

**GLOUCESTERSHIRE FIRE AND RESCUE SERVICE
DRAFT INTEGRATED RISK MANAGEMENT PLAN: 2018-21**

Cabinet Date	27 September 2017
Fire, Planning and Infrastructure	Cllr Nigel Moor
Key Decision	Yes
Background Documents	<ul style="list-style-type: none"> • Fire and Rescue National Framework for England (2012) • Policing and Crime Act 2017 • Fire Minister's speech to Reform (7 February 2017) • Gloucestershire County Councils Strategy 2015-18 • Integrated Risk Management Plan 2015 -2018
Location/Contact for inspection of Background Documents	<p>www.gov.uk www.glosfire.gov.uk</p> <p>Contact: Stewart Edgar, Chief Fire Officer Tel: 01452 888777 Email: clive.webber@glosfire.gov.uk</p>
Main Consultees	The proposed consultation will take place with the public, relevant stakeholders and partners between October 2017 and January 2018.
Planned Dates	Public consultation will be undertaken between October 2017 and January 2018.
Divisional Councillor	All
Officer	<p>Stewart Edgar – Chief Fire Officer Tel: 01452 888777 stewart.edgar@glosfire.gov.uk</p>
Purpose of Report	To gain Cabinet approval for the objectives of and consultation proposals for the draft Integrated Risk Management Plan (IRMP) 2018 – 21.

<p>Recommendations</p>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approve the content of the draft Integrated Risk Management Plan (IRMP) 2018 prepared on the basis of the 3 Objectives set out in Paragraph 1.1 of this Report; and 2. Authorise the Chief Fire Officer to undertake a public consultation on the draft Integrated Risk Management Plan (IRMP) 2018 in accordance with principles set out in Paragraph 1.2 of this Report.
<p>Reasons for recommendations</p>	<p>The Fire and Rescue National Framework (England) 2012 places a legal obligation on all Fire Authorities to develop, produce and publish on a periodic basis an Integrated Risk Management Plan (IRMP).</p> <p>The draft IRMP 2018 – 21 is designed to:</p> <ul style="list-style-type: none"> • Fulfil Gloucestershire Fire Authority’s legal obligation set out within the National Framework document • Meet Gloucestershire County Council’s Strategic Vision and Values for: <ul style="list-style-type: none"> ○ Living within our means ○ Doing the right thing and; ○ Helping communities help themselves. • Deliver on Gloucestershire County Council’s approach in the following areas: <ul style="list-style-type: none"> ○ Active individuals ○ Active communities ○ Getting people back to independence and; ○ Being where we’re needed most. • Meet Gloucestershire Fire and Rescue Service’s Mission Statement - “Working in partnership we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire” • Address Gloucestershire Fire and Rescue Service’s Strategic Aims • Demonstrate how Gloucestershire Fire and Rescue Service will address the existing and emerging risks faced by the communities of Gloucestershire over the next three years.

Resource Implications	<p>There are no resource implications at this time.</p> <p>Following consultation and review the final plan will be brought back to Cabinet for finalisation and adoption at which point resource implications for implementation will be considered.</p>
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MAIN REPORT CONTENTS

1.0 Background

1.1 Gloucestershire Fire and Rescue Service - Integrated Risk Management Plan (IRMP) 2018-21

The Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England; a key priority is to *'identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately'*.

In order to achieve compliance, *'each fire and rescue authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate'*.

As such, Gloucestershire Fire and Rescue Service (the Service), on behalf of Gloucestershire County Council (GCC) in its capacity as the Fire Authority, must produce a plan on a periodic basis (for the Service that is every 3 years), that outlines how the Service intends to address existing and emerging risks to the communities of Gloucestershire. In delivering this plan, the Service as a whole commits to our overarching mission: *'Working together we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire'*.

GCC are asked as part of due process to consider the draft Integrated Risk Management Plan 2018-21 (IRMP) which is being put forward by the Service. The plan sets out how the Service will meet its statutory duties and provides overall strategic direction for the Service over the next three years.

The draft IRMP outlines three objectives that will be addressed by the Service across the three year life of the plan to ensure that strategic planning and resource allocation are based on risk; these are:

- **Objective 1 - Increased focus on prevention and protection initiatives** by delivering innovative solutions to prevention activities and doing this in partnership with other community stakeholders such as the Police, Ambulance, Adult Social Care Teams, Vulnerable Children and Public Health.
- **Objective 2 - Explore, further develop and maximise opportunities to collaborate with partners and other stakeholders** in order to make the most effective use of our resources, increase our efficiency and deliver activities with tangible 'social value'

- **Objective 3 - Reconfigure and reform our Service** with the aim of driving efficiencies across the Service, delivering continual improvements in working practices, even greater levels of value for money than are already achieved and a Service that is fit for purpose both now and in the years to come.

These objectives are designed to build upon the success of outcomes from the previous IRMP and are seen as the priorities for the Service to address over the next three years in order to protect the communities of Gloucestershire. They are designed to be flexible enough to allow the Service to improve upon existing service delivery whilst still enabling the Service to deliver on its stated mission.

1.2 Draft IRMP 2018-21: Draft IRMP Plan Development

Whilst the Service remains one of the highest performing and lowest cost per head fire services in the country, the Service continues to be set new challenges in terms of governance models, cost reduction and increasing efficiency.

The risk and response profile continues to evolve with a continuing decline in the requirement for emergency response to incidents. Recent analysis across the UK fire sector shows this downward trend is likely to level out in the future, even where all best efforts have and continue to be made, emergencies will still occur amongst those who are hard to reach and, or influence or where human error or omissions occur.

The Service must continue to utilise resources effectively by employing new and innovative solutions to address statutory requirements and in such a way that the impact on reducing risk is maximised to the fullest extent.

The Draft IRMP for 2018 – 21 has been developed taking account of the above and included the following considerations:

- **Evidence** – The Service has gathered data and information from a range of sources to include demographic data, incident and response data, waste and mineral core strategies and planning information in order to inform production of the draft IRMP. Independent analysis and modelling of response and incident data will support professional judgement and help inform the level and placement of resources in the future.
- **Content** – The content has been guided by direction given within the National Framework and takes account of all current drivers for change within the Service e.g. Police and Crime Act 2017 (new legislation) and Workforce Reform (outlined within the Fire Minister’s Speech earlier this year).

The three objectives contained within the draft plan are broad enough to provide the necessary flexibility to meet new and emerging changes/challenges, however they will require supporting Annual Plans to be developed and put in place to inform the public of how the Service intends to meet their needs whilst striving for continual improvement and value for money.

- **Consultation** – The theme for consultation is to establish whether our partners and stakeholders are comfortable with the content of the draft Integrated Risk Management Plan (IRMP) 2018, with a particular focus on the three key objectives, set out as an annex to the plan which form the basis for and will direct the work of the Service over the next 3 years.

To ensure an ‘all inclusive’ approach is taken in the production of this draft IRMP, consultation has already been undertaken internally with Service staff and subject to the necessary approval from GCC to move forward, a period of public consultation will also be conducted.

Working in conjunction with GCC’s Consultation Team, the Service intends to conduct a county wide public consultation process between October 2017 and January 2018. This will include electronic and paper surveys and direct contact with partners and other stakeholders to ensure as far as possible that as many thoughts, observations and comments are captured.

This will ensure that the public and other stakeholders have available sufficient rationale for the content allowing for intelligent consideration and response and, allows for conscientious review of comments and observations made thereby providing opportunity to revise the content of the draft IRMP 2018 - 21 in line with public expectation before final approval and implementation.

- **Due Regard** – In developing the draft IRMP 2018 – 21, the Service has referred to available demographic data and completed a Due Regard statement to accompany the draft IRMP. This ensures that in respect of equalities, GCC’s legal obligations are met when delivering the fire and rescue function to the communities of Gloucestershire.

2.0 Options

The production of an Integrated Risk Management Plan is a mandatory requirement set within current legislation; as such there are no alternative options presented within this report.

3.0 Risk Assessment

Production and publication of an IRMP is a statutory obligation for GCC and the Service.

By not approving the draft IRMP 2018 – 21 for onward progression to public consultation this would cause delay in a time restricted process. In this event the current IRMP 2015-18 would essentially expire leaving GCC in breach of statutory duty.

4.0 Officer Advice

- 4.1 The Chief Fire Officer’s professional opinion based on all of the available evidence and subsequent analysis is that Cabinet is recommended to approve the draft IRMP 2018-

21 and associated documentation and authorise the Chief Fire Officer to take the draft Plan forward for public consultation.

- 4.2 The numbers of emergencies that the Service attends are reducing. To remain effective, efficient and deliver value for money, resources must be matched to meet existing and emerging risks to the community. This enables the Service to continue to invest in enhanced prevention and protection measures further promoting and increasing the safety of our communities. Delivery of such community focussed safety initiatives helps to prevent accidents and emergencies before they occur and in doing so, improves the safety of those most vulnerable in the community.

The objectives are written in broad terms to allow sufficient flexibility for the Service to address challenges arising from legislative changes and national policy directives. They also provide the necessary scope to ensure operational matters are correctly addressed and that the Service continues to have the right resources, in the right place, at the right time.

Due to the complexities and inter-dependencies involved, it is intended that the work streams falling within each objective will be delivered simultaneously across the three year life of the draft IRMP once approved as an ongoing improvement programme for the Service and the communities of Gloucestershire.

5.0 Equalities considerations

- 5.1 A comprehensive impact assessment has been carried out and an associated Due Regard Statement produced. The Due Regard statement examines the effects on the specified protected groups arising from expected outcomes following implementation of the plan and continued provision/delivery of the service (fire and rescue) to the communities of Gloucestershire.

The statement takes into account available demographic data available via MaiDEN and outlines the intention to consult with all stakeholders to ensure that the public have available sufficient rationale for the content allowing for intelligent consideration and response.

6.0 Consultation feedback

- 6.1 Not applicable at this time, however following the proposed consultation period, the Service will undertake a conscientious review of comments and observations made.

This will provide an opportunity to revise the content of the draft IRMP 2018 - 21 in line with public expectation.

7.0 Performance Management/Follow-up

- 7.1 Oversight/Scrutiny during development stage

- 7.1.1 An integral element of the overall process is to ensure an opportunity is provided for councillors to hold the Chief Fire Officer to account for his actions, review the potential

for under-performance and help to develop service delivery policies that affect the communities of Gloucestershire.

The Environment and Communities Scrutiny Committee are well placed to address issues of local concern and provide opportunities for public involvement in terms of the Service. The draft IRMP has been placed before Environment and Communities Scrutiny Committee on 20 September 2017 prior to being brought before Cabinet.

7.1.2 Officers will update Cabinet with regards to any comments or concerns raised by the Environment and Communities Scrutiny Committee at the Cabinet meeting.

7.1.3 To maintain the necessary levels of oversight and scrutiny, it is intended that the draft IRMP 2018 - 21 will take the following route moving forward:

- Completion of the outlined public consultation exercise between October 2017 and January 2018
- Conscientious review of comments and observations made to allow an opportunity to revise the content of the draft IRMP 2018-21 in line with public expectation
- Resubmission of the final version of the draft IRMP 2018-21 to the Service Strategic Leadership Team for sign off and authorisation to take forward to GCC
- Resubmission of the final version of the draft IRMP 2018-21 in February 2018 to GCC Cabinet for formal political approval in order to gain the proper and authorised mandate to implement the IRMP in full
- Publication of the approved IRMP 2018-21 via both on-line and written media in April 2018.

7.2 Post Implementation

The three key objectives outlined within the plan are seen as the priorities for the Service to address over the next three years in order to protect the communities of Gloucestershire.

An annual action plan will be developed for each of the three years covered by the draft IRMP with progress being regularly monitored by the Service Strategic Leadership Team as part of internal operational management reporting.

Regular briefings regarding progress against annual action plans set against the objectives would be provided to both the Lead Cabinet Member as the portfolio holder for Fire, Planning and Infrastructure and to the Environment and Scrutiny Committee.

Report Title	Approval of Objectives and Consultation proposals for the Gloucestershire Fire and Rescue Service, Draft Integrated Risk Management Plan
Statutory Authority	Gloucestershire County Council as the Fire Authority. Statutory duties and functions under the Fire and Rescue Services Act 2004.
Relevant County Council policy	Gloucestershire County Council Strategy 2015 - 18
Resource Implications	There are no resource implications at this time. Following consultation and review the final plan will be brought back to Cabinet for finalisation and adoption at which point resource implications for implementation will be considered.
Sustainability checklist:	
Partnerships	Partnership working is a key element of service delivery in a modern fire and rescue service and as such the service embraces this principle. The draft IRMP 2018 – 21 will enable the Service to further develop existing partnerships and establish new ones where clearly defined benefits can be delivered to the communities of Gloucestershire.
Decision Making and Involvement	A formal decision is required from GCC regarding format and content and approval given to take the draft IRMP 2018 -21 forward for public consultation.
Economy and Employment	The draft IRMP 2018 - 21 directly links risk assessment to the focus on prevention work designed to minimise the impact of fire and other types of emergency on individuals and the local economy.
Caring for people	Matching resources to risk allows the Service to correctly allocate resources and assists in meeting the needs of the most vulnerable within the communities of Gloucestershire.
Social Value	The proposed plan is designed to enable the Service to build on existing partnerships utilising existing equipment and skills to deliver additional benefit particularly in the arena of health and social care. This work has already proved to deliver tangible 'social value' in terms of support to other areas of GCC service delivery.
Built Environment	The draft IRMP 2018 - 21 and outline objectives build on existing mechanisms designed to protect the built environment.

Natural Environment' including Ecology (Biodiversity)	The draft IRMP 2018 - 21 and outline objectives maintain the Services ability to protect the natural environment due to fire and other events.
Education and Information	A continued focus on prevention and protection combined with education on safety remain key elements of the Service strategy.
Tackling Climate Change	Carbon Emissions Implications? Will depend on implementation of action plans based around identified objectives. Vulnerable to climate change? No
Due Regard Statement	Has a Due Regard Statement been completed? Yes - considerations included in main body of report A copy of the full Due Regard Statement can be accessed on GLOSTEXT via http://glostext.gloucestershire.gov.uk/uuCoverPage.aspx?bcr=1 Alternatively a hard copy is available for inspection from Jo Moore, Democratic Services Unit, e-mail: jo.moore@gloucestershire.gov.uk .
Human rights Implications	None envisaged
Consultation Arrangements	Public consultation proposed as the next stage of development for this strategic plan.