

Division(s): All

**ITEM**

**CABINET MEMBER FOR SAFER & STRONGER COMMUNITIES  
DELEGATED DECISIONS**

**16<sup>th</sup> February 2011**

**INTEGRATED RISK MANAGEMENT PLAN (IRMP) OXFORDSHIRE  
FIRE AND RESCUE AUTHORITY - DRAFT ACTION PLAN 2011-12**

**Report by the Chief Fire Officer**

**Introduction**

1. This report proposes a number of projects to be included within the Fire Authority's Integrated Risk Management Action Plan (IRMP) for 2011-12. The proposals summarise areas where the Service's Senior Leadership Team believe service improvements may be achieved. To meet the requirements of the IRMP process, each proposal is supported by evidence, validating both their inclusion and their contribution to improved community engagement and community/fire-fighter safety. Similarly, each proposal recognises the prevailing economic constraints.
2. These proposals, if approved by the Cabinet, will be adopted in the final version of the IRMP Action Plan 2011-12. The projects will be monitored through established performance management systems, reviewed every quarter and reported to the Cabinet Member responsible for the Fire & Rescue Service.
3. The Fire and Rescue Services Act 2004 received Royal Assent on 22 July 2004. Part 3, Chapter 21, of this legislation requires the Secretary of State to prepare a Fire and Rescue Service National Framework to which fire authorities must have regard when discharging their functions.
4. The Secretary of State initially published the latest Fire and Rescue Service National Framework in May 2008. The purpose of the framework was to provide strategic direction from central government whilst ensuring that authorities continue to make local decisions. The framework set out the government's objectives for the Fire and Rescue Service and what fire authorities should do to achieve these objectives. More recently, Ministers have stated that the 2008/11 National Framework remains in force, but the Minister responsible for Fire and Rescue Service matters indicated that there would be less central prescription. However, the

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Minister made clear that the use of Integrated Risk Management Planning (IRMP) will continue to determine the need for and allocation of local fire prevention, protection and response resource to allow local decisions to be made by practitioners and elected members on the basis of locally assessed risks and circumstances.

5. The 2008-11 Fire and Rescue Service National Framework requires each fire authority to produce a publicly available IRMP covering at least a 3-year time span which:
  - is regularly reviewed and revised and reflects up-to-date risk information and evaluation of service delivery outcomes
  - has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers to ensure that civil and terrorist contingencies are captured in their IRMP
  - reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders
  - demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective way
  - provides details of how fire authorities deliver their objectives and meet the needs of communities through working with partners
  - has undergone an effective equality impact assessment process.
6. Fire authorities should review the effectiveness of 'cross-border' integration arrangements with neighbouring authorities and set these out appropriately in their IRMPs.
7. Oxfordshire's fire authority published its strategic IRMP in April 2008 providing the strategic direction for the next five years. This document is subjected to annual review and updated and amended as required. The current strategic IRMP requires no amendment for 2011-12 and will be refreshed as a new 5-year strategic document for 2013-14.
8. The projects that have been proposed for the action plan 2011-12 are subject to a period of consultation that concludes on 15 February. Oxfordshire fire authority has consulted widely with partner agencies (including neighbouring authorities), councillors, commerce and the voluntary sector as well as members of the public.
9. As part of the fire authority's continuing commitment to corporate working, senior management members have undertaken briefings of directorate management teams to further explain the plan's content and seek opportunities for greater integrated working.

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10. Oxfordshire Fire and Rescue Service will note and respond to the comments made during the consultation period. If appropriate, changes will be made to the final action plan. Comments received, together with management responses, will be published on the internet for public access.
11. The following items summarise the projects for inclusion in the IRMP Action Plan for 2011-12. Where applicable, these include consultation comments, although at the time of writing the consultation period had yet to close. To date we have received limited response to the consultation process and therefore the comments below are indicative of the overall comments received. Further feedback will be given to Cabinet as part of the meeting on 16/02/11.
  - **Project 1: To permanently remove the second appliance from Faringdon from the Oxfordshire Fire and Rescue Service (OFRS) fleet.\***

### **Responsible Officer – Service Delivery Manager**

*\*Originally in 2007/08 IRMP – Project 6 Fire Cover Resilience: Review of the second fire engine availability at Faringdon. Appliance was removed from Faringdon in April 2009.*

Objective: To permanently remove the second fire appliance at Faringdon from Oxfordshire Fire and Rescue Service's fleet, reducing the fire appliance fleet provided by OFRS from 35 to 34.

**Consultation comment:** *“So long as an adequate weight of response can be made to incidents”*

Management response: This determination has already been made as part of the 2007/8 IRMP project. 34 front line appliances continue to provide an adequate weight of response to incidents. Any further proposals will fall into project 6 of this year's IRMP.

- **Project 2: To complete the review and commence implementation of the outcome of Project 2 from 2010/11 IRMP- Special Appliance review including aerial rescue appliances and specialist rescue capability\*.**

### **Responsible Officer – Emergency Response Manager**

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*\* Where the outcomes of the review will require further consultation, these will be included in the 2012/13 IRMP. Those areas that can be implemented within normal managerial delegation will be acted upon as appropriate.*

Objective: To review the specialist appliances within Oxfordshire Fire and Rescue Service, looking in particular at locations and crewing arrangements. Identifying and delivering ongoing effective working arrangements with neighbouring fire and rescue services under revised mutual agreements to secure the effective provision of specialist appliances.

**Consultation comment:** *"You should consult the findings first".*

Management Response: Managers consider it appropriate to use their discretion to undertake appropriate actions to deliver an effective and efficient fire and rescue service. However, further consultation will be undertaken with affected employees.

- **Project 3: To review and further extend existing Safeguarding measures throughout OFRS.**

### **Responsible Officer – Risk Reduction Manager**

Objective: For all fire and rescue service individuals and functions working with and/or having contact with adults/children who are at particular risk of harm as a result of abuse or neglect, to be able to identify at risk individuals, then work in partnership within a multi-agency framework to secure the wellbeing security and safety of the vulnerable person.

**Consultation comment:** *"Definitely introduce smarter ways of working"*

Management Response: Agreed

- **Project 4: To develop and implement a strategy to ensure protection and prevention activities are targeted at those personnel and properties most at risk from fire, particularly in locations remote from early fire service intervention in the event of an emergency.**

### **Responsible Officer – Risk Reduction Manager**

Objective: To ensure that resources are targeted to protect remote communities, working with the local community on self-help projects

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to support vulnerable people through the training of Community Fire Safety Advocates.

**Consultation comment:** *no comments received*

- **Project 5: To develop the role of Retained Station Support Officers to work as local community advocates to be fully involved in developing and supporting local initiatives in conjunction with local people, delivering the county council's localities agenda through engagement with youth services, education, and healthcare providers.**

### **Responsible Officer – Service Delivery Performance Manager**

Objective: To use a recognised and trusted role model to assist in delivering local initiatives on behalf of OCC and other interested parties for the good of the local community.

**Consultation comment:** *“Having personnel with the correct skills is a good idea. Do you still need all the retained managers?”*

Management response: The full implications of the introduction of Retained Station Support Officers (RSSOs) are still emerging. Future organisational structures will be reviewed in due course, but the service recognises the value of the retained duty system management structure as a true reflection of locality working. RSSOs are intended to supplement the current management arrangements and will be focused on ensuring the effectiveness of those stations on the retained duty system.

- **Project 6: In light of the Oxfordshire County Council Business Strategy and the emerging financial situation, continue the 2010/11 IRMP project 6\* – (“Review the current provision of fire appliances to ensure operational resilience and value for money”) to ensure continued cost effective, resilient service provision\*.**

### **Responsible Officer – Service Delivery Manager**

*\*Is not likely to be concluded in 2010/11 due to changes in national priorities – continuation for 2011/12.*

Objective: To review the current provision of fire cover, including appliances to ensure operational resilience and value for money.

**Consultation comment:** *“Yes, this should be reviewed. However any changes should be identified and consulted on first”.*

Management Response: Managers consider it appropriate to use their discretion to undertake appropriate actions to deliver an effective and efficient fire and rescue service. However, further consultation will be undertaken with key stakeholders, including affected employees where necessary.

## **Financial and Staff Implications**

11. Each project will fully recognise the prevailing economic constraints, delivering efficiencies or allowing existing/additional services to be delivered more effectively. Project work will be undertaken from within current staffing and budgets.

## **RECOMMENDATION**

12. **The Cabinet Member is RECOMMENDED to:**

Subject to any amendments which the Cabinet may consider appropriate, to approve the proposed projects to be included in the IRMP Action Plan 2011-12.

David Etheridge  
Chief Fire Officer

Background papers:

National Framework document for the Fire and Rescue Service  
Oxfordshire Fire Authority Integrated Risk Management Plan 2008-13  
The Fire and Rescue Service National Framework 2008-11.

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