

Fire and Rescue Scrutiny Committee	
Report Title:	Update on progress towards the Community Risk Management Plan (CRMP) 2022-26 objectives
Meeting Date:	26/05/23
Chair:	Cllr Jeremy Hilton
Presenting Officer:	<i>CFO Mark Preece</i>
Purpose of Report:	To update FRSC on the progress made towards the objectives set out in the 2022-26 CRMP
Planned Dates	N/A
Background documents:	<i>CRMP 2022-26</i>
Appendices	N/A
Recommendations	N/A

1. Background

1.1 The purpose of the Community Risk Management Plan (CRMP) is to set out our strategic aims and objectives for the period it covers, based on an assessment of local risks. It outlines the improvements and changes the Service needs to make in order to manage existing and emerging risk in the most effective and efficient way. The route to these improvements is contained within the CRMP key objectives where the Service details how it intends to achieve these.

1.2 The CRMP 2022-26 details nine objectives that cover four key areas; People, Prevention and Protection, Response and Resilience and Performance.

1.3 The progress towards achieving the objectives is managed through the Improvement team and the Portfolio Management Office (PMO).

1.4 This report provides an update for each of the nine objectives detailed in the CRMP.

2. Objective: 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”.*

2.1 The CRMP states that we will:

- Delivering the objectives contained on the cultural section of our Service Improvement Plan
- Increasing our resources and capacity in the right areas to deliver equality, diversity and inclusion work across the organisation
- Developing and maintaining our training for every member of staff regarding cultural intelligence
- Working in collaboration with other agencies and partners to access the best support and scrutiny over our future plans
- Continuing to ensure that our values and code of ethics drive everything we do
- Continuing to enhance and develop our innovative recruitment and progression practices to drive inclusivity
- Reviewing and improving our work on positive action
- Developing our Equality, Diversity and Inclusion (EDI) Network to strengthen its influence on the service
- Increasing engagement through visible leadership and the use of our EDI Network to ensure staff have a voice in shaping the future of our service

2.2 People and Social Responsibility Progress update

2.2.1 The Service is well into the delivery of our ‘Service Improvement Plan’, with over 40% now achieved. The progress made so far has been recognised by His Majesty’s Inspectorate Constabulary and Fire and Rescue Service (HMICFRS) in our last re-inspection, where they cited that *‘our culture is starting to improve, and we must now build on this momentum’*. The engine that will continue to drive this improvement in the coming years is the recent introduction of our new People Plan, which has been constructed by SLT by engaging with the entire workforce. In respect to this, HMICFRS have also recognised the *‘increased visibility and approachability of senior leaders.’*

2.2.2 By increasing our capacity through the introduction of dedicated Organisational Development (OD) advisors into Gloucestershire Fire and Rescue Service (GFRS) and integrating more effectively with Human Resources (HR), we have delivered a number of significant 'work based packages' which will be introduced over the coming weeks; these include the launch of a new workforce appraisal system and comprehensive carer pathways for all. All of our managers have also undertaken Cultural intelligence training, which is not only aimed at building an inclusive workforce, but helping that inclusivity to flow into our communities.

2.2.3 To ensure that our values and ethics drive everything we do, the recently established Service Improvement group (SIGMUB) have led a project which has resulted in the formulation of a Workplace Charter. Final engagement on this currently underway and this is due to launch at the end of June 2023.

2.2.4 Our recruitment and promotion processes remains very intensive, due to significant turnover. Whilst this does impact on the capacity of our teams, we are confident that the selection methodologies we have in place are leading to a more diverse workforce.

2.2.5 A new positive action scheme has also recently launched with the help of an external organisation aimed at supporting underrepresented groups to prepare for leadership roles in the future.

2.2.6 We are also extremely pleased to have launched a new Equality Impact Assessment Process in GFRS, which mirrors the National Fire Chiefs Council (NFCC) standard. Training for this has almost completed, which will help embed positive action and EDI in all of the services activates.

3. Objective: Workforce 'Fit for the future' - *"Develop and shape our Workforce to be 'fit for the future', strengthening health and wellbeing and ensuring that our people are equipped with the knowledge , skills and experience to continue building a safe, effective and resilient service to the people of Gloucestershire"*.

3.1. The CRMP states that we will:

- We will deliver the objective's contained with the Service's improvement plan
- By providing strong, values based leaders , who are trusted to the right thing and lead by example
- We will Strengthen our succession planning processes and match individuals potential to those needs
- We will be guided by professional standard to ensure the best quality of service
- We will improve our development process and pathways to give our staff the best opportunities possible to reach their potential
- We will increase, expand and improve our Learning and Development provisions to ensure we have the capacity, flexibility and resources to rise to the challenge of our future workforce
- We will evaluate implement the long term training solution for GFRS at the end of our contract with Severn Park Training centre
- Make full use of Apprenticeships to offer the highest level of training

- Develop peoples personal and professional skills and knowledge throughout their careers, providing ongoing support to help them achieve their full potential

3.2 Workforce 'Fit for the future' Progress update

3.2.1 Career Pathways in GFRS are due to launch in July 2023. This will ensure that all of our staff have the correct training and support to reach their full potential. These pathways will be uplifted and brought to life by the launch of a brand new electronic appraisal system.

3.2.2 We continue to make best use of the apprenticeship levy, placing our new whole time firefighters on the national level 3 apprenticeship. We also have a number of managers commencing higher level education in leadership with the University of Gloucestershire to strengthen our succession planning.

3.2.3 The service also now takes a more resilient approach to workforce planning, by recruiting candidates in to a 'pool' rather than into specific vacancies. This allows us to have flexibility when appointing new employees to fill gaps in the establishment as they occur.

3.2.4 A project team has now been established to consider the future training provisions for GFRS after the conclusion of the current contract for our training centre in Avonmouth. An options paper will be brought to Property board in July 2023.

3.2.5 In order to ensure our operational response service remains to a high standard, an assurance and exercising policy has also been introduced in order to plan, track and evaluate our joint training. Two large scale multi-agency exercises have taken place this year already, as well as multiple and small-scale exercise. A further major multi-agency exercise is also planned at the Fire Service College later this year.

4. **Objective: Prevention** - *"Deliver tailored prevention activities that effectively and efficiently improve the safety, health and wellbeing of the diverse people who live, work in or visit Gloucestershire"*.

4.1 The CRMP states that we will:

- Work collaboratively with partners to capture, share and analyse incident data to provide an intelligence led, risk based approach to target the vulnerable and most at risk from fire and other emergencies
- Work collaboratively to maximise capacity and reach, through the use of specialists, firefighters and partners to make every contact count
- Collaborate with other Fire and Rescue Services, the voluntary sector, local stakeholders and, where possible, use academic research to ensure we develop and deliver effective prevention activities
- Clearly evidence through evaluation, the impact our ongoing activities have on the safety, health and wellbeing of the diverse people who live, work in or visit Gloucestershire
- Actively support the Gloucestershire Road Safety Forum
- Continue to develop the outstanding work that takes place in SkillZONE and in the community to engage with children and their families as early as possible to improve their awareness of the risks from fire and other emergencies

- Continue to actively support, and lead where possible, the work of the adult and child safeguarding partnerships to create a fairer and more inclusive society in which people can live healthier and less-isolated lives
- Continue to deliver an effective safe and well service

4.2 Prevention Progress update

4.2.1 The Service has made good progress in using local and national data to understand where our priorities are for delivering tailored prevention activities based on risk. We have improved data sharing and information flow between GFRS and a wider range of partners such as Community Safety Partnerships, Social Prescribers, Voluntary and Community Sector and Gloucestershire Constabulary to enable us to target our prevention activity effectively. This communication has enabled us to significantly reduce the frequency of deliberate fires in the Forest of Dean and parts of Cheltenham and the relationship with social prescribers has allowed us to distribute items to reduce the impact of the cost of living crisis and the risk of fire amongst the most vulnerable in our community. We have been able to extend our reach through partners being trained to recognise the risk factors that increase vulnerability to serious injury. This has resulted in a higher percentage of our Safe and Well (S&W) visits being made to people in high risk groups as identified in our Key Performance Indicators (KPI's).

4.2.2 The quality assurance of S&W visits has provided the data to see where further training is needed and helps ensure we are delivering effective prevention activity. Improved communication has also encouraged the rate and quality of S&W visits being completed.

4.2.3 In addition to the comprehensive education taking place in SkillZONE for thousands of children, further outstanding outreach work in the community has been instrumental in improving the safety and wellbeing of children and their families through the offer of targeted interventions in partnership with youth organisations and the Police. SkillZONE has been able to deliver creative education using StayWise resources in some local schools where pupils have been identified setting fires and this has been evaluated using NFCC approved tools to measure impact. We have seen a reduction in fires set by young people in the areas targeted.

4.2.4 The Gloucestershire Road Safety Partnership (GRSP) has been fully established and a GFRS Road Safety Coordinator has been appointed who has led road safety programmes such as 'What If...?' since February 2023, which aims to improve young drivers' behaviour around what is known as the Fatal Four (Speed, Distraction, Drink and Drug driving and Seatbelts) behaviours that contribute to the risk of being killed or seriously injured on the road.

4.2.5 Staff have continued to actively support Adult and Child Safeguarding work and this supports the County Council in preparation for formal inspections expected during 2023.

5. Objective: Protection - *"Deliver 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".*

5.1. The CRMP states that we will:

- Work collaboratively with partners to capture, share and analyse incident data to provide a strategic information advantage that informs our Risk Based Inspection Programme
- Work with other regulators and stakeholders to actively engage and educate local businesses, supported by fair and proportionate enforcement to reduce risk
- Maximise capacity and enhance firefighter safety by training operational crews to support fire safety and develop a robust Business Safe and Well inspection programme
- Continue to embed the recommendations from the ongoing Grenfell enquiry in partnership with our Learning and Development and control departments to ensure compliance across Gloucestershire
- Ensure we maintain a highly skilled and sustainable specialist fire safety team that hold the recognised qualifications for regulators as set out in the in the Competence framework for Fire Regulators (2020)
- Ensure continuous improvement through effective evaluation of protection activities utilising audit findings, to inform the annual Risk Based Inspection Programme
- Work with the NFCC to actively support and respond to learning from the Grenfell Public Inquiry and the Independent Review of Building Regulations.

5.2 Protection Progress update:

5.2.1 A Protection delivery and Team Plans have been completed with clear objectives being set to managers and staff through the PDR process. A new approach has been adopted to compile a Risk Based Inspection Programme (RBIP) which supports the Service strategic objectives for Protection. The new Risk Based Inspection Programme (RBIP) will change from an annual programme to a three yearly one additional factors have been considered other than existing risk levels including previous levels of compliance, building purpose groups, Incident data, frequency of previous inspections and distance from a fire station. Protection have worked closely with the Service analysts to produce the new RBIP which is planned to be introduced in May 2023 with progress being one of GFRS's KPIs.

5.2.2 Discussions are underway with Local Authority Building Control and Housing to explore opportunities for joint inspections and training. Protection managers have also reached out to other regulators such as Care Quality Commission (CQC) and OFSTED to discuss enforcement approaches to premises that have obligations to more than one regulator to reduce the impact of different inspection regimes.

5.2.3 The Protection Strategic Plan sets out GFRS's approach to maintain a competent and accredited team of Inspectors to support alignment to The Fire Standards Board for Protection and the Regulators' Code. The funding has been identified in existing budgets for Inspectors to gain accreditation with the Institute for Fire Engineers (IFE) in line with national competency standards and to ensure GFRS Inspectors will be part of the contextualised register for Fire Safety Inspectors.

5.2.4 Protection is working with Response colleagues to support operational crews conducting Business Safety Checks which was a recommendation of Dame Judith Hackitt's report following the Grenfell Tower fire. Training is being rolled out to support crews, this is in addition to a review of Operational Risk Information provision which will now involve crews more in the production of specific risk information to promote firefighter safety.

5.2.5 Work continues on engaging with businesses to support greater compliance, a number of video blogs (VLOGS) have been produced with more planned and placed on the Service social media platforms. The Protection section of the GFRS website has been updated with clearer, up to date guidance with new ways of directly contacting GFRS for guidance and support. This work will be ongoing and continuous with new fire safety legislation being introduced. Further business engagement activities are planned with exploration of providing sector specific engagement events and supporting NFCC safety campaigns.

5.2.6 The Protection teams now attend regional and national NFCC Protection forums and meetings to ensure our inspection activities are aligned to other Services which support a standardised approach to enforcement, seeking opportunities for joint learning for current and future reports and recommendations from national reviews to support regulation.

7. Objective: 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”.*

7.1 The CRMP states that we will:

- Perform scenario modelling of our existing fire cover, specialist appliances and emergency medical response arrangements
- Modernise the staffing model for on-call firefighters and attract a more diverse range of applicants by performing an extensive review of the current system
- Undertake a systematic review of our mobilisation and attendance times, exploring innovative solutions to improve on them
- Explore the use and location of technology to support the command of operational incidents
- Ensure that we continually learn from incidents
- Continue to support National Resilience assets and capabilities, such as, wide area flooding and wildfires
- Review our existing response standards

7.2 Response Arrangements Progress update

7.2.1 We have commissioned an external company to explore our existing fire cover, this also incorporates a dive into our specialist appliances positioning and work around staffing considerations across all our duty systems to ensure we have the right resources in the right place at the right time. We have started to engage with our representative bodies around a rostered leave system to enhance our staff availability during peak times.

7.2.2 Our Operational Assurance Team continue to debrief incidents and use the available data to improve how we learn from incidents and feedback through the National portals for operational learning.

7.2.3 Our National Resilience and Local Resilience Forum (LRF) Station Manager continues to work closely with our partners locally and across the region to ensure that GFRS are well placed when National Assets are requested. Our High Volume Pump

and Emergency Logistics teams have recently had National Audits with actions highlighted to continuously improve.

8. Objective: Response Standards - *“Implement National Operational Guidance and approved National Fire Standards to assure and support operational competence, learning and preparedness”.*

8.1 The CRMP states that we will:

- Renew and update our operational procedures and guidance to align with National Operational Guidance
- Refresh and renew the skills of our operational and Fire Control staff through practical and theoretical learning
- Plan for major incidents through exercising and testing
- Work with partners to enhance our response to large scale and multi-agency incidents
- Share learning with our neighbouring Fire and Rescue Services and across the wider sector to ensure that National Operational Guidance remains current
- We will regularly review and update our training to ensure we are adhering to best practice
- Continue to develop how we provide firefighters with relevant and accurate operational risk information

8.2 Response Standards Progress update

8.2.1 Progress is continuing with the development of National Operational Guidance aligned procedures within GFRS; this has a number of different elements which are currently being worked on by Teams across the organisation. National Guidance draws together best practice developed through collaboration and shared learning with other Fire and Rescue Services. GFRS work closely with colleagues in the South West Region and partner other UK Fire and Rescue Services to develop procedures that increase our effectiveness and efficiency at operational incidents.

8.2.2 The basis of developing new procedures requires a review of current operations and an analysis of identified areas of improvement, this review has commenced in a number of high profile areas, including ‘Fires in Tall Buildings’, which meets recommendations from the Grenfell inquiry.

8.2.3 New procedures have been rolled out across the organisation which enhance our response to wildfires, following the summer of 2022, and environmental protection, this will ensure that staff have the most up to date information to manage incident as well as being provided relevant and accurate information commensurate with that risk.

8.2.4 It is not possible to implement a new suite of operational procedures without reviewing and refreshing the training delivered to frontline personnel; the work being carried out by the Ops Policy and Guidance team, will not only ensure that GFRS staff can provide the highest level of emergency response at incidents, it ensures they use the most up to date practices and adhere to our Safer Firefighter ethos. This training is supplemented by robust audits and assurance exercises which shape future learning through the identification of knowledge gaps, and will support the development of a skilled and competent workforce.

8.2.5 Recognising that the emergency response phase of an incident may involve a number of different agencies, GFRS routinely plan and exercise the response to large scale incidents with other emergency responders within the LRF. These exercises involve different agencies and specialisms, and are both practical and table top in offer a number of opportunities for personnel to learn and enhance their skills in a multi-agency forum.

8.2.6 GFRS are collaborating with Fire Control teams in other Fire and Rescue Services to develop a suite of Control specific National Guidance documents, which will enhance the information collection at the point of call, the process of mobilisation of resources to an incident, the advice given to callers and ultimately the level of service offered to anyone calling 999.

9. Objective: Collaboration - *“Collaborate by communicating with partners and building on ideas to innovate or do something differently in the public’s interest”*.

9.1 The CRMP states that we will:

- A comprehensive collaboration plan with the Office of the Police and Crime Commissioner (OPCC)
- Collaboration with other blue light services, including a rationalisation and sharing of estates as well as looking for joined up working practices
- Continuing to evaluate and improve our campaigns by learning from others
- Exploring opportunities for collaborative working and partnership development to maximise safety messages and campaigns building on what we have learnt throughout the pandemic
- Building a Collaboration Framework so that we can demonstrate where we are providing added value and to assist us with ongoing reviews
- Review our collaboration and partnership agreements to ensure they continue to deliver the best value for our communities

9.2 Collaboration Progress update

9.2.1 A separate FRSC report has been submitted for collaboration.

10. Objective: Asset Management - *“Continue to provide best value facilities, vehicles, equipment and personal protective equipment (PPE), enabling us to deliver a professional service to our communities”*.

10.1 The CRMP states that we will:

- Undertake a review of our current fleet that includes vehicles and specialist assets, such as boats, to ensure we have the right resources to meet the current and future needs of the service
- Undertake a review of equipment and PPE provided to our specialist rescue teams, for example water rescue and working at height, to ensure they can respond safely, effectively and efficiently
- Secure sustainable capital and revenue budgets aligned to our strategic objectives
- Adopt the whole life cycle approach to asset management, engaging with end users and actively pursuing collaboration opportunities with partners

- Implement effective and sustainable asset management plans and systems providing assurance that our fleet, equipment, facilities and training resources support current and future needs
- Ensure we have compliant and collaborative procurement processes so we purchase the right products and services at the best price

10.2 Asset Management Progress update

10.2.1 A separate FRSC report has been submitted for Asset Management.

11. Objective: 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”.*

11.1 The CRMP states that we will:

- Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information together
- Develop and embed systems to effectively evaluate our activity to keep our communities safe
- With the support from the National Fire Chiefs Council, we aim to extend the range of data we use, specifically from the Health Service and continue to improve and develop our approach to analysing and understanding community risk thereby delivering more effective outcomes for vulnerable people across our communities
- Implement new emergency mobilising technology into our operational service as well as review current systems to deliver improved response times
- Engage with the Home Office led Emergency Services Mobile Communication Programme (ESMCP) in order to implement the Emergency Services Network (ESN) within Gloucestershire
- Evaluate our IT systems to ensure we are making best use of technology as a key enabler for our service
- Keep our systems updated to the relevant security requirements to keep our data and systems secure
- Remain accredited to the relevant codes of connection and security, for example, cyber essentials plus
- Collect and analyse new data to deepen our understanding of where risk lies in Gloucestershire
- Design and embed a new risk matrix that prioritises our work so that we are able to deliver tailor-made safe and well visits to support individual and household needs

11.2 Digital, Data and Technology Progress update

11.2.1 GFRS has already started its ambitious journey of using data and digital platforms to improve the way we operate. Our Information Technology capabilities have been upgraded to synchronise our Microsoft 365 tenant with our on-premises and County Council infrastructure. This has created several exciting opportunities moving forward, that will allow the Service to provide new solutions to our staff, enabling them to make better decisions. The Service is currently exploring how systems from M365 can be utilised to improve the efficiency and effectiveness of our

current service delivery. These include systems such as Microsoft Forms, Power BI and SharePoint.

11.2.2 Over the last two years, the Service has increased its investment in Data and Analysis, enabling decisions to become more data driven. The Service has a dedicated Performance and Data team that has recruited skilled Performance Officers and Data Analysts. The team has its own dedicated SQL Server that will enable the service to link Protection, Prevention and Response information, as well including external data sources such as Food Standards and Energy Performance Certificate data.

11.2.3 The Service is continuing to engage with the Home Office led Emergency Services Mobile Communication Programme (ESMCP). This includes carrying out the relevant coverage testing and liaising with suppliers of the devices that are required to implement the Emergency Services Network.

11.2.4 Through the evaluation of our information and communications technology (ICT) systems, we have introduced new Servers with the latest operating systems. This has enabled the Service to improve the effectiveness of systems, such as our Incident Recording System. The Service is currently trailing windows 11, ready for a future rollout of this operating system on all laptops and PC's.

11.2.5 Our ICT team is continuing to keep systems updated with all the relevant security requirements, this has included the implementation of a new virus protection product and is part of our continued work to be accredited to the security standard 'Cyber Essentials Plus'. As part of the ESMCP programme, the Service is required to have an Airwave Direct Communication Service DCS accreditation. This work has been planned for June 2023.