to work with Government on these proposed changes to our funding arrangements to ensure we can continue to deliver an effective and efficient fire and rescue service.



HOW WILL WE KNOW WE ARE MANAGING RISK SUCCESSFULLY?

It is important for us to know that our approach to Community Risk Management Planning is achieving the intended outcomes. We will continue to assure and evaluate the impact of our planning and decision making, to ensure we are targeting our resources at those most at need.

To do this:

- We will report on progress, outcomes and impact of CRMP actions on an annual basis to Fire Authority and the public.
- We evaluate our interventions, activities and projects that are delivered to achieve the CRMP, using our Project Management Toolkit.
- We assess the impact of strategic decisions, in the form of our performance, and report publicly, via Fire Authority, to ensure transparency.
- We will carry out corporate de-briefs to identify and share learning across the organisation.
- We will continually review all activities to ensure compliance with NFCC Fire Standards.

We will continue to do the following:

Self-Review and Peer Review

We will monitor our own performance by carrying out our own internal assurance reviews to report and evidence progress, and where appropriate invite other organisations, such as the NFCC and other fire and rescue services, to carry out peer reviews.

Internal Audit

We will continue our annual programme of internal audit, led by Sunderland Council, and publish reports and recommendations for improvement on the TWFRS website.

HMICFRS Inspection

HMICFRS inspect all fire and rescue services in England against three key areas; Effectiveness, Efficiency and People. We were judged as 'Good' in the first two rounds of inspection (2018/2019, and 2021/2022) and will strive to maintain this standard as a minimum in 2024-2027.

We welcome inspection as a valuable assurance and improvement tool, and will use findings to highlight areas where we are performing well, and also focus our improvement activities, to ensure we continuously learn and enhance the services we provide to the public.

Performance Reporting and Benchmarking
To ensure we are managing risk in the most effective way, we will analyse and report on our performance quarterly, which is published on our **website**.

We also compare ourselves to other Fire and Rescue Services across the country. We will predominantly measure ourselves alongside Services who cover areas with a similar demographic and geographic landscape to Tyne and Wear, for example, Greater Manchester FRS, London Fire Brigade, Merseyside FRS, South Yorkshire FRS, West Yorkshire FRS and West Midlands FRS.

A full range of data on how we are performing alongside those Services is contained in our **Annual Performance Reports**.

Thank you for taking the time to read our Community Risk Management Plan (CRMP) and finding out how we plan to keep communities here in Tyne and Wear safe.

We welcome any feedback on the document itself, or how we intend to mitigate risk to our communities.

How to contact us

Telephone
0191 444 1500

or you can write to:

**Tyne and Wear Fire and Rescue
Service Headquarters
Nissan Way
Barmston Mere
Sunderland
SR5 3QY**

If you would like our plan in another format or language, please contact us so we can discuss your needs.



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**Tyne and Wear Fire
and Rescue Service**



**COMMUNITY RISK
MANAGEMENT PLAN**
(CRMP)

2024 - 2027