

## DRAFT COMMUNITY RISK MANAGEMENT PLAN 2022-26



### REPORT OF THE CHIEF FIRE OFFICER

**For Approval**

#### 1. PURPOSE OF REPORT

- 1.1 To seek Members views on and approval of the Authority's draft Community Risk Management Plan (CRMP) 2022 - 2026 attached as Appendix A.
- 1.2 To seek Members approval of the draft Consultation Plan in relation to the CRMP 2022-26 attached as Appendix B.

#### 2. RECOMMENDATIONS

- 2.1 As recommended by the Executive Committee on 8<sup>th</sup> Oct 2021, it is recommended that Members:
  - note the strategic planning activities and sources of insight associated with the development of the draft CIRMP 2022 -2026 as set out in Section 4 of this report
  - note the medium term financial position as set out in paragraphs 5.3, 5.4 and 5.5 of this report
  - provide any views on the draft CRMP 2022-26 attached as Appendix A
  - provide any views on the draft CRMP 2022-26 Consultation Plan attached as Appendix B noting that the consultation period runs from 29<sup>th</sup> October 2021 to 21<sup>st</sup> January 2022.
  - approve the draft CRMP 2022-26 attached as Appendix A for consultation
  - approve the draft CRMP 2022 -26 Consultation Plan attached as Appendix B
  - receive further reports following the consultation period

### 3. **BACKGROUND**

- 3.1 The requirement for an Integrated Risk Management Plan (IRMP) is set out in the Home Office Fire and Rescue Service National Framework for England, May 2018. This is given statutory effect by the Fire and Rescue Services Act 2004.
- 3.2 The Framework states that each Fire and Rescue Authority must produce an IRMP that must:
- reflect up to date risk analyses 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 programme 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.
- 3.3 Integrated risk management planning is simply about using resources in the most effective way to save lives, improve public safety and reduce emergency incidents. It is an approach that:
- identifies who or what is most at risk of fire and other emergencies
  - determines where they are and how best to reach them
  - identifies the best way to reduce and manage the risk
  - ensures that resources are deployed in proportion to the size of the risk
- 3.4 The Authority's current Community Integrated Risk Management Plan 2018-22, which incorporates the Authority's Corporate and Integrated Risk Management Plans, expires on 31<sup>st</sup> March 2022.

- 3.5 The Service Plan for 2021/22 set out three strategic planning priorities for the Chief Fire Officer:
- CSP1.1: to develop the Authority's Vision for 2030
  - CSP1.2: to develop the Authority's Corporate Plan 2022-26
  - CSP2.1: to produce the Authority's Community Risk Management Plan (CRMP) 2022-26
- 3.6 CSP1.1 and 1.2 priorities above were completed and approved by the Fire Authority on 30<sup>th</sup> July 2021. They set out the strategic direction for the Authority over the next four years and have been used to shape the Authority's draft CRMP 2022-2026 attached to this report.
- 3.7 The draft CRMP 2022-26 was presented to the Executive Committee on 8<sup>th</sup> October 2021; and is now recommended for approval.

#### **4. STRATEGIC PLANNING**

- 4.1 The Vision, the Corporate Plan and the attached draft CRMP have been built upon valuable insight – this is so we can mitigate any evidence-based medium to long term future challenges and grasp any future opportunities. We believe that better insight means better plans, better performance; and better outcomes.
- 4.2 The following key sources of insight underpin our strategic planning work and have been shared previously with Members. They include:
- our community and risk profiles as set out in our Community Risk Profile document that was presented to the Executive Committee on 9<sup>th</sup> July 2021 and is published on the Brigade's website.
  - the outcomes from our environmental scanning exercise as set out in our 'Changing Landscapes' document that was presented to the Fire Authority on 30<sup>th</sup> July 2021 and is published on the Brigade's website.
  - our performance which is detailed in our Performance Report 2020/21 that was presented to the Audit and Governance on 25<sup>th</sup> June 2021 and Executive Committee on 9<sup>th</sup> July 2021 and is published on the Brigade's website.
  - our financial resources as detailed in the Authority's Medium Term Financial Strategy 2022/24 that was approved by the Fire Authority on 12<sup>th</sup> Feb 2021.
- 4.3 Other key insight sources have included Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection, Internal Audit and Evaluation Reports; and Community and Staff Feedback.

## 5. DRAFT CRMP 2022-2026

- 5.1 The draft CRMP 2022-2026, attached as Appendix A, is one of a suite of Plans that underpins the Authority's Corporate Plan; the others are the People Plan and the Resource Plan. The three Plans are intrinsically linked and have been developed on the basis that the Authority continues to comply with its statutory duties and works towards achieving its Vision 2030.
- 5.2 The CRMP aims to achieve the Authority's Corporate Objective 'to minimise fire and rescue related risks in the community' through a suite of risk management objectives relating to identifying and assessing all foreseeable risks that the communities face; reducing fire incidents, deaths and injuries and other emergencies through the provision of emergency response, prevention and protection services; maintaining fire and rescue resilience assets in a state of readiness and working in partnership with others to improve the effectiveness of the service.
- 5.3 The Plan takes cognisance of the Authority's difficult and uncertain financial situation at the time of writing. Government funding for 2022/23 will be determined by the Spending Review due in the Autumn 2021, including whether the Government implements the Fair Funding and 75% Business Rates Retention Reviews.
- 5.4 Currently our financial plans assume that our resources will be frozen in 2022/23 and 2023/24; there is a risk that this might not be the case and each 1% reduction in grant will require us to find £150,000 in savings. Other key areas of uncertainty relate to pay, council tax referendum limits and pension costs. Forecasted budget deficits for the next two years, based on our budget requirements and planning assumptions are £0.577m (2022/23) and (£0.198m) (2023/24). Both of these figures assume that the Section 31 Pension Grant (£1.4m) will continue to be paid by Government. Should these not materialise or be less than this amount then the deficit would be increased.
- 5.5 We are currently preparing our 2022/23 budget and MTFS covering the period 2022/23 to 2025/26 which will be presented to the CFA for approval in Feb 2022. Whilst there is considerable uncertainty over future funding due to factors highlighted above early indications are that we will be able to balance the budget for 2022/23 without the need to make reductions in front line service provision. However to balance the budget over the medium term we will need to identify further savings for implementation should the need arise. In preparation for this we have commissioned an independent review of our operational resource deployment model which we will consider in 2022/23.
- 5.6 The Plan sets out our risk management priorities for the next four years which will direct our work activities and resources and will be underpinned by a suite of 'SMART' improvement actions that have been established through our learning and insight. The priorities are set out in full on pages 53, 54, and 55 and relate to:

- enhancements to our risk identification and assessment arrangements
- helping people stay safe in their homes
- helping people stay safe on the roads
- tackling arson and deliberate fire setting
- delivering efficient, effective and value for money prevention activities
- supporting businesses to keep their buildings safe
- ensuring our fire-fighters can respond quickly to operational incidents including those across the border
- supporting national resilience
- being better prepared to deal with incidents involving buildings where the height can have serious impact on fire-fighting and evacuation
- efficient deployment of our operational resources
- exploring further collaboration and partnership working

## **6. CRMP 2022 -2026 CONSULTATION**

- 6.1 The period of public consultation relating to the CRMP 2022-26 will commence from 29 October 2021 and conclude on 21 January 2022. The Draft Consultation Plan is attached as Appendix B.
- 6.2 Feedback or commentary received from stakeholders during the consultation period will be brought back before the Fire Authority in March 2022 with the draft CIRMP prior to any final determinations being made by the Authority.

**IAN HAYTON**  
**CHIEF FIRE OFFICER**

**KAREN WINTER**  
**ASSISTANT CHIEF FIRE OFFICER**  
**STRATEGIC PLANNING AND RESOURCES**