

REPORT REFERENCE NO.	DSFRA/24/37
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	31 OCTOBER 2024
SUBJECT OF REPORT	COMMUNITY RISK MANAGEMENT PLAN (CRMP) REVIEW/ EMERGENCY FIRE COVER REVIEW 2024
LEAD OFFICER	ASSISTANT DIRECTOR, CORPORATE SERVICES
RECOMMENDATIONS	<i>That the details within this report are noted.</i>
EXECUTIVE SUMMARY	<p>In 2022, the Authority, supported by Devon & Somerset Fire & Rescue Service (DSFRS) Officers, published its Community Risk Management Plan (CRMP) for 2022-27. The CRMP identified key community risks along with how the Service would utilise its resources to meet its legal requirements.</p> <p>Since 2022, the CRMP has been subjected to an annual review in the context of demonstrating progress against the plan and the budget for the financial year in question. No revisions to the CRMP are considered necessary at this time, and the Strategic Priorities remain current. The 2024 draft CRMP review is attached at Appendix C of this report for consideration.</p> <p>During the 2024 CRMP review, the Service evaluated emerging National Fire Chiefs Council (NFCC) data and wider political factors and instigated an Emergency Fire Cover Review. This review evaluates the Service's emergency fire cover provision and response operating model based on data, trends, current and emerging risks.</p> <p>As a result, this evidence base will enable detailed scenario planning and effective Medium Term Financial Plan (MTFP) decision making. This evidence base will form the development of the 2027 CRMP, thus ensuring the Service's resources are matched to risk in the most efficient and effective way.</p> <p>If the outcome of the Emergency Fire Cover Review impacts the FRA Strategic Policy Objectives, then revised objectives will be submitted to the Authority for consideration and approval.</p>
RESOURCE IMPLICATIONS	All resource implications for the Emergency Fire Cover Review are contained within approved budgets (including reserves) for 2024-25. Any decisions based on the Emergency Fire Cover Review will be resourced in accordance with the MTFP and organisational priorities.

EQUALITY RISKS AND BENEFITS ANALYSIS	The CRMP has detailed Equality and People impact analysis. Decisions resulting from the Emergency Fire Cover Review that require change will be subject to an Equality Risk and Benefit Analysis.
APPENDICES	A. Draft CRMP 2024 Review
BACKGROUND PAPERS	Nil.

1. **CRMP 2024 REVIEW**

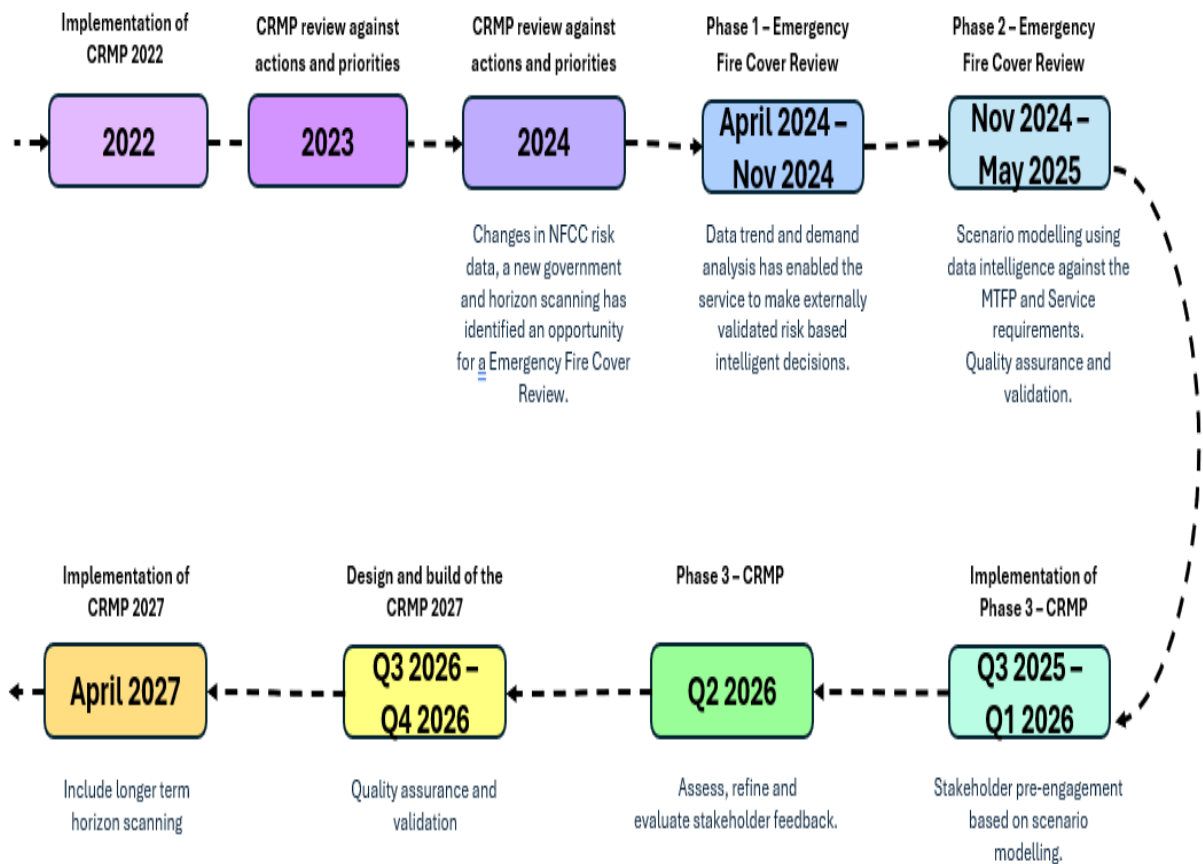
- 1.1 Each fire and rescue authority has a statutory duty to produce a Community Risk Management Plan (CRMP). This Authority's CRMP sets out the key challenges and risks facing its communities and how it intends to meet and reduce them. It demonstrates how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents. It identifies the following duties:
- Reflect up-to-date risk analyses of all foreseeable fire and rescue related risks that could affect the area of the authority;
 - Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities;
 - Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
 - Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order (RRO) 2005;
 - Cover at least a three-year time span and be reviewed and revised as often as is necessary;
 - Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
 - Be easily accessible and publicly available.
- 1.2 The Service's CRMP 2022-27 is a five-year strategic plan. This is reviewed annually and a report is published to demonstrate organisational progress and performance (CRMP 2024 review Appendix A).
- 1.3 The CRMP is a live plan. The Service continues to monitor its performance and delivery against the priorities and strategic objectives on an annual basis. Each CRMP annual report is an evolution from the previous one, with providing progression at cyclical intervals, confirming each strategic action is on schedule for delivery and aligns with the Service's priorities.
- 1.4 This evaluation takes into account the NFCC Fire Standards and considers a variety of data points to ensure the Strategic priorities and objectives remain relevant and are reflective of the community risk that is served. This includes opportunities and challenges emerging from within the fire and rescue sector and those within the wider public-sector environment.
- 1.5 The first annual CRMP review was published in 2023 ([Our focus so far \(CRMP 2023\) | Devon and Somerset Fire and Rescue Service](#)) and provided an overview of current performance and risks moving forward.

- 1.6 The Service continually evaluates its performance against the CRMP plan as well as monitoring the external environment (horizon scan) to identify factors that may impact the benefits realisation. During the 2024 CRMP review, the Service evaluated emerging NFCC data and wider political factors and instigated an Emergency Fire Cover Review. This review evaluates the emergency fire cover provision and response operating model based on data, trends, current and emerging risks. Therefore, enabling externally validated risk-based decisions to support how the Service will continue to meet its statutory requirements.
- 1.7 The Emergency Fire Cover Review enables effective planning for the next iteration of the Service’s CRMP which is due to commence in Quarter 3 of 2025 (see figure 1 below). This approach will enable the Service to adopt a short, medium and long term approach to planning and evaluation to consider factors such as climate change and environmental impact.

2. CRMP AND EMERGENCY FIRE COVER REVIEW TIMELINE

2.1. Figure 1 below sets out the planning timeline for the CRMP and Emergency Fire Cover Review.

Figure 1.



3. **EMERGENCY FIRE COVER REVIEW (UPDATE)**

- 3.1. Fire and rescue services are required to assess foreseeable community related risks and use the insight gained, alongside factors such as financial sustainability and environmental impact to decide how those risks will be mitigated.
- 3.2. Phase One of the Emergency Fire Cover Review (FCR) focuses on the DSFRS Service Delivery Response Model and draws on themes identified within the Community Risk Management Plan (CRMP). The Response Model determines the type of resources that are required to mitigate risk within communities, where they are located and how they are crewed.
- 3.3. The FCR analyses the current distribution of resources against known risk factors, such as the demographic profile of an area, and emerging risk factors such as increasing likelihood of extreme weather due to climate change.
- 3.4. Cost benefit analysis is used to assess the value that different resources provide against the cost of that provision. This insight is then used to determine whether adjustments need to be made to ensure that the Service is able respond to emergencies in the most effective way, whilst operating within its financial means.
- 3.5. The analysis within the FCR will also be a key evidence base for the next iteration of the Community Risk Management Plan (2027).

Progress so far:

- 3.6. **Trend and demand analyses** have been undertaken to identify themes in the incidents that the Service attends and the resources that have been utilised. This, along with data relating to harm (deaths, injuries and rescues), have been used to compile an Incident Risk Matrix.
- 3.7. While all response needs will be considered, the risk matrix helps the Service focus attention on the incident categories that pose the greatest risk to communities.
- 3.8. **Influencing factors** are being identified with a view to understanding whether they are likely to have a significant impact on the type and volume of incidents that the Service attends. There are some common factors that span multiple incident categories, including:
 - Climate change;
 - Demographics;
 - Societal change;
 - Technology; and
 - Legislation and national policy./ best practice.

- 3.9. **An Appliance Matrix** has been developed that assess' the comparative response value of each pumping appliance. This matrix, alongside other data and insight, provides an evidence-base from which the Service develops potential response models.
- 3.10. The busiest pumping appliance (based at Greenbank) attended more incidents in the five years to 31/03/2024 than all of the 31 quietest pumps put together.
- 3.11. More than half of all incident attendances made in 5 years were by 14 of the Service's 112 frontline line pumping appliances.
- 3.12. **Risk mapping** has been produced and is being used to help identify whether resource distribution is appropriate and proportionate to effectively meet the risk within communities. NFCC models have been adopted to support a consistent, sector-wide approach where available.
- 3.13. **Response modelling** has been undertaken and will continue to be refined throughout phase one and two of the FCR. CadCorp software is being used to model a multitude of changes to the way response services are delivered. Scenarios are compared to a **base case** which provides a view of the current situation, and the outputs are used to assess the impact of changes. The measurement criteria are:
- 3.14. **Proactive risk:** using the NFCC risk models for Dwelling Fires, RTCs and Non-Domestic buildings.
- 3.15. **Reactive risk:** using predicted performance against attendance measures for different groups of incident types.
- 3.16. To date approximately 70 scenarios have been modelled. The results of these models are being analysed and scored to provide an assessment of their relative impact.
- 3.17. **Cost benefit analysis** is being undertaken to balance the impact of change against the cost to the service.

Next steps

- 3.18. The Fire Cover Review Phase One Report will be submitted to the Fire Authority for review at the formal meeting on the 19 December 2024. The report will outline options to take forward into Phase Two where further analysis and investigation will be undertaken to deliver recommendations on the future Service Delivery Response Operating Model.

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