

Report to Scrutiny Committee	
Title:	Draft Integrated Risk and Management Plan 2018-21
Committee:	Environment and Communities Scrutiny Committee
Date:	22 November 2017
Chairman:	Councillor Rob Bird
Presenting Officer:	Stewart Edgar, Chief Fire Officer and Operations Director
Purpose:	To provide the Environment and Communities Scrutiny Committee with information regarding the development and proposed progression for the next Integrated Risk Management Plan (2018-21) for Gloucestershire Fire and Rescue Service.
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 (IRMP) 2015 - 18
Appendices:	<ul style="list-style-type: none"> • Draft Integrated Risk Management Plan 2018 -2021 • IRMP 2018-21 Due Regard Statement
Recommendations:	For Scrutiny Committee to comment on following consideration by Cabinet on the 27 September 2017.

Gloucestershire Fire and Rescue Service:

Draft Integrated Risk Management Plan (IRMP) 2018-21

Background

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 GFRS 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 (IRMP) 2018-21 which is being put forward by Gloucestershire Fire and Rescue Service. The plan sets out how the Service intends to 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.

Draft IRMP Plan Development

Whilst GFRS remains one of the highest performing and lowest cost per head 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.

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 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. Policing 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.

- **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.

Public 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. There is a particular focus placed 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 following the necessary approval

from GCC to move forward, a period of public consultation has now commenced.

Working in conjunction with GCC's Consultation Team, the Service is conducting a county wide public consultation process between 16 October 2017 and 8 January 2018. This includes 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 in May 2018.

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 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.

Oversight/Scrutiny during development stage

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 IRMP 2018-21 in line with public expectation
- Resubmission of the final version of the 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.

Conclusions

The numbers of emergencies that GFRS 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 three objectives contained within the plan 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.

The objectives are broad enough to provide the necessary flexibility to:

- Meet new and emerging changes/challenges including those arising from legislative changes and national policy directives
- Ensure operational matters are correctly addressed maintaining the right resources, in the right place, at the right time
- Allow GFRS to improve upon existing service delivery
- Enable the organisation to deliver on its stated mission.

The IRMP 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.

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 IRMP as an ongoing improvement programme for the Service and the communities of Gloucestershire.

Officer Advice

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.

The Chief Fire Officer asks Scrutiny Committee to comment on this report following its consideration by Cabinet on 27 September 2017.