

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer (ACFO) – Jon Anderson

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## **INTEGRATED RISK MANAGEMENT PLAN 2020 to 2024**

### **1. Purpose**

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the outcomes of the public and staff consultation on the draft Integrated Risk Management Plan (IRMP) 2020 to 2024 with a view to approving the final draft of the IRMP for publication.

### **2. Recommendation**

- 2.1 The Authority is asked to note the feedback from the IRMP consultation activities and approve the attached amended IRMP at Appendix 1 for publication.

### **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. There is also a risk that if the issue of fire service governance in Cambridgeshire is not resolved soon, there may be a delay in us achieving the work we want to do to rationalise estates and property.
- 3.2 **Economic** – the management of risk through a proactive preventable agenda serves to not only reduce costs associated with a reactive response service 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 businesses to achieve our 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 characteristics, specifically age and disability.

#### **5. Background**

- 5.1 The IRMP is a public facing document covering a minimum of a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough (Appendix 2). The IRMP 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 strategic and 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.
- 5.2 The IRMP document highlights initiatives that will be explored to further improve the quality of service delivery and importantly to further reduce the level of risk in the community within a balanced budget. The document represents the central improvement plan for the Service and as such sets out our strategic direction and the performance measures that we will utilise to manage and implement the plan. Once approved, an action plan is developed that defines the specific activities that will be undertaken to deliver the IRMP.
- 5.3 As part of the IRMP construction process we are required to consult with the public and other key stakeholders about our plans. On 7 November 2019 the Fire Authority approved the draft IRMP 2020 to 2024 to go out for public consultation.
- 5.4 The public consultation took a number of forms. We employed a company called Athene, who were used in the previous IRMP consultation. They ran three focus groups to gather views on the fire and rescue service. Our positive action officers reached out to local communities for attendees as well as Athene using local and social media to gather participants (please also see Appendices 3 and 4).
- 5.5 The main points to note from this include;
- Public Perception
    - There were concerns raised about funding and how over-stretched the fire and rescue service is.
    - Unless needed the fire and rescue service is "out of sight and out of mind."
    - There is a heavy focus by the public on the firefighter role rather than the whole service.

- Roles and responsibilities of a fire and rescue service
  - There is a perception the fire and rescue service is reactive rather than proactive. This largely comes from a misconception as to the number of calls that the fire and rescue service has and the role that we play.
- There were two main opinions on the Service vision;
  - Inspiring, ambitious and appropriate.
  - Too utopian, unrealistic and hard to deliver.
  - Those of the second opinion felt that if this vision were extended beyond fire it should be something that all emergency services should work towards.
- Priorities under the strategic aims;
  - These were seen as appropriate and justified as priorities.
  - Value for Money caused the most division as it was felt some of this should be common practice.
  - Under People the need for diversity and engagement of staff were also seen as important but should already be happening.
- Conclusions;
  - The public had a limited knowledge of the work that a fire and rescue service carries out.
  - There is a need to raise awareness of the roles and responsibilities of the fire and rescue service and the specific roles that form part of the fire and rescue service.

5.6 The Service ran three separate survey consultations each aimed at a specific audience - the public, our partners and our staff. An overview of the statics from these surveys are detailed in the table below. It is worth noting that for some staff responses these were conducted as a group but we only recorded them as a single response.

Question asked	Those answering yes		
	Public	Partners	Staff
Do you understand the risks and opportunities?	84.62%	95.24%	96.23%
Do you agree these are the right risks and opportunities for CFRS to focus on/highlight?	84.62%	95.24%	90.20%
Do you understand the priorities?	90%	88.89%	100%
Do you agree these are the right priorities under each of the strategic aims?	70%	94.12%	89.36%
Do you understand the performance measures?	85.71%	94.12%	93.88%
Do you believe your organisation could contribute to helping us achieve these priorities?		43.75%	
Can you see how your role will contribute to			91.49%

achieving these priorities?			
Do you think these are the right performance measures to ensure we deliver our IRMP?			87.23%
Number of respondents	14	21	53

- 5.7 As part of each of the surveys there were free text questions which asked participants to provide us more detail of their questions or suggestions. These were reviewed in detail and a response provided to each comment, some have resulted in amendments to the IRMP. This document will be published on our service website to allow participants to see the answers and/or /responses to their questions and suggestions. It also includes those comments and suggestions made by the representative bodies that responded to the consultation; Appendices 5, 6 and 7 refer.
- 5.8 As a result of the comments made in the consultation, we have added a new page that provides information about the number of our resources and the locations of our current stations. We have also provided a further break down of our false alarms to demonstrate the different classifications of these that we have, in particular false alarms good intent. In response to feedback we have made reference to our work in relation to the Grenfell Tower tragedy findings. A number of minor points of clarity have been raised and we have amended the wording appropriately. We will also respond directly to a few comments made, particularly from partners to further the conversations.
- 5.9 We are also very aware that the COVID-19 pandemic has occurred whilst we are still in draft of our IRMP and feel that it would be appropriate to refer to this within it. We have added the paragraph below;
- “At the time of publishing our IRMP we are facing the pandemic flu, COVID-19, these are unprecedented times for organisations and the public. These times will test our business continuity plans and may lead to a delay in delivering some of the actions detailed in our IRMP. We will be closely monitoring these impacts and will look at how we recover from the impacts of the COVID-19 pandemic as part of our business continuity activities.”

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
<p>IRMP preparation document 2020 to 2024</p> <p>IRMP Planning Framework</p> <p>Equality Impact Assessment for IRMP 2020 to 2024</p> <p>IRMP Engagement Exercise</p> <p>Results of CFRS Risk Analysis</p> <p>ORH Risk Analysis Report</p>	<p>Fire Service HQ Hinchingsbrooke Cottage Huntingdon</p>	<p>Tamsin Mirfin <a href="mailto:tamsin.mirfin@cambsfire.govFA.uk">tamsin.mirfin@cambsfire.govFA.uk</a></p>