

**Agenda Item: 8**

**TO:** Policy and Resources Committee

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

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer – Rick Hylton

Telephone: 07900 267865

Email: [rick.hylton@cambsfire.gov.uk](mailto:rick.hylton@cambsfire.gov.uk)

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**INTEGRATED RISK MANAGEMENT PLAN UPATE**

**1. Purpose**

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

**2. Recommendation**

- 2.1 The Policy and Resources Committee 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.
- 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 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 have successfully expanded the Safe and Well model to Peterborough ensuring that vulnerable individuals across the whole county have access to the support that these visits provide.

- 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.**

We successfully delivered six Firebreak courses during 2017 in Peterborough. We are now working with partners and schools in other areas of the county to secure funding and formulate the 2018 delivery plan for Firebreak.

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

The introduction of the short audit and training of operational crews to undertake fire safety inspections has seen a 120% increase in inspections that are carried out. The marketing and subsequent delivery of business engagement courses has also resulted in an increase of contact time with local businesses across the county.

As a result of the Grenfell fire, we worked with local housing providers and local authority partners to inspect all high rise buildings as requested by central government.

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

We have worked alongside housing providers and have successfully purchased and installed our first three portable misting systems in homes of identified highly vulnerable individuals within the county. We aim to expand this during 2018, with a number of additional social housing providers agreeing to participate in the initiative.

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

We have collaborated with Cambridgeshire Constabulary and now have a dedicated Officer from both services who oversee RTC reduction for each agency. This partnership gives us the ability to greater influence the priorities of the Road Safety Partnership Board. An example of this is the successful launch of Project Pictogram, which was led by fire/police and included local transport businesses and emergency responders.

**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.

**7. Operational Excellence Delivery Update**

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

Since 1 January we now have two more appliance seven days a week working in rural areas to improve fire cover and response times. This has been achieved by redeploying staff from primary crewing rescue vehicle and the Tactical Delivery Group to crew the new appliances.

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

Work starts in January 2018 to deliver the recommendations of the Review of Rescue Capability. We will improve our response to;

- wide area flooding,
- rescues from height,
- animal rescue,
- bariatric patients.

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

Through the On-Call Project we have introduced On-Call out duties to improve fire cover.

**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. In particular Station Commander Martin Ockenden has been leading work regionally on making the process more efficient for introductions. This work has now been recognised nationally and is being regarded as national best practice.

**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 on 11 January 2018. The Service will, in April 2018, start the process of identifying vehicle requirements and specifications to procure a new aerial capability. This will be done through a national framework and is planned to be completed in 2018/19 however delivery dates will be dependant on suppliers and build times.

**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. It was anticipated that we would be transitioning to the ESMCP in 2018 however the programme has announced major delays and we await the outcome of the re-planning exercise to inform us of the revised timetable; this is anticipated to be in Spring 2018.

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

Assurance work is now in place for operational and training activities. This is reviewed at the Operational Assurance and Learning Group, which identifies learning (both internal and external to the organisation) to improve or share. This work is progressing well and from January 2018 will be communicated to operational staff on a quarterly basis.

In conjunction to this both the training and health and safety areas have received independent reviews, delivered in collaboration with Police. These reviews have proved to be well received and identified a number of areas where the provisions can be enhanced to better serve the staff and organisation. Action plans are in place and 2018 will see these being driven forward. A further review has been commissioned to look at our operational risk information, ensuring we hold the right information and that it is available and useful to operational crews in the event of emergencies.

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

Work is on track and will be implemented by the end of January 2018.

**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 have recently opened applications for our fourth Insight Development Programme, aimed at both operational and professional support staff looking to progress into management roles; the programme will start in March 2018, with learning/feedback from previous cohorts continuing to influence the content. Given the retirement profile of the operational workforce we have made a conscious decision to keep the cohort this year to Cambridgeshire staff only rather than deliver collaboratively with partners, in order to maximise opportunities for operational staff to develop to supervisory manager level. We are also working with Bedfordshire Fire and Rescue Service to pilot delivery of a leadership and management apprenticeship for existing operational supervisory managers.

We are also part way through delivering our second middle manager development programme, which we are running in collaboration with Bedfordshire and Hertfordshire Fire and Rescue Services and Cambridgeshire Constabulary; feedback from those on the programme has been incredibly positive to date. In addition to this general middle manager development programme (which is available to both operational and professional support staff) we are also facilitating development specifically for operational middle managers, via an action learning set approach.

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

A pulse check survey has been carried out to understand progress since the initial survey. The results of this pulse check are being analysed and summarised to be communicated out to the wider Service. The employee engagement action plan will then be refreshed based on these results, whilst still ensuring any progress since the original survey is maintained. The groups working on the action plan consist of staff from across the Service driving this work forward and liaising with their colleagues.

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

Through engaging effectively with the Fire Brigades Union we have negotiated a new shift system, introduced jump crewing and roaming appliances as well as agreeing a number of new policy documents.

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

We have completed a workforce planning review, giving us a clearer picture of our resourcing and succession planning needs over the next five to seven years. Development activities are already being progressed to help ensure we will have staff ready to move into roles at different levels when these become available (see paragraph 8.1 above). We are currently also building a model to identify what we mean by talent/potential and how we will support individuals to develop their careers in the Service. This will launch in Quarter 1 next year.

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

A review has been completed and we are implementing changes which will remove a number of barriers, particularly within our internal promotion processes. A career pathway for those aspiring to supervisory manager level was launched last year with positive feedback and we are currently launching a pathway for those wishing to move from supervisory to station management level. Work to begin exploring possible alternative methods to attract future leaders to the Service has been deferred from this year but will commence in Quarter 1 next year.

**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 via the Positive Action Delivery Group, with notable successes including 30 out of 39 attendees at our Have a Go Day held in October 2017 being female.

A business case has been approved to recruit a Positive Action Officer, on an initial two year contract, to provide greater focused resource in this area. The postholder starts at the end of January 2018; a key focus for the role will be to build relationships with BME communities to understand what real or perceived barriers may be preventing individuals from pursuing a career in the fire service and to work with colleagues across the Service to ensure that unnecessary barriers are removed.

Work to review our first disability confident work placement (which took place in summer 2017) has been deferred until next year due to capacity.

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

We currently have nine apprentices within the Service, a mix of new recruits into areas where it has historically been difficult to recruit for example, ICT and existing operational staff who are undertaking an apprenticeship in leadership and management. This is significant progress in less than one year towards meeting our apprenticeship headcount (14 per year) and is maximising our ability to draw down funding from the Apprenticeships Levy we now pay.

We maintain a close watch on the national position regarding development of a new apprenticeship framework for operational firefighters and plan to build access to this into our recruitment and development plans for wholetime firefighters as soon as possible after it becomes available for use.

**8.8 Conducting an equal pay audit.**

The focus this year has been on working to ensure compliance with the new requirement to publish data relating to our gender pay gap (subject of a paper to the Policy and Resources Committee in December 2017). As such, work on an equal pay audit has been deferred until next year. It will be informed by the outcomes of the gender pay gap analysis.

**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.

Work to review key people policies will now be captured as part of a broader workstream regarding Service policies that will launch in Quarter 1 next year.

## **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 the report due imminently. St Ives is being assessed for development potential and we are in contact with the National Health Service to potentially include them in any future plans. Plans have been drawn up for an extension at Wisbech fire station to also house police staff; this is currently in for planning. Cambridgeshire Constabulary are assessing the development potential of St Neots; work is ongoing to create a joint strategy with them.

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

Collaboration in numerous areas is progressing very well. Our support service area of focus remains with the property teams with work being undertaken for a potential joint team. Other areas such as human resources, recruitment and learning and development are sharing best practice at this time.

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

A national spend analysis has been undertaken looking at spend with third party suppliers across the sector, as well as contract spend and future pipelines. This will help the Strategic Commercial Board determine future procurement strategies category by category where savings, standardisation or non-tangible efficiencies can be achieved. The Service has taken part in a Home Office pilot to capture savings made in the last 12 months through price reduction, volume/scope reduction, cost avoidance and non-cashable savings. Following conclusion of the pilot it is expected that all fire and rescue services will be asked to capture their savings information. The 'basket of goods' exercise is in the process of being completed and will be returned to the Home Office by 19 January 2018; this is a comparison between all fire and rescue services of the costs of specific training, utilities etc.

### **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 progressed and we now share Area Commanders and Fire Investigation Officers with Bedfordshire Fire and Rescue Service. A further shared approach has also been approved by the Authority regarding the sharing of Brigade Managers; this is still being considered by Bedfordshire.

Work will start in 2018 to consider expanding this to include Hazardous Material and Environmental Protection Officers.

- 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 the service to the community. Full documentation is available giving more detail but to date a total of 12 MOU's have been agreed with a further five in development. This is envisaged to further expand into bigger property/estates work at Monks Wood (training site), Wisbech fire station and potentially St Neots fire station.

- 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.**

The STEP delivery team are nearing completion of the automated wholetime recruitment process and have also delivered a number of other process throughout the year including On-Call stand in's, generator meter reading, work place adjustments and business fire safety seminars. Work has been conducted to integrate newly procured systems into the infrastructure reducing manual interventions and double data entry. Work to migrate the existing developments to a cloud environment is the priority for the end of the year to deliver efficiencies in the hardware running costs.

- 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.**

We have continued to support the ICT Shared Service and have undertaken a number of joint ICT procurement activities to deliver efficiencies. The joint procurements have assisted in maintaining a common infrastructure which in turn improves support provision to the two services. Examples of joint procurements include Unified Communications (Skype for Business), Multi-Function Devices (printers/scanners), software security tools, infrastructure support contracts and the Virtual Desktop Infrastructure.

## **BIBLIOGRAPHY**

<b>Source Document</b>	<b>Location</b>	<b>Contact Officer</b>
IRMP 2017-2020	Hinchingbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 <a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a>