

To: Policy and Resources Committee

From: Deputy Chief Executive Officer (DCEO) - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren

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Community Risk Management Plan (CRMP) 2024-29

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the creation of our Community Risk Management Plan (CRMP) for 2024/29 and seek approval for our CRMP creation plans.

2. Recommendations

- 2.1 The Committee is asked to:

2.1.1 note the contents of this report and make comment as they deem appropriate;

2.1.2 approve the approach to CRMP creation.

3. Risk Assessment

- 3.1 **Political** - the CRMP process, outlined in the Fire and Rescue National Framework for England, requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The CRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its CRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Social** - the CRMP outlines how we will deliver services to our community. It is important that we engage with our communities to shape our activities and help to inform our understanding of risks.

- 3.4 Legal - the Authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically, age and disability.

5. Background

- 5.1 Government has placed a legal requirement on each fire authority to produce an easily accessible and publicly available CRMP covering a three-to-five-year time span. The plan must;
- Reflect up to date risk analysis of foreseeable fire and rescue related risks that could affect Cambridgeshire,
 - Show how the Fire Authority will balance prevention, protection, and response activities to reduce the impact of risk on communities in a cost-effective way,
 - Outline service delivery outcomes and how resources are allocated to mitigate risks,
 - Show that the Fire Authority has a management strategy and a risk-based programme for enforcing fire safety legislation,
 - Show how the Fire Authority will meet the needs of the community through working with partners.
- 5.2 Our CRMP will cover all the activity we are engaged in to exploit opportunities and reduce risk. The current Integrated Risk Management Plan (IRMP) 2020/24 is in its final year with an action plan in place for 2023/24. Planning work has been conducted to outline our approach to building a five-year CRMP, spanning 2024 to 2029.

6. Changes to the CRMP Process

- 6.1 Since the creation of our previous IRMP, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) made recommendations in the State of Fire 2019 that the services should seek greater consistency in four areas. One of these being how services identify and determine risk and identifying and measuring emergency response standards. HMICFRS said ...

"Services are under no legal duty to comply with standards produced by the Fire Standards Board. While the Fire and Rescue National Framework for England requires services to do so, this requirement is less than an obligation to comply. Also, some services are still some way from implementing National

Operational Guidance. This guidance is intended to standardise how services respond to operational incidents, which is vital when it comes to cross-border working and responding to major incidents with others. Services should intensify their efforts to implement these national arrangements. Otherwise, Parliament should make them do it.”

- 6.2 The NFCC (National Fire Chiefs Council) has created the Fire Standards Board, as part of this there have been standards produced that outline how a CRMP should be created. The standards relevant to CRMPs advocate the change in terminology from IRMP to CRMP, which Cambridgeshire Fire and Rescue Service (CFRS) will adopt from 2024/25.
- 6.3 The community risk management planning fire standard has been released along with guidance to enable services to implement those standards. We have completed the gap analysis against this guidance and our approach is compliant with the standard for creating the CRMP.
- 6.4 In our HMICFRS inspection report for 2021/22 they said.

“The service has a good integrated risk management plan (IRMP). It makes clear links to its prevention, protection, and response strategies. And the service aims to continuously improve.”
- 6.5 We also received positive feedback on our IRMP in our 2018/2019 inspection report.
- 6.6 We are confident in our approach to building our CRMP through our colleague engagement, the positive independent feedback we have received from HMICFRS and our compliance with the fire standard. Therefore, we are proposing to follow the same structure again with the addition of public engagement activities.
- 6.7 The key change to our CRMP creation relates to how we engage with our communities in the risk identification and exploration phase of our planning process. Historically we consult with the community once we have created our IRMP to gather feedback and input. In creating our previous IRMP we conducted organisation wide engagement to gather thoughts once we understood our risks. This worked well for the Service and enabled us to gather a wide range of potential solutions to mitigate our risks or to realise our opportunities. We will be conducting this exercise again with our people but will also be widening this to engage with the community.
- 6.8 Our community engagement will work with partner organisations to use established connections to hard-to-reach communities as well as utilising our newly established community engagement forum and social media platforms. Our intention is to engage at this early stage to explore risks and identify opportunities.
- 6.9 Through our engagement activities we will be exploring topics such as;

- risks and opportunities identified,
- how could these be mitigated or realised?
- preferred engagement methods,
- what is important to our communities?
- response standard expectations.

7. Work completed so far

- 7.1 We have reviewed our vision, values, and excellence statements; these continue to be relevant to CFRS. However we have updated the language of these to reflect today's culture.
- 7.2 Our approach and risk profiling activities for the current IRMP were positively highlighted by HMICFRS as providing us with a clear, well-rounded understanding of our risk. Work is nearing completion for the gathering of this information. A review of our community demographics has been conducted utilising the latest census data to ensure that we understand our communities.
- 7.3 We have reviewed both our strategic and tactical risks as well as the national risk registers to create a snapshot of our current risk and opportunities profile.
- 7.4 We are a data driven organisation, our data is continuously under review to enable us to target and evaluate our activities. This means that as an organisation we have a good understanding of our community social demographics and risk profile. It is a continuous process, reviewed on a quarterly basis. For the creation of our new CRMP we will take a snapshot of the data to baseline our understanding and plan activities. Our new CRMP will continue to maintain our quarterly data reviews to ensure continued targeting and evaluation our activities.
- 7.5 Work is ongoing on the Operational Response Review project. This has conducted in-depth data analysis using modern modelling techniques. The project has reviewed how and when our resources are used. This has enabled us to study in greater depth the capability of our response and to consider future changes to how we manage resources to deliver greater efficiency and effectiveness.
- 7.6 A previous consultation activity with the public identified that the public believed that we prioritised our calls in a similar way to the ambulance and police services. It also identified that this was looked upon positively. Work conducted under the Operational Response Review project has looked at the impact of this on our response times. This topic will be further explored as part of our community engagement activities.
- 7.7 At the time of writing, HMICFRS are carrying out their third major inspection of CFRS with results from this expected later in the year. We will take any recommendations from this into consideration when constructing our new CRMP.

8. Equality Impact Assessment and our CRMP

- 8.1 An Equality Impact Assessment is an important part of our CRMP process. We will be conducting an assessment of our CRMP process including our engagement activities. It is important for us to understand the barriers that our process may present to those we are trying to engage with so that we may look at ways to overcome these. We will also assess our CRMP engagement responses as a measure of evaluation of our approach to engagement with our diverse communities.
- 8.2 Our CRMP will present our high-level plans for the five-year period. Each project or work strand will be subject to an equality impact assessment once we initiate the delivery work as part of our standard practices and in line with our equality impact assessment processes.

9. Next Steps

- 9.1 Once the data work is completed, we will commence our community and colleague engagement activities.
- 9.2 After this is completed at the end of July 2023 we will begin to consider the feedback received and formulate our draft CRMP to be presented to the Authority in November 2023.
- 9.3 Subject to this being approved we would then commence a consultation period on our draft with the intention of presenting the final CRMP to the Authority in February 2024. If approved we will seek to publish our new CRMP on 1 April 2024; our existing IRMP expires on 31 March 2024.
- 9.4 The diagram below outlines the high-level schedule of activities.



Source Documents

Consultation plan for Community Risk Management Plan (CRMP) 2024/29
Community Risk Management Planning - Fire Standards Board
Cambridgeshire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) – Inspection report 2021
Cambridgeshire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) – Inspection report 18/19

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