

TO: Policy and Resources Committee

FROM: Chief Fire Officer - Chris Strickland

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REVISED INTEGRATED RISK MANAGEMENT PLANNING FRAMEWORK

1. Purpose

- 1.1 The purpose of this report is to seek approval from the Policy and Resources Committee of the Integrated Risk Management Planning (IRMP) Framework and the consultation strategy contained within it.

2. Recommendations

- 2.1 The Committee is asked to;
- approve the IRMP Framework attached at Appendix 1,
 - approve the consultation strategy also attached at Appendix 1.

3. Risk Assessment

- 3.1 **Political** – an effective planning process aims at providing the most effective service by reducing risk in the community and supporting business.
- 3.2 **Economic** – an effective planning process will deliver the Authority's strategy within the economic envelope available. It ensures we provide the best possible value.
- 3.3 **Social** – the options outlined in this plan serve to improve the quality of service to the community and mitigate the effects of fire and other incidents on the welfare of the community.
- 3.4 **Legal** – the Fire and Rescue National Framework for England 2012 places a duty on all Fire Authorities to produce a local IRMP setting out the Authority's strategy to mitigate risk to communities.

4. Background

- 4.1 The current IRMP 2015/19 encompasses our approach to managing the risks to our community. In preparation for planning year 2017/18 we are proposing to change our approach to integrated risk management planning to make it simpler and more responsive to the changing needs of the community. In future our IRMP will encompass all of the activity we are engaged in to exploit opportunities and reduce the risks associated with providing a service to the community.
- 4.2 In previous external assurance exercises, the Service has been judged as performing well in its risk management process; incorporating our management of community risk with our business risk capitalises on the things we do well.
- 4.3 The corporate activity will sit as an activity plan on an annual basis. The document will outline the outcomes expected by undertaking the work, making clear why the activity is being undertaken.
- 4.4 Each year we will refresh the activity we are undertaking to ensure the organisation remains capable of delivering an effective service and the proposed approach allows for an overall refresh how the Service manages the impact of risk on our communities every three years.

5. Consultation

- 5.1 The Cabinet Office has produced guidance on consultation which recommends adopting a more proportionate and targeted approach so that the type and scale of engagement is proportional to the potential impacts of the proposal. The emphasis is on understanding the effects of a proposal and focusing on real engagement with key groups, rather than following a set process.
- 5.2 The IRMP will undergo effective consultation with the community, our workforce, representative bodies and partners throughout its development and at all review stages. We will design a consultation plan specifically for the proposal, which is proportionate and targeted.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP Planning Framework	Hinchingbrooke Cottage Brampton Road Huntingdon	Ryan Stacey ryan.stacey@cambsfire.gov.uk Tel: 07900 267851

Integrated Risk Management Plan – Planning Framework

Purpose of Corporate Planning

The purpose of corporate planning is to identify the activities required to move the organisation closer to achieving its vision **of a safe community where there are no preventable deaths or injuries in fires or other emergencies**. There is a requirement to produce an Integrated Risk Management Plan (IRMP) set out in the Fire and Rescue National Framework for England 2012.

Each fire and rescue authority must produce an IRMP covering at least a three year period and must;

- demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way,
- set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.

FRS National Framework 2012

The organisation is making a change to include within the IRMP, the activity designed to improve the way it delivers its service to the community. The IRMP underpins the foundations of everything the Service aspires to achieve over the five year term of the plan. By developing a strategic plan, allocating resources and linking this to the Service's Medium Term Financial Strategy it enables us to plan better for the future and meet the challenges that lie ahead. The IRMP will include our business development activity. These are the things the Service needs to do to respond to risks which may prevent us providing an effective service.

The Planning Process



Figure 1 - The Planning Process

Vision

The direction of travel is set by the Service vision and is reviewed annually to take account of changing priorities within the Service and a number of external factors including the National Framework, Sustainable Communities Strategies, general consultation and changes to legislation. The Service has developed the excellence statements to create a richer picture of what we will have achieved when we achieve excellence.

Risk Assessment

The Service continually assesses risk to the community and the organisation using the following processes.

Strategic Risk

The Service identifies high level risks through risk workshops using tools such as PESTLE to identify threats and opportunities. The Service then ensures there is an owner for each risk and an activity to mitigate against risk. This is documented through a well established strategic risk register (further information is available in the Strategic Risk Management Plan DMS #33881).

Community Risk

At a strategic level, the Authority's IRMP prioritises key issues identified through a variety of internal and external intelligence including;

- specialist modelling software,
- Geographic Information Systems (GIS),
- demographic data,
- historical fire and rescue incident information and trends.

The Service also accesses information provided by partner agencies to understand the changing needs of the community such as;

- Joint Strategic Needs Assessment,
- Sustainable Growth Strategies.

At a tactical level, the Service undertakes Risk Activity Meetings (RAM). These involve the continual monitoring of intelligence and performance and allow resources to be directed to the area of most need. This checks that risk reduction activity is continuing to be delivered according to risk and ensures prompt and targeted community safety action can be used to address specific issues.

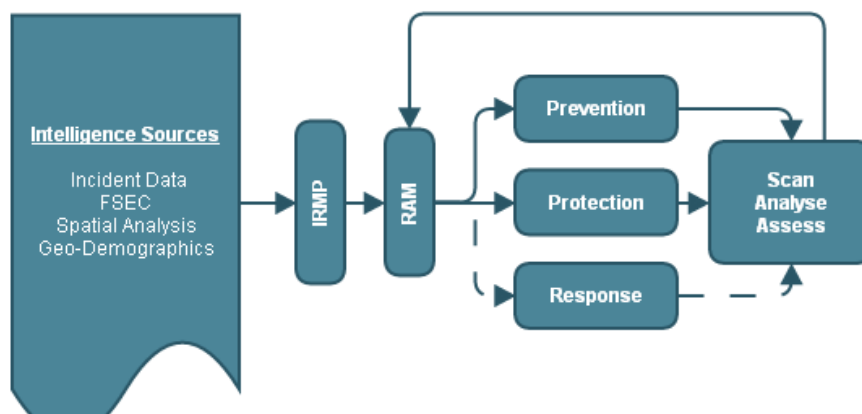


Figure 2 - Our Community Risk Reduction Process

Planning

Having understood the challenges we are facing, the Service then prioritises the activities we are going to undertake to face those challenges. Various levels of management are involved in the prioritisation and allocation of resources. From this the Service can identify the key priorities for the Service. Significant work directed at reducing risk will be integrated into the IRMP as an activity plan.

The Service priorities are integral in the development of group plans which detail how each group within the Service will contribute to the achievement of the outcomes developed within the IRMP. Progress is then monitored through management team meetings and individual 1:1 meetings with managers and Heads of Group.

The makeup of our community doesn't change dramatically year on year, neither does the risk that our community faces. For this reason the management strategy the organisation employs doesn't change. We will refresh the IRMP every three years to ensure it continues to meet the needs of the community. The technology, resources and good practice at our disposal however does change more quickly, as do the challenges the organisation faces. To take account of this we will refresh the significant work we are undertaking to support development of the Service each year. In each case we will consult appropriately.

Monitor and Review

Quarterly reviews of the IRMP will be undertaken by the Directors Advisory Board (DAB). The board will give consideration to suspending existing projects and bringing forward the start up of other projects, dependent on the prevailing business and strategic priorities.

Consultation

The Service seeks to engage in real discussion with affected parties and experts to help make informed decisions; how we consult upon proposals will therefore be different depending on the nature of the proposal. We accept that the traditional

method of written consultation is not always the best way of getting those who know and care about a particular issue to engage in useful dialogue.

There may be a number of reasons to consult: to gather views and preferences, to understand possible unintended consequences or to get views on implementation. The purpose of consultation is to understand the effects of a proposal and focus on real engagement with key groups rather than following a set process.

The choice and form of consultation will depend on the issues under consideration, who needs to be consulted, and the available time and resources. In order to achieve this we propose to adopt the following principles;

- we will undertake an impact assessment when considering an initiative and identify those groups affected,
- we will design a consultation plan specifically for the proposal, which is proportionate and targeted,
- we will make clear the nature of the consultation,
- the time frame for consultation will depend on the nature and impact of the proposal and will enable meaningful engagement.

Our annual planning process will usually be consulted upon for a period of six weeks and we intend to consult specifically on the measures within the plan with those groups it affects.

Documentation

IRMP

This document identifies the significant risk to the community and how we are responding to that risk. The document also identifies what we are doing to ensure the Service maintains its ability to deliver effective frontline services.

Annual Report and Statement of Assurance

The Fire and Rescue National Framework for England 2012 requires each Fire Authority to provide an annual statement of assurance. The document will also provide a report on how we are performing against the targets set out in the IRMP.