

For Publication

Bedfordshire Fire and Rescue Authority
24 March 2022

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SUBJECT: COMMUNITY RISK MANAGEMENT PLAN (CRMP) FINALISED ACTION PLAN FOR 2022-23

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Background Papers: See [BFRS Website CRMP and Budget Consultation-and-Engagement](#)

PURPOSE:

The purpose of this report is to present members of the Fire & Rescue Authority (FRA) a finalised Community Risk Management Plan Annual Action Plan for 2022-23.

RECOMMENDATION:

That Members acknowledge the content of this paper.

1. Summary

- 1.1 The results of our consultation on the 2022-23 CRMP action plan, budget and council tax proposals show we have overwhelming support for our proposals.
- 1.2 This paper builds on our papers presented to Members dated 14 December 2021 and 10 February 2022 on Consultation on the 2022-23 Budget and Community Risk Management Plan Annual Action Plan. This paper contains our CRMP action plan 2022-23 in Appendix 1 and will be published on our website.
- 1.3 We have revealed a significant public interest in improving our focus on understanding our communities, environmental management, ensuring safe systems of work, and demonstrating ethical governance credentials. These issues take a stronger focus in 2022-23 and in developing our next CRMP from 2023-24 and onwards.
- 1.4 Each year, we prepare an Annual Action Plan that outlines what we intend to do during that particular year to support the delivery of our CRMP and our mission to provide outstanding fire and rescue services that help make Bedfordshire safer. This is the final year of our CRMP 2019-23 published in 2019 and refreshed in 2020 and 2021. This time we intend only to publish the action plan, and update photographs, the chief and chairs forward, budget and performances information in our CRMP for 2022-23.
- 1.5 To help make it easier to follow, the actions in Appendix 1 are aligned to our CRMP 'Aims'. Our Annual Performance and Statement of Assurance Report will explain how well we did in delivering our plans.
- 1.6 A new CRMP for 2023-24 will be published in early 2023.

2. How we are responding to consultation results

- 2.1 Appendix 1 shows how results of consultation have influenced our 2022-23 CRMP action plan. For example, environmental, community focus, ensuring safe safety and wellbeing of our staff, and ethical and accountability issues take a much stronger focus. Detailed discussions within our Corporate Management Team have also sharpened our priorities.

2.2 Our top priorities are now:

- Priority 1. Bedfordshire Fire and Rescue Service (BFRS) will develop a more comprehensive profile of risk by engaging with national and local partners and our communities and use these results to update our Community Risk Analysis (CRA) that supports our new Community Risk Management Plan for 2023-24 and onwards.
- Priority 2. We will continue to refine our processes for effectively targeting protection activity towards higher risk people and places, based on our Community Risk Analysis (CRA) and in line with the latest national guidance.
- Priority 3. BFRS will use the outcomes from our emergency cover review to match emergency response cover with current demand and future community risks in line with our new Community Risk Management Plan for 2023-24 and onwards. We will integrate findings from all other relevant reviews that relate to our emergency services.
- Priority 4. We will ensure safe systems of work by further improving Compartment Fire Behaviour Training, and in dealing with contaminants.
- Priority 5. We will ensure financial resilience by anticipating potential funding pressures resulting from the Covid19 pandemic and the 2021 Comprehensive Spending Review, and identify a range of potential efficiency options to maintain front line services. This includes improving procurement options and demonstrating ethical investment. As a result, we will continue to develop medium-term financial planning and long-term thinking.
- Priority 6. We will ensure there is a step change in data quality, performance reporting and insight. This includes integrating and fully utilising the Business Management Information System (BMIS) across the organisation and use it as a tool to support data quality and transformational change in readiness to support our new Community Risk Management Plan for 2023-24 and onwards.

2.3 As a response to the themes contained in the consultation, the bullet points below provide a summary of how each action takes into account the key results of consultation.

- The action plan in Appendix 1 shows our top six priorities are highlighted in **Green** and wording amended in light of our CRMP consultation is highlighted in **red**;
- Only six out of 19 actions have not changed;
- Actions 1, 2, 6, 8, 12, 15 are more focused on understanding and engaging with our communities;

- Actions 14 and 16 clearly relate to environmental management and dealing with climate change;
- Actions 10, 11, 12 and 18 relate to staff safety and wellbeing; and
- Actions 14, and 19 are now better focused on data quality, performance reporting, openness, transparency relating to ethical governance.

3 Next Steps

3.1 We will create a You Said We Did part of our website and show what is changing as a result of consultation and engagement in line with our Service Value 'We Are Accountable'.

4. Recommendations

4.1 Members acknowledge the contents of this report.

**STEVEN FRANK
HEAD OF STRATEGIC SUPPORT AND ASSURANCE**

Appendix 1 - OUR CRMP 2022-23 ANNUAL ACTION PLAN

Our top six priorities are highlighted in **Green** and wording amended in light of our CRMP consultation is highlighted in **Red**

Aim 1: PREVENTING FIRES AND OTHER EMERGENCIES FROM HAPPENING	
What we want to do	Why we want to do it
1. Priority 1. Bedfordshire Fire and Rescue Service (BFRS) will develop a more comprehensive profile of risk by engaging with national and local partners and our communities and use these results to update our Community Risk Analysis (CRA) that supports our new Community Risk Management Plan for 2023-24 and onwards.	<i>The population of Bedfordshire presents a broad and complex range of diversity and vulnerability. By engaging with partner agencies and groups within our community we will build a better understanding of community needs so we can target and deliver our service more effectively.</i>
2. We plan to make a success of our new paperless home fire safety visit system which has been developed in line with the latest national guidance on the person-centred approach to home fire safety visits .	<i>Our new paperless system is designed to collect more detailed information which will improve our understanding of home fire risks in our community. This will improve our ability to evaluate how effective our service is and help us to continually improve our targeting of those most at risk.</i>
3. We will improve our quality assurance processes for home fire safety visits to ensure that prevention work is effectively targeted, carried out and then evaluated to the highest standards.	<i>Quality assurance involves making regular checks that our service is being delivered consistently and effectively to make sure we get it right first time. This will help us to continuously improve our service to the community.</i>
AIM 2: PROTECTING PEOPLE AND PROPERTY WHEN FIRES HAPPEN	
What we want to do	Why we want to do it
4. We will continue to invest in expanding our protection team and developing the competence of those undertaking protection work.	<i>New legislation is being introduced to improve building safety. The Government is providing targeted funding to support improvements in our fire safety capability. To ensure that buildings in Bedfordshire</i>

	<i>are safe we need to both increase our capacity to deliver fire safety enforcement work & ensure those carrying out this work are qualified in line with the national competency framework.</i>
5. We will improve our quality assurance processes in order to demonstrate that protection work is consistently carried out to the highest standards.	<i>Our risk-based inspection programme is reducing risks and supporting the economic wellbeing of our communities. Improving quality assurance processes will help us to ensure that our work to promote compliance with fire safety law is delivered consistently and effectively.</i>
6. Priority 2. We will continue to refine our processes for effectively targeting protection activity towards higher risk people and places , based on our Community Risk Analysis (CRA) and in line with the latest national guidance.	<i>There are over 20,000 premises in Bedfordshire to which the Fire Safety Order applies. We need to deliver our enforcement responsibilities and focus our resources on those premises that represent the greatest risk to life in case of fire.</i>
AIM 3: RESPONDING TO FIRES AND OTHER EMERGENCIES PROMPTLY AND EFFECTIVELY	
What we want to do	Why we want to do it
7. We will aim to improve On-Call availability including ensuring we are using our on-call crews effectively to respond to incidents based on risk, and by empowering more autonomy and decision making to on-call station	<i>Many of our fire appliances are crewed by 'On-Call' firefighters who live or work close to their local fire station. Like many other fire and rescue services, we find it challenging to recruit & retain people so need to develop new innovative ways of working to improve the availability of our On-Call appliances.</i>
8. Priority 3. BFRS will use the outcomes from our emergency cover review to match emergency response cover with current demand and future community risks in line with our new Community Risk Management Plan for 2023-24 and onwards. We will integrate findings from all other relevant reviews that relate to our emergency services.	<i>We will develop our planning process by using a simulation model of our service to predict the impacts of potential changes. This enables us to ensure that we have the right resources in the right places at the right times to respond effectively and efficiently. Some of the questions this will address include:</i> <ul style="list-style-type: none"> • <i>Where is the optimal location for a station?</i> • <i>What is the ideal balance between on-call and wholetime resources?</i> • <i>How will housing or infrastructure changes affect response?</i>
9. We will launch the National Operational Guidance Implementation Group to consist of key stakeholders and departments. As a result, we will be in a better position to adopt the relevant National	<i>We will continue to adapt, integrate and rationalise operational policy in line with appropriate national guidance.</i>

Operational Guidance including the integration of appropriate regional policy guidance.	
AIM 4: EMPOWERING OUR PEOPLE AS WE WORK TOGETHER TO MAKE BEDFORDSHIRE SAFER	
What we want to do	Why we want to do it
10. Priority 4. We will ensure safe systems of work by further improving Compartment Fire Behaviour Training, and in dealing with contaminants.	<i>To further develop our safety critical training and ensure we are up to date with the latest techniques whilst following National Operational Guidance and best practice With research indicating an emerging risk to firefighters and to the Organisation, provide strategic direction and ownership for the reduction of risk associated with exposure to fire effluents and the work streams identified through the CWG.</i>
11. BFRS will recruit and retain talented people and support managers to develop and make the best use of their staff by mainstreaming and communicating updated policies, procedures and guidance.	<i>Our workforce is truly our biggest asset, so it is important we look after them and support them to continuously develop. We will improve performance and commitment by involving staff in shaping and delivering our plans and policies, treating them fairly and consistently, and recognising a job well done. Collaboration with staff on health and wellbeing will help identify workplace risks, finding practical solutions, and increase their sense of value. We will embed the learning from how we adapted our approach to recruitment & selection, and new ways of working during the Covid19 pandemic, devising a new offer to promote BFRS as an Employer of Choice within our diverse communities.</i>
12. We will further embed equality, diversity, inclusion and belonging into everything we do. An area of focus is identifying the challenges of neurodiversity and enabling managers to offer on-going support and reasonable adjustments, signposting to specialist services where appropriate, and helping staff to help themselves due to each being affected differently, often over a long period, and frequently having developed their own effective coping strategies.	<i>There is an ever-increasing understanding around neurodiversity. BFRS are committed to continuously developing our approach to neurodiversity through a steering group and a number of interlinked initiatives. Alongside the need for signposting to more formal support and training, many immediate needs could be understood and met simply by line managers regularly listening to their staff and applying better coping mechanisms.</i>

AIM 5: UTILISING OUR ASSETS AND RESOURCES EFFICIENTLY AND EFFECTIVELY

What we want to do	Why we want to do it
<p>13. We plan to update and develop our policy on fleet, its management and its procurement, and improve how we report its performance which includes effective consideration of greener options and practices.</p>	<p><i>We need to demonstrate we have the right fleet and equipment in the right place with the right capabilities that suit local risks. This includes developing a replacement plan and supporting project team for type B and other Fire appliances based on the completed review of specialist appliances and equipment.</i></p> <p><i>In addition to our standard fire appliances, we maintain a range of specialist appliances and equipment across Bedfordshire including aerial ladder platforms, water carriers and heavy rescue & water rescue boats. We intend to review the disposition and capabilities of these specialist appliances to ensure they continue to meet the risks & demand within Bedfordshire.</i></p> <p><i>We need to monitor our performance and response to vehicle and equipment defects ensuring that we reduce the time that vehicles and equipment is unavailable.</i></p>
<p>14. Priority 5. We will ensure financial resilience by anticipating potential funding pressures resulting from the Covid19 pandemic and the 2021 Comprehensive Spending Review, and identify a range of potential efficiency options to maintain front line services. This includes improving procurement options and demonstrating ethical investment. As a result, we will continue to develop medium-term financial planning and long-term thinking.</p>	<p><i>To ensure we can deal with new funding pressures, afford bids, and maintain financial resilience in the longer term. determining financial resilience is not an exact science but what we do know is that fire and rescue services need a sound strategic approach to inform decision-making.</i></p> <p><i>To ensure that there is a robust, balanced, medium term financial plan with efficiency options, appropriate reserves & an Authority that is providing value for money.</i></p>
<p>15. BFRS will continue to develop opportunities to collaborate more with other public sector and community partners including sharing sites and improving community access to our buildings, and in maximising the commercial opportunities of our estate to improve value for money from our property.</p>	<p><i>By working collaboratively, we can share information and expertise and in doing so maximise our resources. Emergency Services have a strong track record of working together in immediate emergency situations. However, communities are changing and the impact of the Covid-19 pandemic on communities is significant. We need to be more agile and smarter in spotting these changes. In addition, we must navigate a complex partnership landscape and a clearer strategic approach will help us understand how our communities are changing and identify any gaps in community engagement. As a</i></p>

	<i>result, we can work with any new partnerships that might help us deliver services better.</i>
16. We will make a step change in the way we consider and deal with climate change. This includes developing policy and creating an accurate baseline of energy and water use, waste, of working habits, and travel so we can reduce our carbon footprint.	<i>We see a clear public interest in reducing carbon emissions. Our Horizon Scanning workshops from July 2021 identified the environment as a key future risk and opportunity to reduce carbon emissions. This baseline should identify the sources of the Service's emissions such as consumption from energy, fuel and water and establishes a baseline target derived from year 2021/22 against which progress will be measured. This will form a key part of the Service's Environmental Management System and identifies key actions to take in order to meet carbon emission targets. Our new website will showcase what we will do on environmental management and it is planned that funds will be allocated towards our green/environmental initiatives.</i>
AIM 6: MAXIMISING USE OF DATA AND DIGITAL SOLUTIONS TO DRIVE IMPROVEMENT	
What we want to do	Why we want to do it
17. We will integrate data quality, risk management, benefits realisation, and resourcing requirements into complex ICT projects to assure ourselves our ICT systems are resilient, reliable, accurate and accessible.	<i>We need to make it as easy as possible to work effectively. To ensure that we consider the demand for remote working and to seek opportunities for efficiencies and productivity gains.</i>
18. We will continue to increase the safety of our operational staff by delivering new technological capabilities including operational debrief software and new digital fire ground communications.	<i>To ensure that the learning outcomes from operational debriefs are captured and recorded in the most effective manner, in order to assist in developing new operational policies, equipment, audit processes and improving firefighter safety. To improve Firefighter safety by enhancing the communications on the fire ground, ensuring that messages are exchanged seamlessly and constantly received.</i>
19. Priority 6. We will ensure there is a step change in data quality, performance reporting and insight. This includes integrating and fully utilising the Business Management Information System (BMIS) across the organisation and use it as a tool to support data quality	<i>BMIS represents a step change in how we understand and manage performance and will assist in improving accountability and in supporting new ways of working. BMIS has been an important</i>

and transformational change in readiness to support our new Community Risk Management Plan for 2023-24 and onwards.

*investment by the Service, and we need to develop the internal capacity to support its integration.
Further strengthen our data insight & analysis capabilities through the introduction of an updated business management information system.*