

# OUR COMMUNITY PLAN

2020 - 2024

## LINCOLNSHIRE FIRE & RESCUE

### INTEGRATED RISK MANAGEMENT PLAN



Lincolnshire  
COUNTY COUNCIL  
*Working for a better future*





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

# Foreword

**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

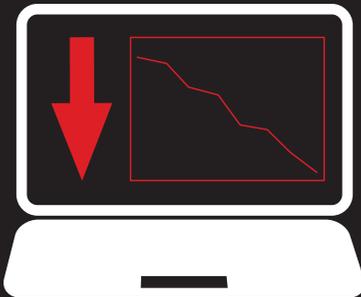
A Lincolnshire which is safe and in which Fire and Rescue plays a key role in helping everyone to find and enjoy the lifestyle that suits them best

## OUR MISSION

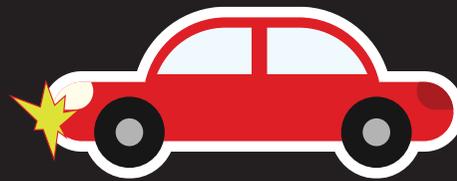
Making our communities safer, healthier and more resilient

## SERVICE OBJECTIVES

Reduce fires and their consequences



Reduce road traffic collisions



and their consequences

Improve health & wellbeing



Protect the community and environment

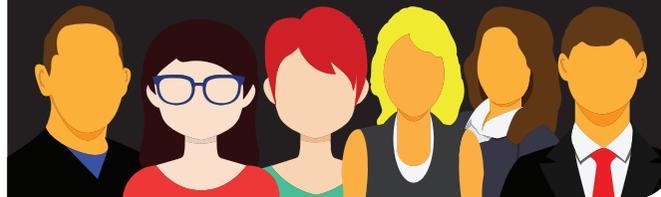


from the impact of major emergencies

Manage our resources effectively



Manage our people effectively



Govern the business effectively



# Our Culture

The Journey Continues...

## Our Values

**R**espectful

**R**esourceful

**P**rofessional

**R**eflective

## Our Focus

**D**iversity

**I**mprovement

**P**eople

**S**ervice to the  
community

## Our Expectations

**T**rust

**H**elping people

**R**espect

**I**nclusion

**V**alued

**E**mpowered

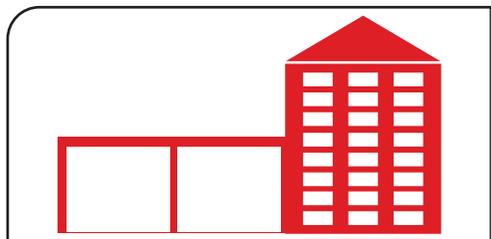


# About us

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



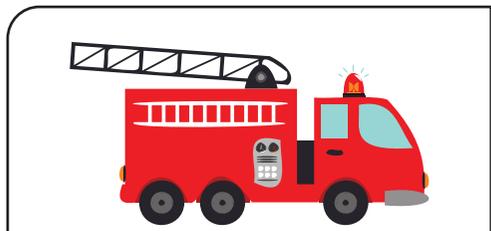
**688 MEMBERS OF STAFF**



**38 FIRE STATIONS**



**60 SUPPORT STAFF**



**48 FRONT LINE FIRE ENGINES**



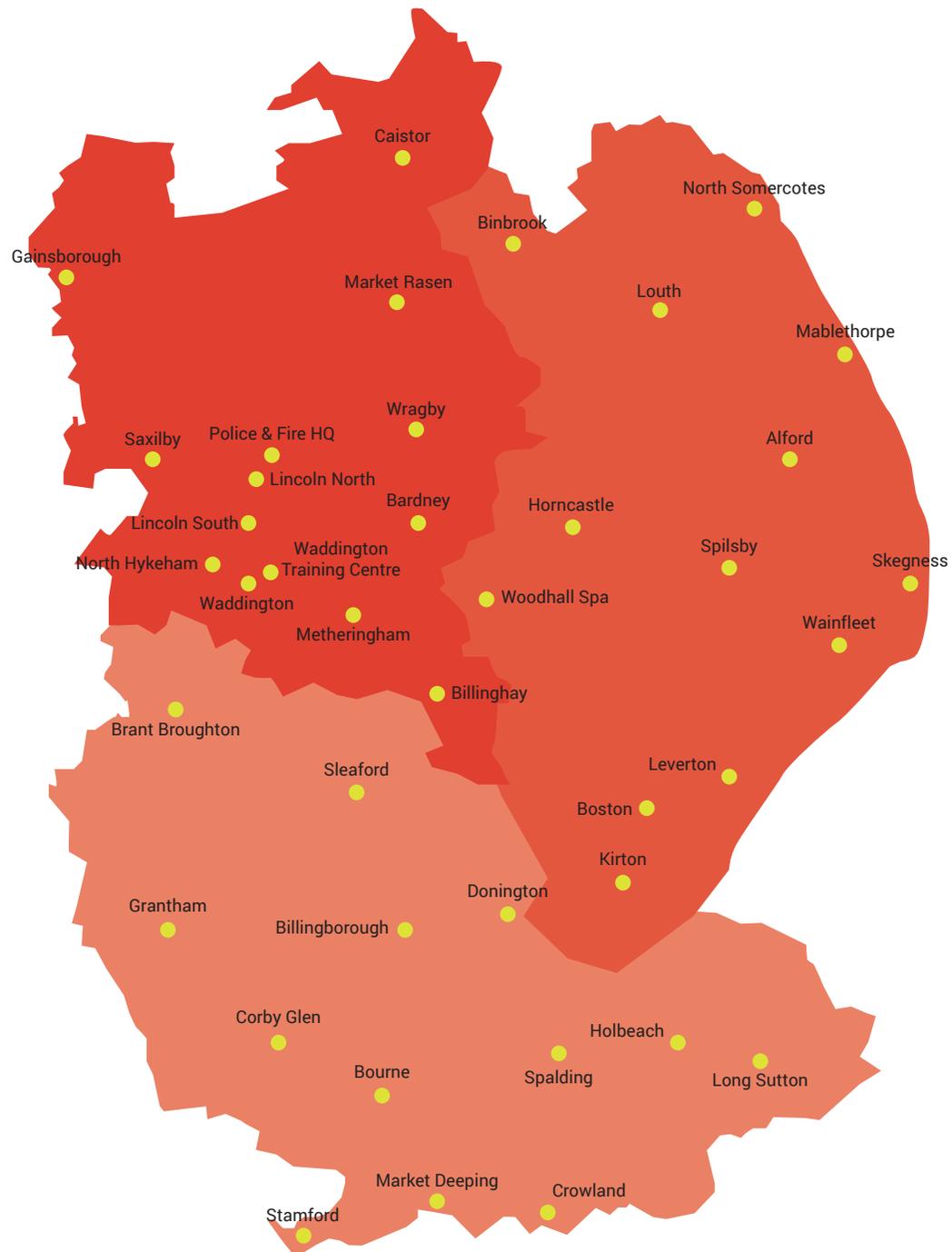
**17 CONTROL ROOM STAFF**



**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**

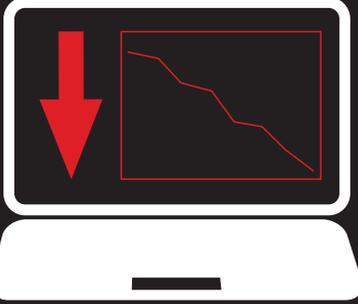
**HMICFRS Report**  
"GOOD" - Effectiveness  
"GOOD" - Efficiency  
"REQUIRES IMPROVEMENT" - People



**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.

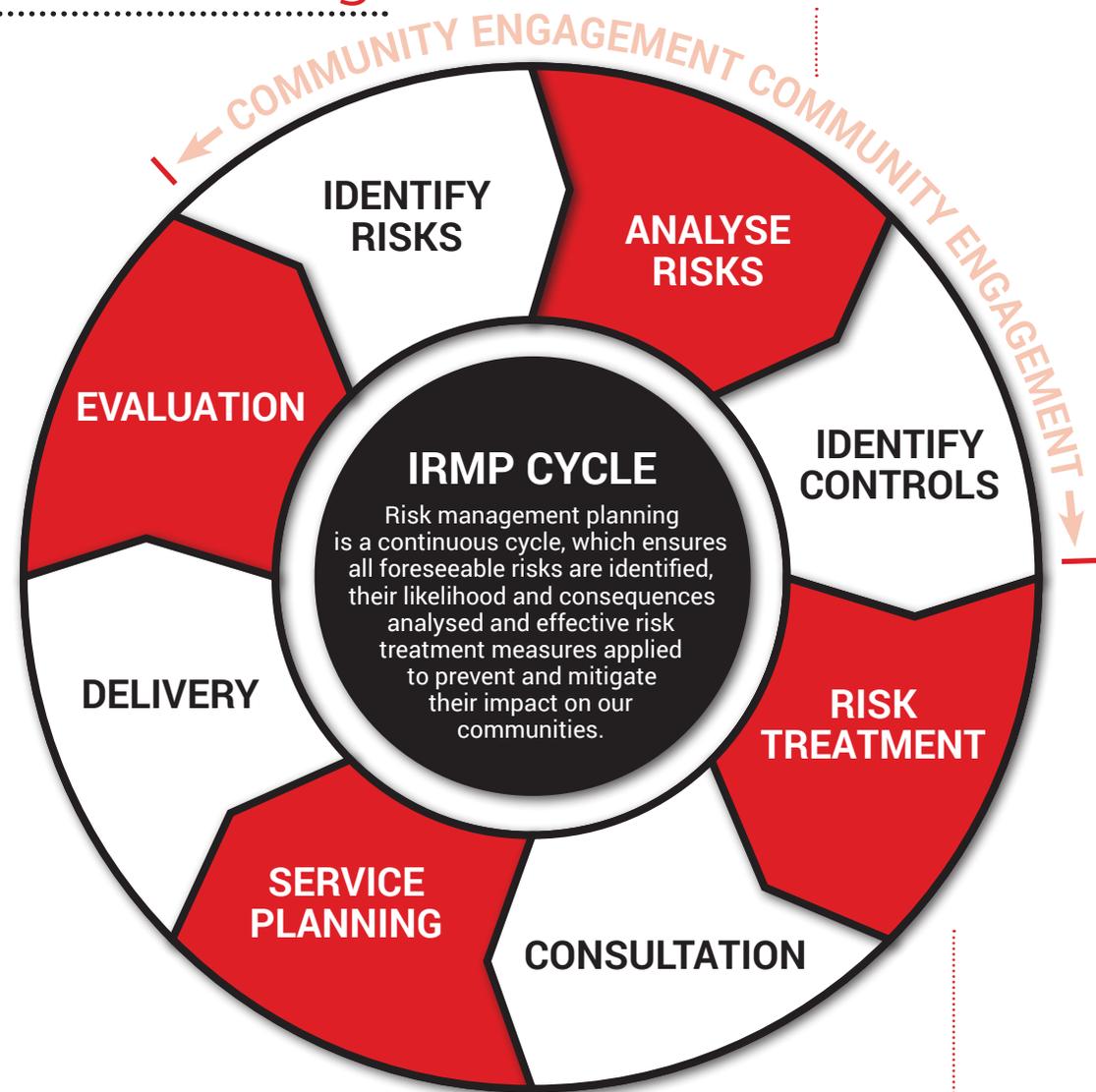
We monitor these drivers closely to determine any changes and likely impact upon our community and corporate risks.

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.



### SUPPORTING FRAMEWORKS

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

# 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



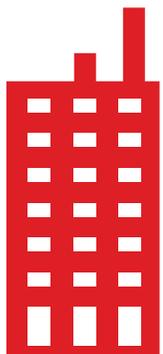
Flooding & Severe Weather



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

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## 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.

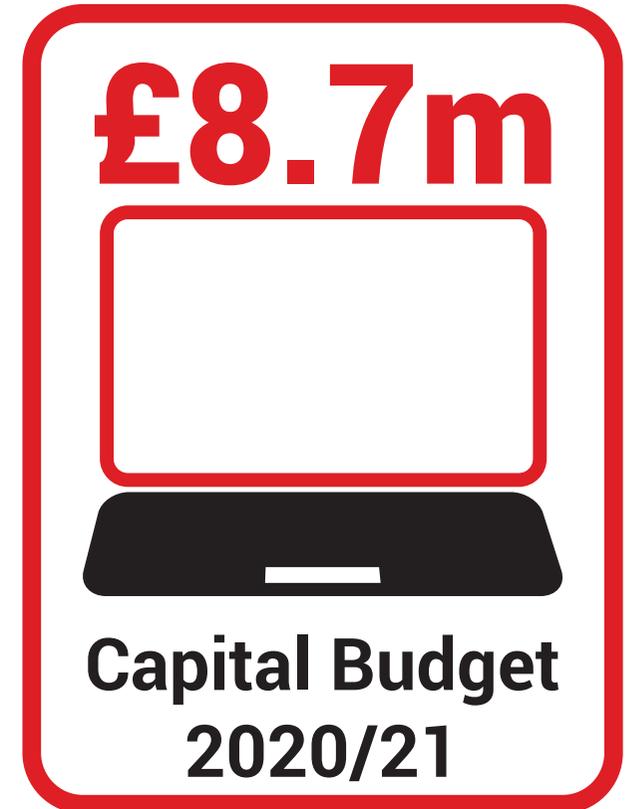
We currently have a year on year financial plan. Our medium term financial plan will become clearer following guidance on future funding from the government.

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*