



**Hampshire
& Isle of Wight**
FIRE & RESCUE AUTHORITY

HIWFRA Full Authority

Purpose: Approval

Date: **21 February 2023**

Title: **Community Risk Management Planning 2025-2030**

Report of Chief Fire Officer

SUMMARY

1. This report provides an update on the work underway to produce the Fire Authority's next Community Risk Management Plan (Safety Plan 2025-2030) for the Authority's approval. This includes:
 - the scope of the project including the differences between stages one and two
 - the progress made since the project began in September 2022
 - how our work will be evaluated

BACKGROUND

2. Fire and rescue services must understand the needs of their local communities. Every fire authority is required by the Fire and Rescue National Framework for England to ensure that they assess all foreseeable fire and rescue related risks within their area and implement plans to mitigate these risks. This is done by an Integrated Risk Management Plan (now commonly known as a Community Risk Management Plan - "CRMP"). Our Safety Plan fulfils this requirement.
3. In Summer 2022, the Executive Group (EG) agreed the Business Case to produce our next Safety Plan covering 2025–2030. This work began in September 2022.

4. To shape our work, we have sought advice from other fire services including Oxfordshire, West Midlands, Greater Manchester, Merseyside, and the Scottish principal officers responsible for the Highlands and Islands. We have also collaborated closely with the NFCC workstreams and subject matter experts (e.g. The Consultation Institute) and academia.
5. We therefore intend to carry out an innovative two stage approach to our strategic planning. Stage one will run until June 2023 (industrial action dependent). Stage one will give us a clear understanding of what risk we face in our communities. We are investing time to fully understanding all risks that affect our geography, from local issues to challenges that move across national or international boundaries, such as the economy and climate change. We are working with our communities, public sector partners and subject matter experts to listen to their experiences, understand their organisational needs and benefit from their expert knowledge. Through engagement with local partners, our operational teams, and the public, we are using both quantitative and qualitative data to build our risk profile. At the end of this analytical period, we will be well placed to design a fire and rescue service that mitigates risk in the current context of Hampshire and the Isle of Wight.
6. An important feature of stage one is that we are not identifying solutions to any the risks we identify (unless anything time critical is found). This enables us to make an objective measure of risk prior to developing mitigations. A thorough evaluation of stage one will be completed to ensure that we have captured any lessons learned and that we are appropriately planning and resourcing for stage two.
7. Stage two will begin shortly thereafter and will collaboratively develop options to meet the risks identified within stage one. Throughout this stage, we will identify clear work packages and areas of focus that will inform our priorities to be delivered throughout the lifecycle of the 2025-2030 Safety Plan. For each of the mitigations we identify, we will consult on options with partners, staff and the public.
8. The outcomes of stages one and two will underpin our next Safety Plan, setting our strategic intent between April 2025 to April 2030. These outcomes will be guided by our principles for CRMP of:
 - Following Community Risk Management Planning standard methodology (listed at Appendix A)
 - Developing a 360° view of external influences and local context
 - Analysis based on solid evidence
 - Analysis fully independent of proposals

- Communications, consultation, and engagement embedded throughout process
9. We will ensure that the Executive Group and the Fire Authority are involved and informed throughout the process.
 10. The risk analysis undertaken within Stage 1 of the CRMP will be significantly aided by new and updated data released by the Office for National Statistics from the 2021 Census. This includes, but is not limited to, up to date data on population, ethnicity, sexual orientation, and other socio-demographic areas that will be analysed alongside other data sets.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

11. This project will ensure that our 2025-2030 Safety Plan is developed in line with national best practice aligned to the CRMP Fire Standard, and in doing so, ensuring we meet the requirements of the Fire and Rescue National Framework for England. This will enable us to identify our priorities against a clear understanding of community risk.

CONSULTATION

12. Consultation is a vital element of this project. We have worked closely with The Consultation Institute to produce our consultation plan, in doing so ensuring its inclusive, comprehensive and enabling us to reach our communities. We are giving particular focus to ensure we appropriately and effectively engage with underrepresented groups. Our approach has been shared with the Chief Officers Group (COG), Directors and representative bodies for consideration.
13. We are not statutorily required to formally consult in stage one. However, we intend to undertake informal consultation to shape a CRMP that is truly designed with communities' needs in mind and for us to fully understand:
 - the risks identified and strategic intentions of our local partners including other public services (including Hampshire and Isle of Wight Constabulary and our ambulance trusts) and neighbouring fire services
 - the issues that are of concern to the public, including utilising trusted organisational networks to access key groups that may have specific requirements, or have been traditionally under-represented through difficulties of access
 - what specific risks, and context our operational crews face

14. We will carry out this engagement in spring 2023. It is likely we will procure a third-party provider to carry out some of this work. We may need to delay this work should the sector take part in industrial action, not least as strike action may influence public opinion and so produce false results.

COLLABORATION

15. When designing our approach, the team met other fire services including Oxfordshire, West Yorkshire, West Midlands, Scotland, and Greater Manchester to understand their planning and approach within the CRMP framework. Our discussion with Scotland focused on their Highlands and Islands, in particular how they assess risk in their island communities (of which they have 900 islands). We have also spoken to the National Fire Chiefs Council's liaison team who are developing CRMP toolkits.
16. Learning from past experiences, there is great value in working closely with representative bodies (RBs) throughout a project such as this. We have begun this engagement and a schedule of regular informal meetings has been agreed, as well as having discussions through our formal Joint Trade Union structure. Feedback from the RBs has been positive.
17. Throughout this project, although especially in stage one, data is imperative. We will use our own data - including activity and demand - and that of our partners, including local authority and Health strategic assessments, and police crime data. These will be combined to build a model of geographical risk down to local level. We will sense check this data with RBs and our operational and specialist teams through our engagement process to ensure it is as accurate as possible. Should areas of work be identified through this process that lie outside our own internal capabilities, we will seek academic support from a network of universities. We have met with Professor Rowena Hill who is the fire sector's principal academic, to understand what academia could offer. She is willing to broker this involvement once we have defined our requirements.
18. While the CRMP core project team is based within the Policy, Planning and Assurance Directorate, for this work to be a success, it must be a whole Service endeavour. A stakeholder group has been formed of middle managers from every function across the service to provide challenge and assurance from all aspects of the organisation. We will also ensure that the Executive Group and Chief Officers Group are routinely sighted on the work, as well as engaging with the Operations Directorate's newly created Operations Change Board to ensure alignment of work.

RESOURCE IMPLICATIONS

19. In Summer 2022, Executive Group agreed the Business Case for stage one of this project and agreed in principle the approach for stage two, albeit stage two may need to change depending on the outcome of stage one. Funding was agreed for 2022/23 through existing Safety Plan funds. Funding for future years will be agreed through the routine annual budget setting process.
20. Costs relating to proposed mitigations as identified in Stage 2 will be discussed separately. Depending on the nature of the change, they may require further consultation, design work or legal advice.

IMPACT ASSESSMENTS

21. An impact assessment has been completed for stage 1 which didn't identify any areas of concern. That said, we will ensure our consultation is inclusive and covers as many groups as possible. In stage 2, each mitigation and bespoke project will require its own impact assessment. This will ensure the robust development of each work package.
22. Throughout stages 1 and 2 we will engage with our staff network groups (FireOUT, FireINSPIRE, FireREACH, FireABLE) as well as our representative bodies. This engagement is already underway.

LEGAL IMPLICATIONS

23. The Fire Authority is required by the Fire and Rescue National Framework for England to have a CRMP. This work will ensure the Fire Authority fulfils this requirement. We will ensure all our statutory duties, including relating to equality, are met during this project.

BENEFITS

24. Production of an approved Community Risk Management Plan will provide assurance that our resources and future improvement activity reflect the identified risk across all areas of Hampshire and Isle of Wight. This will enable an effective plan of improvement activity and provision of services to our communities. This will generate many benefits including:
 - Ensuring our resources are most appropriately aligned to the risk our communities face, thereby enabling us to respond to the needs of our communities as best we can

- Contribute to our People Strategy, ensuring a safe and healthy workplace for HIWFRS personnel
- Evidencing ongoing management of risk and effective planning of improvement activity, demonstrating how we meet the CRMP Fire Standard, HMICFRS assessment of how we assess risk and requirements of the Fire and Rescue National Framework for England.
- Shaping the Service's approach to strategic assessment of risk, providing an opportunity for organisational learning and effective planning of improvement activity

RISK ANALYSIS

25. As the CRMP methodology is in its infancy there are limited tool kits available from NFCC. We are working with the NFCC's liaison team, other fire services, The Consultation Institute and academia to ensure we have access to experienced practitioners and knowledge. This approach will assure the FRA that this approach meets best practice and the requirements of the Fire Standard and National Framework.
26. Funding has not yet been identified for the duration of entire CRMP project as it spans multiple budget years. Funding has been secured for the first stage (understanding the risk). Because we cannot commit to mitigations until the latter stage of CRMP is complete (i.e. the configuration of the Service and services delivered to the public), financial decisions relating to mitigations cannot take place yet.
27. The fire sector now faces the real risk of national industrial action during 2023. Should industrial action take place following the strike ballot, the Service will move into business continuity arrangements; the CRMP project will be paused while staff are deployed elsewhere. It is proposed that the project is then re-started as soon as possible, albeit the timeline delayed for the period of the suspension. There remains enough time at the end of the project to act as a contingency. All project risks are recorded within the CRMP project risk register on JCAD.

EVALUATION

28. At the end of stage one a thorough evaluation will be completed to assess the following outputs. This will include:
 - Engagement report from external provider articulating the response from our key stakeholder groups

- Mapping and data tool giving a geographical representation of risk to our communities
- Executive Group and FRA paper for awareness of stage one outcomes
- Evaluation of the team size and skill set for what will be needed in stage two
- Detail the stage two plan including timelines, activities, key deliverables, and formal consultation
- Public facing document showing our understanding of risk across our communities
- Definition and glossary of statutory and core activities that are undertaken by HIWFRS to help inform allocation of resources in stage two

CONCLUSION

29. The report provides an update on our work to produce our next Safety Plan. This includes our collaborative approach and methodology to meet the requirements of the CRMP Fire Standard and National Framework. By encompassing learning from within and outside of our sector, the HIWFRS Safety Plan will exceed the requirements of both the Fire Standard and the National Framework and enable us to clearly iterate our risk-based approach, setting the Service up for success so that we're aligned to risk and able to form our strategy priorities for 2025-30.

RECOMMENDATION

30. That our proposed approach to produce our next Safety Plan is approved by the HIWFRA Full Authority

APPENDICES ATTACHED

Appendix A – [Community Risk Management Planning Strategic Framework diagram / Community risk management planning strategic framework | NFCC CPO \(ukfrs.com\)](#)

Contact: Steve Polly, Head of Policy and Risk, stephen.polly@hantsfire.gov.uk
07919 152068