



**Fire Scrutiny Board Meeting  
22<sup>nd</sup> September 2021**

**Gloucestershire Fire and Rescue Service Draft Community Risk Management  
Plan 2022-2025**

**Background**

- 1 The Fire and Rescue National Framework sets out the Government's priorities and objectives for Fire and Rescue authorities in England; a key priority is for the Fire and Rescue Authority (FRA) to develop a Community Risk Management Plan (CRMP). When developing the CRMP, the FRA should give due regard to the professional advice of the Chief Fire Officer.
- 2 In order to achieve the National Fire Chiefs Council (NFCC) Fire Standard, a standard expected of all Fire and Rescue Services in the creation of their CRMP's, GFRS must:
  - Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning;
  - Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available;
  - Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed;
  - Meet its legislative, framework and governance requirements linked to Community Risk Management;
  - Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve;
  - Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed;
  - Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly;
  - Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives;
  - Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions;

- Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it; and
  - Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.
- 3 In June 2020, work commenced towards the delivery of the draft CRMP 2022-2025 with the following steps completed:
- An evidence based Risk Profile methodology for Prevention, Protection and Response.
  - Creation of Community Risk Profiles for Prevention, Protection and Response, that included the review and collection of evidence from internal and external data sources.
  - CRMP workshops with the Senior Leadership Team (SLT) and Senior Managers, each helping to inform different elements of the CRMP (alignment to Council plans and strategies, document structure, risk profiles, objective setting, consultation and engagement).
  - A pre-engagement consultation with the public, staff and businesses before the first draft.
  - Finalising of the objective setting with the Department Heads and Senior Managers.
  - Production of an Equality Impact Assessment which supplements this paper.
- 4 Following this comprehensive process, the draft CRMP outlines the 8 objectives, which have been agreed by GFRS Senior Leadership Team, which will be delivered by the Service across the three-year life of the plan. These are:

**Objective 1 – Prevention**

Deliver intelligence informed person-centred and impactful prevention activities that effectively and efficiently improve the safety, health and wellbeing of the diverse people who live, work in or visit Gloucestershire.

**Objective 2 – Protection**

Deliver intelligence informed and impactful protection activities, to include inspections, audits, education and enforcement, which continue to reduce the likelihood and impact of fire in commercial buildings across Gloucestershire and reduce the risk to both the public and firefighters.

**Objective 3 - Response Standards**

Implement National Operational Guidance and approved National Fire Standards to assure and support operational competence, learning and preparedness.

**Objective 4 - Response Arrangements**

Review our existing arrangements to ensure that we have the required number of resources, with the right people and equipment, at the right time, in the right location.

**Objective 5 - Digital, Data and Technology**

Increase the use of data and business intelligence tools to ensure that we understand our risks and maximise the use of technology to respond appropriately to those risks.

### **Objective 6 - People and Social Responsibility**

Further improve our inclusive culture to ensure that we attract, retain, support and develop a diverse workforce, which is truly representative of our communities.

### **Objective 7 - Asset Management**

Continue to provide the best facilities, vehicles, equipment and personal protective equipment (PPE) we can afford, enabling us to deliver a professional service to our communities.

### **Objective 8 – Collaboration**

Collaboration is important in every organisation. We will collaborate by communicating with partners and building on ideas to innovate or do something differently in the public's interest

A public consultation will run from 1 October 2021 to 26 November 2021. A survey will be conducted to capture the public's views on the 8 strategic objectives within the CRMP in a Covid-19 safe manner. A detailed communications plan has been developed, but in broad terms, promotion will be through:

- GCC and GFRS social media;
- Paid social media and digital advertising
- Video and animation
- Media releases and other media opportunities
- E-mail marketing via GovDelivery
- Internal promotion to staff
- Council's connected newsletter
- GCC Facebook page and twitter feed;
- During our Safe and Well Visits;
- At online events and meetings.

We will be consulting over a period of 8 weeks, with the results available in December 2021. We want to hear from the public on how we can improve and shape our activities over the next 3 years. As we develop our plans, we will consult with the public again on any specific proposals so that we can fully understand the impact they may have.

During our consultation, we aim to consult with a representative sample of the community we serve. This means consulting with as many of the population across Gloucestershire as possible. Our aim is to receive as many responses as we can to ensure the sample size is robust, which means we can be confident in the findings of the consultation.

The Covid-19 pandemic is likely to continue to impact on our consultation which means that we can't go out into the community as we normally would. So we'll be asking for opinions online this year and if anyone has any difficulty with internet access they can speak to us or we can provide paper copies of our survey for them on request.

### **Options**

#### **5 Option 1:**

Seek amendments or adjustments to the developed draft CRMP 2022-25 and associated documentation with the opportunity to include further comments and amendments after public consultation and before final draft.

#### Advantages:

- Ensures the draft CRMP takes account of all current and emerging risk information.
- Ensures the draft CRMP takes account of all current and evolving governance information.
- Ensures the draft CRMP is considered fit for purpose.
- Enables the Service to move forward with a draft CRMP that accurately reflects intentions for the 2022-25 period.

#### Disadvantages:

- If the CRMP isn't approved then the CRMP may not be ready for April 2022.

### **6 Option 2 (Preferred Option):**

Accept the developed draft CRMP 2022-25 and associated documentation approving format and content as suitable for submission through the governance process and public consultation.

#### Advantages:

- Ensures the draft CRMP takes account of all current and emerging risk information.
- Ensures the draft CRMP takes account of all current and evolving governance information.
- Ensures the draft CRMP is considered fit for purpose.
- Enables the Service to move forward with a draft CRMP that accurately reflects intentions for the 2022-25 period.

#### Disadvantages:

- None foreseeable.

### **Risks**

**7 Failure** to produce a Community Risk Management Plan will result in the Service and Fire Authority not complying with Fire and Rescue National Framework for England (2018). The framework places a legal obligation on all Fire Authorities to develop, produce and publish a Community Risk Management Plan (CRMP) at least once every 3 years.

Failure to act in accordance with the Framework could lead to statutory intervention under section 22 of the Fire and Rescue Service Act 2004.

### **Financial implications**

**8** All objectives will be managed as projects through the GFRS Portfolio Management Office. Progress and will be tracked, monitored and supported through the Portfolio Management Board comprising a selection of GCC Directors and GCC and GFRS Heads of Service.

There are minimal financial implications in the build up to the final draft arising from design work and the public consultation and its analysis. Thereafter there may be financial implications arising from the 8 objectives as they are progressed towards outcomes but these are unknown at this time. Such financial implications will be governed by due process.

## **Climate change implications**

**9** All 8 objectives and their outcomes will be cognisant of the need to satisfy GCC and central government carbon neutral policies.

## **Equality implications**

**10** An Equalities Impact Assessment (EIA) has been completed for the GFRS CRMP 2022 – 2025 and supplements this report. Further EIA's may be required following the progression of the 8 objectives as they are progressed to outcomes.

A summary of the key points from the EIA: -

**Age** - Age is a major factor when considering vulnerability to fire and other sources of risk. GFRS has made the elderly and the young very much a focus of our prevention work. We have entered into valuable and effective partnerships with organisations such as Age Concern, GCC Adult and Social Care Teams and Schools (engaging with children on fire prevention) to help us access those we need to protect, in a way that will encourage them to change their behaviour.

**Disability** - Disability is a major factor when considering fire and other sources of risk. GFRS has been involved with directed prevention work in the homes of people with disabilities, for example, we work with The Deaf Association to fit specialised smoke alarms designed for people who have a hearing impairment. We also safeguard the interests of people with disabilities away from their homes, our Protection Team ensure that employers and other commercial establishments fulfil their responsibilities to disabled employees and visitors. Whilst being able-bodied is important in some aspects of delivering the services we provide, where that is not the case GFRS takes a positive approach to employing people with disabilities.

**Sex** - Service users can be male or female. Our workforce are also of mixed gender, GFRS has one of the highest proportions of female firefighters in any UK Fire and Rescue Service.

**Race** - When we undertake Prevention and Protection work in the community we are conscious of the need to be sensitive to cultural and language differences. The training given to staff undertaking home fire safety checks recognises the need to exercise sensitivity and to be able to overcome any language barriers. Similarly, race is not a barrier to employment within GFRS. We actively encourage and welcome applications from all sectors of the community so that our workforce is representative of the communities we serve.

**Gender reassignment** - Gender re-assignment has no implication on whether a person could be a GFRS service user or employee.

**Marriage & civil partnership** - Marriage or Civil Partnerships have no implication upon whether a person could be a GFRS service user or employee.

**Pregnancy & maternity** - Pregnancy or maternity has no implication for whether a person could be a GFRS service user or employee. In an operational situation the normal process of prioritisation of casualties may be affected by pregnancy in the interests of protecting the mother and her unborn child. GFRS maternity policies correspond with GCC policies and current law. GFRS also has clear policy on the removal of an expectant mother from an operational role for the duration of her pregnancy in the interests of protecting the unborn child.

**Religion and/or belief** - Religion or beliefs carry no implication for whether a person could be a GFRS service user or employee. Where possible religious observance is accommodated within working arrangements; some of GFRS' more recently developed sites having dedicated prayer facilities. The training given to staff undertaking home fire safety checks and relating to diversity in general recognises the need to exercise sensitivity in relation to religion and belief.

**Sexual orientation** - As part of normal diversity training GFRS staff are made aware of the need to be sensitive in relation to sexual orientation. Support groups for people in same sex relationships are included in the prevention work undertaken by GFRS and as such, the Service maintains a productive relationship with gay, lesbian, bi-sexual and trans-gender support groups.

Cabinet Members should read and consider the Equalities Impact Assessment in order to satisfy themselves as decision makers that due regard has been given.

### **Data Protection Impact Assessment (DPIA) implications**

**11** There are no Data Protection Impact Assessments implications associated with the production of the CRMP 2022 – 2025.

### **Social value implications**

**12** In order to achieve the NFCC Fire Standard, a standard expected of all Fire and Rescue Services in the creation of their CRMP's, GFRS must:

- Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning;
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As a consequence of the above approach the social value implications are not adversely affected, indeed, the sole intention of the CRMP is to ensure they are not and that we target our resources towards areas of social deprivation and to have a positive impact on social value.

### Consultation feedback

**13** A pre-draft CRMP consultation was conducted in February 2021 and will be made publically available in a report form. Below is a brief summary:

### Consultation Response

- 264 responses were received.
- 57% were local residents.
- 25% of respondents were employees of GFRS and 11% were employees of GCC.
- The remaining 18% were made of Councillors, local businesses, community/volunteer groups, other blue light agencies and neighbouring fire and rescue services.
- 80% of respondents had not used any of the services provided by GFRS in the last three years.

### Summary:

- 63% of respondents were fairly or very satisfied with GFRS.
- 41% of respondents had felt that the service provided by GFRS in the last three years had stayed about the same. 20% felt that it got better, 26% of respondents did not know and 10% felt that it got worse.
- 70% of respondents tend to or strongly agree that GFRS provides good value for money, with 13% disagreeing and the remaining respondents not knowing.
- The majority (75%) of respondents felt either fairly or very confident that GFRS provides an effective service overall.
- When the respondents were asked to prioritise a number of activities that they felt were the most important for GFRS, responding to fires scored the highest. Rescuing people from road traffic collisions was the next highest score and preventing fires and promoting fire safety followed.

Activity	Rank order
Responding to fires	1
Rescuing people from road traffic collisions	2
Preventing fires and promoting fire safety	3
Responding to National large scale emergencies such as flooding and terrorist incidents	4
Collaborating with other Blue light organisations, for example the Police and Ambulance	5
Ensuring those responsible for public and commercial buildings comply with fire safety regulations	6
Obtaining information from landlords/building owners to improve response if a fire or other emergency occurs in the building	7

- When the respondents were asked to rank non-statutory activities, the highest scoring activity was, responding to medical incidents. Responding to storms and other natural disasters scored the second highest, with responding to water rescue incidents scoring the third highest.

Non-statutory activity	Rank order
Responding to medical incidents (either assisting the ambulance service or as a first responder or to serious medical calls)	1
Responding to storms and other natural disasters	2
Responding to water rescue incidents	3
Promoting road safety	4
Responding to animal rescue	5
Supporting Covid-19 work to reduce the impact on the community	6
Promoting water safety	7
Collaborating with other departments of the County Council and wider organisations such as Gloucestershire Clinical Commissioning Group	8
Supporting youth development work	9

- 66% of the respondents stated that it is important that our workforce reflects the diverse communities that we serve.
- 69% of the respondents felt that GFRS should increase its road safety education and prevention activity, even though it is not a statutory duty.

The results of the eight-week draft CRMP that will be carried out in October and November will also be made publicly available. Where objective outcomes require consultation this will also be made publically available.

### **Officer recommendations**

**14** Approval is sought from Cabinet to agree the DRAFT Community Risk Management Plan 2022-2025 and to undertake a public consultation on it.

### **Performance Management/Follow-up**

**15** Once the draft CRMP 2022 – 2025 has been through Cabinet and public consultation the final draft will proceed to Cabinet for final sign off and publication in April 2022. Thereafter, the Services performance against the 8 objectives will be managed as projects through the GFRS Portfolio Management Office. Progress will be tracked, monitored and supported through the Portfolio Management Board comprising a selection of County Council Directors and County Council and GFRS Heads of Service. The newly formed Fire and Rescue Scrutiny Committee will scrutinise progress bi-monthly and Her Majesty’s Inspectorate of Constabulary’s and Fire and Rescue Services (HMICFRS) will scrutinise progress at a minimum of once a year.