

Status of Report: Public

Meeting: Combined Fire Authority

Date: 6 February 2019

Subject: Integrated Risk Management Plan (IRMP) 2020-2024 Scope and Approach

Report by: The Chief Fire and Rescue Officer

Author: Chris Moir, Planning Manager

For: Decision

Purpose

1. The purpose of this report is to inform the Combined Fire Authority (CFA) of the scope and proposed approach for undertaking the 2020-2024 IRMP following a request by the CFA at its meeting on 12 December 2018 for a further report.

Recommendation

2. It is recommended that the CFA approve the scope (paragraph 7) and approach (paragraph 8) set out within the report.

Executive Summary

3. The report details the items which Leicestershire Fire and Rescue Service Senior Management Team (SMT) propose are within the scope of the IRMP 2020-2024 project. It also explains some of the key elements which will need to be considered and included in the IRMP following internal discussions and the resolution of the CFA at its meeting on the 12 December 2018.
4. The detailed work to identify the intended or possible consequences of the proposals, including the impact on the geographical coverage, individual establishments and the Service overall can only be completed once the data analysis has been undertaken. This will take place in stage 2 of the project, between February and May 2019, once the scope and approach has been agreed.

Background

5. The Fire and Rescue National Framework for England details what needs to be considered when constructing an IRMP, the details of which were included in the Integrated Risk Management Plan Progress Report submitted to the CFA on 12 December 2018.
6. The IRMP will need to take account of the three pillars contained in Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

(HMICFRS) inspection process 'Effectiveness, Efficiency and People'. It will also need to consider the outcomes and recommendations contained in the HMICFRS inspection report when it is received in May 2019.

7. To comply with the guidelines from the National Framework and the HMICFRS the project scope will include:
 - Analysis and assessment of areas of risk using:
 - Workload modeller software, which models fire cover scenarios based on historic data and station locations
 - Our Community Risk Model (CRM) which predicts demand based on levels of deprivation and historic incident data.
 - District profile, risk and demographic information
 - Community and organisational risk registers
 - Data from our Incident Recording System
 - Data from FireWatch, our personnel and crewing system
 - Data from Systel, our appliance mobilising system
 - Cadcorp (Computer Aided Development Corporation) and Ordinance Survey data
 - Strategic Growth Plans for Leicester, Leicestershire and Rutland
 - External influence information, which includes significant domestic and commercial developments etc.
 - Identification and presentation of a set of costed proposals, aligned to the budget strategy for approval by the CFA at its meeting in June 2019.
 - Provision of statistical and graphical information/data to support each proposal.
 - Development of communication material and an on-line survey to facilitate a paper free consultation process where possible. Individual requests for paper copies will be actioned.
 - Creation and implementation of a consultation communication plan.
 - A 12 week consultation between September and December 2019 on the proposals, working with external suppliers/partner organisations where appropriate. Consultation will be undertaken with members, staff, community groups, partners and neighbouring Services. To inform the consultation approach 'lessons learnt' will be brought forward from the Towards 2020 IRMP Consultation.
 - Creation of an engagement mechanism for the consultation and ongoing dialogue, including the use of the existing stakeholder list, but enhancing this to reach areas or communities who we've previously struggled to engage with.
 - Early dialogue with our communities on what we do and what they expect/want from us.

- Early dialogue with the CFA and representative bodies (Fire Brigade Union, Unison and Fire and Rescue Services Association) on potential proposals.
 - Publication of a consultation summary report and any supporting documentation for discussion with the CFA at its meeting on 22 January 2020, in readiness for formal approval at the CFA meeting in February 2020.
8. It is suggested that the approach the IRMP will also consider the following elements. These have been identified through the local knowledge of officers:
- Response
 - How sustainable is our current Wholetime and On-Call service provision?
 - Do we want to maintain or amend the 10 minute life risk and 20 minute non-life risk target response times?
 - Do our current stations give us the required geographical coverage?
 - Appliance Availability
 - Based on our demand profile, do we need to amend our current service provision arrangements e.g. do we need all of our resources available all of the time?
 - Should we introduce a more flexible approach to the provision of fire and rescue cover?
 - Do we need to amend the crewing models or use of special appliances?
 - Growth and the impact on the Medium Term Financial Plan
 - The cost of the proposals and how they align with the available capital budget when presented to the CFA in February 2020
 - Prevention and Protection
 - The adequacy of our prevention and protection activity
 - Resources
 - Should we use resources more fluidly/flexibly to be more efficient and effective?

9. Milestones

In developing the IRMP 2020-2024, the following milestones are proposed:

Milestones	Outcome
Stage 1 – October 2018 to the end of January 2019	SMT agree the proposed approach and scope. CFA approve the approach and scope at its meeting on 6 February 2019.
Stage 2 – February 2019 to the end of June 2019	Undertake the required risk and data analysis work and develop the IRMP proposals including the intended or possible consequences of the proposals, the impact on the geographical coverage, individual establishments and the Service overall for the CFA to approve at its meeting on 19 June 2019.
Stage 3 – July 2019 to the end of December 2019	Prepare for and undertake a 12 week IRMP consultation between September and December 2019 on the proposals agreed by the CFA in June 2019.
Stage 4 – January 2020 to the end of February 2020	Publication of the IRMP consultation summary report and presentation of the report for discussion at the CFA meeting on 22 January 2020. Final agreement of the proposals to be implemented will be considered by the CFA at its meeting in February 2020.

10. Irrespective of the data analysis work yet to be undertaken, the following items will be included in the 2020-2024 consultation proposals for approval by the CFA in June 2019:

- A review of the estate, including accommodation for support functions and the in-house provision of fleet maintenance
- A review of the provision of an additional aerial ladder platform

11. Items not in the scope of the IRMP include:

- Implementation of the agreed IRMP proposals. This will be done via individual projects with their own budgets
- The management of our staff enabling us to make any required changes
- Provision of a Medium Term Financial Plan
- Relocation or decommissioning of surplus appliances, equipment or estate

- Any departmental reviews
- A review of the 'provided cars' scheme for officers

11. Report Implications/Impact

11.1 Legal (including crime and disorder)

In accordance with the Local Government Act, the CFA has a legal duty to demonstrate continuous improvement. The delivery of our planning priorities within an IRMP will make a significant contribution to achieving this duty.

11.2 Financial (including value for money, benefits and efficiencies)

All of the financial implications associated with the delivery of the agreed IRMP proposals will be accounted for within future budget strategies and be presented to the CFA.

11.3 Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

Risks to delivering the agreed IRMP proposals will be limited through the use of effective local management and the programme and project management arrangements that are already well established.

The most significant risks, which are currently being monitored, relate to the implications resulting from the South Yorkshire Close Proximity Crewing legal case, which could affect the usage of our Day Crewing Plus crewing system.

11.4 Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

Staff, CFA members, representative bodies and our communities will be engaged as part of a comprehensive dialogue and consultation process which will support the 2020-2024 IRMP project. Impact assessments will be completed when necessary and where appropriate.

11.5 Environmental

None identified.

11.6 Impact upon Our Plan Objectives

Successful delivery of the proposals agreed by the CFA will ensure that the Service addresses the significant risks identified during the IRMP process. Implementation of the proposals will also deliver continuous improvement in responding effectively to incidents and reduce the number of incidents and their impact on our communities.

The proposals will demonstrate value for money and assist in ensuring that the CFA delivers a balanced budget.

12. Background Papers

The Integrated Risk Management Plan Progress Report – 12 December 2018

<http://www.leicestershire-fire.gov.uk/wp-content/uploads/2018/12/integrated-risk-management-plan-progress-final.pdf>

Fire and Rescue National Framework for England 2018

<https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2>

13. Appendices

None.

14. Officers to Contact

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