

Open Report on behalf of Mark Baxter, Chief Fire Officer

Report to:	Executive
Date:	5 October 2021
Subject:	Lincolnshire Fire and Rescue (LFR) Technical Response Unit Refresh
Reference:	I022718
Key Decision?	Yes

Summary:

Lincolnshire Fire and Rescue (LFR) provides a number of technical response capabilities to assist in delivering its operational response. When responding to emergency situations LFR sometimes has to attend environments and incidents where the capabilities carried on a fire appliance are not suitable or adequate to resolve the situations and therefore require additional capabilities to deliver a successful outcome.

In our Community Risk profile 2020-2024 a number of community risks have been identified in which LFR can provide a response and within those risks it has been identified that additional capabilities are required to support the rescue of large animals, support other agencies in repositioning or removing large patients to access better medical care, allow operations to be conducted in water, support the response to incidents involving large transport and provide alternative rescue methods for incidents in commercial or industrial settings.

To ensure the Service is prepared for its known and future risks an assessment has been conducted on its known risks within the county and has reviewed its operational response to incidents involving these capabilities over a five-year period. The findings have identified that in order to ensure LFR can continue to provide a sustainable response in the future our response model needs updating to meet the demand and capital investment is needed in vehicles and equipment.

This Report describes and seeks approval for the proposed changes and investment.

Recommendation(s):

That the Executive:-

- (1) approves the operational changes specified in Table 1 of the Report;

- (2) approves the capital scheme business case for the expenditure of the capital budget of £1.218m on replacement vehicles, equipment and other assets in accordance with the Technical Response Units Capital Plan at Appendix J to the Report;
- (3) approves the carrying out of a procurement to secure the replacement vehicles, equipment and other assets as described in the Technical Response Units Capital Plan at Appendix J to the Report;
- (4) Delegates to the Chief Fire Officer in consultation with the Executive Councillor: Fire and Rescue and Cultural Services authority to take all decisions and detailed steps necessary to give effect to the above decisions.

Alternatives Considered:

Throughout the planning phase of the project and understanding where the risks are, and will be, in the county all alternatives were considered in regards to type of capability, amount of capability and disposition. The risk data presented the option that is recommended with consultation with stakeholders for views. The presented option is felt the most effective way of meeting the operational risks in this area in the most cost-effective manner. The option of not changing would have meant an annual increase in the revenue budget of £168K.

Reasons for Recommendation:

This gives us a resource to risk response capability for all of our technical and specialist response assets. It also offsets the significant increase in costs that we have incurred due to the changes by DEFRA to maintain competent water rescue assets to be able to respond to the flood risk we have within the county. The other capabilities have been either reduced or realigned to reflect current and future need.

1. Background

1.1 As part of the ongoing programme to ensure that Lincolnshire Fire and Rescue's Operational response as identified in the IRMP is delivered in the most appropriate way, all operational assets are part of a scheduled replacement programme.

The current technical response provision which provides 2 Rescue Support Units (RSUs) and 7 Technical Rescue Vans (TRVs) are stationed at the 8 Lincolnshire Crewed stations.

The current provision provides a range of technical responses to support the initial attendance at incidents where a greater degree of specialist knowledge and equipment is required. This provision has developed since both the RSUs and the TRVs came into

Service and using performance information we are now able to demonstrate the locations of the risks and historic incidents (over a 5-year period) that have occurred.

Following a review of the performance information it is clear the Service can now identify the demand based on the historical incident data, the risk profile of the county and the competency requirements of the capabilities.

The Fire and Rescue Services Act 2004 places a statutory duty on Fire and Rescue Authorities (FRAs) to make provision, in its area, for the purposes of: extinguishing fires; protecting life and property from fire; rescuing people from road traffic collisions; and responding to other emergencies. This duty is reinforced through our IRMP process which identifies the key fire and rescue related risks in the county which the Service is required to help mitigate.

1.2 The current technical provision and their capabilities, the changes we are proposing, and the reasons why are dealt with in this section:

Bariatric (Large people) response

Why we do it?

In 2011 Lincolnshire Fire and Rescue was approached by Adult Social Care to determine if we could assist East Midlands Ambulance Service (EMAS) to respond and assist with the lifting and moving of +sized patients. Initially we provided one team which was facilitated by the Urban Search and Rescue (USAR) crew based in Lincoln North fire station. In 2013 the capability was expanded to 4 teams working from Grantham, Lincoln North, Skegness, and Spalding in response to the location of the then known +sized patients. As our role is to support another agency the Service does not have to respond within a specific timeframe and therefore EMAS will always be the first person on scene.

Why do we need to change?

We have reviewed Incident data over a 5-year period between April 2014 and April 2019 and during that time we have attended 120 bariatric incidents across the county. The team from Grantham has attended only 10 of those incidents, with Sleaford and Spalding attending 34 each and Lincoln North attending 31. Risk data also shows that of the known +sized people living in the county over 75% live in the east and less than 5% in the southwest of the county.

What change do we propose to make?

Capability removed from - Grantham

Capability maintained at - Lincoln North, Skegness, Spalding

Financial Savings

This change together with the proposals for asset replacement set out in section 1.4 shall realise the following financial savings:

- Annual revenue savings £1,926.00
- Capital equipment savings (5-year replacement programme) £5,500.00

Large Animal Rescue

Why we do it?

Whilst there is no legal responsibility for the Fire and Rescue Service to attend incidents involving animals (responsibility falls to the owner to have suitable means of managing an animal's requirements; where this has not been achieved the RSPCA should be informed), most people will request the Fire Service if a large animal is found in an unsafe position.

Whilst the response to the animal is not primarily the reason for a Fire and Rescue attendance the recognition is that people may put themselves at danger if the Fire Service does not attend. In 2008/09 LFR sent members of the USAR team down to Hampshire to become Animal Rescue Large Instructors and used techniques and equipment on this course to build our response. Originally our response was the USAR crew from Lincoln North Station; currently it is delivered by 6 stations (Corby Glen, Grantham, Lincoln North, Louth, Sleaford, and Spalding).

Why do we need to change?

We have reviewed incident data over a 5-year period between April 2014 and April 2019 and during that time we have attended 88 incidents involving large animals across the County. The team from Grantham has attended only 8 of those incidents, Sleaford 2 and Corby Glen 2, whereas Spalding has attended 21, Lincoln North 29 and Louth 20 with most of these incidents occurring on the east coast with Skegness as the closest station. Risk data shows the County has 98 farms however it is unknown how many of these farms have animals. We have limited risk data on equine locations but recognise there are also a number of areas of common land within the county allowing the legal grazing of horses. The known areas are mainly in the north and east of the county.

What change do we propose to make?

Capability removed from - Grantham & Louth

Capability maintained at - Lincoln North and Spalding

Capability added to - Skegness

Finance

This change together with the proposals for asset replacement set out in section 1.4 shall realise the following financial savings:

- Annual revenue savings £8,297.00
- Capital equipment savings (5-year replacement programme) £2,400.00

Technical Rope Rescue

Why we do it?

To ensure the appropriate health and safety provision is suitable for our operational personnel to complete their work, it is imperative we have the appropriate systems and equipment to make access to locations where we may be called upon. Standard fire service high level access equipment has been supplemented by some form of high-level specialist capability (previously high line rescue team 1980/90s) however following the creation of USAR; personnel were trained to a nationally recognised level of competency

by external providers. Within the county some structures have been identified which would benefit from having a technical rope aspect, but do not necessarily require all of the skills of the qualified rope rescue operator. Due to the technical nature of the capability, there is also a requirement to have trained supervisors. Lincolnshire has maintained one Technical Rope team since 2006/07. This is now split between Sleaford and Skegness. It must be noted that since the creation of the technical rope team other responses have changed and we now provide a better range of assets to deliver this response, including having station rope rescue at all whole-time stations, our hydraulic platforms have been replaced by aerial ladder platforms which have an increased capacity and our USAR team have line access casualty extrication systems.

Why we need to change?

We have reviewed incident data over a 5-year period between April 2014 and April 2019 and during that time we identified our technical rope rescue teams have been mobilised to 17 incidents of which there is no recorded evidence to suggest it was used in a situation that couldn't have been resolved using station rope rescue and other means.

The known sites in which technical rope rescue was considered was at the rollercoasters at the amusement parks in the east of the county. Under the Work at Height regulations 2005 owners and operators of these structures have a responsibility to develop an Emergency plan. However, Lincolnshire Fire and Rescue regularly exercises at this site and have developed new rescue plans using the aerial ladder platform, station rope rescue and line access casualty extrication.

The training requirements to maintain this skill outweigh the need to provide the asset, the majority of technical rope skills were developed for mountain rescue and the natural terrain in Lincolnshire doesn't present the same challenges.

What change do we propose to make?

Capability currently at- Skegness and Sleaford
Proposal - Capability to be retired from Service

Finance

This change together with the proposals for asset replacement set out in section 1.4 shall realise the following financial savings:

- Annual revenue savings £11,788.00
- Capital equipment savings (5-year replacement programme) £9,500.00

Water Response

Why we do it?

Whilst there is no specific legal responsibility for the Fire and Rescue Service to attend incidents involving water, most people will request the Fire Service if assistance is required. Fire and Rescue Services do fulfil the response under the nationally agreed DEFRA concept of operations and as flooding is an ever-increasing risk, Fire and Rescue Services under the Civil Contingencies Act 2004, will take on the role of search and rescue in these events.

Lincolnshire hosts 2 different team types as defined by DEFRA:

Type B – boat team with an engine

Type C – boat team without an engine. Boat manoeuvred using paddles and other manual techniques.

Why do we need to change?

Data of incidents attended from April 2014 to April 2019 identified our swift water rescue teams have been mobilised to 286 incidents of which the majority were resolved before our arrival or by initial attending fire crews using basic water rescue equipment. The majority of incidents have occurred in the northeast and south of the county. Spalding has been mobilised to 78 incidents, Boston 61, Lincoln North 57, Louth 38, Sleaford 27, Gainsborough 24, and Woodhall Spa 1.

The rivers Haven and Trent are the rivers in which our boat teams have mostly been deployed and used. These rivers, due to them being tidal flow and that they flow through town centres, are the greatest risk. During flooding incidents our boats have never been used with their engines and when deployed the teams have completed rescues by wading through floodwater.

To maintain this skill requires crews to complete training in class 2 water (relates to the speed of flow). This requires crews to attend training courses in Wales as this is the nearest suitable Class 2 provider and therefore the cost in training has risen significantly to meet the identified competencies

Whilst the proposal is to reduce the number of 'boat teams' it must be noted that all operational responders now have water training and PPE to complete water rescues via a range of other techniques.

What change do we propose to make?

Water Rescue (Type B)

Capability removed from - Louth, Sleaford

Capability maintained at Boston, Gainsborough, Lincoln North & Spalding

Water Rescue Type C

Capability removed from - Louth, Spalding

Capability maintained at - Bourne, Lincoln South

Capability added to – Skegness

Finance

This change together with the proposals for asset replacement set out in section 1.4 shall realise the following financial changes:

- Annual revenue compared like for like based on current teams will realise of savings £62,182.00. However, this standard of training is not an option so the actual cost of training based on the new standard for the proposed amount of teams shall cost £99,228.00 which in real terms shall mean an increase of £37,046.00.
- Capital equipment savings (10-year replacement programme) £65,500.00.

Large Transport

Why we do it?

As part of the Fire and Rescue Services Act 2004 under Part 2 Core Services, Sections 8 and 9, the Fire Service has responsibility to make provision for response to road traffic collisions and other emergencies.

Why do we need to change?

Data of incidents attended from April 2014 to April 2019 identified that our crews have mobilised to 526 incidents of which 252 involved LGVs, 178 involved multiple vehicles, 42 involved buses/coaches, 17 involved minibuses, 17 involved aircrafts and 11 involved trains. Our two busiest stations were Grantham and Louth.

The road infrastructure in Lincolnshire is complex and busy with a range of traffic users. The roads have to contend with changes in traffic flow and capacity due to seasonal use related to holidaymakers and agricultural use. Most incidents occurred on the A17, A1 & A16.

The proposal is to increase the number of assets from two to three by maintaining Grantham, moving the Lincoln North asset to Louth and upskilling Boston. This will provide relevant assets at the locations closest to the highest risks.

The main aim of this upskill is to provide assets that can provide further support to initial attending crews.

What change do we propose to make?

Capability removed from - Lincoln North

Capability maintained at - Grantham

Capability added to - Boston, Louth

Finance

This change together with the proposals for asset replacement set out in section 1.4 shall incur the additional finance requirements:

- Annual revenue cost £5,595.00.
- Capital equipment costs will be realised as part of the replacement programme.

Heavy Rescue

Why we do it?

As part of the Fire and Rescue Services Act 2004 under Part 2 Core Services Sections 9, the Fire Service has responsibility to make provision for other emergencies.

Why do we need to change?

Lincolnshire Fire and Rescue currently provides a limited response to these incidents with further support coming from the USAR team, however, the attendance of USAR is not an immediate response and can take 60 minutes to mobilise. An interim response from an

improved level 3 capability will provide more timely support to our immediate frontline response.

Data of incidents attended from April 2014 to April 2019 identified that USAR has mobilised to 13 incidents which may involve the mobilisation of at least 3 vehicles and 10 personnel. Often when in attendance the requirement has been relatively small and could have been achieved with fewer personnel and minimal equipment.

What change do we propose to make?

Capability removed from - Lincoln North

Capability maintained at - Grantham

Capability added to - Louth

Finance

This change together with the proposals for asset replacement set out in section 1.4 shall incur the additional finance requirements

- Annual Revenue cost £3,730.00
- Capital equipment costs will be realised as part of the replacement programme

Command Support

Why we do it?

Part two of the Fire and Rescue Services Act 2004 identifies the core functions of a fire and rescue authority, to ensure the authority is able to fulfil these core functions it must ensure the provision of personnel, services and equipment necessary efficiently to meet all normal requirements. Every emergency response requires the function of incident command which will become more involved as the size and intensity of the incident increases. To assist the incident command function, it is essential that the appropriate support is afforded to coordinate the response.

Why do we need to change?

In 2012 when the current command support unit was rolled out there was no national standard which identified what an enhanced command support function should provide and many services developed a single vehicle which could incorporate technology to assist in the communications and recording of activity at an incident. Following the launch of national operational guidance and learning from significant national incidents (e.g. Grenfell tower, Manchester arena and major flooding in the South East in 2013) a better understanding of the command support function is known and expected. In association with this are the technological enhancements which have been developed since the launch of our current asset.

What change do we propose to make?

Through market research with other fire services and suppliers it has been assessed that the best way to achieve this is not to provide a specific vehicle but to provide equipment to create a command support environment (e.g. shelter, workstations and logistical support). To provide the technical element this shall be provided by utilising our recently upgraded mobile data terminals, command support software and connectivity

to deliver a command support function that is futureproofed. By utilising equipment that is available on all operational vehicles this shall increase competence as the operation shall be the same for all incidents but the function will be scalable.

Finance

This change together with the proposals for asset replacement set out in section 1.4 shall incur the additional finance requirements:

- Annual revenue £2,527.00
- Capital equipment costs will be realised as part of the replacement programme.

1.3 The current disposition of capabilities was based on the professional opinions of previous officers and some of these have now been superseded by an advance in equipment and the competency of responders on the front-line appliances. (Example – our aerial ladder platforms have an extended reach which is further than the hydraulic platforms which we had in Service when technical rope rescue was developed and introduced to the Service. This enhanced capability has now removed the need for technical rope rescue at specific risks.)

To ensure the most appropriate assessment of risk has been completed the following data sets have been reviewed.

- Reason why LFR provides these capabilities
- Known risks within the county
- Incidents in which technical assets have been mobilised to in the last 5 years (2015 – 2019)
- Training competencies to acquire, maintain and requalify

The purpose was to provide an evidence-based decision and to ensure all future trends and issues could be considered as part of the analytical process.

The changes proposed which are described in more detail above are summarised in Table 1 below (next page):

Table 1- Level 3: Technical Rescue Units

LEVEL 3: Technical Rescue Units		
	CURRENT	PROPOSED
	<p>Animal Rescue Large (AR2) Corby Glen Grantham Lincoln North Louth Sleaford Spalding</p>	<p>Animal Rescue Large (AR2) Lincoln North Skegness Spalding</p>
	<p>Bariatric Response Grantham Lincoln North Skegness Spalding</p>	<p>Bariatric Response Lincoln North Skegness Spalding</p>
	<p>Heavy Rescue Limited Capability Grantham Lincoln North</p>	<p>Heavy Rescue Grantham Louth</p>
	<p>Large Transport Limited Capability Grantham Lincoln North</p>	<p>Large Transport Boston Grantham Louth</p>
	<p>Technical Rope 1 Team split between Skegness Sleaford</p>	<p>Technical Rope Discontinued and supplemented by Station Rope, ALP, LACE</p>
	<p>Water Rescue Type B Boston Gainsborough Lincoln North Louth Sleaford Spalding</p> <p>Type C Bourne Lincoln South Louth Spalding</p>	<p>Water Rescue Type B Boston Gainsborough Lincoln North Spalding</p> <p>Type C (Local) Bourne Lincoln South Skegness</p>
	<p>Command Support Market Rasen</p>	<p>Command Support Gainsborough Grantham Louth</p>

1.4 The current technical response vans have now reached and exceeded their end of service life, and the rescue support units shall reach theirs in 2020/21. In addition to the vehicles the Service has also identified the need to improve equipment used to deliver the appropriate outcome; this equipment includes our swift water boats and our command support provision. Command support doesn't deliver a specific function to the resolution of an incident but does provide the ability to support commanders at a range and scale of incidents.

A total capital budget of £1,218,000.00 has been allocated to deliver this project and this will be used to purchase the replacement vehicles, replacement boats and the supplementary equipment for the new heavy rescue and large transport requirement and the new command support function. The Identified Capital Budget is taken from the fleet and equipment replacement programme within LFR Capital Plan and specifically relates to the replacement of current fleet of Rescue Support Units, Technical Rescue Vans, and specialist equipment. Further breakdown and details are within Appendix J.

Approval is sought for proceeding with this programme of replacement and for undertaking the procurement associated with it. The proposal is to submit an invitation to tender by way of mini competition through the Devon and Somerset framework for the replacement vehicles

Until that has been done the price at which any vehicles and equipment will be available is not known but experience and research give reasonable confidence that the cost of the replacement can be met from within the available budget. We have the option not to award post tender if the costs are prohibitive due to available budget.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

A full EqIA has been completed and has been included as Appendix I. No differential impacts have been identified on people with a protected characteristic.

The impacts identified are:

Negative Impact - *Employees at those stations who lose this specialist resource may be impacted through reduced call out (economic impact) / losing skill set. Decision based on sound analysis over a period of time.*

Positive Impact - *Employees at those stations who gain this specialist resource may be impacted through increased call out/gaining additional skill set. Decision based on sound analysis over a period of time*

The mitigation actions to support the negative impacts are - *Communicate with staff the statistical information behind the decision to relocate the resource. Support staff who may be adversely affected by losing their skill sets, or reduced call out*

Consider:

Leading and Managing Change - e-course on Lincs2Learn (may help support change)

Personal Resilience (Health and Wellbeing) - e-learning course on Lincs2 Learn (may help build upon and improve personal resilience)

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

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

The JSNA and JHWS have been considered. The proposals in this Report are designed to improve the Service's response and therefore keeping residents of Lincolnshire safe thereby contributing to their health and wellbeing.

Crime and Disorder

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

There is no impact under Section 17 of the Crime and Disorder Act 1998.

3. Conclusion

The Service has now completed the relevant assessment of risks, incident data and has consulted with the workforce and partners. Approval is sought to a number of operational changes together with a programme of capital asset replacement.

A total capital budget of £1,218,000.00 has been allocated to purchase replacement vehicles, replacement boats and the supplementary equipment for the new heavy rescue and large transport requirement and the new command support function. As identified the proposal will deliver the following financial savings:

- Against previous standards and comparing current composition against proposed composition this proposal shall realise annual revenue savings of £74,868.00, however due to changes in competence requirements shall incur an annual revenue pressure of £24,360.00. If the current composition was to be maintained the service would incur an annual revenue pressure of £168,094.00.
- Capital savings based on an averaged 5-year programme £35,200.00.

The following recommendations are proposed:

- The Service changes its technical response delivery to the model indicated in table 1.
- The Service submits an invitation to tender through the Devon and Somerset framework for the replacement vehicles.
- The Service begins a mini competition process to identify suitable equipment to replace and improve current inventories.

What can be noted is that through this improved model we will be able to increase our command support capability. This capability, whilst not part of our Level 3 response, is used at every incident. However, as the size and intensity of an incident increases the need for greater control is required. Command support provides the relevant equipment and processes to ensure an incident can be managed safely.

4. Legal Comments:

The Council has the power to make the changes and procure the equipment proposed.

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

5. Resource Comments:

There is available funding within the Fire & Rescue Fleet and Equipment capital budget to support this scheme.

It will also result in £76,000 cost avoidance from 2023/24 which would be incurred if no investment was undertaken, and this is reflected in the service's medium term finance plan.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Public Protection and Communities Committee will consider this paper on 27 July 2021 and their comments will be provided to the Executive.

d) Risks and Impact Analysis

The process to identify the proposed response structure has been based on known operational risks and historical demand. The conclusions have identified the Service needs to change its delivery model to ensure it can provide an effective and efficient technical response capability.

The Service undertook both an internal and external consultation, the results of the internal consultation can be found in appendix H and the majority of the workforce supports the proposed changes. The few responses that disagreed with the proposals

were from staff that would be losing specific skills; however, the risk and demand analysis doesn't support the anecdotal conclusions drawn from their responses. Internal consultation opened on the 12th of April 2021 and closed on the 7th of May 2021, responses were submitted by both staff and trade union representatives. External Consultation opened on the 6th of May 2021 and closed on the 21st of May 2021; this shorter consultation period was due to the recent local elections. The external consultation was sent to specific stakeholders as identified in Appendix G and the Service received no responses.

Legal advice was sought from Lincolnshire County Council legal services by the chief fire officer prior to LFR commencing consultation.

An equality impact assessment (Appendix I) has been conducted, and the conclusions have identified no impact on people with a protected characteristic.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Review of Technical Response units
Appendix B	Animal Rescue Analysis 2019
Appendix C	Bariatric Rescue 2019
Appendix D	Rescue from height 2019
Appendix E	Large Vehicle analysis 2019
Appendix F	USAR Analysis 2019
Appendix G	Technical Response Units - Consultation brief
Appendix H	Internal Consultation Survey results
Appendix I	Equality Impact assessment
Appendix J	Capital Plan

8. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Community Risk profile 2020 - 2024	LFR Website
IRMP 2020-2024	LFR Website
LFR Response Framework 2020 - 2024	LFR Website

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