

**HERTFORDSHIRE COUNTY COUNCIL**

**COMMUNITY SAFETY & WASTE MANAGEMENT  
CABINET PANEL**

**MONDAY, 10 FEBRUARY 2020 AT 10.00AM**

**HERTFORDSHIRE FIRE & RESCUE SERVICE'S INTEGRATED RISK  
MANAGEMENT PLAN (IRMP) – UPDATE REPORT**

*Report of the Chief Fire Officer and Director of Community Protection*

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Executive Member: Terry Hone, Community Safety & Waste Management

**1. Purpose of report**

- 1.1 To provide the Panel with an update on progress in the implementation of the Integrated Risk Management Plan (IRMP) which received Cabinet approval in July 2019.

**2. Summary**

- 2.1 The Fire and Rescue National Framework for England provides the overall strategic direction for Fire and Rescue authorities. Within the framework, each authority is required to produce an IRMP that identifies and assesses all foreseeable fire and rescue related risks that could affect its community. Each IRMP must demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on its communities.
- 2.2 Hertfordshire Fire & Rescue Service (HFRS) looks at risk in general terms based on the likelihood of an incident occurring and its potential consequences. Our prevention and protection activities are, broadly speaking, designed to minimise the likelihood of an incident occurring in the first place, while our operational response is primarily predicated on mitigating its consequences. The IRMP sets out how HFRS's prevention, protection and response arrangements match the current risk profile for the county but this IRMP also sets out its plan to undertake an ongoing review of our resource arrangements so that the Service can better match those resources to a dynamic and diversifying risk and demand profile.
- 2.3 Work on reviewing this risk profile through the 'deep dive' which is afforded through the IRMP process is already well underway. This work is now being

supported by additional resources drawn from the Community Intelligence & Data Science Team in HCC and Adult Care Services whose own data on vulnerability has been extremely useful. Most of the data resources from third parties are in place. Arrangements have recently been confirmed to access the NHS Data Circuit Secure Transfer Service to download NHS 'Exeter' data. This will give HFRS an up to date age-profile of the 'over 65' population in the county. The other third-party data sets are available, as is six years of detailed incident data to support its risk analysis. The Service has a strong track record in partnerships, both across the council and more broadly, and by collating this detailed people and geographical analysis it will allow us to understand where to focus our efforts best to safeguard residents and visitors of Hertfordshire against harm or injury in the most efficient way.

- 2.4. The next phase of work which began in mid-January, has involved the modification of the chosen risk model (taken from Royal Berkshire Fire & Rescue Service who have been cited as a model of good practice) to incorporate Hertfordshire's additional data sets. The current expectation is that the building of this new risk picture for Hertfordshire will be completed early in the new financial year, after which a further, applied modelling exercise will take place to consider how to make the most efficient and effective use of the range of future assets and resources available to the service. The intention is that this will become a more formal annual exercise to ensure that the service continues to be alive to any significant changes in that risk profile and can respond accordingly.
- 2.5 In addition to the Fire Cover Review, the IRMP also sets out six other major initiatives all of which are grounded in managing present and future risk and intended to deliver additional service improvements. Those are:
- **Supporting wider preventative work:** investing in wider preventative work, both in terms of community engagement and HFRS's role in helping to protect the built environment.
  - **Alternative vehicles:** trialling the use of alternative vehicles with different capabilities to traditional fire appliances, creating a mixed fleet of vehicles able to be deployed according to risk, demand and call type.
  - **Ridership changes:** Changing the crewing on standard Type B fire engines to 4 firefighters, deploying spare personnel to better meet the needs of the Service; including to on call stations.
  - **On-Call review:** trialling the recommendations contained in the On-Call Review including employer supported firefighting and the introduction of more flexible contracts.
  - **Investing more in our training provision** to ensure that HFRS provides its workforce with ever more realistic and innovative opportunities to support maintenance of competence and skills development
  - **Alternative shift systems:** trialling alternative shift systems for station-based personnel and also exploring different options for the provision of Flexible Duty Officer (FDO) cover
- 2.4 The service has adopted a phased approach to deliver all seven of the proposals contained within the IRMP. Phase One which has already been

completed has entailed a review of the Service's existing prevention, protection and training activities, each of which has resulted in a set of proposals to enhance the current provision. For Fire Protection, these proposals centre on the anticipated additional demand both as a result of implementing recommendations arising from Dame Judith Hackitt's review of Building Regulations and Fire Safety but more significantly the large growth in development in Hertfordshire over the next two decades, already captured in the IRMP, and which will result in an increase in Building Control and Planning submissions.

- 2.6 For Fire Prevention, the proposals focus on growing the size of the central prevention team and freeing up operational resource to increase the number of visits to 'at risk', targeted groups.
- 2.7 For training and development, a positive reduction in emergencies and HFRS's sustained efforts to continue that trend means the experience previously gained by staff through exposure to emergencies must now be replaced with higher quality and more frequent training. Proposals have been developed to introduce a cadre of instructors to work peripatetically but be part of Training and Development's complement of staff to enable them to be utilised in support of Joint Emergency Services Academy (JESA) - based activity, as well as servicing local needs.
- 2.8 The second phase of the IRMP delivery programme involves the implementation of two proposals. Firstly, the work which is currently in progress to review the county's risk profile and subsequent fire cover review, as referenced earlier in this report, and, secondly, a project to trial the use of alternative vehicles. The proposal is to trial the use of two different vehicles: a 'Rapid Response Vehicle' (RRV) and the second an 'Intermediate Response Vehicle (IRV) which will be a hybrid between the RRV and the traditional standard 'Type B' appliance, currently in use across the service. The specification and requirements for both the Rapid Response Vehicle (to be based at Watford fire station) and the intermediate response vehicle (to be based at Berkhamsted) have been identified and presented to the Appliance and Equipment Planning Board. The design, build and delivery process is expected to take 18 months.
- 2.9 Phase three of the IRMP delivery plan will cover the review of ridership (number of firefighters crewing a fire engine) and also consideration of alternative shift patterns. These two undertakings will be informed by the revised risk profile and a thorough review of what resource types we have within the fleet and where those resources can have most impact in managing and best responding to those risks. Changing the current ridership arrangements will enable the service to have greater flexibility in its response arrangements, potentially enabling significantly improved 'on-call' cover as well as freeing up additional resource to support those prevention and fire protection activities which the fire cover review may have identified would be a more effective use of resource to manage local risk.

- 2.10 The 'on call' review (proposal 5) has been completed and some of its recommendations have already been implemented, such as the flexible mobilising model. This allows 'On-call' staff much greater flexibility in their mobilising, no longer confined to their own nearest fire station but being able to pool resources with their counterparts attached to other fire stations and increase the opportunities to mobilise on-call appliances. Alerter procurement is ongoing to support these new arrangements and the introduction of the new Gartan availability software, expected to arrive in service within the next few months will provide further resilience. Other recommendations from the 'on-call' review', such as new banded contracts, are currently being discussed with Representative Bodies.
- 2.11 The Service has established an IRMP Implementation Board (Appendix A) which monitors the progress of the various strands of activity which make up the IRMP delivery programme. The Board receives regular reports on the progress of each workstream. It is chaired by the Deputy Chief Fire Officer (DCFO) who reports periodically to the Directorate's Strategic Executive Board.
- 2.12 In addition to these governance arrangements the service has also established an internal consultation and feedback process enabling direct communication, contribution and sense checks from operational staff across all departments. The board is made up of 12 Watch Commanders from Response, Protection, Prevention and Fire control. The board members have been invited to monthly meetings to be chaired by the DCFO. Feedback and action points will be recorded, analysed and fed directly into the IRMP implementation board for consideration.

### **3. Recommendation**

- 3.1 The Cabinet Panel is asked to note the content of this report

### **4. Background**

- 4.1 Hertfordshire's Integrated Risk Management Plan sets out an operational landscape for fire and rescue services which is changing, and the role of the fire and rescue service evolving in order to meet the challenges and realise the opportunities of the 21st century. The influence and impact of pervasive technology; an ageing and increasing population; climate change; predicted infrastructure growth; the need for workforce reform and the requirement for fire and rescue services to contribute to a wider community safety agenda means this IRMP will provide the foundation for a longer term approach to mitigating the risks in Hertfordshire and delivering a fire and rescue service that is innovative, inclusive and relevant.
- 4.2 In addition to setting out the changing risk profile of the county, the IRMP also contains seven major proposals for service improvement ensuring that the service is agile and appropriately responsive to managing those risks. This IRMP introduces the concept of 2050 planning. This means looking much more long term at the risks as they will develop over time and setting the

foundations for IRMPs to come. It is also prudent to continually review HFRS's knowledge and understanding of advances in technology such as autonomous vehicles, the Internet of Things (IoT), Smart City and renewable energy so that the fire service can develop and grow to match the changing needs of the communities it serves.

## **5. Financial Implications**

5.1 There are no immediate financial implications.

## **6. Equalities**

6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

6.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

6.4 Equalities Impact Assessments (EqIA) will be undertaken as part of each individual action, where required.

6.5 There is no EqIA relating to this report.

*Background information:*

[Hertfordshire Fire & Rescue Service's Integrated Risk Management Plan](#)