

REPORT REFERENCE NO.	DSFRA/17/26
MEETING	DEVON & SOMERET FIRE & RESCUE AUTHORITY
DATE OF MEETING	20 OCTOBER 2017
SUBJECT OF REPORT	DRAFT INTEGRATED RISK MANAGEMENT PLAN
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	That, subject to any amendments that might be indicated at the meeting, the Draft Integrated Risk Management Plan as set out at Appendix A of this report be approved as the basis for public consultation.
EXECUTIVE SUMMARY	<p>The Integrated Risk Management Plan (IRMP) for the Service is a requirement of the National Framework document which provides guidance in meeting the legislative requirements of the Fire and Rescue Services Act 2004.</p> <p>A comprehensive risk analysis has been carried out to assess the fire related risks faced by the communities of Devon and Somerset and consider how existing prevention, protection and response activities are mitigating that risk. A further gap analysis has indicated six strategic issues that the service needs to consider in its future planning.</p> <p>Internal engagement with staff and members of the Fire and Rescue Authority has confirmed the risk analysis.</p> <p>A draft Integrated Risk Management Plan was considered by the Community Safety and Corporate Planning Committee at its meeting on 29 September 2017 (Minute *CSCPC/6 refers). The Committee resolved:</p> <ul style="list-style-type: none"> (a) that the Chief Fire Officer, in consultation with the Chair and Vice Chair of the Community Safety & Corporate Planning Committee, be delegated authority to make the amendments to the draft Integrated Risk Management Plan as indicated at the meeting, with a view to the final Plan being submitted to the Fire & Rescue Authority on 20 October 2017 for approval as the basis for public consultation; (b) subject to (a) above, the draft Plan be accepted in principle. <p>The draft Integrated Risk Management Plan has now been amended (as attached at Appendix A of this report) to take account of the points raised at the Community Safety & Corporate Planning Committee meeting and is now submitted to the Authority for approval as the basis for public consultation.</p>
RESOURCE IMPLICATIONS	None

EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	This is a high level, strategic Integrated Risk Management Plan. Any specific proposals flowing for this Plan will each be subject to appropriate ERBAs.
APPENDICES	A Draft Integrated Risk Management Plan
LIST OF BACKGROUND PAPERS	Community Safety & Corporate Planning Committee report – CSCPC/17/8 – 29 September 2017

1. INTRODUCTION

- 1.1 An Integrated Risk Management Plan is the means by which the Fire and Rescue Authority assesses and analyses the risks faced by the communities served. The Plan then presents an integrated approach to mitigating and reducing those risks through the Prevention, Protection, Response and Resilience activities of the Service.
- 1.2 In considering the Integrated Risk Management Plan, it is useful to define the individual components as:
- Integrated – use of all activity in a complimentary manner;
 - Risk – the potential to cause harm;
 - Management – organisation of activities to achieve outcomes; and
 - Plan – a detailed proposal to achieve outcomes.
- 1.3 Therefore, the Integrated Risk Management Plan can be seen to be of strategic significance to the Fire & Rescue Authority as it will be the document that provides the vision and means of ensuring the Service's future direction.

2. BACKGROUND

- 2.1 The Fire & Rescue Authority has a responsibility to provide an efficient and effective fire and rescue service that protects the communities and infrastructure of Devon & Somerset.
- 2.2 The Fire and Rescue Services Act 2004 removed the old national standards of fire cover laid down by the Government and instead required every fire authority to produce an annual plan setting out how it would assess local risks and use their resources to protect local communities. To support this, Devon & Somerset Fire & Rescue Service maintains a detailed understanding of the international, national, and local factors that impact upon the delivery of its services.
- 2.3 Each year, a comprehensive and forward looking analysis of these external factors is carried out; this highlights the more important Societal, Technological, Economic, Environmental, Political, Legislative and Ethical (STEEPLE) issues.

3. AIMS OF AN INTEGRATED RISK MANAGEMENT PLAN

- 3.1 The Integrated Risk Management Plan will aim to:
- Improve community safety and make a more effective use of Fire & Rescue Service resources;
 - Reduce the incidence of fires; reducing loss of life in fires and accidents; reducing the number and severity of injuries;
 - Safeguard the environment and protect the National Heritage;
 - Provide communities with value for money.
- 3.2 There is also an important aim to support community resilience and the Plan brings with it a personal responsibility on every member of society to make themselves safer.

4. ANALYSING THE RISK

- 4.1 In addition to the external analysis, the Service uses a range of sophisticated tools and computer programmes to actively monitor and assess the changing risk profile. This includes an analysis of population, mapping of incidents and activity and identifying vulnerable people and groups.
- 4.2 These tools, together with a number of other Partnership agreements, through which further data is provided by key partners, provide an in-depth picture of the community and enable the Authority to match appropriate resources to risk.
- 4.3 The Fire and Rescue Services Act 2004 sets out the legislative responsibility to the community. It is therefore incumbent that the Integrated Risk Management Plan must identify the principal risks to life, property and the environment which require an emergency response by a fire service. This includes:
- Fires in homes, businesses, hospitals, schools etc.;
 - Life threatening incidents in the community, including road traffic collisions and other incidents; and
 - Major fires, floods, chemical risks and other incidents where the Service has a statutory responsibility under the Civil Contingencies Act 2004.
- 4.4 Further to this legal requirement, the National Framework Document states that Fire & Rescue Authorities should take account of all risks faced by citizens. In considering this, some of the emerging risks and pressures already identified are:
- Lack of community resilience;
 - Threat of terrorism;
 - Worsening public health & wellbeing;
 - High demand on other public services;
 - Collaboration expectations;
 - Reducing budget.
- 4.5 The risk analysis undertaken by the Service included both internal and external data amounting to over thirty separate documents and numerous electronic sources. A full evidence file has been retained to ensure that verification of the data can be maintained.
- 4.6 The outcome of the risk analysis indicated that the majority of the activity already undertaken by the Service was mitigating many of the risks faced by the communities of Devon and Somerset. However, there are six high level issues that need further consideration in developing a Fire and Rescue Service for the future. These are:
- An increasingly ageing population;
 - Common Health and Wellbeing risks;
 - Availability of On Call appliances;
 - The historical distribution of Service Delivery Resources;
 - An increasing demand for Emergency Medical response; and
 - An increase in the number of serious fires affecting commercial premises.

5. INTERNAL ENGAGEMENT AND FEEDBACK

- 5.1 Following the risk assessment and gap analysis that resulted in the conclusions listed above, a programme of staff and Member engagement sessions were undertaken to inform the Integrated Risk Management Plan.
- 5.2 Both officers and Fire & Rescue Authority members have been engaged in shaping this integrated risk management work together. In terms of setting future Integrated Risk Management Plan delivery options, officers will provide professional advice and fire authority members will decide on the appropriate approach after considering the evidence and options presented. The engagement sessions took the form of:
- Nine staff workshops held at various locations throughout the organisation;
 - informal and formal engagement with the Executive Board;
 - a formal workshop for Community Safety and Corporate Planning Committee Members;
 - seven separate informal meetings with Members; and
 - a Members' Forum presentation.
- 5.3 Feedback from these engagements was verbal, written and electronic. All feedback has been recorded and held as evidence to demonstrate the level of internal consultation undertaken in developing the Integrated Risk Management Plan.
- 5.4 Outcomes of the feedback:

Suggestion/Comment	Outcome
Clearer understanding of the evidence for the risk analysis	Section added to the IRMP describing the risk methodology and the evidence used in assessing the community risk.
Listing risks numerically could cause readers to assume that a priority applies	Numbering of risks removed from the document.
No mention of terrorism as a high level risk	The terrorism risk is increasing and the Service will consider how best to support the mitigation of this risk.
Maritime safety not mentioned as a specific issue within commercial fires	Boat safety is an existing activity for the Service and this has been added as comment. Future maritime firefighting capability will be a specific project for consideration. Maritime safety to be explicit to include prevention approaches as well as operational response to mitigate fire and emergency risks off shore.
Numerous suggestions for specific changes to Service Delivery resources including station, appliance and crewing locations	The strategic IRMP is a high level document so these tactical suggestions have not been included but they will support potential future projects, some of which will be subject to public consultation.

Suggestion/Comment	Outcome
Clearer strategic vision and direction required to support any change and improvement projects	Future outcomes to be fully defined to better support the 'vision'. The current work defining what a future operating model may look like for the Service will support this recommendation and inform future change and improvement planning, resourcing and scheduling of activity.
Wording of the section on the future of the Service too specific.	Section rewritten clarifying the strategic principles that will guide the organisation in developing any proposals for the future.

6. DRAFT INTEGRATED RISK MANAGEMENT PLAN

- 6.1 A draft Integrated Risk Management Plan was considered by the Community Safety & Corporate Planning Committee at its meeting on 29 September 2017.
- 6.2 The Committee noted that the format of the Integrated Risk Management Plan would be amended to include a mixture of infographics and pictures before it was submitted to the Authority for approval. A number of comments were made at the Committee meeting, however, including, amongst others, the need for the Plan to be in plain English and also for any acronyms to be explained in full.
- 6.3 On the whole and subject to the detailed amendments discussed at the meeting, the Plan was accepted in principle and the Chief Fire Officer was delegated authority, in consultation with the Chair and Vice Chair of the Community Safety & Corporate Planning Committee, to make the amendments to the draft Integrated Risk Management Plan as indicated at the meeting, with a view to the final Plan being submitted to the Fire & Rescue Authority on 20 October 2017 for approval as the basis for public consultation.
- 6.4 Once the Plan has been approved by the Authority, a consultation exercise will be conducted with the public and key stakeholders, details of which will be drawn up in the near future. The Community Safety & Corporate Planning Committee will be engaged in the development of the proposals for the consultation exercise.

7. CONCLUSION

- 7.1 The Integrated Risk Management Plan for Devon Fire and Rescue Service is a strategic document that is a requirement of the National Framework document which in turn is authorised by the Fire and Rescue Services Act 2004.
- 7.2 The Service has undertaken a comprehensive risk analysis to develop a new IRMP and in doing so has developed a risk assessment. The strategic gap analysis will influence the change and improvement agenda for the future.
- 7.3 Internal engagement has further refined the document. Fire and Rescue Authority Members, as strategic leaders of the organisation, have also had input into its development.
- 7.4 A final draft Integrated Risk Management Plan has been prepared following the amendments requested by the Community Safety and Corporate Planning Committee on 29 September 2017 and this Plan (as set out at Appendix A of this report) is submitted to the Authority for approval as the basis for public consultation.

GLENN ASKEW
Director of Service Improvement