

COMMUNITY RISK MANAGEMENT PLAN 2022-26**REPORT OF THE CHIEF FIRE OFFICER****For Approval****1. PURPOSE OF REPORT**

- 1.1 To inform Elected Members of the outcomes from the consultation exercise on the draft Community Risk Management Plan (CRMP) 2022-2026 as set out in the Consultation Feedback Report (CFR) attached as Appendix 2.
- 1.2 To consider the Authority's updated medium term financial position including use of reserves.
- 1.3 To approve a final CRMP 2022-26 that reflects the Authority's current risk assessment outcomes, the outcomes from the consultation exercise and the updated medium term financial position, as recommended by the Executive Committee (4 March 2022).

2. RECOMMENDATIONS

- 2.1 It is recommended that Members note the details of the consultation exercise in relation to the Authority's draft CRMP proposals 2022-26 as set out in Sections 5 and 6 of this report and in the Consultation Feedback Report at Appendix 2.
- 2.2 It is recommended that Members note the updated medium term financial position, the continued uncertainty in future funding and the potential deficits of between £0.551m and £1.467m as detailed in paragraphs 5.3, 5.4 and 5.5 of this report and set out in full in the Authority's Medium Term Financial Strategy 2022/26 that was approved by the Fire Authority on 15 February 2022.
- 2.3 It is recommended that, in light of the Authority's comprehensive risk assessments, financial position and consultation exercise Members approve the CRMP 2022-26 as attached at Appendix 1 for publication and implementation on 1 April 2022.

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 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 July 2021. They set out the strategic direction for the Authority over the next four years and were used to shape the Authority's draft CRMP 2022-2026 proposals that were approved by the Authority at its meeting on 15 October 2021 for consultation.

- 3.7 The consultation work is now complete and the outcomes are included within this Report for Members consideration; they were also presented to the Executive Committee on 4 March 2022 who recommended that the CRMP 2022-26 be approved by the Fire Authority.

4. COMMUNITY RISK MANAGEMENT PLAN 2022-2026

- 4.1 The CRMP 2022-2026, attached as Appendix 1, 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.
- 4.2 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.
- 4.3 The CRMP took cognisance of the Authority's uncertain financial situation at the time of writing (Oct 2021). Since that time the Authority has received a one-year financial settlement for 2022/23 which was reflected in the Medium Term Financial Strategy 2022/26 that was approved by the Fire Authority on 15 February 2022.
- 4.4 Whilst the Settlement brought welcome additional finances (£646,000) mainly through the allocation of a new 'Services Grant' there remains a high level of financial uncertainty for 2023/24 and beyond. This uncertainty relates to lack of information on length of next settlement period and how the 'Service Grant' will be allocated going forward, the delays in the anticipated major reforms to the national funding system; the current inflation environment and the uncertainty relating to pay.
- 4.5 Against this background a range of budget scenarios were detailed in the Medium Term Financial Report and these showed a potential deficit of between £0.551m and £1.467m for the period 2023/24 to 2025/26. Members instructed the Chief Fire Officer to develop a contingency plan to address the lower deficit figure of £0.551m agreeing that the risk of a higher deficit could be managed in the short-term (i.e. 2023/24) from the temporary use of the Authority's Budget Support Fund, which would enable plans to be developed in 2023/24 and implemented in 2024/25 if there is a higher deficit. In preparation for this the Chief Fire Officer has commissioned an independent review of our operational resource deployment model which we will consider in 2022/23.
- 4.6 The CRMP sets out our risk management proposals for the next four years which will direct our work activities and resources and is 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
- tackling arson and deliberate fire setting
- delivering efficient, effective and value for money community safety 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 firefighting and evacuation
- efficient deployment of our operational resources
- exploring further collaboration and partnership working

5. CRMP 2022 - 2026 CONSULTATION

- 5.1 Full details of the Authority's consultation exercise are set out in the Consultation Feedback Report (CFR) attached as Appendix 2.
- 5.2 The comprehensive consultation exercise ran from 29 October 2021 – 21 January 2022. The consultation followed the Government's Consultation Principles 2016, in that it aimed to be proportionate, targeted and placed emphasis on ensuring that consultees understood the effects of the proposals.
- 5.3 The purpose of the consultation was to:
- ensure stakeholders were aware of the proposals set out in the draft CIRMP
 - seek views on the proposals set out within the CIRMP
- 5.4 The objectives of the consultation were to:
- explain the Fire Authority's risk assessment process
 - outline the outcomes of the Authority's risk assessment process
 - provide details of the proposals set out in the draft CIRMP
 - state the anticipated timescales for decision/implementation
 - state how to contact the Brigade to voice opinion
 - state how the Brigade will respond to opinions received
- 5.5 Full details of the stakeholders involved in the consultation programme are set out at Appendix C of the CFR and included:
- Members of the Public
 - Community Groups
 - Industrial and Commercial Businesses
 - Representative Bodies: Fire Brigades' Union and Unison
 - Members of Parliament in Teesside
 - Chief Executives and Leaders of Hartlepool, Middlesbrough, Stockton and Redcar and Cleveland Borough Councils
 - Tees Valley Combined Authority
 - Tees Valley Mayor
 - Police and Crime Commissioner for Cleveland

- Cleveland Police: Chief Constable
- Professional Associations
- Third Sector Organisations
- Other Partners: Health, Safeguarding Boards, Ambulance
- Media
- All Fire and Rescue Authorities in the United Kingdom
- Other Emergency Services

5.6 A wide variety of communication methods and tools were used to encourage staff members of the public and other stakeholders to engage in the consultation process. These included:

- development and agreement of the proposals through the Authority's governance arrangements
- early engagement with representative bodies prior to launch
- wide circulation of the draft plan to stakeholders via links to the Brigade's website
- social media messaging to encourage participation
- consultation materials published on the intranet and the external website, informing all stakeholders and communities of the methodology of feeding back to the Authority through the Communications and Engagement Team

6. CONSULTATION FEEDBACK

6.1 Full details of the responses to consultation are set out in Consultation Feedback Report (Appendix 2)

6.2 Activities delivered in the Engagement Schedule resulted in the awareness of this consultation reaching 160,554 people. Engagement is all about capturing the audience's attention to get them to act: liking, commenting, sharing, responding and ultimately in this case completing the consultation survey. A total of 11,116 people engaged with us during the consultation period.

6.3 Our survey was comprehensive and required pre-reading of documentation to complete. A total of 420 full survey submissions were received over the twelve-week consultation period, as follows:

- 250 received from four face-to-face community engagement events (one in each local Authority area) involving Prevention staff alongside an external survey company commissioned to maximise responses, and
- 170 received directly through Survey Monkey as a result of people acting on the various correspondences issued, advertising, promotions, website and email banners, meetings attended, and presentations delivered.

6.4 Summary of Responses by Proposal

Proposal 1: We want to develop our approach to risk management to reflect good practice and improve the safety, health, wellbeing, and economic prosperity of our communities

354 people (85% of respondents) agreed with this proposal

Proposal 2: We want to build on our successful approach to helping people stay safe in their homes

384 people (91% of respondents) agreed with this proposal

Proposal 3: We want to tackle arson and deliberate fire setting

387 people (92% of respondents) agreed with this proposal

Proposal 4: We want to ensure our prevention activities remain efficient, effective and deliver value for money

359 people (85% of respondents) agreed with this proposal

Proposal 5: We want to continue our risk-based approach to support businesses to keep their buildings safe in line with the Fire Safety Order 2005

368 people (88% of respondents) agreed with this proposal

Proposal 6: We want to be better prepared to deal with incidents involving buildings where the height can have a serious impact on firefighting and evacuation

379 people (90% of respondents) agreed with this proposal

Proposal 7: We want to ensure that our firefighters plan and prepare to respond effectively to operational incidents including those across our borders

372 people (89% of respondents) agreed with this proposal

Proposal 8: We want to develop options for improving the efficient deployment of our emergency response resources to flexibly meet current and future risks and demands

353 people (86% of respondents) agreed with this proposal

Proposal 9: We want to be 'Better Together' - Working in Partnership

350 people (84% of respondents) agreed with this proposal

7. CONSULTATION ASSURANCE

- 7.1 The consultation exercise was sufficiently extensive so as to enable any person or organisation, which may have had a legitimate interest in the Authority's proposals or may have been affected by those proposals, to express their views.
- 7.2 The scope of the consultation was proportionate to the nature and extent of the changes proposed and did not disadvantage any group or community served by the Authority.
- 7.3 Arrangements were in place to ensure that the CRMP document and consultation was available in a range of languages and formats should it be required.
- 7.4 The consultation exercise was based around a comprehensive Engagement Plan which provided sufficient information to all consultees to allow them to make informed decisions. The plan selected the most appropriate methods and tools for consultation and ensured that the proposal subject matter was put into local context to improve understanding.
- 7.5 The Risk and Performance Unit has conducted an independent and impartial statistical and qualitative analysis of the outcomes of the consultation from the information maintained on the Brigade's Consultation and Engagement system. Access to the relevant datasets is available for audit and a clear audit trail between this data and the analysis provided is available. Named individuals' details in the data have been redacted for data protection purposes.
- 7.6 A detailed analysis of the consultations responses against the EDI characteristics has been provided from the EDI information received.
- 7.7 Any data received after 21 January (closing date for consultation) has been excluded from the analysis.
- 7.8 The consultation exercise was based around a comprehensive communication plan which provided sufficient information to all consultees to allow them to make informed decisions. The plan selected the most appropriate tools and techniques for consultation and ensured that the subject matter was put into local context to improve understanding.

8. COMMUNITY RISK MANAGEMENT PLAN 2022-26

- 8.1 Reflecting on the current risk assessment outcomes and the outcomes from the consultation exercise it is recommended that no changes are made to the draft CIRMP proposals 2022-26 and the CRMP 2022-26 attached at Appendix 1 be approved and published on 1 April 2022.

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