

Decision Note – CRMP 2025-2028

**REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER**

	Policing:	Crime:	Fire & Rescue:
This decision relates to:			X

APPROVAL (for completion by Staffordshire Commissioner only)**Rationale for approval**

The publication of a Community Risk Management Plan is a statutory requirement and also relates to the following priorities in my Fire and Rescue Plan:

- Ensure the service carries out ongoing, thorough analysis to fully understand demand, risk, productivity, outcomes, resource utilisation and value for money across the service.
- Use this evidence base to develop an operating model that puts the right people with the right skills in the right place at the right time to respond to fires and other incidents and deliver the services which will prevent incidents and reduce risk even further.

STAFFORDSHIRE COMMISSIONER

Signature

Date 27th January 2025

Date decision required by: 31 December 2024

If an urgent approval is required, please state reasons:


Staffordshire Fire and Rescue Service are required to issue the Community Risk Management Plan prior to the end of the previous CRMP period, 31 December 2024

For completion by Staffordshire Commissioner's Office only:-

Decision Number: SCP/D/202425/003

Date Received: 27th January 2025

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision-Making Policy?	x	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision-Making Policy?	x	
Who is empowered to make the required decision? Staffordshire Commissioner		

Title	Community Risk Management Plan 2025-2028
Summary: This report provides an overview of the development of the Service's new Community Risk Management Plan (CRMP) 2025-2028	
Recommendation: That the Commissioner approves the CRMP and its publication.	
Chief Executive 	
Signature  Date 27 th January 2025	

REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

1. Introduction and background

The National Framework requires each Fire and Rescue Service produce a CRMP which must;

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the fire authority, and 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, and;
- 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 the National Framework.

The extension of the period of the current CRMP (Safety Plan) until the end of 2024 was approved by SGB on 24 April 2023 on instruction from the Staffordshire Police, Fire & Crime Commissioner.

The Service is required to have a new CRMP in place once the previous one ends. The new CRMP 2025-2028 has undergone a comprehensive process of development and consultation throughout 2024 in readiness for launch and publication.

2. Issues for consideration

The CRMP has a fresh Welcome message from the Chief Fire Officer and an explanation to inform staff, partners and our communities about the reasons for having a CRMP and how our progress is monitored and scrutinised via our governance arrangements.

The new plan clearly sets out our Vision of *making Staffordshire the safest place to be*, underpinned by our Values and commitment to the Core Code of Ethics to help us encourage a supportive and inclusive culture.

Through consultation we have transformed the current Priorities of the Safety Plan into three new priority areas – **Our People, Our Communities** and **Our Environment**, which will guide the Service and help us build on the success of previous activities, providing a focussed, proactive and inclusive approach to delivering change and ensuring the Service continues to provide the highest level of services to communities across Staffordshire.

The work the Risk Planning team undertook to inform the extension of the Safety Plan formed the basis of the horizon scanning and risk analysis required to support the development and direction of the new CRMP.

The CRMP describes our Community Risk Profile and details those known community risks e.g. Domestic dwelling fires, Tall building fires, Road traffic collisions, Flooding and water rescue. Importantly, we highlight new and emerging risks that we may face and which may impact on the Service's strategic direction or operational delivery during the term of the CRMP, e.g. Battery energy storage systems (BESS sites), cyber security and the threat of terrorism.

We have included maps of the County and infographics which reflect the diversity of and varying levels of deprivation amongst our communities and the location of our resources. We talk in depth about our resources and how we use them. We highlight the work of our Prevention and Protection teams in strengthening relationships with and how they support our local communities to be healthy, resilient and sustainable.

The plan details our Response priorities with the aim of enabling our operational crews to safely deploy to incidents, supported by the right training, equipment, and vehicles. We talk about innovations in Response and how the Operational Assurance team focus on ensuring that well-defined processes are established to capture and share key practices and lessons learned from incidents, exercises, and training.

Service transformation is essential for ensuring that the Service can continue delivering a modern, efficient, and sustainable service to the public, while prioritising the safety of both its staff and the communities it serves. We talk about our commitment to continuous improvement through our use of new technology and innovation. The plan outlines the work of the Transformation Board and include examples of some of our recent Achievements aligned against our Priorities.

The plan highlights the work of our non-operational fire staff and our shared service arrangements that help us deliver against our Priorities, e.g. ICT, HR, Performance & Assurance, Communications, JETS, Fire Control and details of how we have continued to explore the best use of our estate through collaboration.

The inclusion of our collaborative and partnership arrangements demonstrate how we achieve positive outcomes through these relationships, such as our unique association with the Civil Contingencies Unit which supports the effective multi-agency co-ordination of incidents and management of local and national risk through the community risk register.

We include details of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in light of increased inspection activity and requirements to provide updates to HMICFRS around the Service's progress against recommendations in national reports, e.g. Values and Culture in Fire and Rescue Services.

The formal public consultation for the CRMP ran from 16 August to 5 November 2024. Feedback from staff and the public helped inform the final version of the CRMP.

For ease of reference and by way of consolidation we have updated the plan to include a summary of our response to the public consultation. This is extremely high-level and reflective of the feedback we received in order that the statements do not out-date. Any actions arising from subsequent decisions, e.g. that regarding three riders will be communicated separately as required to ensure messages are clear and comprehensive.

3. What other options have been considered?

An annual review will be undertaken to identify the Service's progress against the objectives set and monitor progression. This is underpinned by the requirement from Central Government for the production of an annual Statement of Assurance (SoA).

The SoA takes the form of an annual report encompassing a retrospective view of performance against the CRMP and a forward-looking plan in terms of 'firming up' decisions and activities as details emerge to inform the direction of travel. This will ensure agility within the CRMP and enable the Service to continually consult and inform partners and stakeholders during what is acknowledged to be a period of significant challenge over the next few years.

4. Consultation and Engagement undertaken

The method of consultation adopted was to consolidate best practice and previous learning to design and deliver a stakeholder and staff consultation programme that would involve a broad and diverse cross section of the demographics of the community of Staffordshire.

The formal public consultation was conducted from 16 August to 5th November 2024. Feedback from staff and public consultation as detailed in the Consultation Summary report.

The Risk Planning team have collated the associated data which details the reach of the consultation and the formal responses received. It is intended that this data can be used to help inform areas of activity going forward as there are some common themes running throughout the narrative from respondents, e.g. they are telling us they want us to do more to: prevent incidents happening in first place; work with vulnerable people; and carry out fire safety inspections of buildings including high rise.

To broaden the scope of our consultation, and enable us to bridge any gaps identified during our consultation, with harder to reach groups, we also commissioned the services of an external market research consultant. The consultants, SMSR Limited, carried out a series of focus groups with independently recruited members of the public who live or work in Staffordshire.

Report Implications

5. Monitoring Officer comments:

Signature  Date 27th January 2025

6. Section 151 Officer comments:

The financial implications directly associated with the CRMP are related to the production of the plan/documentation itself (including consultation). Any associated costs are aligned to existing budgets, e.g. those of Risk Planning **IR1000** and shared service Communications team re. design.

The Risk Planning team, with support from the shared service Communications team, developed the CRMP documentation, public consultation survey and carried out the associated analysis so there were no additional non-pay costs identified.

To broaden the scope of our consultation, and enable us to bridge any gaps identified with harder to reach groups, we also commissioned the services of an external market research consultant. The consultants, SMSR Limited, carried out a series of focus groups with independently recruited members of the public who live or work in Staffordshire at a cost of £11,150 plus VAT. These costs were met from the Risk Planning IR1000 budget, as there are funds set aside for consultation costs associated with the development of the CRMP.

Signature:



Date: 12 December 2024

	Yes	No
Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?		X

7. Legal Comments:

The Fire and Rescue Services Act 2004 states that Fire and Rescue Authorities must have regard to the Fire and Rescue National Framework for England 2012 (updated May 2018) (the National Framework) in carrying out its functions.

The National Framework requires that every fire and rescue service have a CRMP, which reflects update-to-date risk analyses; demonstrates how its prevention, protection and response activities will be best used to prevent fires and other incidents and mitigate the impact of identified risks within its local communities. The production of the CRMP 2025-2028 fulfils this requirement.


8. Equality Comments – please attach the completed EIA

A full Equality Impact Assessment (EqIA), attached as has been undertaken to support the CRMP process, with the associated Action Plan including a commitment to review the EqIA six months into the planning period and, thereafter, annually throughout the life of the CRMP.

We do not consider that there are likely to be significant or disproportionate equality implications arising from the new CRMP.

9. Background/supporting paper		
Community Risk Management Plan		
Please answer the following questions	Yes	No
10. Public access to information?	X	
11. Does this decision involve the processing of personal data? (If yes please attach a completed Data Impact Assessment)		X
12. Is the publication of this form to be deferred? (If yes approx. how long?)		X
13. Does this form contain commercial or operationally sensitive information which is to be redacted? (If yes, please provide details with the submission of this note)		X

14. ORIGINATING OFFICER DECLARATION:

Author	Nick Jones: Area Manager-Strategy & Intelligence
Signed	
Date	12 December 2024



NFCC Equality Impact Analysis (EqIA)

(Also known as Equality Impact Assessment, People Impact Assessment, Equality Risk Assessment)

Policy / Project / Function	Community Risk Management Plan 2025-2028			Date of Analysis	16 th July 2024		
Analysis Rating: please tick 1 box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes).	RED		AMBER		GREEN	✓	Proportionate means achieving a legitimate aim/can be objectively justified.
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	Consultation, meetings, data collection, forms/surveys, forums, and stakeholder Teams sessions						
Please list any other policies that are related to or referred to as part of this analysis	n/a						
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	All communities within Staffordshire; this includes those who live, work, visit, or travel through Staffordshire Our staff, apprentices and volunteers (including paid and unpaid staff irrespective of their terms and conditions) Service users, Contractors, Partners and Stakeholders Community groups						
What are the aims and intended effects of this proposal (project, policy, function, service)?							
<p>There is a statutory requirement under the Fire and Rescue National Framework for England for each fire and rescue Service to have in place a Community Risk Management Plan (CRMP). This is a strategic document which outlines the risks within Staffordshire and describes how the Service intends to keep people safe and meet its statutory obligations.</p> <p>The CRMP 2025-2028 sets out the Service's priorities for the next four years, which support our vision of making Staffordshire 'the safest place to be' and is driven by our assessment of the risks across the county:</p> <ul style="list-style-type: none">• Our People• Our Communities• Our Environment <p>The CRMP is supported by a hierarchy of detailed strategies, departmental, and station plans that cover all aspects of the Service and connect to our appraisal system. This structure helps everyone in our organisation understand risks, the measures we can take to mitigate them, and how their work contributes to the Service's priorities.</p> <p>Through our planning process, we aim to provide clear evidence and demonstrate why an action should be taken, and importantly, identify how it will make a difference. This is reflected in the Service's policies, procedures, and the associated Equality Impact Assessments for these documents.</p> <p>The Service will work with our partners to enable us to deliver a range of services and improved outcomes, which will ensure safety and wellbeing for the communities of Staffordshire.</p>							

Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service? Please Tick ✓ (See Completion notes)	
YES: ✓	NO:
List any Consultations e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?	
<p>Consultation with our communities and our people is carried out with due consideration given to reaching out and including people and groups sharing protected characteristics protected by The Equality Act 2010, whilst also being distributed generically and being open to all. This allows for the contribution of majorities and minorities alike to take part equally, with no one group more actively targeted than another.</p> <p>The continuous review and consultation with staff, representative bodies, partners, community groups and customers allow for the monitoring of all information, data gathering and analysis required for the development of the CRMP giving due regard to Protected Characteristics. We will then tailor our delivery by understanding the needs of individuals, groups and communities with the aim of eliminating any unlawful discrimination.</p> <p>By adhering to this, the Service will endeavour to offer equal opportunity for efficient and effective engagement, ensuring a fire and rescue service that is fit for the purpose of serving its many diverse communities.</p> <p>We will foster good relations between different groups by maximising existing and creating new platforms to communicate with staff, partners and communities and seek feedback on all of our performance to enable us to learn and improve in a manner that benefits the Service, its stakeholders, and local communities.</p>	
Financial Analysis If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.	
Costs (£) n/a	Projected Returns £ n/a
Implementation £ n/a	Projected Savings £ n/a

What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on an individual's Sex within the document.
Race (All Racial Groups)				<p>Under the Equality Act, the Service has a responsibility to demonstrate due regard to the Public Sector Equality Duty. We aim to remove barriers faced by the individual by making reasonable adjustments to allow people to understand the information we provide. It is acknowledged that the CRMP is in English and this may present a barrier for members of our local communities where English is not spoken or is not a first language.</p> <p>In order to better understand the needs of our local communities we have referenced the most recent Census 2021 and identified the main spoken languages in the local area to guide our alternative languages translation offer in the CRMP. In terms of a reasonable adjustment we will offer the CRMP document in the top 10 most commonly spoken languages should this be requested.</p> <p>In addition, we have also reviewed the immigration figures for both the Ukrainian and Afghan resettlement programmes. This indicates that the Ukrainian arrivals are equivalent to the top 10 in the most spoken languages so this has also been added to our offer.</p>
Disability (Mental, Physical, and Carers of Disabled people)				<p>Under the Equality Act, the Service has a responsibility to demonstrate due regard to the Public Sector Equality Duty. We aim to remove barriers faced by the individual by making reasonable adjustments to allow people to access the information we provide.</p> <p>Our CRMP is published on the Service's website in accordance with the Service's Publication Scheme (click here for full details of the scheme). As a public authority, we are subject to the Freedom of Information Act 2000 (FOIA) and are required to maintain a publication scheme which describes the information available and where it can be found. The requirements for a publication scheme are set up by the Information Commissioner's Office (ICO) and our publication scheme is based on the ICO model scheme.</p> <p>The Service's website is designed to be used by as many people as possible. The following Accessibility Statement applies to content published on the www.staffordshirefire.gov.uk domain – click here to read the statement in full. This statement also includes a link with advice on making your device easier to use if you have a disability.</p> <p>It is acknowledged that these measures may not meet the needs of some blind people or those with visual impairments so we will endeavor to provide a copy of the CRMP and associated consultation materials in Braille (or other alternative format) should this be requested.</p>

				In undertaking this EqlA we would reference the Service's Neurodiversity in the Workplace Policy which sets out the Service's aim to remove barriers faced by an individual by making reasonable adjustments which support and encourage neurodiversity and as part of the consultation on our CRMP we will seek the views of the Service's and Staffordshire Police's neurodiversity staff networks to ensure we capture any relevant considerations.
Religion or Belief				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on Religion or Belief within the document.
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on Sexual Orientation within the document.
Pregnancy and Maternity				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on Pregnancy and Maternity within the document. In undertaking this EqlA we would reference the Service's Maternity Policy which sets out the rights of employees in relation to Pregnancy and Maternity.
Marital Status (Married and Civil Partnerships)				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on Marital Status within the document.
Gender Reassignment (Includes non-binary)				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on Gender Reassignment within the document.
Age (People of all ages)				The CRMP should not have a negative disproportionate impact on people who share this Protected Characteristic. No adverse effects identified as no differentiation made between individuals or references based on Age within the document.

What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists

This Equality Impact Analysis was completed by: (Name and Department): Mandy Eeles, Strategy & Intelligence

Action Plan Owner: Nick Jones		Commencement date: 16/07/2024		Sign off date: 06/08/2024 SMB	
As a result of performing this analysis, what actions are proposed to remove or reduce any negative impact of adverse outcomes identified on people (employees, applicants customers, members of the public etc.) who share characteristics protected by <i>The Equality Act 2010</i> or are <i>non-legislative characteristics</i> ?					
Action Planning					
Identified Impact Protected Characteristic or local non-legislative factor	Recommended Actions		Responsible Lead	Completion Date	Review Date
Race	Review the translations into other languages offered to ensure they reflect the demographic profile of our local Communities		Mandy Eeles	06/08/2024	As per annual review of this EIA
Disability	Investigate the costs and provision of a Braille version (or other alternative format) of the CRMP and associated consultation materials to ensure we are able to provide the information in this format should it be requested.		Heather Challinor	06/08/2024	n/a
All	Initial review – 6 months after launch of CRMP		Mandy Eeles		July 2025
All	Annual review for the life of the CRMP		Mandy Eeles		January 2026

Equality Impact Analysis (EqIA)

(Also known as Equality Impact Assessment, People Impact Assessment, Equality Risk Assessment)

Completion Notes:	
Analysis Ratings:	<p>The analysis rating is located at the top of the document so that if you have several impact assessments you will be able to determine priority impact status. To assure the analysis determines the rating, the rating should not be determined before the analysis has been completed.</p> <p>Red: As a result of performing this analysis, it is evident a risk of discrimination exists (direct, indirect, unintentional, or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics (and / or local non-legislative factors)</i>. In this instance, it is recommended that the use of the activity or policy be suspended until further work or analysis is performed.</p> <p>If it is considered this risk of discrimination (is <i>objectively justified</i>, and/or the use of this proposal (policy, activity, function) is a <i>proportionate means of achieving a legitimate aim</i>; this should be indicated and further professional advice taken.</p> <p>Amber: As a result of performing this analysis, it is evident a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p>Green: As a result of performing this analysis, no adverse effects on people who share Protected Characteristics <i>and / or local non-legislative factors</i> are identified - no further actions are recommended at this stage.</p>
Equality Data:	<p>Equality data is internal or external information that may indicate how the activity or policy being analysed can affect different groups of people who share the nine Protected Characteristics <i>and / or local non-legislative factors</i>. Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <p>1: Application success rates by <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i></p>
Legal Status:	<p>This document is designed to assist organisations in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</i>” as required by <i>The Equality Act Public Sector Duty 2011</i>.</p> <p>The NFCC/FRSs may be keen to extend “due regard” to local/non-legislative factors such as social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes). What impact will the implementation of this proposal have on people for which there is no legal requirement? (consider each local non-legislative factor separately).</p> <p>Doing this analysis may also identify opportunities to <i>foster good relations</i> and <i>advance opportunity</i> between those who share Protected Characteristics <i>and / or local non-legislative factors</i> and those that do not.</p> <p><i>An EqIA is not legally binding and should not be used as a substitute for legal or other professional advice.</i></p>
Objective And/or Proportionate	<p>Certain discrimination may be capable of being defensible if the determining reason is:</p> <p>(i) <i>objectively justified</i> (ii) <i>a proportionate means of achieving a legitimate aim</i> of the organisation</p> <p>For <i>objective justification</i>, the determining reason must be a real, objective consideration, and not in itself discriminatory. To be ‘<i>proportionate</i>’ there must be no alternative measures available that would meet the aim without too much difficulty that would avoid such a discriminatory effect. Where (i) and/or (ii) is identified it is recommended that professional (legal) advice is sought prior to completing an Equality Impact Analysis.</p>