



County Offices
Newland
Lincoln
LN1 1YL

20 January 2020

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 28 January 2020 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

Membership of the Public Protection and Communities Scrutiny Committee
(11 Members of the Council)

Councillors N H Pepper (Chairman), A N Stokes (Vice-Chairman), W J Aron,
K J Clarke, Mrs K Cook, Mrs P Cooper, Mrs C J Lawton, C R Oxby,
A H Turner MBE JP, L Wootten and R Wootten

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA
TUESDAY, 28 JANUARY 2020**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting held on 10 December 2019	5 - 10
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Revenue and Capital Budget Proposals 2020/21 <i>(To receive a report by Keith Noyland, Head of Finance – Communities, which invites the Committee to consider the budget implications for the Council's Public Protection and Communities Services prior to consideration of the Council's final budget proposals by the Executive at its meeting on 7 January 2020)</i>	11 - 16
6	Lincolnshire Fire and Rescue Integrated Risk Management Plan 2020 - 2023 Consultation <i>(To receive a report by Sean Taylor, Area Manager – Lincolnshire Fire and Rescue, which invites the Committee to consider Lincolnshire Fire and Rescue's Integrated Risk Management Plan (IRMP) for 2020 – 2023)</i>	17 - 92
7	Emergency Planning - Summer 2019 Flooding Response <i>(To receive a presentation from Ian Reed, Head of Emergency Planning & Business Continuity, which provides an update on the Emergency Planning response to the Summer 2019 Flooding incidents)</i>	
8	Public Protection and Communities Scrutiny Committee Work Programme <i>(To receive a report by Daniel Steel, Scrutiny Officer, which provides the Committee with the opportunity to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	93 - 96

Democratic Services Officer Contact Details

Name: **Emily Wilcox**

Direct Dial **01522 553787**

E Mail Address emily.wilcox@lincolnshire.gov.uk

Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords



**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
10 DECEMBER 2019**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

Councillors A N Stokes (Vice-Chairman), W J Aron, K J Clarke, Mrs C J Lawton, C R Oxby, L Wootten, R Wootten and C J T H Brewis

Councillors: L A Cawrey, C N Worth and B Young attended the meeting as observers

Officers in attendance:-

Steven Batchelor (LRSP Senior Manager), Les Britzman (Chief Fire Officer), Nicole Hilton (Assistant Director - Communities), Dan Quinn (Assistant Chief Fire Officer), Daniel Steel (Scrutiny Officer) and Emily Wilcox (Democratic Services Officer)

34 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs Kate Cook.

It was reported that, under the Local Government (Committees and Political Groups) Regulations 1990, Councillor C J T H Brewis had been appointed as a replacement member for Councillor Mrs K Cook, for this meeting only.

35 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

36 MINUTES OF THE PREVIOUS MEETING HELD ON 29 OCTOBER 2019

It was agreed that the minutes be amended as follows:

Minute 30 –

The Prevent Manager provided a presentation which provided an update on the Annual ~~Present~~ Prevent Review Report 2019.

Minute 32 –

In 2016, Lincolnshire Police had launched an Assisting Rehabilitation through Collaboration (ARC) scheme, which involved working with the most prolific offenders to address the underlying causes of their offending behaviour, in order to reduce the likelihood of further offending. Where rehabilitation was not possible, scheme users would be tackled effectively using both informal and formal powers ~~tools~~.

RESOLVED:

That the minutes of the previous meeting held on 29 October 2019 be approved as a correct record and signed by the Chairman, subject to the amendments set out above.

**37 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS
AND CHIEF OFFICERS**

The Chairman announced that he had recently attended the Lincolnshire Fire and Rescue Long Service and Good Conduct Ceremony, which was a successful event celebrating Lincolnshire Fire and Rescue Officers.

The Executive Councillor for Culture and Emergency Services thanked Members for visiting their local Fire Stations and encouraged Members to continue with their visits.

The Executive Councillor for Community Safety and People Management advised Members that Superintendent Dianne Coulson had been appointed as the new Assistant Director – Public Protection and would commence her role on the 6 January 2020. Sara Barry would continue to act as the Assistant Director – Public Protection until the 6 January.

38 FIRE AND RESCUE STATEMENT OF ASSURANCE

Consideration was given to a report by the Chief Fire Officer, which set out the requirement for fire and rescue authorities to provide an annual Statement of Assurance on financial, governance and operational matters.

Members were informed that Lincolnshire was classified as one of the most rural counties in England by the Department for Environment Food and Rural Affairs (DEFRA). The rural nature of the county posed challenges for Lincolnshire Fire and Rescue, however, the Government were seeming to acknowledge the extent of the challenges faced by fire services in rural areas.

In line with LFR's commitment to continuous improvement in 2018 the Service was inspected as part of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection process, in which the service was rated as 'good' overall. Following the inspection, an action plan was put in place to address any issues highlighted within the report.

LFR had a number of future plans in place to improve the service, which included:

- Improving the health and wellbeing of the workforce.
- Developing the service's information management technology capability, which would include the development of a revised management information system strategy and the joint future control capability.
- The development of prevention and protection capability, which would be developed in line with LCC's Joint Strategic Needs Analysis and Great Lincolnshire Economic Plan.

Officers were satisfied that the systems and measures LFR had in place with respect to financial, governance and operational matters for the period 1 April 2018 to 31 March 2019 were fit for purpose and effective.

Members were referred to Appendix A to the report, which set out the full Lincolnshire Fire and Rescue Statement of Assurance for 2018-19.

Members were invited to ask questions, in which the following points were noted:

- LFR were exploring the ways in which they could support employers whom allowed their staff to be on-call fire-fighters. Officers welcomed support from Councillors on this matter and encouraged Members to communicate the role of on-call fire-fighters to employers.
- The Chief Fire Officer thanked the County Council for their continued support to LFR.
- Officers confirmed that the rate of the ageing population was not impacting on the recruitment of fire officers.
- It was noted that the vulnerability of the ageing population was concerning for LFR and their partners. LFR had introduced the vulnerability profile 'SHERMAN' to help people identify key traits that led to the fire fatalities. Sherman highlighted seven key factors that may make people at greater risk of having a fire, or being less likely to react to a fire – smoking; hoarding; elderly people or those who live alone; reduced mobility, hearing or visual impairments; mental health issues; alcohol misuse, drugs/medication dependence and those needing care or support. The campaign aimed to increase awareness of vulnerable individuals so that LFR could work with partners to help reduce the risk of those vulnerable people.
- LFR's integrated risk management plan would consider the risks posed by the projections of an 11% increase in Lincolnshire's population by 2041, and whether there needed to be more resources allocated to support the projected increase.
- The Chief Fire Officer advised that if given extra resource, the service would seek to build resilience, strength and depth into their current practice, rather than introduce alternative provisions. For example, more provision of fire engines and stations and strengthening the ability of trainers and fire stations.
- Officers confirmed that the highest rating that could be received in the HMICFRS inspection was outstanding. LFR were inspected one of the first 15 fire stations to be inspected nationally, of which only one station received a rating of outstanding on one area of their inspection.
- The service had acknowledged that improvements to the training record systems needed improvement. Although training was generally up to date, there had previously been no way of instantly verifying this information using the current systems.

- Members questioned what was being done to improve the connectivity between fire stations and the rest of the county council following the findings in the HMICFRS report. Officers advised that going forward, LFR would adopt LCC's core values rather than have their own set of values. The service would provide a main focus and set of expected behaviours to LFR staff as a sub-set to LCC's core values.
- The Executive Councillor for Culture and Emergency Services hoped that raised awareness of the council's One Culture agenda would aid a shift in culture across the council and help all staff feel more connected. The Member visits to stations and the Chief Officer representation in the Corporate Leadership Team also seemed to be contributing to feelings of inclusion.
- Members commended the improved relationships between LFR and the fire services in neighbouring districts.
- Members were advised that LCC were working to lobby a better deal for Lincolnshire as a rural county.
- The decrease in the number of co-responder incidents was not a result of a reduction in the number of calls outs. The service were analysing the situation at each station to identify what improvements could be made to increase the availability of co-responders, including the consideration of new options such as dedicated co-responders.
- It was confirmed that LFR headquarters had not yet moved to Nettleham and was currently still operating from South Park due to a delay in the establishment of specific technology.
- It was confirmed the medical response review that was planned for 2019 had commenced and was on-going.

RESOLVED:

That the report and comments made be noted.

39 ROAD SAFETY PARTNERSHIP ANNUAL REPORT

Consideration was given to a report by the Senior Manager – Lincolnshire Road Safety Partnership, which provided an update on killed and serious injury (KSI) casualty figures for Lincolnshire, as well as data on trend, comparisons and areas of priority.

Members received a presentation which highlighted following key points in relation to the Lincolnshire Road Safety Partnership (LRSP):

- There had been 56 fatal road traffic collisions and 456 serious road traffic collisions in 2018, which amounted to 512 people killed or seriously injured in 2018, compared to a target of 387. The increase in figures was partly due to a change in the way that data was reported

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
10 DECEMBER 2019

- To date, there had been 48 fatal casualties recorded in 2019.
- 74% of casualties in Lincolnshire occurred on the rural road network.
- Casualties were more likely to be male.
- The highest risk groups were two wheel motor vehicle riders, young drivers (17-24) and mature road users (60+).
- The LRSP comprised of LCC; the Police and Crime Commissioner; LFR; Lincolnshire Police; East Midlands Ambulance Service and Highways England.
- LRSP Vision was 'to make significant year on year reductions in those killed or injured on Lincolnshire's roads through a sustainable, co-located road safety partnership delivering targeted interventions focussed on education, engineering and enforcement'.
- The priority groups for LRSP were young drivers, mature drivers, two wheel motor vehicle users, pedal cyclists, pedestrians and business users.
- The core objectives for LRSP were: A 20% reduction in the number of killed or seriously injured road casualties from an average annual number of 457 (in 2010 – 2012) to no more than 367 and A 20% reduction in the number of children killed or seriously injured road casualties from an average number of 27(in 2010 – 2012) to no more than 22.
- The LRSP were involved in a number of campaigns to improve safer road safety, and as also delivered training and education to schools and colleges to communicate the importance of road safety.
- A number of enforcement techniques were in place to deal with road users who were driving or riding dangerously.
- Members were advised that the methods currently deployed by the partnership were seen to be the most effective methods; however with more resource it was felt that the partnership could have a greater impact.

Members were invited to ask questions, in which the following points were noted:

- It was clarified that the charge for the seatbelt was lower as it was an online course and required less resource.
- Members questioned whether it would be possible to implement a policy which allowed more parish councils to amend speed limit restrictions in certain areas as it had proven to be successful in some areas. The Senior Manager – Lincolnshire Road Safety Partnership advised that speed limits needed to be realistic and appear to feel appropriate for drivers. It was acknowledged that there was a balance to be made in respect to speed limits and it was important to ensure that compliance was appropriate for the area. The proposed change of speed limit would not always be appropriate or justifiable.
- It was clarified that the policy for speed limits outside of schools was reviewed and implemented by the Highways department rather than the LSRP.
- Members commended the use of and the effectiveness of the 'Mini Police'. It was noted that the LRSP liaised with the 'Mini Police' team as well as junior road safety officers.
- Members were advised that officers had not yet received the final report on the effectiveness of the white gate scheme but LRSP were actively looking into

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
10 DECEMBER 2019

this as a traffic calming solution. Officers were pleased with the results received so far at locations where white gates had been installed.

- It was noted that the measures for the costs of loss of life were set nationally and not a created by Lincolnshire County Council.
- It was confirmed that operation Stealth was specific to high end offenders.
- Members were informed that a change in the recording mechanism for Killed and Seriously Injured casualties had resulted in an apparent increase. As a result, it was unlikely that the partnership would achieve its core objectives by 2020.
- It was acknowledged that more could be done to improve working relationships between the partnership and district councils. The partnership were currently working with North Kesteven District Council on a number of road safety measures.
- Members were advised that the partnership used Cadwell Park racing circuit to deliver performance plus motorcycle training. A representative from LSRP was also in attendance at all major motorcycle events to communicate the message of the partnership.

RESOLVED:

1. That the report and comments made be noted;
2. That the committee grant assurance on the work being undertaken by LSRP to reduce the number of people killed and injured on county.

40 PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
WORK PROGRAMME

The Scrutiny Officer presented the Committee's prospective work programme.

Members were advised at the next meeting of the committee, Members would receive a report on the Revenue and Capital Budget Proposals 2020/21; an update on the Emergency Planning services response to the Wainfleet Flooding incident and the Lincolnshire Fire and Rescue Draft Risk Management Plan 2020 Consultation.

The Scrutiny Officer agreed to add a six monthly report on Adults Re-offending to the work programme.

RESOLVED:

That the work programme be noted.

The meeting closed at 11.40 am

**Open Report on behalf of the Les Britzman, Chief Fire Officer and
Andy Gutherson, Executive Director - Place**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	28 January 2020
Subject:	Revenue and Capital Budget Proposals 2020/21

Summary:

The report outlines the budget proposals for the next financial year 2020/21.

The Provisional Local Government Finance Settlement for 2020/21 has not been issued at the time of writing this report, but it is expected that the settlement will be in line with the funding announced in the Local Government Finance Settlement 2020/21 Technical Consultation released on 9 October 2019. The budget proposals for 2020/21 are therefore estimated at this stage.

This report specifically looks at the budget implications for the Council's Public Protection and Communities services.

The Executive will consider budget proposals at its meeting on 7 January 2020, following which they will be open to consultation.

Members of this committee have the opportunity to scrutinise them and make comment, prior to the Executive meeting on 4 February 2020 when it will make its final budget proposals for 2020/21.

Actions Required:

The Public Protection and Communities Scrutiny Committee is asked to consider this report and members of the committee are invited to make comments on the budget proposals. These will be considered by the Executive at its meeting on 4 February 2020.

1. Background

- 1.1. The Executive is preparing to consult on a single year revenue budget for 2020/21 following the government delaying the full spending review until 2020. The Council continues to face the effects of significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care and inflationary pressures on contracted services. Uncertainty around government funding beyond that announced in the Local Government Finance Settlement 2020/21 Technical Consultation

on 9 October 2019, means that it is not considered practicable for the Council, to develop detailed long-term financial plans. However, a review of the Medium Term Financial Plan (MTFP), maintained by the Executive Director – Resources, which sets out expectations for what the Council's budget will look like over the next three years is included in the budget proposals being considered by the Executive on 7 January 2020.

- 1.2. A Government Spending Review is due to take place in 2020 to determine the amounts to be allocated to each Government spending department. It is not yet known what period of time the Spending Review outcomes will cover. The impact of the Government's Fair Funding Review and Business Rates Retention reforms is expected to be known in the autumn of 2020 and the MTFP will then be updated.
- 1.3. For 2020/21 budgets have been reviewed in detail based on the latest available information to arrive at the proposals set out in this report. In developing its financial plan the Council has considered all areas of current spending, levels of income and council tax plus use of one off funding (including use of reserves and capital receipts) to set a balanced budget.
- 1.4. All areas of service expenditure have been reviewed to identify cost pressures which must be funded and savings which can be made through efficiencies with no or minimal impact on the level of service provided.
- 1.5. On an annual basis the Council has the opportunity to review the level of Council Tax. Central government sets thresholds above which a local authority would be required to hold a referendum for Council Tax increases. In the Technical Consultation on the Local Government Finance Settlement it was proposed that the referendum threshold for general Council Tax would be 2% for 2020/21. This means that, together with the 2% Council Tax increase for Adult Social Care allowable in 2020/21, Lincolnshire County Council may increase council tax in 2020/21 by up to 4% before requiring a referendum.
- 1.6. At its meeting on 7 January 2020 the Executive will consider proposals for the Council's revenue and capital budgets to be put forward as a basis for consultation including the proposed level of council tax increase for 2020/21.
- 1.7. Funding for 2020/21 is estimated based on the Local Government Finance Settlement 2020/21 Technical Consultation which was released on 9 October 2019.

- 1.8. Table A shows the total proposed revenue budget for the Council's Public Protection and Communities services.

TABLE A

2020/21 Revenue Budget	Original Budget £000	Pay Inflation £000	Cost Pressures £000	Savings £000	Proposed Budget 2020/21 £000
Registration, Celebratory and Coroners	1,362	32			1,394
Trading Standards & Community Safety	2,029	36			2,065
Fire and Rescue	19,551	343	1,793	-115	21,573
Emergency Planning	321				321
Road Safety	321	16			337
Cultural Services	7,051	61	284	-201	7,195
Community Engagement	523	7			529
Total	31,159	495	2,077	-316	33,414

- 1.9. The budget proposals for these services have allowed for pay inflation of 2% for 2020/21.
- 1.10. There are also the following service specific cost pressures for 2020/21. In Fire and Rescue, £1.737m related to fire pension employer contributions and £0.056m for increased Business Rates arising from revaluation of Fire premises.
- 1.11. For Cultural Services, a cost pressure of £0.284m in 2020/21 relates to ICT provision and inflation on the Libraries contract.
- 1.12. The Public Protection and Communities Services are proposing to make savings totalling £0.316m in 2020/21.
- 1.13. In Fire and Rescue, efficiencies in the Station cover model is expected to yield savings of £0.060m in 2020/21, with a further £0.055m saving derived from reducing attendance to unwanted fire signal calls (false alarms) to commercial, non-life risk premises.
- 1.14. For the Libraries Service, savings in IT maintenance costs and from leasing smaller vehicles result in budgeted savings for 2020/21 of £0.124m. In Heritage Services, staffing efficiencies provide a further saving of £0.077m, making the total saving for Cultural Services £0.201m in 2020/21.

Capital Programme

- 1.15. A ten year Capital Programme has been compiled in line with the principles set out in the Council's Capital Strategy, including the principle of affordability. Schemes include a number of major highways projects, provision of school places, replacement of two Household Waste Recycling Centres, the rolling programme of renewal and replacement of fire fleet vehicles, gritters fleet and vehicles at the Waste Transfer Stations, improvements and review of the property portfolio, Information Technology developments and re-phasing of existing schemes.
- 1.16. The full Gross Programme totals £170.077m for 2020/21 plus a further £364.159m for future years, with grants and contributions of £127.864m giving a net programme of £406.372m to be funded by the County Council.
- 1.17. Table B shows the proposed gross capital programme for the Council's Public Protection and Communities services.

TABLE B

Capital Programme (2019/20 plus Future Years)		Revised Gross Programme 2019/20 £000	Revised Gross Programme 2020/21 £000	Gross Programme Future Years £000
CULTURE				
Historic Lincoln	Improvement programme for Lincoln Castle.	72	0	0
Libraries	RFID replacement kiosks and library hub capital works.	259	0	0
Heritage / Archives	Future development of the Heritage service.	0	2,500	2,500
Culture Total		330	2,500	2,500
PUBLIC PROTECTION				
Registration Celebratory & Coroners Service	Coroners IT system for case management, and improvement to Gainsborough celebratory premises.	98	0	0
Public Protection Total		98	0	0
FIRE AND RESCUE & EMERGENCY PLANNING				
Fire and Rescue & Emergency Planning	Refurbishment of fire and rescue properties.	2,335	0	0
Fire Fleet Vehicles and Associated Equipment	Rolling programme for the replacement of fire and rescue fleet vehicles and associated equipment.	6,254	6,656	6,489
Fire and Rescue & Emergency Planning Total		8,590	6,656	6,489

- 1.18. The main changes that have been made to the capital programme as part of the budget setting process for 2020/21 related to Public Protection and Communities services are:
- Addition of a further £2.000m in future years for the continuation of a rolling replacement of Fire and Rescue vehicles and associated equipment.
 - Addition of a programme of development for the Heritage Service, £2.500m in 2020/21 and £2.500m in future years.

Further consultation

- 1.19. A consultation meeting with local business representatives, trade unions and other partners is scheduled to take place on 23 January 2020.
- 1.20. The proposals will be publicised on the Council website together with the opportunity for the public to comment.
- 1.21. All consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 4 February 2020.

2. Conclusion

- 2.1. These budget proposals reflect the level of funding expected to be available to the Council from central government and an assumed increase in Council Tax in 2020/21 of 1.5% and an Adult Social Care "precept" assumed to increase by 2.00% in 2020/21 giving a total Council Tax increase of 3.5%.
- 2.2. A thorough review of the Council's services was carried out during the budget process which has identified unavoidable cost pressures, some savings with minimal or no impact on the level of service provided and the capital programme has been reviewed. The budget proposals therefore aim to reflect the Council's priorities whilst operating within the resources available to it.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 4 February 2019.

Further risk and impact assessments will need to be undertaken on a service by service basis

4. Background Papers

Document title	Where the document can be viewed
Medium Term Financial Strategy and Council Budget 2020/21 Executive Report January 2020	Democratic Services

This report was written by Keith Noyland, who can be contacted on 01522 843357 or keith.noyland@lincolnshire.gov.uk.

Open Report on behalf of Les Britzman, Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	28 January 2020
Subject:	Lincolnshire Fire and Rescue Integrated Risk Management Plan 2020 – 2023 Consultation

Summary:

Lincolnshire Fire and Rescue's Integrated Risk Management Plan (IRMP) for 2020 – 2023 sets out how we plan to mitigate risks over the next 3 years.

Actions Required:

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the aspects contained in this report as part of the consultation period for IRMP, and highlight any recommendations for consideration.

1. Aim

The aim of this paper is to update the Public Protection and Communities Scrutiny Committee on the forthcoming Integrated Risk Management Plan (IRMP) for Lincolnshire Fire & Rescue.

1.1 Lincolnshire's IRMP – Community Safety Plan

Our IRMP is a long-term plan which outlines Lincolnshire Fire and Rescue's assessment of key risks to both our communities and the organisation itself. The IRMP drives the strategies we will adopt to mitigate those risks and enables the service to match our resources to risk, and individuals to interventions. We use the IRMP to develop further detailed plans, such as our annual service plan and the directorate plan.



1.2 Community Risk Profiling

To ensure we have a detailed understanding of our county we have completed a comprehensive review of the foreseeable risks within the county, of which is captured within our Community Risk Profile (CRP).

1.3 Community Risk Profiling

Community Risk Profiling is part of a continuous cycle, which ensures that all foreseeable risks are identified, their likelihood and consequences analysed and effective risk measures are applied to prevent and mitigate their impact on our communities.



Our plans set out what we want to achieve over the next 3 years and are linked to our vision and IRMP, providing a clear link from service strategy, to delivery, evaluation and assurance of all our activities.

2. Supporting Frameworks

LFR employs supporting frameworks (Response, Prevention & Protection, People, and Resourcing & Evaluation) that are designed to mitigate those risks arising from IRMP.



These frameworks meet our legislative responsibilities; outline the challenges we face and how we plan to meet them, along with ensuring we are compliant with our local and national drivers, for example;

- Fire & Rescue Service Act 2004,
- National Framework,
- Civil Contingencies Act 2004,
- Fire & Rescue Service Order 2007,
- Local District Plans, Health & Safety Act 1974,
- Equalities Strategy,
- Regulatory Reform Order
- HMICFRS,

2.1 Community Safety Framework

Our community safety framework sets out our priorities and aims to improve and enhance the safety of our communities. It describes our community safety activities and sets out how they will be delivered.

The framework encompasses the following functions:

- Community Fire Safety
- Community Fire Protection
- Youth Engagement

2.2 Response Framework

The aim of our response framework is to ensure that we can minimize the impact of all incidents by providing a timely, appropriate and resilient response capability.

The nature and range of emergency incidents that we respond to has changed in recent years, but the expectation of the community remains the same: when emergencies happen, we respond in the most effective and safe way to protect and limit damage to life, property and the environment.

2.3 People Framework

It is our ambition that LFR is recognised as an employer of choice, who achieves its objectives by getting the best from its people. We recognise that our people are at the heart of our Service. Our people framework sets the scene for how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards in pursuit of supporting the “One Council” approach for excellence.

2.4 Delivery

We produce an annual Service Plan, which provides the detail on how we will deliver our supporting frameworks along with forming a key aspect of, department planning that will be linked to individual personal development reviews. This process will

ensure we have a golden thread of activity in creating an inclusive and performance management culture. This is managed within the service as part of our performance framework with focus on the work being completed by our teams, along with any collaboration we are involved in.

Our performance strategy measures our progress, for example:

Prevention

- What has been completed in the community as part of your community safety strategy?
- Have we set out a clear community safety strategies?
- Have we supported our partners in achieving joint community safety projects?
- What difference have we made?

Protection

- Have we correctly identified the high risk properties in the county and inspected them in appropriate timescale?
- How do we compare with other similar services?
- Have we complied with our regulatory responsibilities?
- What difference have we made?

Response

- Is our response model suitable, efficient and appropriate to the risk?
- Have we clearly communicated our attendance times, for example the time you can expect a fire engine to attend a house fire or car crash throughout the county along with % fire cover in your area?
- Have we supported the national response model?

Resources

- Financial management and effectiveness,
- Staff numbers, sickness days and vacancies,
- Salary costs and benefits to service members,
- Diversity of staff, planned leavers and impact on skills,
- Providing a confident and competent workforce,

2.5 Engagement

The engagement process of an IRMP is the key aspect in including the community in the direction of their service. Running alongside the CRP and IRMP the Communications Team have advised and supported the project in devising a clear community engagement strategy that commenced on the 13th January 2020. The communication and engagement with our staff, communities and partners is critical in ensuring we have a holistic and inclusive IRMP.

In addition we have worked closely with the LCC COMMS Team to create a public facing document, free from jargon along with being presented in an engaging manner. In addition, and for the first time in our consultation strategy, the COMMS Team have produced a video supporting this key area of engagement.



Timeline - 2020

- January 13th – Commence Consultation (10 weeks)
- January 28th – Scrutiny Committee – IRMP Project update
- March 17th – Scrutiny Committee – Update on consultation
- April 1st – Publish IRMP

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Integrated Risk Management Plan 2020 – 2023
Appendix B	Community Risk Profile

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Area Manager Sean Taylor, who can be contacted on 07799110527 or sean.taylor@lincoln.fire-uk.org.

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OUR COMMUNITY PLAN

2020 - 2023

LINCOLNSHIRE FIRE & RESCUE

INTEGRATED RISK MANAGEMENT PLAN



Lincolnshire
COUNTY COUNCIL
Working for a better future



Contents

Foreword	3
Our culture	4
About us	5
Our achievements	6
Our risks	7
Integrated Risk Management Planning	9
Supporting frameworks	10
Prevention and protection framework	11
Response framework	12
People framework	13
Resourcing framework	14
Evaluation framework	15
Delivery	16
Finance	17
Feedback	18
References	18

“ Making
our
communities
safer, healthier
and more
resilient. ”



Foreword

.....

Having safe, healthy and resilient communities is at the heart of everything we do as a fire and rescue service and will be the golden thread running through every emergency call we take, every incident we attend and every home or business we visit.

The tragedy that unfolded at Grenfell Tower in 2017 and the Notre Dame fire in 2019 served as poignant reminders of the critical role we play in protecting our communities and has only made us more determined and passionate than ever to do the job we do and to do it well.

Reductions in funding over the last decade, have driven us to be more innovative in the way we deliver our services, and to rise to the challenge of continuing to offer a first-class fire and rescue service to people living, working and visiting Lincolnshire.

We have sought opportunities to collaborate with our partners and looked at ways we can enhance and widen the traditional firefighter role.

At Lincolnshire Fire and Rescue we are all extremely proud to be a top performing fire and rescue service, which strives to put the public at the heart of what we do. There will undoubtedly be challenges ahead but our values place improvement, diversity, service to the community and our people at the heart of what we do. Our mission is 'to make our communities safer, healthier and more resilient'.

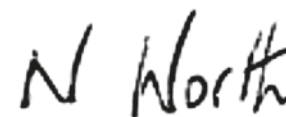
It is our commitment to these values that will ensure we remain focused on delivering a professional, risk-led and innovative service to the communities of Lincolnshire and will build upon our current position of strength to ensure we can fulfill our mission 'to make our communities safer, healthier and more resilient.

The Fire and Rescue National Framework for England outlines the requirement for every fire and rescue authority to publish an Integrated Risk Management Plan (IRMP), reflecting up to date risk information and covering at least a three year period, which has been developed in consultation with our community, our staff and our partners.

This document is Lincolnshire Fire and Rescue's Integrated Risk Management Plan for 2020-2023. It is underpinned by our Community Risk Profile and sets out how we plan to mitigate risks over the next three years. We think of the IRMP as our 'contract' with our communities and are committed to delivering against it.



Les Britzman,
Chief Fire Officer



Nick Worth,
Executive Councillor

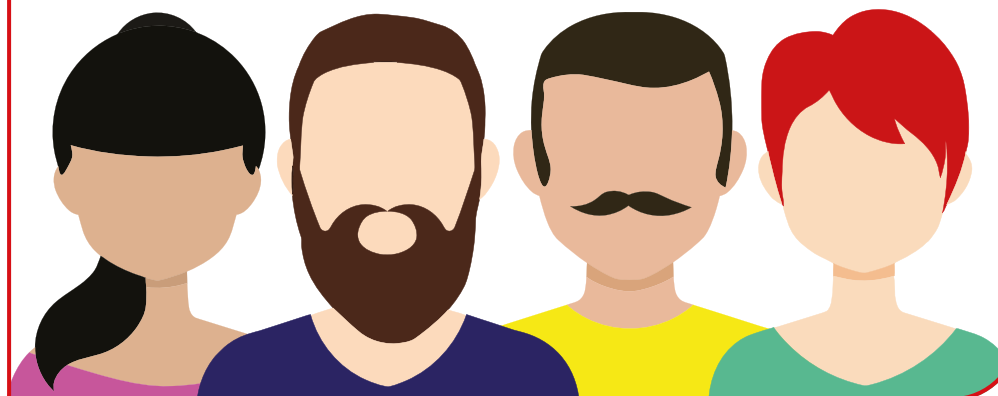
Our culture

To support our mission of making our communities safer, healthier and more resilient, our focus will be on the following areas

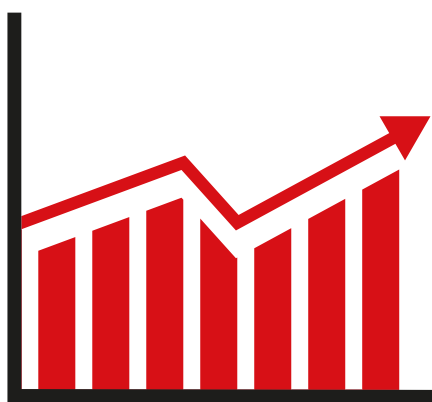
Diversity



People



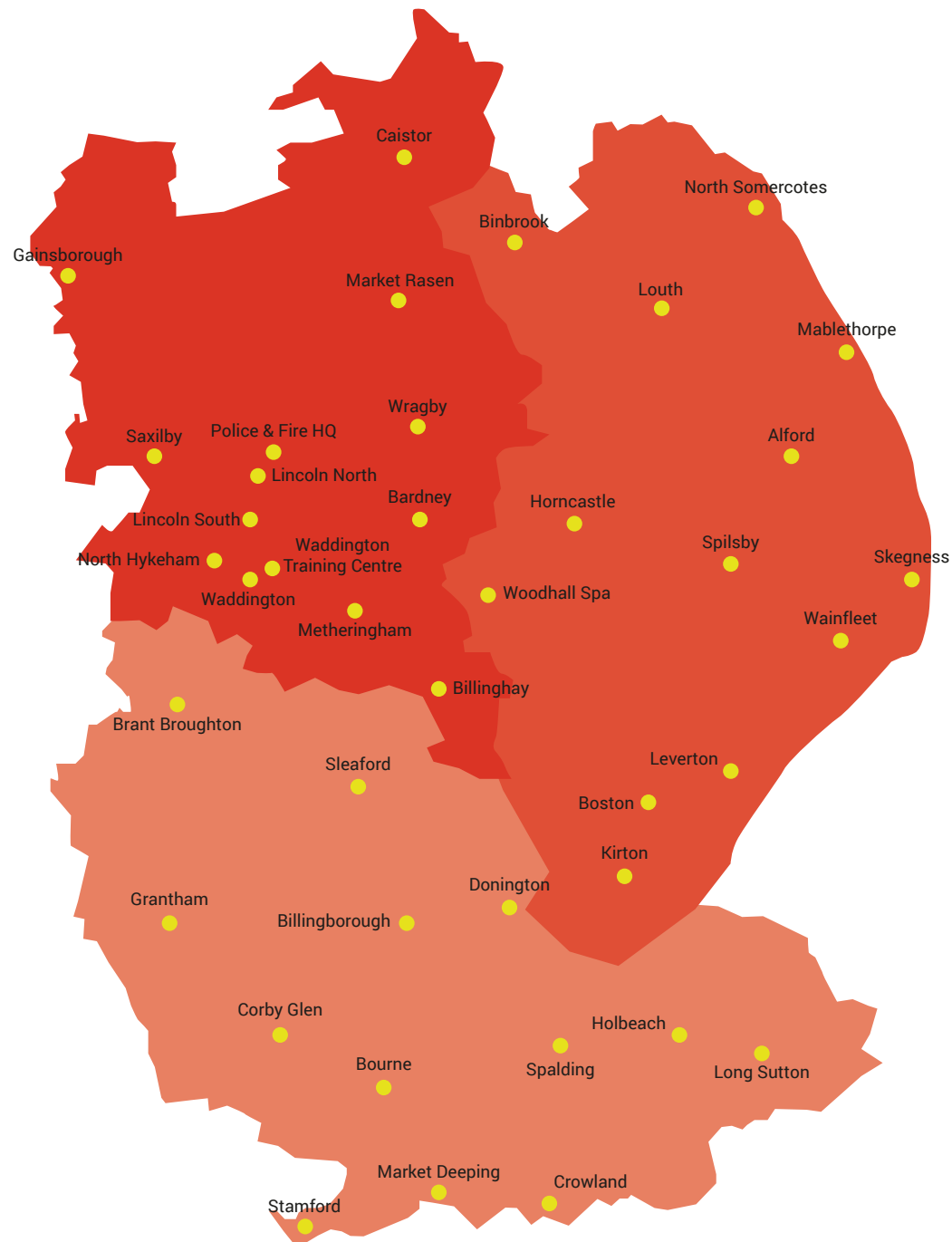
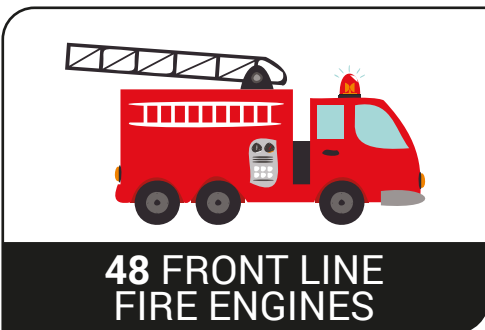
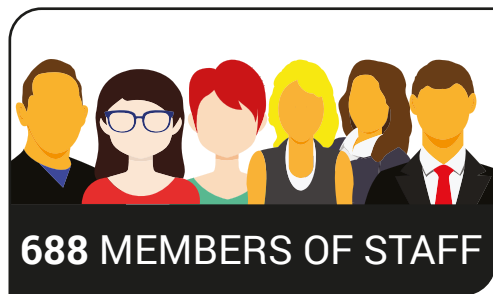
Improvement



Service to the Community



About us



Our achievements

We are proud of the achievements we have made since our last IRMP, with improvements across a number of areas as highlighted below:

17% Reduction



in accidental dwelling fires

“GOOD”
HMICFRS
Inspection grade

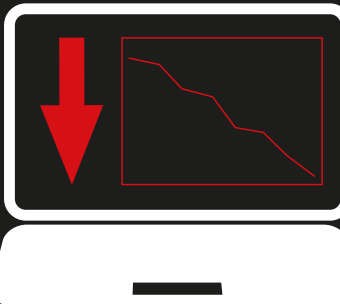


CO-LOCATION

at
HQ, Sleaford,
Louth & Lincoln
Blue Light Collaboration



5% Reduction



in primary fires



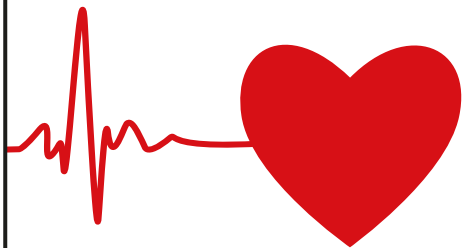
61% REDUCTION
in hoax calls received

21% Reduction



in Non-Domestic property fires

At 90% of
co-responder incidents
we made a positive
difference



56 SECONDS
time taken for Fire
Control to mobilise
resources to an incident

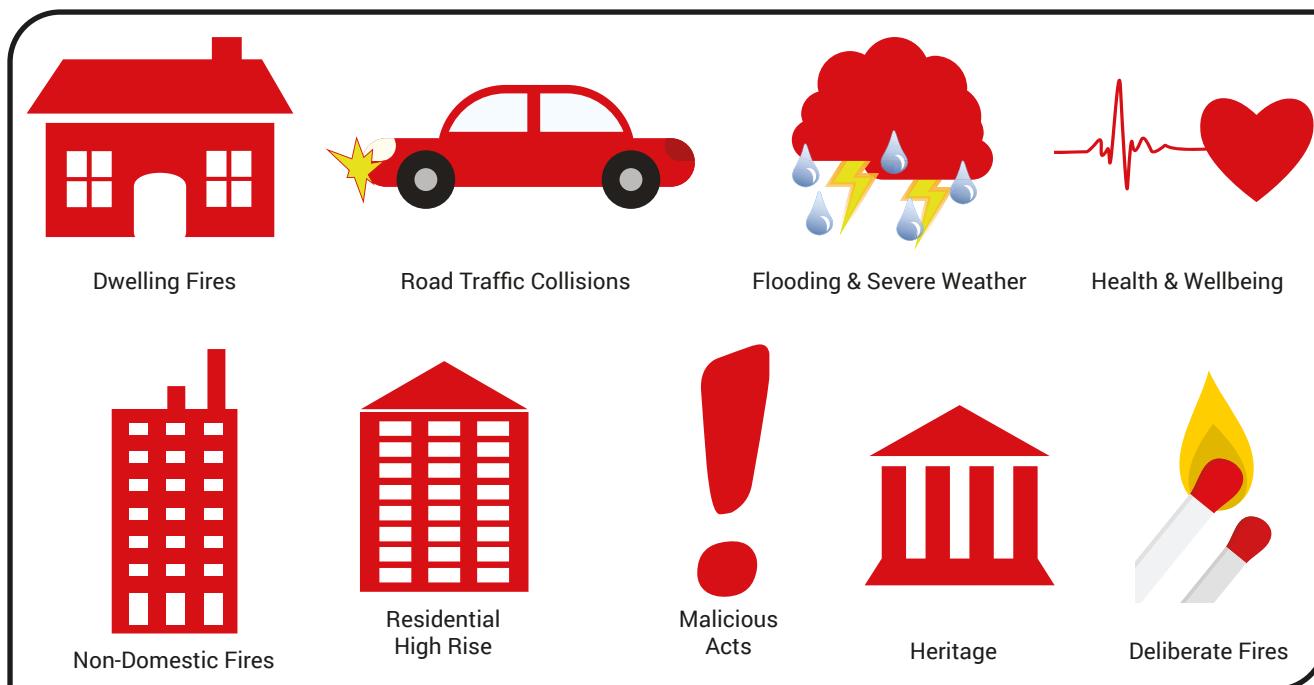
Our risks

Our document 'Understanding Risk in Lincolnshire' provides the context, evidence and background analysis of risk which informs our IRMP. This process is linked to local and national risks as identified in the Community Risk Register for Lincolnshire 2019-2020.

Underpinned by data and predictive analytics, 'Understanding Risk in Lincolnshire' helps us to target activities, both strategically and on a day-to-day basis. It enables us to better understand the diverse nature of our communities and to identify, prioritise and plan for both current and foreseeable fire-related risks. As a result of our analysis we have identified two broad categories of risk (community and corporate) for the period 2020-2023.

COMMUNITY RISKS

We define community risks as risks to life, property, infrastructure or the environment that, as a fire and rescue service, we can help to mitigate. Our key community risks are shown below:





Our risks

CORPORATE RISKS

We define corporate risks as those which have the potential to impact on our service internally, preventing us from conducting our business effectively; for example mobilising fire appliances to incidents.

Lincolnshire Fire and Rescue (LFR) analyses and reviews these risks on a continuous basis. This is informed by a number of factors, both national and local, and is linked to Lincolnshire County Council's (LCC) strategic risk register. Our corporate risks are recorded on our corporate risk register.

We have identified the following corporate risks for the period 2020-2023:

Risk 1

Failure to maintain and develop the competencies and skills of the workforce.

Risk 2

Failure to maintain adequate equality and diversity policies.

Risk 3

Failure to maintain an appropriately structured workforce.

Risk 4

Failure to ensure effective financial and performance management in the planning and delivery of service activities.

Risk 5

Failure to ensure appropriate safeguarding procedures are in place.

Risk 6

Failure to respond to a major disruption of service.

Risk 7

Failure to manage and discharge health and safety responsibilities.

Risk 8

Failure to communicate and consult with all internal and external stakeholders.

Risk 9

Failure to identify and engage with partners, both locally and nationally, to deliver efficiencies and ensure effective inter-service and inter-agency operations.

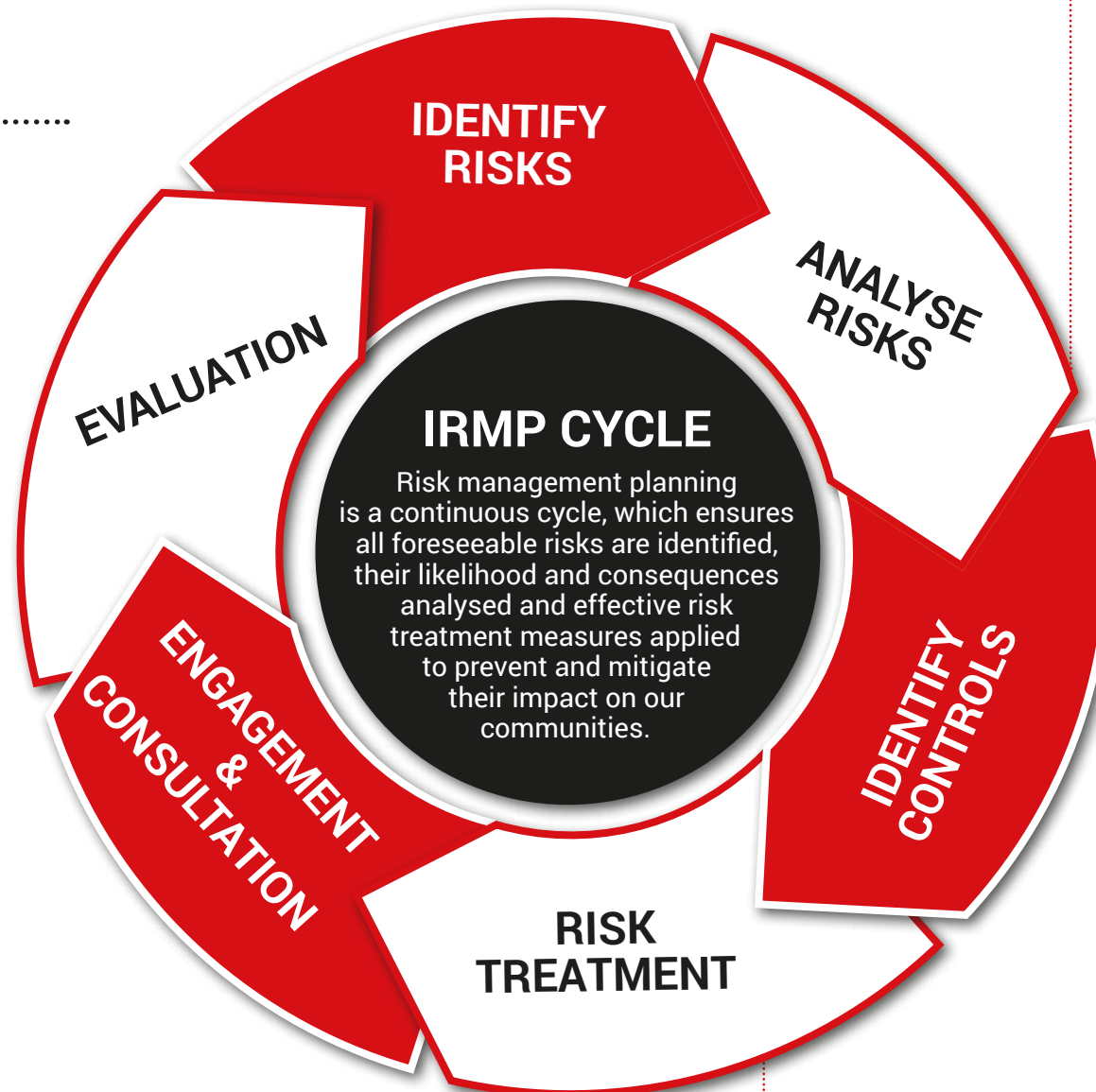
Integrated Risk Management Planning

WHAT IS IRMP?

IRMP must assess all foreseeable fire and rescue related risks to our communities, and put in place arrangements to respond to and deal with them. It must cover at least a three year time period, be regularly reviewed, reflect national and local risk, be developed through consultation and be accessible and cost-effective. The planning process should also have regard to risks of a cross-border, multi-authority and national nature.

We call our IRMP 'Our Community Plan'. This is a long-term plan which outlines LFR's assessment of key risks to both our communities and the organisation itself. Our Community Plan drives the strategies we will adopt to mitigate those risks. It enables us to match our resources to risk, and individuals to interventions and is used to effectively develop further detailed plans, such as our annual service plan.

At the time of writing the National Fire Chiefs Council (NFCC) Community Risk Programme is developing a national toolkit which will provide consistency across UK fire and rescue services in the way we identify risk and the methodologies we use to analyse and evaluate risk. We have been engaged with the programme throughout its journey to ensure our risk management work aligns with the current practice and future direction.



SUPPORTING FRAMEWORKS

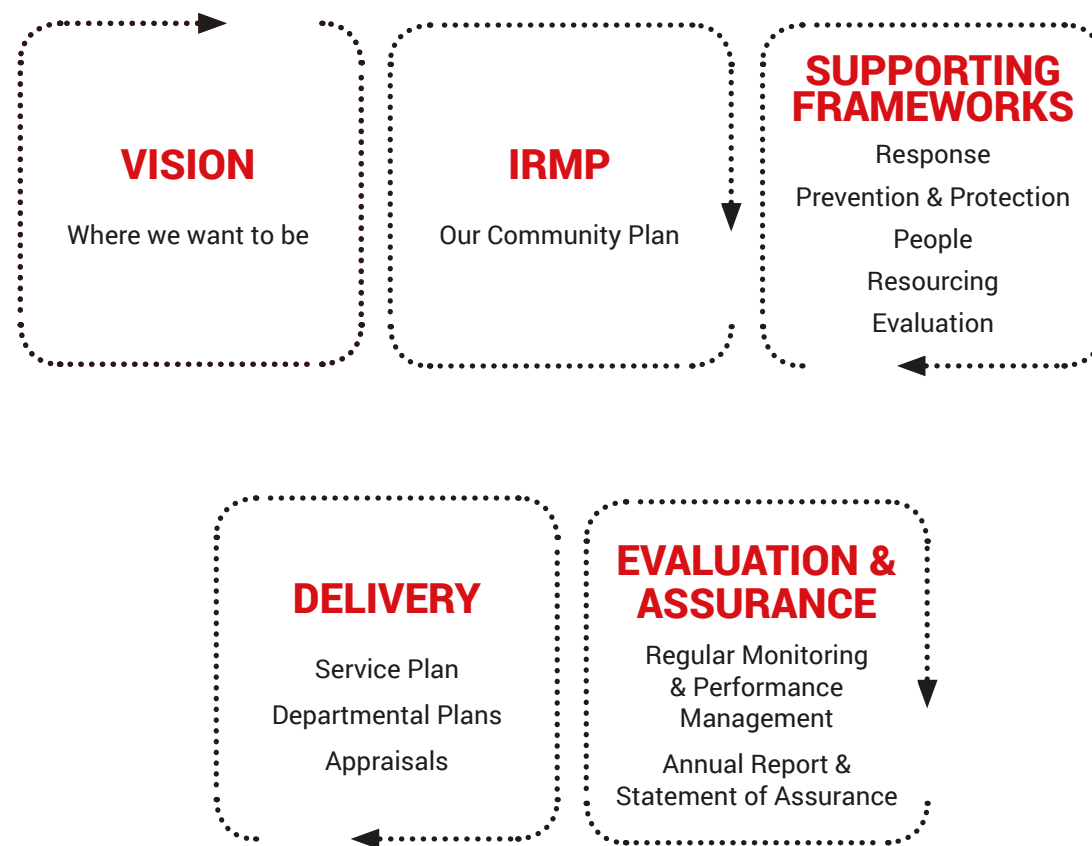
- PREVENTION & PROTECTION
- RESPONSE
- PEOPLE
- RESOURCING
- EVALUATION



Supporting frameworks

LFR uses five supporting frameworks designed to mitigate those risks identified within our community plan. These frameworks outline why we provide each part of the service, what we provide and how we have decided to approach the problem.

These frameworks are a strategic document, providing a link between IRMP and Service Delivery, evaluation and assurance of all our activities;



The following pages describe our supporting frameworks in more detail.

The largest cause of deaths and injuries from fire occurs accidentally in the home. When fire breaks out, it often spreads so quickly that by the time the fire and rescue service arrives, it is too late.

Over the last five years the number of fires attended is slowly on the increase, with domestic fires making up 35% of our fire related incidents. Almost half of those (48%) were caused by cooking. 84% (21) of fire fatalities over the same period occurred in dwelling fires. Our analysis of future risk shows us that housing in Lincolnshire is set to increase significantly in the next few years so we must be in a position to respond to this growth and any potential impact on our communities.

We must work closely with our partners and make good use of geographic and demographic data to identify and locate vulnerable groups. Once we've located them, we need to gain their confidence when delivering safety messages; the skills and knowledge of our staff and their interactions with the public is a high priority.

At the same time, the numbers of road traffic collisions where people were killed or seriously injured on Lincolnshire's roads has increased from 375 in 2013 to 507 in 2017. Our analysis shows that most of these collisions happen during the daytime and at peak travelling times.

A risk-based approach to protection, regulation and enforcement of premises will be key to ensuring the highest risks are given priority. We will continue to develop a risk-based methodology and ensure our plans to reduce risk are proportionate and adequately resourced.

Prevention and protection framework

We will deliver this by:

- Using data to drive our prevention and protection work to reduce the likelihood of fires and other emergencies occurring in the first place.
- Educating the community to stop those identified as being the most vulnerable, from having fires.
- Focusing on education and regulation of the built environment to protect people, property and the environment from harm.

We will achieve this by:

- Setting out how we will carry out our community safety activities in our prevention and protection framework.
- Including community fire safety, community fire protection and youth engagement in our framework.



The nature and range of emergency incidents we respond to has changed in recent years, but the expectation of the community remains the same: when emergencies happen, we respond in the most effective and safe way to protect and limit damage to life, property and the environment.

We need to ensure our staff are competent and our firefighting vehicles available, with clearly defined response standards based on risk and balanced against the challenges of operating within a large rural county. We must ensure our response is resilient to any disruption to service. Effective business continuity planning will be key to this.

The availability of our on-call staff has steadily declined over the last five years. We recognise this as one of our most significant challenges and will develop strategies to mitigate the impact on our response.

We will continue to be flexible in the way we manage and deal with emergencies, from receiving the call to after the incident, whilst seeking to develop collaborative opportunities in our response to emergencies.

Our key priorities must be to ensure we have the right people, in the right place to enable us to meet the expectations of our communities.

We will continually evaluate our operational response to ensure it delivers our intended outcomes. Incident monitoring and debriefing will ensure operational learning is captured and shared in the interests of continuous improvement.

Response framework

We will deliver this by:

- Responding effectively to our risks in Lincolnshire
- Responding to local and national emergencies where appropriate
- Making sure we have people in place so we are capable of responding to the most severe of emergency events

We will achieve this by:

- Having highly skilled and motivated staff
- Using ways of responding that can be adapted depending on the scale of the incident
- Providing core firefighting, rescue and medical capabilities
- Also having the ability to respond to incidents such as line rescue, urban search and rescue, animal rescue, hazardous materials response and environmental protection.



Change is constant and we need to manage our service and our people within a more complex and uncertain environment. Our challenge is how to enable the organisation and our staff to flourish in such a situation, where there is much less certainty and clarity or ability to control the pace of change.

It is important, therefore, that our people framework is flexible; maximising the capacity, resilience, wellbeing and adaptability of our staff to deliver our key priorities and helps to develop and support them to do their job well for the benefit of our customers and communities.

We will continue to develop our workforce planning approaches to address recruitment and retention challenges, particularly around our on-call workforce.

We recognise a need to further embed our service values at all levels across the organisation and will engage with staff to address this.

We are committed to the health and wellbeing of our workforce and have implemented a wellbeing and inclusion strategy. A key area of work will be to support staff to access specialist support across the service and continue to promote an inclusive culture to provide an environment in which our staff can thrive.

All of this has to be achieved against a backdrop of changing needs and expectations of our communities, changing roles of our firefighters, financial restraints and government requirements to work more collaboratively with other blue light services.

People framework

We will deliver this by:

- Getting the best out of our staff by supporting a healthy, happy and resilient workforce, which reflect the communities we serve
- Training staff to ensure they are both operationally & organisationally competent
- Facilitating outstanding leadership and professionalism throughout the workforce
- Linking with national strategies relating to people

We will achieve this by:

- Being an employer people want to work for
- Making sure we have a plan to recruit and retain staff effectively
- Having an integrated department that helps career development
- Using great e-learning technologies in addition to traditional international training site
- Being accredited by external professional bodies



It is important our workforce has safe and effective fleet, personal protective equipment (PPE) and equipment to enable them to deal effectively with a range of operational incidents. Balancing the procurement, management and maintenance of the service's physical assets, whilst delivering value for money, is challenging. This is met through our capital programme, effective procurement and contract management, as well as supporting systems for the ongoing management and maintenance of fleet and equipment.

We will continue to review our building priorities as a result of current financial constraints and in order to support our service delivery model. Recent developments have included new shared fire stations at Sleaford and Louth and a joint ambulance, fire and police station in Lincoln. We have also moved our headquarters to a shared building with Lincolnshire Police at Nettleham. 2020 will see our control room move from their existing site to a shared control room at Nettleham.

We will consider opportunities to renew our stations through working in partnership with developers and will minimise the impact of our buildings and their use on the environment. We will also continue to work closely with other blue light services with a view to sharing facilities where it makes operational and economic sense to do so.

Resourcing framework

We will deliver this by:

- Ensuring we have the right resources available, offering best value while meeting our responsibilities
- Ensuring our finances are robustly managed with a transparent process
- Having a joined-up programme to manage buildings, vehicles and equipment
- Being clear how we will manage water supplies for firefighting activities

We will achieve this by:

- Enhancing our operational support department
- Making sure our fleet and equipment complies with all legislative requirements particularly with regard to health and safety
- Providing first class buildings and continuing to explore opportunities to share facilities with other organisations
- Providing the best possible vehicles and equipment, that are well-supported by information and communications technology (ICT)
- Having a clear IMT strategy across the whole organisation



Delivering an effective, innovative and efficient service within a difficult financial climate is a challenge.

In order to meet this challenge we remain committed to continual improvement, whilst delivering value for money. To achieve this we must constantly evaluate our activities across all areas to understand what works and what can be improved.

In the operational context this means identifying learning from incidents and sharing this learning across the organisation and with the wider UK fire and rescue services.

In prevention and protection this means ensuring activities and interventions are targeted to our most vulnerable people and that we are able to demonstrate the value of those activities.

LFR will develop an evaluation framework during the lifetime of this IRMP which sets out the direction for how we will evaluate all of our activities.



Evaluation framework

LFR is committed to the continual improvement of services provided to our communities.

It is important that all our activities are evaluated to allow the service to continually monitor risks, ensure compliance with legal responsibilities, measure the impact and benefits of the work being carried out and to demonstrate the value of our activities to stakeholders and the communities we serve.

Delivery

SERVICE PLAN

We produce an annual service plan, which provides the detail on how we will deliver our supporting frameworks. The service plan will outline our key priorities, objectives and outcomes and is the mechanism by which we manage our performance. It is refreshed annually with a major review being conducted in line with the three yearly RMP.

EVALUATION AND ASSURANCE

LCC's scrutiny committee oversees governance of our plans and activities, with key tasks monitored and reviewed through our internal Service Management Board, Performance Board, Service Delivery Board and Programme Board. Managers at all levels are responsible for managing performance against Service Plan objectives.

MEASURING SUCCESS

The success of our strategies will come from measuring how well we achieve them and how cost efficient they are. We will measure the social economic benefits of our activities to ensure we are delivering value for money for our communities.

We will compare ourselves with other fire and rescue services and ask our communities how well they think we are doing.

Our activities will have their own performance indicators to help us measure performance.



We will:

- ✓ Know how well we engaged with staff and our communities on major changes affecting the Service
- ✓ Obtain community feedback on our performance
- ✓ Have audit and inspection reports telling us how we've done
- ✓ Have effective data capture and management reporting
- ✓ Publish our data and key performance indicators
- ✓ Readily share information about us to everyone
- ✓ Have an external audit by HMICFRS
- ✓ Have no significant loss of functionality through any of our identified corporate risks
- ✓ Achieve all compliance standards
- ✓ Meet statutory requirements for responding to Freedom of Information requests
- ✓ Measure delivery against time, cost and quality on projects
- ✓ Publish an annual report and statement of assurance.

Finance

.....

OUR FINANCIAL PLAN

LFR receives its revenue and capital funding from Lincolnshire County Council on an annual basis. LCC's budgets and financial strategy can be found here.

At a time when we, along with other public sector organisations, face an uncertain future, it is essential we have a realistic and effective financial plan in place.

This will be managed through robust and regular financial scrutiny at all levels within the organisation to ensure we can demonstrate best value for money in delivering our objectives. To allow us to plan for the future we will ensure accurate planning assumptions are based on agreed funding from both central and local sources, against our agreed objectives.

We currently have a year on year financial plan. Our medium term financial plan will become clearer following guidance on future funding from the government.

We remain committed to looking for more efficient ways of delivering our services in partnership with other agencies. This may be through shared facilities, joint procurement or partnership agreements.

We are also committed to understanding the economic cost vs benefit of investment into our service and the value this adds for our communities. We are closely involved with the NFCC economic cost of fire project and will ensure that the outcomes of this work are aligned with our evaluation framework and financial planning in the future

OUR BUDGET

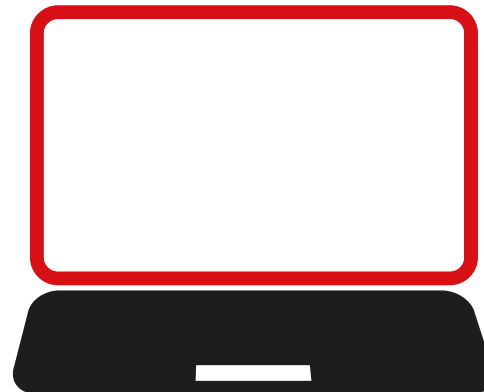
Our revenue budget pays for the day-to-day running of the organisation which is predominantly our salary and wages budget for the service.

£19.5m



**Revenue Budget
2019/20**

£9.8m



**Capital Budget
2019/20**

Our capital programme pays for works of long-term benefit. The programme up until 2021 includes improvements to fire stations, replacing firefighting vehicles and equipment and purchasing ICT hardware. We have planned up until 2025, during which time we have projected budget to invest and replace our existing fleet and non-fleet assets.

Feedback

WHY DO WE ASK FOR FEEDBACK??

As a public funded body, it is essential we seek the views of the people we serve to ensure we are focusing on what matters most to our communities.

As part of our risk planning process, we will seek the views of our stakeholders including residents, our staff, representative bodies and our partner organisations. We will do this to discuss our plans and any proposed changes to services if they arise.

HOW DO WE ASK FOR FEEDBACK?

We will use a variety of ways to make sure everyone can have their say, which could include staff and public events, information on our website and social media and publicising through local media.

It is important we engage with a representative sample of the community we serve, considering where people live and their gender, age, ethnicity etc. We ensure that information is made available and presented in an accessible way to the community and other interested parties.

Integrated risk management planning is a continuous cycle and, during the lifetime of this document, there may be reasons to engage our communities further, or consult formally on changes to service delivery if they arise.



References

- Lincolnshire Research Observatory
- Lincolnshire Road Safety Partnership
- Greater Lincolnshire Local Enterprise Partnership
- Lincolnshire Fire and Rescue Incident Recording System
- Experian Incident Risk Score Model
- Experian Mosaic
- Lincolnshire Joint Strategic Needs Assessment
- Central Lincolnshire Local Plan
- Joint Health and Wellbeing Strategy for Lincolnshire 2018
- Lincolnshire Resilience Forum Community Risk Register
- Environment Agency - Draft National Flood and Coastal Erosion Risk Management Strategy for England
- NTU national review of community risk methodology across the UK Fire and Rescue Service

UNDERSTANDING RISK IN LINCOLNSHIRE 2020 - 2023

LINCOLNSHIRE FIRE & RESCUE COMMUNITY RISK PROFILE



Lincolnshire
COUNTY COUNCIL
Working for a better future



Contents

Foreword	3
Introduction	4
Executive Risk Summary	5
Risk Assessment Methodology	8
We Know Lincolnshire	15
Historical Incident Demand 2014/15 – 2018/19	21
Corporate risks	52
References	53

Page 42



“ Making
our
communities
safer, healthier
and more
resilient. ”

Foreword

The Fire and Rescue National Framework for England outlines the requirement for every fire and rescue authority to assess all foreseeable fire and rescue related risks that could affect their communities. It is essential that we have an understanding of both current and future risks and the consequences of those risks for the people, who live, work and visit Lincolnshire.

We will use this understanding to develop strategies and plans to prevent and mitigate risk to our communities. It is essentially about ensuring we have the right resources in the right place, at the right time to keep our communities safe.

This Community Risk Profile underpins our Integrated Risk Management Plan and provides the foundation on which to develop further detailed plans, as we work towards our mission 'to make our communities safer, healthier and more resilient'.

As a Fire and Rescue Service we have had to change the way we work in order to respond to new and emerging risks and against a background of reduced central funding during this period of austerity. Developing an understanding of risk is essential to ensuring our resources and capabilities remain well placed to meet the needs of our communities. As part of Lincolnshire County Council we will also consider the needs of our partners within wider public protection delivery.

There will undoubtedly be challenges ahead but our values place improvement, diversity, service to the community and our people at the heart of what we do. It is our commitment to these values that will ensure we remain focused on delivering a professional, risk-led and innovative service to the communities of Lincolnshire.



Les Britzman,
Chief Fire Officer





Introduction

This Community Risk Profile provides the context and background analysis of risk which will inform Lincolnshire Fire and Rescue's Integrated Risk Management Plan (IRMP) which is a statutory requirement for all FRS. It provides a comprehensive review of current risks and a forward-looking assessment of future risks to our communities and will help shape service delivery over the next three years.

This document is underpinned by detailed performance data and analytics, which together are used to support our understanding of community risk and help target activities, both strategically and on a day-to-day basis. It enables us to better understand the diverse nature of our communities and to identify, prioritise and plan for both current and foreseeable risks, in accordance with the requirements of the Fire and Rescue National Framework 2018, which states;

"Every Fire and Rescue Authority must assesses all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate".

The Community Risk Profile also takes account of information supplied by partners and external influences on our Service at a local and national level. It does not replicate the statutory, multi-agency Community Risk Register managed by the Lincolnshire Local Resilience Forum (LRF).

Executive risk summary

Having analysed all available data on both current and foreseeable future risks, we have produced the following priority community risks for the period 2020–2023;

Risk Number	Risk Type	Risk Rating
1	Dwelling Fires	20
2	Road Traffic Collisions	20
3	Health and Wellbeing	20
4	Flooding and Severe Weather	20
5	Non-Domestic Fires	12
6	Residential High Rise	10
7	Malicious Acts	10
8	Heritage	9
9	Deliberate Fires	9

These risks will inform and drive Lincolnshire Fire and Rescue's Integrated Risk Management Plan (IRMP) and will help shape service delivery over the next three years, ensuring our resources and the strategies we use to mitigate risk are targeted at the areas where they can make the most difference.

Dwelling Fires

Lincolnshire has a total of 338,700 households across the county (VOA, 2017) with over 52,000 of those privately rented. District councils produce their own strategies to address housing needs within the local authority area. As an example, the Central Lincolnshire Local Plan sets out how Central Lincolnshire alone will grow by 36,960 new homes between 2012 and 2036. We have a strategy to promote fire safety in the home and link in with District housing officers through a service level agreement.

This, alongside our historic demand, which shows a gradual increase in fires over the last five years, has resulted in this being assessed as one of our highest risks for 2020-23. Domestic fires make up 35% of our fire incidents, with almost half (48%) of those caused by cooking over the last five years. 84% (21) of fire fatalities over the same period occurred in dwelling fires.

Road Traffic Collisions

The numbers of road traffic collisions (RTCs) where people were killed or seriously injured on Lincolnshire's roads has increased from 375 in 2013 to 507 in 2017 (Lincolnshire Road Safety Partnership).

5% of Lincolnshire Fire and Rescue (LFR) calls during this period were to RTCs. Our analysis shows that most of these collisions happen during the daytime and at peak travelling times.

Several major projects are underway to improve Lincolnshire's road network, including the Lincoln Eastern Bypass, which will be part of a wider concept to create a ring road around Lincoln city and is set for completion in May 2020.

As a result RTCs are assessed as one of our highest risks.

Flooding and Severe Weather

The 2013 tidal surge in Boston and the Wainfleet floods of 2019 were significant flooding events requiring a multi-agency response and national FRS assistance.

Flooding and severe weather is considered a risk in the LRF community risk register. As a result this is assessed as a high risk for 2020-23.

Non-Domestic Fires

Non-domestic fires include all business, commercial, industrial, schools and hospitals. Non-residential fires made up 17% of our fire incidents over the last five years with the majority caused by electrical appliances (31%) and deliberate ignition (21%).

The Greater Lincolnshire Local Enterprise Partnership (LEP) sets out a number of development objectives including improvements to Lincolnshire's infrastructure and economy, which will see an increase in non-domestic premises in the future.

This is assessed as a high risk for 2020-23.

Health and Wellbeing

Over recent years additional stations have taken up co-responding duties which is linked to an increase in calls to medical emergencies. However, changes to mobilising protocols within the NHS, along with the availability of LFR crews, saw the number of attended calls decrease in 2018/19.

Health and Wellbeing remains a high risk for the county and LFR will play a key role through our co-responding scheme and through our safe and well check programme in mitigating this risk. Almost half of our calls are to co-responder incidents, with 92% of those resulting in some form of medical intervention by our crews.

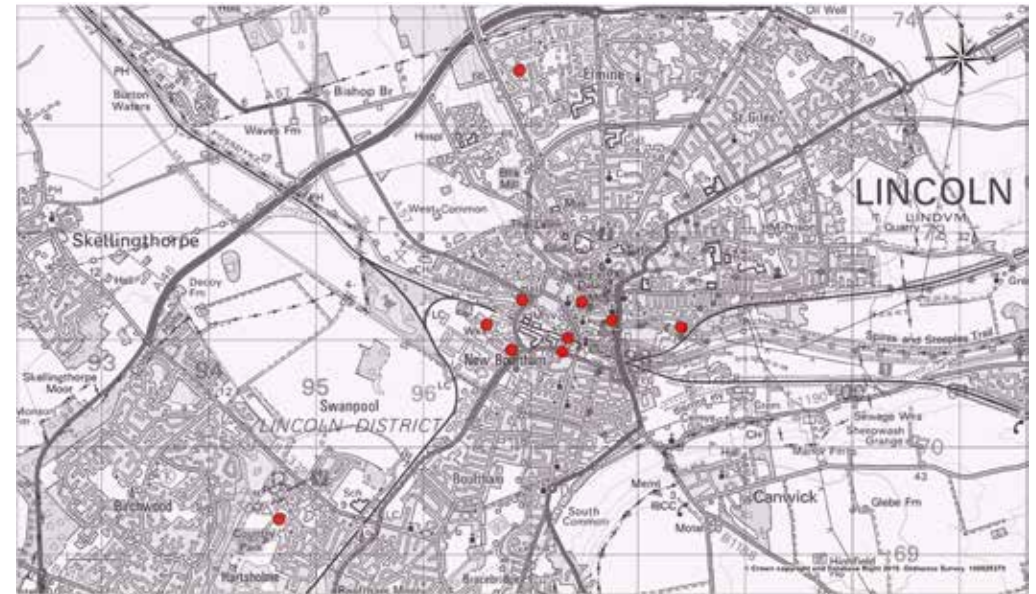
This is assessed as a high risk for 2020-23.

Residential High Rise

The 2017 Grenfell Tower tragedy in London involved a 24 storey residential high-rise building. The fire caused 72 deaths and 70 injuries. The subsequent Grenfell Tower Inquiry (Phase 1 report) was published in October 2019 and identified significant learning for fire and rescue services. LFR will analyse this report to ensure all learning is captured and, where appropriate, actioned upon in order to ensure our planning and response to high rise incidents remains effective.

Fires in high-rise buildings present a significant risk to firefighters and the public. High-rise buildings are defined as those over 18 metres (5 storeys) of

which Lincolnshire has forty one, including hospitals and commercial premises. In total there are twenty residential high-rise buildings in Lincolnshire, most of which are located in the City of Lincoln. Over the last five years, there were twelve recorded fire incidents in six of the residential high rise buildings within Lincoln.



The tallest high-rise buildings in Lincolnshire are Shuttleworth House (17 floors), Jarvis House (15 floors), and Trent View (15 floors).

The consequences of such an incident remain high. As a result this has been assessed as a high risk for 2020-23.

Malicious Acts

The UK faces a serious and sustained threat from terrorism, including from international groups, domestic extremists and Northern Ireland related groups. As of May 2019 the current UK threat level for international terrorism is 'severe' which means an attack is highly likely.

Whilst there is no direct and specific threat to Lincolnshire, we continue to work with partner agencies to tackle extremism and provide resources, at both local and national level to respond to malicious acts.

Due to the continued national threat, this has been assessed as a high risk for 2020-23.

Heritage

The 2019 fire at the medieval cathedral of Notre-Dame in Paris destroyed most of the historic building's roof and took with it many irreplaceable artworks. This devastating incident underlined the importance of protecting our heritage buildings.

Lincolnshire is a county rich in cultural and physical heritage with many historic sites across the county, including the magnificent Lincoln Cathedral, Lincoln Castle, St Boltophs Church ('Boston stump'), Gainsborough Old Hall, one of the best preserved medieval manor houses in England, Tattershall Castle and Harlaxton Manor to name a few. Lincolnshire boasts many Grade I listed buildings and is home to several windmills.

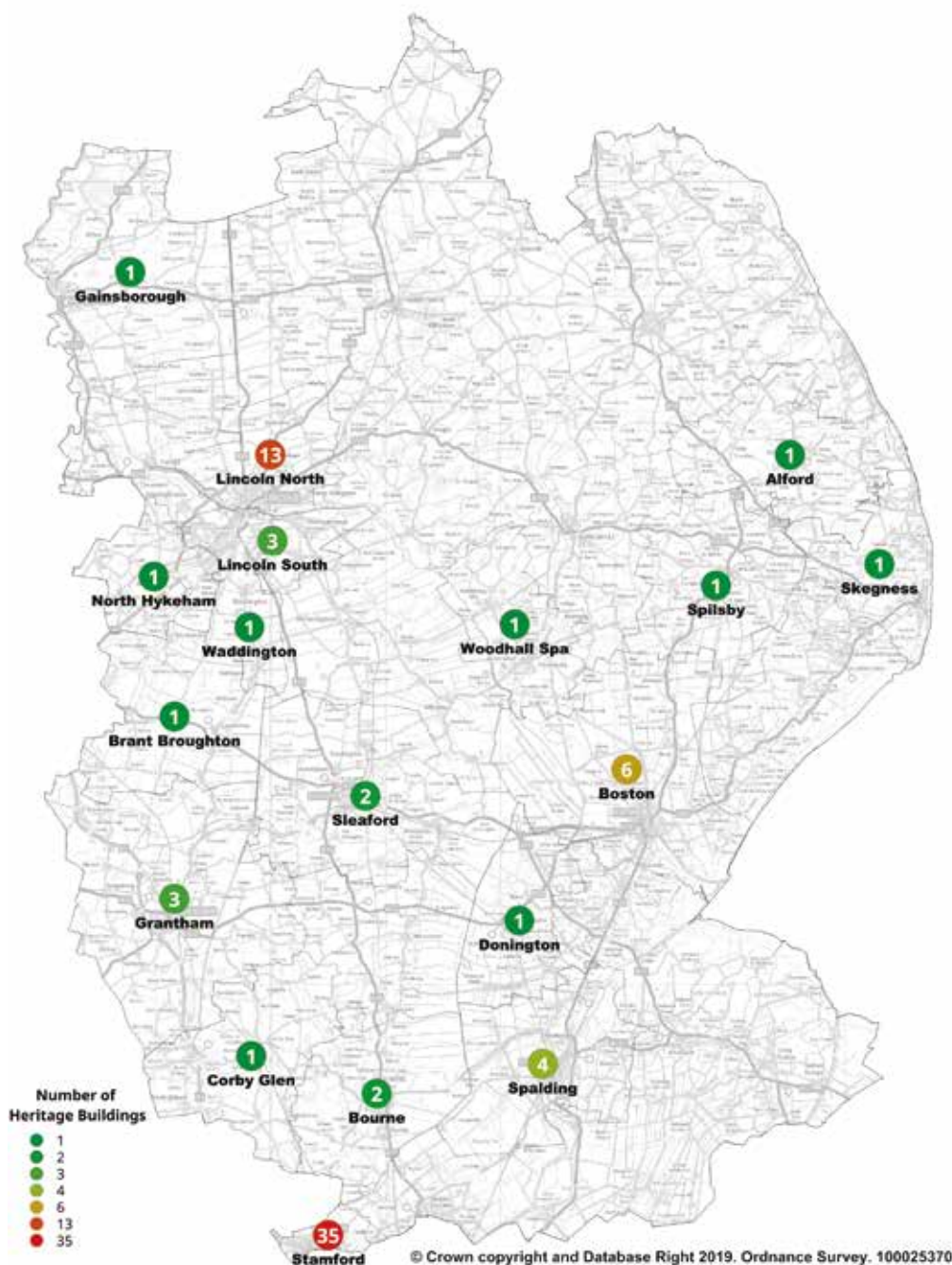
Whilst the risk to life is relatively low, heritage buildings, due to their age are often constructed of combustible materials; their original features and contents often irreplaceable. It is therefore important that these historic properties are protected and as a result this has been assessed as a medium risk for 2020-23.

Heritage buildings are located across the county as shown opposite.

Deliberate Fires

We have experienced an average of around 450 deliberate fires per year over the last 5 years. Most of these occur in vehicles or non-residential premises, with a peak during the dry summer months.

This has been assessed as a medium risk for 2020-23





Risk assessment methodology

Defining Risk

Before we begin profiling risk it is important to understand what we mean by risk, and how we define it. The ISO International Standard 31000:2018 (Risk Management - Guidelines) defines risk as:

"The effect of uncertainty on objectives".

This definition is clarified by a note, stating:

"Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood".

Risk and Demand

When thinking about the likelihood of fire and other incidents, it is important to note that 'risk' and 'demand' are not the same thing;

Risk is defined by the geographical locations of high-risk communities, people and premises and is connected with social factors in the population, including poverty/deprivation, age, health and lifestyle. Individuals at risk of harm from fire and other accidents are often also at risk of other types of harm. We know both from our routine local analysis and national research that incidents are more likely to happen to some individuals and in some areas, than others.

We routinely make use of data systems including the Lincolnshire Research Observatory, and demographic profiling tools (e.g. MOSAIC), both of which provide information to household/business level.

Demand is defined by historic, activity-based data, for example the number/location of incidents attended, the number/location of 'Safe and Well' checks carried out and the number/location of fire safety inspections completed.

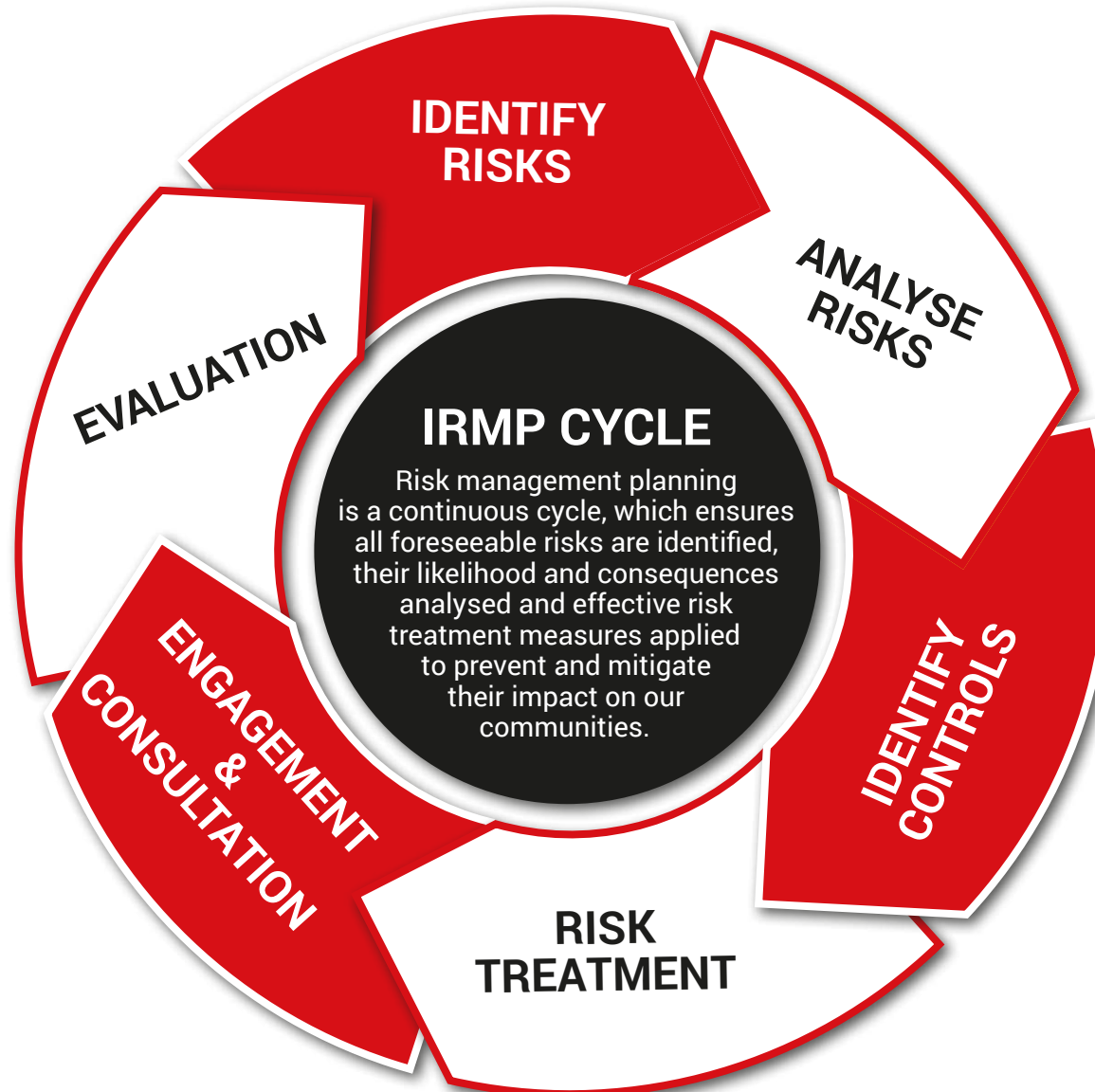
This helps us to make the connections between community risk and incident activity and to target the available resources at the areas considered at greatest risk. Our approach to how we mitigate these risks is set out in the IRMP and is delivered through our annual service plan.



Integrated Risk Management Cycle

Risk will continually move with changes to the environment, population and demographics. With it, the demand for our resources and services will change.

Our risk management cycle ensures all foreseeable risks are identified, their likelihood and consequences analysed and effective risk treatment measures are applied to prevent and mitigate their impact on our communities.



SUPPORTING FRAMEWORKS

- PREVENTION & PROTECTION
- RESPONSE
- PEOPLE
- RESOURCING
- EVALUATION

Identifying Risk

Lincolnshire's Local Resilience Forum (LRF) Community Risk Register sets out the key community risks for Lincolnshire together with an assessment of how likely they are to happen and the impacts across the county if they do. This process sets the direction for community risks in Lincolnshire and will drive our assessment of the highest risks within our IRMP.



The risks identified by the Lincolnshire community risk register are:

- Pandemic flu
- East coast flooding
- Inland flooding
- Impacts from disease / contamination
- Severe weather
- Loss of critical infrastructure
- Fuel shortages
- Malicious acts

We also use a range of datasets to support risk identification, intelligence and the effective targeting of resources. Whilst these datasets will evolve with time (as new information, research and systems are introduced) our broad categories of data are defined below:








Geographic Data 	Identifying places within communities that are more at risk and the nature of those risks.
Social Data 	Identifying types of people that are more at risk, through the use of marketing and other social data, then identifying the best way to reach those people.
Partnership Data 	Working with other services, including Health, Police and Social Services to jointly identify common groups, individuals and geographical areas where joint or shared interventions will be most effective.
Historic Demand Data 	Identifying historic incident data using the Incident Recording System (IRS) to support analysis of activity and demand.
Business Data 	Identifying high-risk businesses and commercial premises through our Experian dataset to drive our Fire Safety and Operational Risk-based inspection programmes.

Horizon Scanning

Horizon scanning is the process of exploring what the future might look like to gain an understanding of foreseeable uncertainties and risk. The process assists us to analyse whether we are adequately prepared for potential opportunities and threats.

Horizon scanning is an ongoing process, which examines all main external influences upon the county.

Whilst internal performance is monitored and acted upon regularly, there are also a number of issues that influence the decisions and actions of Lincolnshire County Council as the fire authority. LFR will consider a range of external issues covering political, economic, socio-cultural, technological, environmental, legal and organisational (PESTELO) themes at a local, regional and national level:

2020 – 2023 PESTLO THEMES		
Political 	Potential impact of Brexit Change of Government, Council political affiliation, Devolution and Boundary changes	
Economic 	Impact of changes to LFR budget and the likely impact on resources, both internally and externally	
Socio-cultural 	Impact of predicted increase in population Impact of ageing population Impact of migration, particularly in Boston Impact of deprivation	Impact of predicted increase in health issues; obesity, dementia, falls Impact of Pandemic Flu virus
Technological 	Impact of IT outage/cyber attack Impact of power outage Opportunities presented by technology to improve service delivery	
Environmental 	Impact of climate change Impact of East Coast flooding/inland flooding and improvements to flood defences Impact of severe weather	Impact of changes to the built environment, e.g. housing developments, industrial developments and changes to the road network (GLEP)
Legal 	Impact of potential changes in legislation arising from Grenfell enquiry Joint Health and Wellbeing Strategy for Lincolnshire 2013 – 2018 Impact of changes to FRS National Framework	
Organisational 	Impact of key business continuity risks on critical services Impact/opportunities of collaboration Impact of workforce change	Impact of RDS review Impact of Wellbeing Strategy Impact of HMICFRS inspection Impact of review of LFR values

Risk Analysis

Our risks are analysed using risk and workload modelling software. This allows us to build a layered picture of risk and drives planning by supporting the effective targeting of resources at those communities, businesses and individuals most at risk.

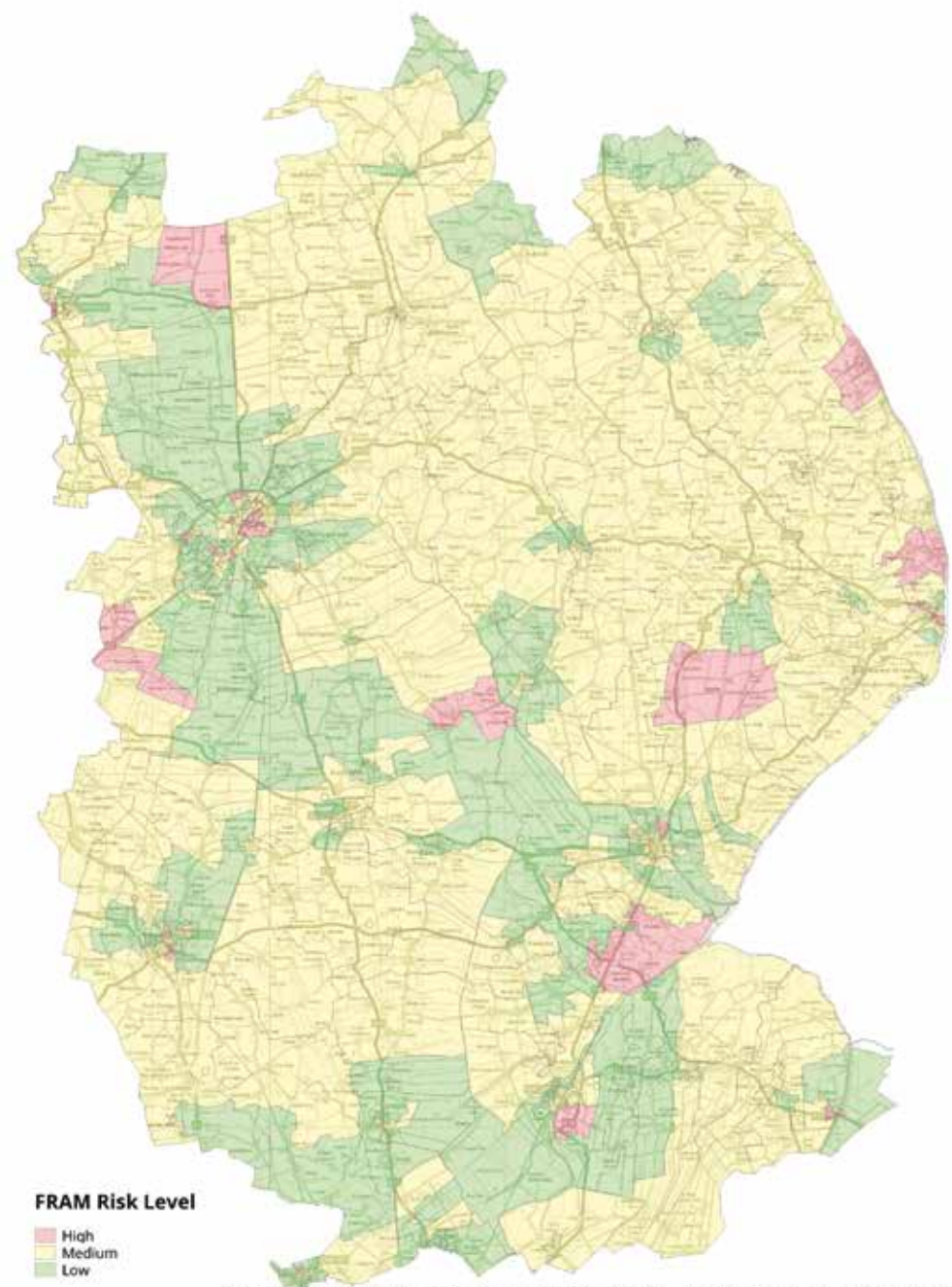
We analyse the level of community risk using a methodology called 'FRAM' (Fire Risk Assessment Methodology). FRAM blends five years of incident data and indices of multiple deprivation to generate an independent risk score within a defined lower super output area (LSOA).

Applying this model to Lincolnshire generates a countywide geographical map of risk, consisting of high (red), medium (yellow) and low (green) risk areas, shown opposite.

FRAM is our base methodology for all LFR predictive risk analysis, against which additional layers are added, including high-risk businesses, response drivetimes and demand maps to build up a comprehensive picture of risk.

We use an interactive mapping tool to share our risk analysis both internally and with other agencies. By sharing this information, managers are able to view, analyse and manipulate layers of risk within their areas, supporting multi-agency and local level risk-led decision-making.

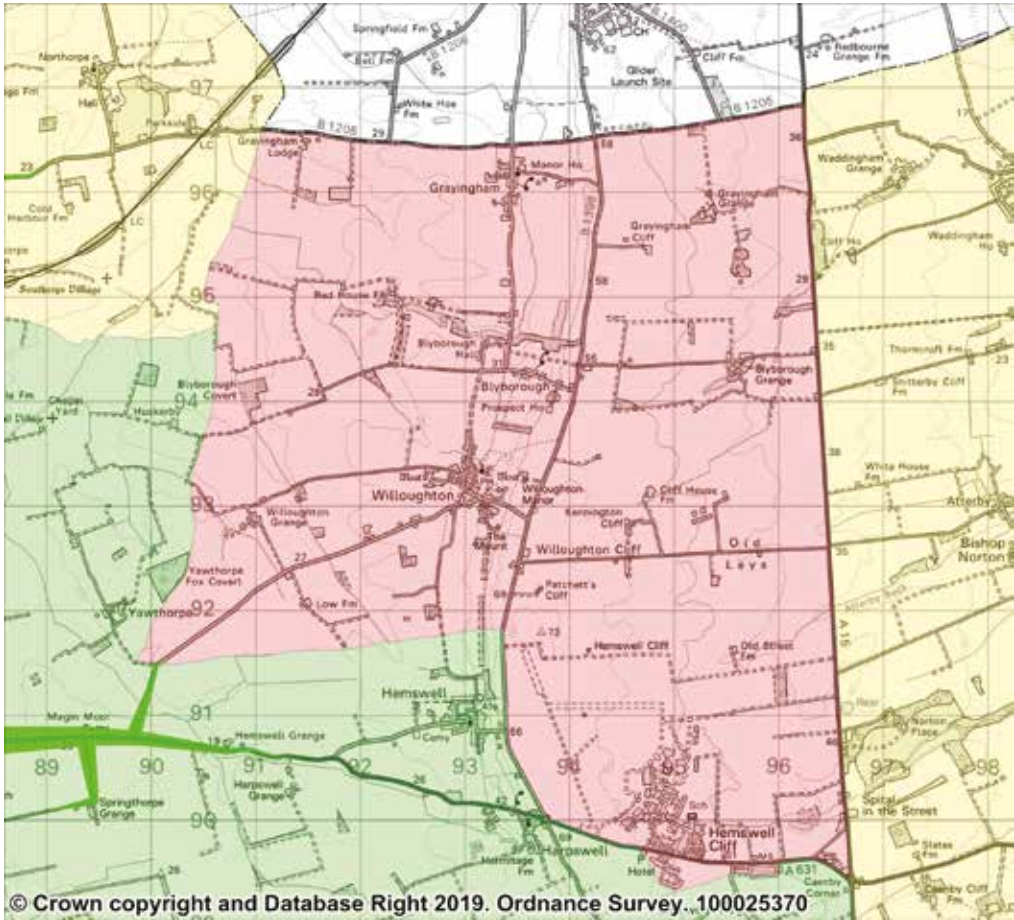
Where relevant, we will use academic research to help improve understanding of risk and vulnerabilities, using relevant studies to make connections between national trends and local analysis of risk.



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Case Study – Hemswell Cliff Area

Our analysis of risk, using FRAM indicates a high-risk (red) area to the north of the county near Hemswell Cliff. This area ranks 35th in our high risk areas and (unlike many of the others) cannot be reached within our normal 10 minute response times:



Further analysis of this area indicates that it is a relatively small geographical area and is very rural.

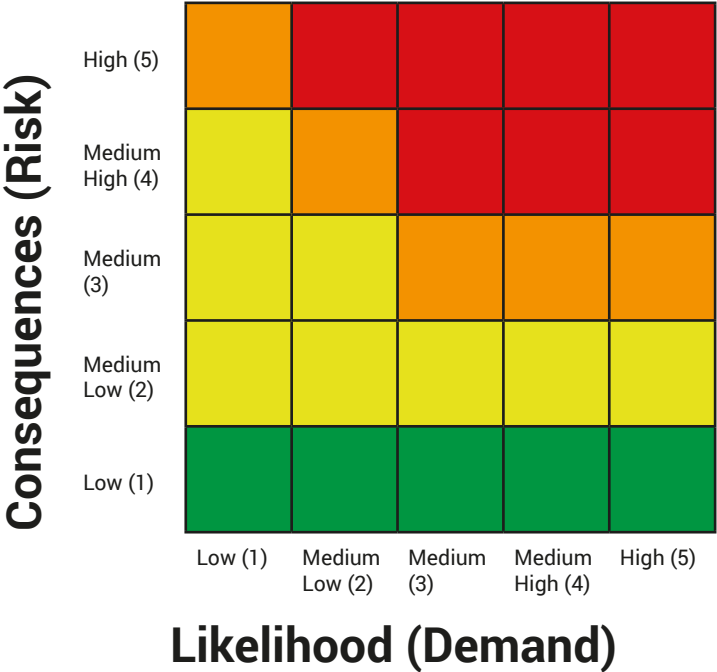
The reason for the high-risk rating is a combination of deprivation score and incident history. In the last 5 years, the area has had:

- 1 x Deliberate non-domestic fire
- 2 x Injuries
- 5 x Dwelling fires
- 10 x Injuries at Special Service incidents
- 0 x Fatalities

This information was passed on to our Prevention and Protection department to ensure appropriate and targeted risk control measures are applied though prevention activity.

This approach to community risk management ensures resources are matched to risk and demand, and individuals to interventions.

Once our risks have been identified and analysed we use a risk assessment matrix to determine the level of risk. This is based on:



Each identified risk is scored using available intelligence and professional judgement. These risks are then categorised as follows:

VERY HIGH RISK – May have a medium – low likelihood but their potential consequences mean LFR will treat as a priority and allocate resources according to the threat.
HIGH RISK – Will be given careful consideration during LFR’s strategic planning process.
MEDIUM RISK – Will be monitored to ensure Response, Prevention and Protection resources are in place to mitigate the risk.
LOW RISK – Will be managed during normal planning and response arrangements.

The outcomes of this process are summarised in Section 3 (page 5) and are then used to drive our IRMP.

Risk Treatment

The IRMP document is our long-term plan which outlines LFR’s assessment of key risks and the strategies we will adopt to mitigate those risks over a 3 year period. The IRMP enables us to target our resources and develop further detailed plans, such as the annual service plan effectively, ensuring we can fulfil our mission of ‘making our communities safer, healthier and more resilient’.

The IRMP will assess key community and corporate risks and drive the strategies for how these risks are treated. These strategies cover the core business of the service. Maintaining the right balance between these strategies and ensuring our approach to risk reduction is fully integrated is key to the delivery of an effective service.

Evaluation

Our assessment of risk is recorded on corporate and community risk registers. These registers provide assurance that risks are being prioritised and monitored effectively and resources allocated appropriately. Both risk registers are reviewed on a monthly basis at our Service Management Board.

We are committed to the continual improvement of the services we provide to our communities. It is important that all integrated risk activities are evaluated to allow the Service to continually monitor risks, ensure compliance with legal responsibilities, measure the impact and benefits of the work being carried out and evaluate the effectiveness of any changes made as a result of IRMP planning.

Quality assurance of IRMP activities will be delivered through:

- HMICFRS inspections
- Internal department and policy audits
- Continual team monitoring, team development and sharing of best practice
- Staff appraisals

We know Lincolnshire

We collect lots of data about incidents we attend and about risks in our county. We know a lot about Lincolnshire and the risks within the area. This section explains those risks in more detail.

Context

Lincolnshire is the fourth largest county in England covering 5,921 square kilometres. The county is classified as one of the most rural in England by the Department for Environment, Food and Rural Affairs (DEFRA).

Lincolnshire's population is around 750,000 and is growing, ageing and changing, the impact of this is covered in more detail later. The county comprises seven districts; East Lindsey, West Lindsey, North Kesteven, South Kesteven, South Holland, the Borough of Boston and the City of Lincoln.

Lincolnshire has over 50 miles of coastline stretching from The Humber in the north to The Wash in the south with many of its beaches awarded blue flag status.

The Lincolnshire Wolds is a range of hills designated as an area of outstanding natural beauty and covering an area of 560 square kilometres.

There are 18 rivers running through the county, the two largest being the Witham and the Trent. It is also home to the Foss Dyke canal, one of England's oldest canal systems still in use today.

The western edge of Lincolnshire is connected to the UK's strategic road network by the A1 and also has part of the East Coast Main Line running through it, providing excellent rail links to London and Scotland. Lincolnshire has no commercial airports however it does have a number of active RAF bases, a number of small local airfields and Humberside airport is just across the border in North Lincolnshire.

The port of Boston has regular container services operating to and from Norway, Sweden and Spain with overall some 750 vessels and 1.5 million

tonnes of cargo being handled through the port each year. Imports include animal feeds, paper, steel and timber. In addition up to half a million tonnes of grain is exported from the port of Boston every year.

Lincolnshire is an agricultural area, growing large amounts of wheat, barley, sugar beet and oilseed rape. Workers from the European Union comprise a large component of the seasonal agricultural workforce, particularly in the south of the county.

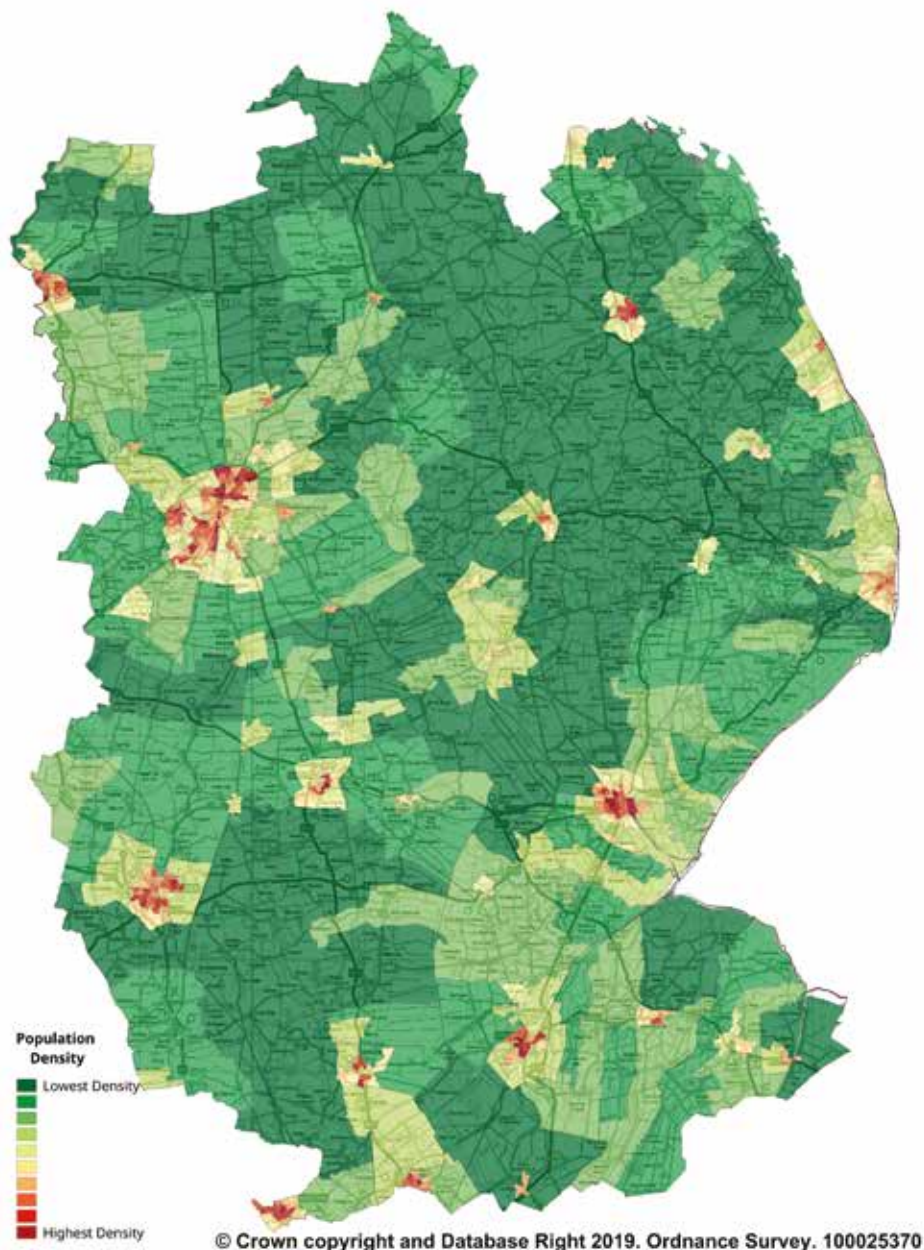
Population

Knowing both the population size and demography of an area, and understanding how it is changing, are both important factors for understanding our communities and the risks within them.

Lincolnshire's current population is estimated at 751,200. This is expected to rise to 802,000 by 2031, an overall increase of 8% in line with the national prediction over this period. (Source; Lincolnshire Research Observatory)

	2016	2021	2031	2041	Change (%) 2016-2021	Change (%) 2016-2031	Change (%) 2016-2041
Lincolnshire	744,800	766,300	802,000	824,400	3	8	11
Boston	67,700	69,600	71,800	73,300	3	6	8
East Lindsey	138,700	140,700	144,900	147,700	1	4	6
Lincoln	97,400	98,500	102,400	104,200	1	5	7
North Kesteven	113,600	117,400	123,200	126,900	3	8	12
South Holland	92,500	95,900	101,200	105,200	4	9	14
South Kesteven	140,900	146,500	155,500	161,400	4	10	15
West Lindsey	93,900	97,600	103,000	105,700	4	10	13
East Midlands	4,725,400	4,874,100	5,127,100	5,311,400	3	9	12
England	55,268,100	57,030,500	59,789,800	61,952,100	3	8	12

The map demonstrates Lincolnshire's more densely populated areas, highlighted in red through to lowest density in dark green.



Migration Levels

Net migration (the balance between immigration – those entering the UK for a year or more, and emigration – those leaving the UK for a year or more) affects some areas of Lincolnshire more than others.

The Office for National Statistics data (2016)* estimates Lincolnshire as having a 7.3% proportion of non-British population, compared with a National proportion of 9.3%.

However, the proportion of non-British nationals in Boston Borough (27%) and South Holland (13%) is significantly higher, as demonstrated in the map below;



(Source; Office for national statistics)

Boston Borough has the highest proportion of non-British nationals outside of London. Immigrant workers, mainly from the European Union, comprise a large component of the seasonal agricultural workforce, particularly in both Boston and South Holland.

Of the 25 fire related fatalities during the last five financial years, four were recorded as being 'Other White' ethnicity group. This equates to 16% of fire related fatalities. There were four fire related fatalities in the South Holland area, 75% (three fatalities) recorded as 'Other White' and in the Boston area, five fire related fatalities with one of the individuals being 'Other White', therefore relating to 20% of the fatalities in this area. This data indicates that a higher percentage of the population of South Holland were fatally injured by fire than the resident population of the area.



Age, Gender and Ethnicity

Lincolnshire has a declining younger population and a growing older population with many people moving to the county in order to retire. Lincoln as a city has a higher percentage of people aged 20-64 compared with other districts, due to the influence of universities and higher education.

The trend towards an ageing population profile will continue, with the proportion of people over 75 years projected to increase by 88% between 2016 and 2041.

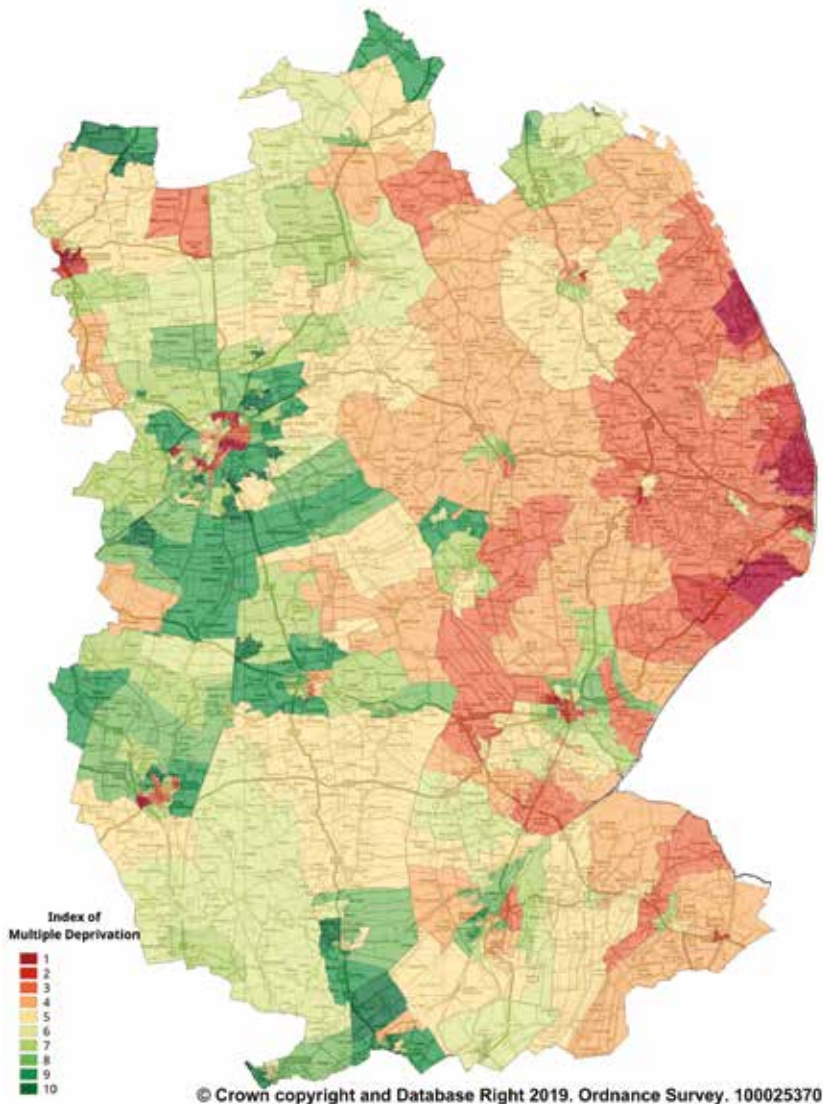
The proportion of young people in Lincolnshire (aged 0-19) fell from approximately 23% of the total population in 2007 to 22% in 2017. In the same period the population of those aged 65+ has increased by 3% to approximately 23% . The two factors together highlight a declining younger population and a growing older population in the county. (Source; Lincolnshire Research Observatory)

The table shows changes in population by broad age group.

	0-19 (%)		20-64 (%)		65+ (%)	
	2007	2017	2007	2017	2007	2017
Lincolnshire	23	22	58	55	20	23
Boston	23	23	58	56	19	21
East Lindsey	21	19	56	52	24	29
Lincoln	24	23	62	61	14	15
North Kesteven	23	22	58	55	19	23
South Holland	22	21	56	55	22	24
South Kesteven	24	23	58	55	18	22
West Lindsey	23	21	57	54	19	24
East Midlands	24	23	60	58	16	19
England	24	24	60	58	16	18

Deprivation

In the Index of Multiple Deprivation (IMD) showing overall deprivation, the 2015 data shows Lincolnshire ranked 90th out of 152 upper tier local authorities in England, where 1st is the most deprived. The map demonstrates Lincolnshire's more densely populated areas, with those most deprived highlighted in red through to the lowest deprived in dark green.



Health

Understanding ill health and its distribution is the first step to planning effective interventions to improve health and to prevent ill health.

Life expectancy from birth for Lincolnshire residents is comparable to national estimates and has remained static since 2010. Healthy life expectancy from birth in Lincolnshire is slightly lower than national estimates and has decreased since 2010.

70% of adults in the county are overweight or obese. National estimates of levels of morbid obesity suggest that there may be 11,500 adults with a BMI over 40 and nearly 800 with a BMI over 50 in Lincolnshire.

It was estimated that 11,688 people aged 65 and over were living with dementia in Lincolnshire in 2017. This accounted for 6.7% of all adults aged 65 and over. It is estimated that more than 15,000 individuals in Lincolnshire have a learning disability.

The number of people aged 65+ admitted to hospital as a result of falls is projected to increase from 3,309 in 2014 to 5,188 in 2030.

Lincolnshire's Joint Strategic Needs Assessment provides further evidence and analysis around health in the county.

The Joint Health and Wellbeing Strategy for Lincolnshire sets out the following Health priorities for the county:

- Mental Health and Emotional Wellbeing (Children and Young people)
- Mental Health (Adults)
- Carers
- Physical Activity
- Housing and Health
- Obesity
- Dementia

Delivery of the objectives identified for each of these priorities will be through Lincolnshire's Health and Wellbeing Board.

Page 59

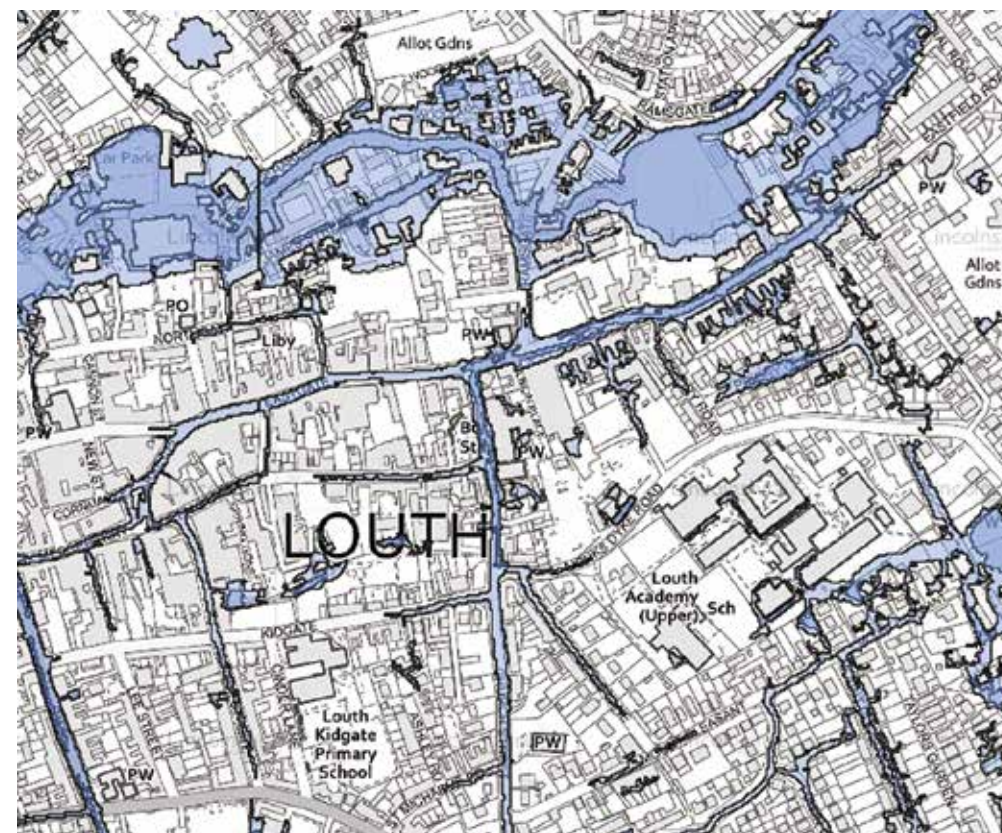
There are a number of internationally and nationally important nature conservation sites along the coast, including the Wash, which is classified as a Site of Special Scientific Interest.

Understanding flood risk is an important factor in understanding the level and weight of resources required to respond to flood events, be it inland flooding, east coast flooding or surface water flooding following a severe weather event.

In 2013 Boston experienced a devastating tidal surge affecting approximately 600 homes and businesses in the town. It was the worst flooding seen in Lincolnshire in 60 years. The 'Boston Barrier' is a partnership between the Environment Agency, Lincolnshire County Council, Boston Borough Council and Black Sluice Internal Drainage Board, who are all working together to reduce the risk of tidal flooding in Boston. This tidal flood defence system is set to be operational by December 2019 and will provide protection for 14,300 properties in the area. When the barrier is built and the banks immediately downstream are raised, Boston will be protected from a tidal surge with a 0.3% annual probability (or 1 in 300 chance of happening in any one year).



Access to the Environment Agency's flood risk maps allows us to analyse the risk and ensure we are adequately prepared:



Economy

Agriculture, commercial, industrial, finance, transport, energy, public services and leisure and tourism make up the county's economy.

The county's coastal resorts attract around 20 million visitors per year, many during the summer months.

Lincoln City has the fourth highest proportion of students in the East Midlands with around 10,000 students at the University of Lincoln. Lincolnshire's long-standing reliance on traditional industries such as agriculture remains high.

The Greater Lincolnshire Local Enterprise Partnership (LEP) has developed a number of priorities and plans to meet economic development objectives. These plans provide a window into what Lincolnshire might look like in the future and allow us to predict and prepare for associated risk.

The main priority growth areas are:

- Agri-food
- Visitor economy
- Manufacturing and engineering
- Low carbon
- Health and care
- Ports and logistics

Further details on the LEP strategies and plans can be found [here](#).

Business

We use Experian's Incident Risk Score model (IRS) to identify high-risk business premises for both fire safety and operational risk inspection.

Experian's analysis of historic fire incidents reveals that 80% of fires occur in the top 20% of highest risk businesses and identified three common areas of risk in commercial premises:

- The presence of a large number of people
- The presence of material or stock which could be flammable
- Places where food is being cooked

Experian's IRS data is blended with a number of other sources of empirical and dynamic data to drive our fire safety and operational risk-based inspection programmes.

This information is not shared publically because of GDPR regulations.

Infrastructure

The rural nature of the county means that many people have to travel greater distances to work compared to the national average, with people in the west of the county generally making longer journeys than those in the east.

The western edge of Lincolnshire is connected to the UK's strategic road network by the A1 and also has part of the East Coast Main Line running through it, providing excellent rail links to London and Scotland.

Several major projects are underway to improve Lincolnshire's road network, including the Lincoln Eastern Bypass, which will be part of a wider concept to create a ring road around Lincoln city and is set for completion in May 2020. LFR is engaged with this project and others to understand potential impacts on road traffic collisions and FRS response times.

Lincolnshire has no commercial airports however it does have a number of active RAF bases, a number of small local airfields and Humberside airport is just across the border in North Lincolnshire.

The port of Boston has regular container services operating to and from Norway, Sweden and Spain with overall some 750 vessels per year being handled through the port. Imports include animal feeds, paper, steel and timber. In addition up to half a million tons of grain is exported from the port of Boston every year. The port handles approximately 1.5 million tons of cargo per year.

Port Sutton Bridge is a modern dry cargo port and warehouse complex that has grown over recent years.

Many communities within Lincolnshire are on the periphery of the supply networks for utilities such as water, gas and electricity, which means they are more exposed to single points of failure within the supply chain. Due to the sparse nature of the population, there are many homes within the county that are not on the main supply route for basic utilities. These homes rely on septic tanks, and oil and gas storage for hot water and heating. These homes are more resilient in times of widespread utilities disruption, but are more vulnerable to shortages or disruptions within their own system.

Industrial (COMAH)

Lincolnshire has a relatively low number of sites registered under the Control of Major Accident Hazards (COMAH) regulations 1999. However, by their nature they pose more significant risk to the local community than other industrial sites.

LRF's Community Risk Register indicates mitigating actions for risk related to COMAH sites, including on and off site emergency plans for top tier sites and onsite procedures for other sites. These sites are not detailed in this document for reasons of security.

Regular multi agency exercising of plans is carried out with full participation from LFR. Familiarisation with these sites is also part of firefighter training.

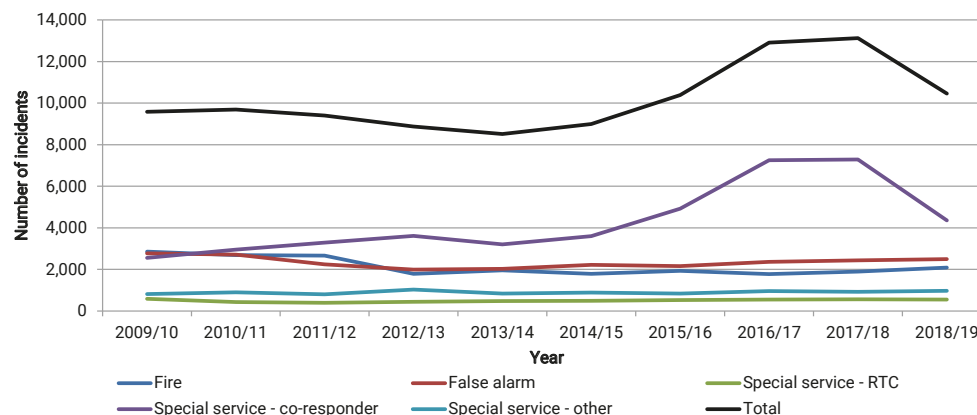
Historical incident demand 2014/15 – 2018/19

Historical Incident Demand - All Incidents

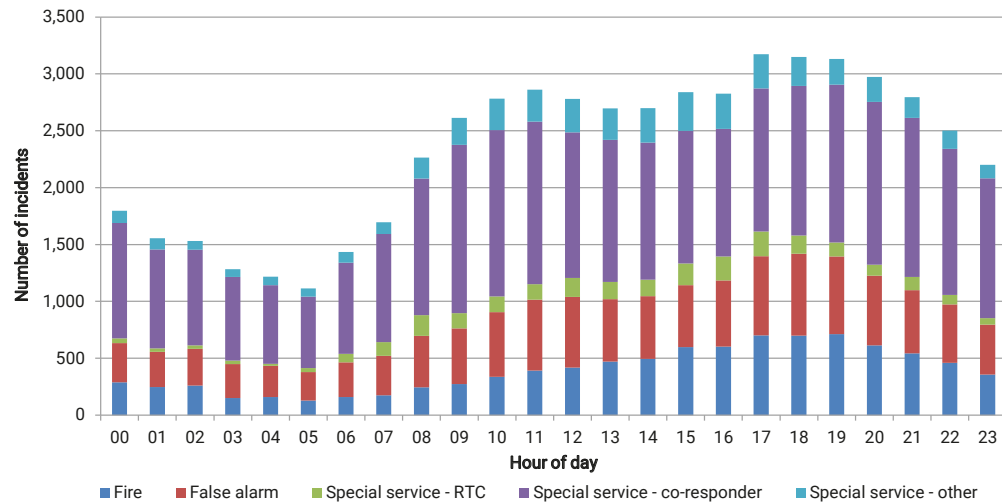
Incident demand over time is largely on the increase, mainly attributable to the increase in medical response. Over recent years additional stations have taken up co-responding duties which is linked to the increase in calls. However, changes within mobilising protocols within the NHS along with the availability of LFR crews, saw the number of attended calls decrease in 2018/19.

The number of fires attended is slowly on the increase, but this is subject to increase during prolonged periods of hot and dry summer weather, which can be seen during the numbers of incidents in 2018/19. Conversely, the number of 'other special service' incidents, which would include flooding attendances, will increase during times of exceptional rainfall. This will be the case during the 2019/20 year due to the flooding event of June 2019.

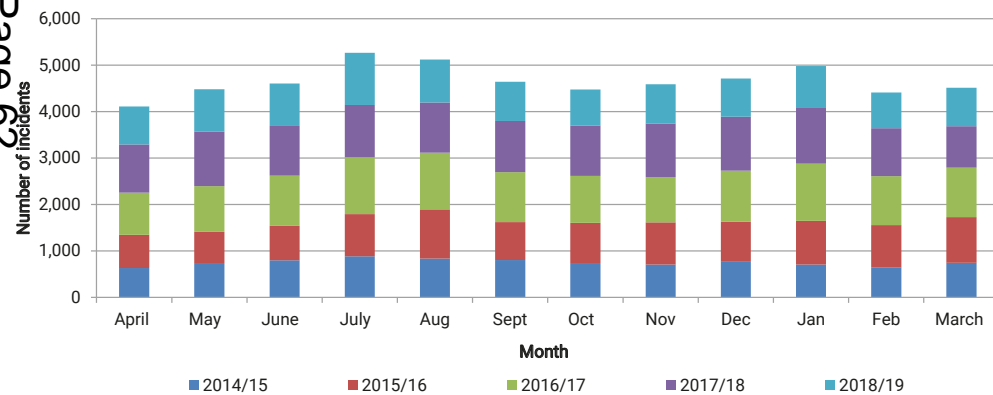
All incidents attended by LFR 2009/10 - 2018/19



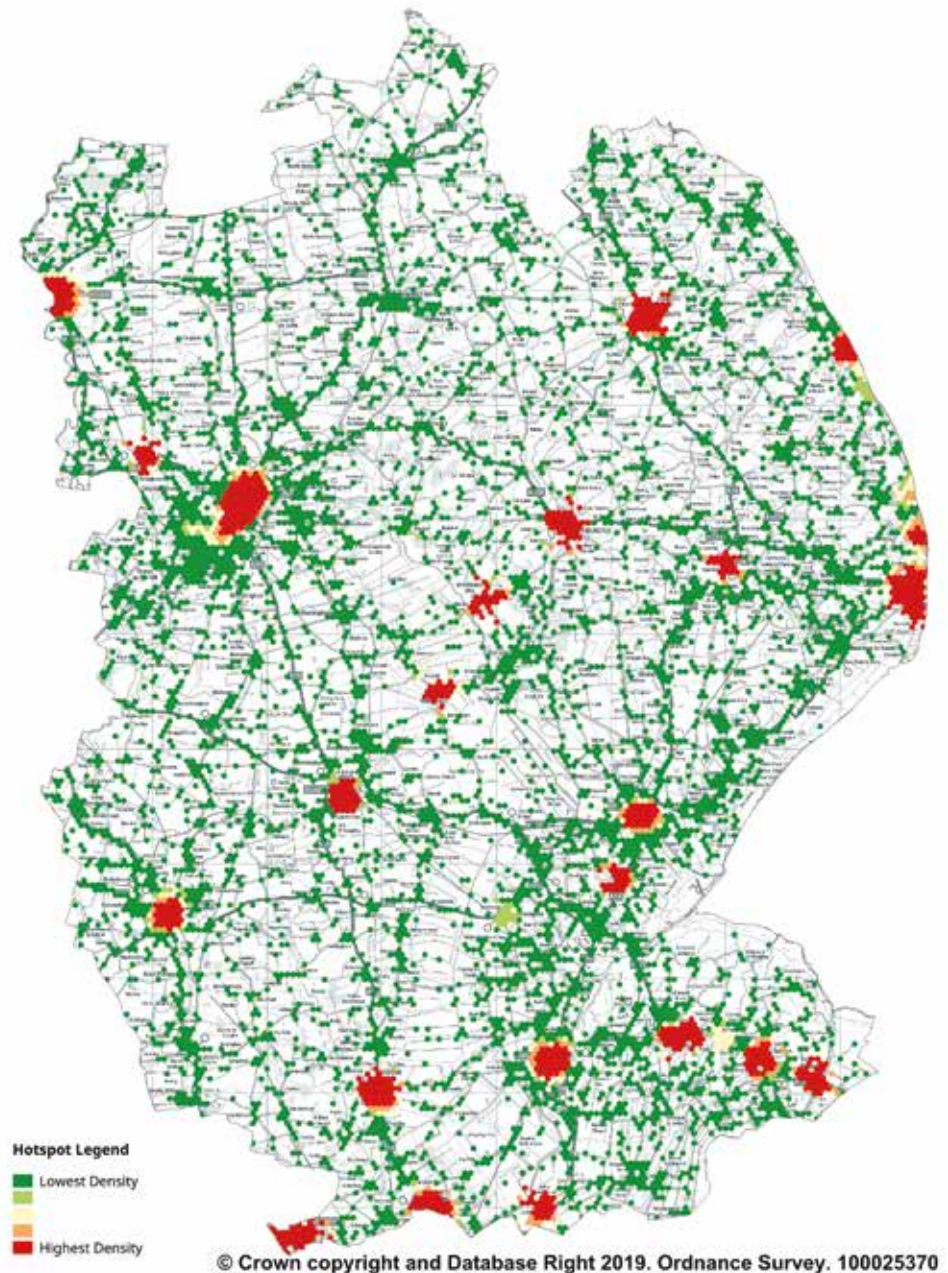
Number of incidents by type and hour of day 2014/15 - 2018/19



All incidents monthly breakdown by year 2014/15 - 2018/19

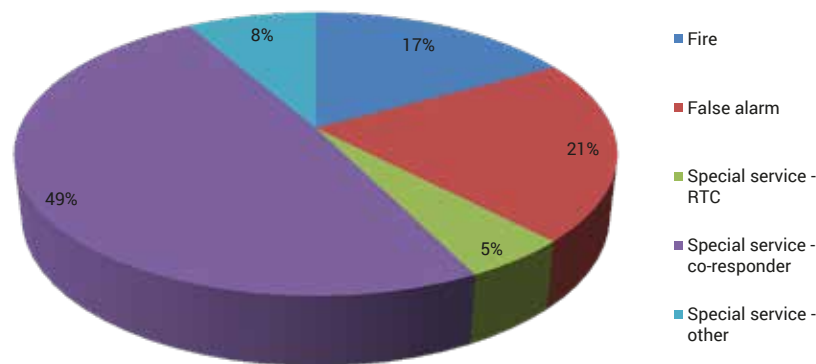


Heat map of All Attended Incidents



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Incident breakdown by type 2014/15 - 2018/19



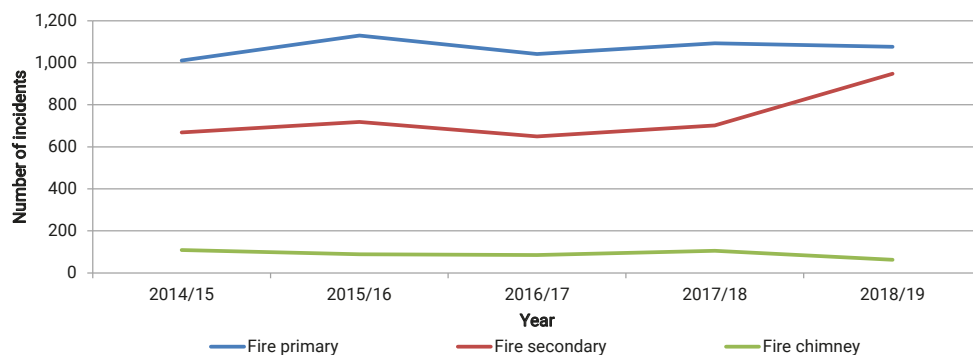
Fire Incidents Attended 2014/15 – 2018/19

Over the last 5 years the number of fires attended is slowly on the increase. In the most recent year this was largely due to the prolonged hot summer of 2018.

Types of fire are grouped into three categories:

1) Fire Primary, 2) Fire Secondary and 3) Fire Chimney.

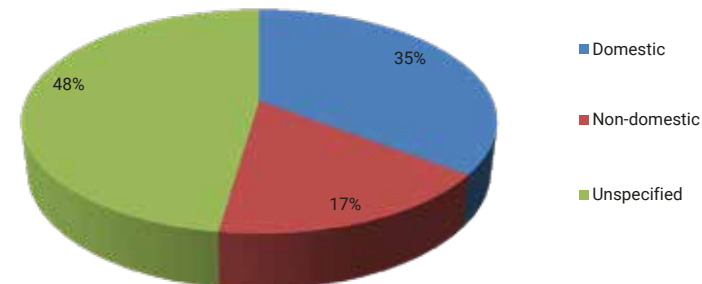
Types of fire 2014/15 - 2018/19



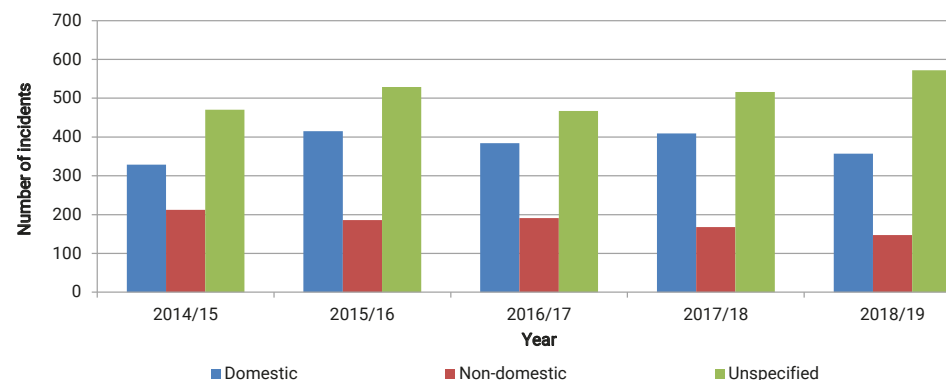
Primary Fire Incidents 2014/15 – 2018/19

Primary Fire incidents are categorised by property group and type, the main distinctions are: 1) Domestic 2) Non-Domestic and 3) Unspecified.

Primary fire property categories 2014/15 - 2018/19



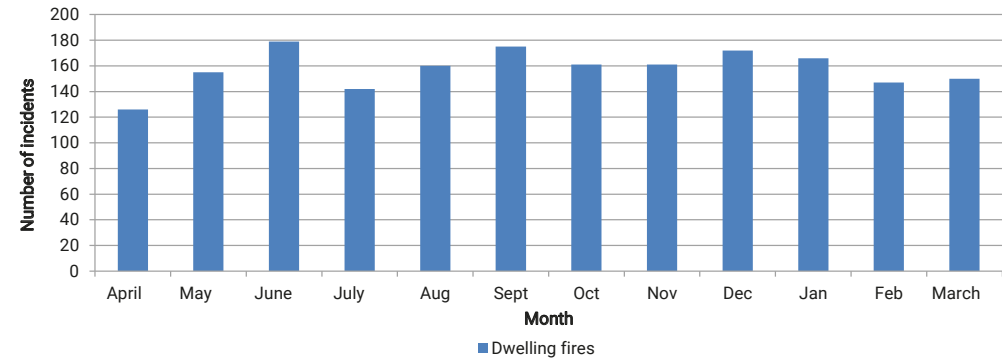
Primary fires by property category 2014/15 - 2018/19



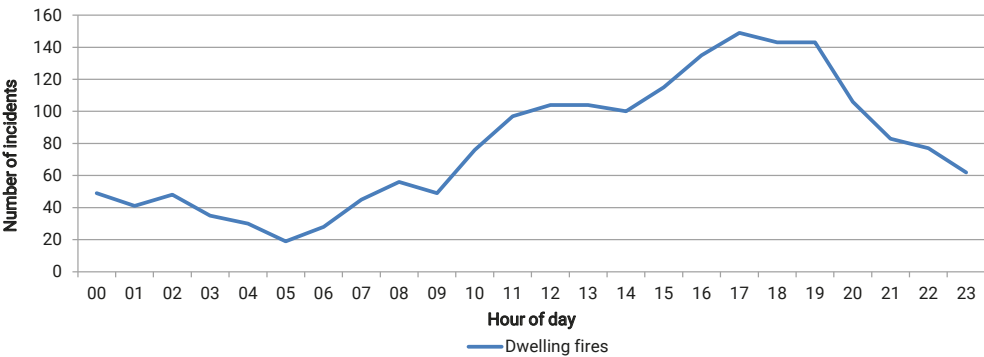
Over the last 5 years 35% of primary fires occurred in domestic (dwellings).

Dwelling Fires - When

Dwelling fires by month 2014/15 - 2018/19

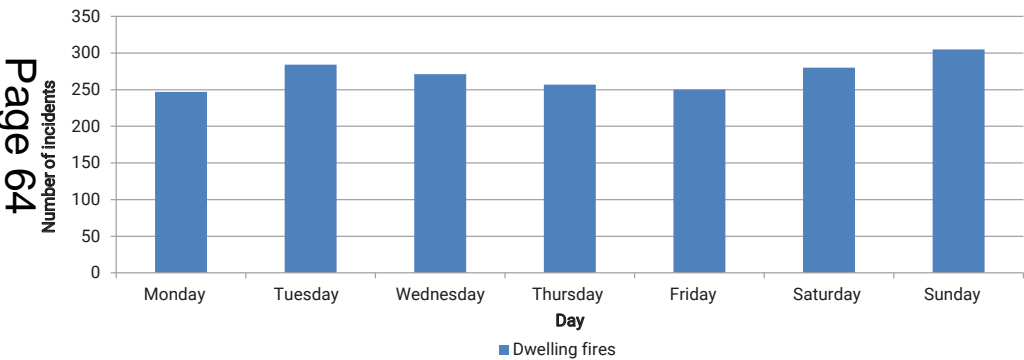


Dwelling fires by hour of day 2014/15 - 2018/19

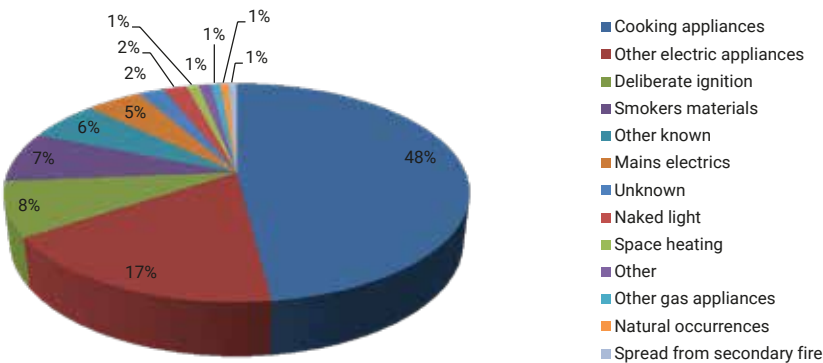


Dwelling Fires - Causes

Dwelling fires by day 2014/15 - 2018/19

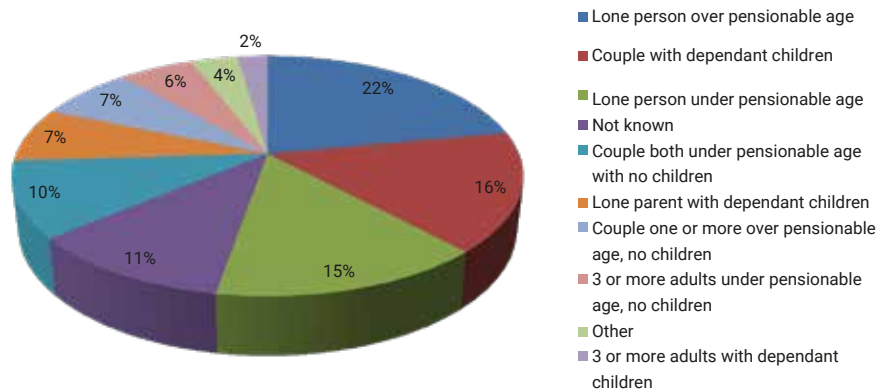


Dwelling fire causes 2014/15 - 2018/19

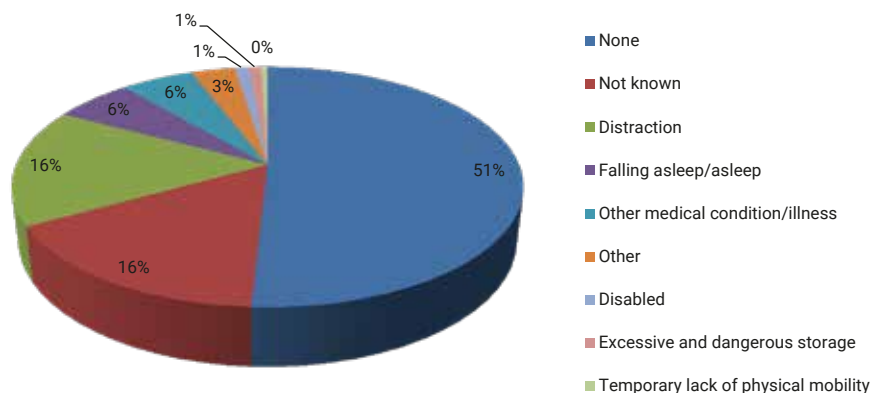


Dwelling Fires – Who

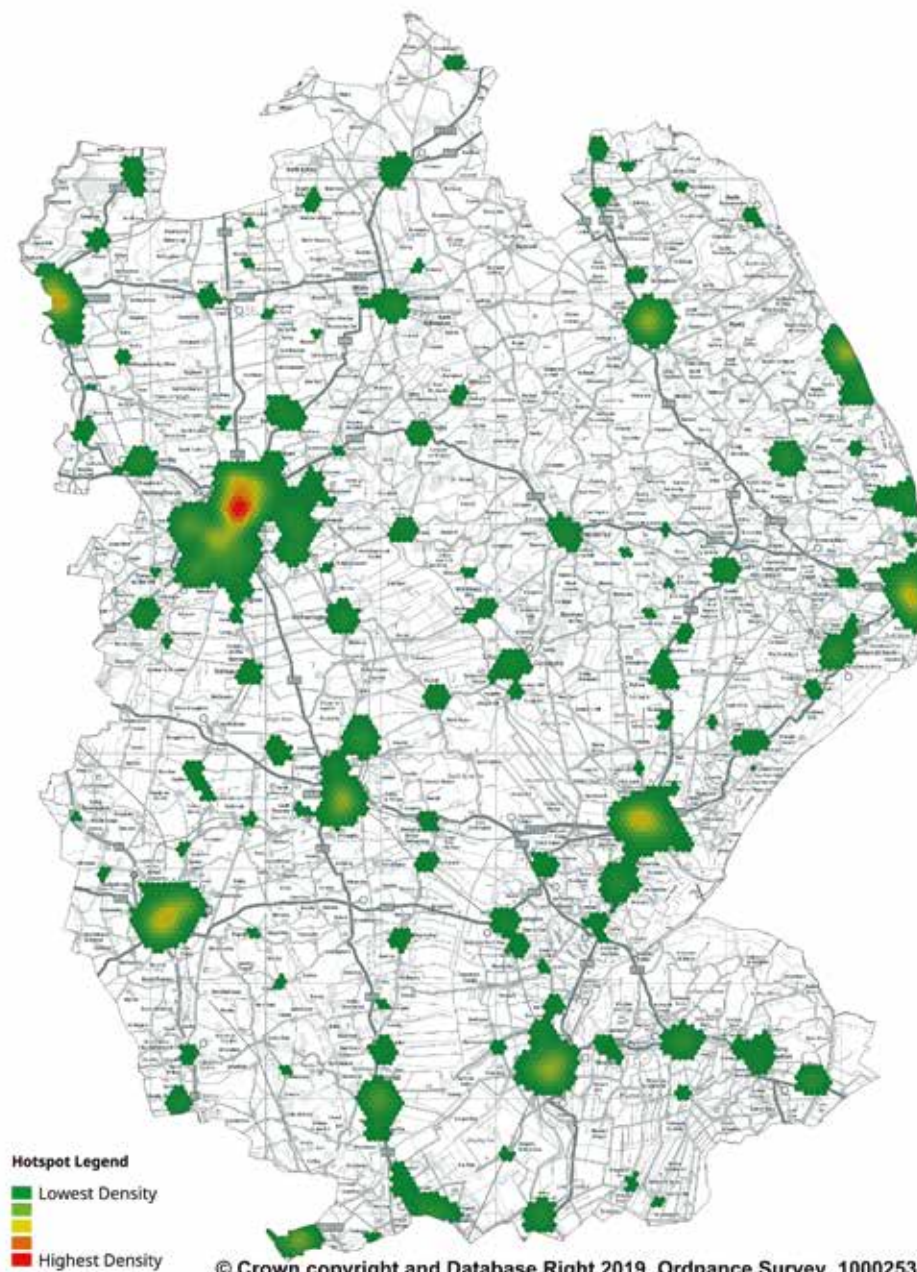
Dwelling fire household occupancy 2014/15 - 2018/19



Dwelling fire human factors contributing to fire 2014/15 - 2018/19

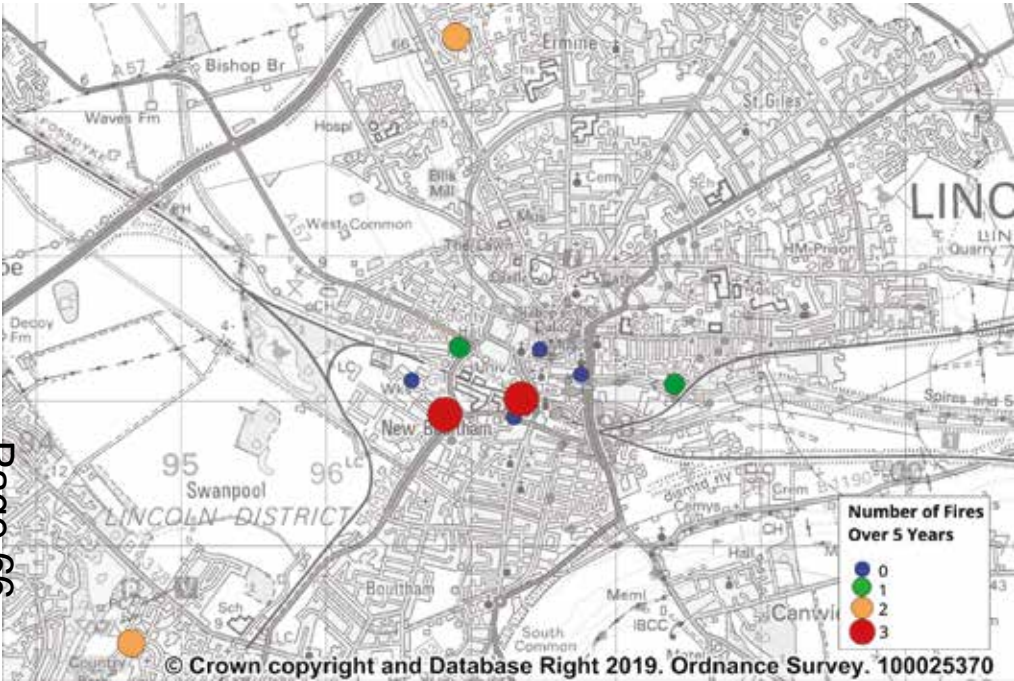


Dwelling Fires - Where



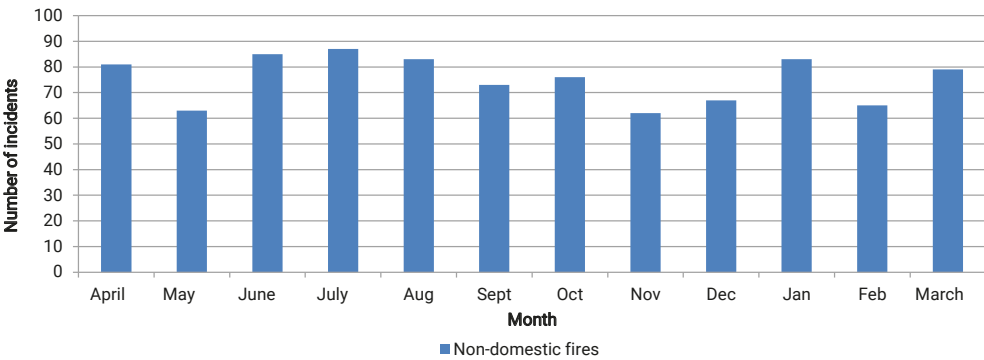
Dwelling Fires occurring in High Rise Buildings

Over the five year period, there has been 12 recorded fire incidents in six of the residential high rise buildings within Lincoln.

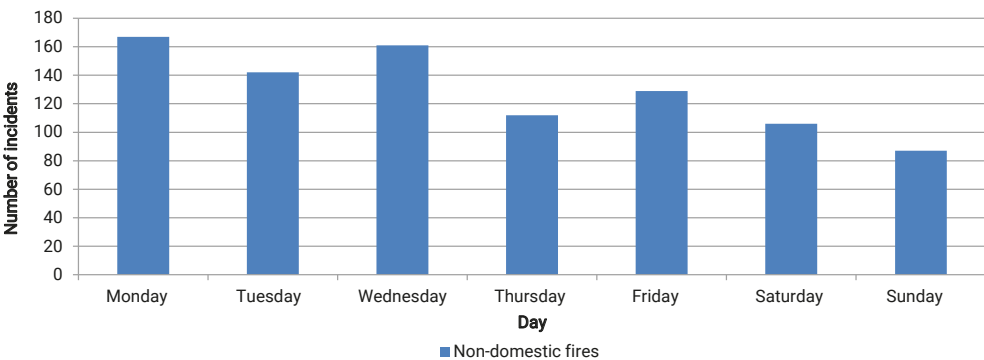


Non-Domestic Primary Fires - When

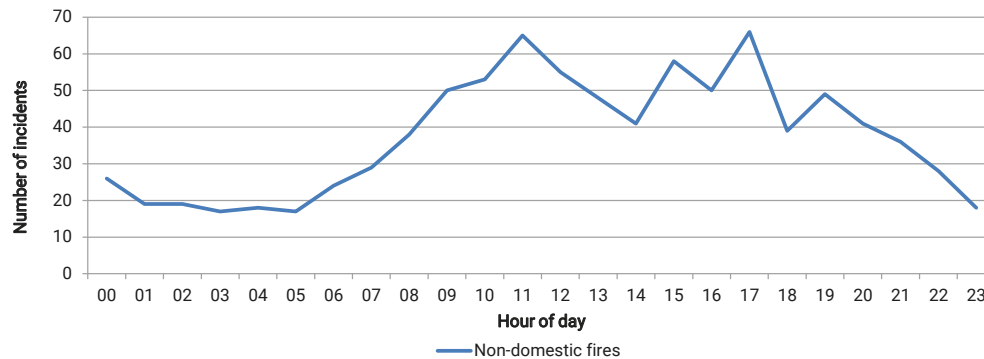
Non-domestic fires by month 2014/15 - 2018/19



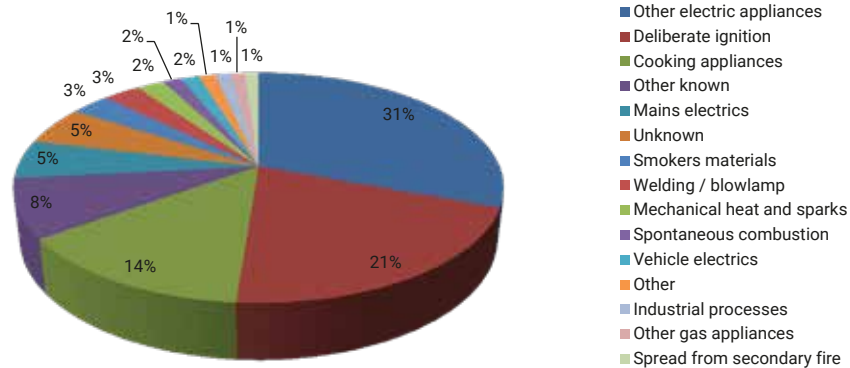
Non-domestic fires by day 2014/15 - 2018/19



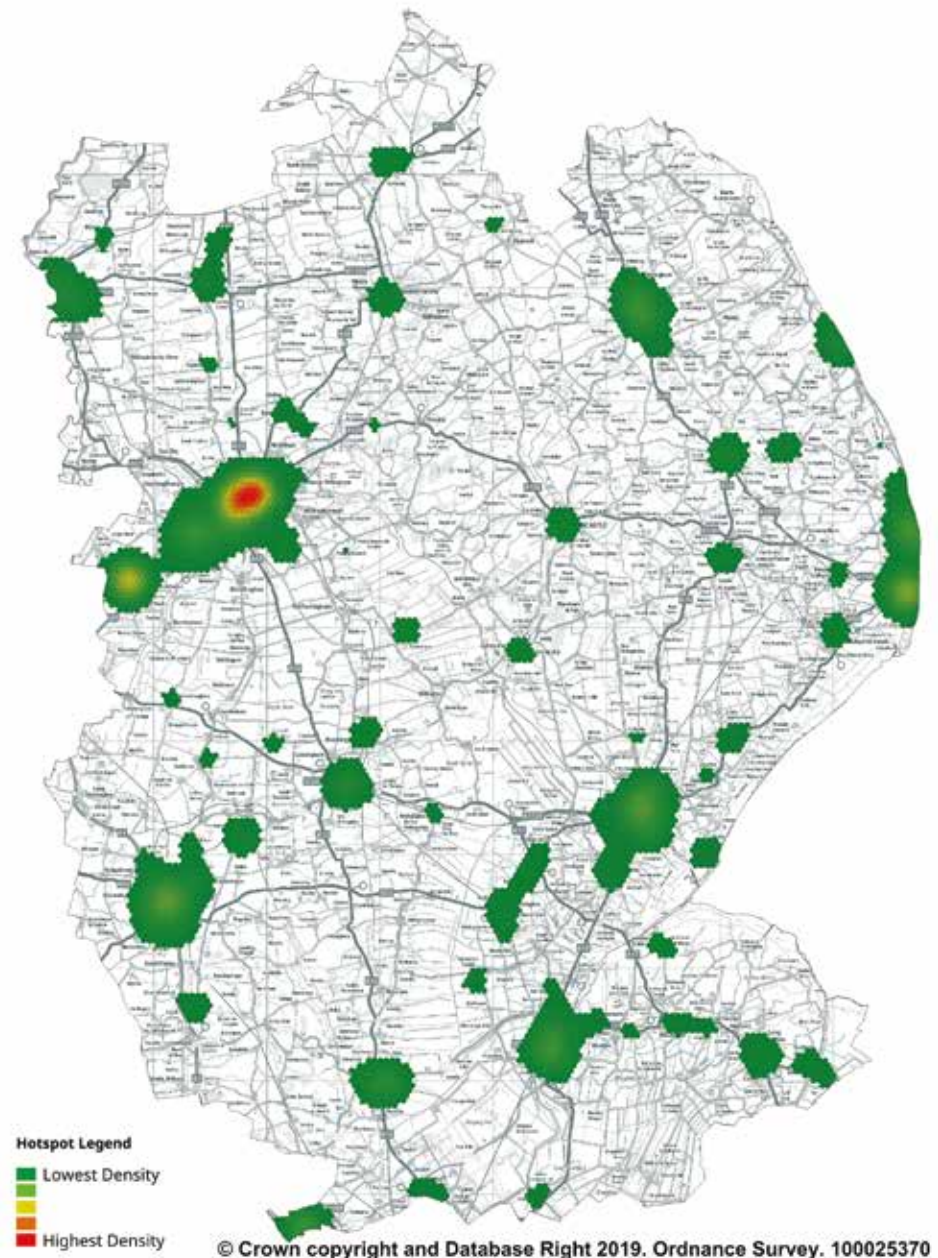
Non-domestic fires by hour of day 2014/15 - 2018/19



Non-domestic fire causes 2014/15 - 2018/19

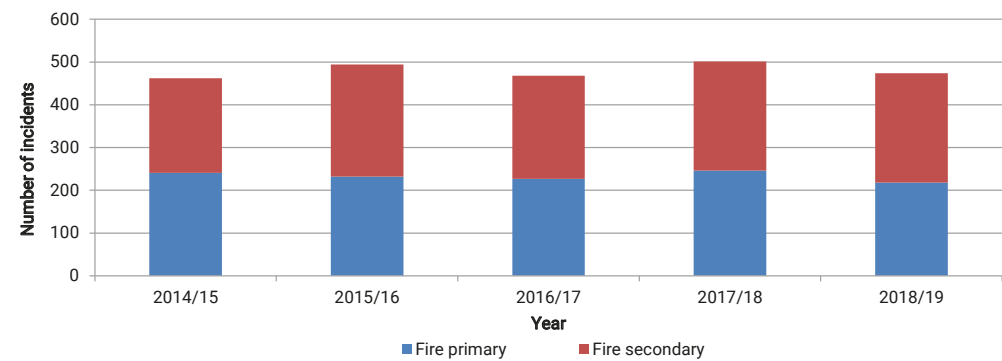


Non-Domestic Primary Fires - Where

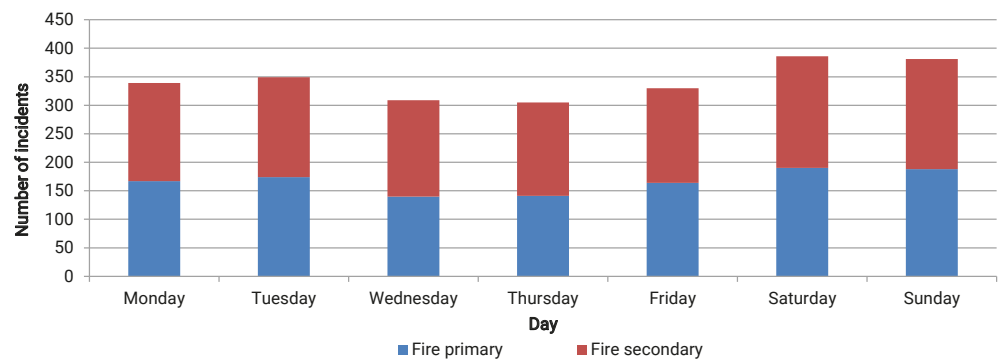


Deliberate Ignition Fires – When

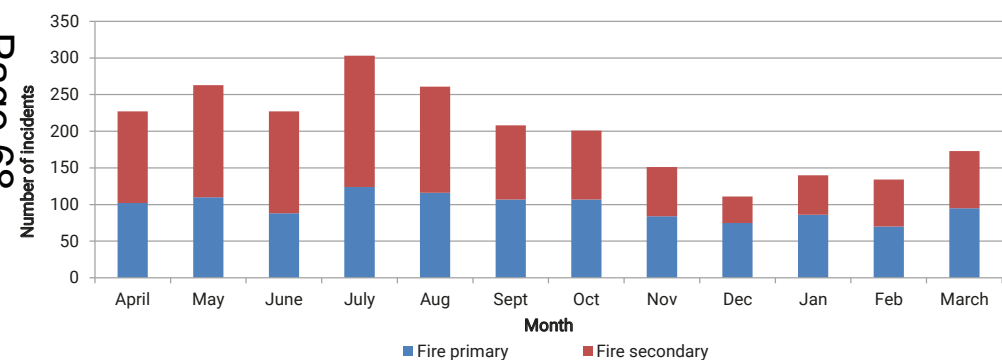
Deliberate ignition (arson) fires by year 2014/15 - 2018/19



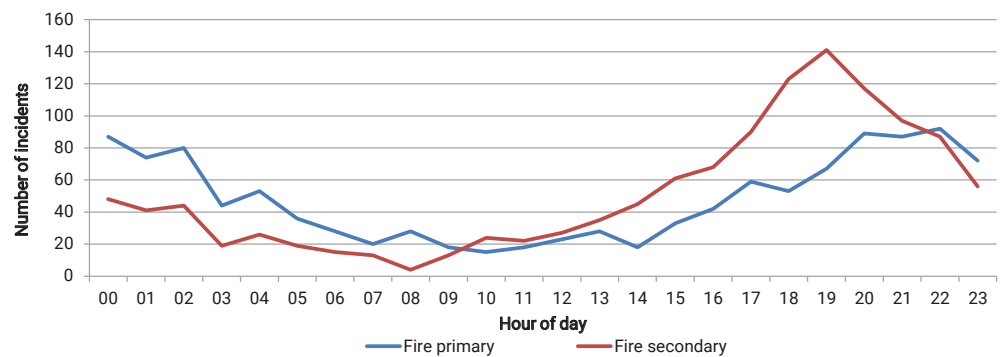
Deliberate ignition (arson) fires by day 2014/15 - 2018/19



Deliberate ignition (arson) fires by month 2014/15 - 2018/19

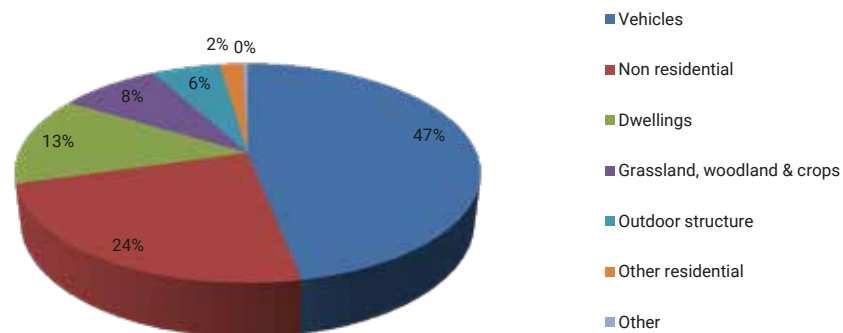


Deliberate ignition (arson) fires by hour of day 2014/15 - 2018/19

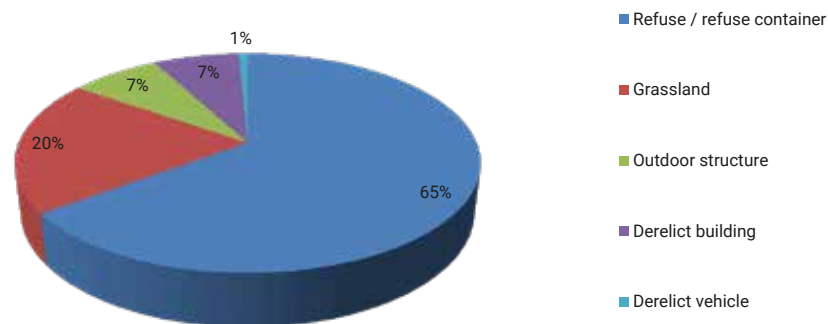


Deliberate Ignition Fires – What

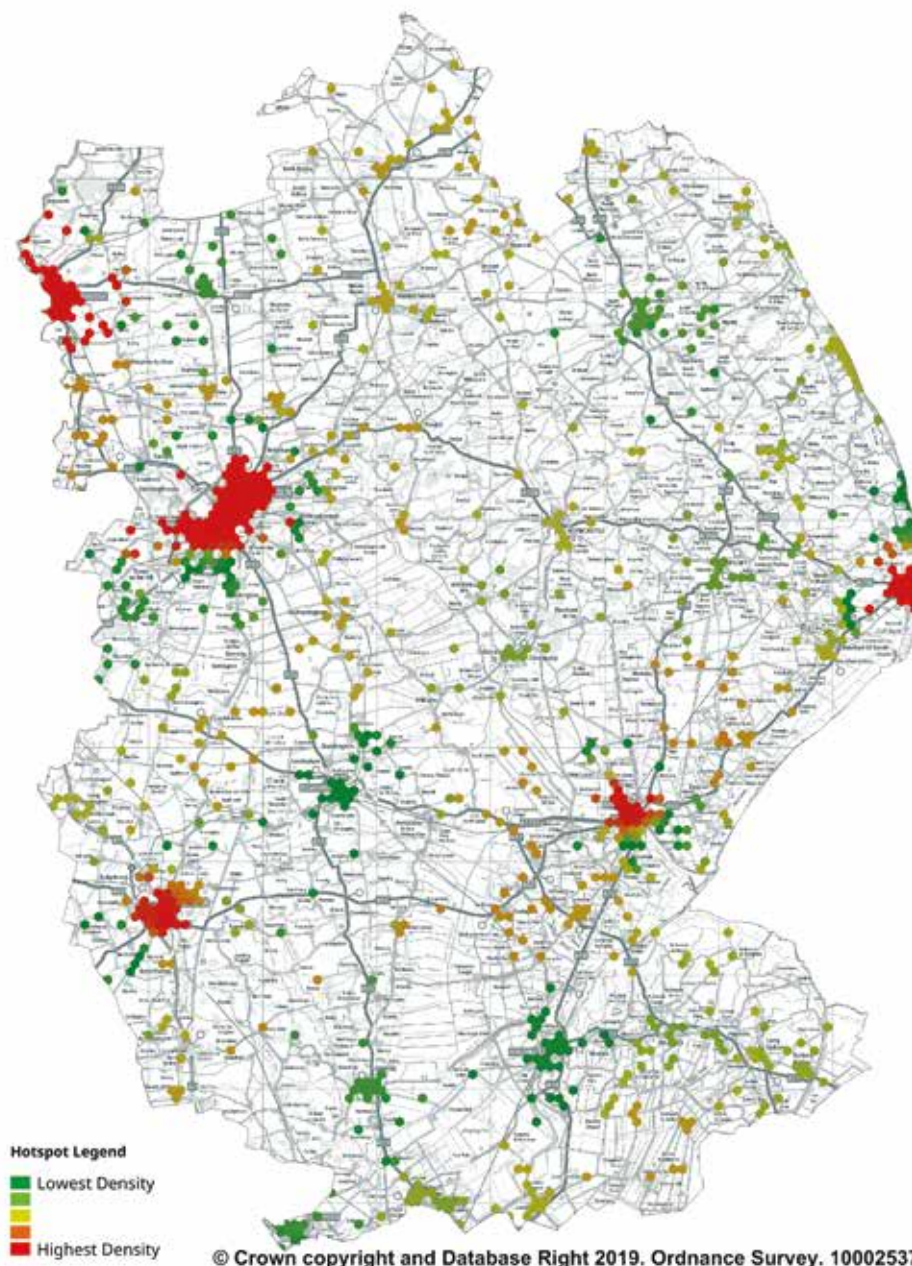
Deliberate ignition (arson) primary fires by property category
2014/15 - 2018/19



Deliberate ignition (arson) secondary fires by property type
2014/15 - 2018/19

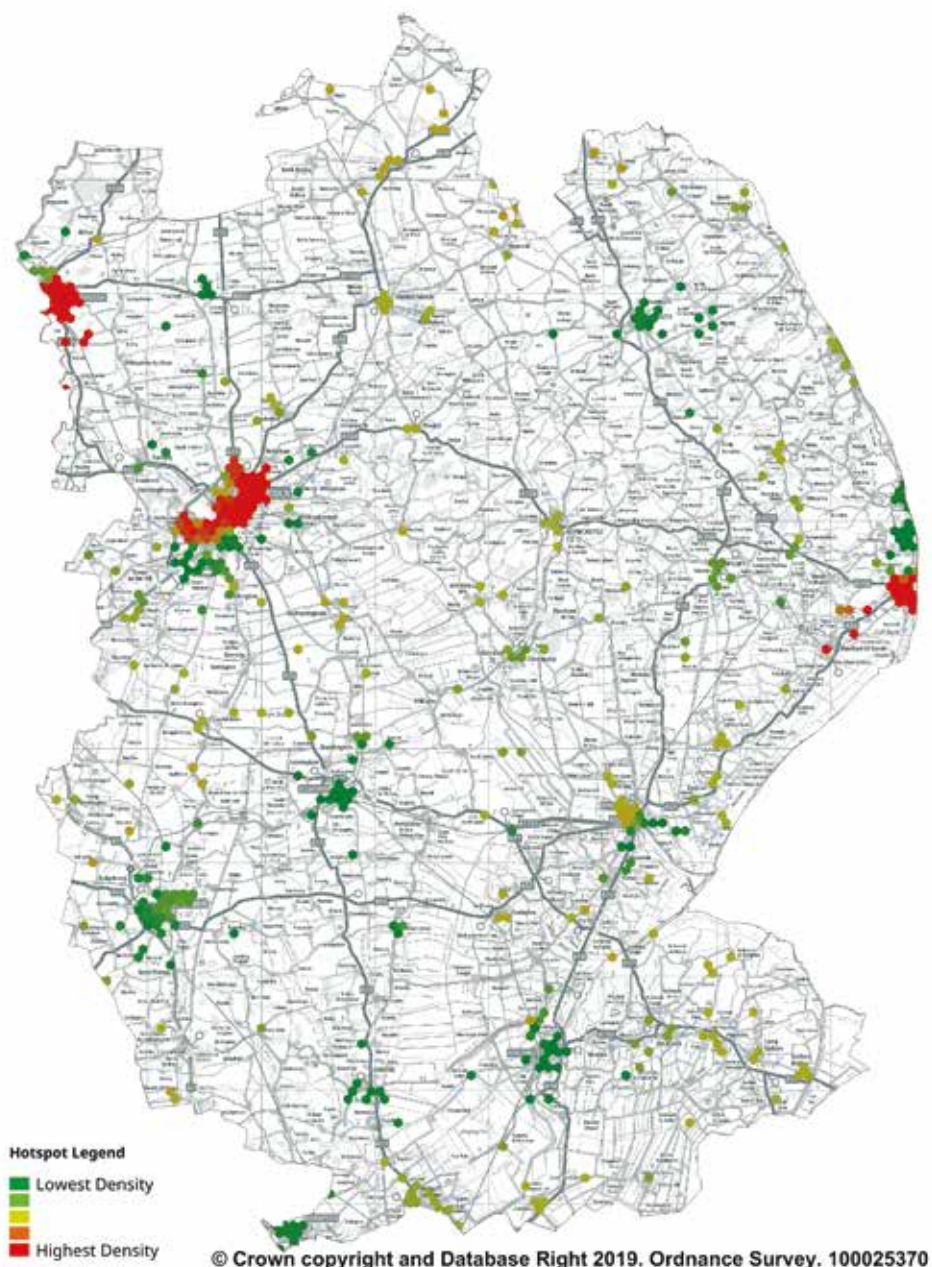
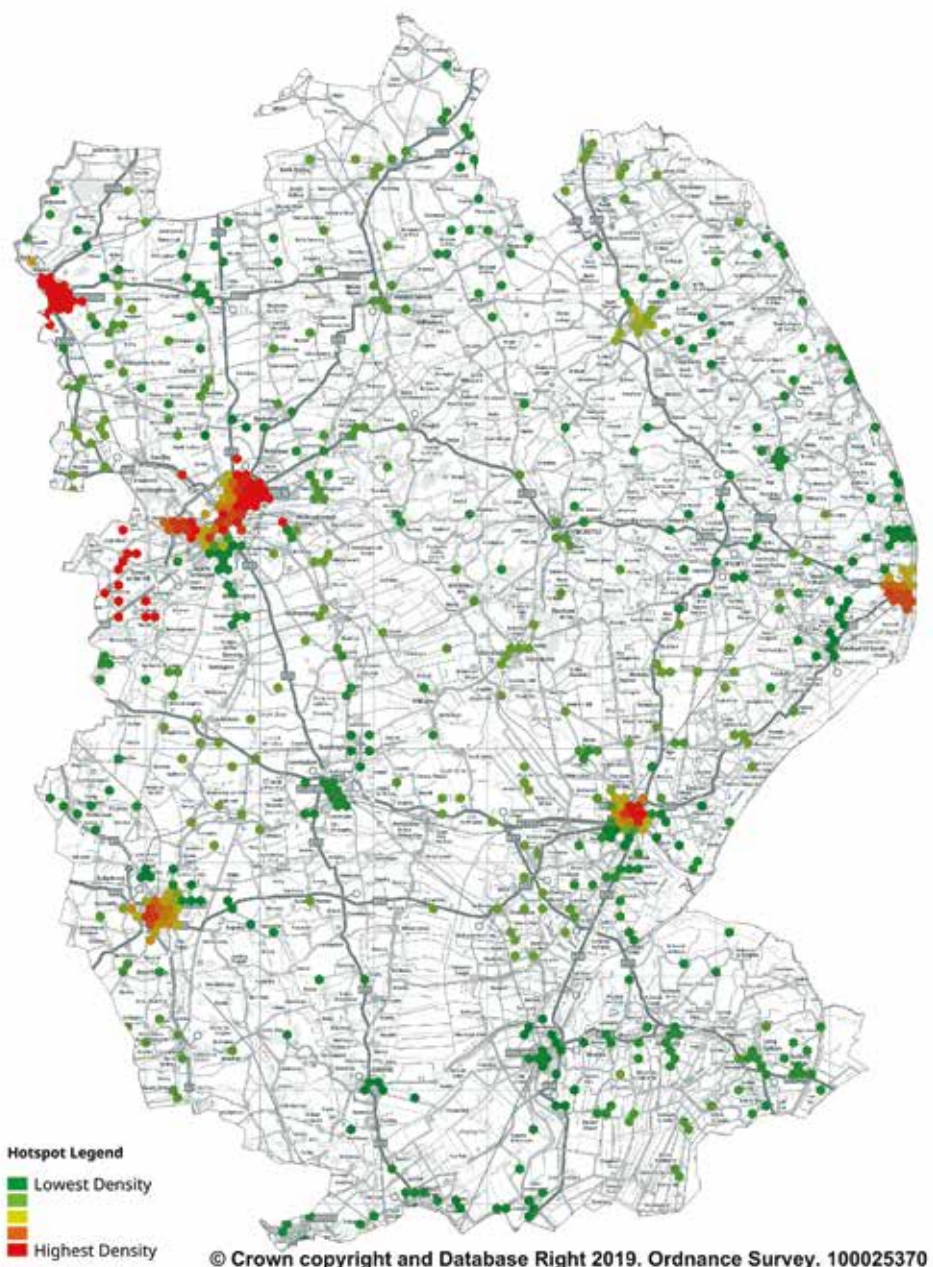


Deliberate Ignition Fires – Where



Deliberate Ignition Primary Fires – Where

Deliberate Ignition Secondary Fires – Where



Fire Injuries and Fatalities Overview

The number of people involved in fire is recorded within the Incident Recording System by different categories;

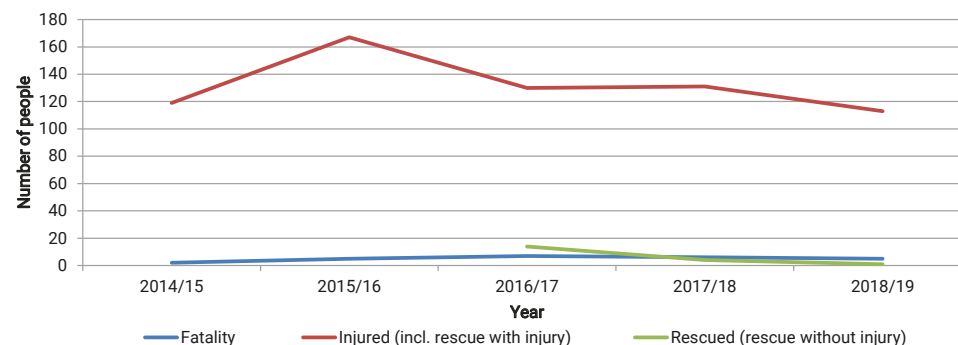
1) Fatality, 2) Injured (which includes where a person was rescued with an injury) and 3) Rescued (without injury).

The line chart below illustrates the number of people involved where their death or injury is recorded as being related to the fire. This chart also shows all people who were injured as a result of the fire, regardless of their severity of injury, explained in more detail below.

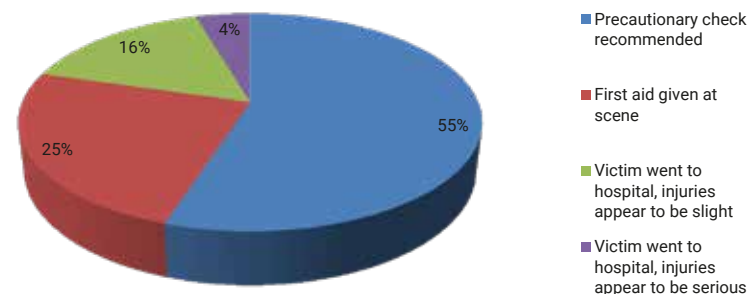
(Note; in 2014/15 there were two recorded rescues from fires and in 2015/16 there was zero.)

20% of fire related injuries are recorded where the severity of injury was such that treatment in hospital was required (135 people over five years). Therefore 80% of fire related injuries, 525 people, were either recommended to seek a precautionary check, or were given first aid at the scene. Severity codes where treatment was required in hospital are counted and reported against National Indicator 49 (iii) for internal reporting.

People involved in fires (fire related injuries) 2014/15 - 2018/19

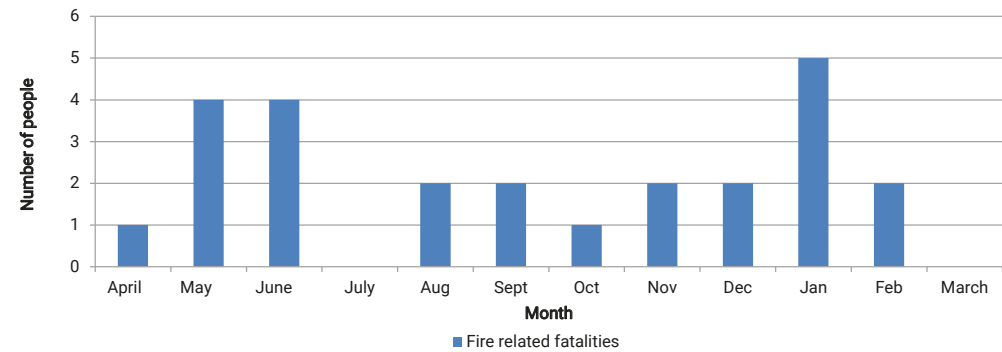


Fire related injuries severity of injury 2014/15 - 2018/19

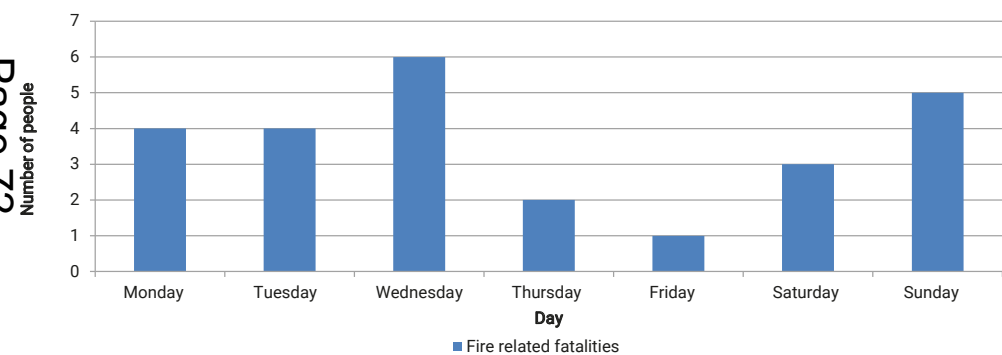


Fire Fatalities – When

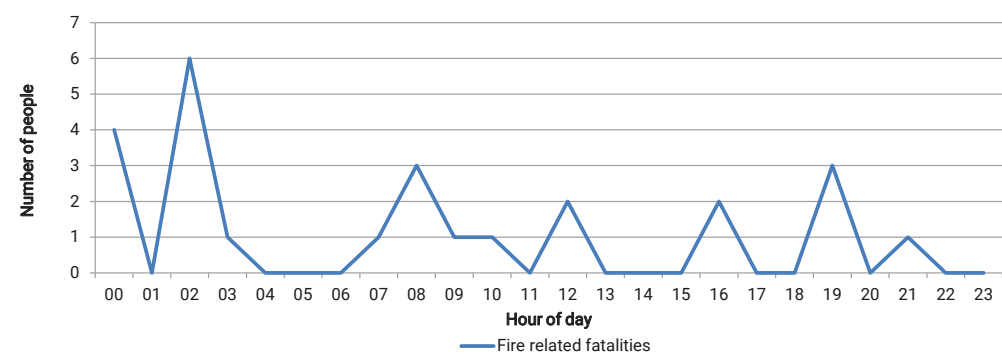
Fire related fatalities by month 2014/15 - 2018/19



Fire related fatalities by day 2014/15 - 2018/19

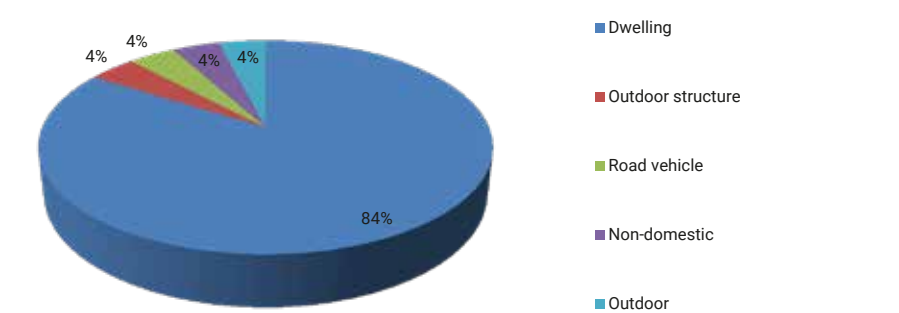


Fire related fatalities by hour of day 2014/15 - 2018/19

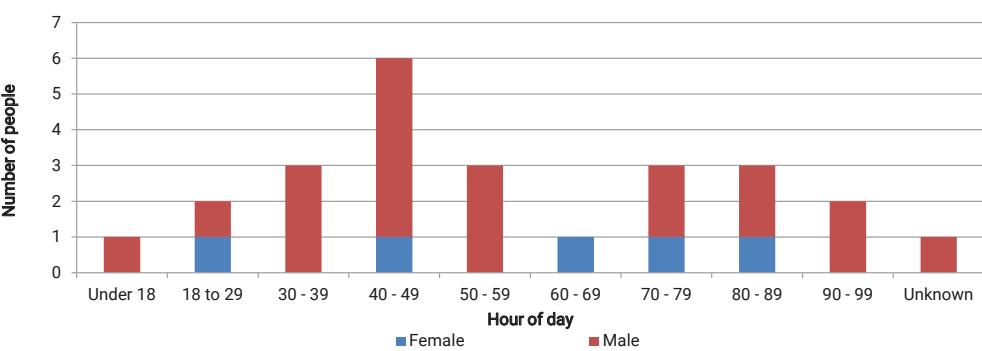


Fire Fatalities – Who and What

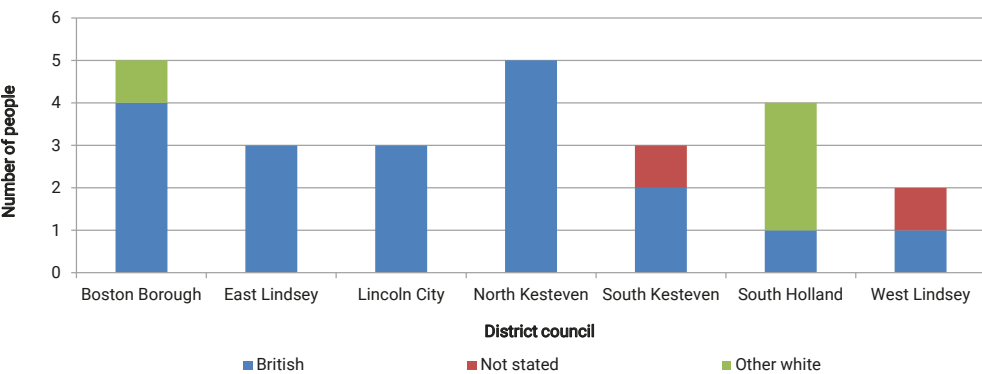
Fire related fatalities by property category 2014/15 - 2018/19



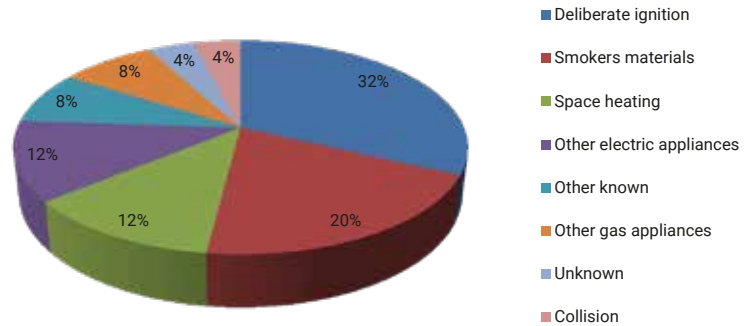
Fire related fatalities by age and gender 2014/15 - 2018/19



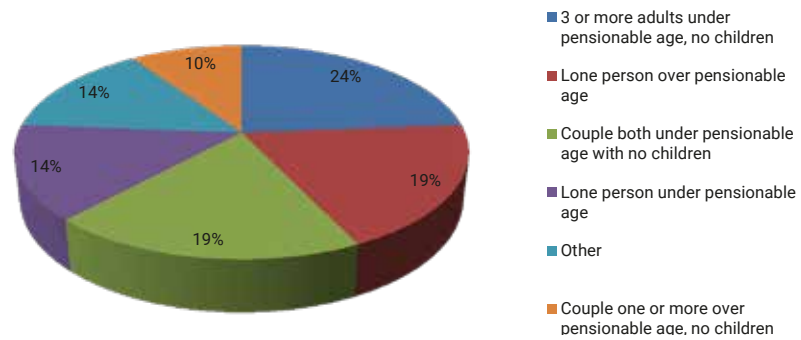
Fire related fatalities ethnicity by district council 2014/15 - 2018/19



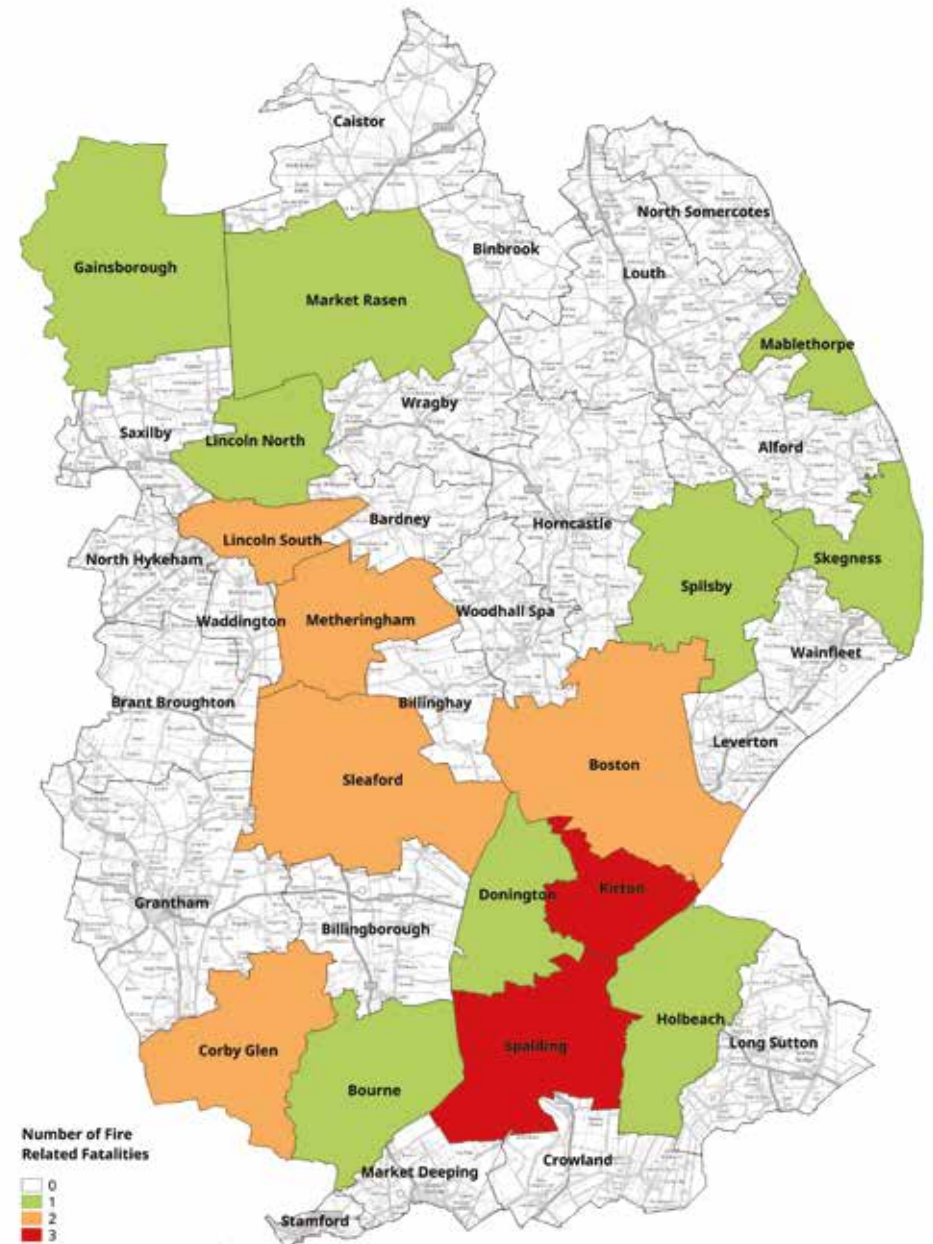
Fire related fatalities by cause of fire 2014/15 - 2018/19



Fire related fatalities household occupancy (dwellings only) 2014/15 - 2018/19



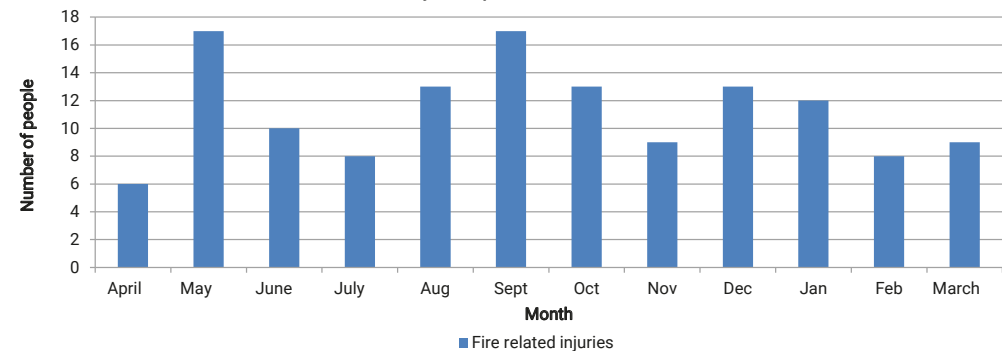
Fire Fatalities – Where



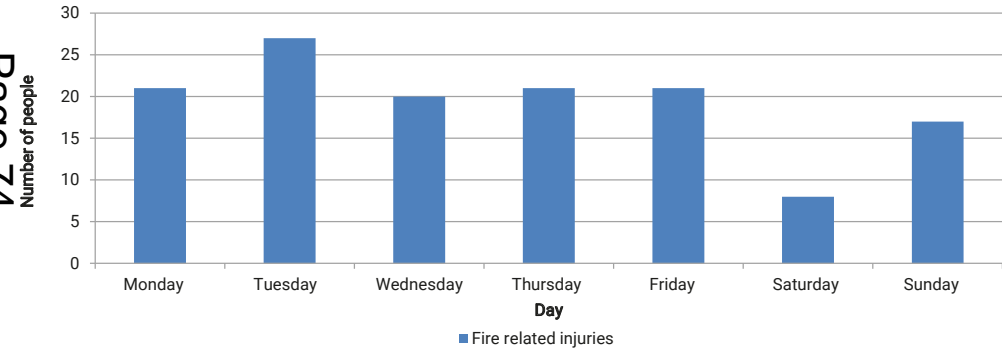
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Fire Injuries - When

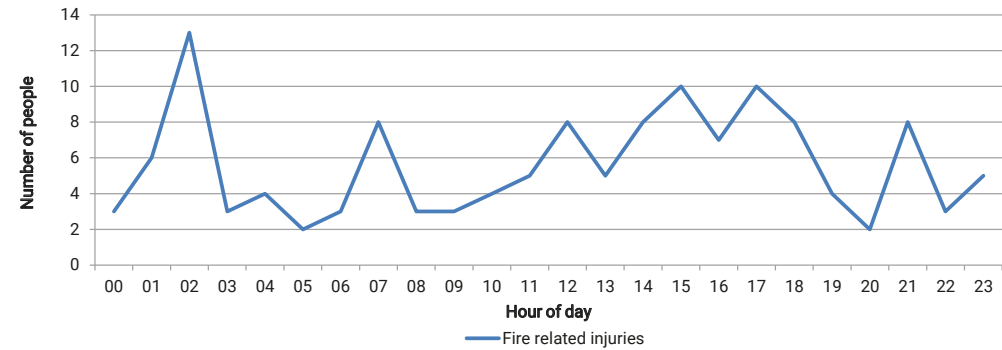
Fire related injuries by month 2014/15 - 2018/19



Fire related injuries by day 2014/15 - 2018/19

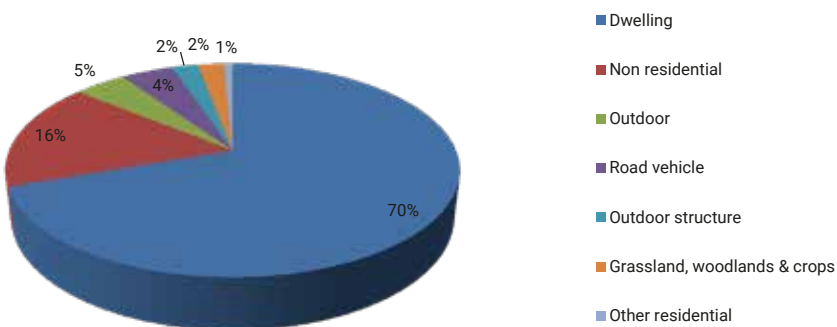


Fire related injuries by hour of day 2014/15 - 2018/19

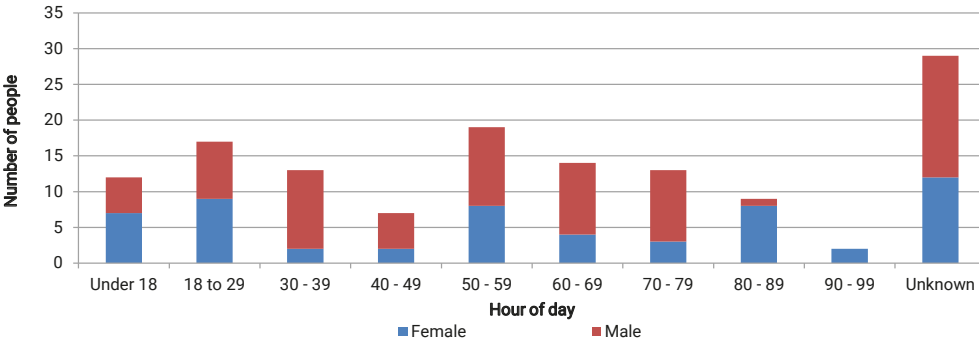


Fire Related Injuries – What and Who

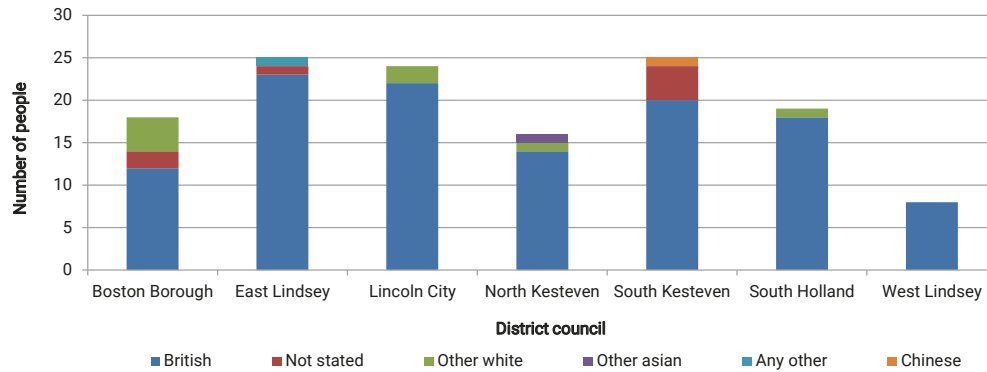
Fire related injuries by property category 2014/15 - 2018/19



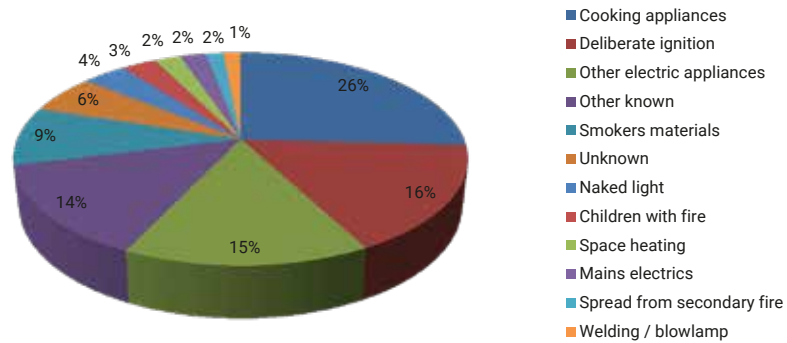
Fire related injuries by age and gender 2014/15 - 2018/19



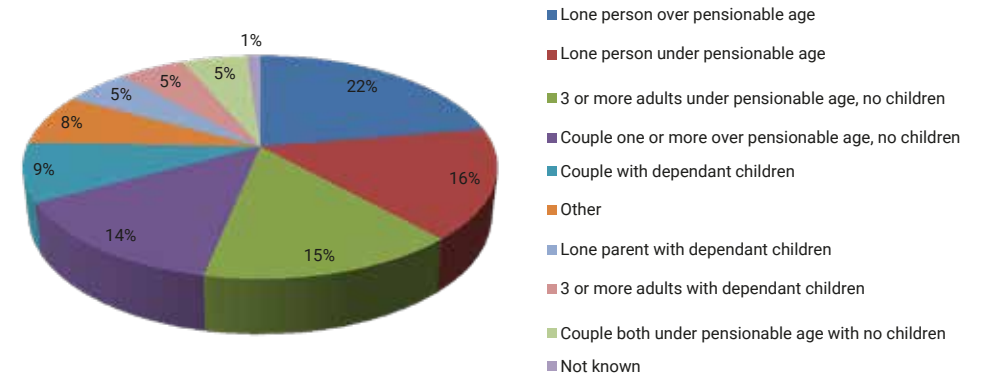
Fire related injuries by ethnicity by district council 2014/15 - 2018/19



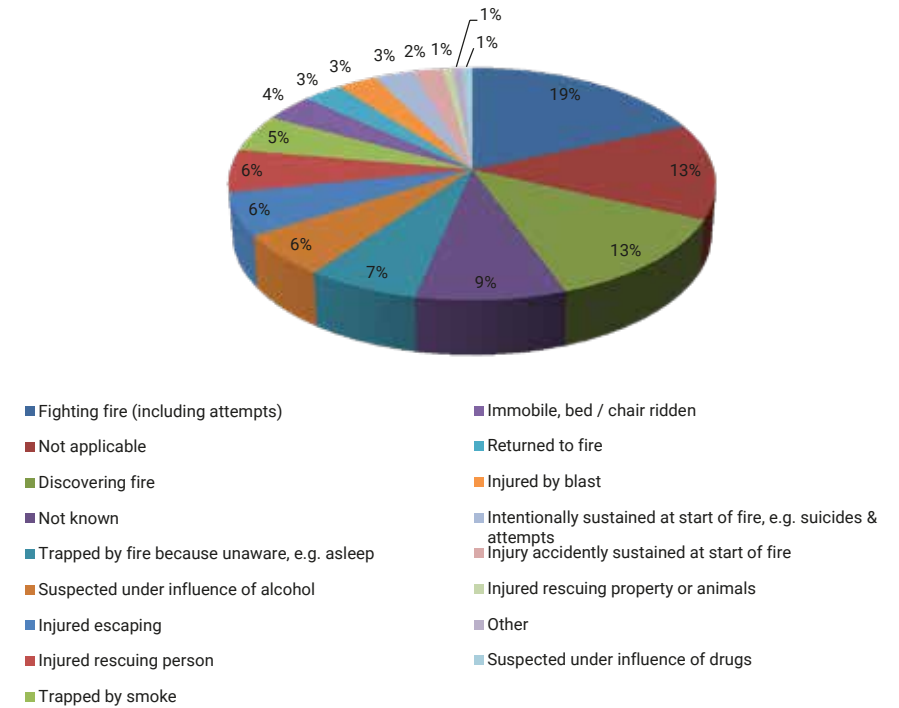
Fire related injuries by cause of fire 2014/15 - 2018/19



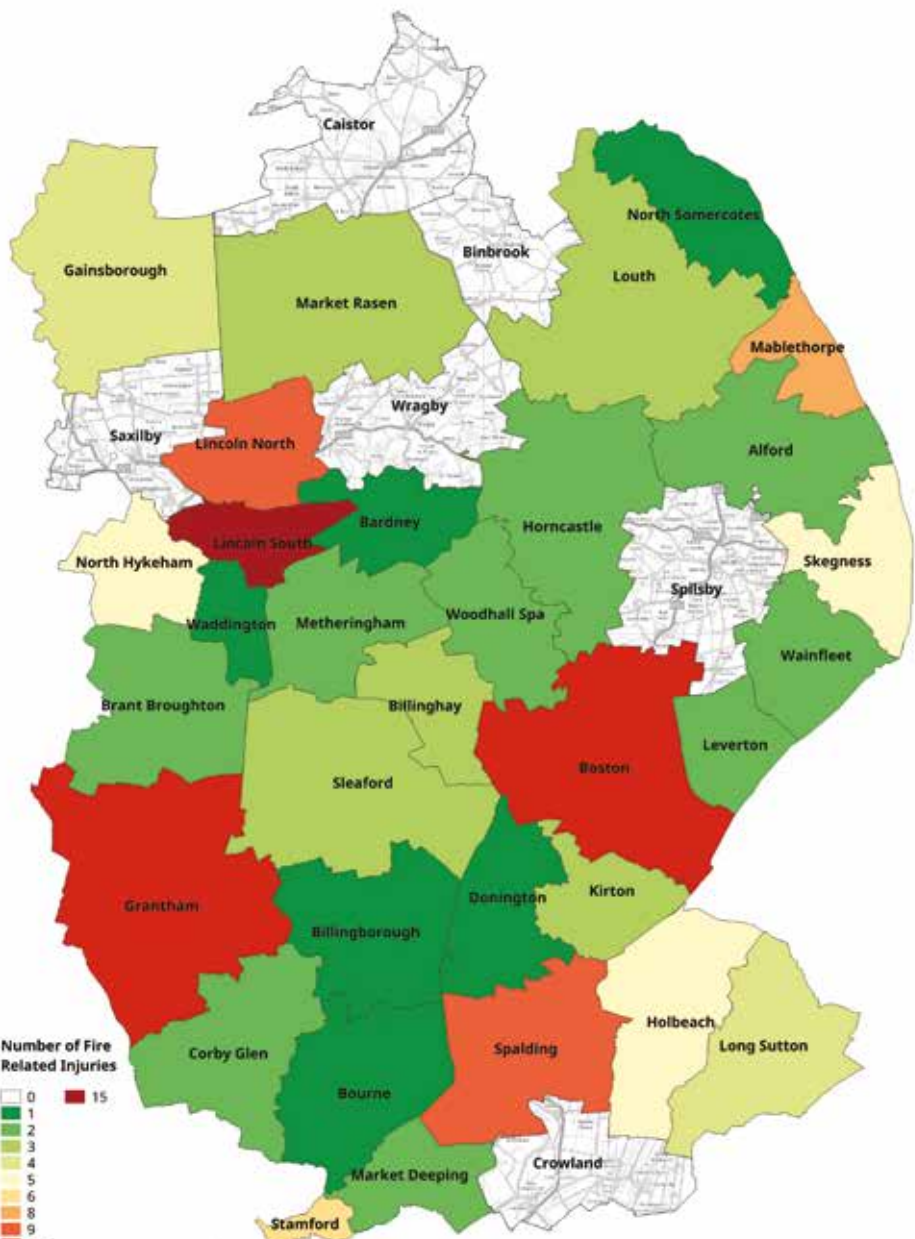
Fire related injuries household occupancy (dwellings only) 2014/15 - 2018/19



Fire related injuries circumstances leading to injury 2014/15 - 2018/19



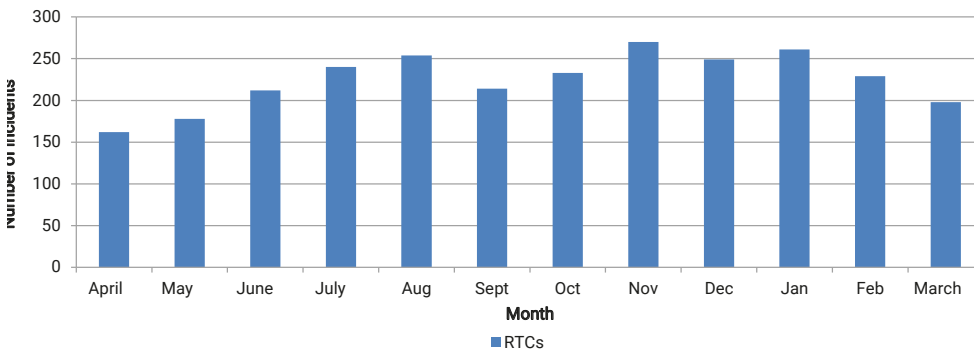
Fire Injuries – Where



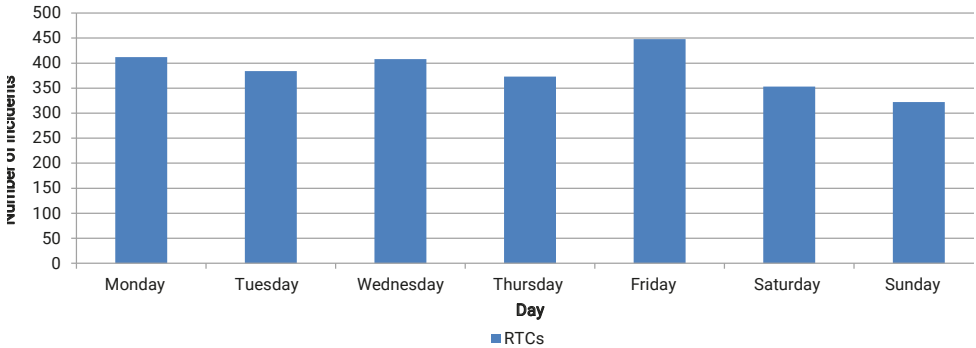
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Special Service – Road Traffic Collision (RTC) - When

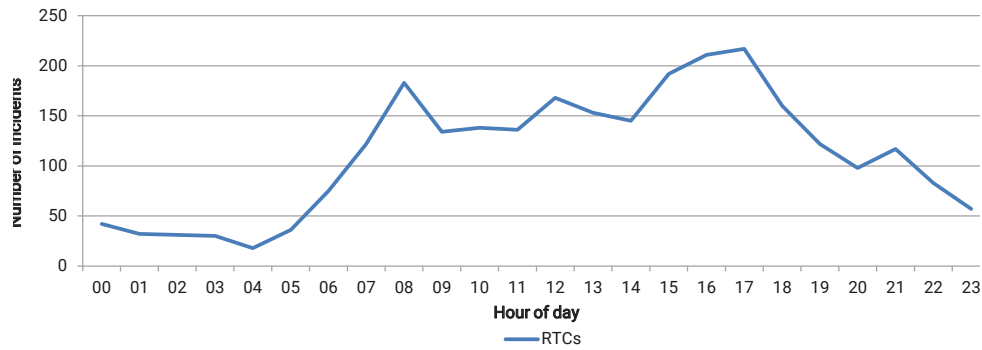
RTCs by month 2014/15 - 2018/19



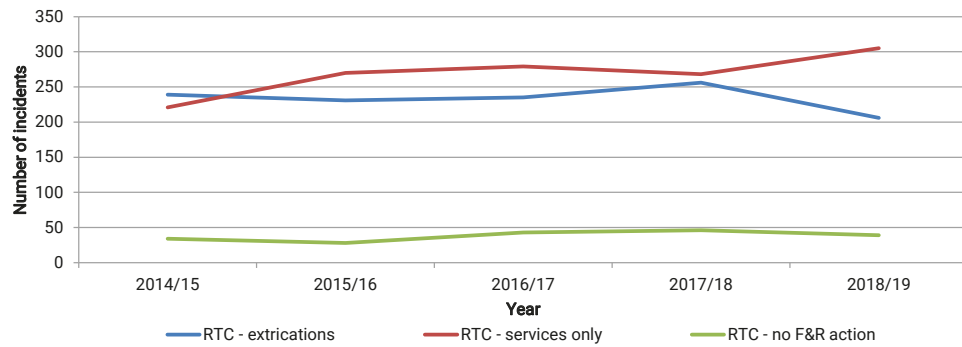
RTCs by day 2014/15 - 2018/19



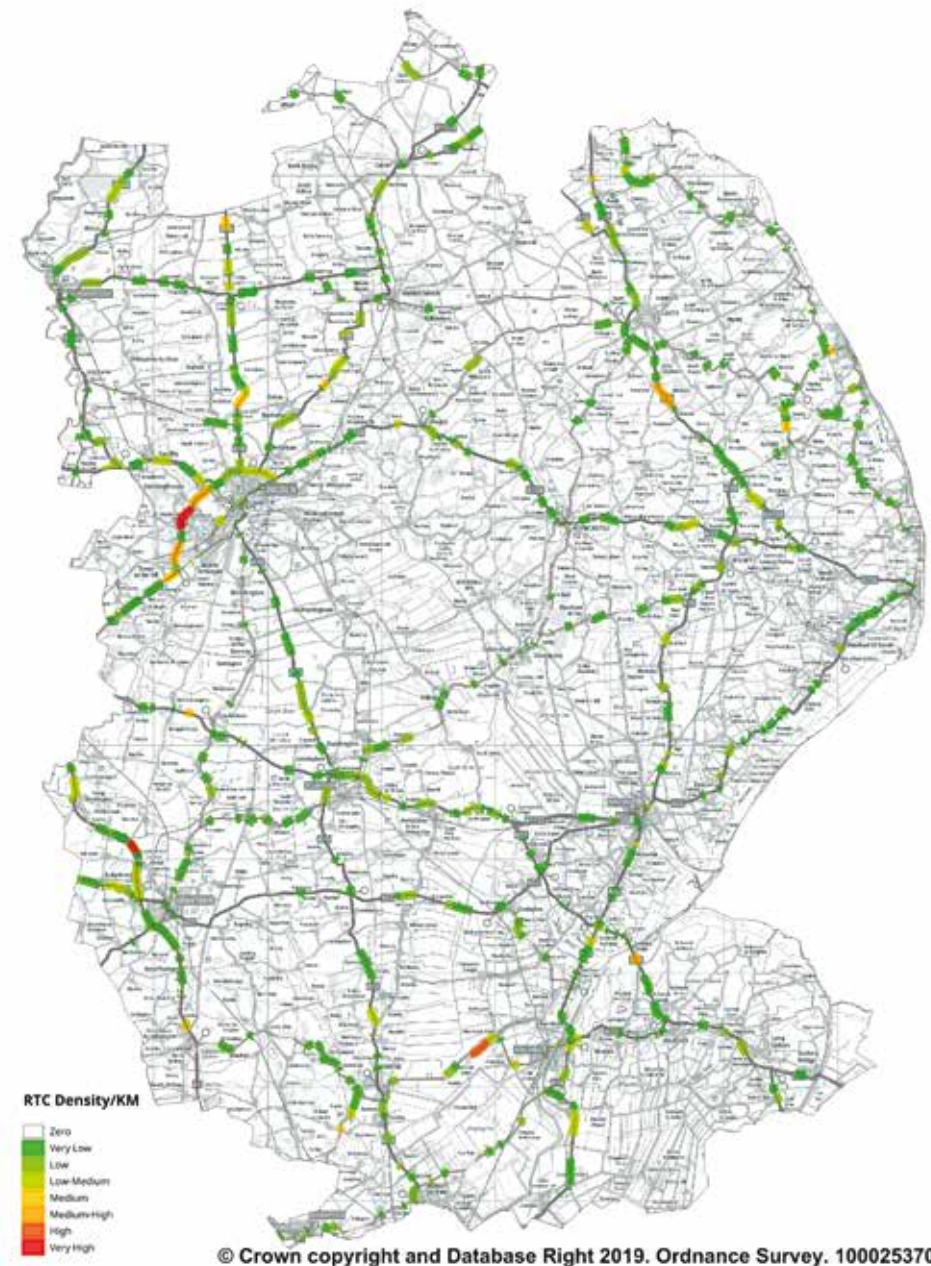
RTCs by hour of day 2014/15 - 2018/19



RTCs by type of action 2014/15 - 2018/19

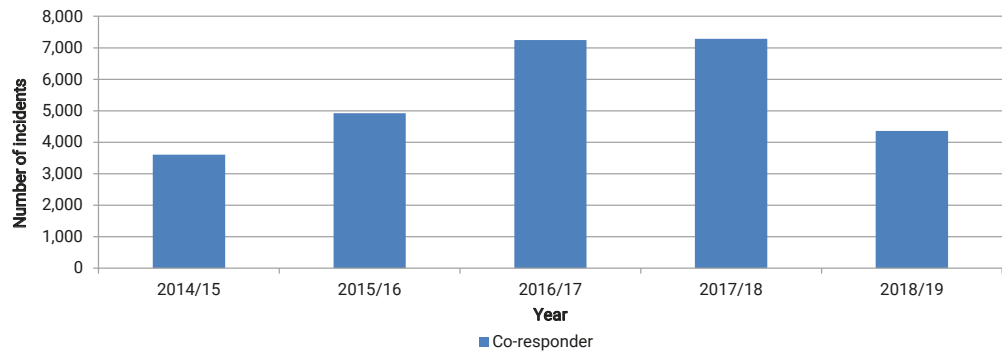


Special Service – Road Traffic Collision (RTC) - Where

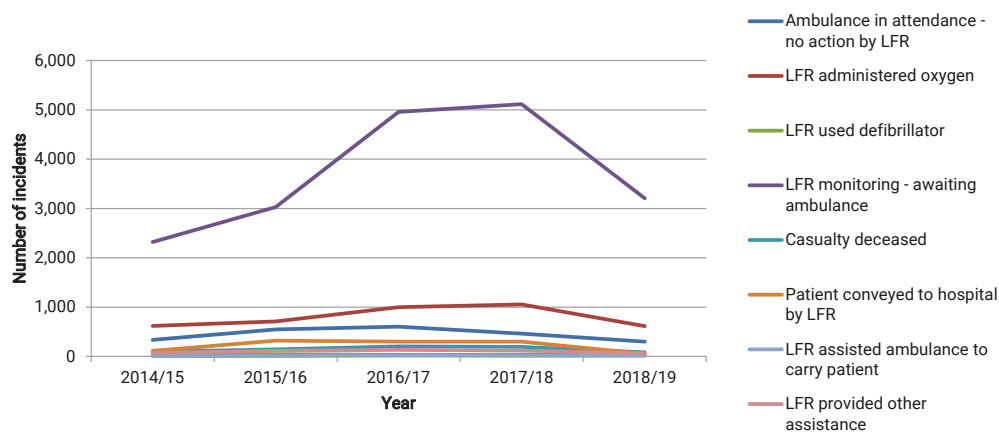


Special Service – Co-responder – When

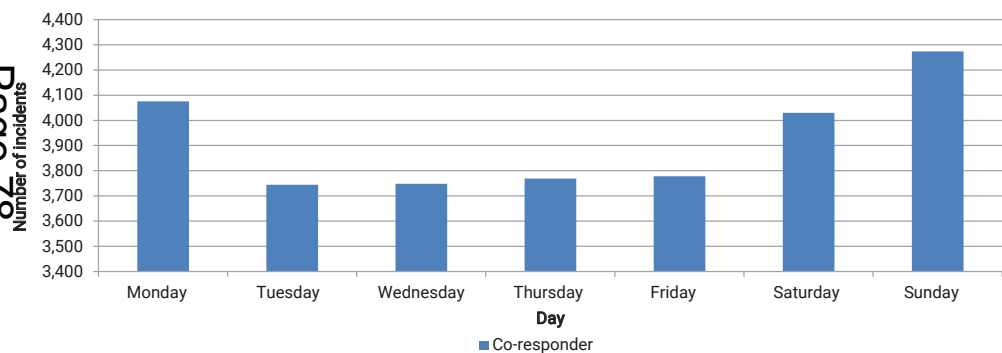
Co-responder by year 2014/15 - 2018/19



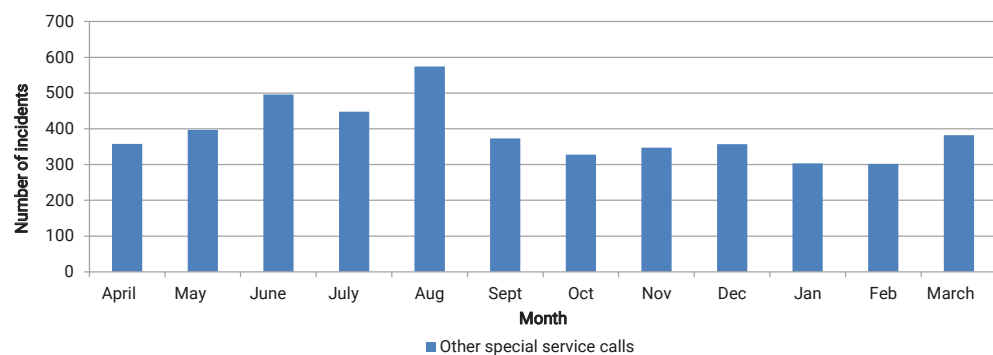
Co-responder by type of action 2014/15 - 2018/19



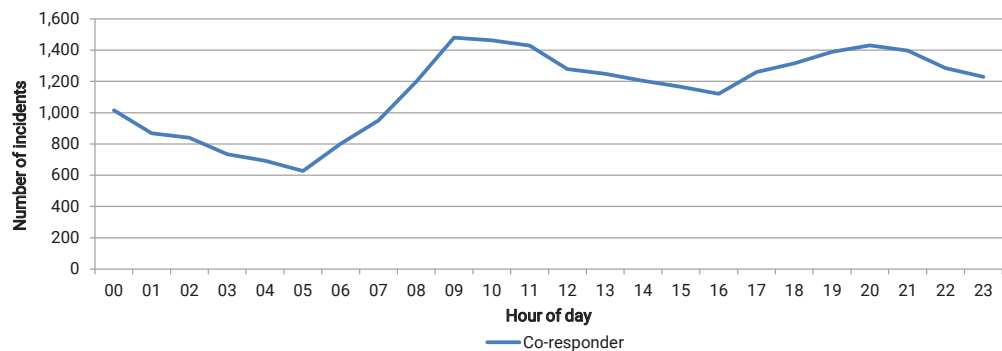
Co-responder by day 2014/15 - 2018/19



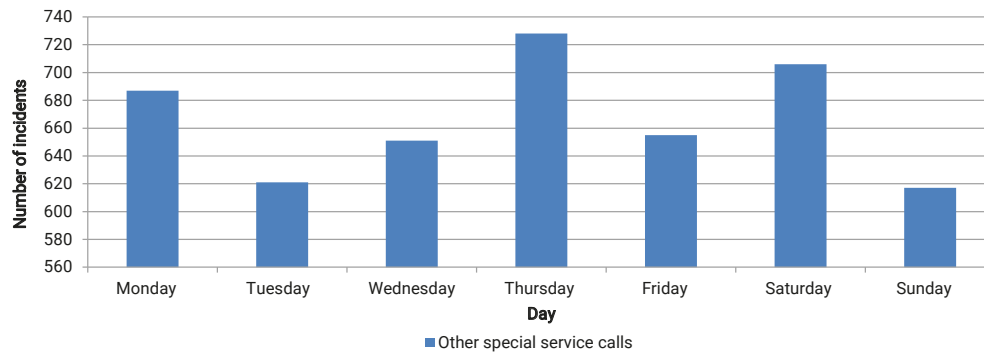
Other special service calls by month 2014/15 - 2018/19



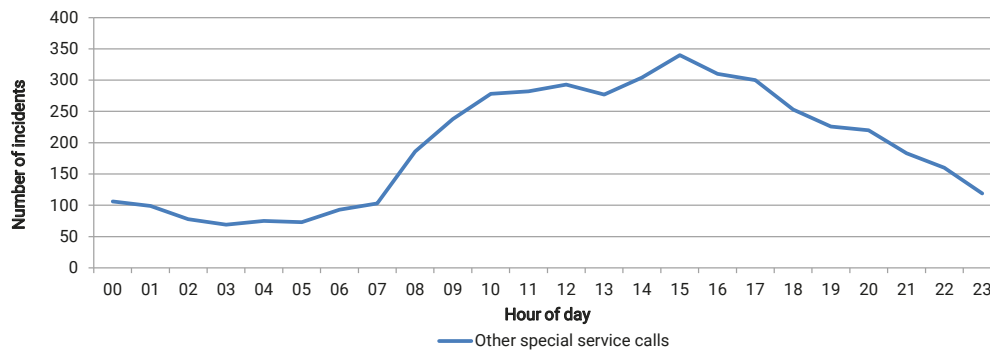
Co-responder by hour of day 2014/15 - 2018/19



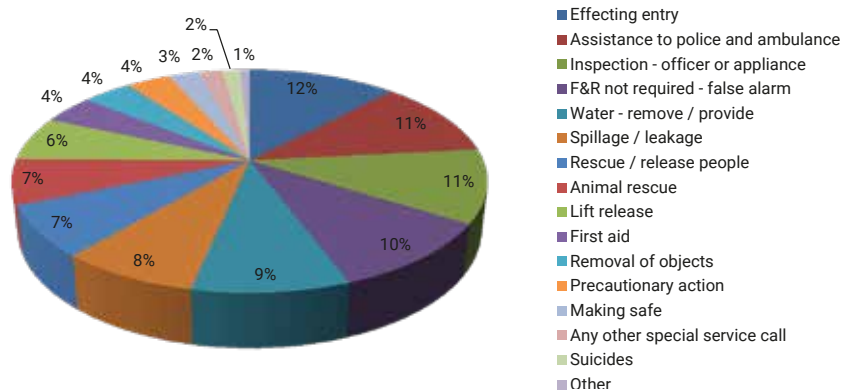
Other special service calls by day 2014/15 - 2018/19



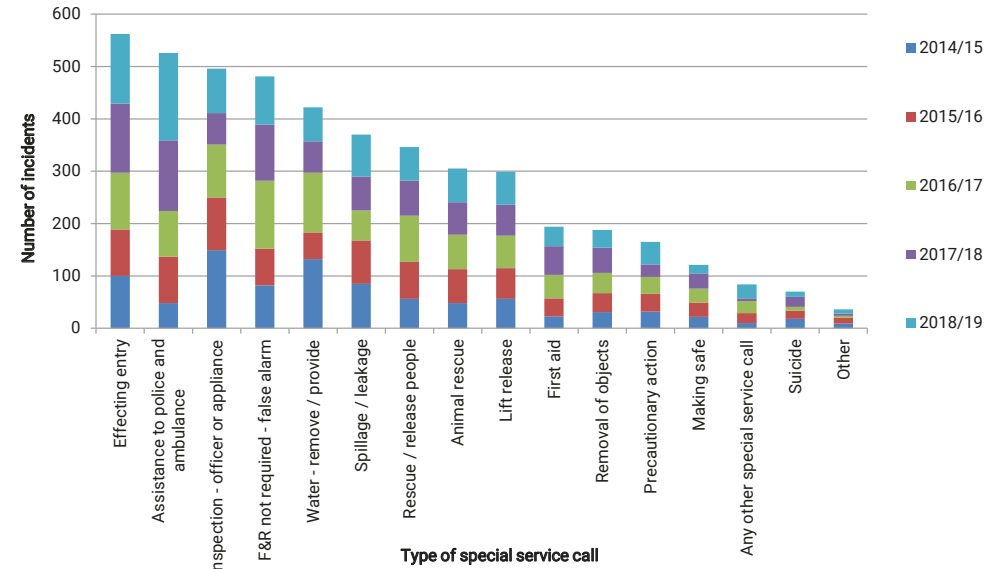
Other special service calls by hour of day 2014/15 - 2018/19



Other special service calls by type of action 2014/15 - 2018/19

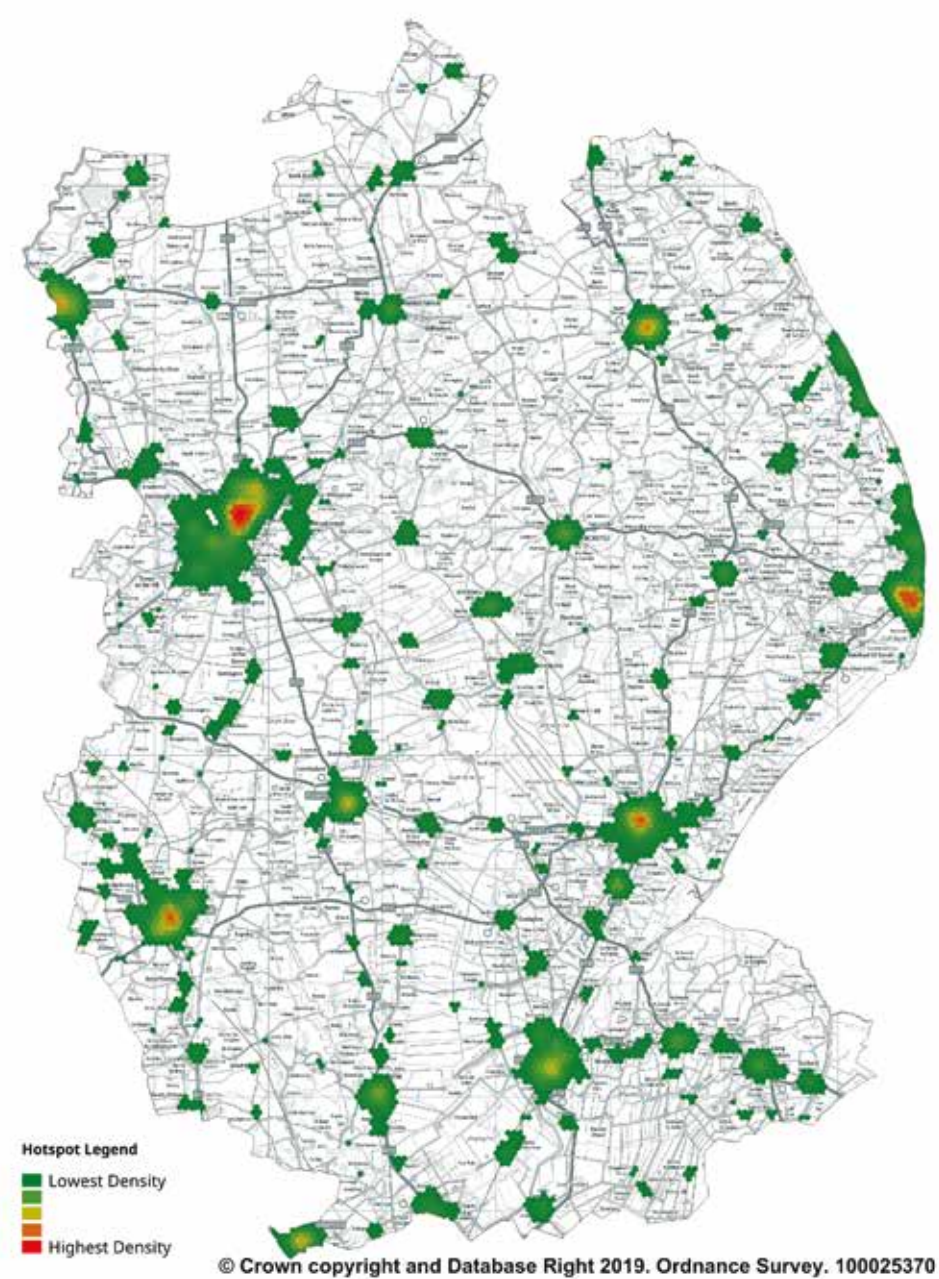
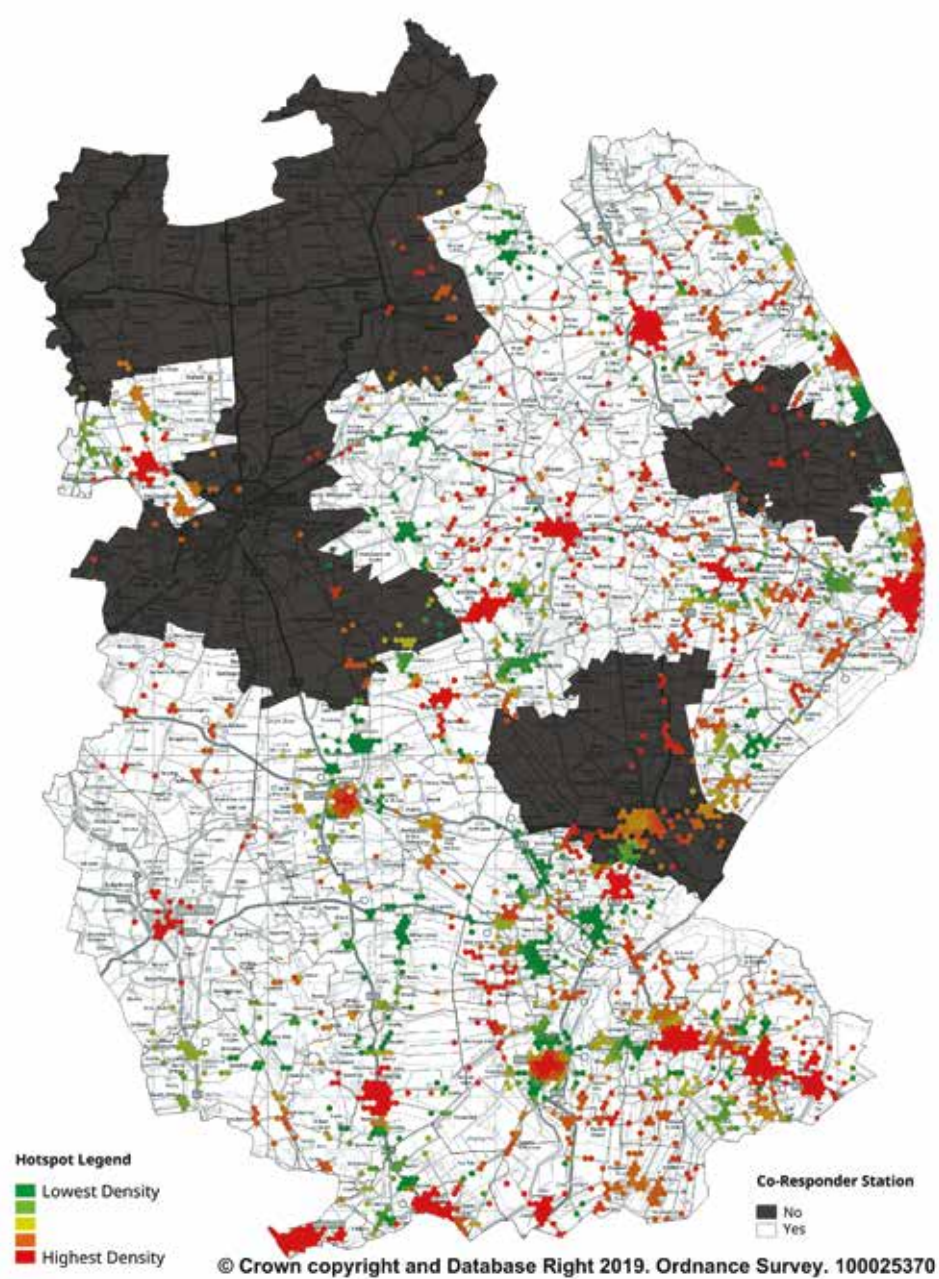


Other special service calls by type and year 2014/15 - 2018/19



Special Service – Co-responder – Where

Special Service – Other - When

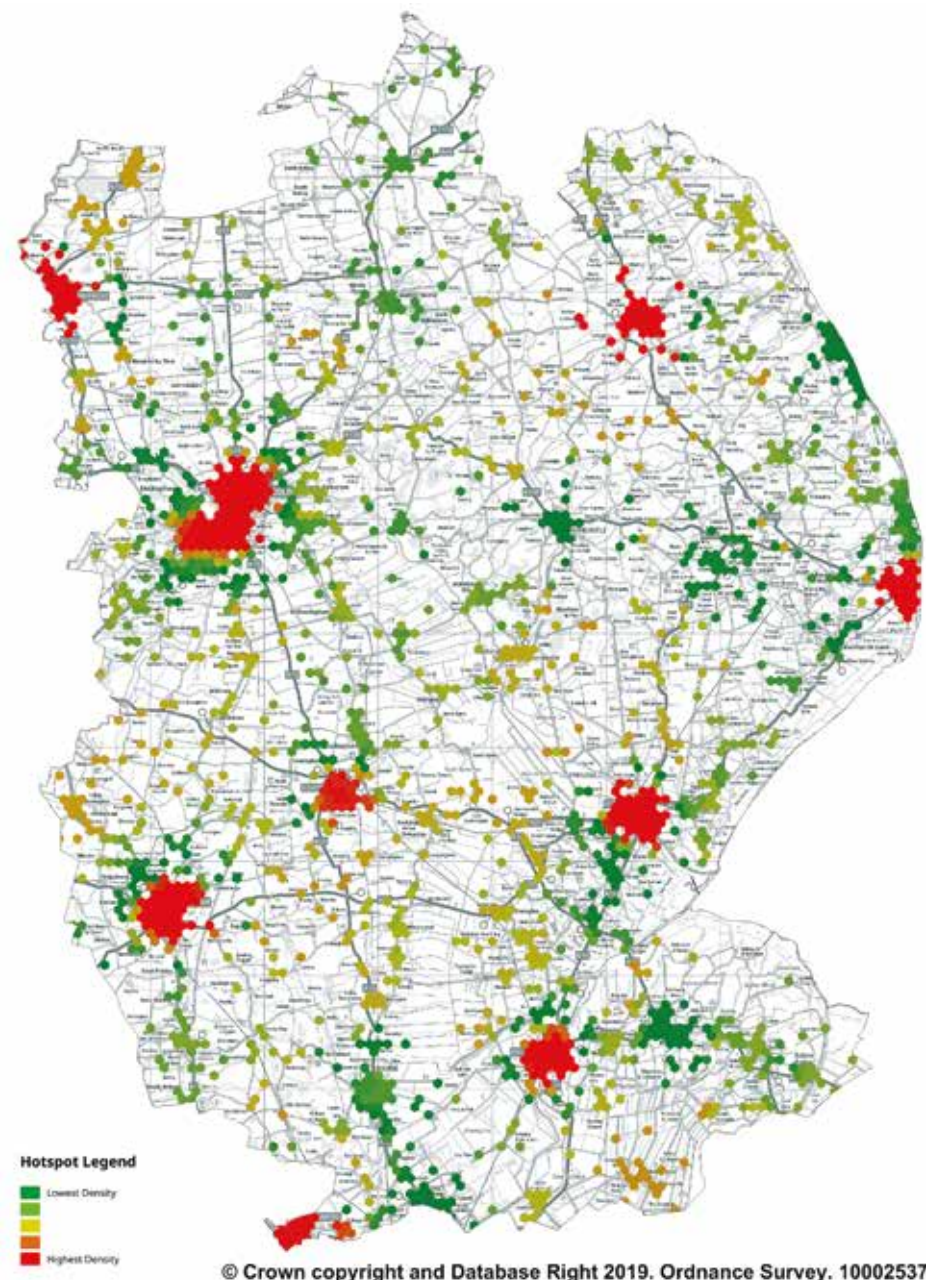


False Alarms – Types

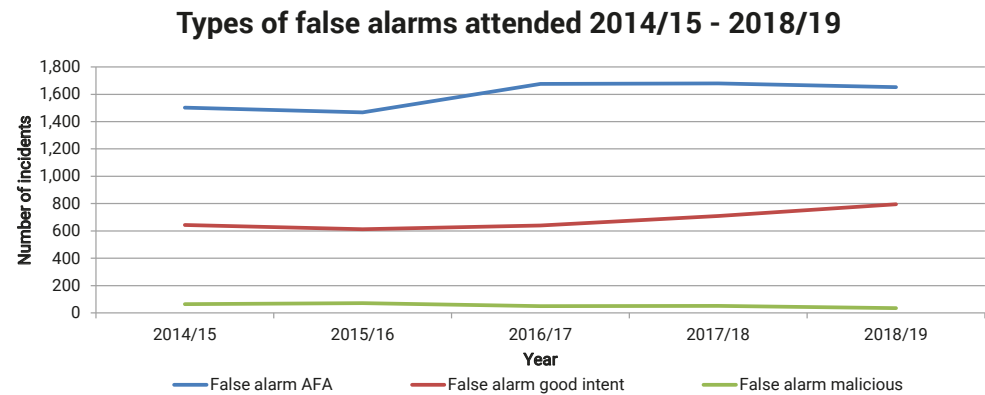
False alarms are defined as 'where the FRS attends a location believing there to be a fire situation but on arrival discovers no such incidents exists or existed' and are broken into three categories:

- 1) False Alarm AFA – Calls initiated by fire alarm or fire-fighting equipment operating.
- 2) False Alarm Good Intent – Calls made in good faith in the belief that the FRS really would attend an incident.
- 3) False Alarm Malicious – Calls made with the intention of getting FRS to attend a non-existent incident, including deliberate/malicious and hoax intentions.

Locations of all False Alarms shown below:

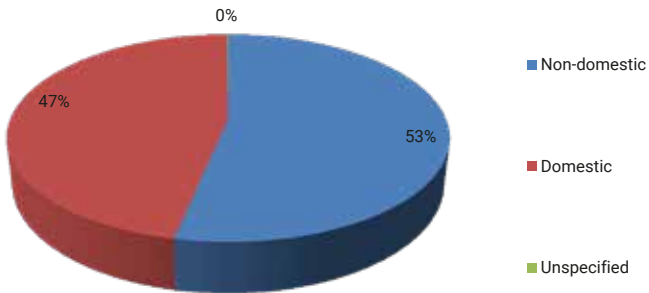


The breakdown of attendances to these types of false alarms over the five year period 2014/15 to 2018/19 is shown below.



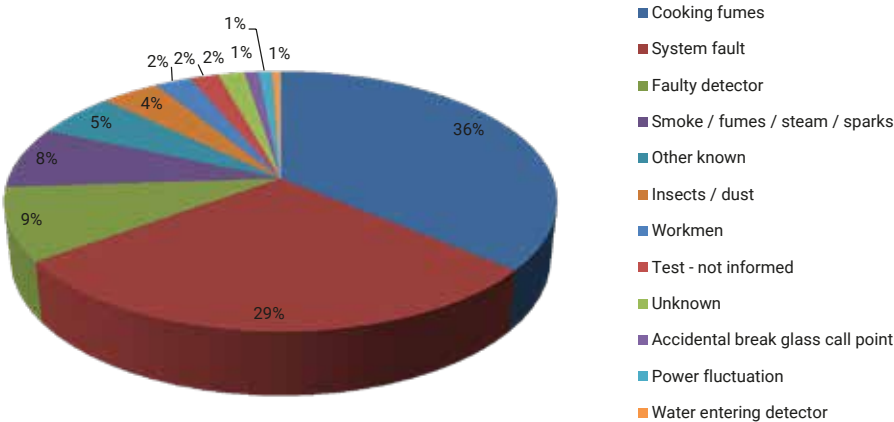
False Alarm AFA incidents broadly fall into two distinct groups, occurring in Domestic and Non-Domestic properties.

False alarm AFA by property category 2014/15 - 2018/19



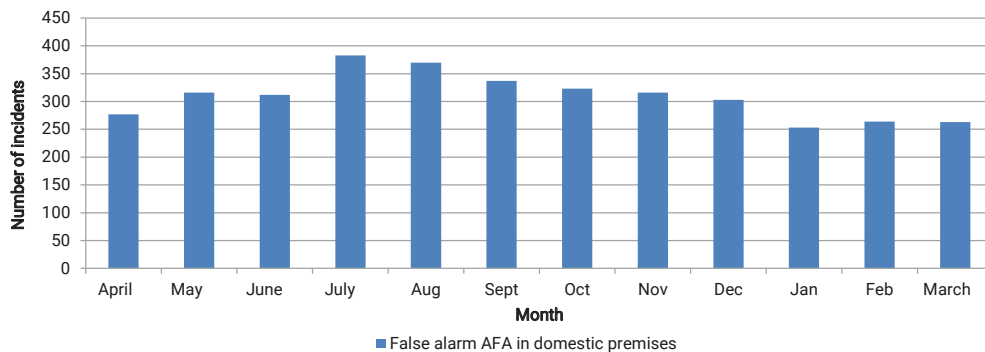
False Alarm AFA – Domestic – What

Cause of false alarm AFA incidents in domestic premises 2014/15 - 2018/19

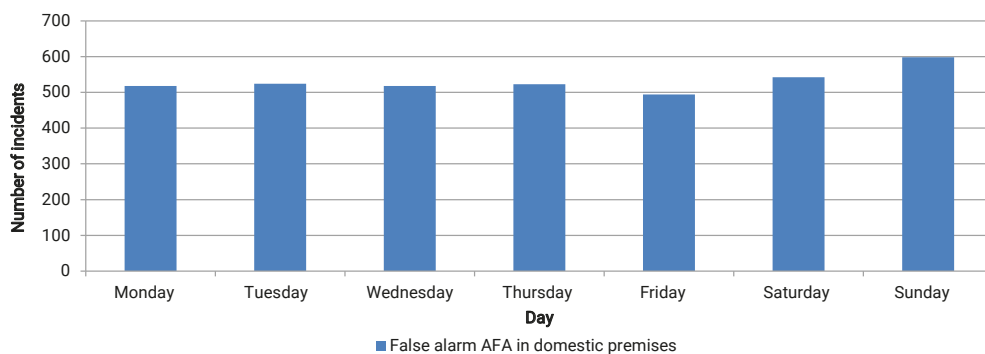


False Alarm AFA – Domestic - When

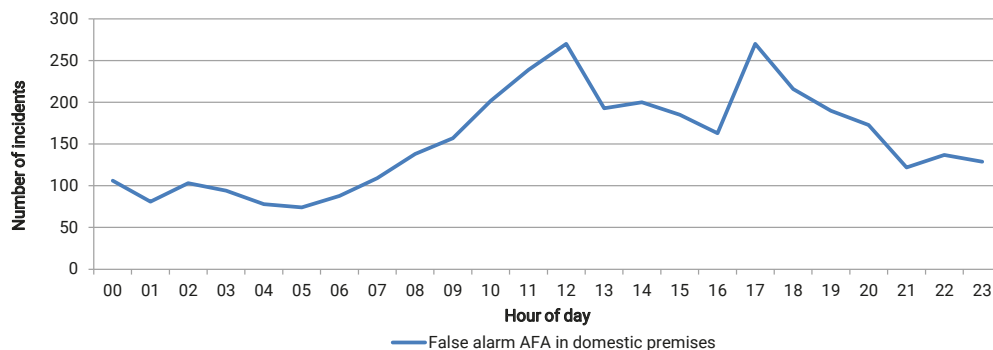
False alarm AFA in domestic premises by month 2014/15 - 2018/19



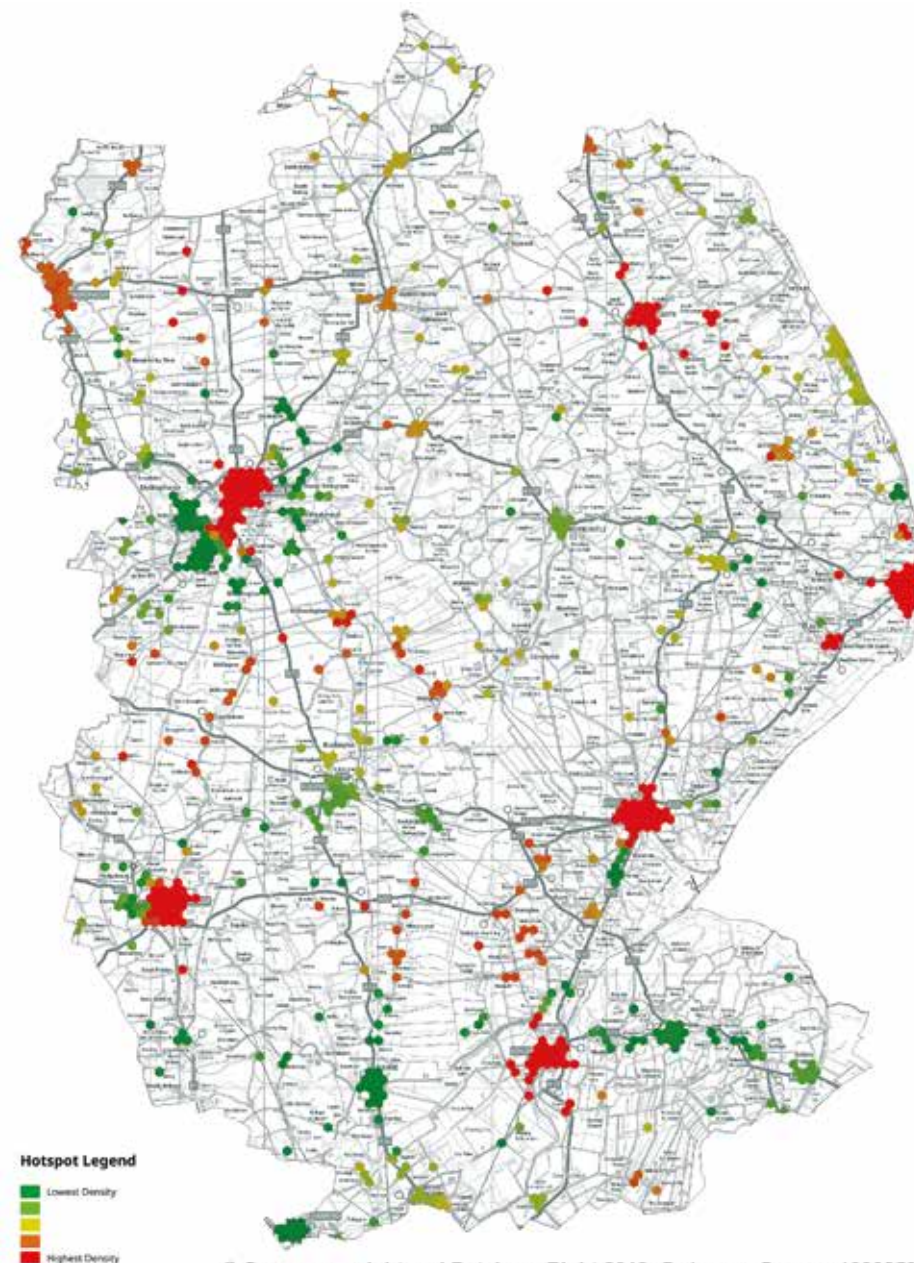
False alarm AFA in domestic premises by day 2014/15 - 2018/19



False alarm AFA in domestic premises by hour of day 2014/15 - 2018/19

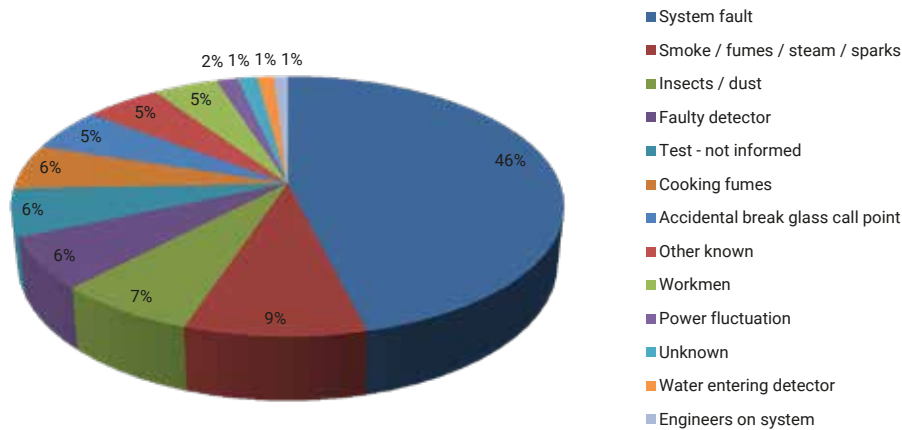


False Alarm AFA – Domestic - Where

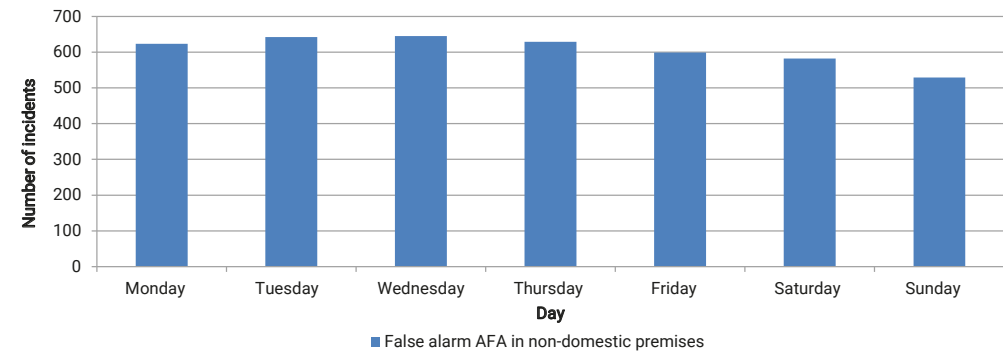


False Alarm AFA – Non-Domestic – What

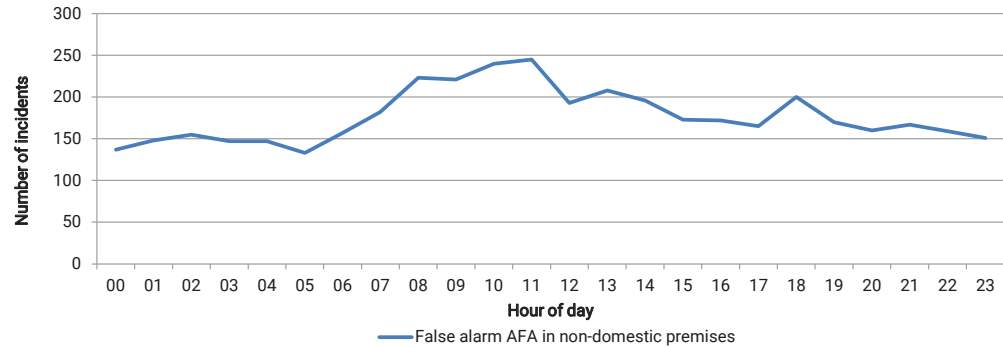
Cause of false alarm AFA incidents in non-domestic premises
2014/15 - 2018/19



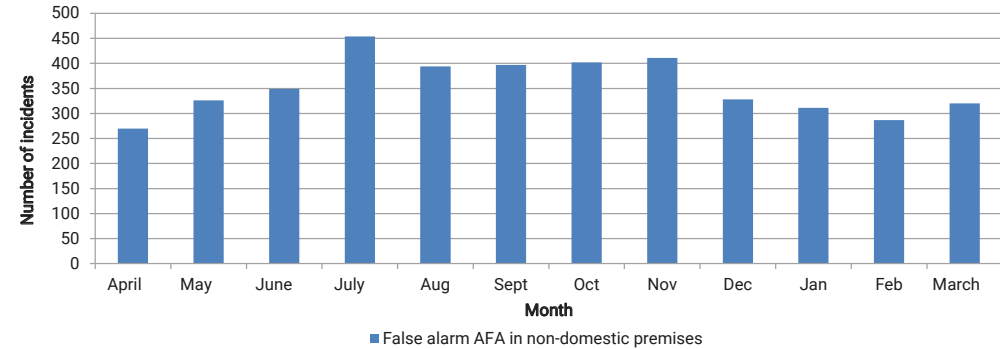
False alarm AFA in non-domestic premises by day 2014/15 - 2018/19



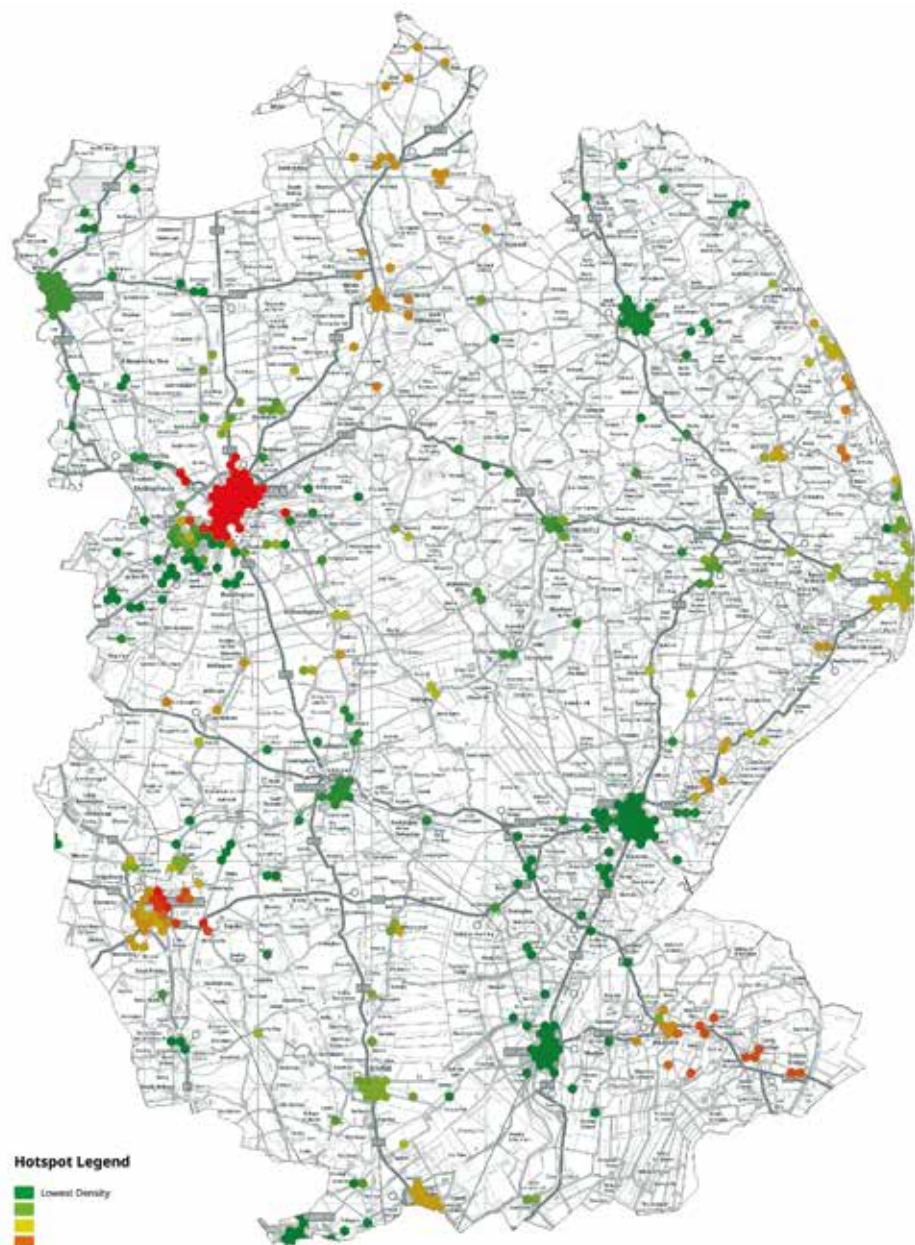
False alarm AFA in non-domestic premises by hour of day
2014/15 - 2018/19



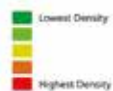
False Alarm AFA – Non-Domestic - When
False alarm AFA in non-domestic premises by month 2014/15 - 2018/19



False Alarm AFA – Non-Domestic - Where



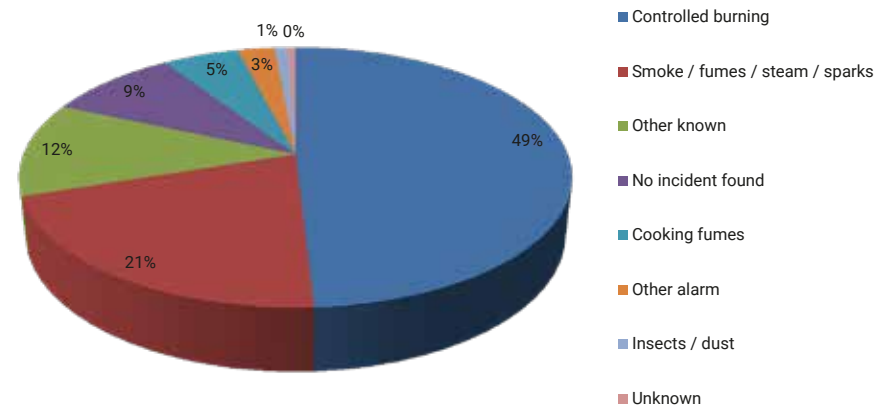
Hotspot Legend



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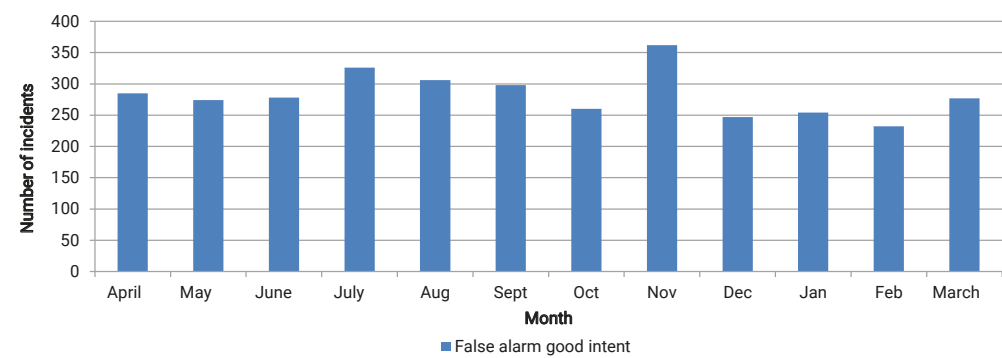
False Alarm Good Intent – What

Cause of false alarm good intent incidents 2014/15 - 2018/19

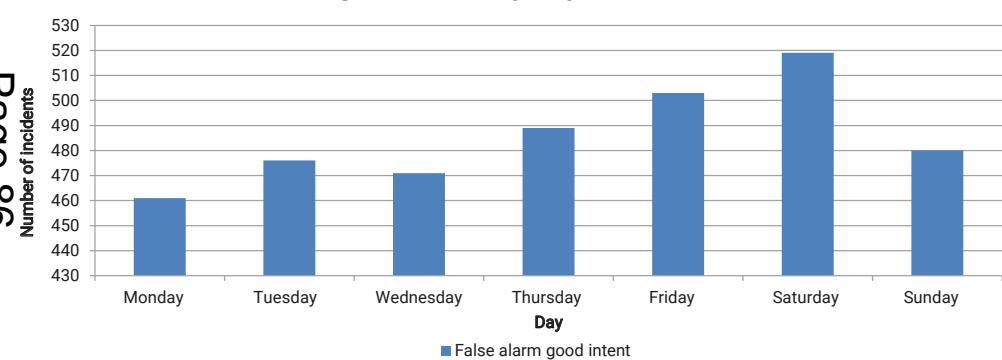


False Alarm Good Intent - When

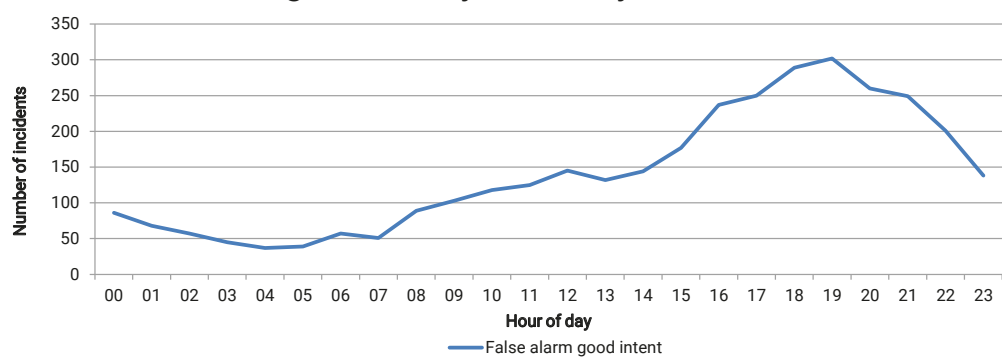
False alarm good intent by month 2014/15 - 2018/19



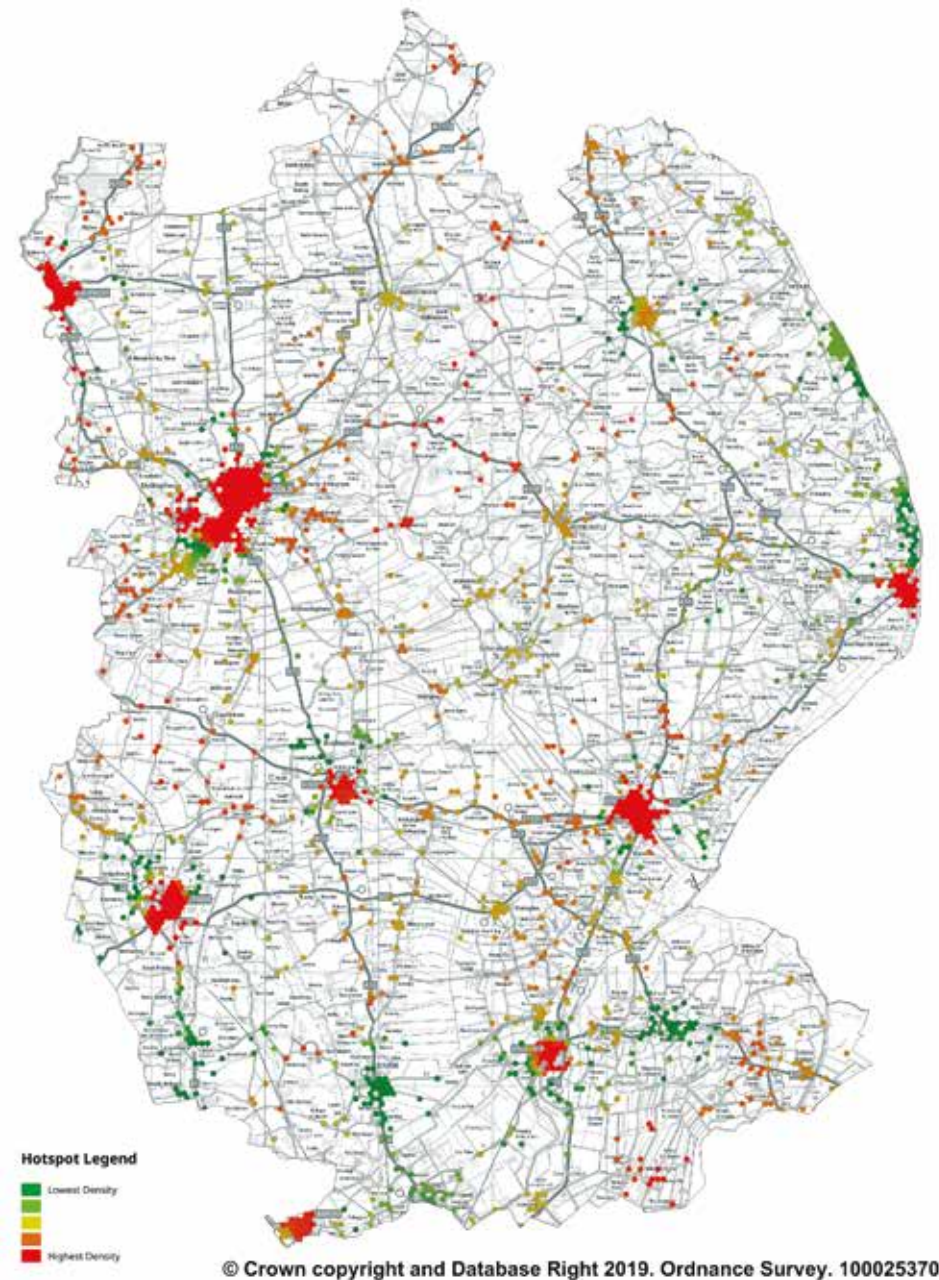
False alarm good intent by day 2014/15 - 2018/19



False alarm good intent by hour of day 2014/15 - 2018/19

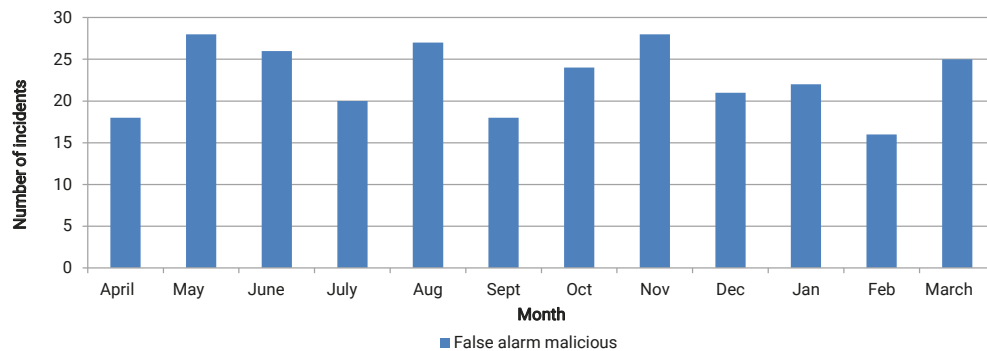


False Alarm Good Intent - Where

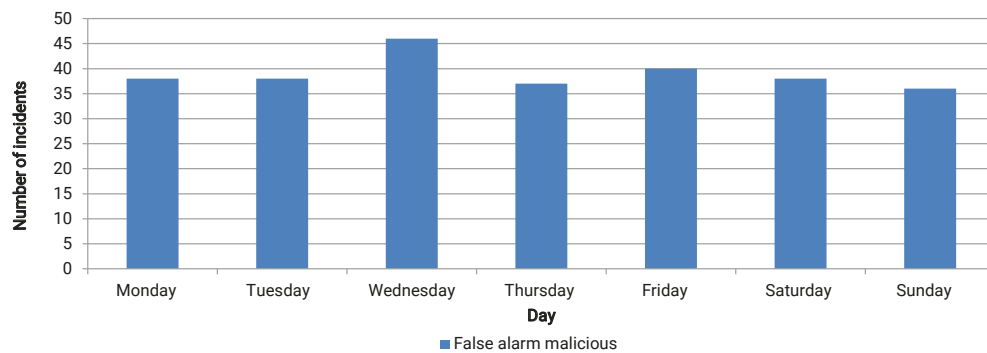


False Alarm Malicious - When

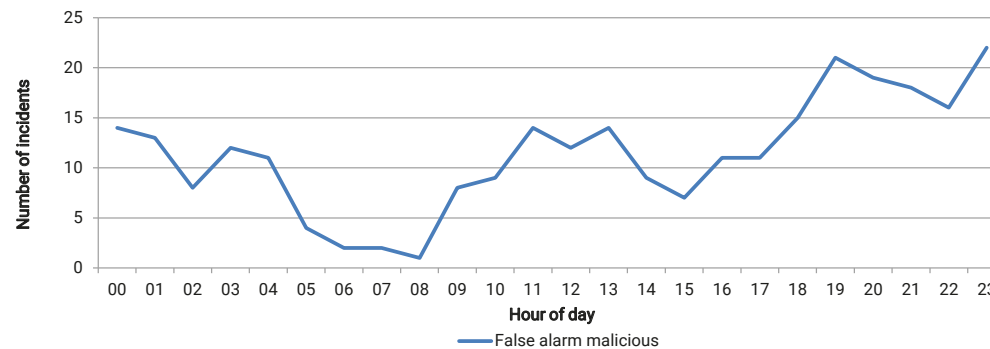
False alarm malicious by month 2014/15 - 2018/19



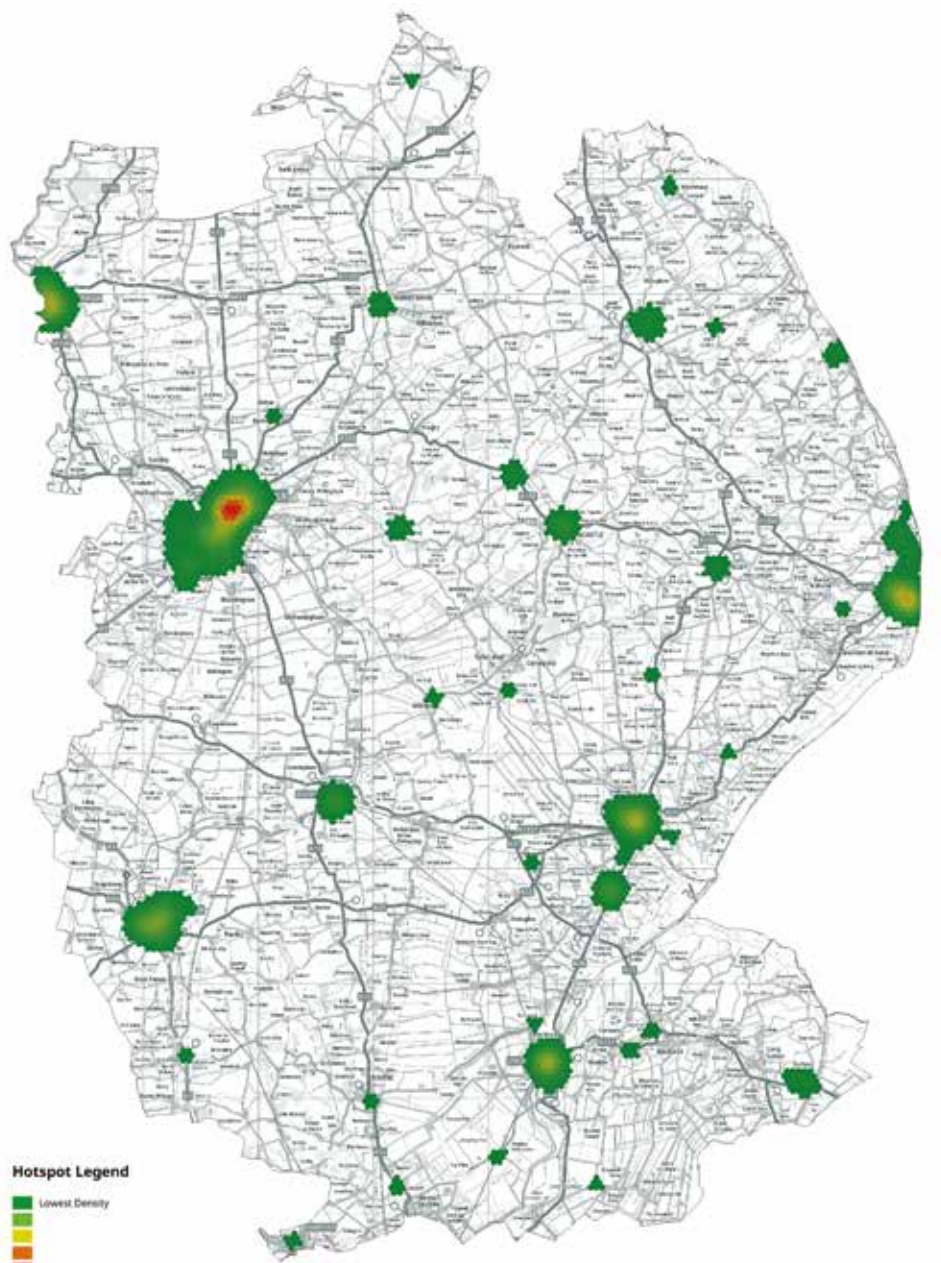
False alarm malicious by day 2014/15 - 2018/19



False alarm malicious by hour of day 2014/15 - 2018/19



False Alarm Malicious - Where



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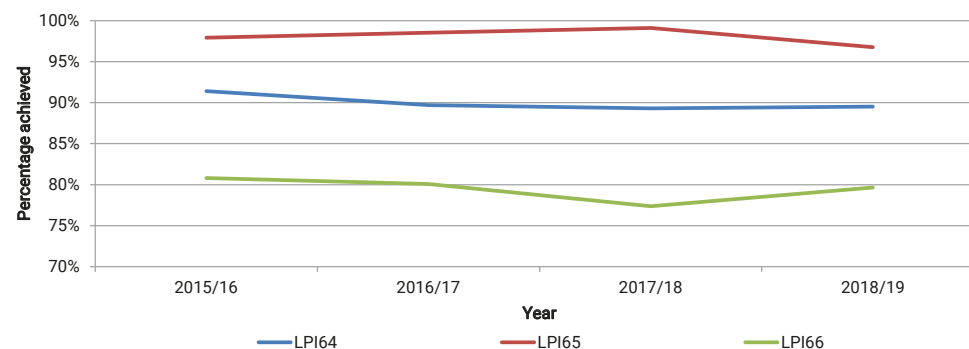
Response times

Response to incidents is calculated using a drive time methodology from each Lincolnshire fire station. This factors in an allowance for the pumping appliance to respond from the station, added to a drive time footprint from the station. Our response strategy is for the following:

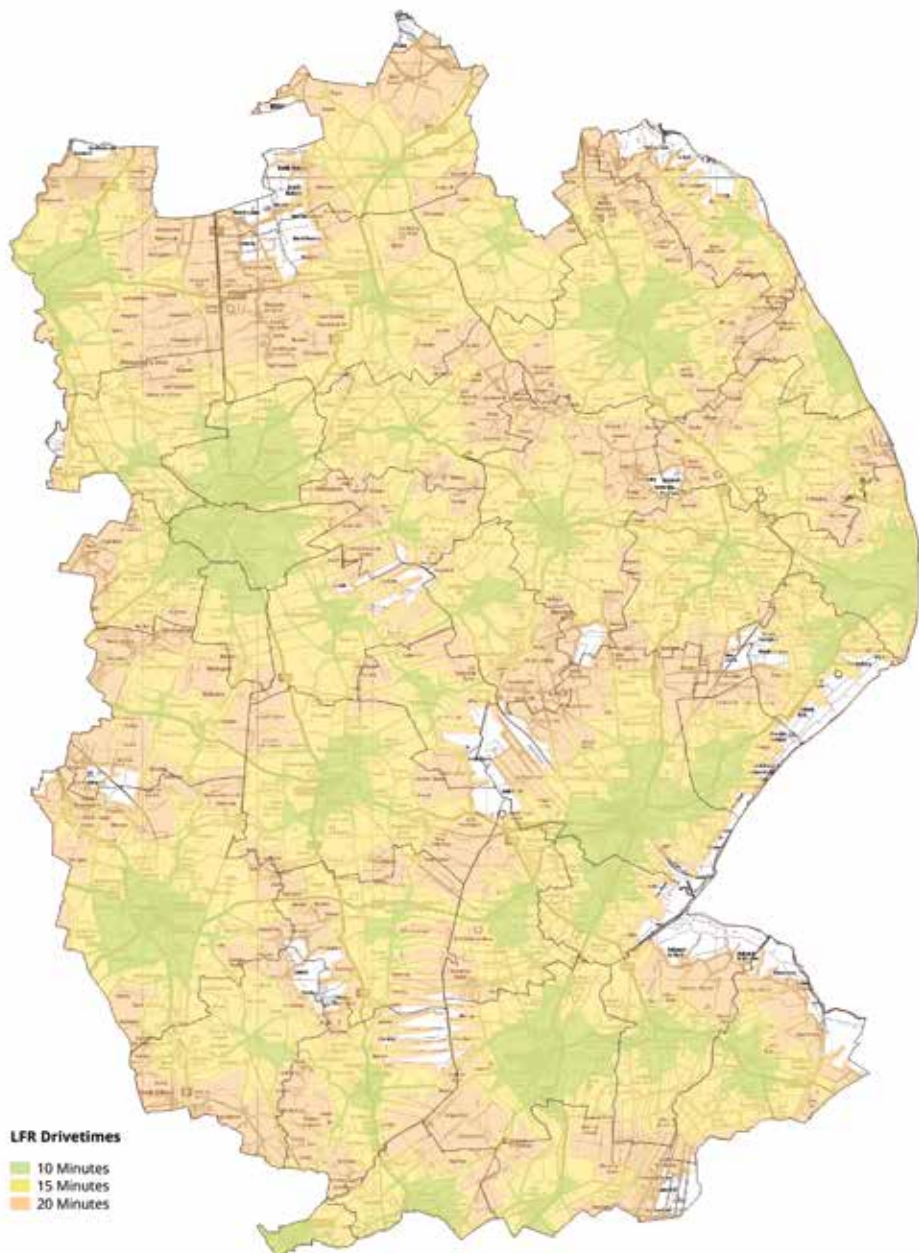
- First appliance to arrive at dwelling fires within the expected timeframe on 100% of occasions, with a 10% tolerance allowed. (Measured as Indicator LPI 64.)
- Second appliance to arrive at dwelling fires within 25 minutes on 100% of occasions, with a 10% tolerance allowed. (Measured as Indicator LPI 65.)
- First appliance to arrive at Road Traffic Collisions within the expected timeframe on 100% of occasions, with a 10% tolerance allowed. (Measured as Indicator LPI 66.)

These response standards have been measured in this way for the last four financial years (starting in 2015/16) and the percentages achieved for each indicator is shown below.

Response standards performance 2015/16 - 2018/19



The 10, 15 and 20 minute response times can be seen below from each Lincolnshire Fire Station.

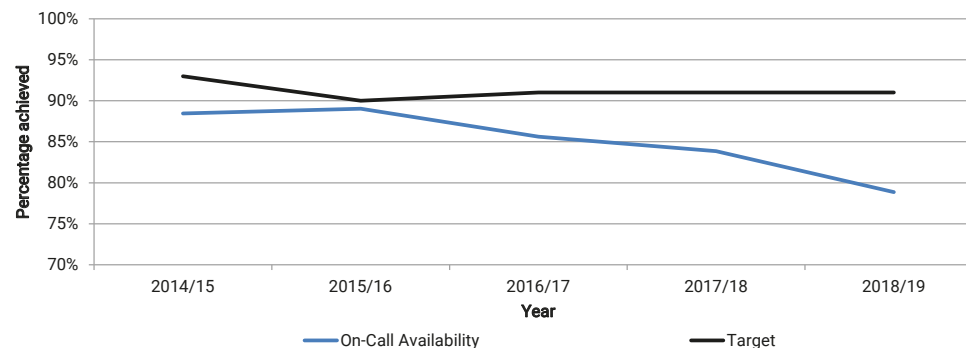


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On-call Availability

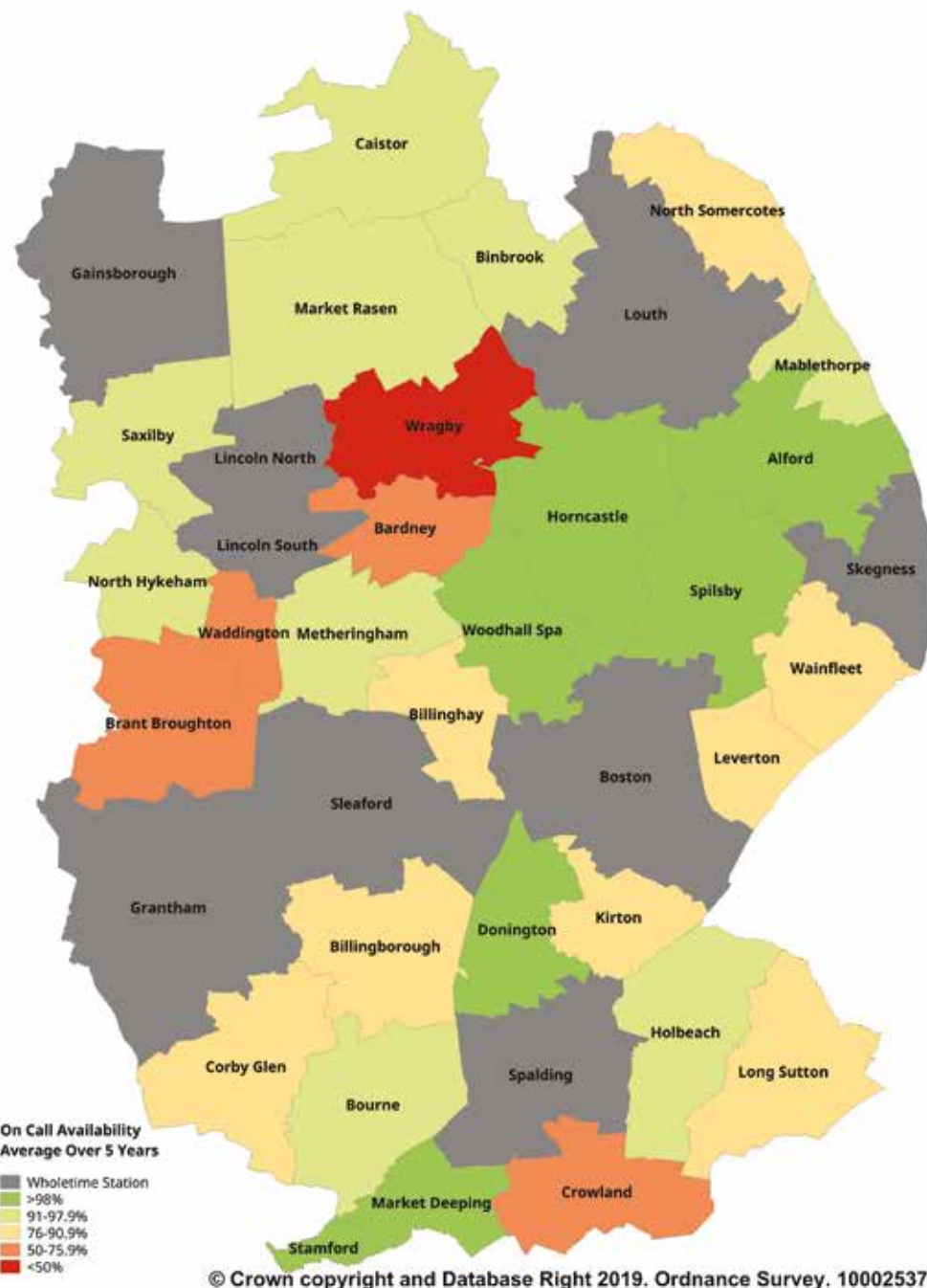
The availability of our on-call appliances has continuously dropped over the last 5 years, to its lowest point (below 80%) in 2018/19. There are well-documented challenges around on-call availability and the long-term sustainability of the current on-call model, which we will aim to address through both our response strategy and the recommendations from our RDS review project.

On-call availability 2014/15 - 2018/19



On-Call Availability – 5 Year Average Percentage

The following thematic map shows the average On-Call availability percentage over five years. The Wholetime / Lincolnshire Crewed stations have been removed from this cover map, and for Stamford, the percentage availability of the first appliance is shown.



Corporate risks

We define corporate risks as those risks which have the potential to impact on the service internally, preventing us from conducting our business effectively. LFR analyses and reviews our corporate risks on a continuous basis by identifying in advance, potential sources of disruption and the impact it may have on delivery of our critical services. This is informed by a number of prevailing factors, both national and local and is linked to both Lincolnshire County Council's strategic risk register and the Lincolnshire Community Risk Register.

Corporate risk management is monitored routinely, recorded on our Corporate Risk Register and reported on at Service Management Board (SMB). A lead officer is responsible for each corporate risk ensuring appropriate control measures are in place. This ensures our risks are properly prioritised and resources allocated appropriately.

We build our resilience to corporate risks through effective Business Continuity Management (BCM). Our approach to BCM is aligned with that of LCC's emergency planning business continuity team, thus improving consistency and resilience across LCC and the wider LRF.

BCM involves identifying critical business activities and carrying out a business impact analysis for each area. Critical activities are deemed to be those which have to be performed in order to enable LFR to meet its most important and time-sensitive objectives, e.g. receiving 999 calls, responding to emergency incidents, fire investigation, supplying welfare to staff at critical incidents and managing vehicle defects etc.

LFR maintains a set of business continuity plans in readiness for use when an incident occurs. These plans are regularly tested through exercises to ensure we can continue to deliver our critical services throughout any major disruption.



References

- Lincolnshire Research Observatory
- Lincolnshire Road Safety Partnership
- Greater Lincolnshire Local Enterprise Partnership
- Central Lincolnshire Local Plan
- Lincolnshire Fire and Rescue Incident Recording System
- Experian Incident Risk Score Model
- Experian Mosaic
- Lincolnshire Joint Strategic Needs Assessment
- Joint Health and Wellbeing Strategy for Lincolnshire 2018
- Lincolnshire LRF Community Risk Register
- Environment Agency - Draft National Flood and Coastal Erosion Risk Management Strategy for England
- FM??? Global Heritage Fire – White paper
- Grenfell Tower Inquiry – Phase 1 report
- NTU national review of community risk methodology across the UK Fire and Rescue Service

UNDERSTANDING RISK IN LINCOLNSHIRE
2020 - 2023
LINCOLNSHIRE FIRE & RESCUE
COMMUNITY RISK PROFILE



Lincolnshire
COUNTY COUNCIL
Working for a better future

Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	Public Protection and Communities Scrutiny Committee
Date:	28 January 2020
Subject:	Public Protection and Communities Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Members are encouraged to highlight items that could be included for consideration in the work programme.

2. Work Programme

28 JANUARY 2020 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2020/21	Keith Noyland, Head of Finance – Communities	BUDGET SCRUTINY Budget proposals for 2020/21.
LFR Draft Risk Management Plan 2020 Consultation	Les Britzman, Chief Fire Officer; Dan Quinn, Assistant Chief Fire Officer	Consultation
Emergency Planning – Summer 2019 Flooding Response	Ian Reed, Head of Emergency Planning & Business Continuity	Update on the Emergency Planning response to the Summer 2019 Flooding incidents.

17 MARCH 2020 – 10:00am		
Item	Contributor	Purpose
Fire and Rescue Integrated Risk Management Plan Consultation Update	Les Britzman, Chief Fire Officer	
Heritage Service Update	Nicole Hilton, Assistant Director - Communities	Update with regards to the decisions made by Executive in September 2019
Blue Light Collaboration Programme	Tim Joyce, Area Manager-Response	Progress on the Blue Light Collaboration Programme
Sitting as the Crime and Disorder Scrutiny Committee		
Review of the Safer Lincolnshire partnership	Sara Barry, Head of Safer Communities	

28 APRIL 2020 – 10:00am		
Item	Contributor	Purpose
Community Hub Progress and Developments	Louise Egan, Library and Heritage Client Lead	Review of the current position of the Community Hubs
Adults Reoffending Performance	Sara Barry, Head of Safer Communities	Review of the Adults Reoffending performance measure.
Sitting as the Crime and Disorder Scrutiny Committee		
Domestic Abuse including review of commissioned services	Sara Barry, Head of Safer Communities	

09 JUNE 2020 – 10:00am		
Item	Contributor	Purpose
Animal Health and Welfare review	Sara Barry, Head of Safer Communities	review of activity and performance against national framework

28 JULY 2020 – 10:00am		
Item	Contributor	Purpose
Performance of the Library Services Contract – Year Four Review Report	Nicole Hilton, Assistant Director - Communities	Review of the third year performance and key performance indicators (KPI) for the Library Services Contract.
Safer Together first year review	Sara Barry, Head of Safer Communities	

3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

4. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan of Decisions relating to the Public Protection and Communities Scrutiny Committee

6. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Forward Plan of Decisions relating to the Public Protection and Communities Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED