

**LEICESTERSHIRE**  
**FIRE and RESCUE SERVICE**



# Our Plan

**Community Risk Management Plan**  
**2024 – 2028**



**SAFER PEOPLE**  
**SAFER PLACES**

PROFESSIONAL • POSITIVE • HONEST



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# Foreword

Our purpose is **Safer People, Safer Places** in both our communities and our workplaces. This Community Risk Management Plan sets out how we will achieve this. We must understand who our service users are and what services they need to ensure we can continue to deliver a well-managed service, focused on their needs and to direct our resources efficiently and effectively. This plan describes our service priorities and aims; departmental and district plans will detail how we will successfully achieve our desired outcomes. Our prevention, protection and response teams will continue to manage the number and impact of incidents and will react effectively when they do happen. Our support teams will enable prevention, protection and response to deliver. Our communities must feel safe and confident in accessing the quality service we provide, and equality be assured in the way in which we deliver it. We've agreed a range of activities within our plan to make sure we continue to achieve our statutory duties and deliver an excellent fire and rescue service for our communities.

**Callum Faint**  
Chief Fire and Rescue Officer

**Nicholas Rushton**  
Chair of the Combined Fire Authority

# What is a Community Risk Management Plan/Our Plan and what are we wanting to achieve?

Risk management planning within Fire and Rescue Services is supported by Government legislation.

The Fire and Rescue National Framework for England (2018) and the National Fire Chief Council (NFCC) both include guidance and advice on how to undertake risk management planning effectively.

The National Framework refers to the traditional Integrated Risk Management Plan (IRMP) which states: An 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.

The more recent Fire Standards Board Fire Standard for Community Risk Management Planning (CRMP) states that a fire and rescue service must assess foreseeable community related risks and use this knowledge to decide how those risks will be mitigated.

This CRMP, based primarily on the NFCC Strategic Framework approach focuses on three themes which need to be effectively completed to ensure a robust planning process is in place.

The planning needs to consider the use of **Data and Business Intelligence**, ensure that all activities have the appropriate **Equality Impact Assessments** in place and there is suitable **Stakeholder and Public Engagement** on the plan.

The Strategic Framework then has five main components which include:

## Defining Scope

Understanding and explaining what the CRMP process is seeking to achieve

## Hazard Identification

The process of recognising and describing hazards the CRMP process needs to mitigate

## Risk Analysis

The process within the CRMP where the risk level on an identified hazard is determined

## Decision Making

Key CRMP decisions required to ensure appropriate control measures are implemented to mitigate the risks identified

## Evaluation

Provides assurance that the CRMP is achieving the desired outcome

# Purpose

Our purpose **defines our scope** and describes what we are all working towards and is at the heart of everything we do as a Service:

## Safer People, Safer Places

We aim to:

- 🔊 prevent incidents from happening
- 🔊 limit their impact when they do happen
- 🔊 respond in the right way at the right time when we're needed

We want our staff, partners and communities to work for, with and alongside us, to create safer people and safer places.

## Leicestershire Fire and Rescue Service

Leicester, Leicestershire and Rutland cover an area of more than 979 square miles. It has a network of major motorways, an international airport, large scale businesses, buildings of historical importance and protected wildlife sites. It has mix of urban, semi-rural and rural localities.

The population is growing and ageing. At present it stands at just over 1.1 million people living in over 430,000 domestic properties. There are over 45,000 business premises.

Leicester, Leicestershire and Rutland is diverse and multicultural, with varying degrees of affluence and social deprivation. About 25% of the population are from minority ethnic communities, with Leicester City having the highest proportion of Black, Asian and mixed-race communities at 55%.

## The Combined Fire Authority

The Leicester, Leicestershire and Rutland Combined Fire Authority (CFA) govern the fire and rescue service. The CFA is responsible for delivering both an effective fire and rescue service to Leicester, Leicestershire and Rutland and this Community Risk Management Plan (CRMP).

It provides clear leadership for residents and communities to ensure we operate with transparency and accountability.

# Our Fire and Rescue Stations and Firefighting Vehicles

We attend and resolve over 8,000 emergency incidents each year across a wide and varied nature, including; fires in buildings, complex rescue incidents involving road traffic collisions, hazardous materials, buildings collapsing and rescuing people from water.

Changes are already taking place in relation to addressing a risk highlighted in the last IRMP relating to the use of the Day Crewing Plus (DCP) Duty System, and resolving how it is not compliant with the Health and Safety Executive (HSE) guidelines. Five DCP stations are having different working patterns implemented (Birstall, Coalville, Hinckley, Oakham and Wigston). These have been approved by the CFA.

The changes ensure compliance with the HSE and will be implemented by 2025. None of the agreed changes impact the level of service being provided to the communities in those Station areas. Castle Donington is the only exception to this, therefore, we will consult upon proposed changes at this station as part of this CRMP.

## Key Facts

- 🔊 20 fire stations
- 🔊 a fleet of fire engines and other operational vehicles
- 🔊 700 staff (562 firefighters)
- 🔊 8,000 emergency incidents attended each year
- 🔊 979 square miles coverage
- 🔊 over 1.1 million people
- 🔊 over 430,000 domestic properties
- 🔊 over 45,000 business premises

# Our Fire Stations and Firefighting Vehicles



**Wholetime**

**Birstall (DCP moving to 2-2-4)**

**Castle Donington (Proposal - DCP moving to Day Crewing with overnight cover)**

**Central**

**Eastern**

**Loughborough (Proposal - New On-Call section) Additional Tactical Response Vehicle (TRV) moving to Castle Donington at night**



**Wholetime**

**Southern**

**Western (Proposal - Additional TRV moving to Castle Donington at night)**



**On-Call**

**Ashby**

**Billesdon**

**Kibworth**

**Market Bosworth**

**Uppingham**

**Shepshed**



**Wholetime and On-Call**

**Coalville (DCP moved to 24/7 self-rostering)**

**Hinckley (DCP moved to 24/7 self-rostering)**

**Oakham (DCP moved to 24/7 self-rostering)**

**Wigston (DCP moved to 24/7 self-rostering)**



**Wholetime during day and On-Call at night**

**Lutterworth**

**Market Harborough**

**Melton Mowbray**

**In total (as at 1 January 2023): 20 stations**

# Our Values and Behaviours

The values and behaviours of the Service should reflect how our people actually feel about working within LFRS.

His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommended that **“the Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation”**

An initiative was undertaken in 2019, which included a number of activities designed to provide all members of staff the opportunity to contribute towards establishing an agreed set of values and behaviours for the Service. These included workshop events, a staff survey and advocates seeking the views of staff.

The outcome of these activities were the behaviours our staff most commonly admired and what we will strive to be. These are:



These will become what we are and be embedded throughout the Service by positively influencing recruitment, promotion, appraisals and performance management.

**Equality Impact Assessments (EIAs)**

All the proposed actions to deliver the five strategic aims within this plan have had Equality Impact Assessments undertaken. This focuses the Service on understanding diversity and ensures the needs of all demographics and protected characteristics are considered when providing an effective Fire and Rescue Service.

Additional attributes and meanings for each behaviour were identified for clarity, and these are:

**Professional**

**Competent**

**Reliable**

**Respectful**

**Positive**

**Constructive**

**Confident**

**Enthusiastic**

**Honest**

**Truthful**

**Trustworthy**

**Fair**

# Code of Ethics



The National Fire Chief’s Council and the Local Government Association have introduced a Core Code of Ethics (Core Code) Fire Standard, which is designed to guide all Fire and Rescue Service (FRS) employees in their day-to-day conduct, providing professional standards of practice and behaviour to carry out business honestly and with integrity and to underpin organisational culture. It provides the expectations for how employees should behave in any given situation, to assist with decision-making.

This code complements our own values and behaviours of Positive, Professional and Honest. Embedding it will assist the Service in addressing the findings within the recently published spotlight report by the HMICFRS into the Values and Culture within the Fire and Rescue Services.

Fire and Rescue Authorities (FRAs) and FRSs will strive to conduct all our activities efficiently, to the highest ethical standards and in compliance with legal obligations.

Ethics are a cornerstone of professionalism. Ethical behaviour is crucial to maintain public trust and confidence, and to continue to build a reputation which people value and are aware of. This Core Code will also support the fire and rescue service in improving the culture and the diversity within it, and will also ensure that an ethical approach is embedded into all areas of service.

The Core Code reflects best practice principles and has been designed to underpin the way we serve our communities, carry out our role, and work together. It is the common foundation across all services in England.

The FRS Core Code of Ethics identifies five primary ethical principles that are specifically applicable to the FRS. Each of these primary principles is described by a statement that, taken together, signify what good practice by all employees of the FRSs will look like. They lay out the precise forms of ethical conduct and behaviour that every FRS will adhere to in all its activities and in ensuring its employees, feel valued and respected.

## The Five Fire and Rescue Service Ethical Principles

**Putting Our Communities First:** We put the interest of the public, the community and service users first.

**Integrity:** We act with integrity including being open, honest and consistent in everything we do.

**Dignity and Respect:** Making decisions objectively based on evidence, without discrimination or bias.

**Leadership:** We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

**Equality, Diversity and Inclusion (EDI):** We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

# Strategies, Aims and Outcomes

This CRMP contains (and will consult on) the approach Leicestershire Fire and Rescue Service will take to ensure it achieves the successful delivery of the 5 ‘Aims’ of the 5 strategic areas within the Service. Our five strategies direct how we’ll achieve our aims and objectives. The strategies meet our legislative responsibilities, outline the challenges we face and how we plan to meet them.

## Our Strategies and Our Aims

### 🔊 Safer Communities Strategy

**Aim - Fewer incidents with reduced consequences**

### 🔊 Response Strategy

**Aim - Respond effectively to incidents**

### 🔊 Finance and Resources Strategy

**Aim - Deliver value for money quality services**

### 🔊 People Strategy

**Aim - An engaged and productive workforce**

### 🔊 Governance Strategy

**Aim - Provide assurance**



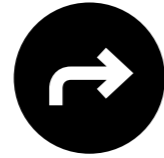
### Prevention

We strongly believe prevention is better than cure. We recognise that risk reduction begins with safe behaviours at home, at work, or on the road. We work with local organisations and partners to identify those people who are more vulnerable and likely to be affected by fire and other emergencies. This is done by sharing information and risk profiling which leads to earlier identification of potential hazards and a reduction of risk to individuals, particular demographics, or communities.



### Protection

We have a legal duty to give advice and enforce fire safety standards across a wide range of commercial and public buildings to keep people safe. The focus of our protection activity is guided by a combination of the features of the building, risks of the premises type, local and national incident trends, or fire safety concerns from our communities. We carry out a programme of inspections at a variety of buildings to ensure they are safe and compliant. We will then use a range of powers, up to legal action (enforcement) for any buildings needing it.



### Response

There are times when prevention and protection activity cannot stop incidents from occurring, and when they do our priority is to ensure we can respond effectively to them. We send the right number of people with the right skills and the right equipment to manage and resolve the incident.



### Resilience

We look to provide an effective emergency response service even when the levels of demand are high. To meet this requirement, we already have agreements in place with all our neighbouring fire and rescue services to provide mutual assistance and support. We are part of a national agreement and network of resources and can provide and receive support from all over the country.

In addition to the fire and rescue network of which we are a part of, we are also members of the Local Resilience Forum (LRF) and play a key role in the development and exercising of plans to deal with major incidents and risks across Leicester, Leicestershire and Rutland and those highlighted in the Community and National Risk Registers. This multi-agency approach ensures high levels of confidence in the emergency plans and business continuity arrangements we've developed.

Work with the LRF also encourages community resilience, working in collaboration with our partners to make our communities self-reliant and resilient in the event of an incident or challenging scenario e.g. severe weather, floods, snow, or water shortages.



### Risk (Reviewing, Assessing, Managing) and Community Risk Model (CRM)

#### Hazard Identification and Risk Analysis - What is a risk?

For Community Risk Management Planning in the fire and rescue service, a risk is defined as:

**A combination of the likelihood and consequences of hazardous events**

The key terms are defined as follows:

**Hazard** - A potential source of harm

**Hazardous Event** - A potential event that can cause harm

**Likelihood** - The chance of something happening. May be described by the probability, frequency or uncertainty of events

**Consequence** - The outcome of an event. Specifically, the severity or extent of harm caused by an event

This technical definition links to the risk assessment process. It refers to "hazardous events", which are potential events that can cause harm. Fire and rescue services record actual incidents of these types and produce statistics on their frequency and consequence. However, "hazardous events" also include possible incidents that have not yet happened but might happen in the future.

#### What are Leicestershire Fire and Rescue Service's Community Risks/Hazards?

Our CRMP is designed to keep people and places safe and takes account of the hazardous events faced by our communities, including the likelihood and consequence of fires, road traffic collisions, flooding and collapsed buildings amongst others. It's focused on how best our resources can be used to manage and/or reduce and limit the risks.

#### Reviewing Our Risks -

When we develop a CRMP, we engage with multiple partners and use a variety of sources to review existing risks and identify new ones. These sources include historical incident data, demographic data, performance data, high risk location information, local development strategies and informed and expert opinions. We also consider the impact of wider changes in society, including government policy, economic growth, the environment and climate change, evolving communities, technological progress and the issues recently identified in relation to the culture within Fire and Rescue Services.

For our emergency response capability, the key areas we look at are availability of resources, response times to incidents and the individual station demand profiles. We also consider our prevention and protection activities in our future planning, reviewing the use and allocation of our available resources to mitigate the impact of identified risks.

All this data and information helps us understand the needs of our communities, identify locations of potential peak demand, and assess our capacity to respond. It's also used to anticipate trends that may result in an increase in demand as well as opportunities to reduce the current levels.



**! Risk (Reviewing, Assessing, Managing) and Community Risk Model (CRM)**

**Assessing Risks/Hazards**

Our Community Risk Model (CRM) uses all this information to predict where a serious incident is more likely to occur, relative to other locations within our area. It combines the overall level of deprivation with historic incident data and identifies localities which are more likely to require our response, relative to other localities. The result is a broad view of risk at a locality level, which then informs our decisions about where we should best allocate our resources.

We've mapped our station locations on to the CRM to show how they are currently placed to reflect the potential hazards within our communities. The map shows how each locality has been given a risk category depending on the level and types of incidents attended and overall levels of deprivation. Incidents which are more likely to result in death or injury have been weighted higher.

Our community hazards, identified across all areas of the Service are detailed in each of the five Service Strategies. These strategies outline the challenges we face in each area, the hazards, how we plan to meet the challenge, and the specific actions the Service will complete to deliver this Community Risk Management Plan.

These hazards are recorded on the Service's Organisational Risk Register (ORR). Each hazard has been evaluated against our robust risk management process and involves the completion and analysis of a risk assessment template to understand the likelihood and consequence of the hazard. This informs the risk value and the management level required to manage the risk. The content of the ORR is reviewed regularly by the Strategic Leadership Team and The Corporate Governance Committee (which is attended by members of the CFA).

Additional risks affecting our communities can be located on the Local Resilience Forum, Leicester, Leicestershire and Rutland Community Risk Register or on the National Risk Register [National Risk Register](#).

**Supporting Information and Data**

The detailed data we use to support our decision making is detailed in Appendix 1. It is based on the last five years of information and informs us where the greatest risks are, the volume and profile of our incidents, where and when they are happening, what type of incidents are occurring and how quickly we can get to them. It also informs us where the prevention and protection activities are being undertaken, and the location of potential foreseeable risks.

Based on the data within the three maps below (and the additional data in Appendix 1), we are confident that the locations of our stations, and those of neighbouring services, best meet the community risks and foreseeable demand which the Service will have to respond to.

The 10-minute response time target to life risk incidents, which includes the call handling time has been reviewed. By combining our historic incident and travel time data with academic research containing a literature review, The Service is comfortable that the 10-minute target is suitable and achievable for the majority of our life risk incidents.

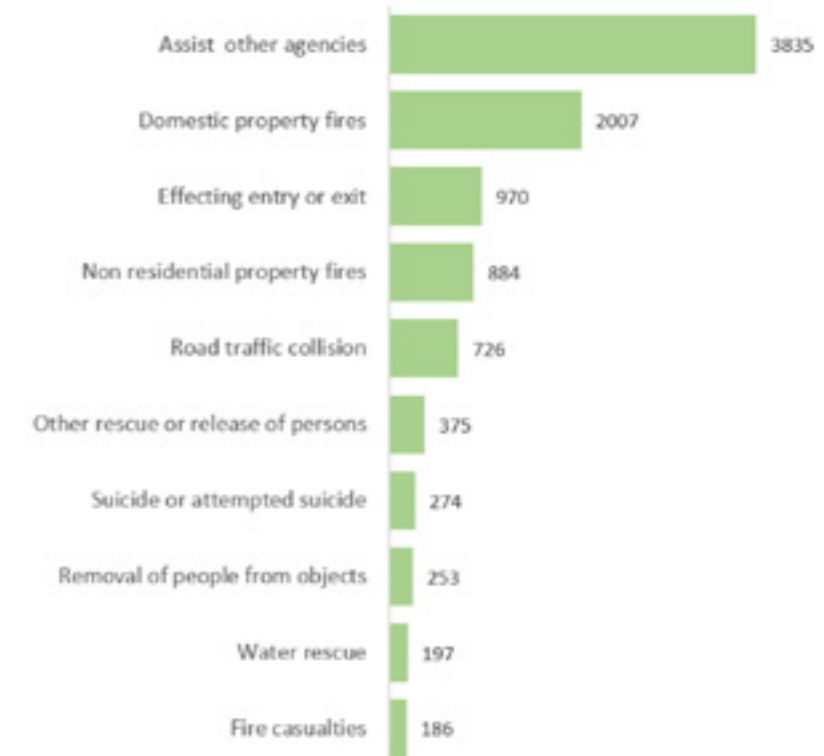
The recommendations are appropriate and affordable based on the risk in the area. Alternative options would involve relocating the second fire engine from Eastern or Central stations in the city.

**Community Risk Model**

**Background**

The purpose of the Community Risk Model (CRM) is to identify locations where Leicestershire Fire and Rescue Service (LFRS) is more likely to attend life risk incidents. It is based on five years of incident data (Jan 2018 – Dec 2022) and combined with the indices of multiple deprivation.

**Table 1. No of incidents or casualties in the community risk mode**



**Weightings**

These incident types are grouped into five broad categories and are weighted based on the frequency of casualties resulting from them. The indices of multiple deprivation (a measure to identify deprived areas) and fire casualty variables are weighted based on professional judgement. The weightings are given below and total 100%.

- Road traffic collisions (extrications): **35%**
- Special service life risk: **25%**
- Indices of multiple deprivation: **20%**
- Domestic property fires: **10%**
- Non-domestic property fires: **5%**
- Fire casualties: **5%**

**Change over Time**

Compared to the model last used for Community Risk Management Planning in 2019, there has been an updated indices of multiple deprivation. There has been a continued decrease in property fires of between 5-15% but an increase in fire casualty incidents of 9%.

Conversely, the increasing trend in non-fire incidents has continued, with a 150% increase in assist other agencies. In addition, there has been over a 110% increase in water rescues, a 90% increase in suicides/ attempted suicides and over 80% increase in removing people from object related incidents.

**Table 2. Number of LSOAs by Band and Associated Statistics**

Band	Percentage of LSOAs	Number of LSOAs	Average Incidents per LSOA
Very High	Top 5%	31	45
High	Next 10%	61	27
Medium	Next 25%	153	19
Low	Next 40%	243	12
Very Low	Bottom 20%	122	7

**Interpreting the Risk Model**

The risk model shows which places are more at risk, relative to the whole of Leicester, Leicestershire and Rutland (LLR). This means that it shows for example that New Parks in Leicester is higher risk than Oakham in Rutland.

The model provides a generalised view of risk in an area and does not consider personal circumstances such as level of vulnerability. This means, not everyone living in a higher risk area is equally high risk and not everyone in lower risk areas are low risk.

The model now uses the nationally defined set of risk bands which is set out below. It describes the bands in terms of Lower Super Output Areas (LSOAs), these are the small areas used to calculate statistics of which LLR has 611. Each of these small areas has an average population of 1,500 people.

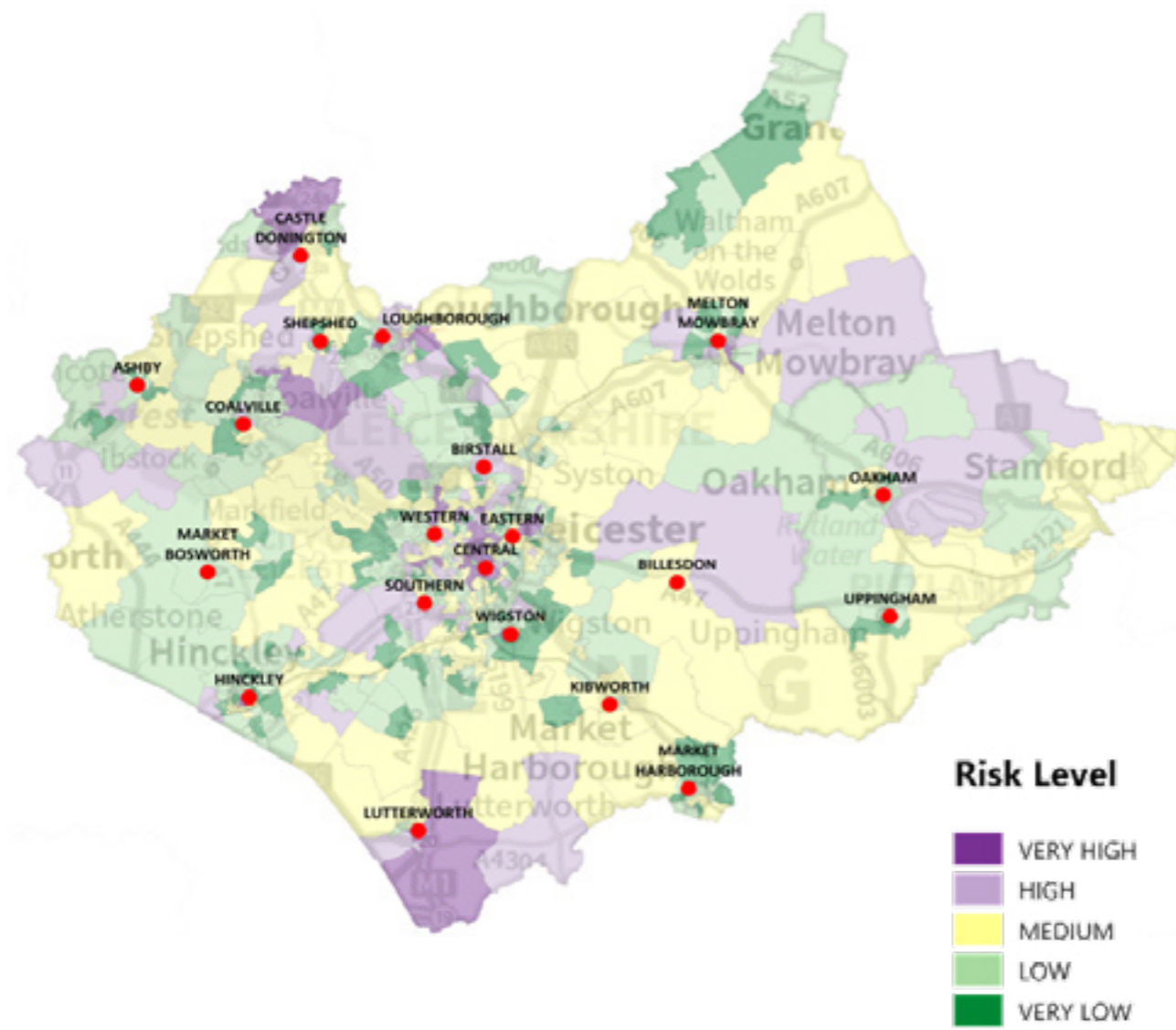
**Table 3 shows the spread of risk by local authority, the darker the shading the higher the percentage of areas in the local authority for the corresponding risk category.**

**Table 3. The percentage of areas by risk category by local authority**

District	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW
Blaby	0%	8%	18%	47%	27%
Charnwood	3%	14%	20%	39%	23%
Harborough	4%	6%	34%	30%	26%
Hinckley and Bosworth	2%	3%	23%	47%	26%
Leicester	11%	13%	33%	34%	9%
Melton	3%	13%	30%	33%	20%
North West Leicestershire	3%	9%	14%	60%	14%
Oadby and Wigston	3%	6%	11%	25%	56%
Rutland	0%	9%	30%	48%	13%

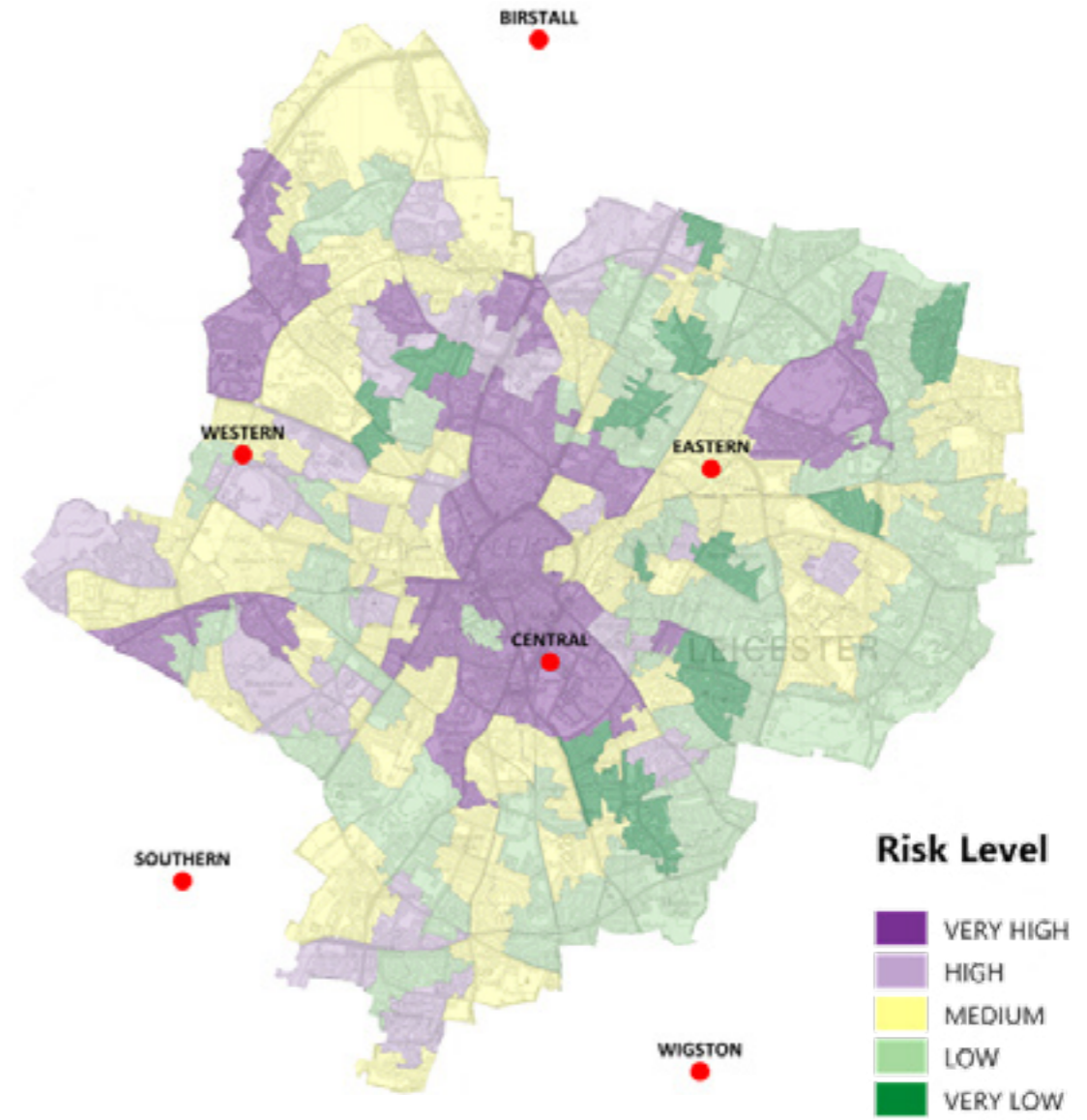
**Map 1. Community Risk Model**

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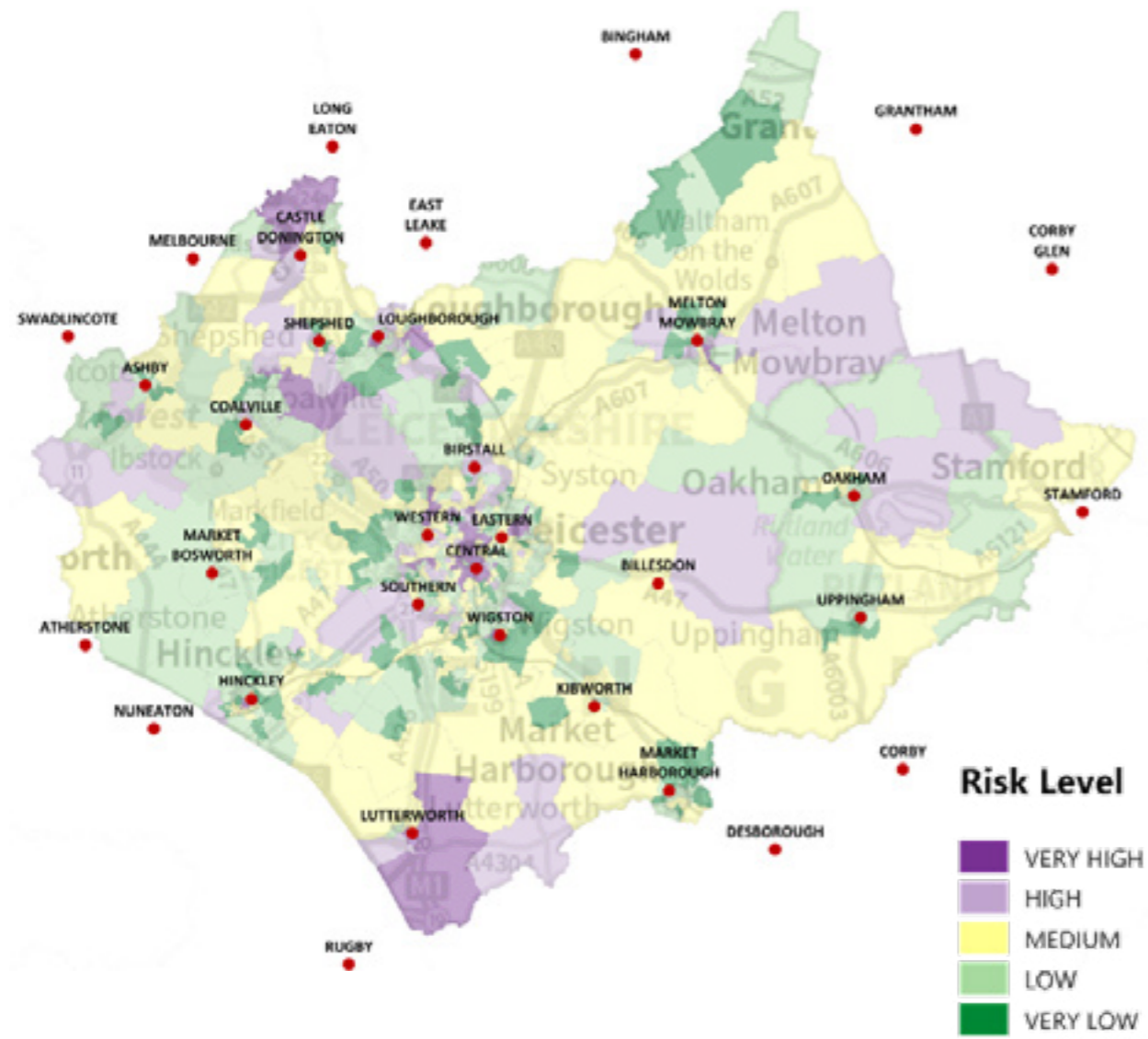
**Map 2. Community Risk Model - Leicester**

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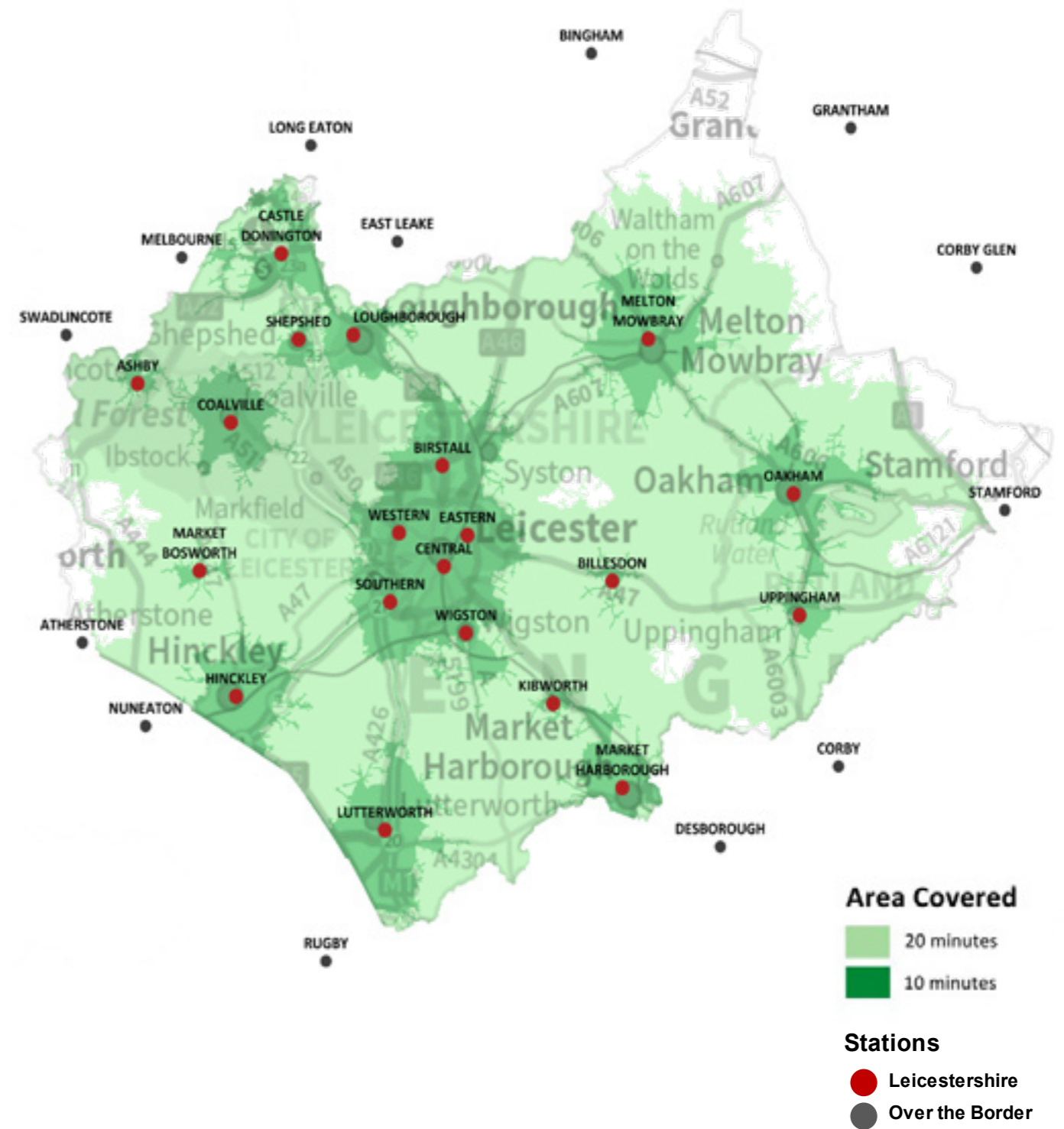
**Map 3. Community Risk Model – Selected Over the Border Stations**

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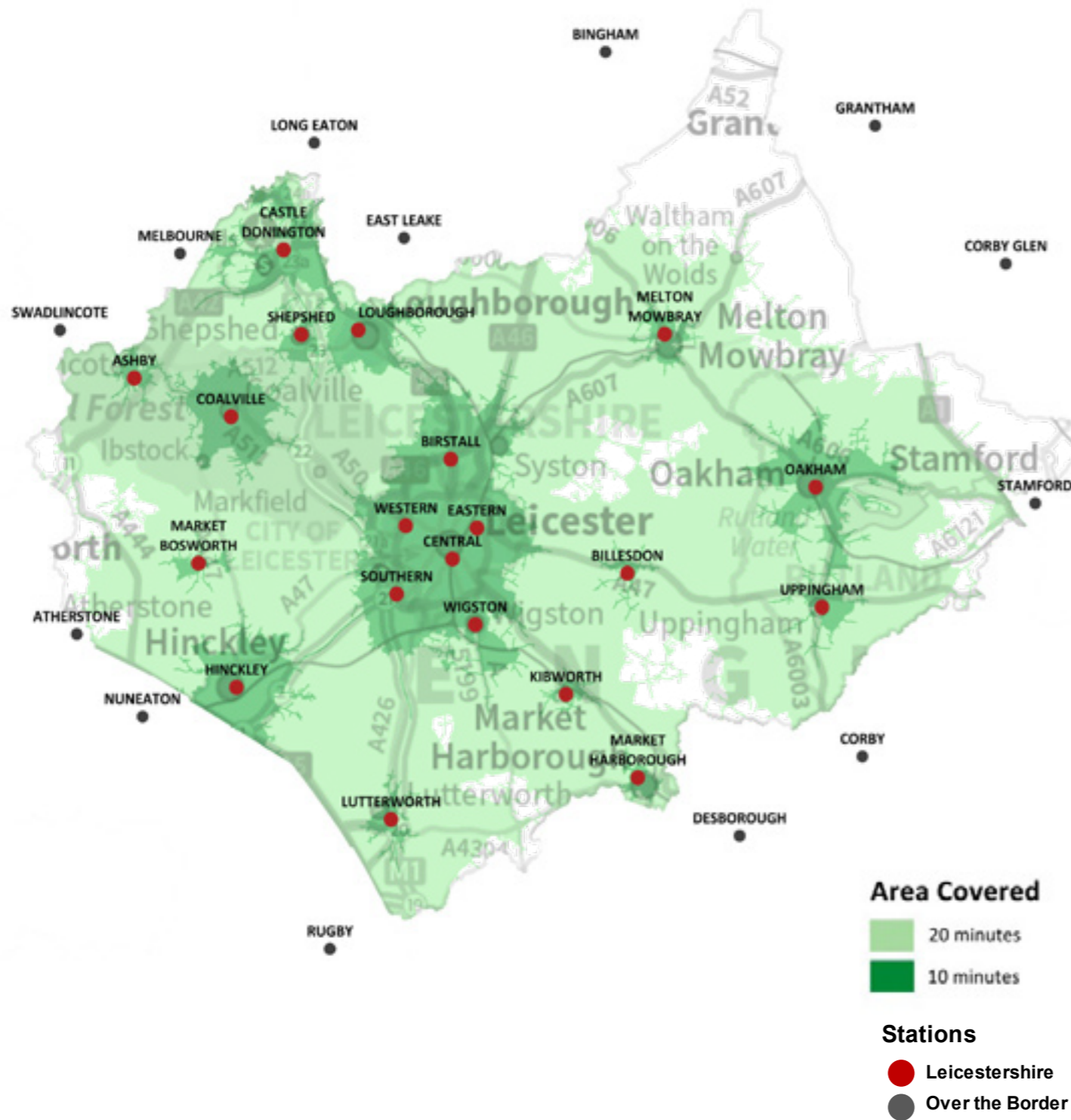
**Map 4. 10 and 20 Minute Modelled Response Times in the Daytime**

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**Map 5. 10 and 20 Minute Modelled Response Times in the Night-time**

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**Safer Communities Strategy**

**The Aim: Fewer incidents with reduced consequences**

- Targeted prevention, protection and resilience activities.
- Manage business and community risk effectively.
- Effective partnership working.

**The Challenge:**

Fire deaths and injuries have a strong link with social deprivation and the health and wellbeing of individuals. Fire has more of an impact on the elderly and vulnerable groups within our community. Reducing these risks represents a sizeable challenge, particularly when set against an ageing population.

Putting communities first, we need to continue to identify and engage with those who are vulnerable to fire and other emergencies. We need to deliver risk-based prevention and protection activities and reduce the likelihood and consequences of these emergencies.

We want to deliver effective services in all our communities with a person-centred approach. We will do this by working with partners, evaluating and improving our engagement with communities and better understanding their needs. To do this efficiently we need to develop our staff, make best use of resources and review partnership activities.

We must be prepared to meet any challenge that reduces our ability to keep our communities safe and secure. We will do this by planning for and responding to events that impact on our staff, our infrastructure, business functions and core services.

The diverse range of domestic properties, commercial and industrial sites as well as other infrastructure within our area present varying degrees of risk, not just limited to fire. We will continue to learn from national and local incidents when developing our operational preparedness. We will ensure that our staff have access to accurate, relevant and timely information and work with partners to assist us to mitigate the impact of emergencies when they occur.

**The Hazards:**

- A lack of collaboration/partnership working could prevent accurate, timely information/activities being shared to enable effective interventions.
- Failure to engage effectively increases the risk of information and help not being received by those who would benefit from it most.
- Failure to deliver an effective Fire Protection Risk-Based Inspection Programme, quality Home Safety Checks and community engagement work increases the risk to individuals and communities being affected by fire and rescue related incidents.



## Safer Communities Strategy Cont'd

### Meeting the challenge:

To meet the challenge, we will:

- ✓ Develop our staff to improve their productivity and effectiveness in delivering better outcomes for our communities.
- ✓ Deliver targeted, innovative safety education and inspections through skilled staff.
- ✓ Better understand our communities needs through improved engagement with them.
- ✓ Improve partnership working to enable us to identify, support and protect those vulnerable to emergencies.
- ✓ Work with partners to promote health and wellbeing of our communities to keep them safe and well, informing and warning them of risks that may occur.
- ✓ Identify and share organisational learning of local and national events to reduce the likelihood of reoccurrence.
- ✓ Make available accurate, relevant and timely risk information supporting prevention, protection and resilience activities.
- ✓ Improve our firefighting water testing capability ensuring an effective response to fires.
- ✓ Continually improve the health, safety and wellbeing culture.
- ✓ Continually monitor and evaluate the effectiveness of our activities.

### Actions to deliver the 'Aim' of: Fewer incidents with reduced consequences:

- Collaborate and work with partners to reduce the risk to our communities.
- Continue to implement an effective Fire Protection Risk Based Inspection Programme for commercial buildings.
- Continue to implement an effective programme of Home Safety Check visits to reduce domestic dwelling fires.
- Continue to target and help those vulnerable to fire and rescue related incidents.
- Improve community engagement and equality of access.



## Response Strategy

### The Aim: Respond effectively to incidents.

- Manage calls to fires and other emergency incidents.
- Provide 24/7 response to local, regional and international incidents.
- Supply the appropriate resources and attend incidents to meet the needs of our communities.
- Meet our communities' expectations in resolving emergencies.

### The Challenge:

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 that our staff are competent and our firefighting vehicles are available. 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.

Our key priorities must be to ensure that we have the right people, in the right place, doing the right thing, in the right way, maximising capacity, to enable us to meet our communities' expectations.

We need to understand what our communities expect and what is important to them; only then can we deliver an effective response.

### The Hazards:

- Appliance availability and our response times to fire and rescue related incidents is ineffective or doesn't meet our life risk target of 10 minutes.
- Climate change will see an increase in flooding, water rescue and wildfire incidents.
- The impact and frequency of road traffic collisions on major and rural roads.
- An increase in 'special service' incidents (e.g. bariatric transfer, gaining entry on behalf of partners etc.) reducing our availability for traditional fire and rescue incidents.
- An increase in the utilisation and disposal of lithium-ion battery related incidents may cause longer more protracted incident attendance.
- The staff and public impact from the effects of contaminants and effluents in smoke from some fire incidents will need to be considered.

**! Response Strategy Cont'd**

**Meeting the challenge:**

To meet community expectations of the right people, in the right place at the right time, we need to adopt different ways of working to support the availability of emergency response vehicles.

We will:

- ✓ Be ready to respond to emergency incidents;
  - Emergency calls answered and managed effectively.
  - Equipment and PPE well maintained.
  - Appliances available to respond with competent staff.
  - Support the health and wellbeing of our staff.
- ✓ Understand the risk;
  - Identity the risks to the public and review plans to minimise these risks.
  - Understand, plan and exercise for the risks our Firefighters may face.
- ✓ Identify those that may be vulnerable to fire;
  - Reduce accidental fires in the home.
- ✓ Review how we perform;
  - Review post incident and training debriefs to identify improved ways of working.
  - Ask those who used our services how we performed.

**Actions to deliver the 'Aim' of: Respond effectively to incidents**

- Amend the crewing and fire engine allocation at the following stations to address the concerns of the Health and Safety Executive with the DCP duty system and meet the needs and demands of the communities.
- Castle Donington - Change from DCP duty system to Day Crewed. Appliance crewed at night by combining the tactical response crews from Loughborough and Western Stations.
- Loughborough - Introduction of an On-Call section and an additional appliance. Tactical Response Vehicle to relocate to Castle Donington at night.
- Western - Introduction of an additional Tactical Response Vehicle during the day, in addition to the existing appliance for additional prevention and protection work. Tactical Response Vehicle to relocate to Castle Donington at night.
- On completion of a trial, consider deploying Variable Response Vehicles to stations to either replace 'end of life' fire engines or Tactical Response Vehicles to improve appliance availability, flexible crewing arrangements or provide functionality to greater suit local incident demand requirements, which may include wildfires and flooding incidents.
- Provide additional water rescue capability to two further Wholetime stations, increasing the total to five across the Service (Birstall, Loughborough, Oakham, Southern and Wigston) to meet the increasing risk and likelihood of flooding and water related incidents being experienced due to climate change.
- Internal and external education and process change to reduce the impact of contaminants on our staff and our communities.

**£ Finance and Resources Strategy**

**The Aim: Deliver value for money quality services.**

- A well-managed and transparent budget.
- Robust and effective procurement activities.
- Reliable, secure and effective ICT systems.
- Fit for purpose estate, vehicles and operational equipment.

**The Challenge:**

We need to continue to develop, review and work in partnership internally and externally to provide quality services, evaluating their effectiveness to maximise our resources against a backdrop of continuing financial uncertainty.

We need to harness and develop ideas, encourage innovation and ensure that our systems are available, accessible and secure, with effective and efficient processes to support service delivery.

We need to continue to maintain, modernise and develop our estate, fleet and equipment, considerate of our environmental impact, diverse workforce and changing delivery models.

**The Hazards:**

- Service premises, vehicles and equipment do not meet equality, environmental or corporate standards in training and protecting our staff and keeping our communities safe.
- ICT technologies/services will be disrupted and/or data leaked from unauthorised sources (cyber-attacks).
- ICT systems and service processes are not regularly reviewed and updated.
- The Service fails to respond adequately to the financial challenges it faces and sustain a balanced budget.





## Finance and Resources Strategy Cont'd

### Meeting the challenge:

To meet the challenge, we will:

- ✓ Develop and agree a medium-term financial plan, set a balanced budget for each financial year, manage and report spend against it.
- ✓ Deliver effective financial services to current and ex-employees, suppliers and customers.
- ✓ Develop our workforce and work with partners to improve procurement arrangements.
- ✓ Improve the security, accessibility and functionality of our ICT infrastructure.
- ✓ Listen to the ideas of our workforce and deliver innovative solutions that benefits service delivery, the environment, our workforce, or realises efficiencies.
- ✓ Work with others where it is financially, corporately or operationally advantageous to do so without reducing the quality of service.
- ✓ Evaluate and produce plans to develop, maintain and modernise our estate, fleet and equipment provisions, ensuring they are fit for purpose, cost effective, considering the impact they have on the environment and service delivery.

### Actions to deliver the 'Aim' of: Deliver value for money quality services

- Successfully implement the five-year Fleet Replacement Plan.
- Ensure our equipment is new or serviced regularly.
- Successfully implement the five-year Estate plan of station improvements and refurbishments.
- Implement the ICT plan, reviewing and updating systems and processes (including cyber prevention activities).
- Deliver improvements towards achieving the Government's carbon reduction targets and our own commitment to sustainability.



Leicestershire Fire and Rescue Service



## People Strategy

### The Aim: An engaged and productive workforce

- Striving to improve the service we deliver.
- Listening and engaging with our employees and our communities.
- Ensuring our people know that their health and wellbeing is important to us.
- Being uncompromising in our commitment to diversity and an inclusive, cohesive workforce.

### The Challenge:

The Service will recruit, develop and champion talented people embracing inclusion and the diversity of our workforce and communities.

Our efforts will focus on ensuring that we create and sustain a positive working environment for all, holding everyone to account and living our core values.

We will enable and develop our leaders at all levels by having clear development and career pathways focusing on personal growth, improvement, and flexibility.

As well as leadership skills, we aim to have people who can effectively manage their teams by providing clarity and consistency supported by policies and procedures that enable them to manage effectively.

As a Service, we will engage with our employees to help understand the changing demands and role of the fire and rescue service; working in partnership with others and embracing ownership and accountability.

Our support to all employees will focus on their health and wellbeing. As such, we will continue to enhance our understanding and approaches to individual needs and in particular areas such as neurodiversity, mental ill health and contamination.

Workforce planning and employee development will be at the cornerstone of this strategy ensuring that we can meet the challenges of a changing service.

We recognise that staff need clear direction along with developing new skills. This strategy acknowledges the value of diversity of thought, values and beliefs of our workforce. To build on our success, we will promote and develop leadership behaviours that generate trust, encourage a sense of responsibility and communicate a shared purpose.





 **People Strategy Cont'd**

**The Hazards:**

- Failure to recruit the required operational and support staff to meet the needs of the Service.
- Increased staff turnover could result in our staff being inexperienced and not effectively trained.
- The workforce remains unrepresentative of the communities of Leicester, Leicestershire, and Rutland, impacting future recruitment, retention and community engagement activities, resulting in not meeting the responsibilities of the Public Sector Equality duty.
- We fail to ensure our culture is one in which all people can thrive.



**Meeting the challenge:**

To meet the challenge, we will:

- ✓ Provide clear leadership to ensure everyone who works for Leicestershire Fire and Rescue Service understands the pivotal role their individual contribution plays in contributing to achieving Our Plan and serving our community.
- ✓ Provide clear expected standards of technical and behavioural competence and ways for people to understand their own performance, governed and assured against national guidelines and standards.
- ✓ Embed our values and behaviours and the NFCC Core Code of Ethics into all our actions.
- ✓ Be uncompromising in our commitment to inclusion, diversity and cohesion.
- ✓ Deliver worthwhile, regular situational feedback and performance and development reviews.
- ✓ Provide a blended range of training resources that support the development of knowledge, skills and behaviours for growth in role, and support opportunities for career progression and promotion.
- ✓ Using the national leadership framework we will implement career pathways that support people in reaching their full potential.
- ✓ Review the individuals and the organisation's experience of all people processes and policies; from selection through to exit.
- ✓ Align and evolve the activities through workforce planning with a strong focus on people, process and systems.
- ✓ Understand the needs and deliver interventions to prevent physical and mental ill health. Direct people to support services when they need them.
- ✓ Seek to address the barriers to recruiting a diverse workforce and creating an inclusive working environment.
- ✓ Collect and analyse people related data in order to make evidence-based decisions that improve the performance of our Service.

 **People Strategy Cont'd**

**Actions to deliver the 'Aim' of: An engaged and productive workforce**

- Deliver our Annual Equalities Plan and improve the diversity of our workforce.
- Enhance our approach to employee engagement.
- Enable a positive working environment for all our employees and hold people to account against the core values.
- Develop our people at all levels.
- Ensure appropriate health and wellbeing interventions are implemented and maintained to support our staff.
- Delivery of effective workforce planning and succession planning to ensure progression and opportunity throughout the Service.



 **Governance Strategy**  
The Aim: Provide Assurance

- Well-informed communities.
- Well-informed staff.
- We'll know what our communities think.
- We'll know what our staff think.

**The Challenge:**

The core principles of good governance is to encourage openness and comprehensive stakeholder engagement.

To do this, we need to understand what our communities need. We need to engage with them and have reliable, timely and understandable information to help us make informed decisions. We need to know how well we are doing and make effort to do better in areas identified for improvement.

We also need to engage internally to ensure that those who work for our organisation are given opportunities and have the ability to communicate openly and transparently. By doing this we will work together to deliver a clear direction for the future and better explain any change.

With robust governance arrangements in place, we will be ensuring that we are able to act with integrity and demonstrate a strong commitment to ethical values. This will be supported by implementing good practices in transparency reporting.

We want to develop and test arrangements to protect our own business from the impact of incidents and emergencies and be sure we are doing the right things for our diverse workforce and the different communities we serve.

**The Hazards:**

- Failure to effectively implement the findings and areas for improvement identified in the HMICFRS Inspection Report and the recommendations of the HMICFRS values and culture 'Spotlight' report.
- Failure to implement and comply fully with the range of Fire Standards Board Fire Standards.
- Failure to act in relation to the key findings from the most recent internal staff opinion/cultural survey.
- Failure to consult effectively with our communities regarding the strategic direction of the Service.
- Failure to achieve compliance with UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018Z in relation to the use of people data.



 **Governance Strategy Cont'd**

**Meeting the challenge:**

To meet the challenge, we will:

We will:

- ✓ Engage with staff and all communities on major changes and key decisions affecting our Service.
- ✓ Promote open and honest communication across the Service.
- ✓ Make our plans and policies available and easy to understand.
- ✓ Seek the views of our communities on how we do things.
- ✓ Collect, manage and use information effectively publishing what we are legally required to do.
- ✓ Monitor and report on our risks and performance so everyone knows how we are doing.
- ✓ Support independent audits and inspections.

**Actions to deliver the 'Aim' of: Provide Assurance**

- Implement the most recent HMICFRS Inspection Improvement Plan and the HMICFRS Values and Culture Report recommendations.
- Implement improvements and suggestions identified by our staff.
- Deliver compliance with the Fire Standards Board Fire Standards.
- Comply with our responsibilities from a data protection and GDPR perspective.
- Build improved trust and engagement with our communities, ensuring that communication methods are effective.
- Evaluate activities to inform future initiatives and improvements.
- Manage our organisational risks and ensure our business continuity plans are effective and tested regularly.



# HMICFRS Inspection Results

The HMICFRS undertook their last inspection in May/June 2022. The results were published in January 2023. The hard work that all of our staff has put in since our last inspection in 2018, has been recognised, with HMICFRS stating:

“I am pleased to see that the Service has made progress since our 2018 inspection. The Service took our recommendations seriously and produced a comprehensive improvement plan to monitor progress. It has made improvements in all the areas we identified, with 20 out of 24 areas for improvement from the first round being resolved. This is a good example of what improvements can be made when a service focuses on the main findings of our inspection. Areas we have seen the greatest improvement in are protection and how the Service looks after its people.”

They also noted that we had improved in many areas and highlighted some of our key improvements as follows:

- **Introduction of new values and behaviours, with improved culture.**
- **Increased provision for staff wellbeing.**
- **Improved focus on equality, diversity, inclusion, and fairness.**
- **Improvements in protection and operational response.**
- **Improved work with the community and partners to drive efficiencies.**

Our next inspection is likely to take place towards the end of 2024. It is expected that the current three ‘pillars’ of Effectiveness, Efficient and People may be updated, and we are aware that a new grade of ‘Adequate’ is being introduced alongside the current gradings of: Outstanding, Good, Requires Improvement and Inadequate.

<b>Effectiveness</b>	<b>Good</b>
Understanding fires and other risks	<b>Good</b>
Preventing fires and other risks	<b>Requires Improvement</b>
Protecting the public through fire regulation	<b>Good</b>
Responding to fires and other emergencies	<b>Good</b>
Responding to major and multi agency incidents	<b>Good</b>
<b>Efficiency</b>	<b>Requires Improvement</b>
Making best use of resources	<b>Requires Improvement</b>
Future affordability	<b>Good</b>
<b>People</b>	<b>Good</b>
Promoting the right values and culture	<b>Good</b>
Getting the right people/skills	<b>Good</b>
Ensuring fairness and promoting diversity	<b>Good</b>
Managing performance and developing leaders	<b>Good</b>

# Monitoring and Review

**Monitoring the successful delivery of our CRMP, our aims, objectives and actions is completed through our district and departmental plans, and is undertaken throughout the year.**

Our plans will have a diverse range of activities within them that link into the outcomes of the strategies. Governance arrangements for these tasks will vary. The Combined Fire Authority and Corporate Governance Committee will oversee key areas, with other actions monitored and challenged throughout the year depending on their corporate significance through the Senior Leadership Team, Tactical Management Team, Service Development Programme, departmental and other management meetings.



# Measuring and Evaluating Success

**The success of these strategies will come from measuring how well we achieve the outcomes and in evaluating the success of an activity, against its original objectives.**

To do this, we will complete post activity evaluation assessments, compare ourselves with other fire and rescue services and ask our communities how well they think we are doing. Things we do will have their own success criteria and will feature within all our departmental and district team plans and projects.

We will:

- ✓ Know how well we engaged with staff and our communities on major changes affecting the Service and if our plans were available and easy to understand.
- ✓ Obtain community feedback on our performance.
- ✓ Effectively evaluate our community engagement activities.
- ✓ Have audit and inspection reports telling us how we've done.
- ✓ Share the key decisions we make with staff and communities.
- ✓ Have effective data capture and management reporting.
- ✓ Publish our data and key performance indicators.
- ✓ Share information about our successes.
- ✓ Have an external audit unqualified opinion on our annual Statement of Accounts, Value for Money conclusion and Annual Governance Statement.



- ✓ Have no significant loss of functionality through ICT system downtime.
- ✓ 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.

# Budget and Resources (Risk and Resource Methodology)

We are content that we have a robust medium term financial plan in place to meet the needs of the Service in 2023/2024. We do still require clarity on future financial settlements from the Government before we can be confident of our position for the duration of this CRMP. This position will be influenced by external factors not in our control, including reduced income or increased costs as a result of pay awards or pension contributions.

We remain mindful that our Band D Council Tax cost is £74.29 per year, this is the cheapest in the East Midlands and is in the lowest quartile of Combined Fire Authorities in England.

# Consultation (including pre-consultation, stakeholder and public engagement)

A public pre-consultation survey has been undertaken via social media asking which areas people felt the Service should focus on during the duration of this CRMP. A total of 143 responses were received, the public suggested the following:

- 34% - Reducing the number of fires in and around the home.
- 15% - Providing more information about how we keep you safe.
- 15% - Ensuring commercial buildings are safe for public occupancy.
- 18% - Reducing the number of Road Traffic Collisions on our roads.
- 14% - Preparing for more flooding and wildlife incidents.
- 4% - Responding effectively to non-fire related incidents.

The full public consultation will take place between September and November 2023, and will involve engaging with local communities, attending organised forums and utilising social media to understand what is important to them, and what they believe to be their greatest 'hazards' from a fire perspective.

**The full public consultation will take place for 12 weeks and be supported by the 'Gunning Principles' which means the consultation must:**

- Be at a time when proposals are still at a formative stage.
- Sufficient reasons must be put forward for any proposal to permit "intelligent consideration" and response.
- Adequate time is given for consideration and response.
- The product of consultation is conscientiously taken into account by the decision marker(s).

The outcomes of the public consultation will be presented and reviewed at the Combined Fire Authority meeting in February 2024.

# Glossary

## 2-2-4 Duty System

Fire engine crewed by Wholetime employees who work two day shifts, followed by two night shifts, after which they have the next four days off.

## Automatic Fire Alarm

Emergency incidents caused by the automatic operation of either a fire alarm or firefighting equipment (e.g. sprinklers), but on arrival there was no fire present.

## Day Crewing Plus

Fire engine crewed by Wholetime employees who work a self-rostered 24-hour shift system and are immediately available to respond to emergency incidents.

## Day Crewing

Fire engine crewed by Wholetime employees who work a self-rostered 12-hour shift system and are immediately available to respond to emergency incidents.

## Equality of Access

Ensuring the process of developing a community profile that is fully inclusive by not only actively identifying those at high risk, but also other groups who, although may not be deemed at risk, may be unaware, unable, or have chosen not to engage with the services available to them.

## On-Call

Fire engine crewed by employees who are available to respond to emergency incidents from home or work, alerted by a pager.

## Primary Fires

Fires involving casualties, property or any other items that are insurable.

## RTC

Any emergency incident that involves a road traffic collision.

## Self-Rostering

Fire engine crewed by Wholetime employees who work a self-rostered 12-hour shift system and are immediately available to respond to emergency incidents.

## Secondary Fires

Small fires, such as grass, rubbish, derelict or abandoned vehicles.

## Wholetime

Fire engine crewed by Wholetime employees who work a shift system and are immediately available to respond to emergency incidents.

# Legislation

The Combined Fire Authority (CFA) maintains key responsibilities that they are bound to carry out. These are primarily found within:

- [Fire and Rescue Services Act 2004](#)
- [Civil Contingencies Act 2004](#)
- [The Regulatory Reform \(Fire Safety\) Order 2005](#)
- [The Fire and Rescue Services \(Emergencies\) \(England\) Order 2007](#)
- [Localism Act 2011](#)
- [Fire and Rescue National Framework for England](#)
- [Data Protection Act](#)
- [Policing and Crime Act](#)
- [Chapter 4 – Local Responder Risk Assessment Duty](#)
- [Equality Act](#)
- [Local Government Act](#)
- [The Management of Health and Safety at Work Regulations](#)
- [Human Rights Act](#)
- [Health and Safety at Work Act](#)



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**FIRE and RESCUE SERVICE**