



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

Item 19/28

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	6 June 2019
SUBJECT OF THE REPORT	Integrated Risk Management Plan Strategic Principles
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For approval
EXECUTIVE SUMMARY	<p>At the meeting of the Policy and Resources Committee on 19 May 2016, Members approved the Integrated Risk Management Plan (IRMP). This included agreeing the principles that would underpin and shape the work being undertaken through the Communities Programme.</p> <p>A paper was presented to the Dorset &amp; Wiltshire Fire and Rescue Authority (the Authority) on the 13 December 2018 which proposed revisions to strategic principles four and nine.</p> <p>The revised principles will allow Officers to look at more innovative solutions to risk management to deliver savings against the financial projections contained within the Medium-Term Finance Plan (MTFP). At the meeting it was also suggested by the Chief Fire Officer that it would be beneficial to consider minor changes to the wording of principles one and eight.</p> <p>Following a debate by Members it was agreed that for good governance a revised paper that included all of the proposed changes should be submitted to the Finance &amp; Governance Committee.</p> <p>The revised paper was subsequently approved by the Finance &amp; Governance Committee on 7 March 2019.</p> <p>The purpose of this report is therefore to seek approval for the revised principles that will shape the work associated with the next phase of the IRMP.</p>

RISK ASSESSMENT	<p>Delivering financial savings through the Communities Programme is a risk control against strategic risk 0006 – Failure to secure financial sustainability.</p> <p>Failure to have in place appropriate IRMP principles may inhibit Officers from investigating more innovative solutions to risk management and potentially prevent the savings required in the MTFP from being realised.</p>
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report, although public consultation may be required depending on any changes to the IRMP.
BUDGET IMPLICATIONS	None for the purposes of the report
RECOMMENDATIONS	<p>Following approval by the Finance &amp; Governance Committee, Members are asked to:</p> <ol style="list-style-type: none"> <li>1. Review and agree the proposed changes to the IRMP principles.</li> </ol>
BACKGROUND PAPERS	<p>Integrated Risk Management Plan, Policy and Resources Committee, May 2016.</p> <p>Integrated Risk Management Plan Strategic Principles, Dorset &amp; Wiltshire Fire and Rescue Authority, 13 December 2018</p> <p>Integrated Risk Management Plan Strategic Principles, Finance &amp; Governance Committee, 7 March 2019</p>
APPENDICES	None associated with this paper
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## 1. Introduction

1.1 The Fire and Rescue National Framework for England 2018 states that each Fire and Rescue Authority (FRA) must produce an Integrated Risk Management Plan (IRMP). Each 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.*

1.2 The Authority's IRMP is set out within the Community Safety Plan and our five strategic priorities. Delivery against the plan is then further detailed within the Service Delivery Plan and associated Key Lines of Enquiry (KLOE). All of the plans are reflective of the financial constraints that are contained within the MTFP.

## 2. IRMP and the Communities Programme

2.1 One of the reasons that the Communities Programme was established in 2016 was to ensure that we continually review how we align and allocate resources to mitigate risk, which is one of the key IRMP requirements within the National Framework.

2.2 To shape the parameters of the work Officers were undertaking within the Communities Programme Members agreed a number of overarching principles. These are set out in Table 1 with their associated explanation.

IRMP principle		Associated explanation
1	<b><i>We must ensure both Savings and Value for Money</i></b>	Projects will look to ensure efficiencies are made, deliver effective outcomes and be economic.
2	<b><i>Our thinking will look beyond existing terms and conditions</i></b>	This means that we will seek the most appropriate solutions to meet the needs of the Service and the communities that we serve and if that means we need to deviate away from existing terms and conditions, we will, subject to negotiation.
3	<b><i>We will ensure focussed consultation and effective employee engagement</i></b>	IRMP is a major change programme and it will be critical to work with our staff at every stage of development of the projects to both inform and seek ideas and feedback as the work progresses.
4	<b><i>The IRMP will save £1.5m minimum</i></b>	This was the foundation of the business case for combination and must therefore be delivered from across this programme of change.
5	<b><i>We will be more innovative and less risk averse</i></b>	We will not constrain ourselves to traditional ways of working and thinking and will take appropriate risk to achieve innovative outcomes.
6	<b><i>We will redefine our risk profile to be broader than traditional Fire and Rescue activities</i></b>	In order to extend our service provision into the health and wellbeing agenda, we will need to review not just our own risk profile but also that associated with, for example, co-responding etc. This will need to take account of current and future community risk modelling carried out by our partners.
7	<b><i>Collaboration will be at the heart of all thinking (inter and intra-operability)</i></b>	All projects will consider what opportunities there are to work with partners from other Fire and Rescue Services, notably NFCSP partners, as well as those in other key areas e.g. Police and local authorities.
8	<b><i>Non-statutory response activities will be cost neutral</i></b>	Whilst our focus must be on our own statutory duties, where we can support community response needs, we will do, so but not to our detriment financially.
9	<b><i>No significant increase in risk to the community</i></b>	Whilst community risks may change e.g. through demographic changes (that we will need to react to), that risk will not be increased through any changes made to our service offering
10	<b><i>No compromise to firefighter safety</i></b>	Firefighter safety is a specific project within IRMP looking at media and techniques, but any changes in other project areas such as response vehicles will have firefighter safety as a central point of focus.

Table 1

- 2.3 It is thought prudent to revisit these principles to ensure they continue to enable Officers to undertake investigative work that is sufficiently innovative and that reflects the requirements of our projected budget position within the MTFP.
- 2.4 Any proposed significant changes to the deployment of resources that Officers develop through the Communities Programme will continue to be subject to Member approval. In addition, in some instances, there may also be a requirement to consult with wider stakeholders including our communities.

### 3. Proposed change to the IRMP principles

- 3.1 It is proposed that there should only be four changes made to the ten previously agreed IRMP principles. The changes relate to principles one, four, eight and nine in Table 1 above.
- 3.2 The proposed changes are set out in Table 2 below.

	Previously agreed IRMP principle	Revised IRMP principle	Revised explanation
1	<b><i>We must ensure both Savings and Value for Money</i></b>	<b><i>Savings and Value for Money should be maximised wherever possible</i></b>	<i>None required</i>
4	<b><i>The IRMP will save £1.5m minimum</i></b>	<b><i>The Communities Programme will contribute to any savings required to set a balanced budget within current or future MTFPs.</i></b>	<i>None required</i>
8	<b><i>Non-statutory response activities will be cost neutral</i></b>	<b><i>Non-statutory response activities will be cost neutral, except where these activities deliver tangible benefits to our communities, which are affordable within our Medium-Term Finance Plan (MTFP).</i></b>	<i>Whilst our focus must be on delivering our own statutory duties (as set out in the Fire and Rescue Services Act 2004, Part 2, 6-9), where we can support vulnerable people in our communities we will endeavour to do so (in accordance with Part 2, 10-20 of the Act), as long as it remains affordable within our MTFP.</i>

Table 2

	Previously agreed IRMP principle	Revised IRMP principle	Revised explanation
9	<b><i>No significant increase in risk to the community</i></b>	<b><i>Community risk will continue to be mitigated through a balanced approach in the delivery of prevention, protection, response and resilience arrangements.</i></b>	<i>Service delivery arrangements must be able to be sustainably delivered through the setting of balanced budgets within current and future MTFPs.</i>

Table 2 (continued)

#### 4. Summary and Key Points

- 4.1 Each fire and rescue authority must produce an IRMP. The Authority's IRMP is set out within the Community Safety Plan.
- 4.2 To shape the parameters of the work Officers were undertaking within the Communities Programme, Members agreed a number of overarching principles at the Policy and Resources Committee that met on the 19 May 2016.
- 4.3 It is thought prudent to revisit these principles to ensure they continue to enable Officers to undertake investigative work that is sufficiently innovative and allows solutions to meet the requirements of our projected budget position within the MTFP.
- 4.4 Following the proposed review at the Authority meeting on the 13 December 2018, the Finance & Governance Committee have endorsed the revised IRMP Principles for Authority approval.
- 4.5 Any significant proposals to change service delivery will be brought back to Members for consideration before any wider stakeholder engagement is undertaken.

June 2019