

# Communities Committee

<b>Report title:</b>	<b>Development of Norfolk Fire and Rescue Integrated Risk Management Plan 2020-2023</b>
<b>Date of meeting:</b>	<b>10 October 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
The Integrated Risk Management Plan is the key strategic document for the Fire and Rescue Service. It sets out the vision for the service and how we will achieve it, and as such it drives the way the service is organised.	

## Executive summary

In accordance with the Fire and Rescue National Framework for England 2018, all Fire and Rescue Authorities are required to produce a local Integrated Risk Management Plan (IRMP) that sets out the authority's strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

Norfolk Fire and Rescue Authority's current IRMP<sup>1</sup> sets out the service strategy for the period 2016-2020. Therefore, there is a need to develop a new IRMP for 2020 onwards.

Work to develop the new IRMP is in the initial stages. This paper updates the Committee on this work and provides an opportunity to consider and shape the scope of the work that will be carried out over the next 18 months to enable a new IRMP to be approved by the County Council early 2020.

### Recommendations:

- 1. Approve the scope of work to develop an IRMP for 2020 onwards, as set out in para 2.2.2 of the report.**
- 2. To establish a Member Task and Finish working group to support and oversee the IRMP development process.**
- 3. Approve the proposed terms of reference for the Member Task and Finish working group, as set out in appendix A.**

## 1. Planning context

- 1.1. In accordance with the Fire and Rescue National Framework for England 2018, all Fire and Rescue Authorities are required to produce a local Integrated Risk Management Plan (IRMP) that sets out the authority's strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

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<sup>1</sup> <https://www.norfolk.gov.uk/safety/norfolk-fire-and-rescue-service/about-nfrs/publications/integrated-risk-management-plan>

## 1.2. The plan must:

- Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- Be easily accessible and publicly available.

1.3. In addition to developing the IRMP to cover the period for 2020 to 2023, there will be an opportunity to identify a 10 year forward view. This forward view will enable Norfolk Fire and Rescue Service to accurately plan capital expenditure and any necessary internal service change programmes

## 2. Developing Norfolk's new IRMP

### 2.1. Timescales

2.1.1. The IRMP planning process follows a six step approach:

**Step 1: Scope** – identification of all factors impacting on the FRS.

**Step 2: Assess Risk** – prioritising scope in accordance with overall risk and determine what level of reduction is required.

**Step 3: Develop Strategies** – identification of required resources to reduce risk.

**Step 4: Delivery** – a draft IRMP will need to be consulted on and subsequently delivered in Service.

**Step 5: Monitor** – performance against strategies.

**Step 6: Review** – identifying success and areas for further development to inform scoping of subsequent IRMPs.

2.1.2. The key milestones are:-

- Draft IRMP produced by September 2019
- Statutory public consultation on draft IRMP starts October 2019 (this will be carried out alongside the wider County Council consultation on budget proposals)

- Approval of final IRMP by Full Council in February 2020

## 2.2. **Scope**

- 2.2.1. For the new IRMP, it is proposed to take a broad approach to enable key service factors to be fully assessed and considered, and taken into account. In particular, the process will focus identifying the range of community risks in Norfolk and how resource can be best deployed to address and mitigate these risks.
- 2.2.2. The following areas are proposed to be specifically considered as part of the IRMP process:-
  - a) Identify opportunities to strengthen the capability and capacity of our statutory fire and community safety provision.
  - b) Examine the opportunity for NFRS to contribute to improving patient outcomes through emergency medical response and prevention.
  - c) Model fire station locations in relation to new and future infrastructure and housing development.
  - d) Identify and model opportunities for optimising estates and resources.
  - e) Review our emergency service models, response standards and capabilities to identify whether they fully reflect the communities and the geography of Norfolk, Norfolk's Community Risk Register and the National Risk Register.
  - f) Review the strategic outcomes and financial sustainability of our Youth Engagement services.
  - g) In the absence of grant funding, model the capabilities and capacity required for responding to and securing safe systems of work for water rescues in Norfolk.
  - h) Identify opportunities for NFRS to further help in delivering our County Councils 20 year vision and opportunities to contribute to demand reduction through the Local Service Strategy / Norfolk Futures.
  - i) Identify further opportunities for blue light and other agency collaboration to meet the requirements of the Policing and Crime Act 2017.
  - j) Consider the national fire reform agenda and the capacity of Norfolk Fire and Rescue to respond to it.

## 2.3. **Member Working Group**

- 2.3.1. Given that the IRMP is the key strategic document for the Authority, and that a broader approach is proposed, it is recommended that a Member Task and Finish working group is established to support and oversee the IRMP process.
- 2.3.2. It is suggested that the working group should consist of four to six Members with the aspiration that at least three political parties are covered by the membership.

## 3. **Financial Implications**

- 3.1. There are no financial implications arising from this report and the IRMP process can be carried out within available budgets.

## **4. Issues, risks and innovation**

- 4.1. Norfolk Fire and Rescue Service have a small fire intelligence and planning department and there is not sufficient capacity to develop the IRMP with just this resource. There will be a need for some support from relevant corporate services to ensure that the IRMP is developed using robust and appropriate data, including wider demographic, social and economic data. Appropriate arrangements are being put in place to secure this support.
- 4.2. Consideration will be given to whether any external technical or professional support is needed, for example to help model risk and check and validate key areas of assessment.

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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## **Suggested terms of reference for the proposed IRMP Member Task and Finish Working Group**

- To consider the full range of fire related community risks in Norfolk
- To consider the wider aspect of the Fire and Rescue Service Reform agenda
- To help shape the development of the 2020/23 IRMP for the Fire and Rescue Authority.
- Identify proposals to be put forward to the Communities Committee for public consultation.