



County Offices
Newland
Lincoln
LN1 1YL

7 September 2020

In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 15 September 2020 at 10.00 am as a Virtual - Online Meeting via Microsoft Teams** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Public Protection and Communities Scrutiny Committee and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

Members of the public and the press may access the meeting via the following link:

<https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=551&Mid=5604&Ver=4>

where a live feed will be made available on the day of the meeting.

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, 15 SEPTEMBER 2020**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the meeting held on the 28 July 2020	5 - 12
4	Minutes of the meeting held on the 17 August 2020	13 - 14
5	Announcements by the Chairman, Executive Councillors and Chief Officers	
6	Heritage Service Update <i>(To receive a verbal report from William Mason, Head of Culture, on a Heritage Service Update)</i>	Verbal Report
7	Animal Health and Welfare Enforcement within Trading Standards <i>(To receive a report from Mark Keal, Trading Standards Manager, Safer Communities, and Barbara Ward, Principal Trading Standards Officer, Safer Communities, on a review of the delivery of Animal Health & Welfare (AH&W) enforcement within the Trading Standards Service in Lincolnshire)</i>	15 - 22
8	Integrated Risk Management Plan 2020-2023 <i>(To receive a report from Mark Baxter, Deputy Chief Fire Officer, on the Lincolnshire Fire and Rescue Service Integrated Risk Management Plan (IRMP) to cover the period 2020 to 2023 which is being presented by the Executive on the 6 October 2020. The views of the Scrutiny Committee will be reported to the Executive as part of the consideration of this item)</i>	23 - 232
9	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>	233 - 236

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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:

<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
28 JULY 2020**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

Councillors W J Aron, K J Clarke, Mrs K Cook, Mrs C J Lawton, C R Oxby, L Wootten and R Wootten

Councillors: R D Butroid, Dr M E Thompson, C N Worth and B Young attended the meeting as observers

Officers in attendance:-

Les Britzman (Chief Fire Officer), Louise Egan (Library and Heritage Client Lead), Will Mason (Head of Culture), Daniel Steel (Scrutiny Officer), Jade Sullivan (LSCB Audit and Policy Officer), Emily Wilcox (Democratic Services Officer) and Tim Joyce (Area Manager)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor A N Stokes.

2 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

3 MINUTES OF THE PREVIOUS MEETING HELD ON 17 MARCH 2020

RESOLVED:

That the minutes of the previous meeting held on 17 March 2020 be approved as a correct record and signed by the Chairman.

4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

On behalf of the Committee, the Chairman extended his thanks to Timothy Brennand, Senior Coroner for Lincolnshire who was leaving the Council to take up a Senior Coroner post in Manchester West.

The Chairman also congratulated Paul Smith who was due to become the Acting Senior Coroner for Lincolnshire for a minimum period of twelve months.

The Chief Fire Office informed the Committee that Diane Coulson, the Assistant Director for Public Protection had been seconded to the Covid-19 recovery group. As a result, Sara Barry was currently acting as Assistant Director for Public Protection. The role of Head of Safer Communities was currently being shared by Clare Newborn and Mark Keal.

The Chief Fire Officer thanked the officers presenting at the meeting for their reports.

5 PERFORMANCE OF THE LIBRARY SERVICES CONTRACT - YEAR FOUR REVIEW REPORT

Consideration was given to a report by the Area Manager – Lincolnshire Fire and Rescue which provided a progress update on the Blue Light Collaboration Programme which was agreed in 2015.

Members were advised that the Blue Light Collaboration programme was a range of projects to enable collaborative working between Lincolnshire Police, Lincolnshire Fire and Rescue and the Ambulance service.

The Committee were informed that the shared headquarters between Lincolnshire Police and Lincolnshire Fire and Rescue had been completed in 2017 and the shared control room facility with Lincolnshire Police had been completed in March 2020.

The South Park complex was formally completed in February 2020 and the site was now fully operational. It was noted that South Park had been a complex project, however despite the challenges faced it had been badged as a great success and was a flagship of collaboration for Lincolnshire throughout the country.

Members also received an update on the Wider Estates and Wider Integration and Interoperability projects.

Members were referred to Appendix A for a financial breakdown of the programme.

Members considered the report and during the discussion the following points were noted:

- Officers clarified that they did not have a blueprint to work towards when building the South Park centre and the facility remained a flagship across the county as it was designed from scratch and the first tri-service facility to also include a home office standard custody suite on-site. However, the project had been successful and the building had been well designed.
- The East Coast and Hertfordshire Consortium were a consortium of control rooms that had been brought together and was a separately funded initiative.
- The link between the Lincolnshire, Humberside, Norfolk and Hertfordshire control rooms provided a significant level of resilience for the service, enabling handlers to better manage call spikes and absorb calls.
- Members also commended the use of the County's Emergency centre and the excellent partnership working that operated from within the building.

- The Chief Fire Officer commended the work of the Emergency Planning team who had worked extremely hard since the Wainfleet Flooding emergency in June 2019. He also commended the Lincolnshire Resilience Forum's county wide response to the covid-19 pandemic with the involvement of many partners and external organisations.
- It was noted that the movement of the control room function to Nettleham had allowed the Emergency Planning Team to move into a refurbished area of the old county emergency centre. It was initially planned that the Emergency Planning team be based within the new building at South Park, but it was felt that it was more beneficial to refurbish the old building for use by the Emergency Planning Team.
- The shared control room between the police and fire and rescue service provided benefits in the case that there was a large scale emergency such as a terrorist incident and would enable both teams to collaborate and work effectively together.
- The council tax charges for the new South Park Building was split between each service within the lease for the building.
- There were still some opportunities for the Blue Light Collaboration Project that were yet to be progressed, which included a possible Joint Cadet Service and improving the synergies between some operational teams that existed.
- Officers felt that it may have been beneficial to have a tri-service training building on site at South Park however this was restricted with the finances available.
- The Committee commended the new Tri-Service Operational station at South Park, particularly with it being a flagship building that would lead the way for others.

RESOLVED:

That the progress of the Blue Light Collaboration programme be noted.

6 BLUE LIGHT COLLABORATION PROGRAMME - PROGRESS REPORT

Consideration was given to a report by the Area Manager – Lincolnshire Fire and Rescue which provided a progress update on the Blue Light Collaboration Programme which was agreed in 2015.

Members were advised that the Blue Light Collaboration programme was a range of projects to enable collaborative working between Lincolnshire Police, Lincolnshire Fire and Rescue and the Ambulance service.

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Members also received an update on the Wider Estates and Wider Integration and Interoperability projects.

Members were referred to Appendix A for a financial breakdown of the programme.

Members considered the report and during the discussion the following points were noted:

- Officers clarified that they did not have a blueprint to work towards when building the South Park centre and the facility remained a flagship across the county as it was designed from scratch and the first tri-service facility to also include a home office standard custody suite on-site. However, the project had been successful and the building had been well designed.
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- The link between the Lincolnshire, Humberside, Norfolk and Hertfordshire control rooms provided a significant level of resilience for the service, enabling handlers to better manage call spikes and absorb calls.
- Members also commended the use of the County's Emergency centre and the excellent partnership working that operated from within the building.
- The Chief Fire Officer commended the work of the Emergency Planning team who had worked extremely hard since the Wainfleet Flooding emergency in June 2019. He also commended the Lincolnshire Resilience Forum's county wide response to the covid-19 pandemic with the involvement of many partners and external organisations.
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- Officers felt that it may have been beneficial to have a tri-service training building on site at South Park however this was restricted with the finances available.
- The Committee commended the new Tri-Service Operational station at South Park, particularly with it being a flagship building that would lead the way for others.

RESOLVED:

That the progress of the Blue Light Collaboration programme be noted.

7 PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
WORK PROGRAMME

Consideration was given to a report by the Scrutiny Officer, which invited the Committee to consider and comment on its work programme for the coming year.

Members were reminded that the next meeting of the Committee was scheduled for Tuesday 15 September 2020 the following reports were scheduled:

- Lincolnshire Registration and Celebratory Service Annual Report
- Animal Health and Welfare Review
- Heritage Service Update
- Adults Reoffending Performance

The full work programme was detailed within the report.

RESOLVED:

That the work programme be noted.

8 RESPONSE TO DOMESTIC ABUSE IN LINCOLNSHIRE

Consideration was given to the Community Strategy Safety Co-ordinator – Domestic Abuse lead, which provided the Committee with an overview and update of the work that was being undertaken in relation to Domestic Abuse within Lincolnshire, especially in light of COVID-19.

Members were advised that on average over the last four years there had been over 10,000 domestic abuse incidents reported to Lincolnshire Police each year, of which £6500 were standard risk incidents; around 25% were graded as medium risk and 8% were high risk. Since the introduction of the Statutory Domestic Homicide Reviews in April 2011 there had been 17 cases involving 25 deaths that have met the criteria for a domestic homicide review in Lincolnshire.

During the Covid-19 Pandemic, referrals to MARAC and the Domestic Abuse Outreach Service (EDAN Lincs) had remained stable. General enquires to EDAN Lincs by way of telephone calls, emails and the website have increased, however these had not translated into referrals. Refuges in Lincolnshire had remained at usual capacity with no increase in demand and incidents reported to the police had remained stable with some uplift seen on bank holiday weekends.

The Domestic Abuse Priority Group, MARAC EDAN Lincs had continued to operate effectively throughout the pandemic. All refuges had also continued to operate and support victims and children of domestic abuse in Lincolnshire.

The Committee were informed that the key elements of focus for the partnership over the next six months alongside maintaining all services in relation to Domestic Abuse were to focus on recovery planning and preparing for changes in government guidance and proceeding with the planned consultation in relation to the domestic abuse bill and governance arrangements in Lincolnshire.

It was noted that Lincolnshire County Council had been successful in receiving funding from a bid to MHCLG for £187,000 to support the development of consistent Countywide sanctuary scheme to help people suffering from domestic abuse to stay in their own homes where appropriate.

Members discussed the report and during the discussion the following points were noted:

- Members questioned why referrals to refuge in Lincolnshire during the covid-19 pandemic were much lower than in some areas of the country. This was due to the fact that Lincolnshire County Council were generally successful at moving people to alternative accommodation and were well supported by the district councils on this.
- It was agreed that a breakdown of male and female data be provided to the Committee where possible. However, due to a lack of reporting from male victims, reported cases were predominantly female.
- The Sanctuary scheme supported victims to stay in their home if it was appropriate to do so. If the decision was made to keep somebody in their own home, a risk assessment of the property would be carried out, as well as a safety assessment with the victim to look at routines regular contacts. Officers would also work with the police to ensure that the perpetrator wasn't part of the safety planning and all elements were put in place to ensure that the victim was protected from that person. Often cases were managed through Multi-agency risk assessment conference where all officers were present and would discuss the best way forward to work with the victim and provide support where possible.
- Members acknowledged the difficulty in obtaining data for financial, emotional and coercive control abuse as these types of abuse were often harder to identify and record. However, MARAC recorded data locally which was used to recognise issues and look at patterns and put in place solutions.
- All statutory agencies received training around coercive control behaviour. The Council worked with Hairdressers, barbers, estate agents and similar agencies to help them to identify coercive control behaviours.
- Members welcomed the programme to try to support perpetrators in breaking habits and behaviours.
- There was currently no update on the code word that could be used by victims to highlight that they were in immediate danger as a result of domestic abuse.
- The relationship between district councils and the County Council was commended and it had a positive impact on the domestic support available.

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
28 JULY 2020

- Services had been innovative in the way that they had managed staffing during the covid-19 pandemic and had utilised staff and re-deployed staff into areas that needed the most support.
- Members were advised to call 999 if they believed somebody was in immediate danger as a result of domestic abuse. However, if no immediate danger identified and but Members were concerned they were encouraged to contact EDAN Lincs to be directed to the right channels of support.
- The EDAN Lincs contact details were available on their website.

RESOLVED:

That the report be noted.

The meeting closed at 12.00 pm

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**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
17 AUGUST 2020**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

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

Councillors: L A Cawrey and Dr M E Thompson attended the meeting as observers

Officers in attendance:-

Sara Barry (Acting Assistant Director - Public Protection), Les Britzman (Chief Fire Officer), Nick Harrison (Democratic Services Officer), Sophie Reeve (Assistant Director - Commercial), Daniel Steel (Scrutiny Officer) and Emily Wilcox (Democratic Services Officer)

9 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies were received from Councillors W J Aron, K Cook, C J Lawton and L Wooten.

It was reported that, under Regulation 13 of the Local Government Committee and Political Groups) Regulation 1990, Councillor C J T H Brewis had been appointed as a replacement member for Councillor K Cook, for this meeting only.

10 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

11 CONSIDERATION OF EXEMPT INFORMATION

RESOLVED:

In accordance with Section 100(A)(4) of the Local Government Act 1972, the following agenda item had not been circulated to the press and public on the grounds that it was considered to contain exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended. The press and public would be excluded from the meeting for the consideration of Item 4 of the agenda.

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**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
17 AUGUST 2020**

12 POST MORTEM AND MORTUARY FACILITIES CONTRACT

Consideration was given to an exempt report on behalf of Les Britzman, Chief Fire Officer which sought approval to extend the post-mortem and mortuary facilities contract which was being considered by the Executive Councillor for Culture and Emergency Services on between 18th and 22nd August 2020.

Members discussed the report and a number of comments were noted.

RESOLVED:

That the recommendations, as set out in the exempt report, be approved and the comments made be passed on to the Executive Councillor for Culture and Emergency Services in relation to this item.

The meeting closed at 10.35 am

**Open Report on behalf of Les Britzman,
Director of Fire & Rescue and Public Protection**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	15 September 2020
Subject:	Animal Health And Welfare Enforcement within Trading Standards

Summary:

This report provides a review of the delivery of Animal Health & Welfare (AH&W) enforcement within the Trading Standards Service in Lincolnshire.

Actions Required:

Members of the Committee are invited to consider and comment on the contents of this report and the delivery of Animal Health & Welfare work within the Trading Standards Services.

1. Background

1.1 County councils, metropolitan boroughs and unitary authorities in England have a statutory duty to enforce a range of legislation relating to the health and welfare of farmed animals. Powers are provided under the Animal Health Act and European Communities Act (to be converted into domestic legislation when the UK leaves the EU).

The legislation made under the Animal Health Act and relevant EU Regulations cover health and welfare matters that are traditionally associated with farmed animals, such as movement and identification, TB and animal diseases, animal by-products and restrictions during a disease outbreak. However, it also covers areas such as poultry, horse identification, rabies controls on imported animals of all species (and the welfare of animals during commercial transportation and at markets. All of these laws apply to a private individual or small holder just as much as to a commercial farm. The work generally excludes that related to companion animals (cats, dogs and other pets) other than in relation to illegal importation and rabies.

In Lincolnshire, this work is carried out by the Trading Standards Service. This work is funded by the Revenue Support Grant.

- 1.2 Lincolnshire County Council has signed up to the [Animal Health and Welfare Framework Agreement](#) which has been developed by the Animal and Plant Health Agency (APHA) working in partnership with local authority officers from the National Animal Health and Welfare Panel and supported by the Association of Chief Trading Standards Officers and the Department for Food, Environment and Rural Affairs (Defra).

This national framework provides local authorities with a set of principles to consider when developing a programme of enforcement. The approach is risk based and can be adapted to suit the unique priorities of local communities and resources available. It also recognises the need for effective regulatory controls across the country to protect against animal disease and to meet the requirements of trading arrangements.

- 1.3 While the scope of the Framework is focused on work under the Animal Health Act and EC Act, these responsibilities link to other strategic priorities of the Trading Standards Service including supporting the local economy. Food and Farming is estimated to contribute £1 billion to the economy of Lincolnshire. In terms of both value and employment the sector is the third biggest in Lincolnshire and the county's economic reliance on food and farming production and manufacture is four times higher than the national average (Source: [Lincolnshire Research Observatory](#)).

2. Animal Health and Welfare Enforcement

The Trading Standards Service undertakes annual service planning based on the principles in the Animal Health and Welfare Framework. In April of each year, a plan of AH&W enforcement activity is drawn up which includes:

2.1 COMPLAINTS

Implementation of a risk based, consistent and accessible process for responding to complaints relating to animal health matters.

All complaints received by the Service are reviewed on receipt by the Service's intelligence team and assessed in line with Service objectives and the National Trading Standards Intelligence Operating Model.

Following documented duty officer guidance, complaints are either noted for intelligence only, passed to partner agencies or allocated for further investigation. Only complaints which are assessed as being 'serious' in terms of animal health or welfare are allocated for further investigation.

Complaints which are recorded for intelligence are reviewed regularly and used to identify any emerging issues or potential threats.

AH&W complaints are also reviewed on a regular basis by the Lead Officer for AH&W (an officer with specialist knowledge in the area) to ensure a consistent response.

Although there is no statutory duty to enforce animal welfare, local authorities are given unique powers under the Animal Welfare Act 2006 that can be used to respond to complaints about animal welfare, including on farms. Due to the frequent link between welfare cases and animal disease risks, public interest in animal welfare and a general moral duty to ensure that animals are not suffering, the Service has a documented policy on how it deals with animal welfare complaints. The Trading Standards Service will investigate all complaints relating to the welfare of farmed animals. To make the best use of limited resources, a local agreement is in place with the Animal and Plant Health Agency, (APHA), in that complaints relating to farm animal welfare (where there are no other animal health concerns) are initially investigated by APHA, with assistance provided by Trading Standards upon request. Guidance is published on the LCC website signposting users to the appropriate organisations dealing with welfare where this is not Trading Standards (i.e. horses and companion animals).

2.2 INSPECTIONS

Identifying high risk businesses and activities on an annual basis and producing an annual inspection plan.

A database of animal health premises is maintained and regularly updated with data from executive agencies within Defra (APHA & Rural Payments Agency - RPA) and the Farm Assurance Schemes. Each premise is risk assessed based on the activity it carries out and compliance levels. A business may be considered high risk because it carries out activities that pose an increased risk of spreading animal disease or causing welfare issues. Examples of such businesses include livestock markets, slaughterhouses, collection centres and dealers. A business may be considered high risk because of concerns about their compliance levels; this includes any business that is of significant concern to the local authority based on local knowledge, including their history of non-compliance, complaints from the public and / or delivery partners, veterinary input, incomplete records, intelligence or non-compliance with other areas of regulatory legislation.

Based on the risk profiling, an inspection plan is drawn up each year. All high risk premises are visited at least annually. Re-visits are carried out where non-compliances are found. A proportion of medium risk premises are also visited.

Lincolnshire has only one livestock market (Louth) and no collection centres. Trading Standards attend the annual licencing inspection with veterinary officers from APHA. A Trading Standards officer is appointed as a single point of contact for the market and an inspection programme is drawn up, with inspection findings shared between the two agencies.

When drawing up the inspection plan, consideration is given to the requirements laid down in the [On Farm Charter](#) and [Regulators Code](#) where appropriate.

2.3 REGIONAL & NATIONAL COLLABORATION

Actively engage in regional animal health and welfare groups, maintain good liaison with partner agencies, understanding of national priorities and expectations.

Lincolnshire Trading Standards is part of the Trading Standards East Midlands Region. Chaired by an officer from Lincolnshire, a regional best practice group for Animal Health and Welfare holds meetings twice a year. This Regional Group feeds into the National AH&W panel which meets four times per year and shares information and intelligence through e-mail groups and the [Knowledge Hub](#), a digital service for public service collaboration.

Through the regional and national panel, Lincolnshire Trading Standards works closely with other local authorities and APHA to share knowledge and expertise, including opportunities for shared training, joint inspections, and opportunities for contracting and peer to peer reviews. Links are also in place with other executive agencies of Defra carrying out inspections on farms including the Rural Payments Agency and the British Cattle Movement Service and the Food Standards Agency.

Each Local Authority in the group records intelligence relating to animal health and welfare onto a national intelligence database with the aim of making a staged improvement in the level and quality of intelligence recorded and the influence this has on service planning across individual authorities and the region. With the input of Regional Intelligence Analysts, the regional group reviews the level of intelligence being recorded on a quarterly basis and uses the intelligence to identify any potential threats.

The Trading Standards service completes all statutory data returns and ensures that contact details on the Local Authority Master Contact List are updated in a timely fashion. This information is used by APHA to communicate details of possible animal disease outbreaks, make referrals and share intelligence.

2.4 CONTINGENCY PLANNING

Keep an up to date animal disease contingency plan in place, which is shared internally and with partners.

Using national contingency plan templates produced by officers from the National AH&W panel and APHA, Lincolnshire Trading Standards Service has produced contingency plans to deal with the outbreak of notifiable animal diseases including, amongst others, Avian Influenza, Bluetongue, Foot & Mouth and Rabies. These plans are shared with APHA, the lead agency in a notifiable animal disease outbreak. This Service also collaborates with the Emergency Planning department and the plans are reviewed on a regular basis.

In addition to the disease contingency plans, the Trading Standards Service contributed to the development of a contingency plan for dealing with farmed livestock in the event of severe flooding. This plan was produced and is controlled by the Lincolnshire Resilience Forum and is updated regularly.

2.5 DEVELOPING AND MAINTAINING OFFICER COMPETENCY

All Trading Standards Officers involved in the delivery of animal health and welfare controls hold the relevant Trading Standards qualification. Officers are supported to ensure they receive any on-going training needed to maintain competency.

3. Activity and outcomes on Animal Health & Welfare in 2019-2020

3.1 COMPLAINTS

The Trading Standards Service received 441 complaints and referrals relating to animal health and welfare in this period. Complaints/referrals were received in relation to welfare, animal by-products (dead animals), disease, identification, record keeping, movement breaches, transport, illegal landings and abattoir referrals.

The categories which received the highest number of complaints were:

Animal movement breaches	80
Animal welfare	71
Abattoir referrals (relating to welfare & ID)	69
Bovine TB	66

Of the 441 complaints, 268 were noted for intelligence and 173 allocated; of

these 51 were advised, 37 received warnings, 1 resulted in a prosecution, 29 were referred to other agencies and 55 were found to be unfounded or there was insufficient evidence to investigate.

Complaint intelligence highlighted two areas of concern - an increase in the number of abattoir referrals regarding heavily pregnant cattle being transported to slaughter in breach of transport legislation, and an increase in the number of restrictions imposed on farms due to breaches of bovine TB regulations.

3.2 INSPECTIONS

There are 5152 premises with an animal health & welfare inspection risk in Lincolnshire. Of these premises, 35 high and medium risk animal health premises were identified for inspection in this period. Due to COVID-19 restrictions 9 premises were not inspected. 61 inspections were conducted to the remaining 26 premises; this includes 30 inspections to Louth Livestock Market which holds weekly auctions.

A further 61 inspections were carried out as a result of complaints, or programmed interventions in other areas of Trading Standards – such as feed – where animal health was also inspected.

Of the 122 inspections carried out in total, 94 were found to be compliant or were brought into compliance during the course of the visit. A further 28 inspections were found to be noncompliant and required some remedial action, of which 8 were deemed to be compliant within the year. In total 84% of inspections were found to be compliant or were brought into compliance during the 2019 2020 financial year. This equates to 16% of visits remaining non-compliant (on 8 premises); enforcement work is progressing to bring these into compliance.

3.3 REGIONAL & NATIONAL COLLABORATION

Only one physical Regional Panel meeting was held in this period in November 2019. A meeting planned for March 2020 was cancelled due to COVID-19 restrictions. The Regional Group contributed to the National Panel meetings, with representatives attending 2 meetings and reports produced in advance of all 4 meetings.

Intelligence collated by the group highlighted that the increase in abattoir referrals relating to heavily pregnant bovines was not just an issue in Lincolnshire. This matter has now been referred to the National Panel for further investigation.

Information disseminated from the National Panel was shared with the group and provided particularly useful during the period of COVID-19 restrictions. A national threat register was produced which was adapted to identify local threats affecting AH&W in Lincolnshire, allowing control measures to be put in place to control the risks.

Regular contact has been maintained with the local APHA office throughout the year, resulting in a sharing of information and intelligence, joint working and the pooling of resources where necessary.

3.4 CONTINGENCY PLANNING

No changes to the animal disease contingency plans were made in this period. The contingency plan for dealing with farmed livestock in the event of severe flooding was updated in May 2019, and this Service contributed to the review and updates.

3.5 DEVELOPING AND MAINTAINING OFFICER COMPETENCY

The AH&W work carried out by the Service is a relatively small part of the Trading Standards work as a whole, and it is estimated that it is delivered by 2.5 FTE.

There are currently 22 officers who hold qualifications in AH&W and are authorised to carry-out AH&W enforcement. The majority of these officers are accredited as Trading Standards Practitioners by the Chartered Trading Standards Institute. To retain Practitioner status Officers must complete a minimum of 20 hours CPD training annually, this includes AH&W training.

Having a number of officers qualified and competent in this area maximises resilience and flexibility in delivering services should the need arise, such as in a disease outbreak situation.

4. Conclusion

4.1 The Trading Standards Service has developed a programme of AH&W enforcement based on the principles of the AH&W Framework Agreement to ensure that it is:

- Responsive and accountable to local communities;
- Focused on high risk activities to make best use of limited resources;
- Recognises why national consistency is important for businesses, the public and to protect against animal disease;
- Delivers controls in a way that supports European and international trade agreements;

- Promotes collaborative working with other local authorities, delivery partners and industry.

4.2 The Trading Standards Service recognises that the animal health and welfare work undertaken supports many service objectives including tackling detriment and reducing harm, supporting the local economy and promoting health and wellbeing. The service is confident that in adopting the principles laid down in the Animal Health and Welfare Framework Agreement they are making the most effective use of their limited resources.

4.3 Work in 2020-2021 will include a more pro-active approach to bovine TB and this Service is currently looking at ways to support farmers to ensure they understand the changing regulations in this area. Bovine TB has been identified as a threat to the agricultural economy of Lincolnshire and health of cattle on Lincolnshire farms. Brexit?

4.4 The Trading Standards Service is monitoring the outcome of negotiations as the UK leaves the EU for any impact on Animal Health and Welfare legislation to ensure that business advice can be provided at the earliest opportunity.

5. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

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 Barbara Ward, who can be contacted on 01522 552494 or barbara.ward@lincolnshire.gov.uk

**Open Report on behalf of Les Britzman
Director of Fire, Rescue and Public Protection**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	15 September 2020
Subject:	Integrated Risk Management Plan 2020-2024

Summary:

This item invites the Public Protection and Communities Scrutiny Committee to consider a report regarding the Lincolnshire Fire and Rescue Service Integrated Risk Management Plan (IRMP) to cover the period 2020 to 2024.

This decision is due to be considered by the Executive on the 06 October 2020. The views of the Scrutiny Committee will be reported to the Executive as part of the consideration of this item.

Actions Required:

To consider the attached decision report and to determine whether the Committee supports the recommendations to the Executive and to agree any additional comments to be passed to the Executive in relation to the Integrated Risk Management Plan 2020-2024.

1. Background

The full Executive report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Public Protection and Communities Scrutiny Committee is requested to consider whether it supports the recommendations in the Appendix 1 and whether it wishes to make any additional comments to the Executive.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

An EIA has been carried out and is included in the body of report and IRMP documents.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Integrated Risk Management Plan 2020-2024 (I020764)

5. Background Papers

This report was written by Tim Joyce, who can be contacted on 07799110491 or tim.joyce@lincoln.fire-uk.org.

**Open Report on behalf of Les Britzman,
Director of Fire, Rescue and Public Protection**

Report to:	Executive
Date:	06 October 2020
Subject:	Integrated Risk Management Plan 2020-2024
Decision Reference:	I020764
Key decision?	Yes

Summary:

The report provides a full update on the work to develop a newly constructed Integrated Risk Management Plan (IRMP) covering the period up to April 2024 and seeks approval of the IRMP and associated documents including the Community Risk Profile and five supporting Framework Documents for:

- People
- Response
- Prevention & Protection
- Resourcing
- Evaluation

Recommendation(s):

That the Executive:-

- 1) Approves the Lincolnshire Fire and Rescue Service Integrated Risk Management Plan (IRMP), to cover the period 2020 to 2024 in the form of the documents attached at Appendices A to H of this Report; and
- 2) Approves the publication of the IRMP (and associated frameworks) with immediate effect.

Alternatives Considered:

Not to approve the IRMP. This would place the County Council in breach of its responsibilities under the Fire and Rescue National Framework for England 2018 and would have a detrimental impact on future inspections of the Lincolnshire Fire and Rescue by the Her Majesty's Inspector of Constabularies and Fire and Rescue Services (HMICFRS).

Reasons for Recommendation:

The adoption and publication of an IRMP is a requirement of the Fire and Rescue National Framework for England 2018 and allows the Service to focus its plans and resources on the basis of a thorough assessment of the risks facing its communities. This assessment, The Community Risk Profile, is produced following engagement with those communities.

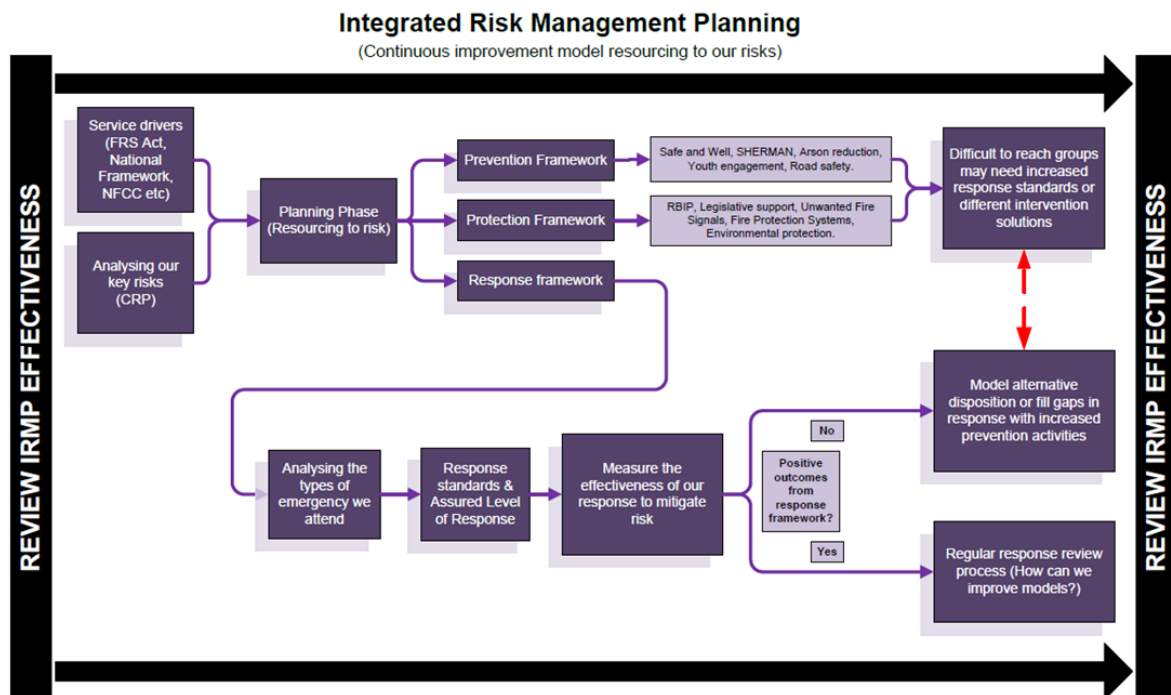
Due to the effects of the pandemic the timeframe for publication of an IRMP has been extended. As such this proposal enables the extension of the IRMP to 2024, which enables the Council to comply with the requirement that an IRMP must cover at least a three year period.

Significant work has been undertaken to modernise the approach to risk profiling and the subsequent resourcing to risk concepts. This version of the IRMP is an improvement in terms of concept, accessibility to members of the community and the county's ability to understand how we aim to mitigate the main risks we face.

1. Background

- 1.1 Section 21 of the Fire and Rescue Services Act 2004 requires the Secretary of State to produce a Fire and Rescue National Framework and requires Fire and Rescue Authorities to have regard to the Framework in the exercise of their functions.
- 1.2 The Fire & Rescue National Framework for England 2018 requires Lincolnshire Fire and Rescue Authority to produce a plan that identifies and assesses all foreseeable fire and rescue related risks that could affect the communities it serves.
- 1.3 Integrated Risk Management Planning (IRMP) is how we identify and plan to mitigate risks through our prevention, protection and response services. Additionally, our plan reinforces how we will resource the service activities and evaluate our progress to ensure the most effective and efficient use of our assets.
- 1.4 The proposed IRMP for the period 2020 to 2024 is attached at Appendices A to G of this Report. The IRMP consists of
 - Community Risk Profile
 - Integrated Risk Management Plan (IRMP) covering the period up to April 2024
 - Supporting Framework Documents for:
 - People
 - Response
 - Prevention & Protection
 - Resourcing
 - Evaluation

- 1.5 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.



- 1.6 The IRMP drives the strategies we adopt and enables the service to match our resources to risk. We use the IRMP to develop further detailed plans, such as our supporting Frameworks and our annual Service Plan.
- 1.7 It is important to note this new IRMP consists of a suite of documents which all form an integral part of the overall planning process. We believe this format is a significant improvement on previous iterations particularly in the way it presents information to the community.
- 1.8 It is important to note that although the format of the documents is different to the previous versions, the core risks have not changed considerably but have been refined and articulated slightly differently, for example a reference to Covid-19 has been made in the Pandemic Flu risk.

Progress to this point in 2020

- 1.9 To ensure we have a detailed understanding of our community we have completed a comprehensive review of the foreseeable risks within the county which are captured within our Community Risk Profile (CRP). This substantial piece of work provides a firm base on which to construct our plans. It also satisfies previous feedback from HMICFRS and follows National Fire Chiefs Council (NFCC) best practice. The clearer we are about the risks the community and organisation face, the easier it is for the public to scrutinise our plans to mitigate those risks.
- 1.10 The Service also carried out an internal (HMICFRS themed) health check of the IRMP/Frameworks. We identified that there was further scope to strengthen the Frameworks. It was considered that this work was essential prior to publication.

- 1.11 Finally, and most recently, we have also adapted our IRMP (Pandemic Flu) risk to reflect Covid-19 as it poses slightly different risks than simply staff shortages – the restrictions on ways of working, created by “lockdown” affect our activity in different ways not related to planning assumption around staff shortages.

Examples include:

- Face to face operational training delivery
- Fire Prevention visits to vulnerable people
- Fire Protection audits to businesses

- 1.12 As 2020 has proven to be challenging in terms of the county response to the pandemic, the knock-on effect to some of the business process streams and our willingness to totally re-model our public facing documents into a more modern format, we propose to extend this IRMP to cover the remainder of 2020/21 through to 31 March 2024.

- 1.13 Throughout this period we will review the CRP, IRMP and Frameworks annually and update targets and measures through our service plan as we have historically. These reviews will take the opportunity to seek partner and stakeholder informal consultation to reflect changing needs or risks.

Outcomes of Consultation

- 1.14 We asked the community, as part of a consultation carried out earlier this year, to comment on our work, if they agreed with our plans and to seek any alternative ideas.

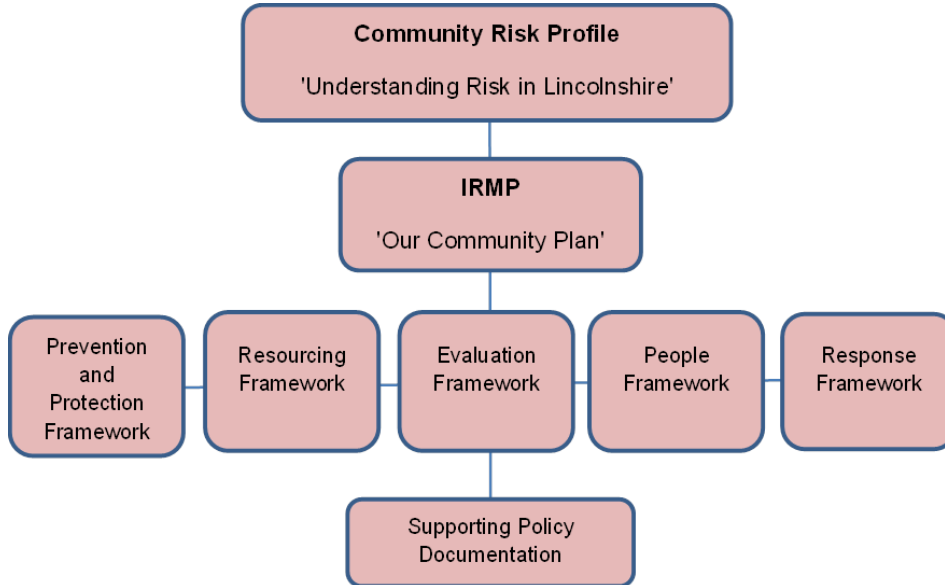
- 1.15 During the early period of consultation, a request was made for us to add the Frameworks to our public area to enable more detail to be examined by the community. We therefore added the five Frameworks and extended the consultation period to the 31 March 2020.

- 1.16 We received feedback from the public, staff and representative bodies during the IRMP consultation stating the way the Framework content was articulated could be clearer. As a result we revisited this work to ensure our frameworks are clear to a wide range of audience.

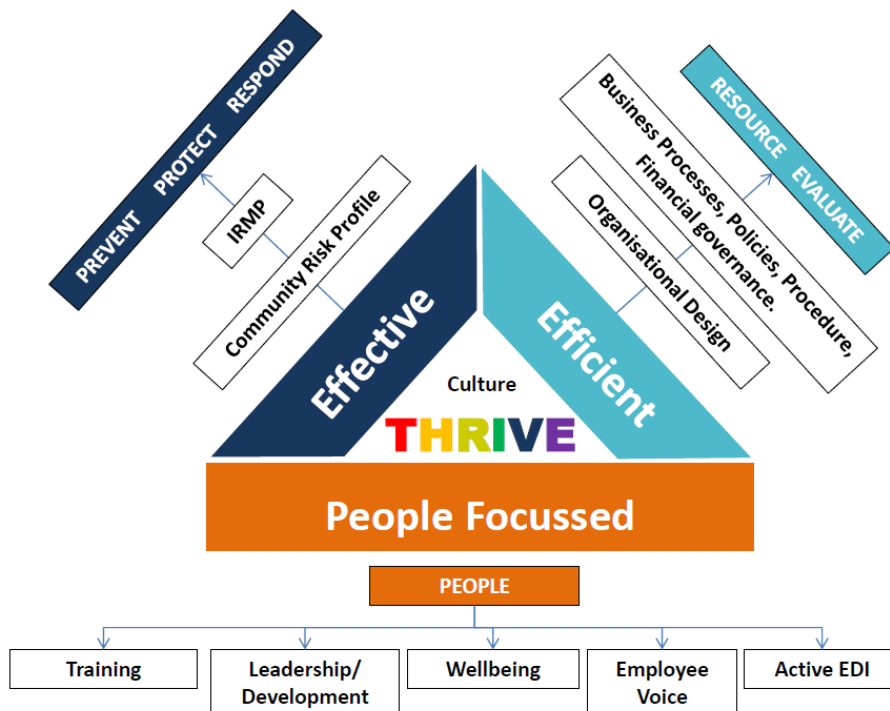
- 1.17 The formal engagement period ran for a total of 14 weeks (172 responses), during which our plans were made available online with a link to a snap survey. Copies were circulated widely through email and hard copies made available on request. A series of briefing sessions were held for both staff and members of the public. We also commissioned a peer review from colleagues from Nottinghamshire FRS. As a result of the feedback we have strengthened our Framework documents with relevant details being included in the final IRMP, for example response standards, to support ease of understanding for our communities. Further details can be found in Appendix H.

Structure of the Community Risk Profile and IRMP

1.18 The diagram below describes the interrelationship between the various documents.



LFR Frameworks supporting IRMP



Publication of the IRMP

- 1.19 Publication of the IRMP was impacted by the Covid-19 pandemic. On 23 April 2020 the Minister of State for Security wrote to Chief Fire Officers and Fire Authority Chairs to outline support during the pandemic. Part of the letter stated “If a service’s annual assurance statement and/or IRMP are due to be prepared and published in the coming months, we understand there may be a delay in the publication during the current circumstances, however any risk could be mitigated by taking such action as you are able to during this period.”
- 1.20 The service is currently operating under the 2016-2020 IRMP pending the publication of the 2020–2024 IRMP. This is a low risk and the principle of operating under an extension to current IRMPs was supported by the Minister in a letter from the Home Office described above.
- 1.21 The original timelines were as follows:
- 13 January 2020 - Consultation commenced (Completed)
 - 28 January 2020 - Scrutiny Committee – IRMP project update (Completed)
 - 17 March 2020 - Scrutiny Committee – update on consultation (Completed)
 - April 2020 - Publish IRMP (delayed due to Covid-19)

2. Legal Issues:

Equality Act 2010

- 2.1 Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
 - The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation
 - Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:
 - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- 2.2 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities
- 2.3 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.
- 2.4 Compliance with the duties in Section 149 may involve treating some persons more favourably than others.
- 2.5 The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

Equality Act considerations have been taken into account throughout the process and the community risk profile has had regard to the different protected characteristics. It is recognised that fire incidents especially in the home have the potential to impact differentially on people with certain protected characteristics especially those related to age and disability. We are confident that the community risk profiling, drive time modelling and planning which have gone into the planning of our prevention and protection strategies will have a positive effect on the community as a whole including those with a protected characteristic.

Joint Strategic Needs Analysis (JSNA) and Joint Health and Wellbeing Strategy (JHWS)

- 2.6 The County Council must have regard to the Joint Strategic Needs Assessment (JSNA) and Joint Health & Wellbeing Strategy (JHWS) in coming to a decision.

During the preparation of the IRMP, attention was paid to both the JSNA and JHWS (documented in the references section of the CRP) to support our understanding of future risk in Lincolnshire.

As a direct result 'Health & Wellbeing' was added to our highest risks for the new IRMP. This takes account of factors identified within these strategic documents, such as the ageing population, dementia, falls and obesity.

Crime and Disorder

- 2.7 Under Section 17 of the Crime and Disorder Act 1998, the County Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The IRMP references both malicious attacks and arson as risks which will be mitigated by activities within the Service Plan.

- Deliberate ignition incidents are reported against:
 - NI33i number of deliberate primary fires
 - NI33ii number of deliberate secondary fires
- LPI8 total calls to malicious false alarms
- LPI71 number of malicious false alarms attended

Performance against targets is reported via the internal Performance Management Board. Lincolnshire Fire and Rescue and Lincolnshire Police collaborate through the Arson Task Force, which is well established.

3. Conclusion

- 3.1 Lincolnshire Fire and Rescue has undertaken an extensive consultation and redesign of the Community Risk Profile and Integrated Risk Management Plan. The service has also taken the opportunity to use consultation feedback and internal review to provide a comprehensive suite of documents to drive our planning into 2024.
- 3.2 The new IRMP seeks to more clearly describe our core risks as well as describing and expanding on existing risks, for example such as:
- Pandemic flu
 - Heritage risks
 - Ageing and vulnerable population (Wellbeing section)

The new IRMP is a strong suite of documents which will remain under regular review.

- 3.3 The IRMP allows Lincolnshire Fire and Rescue to meet its statutory obligation to produce a plan and that it covers a period of at least three years.

4. Legal Comments:

The Report seeks approval for the proposed Fire and Rescue Integrated Risk Management Plan for 2020 to 2024.

The adoption of such a Plan is a requirement of the Fire and Rescue National Framework to which the Council as Fire and Rescue Authority is required to have regard in accordance with the Fire and Rescue Services Act 2004.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

An assessment of the resource requirements to deliver the proposed IRMP is set out in Appendix F- Resourcing Requirements. These resources are managed in accordance with the Council's Financial Regulations and Procedures.

The service's Medium Term Financial Plan, capital and revenue budgets are reviewed and subject to scrutiny and approval on an annual basis as part of the Council's overall planning framework.

Appendix F also sets out the arrangements for mitigating the main resources risks. Approval of the recommendations in this report does not give rise to any further resources risks.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Public Protection and Communities Scrutiny Committee at its meeting on 15 September 2020 and the comments of the Committee will be reported to the Executive.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See body of report and IRMP documents

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Community Risk profiling Document (CRP)
Appendix B	Integrated Risk Management Plan 2020-2024 (IRMP)
Appendix C	People Framework
Appendix D	Response Framework
Appendix E	Prevention & protection Framework
Appendix F	Resourcing Framework
Appendix G	Evaluation Framework
Appendix H	Consultation Document Outcomes

8. Background Papers

The following Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report

Background Paper	Where it can be viewed
Scrutiny Report 17 March 2020 - Lincolnshire Fire and Rescue Integrated Risk Management Plan 2020 – 2023 Consultation	Appendix H

This report was written by Tim Joyce, who can be contacted on 07799110491 or tim.joyce@lincoln.fire-uk.org.

UNDERSTANDING RISK IN LINCOLNSHIRE 2020 - 2024

LINCOLNSHIRE FIRE & RESCUE

COMMUNITY RISK PROFILE



Lincolnshire
COUNTY COUNCIL
Working for a better future

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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 frameworks 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 vision '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 including Covid19, 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 focus places improvement, diversity, service to the community and our people at the heart of what we do. It is our commitment to this focus that will ensure we remain concentrated 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 Fire and Rescue Services (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 four 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 assess 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).

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.

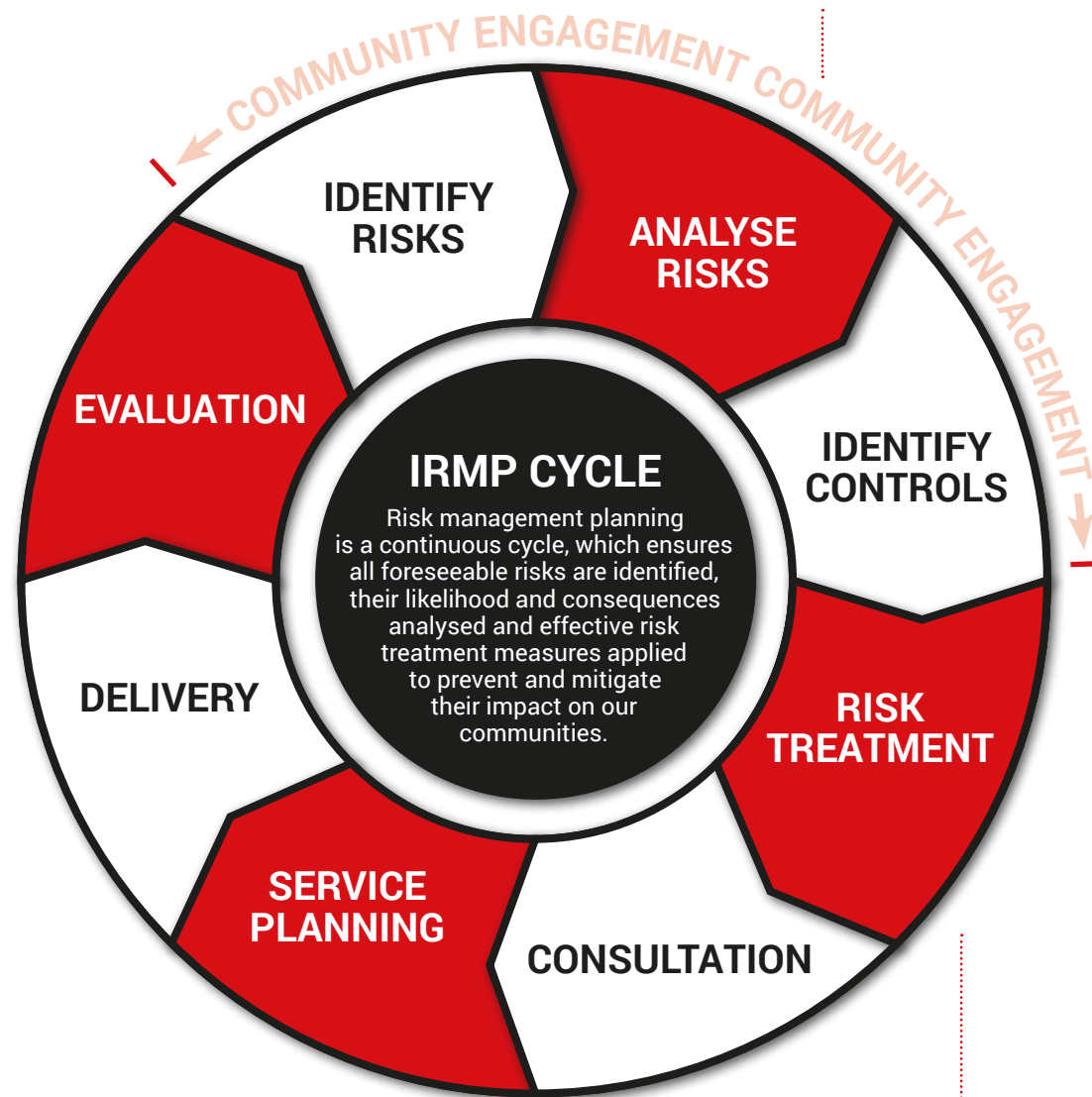


Integrated Risk Management Cycle

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.

Understanding Risk in Lincolnshire



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 attacks

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 – 2024 PESTELO THEMES		
 <p>Political</p>	Potential impact of Brexit Change of Government, Council political affiliation, Devolution and Boundary changes	
 <p>Economic</p>	Impact of changes to LFR budget and the likely impact on resources, both internally and externally Economic impact of Covid19 on supply chain	
 <p>Socio-cultural</p>	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 Covid19 on demographics and cultural behaviours
 <p>Technological</p>	Impact of IT outage/cyber attack Impact of power outage Opportunities presented by technology to improve service delivery	
 <p>Environmental</p>	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)
 <p>Legal</p>	Impact of potential changes in legislation arising from Grenfell Tower Inquiry Impact of changes to FRS National Framework Potential impact of Brexit	
 <p>Organisational</p>	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 Impact of new ways of working as a result of Covid19

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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, premises and individuals most at 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.

High Risk Communities

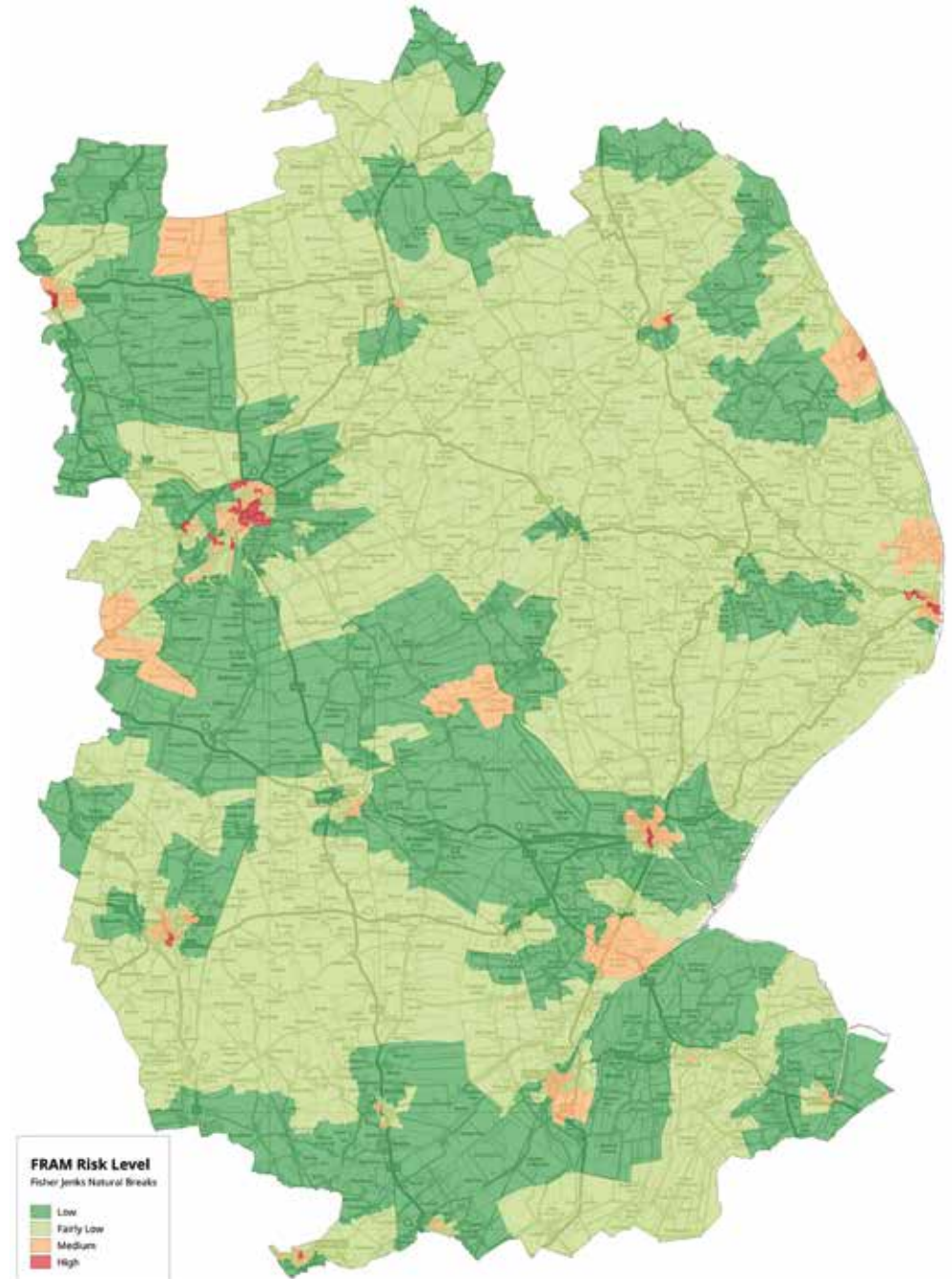
We analyse the level of community risk using a methodology called 'FRAM' (Fire Risk Assessment Methodology). FRAM blends five years of incident data and indices of multiple deprivation to generate an independent risk score within a defined Lower Super Output Area (LSOA).

When looking at the demand each LSOA has on the service, we look at how many incidents the service had responded to in each LSOA and convert that to a percentage of the total number of incidents over five years.

We use the Fisher Jenks Natural Breaks methods to distribute the LSOA's population density values into four groups, to assign each group a weighted score. The more densely populated the LSOA, the higher the score.

The FRAM risk score, the population density weighted score and the incident demand percentage are added together to give an overall risk score. The four risk groups are mapped giving four risk levels, high (red), medium (yellow), fairly low (light green) and low (dark green).

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.



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High Risk Buildings

We use Experian's Incident Risk Score model (IRS) to identify high risk premises for both operational risk, and fire safety inspections. This integrated approach provides a level of consistency in the base methodology used by both areas.

Experian's model defines high risk buildings by 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.

The model profiles businesses against this risk and assigns a risk percentile score out of 100. The dataset is updated quarterly, which will allow LFR to identify businesses that have newly formed, ceased trading, moved or merged.

The methodology for both fire safety and operational risk is described below:

Risk Based Inspection Programme

We use a Risk Based Inspection Programme (RBIP) to:

- Determine a fire safety inspection programme for non-domestic premises that is based on an assessment of the risk posed by generic types of premises and individual buildings; and
- Ensure that the fire safety inspection programme carried out by both operational and non-operational personnel contributes to Integrated Risk Management Planning (IRMP) and the associated preventative, protective and response arrangements.

The following principles support the risk identification of our RBIP:

- We use Experian data to identify new premises. These are scheduled for inspection and the outcome will ensure they are placed in the appropriate category under the RBIP.
- Premises which present the highest risk will be audited and inspected more frequently.
- The RBIP is a dynamic document which is updated on a weekly basis to ensure all risk is current.

Operational Risk Inspection Programme

Experian's IRS data is used to identify high risk business premises for operational risk inspection. The Experian data is blended with data from a generic Premises Type Risk Register (PTRR), which provides further analysis to define high, medium and low risk premises for operational risk inspection.

The PTRR was developed using the list of property types identified by the Incident Recording System (IRS) together with historical data on incidents attended by LFR and national incident data regarding fatalities and injuries. This information is reviewed to align with our assessment of risk and IRMP, to ensure our identified risks are prioritised effectively for operational risk inspection.

High Risk (Vulnerable) People

We analysed seven years of fire fatalities and the resulting serious case reviews to understand trends relating to fire deaths in Lincolnshire. We compared this analysis with partnership data and national fire fatality data to highlight the common vulnerabilities.

Our data shows that 84% of fire related fatalities occur in domestic dwellings, with 80% of the total number of fatalities being male.

- Full analysis of cause is available on page 60, however, 76% of fire fatalities are attributable to deliberate, smoking, space heating or electrical appliances. Analysis of our data shows that 32% of fire related fatalities are attributed to 'deliberate ignition' causation. Although important, due to the nature of these incidents, these figures are considered in isolation as it is recognised that prevention work will be dependent on partnership working. There will be a need to consider contributing factors of individuals and the nature of the resulting deliberate ignition, e.g. motive, mental health considerations.
- The full fire fatality analysis is available on pages 58-60 of this document, however, for this analysis of vulnerable people we have discounted incidents where deliberate ignition was the cause.

Age and gender – When considering all fire fatalities from accidental causes of fire, 88% of these were male. 18% of fire fatalities being in the age category 40-49, however 41% of fatalities were aged 65 and over which aligns to the national statistics for England for the 2018-19 year, where 42% of fire fatalities in dwellings were aged 65 and over.

Household occupancy – Further interrogation notes an even spread of risk among household occupancy types with no one category being at significant risk, however using national data for England over five years, it is evident that 61% of fire fatalities were one of the lone person categories of household occupancy.

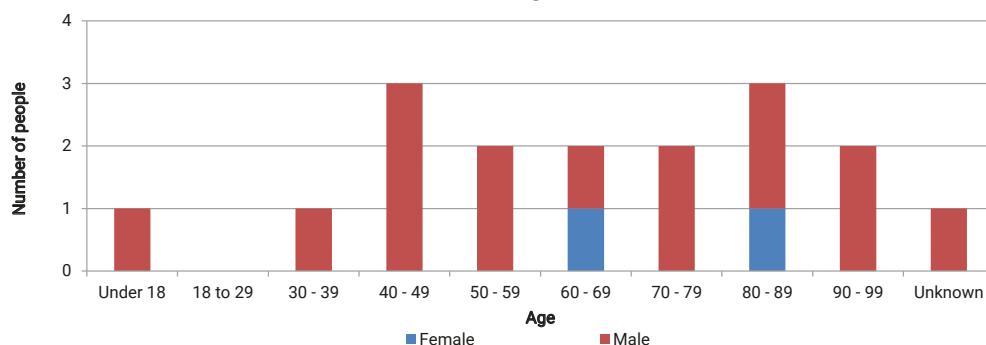
Smoker – In addition to the five fatalities where the cause of fire was carelessly discarded smoking materials, an additional fatality was known to be a smoker making 35% of fire related fatalities being a smoker as a risk factor.

Human factors – Disabled – 18% of our fire fatalities were recorded as disabled compared with national data for England of 6%.

Human factors – Excessive and dangerous storage – 12% of our fire fatalities had recorded a presence of excessive and dangerous storage (hoarding) compared with 2% nationally for England.

Human factors – Suspected under influence of alcohol/drugs – 35% of our fire fatalities were recorded as alcohol or drugs as an impairment contributing to the fire compared to 18% nationally for England.

Fire related fatalities by age and gender 2014/15 - 2018/19
excl. deliberate ignition cause

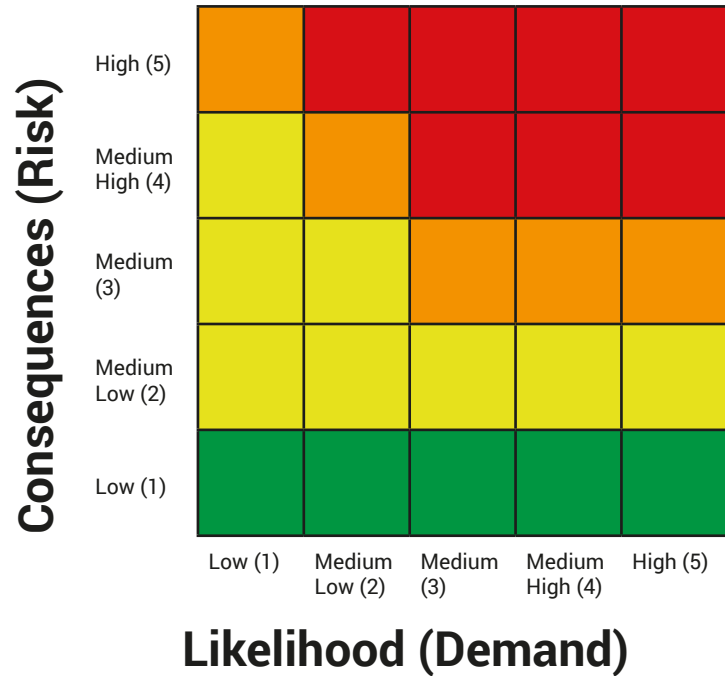


It is also important that fire related injuries are analysed. We view this type of incident as preventable and as a consequence develop strategies to prevent fires resulting in injury. Details show that 22% of fire related injuries result in people who live on their own and are over pensionable age. 26% of injuries are as a result of fires involving cooking appliances, with 19% of injuries sustained whilst individuals attempt to tackle the fire.

It is acknowledged that LFR has a small dataset of incidents and resulting injuries and fatalities to review. As a result national statistics are also reviewed to support the identification of trends and emerging issues. Local and national datasets are compared to ensure LFR identifies the correct areas to target and to focus our prevention activities on.

Risk Assessment Matrix

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 are high enough to make very high risk.
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 arrangements.

The outcomes of this process are summarised in the table on page 21 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 frameworks we will adopt to mitigate those risks over a four 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 frameworks for how these risks are treated. These frameworks cover the core business of the service. Maintaining the right balance between these frameworks 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
- Performance Management Board
- Internal department and policy audits
- Continual team monitoring, team development and sharing of best practice
- Staff appraisals

Engagement on risk

Throughout the development of the IRMP, we frequently use data and analysis to understand risk. It is equally important that we engage with staff, communities, partner agencies, representative bodies and key stakeholders to seek their views on risk in Lincolnshire and consider this as part of the planning process.

We work closely with Lincolnshire County Council's (LCC) engagement team to build an engagement plan, which helps us to target communities, organisations and individuals for feedback. For example, as we felt heritage was a risk, we engaged with Heritage Lincolnshire, English Heritage and the National Trust to improve our understanding of this risk.

The formal engagement period ran for a total of 14 weeks, during which our plans were made available online with a link to a snap survey. Copies were circulated widely through email and hard copies made available on request. A series of briefing sessions were held for both staff and members of the public.

The engagement process invited respondents to feedback on three key areas:

- 1) Do you agree with our assessment of risk?
- 2) Do you agree with our plans to mitigate this risk?
- 3) Is there anything else you think we should consider?

We also carried out a peer review of our IRMP with colleagues from Nottinghamshire FRS.

In total we received 172 responses to the survey, a large proportion of which came from the 46-60 age bracket (56%) compared with 35% from the 26-45 age group. This is an area we will evaluate going forwards to improve future uptake from all age groups.

Outcomes

The results were very positive with the majority of respondents (83%) agreeing with our assessment of risk and 74% agreeing with our measures for reducing risk. Areas we have improved or added as a result of feedback received are:

- Due to the impact of the Covid19 pandemic, Covid19 is now referenced specifically with appropriate mitigation.
- Water risks were reviewed to reflect the large network of rivers and drains in Lincolnshire.
- Clearer reference to response standards within the Response Framework.
- A new dataset on heritage risk was shared by Heritage Lincolnshire. This significantly improved our understanding of this risk and was used to model heritage risk across the county.

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.

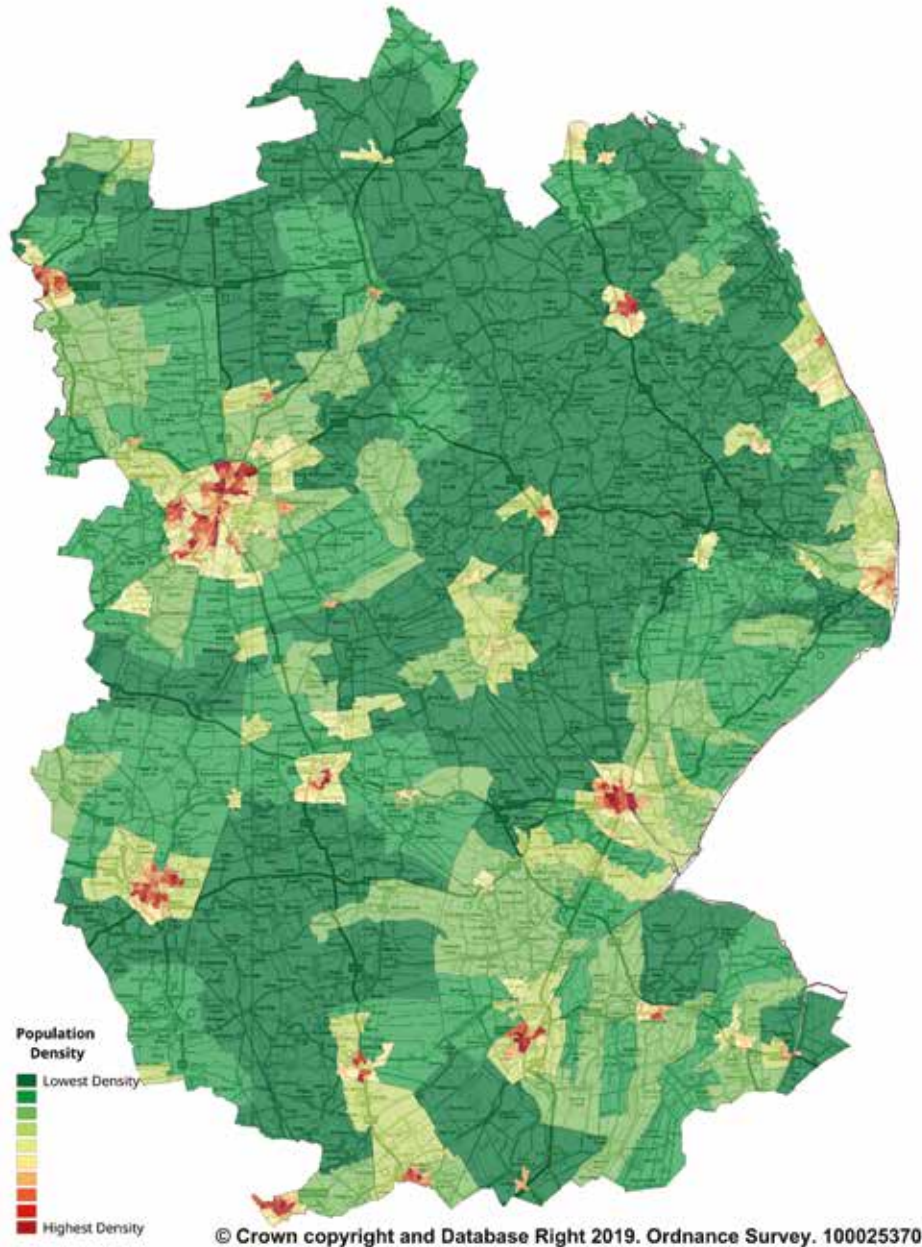
Population

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 non-British national population of South Holland were fatally injured by fire than the resident population of the area.



Ageing population

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.

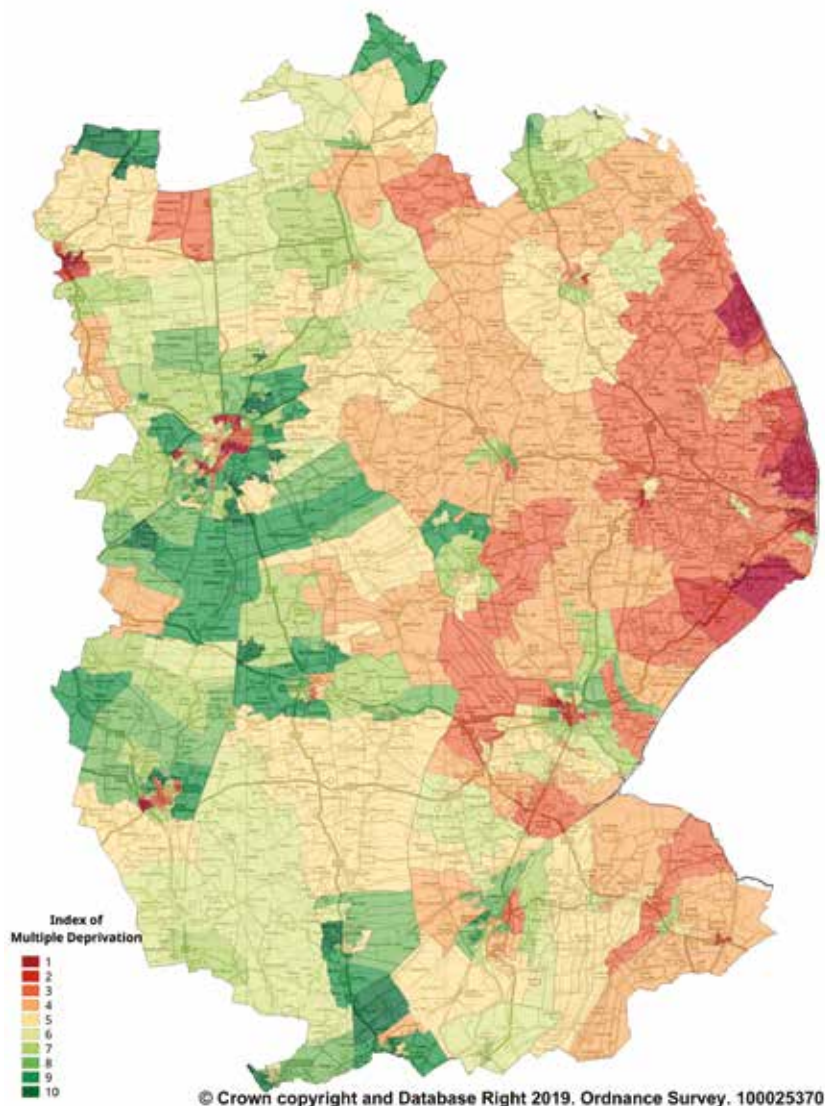
The proportion of young people in Lincolnshire (aged 0-19) fell from approximately 23% of the total population in 2007 to 22% in 2017. In the same period the population of those aged 65+ has increased by 3% to approximately 23%. The two factors together highlight a declining younger population and a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

Environment

Lincolnshire is a largely rural county with a coastline of more than 50 miles, hosting seaside resorts that attract thousands of visitors each year. It is also home to a diverse range of wildlife including the grey seal. Large areas of land along the coastline are below sea level and are protected from flooding by sea walls and defences.

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.

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.



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Ordnance Survey Open Rivers in Lincolnshire

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 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).

We have worked closely with the University of Lincoln (UOL) geography department to help improve our understanding of future flood risk in Lincolnshire. A report by UOL aims to highlight the flooding risk in Lincolnshire, whilst spatially analysing the extent of Lincolnshire Fire and Rescue's dispersal and resourcing models.

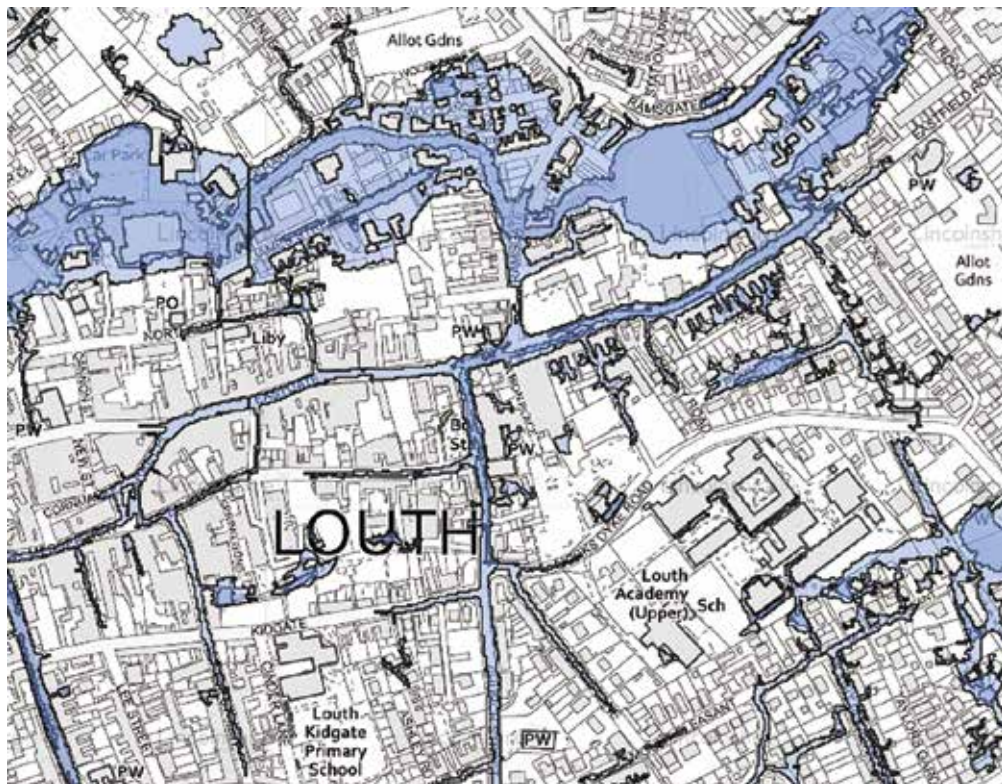
This academic study used a wide variety of flood data and LFR drivetime modelling to describe:

- Lincolnshire's low lying land places it at high risk from rising sea levels and storm surges.
- An estimated 220,000 people live in Lincolnshire's coastal zone thus exposing them to catastrophic flooding impacts from the sea.
- Identifies all high, medium and low risk areas.
- Areas of greatest risk are in Boston and Skegness.
- All medium and high risk areas of flood risk are covered by LFR's current 10 minute response times.
- Identifies stations at Boston, Mablethorpe and Skegness which are at risk themselves and suggests business continuity measures.
- Looks at impact of future flood defences e.g. Boston barrier.
- Recommends LFR considers greater community involvement to ensure the at risk population are equipped to deal with a flooding event.



Artists impression of the Boston Barrier

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 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 operational risk-based inspection programmes.

This information is not shared publically because of GDPR regulations.

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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. 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 tonnes of grain is exported from the port of Boston every year. The port handles approximately 1.5 million tonnes 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.

Our community risks

Having analysed all available data on both current and foreseeable future risks, and following an extensive engagement period with staff, communities and key stakeholders, we have produced the following priority community risks for the period 2020–2024:

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 four years, ensuring our resources and the strategies we use to mitigate risk are targeted at the areas where they can make the most difference.

These risks are explained in more detail in the following pages.

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	Pandemic Flu	20
6	Non-Domestic Fires	12
7	Water Risks	12
8	Residential High Rise	10
9	Malicious Attacks	10
10	Heritage	9
11	Deliberate Fires	9

Dwelling fires

Dwelling fires are fires that occur within a residential property.

Level of risk: High

Why is it a risk?

Lincolnshire has a total of 338,700 households across the county (VOA, 2017) with over 52,000 of those privately rented. Our historic demand data shows a gradual increase in fires over the last five years, with domestic fires making up 35% of our fire incidents. Almost half (48%) of those were caused by cooking. 84% (21) of fire fatalities occurred in dwelling fires.

Consequences

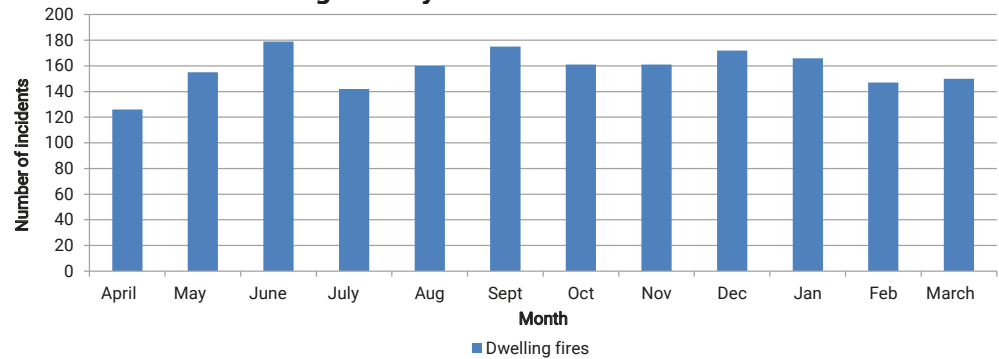
- Risk to life
- Physical injury
- Damage to property
- Damage to local environment
- Short term loss of accommodation
- Economic impact resulting from property loss/damage

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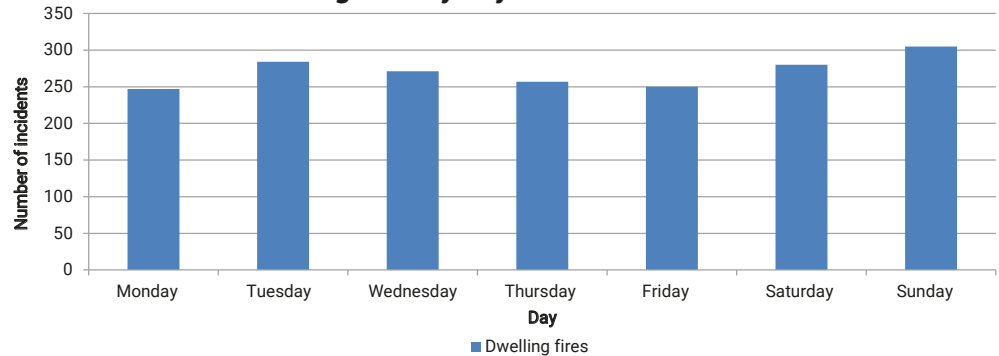
Historical demand

Dwelling Fires - When

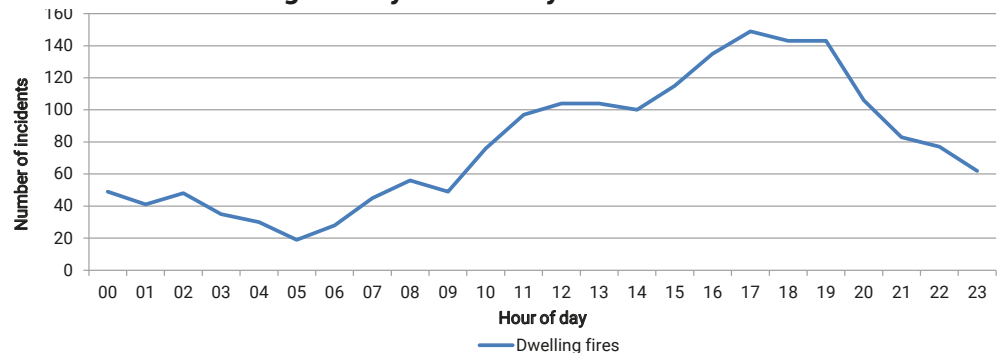
Dwelling fires by month 2014/15 - 2018/19



Dwelling fires by day 2014/15 - 2018/19

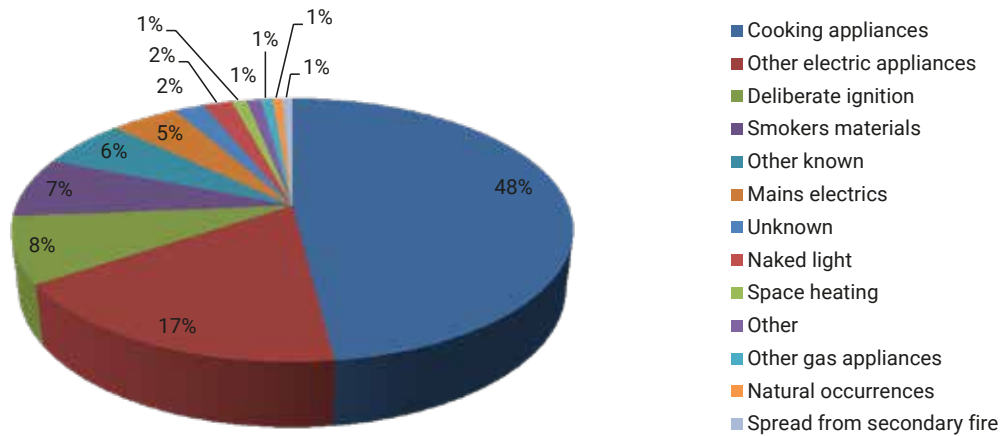


Dwelling fires by hour of day 2014/15 - 2018/19



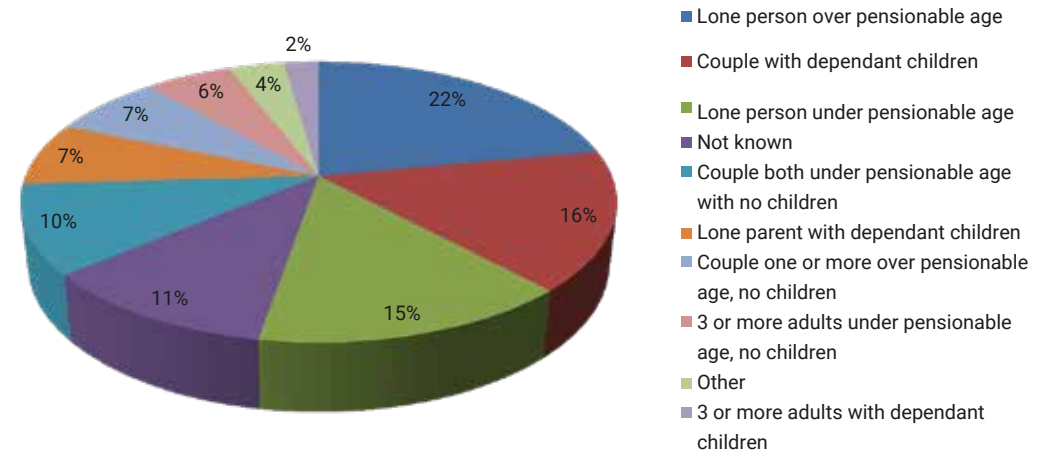
Dwelling Fires - Causes

Dwelling fire causes 2014/15 - 2018/19

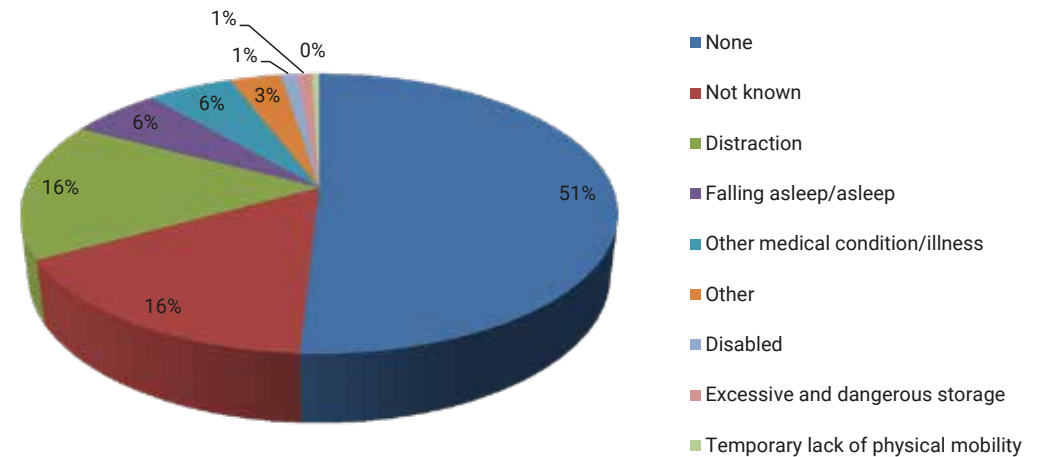


Dwelling Fires – Who

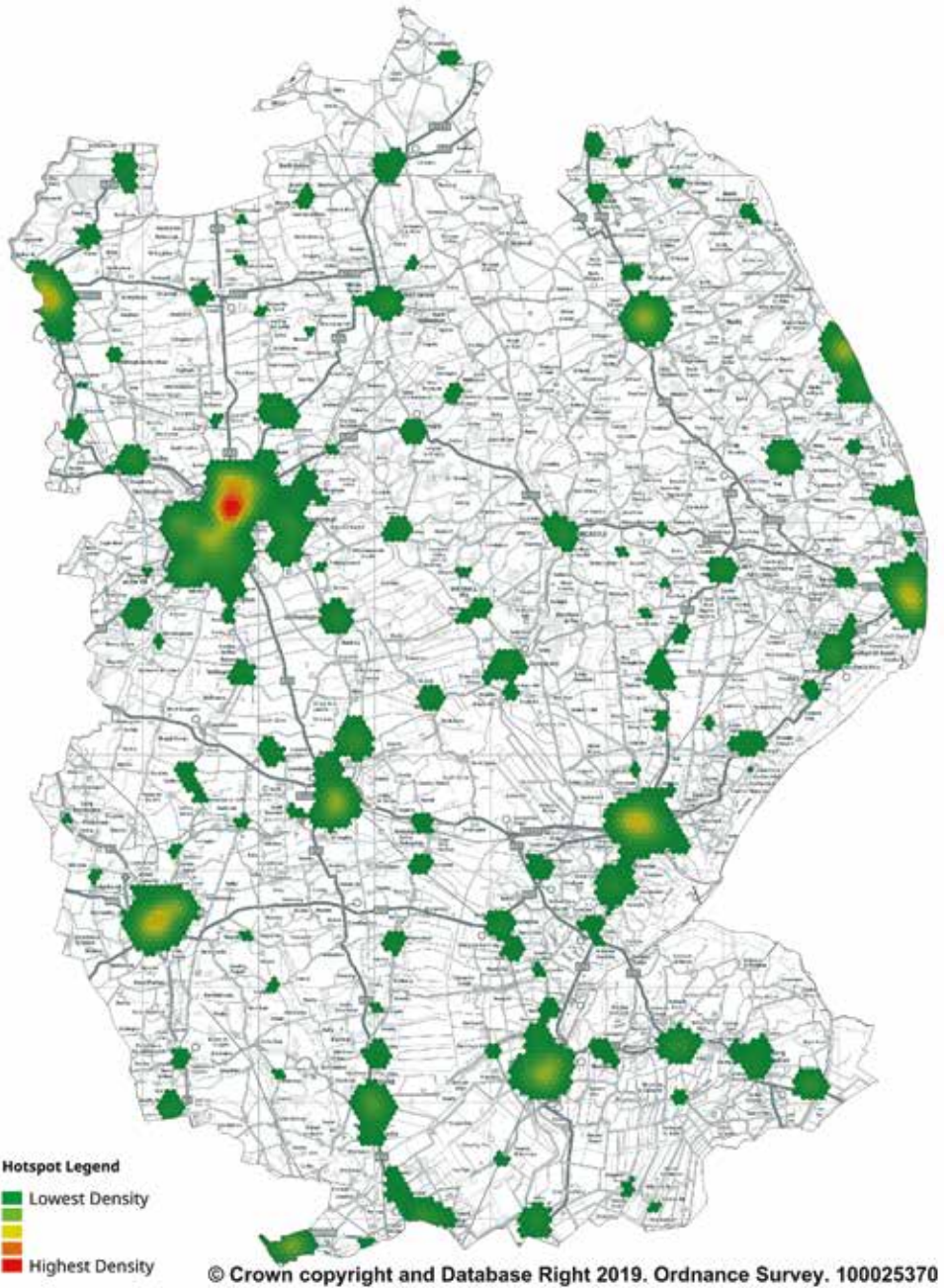
Dwelling fire household occupancy 2014/15 - 2018/19



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



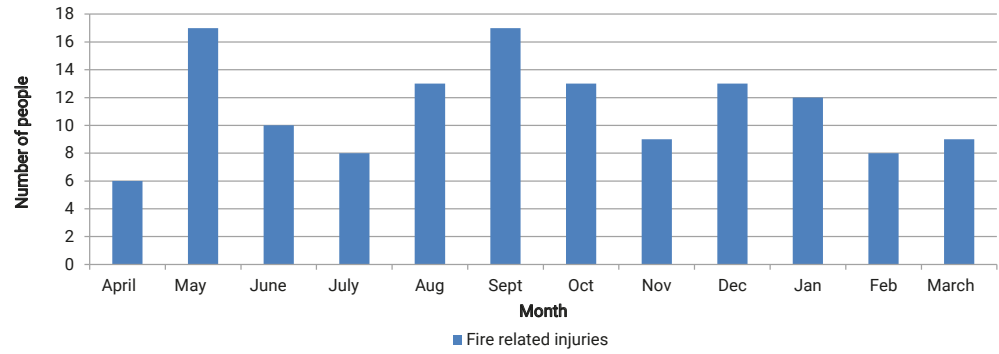
Dwelling Fires - Where



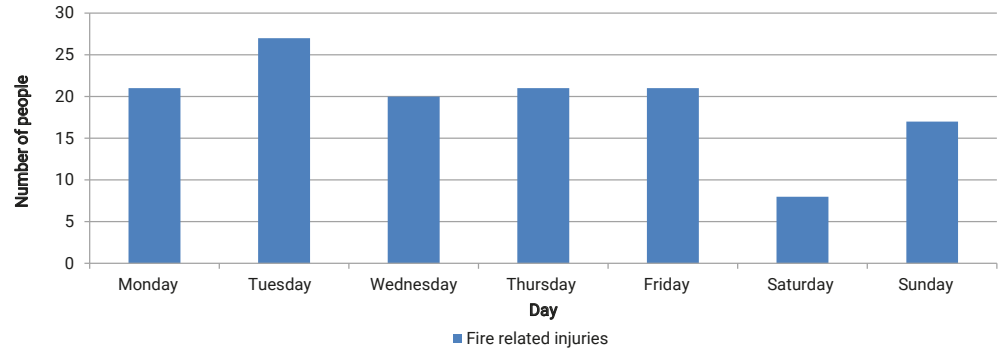
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Fire Injuries – When

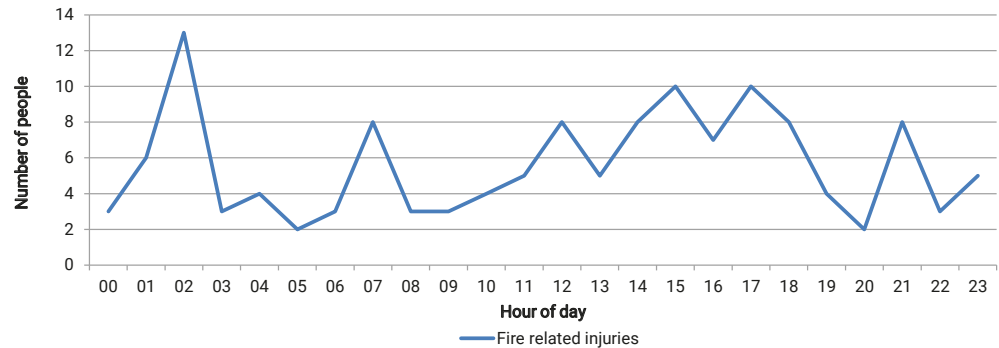
Fire related injuries by month 2014/15 - 2018/19



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

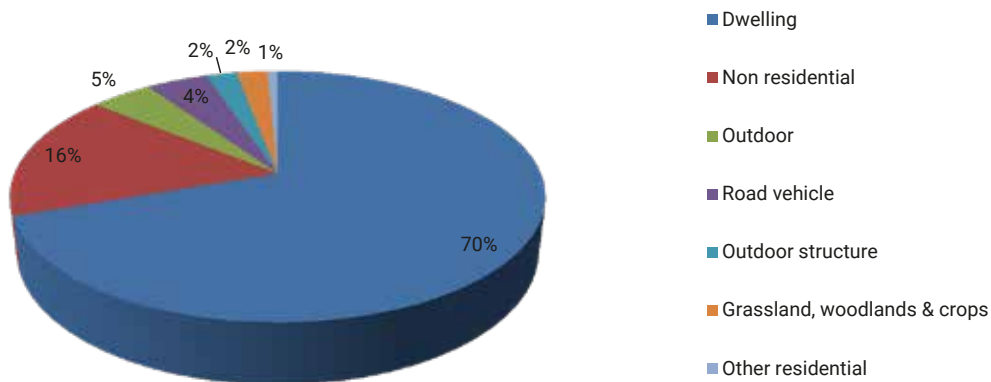


Fire related injuries by hour of day 2014/15 - 2018/19

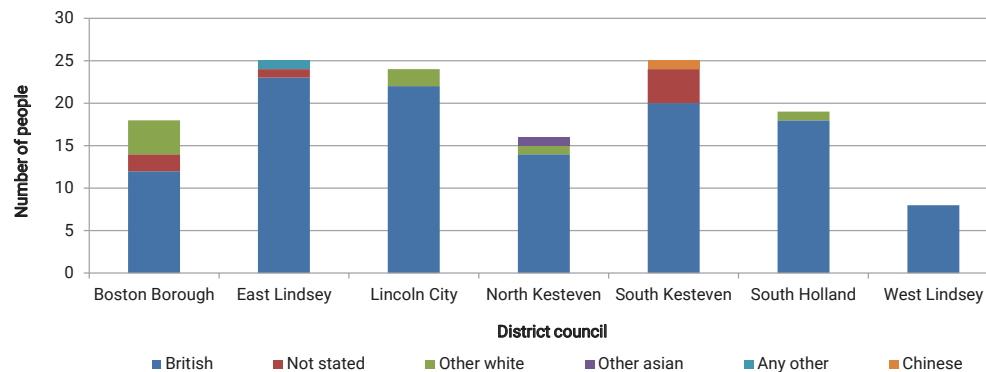


Fire Related Injuries – What and Who

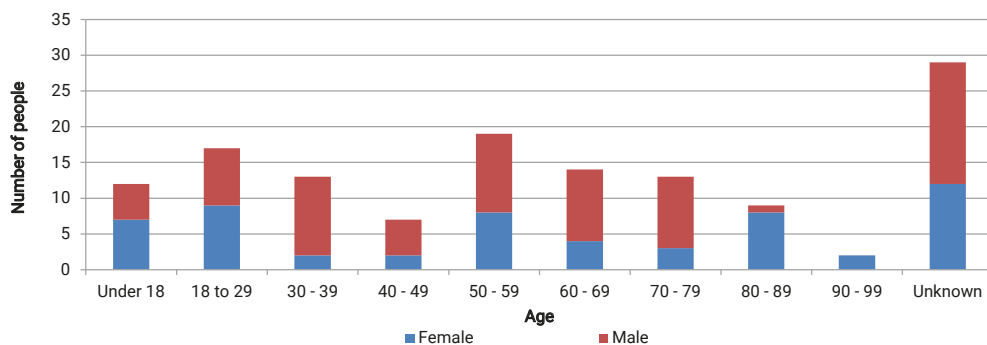
Fire related injuries by property category 2014/15 - 2018/19



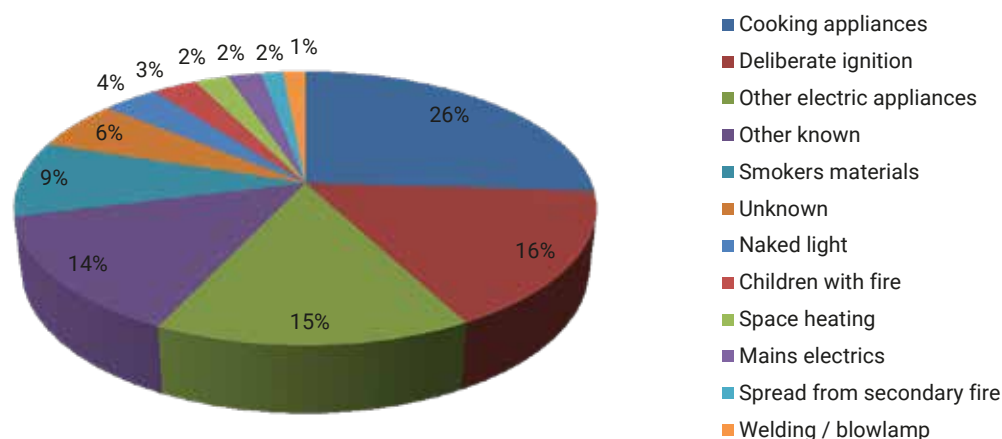
Fire related injuries by ethnicity by district council 2014/15 - 2018/19



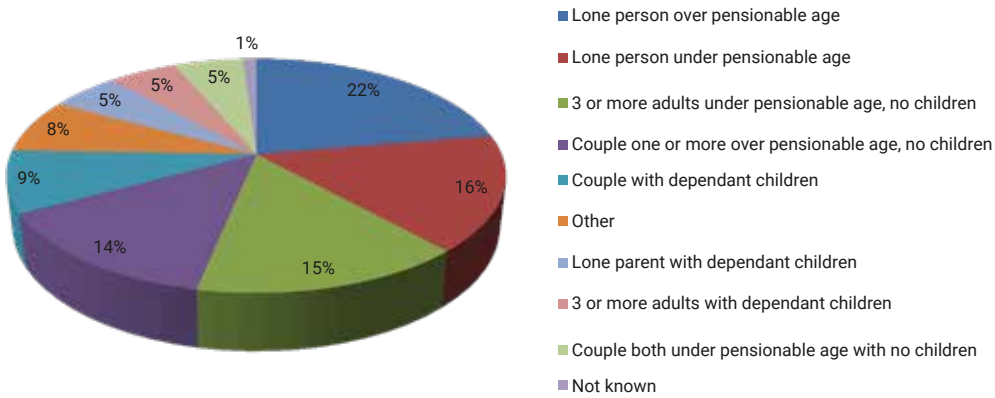
Fire related injuries by age and gender 2014/15 - 2018/19



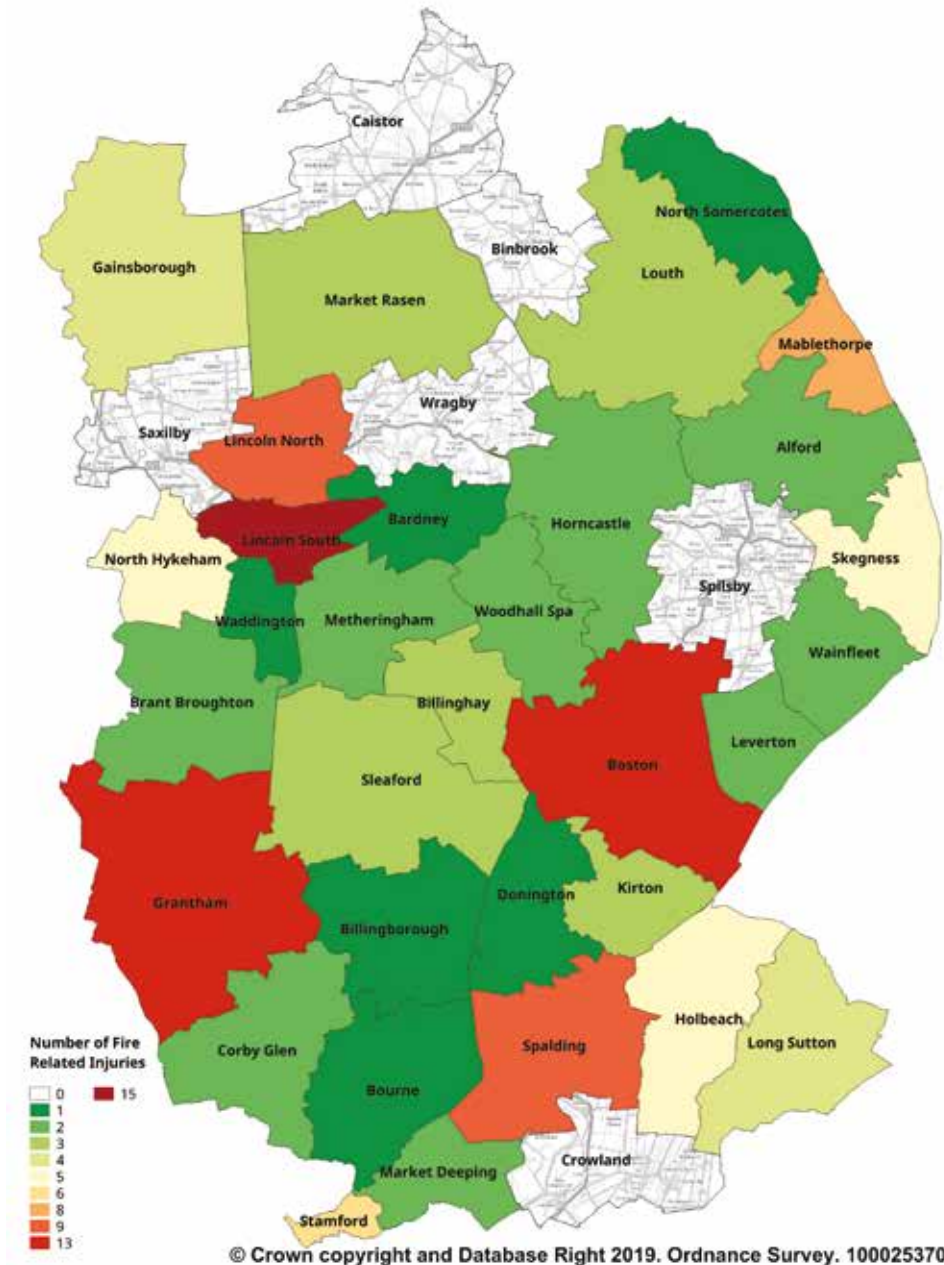
Fire related injuries by cause of fire 2014/15 - 2018/19



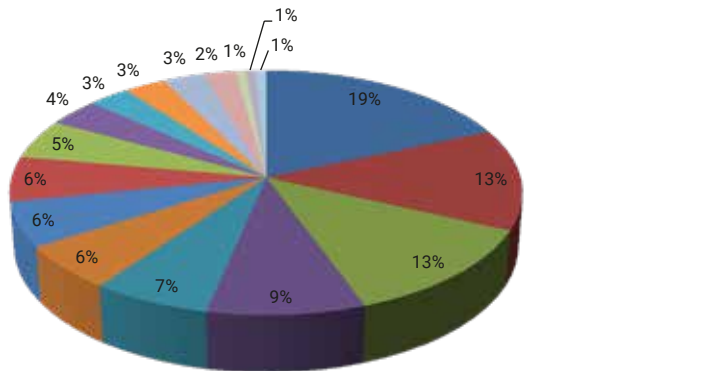
Fire related injuries household occupancy (dwellings only) 2014/15 - 2018/19



Fire Injuries – Where



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



What's on the horizon?

A national shortage of housing has led to a steep rise in housing demand across the UK. The government aims to meet this demand by building up to 300,000 houses per year over the next few years (Homes England strategic plan 2018/19 – 2022/23)

Here in Lincolnshire, 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.

As a result we expect housing stock in Lincolnshire to rise sharply over the next few years, resulting in a potential increase in dwelling fire risk. This has been assessed as one of our highest risks for 2020-24.

Road traffic collisions

A Road Traffic Collision (RTC) is a collision involving a vehicle on a road or in a public area that has caused damage or injury to a person, animal, another vehicle or property.

Level of risk: High

Why is it a risk?

Lincolnshire has a vast network of A, B and rural roads. 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.

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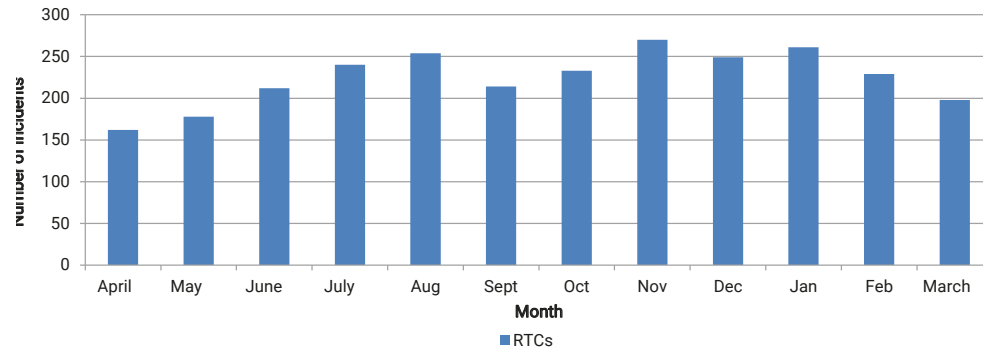
Consequences

- Risk to life
- Physical injury
- Damage to property
- Damage to local environment
- Economic impact resulting from prolonged road closures
- Economic cost of fatalities and injuries

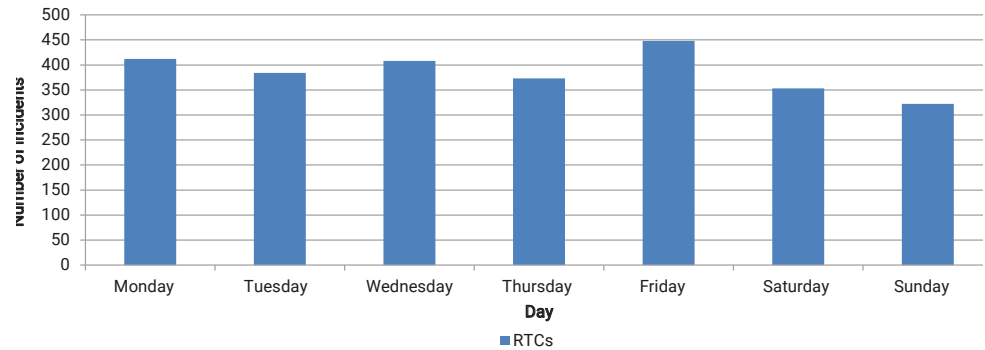
Historical demand

Special Service – Road Traffic Collision (RTC) - When

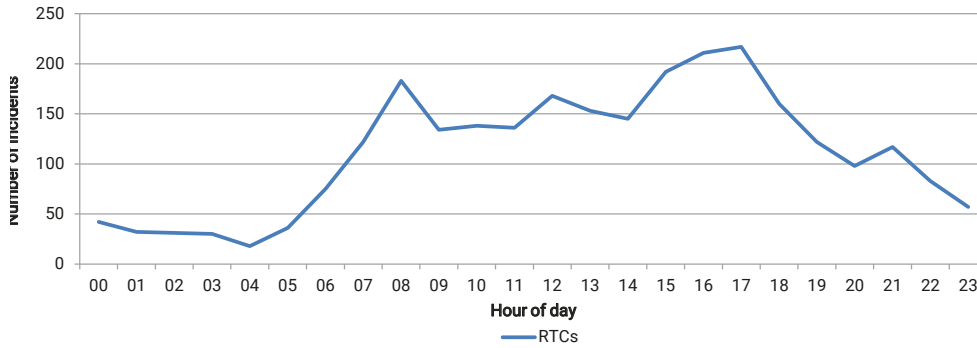
RTCs by month 2014/15 - 2018/19



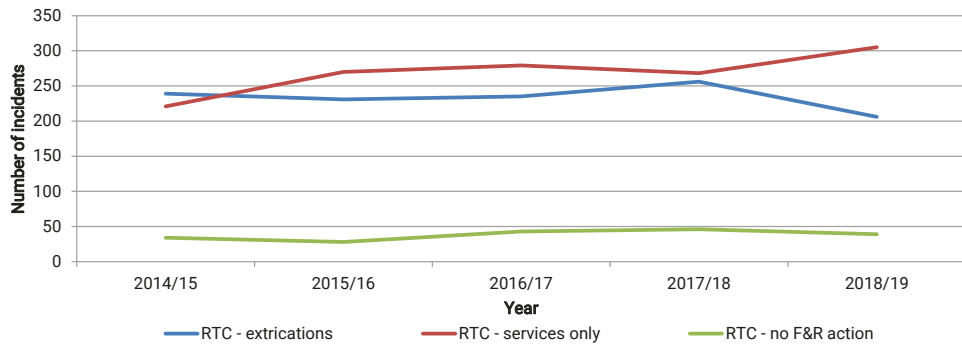
RTCs by day 2014/15 - 2018/19



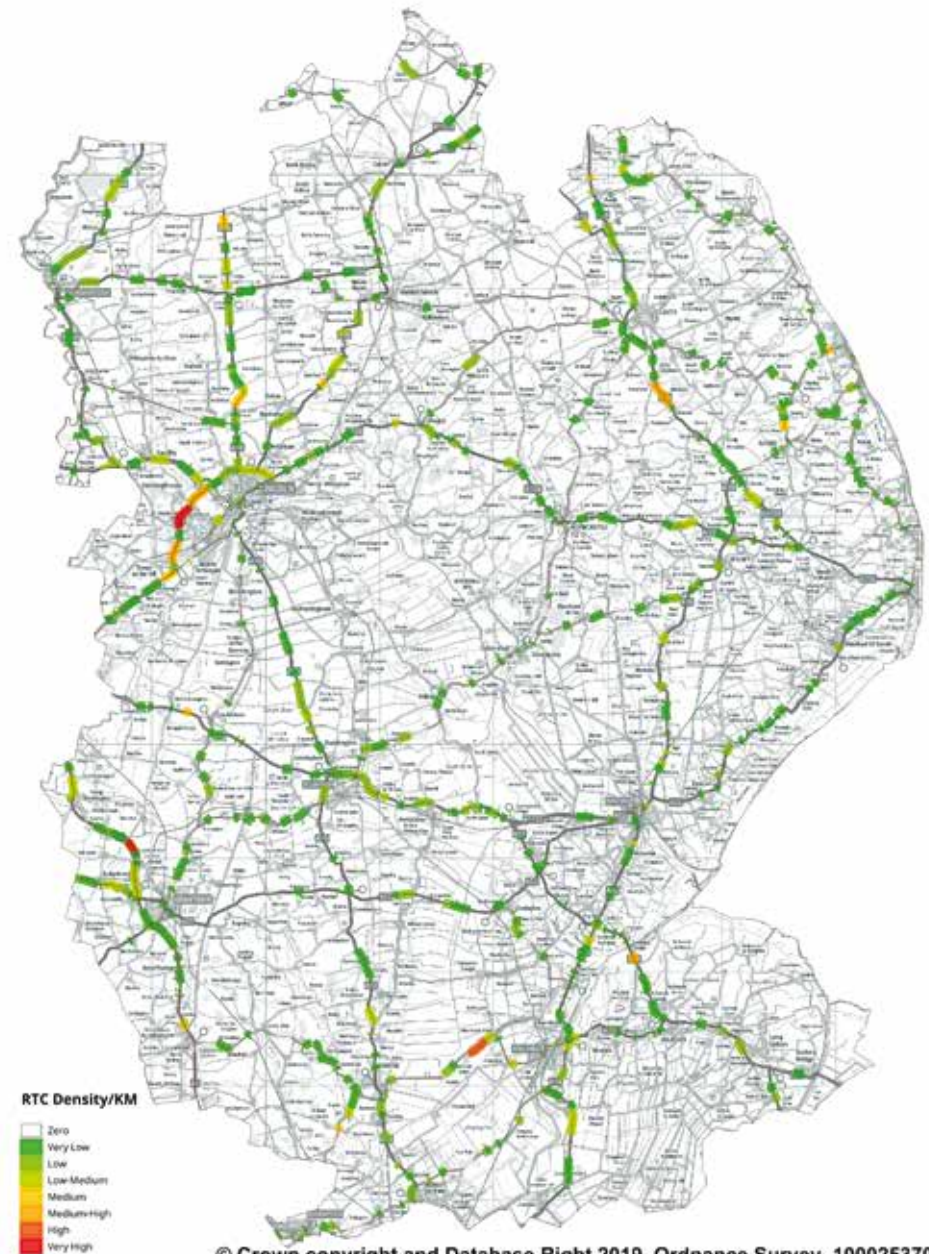
RTCs by hour of day 2014/15 - 2018/19



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



Special Service – Road Traffic Collision (RTC) - Where



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What's on the horizon?

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. These projects will improve the road network and traffic flow around the county. Further work will be required to understand any consequent impact on road risk and/or response times.

Health and wellbeing

A health risk is an adverse event or negative health consequence due to a specific event, disease, or condition.

Level of risk: High

Why is it a risk?

Health and Wellbeing remains a high risk for the county. Lincolnshire has a growing older population with many people moving to the county in order to retire. 70% of adults in Lincolnshire are overweight or obese. It was estimated that 11,688 people aged 65 and over were living with dementia in Lincolnshire in 2017.

Almost half of our calls are to co-responder incidents, with 92% of those resulting in some form of medical intervention by our crews.

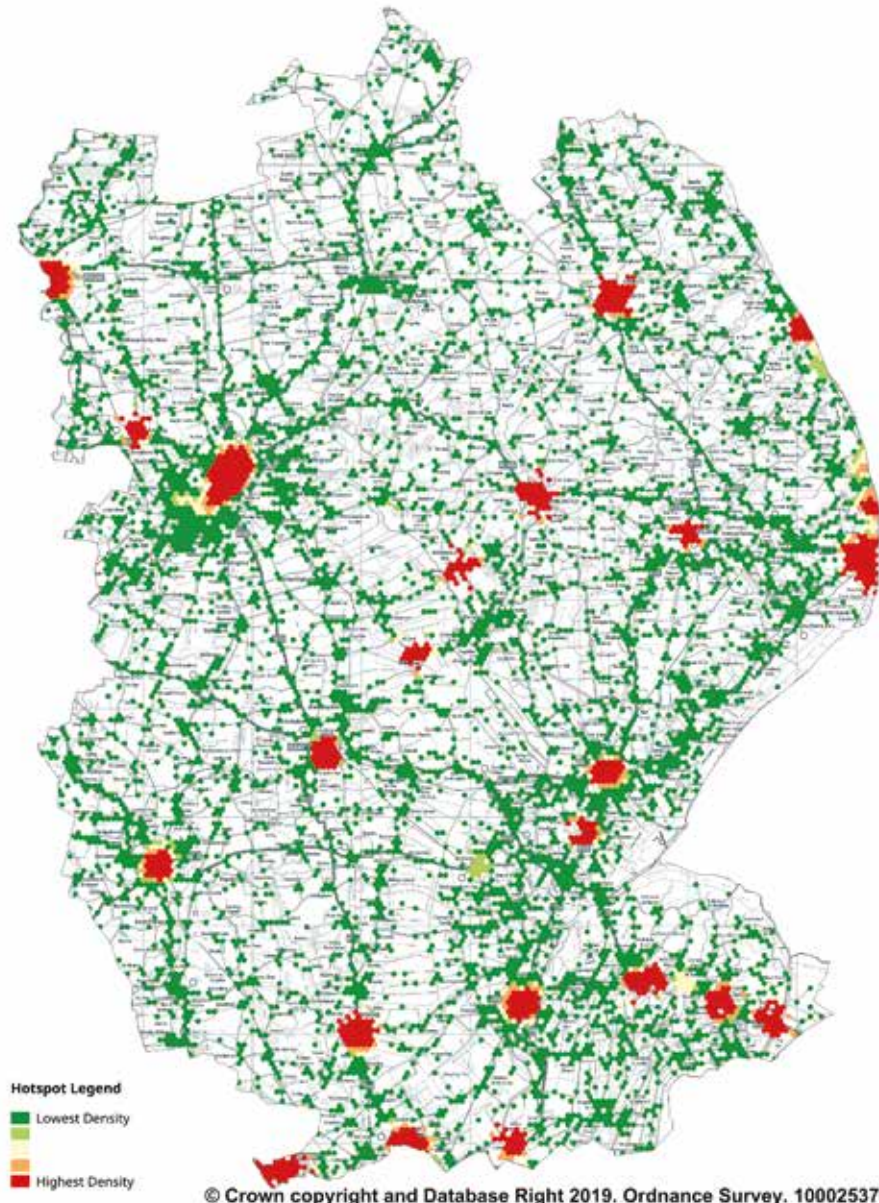
Page 64

Consequences

- Risk to life
- Risk to physical and mental health
- Impact on levels of emergency cover
- Impact on local and national economy
- Increased demand on NHS
- Vulnerable people exposed to lower levels of care
- Staff absence due to reduced training capacity

Historical demand

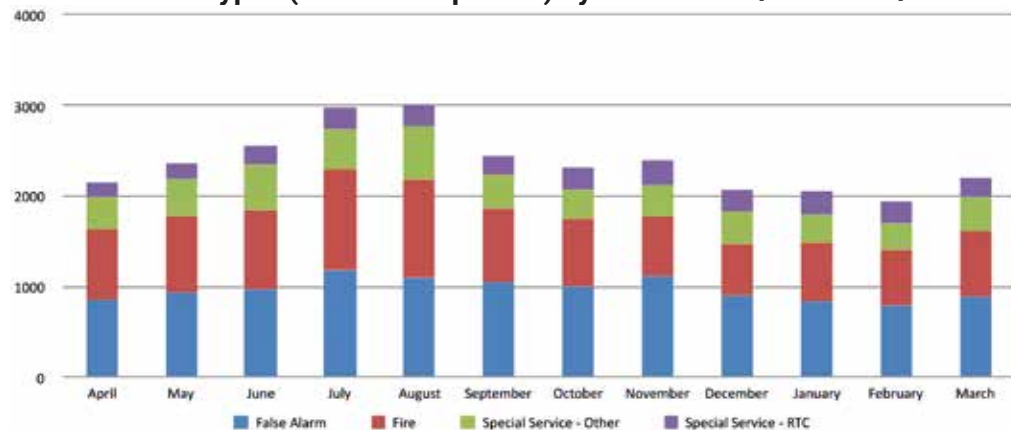
Heat map of All Attended Incidents



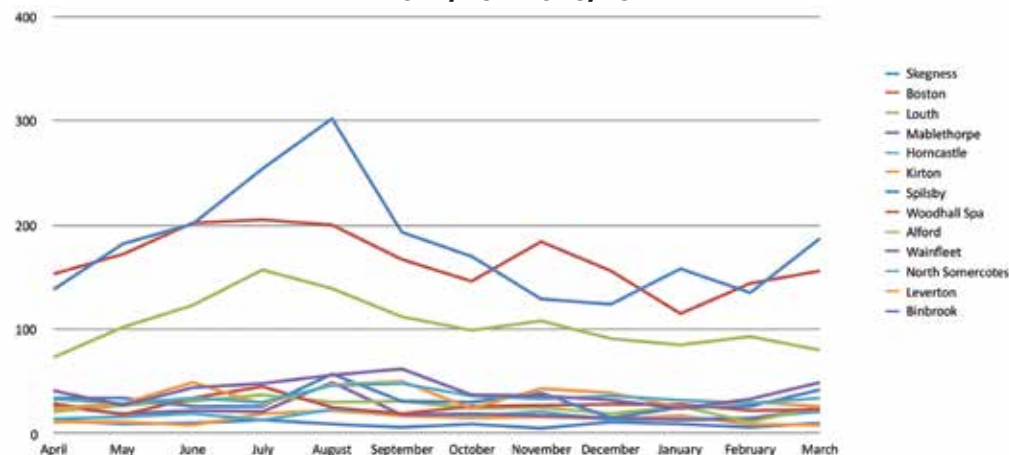
Seasonal demand variation

Our analysis of seasonal variation in incident demand has been broken down into service, division and station level with a peak in incident activity taking place in the summer months of July/August:

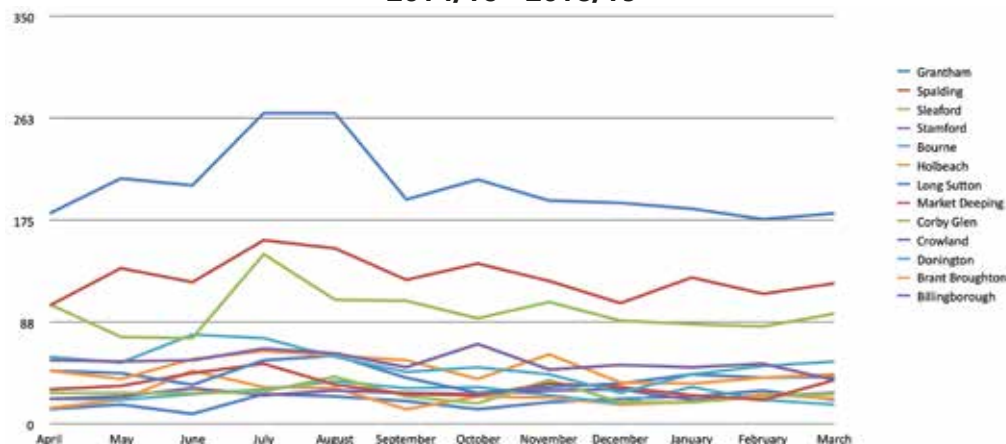
Incident Types (excl. co-responder) by month 2014/15 - 2018/19



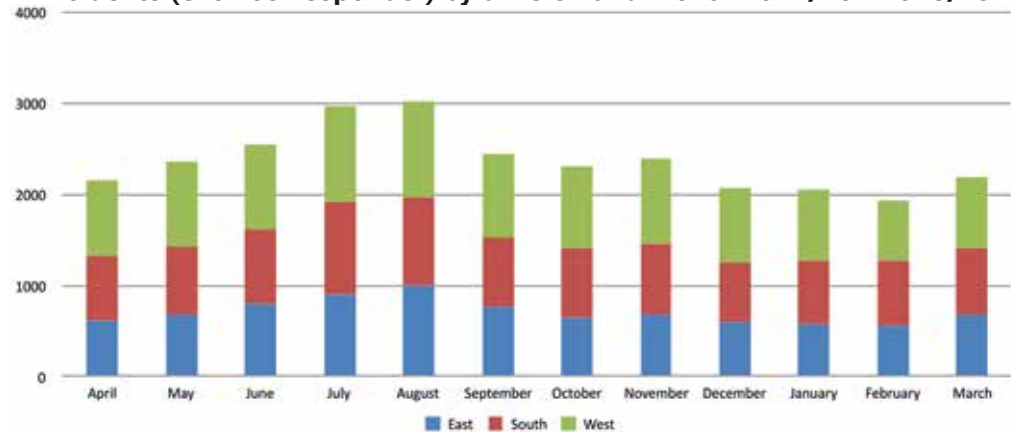
East Division Incidents (excl. co-responder) by station and month 2014/15 - 2018/19



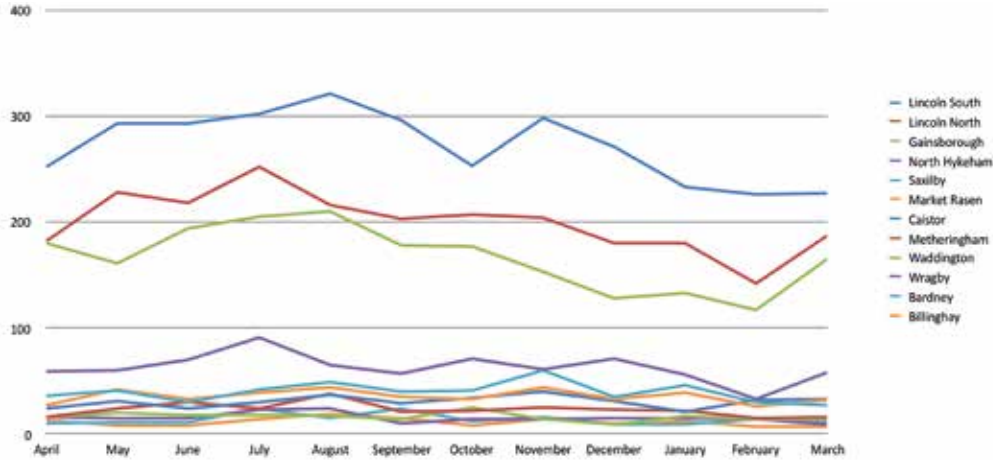
South Division Incidents (excl. co-responder) by station and month 2014/15 - 2018/19



Incidents (excl. co-responder) by division and month 2014/15 - 2018/19



West Division Incidents (excl. co-responder) by station and month
2014/15 - 2018/19



Coastal stations such as Skegness, Wainfleet and Mablethorpe show the most dramatic increase in incident activity during the summer months. This can be attributed to the increase in tourist population, with Lincolnshire's coastal resorts attracting around 20 million visitors per year. Analysis of types of incident during this period shows the majority are fires in grassland/refuse.

Page 66

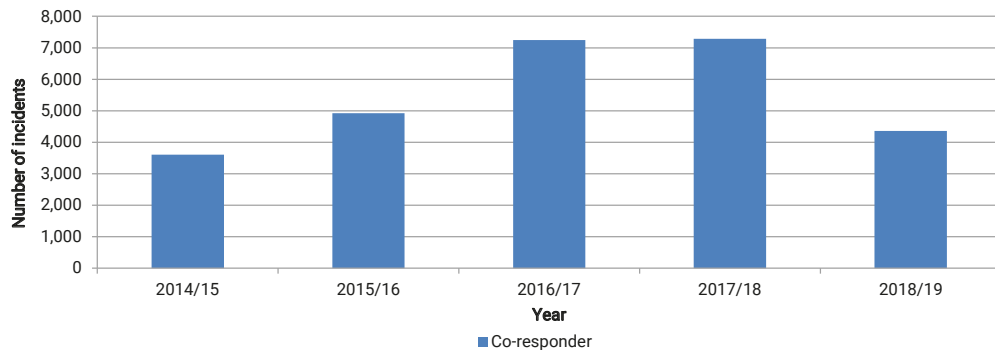
What's on the horizon?

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.

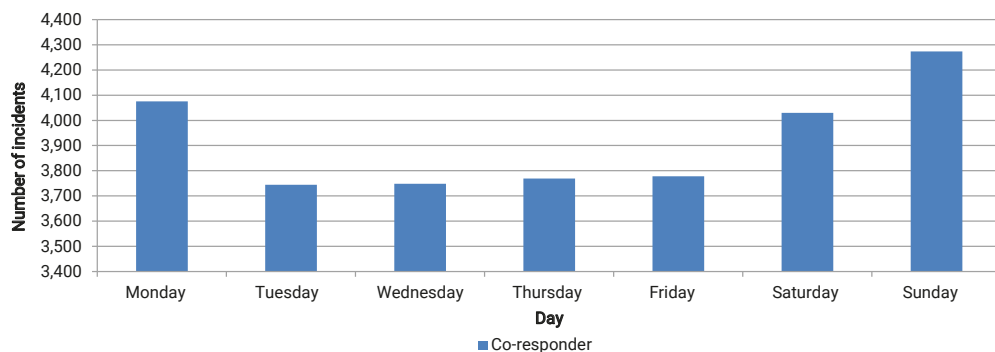
The number of people aged 65+ admitted to hospital as a result of falls is projected to increase from 3,309 in 2014 to 5,188 in 2030.

Special Service – Co-responder – When

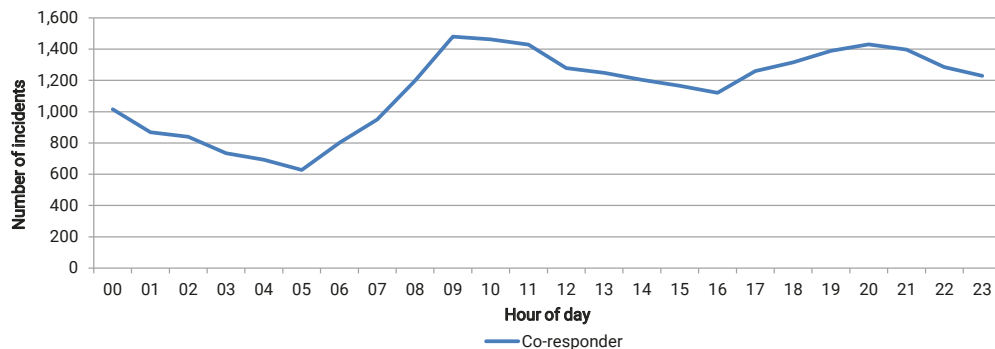
Co-responder by year 2014/15 - 2018/19



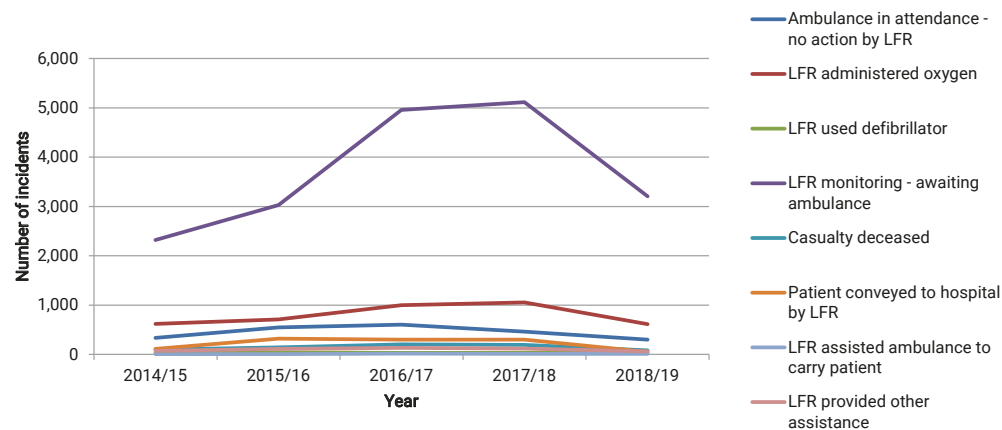
Co-responder by day 2014/15 - 2018/19



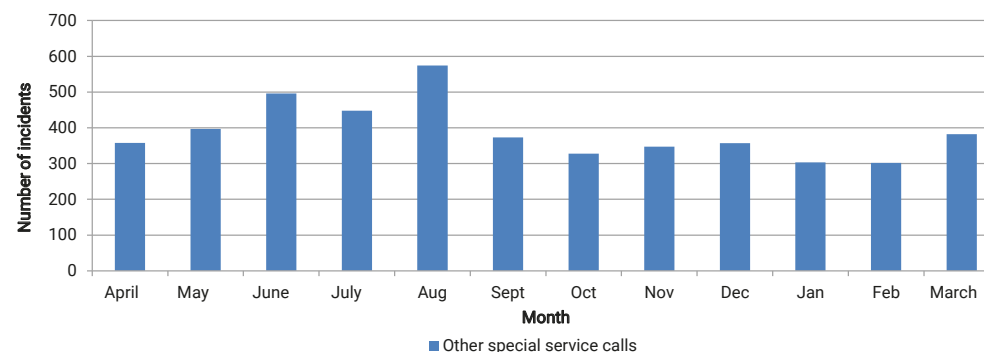
Co-responder by hour of day 2014/15 - 2018/19



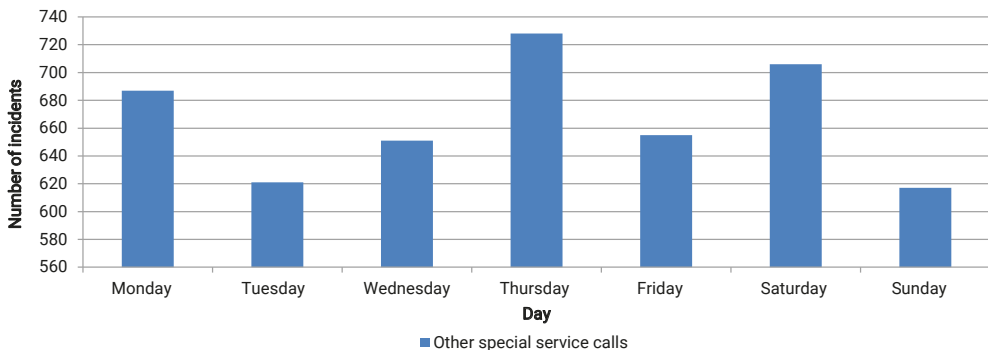
Co-responder by type of action 2014/15 - 2018/19



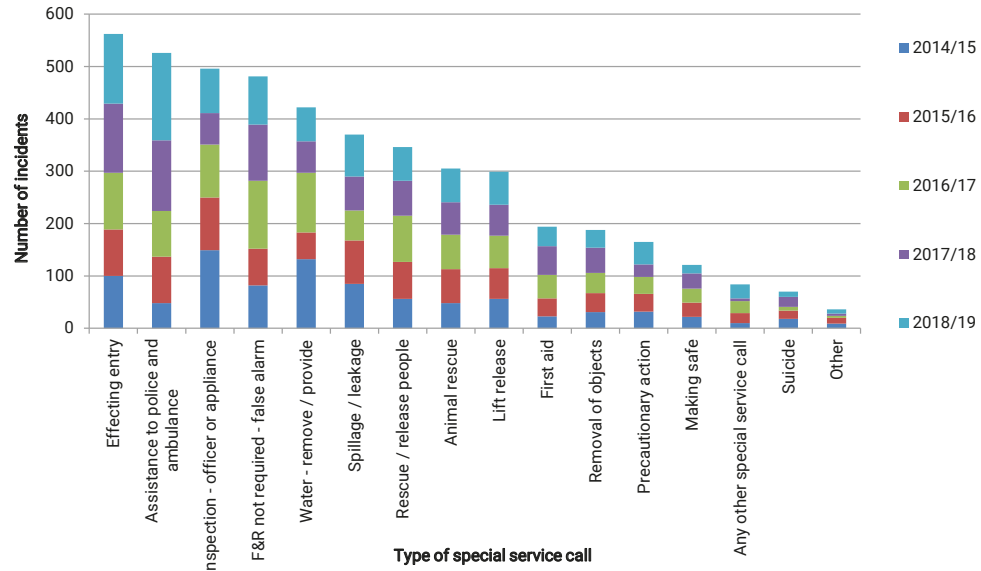
Other special service calls by month 2014/15 - 2018/19



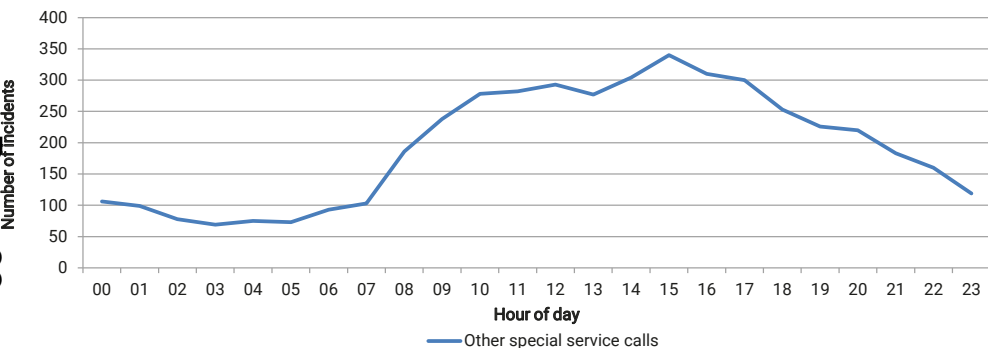
Other special service calls by day 2014/15 - 2018/19



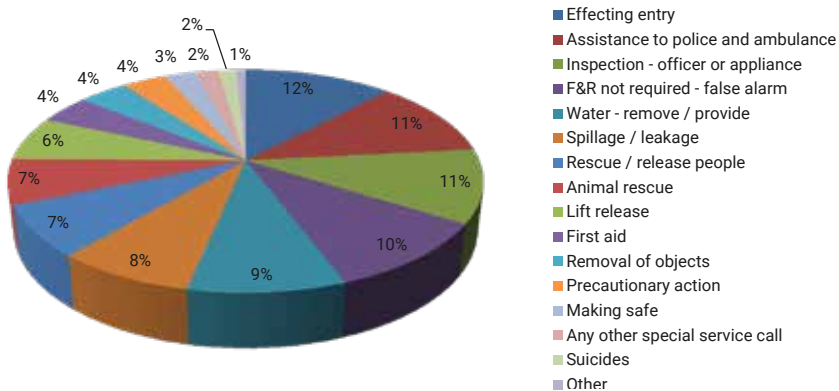
Other special service calls by type and year 2014/15 - 2018/19



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



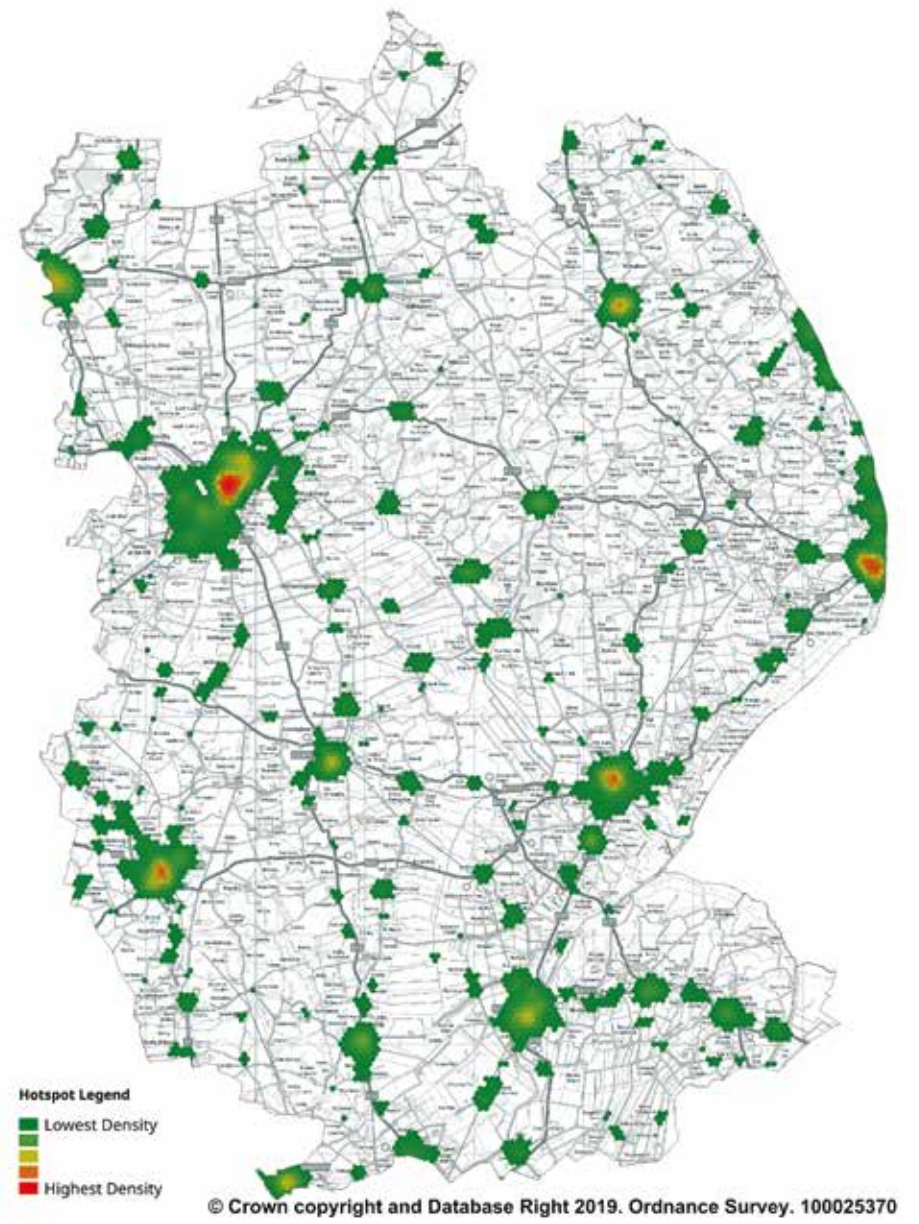
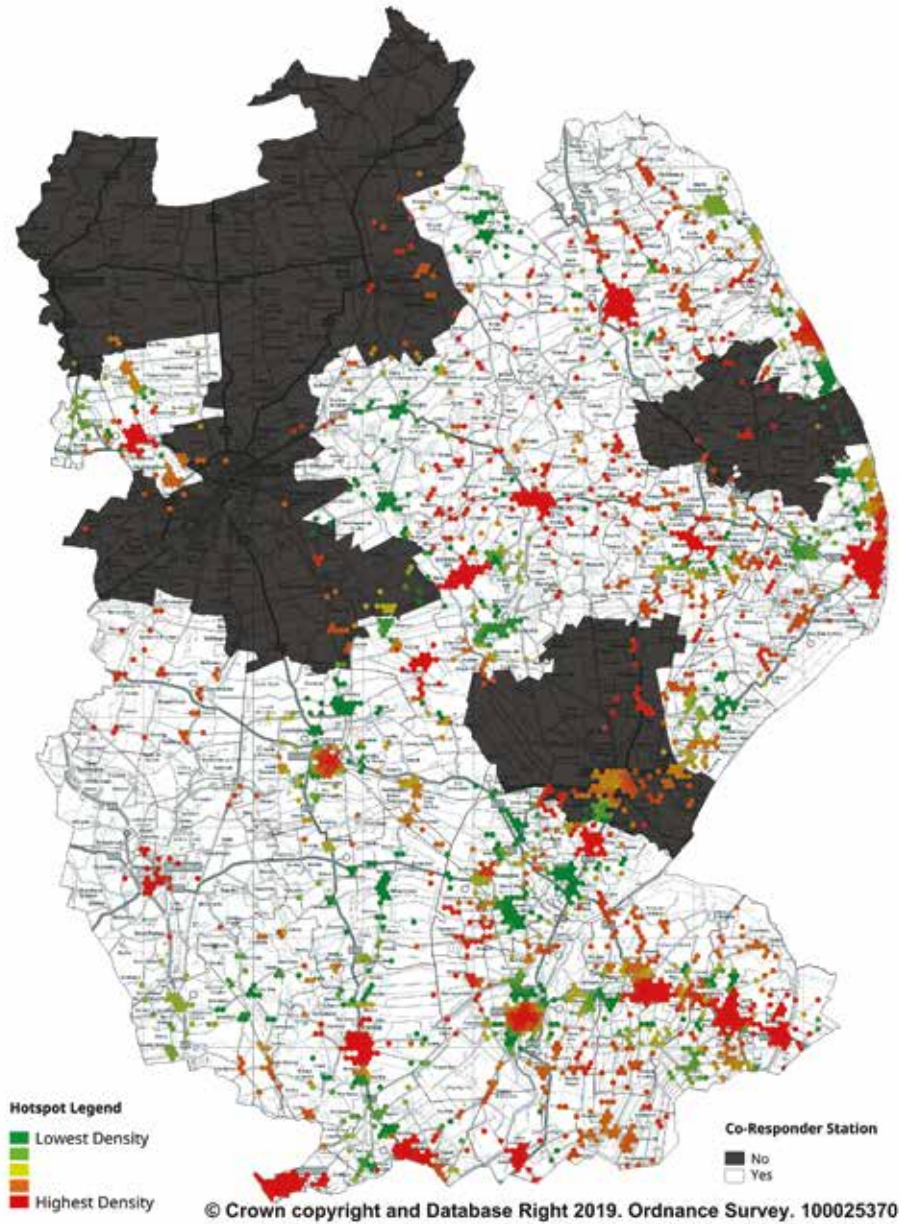
Other special service calls by type of action 2014/15 - 2018/19



Special Service – Co-responder – Where

Special Service – Other – When

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Flooding and severe weather

There are three types of flooding; Coastal (where high tides and storm surges combine to cause the sea to flood inland), Rivers and streams, known as 'fluvial flooding' (where waterways overflow their banks into surrounding water areas) and Surface water (where rainfall overwhelms the drainage systems)

There are four main types of severe weather; Storms and gales, Low (sub-zero) temperatures and heavy snow, Heatwaves and Drought.

Level of risk: High

Why is it a risk?

Much has been done to protect the Lincolnshire coastline since the floods of 1953, particularly in the construction of flood defences. However, sea levels are rising and because of the national and local impacts of a serious flood event, the risk is something which must be taken seriously.

Recent significant flooding events such as the 2013 tidal surge in Boston and the Wainfleet floods of 2019 underlined this risk. Both required a multi-agency response and national FRS assistance.

Flooding and severe weather is considered a high risk in the LRF community risk register. As a result this is assessed as a high risk for 2020-24.

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Consequences

- Risk to life and health
- Physical injury
- Damage to property, businesses and agricultural land
- Pollution and contamination to local environment
- Long term damage to tourism, business and agriculture
- Risk to life of livestock
- Damage to critical infrastructure
- Disruption to utilities
- Widespread structural damage
- Short, medium and long term loss of accommodation

What's on the horizon?

We have worked closely with the University of Lincoln (UOL) geography department to help improve our understanding of future flood risk in Lincolnshire. A report by UOL aims to highlight the flooding risk in Lincolnshire, whilst spatially analysing the extent of Lincolnshire Fire and Rescue's dispersal and resourcing models.

This academic study used a wide variety of flood data and LFR drivetime modelling to describe:

- Lincolnshire's low lying land which places it at high risk from rising sea levels and storm surges.
- An estimated 220,000 people live in Lincolnshire's coastal zone thus exposing them to catastrophic flooding impacts from the sea.
- Identifies all high, medium and low risk areas.
- Areas of greatest risk are in Boston and Skegness.
- All medium and high risk areas of flood risk are covered by LFR's current 10 minute response times.
- Identifies stations at Boston, Mablethorpe and Skegness which are at risk themselves and suggests business continuity measures.
- Looks at impact of future flood defences e.g. Boston barrier.
- Recommends LFR considers greater community involvement to ensure the at risk population are equipped to deal with a flooding event.

Pandemic flu

Flu pandemics are natural events that happen when a unique flu virus evolves that few people (if any) are immune to.

Why is it a risk?

A pandemic could cause up to 50% of the UK population to experience symptoms, potentially leading to between 20,000 and 750,000 fatalities and high levels of absence from work. This in turn has the potential to impact on LFR's corporate risks, resulting in staff shortages, impact on the supply chain and reduced levels of fire cover. Pandemic flu remains a high risk on the national and local risk registers.

The 2020 coronavirus crisis had a devastating impact on health and normal day to day life. It is a particular threat to the most vulnerable in the community and some minority ethnic groups. It has placed great demand on our health system.

The Covid19 emergency created a new element to this risk group. Public services including Fire and Rescue had to stop or restrict certain key and statutory services. However this was not caused by staff shortage as per planning assumptions, but by heavy restrictions on normal operations caused by prudent Government guidance as part of 'lockdown'.

What's on the horizon?

Pandemic flu remains a high risk on both the national and local risk registers. As we write this risk profile the recovery effort from Covid19 is underway and will continue for some time, with lasting effects on the economy and potential impacts on the way we deliver our services in future.

Potential 'second waves' of the virus are likely, but when and where they will occur are unpredictable. Meanwhile, seasonal flu, such as influenza will remain a risk.

Consequences

- Risk to life – particularly among elderly and other vulnerable groups
- Risk to physical and mental health
- Impact on levels of emergency cover
- Impact on local and national economy
- Increased demand on NHS
- Vulnerable people exposed to lower levels of care
- Staff absence due to reduced training capacity
- Restricted ways of working and impact on service delivery of key and statutory functions

Non-domestic fires

Non-domestic fires include all business, commercial, industrial, schools and hospitals, offices, shops, factories, warehouses, restaurants, cinemas, public buildings, religious buildings, agricultural buildings, railway stations, sheds etc.

Level of risk: High

Why is it a risk?

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%). Fires within non-domestic premises can result in the loss of significant community resources, such as public buildings, schools, community centres and entertainment venues. Fires in business premises will have a significant, sometimes unrecoverable, impact on the local economy. As a result this is assessed as a high risk for 2020-24.

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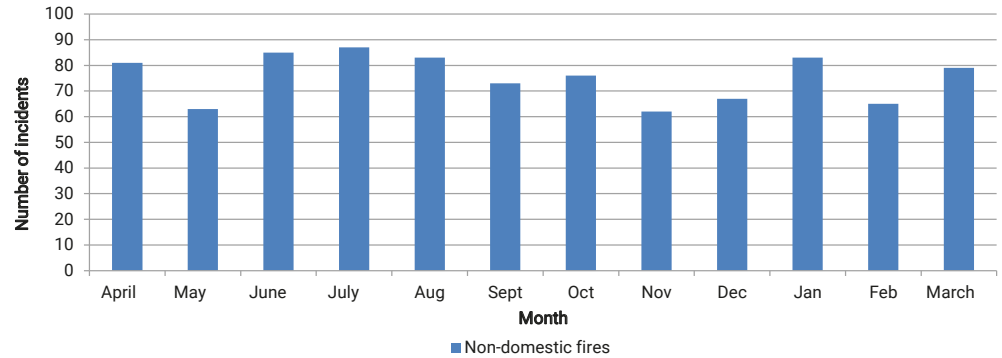
Consequences

- Risk to life
- Physical injury
- Damage to property
- Damage to local environment
- Economic impact of loss of business
- Loss of local community resources

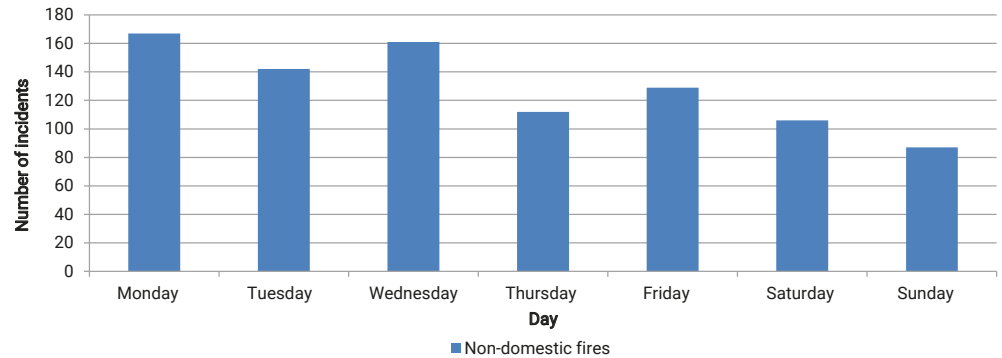
Historical demand

Non-Domestic Primary Fires - When

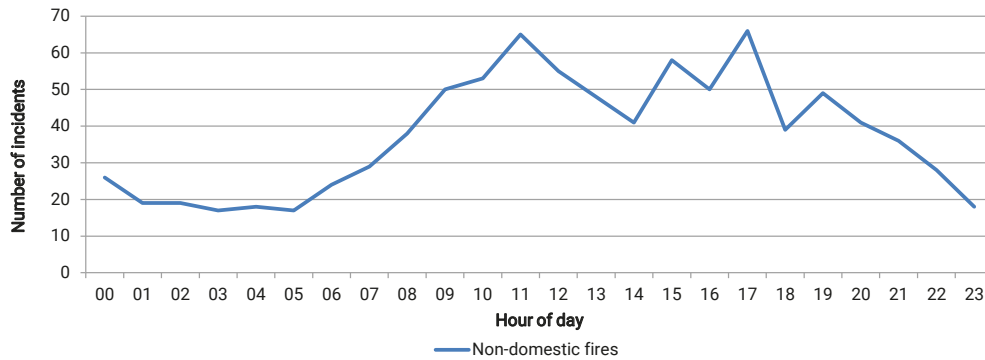
Non-domestic fires by month 2014/15 - 2018/19



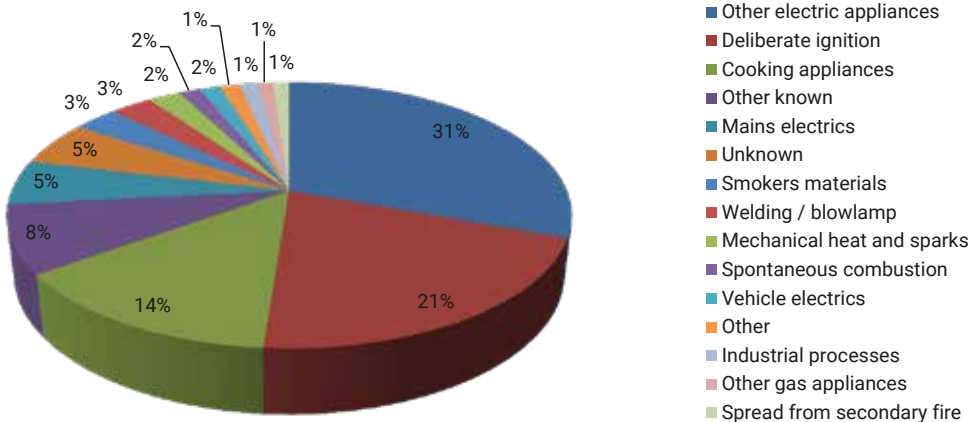
Non-domestic fires by day 2014/15 - 2018/19



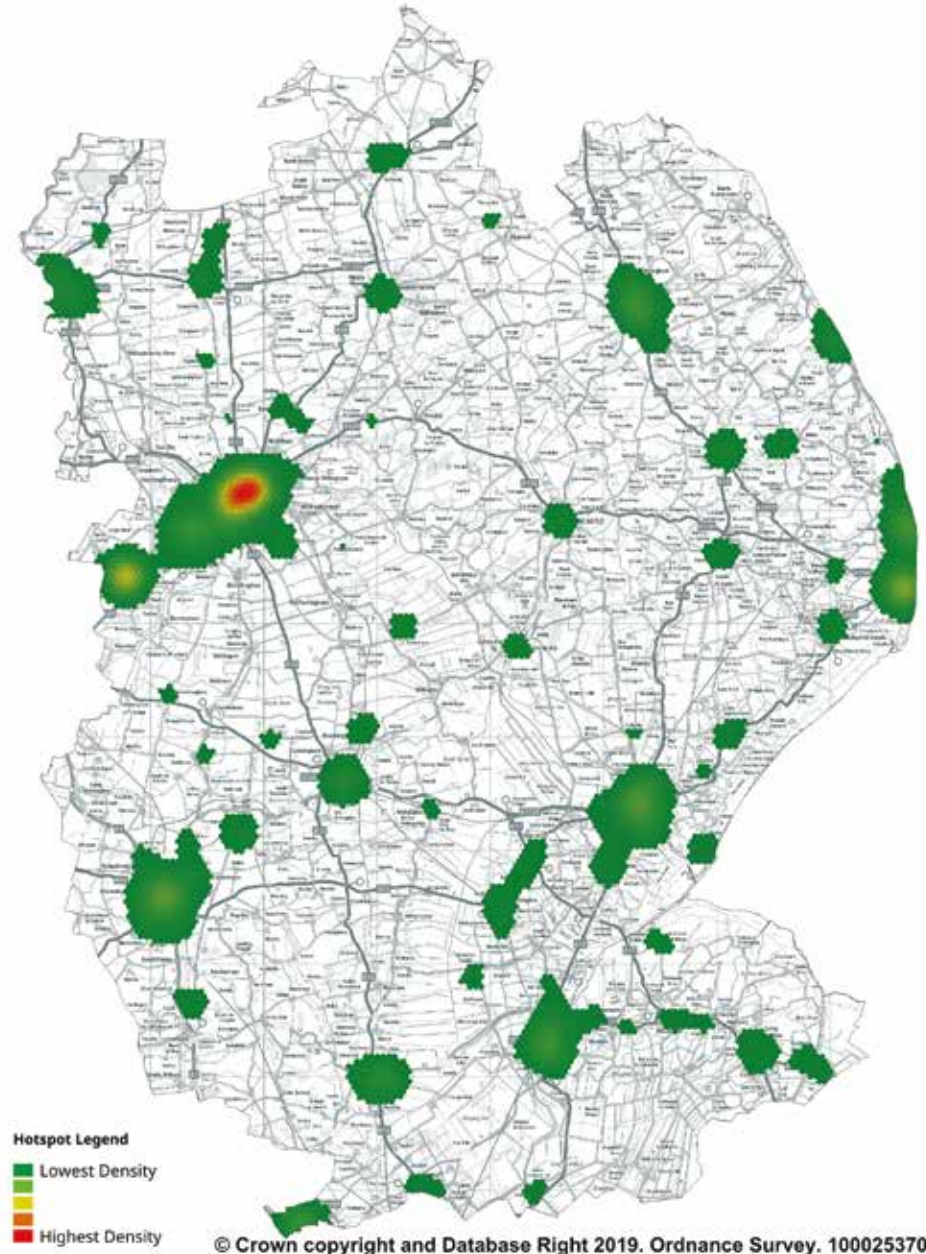
Non-domestic fires by hour of day 2014/15 - 2018/19



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



Non-Domestic Primary Fires - Where



What's on the horizon?

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.

Water risks

Water risks are those events occurring in, on or around bodies of water, including rivers, drains, reservoirs, lakes and pools.

Level of risk: High

Why is it a risk?

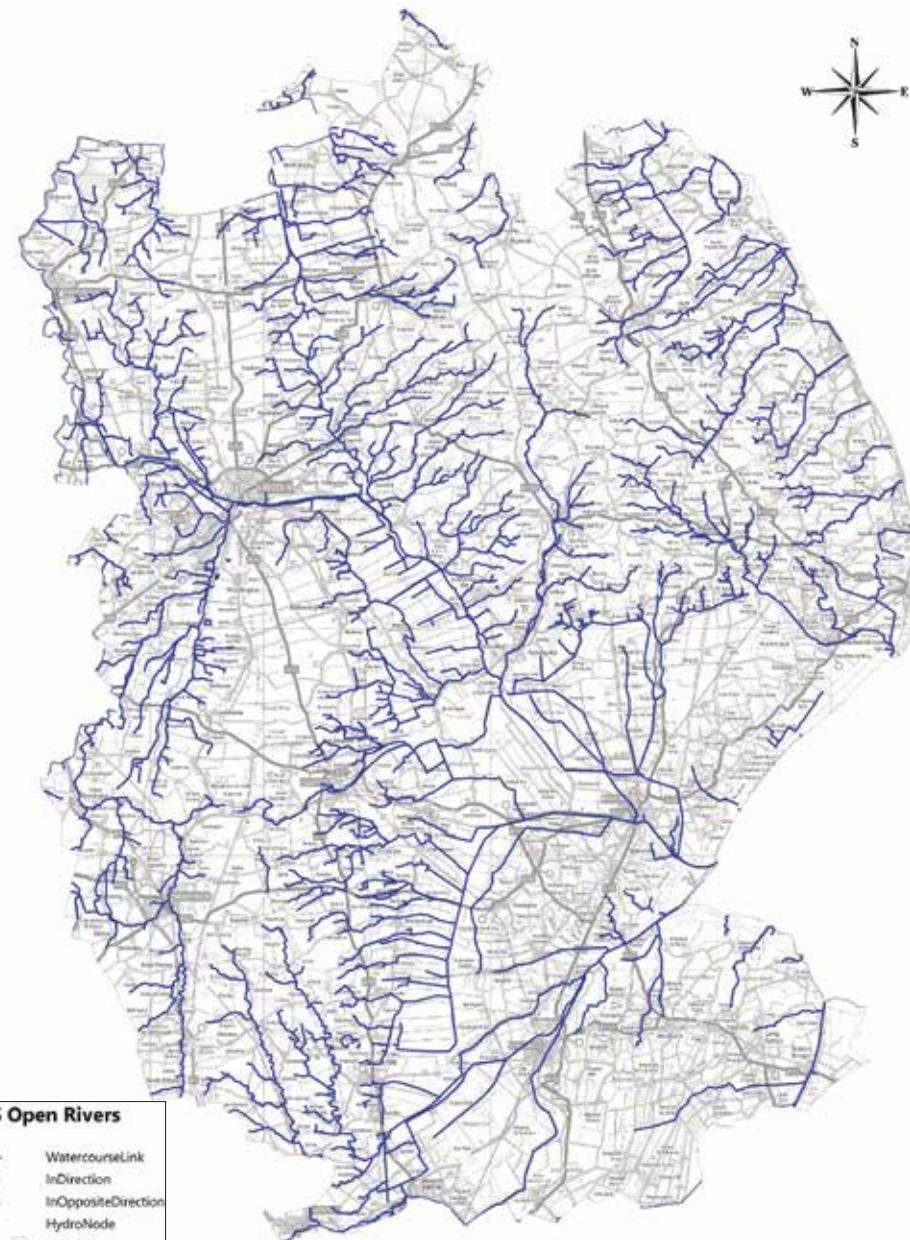
Lincolnshire has a large network of waterways, consisting of rivers, drains and canals. There are 18 rivers running through the county, the two largest being the Witham and the Trent. It is also home to the Foss Dyke canal, one of England's oldest canal systems still in use today. Our waterways are important, supporting wildlife, providing drinking water and controlling flooding.

However they also present a risk to life with an average of 12 water rescue incidents attended in our waterways per year over the last five years (not including RTCs and floods)

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Consequences

- Risk to life
- Physical injury
- Damage to local environment



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Ordnance Survey Open Rivers in Lincolnshire

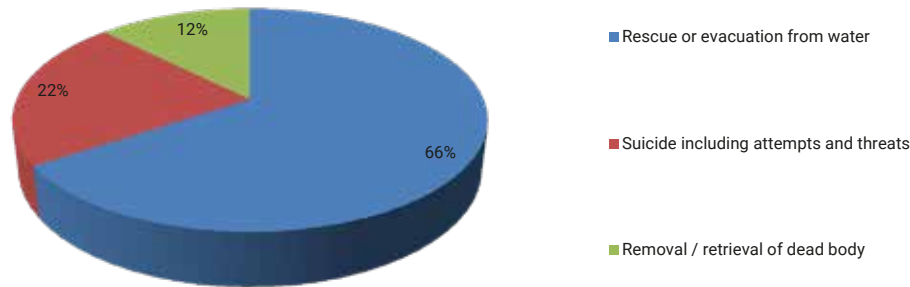
Historical demand

Special Service - Water Rescues

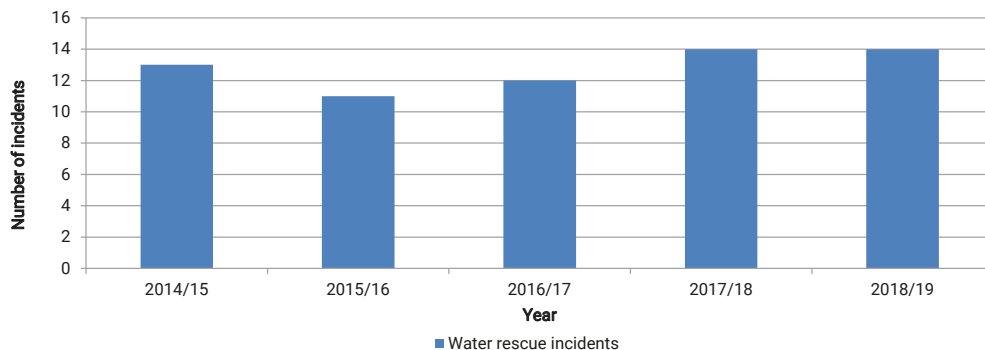
Over the last five years the number of water rescue incidents involving people has remained consistent at 13 incidents per year. Incidents in this analysis includes where the type of incident was recorded as being 'rescue or evacuation from water', along with suicide attempts or threats, and recovery of a deceased body from a property type being waterway related. Due to the way the data is recorded, this analysis does not include road traffic collisions which involved a vehicle entering water.

Water risk - What

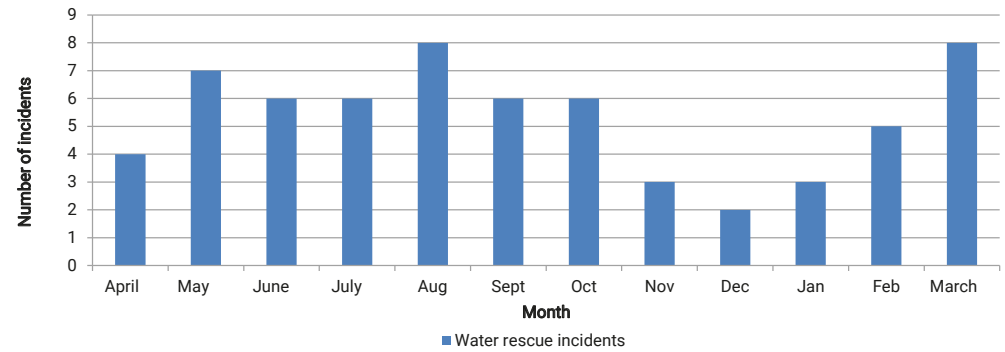
Water rescue incidents by type 2014/15 - 2018/19



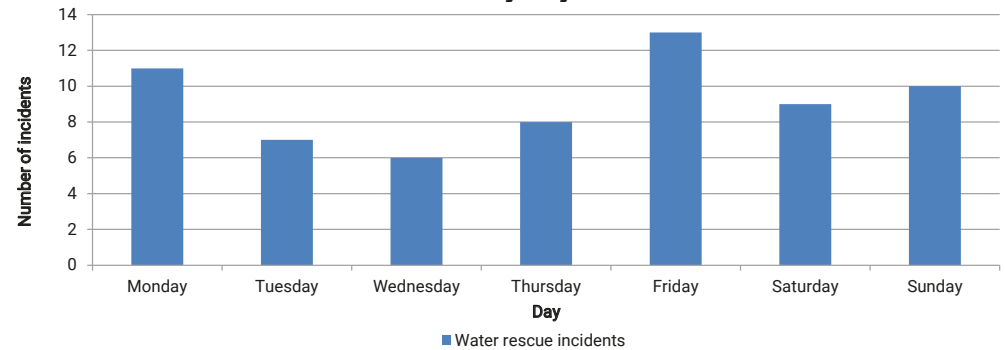
Water rescue incidents by year 2014/15 - 2018/19



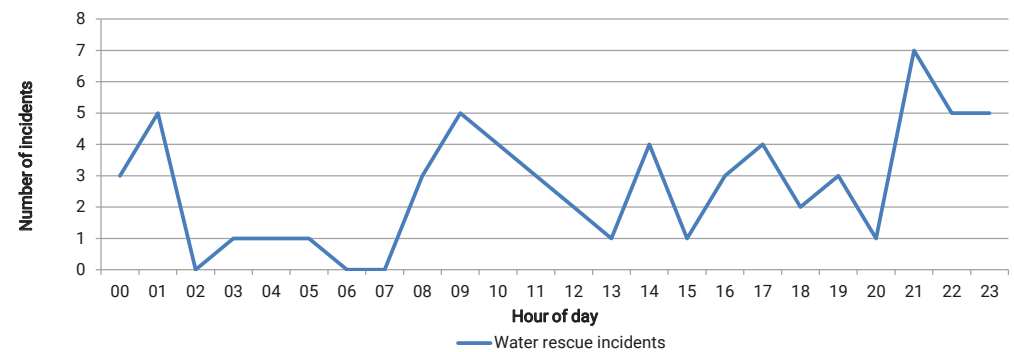
Water rescue incidents by month 2014/15 - 2018/19



Water rescue incidents by day 2014/15 - 2018/19

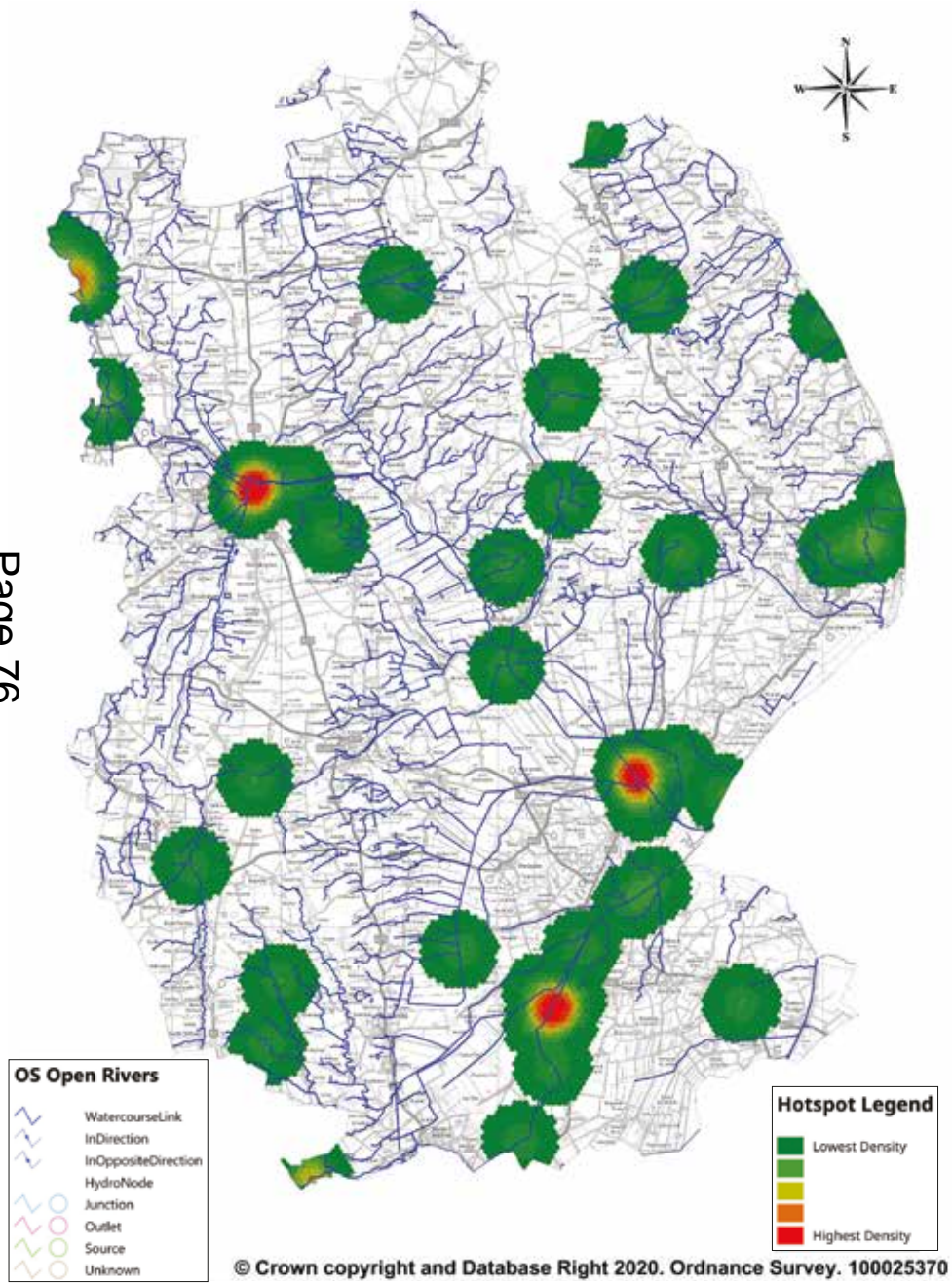


Water rescue incidents by hour of day 2014/15 - 2018/19



Water risk - Where

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Residential high-rise

High-rise buildings are defined as those over 18 metres (5 storeys).

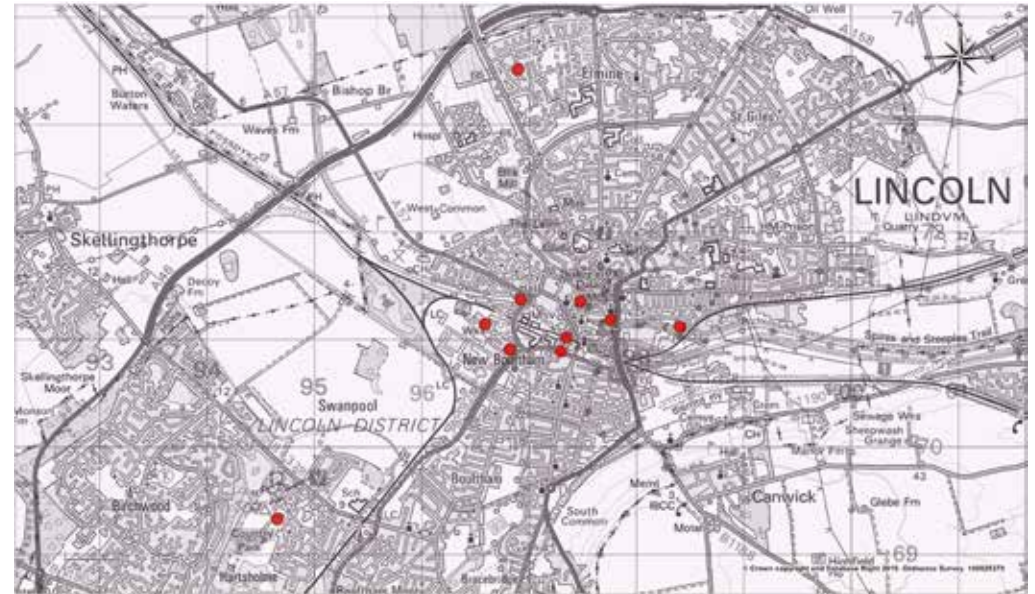
Level of risk: High

Why is it a risk?

Fires in high-rise buildings present a significant risk to firefighters and the public. High-rise buildings are defined as those over 18 metres (five storeys) of which Lincolnshire has 41, including hospitals and commercial premises. In total there are 20 residential high-rise buildings in Lincolnshire, most of which are located in the City of Lincoln. Over the last five years, there were 12 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).

Whilst the likelihood of residential high-rise fires occurring in Lincolnshire is low, the consequences of such an incident remain high. As a result this has been assessed as a high risk for 2020-24.



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

Consequences

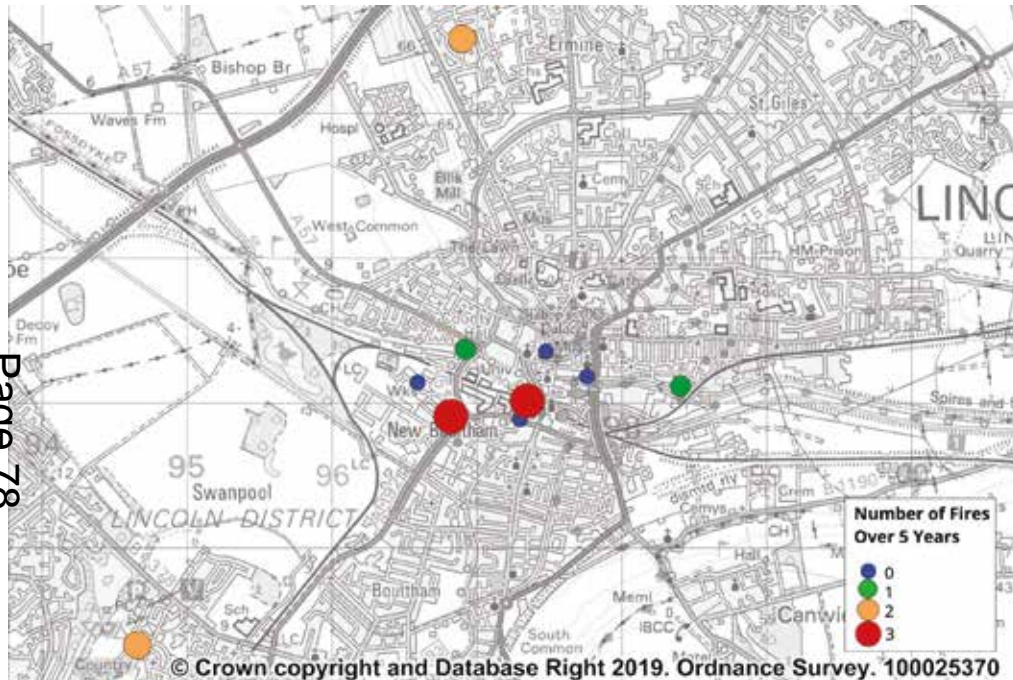
- Risk to life
- Physical injury
- Damage to property
- Damage to local environment
- Short term loss of accommodation
- Economic impact resulting from property loss/damage

Historical demand

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.

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What's on the horizon?

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. Changes in legislation arising from the Grenfell Inquiry will impact on how we deliver our protection work in the future.

Malicious attacks

Malicious attacks relate to terrorism and the use or threat of action designed to influence any international government organisation or to intimidate the public.

Level of risk: High

Why is it a risk?

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

Due to the continued national threat, this has been assessed as a high risk for 2020-24.

Consequences

- Risk to life
- Physical injury
- Damage to property
- Damage to infrastructure
- Damage to local environment
- Social – community cohesion impact
- Economic impact

Heritage

Cultural heritage includes a wide range of features resulting from human intervention and activity or development. For the purpose of this risk profile, heritage risk is defined as built heritage including; historic places and listed buildings.

Level of risk: Medium

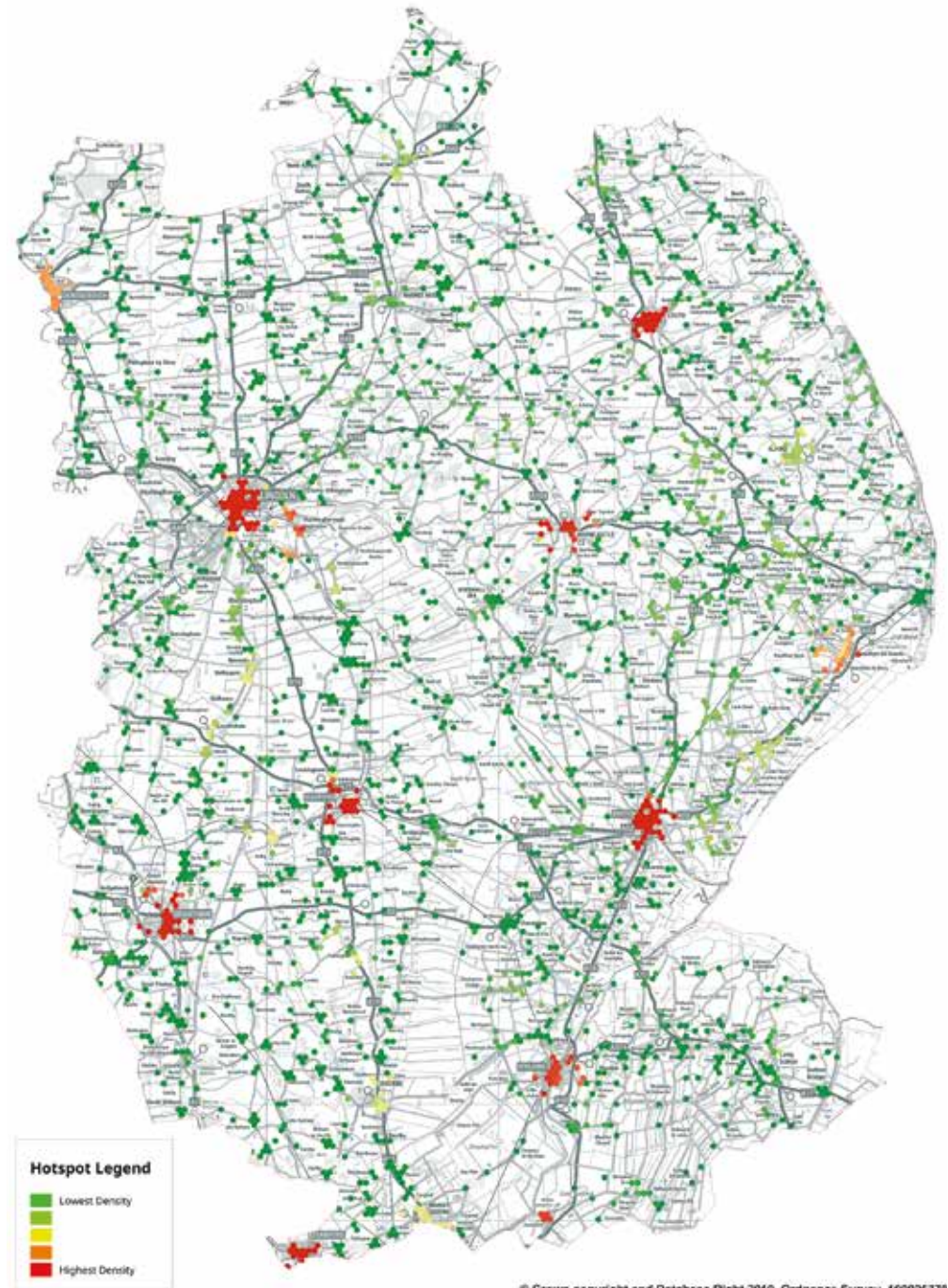
Why is it a risk?

The historic environment matters to all of us. It tells us about who we are and where we have come from. It gives identity to our villages, towns and cities. It has shaped the distinctive character of our countryside. 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 Soltoph's 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 2020-24.

Consequences

- Risk to life
- Physical injury
- Unrecoverable damage to historic property and irreplaceable artifacts
- Damage to local environment
- Economic impact resulting from loss of tourism
- Impact on local business

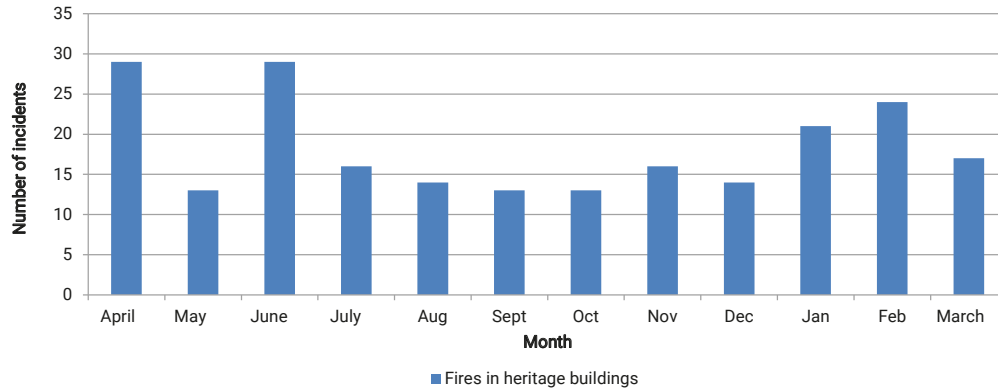


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Historical demand

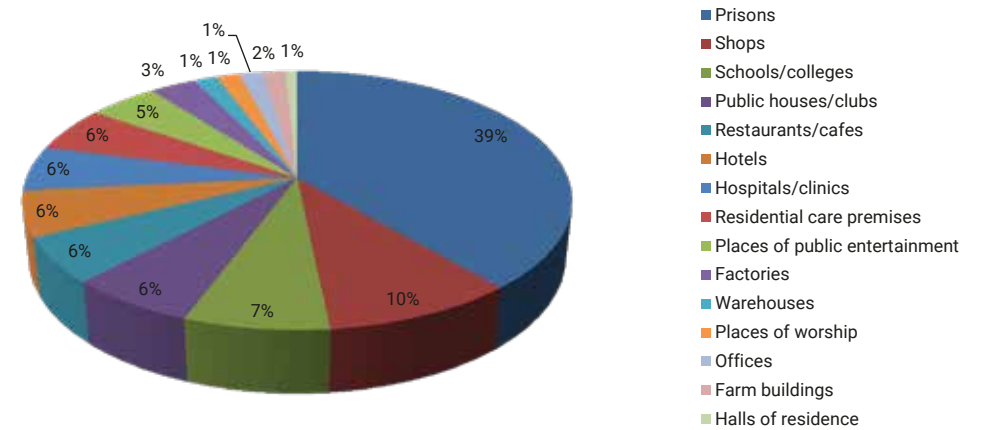
Heritage Building Fires – When

Heritage buildings fires by month 2014/15 - 2018/19

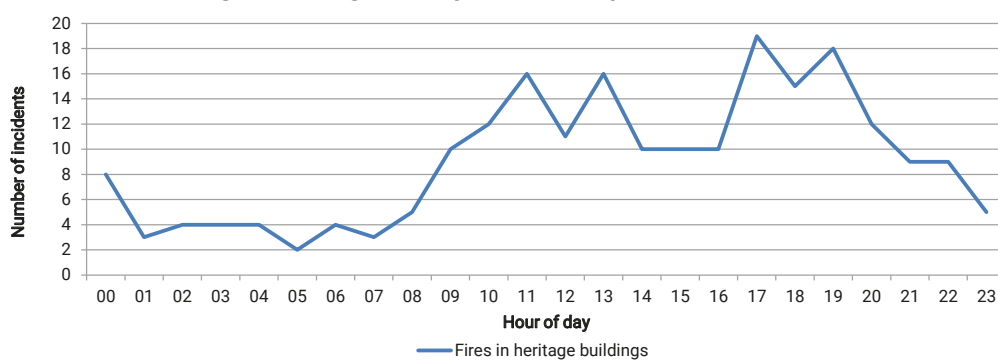


Heritage Building Fires – What

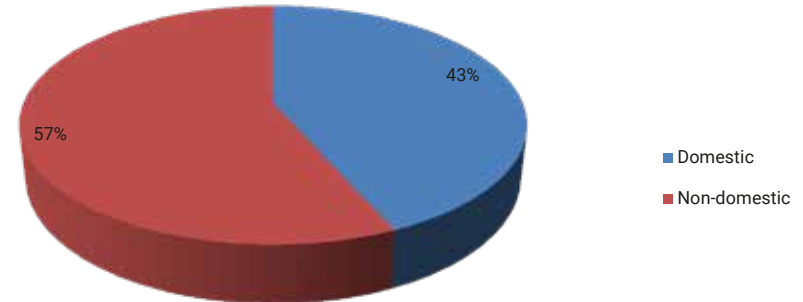
Heritage building fires non-domestic property types 2014/15 - 2018/19



Heritage building fires by hour of day 2014/15 - 2018/19

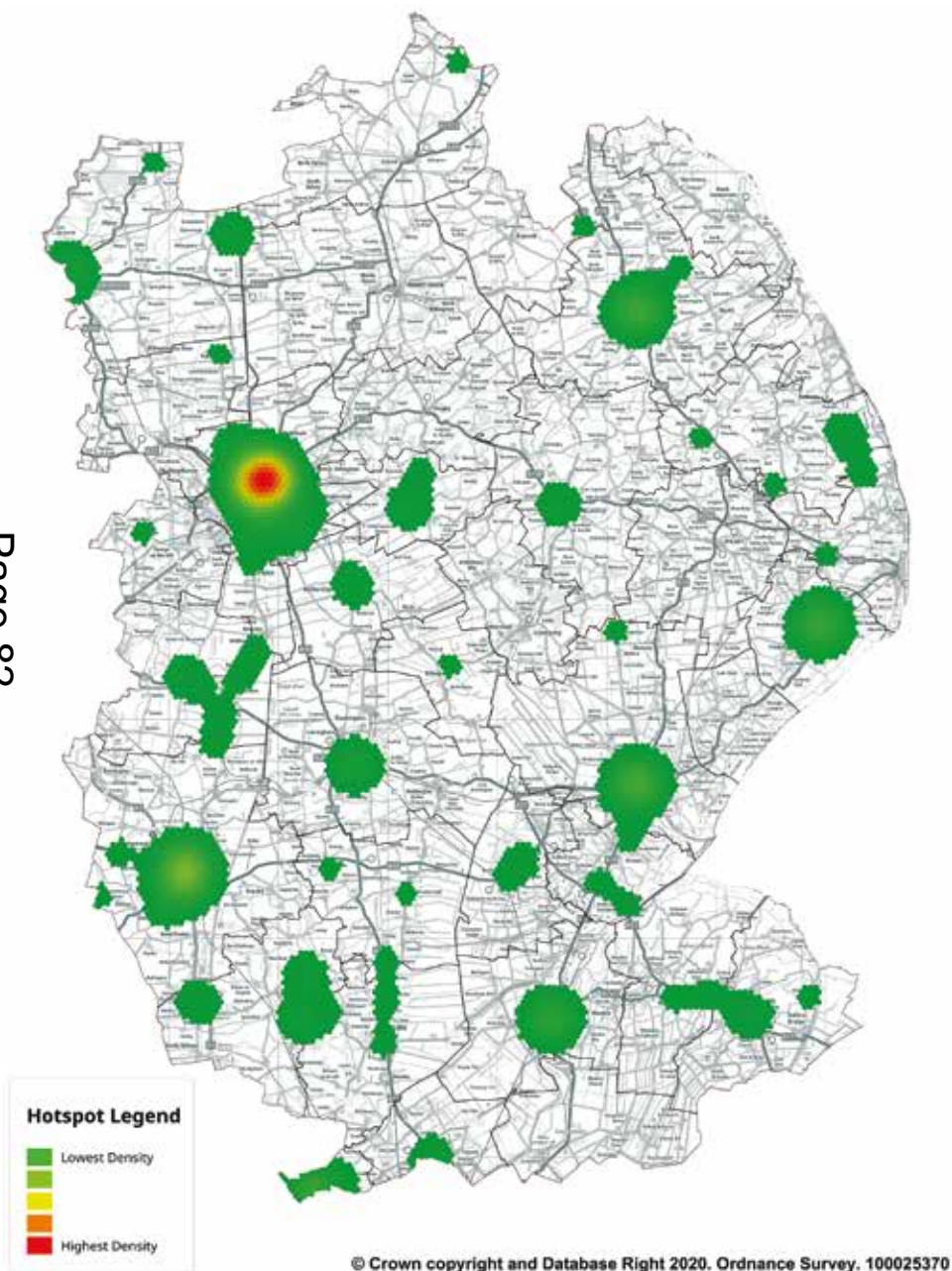


Heritage building fire property categories 2014/15 - 2018/19



Heritage Building Fires – Where

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Deliberate fires

Deliberate fires include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires on an individual's own property, others' property or property of an unknown owner

Level of risk: **Medium**

Why is it a risk?

Arson accounted for 50.5% of all fires attended in 2017/18 by Fire & Rescue Services in the whole of the UK (213,782 fires attended; 108,024 deliberate). This is the largest, single cause of fire attended by FRSs.

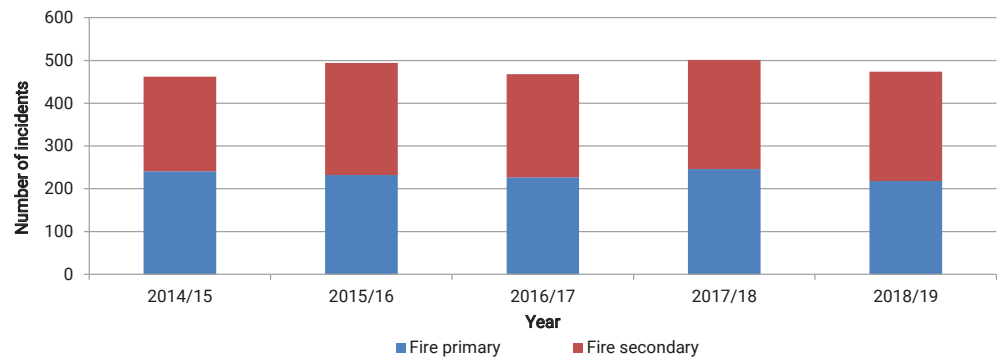
Here in Lincolnshire we have experienced an average of around 450 deliberate fires per year over the last five years. Most of these occur in vehicles or non-residential premises, with a peak during the dry summer months.

The estimated economic cost attributed to arson from UK statistics in 2017-18 was £1.49bn.

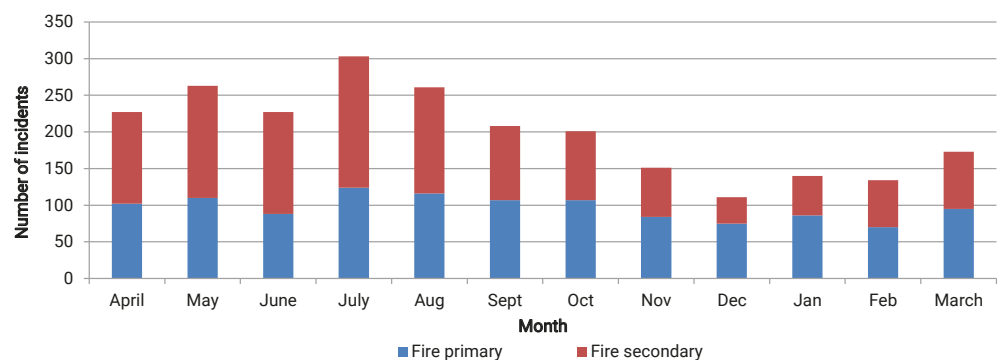
Historical demand

Deliberate Ignition Fires – When

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



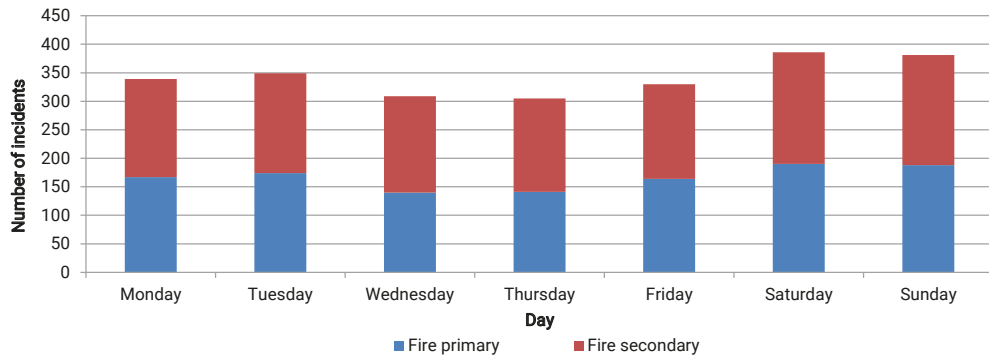
Deliberate ignition (arson) fires by month 2014/15 - 2018/19



Consequences

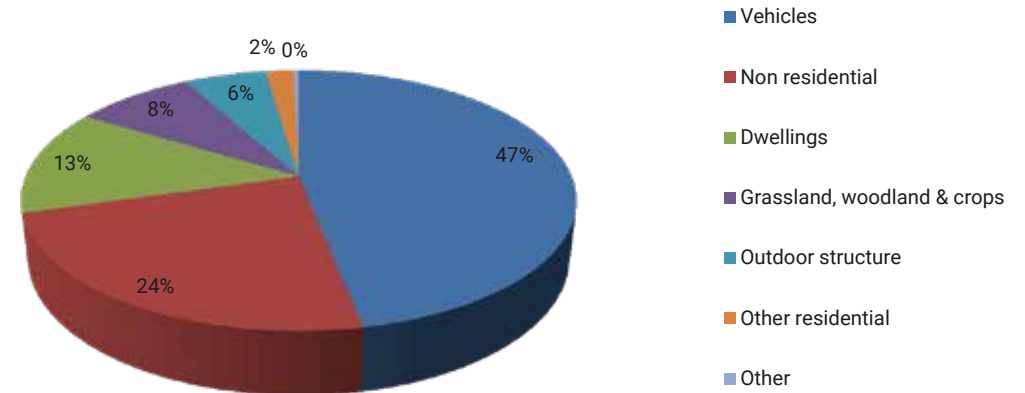
- Risk to life
- Physical injury
- Damage to property
- Damage to local environment
- Economic impact resulting from property loss/damage and business impact

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

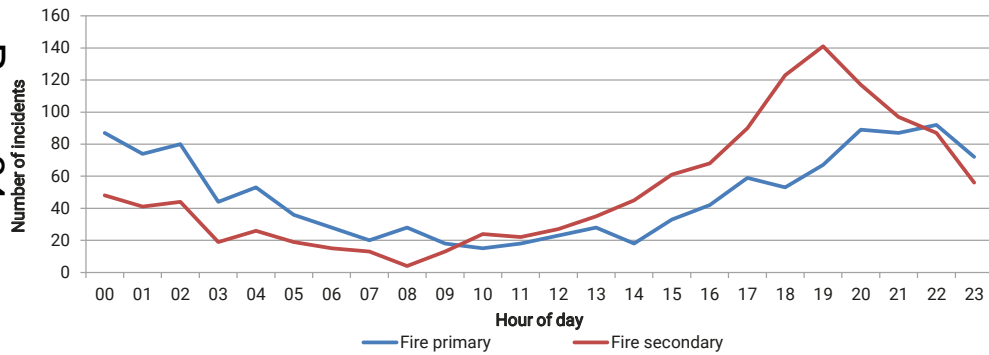


Deliberate Ignition Fires – What

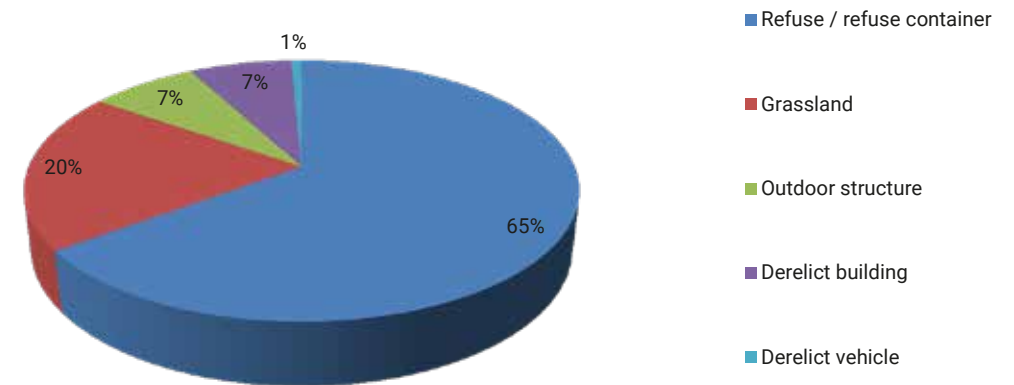
Deliberate ignition (arson) primary fires by property category 2014/15 - 2018/19



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



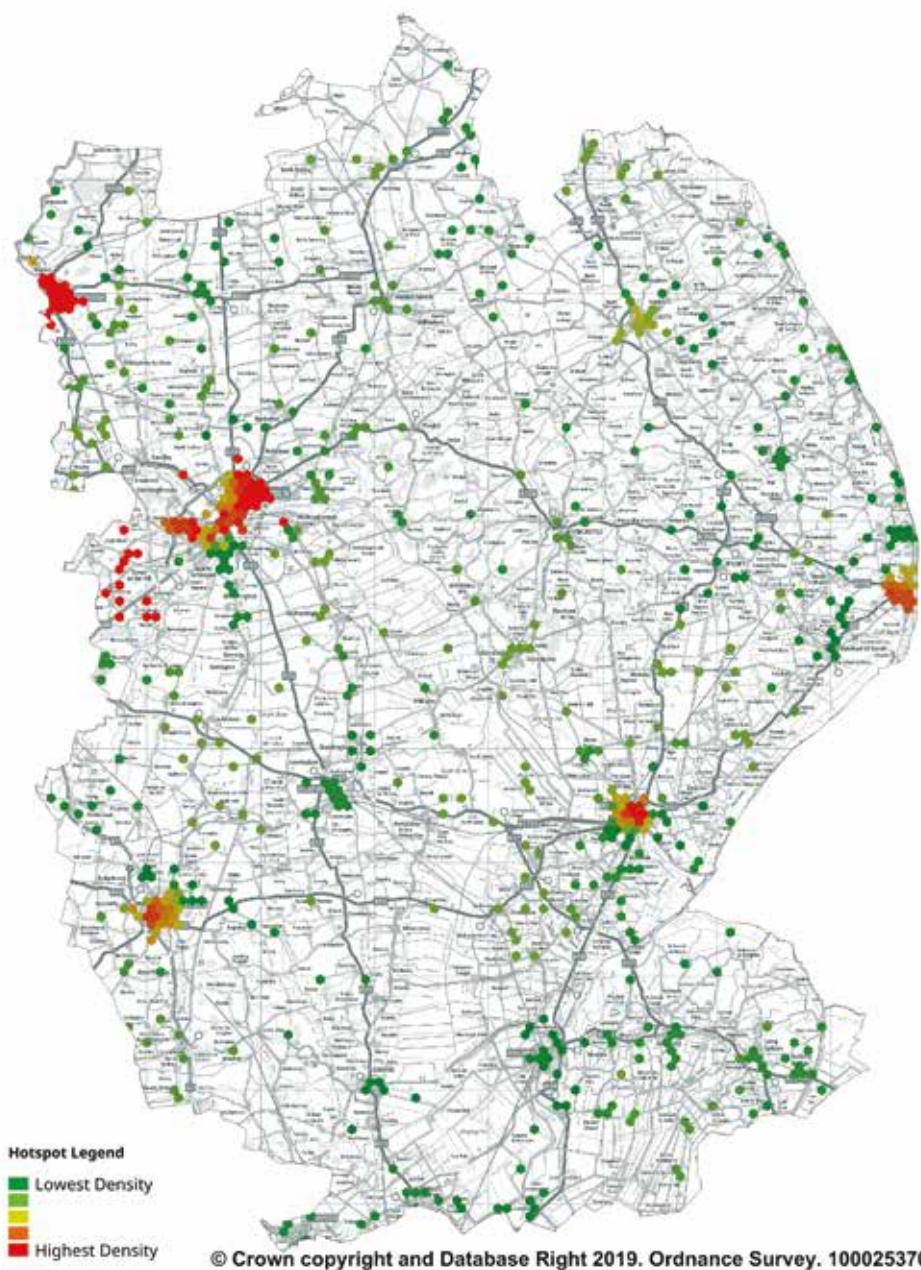
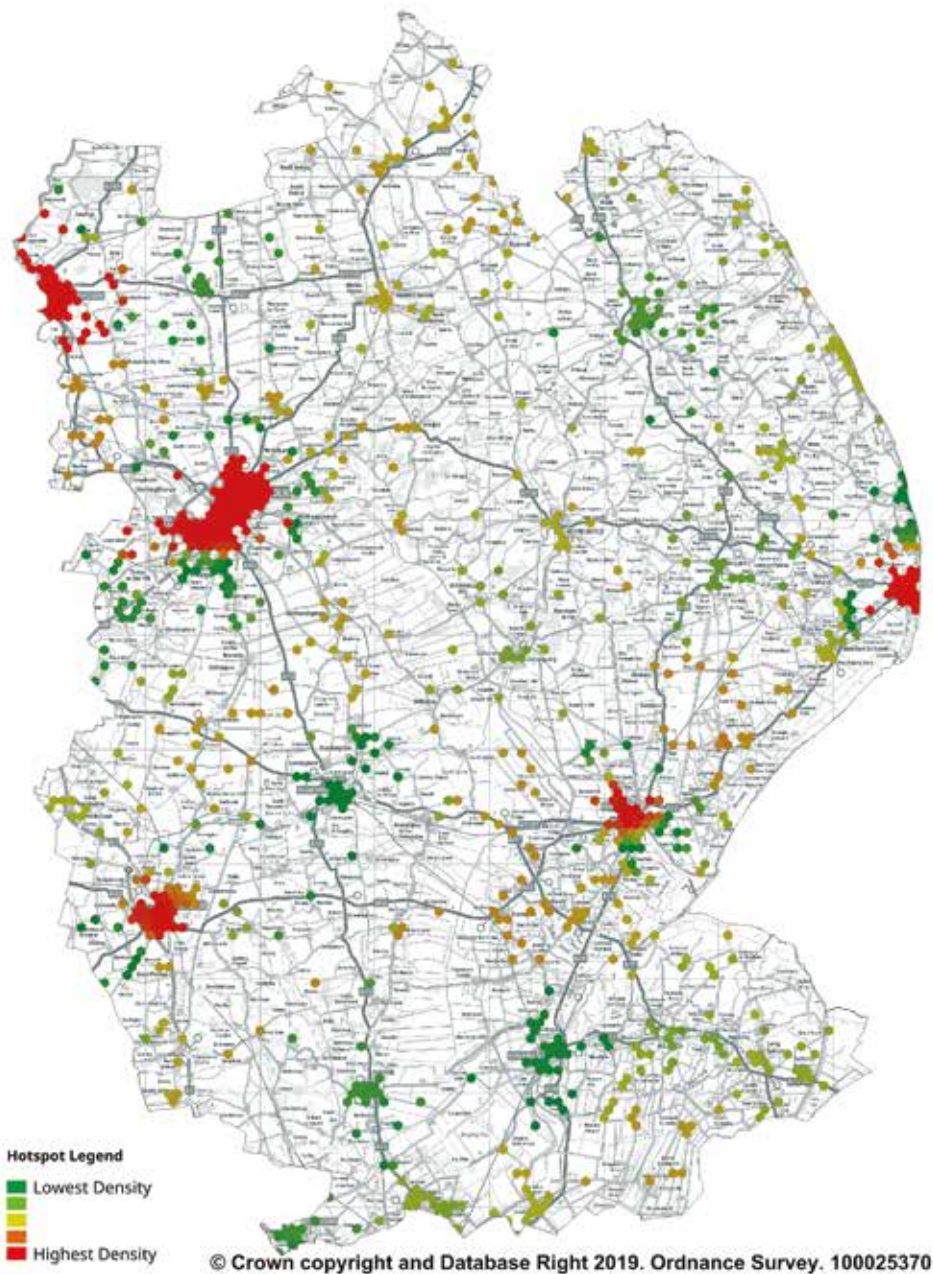
Deliberate ignition (arson) secondary fires by property type 2014/15 - 2018/19



Deliberate Ignition Fires – Where

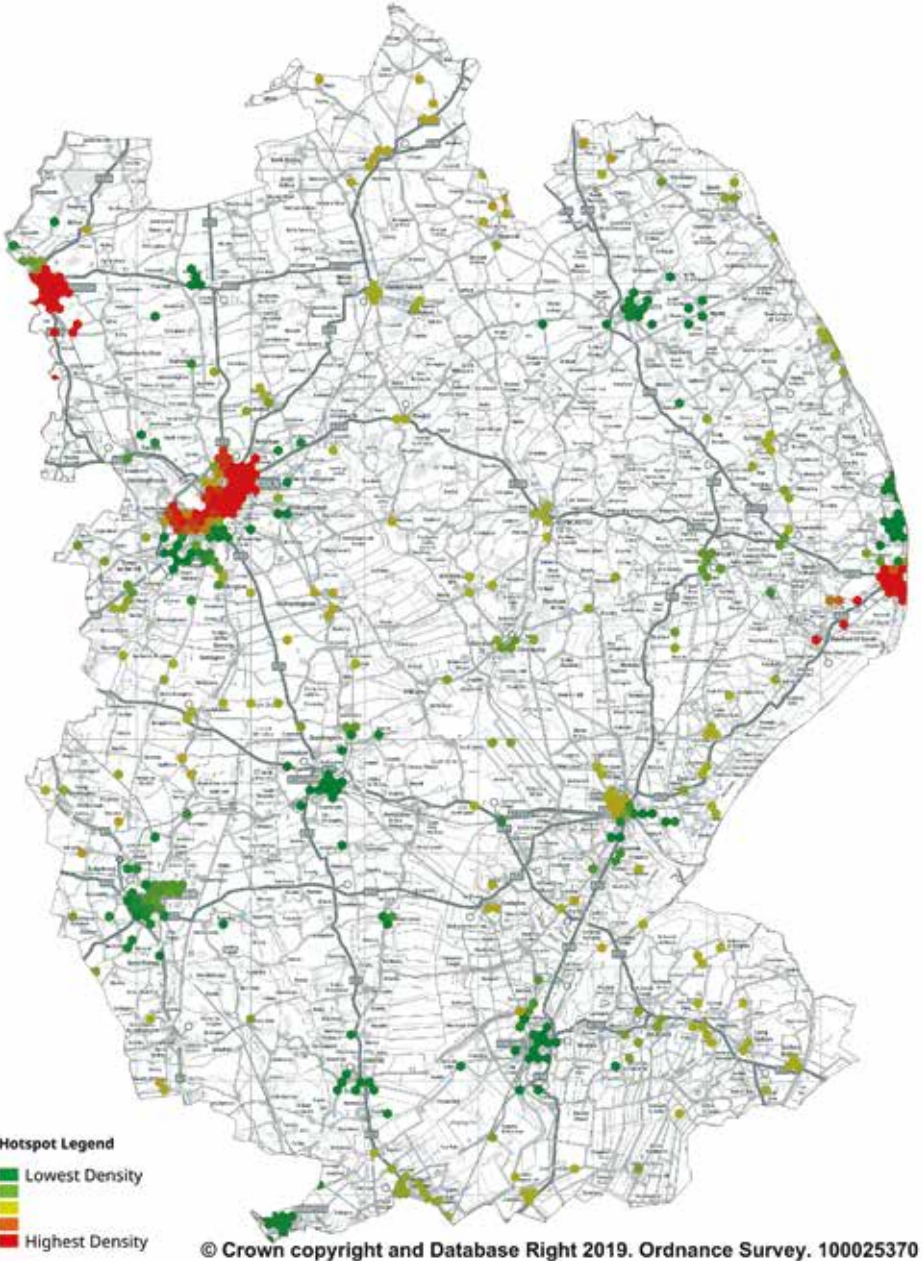
Deliberate Ignition Primary Fires – Where

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Deliberate Ignition Secondary Fires – Where

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Our corporate risks

We define our 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 governance and 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.

The following risks are assessed as our highest corporate risks for 2020–24:

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.

Further analysis

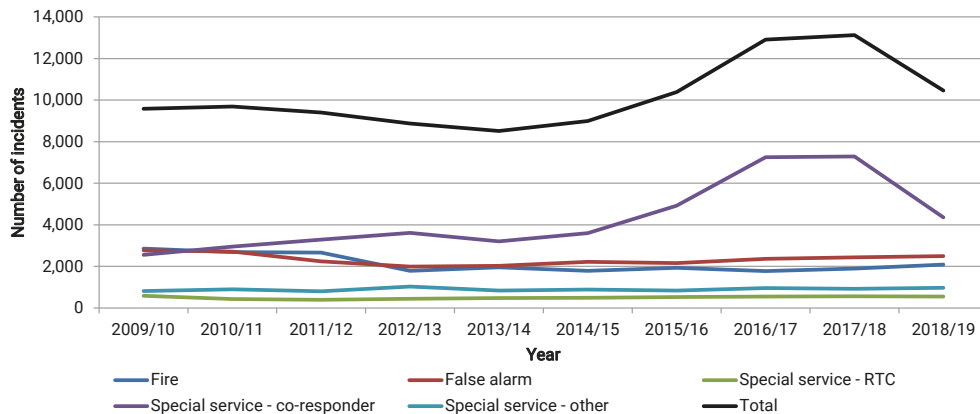
Historical incident demand 2014/15 – 2018/19

Historical Incident Demand - All Incidents

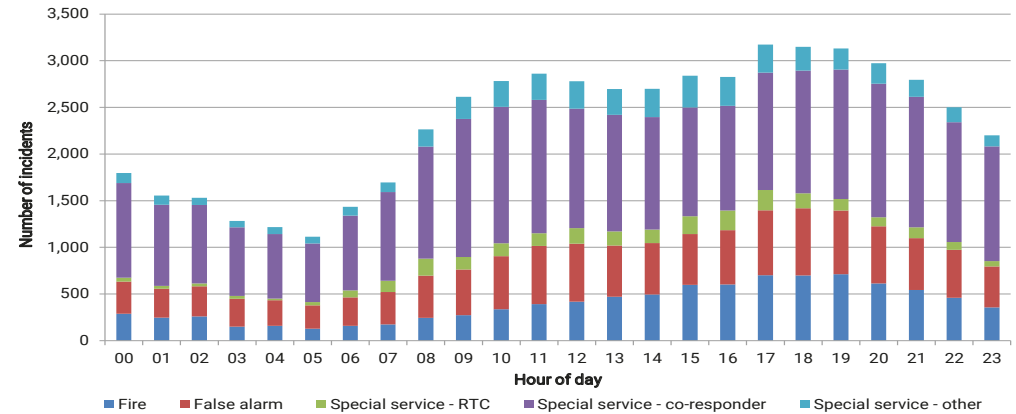
Incident demand over time is largely on the increase, mainly attributable to the increase in medical response. Over recent years additional stations have taken up co-responding duties which is linked to the increase in calls. However, changes within mobilising protocols within the NHS along with the 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 is reflected in the number 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.

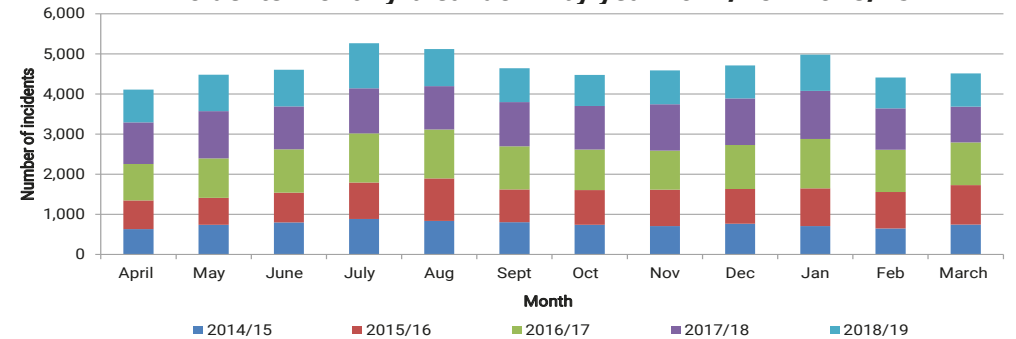
All incidents attended by LFR 2009/10 - 2018/19



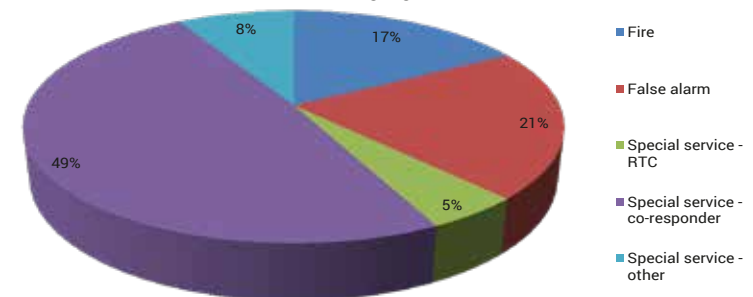
Number of incidents by type and hour of day 2014/15 - 2018/19



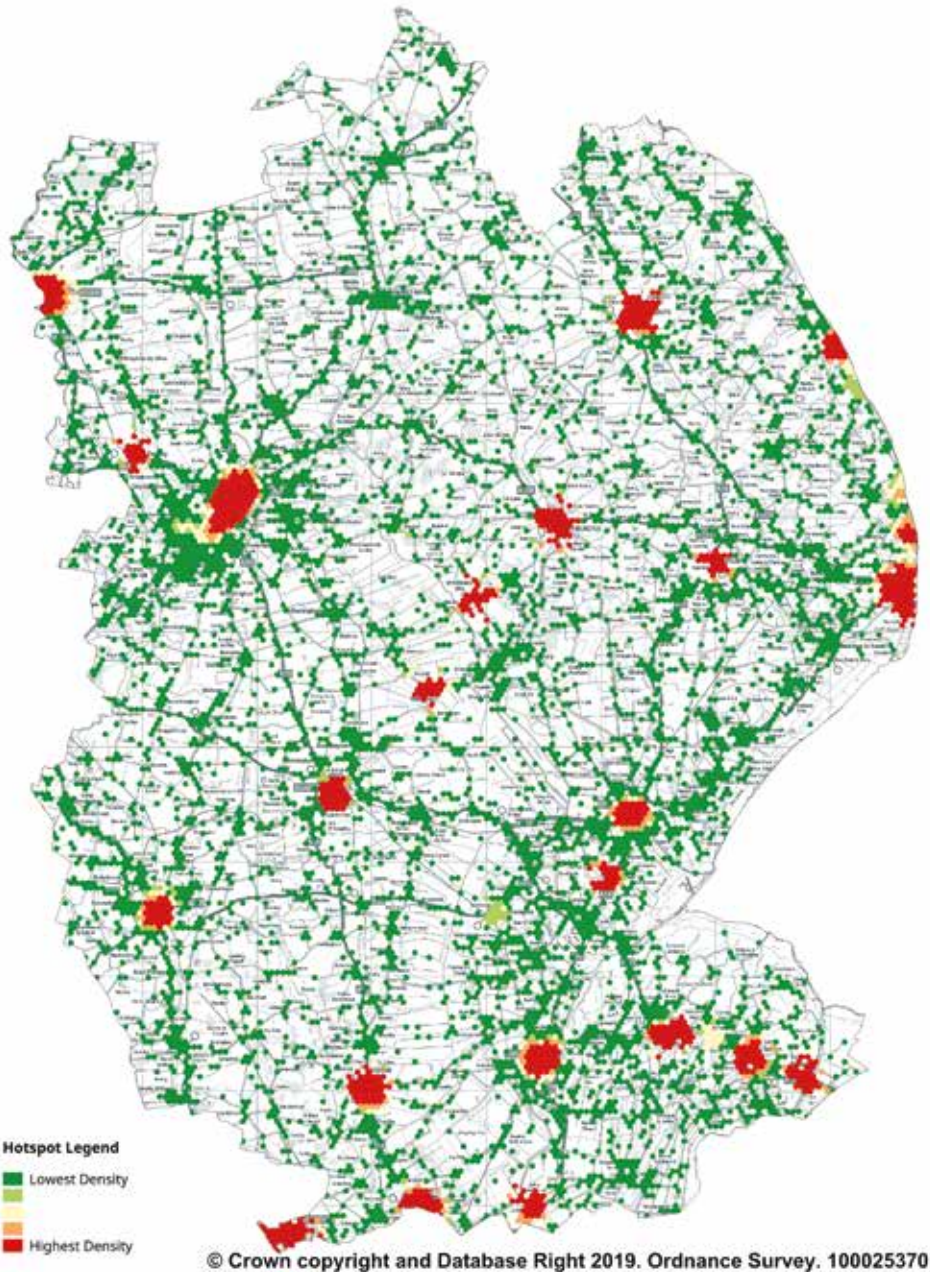
All incidents monthly breakdown by year 2014/15 - 2018/19



Incident breakdown by type 2014/15 - 2018/19



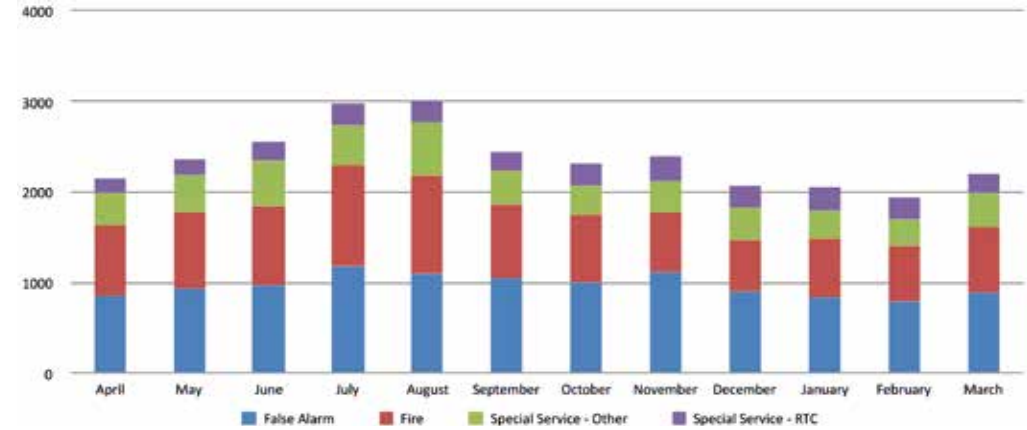
Heat map of All Attended Incidents



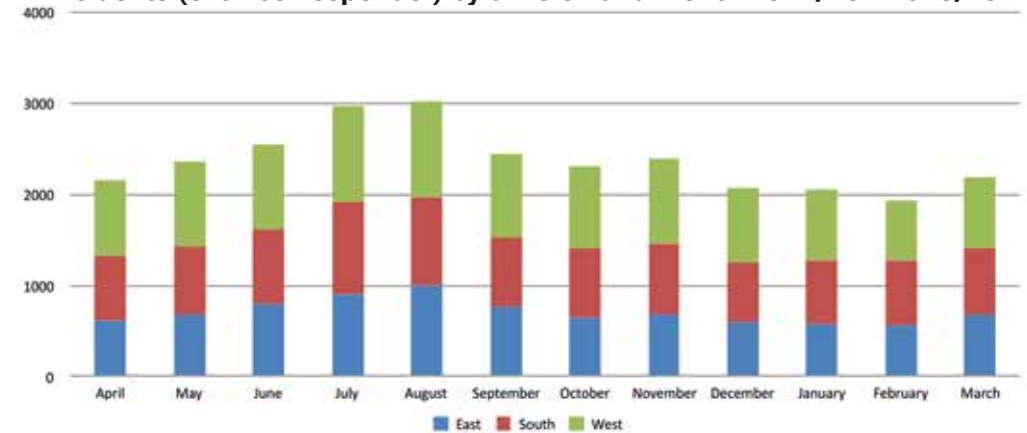
Seasonal demand variation

Our analysis of seasonal variation in incident demand has been broken down into service, division and station level with a peak in incident activity taking place in the summer months of July/August:

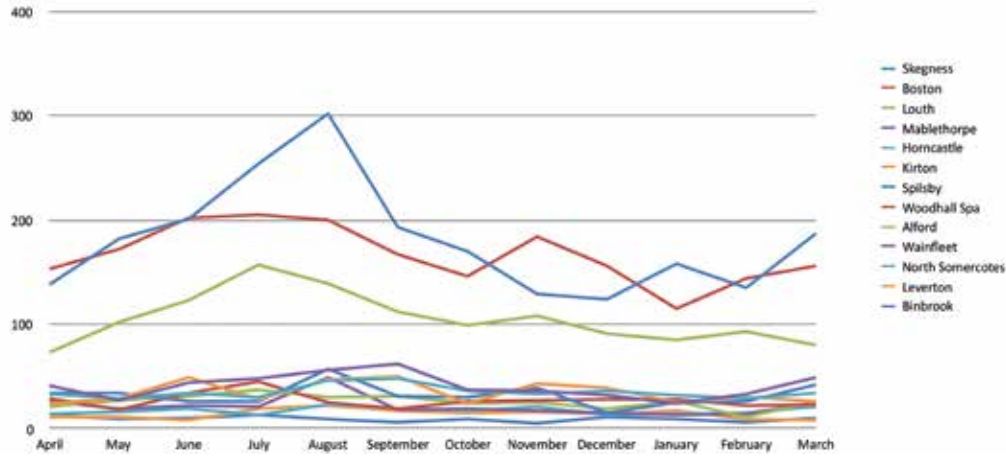
Incident Types (excl. co-responder) by month 2014/15 - 2018/19



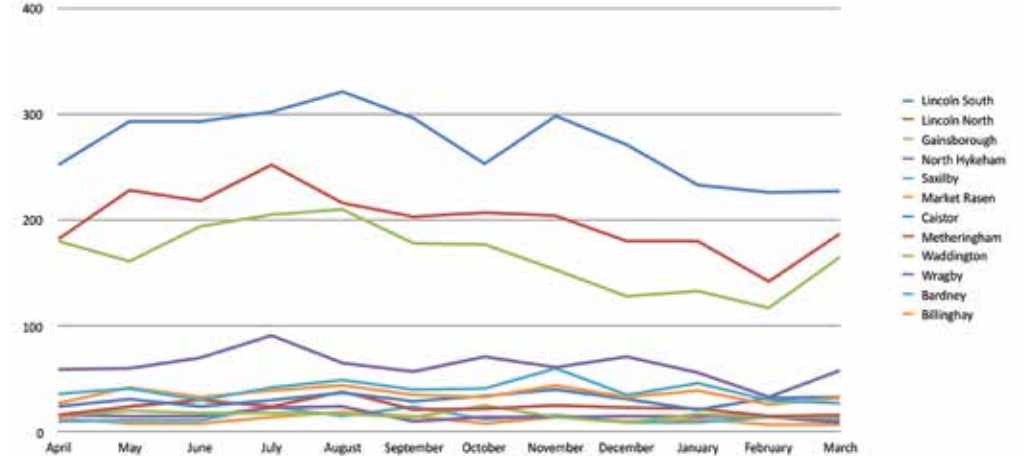
Incidents (excl. co-responder) by division and month 2014/15 - 2018/19



East Division Incidents (excl. co-responder) by station and month 2014/15 - 2018/19

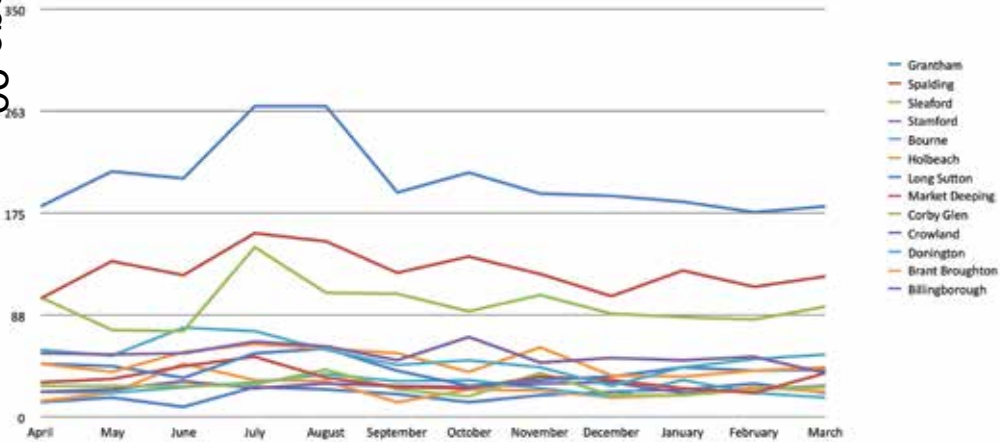


West Division Incidents (excl. co-responder) by station and month 2014/15 - 2018/19



South Division Incidents (excl. co-responder) by station and month 2014/15 - 2018/19

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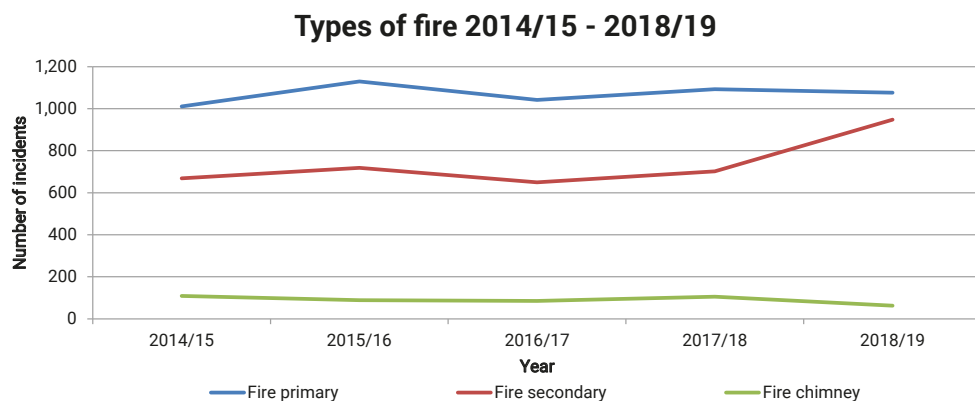
Coastal stations such as Skegness, Wainfleet and Mablethorpe show the most dramatic increase in incident activity during the summer months. This can be attributed to the increase in tourist population with Lincolnshire's coastal resorts attracting around 20 million visitors per year. Analysis of types of incident during this period shows the majority are fires in grassland/refuse.

Fire Incidents Attended 2014/15 – 2018/19

Over the last five 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.

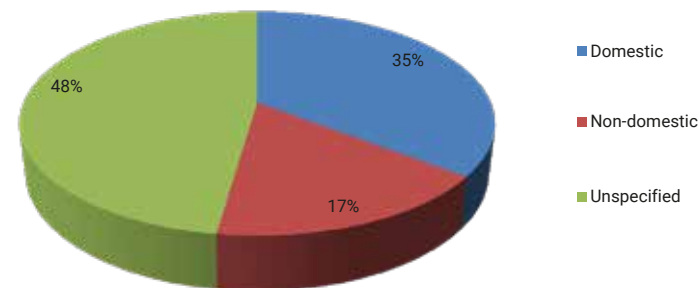


Primary Fire Incidents 2014/15 – 2018/19

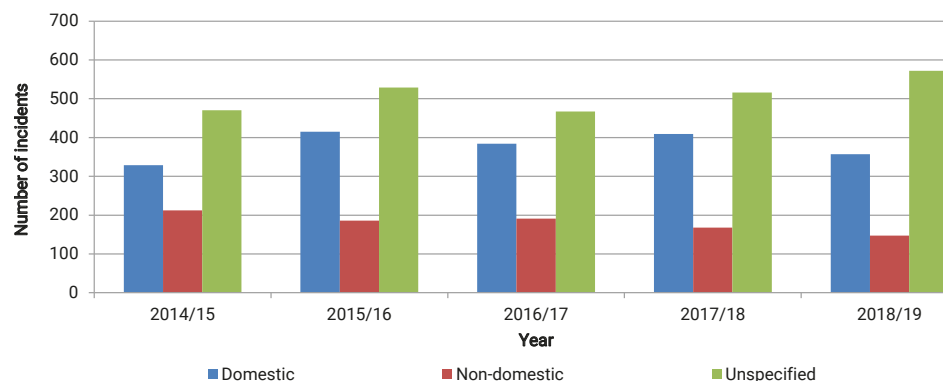
Primary fire incidents are categorised by property group and type, the main distinctions are:

- 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 five years 35% of primary fires occurred in domestic (dwellings).

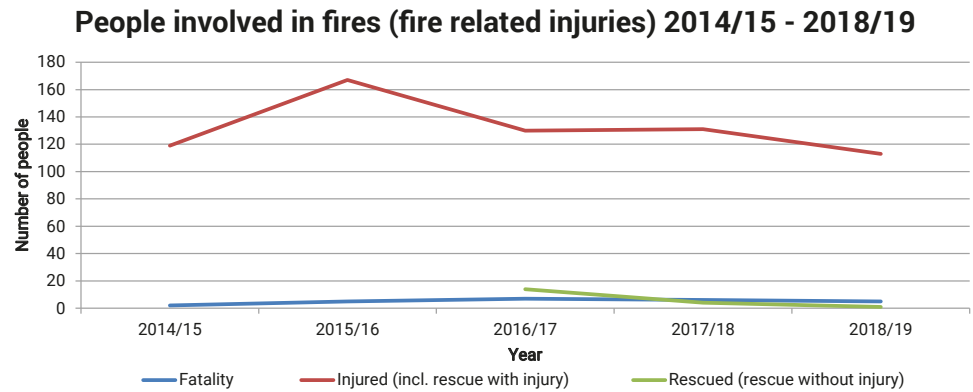
Analysis of fire deaths/injuries

Fire Injuries and Fatalities Overview

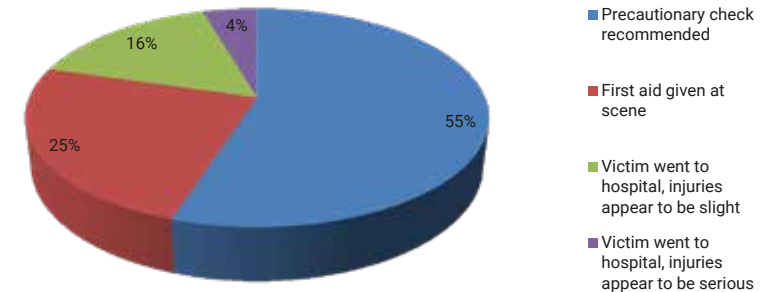
The number of people involved in fire is recorded within the Incident Recording System by different categories:

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

The following line chart 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.



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

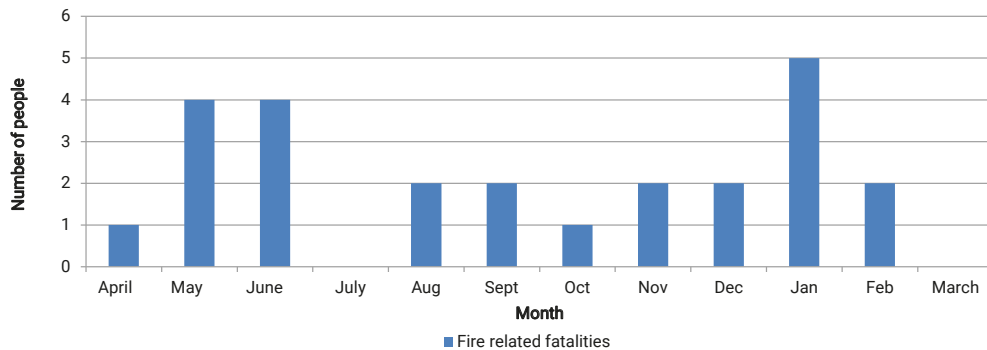


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Note: in 2014/15 there were two recorded rescues from fires and in 2015/16 there was zero.)

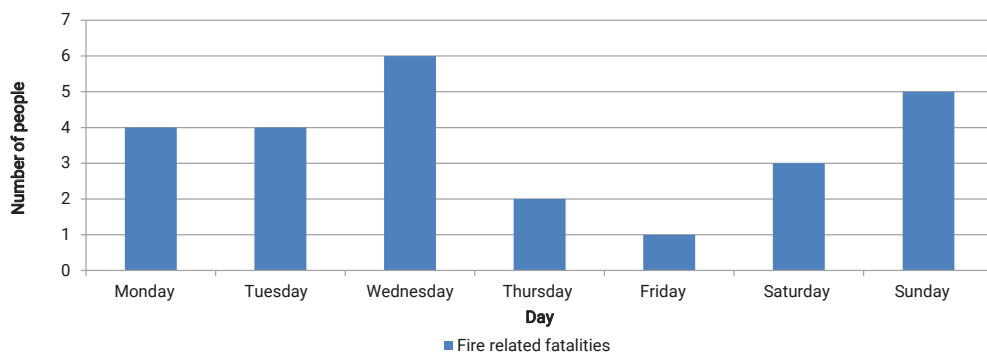
20% of fire related injuries are recorded where the severity of injury was such that treatment in hospital was required (135 people over five years). Therefore 80% of fire related injuries, 525 people, were either recommended to seek a precautionary check, or were given first aid at the scene. Severity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

Fire Fatalities – When

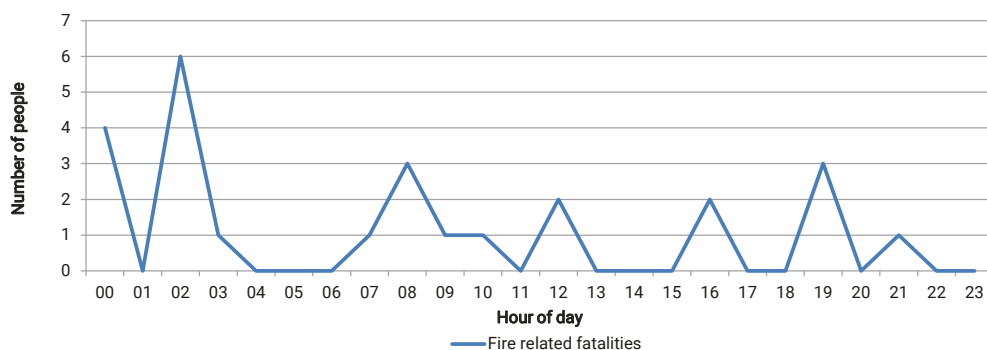
Fire related fatalities by month 2014/15 - 2018/19



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

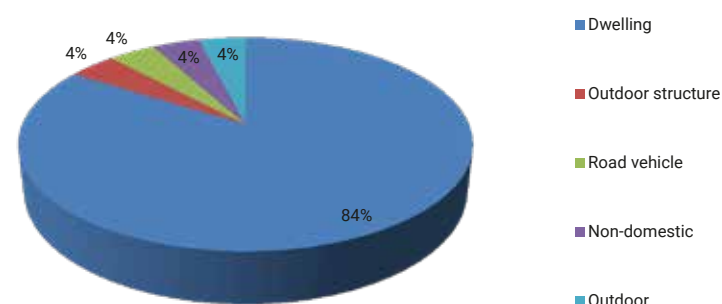


Fire related fatalities by hour of day 2014/15 - 2018/19

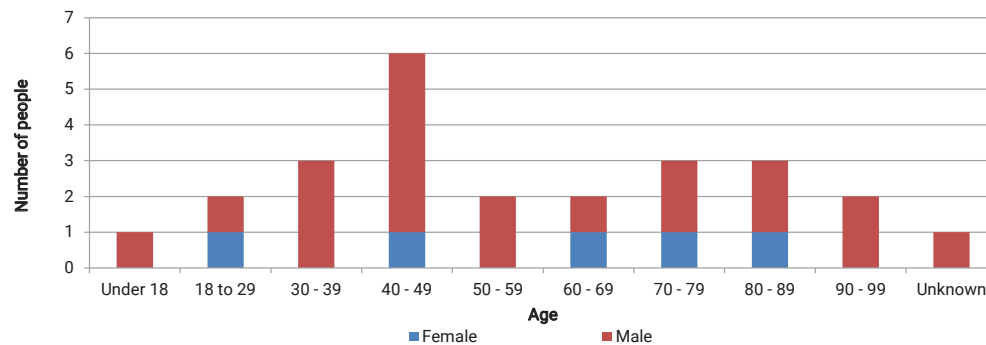


Fire Fatalities – Who and What

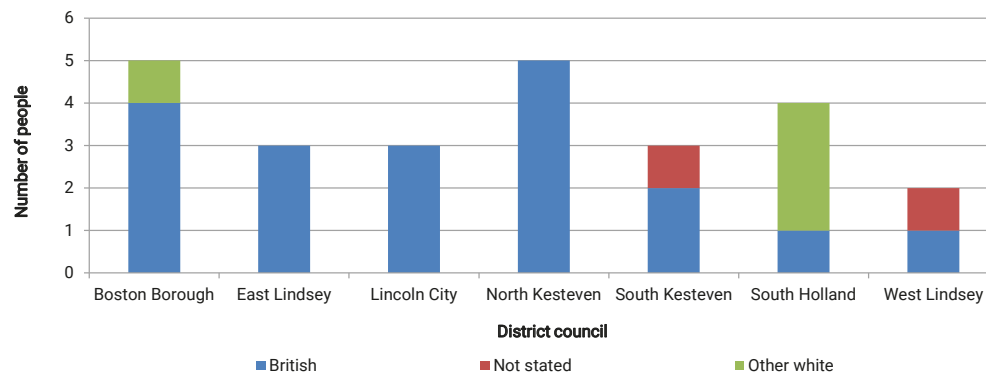
Fire related fatalities by property category 2014/15 - 2018/19



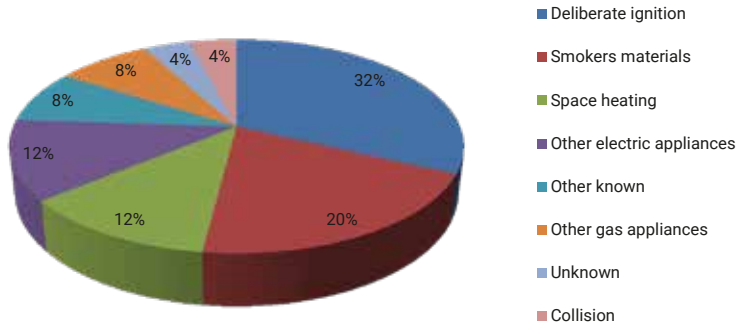
Fire related fatalities by age and gender 2014/15 - 2018/19



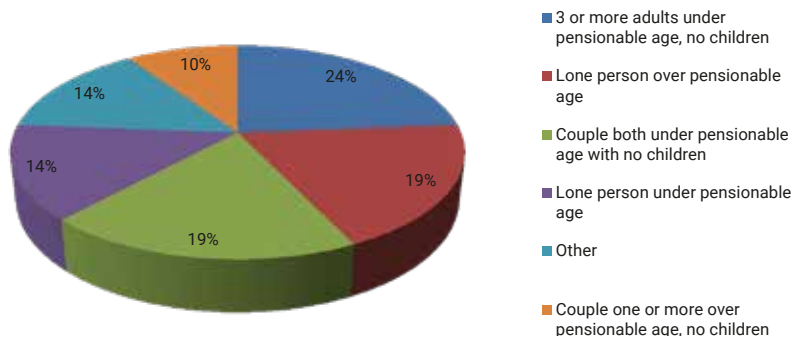
Fire related fatalities ethnicity by district council 2014/15 - 2018/19



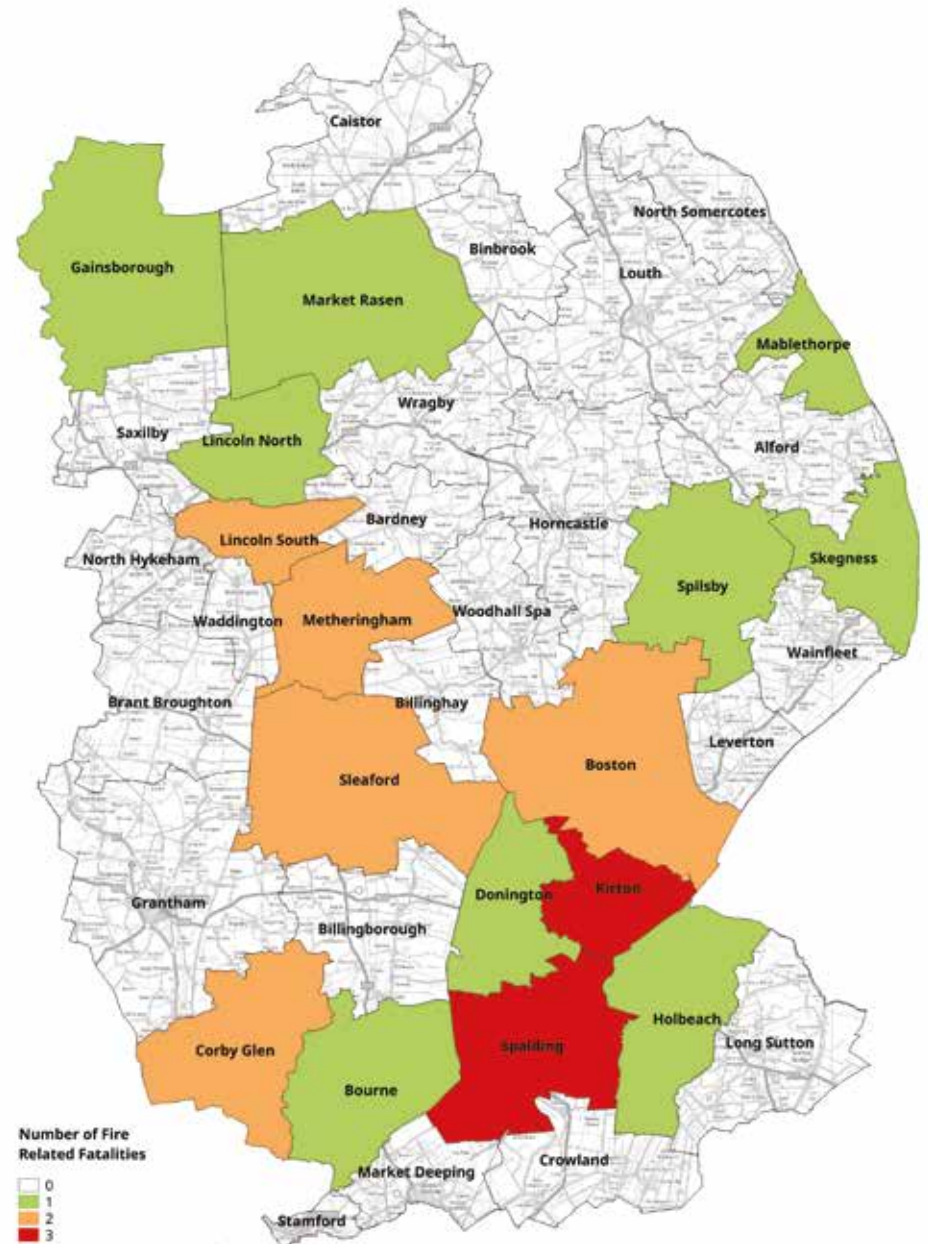
Fire related fatalities by cause of fire 2014/15 - 2018/19



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



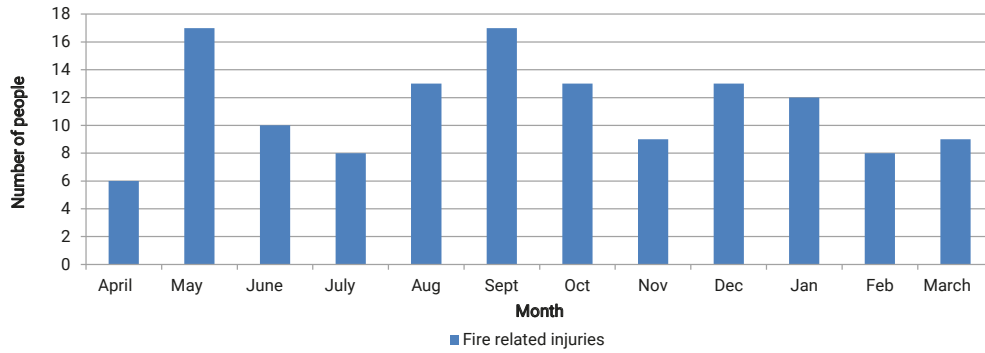
Fire Fatalities – Where



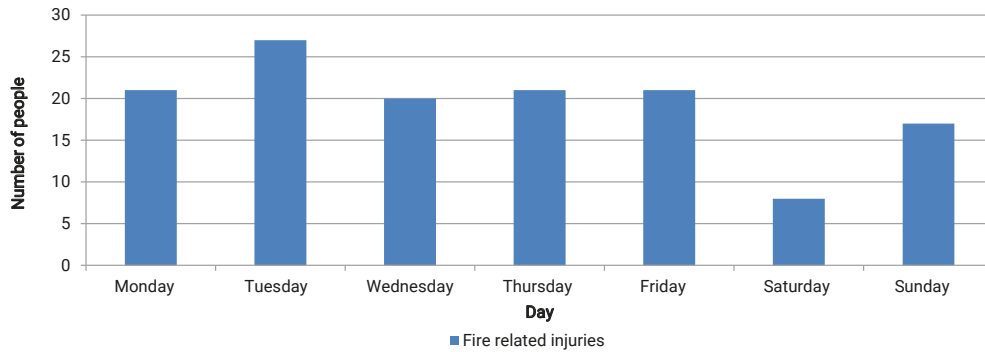
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Fire Injuries - When

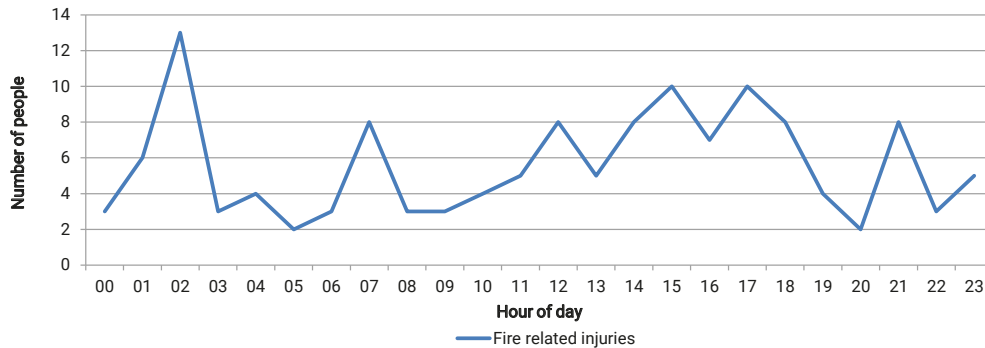
Fire related injuries by month 2014/15 - 2018/19



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

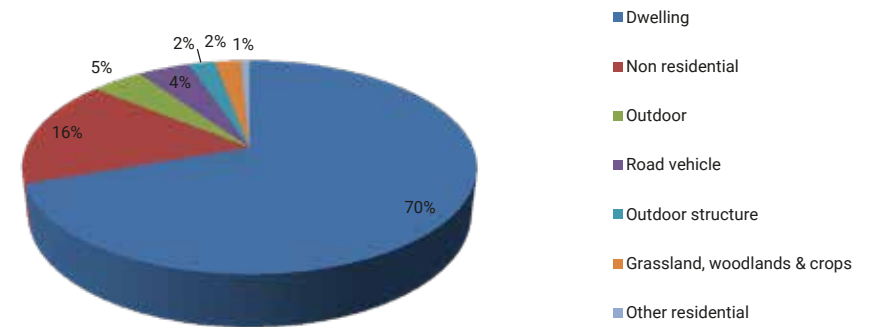


Fire related injuries by hour of day 2014/15 - 2018/19

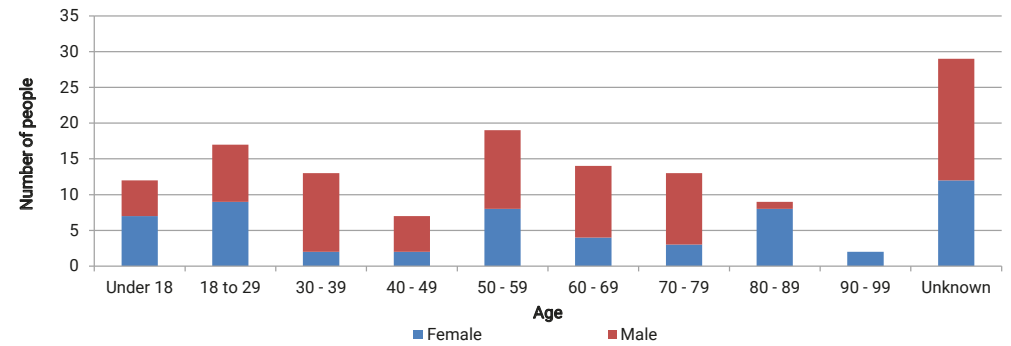


Fire Related Injuries – What and Who

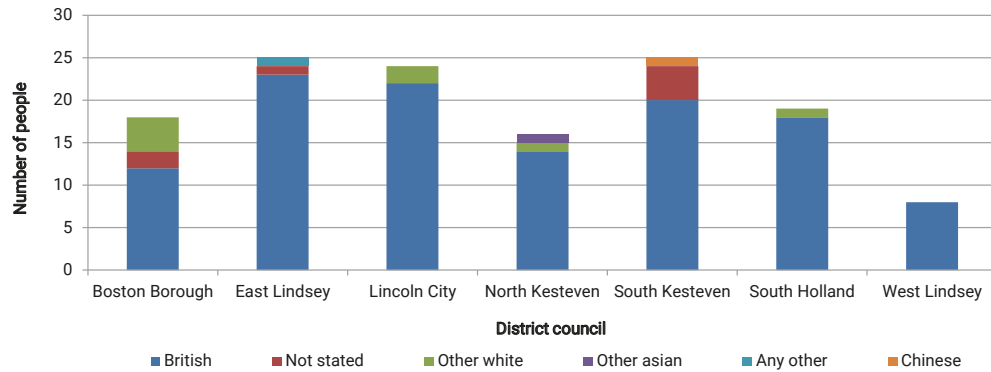
Fire related injuries by property category 2014/15 - 2018/19



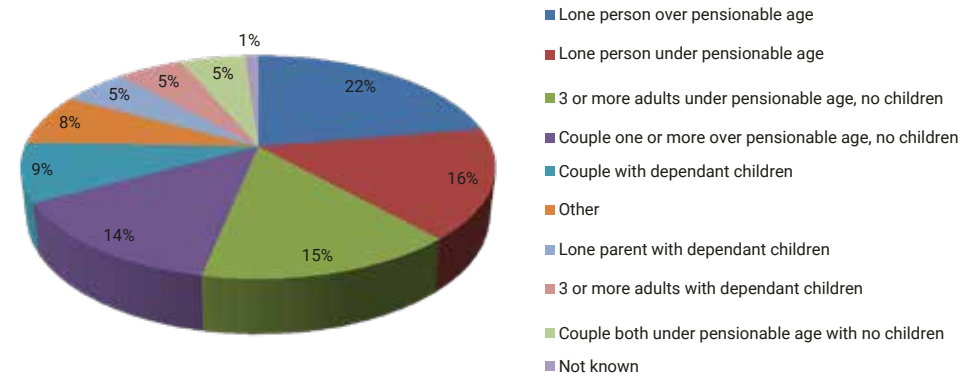
Fire related injuries by age and gender 2014/15 - 2018/19



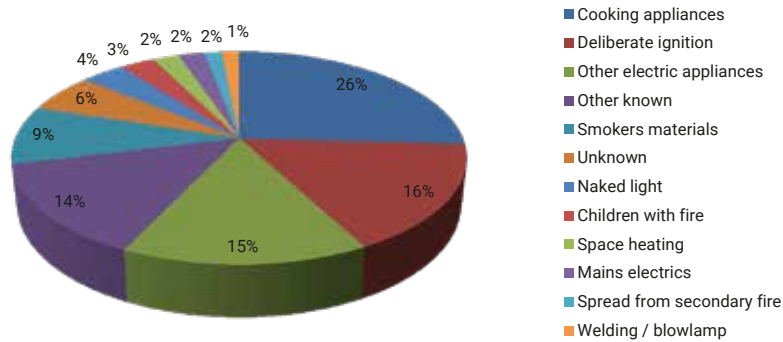
Fire related injuries by ethnicity by district council 2014/15 - 2018/19



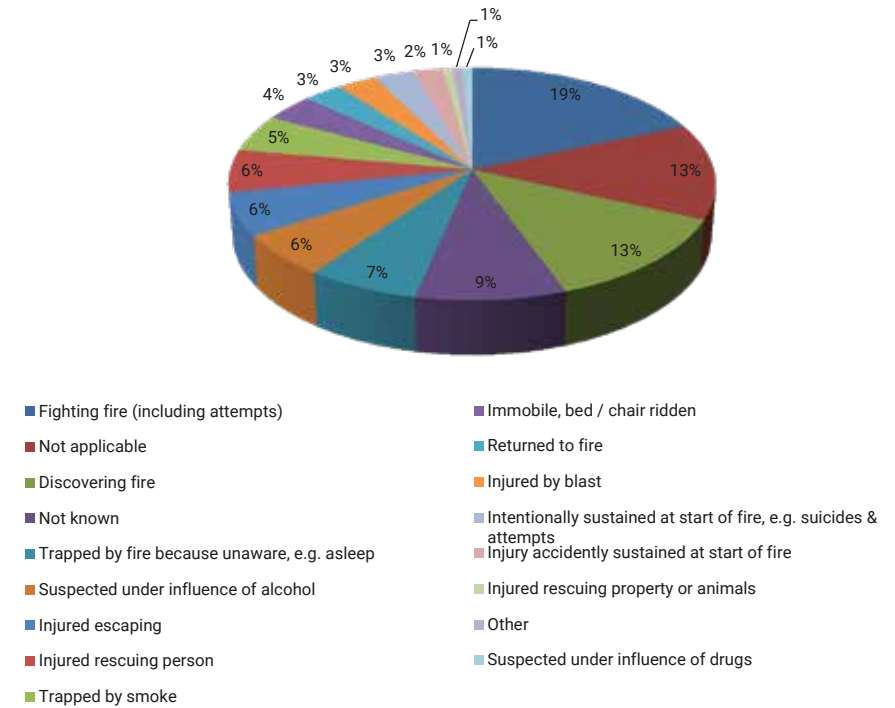
Fire related injuries household occupancy (dwellings only) 2014/15 - 2018/19



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



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



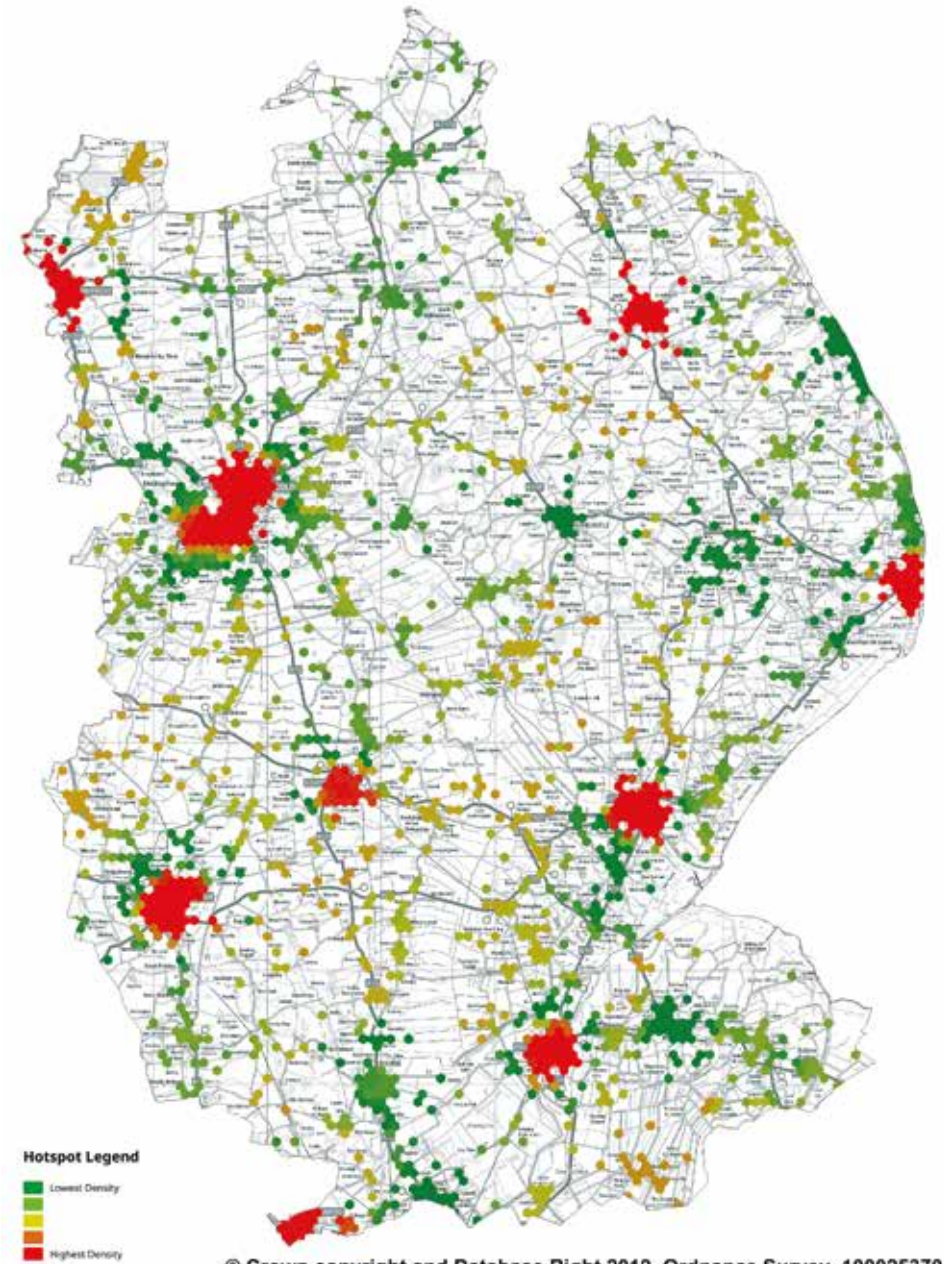
False alarms

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:

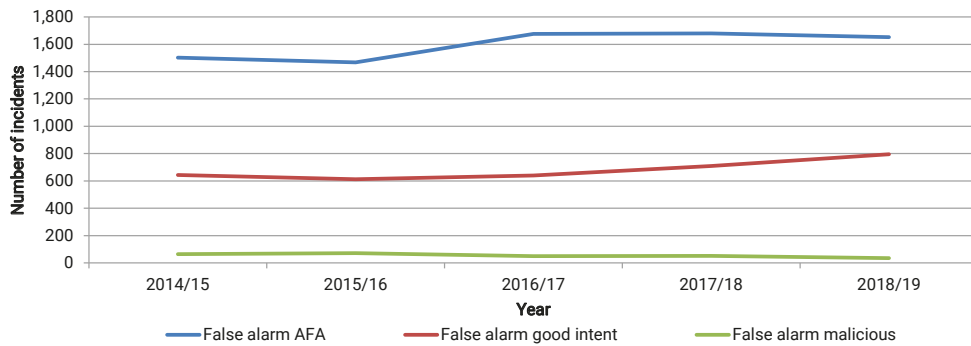
- 1) False Alarm AFA – Calls initiated by fire alarm or firefighting equipment operating.
- 2) False Alarm Good Intent – Calls made in good faith in the belief that FRS attendance to an incident is required.
- 3) False Alarm Malicious – Calls made with the intention of getting FRS to attend a non-existent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

Locations of all False Alarms shown below:



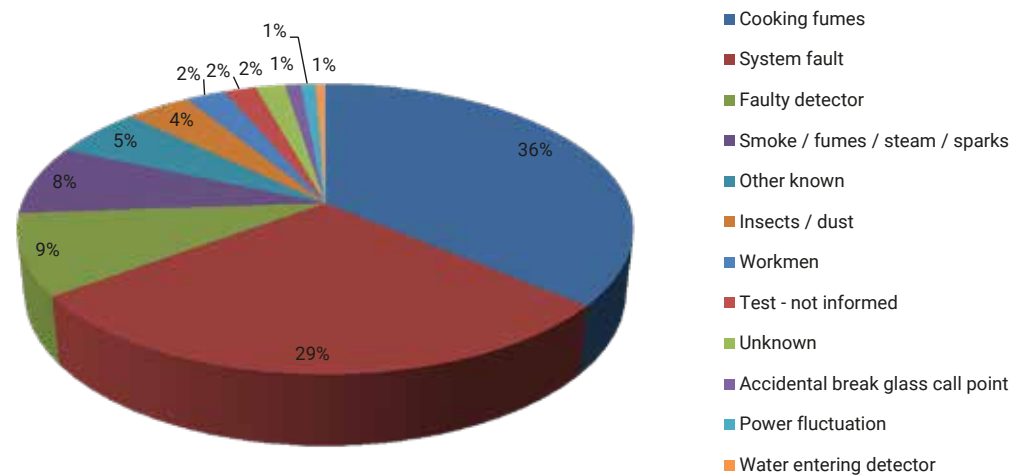
The breakdown of attendances to these types of false alarms over the five year period 2014/15 - 2018/19 is shown below.

Types of false alarms attended 2014/15 - 2018/19



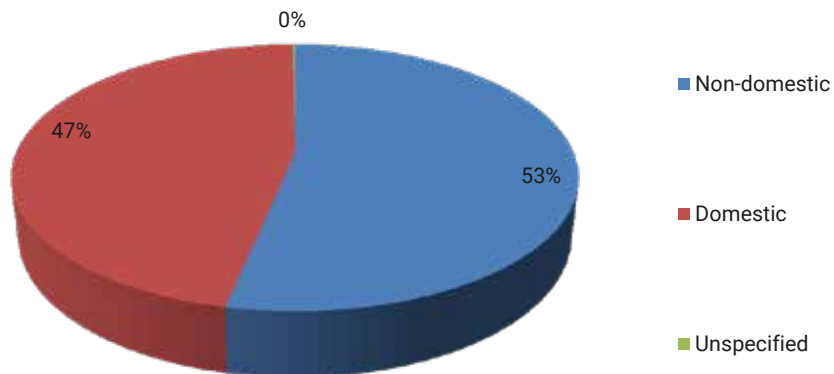
False Alarm AFA – Domestic – What

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



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

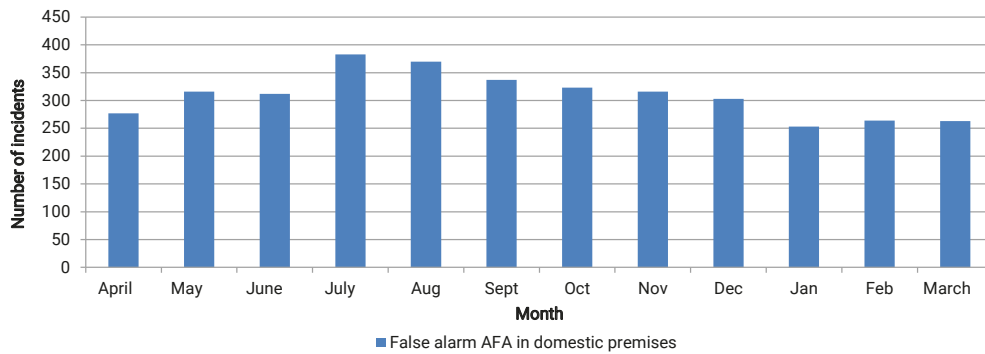
False alarm AFA by property category 2014/15 - 2018/19



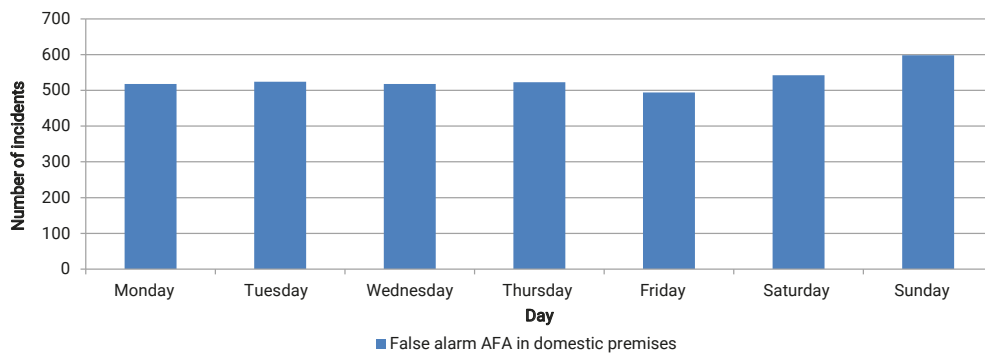
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False Alarm AFA – Domestic - When

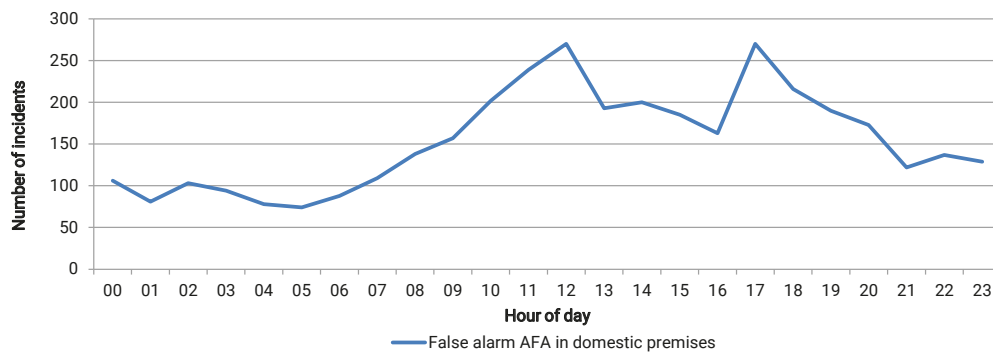
False alarm AFA in domestic premises by month 2014/15 - 2018/19



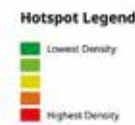
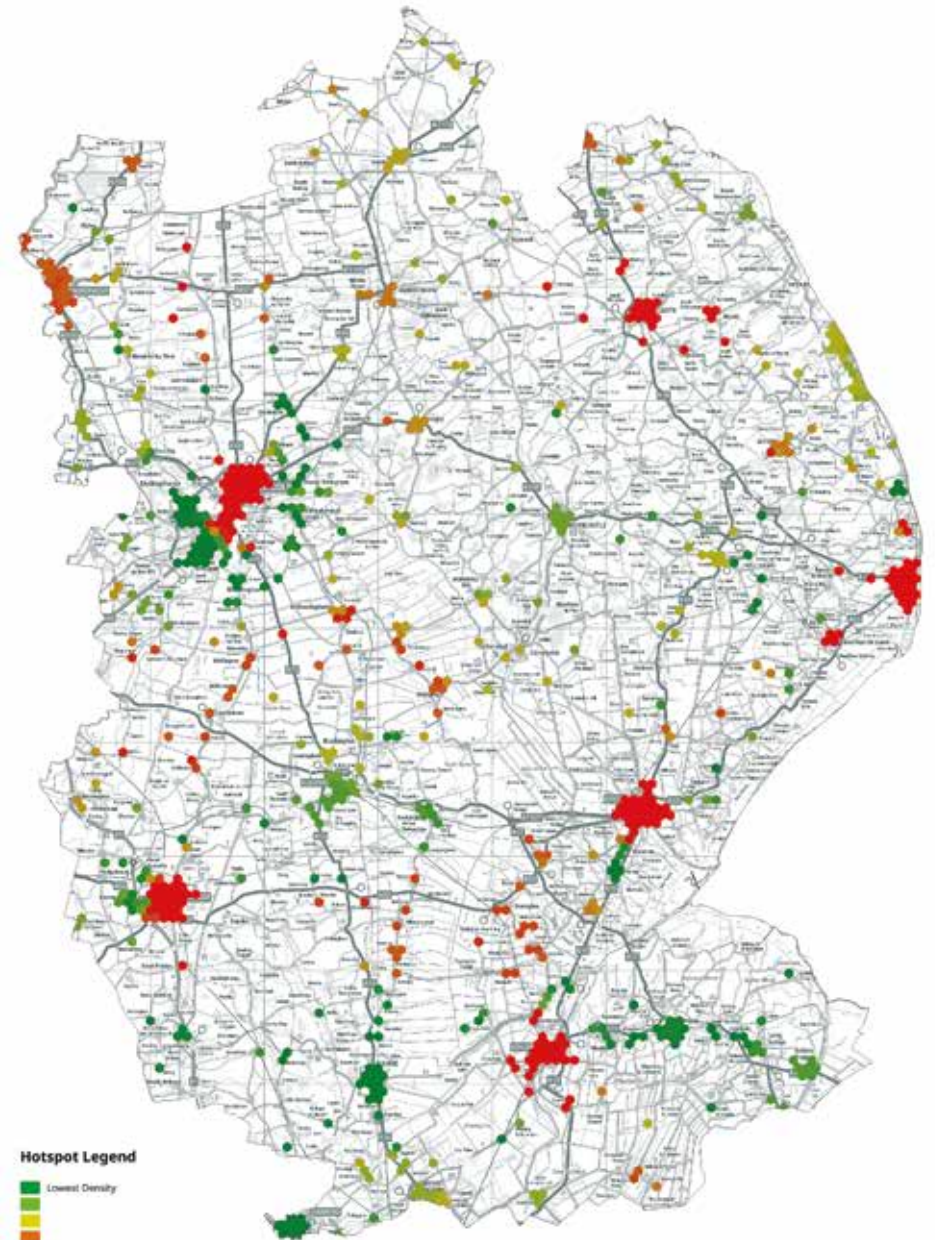
False alarm AFA in domestic premises by day 2014/15 - 2018/19



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



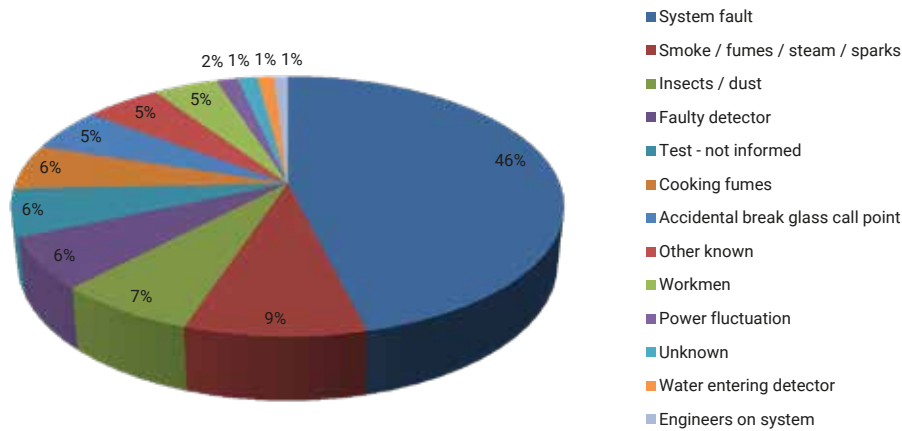
False Alarm AFA – Domestic - Where



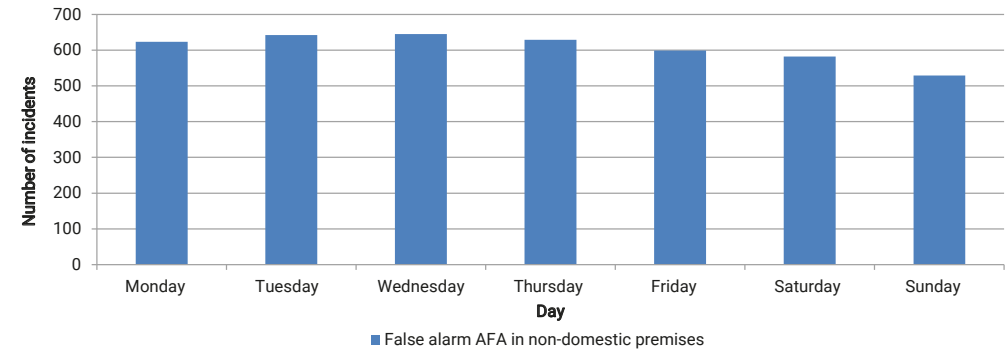
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False Alarm AFA – Non-Domestic – What

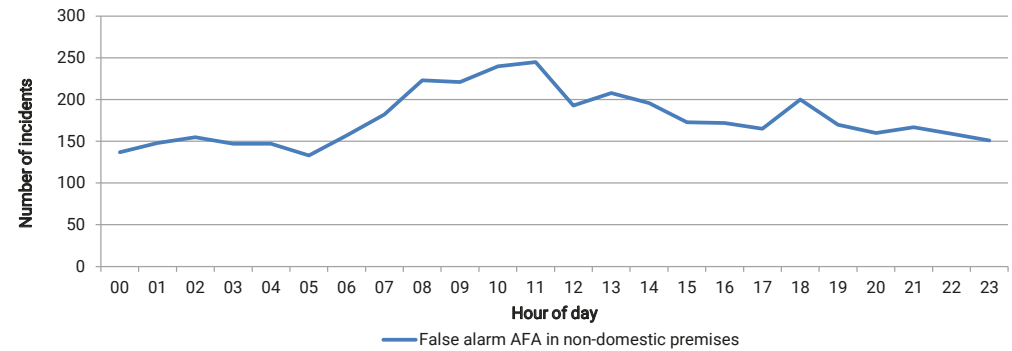
Cause of false alarm AFA incidents in non-domestic premises 2014/15 - 2018/19



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



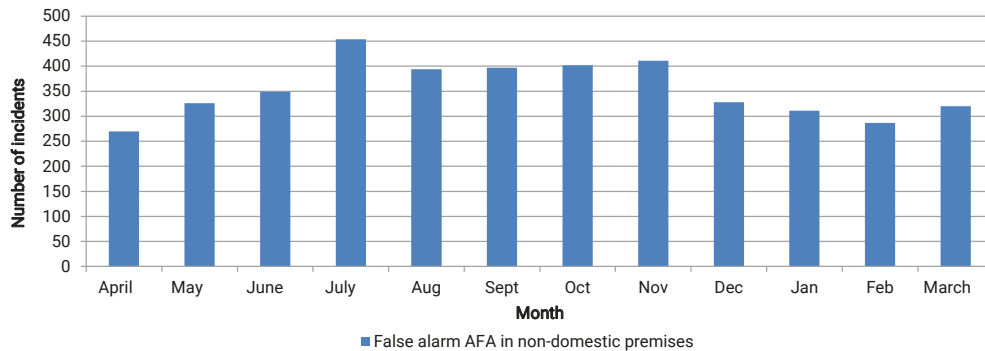
False alarm AFA in non-domestic premises by hour of day 2014/15 - 2018/19



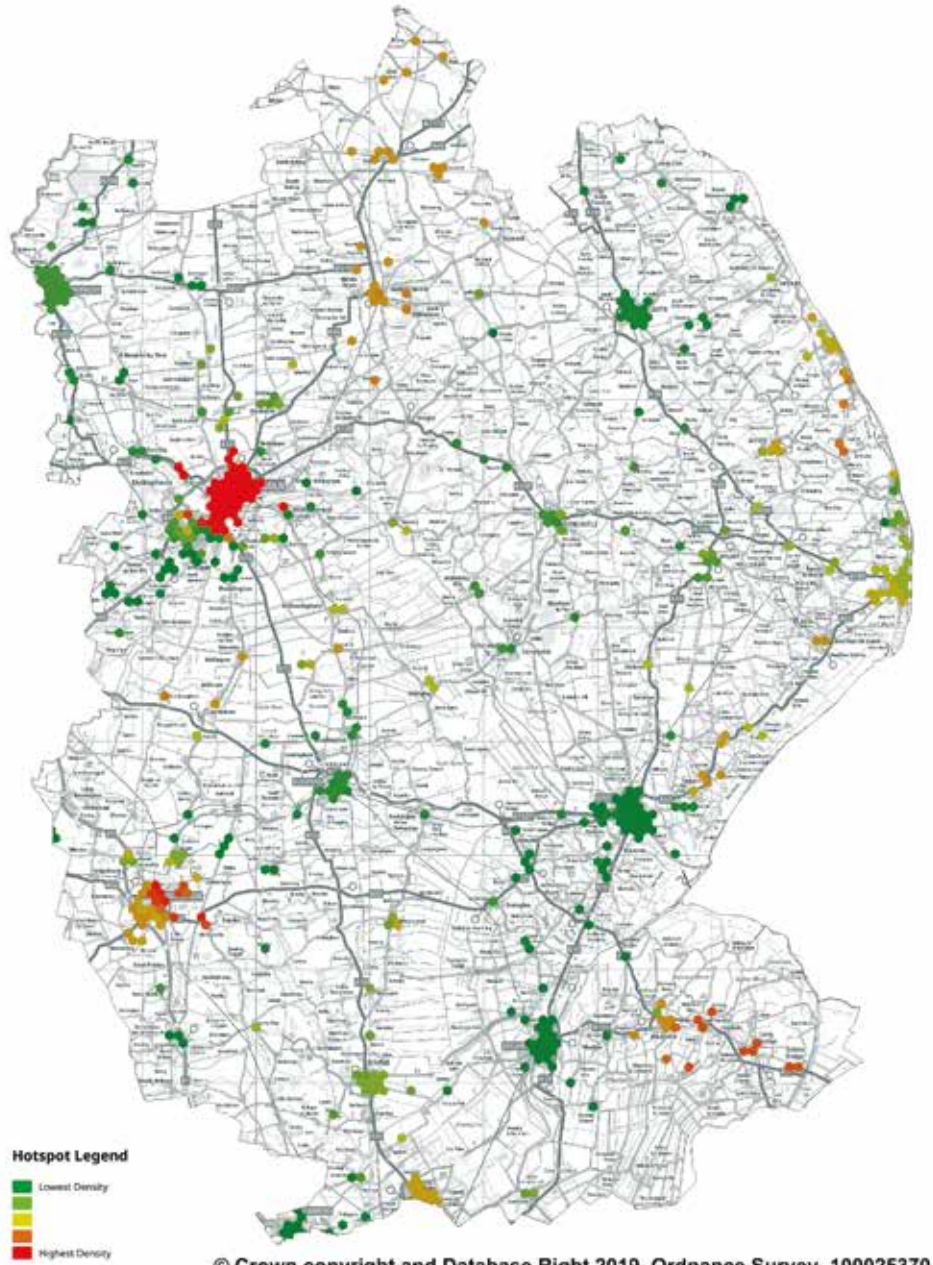
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False Alarm AFA – Non-Domestic - When

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

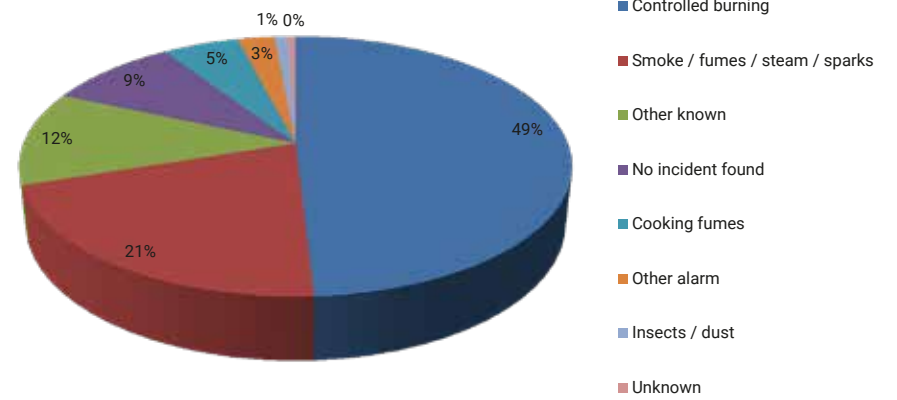


False Alarm AFA – Non-Domestic - Where



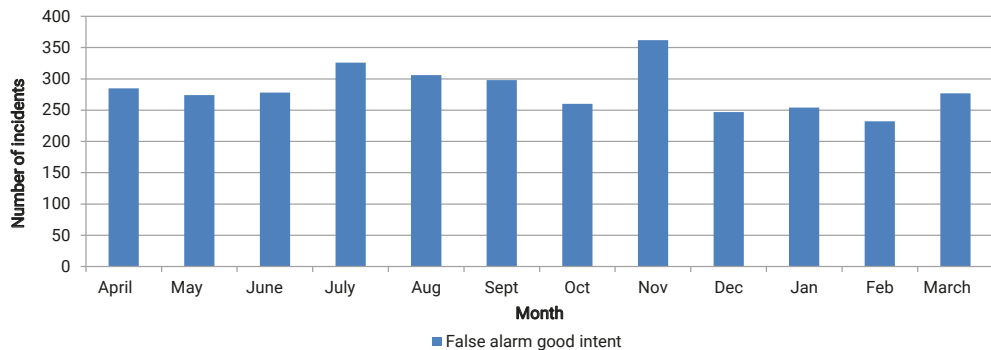
False Alarm Good Intent – What

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

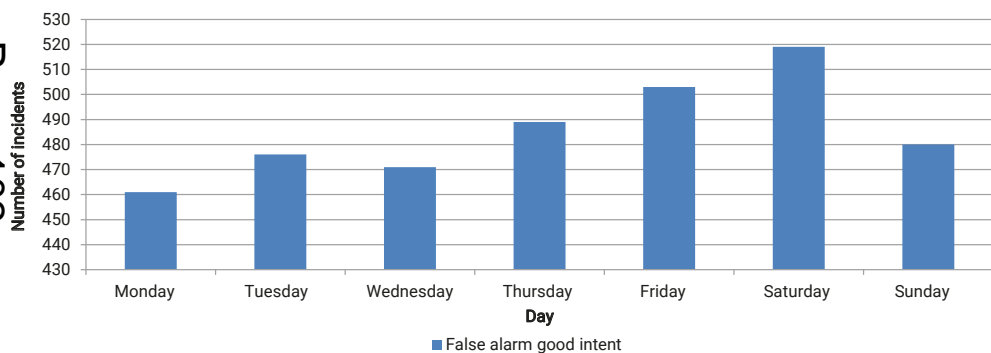


False Alarm Good Intent - When

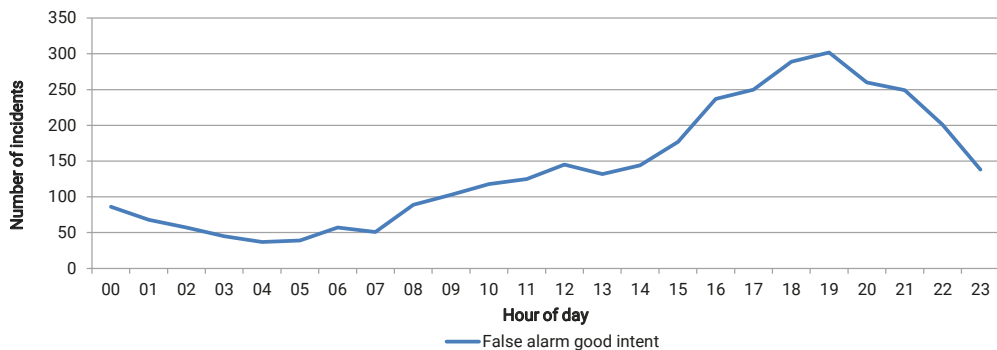
False alarm good intent by month 2014/15 - 2018/19



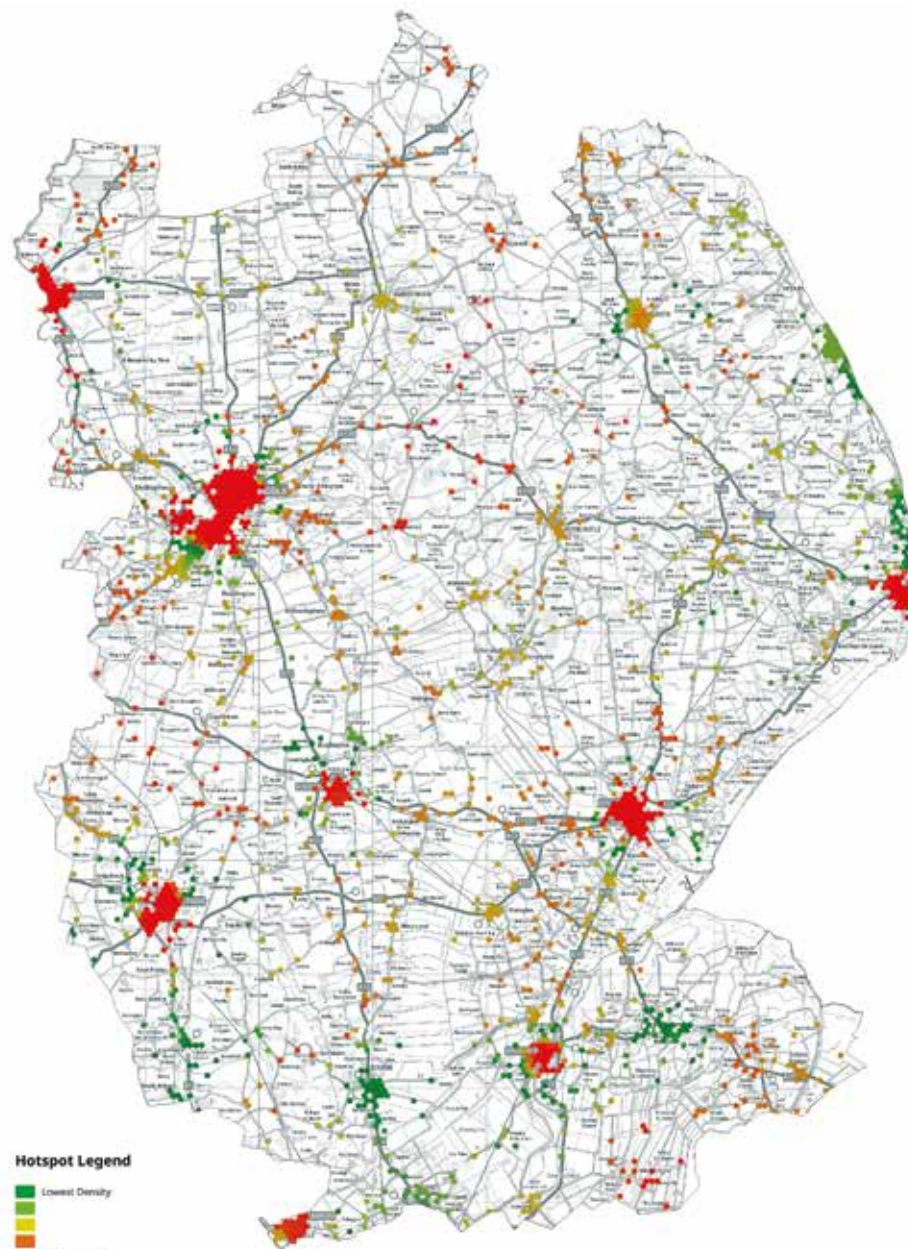
False alarm good intent by day 2014/15 - 2018/19



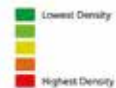
False alarm good intent by hour of day 2014/15 - 2018/19



False Alarm Good Intent - Where



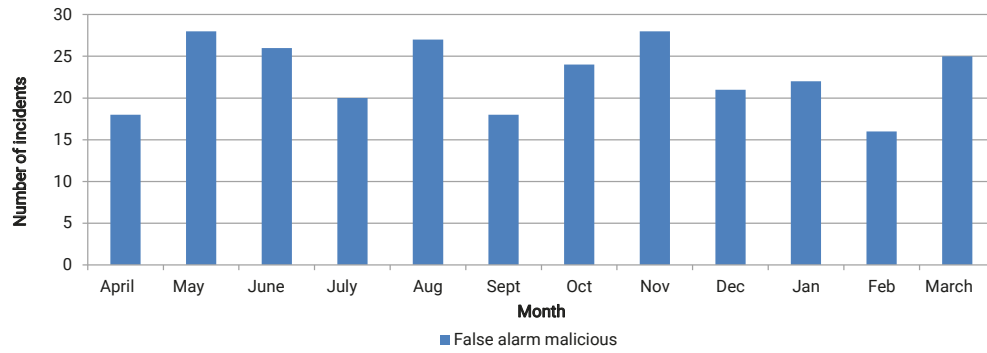
Hotspot Legend



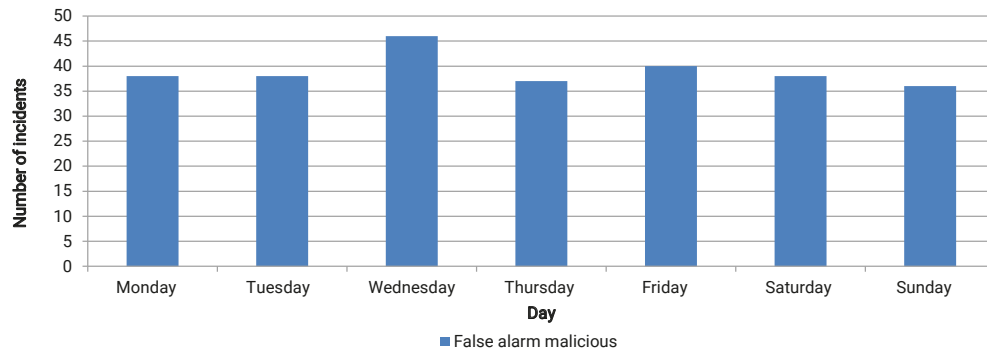
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False Alarm Malicious - When

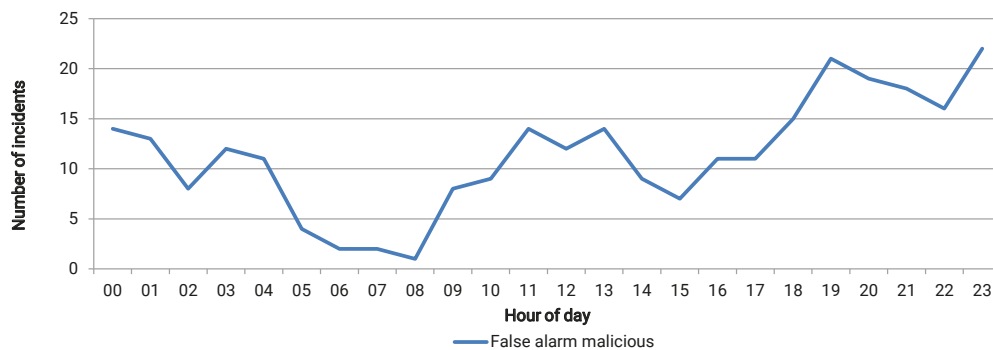
False alarm malicious by month 2014/15 - 2018/19



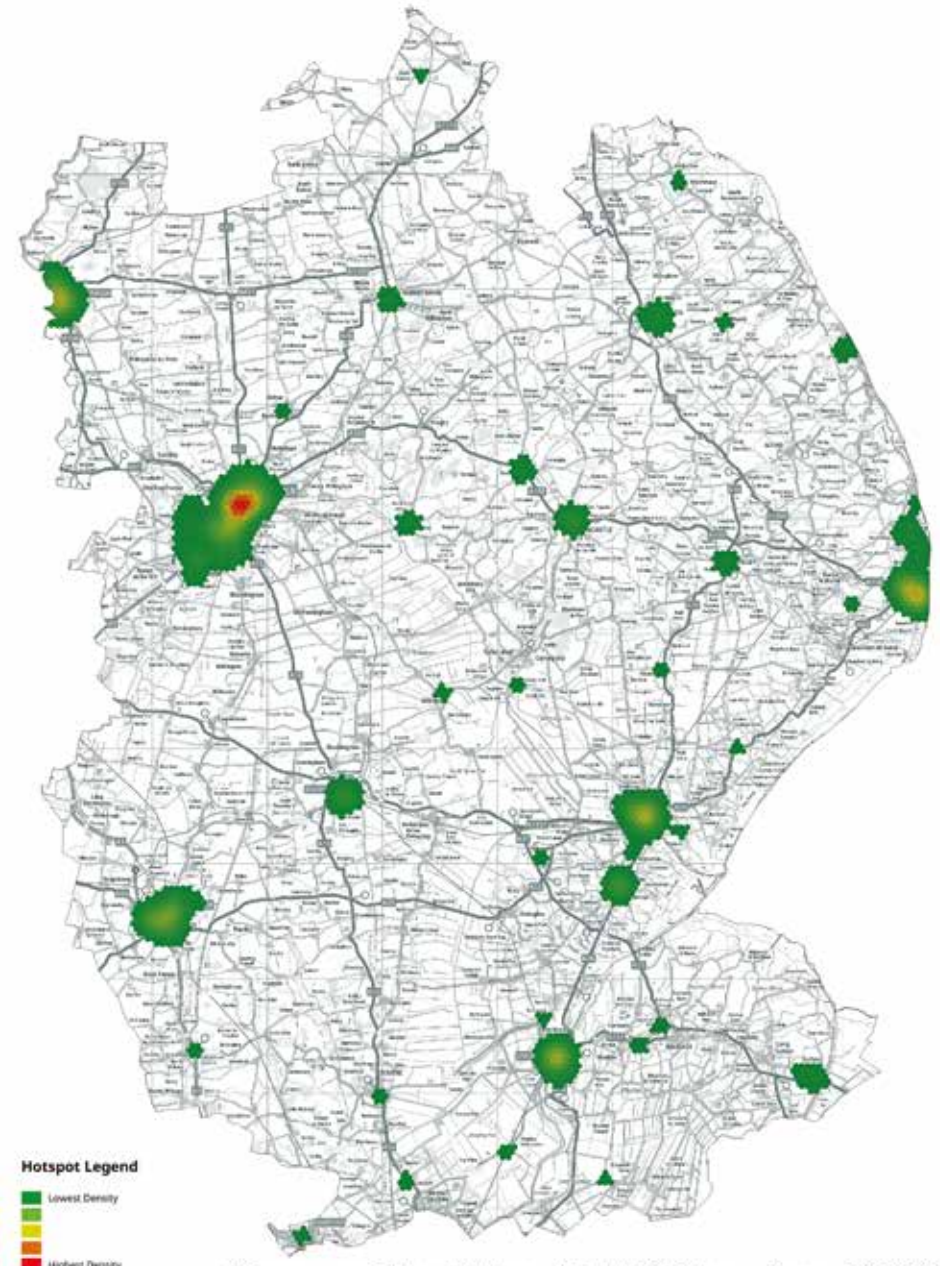
False alarm malicious by day 2014/15 - 2018/19



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



False Alarm Malicious - Where



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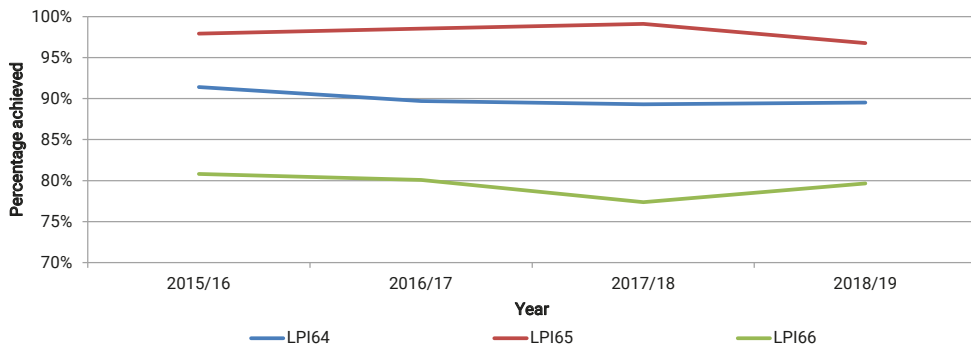
Response Times

Response to incidents is calculated using a drive time methodology from each Lincolnshire fire station, including control call handling time. 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:

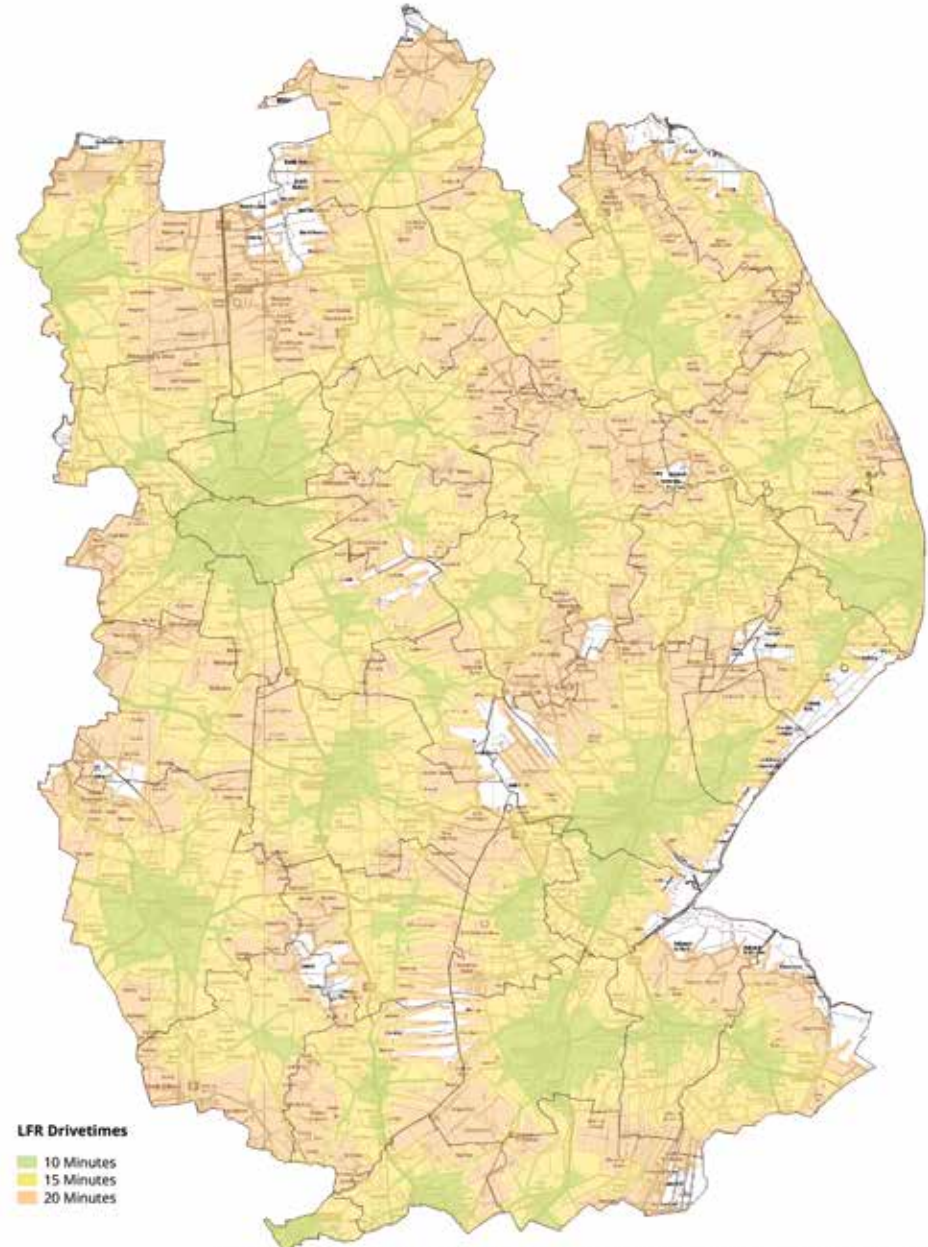
- First appliance to arrive at dwelling fires within the expected timeframe on 100% of occasions, with a 10% tolerance allowed. (Measured as Indicator LPI 64.)
- Second appliance to arrive at dwelling fires within 25 minutes on 100% of occasions, with a 10% tolerance allowed. (Measured as Indicator LPI 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 four financial year periods commencing 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.



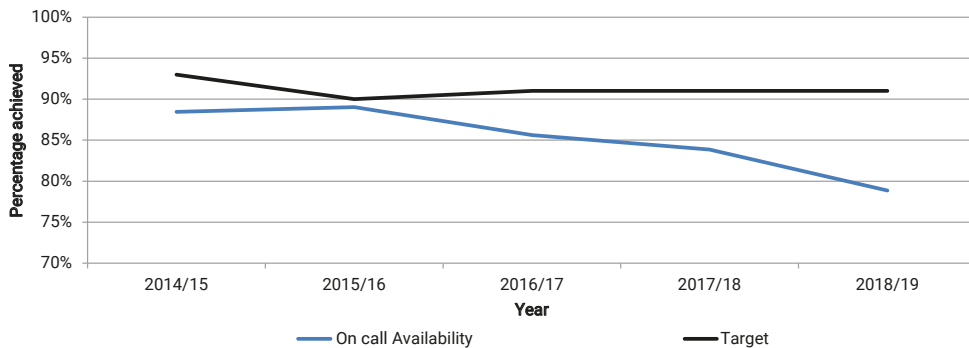
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On call availability

The availability of our on call appliances has continuously dropped over the last five years, to its lowest point (below 80%) in 2018/19. This has had a direct impact upon our ability to meet our response times and impacts on our corporate risk in terms of our ability to maintain an appropriately structured workforce.

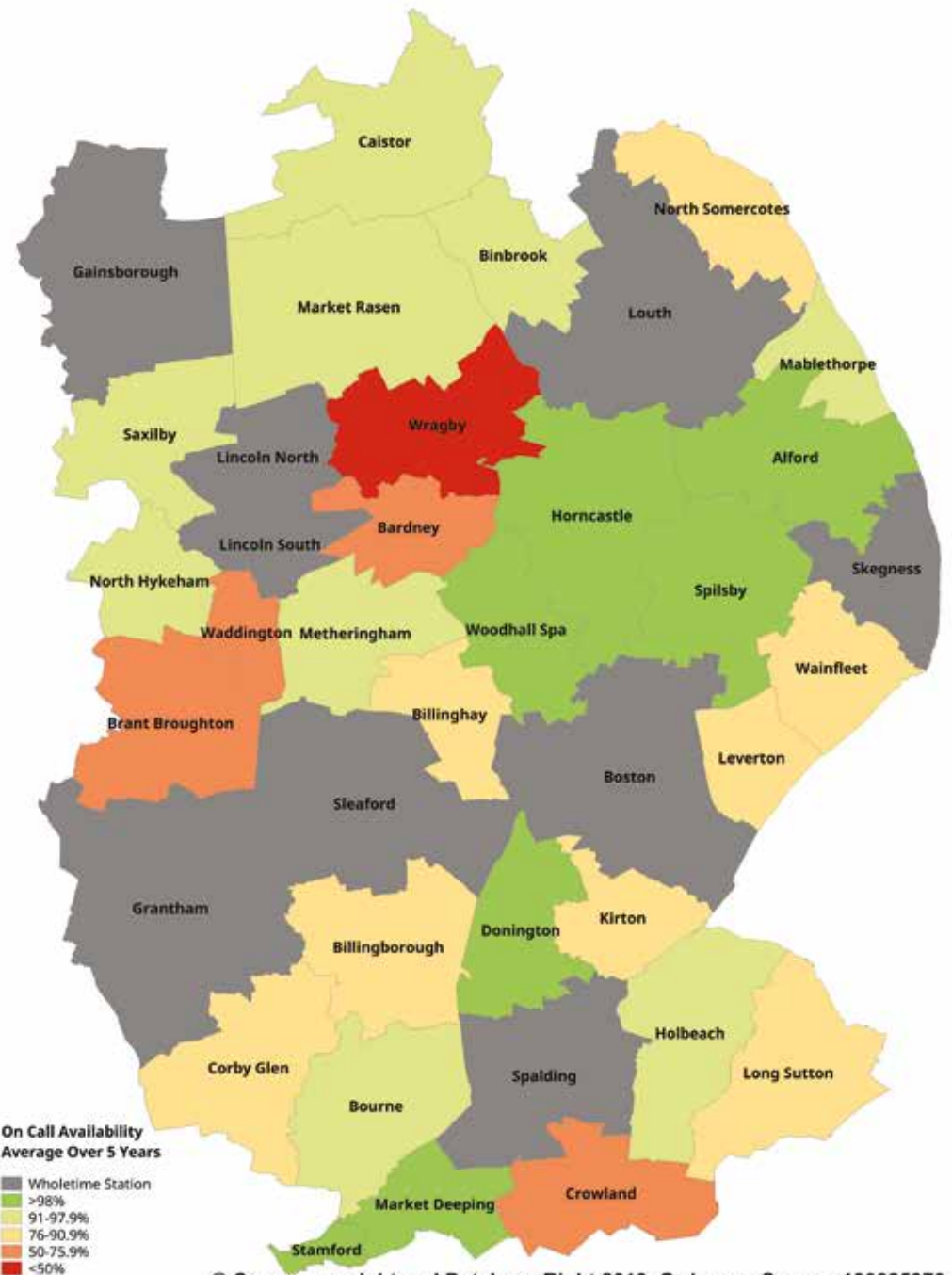
There are well-documented challenges around on call availability and the long-term sustainability of the current on call model. Changes to demographics, lifestyle choices, availability of employment in local communities and financial reward are all factors behind this decrease.

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.



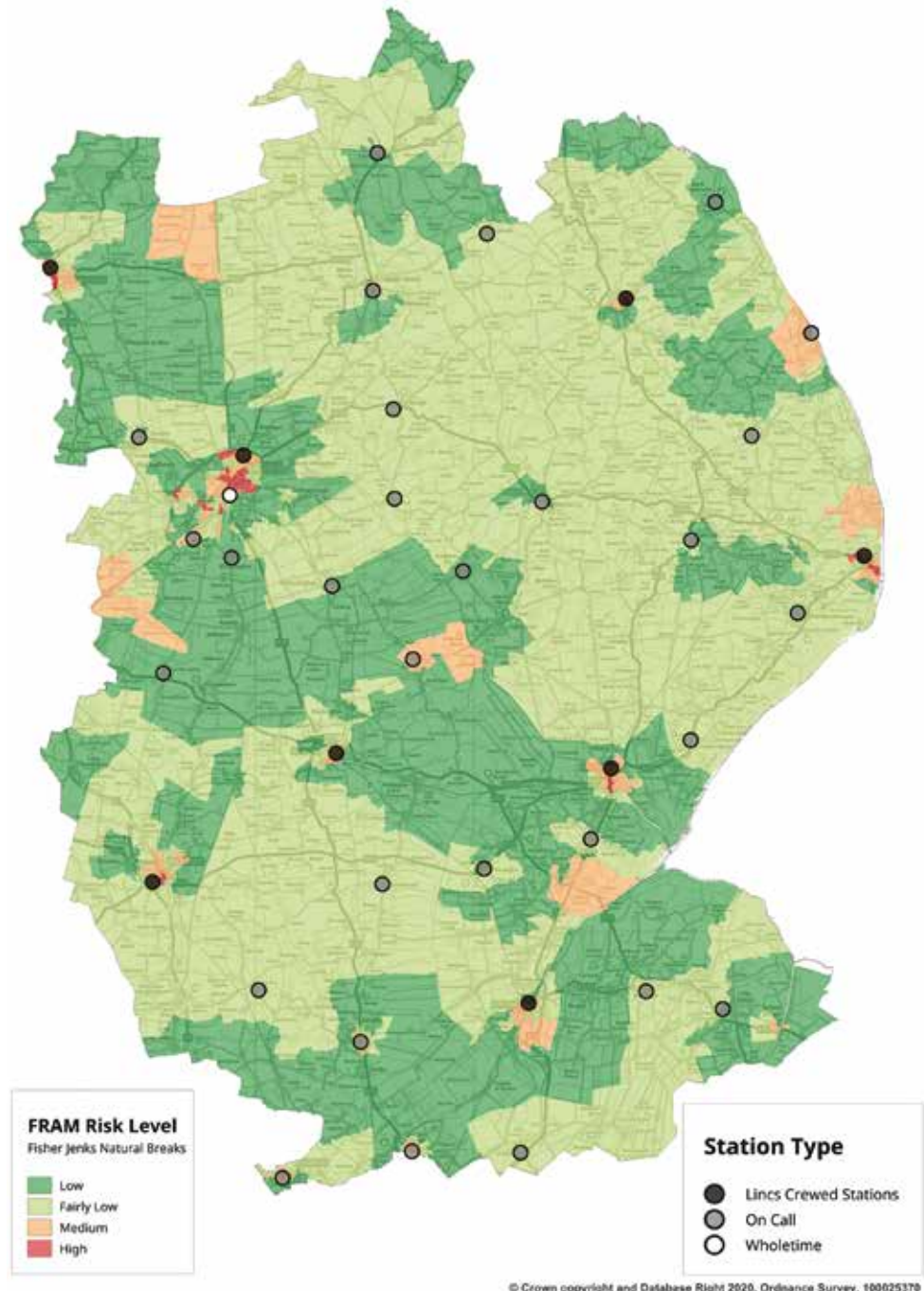
© Crown copyright and Database Right 2019. Ordnance Survey. 100025370

Fire cover

Our fire cover is regularly reviewed to ensure we resource our response assets to risk. Using the FRAM mapping tools we are able to overlay our fire stations and duty systems to ensure we match fire cover to areas of highest risk. When laying our response assets over our risk mapping, there is clear correlation between high risk areas and heightened levels of fire cover.

Drive time boundaries are also mapped as part of our fire cover reviews to ensure timescales for intervention of response activity can be factored in to our judgment of risk. LFR will continue to develop its use of software and additional data sets to ensure we are effectively resourcing and locating our response assets. We use multiple performance indicators to ensure our interventions are timely and effective.

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A comprehensive fire cover review is planned to take place during the lifespan of Our Community Plan 2020-24. The Service is committed to regularly reviewing fire cover to ensure it is both matched to risk and cost effective.

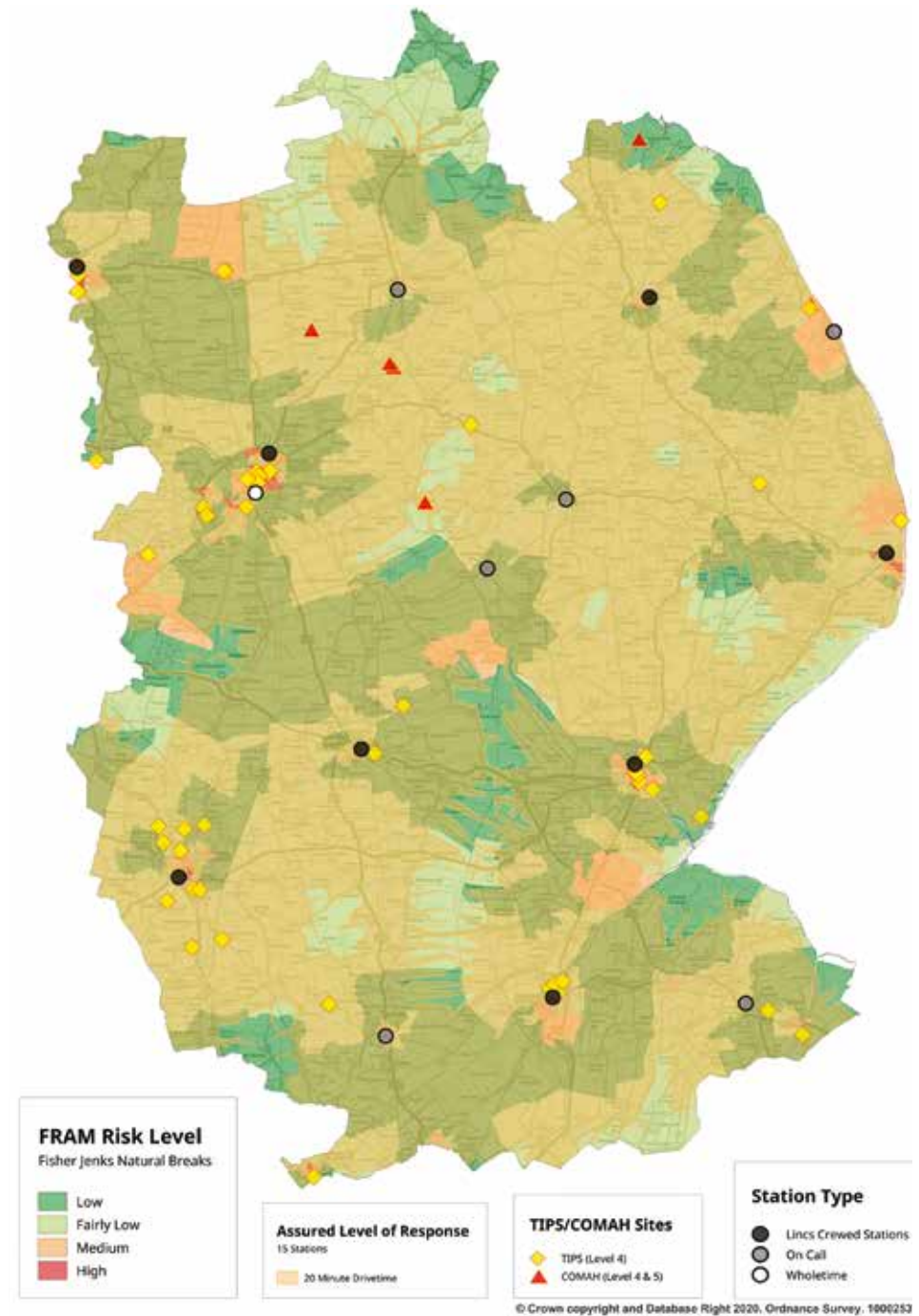


Assured level of response

Our planning suggests the most effective way to provide response to emergencies across the County and be able to further resource rapidly escalating or major incidents, is to provide 38 fire stations (48 fire engines). These are geographically based to enable catchment of staff for our on call system which remains the backbone of Lincolnshire's operational response. This forms the basis of our 'offer' to the communities of Lincolnshire and it remains a key ambition to work towards providing availability from all the stations 100% of the time. Inevitably, there are periods in which staff whose primary role is not fire and rescue are unavailable to provide cover. We manage this picture on a daily basis to reduce the impact of any gaps in fire cover.

Using risk mapping and drive time data, we are able to identify a number of key stations that will allow us to provide a minimum assured level of response. The strategic placing of our full time stations, along with six additional on-call stations provides a response to all of our high risk areas and 99% of our medium risk areas, within a timeframe of 20 minutes. Locations outside of these identified areas are further profiled and supported by our Prevention and Protection Framework.

The minimum number of fire engines needed to manage foreseeable concurrent incidents, blended with the strategic locations identified to provide the minimum 20 minute response, provides the basis of our 'Assured Level of Response'. Further detail can be found in the Response Framework.



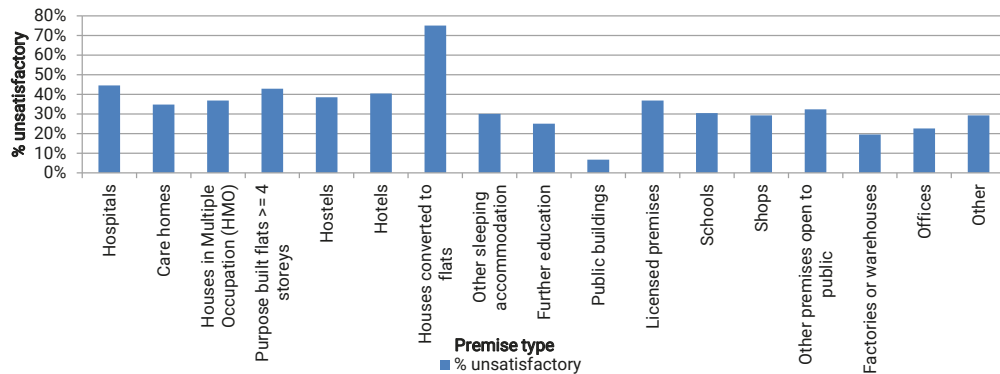
Fire safety audits

During the previous IRMP lifespan, the Community Fire Protection (CFP) team has made significant improvements in the way we target premises for fire safety audits. A refresh of the methodology to identify risk for non-domestic premises has led to an increase in the number of audits determining unsatisfactory outcomes against the Regulatory Reform Order (Fire Safety) 2005 (RRO).

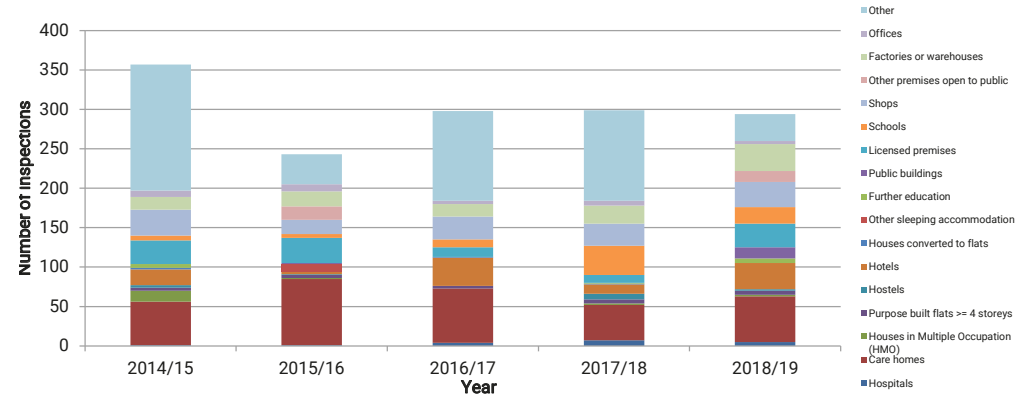
The CFP department has increased its use of data and tools to improve the Risk Based Inspection Programme (RBIP), and has led to a greater understanding of high risk premises.

The improvements in the RBIP allow the Service to better identify trends in which premises type are less likely to be compliant with the RRO. This makes our audits more targeted and allows us to allocate our resources to risk more effectively. The increased effectiveness of the RBIP has also led to an increase in enforcement activity.

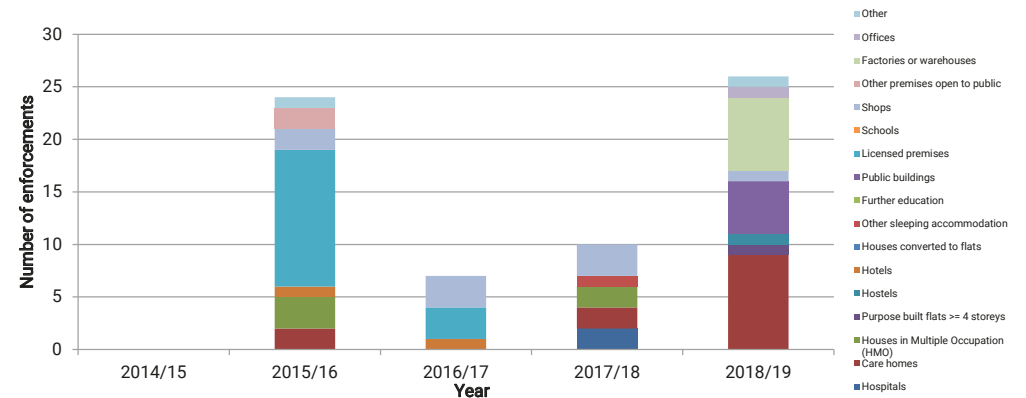
Percentage unsatisfactory audits by premise type 2014/15 - 2018/19



Number of premises inspected 2014/15 - 2018/19



Enforcement activity by premise type 2014/15 - 2018/19



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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
- Homes England strategic plan 2018/19 - 2022/23
- 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
- Global Heritage Fire – White paper
- Grenfell Tower Inquiry – Phase 1 report
- Nottingham Trent University national review of community risk methodology across the UK Fire and Rescue Service

UNDERSTANDING RISK IN LINCOLNSHIRE
2020 - 2024
LINCOLNSHIRE FIRE & RESCUE
COMMUNITY RISK PROFILE



OUR COMMUNITY PLAN

2020 - 2024

LINCOLNSHIRE FIRE & RESCUE

INTEGRATED RISK MANAGEMENT PLAN



Lincolnshire
COUNTY COUNCIL
Working for a better future





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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 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.

Our community plan summarises the fire-related risks to our communities and our plans to reduce these risks. It is underpinned by our community risk profile 'Understanding Risk in Lincolnshire' and is supported by our five key frameworks. Together, these documents make up our IRMP. We think of this as our 'contract' with our communities and are committed to delivering against it.

The recent coronavirus crisis not only threatened our public health but also our ability to deliver our critical services, should we suffer a staff shortage as a result of the pandemic. We, like all public services, are proud to have supported both the response to, and the recovery from, this devastating virus.

The tragedy that unfolded at Grenfell Tower in 2017 served as a poignant reminder of the critical role we play in protecting our communities from fire. Changes in legislation arising from the Grenfell inquiry will rightly

impact upon how we deliver our protection work in the future. We will monitor this closely to ensure we are able to provide an appropriate regulatory response.

At a local level, the number of fires we have attended is slowly on the increase, RTCs remain a risk and we have responded to some significant flooding events, most recently the devastating 2019 floods in Wainfleet.

The health and wellbeing of our communities remains a high risk and our co-responder scheme is an example of how we are helping to reduce this risk. Although not traditionally a fire-related risk, our responders are well placed, well trained and well resourced to provide this support.

These events underline the importance of good risk management planning. The ability to understand risks and resource to them is key to the delivery of a modern fire and rescue service. We can't do this alone and, as a part of the Lincolnshire Resilience Forum, we work closely with our multi-agency partners in both planning for, and responding to, these risks.

We believe the strength of our partnership with Lincolnshire County Council will ensure we are well placed to support further improvements in public protection. We

will collaborate with colleagues from across the council to further improve public safety.

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 part of a 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.

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 we will build upon our current position of strength to ensure we can fulfil our vision 'to make our communities safer, healthier and more resilient'.



Les Britzman,
Chief Fire Officer



Nick Worth,
Executive Councillor

Our Vision, Our Mission and Service Objectives

OUR VISION

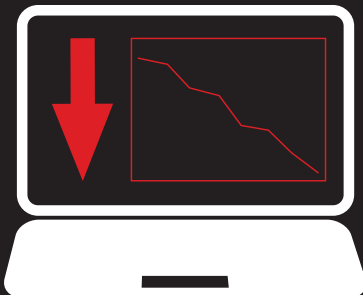
A Lincolnshire which is safe and in which Fire and Rescue plays a key role in helping everyone to find and enjoy the lifestyle that suits them best

OUR MISSION

Making our communities safer, healthier and more resilient

SERVICE OBJECTIVES

Reduce fires and their consequences



Reduce road traffic collisions



and their consequences

Improve health & wellbeing



Protect the community and environment



from the impact of major emergencies

Manage our resources effectively



Manage our people effectively



Govern the business effectively



Our Culture

The Journey Continues...

Our Values

Respectful

Resourceful

Professional

Reflective

Our Focus

Diversity

Improvement

People

Service to the
community

Our Expectations

Trust

Helping people

Respect

Inclusion

Valued

Empowered



About us

In order to deliver our services across Lincolnshire we deploy the following people, premises and assets:



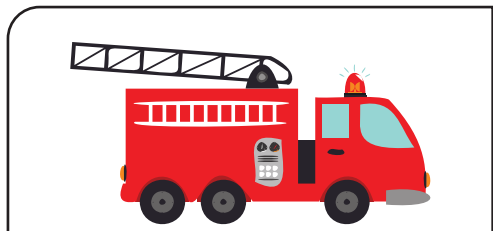
688 MEMBERS OF STAFF



38 FIRE STATIONS



60 SUPPORT STAFF



48 FRONT LINE FIRE ENGINES



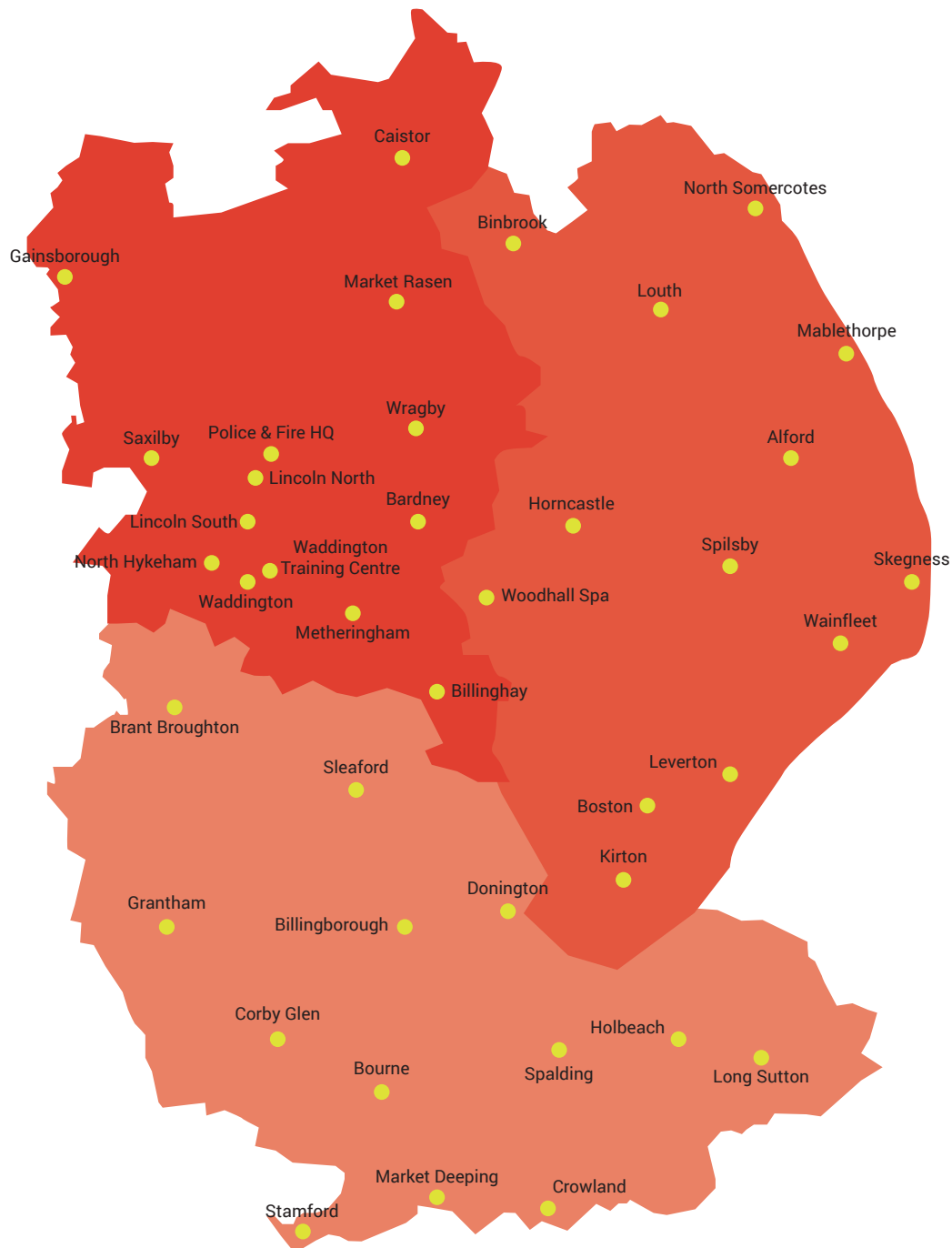
17 CONTROL ROOM STAFF



JOINT FIRE & POLICE HQ AT NETTLEHAM



607 FIREFIGHTERS
176 FULL-TIME 431 ON-CALL



Evaluating our previous IRMP

The effectiveness of our previous IRMP for 2016-2020 has been evaluated, and we are proud of some of our progress and achievements in line with Our Mission and Service Objectives. Multiple performance indicators tell us that between 2016/17 and 2019/20 we have made Lincolnshire safer, healthier and more resilient.


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7% Reduction



in accidental dwelling fires


HMICFRS Report
"GOOD" - Effectiveness
"GOOD" - Efficiency
"REQUIRES IMPROVEMENT" - People



CO-LOCATION
at
HQ, Sleaford, Louth & Lincoln
Blue Light Collaboration



33% Reduction



in primary fire casualties



21% REDUCTION
in hoax calls received

21% Reduction



in Non-Domestic property fires

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



Unwanted Fire Signals



9% reduction in false alarms caused by AFAs in non-domestic premises

Integrated Risk Management Planning

Understanding Risk in Lincolnshire

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.

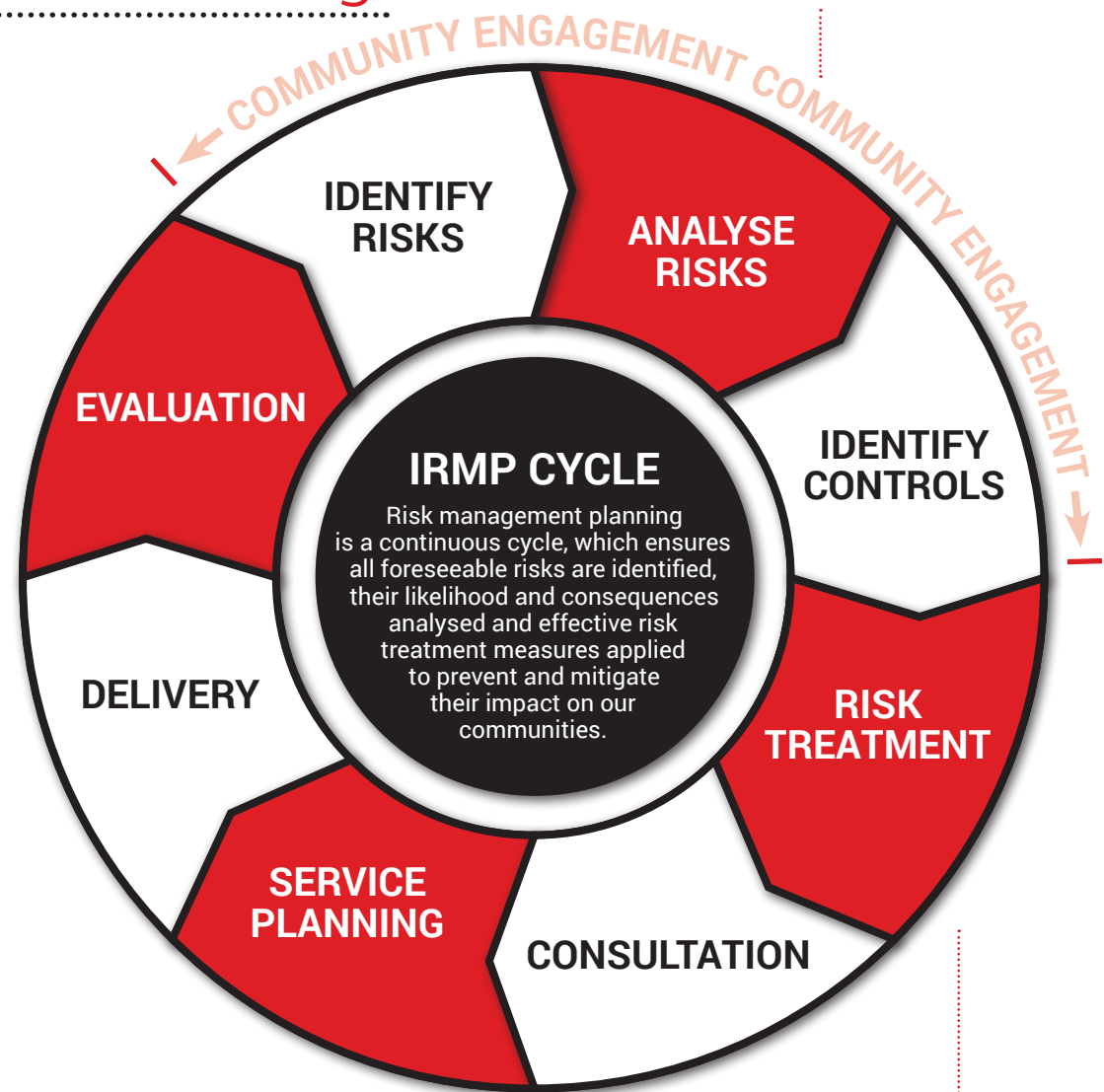
We monitor these drivers closely to determine any changes and likely impact upon our community and corporate risks.

This document 'Our Community Plan' summarises Lincolnshire Fire and Rescue's Integrated Risk Management Plan for 2020-2024. It is underpinned by a detailed community risk profile 'Understanding Risk in Lincolnshire' and is supported by our five key frameworks, which set out how we plan to mitigate our risks over the next four years. This 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, department plans and individual staff appraisals.

There are a number of key drivers for the service, some of which are statutory, which impact on our risks and influence how we deliver the service. Our primary drivers are:

- Fire and Rescue Services Act 2004
- Fire and Rescue Services National Framework for England
- Regulatory Reform (Fire Safety) Order 2005
- Civil Contingencies Act 2004
- Fire and Rescue Services (Emergencies) (England) Order 2007
- Cabinet Office National Risk Register of Civil Emergencies
- Health and Safety at Work etc Act 1974
- European Working Time Directive
- Lincolnshire County Council's Business 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.



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 2020-2024.

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:

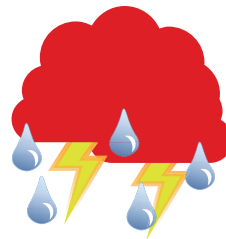
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Dwelling Fires



Road Traffic Collisions



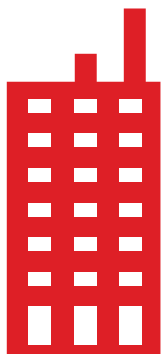
Flooding & Severe Weather



Health & Wellbeing



Pandemic Flu



Non-Domestic Fires



Water Risks



Residential High Rise



Malicious Attacks



Heritage



Deliberate Fires

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 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 categories of corporate risk for the period 2020-2024:

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.



Supporting frameworks

Lincolnshire Fire and Rescue 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;

COMMUNITY RISK PROFILE

'Understanding Risk in Lincolnshire'

IRMP

'Our Community Plan'

Prevention and Protection Framework

Resourcing Framework

Response Framework

People Framework

Evaluation Framework



The following pages provide an overview of the challenges identified within our community profile and how these challenges will be met by Our Ambitions and Our Objectives for each area of Service.

To view the supporting frameworks in full please visit the following link; <https://www.lincolnshire.gov.uk/performance-plans-reports/service-planning-values>

Over the last five years the number of fires attended has slowly increased, with domestic fires making up 35% of our fire related incidents. Almost half of those were caused by cooking.

84% 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. We must be in a position to respond to this growth and any potential impact on our communities.

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.

We must work closely with our partners and make good use of demographic data to identify vulnerable groups. Once we have located them, we need to gain their confidence when delivering safety messages.

Our 2018 HMICFRS inspection identified areas for improvement in how we protect the public through fire regulation. A risk-based approach to protection, regulation and enforcement of premises will be key to ensuring the highest risks are given priority.

Changes in legislation arising from the Grenfell inquiry will rightly impact upon how we deliver our protection work in the future.

Prevention and protection framework

To meet the challenge we have set the following Ambitions and Objectives

OUR AMBITIONS

- ✓ We aim to have zero accidental fire deaths in the county.
- ✓ We aim to ensure we attend calls where we are actually needed, reducing those which are caused by false alarms.
- ✓ We aim to provide support and advice, in conjunction with our partners, to our most vulnerable groups to improve the levels of safety within the home.
- ✓ We aim to ensure our locally determined risk-based inspection programme targets the highest risk within the county to enforce compliance with the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.
- ✓ We aim to ensure we have sustainable, effective and appropriately skilled teams to support our specialist protection activities.



OUR OBJECTIVES:

- ✓ We will improve the targeting of our Risk Based Inspection Programme to increase the number of fire safety audits determining unsatisfactory outcomes.
- ✓ We will embed, in a timely manner, any emerging fire safety issues arising from incidents of special interest, with particular focus on the tragic events from the Grenfell Tower fire.
- ✓ We will respond to Building Regulations submissions within 15 days.
- ✓ We will respond to new License Applications (Licensing Act 2003) within 21 days.
- ✓ We will respond to a complaint for premises related to the Regulatory Reform Order (Fire Safety) 2005 within two days.
- ✓ We will deliver a Safe and Well visit to people classed as critical, to reduce the risk of domestic fires and their consequences within five days.
- ✓ We will deliver a Safe and Well visit to people classed as high risk, to reduce the risk of domestic fires and their consequences within 10 days and medium risk households within 30 days.
- ✓ We will identify and provide risk based support to households deemed to be outside our response strategy.
- ✓ We will ensure that following a dwelling fire or other significant fire in residential premises, immediate prevention activities will be carried out.



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 and has had a direct impact on our ability to meet our response times. This is one of our most significant challenges and we 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.

We must 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

To meet the challenge we have set the following Ambitions and Objectives

OUR AMBITIONS

- ✓ We aim to provide the most effective and efficient response to a range of emergencies, both current and emerging, across the county.
- ✓ We aim to provide an efficient, effective and person centred service to our communities.
- ✓ We aim to provide robust plans to deal with major emergencies and critical events in conjunction with other blue light and wider partners (JESIP).
- ✓ We aim to maintain an ability to respond to national emergencies as required.
- ✓ We aim to ensure we carry out operational activity in a safe and effective manner.
- ✓ We aim to ensure we have sustainable and effective duty systems to support operational activity.
- ✓ We aim to continuously improve our response through active learning both locally and nationally (for example Grenfell Tower).



OUR OBJECTIVES

- ✓ We will provide a response to all dwelling fires across the county within expected timeframes on 100% of occasions. (Standards confirmed in risk based mapping exercise).
- ✓ We will provide a response to all Road Traffic Collisions (RTCs) across the county within expected timeframes on 100% of occasions. (Standards confirmed in risk based mapping exercise).
- ✓ We will maintain an assured level of response, by providing a minimum of 23 appliances available 100% of the time.
- ✓ We will fully embed National Operational Guidance for all operational training packages and operational guidance by 2023 supporting competence of operational personnel.
- ✓ We will continue to seek collaborative opportunities and joint working initiatives with our blue light partners to enhance performance and service delivery to our communities.
- ✓ We will develop and maintain the competence of our control room staff to ensure timely handling of emergency calls and subsequent mobilisation of resources.
- ✓ We will continue to carry out periodic reviews of our Pre-Determined Attendances (PDAs) in line with national and local risks and best practice, as identified by the National Fire Chiefs Council (NFCC).
- ✓ We will monitor and maintain competence of operational commanders at all levels within the organisation resulting in the most appropriate effective management of operational incidents.
- ✓ We will review our operational assets in line with identified and emerging risks ensuring we provide our operational crews with the most up to date equipment possible.
- ✓ We will embed a robust process for capturing 'Operational Learning' from all incidents and exercises to ensure we continue to develop and improve service delivery, with a commitment to maintaining and enhancing our high standards of performance.
- ✓ We will regularly train/exercise with local partners to understand and manage local and emerging risks.
- ✓ We will develop and embed working relationships and formal legal agreements with emergency service partners in bordering counties to enhance service delivery.



Our 2018 HMICFRS inspection highlighted the need for us to improve the way we look after our own people, ensure we have the right people with the right skills, promote our organisational values and better develop our leaders.

It is important therefore that our People framework sets out how we will meet these specific challenges whilst maximising the capacity, resilience and wellbeing of our workforce to deliver our key priorities and to help develop and support them to do their job well for the benefit of our communities.

We are focussed on improving our organisational values. Work is ongoing to develop the expectations and behaviours which underpin our culture and to provide an environment in which our staff can thrive.

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.

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

To meet the challenge we have set the following Ambitions and Objectives

OUR AMBITIONS

- ✓ We aim to create a positive and inclusive culture that will enable our people to thrive during their time with Lincolnshire Fire and Rescue in a safe environment which encourages openness.
- ✓ We aim to enable all employees to have a voice (either through representative bodies, employee groups or as individuals).
- ✓ We aim to be an Employer of Choice which represents the diversity of our community, by welcoming and attracting under-represented groups (BAME, women, LGBTQ+).
- ✓ We aim to ensure all our staff have good mental and physical wellbeing and know where to get help.
- ✓ We aim to provide all our people with opportunities to reach their full potential within their careers.
- ✓ We aim to give our people the skills required to deliver their roles to the best of their abilities.



OUR OBJECTIVES

- ✓ We will ensure all staff achieve 100% competence in their core skills.
- ✓ We will fully embed National Operational Guidance for all operational training packages by 2023.
- ✓ We will ensure our workforce planning requirements are met.
- ✓ We will reduce our sickness levels to 6.5 days per person.
- ✓ We will ensure all staff have an annual Performance and Development Review.
- ✓ We will reduce the number of staff who feel they have encountered bullying or harassment in the last 12 months.

It is important in these financial times that we have clear and robust planning and management of our finances to enable us to provide the resources we need to meet the risks identified within our Community Risk Profile. To meet our stated objectives, with limited financial resources, it is vital that we have agile and reactive abilities to align resources to meet any changing risks.

We need to maintain our strong culture of financial scrutiny and assurance that enables us to make the most of our financial investments. This will be tested throughout the lifespan of our IRMP as there is a level of uncertainty following the impact of Covid19 and the Comprehensive Spending Review. This will be mitigated through robust planning for short and medium term financial planning, along with ongoing budget management on a monthly basis. Our objectives will always be to deliver our service against our agreed budget and have the agility to make in year changes to our resources to reflect budget and risk.

Throughout the lifespan of the IRMP, we need to ensure we provide and place our resources, whether it be our equipment or our people, in the right place to meet the identified risks, and to support the delivery of all of our Frameworks. We will do this in a clear and transparent manner with open engagement with our workforce.

We are committed to drive forward our resourcing solutions through a collaborative approach, whether that is from joint procurement or entering into multi-agency agreements. We have a duty to collaborate and it is a duty that is at the heart of our resourcing solutions to ensure we provide appropriate solutions to meeting our risks.

Resourcing framework

To meet the challenge we have set the following Ambitions and Objectives

OUR AMBITIONS

- ✓ We aim to have clear and robust scrutiny of budget management throughout the Service.
- ✓ We aim to provide effective and efficient use of resources to meet our risks.
- ✓ We aim to enable flexible and agile solutions for resourcing to support all other Frameworks in mitigating our risks.
- ✓ We aim to identify present and future resourcing requirements to meet the needs to mitigate our risks.
- ✓ We aim to have clear and transparent processes for decision making relating to resource requirements.

OUR OBJECTIVES

- ✓ We will produce monthly budget reports for Revenue and Capital that reflects actual and projected costs.
- ✓ We will deliver agreed services within 1% tolerance of agreed budget.
- ✓ We will have access to contingency funding to meet the demands of unplanned and unexpected events.
- ✓ We will ensure we have collaborative approaches in regards to procurement and/or partnership working to provide our resource requirements.
- ✓ We will ensure we have skilled and confident budget holders and managers within each role.
- ✓ We will ensure our equipment and kit is fit for purpose and enables us to deliver against our risk in a safe and efficient manner.
- ✓ We will ensure our people have the ability to progress and move to meet their personal ambitions and organisational needs.
- ✓ We will ensure our people have the skills to deliver in areas of their responsibility.
- ✓ We will ensure our project and programmes are delivered within agreed timeframes and within agreed budgets.

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.

Evaluation framework

To meet the challenge we have set the following Ambitions and Objectives

OUR AMBITIONS

- ✓ We aim to improve our analysis of data to become more effective and efficient.
- ✓ We aim to ensure our community has a clear understanding of our performance.
- ✓ We aim to develop a learning organisation.
- ✓ We aim to ensure our measures are aligned to the outcomes the public expects from their Fire & Rescue Service.
- ✓ We aim to ensure we have data-driven methodology which allows the service to remain agile over the life of the IRMP and react to emerging risks to our delivery models.
- ✓ We aim to support continuous improvement throughout the organisation.

OUR OBJECTIVES

- ✓ We will provide clear strategic aims with outcomes which can be measured throughout the supporting frameworks and the service plan.
- ✓ We will report progress against targets within the service plan on a monthly basis to Performance Management Board.
- ✓ We will highlight areas of concern to Corporate Leadership Team.
- ✓ We will report to the Public Protection and Communities Scrutiny Committee bi-annually on service performance.
- ✓ We will provide robust systems to enable regular reporting of performance data.
- ✓ We will retain sufficient, professional, competent and knowledgeable staff within the performance team.
- ✓ We will measure activity through a suite of appropriate National and Local performance indicators and qualitative assessment.
- ✓ We will maintain performance management and reporting systems to ensure up-to-date information is available to the end user in a timely manner.
- ✓ We will retain service data in a cleansed format for appropriate timeframes in a secure manner.
- ✓ We will ensure we collaborate with other blue light services and LCC partners to inform best practice and to improve our ability to measure success.
- ✓ We will carry out annual assessment of evaluation activity.
- ✓ We will collate and provide annual report suggesting options to improve efficiency and effectiveness against all measures.
- ✓ We will learn from our operational activity (through the Operational Learning Board) and our wider service activity (through the Service Delivery Board log).

Delivery

SERVICE PLAN

We produce an annual service plan, which is linked to our IRMP and 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 and measure our performance. It is refreshed annually with a major review being conducted in line with the four yearly IRMP.

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.

ANNUAL REVIEW CYCLE

We think it is important that our IRMP process is reviewed on an annual cycle, to identify any new or emerging risks and to ensure our resources remain matched to those risks.

We will keep our community risk profile up-to-date on an annual basis and highlight any emerging community/corporate risks as appropriate.

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 and report on our 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 versus 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 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.



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.

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

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 engage with our communities to offer and seek feedback on our assessment of risk in Lincolnshire and our plans to mitigate this risk.

We will consult formally on any key changes to service delivery arising from our IRMP process.

HOW DO WE ASK FOR FEEDBACK?

We will use a variety of ways to make sure everyone can have their say. This will 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.

HOW CAN I KEEP UP TO DATE?

You can keep up to date with changes to our IRMP and view our annual statement of assurance on our website at <https://www.lincolnshire.gov.uk/lfr>

OUR COMMUNITY PLAN
2020 - 2024
LINCOLNSHIRE FIRE & RESCUE
INTEGRATED RISK MANAGEMENT PLAN



Lincolnshire
COUNTY COUNCIL
Working for a better future

LINCOLNSHIRE FIRE & RESCUE

PEOPLE FRAMEWORK

2020 – 2024



Lincolnshire
COUNTY COUNCIL
Working for a better future



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1 INTRODUCTION

The purpose of this document is to set out how Lincolnshire Fire and Rescue (LFR) will provide clarity about how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards as part of our Integrated Risk Management Plan (IRMP).

The People Framework is part of a suite of frameworks (Figure 1) which jointly outlines how we mitigate the risks highlighted in our Community Risk Profile 'Understanding Risk in Lincolnshire'. This framework supports our IRMP and provides the strategic objectives that in turn will be delivered through more detailed guidance documents (Service Orders and Organisational Development Procedures).

LFR uses a blended approach throughout the Frameworks to ensure sufficient and appropriate resources are available to address both community and corporate risks. Hence the People Framework is targeted to provide appropriately qualified personnel in all functions of LFR.

The Framework will be refreshed annually to ensure that it remains fit for purpose and will be subject to a full review in line with our IRMP cycle. Specific actions to enable the Framework to be achieved will be provided and tracked through our annual Service Plan.

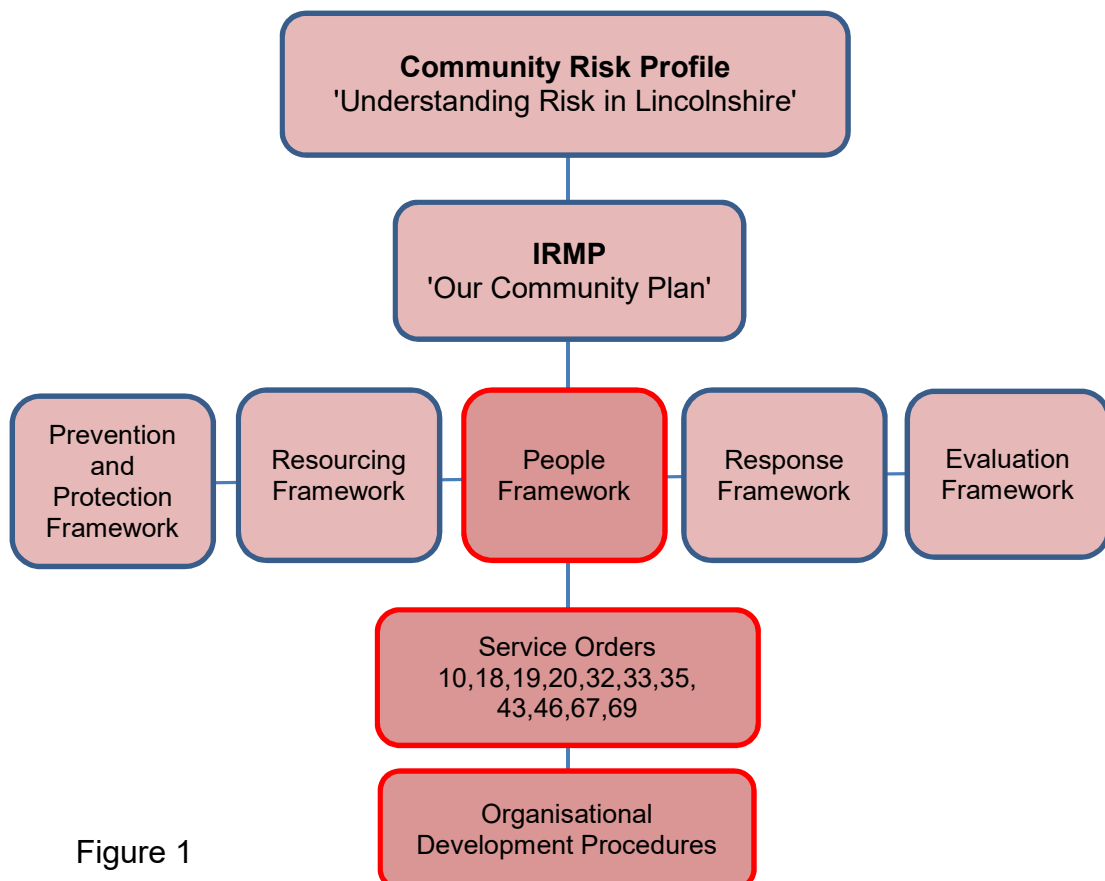


Figure 1

2 WHY DO WE HAVE A PEOPLE FRAMEWORK?

The purpose of our People Framework is to facilitate all the other LFR Frameworks and ultimately our Community Plan by addressing a number of the Corporate risks by ensuring that LFR has the correct number of appropriately trained personnel at all times to provide an effective and efficient Fire and Rescue Service. The People Framework also provides the clear foundations upon which our culture is built.

The framework outlines how LFR will carry out its statutory, legislative and corporate Lincolnshire County Council (LCC) responsibilities, within its current financial constraints.

The information and data that supports the Framework, in terms of resourcing to risk, is outlined within the Community Risk Profile 2020-24 which therefore directly influences the policies and procedures for Organisational Development (Service Orders and Organisational Development Procedures)

LFR will ensure it complies with relevant statutory requirements contained within the following four key pieces of legislation:

- Fire and Rescue Services Act 2004 (Sections 7(2)(b))
- Health & Safety at Work Act 1974 (Section 2 (2)(c))
- Management of Health and Safety at Work Regulations 1999 (Regs 3, 4, 13)
- Equality Act 2010

LFR is committed to delivering our People Framework in line with national best practice and will have policies and procedures in place which comply with (or exceed) the following guidance in regards to organisational development:

- Fire and Rescue National Framework for England (which sets out the Government's priorities and objectives for Fire and Rescue Authorities)
- Lincolnshire County Council Workforce Strategy
- NFCC People Strategy
- Inclusive Fire Service Group (IFSG) Improvement Strategies

Key links are as follows:

LCC Workforce Strategy	National People Strategy	IFSG Improvement Strategies	FRS National Framework
Keeping and attracting talented people	Talent management and succession planning		Improving diversity of the workforce Recruitment, retention and progression
Promoting a positive working environment	Develop ways of working Support health and wellbeing of staff Diversifying our staff and creating a fair and equal place to work Develop cultural values and behaviours that make the Service a great place to work for all our people	Visible senior ownership and leadership promoting inclusive culture Mentoring and E&D champions	Professionalism, skills and leadership Equality, cultural values and behaviours Tackling bullying and harassment Flexible working Health, wellbeing and support Fitness principles
Developing skills now and for the future	Provide excellent training and education Different learning pathways to develop a suite of management skills	Fire and Rescue Services should ensure all managers are trained in people management Progression - fair and transparent, encourage interest in promotion Recruitment, progression and retention improvements	Training opportunities
Developing leaders	Strengthen leadership and line management to support organisational change and improved community outcomes		Professionalism, skills and leadership

Improving systems and information	Independent Standards Body supporting development of the profession Creation of fire inspection regime	Adoption of the LGA/NFCC Memorandum of Understanding IFSG monitoring of improvement actions	Professional Standards Body
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3 OUR AMBITIONS

For people, LFR has set the following ambitions for 2020-24:

- We aim to create a positive and inclusive culture that will enable our people to thrive during their time with LFR in a safe environment, which encourages openness.
- We aim to enable all employees to have a voice (either through representative bodies, employee groups or as individuals).
- We aim to be an Employer of Choice which represents the diversity of our community, by welcoming and attracting under-represented groups (BAME, women, LGBTQ+).
- We aim to ensure all our staff have good mental and physical wellbeing and know where to get help.
- We aim to provide all our people with opportunities to reach their full potential within their careers.
- We aim to give our people the skills required to deliver their roles to the best of their abilities.

4 OUR OBJECTIVES

LFR has set the following people based objectives for 2020-24:

- We will ensure all staff achieve 100% competence in their core skills.
- We will fully embed National Operational Guidance for all operational training packages by 2023.
- We will ensure our workforce planning requirements are met.
- We will reduce our sickness levels to 6.5 days per person.
- We will ensure all staff have an annual Performance and Development Review.
- We will reduce the number of staff who feel they have encountered bullying or harassment in the last 12 months.

5 HOW WE WILL ACHIEVE THIS

Our people are at the heart of our Service and this framework aims to provide clarity about how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards. 'Our culture' provides a clear roadmap which builds from our core values through to a list of expectations which all members of our service have the right to enjoy. All of this has to be achieved against a backdrop of changing needs and expectations of our communities, changing roles of our firefighters, financial restraint and government requirements to work more collaboratively with other blue light services.

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.

5.1 Keeping and attracting talented people

A sustainable workforce enables organisations to plan for the future with regards to their people requirements. Creating and maintaining a sustainable workforce requires organisations to take appropriate action to:

- recruit and retain the right workforce
- address key future and occupational skill shortages
- promote jobs, careers and the concept of employability
- identify, develop and motivate talent
- address diversity and inclusion issues

5.1.1 Recruitment and retention

LFR will take appropriate positive action in advance of recruitment to ensure applications come from as wide a pool as possible to increase diversity of our workforce.

LFR has a team of recruiting staff dedicated to on-call recruitment and employer engagement. We will develop more flexible approaches to on call recruitment and training to both improve overall recruit numbers and also the diversity of those recruited.

Maintaining appropriate on call staffing levels remains a challenge. Following a detailed RDS Review Project¹ we have implemented a number of actions to address the issues raised and our new On call Recruitment Plan aims to target recruitment in order to satisfy the requirements of the Assured Response Strategy (see Response Framework). We will continue to ensure as much training as possible is practical based and delivered flexibly to suit the varying needs of our personnel. We will also revise our Exit Interview System with the aim of improving information regarding reasons for leaving. We will use this information to better inform our retention activities.

Recruitment of Fire Service Staff is carried out by our in-house recruitment team in accordance with the LCC Recruitment and Selection Policy and we are committed to identify development opportunities where appropriate for Fire Service Staff.

5.1.2 Workforce planning

Effective workforce planning is recognised as a mechanism to ensure resources are used well. LFR strength and establishment data is managed on a monthly basis. Detailed planning is carried out on an annual basis to determine the likely retirements/vacancies at all roles in the Service. LFR uses its workforce data to benchmark our Service diversity. LFR will publish an annual statement of our workforce profile. Key workforce data will be used to determine key activities on an annual basis.

Training plans are reviewed annually in light of this data and that received via the annual PDR process. Our Internal Resources Board meets on a monthly basis to consider vacancy and promotional requirements considering external recruitment where necessary to address potential skills gaps. Where the Board identifies difficulties filling posts it considers what action is necessary to resolve the issue.

Our Development Programme for personnel under Grey Book conditions is a continuous process of nomination and assessment resulting in a pool of candidates to be considered at annual promotion boards through our Core Progression Framework (CPF). Details of the CPF are within our Service Order 35.

LFR regularly use on call staff to backfill wholetime duty system (WDS) short-term vacancies which both maintains WDS crewing levels and also provides additional development opportunities for on call personnel enabling them to reach competent standard earlier than would normally be achieved. We will continue to seek innovative approaches to secure resilience for all other duty systems.

LFR intends to increase our number of apprentices and will review the development of the national Fire Apprenticeship Standards (for both WDS and on call recruitment). We will continue to contribute to LCC development of apprenticeship schemes promoting take up with existing staff.

¹ RDS Project SMB Report

5.1.3 Succession planning and talent management

In order to thrive in a constantly changing environment LFR relies on having people with the capabilities, commitment and behaviours needed for current and future organisational success. This not only means having the right people in the right roles, with the right values and behaviours but also that these people have access to the right opportunities, exposure, stretch and development to reach their potential, whether in their current role or for a future position.

LFR will develop its approach to succession planning using the NFCC Toolkit and by working with the Local Government Association (LGA) utilising their Workforce Planning Matrix Self-Assessment.

5.2 Promoting a positive working environment

We will work hard to make LFR a positive working environment for everyone. We want everyone to enjoy coming to work, feel challenged by, and appreciated for, what they do.

To help achieve this we intend to introduce and reinforce throughout our policies and processes, a defined, positive initiative which we hope will enable staff to access some 'behavioural tools' to facilitate conversations, improvement and healthy challenge in their daily work lives. The overarching aim is to allow our staff to THRIVE at work.

The graphic features the title 'OUR CULTURE' in large, bold, black letters at the top. Below it is the subtitle 'The Journey Continues...' in a smaller, italicized font. A horizontal rainbow-colored arrow points to the right, starting from the left and ending at the right. The graphic is divided into three columns by vertical lines. The first column is titled 'Our Values' and lists: Respectful, Resourceful, Professional, and Reflective. The second column is titled 'Our Focus' and lists: Diversity, Improvement, People, and Service to the community. The third column is titled 'Our Expectations' and lists: Trust, Helping people, Respect, Inclusion, Valued, and Empowered. In the bottom left corner, there is a small circular logo with a cross and a star. In the bottom right corner, there is the Lincolnshire logo with the tagline 'Making for a better future'.

Our Values	Our Focus	Our Expectations
R espectful	D iversity	T rust
R esourceful	I mprovement	H elping people
P rofessional	P eople	R espect
R eflective	S ervice to the community	I nclusion
		V alued
		E mpowered

5.2.1 Wellbeing and inclusion

LFR's vision for the wellbeing and inclusion of its people is '*a healthy, happy and resilient workforce*'. To support our commitment to the health and wellbeing of our workforce, LFR has developed a Wellbeing and Inclusion Framework. The framework is an integral part of our People Framework and is included at Annex A.

To deliver a diverse workforce we must have an inclusive culture. All our staff should be able to deliver their best, free from fear of discrimination and inappropriate behaviour.

LFR welcomes the work of the IFSG and the launch of the NFCC People Programme Inclusion Strategy. We have undertaken a good deal over the past few years on values-led culture and tackling any equality issues as they arise. But we are not complacent. We carried out an initial gap analysis of our position against the IFSG strategies, commissioned an internal audit against these standards and are implementing our Wellbeing and Inclusion Action Plan. Our Wellbeing and Inclusion Board oversee progress against this plan. A key area of work has been 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.

We conduct a two-yearly Cultural Audit/Staff Survey². We use standard questions in order to be able to benchmark our progress but will continue to consider additional areas as necessary. Any actions resulting from the survey are incorporated within our Wellbeing and Inclusion Action Plan as appropriate.

LFR engages in a number of initiatives as part of the Blue Light Programme³ including sharing of premises and joint new builds. We will capitalise on this by considering wider integration in the areas of:

- joint training facilities
- joint training - particularly in the areas of leadership and management development
- Health and wellbeing being a member of the Police Health and Wellbeing Board

Keen to make ourselves more mental health aware and promote better discussion and management of mental health issues, LFR has introduced a Peer Support Team to complement our existing Critical Incident Support Team providing support to our staff on mental health issues and we will continue to maintain an active programme of work against the Mind Blue Light Action Plan. We will also continue to promote the LCC Mental Health Awareness toolkit.

² Last survey carried out in December 2019

³ A joint collaborative initiative with LCC, Lincolnshire Police and East Midlands Ambulance Service

LFR has adopted the Chief Fire Officers Association (CFOA) fitness standards and will provide guidance and support for all staff to maintain their fitness for work. Our sickness absence figures are monitored on a monthly basis and we hold monthly case conferences with our HR colleagues to ensure we provide the appropriate level of management, occupational health and welfare support to our staff to enable them to return to work at the earliest opportunity.

We acknowledge that shift-working and Retained Duty System on call commitments put strain on work-life balance and we will seek to find ways of maintaining essential operational cover whilst providing some flexibility to reduce this strain. We will continue to hold limited non-shift-working opportunities wherever possible for staff who are temporarily unable to work our duty systems. Our On Call Resilience Board and associated action plan aims to address on call concerns.

5.3 Developing skills now and for the future

LFR recognises that its single most important asset is its employees and acknowledges that, if the public are to continue to receive the very highest levels of professionalism, then the continuous appropriate development of all staff is paramount. We have a highly skilled and committed workforce but our roles are constantly changing and many of us will need new skills in the future.

It is crucial to the success of the Fire and Rescue Service (FRS) that its personnel are well trained, motivated, operating within a supportive culture, and clear about the tasks they face. LFR is committed to managing and supporting the aspirations of individual employees to achieve their development potential. Service Order 35 and supporting Organisational Development Procedures set our approach to operational training.

The substance of vocational qualifications will be adopted whenever available and appropriate for the various roles, within the Service. They will be mapped out to relevant competence statements, role maps and job descriptions adopted by the Service. The Institution of Fire Engineers (IFE) Qualifications will form the basis for assessing technical underpinning knowledge.

Development programmes are the basis for personnel progressing to a new role, to acquire and apply the necessary skills and knowledge, and to demonstrate competence in the workplace. The development programmes within LFR are set to the National Occupational Standards (NOS) for each role. In the absence of NOS, ie for Fire Service Staff, the LCC Core Values and Behaviours Framework will be used.

LFR is committed to training to achieve outcomes in realistic conditions and will continue to develop our Waddington Training Centre to provide excellent opportunities for operational skills development.

5.3.1 Operational competence

LFR has fully adopted the Skills for Fire and Rescue Operational Competence Model and provides training in the following core operational areas:

- Driving
- Command and control
- Breathing apparatus
- Hazardous materials
- Working at height
- Water rescue
- Fire service pump
- Extrication and rescue
- Casualty care
-



All training is managed and delivered via our Learning Management System which provides a 'one-stop shop' for Competence Statements, Annual/Quarterly Training Plans, Lesson Plans and E-learning. The system covers both the Maintenance of Skills (MOS) and Maintenance of Knowledge (MOK) required by operational firefighters. By using this single system we are able to quickly update our training in line with operational learning gathered from our Operational Learning Board and regional/ national experiences together with doctrinal changes to guidance and training requirements developed through the National Operational Guidance Programme.

Our 'level-based' approach to our operational training ensures all operational staff from firefighter to brigade manager have the appropriate operational skills to undertake their role.

5.3.2 Management development

The FRS National Occupational Standards (NOS) standards and the NFCC Leadership Framework provide the basis for continuing professional development, throughout an individual's professional career. As professionals move into new roles through their career, the standards offer an opportunity for them to benchmark themselves against new and unfamiliar areas to ensure they can operate at the appropriate professional level.

Maintenance of skills and continuing professional development are critical for a workforce to remain responsive to the changing demands of the environment. We seek to deliver a co-ordinated approach to learning and development ensuring a fully inclusive approach for all staff.

LFR uses both the NOS and Values standards in our annual Performance and Development Review (PDR)/Appraisal for both providing supporting evidence against performance in role and also determining those individuals eligible for entry into our

career development pathway. We aim to provide processes for career development that will take account of individual potential, qualities and attributes. Our CPF is used to identify talent, develop knowledge and skills, assess competence and exploit potential. A candidate is required to follow the CPF to ensure they have demonstrated the potential to complete the next role within the Service. The CPF comprises a number of elements including PDR, operational training, E-learning and Learn-Pro Study and IFE Qualifications (which are mapped against the NOS and LCC values).

Our programme of management development activities and learning is provided through a tiered approach to the three levels of service management (supervisory, middle and strategic) and will be aligned to the NFCC Core Learning Pathway.

In addition to operational competence (Incident Command) and role specific skills (eg Fire Safety, Fire Investigation etc) at each level managers will be developed in the following areas:

Strategic Management Leading the Service	Middle Management Leading the Function	Supervisory Management Leading Yourself/Others
Strategic HR	HR	HR
Industrial and employee relations management	Industrial and employee relations management	Industrial and employee relations management
Political awareness	Political awareness	Political awareness
Coaching and mentoring	Coaching and mentoring	Coaching and mentoring
Appraisal/managing performance	Appraisal/managing performance	Appraisal/managing performance
Programme management	Project management	Project management
Procurement/finance	Procurement/finance	Procurement/finance
GDPR	GDPR	GDPR
Diversity and inclusion	Diversity and inclusion	Diversity and inclusion
Safeguarding	Safeguarding	Safeguarding
Strategic health & safety	Health & safety management	Health & safety managing safely
ELP	IFE Level 4C	IFE Level 3C/D

5.4 Developing leaders

Positive and confident leadership is vital to the success of our organisation. Traditionally we think of leaders as those who hold the most senior roles in an organisation, but there are many different types of leader. We will be developing the 'One Council' culture where employees are empowered, and go the extra mile. LFR aims to demonstrate our leadership in a consistent, confident and values-based manner. Our leaders need to be able to engender trust in the decisions they make, create a compelling vision and take people with them. LCC has set the following leadership objective:

"To provide council wide leadership by role modelling and promoting the council's core values and behaviours, ensuring a high performing and engaged workforce to support the delivery of changes and challenges ahead".

LFR leaders are expected to champion the Service values, demonstrate positive behaviours, use professional judgement, take responsibility and act in the best interests of the Service and the public. Overall we want our people to be authentic in everything they say and do. LFR aligns our leadership and management development to that contained within the LCC leadership development programme.

The first element, targeted at all managers, consists of Managers' Induction E-learning and Managers' Essentials E-learning and face to face courses. The Leadership for Change Programme is targeted at middle managers and above and comprises Mind Tools, Masterclasses, Mentoring and Action Learning.

In addition LFR offers access to the following National programmes:

- Cross Sector Leadership Exchange (CSLE) Leading without Boundaries Programme (open to substantive Station Managers or equivalent)
- CSLE Strategic Impact Groups and Leading into the Future Programmes (open to Group/Area Managers and equivalent)
- Executive Leadership Programme (open to substantive Group Managers or equivalent and above)

Further work is required to develop 'distributed leadership' ie ensuring appropriate leadership is shown at all levels of the organisation. *This will be informed by the development of the National Fire Chiefs Council (NFCC) Leadership and Management Development Strategy.*

LFR is committed to demonstrating leadership in equality and diversity and sits on the LCC Corporate Diversity Steering Group together with other LCC managers and elected members. We have recently established an LFR Wellbeing and Inclusion Board comprising the Chief Fire Officer, Portfolio Holder, Area Managers and Representative Bodies to oversee Service progress against the IFSG Improvement Strategies, staff survey and MIND Blue Light Action Plan. We have adopted the FRS Memorandum of Understanding on Equality and Diversity and will ensure all senior managers have undertaken 'Unconscious Bias' training.

LFR has regular engagement with our representative bodies at both informal and formal level. We have had positive results in the use of joint working groups resulting in local agreements on duty systems and working practices. This has enabled a more coherent approach to leading change and better engagement with staff.

6 MEASURING SUCCESS

We measure our success against a number of key indicators which we report on monthly through our internal performance board. The data is reflected on our management tools and actions to improve performance captured within our Service Plan as updates. Further detail can be found in our Evaluation Framework

7 LEARNING FROM OUR ACTIVITY

Improvement is one of LFR's four core values. To drive improvement across the Service, we are committed to reviewing all our activity, and learning from it. To support this emphasis we have created an Evaluation Framework to underpin Our Community Plan. This sets out how we will evaluate and learn from all our activity.

Our People Framework informs our annual Service Planning activity, determining specific projects and initiatives to focus on in addition to ensuring normal day to day service delivery is maintained. Each Service area is dependent on each other for ensuring LFR's achievement of its objectives and the People Framework is core to this achievement.

Our quarterly Performance Management Board considers our performance against the People elements of the Service Plan and publicises any remedial action or circulates praise and thanks as appropriate to staff via station visits and staff briefing sessions.

LFR has been successful in maintaining Skills for Justice accreditation of our Training and Development Quality Assurance and qualified for the Skills Mark for both our Recruit and Operational Command training courses. Our Service Assurance Department undertakes Internal Audits against our Departmental and Service standards together with specific Themed Audits agreed by Service Management Board. We can also request additional independent Themed Audits through LCC Audit Department.

Feedback from the Operational Learning Board is publicised via a Safety Flash or Service Action Note, the reading of which is recorded on our Learning Management System. These are, in time, included in revised training packages to ensure continuous improvement in learning and development.

Organisational learning from grievance, discipline and capability management is obtained within our monthly HR case meetings and feedback provided to individual managers or informs management development training.

We attend regional and national meetings to share and gather good practice and to consider collaborative initiatives to make best use of time and resources. We also take part in the CFOA Management of Attendance benchmarking data.

LFR supports the LGA Operational Assessment and Fire Peer Challenge process. We also welcome the introduction of the NFCC Professional Standards and feedback from Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS).

8 PROVIDING VALUE FOR MONEY

We are committed to ensuring our activities are delivered in a cost effective manner. The efficient delivery of Our Community Plan will be supported by this Framework, and providing value for money will be considered in all key decisions.

Our workforce comprises the largest expenditure in LFR's budget. Our workforce planning and establishment levels are monitored in the monthly Internal Resourcing Board. Our Job Evaluation schemes ensure that appropriate rates of pay are maintained for each position/role. Any increase in establishment will normally require a business case approved by Service Management Board.

Our training is largely delivered in-house and we ensure full utilisation of this capacity by offering commercial training to other Fire and Rescue Services and external organisations. Furthermore we make use of associate instructors and relief staff to assist in service delivery without unnecessarily increasing permanent establishment.

Further detail on budgetary management can be found in our Resourcing Framework.

9 SUMMARY OF RESOURCING TO OUR RISKS

Our Community Plan drives the strategies we will adopt to mitigate the identified community and corporate 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. Our People Framework aims to mitigate the following Corporate Risks.

RISK	RISK TYPE	RESPONSE STRATEGY
1	Failure to maintain and develop the competencies and skills of the workforce	We have developed a maintenance of competence system including an annual training plan based on the Oxford model. Our PDRPro system enables us to identify any shortfall in competence and take appropriate action. Our training content is being reviewed to ensure we meet National Operational Guidance and training delivery is monitored and assessed.

2	Failure to maintain adequate equality and diversity policies	We monitor and impact assess our policies and changes to service deliver. Our EDI champion and sponsor work with LFR to ensure everybody feels comfortable being themselves at work and that all sectors of our community are considered in the delivery of our service. Learning from our Staff Survey is incorporated into our Wellbeing and Inclusion action plan. We intend to re-launch our values-led approach to our service culture when current Covid19 restrictions are eased.
3	Failure to maintain an appropriately structured workforce	Our workforce planning process identifies the staffing requirements of the Service and our OD strategy monitors and manages the recruitment and development of our personnel. Service Management Board reviews the organisational structure and endorses business cases for additional/changes in staffing as required
4	Failure to ensure effective financial and performance management in the planning and delivery of Service activities	Our management development programme is being developed to provide better skills and knowledge to undertake these functions
5	Failure to ensure appropriate safeguarding procedures are in place	Safeguarding training is a mandatory requirement for all LFR personnel.
5	Failure to respond to a major disruption of service ⁴	Our Business Continuity Staff Shortage plan has been reviewed as a result of the Covid19 emergency and LFR makes use of the flexibility of our on-call personnel, relief workers and volunteers to ensure we can maintain an assured level of response.
7	Failure to manage and discharge health and safety responsibilities effectively	Risk assessment is a key factor trained throughout our LFR careers. Our management development programme is being developed to provide better skills and knowledge to undertake this function.
8	Failure to communicate and consult with all internal and external stakeholders	Service policy and regular meetings/engagement with Trade Union representatives and staff ensure issues are identified and acted upon at an early stage.

⁴ Resulting from staff shortage,

9	Failure to identify and engage with partners, both locally and nationally, to deliver efficiencies and ensure effective inter-service and inter-agency operations	Our engagement with regional, national and local Blue Light services ensures that we can learn from and contribute to wider organisational development. This may include collaborative training, exercising or peer review of functions.
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APPENDIX A - WELLBEING AND INCLUSION FRAMEWORK

INTRODUCTION

Over the past two years there has rightly been an increased focus on the wellbeing of staff within Fire and Rescue Services (FRS) with a number of National initiatives being introduced to help improve the wellbeing of staff. These have included initiatives such as the promotion of the MIND Blue Light Programme⁵ and the development of the NJC Inclusive Fire Service Group (IFSG) Improvement Strategies. Acknowledging that Lincolnshire Fire and Rescue (LFR) already has a number of mechanisms in place to support our staff, it is important that we maintain a coherent approach to improving wellbeing and inclusion within the workforce.

LFR's vision for the wellbeing and inclusion of its people is '*a healthy, happy and resilient workforce*'. This framework is designed to support delivery of that vision. It is an integral part of LFR's People Framework.

AIM

Our aim is to create a supportive and inclusive environment which promotes and encourages the health, happiness and resilience of our staff. We will do this by:

- Creating an accessible toolkit which unifies the policies, resources and advice which exists to support the wellbeing of staff
- Raising awareness of Equality, Diversity and Inclusion issues and initiatives
- Raising awareness that we all have a responsibility for improving our health and wellbeing
- Equipping managers with the necessary knowledge and skills to support improvements in workforce health and wellbeing
- Adopting an inclusive approach to developing wellbeing related activities, seeking ideas and commitment from all staff
- Overcoming barriers to inclusivity and wellbeing, including breaking down cultural barriers that prevent people accessing support or services
- Seeking feedback from our workforce to inform and shape future strategy, policies and procedures
- Linking in to regional, national and local collaborative wellbeing activities and resources and sharing best practice
- Regularly reviewing our framework, policies and procedures to ensure they remain relevant and conducive to a wellbeing culture

⁵ MIND is a mental health charity offering information and advice to people with mental health problems. It also works to raise public awareness and understanding of issues relating to mental health

APPROACH

Our wellbeing and inclusion framework comprises a number of key pillars as shown in Appendix 1. These include:

- Culture
- Equality, Diversity and Inclusion
- Family and Social
- Mental Health
- Fitness, Health and Nutrition
- Occupational Health and Rehabilitation

Taking into account the views of our staff⁶, a Wellbeing and Inclusion Action Plan has been developed around these pillars in order to deliver our vision. Our broad approach, which will support both short and long term improvement includes:

- Implementing the LFR Wellbeing and Inclusion Action Plan (to include our IFSG Improvement Strategy Action Plan)
- Implementing the Blue Light Workplace Wellbeing Charter Framework⁷
- Developing a network of Wellbeing and Inclusion champions across the Service
- Promoting the wellbeing activities and resources available to our staff
- Seeking feedback through a variety of methods including online surveys and focus groups
- Considering how to resolve issues through engagement with staff
- Developing a programme of events throughout the year
- Developing and delivering an annual wellbeing communication strategy
- Building wellbeing and inclusion into our Management Development Programme
- Building links with partners, utilising their expertise and best practice where possible

RESPONSIBILITIES

To ensure the effective implementation of this framework we have identified the following roles and responsibilities:

Wellbeing and Inclusion Board - the Wellbeing and Inclusion Board will oversee the development, implementation, monitoring and evaluation of the Wellbeing and Inclusion Framework. The Board will be chaired by a Brigade Manager and consist of representatives from all groups within the organisation. Terms of Reference for the Board are in Service Order 1.

All Managers - Managers at all levels are responsible for ensuring that staff are kept informed of workplace health and wellbeing policies, programmes and any services provided. They also

⁶ Initially from the 2017 staff cultural survey and E&D focus groups involving representatives from across the Service

⁷ The Blue Light Workplace Wellbeing Charter Framework has been developed to support the health and wellbeing of police officers and is supported with resources at www.oscarkilo.org.uk

have responsibility for ensuring that those policies and programmes are effectively implemented and monitored.

Wellbeing and Inclusion Champions - A wellbeing champion will be identified for each of the pillars within the framework to help develop and deliver specific actions within that area.

All Staff - The focus of this framework is on ensuring the health, wellbeing and inclusion of all staff. It is the responsibility of all staff to help shape the ongoing development and implementation of our framework.

Representative Bodies - Representative bodies are part of the membership of the Wellbeing and Inclusion Board. In addition, they also have a significant role to play in cascading information to staff throughout the organization.

SUPPORTING STRUCTURES AND PROCESSES

LFR will seek to deliver its commitment to maintaining and developing the health, wellbeing and inclusion of its staff through:

- Supportive leadership and management at all levels that is fully committed to delivery of this framework
- Promoting a culture which is open and inclusive and where everyone feels welcome, comfortable, engaged and involved
- Active participation of staff in identifying their own specific needs and developing suitable plans to address them
- Provision of a comprehensive coordinated range of policies, programmes and services that focus on health promotion, protection and prevention
- Workplace environments that are safe, healthy and pleasant, thus supporting our staff to undertake their work

MEASURING OUR SUCCESS

We want the feeling of wellbeing and inclusion within our workforce to improve and whilst recognising this can be difficult to quantify, we will use the following approaches to measure our success:

- Future staff survey responses
- Number of visitors to our wellbeing intranet pages
- Attendance at wellbeing activities
- Improvements in fitness assessment results
- Absence levels, reasons and trends
- Use of employee support initiatives
- The Blue Light Wellbeing Framework Self-Assessment
- Progress against the IFSG Improvement Strategies and national benchmarking exercises

Lincolnshire Fire and Rescue - Wellbeing and Inclusion Framework
 Vision - A Healthy, Happy and Resilient Workforce

Culture	Equality, Diversity and Inclusion	Family and Social	Mental Health	Fitness, Health and Nutrition	Occupational Health and Rehabilitation
Aim - to embed our Service values and continue to build on our positive organisational culture	Aim - to promote an inclusive culture where everyone feels welcome, comfortable, engaged and involved	Aim - to promote an inclusive, family friendly environment To see our opportunities to build relationships through social interaction	Aim - to raise awareness and promote understanding of mental health problems To provide advice and support to anyone experiencing a mental health problem	Aim - to promote a fit, healthy and resilient workforce. To raise awareness of nutrition and promote opportunities for keeping fit and healthy	Aim - to provide rehabilitation guidance and support to help staff to recover from sickness/injury and support their return to work.

Wellbeing and Inclusion Action Plan
 Developed by Wellbeing and Inclusion Board and delivered through SDB

Wellbeing and Inclusion Toolkit

Policies	Policies	Policies	Policies	Policies	Policies
Advice and Guidance	Advice and Guidance	Advice and Guidance	Advice and Guidance	Advice and Guidance	Advice and Guidance
Support Services	Support Services	Support Services	Support Services	Support Services	Support Services

LINCOLNSHIRE FIRE & RESCUE

RESPONSE FRAMEWORK

2020 – 2024



Lincolnshire
COUNTY COUNCIL
Working for a better future



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1 INTRODUCTION

The purpose of this document is to set out how Lincolnshire Fire and Rescue (LFR) will provide an emergency response as part of our Integrated Risk Management Plan (IRMP).

The Response Framework is part of a suite of strategies (Fig 1) which jointly outlines how we mitigate the risks highlighted in our Community Risk Profile (CRP), 'Understanding risk in Lincolnshire'. This Framework supports our IRMP and provides the strategic objectives that in turn will be delivered through more detailed guidance documents, (Service Order 04 and its associated Guidance Notes).

LFR uses a blended approach throughout the Frameworks to ensure resources are targeted to reduce the likelihood of emergency incidents happening in the first place; hence an area of increased risk will attract resourcing from Prevention, Protection and Response functions in a cohesive, strategic way aligned to the data supporting the CRP Document.

This Framework will be refreshed annually to ensure it remains fit for purpose and will be subject to a full review in line with our IRMP cycle. Specific actions to enable the Framework to be achieved will be provided and tracked through our annual Service Plan.

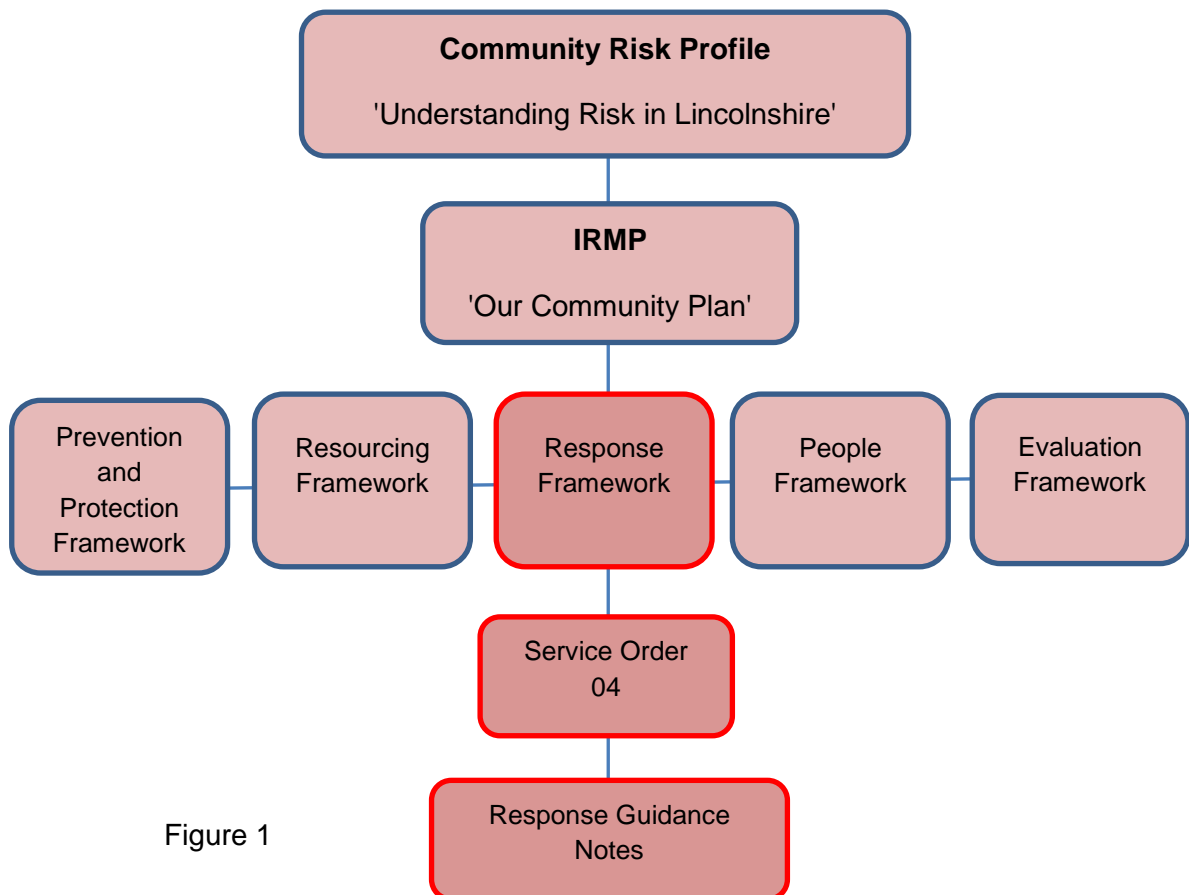


Figure 1

2 WHY DO WE HAVE A RESPONSE FRAMEWORK?

The aim of our Response Framework is to ensure that, should an incident occur, we can minimise the impact of that incident by providing a timely, appropriate and resilient response capability.

The Framework outlines how LFR will carry out its statutory and legislative responsibilities, utilising risk-based methodology, within its current financial constraints¹. The information and data that supports the Framework, in terms of resourcing to risk, is outlined within the CRP 2020-24 which directly influences the policies and procedures for our Operational Response (Service Order 04 and its associated 'Response Guidance Notes')

Specifically the Framework aims to mitigate risks captured in our community risk profiling document by providing the **response** element of our blended approach to community and corporate risk reduction.

LFR will ensure it complies with relevant statutory requirements contained within the following three key pieces of legislation:

- Fire and Rescue Services Act 2004 (predominantly Sections 7,8 and 9)
- Civil Contingencies Act 2004
- Health & Safety at Work Act 1974

LFR will have regard to the Fire and Rescue National Framework for England publicised and updated by the current government which sets out the Government's priorities and objectives for Fire and Rescue Authorities.

LFR is committed to delivering our operational response in line with national best practice and will have policies and procedures in place which comply with (or exceed) the following guidance in regards to response:

- National Operational Guidance (NOG)
- Joint Emergency Services Interoperability Principles (JESIP)
- National Co-ordination & Advisory Framework (NCAF)

Wherever there are nationally agreed concepts of operations (for example National Resilience Assets) against which LFR attracts funding we will endeavour to adhere to the principles agreed.

¹ Annual financial planning assumptions are provided in order to build a 'base line budget' requirement sufficient to enable the levels of response detailed within the framework.

3 OUR AMBITIONS

For response, LFR has set the following ambitions for 2020-24:

- We aim to provide the most effective and efficient response to a range of emergencies, both current and emerging, across the county.
- We aim to provide an efficient, effective and person centred service to our communities.
- We aim to provide robust plans to deal with major emergencies and critical events in conjunction with other blue light and wider partners (JESIP).
- We aim to maintain an ability to respond to national emergencies as required
- We aim to carry out operational activity in a safe and effective manner.
- We aim to have sustainable and effective duty systems to support operational activity.
- We aim to continuously improve our response through active learning both locally and nationally. (for example Grenfell Tower).

4 OUR OBJECTIVES

LFR has set the following response objectives for 2020-24:

- We will provide a response to all dwelling fires across the county within expected timeframes on 100% of occasions. (Standards confirmed in risk based mapping exercise).
- We will provide a response to all road traffic collisions (RTCs) across the county within expected timeframes on 100% of occasions. (Standards confirmed in risk based mapping exercise).
- We will maintain an assured level of response by providing a minimum of 23 appliances available 100% of the time.
- We will fully embed National Operational Guidance for all operational training packages and operational guidance by 2023 supporting competence of operational personnel.
- We will continue to seek collaborative opportunities and joint working initiatives with our blue light partners to enhance performance and service delivery to our communities.
- We will develop and maintain the competence of our control room staff to ensure timely handling of emergency calls and subsequent mobilisation of resources.
- We will continue to carry out periodic reviews of our Pre-Determined Attendances (PDAs) in line with national and local risks and best practice, as identified by the National Fire Chiefs Council (NFCC).

- We will monitor and maintain competence of operational commanders at all levels within the organisation, resulting in the most appropriate effective management of operational incidents.
- We will review our operational assets in line with identified and emerging risks ensuring we provide our operational crews with the most up to date equipment possible.
- We will embed a robust process for capturing 'Operational Learning' from all incidents and exercises to ensure we continue to develop and improve service delivery, with a commitment to maintaining and enhancing our high standards of performance.
- We will regularly train/exercise with local partners to understand and manage local and emerging risks.
- We will develop and embed working relationships and formal legal agreements with emergency service partners in bordering counties to enhance service delivery.

5 HOW WE WILL ACHIEVE THIS

To achieve our ambitions over the lifespan of Our Community Plan, we have devised the following strategies and will resource accordingly.

5.1 Concept of operations

LFR has its own 'Concept of Operations' which, through risk assessment, provides an appropriate response to our communities and where appropriate both nationally and internationally. This is influenced by the data provided within the CRP, National Resilience and Department for International Development (DFID).

The data within the Community Risk Profile will influence the locations of our response assets to ensure we are able to respond to our risks appropriately. Our concept of operations uses a tiered approach, each level adding additional but complementary, capability all underpinned by our command and control functions.

Throughout the lifespan of operations the culture defined within the Firefighter Maxim will be adopted to support successful outcomes during operations. The Firefighter Maxim is as follows:

"At every incident, the greater the potential benefit of Fire and Rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident."

5.2 Command and control

Our concept of operations begins with the receipt of an emergency request for our assistance. Through our control room function we will have robust and effective systems and personnel in place to ensure we are able to mobilise assets, provide a scalable command structure and communicate with crews, other agencies and the community for the duration of an emergency event.

We will define the assets and skills required to deal with incidents by building PDA detail and enabling them through our mobilising system within the control room function. PDAs enable LFR to instantly send the correct type and number of assets in response to a particular type of incident by automating as much of the process as possible. This significantly speeds up the time taken to despatch our appliances and staff to emergency incidents.

5.3 Incident command

This is our structure to ensure we have a coordinated, risk based approach to decision making and communication on the incident ground that ensures operations are conducted safely and effectively.

LFR will be compliant with National Operational Guidance - Incident Command and The Foundation for Incident Command. The principles for our Incident Commanders are to:

- Prevent or minimise harm to people
- Resolve the incident with minimal impact to the community
- Protect the environment

Incident commanders must establish a safe working environment as soon as is practicable. To ensure a safe working environment they will need to:

- Select the most appropriate control measures.
- Consider the benefits of proceeding with actions taking account of the risk.
- Take into account any time constraints.

Safe systems of work must be developed, implemented, maintained and reviewed throughout the incident.

Incident commanders are to operate within the concept of Operational Discretion. This can be defined as:

In resolving an incident, commanders use their own experience and knowledge of guidance, together with that of the command team and crew members. However, incident commanders may occasionally be presented with a situation that is extremely unusual and not reasonably foreseeable. In this circumstance they may have to make decisions using their professional judgment.

Operational discretion relates to rare or exceptional circumstances where strictly following an operational procedure would be a barrier to resolving an incident, or where there is no procedure that adequately deals with the incident. Commanders need to be sufficiently aware of procedures, the skills and qualities of crew members and the capability of resources available.

LFR is committed to ensure that all personnel that operate within a command function will be trained, assessed and competent in the role they are asked to perform. The People Framework outlines our competence based training strategy that includes command training from Level 1-4 with a blend of internal and external assessments.

As part of the Lincolnshire Resilience Forum (LRF) response to major emergencies and events that require full multi-agency response and coordination, LFR will ensure we have a capability that supports the LRF command structure in line with CCA 2004 and JESIP.

To ensure this structure is embedded, LFR will be engaged with LRF's Training and Exercising Plan to receive command training within this environment.

5.4 Response levels

Level 1 response - All Hazards Response

All operational personnel are competent to this level of response. Level 1 enables an appropriate response to any incident, with a fully kitted fire appliance and appropriate crew. This level forms our Initial Operational Response (IOR) Phase.

Level 2 response - All Hazards Technical Response

Predominantly utilising fulltime firefighters this level provides additional 'technical' skills and capabilities to enhance and complement the Level 1 attendance.

This response provides a wide range of support to enhance our Level 1 response. In particular our crews within this capability (technicians) are employed and developed to operate strategically around the county to ensure our wider area response is maintained. For example technicians contribute to wider outcomes through enhanced skill sets e.g. laying guidelines and the use of Extended Duration Breathing Apparatus (EDBA) Station Rope Rescue.

Level 3 response - Specialist Response and Technical Rescue

These are generally stand-alone assets and capabilities that are strategically located around the County to be able to provide specific capability with dedicated crews. They may be mobilised with a supporting Level 1 appliance to provide additional staff.

Examples of these specialist appliances are: 2 x Aerial Ladder Platforms, Water Carrier, Command Support Unit and 2 x Rescue Support Units.

Examples of our Technical Rescue assets are: Animal Rescue teams, Water Rescue teams, Bariatric Rescue teams and Line Rescue teams.

Our response will also include responding to medical emergencies in support of the wider health and wellbeing agenda and the FRS Health Strategy; these activities are included within our Co-Responding and Joint Ambulance Conveyance activities.

Level 4 response - Nationally Available Response Assets

This level provides assets and crews to fulfil our commitment to the National Resilience Concept of Operations outlined within NCAF. The assets provide the highest levels of response capability available for local response across the County.

Examples of Nationally available assets are: High Volume Pump, Urban Search and Rescue Team, National Flood Tactical Advisors and Marauding Terrorist Firearms Attack response.

Level 5 response - International Response

This level is our International Search and Rescue (ISAR) Team that is part of DFID response to support international aid.

Details of all levels of response and competent crew requirements are within Service Order 04 and the appropriate Response Guidance Notes.

5.5 Phased response

Our 'Initial Operational Response' (IOR) is when the first appliance arrives at any emergency incident.

Our full 'Planned Response' (PR) is when all of the people and equipment we need to deal with the particular incident are on scene.

Beyond this, our response (including provision for command and control) will be scalable up to and including support to both Tactical Coordinating Groups (TCG) and Strategic Coordination Groups (SCG) which will support our Local Resilience Forum Operation.

5.6 Resource planning

Our analysis of historical attendance at incident types provides an indication of the scale and concurrency of incidents we attend. What this means is that we have assessed the amount and type of incidents we can reasonably foresee would occur at any one time and therefore identify the resources we would need to support the Planned Response to these incidents.

Based on this information we have assessed that, at any one time, we should plan for the following:

- 1 x larger scale incident of 9+ fire engines
- 1 x medium scale incident of 4-8 fire engines
- 4 x small scale incidents of 1-3 fire engines

The number of fire engines required to be available to meet the full range of this planning assumption is 29. To have sufficient fire engines to meet the average attendance required to meet this planning assumption is 23. To support the incident command system we have the required incident commanders to support these planning assumptions as follows:

- 1 x large scale incident - 1 x Level 4, 1 x Level 3, 1 x Level 2, 9 x Level 1
- 1 x medium scale incident - 1 x Level 3, 1 x Level 2, 8 x Level 1
- 4 x small scale incidents - 2 x Level 2, 12 x Level 1

To meet the minimum required incident commanders we require each appliance to have a Level 1 commander with supporting incident commanders to be able to support the incident command system as follows:

- 1 x Level 4
- 2 x Level 3
- 4 x Level 2

The planning assumption described above forms part of our 'Assured Level of Response' and will be reviewed on an annual basis. If the requirement exceeds the initial availability then we will invoke recall to duty for additional support and utilisation of mutual aid and National Resilience.

In the event of the county experiencing spate conditions, incidents exceeding 48 hours duration or the declaration of a major incident or emergency, we would consider, where appropriate, requesting assistance from neighbouring Authorities (utilising agreements made under the Fire & Rescue Services Act Sections 13 and 16) or through the National Coordination and Advisory Framework.

To ensure we have sufficient resources available to deal with our highlighted risks at the most effective locations the Scale and Concurrency Plan is supported by the CRP which identifies our high risk areas. This data is provided through FRAM (Fire Risk Assessment Methodology) and highlights areas of risk throughout the county.

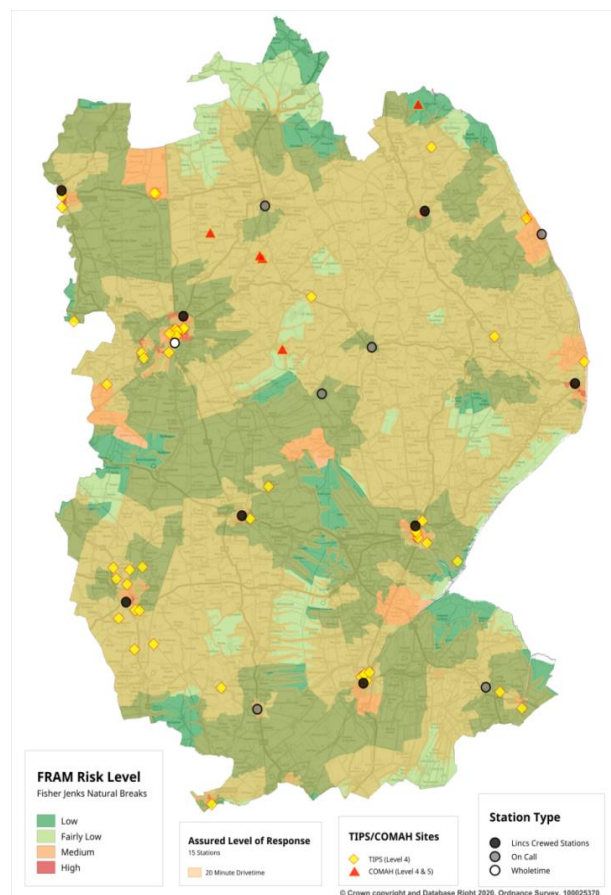
Our control room function takes calls for assistance from the public and other agencies and is responsible for despatching vehicles, crews and officers to incidents. Utilising state of the art systems and a list of 'National Incident Types' to classify emergencies, LFR provides a PDA to every incident. The PDAs are reviewed every three years to ensure initial response resources are sufficient (and compliant with National Operational Guidance) to apply a safe system of work at each incident. PDA data and review information is held within the Control Drive in a folder called 'Pre Determined Attendance Data'.

Our planning suggests the most effective way to provide response to emergencies across the county and be able to further resource rapidly escalating or major incidents, is to provide 38 fire stations (48 fire engines) geographically based to enable catchment of staff for our on call system which remains the backbone of Lincolnshire's operational response.

This forms the basis of our 'offer' to the communities of Lincolnshire and it remains a key ambition to work towards, providing availability from all the stations 100% of the time.

Inevitably, there are periods in which staff whose primary role is not fire and rescue are unavailable to provide cover. We manage this picture on a daily basis to reduce the impact of any gaps in fire cover. As described earlier, part of our assured level of response is to maintain 23 appliances available at all times to meet planned demands. We provide a level of response across Lincolnshire based on risk.

The strategic placing of our full time stations (along with 6 additional on-call locations) provides coverage of all of our identified high risk areas and 99% of our medium risks, (as outlined within our Community Risk Profile), within a timeframe of 20 minutes.



The profiling exercise carried out identifies a number of areas classed as 'low' and 'very low' risk. Whilst we acknowledge that these areas cannot be reached in our commitment of 20 minutes, details are passed to our prevention and protection colleagues who can further profile the areas.

To build this picture we use average 'drive time' information utilising actual data from the road networks within Lincolnshire. This plan further informs our People Framework in terms of when and where to focus our efforts when recruiting staff and our prevention and protection activity which focuses resources on the areas which are harder to reach both in terms of our COMAH/TIP premises and the medium risk areas from FRAM data.

The strategic locations and number of stations required to meet the outlined response times and commitment will be reviewed on an annual basis. The continual analysis of risk, both current and emerging, will support the review process.

Underpinning the Community Risk Profiling document is a suite of data sources which enables LFR to examine key types of risk including areas such as high risk industry, road collision black-spots, open water and rivers and areas of high deprivation. These all form part of the planning phase around the number and location of front line and specialist assets such as the provision of our water rescue teams and equipment. The Integrated Risk department captures this data and retains it in a folder called 'Response Planning'.

5.7 Response standards

We provide data to the communities of Lincolnshire which identifies the first fire engine (IOR) response time to any property within the county. This will be based on current static fire station locations. The actual achievable response times are available on our website to enable the communities of Lincolnshire to view the likely response times for their own property.

Our minimum assured level of response as described above is built to ensure a front line fire appliance (IOR) can attend all high risk and 99% of medium risk areas throughout the county within 20 minutes. As explained above the three small 'medium' risk areas that are identified as just outside the 20 minute drive time boundary are analysed periodically and prioritised by LFR's Prevention and Protection Framework. This process is carried out for the 'low' and 'very low' risk areas.

The areas where most lives are at risk from fire are generally within our larger conurbations. Nine of our fulltime fire stations are within the city and main towns of Lincolnshire. Recognising these stations are amongst the busiest in terms of

activity, all the locations have an additional on-call fire engine at the same site. This provides a layer of cover if the first appliance is committed or where additional crew or equipment is needed to deal with larger incidents.

When responding to large scale or protracted incidents the ability to provide the levels of response are affected and in these cases we will follow a pre-planned degradation scheme. This plan will follow the assured level of response concept and ensure that our high and medium risks are prioritised for operational cover during large scale and protracted events. On the occasions where this is not possible due to the impact of events then we will call upon mutual aid and national resilience. It will be the responsibility of our control function to monitor the availability of appliances and they have the autonomy to move resources and personnel to ensure our identified areas are covered.

We are committed to carrying out a 'full fire cover review' where our risks and alignment of assets will be considered over the first 12 months of the life cycle of this document.

5.8 Specialist and technical response

To ensure future service provision around a number of our technical and specialist response areas is fit for purpose and meets the needs of all relevant stakeholders, it is imperative that suitable data is used to allow decisions to be made. To enable this to be planned and resourced fully an information paper was provided to our Service Management Board (January 2020) which analysed data from incidents occurring over the last five years requiring the attendance of LFR specialist/ technical capabilities. This report provided detail on the following capabilities:

- Bariatric response
- Animal rescue large
- Rescues from height (Tech Rope)
- Swift water rescue
- Large transport incidents
- Collapsed structures

Further information relating to this work can be obtained on request. The outcomes of the review will be published for consultation towards the end of 2020. Potential changes to delivery will not be implemented until the 2021/22 financial year.

6 MEASURING SUCCESS

As outlined above, our response strategy is developed with a primary aim to mitigate identified hazards and risks across the county as identified within our CRP document.

We measure success against a number of formal key performance indicators which we report on monthly through our internal performance board. The data is reflected on our management tools and actions to improve performance captured within our annual Service Plan as updates.

The Key Performance Indicators are reviewed on an annual basis, with targets set for the identified performance indicators based on the annual success and a drive for continuous improvement.

Whilst we have a formal methodology for measuring success, (as outlined above), service to our communities and keeping people safe is our primary aim. We will measure success against the identified 'objectives' in section 4 of this document, and will formally report on these when reviewing our Integrated Risk Management Plan at the end of the delivery cycle. Further detail can be found in our Evaluation Framework.

7 LEARNING FROM OUR ACTIVITY

Improvement is one of LFR's four core values. To drive improvement across the Service, we are committed to reviewing all our activity, and learning from it. To support this emphasis we have created an Evaluation Framework to underpin Our Community Plan. This sets out how we will evaluate and learn from all our activity.

The Service Assurance department will manage, monitor and record the audit/debrief process. This will enable any recommendations to be investigated with any identified issues or trends addressed informally or more formally through the LFR Operational Learning Board (OLB).*

The overarching objective of the board is to establish good practice and address learning identified through service assurance in line with National Operational Guidance (NOG).

Operational audits will be conducted at all incidents involving five pumps or more and at incidents where the learning would benefit the wider Service. The scope of the audit is to assure that systems, personnel and equipment are suitable to deliver successful outcomes to that incident. A debrief will be completed at an appropriate level after all incidents.

Any learning identified will be evaluated through the Operational Learning Board (OLB) and shared (internally) through key findings or case studies and externally through Joint Operational Learning (JOL) or National Operational Learning (NOL). (These areas are detailed within Quality Assurance Guidance Note 2 which includes

a flowchart to assist with determining the correct levels of operational debrief to apply).

It is also important we act on feedback from members of our communities. Following operational incidents attended we provide a feedback form that allows the individuals we have supported to comment on our performance. Every piece of feedback is reviewed and identified learning opportunities are acted upon.

8 PROVIDING VALUE FOR MONEY

We are committed to ensuring our activities are delivered in a cost effective manner. The efficient delivery of Our Community Plan will be supported by this framework, and providing value for money will be considered in all key decisions.

Through the life cycle of our CRP we will continue to review the way we deliver our response function. We will explore options of how we can continue to deliver the high standards of service to our communities whilst looking for new and innovative ways to ensure the safety of all individuals remain at the forefront of our actions. To allow us to deliver our response function a significant portion of the annual budget is allocated to this area.

Following a number of budget planning exercises, monthly reviews and monitoring activities are carried out to ensure we remain on target for the projected expenditure. Whilst it is important to continue to deliver an effective response strategy, the welfare of our staff and the safety of our communities remain at the forefront of planning and reviews. As mentioned previously in the Framework, development of partnership working is key to our long term aim of effective and efficient service delivery.

We will continue to review our operational working arrangements, challenging our delivery methodology. It has been calculated that within Lincolnshire the estimated cost of one of our firefighters, per person, per year is £19.63 with the national average £22.38. With 77% of our operational staff operating the 'on call' duty system, we are confident we can continue to deliver a cost effective service to our communities.

9 SUMMARY OF RESOURCING TO OUR RISKS

RISK	RISK TYPE	RESPONSE STRATEGY
1	Dwelling Fires	We have devised an 'Assured level of response' which we are currently recruiting to. This will provide an IOR across the county within a timeframe of 18-24 months (July 2021) Additionally, through liaison with the Prevention and Protection Department, areas highlighted as being increased risk from dwelling fires have been targeted for additional fire safety resources.
2	Road Traffic Collisions	Through examination of the data provided within the CRP, we have realigned the requirements of our Technical Response Unit replacement project to include provision of additional rescue capability at two locations in the county. Additionally, all front line appliances carry hydraulic rescue capability. Partnership working with the LRSP will be vital to mitigate the impact of this risk across the County.
3	Health and Wellbeing	Following a downturn in response rates we are undertaking a significant shift in the provision of support around co-responding and JACP which we hope will improve our ability to respond to medical emergencies.
4	Flooding and Severe Weather	The East divisional commander has responsibility for reviewing our East Coast Inundation Plan which provides detail of appropriate actions LFR will take to support evacuation and rescue but further to provide Forward Command Posts to enable an LRF led action plan to be put into place. The ECI plan is exercised in part annually and is flexible enough to provide similar flood response to events other than East Coast flooding.
5	Pandemic Flu	Our Business Continuity Manager has responsibility for ensuring our department/staffing BC plans are up to date and periodically reviewed. Our 'degradation plan' also identifies and outlines requirements of how and where we will resource to risk, prioritising our operational resources based on a scalable approach.
6	Non-Domestic Fires	The response to higher risk sites are planned through SSRI and TIP information gathered by our operational crews. PDA standards are built from the actual information gathered and an appropriate response to be able to mitigate any specific risks. COMAH and TIP sites which fall outside the 20 minute 'assured level of response' drive times attract increased frequency of visits with specific safety messages and additional planning where necessary.

7	Water Risks	LFR provides a swift water rescue capability which is matched to risk and demand, as identified within our CRP. This capability ensures an effective response to all water related incidents within Lincolnshire and can be deployed to flooding incidents both locally and nationally as required.
8	Residential High Rise	LFR recently increased the PDA to all high-rise premises to four appliances, an increase of one aerial, due to the reduction in average crew numbers and the introduction of three line attack firefighting tactics. Crews across the county train on high-rise procedures. A new duty officer role has been introduced to provide a link between operational activity and control room function.
9	Malicious Acts	LFR provides an MTA light team capable of helping in a response to a gun or knife based incident. We provide an IOR capability for any CBRNE event.
10	Heritage	Integrated Risk department recently (Feb 2020) received a comprehensive data set covering heritage risk within the county. LFR will review this data set over the next 12 months and refine our operational response accordingly.
11	Deliberate Fires	The Arson Task Force monitor operational incidents utilising a blend of fire and police incident data. Partnership working identifies trends and issues from an early stage, allowing for joint prevention strategies to be developed. Our Fire Investigation team maintain national agreed levels of competence and carry out investigations to support the causation of deliberate fires alongside police colleagues.

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LINCOLNSHIRE FIRE & RESCUE



PREVENTION & PROTECTION FRAMEWORK

2020 – 2024

Lincolnshire
COUNTY COUNCIL
Working for a better future

SHERMAN

Smoker

Hoarder

Elderly
or lives
alone

Reduced
mobility,
hearing
or visual
impairments

Mental
health
issues

Alcohol
misuse,
drugs/
medication
dependence

Needs
care or
support



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1 INTRODUCTION

The purpose of this document is to set out how Lincolnshire Fire and Rescue (LFR) will provide Prevention & Protection activities to the local community as part of our Integrated Risk Management Plan (IRMP) 'Our Community Plan'¹.

This Prevention and Protection Framework is part of a suite of strategies (Fig 1) which jointly outlines how we mitigate the risks highlighted in our Community Risk Profile 'Understanding Risk in Lincolnshire'. This Framework supports our IRMP and provides the strategic objectives that in turn will be delivered through more detailed guidance documents.

LFR uses a blended approach throughout the Frameworks to ensure resources are targeted to reduce the likelihood of emergency incidents happening in the first place; hence an area of increased risk will attract resourcing from Prevention, Protection and Response functions in a cohesive, strategic way aligned to the data supporting the Community Risk Profile document.

This Framework will be refreshed annually to ensure it remains fit for purpose and will be subject to a full review in line with our IRMP cycle. Specific actions to enable the framework to be achieved will be provided and tracked through our annual Service Plan.

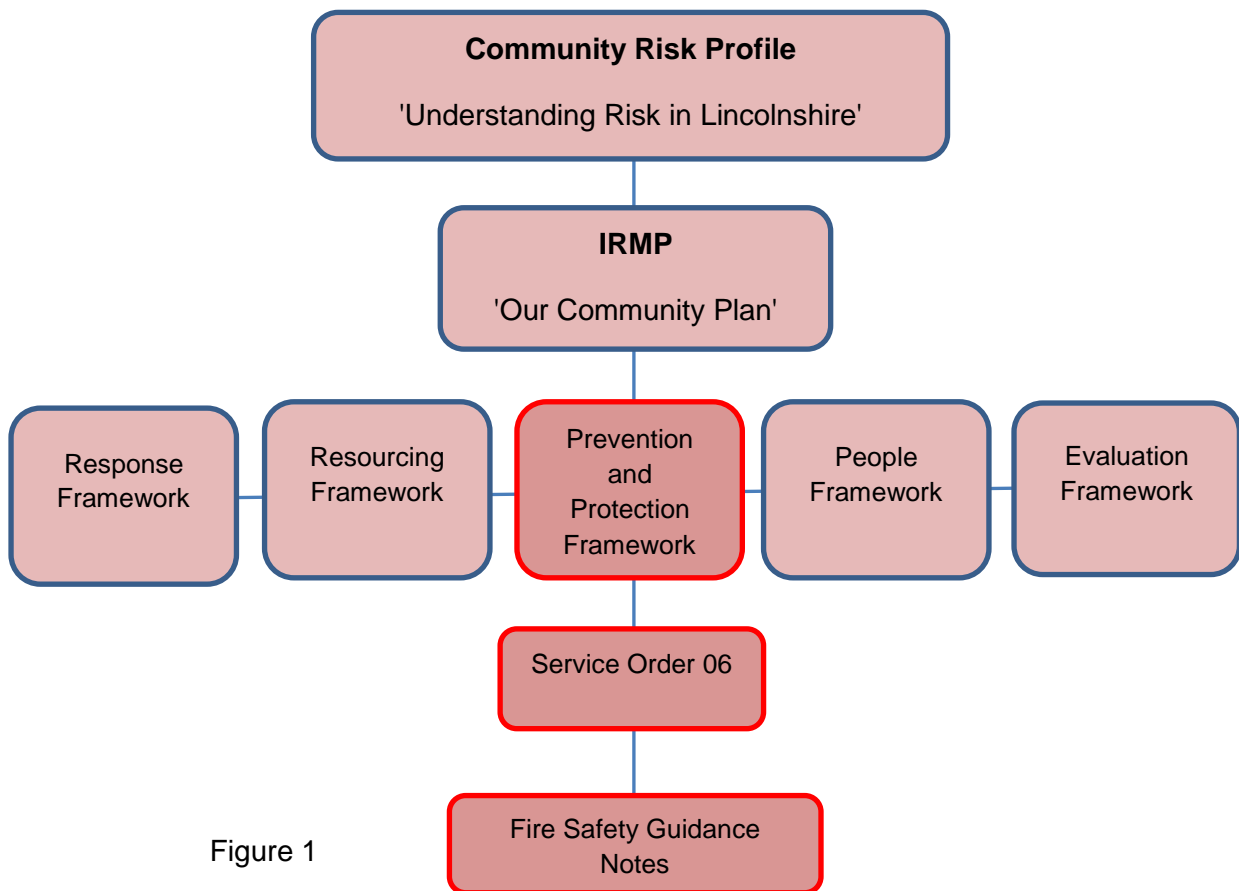


Figure 1

¹ To cut down on jargon we have rebranded the IRMP for the public as 'Our Community Plan'.

2 WHY DO WE HAVE A PREVENTION AND PROTECTION FRAMEWORK?

The aim of our Prevention and Protection Framework is to set out our priorities and aims in order to improve and enhance the safety of our communities. It outlines our community safety activities and sets out how they will be delivered. The Framework encompasses the following areas:

- Community Fire Safety (CFS)
- Community Fire Protection (CFP)
- Wider Community Safety activities to support our CRP

The Framework outlines how LFR will carry out its statutory and legislative responsibilities, utilising risk-based methodology, within its current financial constraints*.

The information and data supporting the Framework, in terms of resourcing to risk, is outlined within the Community Risk Profile 2020-24 which directly influences the policies and procedures. Specifically this Framework aims to mitigate the risks within our Community Risk Profiling document by providing an appropriate response to our community risks and helping to discharge some of our corporate risks.

LFR will ensure it complies with relevant statutory requirements contained within the following key pieces of legislation:

- Fire and Rescue Services Act 2004 (predominantly sections 7,8 and 9)
- Civil Contingencies Act 2004
- Regulatory Reform Order (Fire Safety) 2005
- Health & Safety at Work Act 1974

LFR will have regard to the Fire and Rescue National Framework for England publicised and updated by the current Government which sets out the Government's priorities and objectives for Fire and Rescue Authorities.

LFR is committed to delivering our prevention and protection activities in line with national best practice and will have policies and procedures in place which comply with (or exceed) relevant guidance in relation to prevention and protection activities?

3 OUR AMBITIONS

For prevention and protection, LFR has set the following ambitions for 2020-24:

- We aim to have zero accidental fire deaths in the county.
- We aim to ensure we attend calls where we are actually needed, reducing those which are caused by false alarms.

- We aim to provide support and advice, in conjunction with our partners, to our most vulnerable groups to improve the levels of safety within the home.
- We aim to ensure our locally determined risk based inspection programme targets the highest risk within the county to enforce compliance with the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.
- We aim to ensure we have sustainable, effective and appropriately skilled teams to support our specialist protection activities.

4 OUR OBJECTIVES

LFR has set the following prevention and protection based objectives for 2020-24:

- We will improve the targeting of our Risk Based Inspection Programme to increase the number of fire safety audits determining unsatisfactory outcomes.
- We will embed, in a timely manner, any emerging fire safety issues arising from incidents of special interest, with particular focus on the tragic events from the Grenfell Tower fire.
- We will respond to Building Regulations submissions within 15 days.
- We will respond to new License Applications (Licensing Act 2003) within 21 days.
- We will respond to a complaint for premises related to the Regulatory Reform Order 2005 within two days.
- We will deliver a Safe and Well visit to people classed as critical, to reduce the risk of domestic fires and their consequences within five days.
- We will deliver a Safe and Well² visit to people classed as high risk, to reduce the risk of domestic fires and their consequences within 10 days and medium risk households within 30 days.
- We will identify and provide risk based support to households deemed to be outside our response strategy.
- We will ensure following a dwelling fire or other significant fire in residential premises, immediate prevention activities will be carried out.

5 HOW WE WILL ACHIEVE THIS

To achieve our ambitions over the lifespan of Our Community Plan, we have devised the following strategies and will resource accordingly; Prevention is covered in the wider arena of Community Fire Safety (CFS), with Community Fire Protection (CFP) looking at safety within the built environment.

² Home Fire Safety Checks (HFSC) by Operational Crews will transition to Safe & Well in October 2020.

5.1 Community safety

The CFS team aim to produce an annual CFS Campaign Plan. The Plan outlines LFR's areas of focus for the year and is developed by referencing the National Fire Chiefs Council (NFCC) campaign calendar, reviewing local incident data and referencing areas of identified risks within the County. Our annual Service Plan outlines specific themes and areas of focus, which are not necessarily aligned to national campaigns but form part of our core CFS work.

5.2 Vulnerable adults

Vulnerable adults are often most at risk from fire. By concentrating our CFS resources on those individuals we significantly reduce the level of risk of harm from fire in our communities. LFR uses a risk matrix to measure vulnerability. Analysis allows us to highlight the common vulnerabilities and develop actions in the delivery of our 'SHERMAN' strategy that was launched in 2019.

S - Smoker

H - Hoarder

E - Elderly or lives alone

R - Reduced mobility, hearing or visual impairments

M - Mental health issues

A - Alcohol, drugs/medication dependence

N - Needs care or support

LFR utilises referrals from partner agencies as a method of identifying vulnerable individuals and members of the community. With common vulnerabilities identified as part of the profiling exercise, a methodology for proactive identification of those classed as most vulnerable has been developed allowing the CFS department to target and support those most at risk. We will then arrive at the number of households deemed to be the highest risk based on the quartiles and then matching to Exeter³ data and if beyond 20 minute response.

5.3 Safe and well check (S&WC)

LFR continues to develop our 'Home Safety Visit' which has evolved in-line with the national direction of Fire and Rescue Services (FRS). The NFCC continue to be the main catalyst for development, with recent Government confirmation given to four main identified areas that should be included within a 'Home Visit'. These four areas

³ Exeter Data is a database of all patients over 65 registered with an NHS GP in England and Wales.

are: Fire Safety, Fuel Poverty, Mobility and Smoking cessation. We then use a risk matrix to allocate and prioritise visits to the most vulnerable as follows:

- Critical Risk - within 5 days (by CFS advocate and operational crews)
- High risk - within 10 days (by CFS advocate and operational crews)
- Medium Risk - within 30 days (by operational crews)
- Low Risk - Safe and Well pack

Whilst we will look to identify and support vulnerable individuals, we recognise that if we can also promote safety in the home, the foundations of a safer environment can be built on and developed.

Our Community Risk Profile identifies that a significant number of fire related injuries are caused in residential dwellings. Additional information outlines that a large proportion of injuries are caused by individuals attempting to tackle a fire once this on discovering this in their home.

5.4 Partnerships

Partnership working is vital to maximise the impact of LFR's community safety initiatives and activities. It is recognised that FRSs can play a significant part in keeping people safer in their own homes for longer and promoting wider safety initiatives. Partnership arrangements are recorded on our Partnership Register and reviewed regularly to ensure they remain fit for purpose.

5.5 Arson reduction

Deliberate fires constitute the largest single cause of major fires in the UK, although within the county over the last number of years the figures have declined. This is reflected by the reduction of deliberate primary and secondary fires being an important measure in the Council Business Plan as they impact directly on residents and business owners whose properties are damaged or destroyed.

Reference will be taken from the NFCC's Arson Reduction Strategy 2019-2022 with strategic aims considered when reviewing local activities and needs.

5.6 Post incident

Following a dwelling fire or other significant fire in residential premises, immediate prevention activities will be carried out by the operational crew. Depending on the nature of the incident, operational crews will review if the property has working smoke detection and whether they feel there are any safeguarding issues (classed as a 'Quick Hit' check). Control capture relevant information with details passed to

the local CFS advocate to follow up if required. Crews will not leave a premises until both areas have been looked at and confirmed.

Following the immediate actions carried out, a post incident response, either by our advocates or response crews, is undertaken within the local during the hours and days immediately following the incident. This involves talking to residents, handing out leaflets, arranging a safe and well/home safety check visit (where appropriate) and giving fire safety advice to households.

5.7 Safeguarding

The Care Act 2015 imparts a statutory responsibility on all public bodies to ensure the safeguarding of children and adults. Further details relating to our safeguarding arrangements can be found in Service Order 49.

5.8 Youth engagement

Engagement with children and young people plays an important part in securing the safety of our communities from fire and fire related accidents. Our main youth engagement activities are Fire Cadets, Firebreak and our Fire Intervention Scheme (FIS).

5.9 Road safety

RTCs with subsequent killed and seriously injured people, remain one of our highest risks. LFR is a key partner within the Lincolnshire Road Safety Partnership (LRSP) with the Area Manager Prevention and Protection, acting as Deputy Chair of the Strategic Board. To support delivery of road safety initiatives, LFR seconds a community safety advocate to the partnership. LFR supports the delivery of that plan with a programme of campaigns and activities set out in the Service Plan.

5.10 Water safety

Water risks associated with Lincolnshire can be found in the form of coastal water, reservoirs, natural lakes, ponds, canals, wetlands, dykes and rivers. Nationally in 2018, 263 water-related fatalities occurred with the majority involving young people between the ages of 20 and 25. A high percentage of water-related incidents occur in rivers.

5.11 Fire investigation

We investigate the cause of all fires reported to us within Lincolnshire, allowing us to fulfil our statutory obligations, prevent recurrence of faults, carelessness or neglect.

Fire investigation data helps to inform local and national trends as well as CFS, CFP and response activity. CFP may audit premises following fires and information can support enforcement action and prosecutions.

Specific details on how LFR conduct and manage Fire Investigation activities can be found in supporting guidance in Service Order 4.

5.12 Health and wellbeing

It has been recognised for some time that FRSs have the potential to be able to support the wider health and wellbeing agenda of the communities they serve. On a daily basis, operational crews engage with members of the community, supporting and observing the struggles and issues individuals may be experiencing. With 'Health and Wellbeing' identified as one of the highest risks in our CRP, it is important that our prevention activities support the mitigation and management as effectively and efficiently as possible.

5.13 Community fire protection

This section of our Framework outlines how we will manage and deliver our community fire protection activities. LFR is committed to monitoring the developing landscape of fire protection requirements and will ensure we prepare ourselves in the best possible way to meet the demands placed upon us.

Lincolnshire County Council's fire safety duties are in the main delegated to and discharged by LFR. The main duties are outlined in:

- Regulatory Reform (Fire Safety) Order 2005
- Fire and Rescue Services Act 2004
- Fire and Rescue National Framework for England 2018

The National Framework Document sets out the Government's priorities and provides the overall strategic direction to local fire and rescue authorities.

A priority in the Framework is for Authorities to develop and maintain an IRMP which must demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities.

As a result of the Grenfell Tower incident, we will continue to drive for improvement in our protection function, tackling risk in the built environment and supporting the Building Risk Review work that is overseen by the Fire Protection Board, our focus being:

- The Building Risk Review Programme which will deliver a review of all high-rise residential buildings over 18 metres by the end of December 2021.

- The Protection Uplift Programme which supports initial improvements in local protection capability.

5.14 Regulators Code

As a regulator whose functions are governed by this statutory Code, we must take this into account when developing policies and operational procedures that guide our regulatory activities. Our Service Enforcement Manual and Fire Safety Guidance Note 27 provide more detail on how we comply with the Regulators Code.

5.15 Primary authority

Primary Authority Schemes (PAS) were introduced in 2009 under the Regulatory Enforcement and Sanctions Act 2008 aimed at Local Authority Regulators reducing the burden on business through better, more efficient, coordinated activity. Our PAS Register provides details of those businesses we have entered into PAS agreement with.

5.16 Functions

The rules governing CFP activity have been significantly strengthened recently with a new Competency Framework for Fire Safety Regulators. It places strict definitions on the amount of knowledge and experience for all levels of Protection work within a Fire Authority. LFR are working towards full compliance with that competency framework.

5.17 Risk control and mitigation

We have a system for allocating CFP work which provides a definitive hierarchy and priority of tasks which aligns to our performance measures and Service Level Agreements. The hierarchy is as follows:

- Complaints
- Post fire
- Consultation
- Enforcement
- Risk based audits and inspections
- Thematic activities (including Petroleum, safety advisory group (SAG) and unwanted first signals (UwFS))
- Advice (including agency liaison)

Complaints will be dealt with on a risk based approach, depending on severity and credibility of the information passed and will be actioned within 24 hours of receipt.

Details of the complaint will be recorded on our Management Information System with resulting actions and outcomes documented.

5.18 Post fire audits

LFR will conduct an audit of all relevant premises (those not being single domestic dwellings) after a primary fire. Details of an incident will be reviewed and a risk based action apportioned within five days of the fire occurring. As a fire has occurred it is highly possible that the responsible person has failed to comply with the requirements of the Regulatory Reform (Fire Safety) Order 2005. Where that is not the case, we feel it is important to offer advice to reduce the risk of further fires occurring. Post fire audits and hazard spotting visits will be conducted by both CFP and operational crews.

5.19 Consultation

Under the Regulatory Reform (Fire Safety) Order 2005, Government Departments, Public and Local Authorities are required under certain circumstances to consult LFR as the Enforcing Authority. The purpose of the consultation is to seek comments regarding fire precautions necessary to meet the requirements of the Fire Safety Order. We respond to statutory consultations from other Authorities within nationally agreed timescales.

5.20 Fire safety audit

We use a process and form based on the NFCC Fire Safety Guidance Notes and Audit Form. The guidance has been adapted to suit local procedures and systems and requires specialist competencies together with authorisation in accordance with the Regulatory Reform (Fire Safety) Order 2005 and registration under PAS. To support the management of identified risk, Fire Safety Audits will be carried out by dedicated specialist Fire Safety Inspectors (trained to Level 4 Diploma in Fire Safety or equivalent).

5.21 Short audits

The Short Audit process is a regulatory activity undertaken with respect to premises identified for intervention by Fire and Rescue Authorities. It includes all work from gathering intelligence to the final disposal of any safety or business improvements identified. Site visits are necessary to evaluate the suitability of fire safety measures and the level of any residual risk.

The fire safety evaluation using the Short Audit form is the first step during a site visit. If the evaluation reveals that appropriate general fire precautions are in place (to suitable and sufficient standards for the premises) the inspection process can end

at that point. If the evaluation of fire precautions indicates residual concerns or identifies unacceptable risks to people in case of fire, the site visit should be escalated to the 2009 Audit form for a focused audit of the areas of concern. Escalation is used to determine whether safety has been provided or whether improvements in safety must be made.

Personnel trained to Level 4 Certificate Level in Fire Safety will be authorised to carry out short audits at medium risk premises as identified using LFR's methodology for risk identification.

5.22 Hazard spotting

Hazard spotting is carried out by non-specialist personnel, mainly operational crews and as a light touch by CFP personnel. Hazard spotting is not a regulatory activity and therefore no PAS registration is required. The process will be conducted under the Fire and Rescue Services Act 2004 and not as part of any regulatory activity (detailed in Fire Safety Guidance Note (FSGN) 23 (hazard spotting process)).

5.23 Thematic activities

Thematic audits or intelligence-led activities can be county-wide or specific to a local area and can be used to target emerging or increasing risks. The effectiveness of these activities is dependent on the quality of the intelligence received so information channels must be fully utilised and risk-profile information as accurate as possible. Internally processes implemented and detailed in FSGN 27 allow CFP activities to be reviewed and monitored with trends highlighted. At a local level this information is utilised to plan targeted themed activities.

5.24 Risk based inspection programme (RBIP)

Our RBIP triggers the vast majority of audits and hazard spotting visits undertaken by our CFP and operational crews. Our methodology groups premises into four risk categories. Our RBIP does not exist to generate enforcement action, its purpose being to target our resources effectively thus maintaining standards and reducing the likelihood of loss of life due to fire at the highest risk to life premises. The details are outlined in FSGN 28 (risk based inspection programme).

5.25 Petroleum

LFR is the Petroleum Enforcing Authority (PEA) for Lincolnshire with responsibility for ensuring those who keep and dispense petrol do not cause risk to the public or the environment. We discharge this duty by providing advice and guidance, audit and inspection and where necessary by taking enforcement action. Our petroleum

related activities are delivered by our Fire Safety Inspectors who are appropriately skilled and authorised.

5.26 Safety Advisory Groups (SAG)

The non-statutory Safety Advisory Groups were established to ensure public safety following a number of tragic accidents occurring at sports grounds across the UK. The SAGS are Chaired by the Prevention and Protection Manager and Technical Fire Safety Manager, with technical support and enforcement action delivered by our Fire Safety Inspectors.

5.27 Lincolnshire Event Safety Partnership (LESP)

LESP is a function of our Local Resilience Forum (LRF) and provides a strategic framework of consistent advice to local SAGs across Lincolnshire, enabling them to provide proportionate, timely and accurate guidance to event organisers. All members of LESP play an active role, based on their area of expertise and are committed to ensuring safety at the larger events taking place in Lincolnshire.

5.28 Unwanted fire signals (UwFS)

Our UwFS reduction policy seeks to reduce the incidence of UwFS through appropriate use of resources and statutory powers. The core elements of our reduction strategy are:

- Challenging calls where the only indication of fire is the alarm sounding.
- Employing statutory powers under the Regulatory Reform Order (Fire Safety) 2005 to improve the management of premises where it has been identified that this is poor.
- Charging where little effort is being made to effectively reduce the incidence of UwFS.
- Engagement and education to support fire safety arrangements within non domestic premises.

5.29 Fire protection advice and business engagement

We have a duty under Section 6 of the Fire and Rescue Services Act 2004 to give advice and promote fire safety, free of charge. When requested this advice extends to:

- How to prevent fires and restrict their spread in buildings and other property
- The means of escape from buildings and other property in case of fire

Where the Regulatory Reform Order applies, the advice given, and the promotion of fire safety, has to be consistent with national guidance and standards. We will deliver our duties in respect of the Regulators Code by providing advice in relation to non-domestic premises just as we do to support community safety.

Offering such advice helps us to support business, the economy and reduce the number of fires which occur by encouraging people to ask how they can make their premises safer. It can also help to reduce the time spent on enforcement activity. Whilst all our fire protection personnel, advocates and operational crews are able to offer general fire safety advice, technical advice is only offered by suitably skilled personnel.

5.30 Agency liaison

We will continue to work with partners and other agencies to share information and intelligence with the ultimate aim of improving our services and developing safety arrangements and compliance. By doing this we can direct resources in an intelligence-led manner thus reducing the burden or impact on businesses, fostering better agency relationships and supporting the business sector.

5.31 Support functions (competency, training and authorisation CFP)

The delivery of effective regulation depends on the competency of the professionals who carry out the work. Common regulatory competence standards, underpinned by a robust development process, maintenance of competence and comprehensive learning materials, are essential to effective service delivery.

We have a progression system in place which aligns itself to the Competency Framework. We have also implemented the Skills for Fire and Rescue National Occupational Standards (NOS) for Fire Safety provided by Skills for Justice and use a range of course providers to deliver training when required. CFP team personnel continue their development as evidenced in our organisational assurance process (FSGN 06).

Service Order 06 (Discharge of Fire Safety Duties) outlines training requirements and details the definitive levels of competence within LFR in relation to CFP activities. The skills gained will be maintained and built upon through career progression.

Authorisation in respect to the enforcement of fire safety and delegated legislation is managed by the Prevention and Protection Manager who arranges the necessary warrants for those personnel engaged in enforcement work and revokes those warrants where personnel leave the service or are no longer eligible. Warrants are only provided where the Prevention and Protection Manager is satisfied that the

individual has sufficient knowledge and skills and that the knowledge and skills have been properly maintained.

5.32 Regional Collaboration

Regional collaboration is important in the continued development and delivery of CFP activities. Regional collaboration provides an environment where managers can develop, share, implement and evaluate a broad spectrum of ideas and good practice. We actively engage in a range of fire protection forums both locally and nationally facilitated in the main by the NFCC.

6 MEASURING SUCCESS

We measure our success against a number of key indicators which we report on monthly through our internal Performance Board. The data is reflected on our management tools and actions to improve performance captured within our Service Plan as updates. Further detail can be found in our Evaluation Framework.

7 LEARNING FROM OUR ACTIVITY

Improvement is one of LFR's four core values. To drive improvement across the Service, we are committed to reviewing all our activity, and learning from it. To support this emphasis we have created an Evaluation Framework to underpin Our Community Plan. This sets out how we will evaluate and learn from all our activity.

8 PROVIDING VALUE FOR MONEY

We are committed to ensuring our activities are delivered in a cost effective manner. The efficient delivery of Our Community Plan will be supported by this Framework, and providing value for money will be considered in all key decisions. In practical terms our Community Plan is delivered by our annual Service Plan that clearly details what work is being completed within the Service. Each task has an owner who coordinates their assigned activities and logs progress within our service performance software. Further details on performances management can be found in our Evaluation Framework.

9 SUMMARY OF RESOURCING TO OUR RISKS

RISK	RISK TYPE	RESPONSE STRATEGY
1	Dwelling Fires	LFR continues to develop their 'Home Safety Visit' which has evolved in-line with the national direction of FRSSs. The NFCC continues to be the main catalyst for development, with recent Government confirmation given to four main identified areas that should be included within a 'Home Visit', namely: Fire Safety, Fuel Poverty, Mobility and Smoking cessation.
2	Road Traffic Collisions	RTCs with subsequent killed and seriously injured people, remain one of our highest risks. LFR is a key partner within the LRSP with the Area Manager Prevention and Protection acting as Deputy Chair of the Strategic Board. To support delivery of road safety initiatives LFR seconds a Community Safety Advocate to the partnership. LFR support the delivery of that plan with a programme of campaigns and activities set out in the Service Plan.
3	Non-Domestic Fires	<p>LFR has a system for allocating CFP work which provides a definitive hierarchy and priority of tasks which aligns to our performance measures and Service Level Agreements. The hierarchy is as follows:</p> <ul style="list-style-type: none"> • Complaints • Post fire • Consultation • Enforcement • Risk based audits and inspections • Thematic activities (including petroleum, SAG and UwFS) • Advice (including agency liaison) <p>COMAH and TIP sites falling outside the 20 minute 'assured level of response' drive times attract increased frequency of visits with specific safety messages and additional planning where necessary.</p>
4	Water Risks	Water risks associated with Lincolnshire can be found in the form of coastal water, reservoirs, natural lakes, ponds, canals, wetlands, dykes and rivers. Nationally in 2018, 263 water-related fatalities occurred with the majority involving young people between the ages of 20 and 25. A high percentage of water-related incidents occur in rivers.
5	Residential High - Rise	<p>As a result of the Grenfell Tower incident we continue in our drive for improvements in the protection function, tackling risk in the built environment and supporting the Building Risk Review work overseen by the Fire Protection Board, our focus being:</p> <ul style="list-style-type: none"> • The Building Risk Review Programme which will deliver a review of all high-rise residential buildings over 18 metres by the end of December 2021. • The Protection Uplift Programme which support initial

		improvements in local protection capability.
6	Malicious Acts	<p>We investigate the cause of all fires reported to us, allowing us to fulfil our statutory obligations, prevent recurrence of faults, carelessness or neglect.</p> <p>Fire Investigation data helps inform local and national trends as well as CFS, CFP and response activity. CFP may audit premises following fires and information can support enforcement action and prosecutions.</p>
7	Heritage	<p>Integrated Risk Department have recently (Feb 2020) received a comprehensive data set covering heritage risk within the County; this is supported by our Risk Based Inspection Programme. Information is shared between our Integrated Risk team and Fire Safety Team to ensure that identified risks are managed and mitigated. Fire Safety Inspections and regular familiarisation visits are carried out as per inspection programmes.</p>

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LINCOLNSHIRE FIRE & RESCUE

RESOURCING FRAMEWORK

2020 – 2024



Lincolnshire
COUNTY COUNCIL
Working for a better future



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1 INTRODUCTION

The purpose of this document is to set out how Lincolnshire Fire and Rescue (LFR) will provide clarity about how we ensure we have the appropriate resources and robust governance to manage our finances and resources to support our Integrated Risk Management Plan (IRMP).

The Resourcing Framework is part of a suite of Frameworks (Figure 1) which jointly outline how we mitigate the risks highlighted in our Community Risk Profile 'Understanding Risk in Lincolnshire'. This Framework supports our IRMP and provides the strategic objectives that in turn will be delivered through more detailed guidance documents (Service Orders and LCC Guidance documents).

LFR uses a blended approach throughout the Frameworks to ensure sufficient and appropriate resources are available to address both Community and Corporate risks. The Resourcing Framework is targeted to provide flexibility and assurance that resources are appropriate to our risk across all other Frameworks

This Framework will be refreshed annually to ensure it remains fit for purpose and will be subject to a full review in line with our IRMP cycle. Specific actions to enable the Framework to be achieved will be provided and tracked through our annual Service Plan.

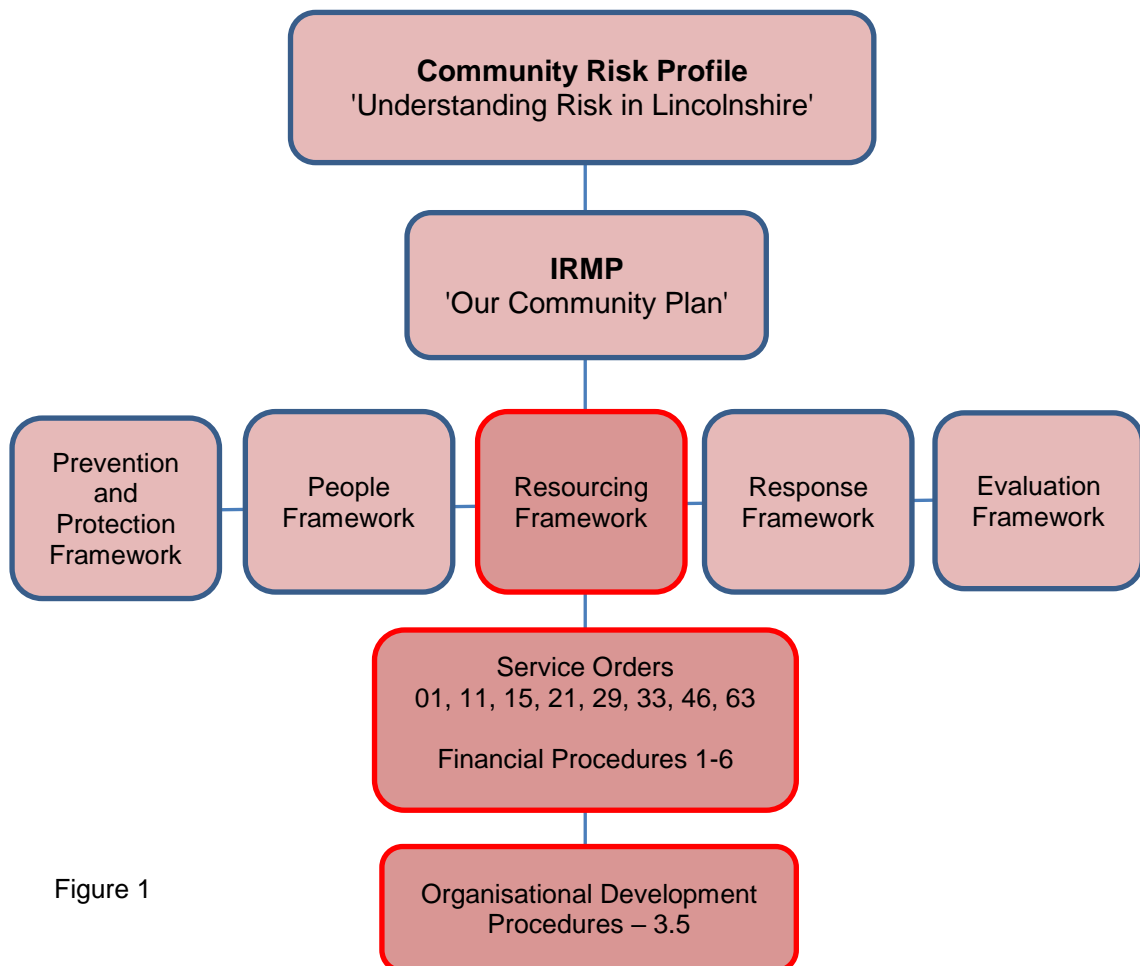


Figure 1

2 WHY DO WE HAVE A RESOURCING FRAMEWORK?

The aim of our Resourcing framework is to facilitate all the other LFR Frameworks and ultimately Our Community Plan by addressing a number of the Corporate risks by ensuring LFR has the appropriate level of governance to identify and provide resources to deliver our business, in line with robust and clear financial management .

This Framework outlines how LFR will carry out its statutory, legislative and corporate Lincolnshire County Council (LCC) responsibilities within its current financial constraints.

The information and data supporting the Framework, in terms of resourcing to risk, is outlined within the Community Risk Profile 2020-24 which directly influences decision making and direction of key meetings and processes when identifying resource requirements for short, medium and long term sustainability.

LFR will ensure it complies with relevant statutory requirements contained within the following key pieces of legislation:

- Fire and Rescue Services Act 2004
- Health & Safety at Work Act 1974
- Section 151 of Local Government Act 1972
- Local Government Finance Act 1988

LFR is committed to delivering our Resourcing Framework to enable a flexible and agile process to meet the risks outlined within our IRMP and to support our other core Frameworks (Response, People, Prevention and Protection and Evaluation). This Framework will give assurance that we are able to deliver against our risk with the appropriate amount and type of resources, in line with agreed budget. This will also outline the robust scrutiny necessary to ensure budget and resources are allocated and used in the most effective and efficient manner.

3 OUR AMBITIONS

For resourcing, LFR has set the following ambitions for 2020-24:

- We aim to ensure clear and robust scrutiny of budget management throughout the Service.
- We aim to provide effective and efficient use of resources to meet our risks.
- We aim to enable flexible and agile solutions for resourcing to support all other Frameworks in mitigating our risks.
- We aim to identify present and future resourcing requirements to meet the needs to mitigate our risks.

- We aim to have clear and transparent processes for decision making relating to resource requirements.

4 OUR OBJECTIVES

LFR has set the following resourcing objectives for 2020-24:

- We will produce monthly budget reports for Revenue and Capital reflecting actual and projected costs.
- We will deliver agreed services within 1% tolerance of agreed budget.
- We will have access to contingency funding to meet the demands of unplanned and unexpected events.
- We will have identified and utilised collaborative approaches in regards to procurement and/or partnership working to provide our resource requirements.
- We will ensure we have skilled and confident budget holders and managers within each role.
- We will ensure our equipment and kit is fit for purpose and enables us to deliver against our risk in a safe and efficient manner.
- We will ensure our people have the ability to progress and move to meet their personal ambitions and organisational needs.
- We will ensure our people have the skills to deliver in areas of their responsibility.
- We will ensure our projects and programmes are delivered within agreed timeframes and budgets.

5 HOW WE WILL ACHIEVE THIS

The Resourcing Framework identifies two key areas that will enable the Service to manage resources appropriately:

- Financial procedures
- Resource management

The blend of these two key areas will provide the budget and finances to enable key decisions to be made during the planning and reactive phases of our business. It is vital that there is a clear emphasis on the planning phase within this process so we are best placed to meet current and future demands from risk, along with any business continuity arrangements. We are acutely aware of the potential instability of budget allocation, which has a direct impact on our resources and therefore, the

most effective way to manage this risk is through sound planning and robust scrutiny and management of our budget.

As a County Council Authority we are required to manage our budget within the Financial Procedures as laid out in LCC Financial Regulations and Procedures document and subsequent Financial Procedures (1-6). Our Resourcing Framework outlines how LFR adheres to these procedures and allocates resources accordingly.

5.1 Financial procedures

LFR's Financial Procedures ensure our Revenue and Capital programmes are planned and managed through regular scrutiny meetings and reports supporting the LCC Financial Procedures as follows:

1. **Financial management, financial planning and financial systems**
(including policies and standards, system and records, virement, year-end procedures and accounts, budget management, monitoring and control, reserves and balances)
2. **Risk management and internal control**
(including risk profiling and responsibility, counter fraud, insurance, information and information systems, provision of adequate audit, relationships with external audit and other inspection regimes)
3. **Accounting records**
(including accounting records, accounting policies, year-end procedures, capital accounting, VAT, CITDS, Income Tax and National Insurance)
4. **Control of resources and assets**
(including information security, inventories, stores, disposals, intellectual property, management of data and information, retention and disposal of records staffing, treasury management, loans to third parties, bank accounts, imprest accounts, cash management, trust funds.)
5. **Income and expenditure**
(including goods and services ordering, payment, leasing, staff and Member payments, income monitoring, receipting, banking)
6. **External arrangements**
(including partnership arrangements, external funding, provision of services to other bodies, other funds, commercialisation)

Revenue budget can best be described as our budget required for day to day running of the Service and Capital budget as budget to replace and improve our equipment, PPE and infrastructure.

Our finances are managed through our Budget Managers meetings held on a monthly basis and chaired by a Brigade Manager with LFR budget managers and LCC finance officers attending. The purpose of this group is to plan and manage the annual budget from planning, monitoring and reporting to ensure LFR adheres to the Financial Procedures outlined above.

5.1.1 Financial planning

On an annual basis all budget managers provide a planning assumptions document for their area that highlights the revenue budget required to meet the resource needs to deliver the agreed outcomes of the Service,

These planning assumptions have direct links to activities and resources and full costs to deliver in each area against the IRMP and supporting Frameworks. The planning assumptions will give clear information on how our revenue budget is allocated to each area as follows:

- Response
- Prevention and protection
- Corporate (organisational development , operational support, fleet, commercial, administration)
- Staffing (wholetime central staffing costs per department)
- Emergency planning
- Additional Service costs (Service subscriptions, additional pension costs, premise insurance etc)

The capital planning assumptions document outlines the planned capital budget required to support projects, fleet replacement, equipment replacement and IT provision to enable LFR to function and respond to the risks identified. The capital budget plan covers a five year period and is grouped into the following areas:

- IT and communications
- Site works
- Fleet
- Equipment

These planning assumptions are grouped together to form the annual budget build required for sign off at LCC Executive prior to confirmation of the allocated budget for LFR.

The required budget will include agreed allocation from LCC along with other areas of funding such as Section 31 grants, collaboration grants, income generation and any other specific agreed additional income.

Financial planning will also include the risks that impact on budget setting in future years. It is required to understand the national and local economic picture in terms of potential austerity or prosperity and manage our resources accordingly. It is responsible to ensure there are plans in place to identify how we would resource the Service to meet our risks within a fluctuating financial environment.

5.1.2 Financial monitoring

The planning assumptions documents form the basis of the monthly monitoring process to ensure LFR has the confidence and assurance that any variances of activities and resources, having an impact on the agreed budget, are understood, agreed and mitigated.

It is accepted that through the lifecycle of the budget relating to the planned assumptions, there will be variances needing to be mitigated. These variances can be imposed due to external factors such as legislative changes, unplanned significant events or conscious decision making by LFR to allocate resources to new or emerging risks.

The LFR monthly Budget Managers meeting feeds into the LCC Corporate Leadership Team on a monthly basis to provide an accurate profile of variances and progress of the agreed budget with clear narrative of mitigation of identified risks. This discharges LFR's responsibility to ensure regular and robust monitoring of budget management in line with LCC procedures.

5.1.3 Financial reporting

To ensure our reporting process has access to the required data LFR utilises the budget management systems provided by LCC. All budget managers and budget holders have access to their specific areas to enable interrogation at all levels with support from LCC finance officers.

Budget holders meet with their budget managers on a monthly basis to provide detailed reports against the planning assumptions. Budget managers will provide their reports for budget managers meetings with a clear narrative on the actions taken to manage and mitigate the variances.

An example of expected activities to mitigate financial risk would be in terms of the unplanned cost associated with responding to a significant event or emergency such as

wide scale flooding. The budget manager would evaluate the costs and confirm if this met the Bellwin Scheme¹ requirements, and if so manage the process to claim back cost through the recognised scheme.

Where capital budget is aligned to agreed projects, this is reported at Programme Board to ensure progress and risks are identified at the earliest stage and any remedial action required by project managers is taken to ensure accurate reporting of progress is achieved. All significant unplanned costs identified will be highlighted as soon as possible to enable LCC CLT to consider the use of the emergency contingency reserves within LCC if required.

On an annual basis LFR will produce a Financial Statement of Assurance that summarises the annual budget outcomes, along with a summary of variances against allocated budget and planned assumptions. It also gives assurance and evidence of compliance to LCC Financial Procedures.

5.2 Resource management

Our resource management is designed to enable LFR to be agile and adaptive to provide resources to meet the risks outlined within the IRMP in line with agreed budget for the Service. This is achieved by having a blended approach of short, medium and long term planning requirements and ability to react to emerging risks and business continuity arrangements. These will be met through agreed governance process.

Our resources are broadly split into two areas:

- Our people and skills
- Our equipment and buildings

We manage our resources through several key groups, with our Operational Support department being the lead area in the development and procurement of our kit and equipment. The functional groups that are discharged with the responsibility to meet the resourcing needs of the Service are:

- Internal Resourcing Board (IRB)
- Research Development and Implementation Board (RDI)
- Programme Board

¹ *The Bellwin Scheme is a UK Government emergency financial assistance which 'reimburses local authorities for costs incurred on, or in connection with, their immediate actions to safeguard life and property or to prevent suffering or severe inconvenience as a result of a disaster or emergency in their area'.

5.2.1 Internal resourcing board (IRB)

IRB's primary function is to consider internal resourcing issues and any new requirements to staffing for LFR to enable departments to deliver against the identified risks within the IRMP.

To have a clear picture of resourcing requirements of our people, IRB holds responsibility for the workforce planning programme that identifies, as accurately as possible, the future profile of the Service in terms of potential leavers and skill requirements. This enables joined up planning of recruitment, promotion and budget requirements for the short, medium and long term.

IRB is responsible for ratifying our people's promotions and movement across the Service at all levels. Our Core Progression Framework policy confirms that IRB will ensure openness and transparency and balance the needs of our people and organisational delivery to ensure we have the correct people in the right posts, to effectively enable the Service to function.

IRB manages transfer requests across the Service to ensure personnel are enabled to move areas if required where these can be facilitated by the Service. IRB ensures all HR considerations are accounted for when responding to any request.

IRB has the autonomy to manage vacancies appropriately to meet the needs of the Service and recommend additional skills or skilled personnel as appropriate. The IRB gives managers a conduit to raise any areas where there may be resourcing gaps in terms of people and skills. These will be considered and responded to in conjunction with budget managers to have the flexibility to move, increase, decrease resources to reflect changing or emerging risks.

Outcomes of IRB decisions are communicated on a monthly basis to Service Delivery Board members to disseminate throughout the Service.

5.2.2 Research, development and implementation board (RDI)

The RDI primary function is to ensure it has an effective mechanism to develop, introduce and maintain operational equipment and systems of work. The group has a cross section membership of all departments and is facilitated through working groups and representative body engagement.

RDI enables personnel to identify areas of improvement or gaps in our resource provision and to facilitate recommendations to resolve through research and development. RDI will monitor national and future developments, along with local risks, to ensure we are equipped to meet the needs of current and future risks to the best of our abilities.

RDI will manage the process of producing business cases for additional resources not within our current capital plan or Programme Board to go to our Senior Management Board for due consideration.

5.2.3 Programme board

Our Programme Board manages the on-going projects agreed through our Senior Management Board. The purpose of this Board is to provide programme and project support and scrutiny in terms of deliverables against the agreed business case.

Programme Board will drive through future improvements for our resource requirements to meet current and future demands. This will be carried out within a clear and robust project management culture and all project managers are required to update progress, risk and issues on a quarterly basis.

Our capital reporting process is directly linked in with Programme Board to ensure agreed capital aligned to each project is being monitored and managed appropriately.

6 MEASURING SUCCESS

LFR measures success against a number of key indicators which are reported on monthly through our internal Performance Board. We also have clear indicators within our annual Service Plan for key pieces of work relating to resources. The measures are:

- Produce monthly budget reports for revenue and capital reflecting actual and projected costs.
- Deliver agreed Services within 1% tolerance of agreed budget.
- Access to contingency funding to meet the demands of unplanned and unexpected events.
- Identified and utilised collaborative approaches in regards to procurement and/or partnership working to provide our resource requirements
- Ensure we have skilled and confident budget holders and managers within each role.
- Our equipment and kit is fit for purpose and enables us to deliver against our risk in a safe and efficient manner.
- Our people have the ability to progress and move to meet their personal ambitions and organisational needs.
- Our people have the skills to deliver in areas of their responsibility.
- Our projects and programmes are delivered within agreed timeframes and budgets.

7 LEARNING FROM OUR ACTIVITY

Improvement is one of LFR's four core values. To drive improvement across the Service, we are committed to reviewing all our activity and learning from it. To support this emphasis we have created an Evaluation Framework to underpin Our Community Plan. This sets out how we will evaluate and learn from all our activity.

To ensure we learn from our Resourcing Framework outcomes, we review within our key meetings the areas we can learn from in either improving our processes and reporting, or learning from the outcomes to see if they can be improved.

Within our Financial Procedures there is scrutiny at all levels from budget holder to LCC Executive Committee, in order to continually review and comment on areas of learning from our budget management processes and delivery. This is fed into our Budget Managers meetings by our LCC finance officers and from budget managers.

Within our resource management of our people we ensure we review our agreed outcomes from feedback via department heads in terms of our promotion, transfer and movement of people. We ensure an independent manager is invited to our IRB meetings to offer advice and guidance on matters being discussed and feedback for learning on any areas relating to our people.

We also analyse trends within our HR meetings in terms of grievance, absent management and discipline hearings to identify individual and organisational learning. This is fed into our Service Delivery Board to identify solutions for improvement.

Within our projects, we have review periods agreed when implementing new procedures and equipment to ensure we not only learn from the new procedure or equipment, but we also learn from the process of the evolution of the project to see if we can do it better in the future.

Often the resource requirement are products of areas of learning identified within our Operational Learning Board that recommends actions to ensure the Service learns from local, and national operational environment.

8 PROVIDING VALUE FOR MONEY

The Fire and Rescue National Framework for England 2018 seeks to embed the Home Office reform programme which requires Fire and Rescue Authorities to transform commercially with more efficient procurement and collaboration. LFR will continue to contribute to the National Fire Chiefs Council (NFCC) Fire Commercial Transformation Programme by adopting its three key principles of:

- Standardised requirements
- Aggregated volumes
- Collaboratively managed contracts and suppliers

LFR will comply with LCC’s Contract and Procurement Procedure Rules, the Public Contract Regulations 2015 and statutory guidance issued by the Crown Commercial Service and all other UK and EU legal requirements in order to promote good commercial practice, public accountability and deter corruption.

LFR will check whether a suitable Framework Agreement exists before undertaking any commissioning exercise. Where a suitable Framework Agreement does exist, this will be used unless there is a good reason not to. LFR will adopt a collaborative approach to sustainable procurement by working with other authorities, agencies or existing partners to ensure value for money

LFR, through Procurement Lincolnshire, also seeks to use its spending power and influence to improve the economic growth, social and environmental wellbeing of Lincolnshire. We will ensure the safety, security and resilience of our procurement approach are considered and we deliver an approach which supports Procurement Lincolnshire's vision for greater equality, diversity and inclusion in Lincolnshire.

All procurement advertisements will be placed on Source Lincolnshire, Contracts Finder and on the NFCC procurement site. This enables LFR to deliver value for money through the full consideration of quality and whole life cost, protect and enhance the natural environment by reducing CO2 and other greenhouse gas emissions. Also to reduce waste, reduce unemployment by promoting local jobs and products and develop and maintain an ethical approach throughout the supply chain.

9 SUMMARY OF RESOURCING TO OUR RISKS

Our Community Plan drives the strategies we will adopt to mitigate the identified community and corporate 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. Our Resourcing Framework aims to mitigate the following Corporate Risks:

RISK	RISK TYPE	RESOURCE STRATEGY
1	Failure to maintain and develop the competencies and skills of the workforce	We utilise our Internal Resourcing Board to identify and allocate personnel resources in the right posts to have sufficient skills and knowledge to deliver against our risks.

2	Failure to maintain adequate equality and diversity policies	Our projects within our Programme Board have Equality Impact Assessments to ensure any project positively supports equality, diversity and inclusion in all new resources.
3	Failure to maintain an appropriately structured workforce	Our workforce planning process identifies the staffing requirements of the Service and our organisational development strategy monitors and manages the recruitment and development of our personnel. Service Management Board reviews the organisational structure and endorses business cases for additional/changes in staffing as required which is administered through Internal Resourcing Board.
4	Failure to ensure effective financial and performance management in the planning and delivery of Service activities	By ensuring we comply with LCC Financial Procedures 1-6 we will have confidence that we have robust financial management embedded throughout the Service. This will be monitored and managed through monthly Budget Managers meetings, with scrutiny and oversight by finance officers.
5	Failure to ensure appropriate Safeguarding procedures are in place	We will ensure we have qualified and skilled personnel available in all areas where safeguarding procedures are required.
5	Failure to respond to a major disruption of service ²	Our Business Continuity Staff Shortage plan has been reviewed as a result of the Covid19 emergency and LFR makes use of the flexibility of our on call personnel, relief workers and volunteers to ensure we can maintain an assured level of response.
7	Failure to manage and discharge health and safety responsibilities effectively	Risk assessment is a key factor trained throughout our LFR careers. Our management development programme is being developed to provide better skills and knowledge to undertake this function.
8	Failure to communicate and consult with all internal and external stakeholders	We ensure all our financial procedures, processes and actions are open and transparent and are scrutinised throughout LFR and at Public Protection Scrutiny Committee. Our accounts are also public documents. Outcomes of our movement of our people via our IRB are discussed with our managers and communicated to all staff, where appropriate.

² Resulting from staff shortage,

9	Failure to identify and engage with partners, both locally and nationally, to deliver efficiencies and ensure effective inter-service and inter-agency operations	We ensure collaboration is considered for all projects that are managed through Programme Board. We are on several key regional working groups and have access to national frameworks when considering operational procurement.
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LINCOLNSHIRE FIRE & RESCUE

EVALUATION FRAMEWORK

2020 – 2024



Lincolnshire
COUNTY COUNCIL
Working for a better future



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1 INTRODUCTION

Lincolnshire Fire and Rescue (LFR) provides an emergency service to the communities of Lincolnshire's 740,000 residents and visitors; our services: Prevention, Protection and Response Frameworks are encompassed in our Integrated Risk Management Plan (IRMP).

Our IRMP is a long-term plan which outlines LFR's assessment of key risks to both our communities and the organisation itself. The IRMP drives the Frameworks we will adopt to mitigate those risks. The approach enables us to match our resources to risk, whilst complying with a range of national policies and procedures¹.

The primary purpose of evaluation, in addition to gaining insight into prior or existing initiatives, is to enable reflection and assist in the identification of future change. As a result an effective and cohesive Evaluation Framework is a key part of our service delivery. To put it plainly, unless we are clear of the outcomes of our actions and the benefits to the community and staff then why are we doing them?

The Service has operated under a performance culture for many years, outlined in:

- Service Order 60: Performance Information and Data
- Service Order 56: Service Planning and Performance
- Service Order 13: Integrated Quality Assurance

Measuring the effectiveness of our plans and the outcomes we achieve is a key component of the planning process. Within our performance management framework, progress will be reported formally on a quarterly basis to:

- LFR Performance Management Board (PMB)
- Members of the Public Protection and Communities Scrutiny Committee

This Framework will be refreshed annually to ensure it remains fit for purpose and will be the key document which enables data driven decisions to be made in line with our IRMP cycle. Specific actions to enable the Framework to be achieved will be provided and tracked through our annual Service Plan.

This process will ensure we direct our resources effectively by employing a number of supporting Frameworks (Response, Prevention and Protection, People, Resourcing and Evaluation) designed to mitigate those risks arising from our IRMP in 'Making our Communities Safer, Healthier and more Resilient'.²

¹ Fire Service Act 2004, National Framework Document 2004, Civil Contingencies Act 2004

² Lincolnshire Fire and Rescue's Annual Service Plan

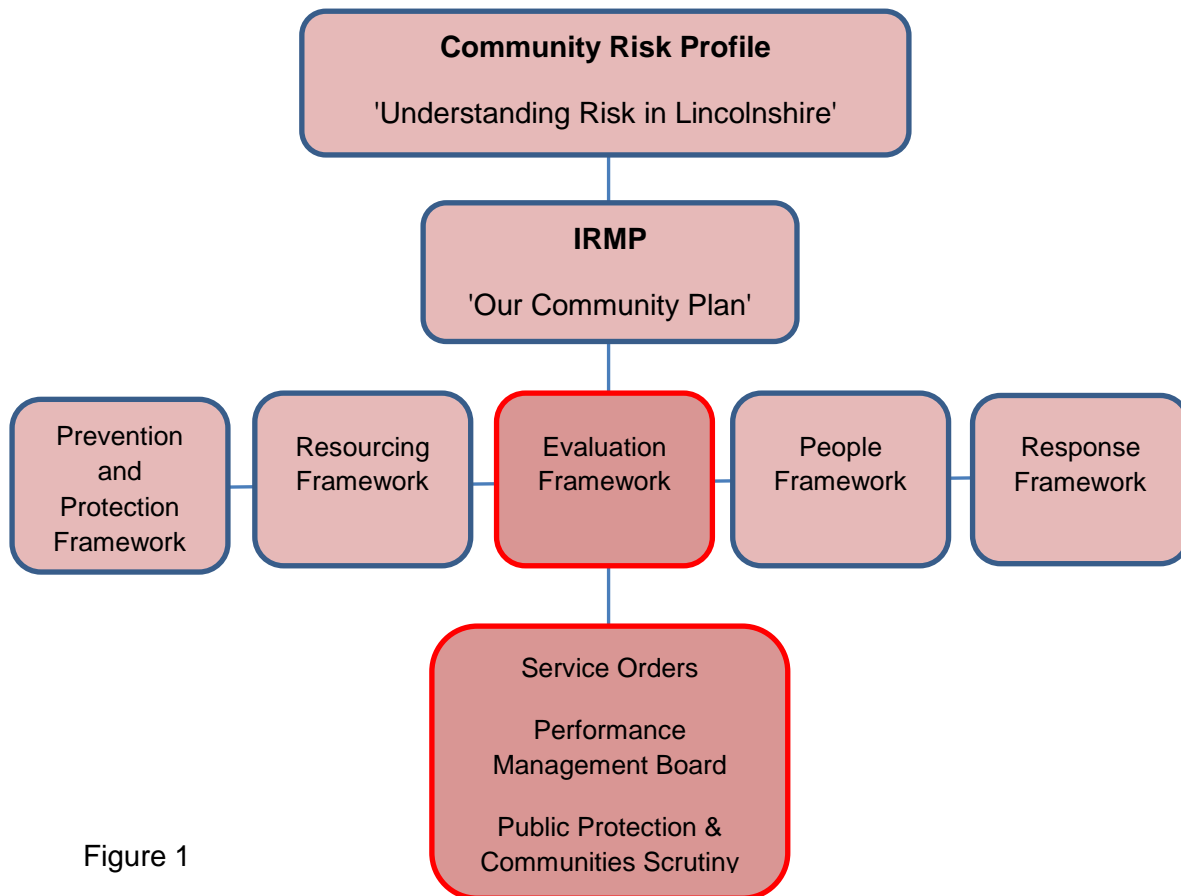


Figure 1

2 WHY DO WE HAVE AN EVALUATION FRAMEWORK?

The aim of our Evaluation Framework is to make sure we are actively reviewing our measurable objectives to ensure the outcomes we focus on as a service are being delivered in the most efficient and effective manner.

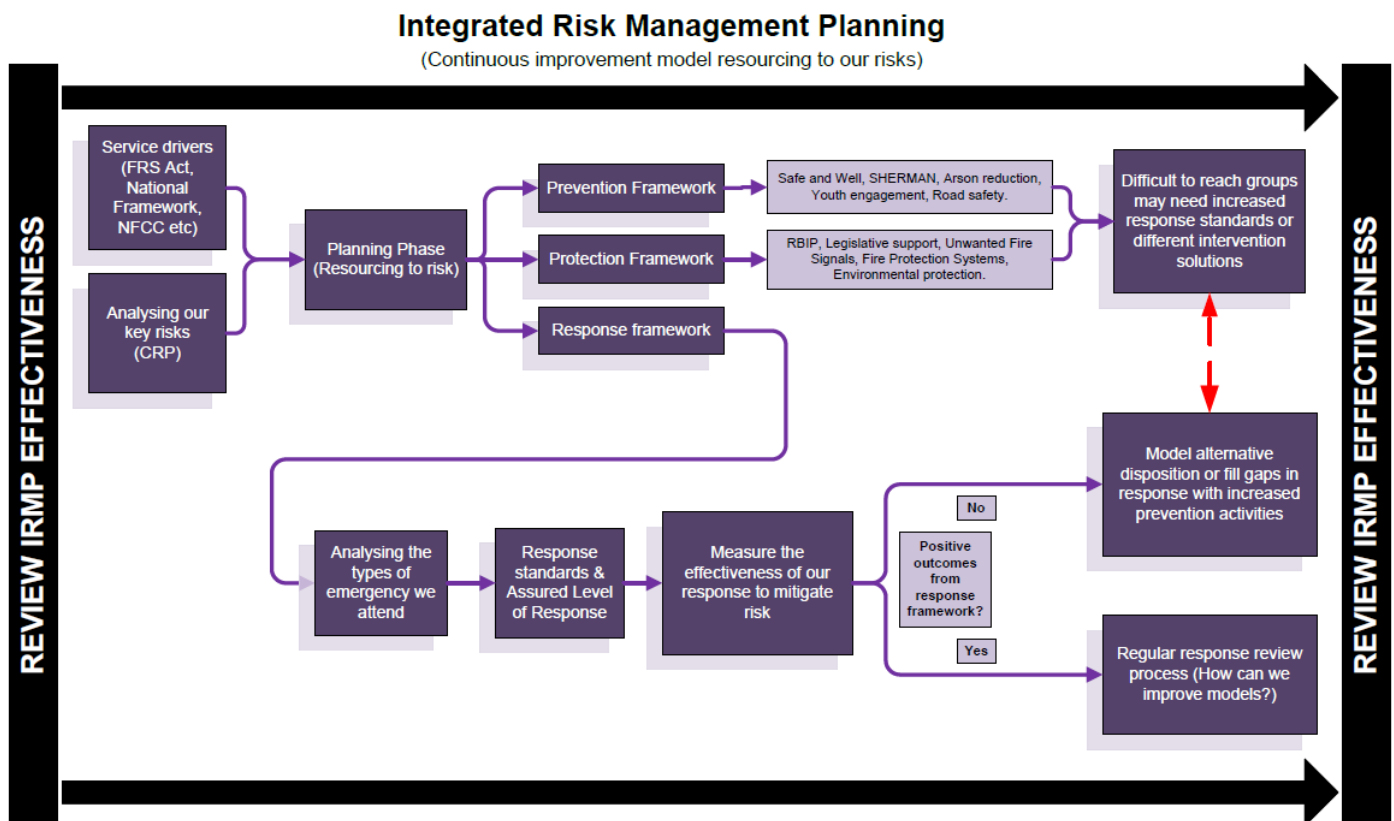
The Framework outlines how LFR will carry out its statutory and legislative responsibilities, utilising sector leading methodology, within its current financial constraints.

The information and data on which our suite of Frameworks and the IRMP are built, provide baseline information on which we are able to ascertain, over time, the effectiveness of our blended approach to mitigation of our risks.

Specifically this Framework aims to provide clarity on how the process of IRMP is reviewed and refined on a constant basis with the intent of making LFR a dynamic learning organisation.

LFR will have regard to the Fire and Rescue National Framework for England publicised and updated by the current government which sets out the Government's priorities and objectives for Fire and Rescue Authorities.

LFR is committed to developing our Evaluation products in line with national best practice and will use sector support to help build in-service capability over the life of the IRMP.



3 OUR AMBITIONS

For Evaluation, LFR has set the following ambitions for 2020-24:

- We aim to improve or analysis of data to become more effective and efficient.
- We aim to ensure our community has a clear understanding of our performance.
- We aim to develop a learning organisation.
- We aim to ensure our measures are aligned to the outcomes the public expects from their Fire and Rescue service.
- We aim to ensure we have data-driven methodology which allows the service to remain agile over the life of the IRMP and react to emerging risks to our delivery models.
- We aim to support continuous improvement throughout the organisation.

4 OUR OBJECTIVES

LFR has set the following evaluation objectives for 2020-24:

- We will provide clear strategic aims with outcomes which can be measured throughout the supporting Frameworks and Service Plan.
- We will report progress against targets within the Service Plan on a monthly basis to Performance Management Board.
- We will highlight areas of concern to the Corporate Leadership Team.
- We will report to the Public Protection and Communities Scrutiny Committee bi-annually on service performance.
- We will provide robust systems to enable regular reporting of performance data.
- We will retain sufficient, professional, competent and knowledgeable staff within the performance team.
- We will measure activity through a suite of appropriate national and local performance indicators and qualitative assessment.
- We will maintain performance management and reporting systems to ensure up-to-date information is available to the end user in a timely manner.
- We will retain service data in a cleansed format for appropriate timeframes in a secure manner.
- We will ensure we collaborate with other blue light services and Lincolnshire County Council partners to inform best practice and to improve our ability to measure success.
- We will carry out annual assessment of evaluation activity.
- We will collate and provide annual report suggesting options to improve efficiency and effectiveness against all measures.
- We will learn from our operational activity (through the Operational Learning Board) and our wider service activity (through the Service Delivery Board)

5 HOW WE WILL ACHIEVE THIS

5.1 Evaluation principles

We will use the following guiding principles in our approach to evaluation:

- **Systematic Inquiry:** we will conduct systematic, data-based inquiries about whatever is being evaluated. This requires quality data collection, including a defensible choice of indicators, which lends credibility to findings. Findings are credible when they are demonstrably evidence-based, reliable and valid.

The information obtained by evaluation will be comprehensive and timely, and thus serves to provide maximum benefit and use to stakeholders.

- **Transparency:** we will evaluate our activity in a clear transparent manner. In developing a learning organisation we want all our staff to be open to feedback, so transparent evaluation activity is key. Transparency will be ensured through all audits, reviews and plans.
- **Integrity/honesty:** evaluators ensure the honesty and integrity of the entire evaluation process. A key element of this principle is freedom from bias in evaluation and this is underscored by three principles: impartiality, independence and transparency.

5.2 Evaluation development

LFR is committed to improving how it evaluates its processes and performance. The following will be developed during the lifecycle of Our Community Plan 2020-24 to give us improved evaluation processes.

5.2.1 Peer review process development

During the lifecycle of Our Community Plan 2020-24, LFR will develop a peer review process with neighbouring and similar demographic Fire and Rescue Services. Having external scrutiny and feedback on our processes and performance, will assist our development of a learning organisation.

Peer reviews will be developed using a methodology aligned to Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS). This will provide a measure of performance against the judgment criteria used by HMICFRS, and will drive improvement through internal action plans.

5.2.2 Internal audit department

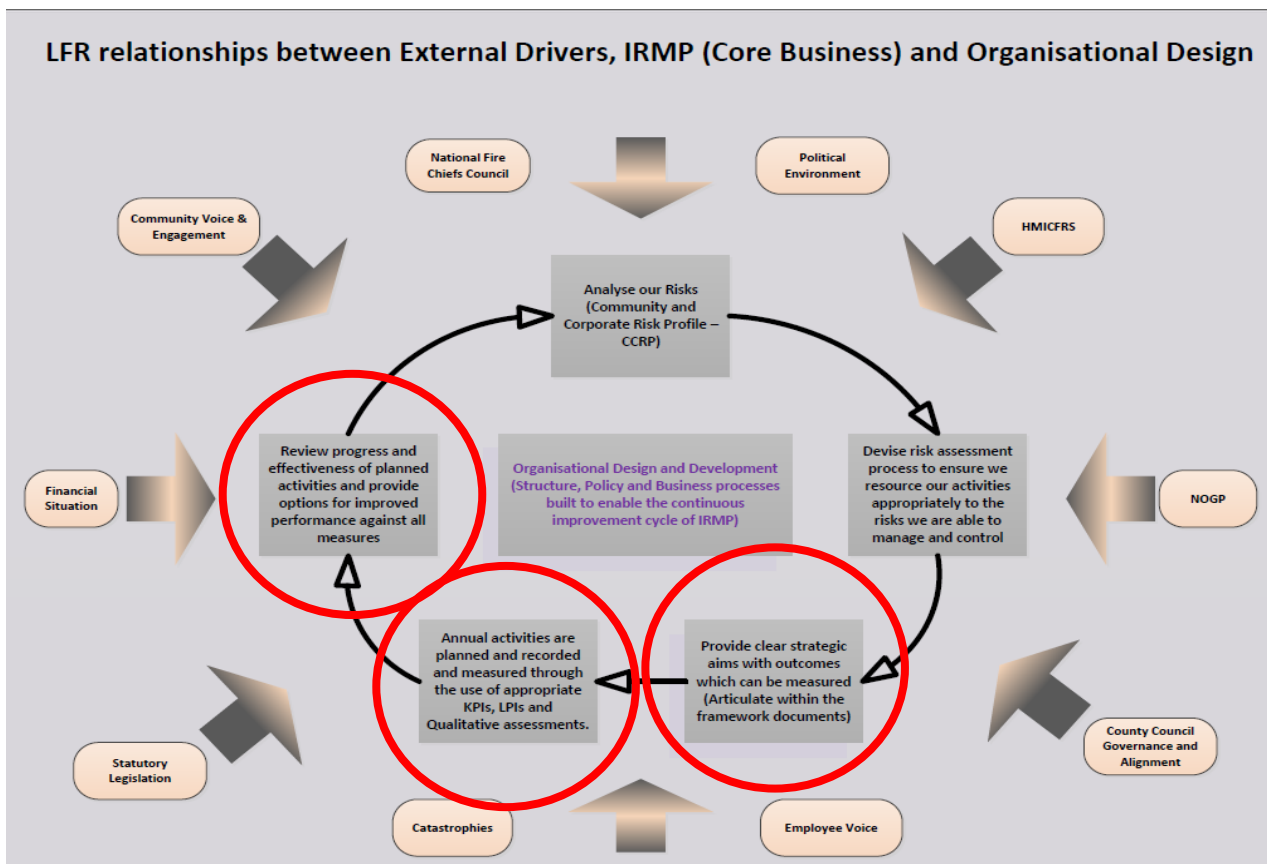
The internal audit process will be developed and updated for both station and department audits. The assurance department will refresh the audit criteria to ensure the process is more effective at evaluating current standards and performance of stations and departments. The criteria will be updated to provide better alignment with HMICFRS methodology.

All stations and departments will be audited annually by a manager from another department to ensure objective assessment. The results of audits will be collated centrally and reviewed for any trends in performance or standards.

5.2.3 External evaluation of prevention activity

LFR is committed to improving its evaluation of prevention activity. During the lifecycle of Our Community Plan 2020-24, the Service will commission an external evaluation of our prevention activity by The University of Lincoln. This work aims to provide a greater understanding of the impact our prevention activity has. The results of the review will be used to review the Prevention and Protection Framework.

6 MEASURING SUCCESS



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 which will be linked to individual Personal Development Reviews.

This process will ensure we have a golden thread of activity in creating a performance management culture. This is managed as part of our performance structure with focus on the work being completed by our teams along with any collaboration we are involved in.

We measure our success against a number of key indicators which we report on monthly through our internal Performance Board. The data is reflected on our management tools and actions to improve performance captured within our Service Plan as updates.

7 LEARNING FROM OUR ACTIVITY

Improvement is one of LFR's four areas of focus. To drive improvement across the Service, we are committed to reviewing all our activity, and learning from it. To support this emphasis we have created this Evaluation Framework to underpin Our Community Plan 2020-24. This sets out how we will evaluate and learn from all our activity.

Running through our Frameworks are a number of ambitions and objectives which enable the service to measure our success against our intended outcomes. These objectives form the basis of our performance measures and will be reviewed on an annual basis.

8 PROVIDING VALUE FOR MONEY

LFR is committed to ensuring our activities are delivered in a cost effective manner. The efficient delivery of Our Community Plan 2020-24 will be supported by this Framework, and providing value for money will be considered in all key decisions. The Evaluation annual report will help inform the service of ways to improve activities to provide better value for money.

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Open Report on behalf of Les Britzman, Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	17th March 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 the comments we have received from the members of the community and make 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 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 (LCC) 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.

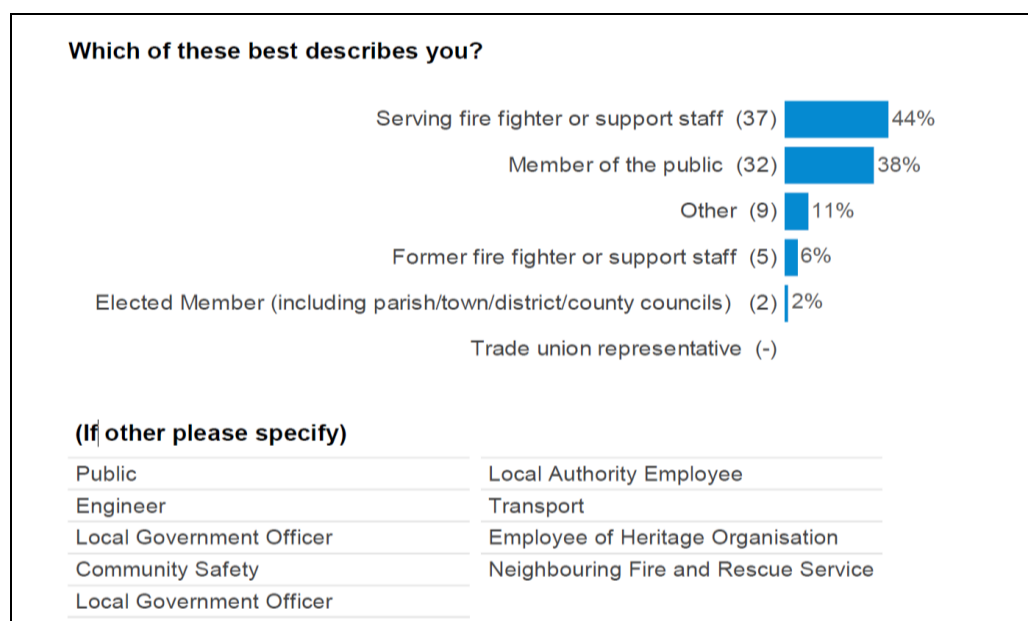
In addition we have worked closely with the LCC COMMS Team to create a public facing document, free from jargon along with being presented in an engaging manner. In addition, and for the first time in our consultation strategy, the COMMS Team have produced a video supporting this key area of engagement.



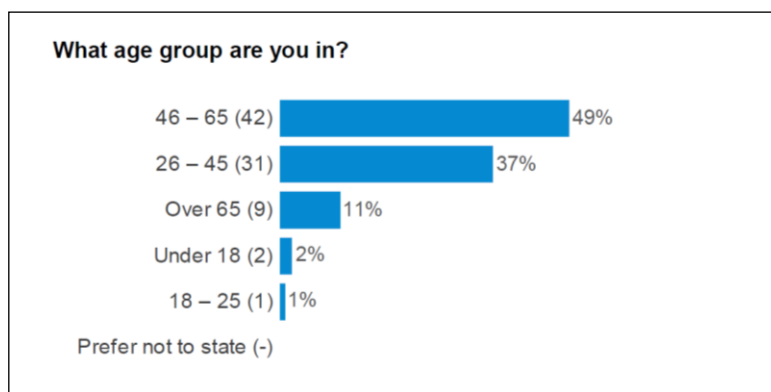
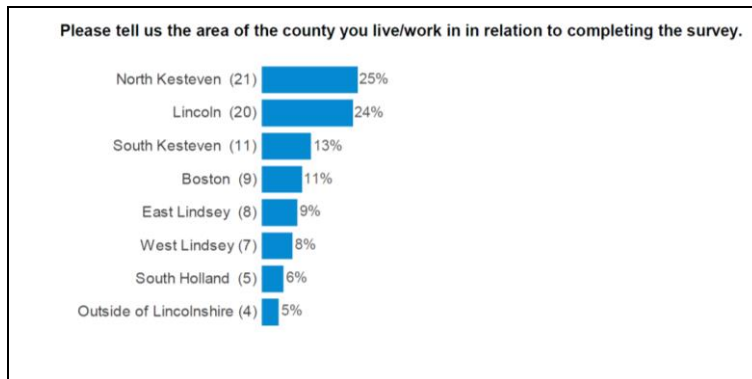
A full questionnaire is attached to this document; the survey can be accessed on the LCC / LFR Home page.

1.3 Community Profile

As part of the IRMP we consult with the members of the public to gain their views on the work we complete on their behalf, to date we have received 85 responses:

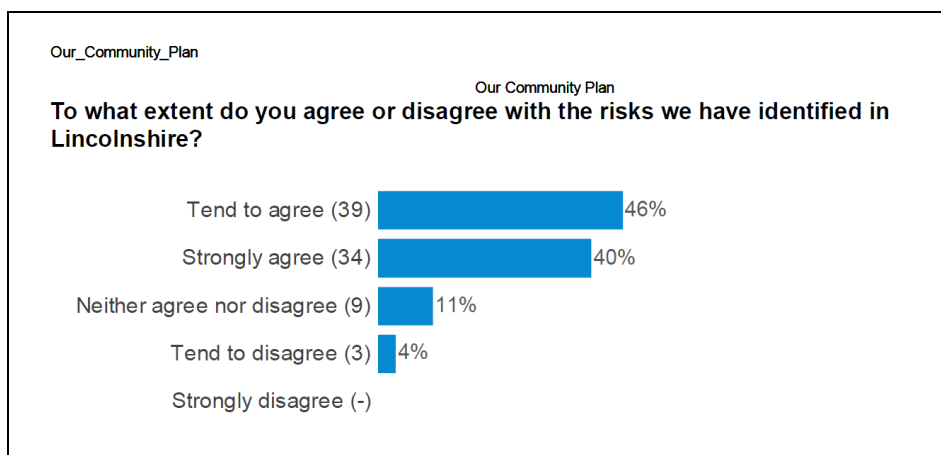


County Location & Age Range



1.4 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). We then asked the community, as part of the consultation, to comment on our work and if they agree with our plans and to seek alternative ideas. To date we have received the following comments:

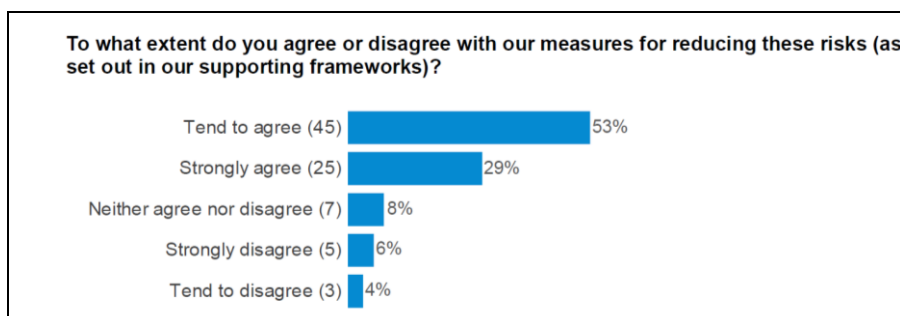


Example of respondent's free text:

- Drive times on the response element would be of assistance, along with how many risk based Inspections are being completed and HFSC.
- I am concerned with flooding in Lincoln. If Short Ferry hadn't flooded, Lincoln would have.
- The new South Park multi service base would have been flooded according to historic and predicted Environment Agency maps. If this is the case, where would the services relocate away from the old "bunker" in case of emergency?
- The influx of flats in tower and weather is definitely an issue
- We have a decent amount of RTCs in certain areas in the east linsey district
- Common sense.
- Covers the critical safety elements and risks of the area we live in
- One of the main problems are multi occupied houses, and the lack of inspection.
- Not sure about wellbeing. I don't want the fire service to try and be social services.
- I see the possibility of the risk changing. At the moment fires are usually self-contained, but a major fire in standing crops, a little like Australia is having at the moment, or major flooding should a large section of a sea bank collapse, would be new ground to LFR. Another greater risk would be something no one has foreseen.
- Community risks look comprehensive and good to see high rise is in there - Lincoln only has 3 I believe but after Grenfell this needs to be a priority.
- You seem to have covered every aspect of what is required of you
- Being a rural and widespread county, we need a fire service that can respond and be competent in their role

2. To what extent do you agree or disagree with our measures

The next stage of the consultation was to seek comments and ideas on the plans we have in place in making Lincolnshire safer, stronger and more resilient. With the following data being received:



Example of respondent's free text:

- Frameworks are not accessible to read.
- Don't think we should build tower blocks/flats due to fire issue and lack of escape.
- It would help decrease the time spent on a call in case another call comes in, of course risks need to be reduced.
- Clear requirement for an increase in full time staff considering the year on year decrease in on-call availability.
- A good plan for delivery.
- The plan is good but to the public it needs breaking down into items that is what they need not what the fire service want for the public.
- Many things seen to be taken out of Local Fire Authorities control, but when things go wrong, the fire authorities get the job of picking up the pieces. There may be different arguments about Grenfell Tower.
- The cleaning out the river Steeping at Wainfleet and the River Withams bank collapsing.
- Supporting frameworks not yet available in detail but seem to be pitched appropriately.
- Financial constraints will restrict LFR approaches.
- Plans to locate vulnerable groups and gain their confidence to share safety messages to minimize risk.
- As previously stated.
- Good effort to minimise the risks.
- Well written.
- No detail at all.
- Seem sensible, but a few buzz words in there, eg 'framework'.
- A flexible approach to the size of the county whilst understanding the need of the community based against the legal responsibility.
- Believe education is key, not just for the community in fire/accident prevention but also for every level of the workforce, from training to maintaining and running of the service through understanding of individual roles and their impact.
- Education is important so being able to educate people identified in the risk groups should reduce the number of incidents Fire and Rescue are attending.
- As village resident's association member, I've not seen anything change in our village in the last 5 years, communication is poor.

3. The next stage

The service will continue to assess the comments received by the public as part of the IRMP Consultation Process; this will ensure we have the best possible plan for the county of Lincolnshire.

To support this, after feedback, we have increased the time period (31st March) of the consultation process to ensure that members of the public and staff can fully digest our supporting frameworks that provide greater detail in how our plans are delivered.

Timeline - 2020

- January 13th – Consultation Commenced
- January 28th- Scrutiny Committee – IRMP Project update
- March 17th – Scrutiny Committee – Update on consultation
- April 2020- 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 T / Assistant Chief Fire Officer Sean Taylor, who can be contacted on 07799110527 or sean.taylor@lincoln.fire-uk.org.

YOUR VIEWS ON OUR COMMUNITY PLAN 2020 - 2023



Lincolnshire
COUNTY COUNCIL
Working for a better future

LINCOLNSHIRE FIRE & RESCUE

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What is our community plan?

Our community plan for 2020-2023 is our commitment to Lincolnshire communities.

It shows what and where we believe the key risks are, and how we will respond to them:

- House fires
- Road traffic collisions
- Flooding and severe weather
- Health and wellbeing
- Non-domestic fires
- Malicious acts and deliberate fires
- Residential high-rise buildings
- Heritage buildings

Our community plan also looks at how we can manage or reduce risks in some areas, and use our resources to best effect. Because we will use it as the basis for other plans we make, it's important that we develop this alongside residents and organisations.



What are we aiming to achieve?

Since our last community plan (called an 'IRMP') in 2016 we have made significant progress, reducing accidental dwelling fires by 17% and reducing non-domestic property fires by 21%.

Our key challenges for the next few years, include:

- Delivering an effective and efficient service
- Maintaining a good availability of crews at on-call stations.
- Providing a guaranteed level of response to all incidents.
- Ensuring all staff continue to have the training they need.
- Working with partners to focus on the most vulnerable people in our communities.
- Targeting those premises considered most at-risk in our inspection programme.
- Responding to the outcomes of our last inspection in 2018.

Our community plan aims to ensure we can maximise the use of our resources to meet these challenges.





Your service, your say

Our community plan 2020-2023 sets out proposals on how we will continue to keep the people of Lincolnshire safe from fires and other emergencies.

The online survey, 'Our community plan' and its supporting document 'Understanding Risk in Lincolnshire' can be found at www.lincolnshire.gov.uk/lfr

We're interested in everyone's views, including our residents, staff, businesses and any interested organisations.

We would be grateful if you could look through our community plan document, and complete this short, 10 minute questionnaire to tell us what you think about:

- our assessment of risk in Lincolnshire (pages 7-8 of our community plan)
- our measures to reduce these risks (pages 11 – 15 of our community plan)

This survey will be open from 13 January and will close at midnight on 9 March 2020.

Your feedback will be anonymous and used solely for the purpose of informing Lincolnshire Fire and Rescue service of your views on our community plan. Your information will not be shared with any other parties or used for any other purposes.

If you need help to provide your feedback, or have any questions, please contact us at communications@lincoln.fire-uk.org

Printed surveys can be returned through the post to:

IRMP Manager
Lincolnshire Fire and Rescue
Fire and Police Headquarters
FREEPOST RTXL-YLBB-ARHR
Deepdale Lane
Nettleham Lincoln
LN2 2LT

Or dropped off at any fire station in Lincolnshire marked 'IRMP feedback'

Please tell us what you think

1. Which of these best describes you? (please select one)

- | | |
|--|--|
| <input type="checkbox"/> Member of the public | <input type="checkbox"/> Trade union |
| <input type="checkbox"/> Serving fire fighter or support staff | <input type="checkbox"/> Elected Member (including parish/town/district/county councils) |
| <input type="checkbox"/> Former fire fighter or support staff | <input type="checkbox"/> Other – Please specify _____ |

2. Please tell us the area of the county you live/work in in relation to completing the survey (please select one)

- | | |
|---|--|
| <input type="checkbox"/> Boston | <input type="checkbox"/> South Holland |
| <input type="checkbox"/> East Lindsey | <input type="checkbox"/> South Kesteven |
| <input type="checkbox"/> Lincoln | <input type="checkbox"/> West Lindsey |
| <input type="checkbox"/> North Kesteven | <input type="checkbox"/> Outside of Lincolnshire |

3. To what extent do you agree or disagree with the risks we have identified in Lincolnshire?

- | | |
|---|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Tend to disagree |
| <input type="checkbox"/> Tend to agree | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither agree nor disagree | |

Please explain why you chose this answer

4. To what extent do you agree or disagree with our measures for reducing these risks (as set out in our supporting frameworks)?

- | | |
|---|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Tend to disagree |
| <input type="checkbox"/> Tend to agree | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither agree nor disagree | |

Please explain why you chose this answer

5. Are there any other factors or risks you think we should consider in relation to our community plan? If so, what are they?

Please tell us what you think

6. If you have any other comments in relation to our community plan please tell us.

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7. What age group are you in?

- Under 18
- 18 - 25
- 26 - 45
- 46 - 65
- Over 65

8. Do you consider yourself to have a disability? (please select one)

- Yes
- No
- Prefer not to state

9. What is your ethnic background?

- White or White British
- Mixed or multiple ethnic group
- Asian or Asian British
- Black/African/Caribbean/Black British
- Gypsy/Traveller/Irish Traveller
- Other ethnic group
- Prefer not to state

Thank you for taking time to complete this survey. Your views are essential to make sure we are focusing on what matters most to the communities we serve.

OUR COMMUNITY PLAN

2020 - 2023

LINCOLNSHIRE FIRE & RESCUE

INTEGRATED RISK MANAGEMENT PLAN

FEEDBACK FROM ENGAGEMENT



Lincolnshire
COUNTY COUNCIL
Working for a better future

Following the end of the consultation period on 30 April, this document summarises the key findings and how the service has responded. Whilst the formal engagement period has now ended, we are still open to your views and opinions on the areas set out in the plan. Comments can be sent to Matt.King@lincoln.fire-uk.org

Key Statistics

- A total of 172 responses received
- 100 responses from members of the public
- 47 responses from firefighters or staff
- A large proportion of these responses came from the 46-60 age bracket (56%). This compares to 35% of responses from the 26-45 age group.

Positive Feedback

- The majority of respondents agreed with the risks identified (83% either strongly agree or agree). Additional comments underlined the public's confidence in LFR to define the risks.
- The majority of respondents agreed with the measures for reducing risks (74% either strongly agree or agree).
- A number of positive comments were received about the layout and presentation of the document.

Areas for improvement

1. A peer review of the IRMP was undertaken by GM Matt Reavill of Notts FRS. GM Reavill's findings have been used to support continuous improvement of the IRMP, and as a result, some further analysis of water risk in Lincolnshire was carried out. This analysis recognised our vast network of rivers, drains and waterways in the county.
2. A review of the IRMP and its supporting frameworks was carried out against the HMICFRS judgement criteria and methodology. It found that further evidence on how the service mitigates and resources to its risk will be required to perform well against the HMICFRS methodology.
3. A health check review was carried out against the National framework document and recorded some minor gaps. These include evidencing consultation with key stakeholders through the IRMP's development, considering cross border and national response, and evidencing that the IRMP will be cost effective.

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





How have we responded?

1. As a result, 'water risks' is now included as a community risk for 2020 – 23, separate to 'flooding and severe weather'.
2. The supporting frameworks are to be reviewed in order to build in more detail on how areas mitigate the risk identified.
3. Review to be conducted on how the service can consult earlier in the process and use the findings to shape the document.
4. Following feedback from heritage Lincolnshire we now have access to a much broader dataset of heritage buildings and have used this to further improve our understanding of this risk.



Heritage Lincolnshire



During the engagement process, we made contact with Heritage Lincolnshire who welcomed our assessment of heritage risk and shared their dataset of historic buildings across the county. This data is

significantly richer than anything we previously held and will allow us to profile heritage risk much more accurately going forwards.

The IRMP Working Group

- GM Matt King** – Lead
- SM Ben Illsley** – HMICFRS
- Chris Rushton** – HMICFRS
- WM Diane Sharp** – Performance
- Nick Bates** – Communications



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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	15 September 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 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

15 SEPTEMBER 2020		
	Item	Contributor
1	Community Plan (Integrated Risk Management Plan) 2020-2023	Les Britzman, Chief Fire Officer and Director of Fire, Rescue and Public Protection
2	Heritage Service Update	William Mason, Head of Culture
3	Animal Health and Welfare Review	Mark Keal, Acting Joint Head of Safer Communities

27 OCTOBER 2020		
	Item	Contributor
1	Lincolnshire Registration and Celebratory Service Annual Report	Julie Waller, Acting Head of Registration
2	Coroners Service Report Annual Report	Paul Smith, Acting Senior Coroner
3	Community Hub Progress and Developments	Louise Egan, Library and Heritage Client Lead
4	Safer Together - First Year Review	Sara Barry, Acting Assistant Director Public Protection
5	Annual Prevent Review Report	Paul Drury, Prevent Officer, & Sara Barry, Acting Assistant Director Public Protection

08 DECEMBER 2020		
	Item	Contributor
1	Road Safety Partnership Annual Report	Steven Batchelor, Lincolnshire Road Safety Partnership
2	Fire and Rescue Statement of Assurance 2019-20	Les Britzman, Chief Fire Officer

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