

OUR COMMUNITY PLAN

2020 - 2023

LINCOLNSHIRE FIRE & RESCUE

INTEGRATED RISK MANAGEMENT PLAN



Lincolnshire
COUNTY COUNCIL
Working for a better future



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



Foreword

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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'.

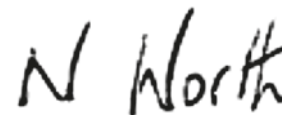
It is our commitment to these values that will ensure we remain focused on delivering a professional, risk-led and innovative service to the communities of Lincolnshire and will build upon our current position of strength to ensure we can fulfill our mission 'to make our communities safer, healthier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

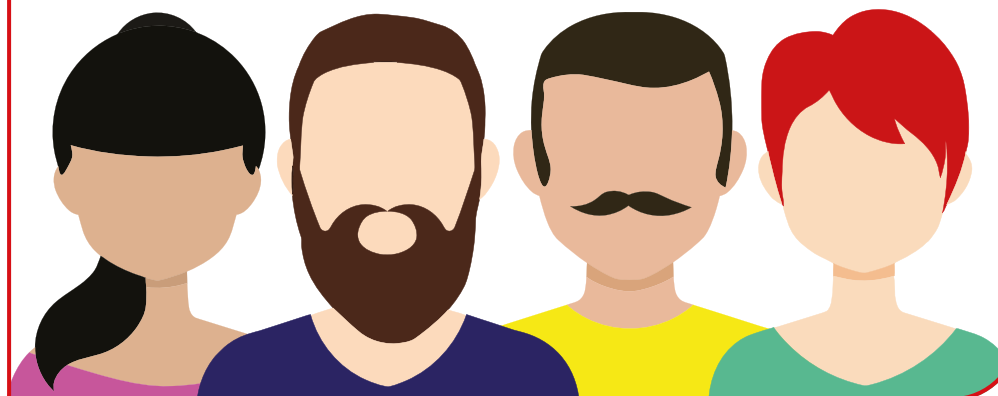
Our culture

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

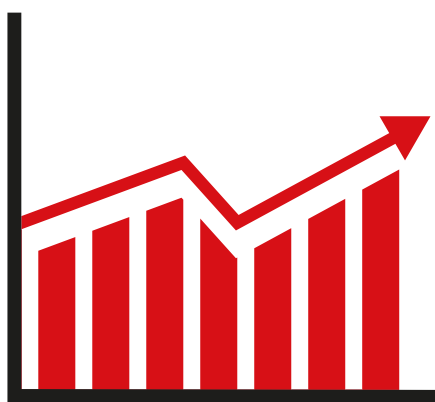
Diversity



People



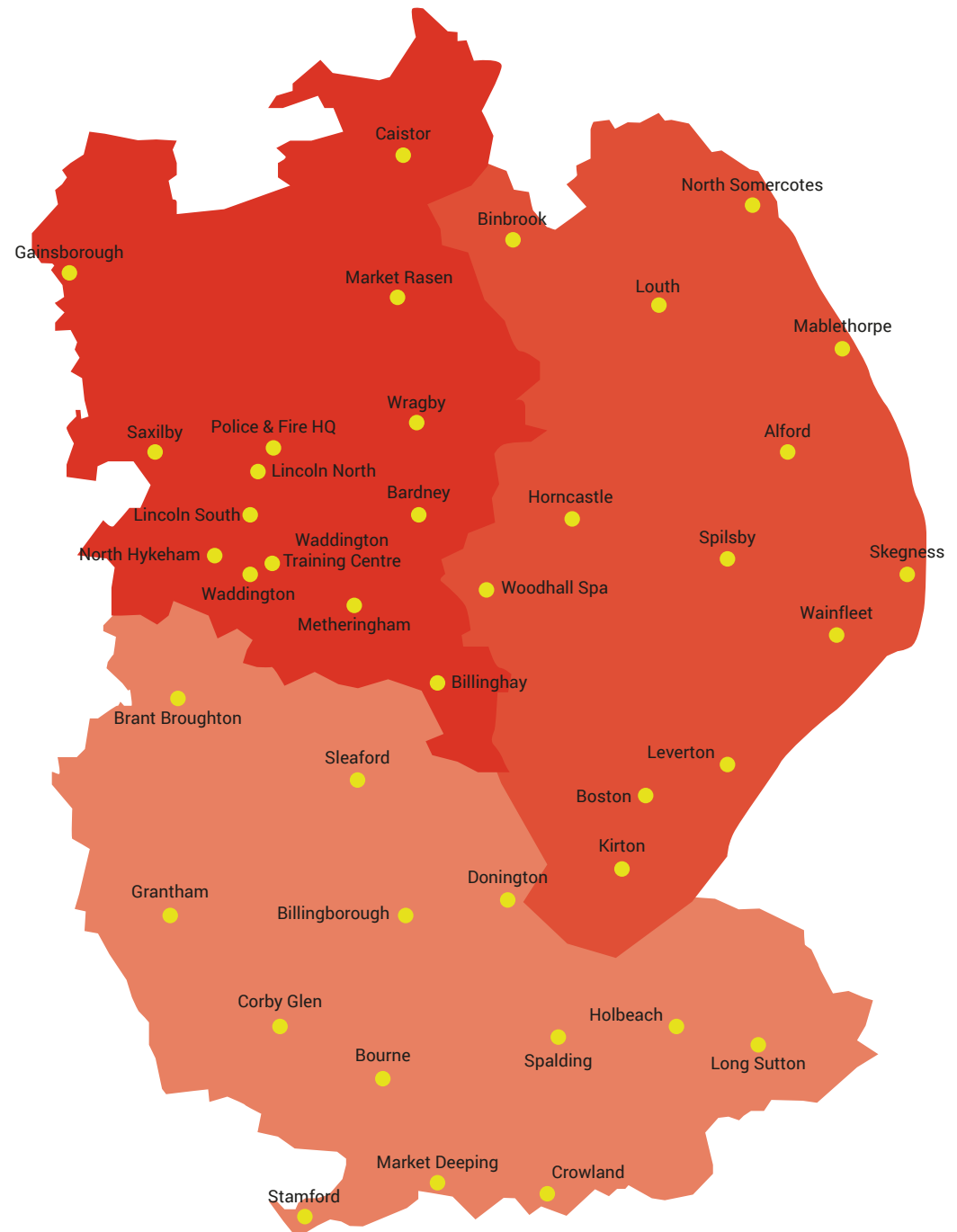
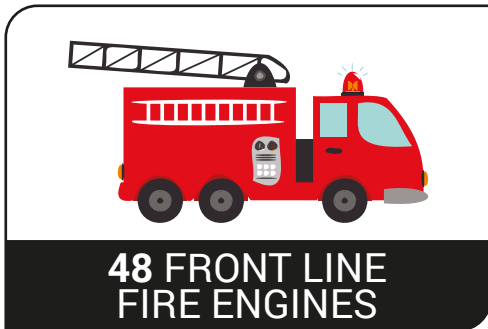
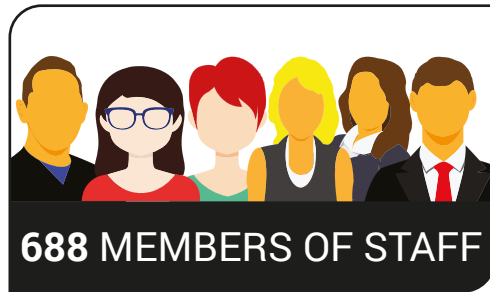
Improvement



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

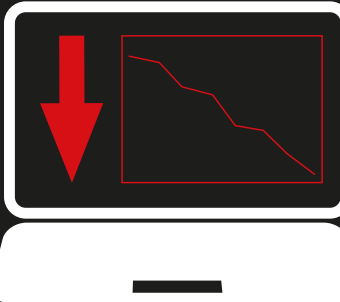


CO-LOCATION

at
HQ, Sleaford,
Louth & Lincoln
Blue Light Collaboration



5% Reduction



in primary fires



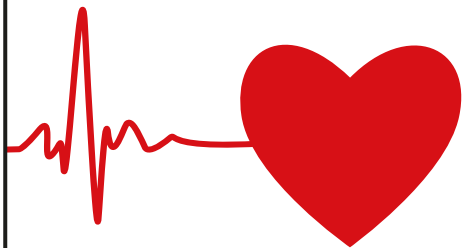
61% REDUCTION
in hoax calls received

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

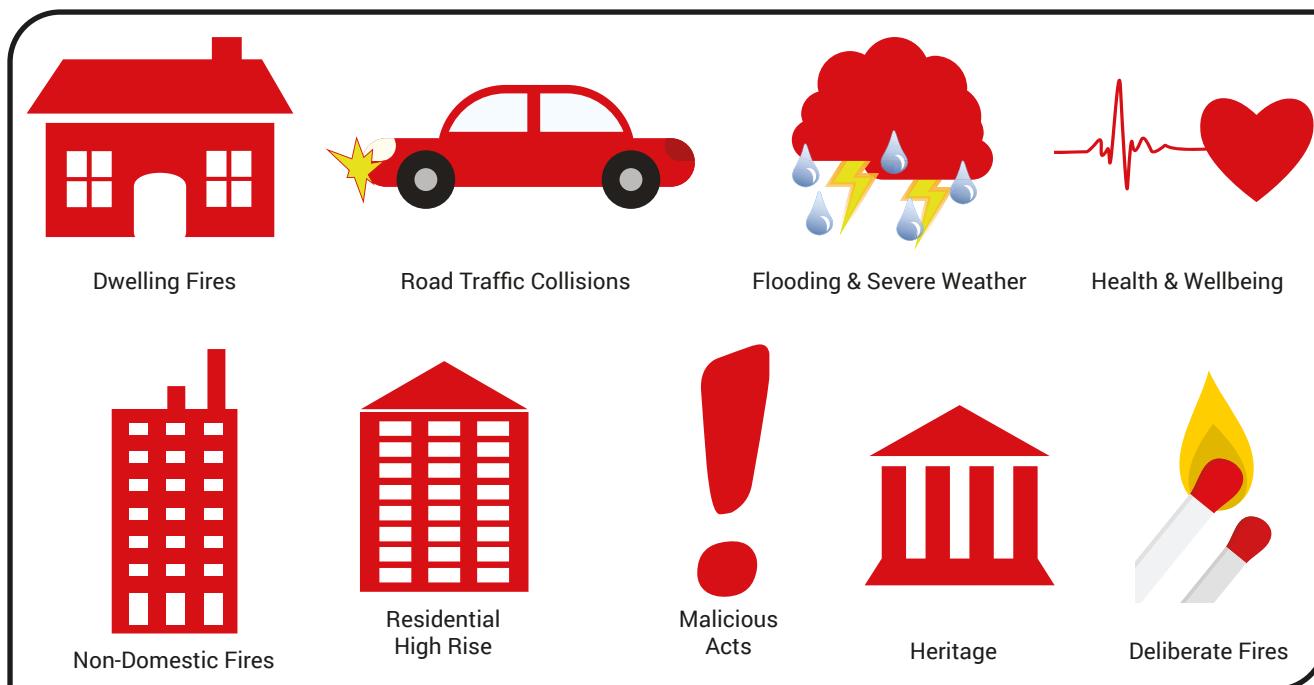
Our risks

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.

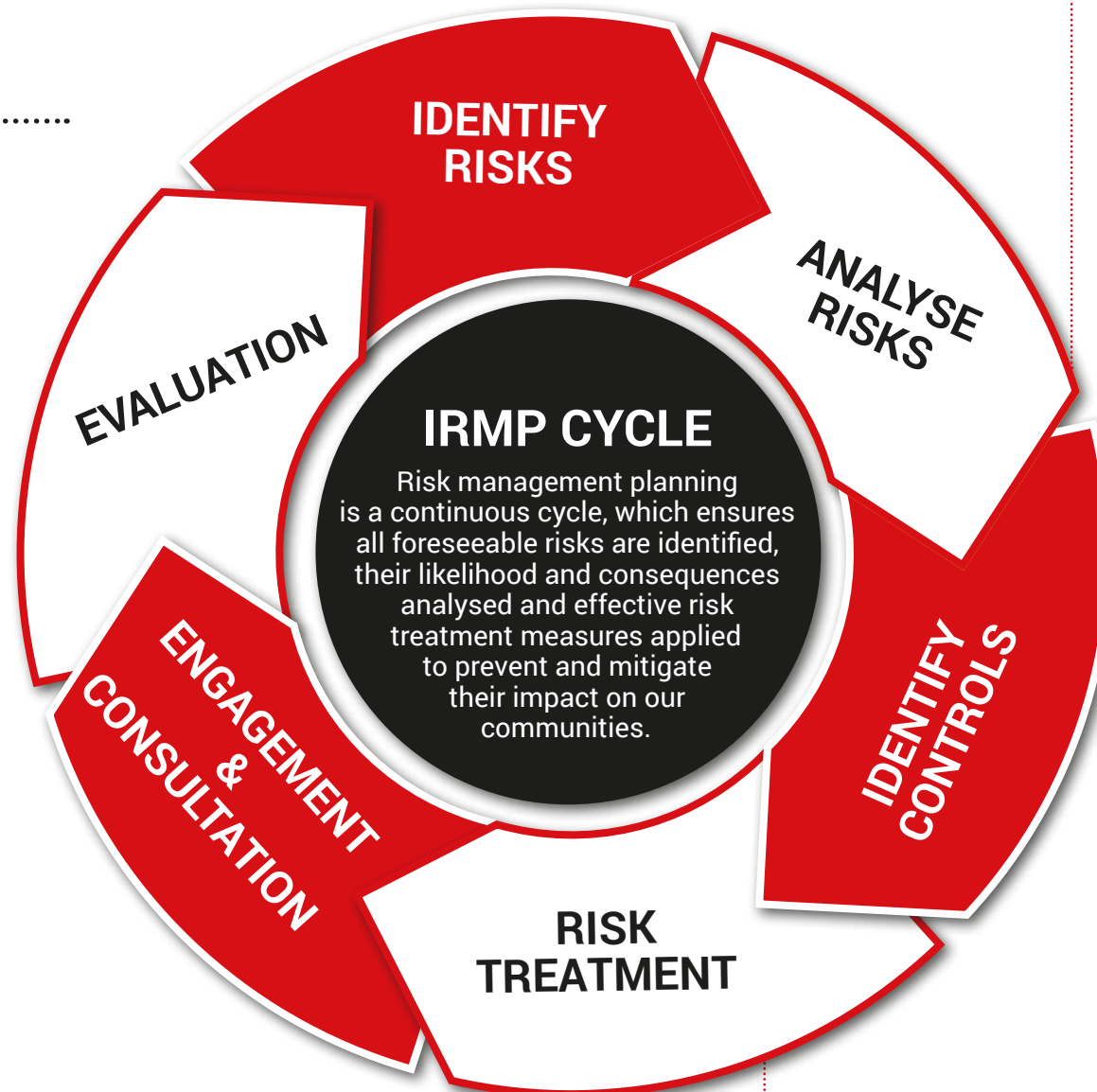
Integrated Risk Management Planning

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

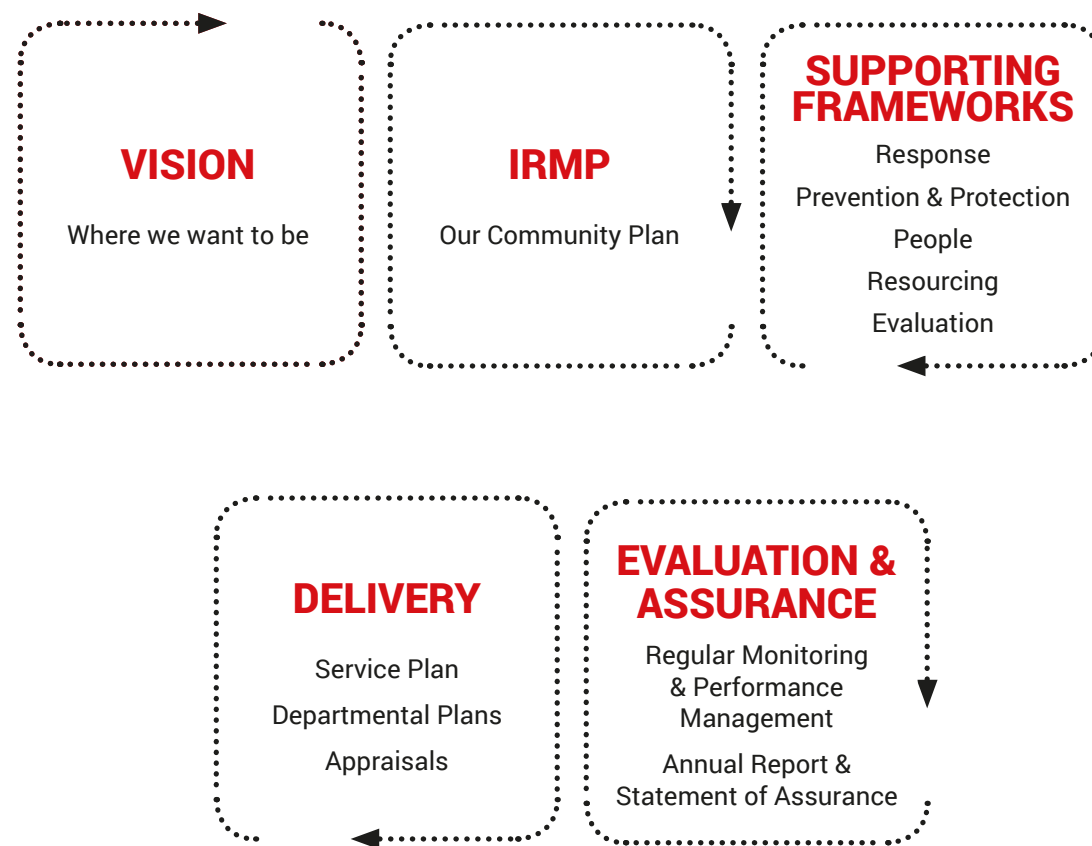
- PREVENTION & PROTECTION
- RESPONSE
- PEOPLE
- RESOURCING
- EVALUATION



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 CHALLENGE

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

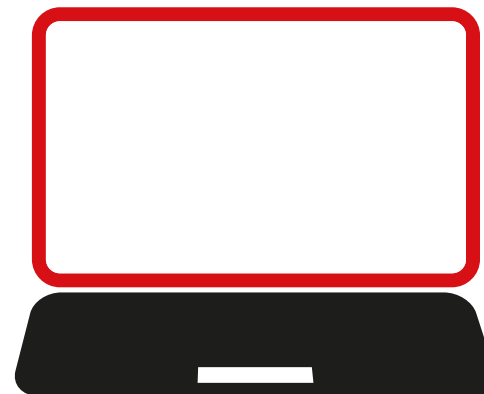
Our revenue budget pays for the day-to-day running of the organisation which is predominantly our salary and wages budget for the service.

£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