

For Publication

Bedfordshire Fire and Rescue Authority
Executive Committee
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SUBJECT: COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2023-24 to 2027-28 PLANNING

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Background Papers: See [Community Risk Management Plan \(CRMP\) 2022-23 consultation update](#)

PURPOSE:

The purpose of this report is to present members with our intentions for developing our 5-year Community Risk Management Plan (CRMP) 2023-24 to 2027-28.

RECOMMENDATION:

That Members of the Executive to acknowledge and discuss the content of this paper.

1. Summary

- 1.1 We are in the business of keeping people in Bedfordshire safe and believe that our long-term success is founded on our ability to identify, analyze and manage risk. Our CRMP is the most visible way of demonstrating this.
- 1.2 The proposed Community Risk Management Plan (CRMP) 2023-24 to 2027-28 will look very different to our current CRMP. In particular we will:
 - Place greater emphasis on the Community and Risk elements of the CRMP;
 - Carry out two surveys – one on community concerns which we will launch at the Bedford River Festival on 22-23 July in collaboration with Bedfordshire Local Resilience Forum, the second is on specific proposals and will start in November 2022;
 - Retire our six strategic aims and replace them with four strategic themes because:
 - Two of our current strategic aims allude to the same thing;
 - Performance reporting will be clearer and more strategic;
 - Findings from our Horizon scanning workshops and content of FRS Reform White Paper places less emphasis on functional service delivery; and
 - This gives greater definition of principal officer's remits and offers the potential to break down silos between functions.
- 1.3 The results of our reviews of emergency cover, risk, capability, estates, data quality, productivity, and our horizon scanning workshops give us firmer foundations from which we can confidentially develop our new CRMP.
- 1.4 The Head of Strategic Support and Assurance (HSSA) is the project manager for the new CRMP. Developing the new CRMP is a 'project' as defined by our Project Management Office and the HSSA will need to keep all the project documentation up to date. This represents a 120-day project.

2 Background

- 2.1 Our CRMP needs to be agile and flexible enough to be our key strategic document for at least five years. We only intend to update the action plan and budget information annually.

- 2.2 The Pandemic has acted as a springboard to faster implementation of our digital solutions from the provision of our prevention and protection services and for the expansion of our flexible ways of working. Digital transformation will continue to be a focus as we explore automated processes to improve efficiency and effectiveness and meet the expectations of our ever- increasing 'digitised' society.
- 2.3 Climate change is happening and over the life of this Plan we will develop a policy to reduce our carbon footprint as we contribute to building a more sustainable future for our next generations. We will also ensure that we can respond to the predicted increasing incidents of flooding and wildfires at a national and local level. Transport habits are also changing with more battery powered vehicles and more
- 2.4 The community risk assessment (CRA) is the most challenging element of the CRMP process due to:
- The need to set out the methodology used and the conceptualisation of risk;
 - National expectations of academic input;
 - Reliability and Timeliness of data;
 - Credibility of the data sources; and
 - Difficulties in combining data sets.
- 2.5 Community engagement is the next biggest effort in developing the CRMP and a Consultation and Engagement Timeline is set in the Appendices of this paper. This is important because in December 2021 Her Majesties' Inspectorate of Constabulary and Fire and Rescue's (HMICFRS) report on BFRS found: *The service needs to improve how it engages with its local community.*
- 2.6 The new CRMP is the most significant piece of evidence that demonstrates we have understood and met this HMICFRS Area For Improvement (AFI). Our Community Risk Management Plan (CRMP) 2023-28 is our Integrated Risk Management Plan.

3. National legislation and guidance we need to consider

- 3.1 All fire and rescue services have duties and responsibilities that are set out in legislation including:
- **The Fire and rescue national framework for England 2018** which sets out the priorities for fire and rescue authorities to:
 - Identify and assess the full range of foreseeable fire and rescue related risks their areas face;

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse;
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- Be accountable to communities for the service they provide.

3.2 On 18th May 2021 the national Fire Standards Board issued a new standard in relation to Community Risk Management Planning. Integral to this is a CRMP Strategic Framework developed by the National Fire Chiefs Councils that gives guidance to the different stages of the risk management planning process. Both of these are being considered when developing our CRMP.

4. Findings from our Review of the Current CRMP

- 4.1 The consultation on the 2022-23 CRMP action plan, budget and council tax proposals took place between 28 December 2021 and 31 January 2022. A total of 746 responses were received.
- 4.2 We have revealed a significant public interest in improving our focus on community engagement, environmental management and demonstrating ethical governance credentials. These issues will take a stronger focus in developing our next CRMP from 2023-24 onwards.
- 4.3 Our review of the current CRMP shared with Principal Officers on 8th November 2021 finds many strengths and room for improvement in demonstrating we are dealing with community risk, and in ensuring we involve communities and opinion formers in strategic planning. Our Horizon scanning event in July highlighted gaps in considering Community Resilience, maximising data and digital technology, and carbon reduction.

5. CRMP development process



6. Fit with strategic policy framework



7. Proposed contents of our CRMP 2023-24 to 2027-28

7.1 Based on previous experience, evaluation of the current CRMP, consultation and national guidance we are proposing the following sections:

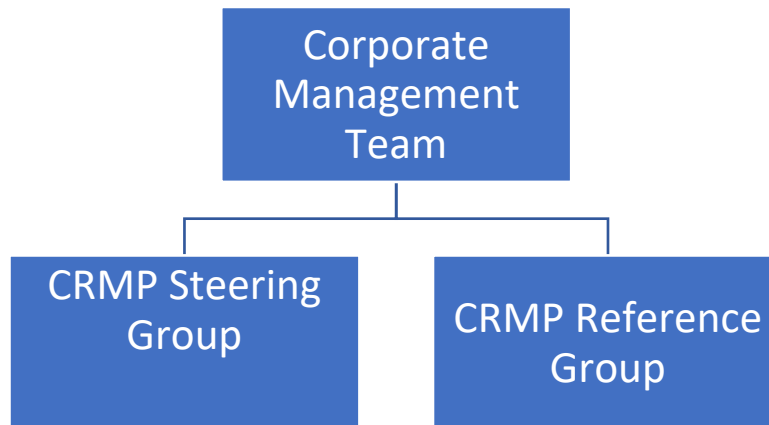
- Chief and Chair's Forward
- Our Strategic Themes:
 - **Our Communities:** Led by CFO Andrew Hopkinson
 - **Our Services:** Led by DCFO Chris Bigland
 - **Our Organisation:** Led by ACO Gavin Chambers
 - **Our People:** Led by ACFO Alison Kibblewhite
- Our Values
- Our County
- Our Service at a glance
- Our legal duties
- How Our Plans Link Together - internally and with others
- How we identify risks
- Our current risks
- Emerging Risks
- Our capabilities
- How we allocate resources
- Glossary of terms

8. Consultation and Engagement Timeline

Dates	Action	Accountabilities
January to March 2022	Finalise CRMP Action Plan for 22-23 including Council Tax Document	HSSA and ACO
June 2022	<ul style="list-style-type: none"> • Set up internal Steering Group and external Reference Group. • Share planning with the FRA 	HSSA
June 2022	<ul style="list-style-type: none"> • Plan first public survey in collaboration with the Local Resilience Forum based on the Devon & Somerset FRS ‘what risks concern you’ concept • Use feedback from 2022-23 CRMP consultation & use as a starting point for next consultations – You Said We Did, and What’s Changed 	HSSA
July 2022	Finalise Community Risk Assessment	HPP
July 2022	<ul style="list-style-type: none"> • Launch survey at River Festival, review feedback and refine proposals. • Engage staff 	HSSA
August – Sept 2022	<ul style="list-style-type: none"> • Test results with reference group • Results fed back to staff, FRA and partners • Review feedback and refine plans 	HSSA and DCFO
October 2022	<ul style="list-style-type: none"> • Refine plans. • Develop CRMP proposals consultation document. • Develop consultation webpages. 	HSSA
November 2022	<ul style="list-style-type: none"> • Consultation on specific proposals open. Communications plan implemented. • Steering and reference group 	HSSA

	<ul style="list-style-type: none"> • Community engagement 	
December 2022	<ul style="list-style-type: none"> • Promote consultation • Focus groups and community engagement 	CMT and HSSA
January 2023	Consultation closes 31 January 2023	HSSA
February 2023	<ul style="list-style-type: none"> • Review feedback Send to FRA and staff Review CRMP. • Council tax document with proposed increase in council tax figures, share with LAs and public 	HSSA and ACO
March 2023	<ul style="list-style-type: none"> • Finalise CRMP based on feedback • Test with staff, FRA and key stakeholders Sign off CRMP - live on the website ready for 1 April 	HSSA

9. FRS Internal accountabilities



10. Recommendations

10.1 The FRA Executive acknowledges and discusses the contents of this paper

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HEAD OF STRATEGIC SUPPORT AND ASSURANCE