

MEETING: 12th SEPTEMBER 2016

SUBJECT: INTEGRATED RISK MANAGEMENT PLAN 2017/2020

**REPORT OF THE CHIEF FIRE OFFICER /CHIEF EXECUTIVE, CLERK TO THE
AUTHORITY AND PERSONEL ADVISOR**

1 PURPOSE

- 1.1 The purpose of this report is to seek approval from the Authority to commence work on developing the Integrated Risk Management Plan (IRMP) 2017-2020.

2 BACKGROUND

- 2.1 The IRMP process is the method used to make significant changes to the shape of the Service, ensuring that services are planned, designed and delivered in a way that balances available resources and community risk. This is a national process required by the Fire and Rescue National Framework.
- 2.2 The IRMP process has been used for more than 10 years to change the Service, strengthen prevention, reduce costs and manage community risk.
- 2.3 Since 2010, balancing risk and resources has become increasingly challenging and IRMP actions have been developed against a background of significant reductions in the resources available to the Authority, as a result of reductions in Government spending.
- 2.4 This position is set to continue as illustrated in the latest updated Medium term Financial Strategy which identifies a cumulative gap of £11.4m over this period. With approved savings and possible increases in precept taken into account the cumulative gap will be a minimum of £1.8m over the next 4 years.
- 2.5 In February 2016 the government provided information on a 4 year finance offer to local authorities, applications for this offer must also provide an Efficiency Plan, the new IRMP will be a key part of this plan. Further detailed information on the 4 Year Settlement and the Authority's proposed Efficiency Plan can be found on today's agenda, 'Medium Term Financial Planning and the 4 Year Settlement 2016/17 to 2019/20'.

3 FUTURE IRMP

3.1 As noted in 2.4 above, the Authority faces continued financial pressures over the 4 years 2016/17 to 2019/20. The current IRMP 2013-2017 (agreed as a programme in October 2012 and augmented by 2 actions in November 2014) is as follows:

- Review of operational response model
- Control review
- Feasibility of a Trading Company
- Management and Organisational Review
- Explore further joint working with other emergency services and key partners

3.2 A significant amount of work has been undertaken on these actions, with most reviews now complete. The Management and Organisational Review is the most recent to be concluded. Taking the above reviews into account, the Authority will still have a projected gap of £1.8m (as detailed in 2.4). Therefore the Authority will need to examine new actions going forward.

3.3 Members may recall (Minute 15/02 item 9 'Integrated Risk Management Planning Update') that approval was given for the CFO to conduct a further IRMP planning process during 2016. It is proposed that high level actions will now be developed with appropriate staff and stakeholders prior to final proposals being presented to the Authority.

4 CONSULTATION

4.1 The proposed consultation plan (Appendix A) includes consultation with staff, representative bodies, senior management and FA Members in order to ensure that views and comments are considered. Consultation will also be undertaken with partners where appropriate.

4.2 The consultation will enable the Authority to collate a wide range of ideas and opinions to be considered in approving the 2017/20 IRMP.

4.3 The outcome of any subsequent IRMP actions/reviews will also undergo appropriate consultation in line with Government Consultation Principles 2016 and national guidance. We will continue to ensure that any consultation period is proportionate to the impact of proposals.

4.4 Members will receive further information regarding this process and an opportunity to discuss potential ideas for the IRMP 2017/2020 at the Strategic Planning session on 17th October 2016.

5 HR IMPLICATIONS

- 5.1 This report has no direct HR implications.



6 ICT IMPLICATIONS

- 6.1 This report has no direct ICT implications.

7 FINANCIAL IMPLICATIONS

- 7.1 The projected funding gap based on the Government's financial settlement 2016/17-2019/2020 is covered in section 2.4 of this report with further detail available within the MTFS.

8 RISK MANAGEMENT IMPLICATIONS

- 8.1 IRMP actions are separately risk assessed and this will consider an appropriate balance between risk and control; the realisation of efficiencies; the most appropriate use of resources; and a comprehensive evaluation of the benefits.
- 8.2 The Corporate Risk Register contains a general risk that we do not realise the savings that have been highlighted in our IRMP, resulting in reduced financial resilience and potential impact on service delivery.

9 EQUALITY AND FAIRNESS IMPLICATIONS

- 9.1 Equality and Diversity issues will be considered as part of the Equality Impact Assessment process for the IRMP and specific actions, as well as being built into the HR process for implementing any changes to staffing.

10 HEALTH AND SAFETY IMPLICATIONS

- 10.1 There are no direct health and safety implications to this report.

11 RECOMMENDATIONS

- 11.1 Members are requested to:
- Note the content of this report.
 - Agree that the Chief Fire Officer should begin a process of developing IRMP 2017-2020, to be subject to further discussion with Authority Members.
 - Note the outline Consultation Plan at appendix A to support this process.

Appendix A: IRMP 2017-2020 Consultation Delivery Plan

Tyne and Wear Fire

Fire and Rescue Authority
Creating the Safest Community



Date	Action	Activities
September 2016	Request permission from Fire Authority to start the 2017-20 IRMP process	Present paper to Fire Authority detailing proposed approach and timeline to establish IRMP 2017-20
September 2016	Consult staff and stakeholders for ideas of potential IRMP actions	A range of activities to invite suggestions from staff and stakeholders, including: <ul style="list-style-type: none"> • Staff briefings • Team Talk • Letter to stakeholders (including representative bodies) inviting ideas
October 2016	Fire Authority Strategic Planning session for ideas of potential IRMP actions	Interactive session with Members to generate ideas for IRMP actions / reviews for 2017-20
November 2016	Close consultation and develop IRMP	Produce draft IRMP (and include in SCSP) containing a number of actions/reviews
December 2016	Propose and seek approval from Fire Authority for draft IRMP	Present report to Fire Authority with draft IRMP for 2017-20
	Communicate agreed IRMP 2017-2020 to staff and stakeholders	<ul style="list-style-type: none"> • CFO Bulletin • Comms to external stakeholders • Website update • Potential press release • Dept Head briefing session
January 2017	IRMP 2017-2020 goes live- begin IRMP actions/reviews.	Activities and timescales will be determined for each action with formal documentation developed.