ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service

Meeting	Service Leadership Team	Agenda Item	6a
	Strategic Board		9
Meeting Date	26 May 2020/ 11 June 2020		
Report Author:	Director of Innovation, Risk & Future Development		
Presented By	Director of Innovation, Risk & Future Development		
Subject	**Integrated Risk Management Plan (IRMP)**		
Type of Report:	Decision		

RECOMMENDATIONS

Members of the Strategic Board are asked to review the proposed changes in the paper to the document in appendix one and recommend sign off of the Services' new IRMP 2020-24 based on these changes being made to the final document.

BACKGROUND

The Service's Integrated Risk Management Plan IRMP sets to identify the risk in the county of Essex and to highlight the approach the Service will take to mitigate that risk in line with the Fire and Rescue National Framework and the Service's Fire and Rescue Plan. An initial consultation on the Service's next IRMP took place in 2019, where views were sought on 7 key proposals. Those proposals, combined with feedback from the 2019 consultation, were then used to develop a draft IRMP 2020–2024. The consultation for the draft plan finished in March. The purpose of this paper is for approval of the IRMP 2020-24 by the Strategic Board following approval by the SLT on 26 May 2020 and ongoing conversations with the Police, Fire and Crime Commissioner.

OPTIONS AND ANALYSIS

Consultation

The service took a 2-stage approach to consultation. The responses from stage one is outlined below and are linked to all 7 of the initial proposals.

Consultation responses

Proposal 1: We will develop our workforce strategy to make sure that we continue to train our staff well. We will build a culture that's modern, diverse, forward-looking,

innovative and collaborative so that we can meet the changing needs of the communities we serve, focusing strongly on the safety and welfare of our staff and the people of Essex.

- 90% of respondents <u>strongly</u> agreed that staff need to be well trained, and 6% of comments related to the same point.
- 76% <u>strongly</u> agreed with the need to focus on the safety and welfare of staff and Essex residents, and 9% of the comments reflected this.
- The highest level of disagreement (by 10% of respondents) was around the need for a diverse culture – 13% of the comments made were that capability/ suitability is more important than diversity.
- 16% of respondents felt that more resources are needed, with some highlighting concerns about funding cuts.
- 10% of comments were about working practices, with the most common themes being that changes should not lead to a deterioration in service or lack of appliances and negative comments about using full time staff rather than part time/on call/retained fire fighters.

Proposal 2: We will develop a prevention strategy which will clearly set out how we identify the most vulnerable members of our communities. We will target our resources and initiatives in a way that protects those at risk of harm as they live, work and travel. We will also set clear targets and assess how we do against them. And we will increase the number of home fire-safety visits we do.

- 55% of respondents <u>strongly</u> agreed with the need to identify the most vulnerable members of our community. However, while 11% of those who made a comment wanted to target resources, 8% felt that there is a need to target everyone/meet everyone's needs.
- Fewer than half <u>strongly</u> agreed with the other statements.
- The highest level of disagreement was the 8% of respondents who felt that the Service should not deliver more home safety visits. 15% of comments related to home fire safety visits with most highlighting their importance, although a third felt that visits should not be at the expense of frontline services. Another 4% felt that community safety should not be at expense of frontline services.
- 10% of respondents commenting on this proposal said that more resources are needed.
- 9% highlighted the importance of educating the public, including children and young people.

Proposal 3: We will work with our partners through the Safer Essex Roads Partnership to continue to reduce the number of people killed or seriously injured on our roads. We will identify groups who are at risk and target our activities at the most vulnerable in our communities.

- 62% of respondents <u>strongly</u> agreed about the need to continue to help reduce the number of people killed or seriously injured on our roads
- 55% strongly agreed with working with partners on improving road safety. However, 14% of respondents commenting felt that roads should be the

responsibility of the Police and/or not a Fire Service role while 8% said that resources should not be diverted away from traditional fire services to cover this.

- 13% of comments highlighted road specific issues, in terms of improving road layouts or maintenance.
- 13% felt that collaboration with others is required, including local authorities, the Police, Health, voluntary sector groups and communities.
- 13% felt that education on road safety/driving is needed.

Proposal 4: We will review how effective our current protection strategy is. If necessary, we will increase training and resources in technical fire safety, and across our service, to make sure we continue to carry out high-risk inspections as needed. We will also work with developers, building control, building owners, businesses and planning teams to influence the fire-safety aspects of future building developments, to protect the people of Essex.

- 74% of respondents strongly agreed that the Service should influence the fire safety aspects of future building developments. 27% of comments were that the Fire Service needs to have an input into planning and building control while another 7% felt they should be able to influence building legislation.
- 16% of comments were about the need for planning/prevention activities, including for all developments and buildings and not just those at high risk.
- 7% of respondents wanted resources to be targeted or prioritised to provide fire cover, while another 6% wanted a more effective use of resources.

Proposal 5: We will review the type, number and location of incidents we attend. We will use this information to develop our service and manage our staffing and resources according to the risks identified. We will take into account new technology, future requirements for our service, and the specialist risks within Essex communities.

- Between 45% and 55% of respondents strongly agreed with each of the statements under this proposal.
- The highest level of disagreement was 7% of respondents who felt that the Service does not need to use the data to develop their capabilities and manage resources.
- 20% of people commenting said that this should not be used as an excuse for cuts.
- 17% highlighted the need for having sufficient resources available and/or building in a contingency.
- 17% felt the Fire Service should be wary of using predictive statistics/technology, with this often linked to the need to have sufficient resources available for unanticipated events, but 9% were positive about the use of predictive analytics and data to identify risks.
- 13% wanted more effective working practices including a review of staffing models, an improved mobilising system, technological improvements, the sharing of specialist machines and vehicles, and improved training procedures.
- 11% felt that this should already be being done, or that it should be business as usual.
- 6% highlighted the need for more resources.

Proposal 6: We will review the availability and performance of our fire stations to make sure we can meet our standards for responding to incidents. We aim to improve our current performance to reduce risks to our communities from incidents.

- 66% of respondents strongly agreed with the need to review the availability of fire stations, although 11% of people commenting said that stations should not be closed and 14% said that the review should not mean cutting or reducing resources. 14% respondents wanted more resources.
- 14% of respondents making comments suggested changes to working practices, with two thirds of them saying that the on-call system needs to change and/or that more whole time stations are required. 7% criticised specific working practices, with two thirds of them criticising the on-call system and/or day crewing model. 6% wanted more effective working practices, including suggestions around the strategic placing of stations, having sufficient staffing levels, improving response times and having a responsive support service.
- 11% highlighted the reduction in resources and/or performance over the last years, with the two things often being linked together.

Proposal 7: We will develop an efficient, effective and reliable IT system to support and manage how we use our resources, and to manage our information and how we report it.

- Between 43% and 48% of respondents strongly agreed with the statements under this proposal. 25% of respondents commenting wanted IT systems to be improved, but 17% felt that money has been wasted previously on IT systems.
- 10% suggested that systems should be developed based on officer input or operational requirements.

Based on the responses from the first stage of the consultation process the following changes were made to the IRMP document and the proposals.

- We have called out explicitly that any changes to fire cover or staffing levels would involve further consultation and this IRMP would not be utilised as a vehicle for changes with no engagement

- We have added more detail around the Technology section to outline why IT is important and how it enables us to better deploy resources and activity.

- Highlighted our pathway to use our resources in a better way in relation to prevention and protection activities

- Be explicit around the fact we are not changing our response standards

- Explain in more detail how we will deliver a risk based inspection programme to identify those properties at greater risk under the Regulatory Reform Fire Safety Order.

- We have explained more precisely why data is important and why we need to be data led in our activities.

In the final stage of the consultation, seven responses were received from the public, mainly referring to local issues, and none that lead to changes to the core activities

suggested. All seven of the respondents will receive a personal reply to the area of concern they raised with an emphasis on highlighting the work we are already doing to mitigate their concerns. Therefore the foundation of the Services' planning through to 2024 will be around the following activities.; -

People

To deliver the People Strategy we will:
- Continue to invest significantly in training so that all our staff have the skills and training to remain safe in their work
- Identify and target skill gaps for every individual ensuring that the training offered is suitable for all learners and all shift systems
- Retain specialist and technical expertise and encourage people to diversify their skills sets
- Ensure effective succession planning to enable the continued delivery of service
- Develop the leadership skills of our managers to ensure that we have strong effective leadership both now and, in the future,
- Continue to improve the diversity of our workforce by promoting a career in the fire service as an opportunity for all
- Provide skills to people so that they can embed a positive culture and behaviours

Prevention

Our prevention strategy ensures we deliver the following as part of this IRMP:
- Develop community safety action plans that detail community risks relating to specific areas which we use to target our resources
- Develop a data-led approach to target specialist staff at the most vulnerable
- Evaluate our prevention activity to ensure it is effective for our communities
- Expand the use of our operational staff to help us provide safety advice to more vulnerable people in our communities
- Tell you how we are working with partners to drive down the numbers of those killed or seriously injured on our roads

Protection

To improve delivery our protection strategy will:
- Train more of our operational staff to undertake business safety checks to help us reach more businesses and issue more safety advice
- Identify opportunities for us to engage with more businesses across Essex, leading to an increase in business engagement events
- Ensure we have the right resources to deliver against our commitments in the risk based inspection programme
- Review our Risk Based Inspection Programme to ensure it is data-led and enables us to understand which premises pose the greatest level of risk and target our resources accordingly

Response

To deliver our response strategy we will:
- Ensure our response standards are appropriate for each area of our county
- Meet our response standards
- Ensure we have the right appliances, people and equipment in the right places to mitigate risk across the county and ensure resources are available when needed by our communities

- Improve availability of our On-call appliances
- Deliver training to crews on specialist appliances to ensure availability when needed by our communities

Technology

We will deliver the following as part of this IRMP:
- Procurement and implementation of a new command and control system that will enable improved effectiveness of mobilisation and communications from the control room to the incident ground
- A command and control system that will enable transition to the Emergency Services Network and the associated technological benefits
- Delivery of a data system that enables enhanced reporting of data and performance. This will inform prevention and protection activities enabling resources to be targeted at those most vulnerable
- Develop an ICT transformation and optimisation programme that will ensure we make best use of effective systems

Following a meeting with representatives from the PFCC office the following changes were agreed to the document and have been submitted to Plain English for processing the list below also includes questions and suggested changes from plain English in order to achieve the Crystal Mark.

Page 5: Did we visit 82% of schools?
YES

Page 7: Planning framework – is this accurate? "This Integrated Risk Management Plan (IRMP) is part of our overall Fire and Rescue Plan (FRP) and guides the priorities in our annual Strategic Plan. The IRMP will run alongside our continuous improvement work and our change programme and **will incorporate** our Medium Term Financial Plan (MTFP)."
CONSIDER OUR MTFP

Page 7: 4th paragraph under the graphics. I prefer "manage" risks but we could use "reduce" risks.
COMFORTABLE EITHER WAY

Page 8: Change to "reflect up-to-date information on how we manage risks to lives and properties in the Great Essex area"
YES BUT SHOULD THIS BE GREATER ESSEX?

Page 9: Human/animal health issues; do we mean a public health outbreak/pandemic, and an animal disease outbreak?
YES

Page 10: change: "Having an insight into how they are likely to develop in the future will support us in deciding how we best use our resources." to
"Having an insight into how the county's demographic is likely to change will support us in deciding how we best use our resources"
YES

Page 14: are we referring to "upper tier risk" and "lower tier risk" in the graphic?
UPPER AND LOWER TIER ARE CLASSIFICATIONS UNDER THE COMAH REGS THEY DO REFER TO GREATER LEVELS OF RISK BUT I WOULD SUGGEST AS THEY ARE LEGAL CLASSIFICATIONS WE SHOULD KEEP THEM

Page 20: They want some more information on this: "Crews carrying out these visits will also collect information about operational risk." Could we changes to "…collection information about risk, such as " and give a few examples.
RISKS THAT CREWS MAY BE FACED WITH IN THE EVENT OF A FIRE

Page 21: change "review the inspection programme to make sure it is data-led" to "review the inspection programme to make sure we are making decisions based on data we have collected"
YES

Page 22: change We also have a fleet of national assets, …" to "We also have equipment, vehicles and firefighters used to support Fire and Rescue Services across the UK, …"
YES

Page 22: the current location and disposition of our appliances – do we mean location and **capabilities**?
New sentence will read:
"The information we collected and the analysis we carried out to produce this IRMP makes us confident that the current location and capabilities of our crews and appliances will meet the demand within our county."
YES

Page 27: can we add ICT to this sentence? Do that cover it? "In order to support how we manage risk, it is important that our **ICT** infrastructure is modern and effective and makes the best use of new technologies."
YES

Suggested edits following PFCC meeting.

Page 13: It states we carried out 200k school visits. This should be interactions with school children.

Page 21: The bit in the red box where it says we will; say what we mean by vulnerability. Can we remove this please as it isn't required?

Page 25: Can we add a performance measure in that says; Number of primary fire injuries.

BENEFITS AND RISK IMPLICATIONS

The IRMP, supported by the Service's Strategic Assessment of Risk (SAOR), develops a strategy to use the Service's resources most effectively to mitigate the risk to the public of Essex as set out in the National Framework. Development of the Service's Prevention and Protection strategies will benefit the Essex Communities and help deliver the Service's mission to make Essex a safe place to live, work and travel.

The current IRMP concludes in 2020, and it is a requirement for the Service to have an IRMP, failure to approve the IRMP could result in the Service being unable to deliver an IRMP within an appropriate timescale.

FINANCIAL IMPLICATIONS

None specific to this report.

EQUALITY AND DIVERSITY IMPLICATIONS

None specific to this report.

WORKFORCE ENGAGEMENT

The workforce have been engaged throughout consultation. Representative bodies have also been involved throughout consultation and throughout the development of this IRMP. The Fire Brigades Union (FBU) sought further assurances as part of the on-going consultation, in response to the Director of Innovation, Risk and Future Development committed to; -

- the Service is working with the FBU to set some clarity on specific objectives that will fall out of the IRMP. As an example this would include, analysing the impact of previous IRMP changes and impact of not meeting response standards;
- work with FBU on the content of the SAOR and in particular to consider any areas that should be added/considered;
- set out clear timescales for the SAOR/IRMP review each year, to include a range of meetings at key points to discuss any key areas
- When working through the SAOR a summary of each chapter will be formed which the Service would look to use as content in its future IRMPs

In addition to this, further assurances were given on future consultation on any future objectives which may lead to changes to the numbers of appliances, their location, and/or how the Service may crew them. This led to a slight change to the assurance given in the final document as highlighted earlier in this report.

LEGAL IMPLICATIONS

Under the Fire and Rescue National Framework the Service is required to produce an Integrated Risk Management Plan.

HEALTH AND SAFETY IMPLICATIONS

None specific to this paper.