



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority – 7 December 2022

Report title: 2025 – 2030 Service Planning

Lead Member: Councillor Simon Rouse: Service Delivery, Protection and Collaboration

Report sponsor: Mick Osborne, Chief Operating Officer / Deputy Chief Fire Officer

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Action: Decision

Recommendations – That:

1. the successor plan to the 2020 – 2025 Public Safety Plan, be known as the ‘2025 – 2030 Community Risk Management Plan’;
2. the provisional timescale for preparation of the 2025 – 2030 Community Risk Management and Corporate Plans be approved;
3. any changes to the sequencing and timing of the 2025 – 2030 planning process be delegated to the Executive Committee for approval.

Executive summary:

Under the [Fire and Rescue National Framework for England \(2018\)](#), each fire and rescue authority is required to produce an Integrated Risk Management Plan (IRMP). Amongst other things, this must:

“...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”.

The Authority’s current IRMP, known as the ‘Public Safety Plan’ (PSP) expires on 31 March 2025. The purpose of this paper is to outline the process and timescale for production of the next IRMP and associated Corporate Plan, which will cover the period 2025 – 2030, with a proposed ‘go live’ date of 1 April 2025.

The outline process and provisional timetable are set out at Appendix 1.

In proposing the timescale for production of the new IRMP, Service Officers have had regard to:

- The HMICFRS' findings in relation to the existing 2020 – 2025 Public Safety Plan following their most [recent inspection in 2021](#). This found, in particular, that the *"...service's integrated risk management plan (for 2020–25) doesn't explore the broad range of community risks in enough detail. The information the plan used to identify risks is more limited than it used in its previous plans. And for those risks that it does identify, it doesn't lay out what the possible impacts of the risks are or how it intends to use its prevention, protection and response functions to address them. Accordingly, our assessment of this specific area has dropped from 'good' in our previous report to 'requires improvement'.*
- The introduction in 2021, by the Fire Standards Board (FSB), of a new Fire Standard for 'Community Risk Management Planning' (shown at Appendix 2) offering a good practice model for fire and rescue authorities to follow and that, amongst other things, *"...can withstand the requirements of external scrutiny and inspection".*

These developments indicate preparation of the new 2025 – 2030 CRMP will be a more data and resource intensive process, requiring an earlier start to the planning cycle than has been the case for previous IRMPs, as set out at Appendix 1.

It is also proposed that the successor plan to the current 2020 – 2025 PSP be known as a 'Community Risk Management Plan' (CRMP), to align with the FSB Fire Standard and also in anticipation of a change to this being mandated in a future update to the National Framework as proposed in the recent [Fire Reform 'White Paper' consultation](#) (at pages 32-33).

Financial implications:

To be confirmed following agreement of the scope, objectives and associated resourcing requirements for the CRMP process. Regardless of this, there will be a requirement to insource specialist support to meet National Framework requirements relating to public consultation during the CRMP development process.

Risk management:

Key risks to delivering the 2025 - 2030 CRMP and associated Corporate Plan, as specified at Appendix 1, include:

- Potential loss of Service personnel with the expertise and capacity required to successfully deliver the plans to meet National Framework and FSB CRMP Fire Standard requirements;

- Competing priorities resulting in the diversion of key resources onto other projects or tasks.

Alongside existing Service succession plans, a project risk register will be established to capture, evaluate and identify mitigating actions for the above risks and any other risks identified during the project planning phase. These will be monitored via the Business Transformation Board and escalated to the Strategic Management Board if required, in line with the [Authority's Corporate Risk Management Policy and Guidance](#).

Also, any changes to the structure of fire authority planning, in particular any requirement for separate strategic and operational plans, as proposed in the Government's recent Fire Reform 'white paper' consultation, could have implications for the 2025 – 2030 CRMP planning process depending on the nature and timing of their introduction (most likely via an update to the National Framework). Officers will continue to monitor developments in relation to this and act accordingly if required.

Legal implications:

The requirement to produce an IRMP has a statutory basis as it is specified in the National Framework. Section 21 of [Fire and Rescue Services Act 2004](#) (FRSA 2004) requires that:

“(1) The Secretary of State must prepare a Fire and Rescue National Framework.

(2) The Framework—

(a) must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions;

(b) may contain guidance to fire and rescue authorities in connection with the discharge of any of their functions;

(c) may contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.”

Moreover section 21 (7) of the FRSA 2004 requires that: *“(7) Fire and rescue authorities must have regard to the Framework in carrying out their functions.”*

A key concept within the National Framework is the IRMP. For example, at paragraph *“3.6 Fire and rescue authorities are required to assess the risk of emergencies occurring and use this to inform contingency planning. To do this effectively, fire and rescue authorities are expected to assess their existing capability and identify any gaps as part of the integrated risk management planning process. This gap analysis needs to be conducted by fire and rescue authorities individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas.”*

Privacy and security implications:

None identified at this point in the process for preparing the 2025 – 2030 CRMP and Corporate Plan.

Duty to collaborate:

The National Framework requires every fire and rescue authority to produce its own IRMP / CRMP. However, officers share thinking on approaches to plan development and consultation practices with other fire and rescue services, including neighbouring services.

CRMP planning cycles across the three Thames Valley fire and rescue services are not currently aligned. Oxfordshire Fire and Rescue's [current CRMP](#) was approved by Oxfordshire County Council's Cabinet on 14 March 2022 and is of a four year duration (2022 – 2026). Royal Berkshire Fire Authority's [current IRMP](#) is also of a four year duration (2019 – 2023). A [successor CRMP](#) is due to be released for public consultation following consideration by Royal Berkshire Fire Authority at its 19 December 2022 meeting.

In addition, in constructing its IRMP / CRMP the Authority is bound to have regard to the requirements in the National Framework to conduct a gap analysis "individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas" (per paragraph 3.6 above).

All neighbouring fire and rescue authorities would be included as part of the public consultation process associated with the production of the new CRMP.

Health and safety implications:

No direct implications arising from the production of the draft CRMP and Corporate Plan. Any proposals for change arising from the Plans will include evaluation of any health and safety implications.

Environmental implications:

None arising from the planning process itself. However, any changes to service provision proposed in the CRMP will be subject to environmental impact assessments where appropriate.

Equality, diversity, and inclusion implications:

These will be identified and evaluated as the plans are developed, in line with the FSB CRMP Fire Standard and relevant legislative requirements.

Consultation and communication:

All consultations will be undertaken in compliance with National Framework and FSB CRMP Fire Standard requirements. A consultation and communication plan will be

prepared as part of the project planning. All consultation findings will be reported to the Authority. The release of the draft 2025 – 2030 CRMP for public consultation will be subject to Fire Authority approval as specified at Appendix 1.

The outcomes of the consultation are not binding on the Authority. However, it is required to have regard to them in reaching decisions associated with the IRMP / CRMP planning process where relevant.

Background papers:

| Appendix | Title | Protective Marking |
|-----------------|---------------------------------------|---------------------------|
| 1 | 2025 – 2030 Service Planning Timeline | None |
| 2 | FSB CRMP Fire Standard | None |

Appendix 1: 2025 – 2030 Service Planning Timeline

| Activity | 2023 | | | | 2024 | | | | 2025 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Jan - Mar | Apr - Jun | Jul - Sep | Oct - Dec | Jan - Mar | Apr - Jun | Jul - Sep | Oct - Dec | Jan - Mar |
| Define & agree 2025-2030 CRMP scope & objectives | | | | | | | | | |
| Listening & engagement research (public & other stakeholders) | | | | | | | | | |
| Listening & engagement outcomes to Fire Authority | | | | Sep 23 | | | | | |
| Prepare draft 2025-2030 CRMP (inc. Hazard & Risk Analysis) | | | | | | | | | |
| Fire Authority approve draft 2025-2030 CRMP for public consultation | | | | | Feb 24 | | | | |
| 12-week public consultation | | | | | | | | | |
| Evaluate consultation findings & finalise CRMP | | | | | | | | | |
| Fire Authority review consultation outcomes & approve 2025-2030 CRMP | | | | | | | | Sep 24 | |
| Develop 2025 – 2030 Corporate Plan | | | | | | | | | |
| Fire Authority approve 2025 – 2030 Corporate Plan | | | | | | | | | Feb 25 |

Strategic > Risk Management Planning

Community Risk Management Planning

Date of approval: 19/04/2021
Date of issue: 18/05/2021
Review date: 30/06/2024
Reference number: FSS-RMP01

DESIRED OUTCOME

A fire and rescue service that assesses foreseeable community related risks and uses this knowledge to decide how those risks will be mitigated. A service carrying out community risk management planning will:

- Be able to demonstrate how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents to reduce the impact on its communities (including Business), firefighters and to promote economic wellbeing;
- Effectively consult and engage (in line with its governance arrangements) with communities, FRS staff and stakeholders at appropriate stages of the community risk management planning process;
- Use a robust risk analysis process (giving due regard to existing and emerging local, regional and national hazards) to support evidenced, transparent and inclusive decision-making regarding resource deployment;
- Ensure resource deployment decisions are balanced against an assessment of internal and external resource availability (including collaborative and cross-border working opportunities and via national resilience) and other key organisational influences that inform the overall strategic planning process; and
- Create, and be able to evidence, its community risk management plan in line with a nationally approved structure which involves the key components detailed within this standard.

WHAT IS REQUIRED TO MEET THE FIRE STANDARD

A fire and rescue service **must**:

1. 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;
2. 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;
3. Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed;
4. Meet its legislative, framework and governance requirements linked to Community Risk Management;
5. Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve;
6. 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;
7. Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly;
8. 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;
9. Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions;
10. 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
11. Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.

EXPECTED BENEFITS OF ACHIEVING THE FIRE STANDARD

1. National approach and improved understanding in the development and evidence base of local community risk management planning;
2. Improved standardisation in the use of data and business intelligence within community risk management planning will aid information sharing, evaluation of activities and sharing of good practice;
3. Standardised and nationally approved approach to Community Risk Management planning will help to maximise the efficiency of cross border, collaborative and national working opportunities.
4. Evidenced, inclusive and transparent resource deployment decisions that target FRS resources in an efficient and effective manner to mitigate community, firefighter and economic risk;
5. Through effective consultation and engagement communities, FRS staff and other stakeholders will be able to understand, scrutinise and/or influence risk management objectives and plans; and

6. Community risk management plans that can withstand the requirements of external scrutiny and inspection.

LEGAL REQUIREMENTS OR MANDATORY DUTIES

This Fire Standard reflects only the most appropriate legislation to this topic. We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies to all Fire Standards.](#)

- [National Risk Register](#)
- [Fire and Rescue National Framework for England](#)
- [Data Protection Act](#)
- [Policing and Crime Act](#)
- [Chapter 4 – Local Responder Risk Assessment Duty](#)
- [Localism Act](#)
- [Equality Act](#)
- [The Fire and Rescue Services \(Emergencies\) \(England\) Order](#)
- [The Regulatory Reform \(Fire Safety\) Order](#)
- [Civil Contingencies Act](#)
- [Fire and Rescue Services Act](#)
- [Local Government Act](#)
- [The Management of Health and Safety at Work Regulations](#)
- [Human Rights Act](#)
- [Health and Safety at Work Act](#)
- [National Operational Guidance](#)

LINKED QUALIFICATIONS, ACCREDITATIONS OR FIRE STANDARDS

Currently there are no specific or linked qualifications and accreditations for this Fire Standard, however future projects are being scoped regarding competencies linked to CRMP processes.

GUIDANCE AND SUPPORTING INFORMATION

- [Community Risk Management Planning Strategic Framework](#)
- [Glossary of risk-related terms](#)
- [Definition of Risk](#)
- [National review of Community Risk Management methodologies across UK fire and rescue services](#)

Further detailed guidance will be forthcoming and will be hosted on www.ukfrs.com to support fire and rescue services in the development of their community risk management plans.

Community Risk Management Planning Strategic Framework

