

# Gloucestershire Fire and Rescue Service

## Community Risk Management Plan 2022 - 2026

*"Working Together for a Safer Gloucestershire"*

[www.glosfire.gov.uk](http://www.glosfire.gov.uk)



Gloucestershire  
**Fire and Rescue Service**  
Working together for a safer Gloucestershire

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# Foreword

Welcome to Gloucestershire County Council's Fire and Rescue Community Risk Management Plan (CRMP) covering the 2022 - 26 period.

As the Fire and Rescue Authority, and governing body for the county, Gloucestershire County Council (GCC) has a legal duty to ensure that we provide a highly effective and efficient Fire and Rescue Service that is also value for money. The CRMP is the vision of how we plan to mitigate the risks to our communities over the coming years.

The Service continues to face wide-ranging challenges from a continually evolving risk picture, new legislation and national drivers that require it to 'reform'. This plan will demonstrate to the people of Gloucestershire the dedication and commitment made to ensuring their ongoing safety and provides assurance that 'come what may' Gloucestershire Fire and Rescue Service (GFRS) is prepared for every eventuality and able to react accordingly.

***"Working together we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire"***

GCC made a declaration to reach net zero emissions by 2030. GFRS has a part to play in achieving that goal and has already taken steps to support this by moving away from diesel powered response vehicles where it can. Meanwhile the effects of climate change are all around us and this is reflected in our operational response e.g. flooding incidents. This is a frequent and expected event in parts of Gloucestershire but occasionally we see flooding in areas previously unaffected and the expectation for us to take action to protect peoples property and possessions is naturally high. We have equipment available at our disposal, the necessary training and national memorandum of understanding that ensures we can draw on resources far and wide should we need them.

Overall we continue to seek ethical and sustainable procurement for our consumable items, our Personal Protective Clothing and equipment and include the learning from many months of Covid - 19. Our agile working programme has been accelerated by the pandemic and evolved to reduce unnecessary journeys for meetings and other events by interacting virtually thereby reducing our carbon footprint.

We remain confident that, with the unstinting support of the GCC, GFRS will deliver a high class prevention, protection and response service to the communities of Gloucestershire for the foreseeable future living up to the Service's mission statement.



Dave Norman  
Lead Cabinet Member  
Gloucestershire County Council



Mark Preece  
Interim Chief Fire Officer  
Gloucestershire Fire and Rescue  
Service

# About our Service Area







Gloucestershire is a diverse county covering 1,024 square miles and hosting a population of approximately 640,000. The county is divided into six districts, City of Gloucester, Cheltenham, Forest of Dean, Tewkesbury, Cotswold and Stroud.

Over half of Gloucestershire' County has been designated as an Area of Outstanding Natural Beauty (AONB), including parts of the Cotswold's, the Wye Valley and the Forest of Dean. The main urban centres are Gloucester and Cheltenham where approximately half of the county's population live.

GFRS has 32 fire engines with a further 15 specialist vehicles that ensure we provide a high standard emergency response to all incidents in all areas. These vehicles are crewed by on-call and whole-time firefighters and both are supported by a core of flexible duty Officers and non operational staff at its Quedgeley Headquarters or, due to the pandemic, from other premises and home addresses.

As a Service, we border six other Fire and Rescue Services (South Wales, Herefordshire and Worcestershire, Warwickshire, Oxfordshire, Dorset & Wiltshire and Avon), providing mutual cross-border support to one another if and when required.



	<b>Service area</b>	<b>1,024</b> square miles	
	<b>Population</b>	<b>640,000</b> people	<b>4%</b>  local 5yr change
	<b>Buildings</b>	Over <b>22,000</b> business premises	Over <b>277,000</b> households
	<b>Workforce</b>	<b>49%</b> wholetime firefighters	<b>51%</b> on-call firefighters
		<b>20</b> fire control staff	<b>54</b> support staff
	<b>Incidents</b>	<b>5,090</b>	
	<b>Assets</b>	<b>21</b> stations	<b>32</b> fire engines

# Current Response Standards

## Current Response Standards

**Dwelling fires** - We will attend dwelling fires based on an average response time of 9 minutes or under.

**Commercial fires** - We will attend commercial fires based on an average response time of 10 minutes or under.

**Primary fires** - We will attend primary fires based on an average response time of 10 minutes or under.

## Proposal for the future

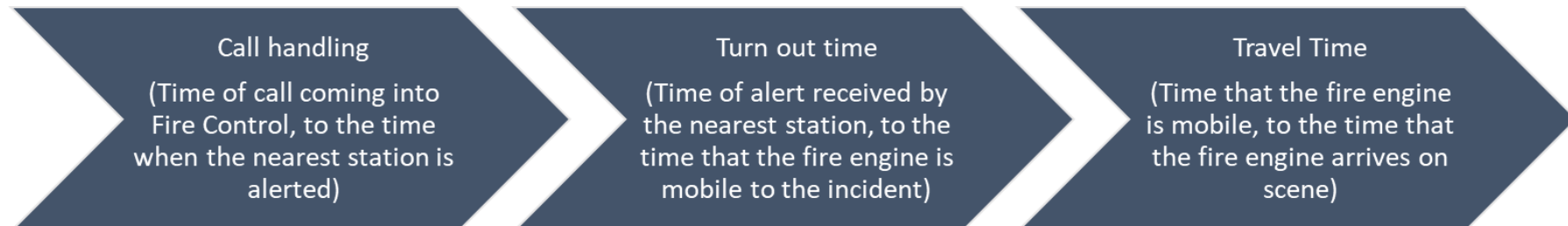
We always aim to get to emergencies as fast as we can, every time. However, we have to be sophisticated in how we allocate our resources based on the level of risk and the severity of an incident. We measure our response standards to ensure that our resources are in the most appropriate location and that the staffing models enable us to achieve the best response for the communities that we serve. As part of response arrangements objective, the service will look to review its current response standards.

## How do we measure the time that it takes us to respond to an incident?

A response time is measured from the time the call is received by Fire Control to the time that a fire engine arrives at the incident.



The response time is made up of three elements:-



# What is a Community Risk Management Plan?

The Fire Authority has a statutory responsibility, under the Fire and Rescue Services Act 2004, to produce a CRMP. The plan must cover at least a three year period, be reviewed regularly and outline how GFRS will tackle and mitigate the risks our communities face. The CRMP is informed by our Community Risk Profile (CRP), a document which assesses in detail the risks in our local areas, how likely they are to occur, how extensive the impact might be and also takes into account national risks.

As an over-arching plan the CRMP covers all parts of our Service, referencing key documents such as our Service Strategies, Annual Service Plan and our Team Plans. This helps everyone in our organisation to understand risks and how we plan to reduce the impact and respond effectively.

The requirements of a CRMP are set out in the ['Fire and Rescue National Framework for England 2018'](#). This states that each Fire Authority must ensure the following five priorities are met: -

1. To be accountable to the communities for the service they provide;
2. To identify and assess the full range of foreseeable fire and rescue related risks their areas face;
3. To make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
4. To develop and maintain a workforce that is professional, resilient, skilled, flexible and delivers;
5. To collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.

You will find details of how we address all of the above points throughout this plan.

The National Framework also states what CRMP's must contain and this includes an outline of how we allocate our resources to mitigate risks, and how we manage and enforce the Regulatory Reform (Fire Safety) Order (RRO) 2005 in relation to business fire safety.

The CRMP will also show you how we have consulted with you, our communities, on the development of this plan as well as how we sought the options of our staff, representative bodies and partner organisations.

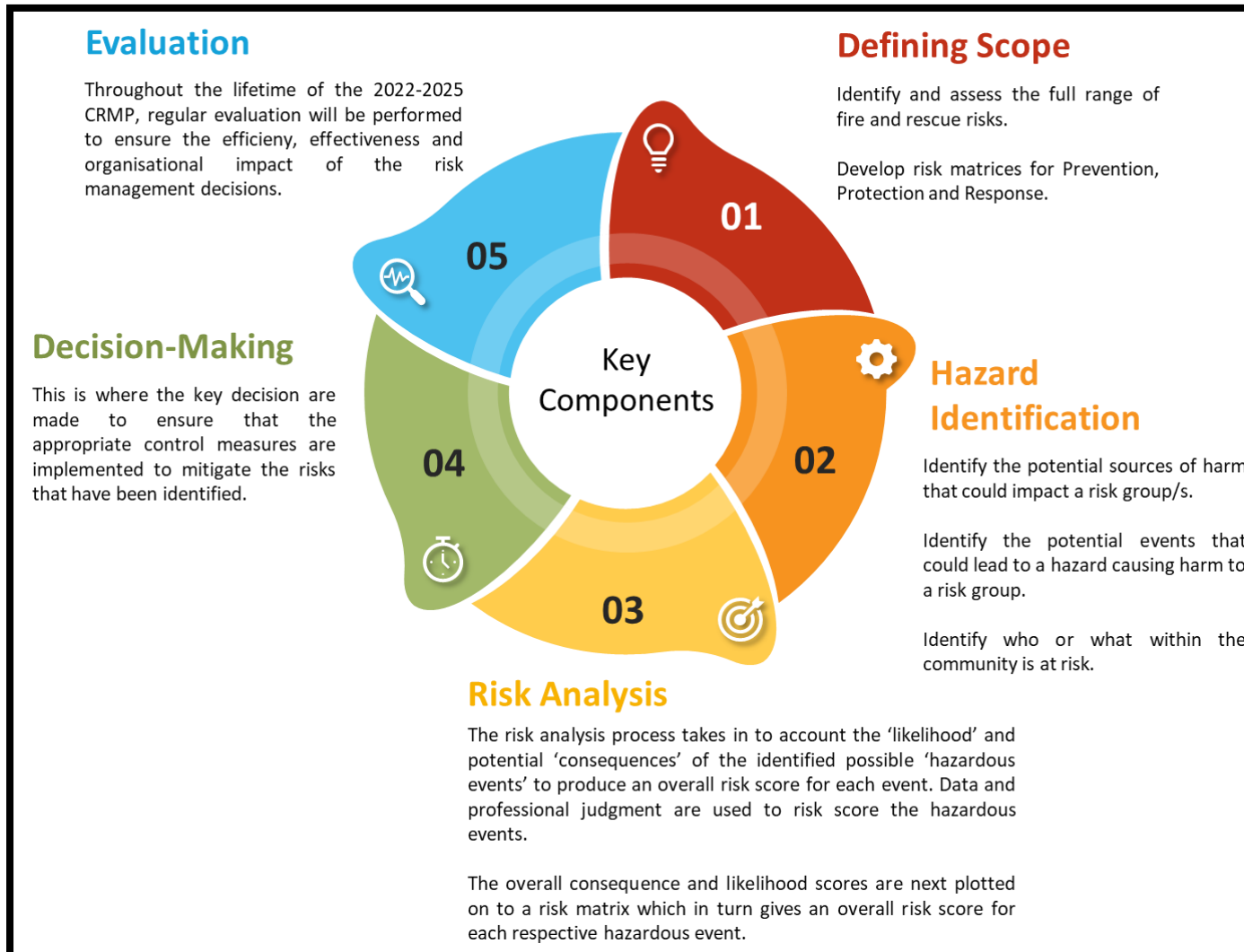
This plan covers the period April 2022 to March 2026 and is reviewed on an annual basis to ensure our plans are always up to date and reflect changes in local risks, national policies or finances.

At the end of every year we are required to publish a Statement of Assurance which outlines how we have performed against our plan and the targets set out in it. The transparency this provides makes us fully accountable to the communities of Gloucestershire for the service we provide to them.



# How do we Identify Risk?

## Community Risk Profiles



GFRS has conducted a thorough risk analysis of previous incidents, fire safety audits and safe and well visits and future risks that could lead to emergency incidents in the future. Our risk information comes from a number of sources and helps us to develop our [Community Risk Profiles \(Link to CRPs\)](#).

The CRP's inform our decision making regarding the most suitable prevention, protection and emergency response arrangements to manage risk to an acceptable level.

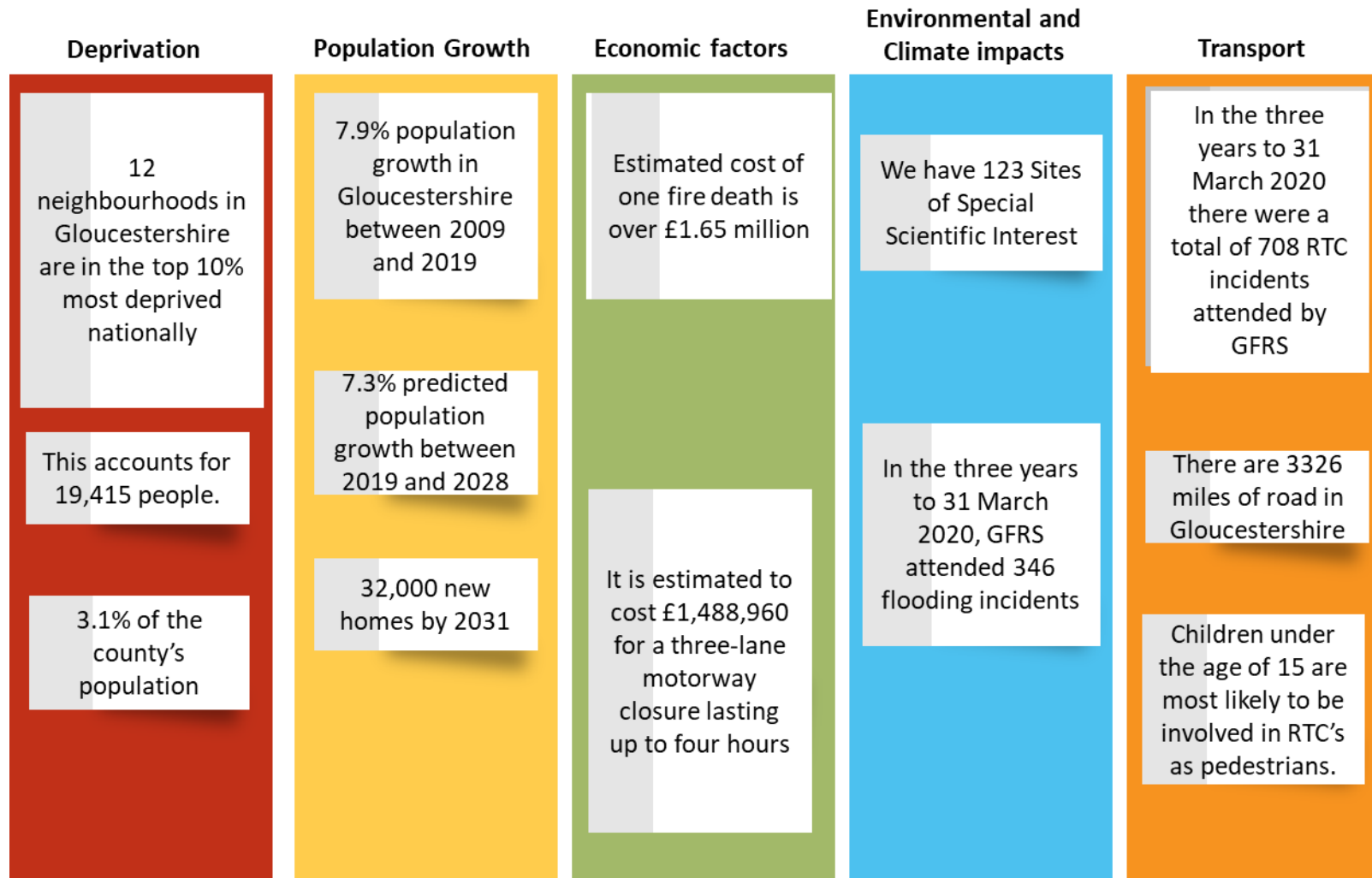
The risks we consider include: -

- Fatalities, reflecting the number of people killed at an incident.
- Casualties, covering those requiring medical intervention resulting from an incident and mental health casualties.
- Evacuation and shelter from hazardous events
- Behaviour, public perception and anxiety.
- Economy, to include property damage, heritage loss and business disruption.
- Disruption to essential services including transport, utilities, finance, communications and other Emergency Services.
- Environmental risks including all types of pollution to the environment.

# Our Community

Although Gloucestershire has an affluent and successful economy, which is generally true, it is not evenly shared. There is evidence to show a link between social deprivation and the occurrence of fire, and as such our prevention and protection work, as well as our emergency response has to be tailored to the differing needs of each community that we serve.

To ensure that we meet the needs of Gloucestershire and our local communities, it is essential that we make sure that we have the right people, with the right equipment, in the right place and at the right time. To enable this, we need to understand the diverse risks and impacts within our area.



# Mission, Values and Code of Ethics

## Strategic Aims and Mission Statement:

Gloucestershire Fire and Rescue Service  
Working together for a safer Gloucestershire

www.glosfire.gov.uk

*“Working together we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire.”*

**People**  
Ensure our services are delivered by a professional, well equipped, highly skilled, motivated and well developed workforce which is able to work safely and whose composition reflects our diverse community

**Prevention & Protection**  
Work with our local communities to reduce risks to life, property and the environment from fire and other emergencies

**Response & Resilience**  
Respond promptly and efficiently to deal with fires and other emergencies when they occur

**Our Performance**  
Monitor our performance to ensure that we continually improve and deliver value for money

Gloucestershire COUNTY COUNCIL

## Values:

Our commitment to you is that we will always aim to be the best FRS we can be. In order to achieve this, there are certain behaviours that we expect from our staff. How well our staff are demonstrating these as part of their day to day job is assessed within our bespoke appraisal system. We aim to live these values every day: -

- Accountability**
- Integrity**
- Empowerment**
- Respect**
- Excellence**



## Code of Ethics:

The National Fire Chiefs Council, with the Local Government Association, have produced a Code of Ethics for Fire and Rescue Services, to be adopted by every service in England. The Code of Ethics reflects best practice principles and has been designed to underpin the way we serve our communities, carry out our role and work together.

# Strategic Objectives

Our strategic objectives have been drawn from several sources over recent years and have been aligned to our strategic aims. Our Cultural Review was conducted evidencing need for cultural change within our Service. Whilst much work has been done we know we have much more to do.

GCC internal audit were welcomed into the Service to inspect our policies, procedures and processes. 18 reports with 118 recommendations were addressed through the establishment of an Improvement Board over the successive 2 years and we need to continue to reflect on and review our practices.

Our first formal inspection by Her Majesty's Inspectorate for Constabulary's Fire and Rescue Service (HMICFRS) highlighted the need for improvements across our Service.

All of the above has assisted to make the Service more self-aware. In response we have established our Portfolio Management Office (PMO). This is designed to manage all projects and tasks, including those identified by our Cultural Review and our HMICFRS findings. Building on the success of our Improvement Board, we have established a Portfolio Management Board who scrutinise progress across all areas and provide, advice, support and resources where required to ensure we are progressing on our continuous improvement journey. In addition, we have learnt many new ways of working during Covid - 19 that are an improvement on our usual practices and these will become embedded into future ways of workings.

All of the above, coupled with our community risk profiling and our professional judgement, have built the foundations for the next 4 years:

**Strategic Aim – People** *“Ensure our services are delivered by a professional, well equipped, highly skilled, motivated and well developed workforce which is able to work safely and whose composition reflects our diverse community.”*

## **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.

## **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.

**Strategic Aim – Prevention and Protection** *“Work with our local communities to reduce risks to life, property and the environment from fire and other emergencies.”*

## **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.

## **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.

**Strategic aim – Response and Resilience** *“Respond promptly and efficiently to deal with fires and other emergencies when they occur.”*

## **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.

## **Objective - Response Standards**

Implement National Operational Guidance and approved National Fire Standards to assure and support operational competence, learning and preparedness.

## **Objective - Collaboration**

Collaboration is important in every organisation. We will collaborate by communicating with partners and building on ideas to innovate or do something differently in the public's interest.

**Strategic Aim – Our Performance** *“Monitor our performance to ensure that we continually improve and deliver value for money.”*

## **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.

## **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.

Whilst we know ‘what’ we need to do, we detail the ‘why’ and the ‘how’ over the successive pages. Finally, we describe the timelines to ensure we provide assurance that our CRMP is providing the desired outcomes.

# People

# People and Social Responsibility

*We will*



**Further improve our inclusive culture to ensure that we attract, retain, support and develop a diverse workforce, which is truly representative of our communities.**

Our team is stronger, safer and more effective when each and everyone of us is given the opportunity to contribute our best; irrespective of race, sex, gender reassignment, age, sexual orientation, religion and/or belief, marriage & civil partnerships, pregnancy & maternity or disability.

We recognise that diversity is what makes our organisation successful and drives a healthy culture, so we are committed to attracting new staff by being an employer of choice. We know that by promoting the right values, we will positively impact the working life of every member of staff and those living within the communities we serve.

We have both a moral and legal duty to move forward as a modern Fire and Rescue Service by driving equality, diversity and inclusivity. We know the views and feelings of our staff regarding inclusion and we are committed to improving our culture. We want staff to feel confident that any issues they may have will be listened to and addressed in a positive way.

We are focused and determined to provide equality of opportunity for all staff and demonstrate due regard for the value of difference, operating in an environment that encourages innovation and does not tolerate inappropriate behaviour.

- 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 their 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.



# Workforce – Fit for the future

*We will*

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.



Our workforce profile predicts a high number of staff who are expected to retire in the coming years, which presents a significant risk to the Service in terms of loss of knowledge, skills and experience. We know that this will be felt most prevalently amongst our operational workforce.

Robust succession planning will be crucial to ensure that we rise to these challenges in the future. With an anticipated relatively new workforce we must increase our training, development and support to staff at all levels. And, with a changing operational profile, we must find new ways of developing our staff's operational exposure.

We know that people are our greatest asset and we must provide a clear vision with opportunity to grow.

The changes expected in our workforce profile also offers us an opportunity to improve and strengthen working practices and development pathways to shape our own future and ensure the Service we provide to public is the most effective and efficient as can be.

We also know that resilience is vital to ensure that we are always there for those that need us ... every time they need us. We see supporting our people's physical and mental wellbeing is just as important as training and developing them to carry out their roles. Continually improving our working environment will give us highly motivated, engaged and valued staff that can fulfil their full potential. It will also develop a workforce whose composition, capacity and competence can deliver best value for the people of Gloucestershire



- 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.

# Prevention and Protection

# Prevention

*We will*

**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.**



Effective person-centred prevention activities will ensure we maximise our ability to reduce the potential for harm arising from fire and other emergencies such as flooding, road traffic collisions, arson and medical crises. To support and enable this we need to further develop our understanding of the different ways in which people encounter risk by collecting and analysing data more effectively to ensure we maximise our prevention activities.



- 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 & Rescue Services, the voluntary sector, local stakeholders and, where possible, use academic research to ensure we develop and deliver effective prevention activities.
- Continue to deliver an effective safe and well Service.
- 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.

# Protection

*We will*

**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.**



Targeting our resources through an effective intelligence led, Risk Based Inspection Programme will make the built environment across Gloucestershire safer through improving fire safety legislation compliance, in accordance with the Regulatory Reform (Fire Safety) Order 2005, across the business sector in Gloucestershire. This will improve the safety, health and wellbeing of our communities; reduce the economic and psychological loss to business owners and reduce a preventable response undertaken by firefighters.



- Work collaboratively with partners to capture, share and analyse incident data 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 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.

# Response and Resilience

# Response Arrangements

*We will*

**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.**



There is no 'one size fits all' approach to managing a Fire and Rescue Services resources, capacity and capability. In addition, Gloucestershire and its communities have different needs and risks to other areas within the country. The priority for the Service will always be to safeguard our communities, by preventing harm from occurring in the first place, through our Prevention and Protection activities. However, we recognise that emergency incidents will still occur. It is for that reason we need to review our fire cover arrangements in response to a changing workforce; risks to the public, firefighters and the environment; changing technology; demographics, the lasting effects of Covid - 19 and most of all, to meet the expectations of the communities we serve.

In an ever changing environment, we must remain flexible in the delivery of our service. Informed by evidence based risk profile, further extensive predictive analysis and insights will help to ensure that we have the right skills, equipment, capacity and capability at the right time, in the right location. By capacity we mean the ability of staff present at any one time to provide an effective and efficient Prevention, Protection and Response service and by capability we mean the skills, experience, knowledge and training of those staff present to provide community focused outcomes.



- 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.

# Response Standards

*We will*

**Implement National Operational Guidance and approved National Fire Standards to assure and support operational competence, learning and preparedness.**



Fire and Rescue incidents are wide ranging and varied. Historically we have created standard operating procedures to deal with them, created from written risk assessments, that inform our training and provide ongoing guidance for our incident commanders. Unfortunately, every Fire and Rescue Service in the UK has done the same and there can be some slight differences in approach and terminology. As a consequence National Operational Guidance has been written that provides Fire and Rescue Services with a clear framework for attending and training for all operational activities. This ensures a more joined up approach when working at overborder incidents or at national large scale multi-agency incidents such as flooding events, acts of terrorism and incidents that threaten our environment. In addition a raft of National Fire Standards are being written to ensure there is a nationally recognised training standard in support of this National Operational Guidance. Finally, where we attend incidents we will debrief them and share our learning nationally. Aligning our guidance and training will not only help us to prepare and plan for emergencies, but to contribute to improving firefighter safety and the safety of the much wider community.



- 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.
- Continue to develop how we provide firefighters with relevant and accurate operational risk information.
- We will regularly review and update our training to ensure we are adhering to best practice.

# Collaboration

*We will*

**Collaborate by communicating with partners and building on ideas to innovate or do something differently in the public's interest.**



GFRS has collaboration arrangements for its prevention, protection and response activities. For example, we share our buildings with Gloucestershire Constabulary, the South West Ambulance Service and the Severn Area Rescue Association. Our protection teams inspect premises with the Building Control and Housing Teams where applicable and we refer some of our Safe and Well clients to Social Services and other partners who can address and support with other issues. Where the law permits, collaborative work can include the sharing of information in support of Children and Adult Services in the best interest of those affected. When collaboration works well it enables us to achieve more as a collective team and the benefits are tangible, but over time we may have arrangements that need reviewing to ensure they best serve the public interest. The Policing and Crime Act 2017 requires the Police, Fire and Rescue and Ambulance Services to keep collaboration opportunities under review and, where it is in the mutual interest of efficiency or effectiveness, to put new arrangements into practice.



- 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.

# Performance

# Asset Management

*We will*

**Continue to provide best value facilities, vehicles, equipment and personal protective equipment (PPE), enabling us to deliver a professional service to our communities.**



We are aware of the changing risks within our communities and recognise there is a need to procure a wide range of assets for our staff to deliver a professional service to our communities. When considering the renewal or enhancement of our assets, we need to consider the extent to which expenditure increases our effectiveness and efficiency to prevent, protect and respond to the significant range of emergency incidents we are called to attend. Overall, we continue to seek ethical and sustainable procurement for our consumable items, our PPE and equipment and include the learning from many months of Covid - 19.



- Undertake a review of our current fleet that includes vehicles and specialist assets e.g. 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.

# Digital, Data and Technology

*We will*

**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.**



In a digital world it is important that the Service keeps up to date with the relevant advances in data analytics and technology. The service has a long history of investing in its technology, this includes a state of the art Control Room, Mobile Data Terminals on fire engines, iPads for safe and well visits and the ability to work with agility using laptops and mobile phones.

The Service is currently Cyber Essentials Plus accredited and has been since June 2017. With the implementation of a more agile workforce, driven by the Covid - 19 pandemic, and the arrival of the Emergency Services Network (ESN) for improved joint operation working, it is important that the Service continues to invest in technology.



- 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 e.g. 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.

# Timeline

## Year 1 2022-23

Cultural Improvement Action Plan  
Implement National Operational Guidance  
Emergency Service Network Programme  
Severn Park Training Centre Review  
Front Line Appliance Review  
Specialist PPE  
Incident Command Unit Review  
Aerial Appliance Review  
Light Fleet Review  
Predictive Analysis and Modelling  
Power BI Data Improvements  
Fire Ground Radio Upgrade  
Asset Management Systems

## Year 2 2023-24

Cultural Improvement Action Plan  
Implement National Operational Guidance  
Emergency Service Network Programme  
Severn Park Training Centre Review  
Front Line Appliance Review  
Specialist PPE  
Incident Command Unit Review  
Aerial Appliance Review  
Light Fleet Review  
Predictive Analysis and Modelling  
Power BI Data Improvements  
Collaboration Framework

## Year 3 2024-25

Cultural Improvement Action Plan  
Implement National Operational Guidance  
Emergency Service Network Programme  
Severn Park Training Centre Review  
Front Line Appliance Review  
Specialist PPE  
Incident Command Unit Review  
Aerial Appliance Review

## Year 4 2025-26

Cultural Improvement Action Plan  
Implement National Operational Guidance  
Emergency Service Network Programme  
Severn Park Training Centre Review  
Front Line Appliance Review

***“Working together we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire”***

# Performance Metrics

## HOW WE MONITOR AND EVALUATE OUR OBJECTIVES

All business activities and objectives will be monitored and evaluated using a number of different methods, which include;

- The GFRS Annual Service Plan.
- The Portfolio Management Office, which is overseen by the Portfolio Management Board.
- All decision are governed by the GCC decision-making process following GFRS Senior Leadership Team approval.
- Scrutiny of all plans, projects, programmes and performance is provided by the Fire and Rescue Scrutiny Committee (FRSC).
- External Scrutiny is provided by HMICFRS, GCC Audit and Peer Challenge from other Fire and Rescue Services.

Annual Key Performance Indicators are reviewed, developed and published each year as part of the annual planning cycle. Below are the metrics that we will use to monitor and evaluate our business activities and support the objectives within this Community Risk Management Plan 2022-2026.

<b>Community Risk Management Plan Metrics</b>
Average response time to dwelling fires
Average response time to Commercial fires
Average response time to Primary fires
Number of deliberate fires (14% reduction based on 3 year rate each quarter)
Number of accidental dwelling fires - (14% reduction based on 3 year rate each quarter)
% of Safe and Well visits undertaken to those in high risk groups
Rate of Safe and Well visits undertaken per 1,000 population
% of 7.2D premises within required frequency
% of higher risk premises inspected within required time frame
% of operational Incident Commanders (in role) within 2 yearly requalification target
% of operational staff (In role -FF to WM) within 2 yearly requalification target for Breathing Apparatus
% of staff in GFRS from Black and Minority Ethnic groups - (as a % of the total workforce)
% of staff in GFRS that are female - (as a % of the total workforce)
Days lost to Sickness per FTE
Number of RIDDOR injuries
% forecast spend against budget

# Further Information

## HOW TO CONTACT US

If you require further copies of this document or an alternative format, please contact us via:

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