

THE HIGHLAND AND ISLANDS FIRE BOARD
Integrated Risk Management Planning Working Group

15 January 2010

Agenda Item	
Report No	

IRMP RISK REVIEW - STAGE III

Report by Chief Fire Officer

Summary

At the Integrated Risk Management Planning Working Group meeting on 6th November 2009, members noted the information given under IRMP Risk Review – Stage III and agreed that a report on the expanded proposals for the 2005 framework be submitted to a future meeting for consideration.

Background

To enable the progression of the Integrated Risk Management Planning (IRMP) Risk Review Framework, the Board previously agreed that the following course of action could be considered, which gave the parameters for the developing risk model:

Extract from Board Minutes:

“In discussion they (members present) indicated their unwillingness to see sustainable stations closed on the basis of FSEC data but, without prejudice, accepted that consideration could be given to:

- ***changing the role of stations where these were unsustainable (e.g. where not enough recruits could be found or appropriate cover could not be provided)***
- ***changing the role of stations on the basis of identified risk***
- ***relocation of resources from multi-pump stations***
- ***the creation of new retained stations and***
- ***increasing revenue expenditure above current levels***

Any changes, however, would require to be assessed on individual merit, with the information available being thoroughly scrutinised.”

Since these principles were agreed, the Board has made considerable progress in gathering and analysing additional information which has allowed the manner and potential scope for the future enhancement of service delivery to be appreciated.

Risk Review Framework - Development

Since the initial development of the IRMP process, the Board has recognised the need for risk management plans to be flexible in order that the best provision of appropriate resources can be developed utilising the latest available information.

To fully implement the principles of risk management, the Board agreed a number of significant phases of work. These initially included:

Phase I	Capital Build Programme Priority
Phase II	Station which present serious sustainability issues
Phase III	The assessment of the contribution each station (appliance) makes to life safety

Subsequently, recognising the information which became available during phase II, the Board implemented an intermediary Phase IIa project to analyse all other stations/units to highlight issues relating to station establishment, crew confidence and contract availability that impact on performance.

Having progressed the Phase IIa report at the meeting of the IRMP Working Group on the 6th November 2009, a presentation was delivered to give members a broad overview of the issues that would be required to be considered during the IRMP Risk Review Stage III and to seek direction from the Board as to how the IRMP review should be further developed to inform the coming 5 years.

Risk Review Framework – The Future

From the Risk Review work so far completed, a greater understanding of the potential strategic planning required to achieve risk reduction has emerged and it is proposed that this should now be considered as part of Phase III.

This proposed broadening of phase III would;

- Expand on the initial scope of *assessing the contribution each station (appliance) makes to life safety*, which has been achieved in Phase I in the form of the Combined Sustainability Score
- Present the opportunity to consider other factors which may affect the allocation of resources, i.e. demographic projections, predicted future risks, resilience, working practices etc
- Improve the integration of all departments of the Service in developing the most effective risk reduction strategies.

As such it is proposed that the title for Phase III should be amended to 'To Develop the Most Appropriate Allocation of Resources to Maximise Risk Reduction'.

Whilst many of the above items would have required to be considered as part of Phase III in any case, clarifying the scope of future work in this manner will facilitate the improved conceptual understanding and involvement of stakeholders. This being particularly relevant in the following areas:

- The respective levels of changing risk (perhaps increasing or decreasing) within our communities
- The long term sustainability of our stations and their respective performance levels
- The most appropriate intervention resource allocation
- An appropriate level of resilience for our intervention resources
- The effects of the Service's current and future risk reduction strategies
- The reduction of service risk by the appropriate enhanced provision of equipment and training
- The balancing of the distribution of resource allocation to reduce risk, whether external (in the community), or internal (staff development) etc
- The requirement to provide capacity to accommodate future demands on the Service where possible

Risk Review Framework – Proposal for Parameters For Future Risk Reduction Strategies

To accommodate the potential positive risk reduction opportunities that could be available to the Service as a result of the outcomes from the 'Risk Review Framework Phase III - To Develop the Most Appropriate Allocation of Resources to Maximise Risk Reduction', the following development of the original direction indicated by the Board is proposed:

"Members indicated their willingness to progress the Risk Review Framework Phase III - To Develop the Most Appropriate Allocation of Resources to Maximise Risk Reduction and without prejudice, and accepted that consideration could be given to:

- ***providing the most appropriate allocation of intervention resource to match Service risk***
- ***maintaining an appropriate level of intervention resources to ensure resilience***
- ***changing the role of stations where these were shown to be unsustainable (e.g. where not enough recruits could be found or appropriate cover could not be provided)***

- ***changing the role of stations on the basis of identified risk (either increasing or decreasing)***
- ***changing the role of stations with regard to long term projected sustainability issues***
- ***relocation of resources from multi-pump stations***
- ***the creation of new stations***
- ***reduction of service risk through the appropriate enhanced provision of equipment and training***
- ***balancing of the distribution of resource allocation to reduce risk, whether external (in the community) or internal (staff development) etc***
- ***the effects of the Services current and future risk reduction strategies and***
- ***increasing revenue expenditure above current levels, where possible***

Any IRMP proposals resulting from the Phase III review would require to be assessed on individual merit, with the information available being thoroughly scrutinised.

Recommendation

Members are asked to recommend that the Board approve the 'Proposal for Parameters For Future Risk Reduction Strategies'.

**DAVID WYNNE
CHIEF FIRE OFFICER**

8 January 2010