

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer – Rick Hylton

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## **INTEGRATED RISK MANAGEMENT PLAN UPATE**

### **1. Purpose**

- 1.1 The purpose of this report is to provide the Fire Authority with an update of our delivery against our Integrated Risk Management Plan (IRMP).

### **2. Recommendation**

- 2.1 The Authority is asked to note the contents of the report and make comment as they deem appropriate.

### **3. Risk Assessment**

- 3.1 **Political** - the IRMP process, outlined in the Fire and Rescue National Framework for England, requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Legal** - the Authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

### **4. Equality Impact Assessment**

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically age and disability.

## **5. Background**

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community. This report focuses on the update of delivery against the IRMP Action plan. Appendix 1 to this report is attached for information and contains the latest performance update that was provided to the Overview and Scrutiny Committee in January 2019 which focuses on our achievement against our performance standards.
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring, we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 As part of the refresh activities for the creation of the 2019/20 IRMP action plan we have also taken into consideration the areas for improvement from the HMICFRS Inspection Report.
- 5.4 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are a number of activities we committed to deliver in our IRMP; these are listed in paragraphs 6 to 9, accompanied with a short explanation of our progress to date.

## **6. Community Safety Excellence Delivery Update**

- 6.1 **Further collaboration with health and social care to develop Safe and Well visits, reaching more vulnerable members of our communities in response to the changing demography.**

We are now in the process of training more staff (On-Call and Community Champions), to increase our delivery options. This will, in turn, give us the ability to support greater numbers of vulnerable persons within our communities.

- 6.2 **Expanding the co-responding programme to other fire stations.**

The expansion plans are currently on hold due to ongoing national negotiations.

- 6.3 **Delivery of Firebreak – a new programme to support the safety and health of young people.**

Firebreak was successfully delivered throughout 2018; we are now in the process of finalising the programme for 2019 which aims to exceed our course numbers from the previous year.

- 6.4 **Work with partners and local authorities to support better regulation and ultimately safer places of work.**

During 2018 the number of fire safety audits again exceeded our targets. We have also invested in upskilling watch based staff and ensuring that our current fire protection team has the right skill set for the future as part of our overall succession plan. We still await the full recommendations of the Hackett Review into the Grenfell Fire but have staff working at both national and regional level to ensure early sight of any proposed changes in legislation.

**6.5 Continue to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.**

During 2018 the installation of portable suppression system programme expanded. We continue to work alongside housing providers to identify vulnerable people who could benefit from an installation and to secure joint funding.

**6.6 Forge closer and effective collaborations with Cambridgeshire and Peterborough Road Safety Partnerships (CPRSP), supporting delivery of targeted initiatives to reduce the number of road traffic collisions (RTCs).**

We are now a key stakeholder within the CPRSP and continue to work closely with the police and other partners delivering road safety initiatives. This year has seen the expansion of our Biker Down course which is run at our station in St Ives and the investment in virtual reality technology which has supported our delivery programme in schools.

**6.7 Build upon the successful integration of community safety teams in Peterborough, by considering the opportunity to further integrate the delivery of community safety with partners in Cambridgeshire.**

Although in the early stages, we are currently working with colleagues in Peterborough City Council and Cambridgeshire County Council, to explore a single delivery model that supports the whole county.

**6.8 New activities for the 2019/20 IRMP Action Plan.**

As a result of the detailed refresh activities, we have completed a number of activities under Community Fire Safety Excellence and embedded these into business as usual. We have also taken into consideration feedback from HMICFRS and added additional activities into the action plan for 2019/20. These include additional training in prevention, protection and resilience, looking at the introduction on effective evaluation of prevention activities, a complete review of the community fire safety delivery model in preparation for the 2020/24 IRMP, specific field fires prevention activities and work looking at national risk planning.

**7. Operational Excellence Delivery Update**

**7.1 Align our operational resources to our demand throughout the day and night.**

The roaming appliances went live on 1 January 2018, which gives us two additional pumps every day allowing us to move pumps to areas where availability is low. We have continued to develop On-Call strategic stand-bys which enables us to increase availability.

**7.2 Enhance our ability to respond to complex rescue situations through the upskilling of our staff and the procurement of additional equipment.**

Work started in January 2018 to deliver the recommendations of the Review of Rescue Capability Project. The following activities have now been completed and will improve our response to:

- wide area flooding - new water rescue equipment has been trailed and new rescue boats and engines have been identified. This is currently in the procurement process and upon delivery the training will commence. The training plan is in place and will be completed within 2019.
- rescues from height - new specialist equipment has been purchased for a line/rope rescue team at Huntingdon. Existing staff are being trained and upskilled to deploy operationally. This is nearing completion with approximately 75% of training completed and the remaining sessions to be delivered by March 2019.
- animal rescue – Huntingdon, Cambridge and Dogsthorpe staff are trained to the nationally recognised Level 2 in Animal Rescue.
- bariatric patients – new equipment has been purchased, trained upon and is operationally available.

**7.3 Deliver alternative On-Call provision that enables us to improve service delivery and staff retention.**

We have introduced On-Call standbys and modelled for trial the phased response. We also now have the smaller alternative vehicles which will give us greater flexibility in our response model.

**7.4 Introduce National Operational Guidance (NOG) to improve firefighter safety and enhance interoperability between fire services.**

Work continues with the NOG programme with active participation in consultations to new documents and aligning CFRS's procedures to agreed and published NOG's. A regional working group has been established to effectively share resources and divide the work up around the region. CFRS is taking a leading role in this resulting in us being very well positioned as a service and as a region.

**7.5 Provide a cost effective and flexible approach to meeting our aerial capability requirement.**

The Aerial Capability Review Project has been completed and scrutinised by a Member-led review, the outcomes of which were presented to the Overview and Scrutiny Committee in January 2018. The specification of the new vehicles has been developed to ensure we are able to meet all risks within Cambridgeshire and to compliment the make-up of the county and existing fleet. A project team has been formed and is about to commence the procurement process. Due to the complex nature of aerial appliances and the anticipated build time this project may run over a number of years (two/three).

**7.6 Introduce the replacement national emergency service communication system programme (ESMCP).**

There is little progress on the ESMCP as the Home Office are currently engaged in a major re-planning activity and refreshing the business case. The programme has announced major delays and we await the outcome of the re-planning exercise to inform us of the revised timetable; anticipated Spring 2019. In the meantime we are progressing with collaborative workshops to identify our digital strategy and look for collaboration opportunities in the implementation of technology and ESMCP. We will be looking to the business case, released in Spring, to help us define how and when we will be adopting ESMCP.

**7.7 Undertake assurance across all operational areas, ensuring we are delivering the highest standards incorporating risk information and health and safety.**

Operational assurance is well established and embedded across the Service; this area was reviewed as part of the HMICFRS inspection.

To highlight some areas and mechanisms in which CFRS now has assurance in place;

- operational incidents of note – receive debriefs at operational, tactical and strategic levels reviewing procedures, equipment, policies and operational skills,
- if Officers do not take charge at incidents – they now assure the commander in place and complete assurance reports,
- full exercise programme (20+ exercises a year involving a minimum of four fire engines),
- No-Notice exercise programme (20+ exercises a year using crews with no pre-notification, to test the first 20 mins of incidents),
- new training records database (TRaCS) – allowing greater ease of recording training and operational competence,
- core competence assessments – all core competencies are independently assessed via training centre,
- external learning – this is collated and shared across the Service to ensure we are learning and sharing all relevant lessons,
- health and safety information – this reviews all accidents and near miss data looking for operational trends and mitigating activities.

All of this information is reviewed at the Operational Assurance and Learning Group to look for trends, issues and then mitigation/improvement opportunities. All operational staff are kept updated via a monthly newsletter that is circulated.

**7.8 Implement functional fitness tests in accordance with the work of the FireFit national project.**

This work has now been completed and implemented from 1 January 2019. A new fitness and wellbeing advisor will provide analytical reporting based on implementation of the policy on a quarterly basis and an annual summary of key points.

**8. People Delivery Update**

**8.1 Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations.**

We are part-way through delivery of the latest Aspire development programme for middle managers, once again delivering in collaboration with our fire colleagues in Bedfordshire and Hertfordshire. Evaluation of our fourth pre-leader Insights programme has been completed and the next cohort will start in Spring 2019: we are currently actively exploring collaboration on this programme with regional colleagues. We also ran a series of short “lunch and learn” style sessions throughout 2018; these were open to all managers.

Plans for the first half of 2019 include;

- delivery of a full day session titled “Developing Your Team”, to give managers the skills to hold quality conversations with their staff about performance and

development, as well as sharing more information about our performance and career management processes,

- an expanded lunch and learn programme,
- visits to stations to deliver appropriate, targeted content for example, mentoring (to support the development of new wholetime staff),
- piloting of a coaching development day, with plans to roll this out more widely based on evaluation and results of a coaching training needs analysis to be conducted by the end of quarter 4,
- roll-out of training in the management of discipline and grievance investigations, following a successful pilot in Autumn 2018.

## **8.2 Creating and implementing an action plan in response to the results of our employee engagement survey.**

Data from the 'pulse check' survey has now been fully analysed and it has been agreed to move from a 'tick box' style action plan towards work which will emphasise that employee engagement is fundamentally about our day-to-day work and interactions, with leaders at all levels needing to take personal and collective responsibility for employee engagement. As such, content on engagement is built into the previously mentioned "Developing Your Team" sessions, and a session on "Motivation" is part of the 2019 lunch and learn programme. A full-day workshop is also to be held with Heads of Group in Spring 2019, complemented by a series of sessions to be held as part of the manager seminars programme throughout 2019, focusing on the 4 pillars of employee engagement (trust, employee voice, management and leadership).

This area of the IRMP action plan also captures work on our RESPECT programme, which has been designed to ensure we can progress our culture, ensuring that all staff feel able to report any concerns relating to bullying and harassment and feel confident that these will be appropriately investigated and addressed by the Service. Work so far has focused on raising awareness of the programme and visits to all watches/stations are almost complete. The RESPECT Champions scheme has also been launched, with nine staff trained to act as informal points of contact for colleagues to seek more information, discuss any concerns they may have confidentially and be signposted appropriately to further help and support. In 2019 the programme will focus on a series of mini communications campaigns to highlight the key messages of the programme.

## **8.3 Continuous improvement of relationships and working practices with our representative bodies.**

This continues, with current discussions focused on the day-crewed negotiations. We are also working proactively and collaboratively with representative bodies to refresh key human resources policies and have invited all representative bodies to engage in discipline and grievance investigation training with service managers.

## **8.4 Strategic consideration of resourcing and strengthening our succession planning.**

Our workforce planning data continues to be regularly reviewed and our workforce planning processes were found by HMICFRS to be robust. We continue to embed understanding of career management across the Service, to enable all staff to better understand career development pathways and be guided as to how they can develop in preparation for future roles, or to be the best that they can be in their current role. This work will continue into 2019/20, with the associated Development Advisory Board processes being refreshed in February 2019.

**8.5     Reviewing our recruitment and promotion processes to ensure we are focused on assessing the skills needed for the future.**

Changes to our recruitment and promotion processes have been implemented to continue to remove all unnecessary barriers to enabling us to find the right staff at the right time to support our succession planning needs. Refresher training for assessors is being delivered in January 2019, including content on standardisation, unconscious bias and building rapport. Feedback on early sessions has been very positive. Initial work to scope out the viability of a shared regional fast-track development programme has been undertaken; this will continue into 2019/20.

**8.6     Carry out further work to ensure there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities.**

Delivery of the positive action strategy continues, with our Positive Action Officer (in post since January 2018) supported by the Positive Action and Community Engagement Group. The work is longer-term in nature but some progress can be seen already for example, an increase in BME individuals attending our Have a Go Days. Our ambition remains high in this area and we have recently increased the dedicated resource for a fixed period, funded from existing budgets (one Station Commander dedicated to positive action work and one Learning, Development and Positive Action Officer working in a split role). We have undertaken further research with our diverse communities (young BME and young LGBT focus groups) to help further understand real or perceived barriers to pursuing a fire service career and this will inform on-going work in this area into 2019/20.

A further disability confident work placement is in progress and we are also hoping to offer an internship to a disabled graduate this coming summer through the Leonard Cheshire Change 100 Programme.

**8.7     Introducing apprenticeship schemes into the Service to provide alternative career paths.**

Delivery of apprenticeships for non-operational staff continues; all are proving successful and it is now a requirement for all new vacancies to be considered for an apprenticeship.

The Level 3 Apprenticeship in Leadership and Management continues; the cohort is a mix of operational and non-operational staff. A new cohort is planned to start later in 2019 and we are exploring the possibility of this being delivered collaboratively with Bedfordshire Fire and Rescue Service. We will also begin piloting a Level 2 Leadership and Management apprenticeship in Spring 2019; this will be for those aspiring to begin their leadership career and a pilot Level 6 Chartered Management degree-level apprenticeship for middle leaders.

We will shortly begin the process of re-tendering the contract for our Phase 1 firefighter initial training and are building in a requirement to be able to deliver this via an apprenticeship standard.

## **8.8 Conducting an equal pay audit.**

The equal pay audit is currently being undertaken and the final report is expected in late February 2019. An action plan will be developed according to the results of the audit.

The latest Gender Pay Gap report has also been prepared for publication, showing a small decline in the size of our gender pay gap compared to last year.

## **8.9 Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.**

A paper was brought to the Policy and Resources Committee in January 2017 detailing the gap analysis work that had been undertaken with regard to the Service's position against the recommendations made in the Thomas Review. Actions to bridge identified gaps have been built in across the IRMP action plan since 2017.

## **9. Value for Money Delivery Update**

### **9.1 Property consolidation and collaboration with other blue light services, including a rationalisation of estates in Huntingdon in partnership with the police and ambulance services.**

Many sites are being looked into for sharing opportunities. Cambridgeshire Constabulary has carried out a viability study of their sites in Huntingdon for suitability for a fire station, with plans currently under review. St Ives is being assessed for development potential and Cambridgeshire Constabulary are assessing the development potential of St Neots; an outline design for an extension to the fire station is currently being drawn up; work is ongoing to create a joint estate strategy.

### **9.2 Exploring further opportunities for the sharing of support services with the police and local authorities.**

We have looked at several areas for sharing of support services with the police and local authorities. We have increased joint working in particular with property teams and finance.

### **9.3 Supporting national, sector wide spend analysis and in turn support the development of future procurement strategies.**

Cambridgeshire Fire and Rescue Service took part in the pilot to capture savings over the two year period 2016/17 and 2017/18. The future frequency of this data collection will be at least annually. In order to do this effectively CFRS has developed a savings register aligned with the national template to capture savings from established contracts and potential savings from new procurements.

CFRS submitted data for both "basket of goods" exercises however across the sector the results were inconsistent from the second exercises and were not reported back to services.

CFRS has submitted significant data over the last twelve months with regard to third party spend, future pipelines and project specific questionnaires, which include current spend and predicted spend for areas such as but not limited to fire specific training, apprenticeships, operational equipment and clothing to inform future procurement strategies and priorities.



**9.4 Potentially sharing Officer cover more widely across the region to deliver cost savings as well as increased resilience and sharing areas of specialism.**

This area has delivered in a number of areas such as sharing of Area Commanders and fire investigation officers with Bedfordshire Fire and Rescue Service. There is also an on-going piece of work regarding enhancing the resilience of the Chief Officer group for incidents with this partner.

We are also leading a regional approach to expand this collaboration further with positive agreement now in place to share operational officer specialist skill sets (fire investigation, hazardous materials and inter agency liaison officers). A full Memorandum of Understanding is being worked on to formalise this approach.

**9.5 Explore, through an established blue light Strategic Interoperability Board, opportunities to work together in the use of property, staff, training and equipment to improve the service provided to communities.**

The Strategic Interoperability Board continues to deliver a number of Memorandums of Understanding (MOU's) between services to enhance delivery to the community. Full documentation is available giving more detail and continues to grow in number as opportunities arise.

**9.6 Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by the automation and improvement of business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on value adding activities.**

Work to migrate the existing developments to a cloud environment has been the priority for 2018; this has been to deliver efficiencies in the hardware running costs. Work is then moving to focus on people related processes such as an improved personal development review and integrations to the career management processes as these processes will be the focus for the upcoming year to improve working practices and deliver efficiencies.

**9.7 Support the existing ICT Shared Service while exploring additional opportunities to collaborate with partners on ICT projects. This helps in maintaining secure technical platforms and reduces the risks from cyber-attacks.**

The ICT Shared Service has undergone a restructure to better meet the support requirements of both services. Some significant joint procurement activities have been completed, including the refresh of the data centre hardware and the upgrade of the virtualised desktop environment. The joint procurements have ensured cost effective procurements while maintaining a common infrastructure. We have recently procured some of our software licensing via the Police ICT Company to achieve economies of scale through bulk purchasing across the blue light sector. Our ISO 27001 certification has been maintained to ensure we are well placed with regards to cyber security risk reduction activities.

**10. IRMP 2020/24**

**10.1 We are in the final year of our current IRMP which covers 2017/20. Planning work has been conducted to outline our approach to building the 2020/24 IRMP. This will allow it to align with the next comprehensive spending review period.**

- 10.2 Work on the next IRMP will commence in February 2019 and as our approach and risk profiling activities for the current IRMP were positively highlighted by HMICFRS as providing us with a clear, well rounded understanding of our risk we intend to follow the same process, starting with a full and thorough risk profiling and review exercise taking into consideration community, national, local resilience, strategic and business delivery risks.
- 10.3 It is the intention to bring the draft 2020/24 IRMP to the Authority in November 2019 for approval before going out for three months public consultation. The final draft will then be brought back for Authority approval early 2020.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
IRMP 2017/20	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 <a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a>