

Proposed Integrated Risk Management Plan / Public Value Staff Consultation Programme 2011

Report of the Chief Fire Officer

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1 Purpose of Report

This report sets out proposals for a Member-led staff consultation programme during 2011, intended to address a review of the current Integrated Risk Management Plan (IRMP) together with an update on the Public Value Review 2010.

2 Recommendations

Members are asked to:

- a) Receive a presentation intended to give structure to the recommended consultation sessions; and
- b) Agree the proposed approach to the Member led IRMP / Public Value staff consultation programme for 2011, as set out in this report.

3 Background

a) Integrated risk management planning

Integrated risk management planning underpins the reforms to the Fire and Rescue Service that flowed from the White Paper - Our Fire and Rescue Service, published in June 2003. A definition of integrated risk management planning is set out at Appendix A.

The Fire Authority's integrated risk management planning process is well established and the current IRMP 2009-2012¹ is published on the Service's website.

During 2009 the Authority sanctioned and oversaw the implementation of an IRMP Action Plan (2009/10²) that resulted in several initiatives, including a risk analysis undertaken within all of the Service's response areas. The purpose of the assessment was to ensure that the Service has a clear and accurate picture of risks across the County. This initiative has enabled a refinement and realignment of training, equipment, procedures and procedural guidance required at local, district and service level, therefore reducing the risk and hazards to the community and staff alike.

The nationally agreed approach³ to IRMP is based upon 5 elements:

- a) **Scope**
What factors have a bearing upon IRMP locally, regionally and nationally, which need to be considered in future plans?
- b) **Risk Analysis**
What are the issues affecting assessment of the risks, which fall within the scope of IRMP plans, and their subsequent consequences, should the risks materialise?
- c) **Strategies**
What are the potential, most effective and optimum strategies to prevent, protect and respond to the risks within the IRMP scope, both currently and in the future?
- d) **Delivery mechanisms**
What are the most effective mechanisms to deliver IRMP strategies currently and in the future?
- e) **Monitoring and review**
What arrangements should be in place to monitor and review the implementation, effectiveness and consistency of IRMPs, locally, regionally and nationally to inform future IRMP strategy?

During 2011 it is proposed to **monitor and review** the Fire Authority's IRMP 2009 - 12, with a specific focus on the risk analysis undertaken during 2009. Central to the review will be the correlation of the IRMP to the outcomes of the Public Value Review 2010.

¹ <http://alpha.shropshirefire.gov.uk/sites/alpha.shropshirefire.gov.uk/files/page/files/2009-12-strategic-plan.pdf>

² <http://alpha.shropshirefire.gov.uk/sites/alpha.shropshirefire.gov.uk/files/page/files/2009-10-action-plan.pdf>

³ <http://www.communities.gov.uk/documents/fire/pdf/325186.pdf>

b) Public Value

In 2010, to address the then impending prospect of budget / grant reductions, the Fire Authority instigated probably the most comprehensive staff engagement process ever undertaken to meet the financial challenges that were eventually set out in the Government Spending Review 2010. The review sought to create a Service culture and approach of **one Team**, to deliver **one Service**, with **one clear Vision**.

The review identified a range of initiatives that predominantly take advantage of natural staff attrition rates to secure savings, whilst maintaining, without significant reduction, frontline services to the community. Essentially, this approach allows for a gradual budget reduction of circa £3m, whilst avoiding compulsory redundancies, maintaining all fire stations and alleviating the necessity for merger with one or more other fire authorities. The review also resulted in the introduction of four new refined Service aims, supplemented by eight public value measures.⁴

It is proposed to repeat the Public Value process completely during 2012, enabling the identification of further measures necessary to meet budget pressures expected during 2013 to 2015. In 2011, it is proposed to update all staff on the Public Value outcomes scheduled for implementation during the coming year and review any consequential impact upon the Fire Authority's IRMP 2009 - 12.

4 Proposed IRMP/Public Value Staff Consultation 2011

For 2011 it is proposed to embark upon a four-month, Member-led staff consultation programme. The aims of the consultation programme will be twofold, namely:

- a) To update all staff of the Public Value outcomes scheduled for implementation during 2011/12; and
- b) To review the IRMP 2009 - 12, with a specific focus on the risk analysis undertaken during 2009, identifying any correlation to the outcomes of the Public Value Review 2010.

The consultation programme will involve engagement with staff through 44 sessions:

- 22 Retained Duty System Fire Station sessions
- 12 Wholetime Fire Station sessions
- 2 Fire Control Staff sessions
- 1 Area Command Team session
- 1 Community Safety session
- 1 Training & Development
- 1 Human Resources session
- 1 Corporate, Operations and Performance Department session

⁴ <http://www.shropshirefire.gov.uk/sites/alpha.shropshirefire.gov.uk/files/page/files/2011-02-25-service-plan.pdf>

- 1 Resources Department session
- 1 Finance Department session
- 1 Incident Command session

It is anticipated that the consultation programme would commence in August and conclude in November and that a summary of results / outcomes arising would be brought to the December 2011 Fire Authority meeting.

The proposed sessions will typically be approximately 1½ to 2 hours long and split into two parts. Part 1, which it is proposed will be Member led, will focus on the Public Value review, including an update on both the nation's and Authority's financial position. Part 2 will be predominately led by the hosting station / watch / department, where staff will be given the opportunity to summarise *their* review of the risk analysis (conducted in 2009) and comment on their actions to manage risk aligned to the aims set out in Service Plan 2011/12. Clearly some adjustment to Part 2 will occur, where staff engaged have a predominately non-operational role in the Service.

An indicative session timetable is set out at Appendix B. It is expected that the presenting team for each session will comprise of one elected Member, one Brigade Manager and one Area / Non-Uniformed Manager. A proposed PowerPoint presentation to give structure to the sessions will be presented to the Strategy and Resources Committee for comment and approval.

In preparation for the consultation programme all stations, watches and departments will be issued with guidance, outlining the expected outcomes to be summarised during the Part 2 session. The guidance will include pro formas, allowing staff to review their previous risk analysis and note any amendments to be addressed by the Service. The Service's Operations Department will co-ordinate this review exercise and undertake any necessary changes to the new command and control system that acts as the central repository of risk information. In parallel with these activities the Operations Department will also undertake a review of all remaining elements of the IRMP 2009/12 not specifically addressed through the engagement sessions outlined. This will include areas, such as cross-border working arrangements and national response responsibilities, which may have been impacted elsewhere by current / future budget reductions.

At the conclusion of the consultation programme it is expected that all staff will:

- Have an unambiguous understanding of the Public Value Review outcomes being introduced during 2011/12.
- Have an awareness and appreciation of the nation's and the Fire Authority's financial position for this year, and the subsequent three years.
- Have the opportunity to seek clarification on the measures being taken as a consequence of budget reductions.
- Have reviewed (where appropriate) risks and the management of risks specific to their station ground / area of responsibility.
- Have developed and discussed plans to support delivery of the Service's four aims (as set out in the Service Plan 2011/12).

In addition, the Fire Authority will have had the formal opportunity to monitor and review the IRMP 2009 - 12, identifying any necessary changes to secure the continued safety of both the community and staff alike.

As the proposals set out above represent a 'review' of the existing IRMP, it is not, at this stage, considered necessary within this context to undertake a public / partner consultation exercise. Notwithstanding this, should the eventual results / outcomes dictate that such external consultation is necessary, then recommendations will be made to the Authority accordingly.

5 Consultation Programme Governance

With Member approval, it is recommended that the consultation programme is overseen by the Member-led Strategic Risk and Planning Working Group, with periodic progress reports presented to the Strategy and Resources Committee.

6 Financial Implications

The only costs associated with delivery of the consultation programme will be travel expenses payable to those Members attending consultation sessions, which will be met from existing budgets.

Whilst not expected at this stage, any consequential financial implications, arising through the risk analysis review, will be reported to the Fire Authority in due course, particularly where budget planning is impacted.

7 Legal Comment

The existing Fire and Rescue National Framework 2008 - 11⁵ places a mandatory requirement (Para 1.6) upon fire and rescue authorities (FRAs) to undertake and prepare a publicly available IRMP, covering at least a three-year period. The Fire and Rescue Services Act 2004 provides the statutory authority for the National Framework and states that FRAs must have regard to the Framework in exercising their functions. The Fire Authority's existing IRMP 2009 - 12 fulfils this statutory requirement.

It should be noted that Government has recently announced, through the Fire Futures Review,⁶ that IRMPs could in future be developed to become a core planning tool used in collective local public service planning to engage with local citizens and develop a 'place map' of community risks, aims and priorities. It is anticipated that a new National Framework will be issued in 2012 that will revitalise the IRMP process, including the contribution to national resilience requirements and the wider local community safety agenda.

⁵ <http://www.communities.gov.uk/documents/fire/pdf/nationalframework200811.pdf>

⁶ <http://www.communities.gov.uk/documents/fire/pdf/1881649.pdf>

8 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have determined that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment has not, therefore, been completed.

9 Appendices

Appendix A

Formal Integrated Risk Management Planning Definition

Appendix B

Proposed Public Value / IRMP 2011 Session Plan

10 Background Papers

There are no background papers associated with this report other than those mentioned within it.

Formal Integrated Risk Management Planning Definition

Integrated Risk Management Planning is an holistic, modern and flexible process, supported by legislation and guidance, to identify, measure and mitigate the social and economic impact that fire and other emergencies can be expected to have on individuals, communities, commerce, industry, the environment and heritage. Fire and Rescue Authorities, when establishing local options for risk reduction and management within annual Action Plans, must take account of the duties and responsibilities outlined in the National Framework, the section 9 Emergency Services Order, the Civil Contingencies Act, and the Regulatory Reform (Fire Safety) Order.

This places emphasis on flexibility and partnership, working on local, cross border and regional planning for prevention and intervention activities to save and protect life and to reduce the economic and environmental impact of fire to the community. Through this partnership approach IRMP should deliver a proportionate response, that is evidenced based, which will ensure efficiency.

Source: DCLG Fire Rescue Service Circular 25/2007⁷

⁷ <http://www.communities.gov.uk/documents/fire/pdf/325186.pdf>

Proposed Public Value / IRMP 2011 Session Plan

RDS Stations (Indicative timeline)	WT Watches / HQ / CFS (Indicative timeline)		Session	Session Outcomes
19:10	14:00	PUBLIC VALUE	Introductions, session overview and update on national financial position for FRSSs (Executive Officer)	Introductions and overview of session structure (<i>need for good timekeeping</i>), update on national grant settlement and outlook for FRSSs
19:20	14:10		State of the Service's budget update (Executive Officer)	Predicated budget cuts over next four years. Why settlement / grant was worse than originally predicted
19:25	14:15		Feedback on Public Value Review 2010 (Member)	Member update on outcomes/feedback from Review
19:35	14:25		Public Value proposals for 2011/12 (Area / Manager)	Update on initiatives being introduced during 2011/12
19:50	14:40		Q&A (Executive Officer)	Opportunity for clarification on above points (<i>without being drawn into peripheral debate</i>)
20:00	14:50	IRMP	IRMP 2009 Update – Service Improvements (Area / Manager)	Update on actions implemented since 2009 IRMP Action Plan (e.g. Water Carrier at Oswestry, L4P move to Minsterley Fire Stn etc)
20:10	15:00		IRMP 2009 Update - Watch/Station Local Risk Improvements (Watch / Stn / Dept)	Watch / Station to provide summary update on IRMP risk plan developed during 2009. What's changed? How have they addressed the changes?
20:30	15:20		Watch/Station/Dept – <i>What "our" purpose is</i> (Watch / Stn / Dept)	What the Watch / Station / Dept is doing to support the Aims and Public Value measures set out in the SWFA / SFRS Service Plan 2011/12?
20:40	15:30		Q&A (Watch / Stn / Dept)	Opportunity for clarification on above points (<i>without being drawn into peripheral debate</i>)
20:50	15:40		Summing up and close (Member)	Summing up to capture key areas of agreement and any actions for follow-up