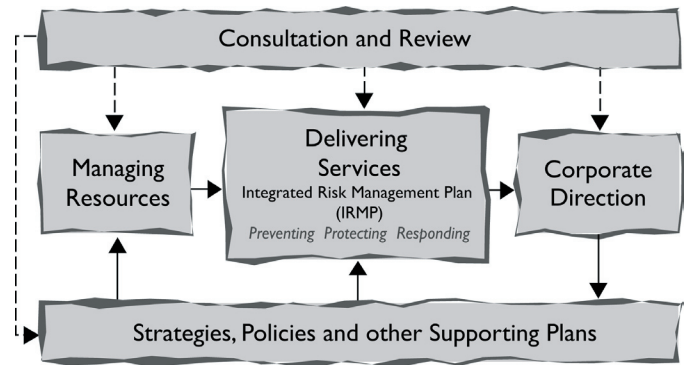


Monitoring and Reviewing

Our Integrated Risk Management Plan (IRMP) is the most important plan we produce. It is therefore vital that we keep it up to date and relevant to the changing environment in which we operate. The IRMP is at the core of our corporate planning framework and is influenced by a range of other key policies, plans and strategies. These are themselves subject to a wide range of audit, inspection and review processes including:



External audit: This is carried out by the Audit Commission which deals with the annual audit of our accounts, financial probity, as well as governance and performance management issues. The Audit Commission also undertook the Verification Study of Pay and Conditions in 2004. Our response to that Study is one of the key drivers of activities in our IRMP.

Internal Audit: This is undertaken under contract by the Internal Audit Service operated by Hampshire County Council. A rolling programme of regulatory audits are carried out to ensure that we operate our management systems and decision making procedures in accordance with statutory regulations and the Authority's own policies and procedures.

Comprehensive Performance Assessment (CPA): Fire and Rescue Authorities will be assessed for the first time in 2005 and, as with all other local authorities, this is undertaken by the Audit Commission. Progress towards modernisation and the robustness of the IRMP will be a significant focus of attention in the assessment.

Self-assessment and review: We carry out a number of important review processes as part of our strategic planning process and these include: an analysis of our 'Strengths, Weaknesses, Opportunities, and Threats' (SWOT); and, an on-going review of the external environment (context) in which we operate by examining the impact of current and emerging 'Social, Technological, Economic, Environmental, Political, Legal, and Ethical' (STEEPLE) factors. These analyses are particularly helpful in identifying any strategic risks for the Authority and the control measures we need to put in place to reduce or eliminate them – this may well involve changes to the IRMP.

As part of our preparation for Comprehensive Performance Assessment (CPA), we carried out a detailed self-assessment and this was a valuable process to articulate our strengths and areas we want to improve.

The Authority's Governance Committee and Performance Review Committee play major roles in the review and monitoring process. Both receive a number of reports arising from audits and inspections during the year and determine or recommend the action to be taken in response to them. Wherever possible we publish the outcomes and responses to all audits and reviews on our website.