

For Publication

Bedfordshire Fire and Rescue Authority
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Item No. 8

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: COMMUNITY RISK MANAGEMENT PLAN 2019-2023 (2020 Refresh)

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Background Papers: The 2019-23 Community Risk Management Plan (CRMP)

Implications (tick ✓):

LEGAL		✓	FINANCIAL	✓
HUMAN RESOURCES		✓	EQUALITY IMPACT	✓
ENVIRONMENTAL		✓	POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New			

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To inform Members of the progress made towards the 2020 refresh of the 2019-23 CRMP including the associated consultation process.

RECOMMENDATIONS:

Members are requested to:

1. Review and comment on the revised Service Values
2. Review and approve the initial draft of the refreshed 2019-2023 CRMP
3. Consider and agree the consultation arrangements and questions

1. Background

- 1.1. The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework. The current Fire and Rescue National Framework for England, published in May 2018, sets out the Government's priorities and expectations for Fire and Rescue Authorities (FRA) in England.
- 1.2. The National Framework requires FRAs to publish an Integrated Risk Management Plan (IRMP), reflecting up to date risk information and covering at least a 3 year period. Each plan must:
 - reflect up to date risk analysis including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
 - demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
 - outline required service delivery outcomes including the allocation of resources for the mitigation of risks;

- set out its management strategy and risk-based program for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat; cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
 - reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
 - Be easily accessible and publicly available.
- 1.3. To comply with this requirement, most recently the Service produced a Community Risk Management Plan (CRMP), covering the 4 year period 2019-2023, which the FRA approved in March 2019 and subsequently published.
- 1.4. At the time of writing this report, the refreshed 2019-23 CRMP is at the design/print stage. It is planned to circulate this to Members prior to the FRA meeting. The key updates are noted below and importantly the new annual action plan for 2020-21 is attached at Appendix A.

2. Community Risk Analysis

- 2.1. To fulfil the National Framework requirement for Authorities to 'identify and assess the full range of foreseeable fire and rescue related risks their areas face' and directly inform the development of the 2019-2023 CRMP, the Head of Prevention & Protection was commissioned in the late summer 2018 to produce a comprehensive Community Risk Analysis (CRA).
- 2.2. The outputs from the CRA assisted/will assist the Authority to target fire safety, prevention and protection resources on those individuals or households who are at greatest risk from fire in the home; those most likely to engage in arson or deliberate fire setting; and on those non-domestic premises where the life safety risk is greatest.
- 2.3. In addition, the Corporate Management Team (CMT) meet twice yearly to review and update our Strategic Assessment that identifies the strategic issues facing the Service both in the short and longer term and to ensure that the Service is best positioned to continue to achieve its strategic objectives and priorities. The Strategic Assessment was reviewed and updated at the CMT meeting in November 2019.

3. Changes to the CRMP for 2020

- 3.1. A new 2020/21 annual action plan has been developed and is attached at Appendix A.
- 3.2. The CRMP has been developed to take account of the feedback received following the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in 2018. With our next HMICFRS inspection anticipated in 2020, we will produce a separate annual report document will be produced detailing progress made against the 2019/20 Action Plan and this will be published on bedsfire.gov.uk alongside the CRMP.
- 3.3. The CRMP includes a new foreword by the Chief Fire Officer and Chair of the Fire Authority, Cllr Chatterley. The format has changed from portrait to landscape to bring it in line with the Service's use of landscape for documents to allow better online viewing. Images, figures and statistics have been updated where new data is available and appropriate.
- 3.4. A key action in the action plan was to work with staff to review the Service Values & Behaviours Framework. The outcomes from this work has led to a revised suite of new Service Values, which are included in the refreshed CRMP and presented in this report at Appendix B.

4. Consultation Approach

- 4.1. The National Framework requires Fire Authorities to produce an Integrated Risk Management Plan (IRMP) that:
 - *Reflect[s] effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners.*
- 4.2. To fulfil this requirement, the Service is proposing that it will consult both internally and externally on the proposed updates to the CRMP in conjunction with the 2020/21 budget, throughout January 2020.
- 4.3. Online consultation with the public will utilise the Service's community messaging system Beds Fire Alert (part of the Neighbourhood Alert Network). Beds Fire Alert has in excess of 19,000 subscribers with 8.86% of Bedfordshire households using the Neighbourhood Alert Network. This will be supported by posts on our Social Media Channels (Twitter and Facebook) and a Consultation page on our website which will link to the Beds Fire Alert Survey. Members of the public can take part in the consultation process without subscribing to the Alert system and the Service will seek to engage with partners and local businesses.

4.4. Internal consultation with staff and representative bodies during this period will be through a variety of means including face to face meetings, management briefing days, station visits and online survey questionnaires.

5. Consultation Questions

5.1. The proposed CRMP consultation questions are below:

- i. Our CRMP Annual Action Plan for 2020/21 sets out the key actions underpinning our 6 strategic aims that we propose to focus our efforts on delivering that year.
 - a. Do you agree delivering on these actions will help us achieve our Mission to *provide outstanding fire & rescue services that help make Bedfordshire Safer*?
 - b. Is there anything that you feel is missing from our proposals for 2020/21?
- ii. Do you agree that the revised Service Values, at Appendix B, represent what a modern Fire and Rescue Service should adhere to?
- iii. The Service uses a range of communication channels to inform you of our activities, including the Community Risk Management Plan (CRMP). Other methods we use include our website, social media and local news media.
 - a. Do you agree we are doing enough to communicate with our communities?
 - b. Are there other or better methods of communication we should consider?

6. Implications

6.1. The current Fire and Rescue National Framework for England, published in May 2018, requires FRAs to publish an IRMP. The requirements of this are incorporated within the Authority's current CRMP that runs to 2023. Producing a revised version of the CRMP for 2020 allows the Service to demonstrate continuing compliance with this requirement. By incorporating the new 2020/21 action plan into the revised document, the Service is able to demonstrate continuing action and improvement in the areas for improvement identified by HMICFRS.

7. Recommendations

1. Review and comment on the revised Service Values
2. Review and approve the initial draft of the Revised 2020-23 CRMP
3. Consider and agree the consultation arrangements and questions

PAUL M FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

AIM 1: PREVENTING FIRES & OTHER EMERGENCIES FROM HAPPENING	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> • Work with our partners to deliver 10,000 Safe & Well Visits, targeting the most vulnerable; 	Our Safe & Well Visits are reducing risks from fire, falls, alcohol, crime, winter warmth & other health problems. The more we deliver, the more people we help keep safe & well.
<ul style="list-style-type: none"> • Focus more resources on improving how we engage with our diverse & hard to reach communities; 	Some of the most vulnerable people within Bedfordshire are also amongst the hardest to reach. Working with & learning from others, we will get better at reaching out to help make Bedfordshire safer.
<ul style="list-style-type: none"> • Further develop our risk analysis/social profiling capabilities & how we evaluate our prevention activities; 	Improving how we target the most vulnerable will help reduce risk in our communities. More effective evaluation will help us evidence the impact we are having & help us improve our work to reduce risk & keep people safe.
<ul style="list-style-type: none"> • Investigate the benefits & opportunities of establishing a Volunteer Scheme to support our Prevention work; 	Recruiting volunteers to work alongside our staff can help us reflect & build a bridge with the diverse communities we serve, improve the quality of our services & build capacity.
<ul style="list-style-type: none"> • Gain accreditation of our fire investigation activity to the ISO 17020 standard. 	The Forensic Regulator has introduced new requirements for presenting forensic fire investigation evidence in criminal proceedings.

AIM 2: PROTECTING PEOPLE & PROPERTY WHEN FIRES HAPPEN

WHAT WE INTEND TO DO IN 2020/21

WHY ARE WE DOING THIS

<ul style="list-style-type: none"> Implement a new digital fire safety management system. 	<p>The rollout of this new system started in 2019 and will help us better target our inspections of buildings most at risk from fire.</p>
<ul style="list-style-type: none"> Baseline our risk based inspection programme against the latest national guidance. 	<p>New national guidance is being developed to provide a more consistent approach to defining & identifying high-risk premises & how often they are audited.</p>
<ul style="list-style-type: none"> Focus our resources on inspecting/auditing all the highest risk premises within Bedfordshire within the year. 	<p>We believe it is the right thing to do to seek to reinspect/audit all our highest risk premises to provide reassurance that fire safety is being effectively managed.</p>
<ul style="list-style-type: none"> Continue to actively support & implement the learning from the Grenfell Tower tragedy in 2017. 	<p>The Grenfell Tower tragedy led to proposals for a fundamental review of how fire safety in buildings is managed & regulated & the Phase 1 Report of we have been proactive in supporting this. The Public Inquiry published it's Phase 1 report & we are already acting upon the recommendations made.</p>
<ul style="list-style-type: none"> Ensure that firefighters have vital information about buildings & other installations available to them when they need it. 	<p>There is a clear link between our fire safety inspection programme & how we gather risk information to ensure a safe & effective response by our firefighters. We need to ensure that these two processes work effectively together.</p>

AIM 3: RESPONDING TO FIRES & OTHER EMERGENCIES PROMPTLY & EFFECTIVELY

WHAT WE INTEND TO DO IN 2020/21

WHY ARE WE DOING THIS

<ul style="list-style-type: none"> • Be better prepared to deal with incidents involving buildings where the height can have a serious impact on firefighting & evacuation, working with owners & occupants of these building to reduce the likelihood & impact of fire. 	<p>The learning emerging from the Grenfell Tower tragedy in 2017 has prompted us to review the firefighting and command tactics we employ when responding to fires in high rise buildings. This review will help us ensure our firefighters are able to make an prompt and effective intervention when building fires occur.</p>
<ul style="list-style-type: none"> • Using the outcomes from our 2019/20 review, develop options for improving our emergency response cover to meet current & future risks & demand 	<p>Building on our work undertaken in 2019/20, we will develop evidence-based options that seek to improve the efficiency & effectiveness of our emergency response.</p>
<ul style="list-style-type: none"> • Improve the availability of fire appliances crewed by on-call firefighters by introducing new & innovative ways of working. 	<p>Many of our fire stations rely on on-call firefighters to crew fire appliances. Like many fire services, recruiting & retaining on-call firefighters is a real challenge so we are seeking new & sustainable ways to overcome these challenges.</p>
<ul style="list-style-type: none"> • Deliver a new 999 call handling & mobilising system for our Fire Control Centre. 	<p>Investing in the latest technology will improve our ability to respond effectively to emergencies.</p>
<ul style="list-style-type: none"> • Work with partners to explore ways we can better utilise our existing skills, capabilities and resources to have a wider and deeper impact on improving public safety and wellbeing. 	<p>We already support the East of England Ambulance Service with effecting entry into homes & providing technical assistance with bariatric casualties. We believe it important to expand our capability and footprint to help save more lives.</p>

AIM 4: EMPOWERING OUR PEOPLE AS WE WORK TOGETHER TO MAKE BEDFORDSHIRE SAFER

WHAT WE INTEND TO DO IN 2020/21

WHY ARE WE DOING THIS

- Re-double our efforts, maximising positive action initiatives & collaborating wherever possible, to attract the diverse talent we need in all roles to sustain & improve our Service & help make Bedfordshire safer.

Our people are our biggest asset, so it is important we recruit the best & most diverse talent. We aspire to remain an employer of choice so must respond to the ever changing labour market so we continue to deliver an effective service.

- Review how we develop, reward & recognise our staff, including how we approach appraisals, how we identify & develop talented individuals, & ways we can improve employee motivation, satisfaction & commitment.

We believe employee motivation, satisfaction & commitment have a critical influence on our performance. Realising the full potential of our workforce means they need to be fully involved with, committed to & can influence & shape the process of change. Modern pay & recognition principles are necessary to attract & retain a high performing, flexible & skilled workforce.

- Continue to deliver on our Mental Health Action plan to ensure our staff are trained, supported & equipped to deal with mental health issues at work.

Members of the emergency services are more at risk of experiencing mental health problems than the general public but are less likely to seek support. We're committed to raising awareness, challenging mental health stigma & providing help & resources to support our staff.

- Review how Fire Stations use social media & other methods of communication to engage with their local communities

Enabling our fire stations to take greater ownership of communicating at a local level will improve our reach into our communities & build better relationships with them.

- We will work to embed our refreshed Service Values building a positive & supportive culture.

Our values were developed by our staff & we will work tirelessly to embed these values, promoting a culture where all staff can be themselves & support & respect each other.

AIM 5: UTILISING OUR ASSETS & RESOURCES EFFICIENTLY & EFFECTIVELY

WHAT WE INTEND TO DO IN 2020/21

WHY ARE WE DOING THIS

- Review the effect our activities have on the environment & work to reduce this.

- Develop actions to reduce the effect that operating our vehicles have on the environment.

- Proactively pursue further collaborative opportunities with our blue light partners to share our buildings, functions & capabilities, using our financial reserves to invest in mutually beneficial schemes.

- Continue to pursue collaborative procurement opportunities, whenever it mutually beneficial to do so, when purchasing goods & services.

- Work with Bedfordshire Police & East of England Ambulance Service to produce a joint Bedfordshire Blue Light Estates Strategy.

We have moral & legal duty to work to reduce the environmental impact of our activities & the vehicles we use

We have a duty to collaborate with our blue light partners & we know there are real opportunities to work together to improve both the efficiency & effectiveness of the services we provide.

A number of our fire stations are already shared with police & ambulance colleagues. The success of these initiatives has led BFRS, Bedfordshire Police & EEAS to agree to work together to develop a joint estates strategy for Bedfordshire that aims to co-locate the 3 services wherever it is mutually beneficial to do so.

AIM 6: **MAXIMISING USE OF DATA & DIGITAL SOLUTIONS TO DRIVE IMPROVEMENT**

WHAT WE INTEND TO DO IN 2020/21

WHY ARE WE DOING THIS

<ul style="list-style-type: none"> Focus our efforts on exploiting & embedding the capabilities of Microsoft Office 365 & SharePoint Online in ways that better support our front-line staff & firefighters. 	<p>The next stage of our digital transformation programme will help empower staff by providing a more flexible, collaborative & mobile working environment & providing a resilient & secure IT infrastructure.</p>
<ul style="list-style-type: none"> Strengthen our Customer Relationship Management (CRM) capability to better manage our interactions with the public & partners. 	<p>The nature of what we do means we interact with people in many different ways: in person, via letter, email, telephone, our website & social media. Strengthening our CRM capability will give us much greater control of customer engagement & help identify ways to improve.</p>
<ul style="list-style-type: none"> Commence the rollout of our 'Connected Fire Appliance' capability 	<p>'Connecting' our fire appliances will allow our firefighters to take advantage of emerging technologies that will help them more effective & efficient at what they do. This project is anticipated to take more than a year to complete.</p>
<ul style="list-style-type: none"> Expand our existing drone capability to include live video streaming from the incident ground into our Control Rooms 	<p>Utilising live video feeds from smartphones, bodyworn cameras, CCTV & our drone unit will allow us to respond more effectively to emergency incidents.</p>
<ul style="list-style-type: none"> Further strengthen our data insight & analysis capabilities 	<p>Building upon the work undertaken in 2019/20, our efforts empower our staff to take greater ownership for delivering performance improvements at a local level means we need to give them better access to data & information to broaden their insight into the risks we face & how we are performing.</p>

BFRS Values

RECOMMENDATIONS



We've got your back

- Striving to keep you safe, while being supportive and inclusive



We dare to be different

- We are audacious, we welcome challenge, and we are open to innovative ideas



We are accountable

- We are transparent, trustworthy, and responsible for our actions



Every contact counts

- Making a positive difference each and every time, with respect and professionalism