

**HERTFORDSHIRE COUNTY COUNCIL**

**COMMUNITY SAFETY AND WASTE MANAGEMENT  
CABINET PANEL**

**FRIDAY, 28 JUNE 2019 AT 10:00A.M.**



**INTEGRATED RISK MANAGEMENT PLAN (IRMP) – EVALUATION  
REPORT AND AMENDED DRAFT IRMP**

*Report of the Director of Community Protection (Chief Fire Officer)*

Author: - Darryl Keen, Director of Community Protection and  
Chief Fire Officer

Executive Member: Terry Hone, Community Safety and Waste  
Management Panel

**1. Purpose of report**

- 1.1 The Panel is asked to consider and make comment on the IRMP Evaluation Report, which has been compiled in order to capture the key themes emerging from the formal IRMP consultation process.
- 1.2 For the Panel to consider and make comment on the subsequent changes made to the draft IRMP in preparation for submission to Cabinet for final approval.

**2. Summary**

- 2.1 Each Fire and Rescue Authority is required, by the Fire and Rescue National Framework (2018), to produce an IRMP setting out the foreseeable fire and rescue related risks that could affect their respective local area.
- 2.2 Cabinet agreed that the draft IRMP 2019-23 should be submitted for public consultation at its meeting on [26 November 2018](#); this report updates Panel on the outcome of the public consultation and the amendments to the IRMP that have been made as a result.

**3. Recommendations**

- 3.1 That Panel note the content of the Evaluation Report and that the recommendations made have now been incorporated into the final draft IRMP.

- 3.2 That Panel recommends to Cabinet that Cabinet approve the final draft of the IRMP.

#### **4. Background**

- 4.1 Hertfordshire Fire and Rescue Service (HFRS) began the formal consultation process on the draft IRMP for 2019-2023 on 12 December 2018. The consultation finished on 6 March 2019. The consultation consisted of an easy to access online questionnaire, staff focus group meetings, 'pop up' sessions and public meetings as well as face to face meetings and direct mail. In total 120 responses were received and within those responses 65% provided positive indicators and 35% negative indicators. 75% of respondents identified as Hertfordshire residents.
- 4.2 As a result of the analysis carried out on the IRMP consultation responses, three recommendations have been made for improving the consultation process itself and six recommendations to be considered for the final IRMP:

##### *Public Consultation*

- 4.2.1 The format and timing of internal focus groups should be considered for future activities of this nature to ensure clear objectives are set out before delivery.
- 4.2.2 Whilst the holding of public meetings does give opportunities for face to face discussions and allows concerned stakeholders to raise their concerns directly, Herts Fire & Rescue Service (HFRS) must consider the venue, timings and promotion of any future public meetings to ensure that they meet with public expectation and are able to deliver suitable engagement and tangible outcomes.
- 4.2.3 HFRS should research amongst other F&RS and public service bodies to try to identify alternative engagement methods that may improve any future consultation strategy. This should include considering outsourcing options.

##### *IRMP*

- 4.2.4 The final document should be clearer on the requirement to complete an IRMP and explain in more detail how it has been constructed.
- 4.2.5 The IRMP should better explain how the proposals link to the identified risks in order to clarify how they will help to reduce the number and

severity of fires, road traffic accidents and other incidents. The principle of a diversifying and changing risk profile rather than a growing number of incidents should be suitably explained and evidenced. A historical analysis is evidenced in the Station profiles.

- 4.2.6 The final document should, within the risk management strategy, include more details around the corporate and workforce risks as well as our planning assumptions for emergency response.
- 4.2.7 The IRMP should outline the methodology for how assessment of risk, research and existing operational procedures will enable standardising crewing from 5 to 4 to be achieved within a safe system of work.
- 4.2.8 Before the commencement of any trial the methodology including performance measures and success criteria must be published by the service.
- 4.2.9 The IRMP should include a balanced view of proposals that reassures respondents concerned about cutting of resources, staff reductions or closing of fire stations. It should also explain how 'saved' posts can be redistributed to improve performance across prevention, protection and response.
- 4.3 As a result of the consultation feedback, a number of minor changes have been made to the draft IRMP. These changes are included in the Overview Section (National Framework), the Risk Section (including some additional climate change/breakdown narrative), the People Section and the Proposals Section where comments have been added which more explicitly link the 7 proposals with the identified risks.
- 4.4 Although the responses to the consultation are broadly supportive, two proposals attracted more attention than the others. These were the crewing of wholtime appliances with a maximum of 4 firefighters (the only proposal to receive an overall negative response) and the proposed trial of alternative vehicles – particularly the proposal for Watford.
- 4.5 As part of the review of feedback we will consider how best to test the value of the alternative vehicle at Watford. This may include considerations for additional crew during the period of trial. These arrangements are for the trial period only and will be kept under review throughout.
- 4.6 To evidence that crewing with 4 can be achieved safely as a permanent crewing policy; work will be completed to assure the authority that safe systems of work remain. This will then allow for the redeployment of resources to meet a number of other commitments

within the plan, including additional staff to support the alternative vehicle trial.

- 4.7 Context is also important. Although the responses to the consultation totalled nearly three times the number from the previous IRMP (2014-2018) consultation, the Community Protection Directorate (CPD) has nearly 900 members of staff and there are 1.1 million residents in Hertfordshire. This indicates that there was not significant strength of feeling, either positive or negative.

## **5. Financial Implications**

- 5.1 There are no immediate financial implications at this stage and until IRMP Proposal 1, which will include a full fire cover review, has been completed then the quantum of any savings (or costs) cannot be identified.

## **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 An Equalities Impact Assessment (EqIA) has been completed for the overarching plan (attached as Appendix 3), this is a "living document" and is subject to ongoing review. Individual EqIAs for each project to meet specific commitments within the IRMP will also be undertaken as each commitment commences.

## **Background information**

Appendix 1 – IRMP Evaluation document

Appendix 2 – IRMP 2019/23

Appendix 3 – Equalities Impact Assessment – Integrated Risk Management Plan

[Community Safety & Waste Management Cabinet Panel Agenda & Minutes for 9 November 2019](#)

Cabinet Agenda & Minutes - [26 November 2018](#)