

Fire & Rescue Service

Effectiveness, efficiency and people 2018/19

An inspection of Lincolnshire Fire and Rescue Service



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About this inspection

This is the first time that HMICFRS has inspected fire and rescue services across England. Our focus is on the service they provide to the public, and the way they use the resources available. The inspection assesses how effectively and efficiently Lincolnshire Fire and Rescue Service prevents, protects the public against and responds to fires and other emergencies. We also assess how well it looks after the people who work for the service.

In carrying out our inspections of all 45 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings. After taking all the evidence into account, we apply a graded judgment for each of the three questions.

What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Good is our 'expected' graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards.

If the service exceeds what we expect for good, we will judge it as **outstanding**.

If we find shortcomings in the service, we will judge it as **requires improvement**.

If we find serious critical failings of policy, practice or performance of the fire and rescue service, we will judge it as **inadequate**.

Service in numbers



Public perceptions

Lincolnshire

England

Perceived effectiveness of service
Public perceptions survey (June/July 2018)

87%

86%



Response

Lincolnshire

England

Incidents attended per 1,000 population
12 months to 31 March 2018

17.5

10.2

Home fire risk checks carried out by FRS per 1,000 population
12 months to 31 March 2018

7.0

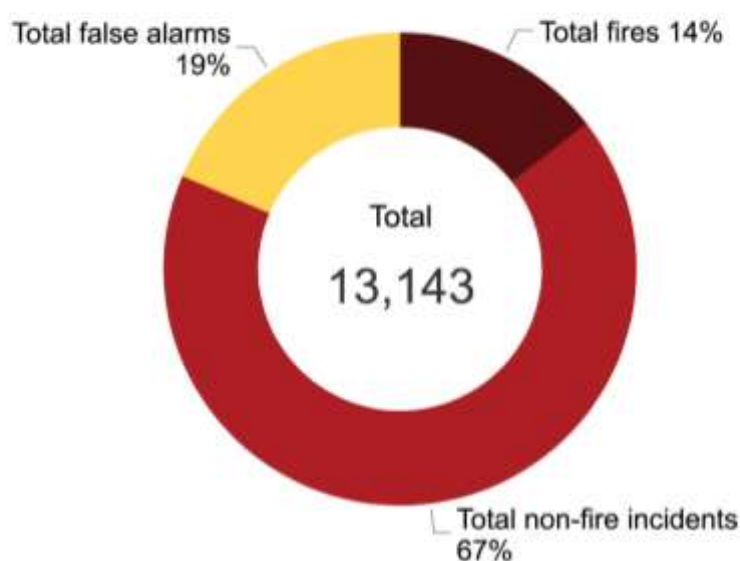
10.4

Fire safety audits per 100 known premises
12 months to 31 March 2018

1.0

3.0

Incidents attended in the 12 months to 31 March 2018





Cost

Lincolnshire

England

Firefighter cost per person per year
12 months to 31 March 2018

£19.63

£22.38



Workforce

Lincolnshire

England

Number of firefighters per 1,000 population
As at 31 March 2018

0.8

0.6

Five-year change in workforce
As at 31 March 2013 compared with 31 March 2018

-5%

-14%

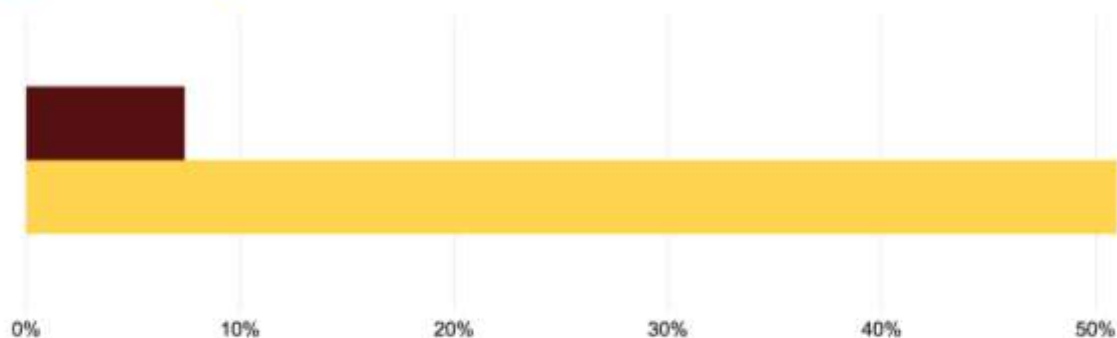
Percentage of wholetime firefighters
As at 31 March 2018

33%

70%

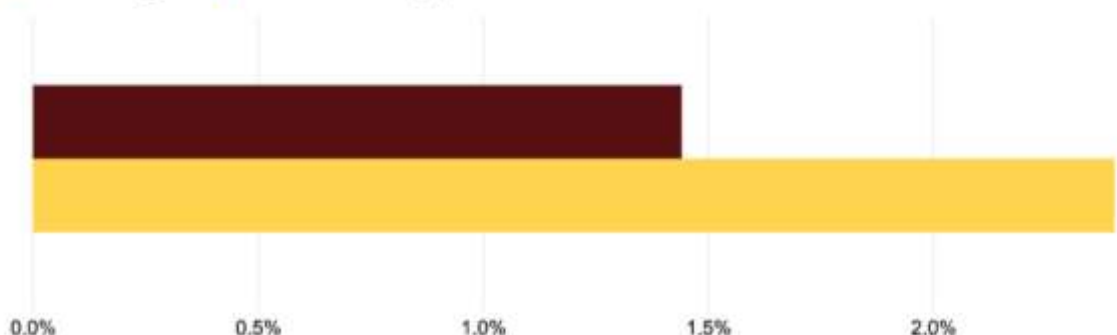
Percentage of female firefighters as at 31 March 2018

● Female firefighters ● Female residential population



Percentage of black, Asian and minority ethnic firefighters as at 31 March 2018

● BAME firefighters ● BAME residential population



Please refer to annex A for full details on data used.

Overview



Effectiveness



Good

Understanding the risk of fire and other emergencies



Good

Preventing fires and other risks



Good

Protecting the public through fire regulation



Requires improvement

Responding to fires and other emergencies



Good

Responding to national risks



Good



Efficiency



Good

Making best use of resources



Good

Making the fire and rescue service affordable now and in the future



Good



People



Requires improvement

Promoting the right values and culture



Requires improvement

Getting the right people with the right skills



Requires improvement

Ensuring fairness and promoting diversity



Good

Managing performance and developing leaders



Requires improvement

Overall summary of inspection findings

We are pleased with most aspects of the performance of Lincolnshire Fire and Rescue Service in keeping people safe and secure. But it needs to improve how it looks after its people, to give a consistently good service.

The fire and rescue service is effective at keeping people safe. It is good at:

- understanding the risk of fire and other emergencies;
- preventing fires and other risks;
- responding to fires and other emergencies; and
- responding to national risks.

Having said that, it needs to do better in the way it protects the public through fire regulation.

The fire and rescue service must also improve the way it looks after its own people. We are particularly concerned that it is not doing enough to ensure it has the right people with the right skills. It also needs to do better at:

- promoting the right values and culture; and
- managing performance and developing leaders.

It is, however, good at ensuring fairness and promoting diversity.

The fire and rescue service is efficient. It makes good use of its resources and it provides an affordable service.

We are encouraged by the positive aspects we have identified. We look forward to seeing a more consistent performance over the coming year.

Effectiveness



How effective is the service at keeping people safe and secure?



Good

Summary

An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It will target its fire prevention and protection activities to those who are at greatest risk from fire. It will make sure businesses comply with fire safety legislation. When the public calls for help, the fire and rescue service should respond promptly with the right skills and equipment to deal with the incident effectively. Lincolnshire Fire and Rescue Service's overall effectiveness is good.

The service has a good understanding of the risk of fire and is good also at preventing fires and responding to fires. This is enhanced by a number of communication systems and tools. These include using a risk matrix to assess and prioritise community risks, and a rigorous system for capturing and learning lessons from past incidents. This has helped the service to develop a comprehensive [integrated risk management plan](#). The plan seeks to make sure it has the right resources in the right place to manage the risks.

The service's understanding of the risk of fire and other emergencies would be improved further if it engaged more with communities, to improve its understanding of local risk.

The service is good at preventing fires. But it could further improve its positive effect in this field by looking more closely at whether it uses its resources to target prevention activity at the people who are at greatest risk from fires.

The service's response to national risks is good, it understands national and cross-border risks well and is well prepared to meet them.

Its work on protecting the public through fire regulation does need improvement. The service needs to look especially at whether it is making the right use of its enforcement powers. In the year ending 31 March 2018, the service audited 1 percent of known premises, which is lower than the England rate.

Understanding the risk of fire and other emergencies



Good

Lincolnshire Fire and Rescue Service is good at understanding the risk of fire and other emergencies. But we found the following area in which it needs to improve:

Areas for improvement

- The service needs to improve how it engages with the local community to build up a comprehensive profile of risk in the service area.

All fire and rescue services should identify and assess all foreseeable fire and rescue-related risks. They should also prevent and mitigate these risks.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Understanding local and community risk

The service uses the fire risk assessment model (FRAM) to identify and measure community risk. It does this by cross-referencing a range of local risk factors with previous incident data. The FRAM gives the service suitable risk information, so it can make the best use of its operational resources. We note that the service intends to develop the FRAM system further to incorporate relevant demographic information.

The service makes full use of the county council's comprehensive socio-demographic data which classifies people and households according to a wide range of available information. It can use person-specific risk information from this system, to which 39 separate partner organisations have contributed.

The service divides risk into community and corporate risks and uses the risk register to record assessments of both. These are linked to the [local resilience forum](#) (LRF) community risk register. The service management board reviews the risk registers monthly.

The service is in danger of depending on too few partner organisations as its main sources of local community risk information. It relies heavily on the county council, for example, with which it shares data regularly. Over-reliance on a limited number of partners without better direct engagement with local communities may distort the service's understanding of local risks. This could result in vulnerable groups that are hidden and harder to reach, such as the migrant community, remaining invisible.

There is good evidence that the service liaises regularly with relevant bodies to obtain a common understanding of risk. The road safety partnership and the arson task force have undertaken noteworthy work using data shared with Lincolnshire Police.

The service has developed a 'circulars and learning outcomes from events' (CLOE) system to obtain relevant information about risk. This means the service can assess emerging or future changes in risk, and take early action to address them.

Having an effective risk management plan

The current integrated risk management plan (IRMP) is valid until 2020. Containing strategies for prevention, protection and response, it is refreshed every three years. In developing the plan, the service considers important elements, such as its statutory obligations. It then identifies and analyses risks before developing strategies to mitigate them.

From the IRMP the service develops an annual service plan. This outlines the main objectives, outputs and priorities that year for addressing the risks that the IRMP has identified. The plan identifies how the service will measure its success and provides the service's strategic direction.

Drawing on the LRF community risk register, the service has identified community risks that pose a threat to life, property or the environment. It has also identified corporate risks that may prevent the service from operating. It uses a wide range of data to analyse the identified risks. These include census data, historical incident data, socio-demographic data and intervention activities that have been undertaken already. The service has compiled local station area profiles. These help it to identify and respond to the highest risks at a local level.

Maintaining risk information

A simple process enables staff to gather risk information on domestic and commercial premises. A single form is used across the service to record any risk information that has been identified. This is submitted to a central risk team to manage, which then disseminates it to relevant parties.

Site-specific risk information (SSRI) is used to record more detailed information at higher-risk premises throughout the county. The risk manager reviews all the submitted forms and decides whether an SSRI is needed for particular premises. Only [wholetime firefighters](#) with a good understanding of operational risk management can complete an SSRI. [On-call](#) firefighters may review an existing SSRI but not create a new one.

Well-designed processes communicate risk information throughout the organisation. Staff in [fire control](#) have a suitable method for recording this information. This is passed to operational crews as they respond to an incident via messages on the turnout information, or alternatively they are directed to the SSRI. Fire control can record immediate risks on to the [mobilisation](#) system to make sure information is disseminated swiftly.

Preventing fires and other risks



Good

Lincolnshire Fire and Rescue Service is good at preventing fires and other risks. But we found the following areas in which it needs to improve:

Areas for improvement

- The service should evaluate its prevention work, so it understands the benefits better.
- The service should ensure it targets its prevention work at people most at risk, including those from hard-to-reach groups.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Prevention strategy

The service's prevention strategy is informed by risk, but limited in its effectiveness by its reliance on referrals from partner agencies. [Home fire safety checks](#) are driven largely by partner organisation referrals. The service uses external socio-demographic data sources to proactively identify persons whose circumstances potentially put them at greater risk of fire. The service maintains that its targeted response to risk, using partner referrals, relies on more information than just data sets. However, while the service identifies and responds to known risks within the community, it may be failing to identify some unknown risks. Where hard-to-reach groups, such as the migrant community or seasonal workers, have not engaged with partner agencies, they may be missed by the service as well.

However, the service does prioritise referrals received from partner organisations appropriately. It prioritises using a risk matrix which reflects the potential likelihood, severity and outcome of a fire if it occurs. This risk matrix tool enables the service to allocate an appropriate response time (within five days for a critical risk) and a sufficiently trained person to respond. Those identified as being at greatest risk from a fire are prioritised above people at lower risk. The service directs those at lowest risk to the information contained in the prevention pages of its website.

Anyone can refer an individual to the service for consideration for a home fire safety check. Prevention staff are trained to understand how to identify vulnerability and how to [safeguard vulnerable people](#).

However, it is unclear who is responsible for evaluating prevention activity. The service does not analyse data proactively to best understand the risk profile within its community. It cannot be sure, therefore, that it is targeting the right groups, to have the biggest effect on reducing risks. The service acknowledges that it has limited capacity to undertake any meaningful review of the information relating to prevention activities.

Promoting community safety

The service communicates information about fire prevention and promotes community safety well. The community fire safety campaign plan identifies cooking, smoking, heating and electrical fires as a priority. The service's website provides clear and concise information on preventing fires.

[Wholetime stations](#) must carry out eight prevention campaigns a year, based on the four priority areas as well as on other identified concerns, such as water safety. The approach taken to the promotion of community safety at on-call stations is inconsistent, however. It was not clear what tasks they are being given.

The service works well with a range of partner organisations to reduce the number of fires and other risks. The service is fully committed to medical co-responding, which it carries out in partnership with the East Midlands Ambulance Service and Lincolnshire Integrated Voluntary Emergency Service.

The service has an innovative partnership with a local company that provides and delivers ready-meals to people's homes. This company has trained its delivery staff to identify potential vulnerability in its customers' homes. They can then submit a referral to the service to complete a home fire safety check, although the firm only submits a referral if the customer has given his or her consent.

The service seeks to reduce deliberate fires through its fire setter intervention scheme and its arson task force, a constructive partnership with Lincolnshire Police.

We found that all the staff who undertake prevention activity have received suitable training on identifying and safeguarding vulnerable persons. They liaise well with other agencies and share intelligence to protect those identified as vulnerable. The service has appointed an operational safeguarding champion who attends the county council safeguarding board.

Road safety

The service actively promotes road safety to cut the number of people who are seriously injured or killed on the roads. It is an active member of the Lincolnshire road safety partnership, which was set up in 2000. The service has identified very young drivers, the elderly and motorcyclists as especially at risk. It concentrates its partnership work on those groups.

The partnership provides all primary schools with road safety awareness lessons and offers an annual theatre production to all secondary schools. The partnership also offers a wide range of courses, tailored to the specific risk groups of young drivers, the elderly and motorcyclists. A fee is charged for these. The service supports the innovative '2 fast 2 soon' programme. This engages with young drivers at rallies and festivals. Several community events held at fire stations focus on road safety. Station-based teams regularly support the promotion and hosting of these events. The service's website covers road safety thoroughly and provides clear and concise information to the community.

Protecting the public through fire regulation



Requires improvement

Areas for improvement

- The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.
- The service should assure itself that its enforcement plan prioritises the highest risks and includes proportionate activity to reduce risk. It should also include appropriate monitoring and evaluation.

All fire and rescue services should assess fire risks in buildings and, where necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Risk-based approach

Recently, the service improved its risk-based inspection plan (RBIP) to take a more systematic approach to the regulation of fire safety. The new RBIP is seen as an improvement on the older version. Based on a range of quantitative data that the service analyses, it makes sure the highest risks are given priority. This programme is informed by an understanding of local risk and it complies with statutory requirements. The service operates a four-stage process to identify risk premises. Suitable consideration is given to potential operational risk at each stage.

The prevention, protection and operational risk (PPOR) manager gathers and analyses a range of data, such as premises type and incident history. The PPOR manager uses this data to assign each premises a risk level. This defines the required qualification of the inspecting officer, and how often the premises will be inspected. Each premises is assigned to a suitable member of staff to complete an inspection.

The methodology used to identify risk premises ensures that all relevant information is considered, and that staff with the appropriate qualifications carry out each inspection.

At the time of inspection, the service has identified 567 high-risk premises that require an annual inspection by a protection officer who is trained to at least a level 4 [diploma in fire safety](#). As at 31 March 2018, only nine staff in the service are trained to this level. In the 12 months to the 31 March 2018, the service completed only 299 inspections of the 567 premises identified as high risk. A shortage of suitably trained protection staff has left the service unable to inspect all high-risk premises once a year, as its community safety framework advises. Although not a substitute for checks that properly trained or qualified staff undertake, we note that some staff do hazard-spotting tasks. However, this means there could be a potential risk to the safety of the public who have access to these uninspected premises.

The service is fulfilling its statutory obligations to respond to consultations from other agencies and to concerns raised by members of the public.

Enforcement

The service's enforcement policy outlines the methodology for considering enforcement action. However, it is unclear what parameters the service takes into account before considering a prosecution. Potential prosecution cases are presented to the service's senior protection manager to consider, but protection staff say they are not given reasons for rejection of enforcement activities.

The service's approach is to work in partnership with local businesses, if possible, before moving to formal enforcement in accordance with the [Regulators' Code](#). The service issued six Article 30 enforcement notices, three [Article 31 prohibition notices](#) and one Article 29 alterations notice in the 12 months to the 31 March 2018. In the 12 months to 31 March 2018, the service audited 1 percent of the known premises, which is lower than the England rate.

The service can show that it has trained its protection staff to a suitable level. These staff members have been conducting consistent fire safety audits that comply with the service's policies and procedures.

But there is little evidence that the service is undertaking meaningful, detailed evaluation of the work that protection staff have done, to understand better how the service is reducing the risk to the public.

Working with others

The service recognises and demonstrates the intent of the Regulators' Code to support businesses to comply with fire regulations. It shares information with partner agencies and takes appropriate joint enforcement action. One example is the joint work done with the local authority to reduce risk within houses of multiple occupation. The service is a member of the Lincolnshire multi-agency intelligence network and routinely shares relevant information with other public enforcement bodies. The service also works well with business to promote fire safety. Business owners can make direct contact with fire protection specialists through a dedicated website. The service conducts an annual business engagement campaign to help business owners keep their organisations safe from fire.

The service is also part of the Lincolnshire event safety partnership, which provides consistent advice to event organisers on public safety. The service has appointed community fire protection liaison officers to strengthen its relationship with the Care Quality Commission.

The service has a coherent plan to reduce unwanted fire signals. It trains control staff to challenge calls to attend fire alarms, where appropriate, to check as far as possible they are not false alarms and make sure resources are not mobilised for no reason. The service is committed to making use of enforcement powers against companies for consistent poor management of false alarms and where persistent activations occur.

We recognise the service's commitment to reducing the number of unwanted fire signals. The service has recently implemented a new programme to manage unwanted fire signals. Premises that have a small number of unwanted fire signals receive suitable advice and guidance from the service to identify the cause of the alarm. If unwanted fire signals continue to be activated from a single premises, despite advice and guidance, the service will seek to charge the owner of the premises with the cost of sending a fire engine. The service has provided evidence of a small reduction in the number of unwanted fire signals reported in 2017/18 compared with the previous year.

Responding to fires and other emergencies



Good

Lincolnshire Fire and Rescue Service is good at responding to fires and other emergencies. But we found the following area in which it needs to improve:

Areas for improvement

- The service has a plan in place to adopt national operational guidance, including joint and national learning, but needs to clearly communicate this throughout the organisation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing assets and resources

The service has developed a comprehensive response availability strategy to enable it to provide maximum coverage of crews and appliances throughout the county at all times. The plan seeks to make the most efficient use of limited resources, and to guide the development of personnel, the recruitment of new firefighters and the provision of effective communication links. The strategy commits the service to providing enough capacity to respond to one major incident, one medium incident and four smaller incidents at any time.

The response time is the time taken from receiving a call for help until a fire appliance is on scene. The service sets four response targets according to the risks involved. These set the maximum response time at 10, 15, 20 or 25 minutes. Most dwellings fall within the highest risk band; this means the first fire appliance must be on the scene within ten minutes.

In the 12 months to the 31 March 2018, service data showed that the first fire appliance arrived on scene within the expected timeframes 89 percent of the time. The second appliance, if required, arrived on scene within the expected timeframes on 99 percent of occasions. The average response time across all bands was seven minutes and 51 seconds in the 12 months to the 31 March 2018. The service provided data that showed that it has reduced response times between the 12 months to 31 March 2013 and the same timeframe in 2018.

The service requires each wholetime and on-call station to complete a weekly projection of staff availability. This is to make sure that sufficient resources are available for deployment. Managers must take remedial action at a local level if gaps are identified. If this does not solve the problem, wholetime firefighters can be moved to fill the gaps at on-call stations. Suitable structures are in place to make sure the service can respond in real time to changes in availability. The divisional group manager oversees this process at all times.

Response

The service is part of a regional implementation team to embed [national operational guidance](#) with five other fire and rescue services. The team has formed a working group to put this guidance into practice. This involves an analysis of the gaps in each service, adopting the guidance and then providing suitable training to relevant staff.

The service has clear procedures on responding to high-risk premises. It has developed around 640 SSRIs and 54 tactical information plans setting out premises' risks. Most of these are available on the [mobile data terminals](#) (MDTs), carried on fire engines which operational crews can access at an incident. Crews can access this information easily. But the service acknowledges that the system still needs to improve. It is now reviewing the process to ensure that all risk information is made available to operational crews via the MDT.

The service has also developed a form to record actions taken at incidents. Available on all fire appliances, it contains prompts for messages and a record of decisions and events. A recent revision to the form provides a template for [hot debriefs](#). The form is sent to the audit department, which identifies trends and publicises these via [safety flashes](#). Operational staff understand the form well and use it widely. It has ensured a better understanding of incident information.

The service supplies each fire appliance with a folder containing a range of risk cards. This contains practical information on standard operating procedures for a variety of incidents, including road traffic collisions and other major incidents. Operational staff said they felt confident in using the information contained in the folder to support their decision making at an incident.

The service provides a medical co-responder facility from 26 stations. In the 12 months to 31 March 2018, the service attended 7,303 co-responder incidents, which accounts for 83 percent of all non-fire incidents. Partner organisations fund this fully, at no extra cost to the service.

Command

The service has decided to adopt the national operational guidance relating to incident command, and has supplied all the relevant staff with training. However, we found that incident commanders' understanding of some elements of the guidance – such as the decision-control process, the joint decision-making model and [operational discretion](#) – varied. More work needs to be done before national guidance on incident command is fully understood across the service.

Keeping the public informed

All incidents are initially reported by fire control on the service's twitter account and updated regularly. Incident commanders give interviews to local media as required. For more serious fire-related incidents additional media support is provided through the county council, although this is not a 24-hour service. This could cause some communications delay. For major emergencies, 24-hour communications are provided through the LRF.

Evaluating operational performance

The service conducts appropriate debriefs of operational incidents, using independent personnel. It makes sure that all personnel involved in an incident also take part in the debrief. If remedial actions are identified, they are assigned to a relevant person to resolve. Main findings are published quarterly. The audit officer disseminates them to all staff.

There is a consistently rigorous process for reviewing an incident and ensuring the lessons learned are used to improve future operations. Following an incident, crews complete a standard form, which they submit to fire control. Control staff add their own experiences during the incident and comment on communications, equipment and mobilising. A full performance review is then undertaken to identify any opportunities for learning.

The service maintains a live log of [national operational learning](#) and local incidents to develop emerging risk. The CLOE system is used to record national resilience information, learning from other fire and rescue services and other relevant information. The CLOE is reviewed monthly. Actions are agreed and responsibility for individual tasks is assigned to named staff members.

The service's training centre produces a quarterly case study to promote a culture of learning and improvement. Based on an incident of note, these studies use a mixture of photos, videos and written information. These explain what worked well during the incident and what could be done better. The case studies are used to encourage crews to discuss how they would have approached the incident and provide operational learning in an interesting format.

Responding to national risks



Good

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Preparedness

The service's local agreements comply with – and support – the requirements of the [national co-ordination and advisory framework](#). The control room updates the national resilience reporting tool daily, including the availability of national assets, such as high-volume pumps and water rescue teams. Control operators monitor this system regularly and highlight changes immediately. We found good examples of this work, such as the recent preparation for a tidal surge, and the service's response to heavy snowfall at the start of 2018.

Working with other services

The service understands national and cross-border risks well and is well prepared to meet them. The control room can deploy fire and rescue service resources to cross-border incidents effectively. Control staff have clear guidance on how to deploy the nearest and most effective resources; the control system indicates what resources should be deployed. Control operators can use their discretion and override the system if they need to, to achieve the most suitable response.

The service responds well to cross-border incidents in adjoining counties. Cross-border SSRI is available to control as well as on the MDTs for crews to access. Some crew managers were unable to access this information, however.

Working with other agencies

The service undertakes a joint exercise programme to test the arrangements for cross-border incidents, and uses the learning it obtains to improve capabilities. The service runs an annual multi-agency exercise programme. Live events are held as part of this, which include the LRF.

Each of the three divisions completes a large operational exercise every quarter. These involve other agencies. The 'training exercise without crews' – an incident command table-top training exercise – is held several times throughout the year. It involves level 3 and 4 incident commanders (the most senior incident commanders). There is good evidence that learning is obtained consistently from such multi-agency events.

The service works with neighbouring services and forms part of a multi-agency response. This is in line with the [Joint Emergency Services Interoperability Principles](#).

Fire control staff have comprehensive, detailed guidance on how to deal with a marauding terrorist attack and active shooter threats. Guidance includes information that should be communicated to the public, pre-determined attendance, officer and specialist mobilisation and police directives regarding attendance. The service held a multi-agency training exercise recently to test its plans and embed training.

The service currently shares two stations (Sleaford and Louth) with East Midlands Ambulance Service; a third joint station (Lincoln South) is due to open in July 2019. These shared stations enable firefighters and ambulance staff to interact daily, which should improve working between the two organisations. However, we heard that joint working has been limited up to now because of the operational demands that the ambulance staff face.

Efficiency



How efficient is the service at keeping people safe and secure?



Good

Summary

An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Lincolnshire Fire and Rescue Service's overall efficiency is good.

With a view to making the best use of limited resources to support its aims and objectives, the service has:

- cut its non-operational costs and reinvested the savings;
- made total cost savings of £3.1m since 2010; and
- developed a clear strategy to allow the service to meet its aims.

One problem that needs attention is the lack of clarity about how the service prioritises resources between prevention, protection and response. Some staff told us they see prevention and protection as under-resourced.

To improve its operations, the service has developed a new crewing model, known as the Lincolnshire crewing system. The service reports that this has improved response times between the 12 months to 31 March 2013 and the same period in 2018.

The service collaborates well with other blue light services and has plans to develop more joint working. Examples include:

- a shared headquarters with the police;
- plans for a shared control room and equipment with the police; and
- plans for more joint stations with the ambulance service.

The service's business and continuity plans are in place and are tested regularly.

The service is good at providing value for money. It has made cost savings, mainly through restructuring. The budget is stable until 2020. The service works hard to bring down non-pay costs, so that it can protect frontline services.

The service looks at good practice elsewhere when it develops efficiency-related initiatives and generates some income from its facilities at Waddington training centre.

Making best use of resources



Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

How plans support objectives

The fire and rescue service in Lincolnshire is part of the county council. The council considers the service to be a high priority when taking decisions on allocating resources to manage risk. The service's financial plan is based on the county council's medium-term financial plan. The council's public protection and communities scrutiny committee provides independent overview and scrutiny of the service's budget and expenditure.

The service has taken action to cut its non-operational costs and has reinvested the savings to meet the aims of the IRMP. It has made total cost savings of £3.1m since 2010. A clear resourcing strategy aims to ensure that the correct response assets and resources are available to manage the risks, achieve value for money and allow the service to meet its aims and objectives.

But it remains unclear how the service decides on the priority it gives to the allocation of resources between prevention, protection and response. Staff told us that the resourcing for both prevention and protection was too low. We heard that community safety advocates are under pressure to meet demanding workloads within the resource model. In terms of protection, the service has failed to meet the targets it has set itself for time spent on fire regulation activities. The service acknowledges it has a capacity problem with operating its risk-based inspection programme. It is looking at ways to address this. This may be done through a restructure and, potentially, through recruiting new protection officers.

The current staffing model has little resilience. Vacancies caused by staff moving to new roles affects the team's ability to manage their ongoing workload.

Productivity and ways of working

The service is in control of its workforce plan and has recruited enough wholetime firefighters to match its operating model. In 2012, the service developed a new crewing model, known as the Lincolnshire crewing system (LCS), which provides extra wholetime cover across the county. The service believes the LCS is sustainable and efficient, has improved response times in the larger conurbations and has enhanced resilience across the rest of the county.

The main challenge is to make sure the on-call model is sustainable. Watch command support (WCS) plays an important role in ensuring that on-call resource allocation is suitable and that operational priorities are met. The role of WCS has evolved significantly since it was introduced. The decision to reduce the number of WCSs from 18 to 12, alongside cuts in the number of station managers, has put pressure on the existing staff. The risk is that if the WCS's role becomes overloaded, it will not be able to support resource allocation across stations. Availability will then drop.

Collaboration

The service proactively meets its statutory duty to consider emergency service collaboration. This joint working supports the priorities set out in the service's IRMP and improves the provision of core fire and rescue functions. Positive examples of this include:

- a shared service headquarters with the police;
- plans for a shared police and fire control room;
- shared equipment, such as drones and the incident command unit; and
- a wider estates programme, involving joint stations with the ambulance service at Lincoln South, Louth and Sleaford.

Co-location saves money for the service. It also brings other benefits, such as closer working, understanding and training among all the organisations involved. The result is the provision of a better service.

The service monitors, reviews and evaluates the benefits and outcomes of all collaborative work. The service has a clear collaboration strategy. This is overseen by its senior management board, which considers and commissions proposals, where appropriate. Overall co-ordination between the emergency services is managed through a blue light steering group. This group reports to the senior management board, which considers and commissions proposals, where appropriate. County council finance teams are looking at feasibility studies to better understand the anticipated outcomes of a single public estate.

Continuity arrangements

A range of appropriate business continuity plans is in place. These are tested regularly to be sure they are still viable. The business continuity framework identifies critical functions, such as response capability, looking after staff, weather alerts and cyber-attacks. Each department in the service has a relevant, bespoke plan. East coast flooding has been identified as one of the highest risks to the county. This plan is reviewed annually and a multi-agency exercise is undertaken to ensure it remains relevant.

Making the fire and rescue service affordable now and in the future



Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Improving value for money

The service is allocated its budget by the county council, which also specifies the level of savings needed by each of its departments. Despite the county council having to make significant cuts to its spending, the cuts to the fire and rescue service's budget have been relatively modest. The most recent cost savings that the service was required to contribute to the council's overall savings was £0.85m in 2016/17. The service achieved this mainly by reducing the number of management and support staff roles through an organisational restructure.

The service and county council have a well-developed working relationship. The scale of the overall county council resource provision is in line with the funds that the service needs. The service budget is balanced until 2020.

The service uses existing national framework arrangements when buying local safety-critical equipment to secure value for money. It also considers joint procurement exercises outside these arrangements where necessary. The service exercises appropriate controls over non-pay costs. These include contracts for the provision of laundry services and for the maintenance of personal protective equipment.

Innovation

The service's fleet management programme aims to ensure that all operational equipment is appropriate, tested and fit for purpose. The county council has approved capital funding for 13 years, which provides for the replacement of 33 fire engines. This will start later in 2019. The provision and maintenance of building stock is reviewed regularly, and is in line with current financial constraints.

The county council and a third party jointly provide ICT support. This helps the service to respond to risks. An example is the absorption of service mobile phone contracts into the wider county council arrangements. This has resulted in upgrading the mobile phones provided to the service, with support to staff being provided by the third party company.

Future investment and working with others

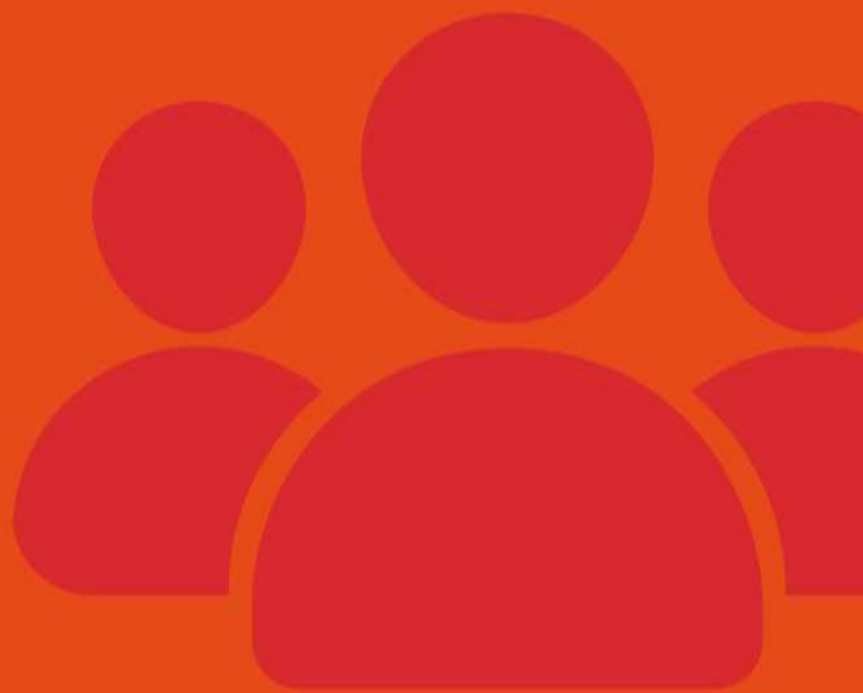
The service does not have its own [reserves](#). Financial contingency is provided from reserves held by the Council. However, the service does hold back part of its own budget in the event of a major incident. If not used, the service returns it to the council. A two-year financial plan for revenue and capital budgets will take it to the end of the four-year funding deal from government (2019/20).

The service looks at good practice elsewhere when it develops new initiatives. The blue light collaboration highlights several opportunities that are being advanced, including shared buildings, training, vehicles, and procurement.

The service generates income from its facilities at Waddington training centre. It charges other fire and rescue services to use the site, but only on a cost recovery basis.

The service has used the funding available through the one public estate programme.

People



How well does the service look after its people?



Requires improvement

Summary

A fire and rescue service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Lincolnshire Fire and Rescue Service requires improvement at looking after its people.

The service needs to improve the ways in which it promotes the right values and culture. We are concerned that there are weaknesses in how it ensures staff have the right skills.

The service has recognised it needs to improve and is making some progress. For example, it is establishing a wellbeing and inclusion board to better understand the workforce's needs; and it is making good use of a close working relationship with the police.

Staff feel supported in terms of their health and safety. Senior managers are described as visible and approachable. The service's culture is described as friendly and people-focused. The workforce clearly take pride in their work.

However, we found several areas for improvement. These include:

- access to specialist wellbeing provision;
- on-call firefighters' disconnectedness from senior management, the county council and the service's values;
- staff misunderstandings about the service's values and the concepts behind them; and
- inconsistent and unclear approaches taken towards resolution of grievances.

An area of particular concern is whether the service is doing all it can to make sure it has the right people with the right skills. We found:

- inadequate systems for assuring that staff are competent in critical skills;
- systems that fail to record all the training that staff have undertaken;
- crew managers providing training at stations (despite not being suitably trained to do so); and
- the service isn't doing enough to ensure the make-up of its workforce is representative of the diversity of the community.

On-call firefighters only get a group personal development review annually, which concentrates on the station and not on individuals. Non-operational staff say the opportunities for promotion are limited.

The service says that it is looking at ways to improve the promotion process but notes that the funds to help staff develop are limited.

Promoting the right values and culture



Requires improvement

Areas for improvement

- The service should improve its mechanisms for staff to access specialist wellbeing support.
- The service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce wellbeing

The service recently established a wellbeing and inclusion board (in April 2018) to bring together the focus on wellbeing, diversity and inclusion. The aim of the board is to provide signposting and resources for managers and staff to promote health and wellbeing. The board is not fully established yet but the service deems it a priority. As no additional funding for the board is available, the plans will mainly include better co-ordination and alignment of what is available already.

The service offers appropriate occupational health provision. But staff cannot self-refer. This may be an obstacle to people who don't wish to discuss their concerns with a line manager. The county council provides a self-refer counselling service for all fire and rescue staff for mental health support, and telephone access to Mind (a specialist organisation that provides mental health support). But only one counsellor is available. If staff require specific treatment they are encouraged to utilise NHS services in the first instance.

The service is benefitting from its close working relationship with the police. It has access to the support of the police chaplaincy. It also led to a joint wellbeing conference in April 2017. This aimed to raise awareness of wellbeing in both organisations.

The service provides an early intervention facility, known as 'defuse', to be undertaken as soon as possible after an incident occurs. However, supervisory managers sometimes don't refer their staff to this and have often relied on prompts from fire control or from their line manager to instigate 'defuse'.

The service has provided all supervisory managers with welfare training to identify situations when further mental health support may be needed. If required, individuals can refer themselves to Mind. Despite receiving training, many supervisory managers were not confident in their ability to identify early the warning signs of mental health difficulties.

Health and safety

The service promotes health and safety messages in several ways to support its staff, for example, on the intranet, on station noticeboards and through safety flashes. Staff say they feel well supported in terms of their health and safety.

Although on-call firefighters have to pass the same physical fitness test as their wholetime colleagues, on-call stations have markedly less physical fitness equipment than wholetime stations. The service recognises this gap, and is reviewing its provision of physical training equipment.

Culture and values

Senior managers are well regarded by most wholetime staff. They describe them as visible and approachable. This is particularly true for staff based at the service headquarters building. The weekly chief officer group meetings with staff held across the county are also well regarded; staff value the opportunity to offer feedback to the senior team. But this sentiment is not shared by all staff, in particular on-call firefighters.

The service's values are aligned to those within the county council. The service has compiled an organisational culture booklet that defines these values. All staff receive a copy of this booklet, which is available also on the service website.

Staff on the whole display a positive and friendly culture that is focused on people. However, we found that many staff do not understand the service's values, or the concepts behind them. This is most notable among on-call firefighters. They describe themselves as disconnected from the senior management team at the service headquarters and the county council. On-call station staff say they feel a greater sense of identity with their local community than with the fire and rescue service. As a result, some on-call stations have developed their own values that they view as more relevant. Such locally developed values may well be commendable – but the risk is that they undermine the values of the wider service, hindering the development of an organisational culture.

Getting the right people with the right skills



Requires improvement

Cause of concern

Lincolnshire Fire and Rescue Service needs to assure itself that it has systems in place for the effective recording and monitoring of training.

Recommendations

- By 31 July 2019 the service must ensure that suitable operational training is provided, assessed and recorded accurately and assure itself that all operational staff are competent in risk-critical skills.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce planning

The service has a suitable workforce plan, which contains clear guidance on career progression for individuals and on succession planning for the organisation. The plan has identified gaps within the organisation and the service has taken appropriate action to recruit new staff to ensure it has the capability to manage risks.

However, we are concerned that there are weaknesses in the area of training firefighters with the skills and competences they need to operate safely and effectively. Crew managers and, occasionally, the watch command support provide training at stations. We found that the crew managers are not suitably trained and skilled to give such training or to assess staff competences. They have received a 'train the trainer' session. But this focuses only on the skills needed to teach another person, not on proficiency in the matter being taught. Crew managers also update the individual training records after the session, despite not being suitably trained to assess skills. This means the service can't assure itself that all staff are suitably trained to the level required to protect both the public and their own safety.

Learning and improvement

The process for recording training is confusing, leading to inconsistencies. Little confidence exists that the current process accurately records all the training that staff have undertaken. Until recently, the service used a training database to record training. But this did not provide suitable assurance that individuals had undertaken training and were competent in each skill set. To supplement this, business support officers in the training centre have been updating large spreadsheets of data to record safety-critical training. The officers use these to notify supervisory managers that members of their team need to refresh their safety-critical skills. Overall, the process is inefficient, cumbersome and importantly, could be unreliable as it risks recording inaccurate information.

Because of these difficulties, supervisory managers at stations also record training on local station systems, which have been developed independently and are neither co-ordinated or applied consistently. This does not provide the service with suitable oversight and assurance of competence which could increase the risk to the individual and the public.

The service is aware of these weaknesses and is developing a new competence recording system. This is expected to be in place by the end of 2018. In the meantime, to provide organisational oversight, the service has instructed all supervisory managers to record training on a shared drive. At present, safety-critical training is still being variously recorded on the database and on the business support spreadsheets.

There is a different approach for non-operational staff where their training and development is covered by county council policy. However, the service cannot confirm what training non-operational staff have received and what further training is required to confirm competency. The service has also recognised this as a weakness. The new training system is intended to record the training that non-operational staff have received.

The service recognises and rewards notable staff performance through an awards night, which is well regarded.

Ensuring fairness and promoting diversity



Good

Lincolnshire Fire and Rescue Service is good at ensuring fairness and promoting diversity. But we found the following area in which it needs to improve:

Areas for improvement

- The service should assure itself that it has effective grievance procedures.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Seeking and acting on staff feedback

Members of the workforce clearly take pride in working for the service. The most recent staff survey, carried out in 2017, showed that the job satisfaction was high and staff felt well supported by the organisation. Senior managers have taken actions to respond to the survey, developing these with assigned owners and communicating them across the service. Most staff expressed confidence in the survey process, and feel that results are communicated well.

Senior managers engage with the workforce when considering significant changes to policy or practice. Good examples of this are the consultations that were undertaken before medical co-responding was introduced, and before a team capable of responding to a marauding terrorist attack was set up.

We sampled some recently resolved grievance cases. We found the policy on managing grievances could be improved and in the cases we reviewed many did not comply with the service's own policy. The service does not apply a fair, consistent approach to the resolution of grievances. Important information is missing from the policy on dealing with grievances, such as information on supporting staff through the process, or on who has the overall responsibility for monitoring it. Staff throughout the organisation showed little understanding of the process. Supervisory managers said they lacked training in managing grievances.

Diversity

As at 31 March 2018, the percentage of female firefighters in the service is above the England rate but still not representative of the wider community. As at 31 March 2018 the percentage of firefighters coming from a black, Asian or minority ethnic (BAME) background is 1.4 percent, which is below the local population of 2.4 percent.

The service has taken steps to address disproportionality in the recruitment of staff with protected characteristics. It has developed a positive action toolkit, produced recruitment materials in foreign languages and has used census data to better understand the profile of the local community. The service has a clear recruitment policy which supports the use of a broad range of strategies such as the use of positive action and open days. These strategies seek to promote a diverse workforce.

The service has also appointed equality, diversity and inclusion champions. These champions will hold regularly focus groups which will enable staff to express their views in a safe and open environment. The service also participates in the county council's diversity steering group which ensures that the service has an effective way of making sure that it complies with their statutory duties.

Managing performance and developing leaders



Requires improvement

Areas for improvement

- The service should put in place a specific process to identify, develop and support high potential staff and aspiring leaders.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing performance

The service does not apply personal development reviews (PDRs) consistently across the workforce. Wholetime staff get individual PDRs with their line managers each year. On-call firefighters only receive a group PDR annually. This concentrates on the station's performance; it does not consider the development needs of individuals. The service accepts that individual PDRs would be better, and are available on request by individuals, but says it cannot achieve this service-wide because of the lack of capacity and resources.

Non-uniformed staff have individual PDRs, completed annually. However, non-uniformed staff with specialist skills in prevention and protection felt their opportunities for promotion within the service were limited. They perceive that their career progression is artificially capped because uniformed staff held all the senior roles, so they were not able to apply for them and did not value the PDR process.

Developing leaders

Uniformed staff can explain the process for promotion. They understand what they are required to do to progress to the next rank. Staff know where to look for information and support, if they want to apply for promotion. The service is exploring opportunities with the police to widen leadership development training.

The service has a core progression framework process but accepts that this does not enable it to identify and select high-potential staff. It recognises that funds to enable staff to develop are limited. As a result, staff are trained to be competent only in their current role. Staff also state they struggle to obtain approval to attend training courses outside their immediate roles.

Annex A – About the data

Data in this report is from a range of sources, including:

- Home Office;
- Office for National Statistics (ONS);
- Chartered Institute of Public Finance and Accountancy (CIPFA);
- our inspection fieldwork; and
- data we collected directly from all 45 fire and rescue services in England.

Where we use published Home Office data, we use the period to 31 March. We selected this period to be consistent across data sets. Some data sets are published annually, others quarterly. [The most recent data tables are available online.](#)

We use different data periods to represent trends more accurately.

Where we collected data directly from fire and rescue services (FRSs), we took reasonable steps to agree the design of the data collection with services and with other interested parties such as the Home Office. We gave services several opportunities to validate the data they gave us, to ensure the accuracy of the evidence presented. For instance:

- We checked and queried data that services submitted if notably different from other services or internally inconsistent.
- We asked all services to check the final data used in the report and correct any errors identified. Data that services submitted to the Home Office in relation to prevention, protection and workforce figures was published in November 2018. This data was updated after reports had been checked by services, so we haven't validated it further.

We set out the source of Service in numbers data below.

Methodology

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use [ONS mid-2017 population estimates](#). This is the most recent data available at the time of inspection.

BMG survey of public perception of the fire and rescue service

We commissioned BMG to survey attitudes towards fire and rescue services in June and July 2018. This consisted of 17,976 interviews across 44 local fire and rescue service areas. This survey didn't include the Isles of Scilly, due to its small population. Most interviews were conducted online, with online research panels.

However, a minority of the interviews (757) were conducted via face-to-face interviews with trained interviewers in respondents' homes. A small number of respondents were also interviewed online via postal invitations to the survey. These face-to-face interviews were specifically targeted at groups traditionally under-represented on online panels, and so ensure that survey respondents are as representative as possible of the total adult population of England. The sampling method used isn't a statistical random sample. The sample size was small, varying between 400 and 446 individuals in each service area. So any results provided are only an indication of satisfaction rather than an absolute.

[Survey findings are available on BMG's website.](#)

Service in numbers

A dash in this graphic indicates that a service couldn't give data to us or the Home Office.

Perceived effectiveness of service

We took this data from the following question of the public perceptions survey:

How confident are you, if at all, that the fire and rescue service in your local area provides an effective service overall?

The figure provided is a sum of respondents who stated they were either 'very confident' or 'fairly confident'. Respondents could have also stated 'not very confident', 'not at all confident' or 'don't know'. The percentage of 'don't know' responses varied between services (ranging from 5 percent to 14 percent).

Due to its small residential population, we didn't include the Isles of Scilly in the survey.

Incidents attended per 1,000 population

We took this data from the Home Office fire statistics, '[Incidents attended by fire and rescue services in England, by incident type and fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- There are six worksheets in this file. The 'FIRE0102' worksheet shows the number of incidents attended by type of incident and fire and rescue authority (FRA) for each financial year. The 'FIRE0102 Quarterly' worksheet shows the number of incidents attended by type of incident and FRA for each quarter. The worksheets 'Data fires', 'Data fire false alarms' and 'Data non-fire incidents' provide the raw data for the two main data tables. The 'Figure 3.3' worksheet provides the data for the corresponding chart in the statistical commentary.
- Fire data, covering all incidents that FRSs attend, is collected by the Incident Recording System (IRS). For several reasons some records take longer than others for FRSs to upload to the IRS. So totals are constantly being amended (by relatively small numbers).
- We took data for Service in numbers from the August 2018 incident publication. So figures may not directly match more recent publications due to data updates.

Home fire risk checks per 1,000 population

We took this data from the Home Office fire statistics, '[Home fire risk checks carried out by fire and rescue authorities and partners, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Each FRS's figure is based on the number of checks it carried out and doesn't include checks carried out by partners.

Please consider the following points when interpreting outcomes from this data.

- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- The England total hours figures for 'Number of Fire Risk Checks carried out by FRS' include imputed figures to ensure a robust national figure. These imputed figures are: '2016/17 – Staffordshire'.
- Figures for 'Fire Risk Checks carried out by Elderly (65+)', 'Fire Risk Checks carried out by Disabled' and 'Number of Fire Risk Checks carried out by Partners' don't include imputed figures because a lot of FRAs can't supply these figures.

Home fire risk checks may also be referred to as Home Fire Safety Checks by FRSs.

Fire safety audits per 100 known premises

Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment. It involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the [Regulatory Reform \(Fire Safety\) Order 2005 \(FSO\)](#). The number of safety audits in Service in numbers refers to the number of audits FRSs carried out in known premises.

According to the Home Office definition, “premises known to FRAs are the FRA’s knowledge, as far as possible, of all relevant premises; for the enforcing authority to establish a risk profile for premises in its area. These refer to all premises except single private dwellings”.

We took this from the Home Office fire statistics, [‘Fire safety audits carried out by fire and rescue services, by fire and rescue authority’](#) for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- Berkshire FRS didn’t provide figures for premises known between 2014/15 and 2017/18.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- Several FRAs report ‘Premises known to FRAs’ as estimates based on historical data.

Firefighter cost per person per year

We took the data to calculate firefighter cost per person per year from the annual financial data returns that individual FRSs complete and submit to CIPFA, and [ONS mid-2017 population estimates](#).

You should consider this data alongside the proportion of firefighters who are wholetime and on-call / retained.

Number of firefighters per 1,000 population, five-year change in workforce and percentage of wholetime firefighters

We took this data from the Home Office fire statistics, [‘Total staff numbers \(full-time equivalent\) by role and by fire and rescue authority’](#) as at 31 March 2018.

Table 1102a: Total staff numbers (FTE) by role and fire authority – Wholetime Firefighters and table 1102b: Total staff numbers (FTE) by role and fire authority – Retained Duty System are used to produce the total number of firefighters.

Please consider the following points when interpreting outcomes from this data.

- We calculate these figures using full-time equivalent (FTE) numbers. FTE is a metric that describes a workload unit. One FTE is equivalent to one full-time worker. But one FTE may also be made up of two or more part-time workers whose calculated hours equal that of a full-time worker. This differs from headcount, which is the actual number of the working population regardless if employees work full or part-time.
- Some totals may not aggregate due to rounding.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Percentage of female firefighters and black, Asian and minority ethnic (BAME) firefighters

We took this data from the Home Office fire statistics, '[Staff headcount by gender, fire and rescue authority and role](#)' and '[Staff headcount by ethnicity, fire and rescue authority and role](#)' as at 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- We calculate BAME residential population data from ONS 2011 census data.
- We calculate female residential population data from ONS mid-2017 population estimates.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Annex B – Fire and rescue authority governance

These are the different models of fire and rescue authority (FRA) governance in England. Lincolnshire Fire and Rescue Service is a unitary authority.

Metropolitan FRA

The FRA covers a metropolitan (large urban) area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

Combined FRA

The FRA covers more than one local authority area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

County FRA

Some county councils are defined as FRAs, with responsibility for fire and rescue service provision in their area.

Unitary authorities

These combine the usually separate council powers and functions for non-metropolitan counties and non-metropolitan districts. In such counties, a separate fire authority runs the fire services. This is made up of councillors from the county council and unitary councils.

London

Day-to-day control of London's fire and rescue service is the responsibility of the London fire commissioner, accountable to the Mayor. A Greater London Authority committee and the Deputy Mayor for Fire scrutinise the commissioner's work. The Mayor may arrange for the Deputy Mayor to exercise his fire and rescue functions.

Mayoral Combined Authority

Only in Greater Manchester. The Combined Authority is responsible for fire and rescue functions but with those functions exercised by the elected Mayor. A fire and rescue committee supports the Mayor in exercising non-strategic fire and rescue functions. This committee is made up of members from the constituent councils.

Police, fire and crime commissioner FRA

The police, fire and rescue commissioner is solely responsible for the service provision of fire & rescue and police functions.

Isles of Scilly

The Council of the Isles of Scilly is the FRA for the Isles of Scilly.

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