



Open Report on behalf of Mark Baxter, Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	09 November 2021
Subject:	Integrated Risk Management Plan 2020-2024 – Yearly Update

Summary:

The purpose of this report is to provide committee members with an update on progress against the Integrated Risk Management Plan 2020-2024, which began in April 2021. This mid-point review coincides with the Executive ratification of the plan in November 2020. A full annual update will be provided in July 2022 and each July onwards. This will allow for full year end performance data to be analysed and presented.

Actions Required:

Through this report we request the Public Protection and Communities Scrutiny Committee to review consider the scrutiny arrangements in section 3 and determine if there is a need for more information.

1. Background

The Integrated Risk Management Plan (IRMP) is a requirement of all Fire Services and acts to prioritise the work of the service.

To meet the needs of the Fire and Rescue National Framework for England (2018) the IRMP must reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of Lincolnshire. It must demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on our communities.

Our IRMP is a long-term plan which outlines Lincolnshire Fire and Rescue's assessment of key risks to both our communities and the organisation itself. The IRMP drives the strategies we will adopt to mitigate those risks and enables the service to match our

resources to risk, and individuals to interventions. We use the IRMP to develop further detailed plans, such as our annual service plan.

To ensure we have a detailed understanding of our county we have completed a comprehensive review of the foreseeable risks within the county, of which is captured within our Community Risk Profile (CRP).

Community Risk Profiling is part of a continuous cycle, which ensures that all foreseeable risks are identified, their likelihood and consequences analysed, and effective risk measures are applied to prevent and mitigate their impact on our communities.

2. Integrated Risk Management Plan 2020-2024

The publication of our 2020/24 IRMP was delayed as a result of COVID19, a position supported in a letter from Lord Greenhalgh Minister of State (Minister for Building Safety and Fire).

In November 2020 following a public consultation and engagement exercise, the IRMP was signed off by the Executive. We started working towards it in April 2021. Between April 2020 and April 2021, the priorities identified in the previous IRMP remained extant, and we continued to work toward these.

We restructured our IRMP and planning process and frameworks. This has resulted in four delivery frameworks and an overarching framework which articulates our approach to evaluation.

2.1 Community Safety Framework

Our community safety framework sets out our priorities and aims to improve and enhance the safety of our communities. It describes our community safety activities and sets out how they will be delivered. The framework encompasses the following functions:

- Community Fire Safety
- Community Fire Protection
- Youth Engagement

2.2 Response Framework

The aim of our response framework is to ensure that we can minimize the impact of all incidents by providing a timely, appropriate and resilient response capability. The nature and range of emergency incidents that 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.

2.3 People Framework

It is our ambition that LFR is recognised as an employer of choice, who achieves its objectives by getting the best from its people. We recognise that our people are at the heart of our Service. Our people framework sets the scene for how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards in pursuit of supporting the “One Council” approach for excellence.

2.4 Resources Framework

The aim of our resourcing framework is to facilitate our IRMP by addressing our corporate risks. It does this by ensuring we have appropriate oversight to identify and provide resources to deliver our business, in line with robust and clear financial management.

3. Performance Reporting and Scrutiny

In 2021 we realigned and developed new performance indicators to ensure more focus on performance against our statutory duties. Service level strategic performance is scrutinised quarterly by the senior leadership team at our performance management board. This has Councillor oversight through attendance at the meeting. We will continue to report our high-level performance to Public Protection and Communities Scrutiny Committee quarterly.

Performance is monitored and managed closer to delivery by middle managers at a service delivery board. Here performance against activity is discussed and resources managed to meet objectives.

Programme board is responsible for the delivery of high risk, high complexity or high value projects to support the IRMP. We will provide high level updates to Public Protection and Communities Scrutiny Committee each July. The current programme includes projects such as:

- replacement equipment to mobilise fire engines, both on fire stations and in the control room
- replacement technical response units
- replacement emergency services communications equipment and infrastructure
- replacement mobile data terminals

4. Completed Projects - Flood pumps

An example of completed work to support the IRMP is the project to enhance our flood response. One of the risks identified in the IRMP is the impact of climate change and the increased instances of flooding. These have a service level impact on resourcing for protracted periods. The service maintains a High Volume Pump (HVP), and has access to

more through national arrangements. However, there is a cost pressure associated with bringing in national assets, and often incidents of this nature occur across the country or region, reducing the availability of national assets.

As a result and following close working with colleges across LCC, we have purchased and crew four flood pumps. These are trailer mounted high capacity pumps that while not providing the same capacity as the HVP, are deployable in a shorter space of time and require less staff to run them. Having this additional capacity in a more agile format will provide better outcomes for the communities affected by flooding. The project considered the working arrangements and deployment methodology, alongside specification and procurement of the solution.

5. Performance Management Report

Note – This is currently illustrative data from quarter 1. Quarter 2 performance data is currently being quality assured and will be available for verbal update at the meeting.

Our end of year report (July 2022) will provide a detailed analysis to support our strategic performance indicators. On-going analysis of these performance areas allows us to prioritise resources and take corrective action.

	Actual 31/03/2021	Target 31/03/ 2021		Same Period Last Year
LPI 72: % of critical home safety & wellbeing assessments conducted in 5 days	76.92% (390 / 507)	100%	▲	81.94% (835 / 1,019)

We are behind target and compared to last year we have also seen a decrease in the % of critical and high home safety and wellbeing assessments conduction in 5 days. In total we carried out 507 HSCs and we missed the deadline on 117 of those. In the 4 Quarter we saw an increase in compliance rate of assessments being carried out within 5 days. A number of changes to how referrals are initially managed have been made and with restrictions easing we are confident that the compliance rate will continue to increase into 2021/22. Although the initial 5 day target was missed on 23% of occasions, we are able to confirm that all cases were followed up within a limited period of time and actioned as required. Internal recording and monitoring processes have also been developed which will allow closer scrutiny of performance at an early stage to support compliance and the need to amend ways of working.

	Actual 31/03/2021	Target 31/03/2021		Same Period Last Year	DoT
LPI 66: % of RTCs attended within the expected timeframe	80.97% (349 / 431)	100%		75.40% (466 / 618)	

We have ended the year behind target but if we compare to 2019/20 we have seen a 5.6% increase in the % of RTCs attended within the expected timeframe. We missed our attendance standard on 82 occasions and the reasons are as follows:-

Reason	No. of incs
Appliance unavailable – defective	1
Appliance unavailable – IST/restricted crew	1
Appliance unavailable – OFRN	18
Delayed booking mobile	13
Achievable	33
Appliance unavailable – committed at incident	2
Appliance unavailable – P1 committed/P2 delayed booking mobile	1
Appliance unavailable – P1 committed/P2 OFRN	2
Edge of polygon	6
Heavy traffic	2
Incorrect address/difficulty finding incident	16
LCS tolerance	13
Road speed-weather conditions	6
Roadworks/closed roads	1
Unachievable	49
Total	82

There were an additional 33 incidents we could have met the attendance standard, bringing the maximum we could have achieved to 88.63%.

	Actual 31/03/2021	Target 31/03/2021		Same Period Last Year	DoT
LPI 10: % of building regulation applications responded to within 15 days	98.92% (457 / 462)	100%		95.56% (602 / 630)	

We have remained within the tolerance range of our target, and we have also seen an increase in compliance compared to last year. We only missed the deadline on 5 occasions (out of 462 applications).

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Annual Service Plan 2021-22

7. 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
Fire & Rescue National Framework for England (2018)	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf

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