

For Publication

Bedfordshire Fire and Rescue Authority  
14 December 2022

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** COMMUNITY RISK MANAGEMENT PLANNING

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Background Papers: Item 7 of the FRA Executive Committee report on Proposals for the Strategic Planning Cycle for CRMP, Details of our 2022-23 CRMP consultation are [HERE](#)  
FRA) report from 14 December 2021 entitled Consultation on the 2022-23 Budget and Community Risk Management Plan 2022-23 Annual Action Plan See [HERE](#)  
FRA report from 10 February 2022 entitled Community Risk Management Plan (CRMP) 2022-23 Action Plan and Budget Consultation Update see [HERE](#)  
FRA Executive report from 22 June on Proposals for Strategic Planning Cycle for CRMP 2023-27 and update on 11<sup>th</sup> October See [HERE](#)  
FRA report from 8 September 2022 entitled CRMP Planning and Engagement update See [HERE](#)  
FRA Executive CRMP update report, see [HERE](#)

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**PURPOSE:**

For FRA Members to consider progress with developing the 2023-27 Community Risk Management Plan (CRMP) and to determine the CRMP and Budget consultation survey questions.

**RECOMMENDATION:**

That Members review and approve:

- i. the progress in developing the Authority's next 4 year Community Risk Management Plan (CRMP) covering the period 2023-27, and;
- ii. proposals for public consultation on the Authority's 2023-24 Budget and the 2023-27 CRMP.

## 1 Summary

- 1.1 During 2022-23 considerable work is being undertaken to develop our next Community Risk Management Plan (CRMP) for 2023-27. More community engagement has been carried out than in any other year.
- 1.2 Our analysis of comparable CRMPs find that compared to other Fire and Rescue Service's CRMPs, our conceptualisation of risk and community engagement are noteworthy practice.
- 1.3 Good progress is being made with our CRMP delivery plan which is monitored and scrutinised by our internal CRMP Steering Group. A slight delay is being experienced in launching our CRMP survey, this is due to collectively ensuring we communicate proposals effectively and in plain language.
- 1.4 With reference to Exhibit 1 - Community Risk Management Planning Strategic Framework, we are now entering the Teal coloured column which is the fifth column from the left.
- 1.5 This paper shows the genesis of our thinking and step by step how we have come to our emerging CRMP proposals.

## 2 Progress with CRMP Planning

- 2.1 Progress to date includes finalising the Risk analysis phase which is 95% completed including:
  - Community risk analysis and Assessment of Community Risk Level (discussed at Member Development Day 6th October 2022);
  - People Impact Assessment on the CRMP development process;

- Comparative analysis of other Fire and Rescue Service's CRMPs;
- Towards Bedfordshire 2050 update;
- Community Risk Register currently being reviewed with support from RSM;
- PESTELO analysis and Strategic Risk Assessment;
- 30 Community engagement events highlighting community risks;
- Strategic Alignment mapping with other local partner's strategic plans and the national integrated strategy; and
- Prioritisation of Corporate Management Team proposals.

2.2 Community Engagement phase is 95% completed. Community engagement is directed by stakeholder analysis of power and influence. Emerging headlines:

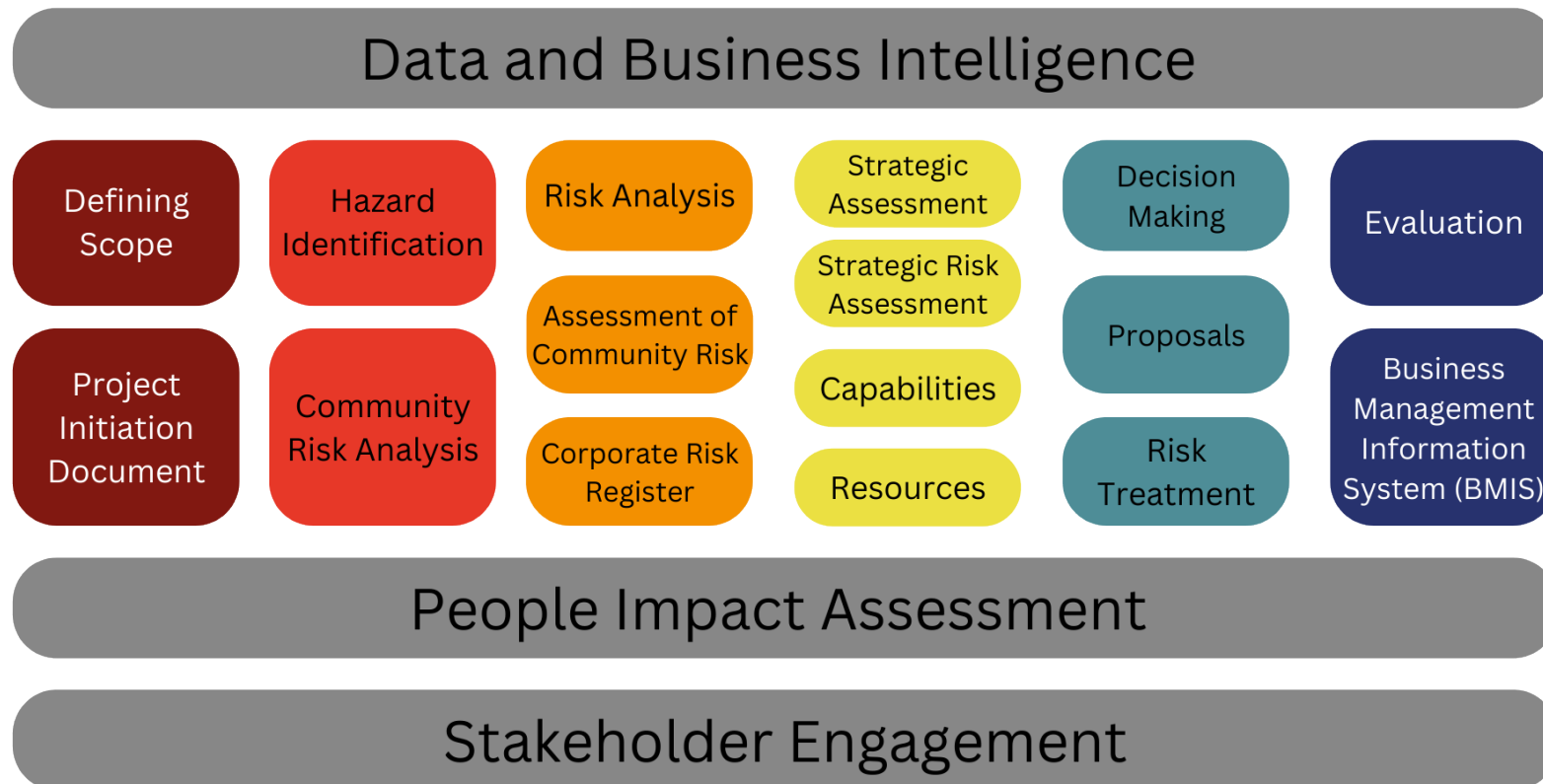
- All stakeholders and community leaders we spoke to have a positive view of the Fire and Rescue Service, but many admit this is from a narrow point of view;
- Senior leaders in Bedfordshire Fire and Rescue Service (BFRS) are being encouraged to demonstrate more visible community leadership;
- There is an opportunity to explain why we collaborate with partners as there are misconceptions about why we do it;
- The most frequently mentioned Community risk is not understanding the long-term impact of a series of national crises that are affecting people's physical and mental health; and
- Other risks mentioned are the impact of climate change and extreme weather causing flooding and overheating to infrastructure, people, FRS staff and buildings.

2.3 Staff Engagement phase is 90% completed. Emerging headlines, based on 12 CRMP engagement workshops from October to November 2022, highlight the following proposals and issues including:

- Maintaining focus on improving resource availability;
- Culture change from Task to People based culture;
- Continuing the support to staff welfare and wellbeing issues including mental health support;

- Evaluation and communicating the impact of prevention activity; and
- Improving ICT training.

**Exhibit 1 - Community Risk Management Planning - Conceptualisation of Risk Diagram**



2.4 The top 10 issues identified in our Strategic Assessment are:

- Dealing with severe weather conditions such as hot weather and flooding;
- Failure to keep up with new technology and data literacy;
- Cyber and digital security;
- Our 21st century estate requirements;
- Financial sustainability including making efficiencies, income generation and commercialisation;
- Longer term skill requirements and leadership development;
- Safety in the home;
- Failure to understand then focus on Demand management including reducing false alarms, population changes and managing unwanted demand;
- Road safety;
- Social discontent and lack of trust in authority.

2.5 Bedfordshire Fire and Rescue Authority's emerging Mission statement as discussed at the Member Development workshop on 22 November 2022 is:

***Working together to keep Bedfordshire safe***

2.6 And our emerging Strategic Commitments which replace our current six strategic aims are:

- 1) Preventing fires & other emergencies from happening;
- 2) Protecting people and properties when fires happen;
- 3) Responding to emergency incidents quickly and effectively;
- 4) Engaging & building closer relationships with our communities & businesses
- 5) Investing in our people to be the best they can be, to serve you better; and
- 6) Making every penny count, using our resources in an environmentally sustainable way.

## Exhibit 2 – CRMP Framework 2023-27



### 3 CRMP and budget consultation questions and next steps

- 3.1 Noting the extensive consultation throughout the year as set earlier in the report, we propose to combine the 2023/24 Budget and Community Risk Management Plan (CRMP) consultation survey process. The consultation will undertaken via online survey with proactive marketing via our website, social media and BedsFireAlert. It will launch on 19 Dec and run through to late January with the draft CRMP incorporating the consultation feedback being presented to Members in February 2023.
- 3.2 Key features of this year's consultation are about revising the Vision and Strategic Commitments along with focus during 2023/24 on further developing our Emergency Cover Review (ECR) pilots and trials and developing our Estates Strategy with a particular focus on generating income through expanding the capacity of our fleet and equipment workshops, subject to a FRA approved business case.
- 3.3 The consultation poses two questions on the council tax precept level subject to an announcement by the government on whether FRAs are to be given increased precept flexibility.

3.4 The questions are set out at Appendix 1.

3.5 With reference to the CRMP timetable set out at Appendix 2 which was first presented to Members on 7 July 2022, and based on our original plans, we can see we are slightly behind schedule. The CRMP Steering Group has met six times.

#### 4 Implications

4.1 Human Resource implications relate to our People Strategy are currently integrated into our Community Risk Management Plan (CRMP) 2023-27.

4.2 Corporate risk implications include potential impacts on all the Risk Register's current corporate risks. Members agreed new aims for our approach to corporate risk at the Audit and Standards Committee meeting on the 14 July 2022. A Corporate Management Team risk workshop on the 14 December 2022 will include integrating CRMP planning with financial planning and corporate risk. The Member's development day on 25 January and July 2023 (date TBC) will include sessions on Corporate Risk Management

4.3 Financial implications include the development of spending proposals and their subsequent consultation.

4.4 Policy implications include all functional areas of the Service. The aim is to develop manageable and affordable actions over a 4-year period. Previous CRMP action plans contained 63 actions in 2019-20, 44 in 2020-21, in 32 in 2021-22 and 16 in 2022-23.

#### 5 Recommendations:

That Members review and approve:

- i. the progress in developing the Authority's next 4 year Community Risk Management Plan (CRMP) covering the period 2023-27, and;
- ii. proposals for public consultation on the Authority's 2023-24 Budget and the 2023-27 CRMP.

**ANDREW HOPKINSON**  
**CHIEF FIRE OFFICER**

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

## Appendix 1 – Proposed Budget and CRMP Consultation Questions

### CRMP Consultation 2023-27 Survey Questions

Preamble:

Every year, Bedfordshire Fire and Rescue Authority is required to consult with the public about its budget proposals. We are also interested to hear your thoughts about our proposals for our key strategy – known as the Community Risk Management Plan (CRMP).

Our approach to community risk management planning is based on the National Fire Standard for CRMP which is [HERE](#) and our budget setting process is set out on pages 34 to 38 in the current Community Risk Management Plan [HERE](#)

Based on this process and after extensive community and staff engagement, risk assessment, and financial analysis we are proposing a new mission statement, and six new strategic commitments. As a result of all our work so far, we know we need to get ready for climate change, and according to our Emergency Cover Review, we will need to invest in our property and estate to bring some buildings up to a better standard.

This survey asks what you think about our proposed mission statement and strategic intentions, proposals, and we would like to hear about any suggestions you may have to help us.

How we use your information is contained in our privacy statement which is [HERE](#).

Thank you.

Community risks are changing and together with the impact of Covid 19, and financial pressures we need to plan ahead and adapt how we operate. Making sure we understand our Community risks is important because we make resourcing decisions based on these risks. A summary of our Community Risk Analysis is ([HERE](#)) link to summary to be added to website).

1. Do you agree that we are considering all the right things?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)



Based on community risk and financial analysis, previous consultation and feedback from community and staff engagement, people are telling us our new Mission statement needs to be inclusive, memorable, outward looking, and ambitious. Therefore, we are proposing to update our mission statement.

2. Do you agree with our new mission statement which we think should be about: *“Working together to keep Bedfordshire safe”*?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

We are proposing to replace our six strategic aims with six strategic commitments. The first two commitments are the same as our previous aims and we have amended the third to reflect the findings from our community concerns survey from the summer of 2022 when people expressed concerns about slow response times. The last three commitments explain how we will deliver the first three and are based on feedback from our community, from business leaders, staff and partners. Results of our community concerns survey are [HERE](#) which is a link to the fire and rescue authority report on survey results.

3. Do you agree with our proposed new Strategic Commitments?

- 1) Preventing fires & other emergencies from happening;
- 2) Protecting people and properties when fires happen;
- 3) Responding to emergency incidents quickly and effectively;
  
- 4) Engaging & building closer relationships with our communities & businesses
- 5) Investing in our people to be the best they can be, to serve you better; and
- 6) Making every penny count, using our resources in an environmentally sustainable way.

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Our CRMP consultation proposals in 2021 had strong support for improving our property and estate. We've since secured agreement for a joint estates strategy with our policing and ambulance partners. This is important because the majority of our buildings were built before 1970, are not energy efficient and don't meet the needs of a modern fire and rescue service. We are currently considering redeveloping our training centre and workshops, and upgrading some existing fire stations. This will help us meet our environmental commitments, facilitate collaboration with partner agencies such as the ambulance service and police and in some instances generate an income which we will reinvest into front line services.

4. Do you support us developing these proposals to invest in our estate so we adapt to climate change and meet long-term operational need?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Our CRMP consultation proposals in 2021 had strong support for testing and piloting new ideas. Our Emergency Cover Review shows there is an opportunity to improve response times to emergency incidents and keep pace with rapid population growth across Bedfordshire.

5. Do you support us in carrying out further trials to pinpoint the best location for any new or upgraded fire stations?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Our CRMP consultation proposals in 2021 had strong support for generating income to offset potential reductions in funding or rising costs due to inflation, for example. We are already servicing the vehicles and equipment of some of our public sector partner agencies and they have said they would like us to do more but our current workshops building was built in circa 1970 and is at capacity.

6. With all this in mind, and subject to a Fire Authority approved business case, do you support us in investing in expanding the capacity of our fleet and equipment workshops to generate more income to reinvest in front-line services?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

7. Please tell us how we can save money and make further efficiencies?

(Free Text Box)

8. What should Bedfordshire Fire and Rescue Service look like in 2050?

(Free Text Box)

In order to pay for our proposals indicated earlier we will need to spend wisely by being efficient, by increasing our income, using some of our earmarked reserves, and potentially borrowing money. Bedfordshire Fire and Rescue Authority is currently considering a council tax increase for a Band D house.

9. Do you support an increase of just below 3%? This would increase the Band D charge for the Fire & Rescue Service from £104.45 to £107.58.

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree  
(please add any comments and add any things you think we need to consider)

10. Would you support a council tax increase of up to £5 per annum for a Band D property, to protect and invest in your local Fire & Rescue Service?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree  
(please add any comments and add any things you think we need to consider)

11. If you are happy to answer some further questions which helps us to monitor personal information, please tick the box below and proceed to question 14. If not, please press submit at bottom of the form

Yes I will provide equal opportunities information

No I will just submit this section of the form

12. What is your age?

16 – 24 / 25 – 34 / 35 – 44 / 45 – 54 / 55 – 64 / 65 – 74 / 75+

13. Please could you tell us if you have any health conditions that may impact on your safety in the event of an emergency?

Yes

No

If yes please feel free to tell us what they are

14. Do you observe any particular religion?

Buddhism / Christianity / Hinduism / Islam / Judaism / Sikhism / Spiritualist / None / Other / Prefer not to say

15. How would you describe your ethnicity?

White English/British / N. Irish / Scottish / Welsh / Irish / White other / Asian or Asian British / Black British / Black other / Dual or multiple ethnic heritage / Chinese / Bangladeshi / Pakistani / Indian / Gypsy or traveller / White or Black African / White or Black Caribbean / Arab / Other / Prefer not to say

16. What gender do you identify with?

Man / Woman / Non-binary / Transgender / Other / Prefer not to say

17. How would you describe your sexual orientation?

Heterosexual/Straight / Gay Man / Lesbian/Gay Woman / Bisexual / Other / Prefer not to say

## Appendix 2 – CRMP Planning Timeline

Activity	Dates	Member input
CRMP Timetable discussed	7th July 2022	Member development day on 7th July on CRMP
Launch community concerns survey	23-24 <sup>th</sup> July 2022	Member attendance at River Festival, Members share survey with their networks, and support completion of survey (1 <sup>st</sup> of two surveys).
Community Risk Analysis (CRA)	29 <sup>th</sup> July 2022 for internal completion	Member development day on 6 <sup>th</sup> October on community risk analysis
Plain Language summary of CRA	August 2022	Member development day on 6 <sup>th</sup> October on community risk analysis
Staff engagement/consultation CMRP and budget	February 2022 to April 2023	Member updates at FRA meetings
Community engagement	May 2022 to March 2023	Member input to community engagement plan
Community Risk Analysis (CRA)	6 <sup>th</sup> October	Member development day on community risk analysis
CRMP and Medium-Term Financial Planning	22 <sup>nd</sup> November	Member workshop on developing the CRMP and budget for 2023-24
Consultation analysis	14 <sup>th</sup> December	FRA report on consultation results
Launch Survey of specific CRMP proposals	19 <sup>th</sup> December	Online and paper copies made available
Analyze consultation results	16 <sup>th</sup> January 2023	Emerging headlines presented to FRA Exec Members on 10 <sup>th</sup> January 2023
Draft CRMP	2 <sup>nd</sup> February 2023	Members are presented with the draft CRMP for approval
CRMP action planning for 2023-24	23 <sup>rd</sup> February 2023	Member development day on performance reporting
Final CRMP	30 <sup>th</sup> March 2023 FRA Meeting, formal approval	Members are presented with the final CRMP 2023-24 to 2027-28 for approval