



**Open Report on behalf of Mark Baxter,
Chief Fire Officer – Fire and Rescue Service**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 September 2023
Subject:	Integrated Risk Management Plan 2020-2024 – Yearly Update

Summary:

The purpose of this report is to provide Committee members with an annual progress report on the Integrated Risk Management Plan 2020-2024, which began in April 2021.

Actions Required:

The Public Protection and Communities Scrutiny Committee is invited to review and seek assurance on the information contained in the end of year Integrated Risk Management Plan performance update.

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.

This report sets out the performance against the 2022-2023 Service plan. The performance year runs from April 2022 – March 2023. Performance metrics are reported quarterly to performance management board and then to Public Protection and Communities Scrutiny

Committee. This report sets out qualitative narrative of our performance against our objectives.

- Increase the number of targeted safe and well visits.
- Develop the capacity within the fire protection team.
- Continue to contribute to the Lincolnshire Road Safety Partnership.

- Conduct a full review of the Co-responder scheme.
- Ensure Fire Control staff have systems in place to deal with complex emergencies.

- Review support for line of business applications.
- Develop the use of technology to improve efficiencies.
- Develop the 2024-28 community risk management plan (CRMP).

- Increase diversity across the organisation.
- Implement a talent management and succession framework.
- Review business delivery models (resourcing project).

2. Integrated Risk Management Plan 2020-2024 - End of Year Performance Update

The service has faced several challenges over the last year, not least dealing with the planning and preparation of proposed industrial action following the pay dispute and preparing for our inspection from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in May 2023.

In addition to this we responded to the tragic earthquakes in Turkey, providing four specialist staff and our search dog to deploy as part of an international search and rescue effort to assist in the rescue of those trapped in the rubble.

We have worked collaboratively with the National Farmers Union to design and implement a new item of equipment that can be used in conjunction with farm machinery, providing additional access to water at rural incidents. These incidents have become far more prevalent recently, due to climate change and we have seen a significant increase in wildfires throughout the summer. In 2022 our call volume in a three-month period was equal to that of our annual call volume the previous year. This work has been recognised nationally, with other fire services now opting to use a similar approach.

We have continued to improve our response model, using learning from major incidents including the implementation of recommendations following the Grenfell tower tragedy. This work ensures our crews remain safe while attending incidents, but also provides additional protection to the communities of Lincolnshire.

Prevention and Protection

Increase the number of targeted safe and well visits (Home Fire Safety Visits)

A busy year saw the prevention team transition to the nationally aligned Home Fire Safety Visits (HFSV), ensuring that all our engagement with vulnerable communities is person centred. Our ability to understand and target risk continues to be a priority. Whilst partnership referrals are a key part of our delivery strategy, we have further developed how we proactively identify vulnerabilities at a household level. Our risk scoring index has allowed us to blend a variety of datasets (internal and partners) to categorise risks. Our Integrated Risk team has used mapping software to show where our most vulnerable communities/households are.

A blended approach of reactive and proactive visits resulted in a significant increase in the number of HFSVs carried out by our community safety advocates and operational crews. A total of 5207 HFSVs were carried out, focusing on our most vulnerable communities. An integral part of delivery for the year has been the work carried out to support the homes for Ukrainians project. All homes identified as supporting the scheme have been visited, with a HFSV carried out and fire safety details provided in alternative languages.

To support and improve the efficiency and effectiveness of delivery, our administration processes have been reviewed. We have identified a number of areas relating to how we allocate work and record outcomes to support our targeting process. Further improvement and refinements will allow us to continue to increase the number of vulnerable individuals supported throughout 2023/24.

Develop the capacity within the fire protection team

With clear plans in place, we have continued to develop our Fire Safety Inspectors (FSI). Using local and national investment, we have recruited into vacant posts and placed individuals onto nationally aligned development pathways.

A good understanding of risk in the built environment has allowed us to develop rationale to outline the requirement of resources to manage and mitigate the potential impact. While we still have a small number of FSIs who are completing the required courses and development process, the capacity of the team has increased in-line with identified plans. A consultation to introduce an on-call element to the FSI roles will allow us to further align to the national competence framework. Although we are still below our establishment level due to staff moving into new roles, we have the right skills and capacity in place to meet our legislative duties.

Continue to contribute to the Lincolnshire Road Safety Partnership

A unique partnership has resulted in the national 'Biker Down' Scheme being introduced into the county. The course is aimed at motorcyclists and is designed to raise the awareness of associated hazards and risks. Our partnership with the Lincolnshire Integrated Voluntary Emergency Service (LIVES) and the Air Ambulance team has resulted in the standard course

being enhanced. A bespoke element of the course allows emergency life saving techniques to be delivered to road users who may be first on the scene to a road traffic collision where motorcyclists are involved.

The scheme comprises of three modules, all of which were successfully delivered in 2022/23. The second course is planned for delivery in 2023/24. Our road safety advocate is an integral part of our delivery plan, with a link to our operational crews vital to maximising the impact of our activities.

Response

Conduct a full review of the co-responder scheme

A full review of the co-responder scheme was conducted in 2022/23 to ensure the optimal delivery mechanism was in place which met the needs of the community, the fire service and East Midlands Ambulance Service (EMAS). In discussions with EMAS we have adapted the model to attend only the most serious category 1 incidents. We have ensured the right resources are available in the most impactful locations. This has involved prioritising blue light training for some stations.

Ensure Fire Control staff have systems in place to deal with complex emergencies

All fire control staff have been trained in dealing with multiple calls for fire survival guidance. This is the type of scenario that might be encountered should there be a fire in a multi-dwelling building.

We have also implemented and tested in realistic conditions a mechanism to share live information between the fire control room and the incident. This allows real time information about the location of residents within a building to be shared with the incident commander responsible. The incident commander can then prioritise the actions they will take.

Resources

Review support for line of business applications

The completion of this priority was delayed due to the roll out of the Microsoft Office 365 platform in Lincolnshire Fire and Rescue (LFR). With this new software now fully embedded across the organisation, we have been able to focus on the development of our in-house applications. Additional staff were recruited into the service support team to assist in the development of our flo-suite application. We have recently signed off a project to identify a new management information system which will integrate across multiple platforms, seeking to avoid duplication and double keying.

Develop the use of technology to improve efficiencies

We have worked with Lincolnshire County Council (LCC) on their process optimisation and automation project, identifying areas within LFR recruitment and organisational development to streamline processes and to identify suitable systems to procure. The specification requirements for these systems have been developed and a tender process will now commence. This new software will service both LFR and LCC.

Develop the 2024-28 Community Risk Management Plan

Work is well underway to produce our next Community Risk Management Plan (CRMP). Two rounds of engagement have taken place to identify what risks the community feel are the most important to them, and these will be matched with our assessments to produce the community risk profile. The next step is to put together our plan to manage these risks and keep the people of Lincolnshire safe and well. This plan will be presented to the community in a final round of engagement and consultation before going through scrutiny and sign off by elected councillors.

People

Increase diversity across the organisation

This year we have produced and delivered face to face foundation Equality, Diversity and Inclusion (EDI) training to all staff in LFR. We have established an EDI steering group that is chaired by the Chief Fire Officer, and we have task and finish groups in operation across a variety of strands. We have also developed a three year EDI training and communication plan.

From a recruitment perspective we have carried out a number of positive action days as part of our wholetime and on-call recruitment campaign and this work will continue through 2023/24.

Implement a talent management and succession framework

Following the implementation of a pilot talent management framework throughout 2022/23, a recommendation for an extension to the pilot scheme to be rolled out across the entire organisation was granted. This will remain a focus for the organisation throughout 2023/24 to ensure the scheme is fully embedded.

Review business delivery models (resourcing project)

The resourcing project is underway and phase one of the project has been consulted upon. A full review of the organisation and the structure of each department has led to prioritisation of each phase. Phase one included Recruitment, Prevention and Protection. Phase two of the project will commence in September 2023 and the proposed implementation will take place over a period of approximately three years.

3. Conclusion

Work is now underway in the development of the new IRMP. This will be rebranded as our community risk management plan (CRMP). We have already conducted two public engagement sessions to identify how the communities of Lincolnshire perceive risk and what is important to them, and this will form the foundation on which our CRMP 2024-28 will be built.

4. Consultation

a) Risks and Impact Analysis

N/A

5. Background

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	https://www.lincolnshire.gov.uk/downloads/file/4817/lfr-community-risk-profile-2020-24
IRMP 2020-2024	https://www.lincolnshire.gov.uk/downloads/file/4777/irmp-2020-24
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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