LEICESTERSHIRE
FIRE and RESCUE SERVICE

Risk and Resource Methodology

2020 – 2024

SAFER PEOPLE SAFER PLACES

1. Introduction

1.1 The Integrated Risk Management Plan (IRMP) 2020-24 analysed previous trends, data and activities; from this, and with what we know and can reasonably foresee, it sets out how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities.

1.2 This document sets out the rationale behind these activities across four service delivery areas:

- Operational Risk
- Community Safety Protection
- Community Safety Prevention
- Operational Response.

1.3 In addition, and recognition to the above activities a further section is included to cover the “people” risks. Section six (6) of this document details how we will allocate resources to effectively and efficiently support and develop our staff to enable them to deliver our activities for the community.

1.4 The document is in two parts:

- Part One – Risk Methodology identifies the risks
- Part Two – Resource Methodology shows how resources are allocated to mitigate these risks.

Acronyms

CFOA:	Chief Fire Officers Association
CFRMIS:	Community Fire Risk Management Information System
COMAH:	Control of Major Accident Hazards
FSA:	Fire Safety Audit
FSEC:	Fire Services Emergency Cover
FSO:	Fire Safety Order
HMO:	House of Multi Occupancy
IRMP:	Integrated Risk Management Plan
LFRS:	Leicestershire Fire and Rescue Service
LHA:	Local Housing Authority
LRF:	Local Resilience Forum
MDT:	Mobile Data Terminals
NFCC:	National Fire Chiefs Council
OPR:	Operational Premises Review
OPX:	Operational Exercise
POD:	People and Organisational Development
PORIS:	Provision of Risk Information System
RAM:	Risk Assessment Matrix
RBIP:	Risk Based Inspection Plan
RTC:	Road Traffic Collision
SSRI:	Site Specific Risk Information

PART ONE

2. Operational Risk

2.1. This methodology sets out how **Operational Risk information**:

- contributes to our purpose of Safer people, safer places
- enables us to meet our statutory duties under:
  - the Fire and Rescue Service Act 2004 under sections 7(2)(d), 8(2)(d) and 9(3)(d) which require us to obtain and provide information on how we deal with fires, road traffic collisions (RTC) and other emergencies
  - The Fire and Rescue Services (Emergencies) (England) Order 2007
  - The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005
  - The Health and Safety at Work Act 1974
  - Management of Health and Safety at Work Regulations 1999
- Supports the legislative responsibilities; the Fire and Rescue National Framework requires all Fire and Rescue Authorities to have effective arrangements for gathering risk information and making it available to operational crews. These arrangements should include an effective audit and review system to ensure the information is current.

Leicestershire Fire and Rescue (LFRS) will also focus on:

1. preventing injury, ill health or death of its personnel attending an incident
2. preventing injury, ill health, or death of people in or around an incident
3. preventing and limiting damage to the environment as a result of an incident
4. mitigating the effects of an incident on the economy or local community

5. improving how it operates with other fire and rescue services and partners involved in managing incidents.

2.2 To do this, we've adopted an approach called ***Provision of Operational Risk Information System*** (PORIS) which provides a common methodology for managing operational risks; this will be integrated with the Community Fire Risk Management Information System (CFRMIS) web-based application.

2.3 One of the challenges we face in collecting operational risk information is how to process a potentially very large number of sites, to identify information that will be of value for any reasonably foreseeable incident. Many buildings may not require us to hold detailed site specific information to deliver a safe and successful outcome to operational interventions; where the availability of such information is critical, the challenge will be to identify and prioritise this work in collaboration with our partners, and not to exclude any sites that may pose a risk.

2.4 Site Specific Risk Information (SSRI) is produced for premises posing medium to very high risk *(as per the PORIS scoring risk assessment scoring matrix)* to firefighters, the environment and/or the community. We assess information gathered from Operational Response, Fire Protection, Community Safety and a wide range of partners to help us to turn our assessment into SSRI.

2.5 We need to identify these places and gather data to enable us to judge the level of risk information required. We will use information from our Operational Response, Fire Protection and Community Safety teams along with Local Resilience teams to help us identify sites that would benefit from having Site Specific Risk Information (SSRI).[1]

2.5 Once a premises has been identified, the Risk Assessment Matrix (RAM) will determine the risk presented by the premises to all those who look to us to keep them safe.

2.6 The RAM outcome will determine the level of risk information required, varying from level 1 to 5 as described below:

Level 1	Site or premises offers very low or no	A unique premises identification number is the only information held. CFRMIS record

[1] Further information is available in the Provision Of Risk Information System (PORIS) service procedure (Appendix B)

	risk.	only, with no other instructions.
Level 2	Site or premises offers low to medium levels of risk.	Limited text only, giving information to attending crews; this is also known as turn-out information, which is part of the mobilisation instructions.
Level 3	Site or premises offers medium to high levels of risk.	A plan is produced, containing: contact details, occupancy, site description, hazard information, operational considerations and a site plan.
Level 4	Site or premises presents high levels of risk.	In addition to Level 3 information, tactical considerations are included to support Level 2 commanders.
Level 5	Site or premises presents very high levels of risk.	Building on Level 4 information, comprehensive multi-agency plans support a multi-agency response.

Information sharing

2.7 Many of our incidents are attended by neighbouring FRSs so all attending crews should have access to available risk information. LFRS is part of the National Resilience Direct information sharing website which is the conduit for all FRSs to share their risk information.

Vulnerable people

2.8 For incidents involving known vulnerable people, level 2 risk information is available to operational crews; this is passed to attending appliances via Fire Control.

Mobile Data Terminals (MDTs)

2.9 LFRS uses MDTs to display risk information. This provides attending crews with accurate risk information en-route to the incident for planning, rendezvous points and holding areas; Fire Control may also advise on wind direction and safe routes to the incident. Each MDT has a secondary device to enhance the availability of information to crews, for example, Chem Data, Crash Data.

Roles and responsibilities

2.10 Operational Response staff are responsible for:

- completing pre-assessments
- undertaking site visits to gather risk information and completing the Site Specific Risk Assessment for newly identified premises
- completing visits or contact (for Level 2 information) to known premises to review the SSRI available for our operational crews
- completing Operational Exercises (OPX) to test our response and ensure that our risk information is suitable, sufficient and accurate
- providing guidance and advice to help reduce the risk of fire or other emergencies happening at the premises
- engaging and liaising with other agencies and partners to reduce the risk of fire or other emergencies
- providing operational tactical plans for our known water risk locations, motorways, canal and railway access points.

2.11 Operational Risk are responsible for:

- ensuring level 2 information is reviewed and processed within 7 days
- reviewing and publishing level 3 plans within 7 days and identifying the risk on the mapping system
- monitoring the review process for SSRIs to ensure all plans remain within the recognised review period and that the version control is maintained and dated
- providing support and guidance on the production of level 4 and 5 plans, applying the correct protective marking
- approving the production and publication of level 4 plans within two months, and level 5 plans within three months
- using subject matter experts (SMEs) for Tactical Plans, Incident Command, specialist rescue, hazardous materials and environmental considerations
- consulting and cross-referencing partner agency plans, including the Local Resilience Forum (LRF), when drafting level 5 plans
- attending exercises at level 4 and 5 risk premises to make sure the SSRI is suitable
- agreeing and undertaking measures to maintain compliance.

Inspecting and exercising

2.12 SSRIs will be inspected and exercised as below:

Level	Inspected	Exercise
1	This unique reference premises number should remain fixed. Inspection and exercising not required	
2	Review period is annual; this can be reduced where necessary	Exercise not required.
3	Review should not exceed 5 years	Exercise not required
4	Reviewed between 1 and 3 years, determined by local decision	Exercised in line with the District plan
5	Reviewed annually	Exercised in line with the District plan.

Audit and Review

2.13 Watch-based staff use their knowledge of the SSRI to determine the precise review timings within the limits in the table above (2.12). Exercises at SSRI identify improvements to the plan.

2.14 Operational Risk department identify key areas of risk to investigate and produce assurance reports. Areas for assurance are in the Operational Planning department annual plan.

2.15 Assurance reports identify trends relating to current processes and/or training. Operational Learning Board (OLB) assess the reports and prioritise any recommendations needed. This supports the continual process of developing and supporting our staff.

National Risk Register

2.16 Through the LRF, the Service monitors and responds to changes to the National Risk Register. All Level 5 sites within the county (including those classed as Control of Major Accident Hazards ((COMAH)) have response plans that are held on MDTs and form part of the exercise schedule.

3. Community Safety Protection

3.1 This methodology sets out how **Community Safety Protection**:

- contributes to our purpose
- enables the Service to meet its statutory duties under the Fire and Rescue Service Act 2004 under sections 6(2)(a) which requires the Service to provide information, publicity and encouragement to prevent fires and death or injury by fire. The Regulatory Reform (Fire Safety) Order 2005, the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999 apply
- supports the legislative responsibilities; the Fire and Rescue National Framework requires all Fire and Rescue Authorities to promote fire safety, including fire prevention, and have a locally-determined risk-based inspection programme to enforce compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 where it applies.

3.2 In Leicester, Leicestershire and Rutland there are roughly 27,704 non-domestic premises that come within the scope of the Regulatory Reform (Fire Safety) Order 2005 (FSO). Our challenge will be to ensure that these premises comply with the FSO and reduce the risk of fire related injuries, deaths and property damage which are detrimental to our community and businesses.

3.3 Under the Fire and Rescue National Framework, the Fire Authority has to provide protection activities and, as part of our IRMP, we have a Risk Based Inspection Plan (RBIP) which determines how often we audit our premises types.

3.4 With the introduction of the competency framework, we are upskilling our operational staff; this will enable us to use our resources in a different way including auditing/engaging with more premises in the future.

3.5 When targeting our audit and engagement activities, we'll take account of our statutory duties under the Regulator's Code when selecting the appropriate resources/activities, to avoid imposing unnecessary

regulatory burdens on businesses and to ensure they are proportionate to the risk.

3.6 The RBIP methodology will be formulated and used for the lifespan of our IRMP, from April 2020 until March 2024. We will then review it to ensure it remains appropriate and fit for purpose. The purpose of the IRMP is to highlight and address significant risks within the Service area. Likewise, the RBIP will highlight risks within premises types, and ensure that Fire Safety Audits (FSAs are implemented to reduce the level of risk.

3.7 We use the Chief Fire Officers Association (CFOA) scoring matrix to highlight the risk level within premises. The algorithm for this is built into the CFRMIS database and generates a rating, depending on the information input.

3.8 There are five different risk ratings; Very High, High, Medium, Low or Very Low. We will carry out FSAs on these premises every three years, or until their risk rating has dropped to medium (or below). Once it drops to medium, we will decide on the frequency of their re-inspection.

- **As such, within the RBIP for 20/21, 21/22 and 22/23 at least 118 of the premises will be Very High or High risk premises over a 3 year rolling period.**

3.9 Past behaviour indicates future behaviour. As such, we will re-inspect premises that have previously received an Enforcement Notice. This will be done for three years after the premises have achieved compliance.

- **Using historic data, we expect to inspect approximately 30 premises each year.**

3.10 Premises that have sleeping associated with them present a greater risk from fire to the occupants, such as:

- hotels and guest houses
- hospitals
- hostels
- care homes and sheltered accommodation
- houses in multiple occupation
- student accommodation
- licensed premises with associated sleeping
- flats.

3.11 We will inspect other premises during the RBIP depending on local intelligence.

Measuring risk reduction

3.12 We need to show that the fire safety activities we carry out benefits the communities of Leicester, Leicestershire and Rutland and contributes towards our purpose of 'Safer People, Safer Places'.

3.13 To achieve this, we will:

1. review the number of premises within CFRMIS that have been rated as Very High and High risk with the aim of reducing that figure to as low as practical; we have to accept that some premises, certain hospitals for example, will always remain in the Very High or High category.

3.14 We will compare the score of that premises at its highest point (which will be usually, but not always, after the initial interaction with us), and then again at its lowest point once we have finished our interaction. The scores generated will be expressed as a percentage difference in our reporting.

Priority order – risk – likelihood – severity

3.16 Under the Housing Act (2004) the Local Housing Authority (LHA) is the primary agency for enforcing fire safety in HMOs and blocks of flats. The FSO only applies to the common shared areas unless serving a prohibition notice under Article 31(10) of such premises. So unless they're above commercial premises, the LHA should take the lead in auditing and enforcement activities in HMOs and blocks of flats in line with the Memorandum of Understanding between LHAs and LFRS.

3.17 In accordance with our RBIP, we'll audit the common areas of a sample of HMOs with fewer than six storeys jointly with the LHA where possible.

3.18 We'll also audit the common areas of blocks of flats with six or more storeys, again where possible with the LHA to ensure the premises comply with the FSO and the Housing Act 2004.

3.19 We will continue to contribute to, and monitor outcomes from, national incidents and inquiries, such as Grenfell and the Hackitt review.

3.20 Sample audits of licensed premises will be carried out by Fire Protection Officers as part of the RBIP.

Risk Based Inspection Plan (RBIP)

3.21 Due to the number of non-domestic premises within our area, the inspection programme will prioritise audit/visits based on risk. This will include some of the identified very high, high risk premises, along with some premises in the medium and low risk categories to ensure compliance with the FSO.

Other factors that impact the RBIP include:

- societal risk
- liaison with other statutory bodies and partner organisations
- references to local and national knowledge and intelligence trends
- premises that have had previous formal enforcement activity
- historical information, including reports on any fires attended at a local level
- particular local trends or socio-economic factors.

Competency levels

3.22 The general principle will be for staff to work down the Fire Services Emergency Cover (FSEC) priority list as well as using local intelligence. This should give us the most reliable information but professional

judgement will still be needed to determine the type of engagement and level required.

Level 4	Level 3
Hospitals	Medium and low risk premises
Care homes	Other activities and premises as identified
Hotels	
Hostels (sleeping accommodation)	
Post fire audits	
Public concerns	
Complicated buildings	
Licensing consultations	
Building Control consultations	
Full fire safety audit Short audit	
Other business engagement	
Other consultations	
Fire safety concerns	

Audit and Review

3.23 We'll review the RBIP each year to ensure its continued suitability. We will also ensure that a sample of our audit inspections will be independently assessed.

4. Community Safety: Prevention

4.1 This methodology sets out how **Community Safety: Prevention**:

- contributes to our purpose of ‘Safer People, Safer Places’
- enables us to meet our statutory duties under the Fire and Rescue Service Act 2004 under sections 6(1), 6(2)(a) which requires us to promote fire safety in our area. The Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999
- supports the legislative responsibilities; the Fire and Rescue National Framework requires all Fire and Rescue Authorities to promote fire safety particularly for those individuals or households who are at greatest risk from fire in the home.

Home Safety Checks to incorporate Safe & Well Visits

4.2 The Safe and Well Visit (SWV) initiative expanded what we offer to include not just fire safety advice but advice and support for the wider safety, health and wellbeing of individuals in our communities.

4.3 Many of our partner agencies have information on households and identify them as either ‘at risk’ or ‘vulnerable’ based on their lifestyle, health or behaviours. We’ve liaised with these partners to share data and information to enable us to deliver effective, tailor-made safety interventions. This information supports the fact that being known to partner agencies such as adult social care is linked to an increased risk of being injured or killed in a fire. Our internal engagement is multi-faceted. We use our data analysts to identify trends, as well as reacting to feedback from our Community Safety Officers/Educators and operational crews who are our ‘eyes and ears’ of the Safe and Well process and the communities they serve.

4.4 As SWVs evolve, we will continue to work with partners in health, social care, housing and the voluntary sector to develop a common assessment tool, suitable for use during visits. This will enable agencies to visit, engage and deliver on behalf of each other.

Collaboration

4.5 We work with social and private landlords to encourage them to take responsibility for the safety of high risk tenants. Where individuals, under the care of others, need equipment to help them reduce risk, it should be included in an individual's care plan; this will allow us to collaborate with partners to provide such equipment.

4.6 We're securing funding for life safety systems, such as domestic misting systems, to help people stay safely and independently in their own homes. People living alone or living with restrictions caused by mobility, disability or other factors, are far less able to raise the alarm or escape in the event of a fire.

Community Safety Partnerships

4.7 LFRS is represented as a statutory partner on Community Safety Boards throughout Leicester, Leicestershire and Rutland. More locally, District Managers sit on local Community Safety Partnership meetings. Whilst we report on the impact of fire and other emergencies on our organisation, we always seek to understand other factors that may be linked to activities undertaken in our frontline delivery. We seek to build more cohesive, safer and confident communities and drive down rates of reported crime and anti-social behaviour. This demonstrates a continued resolve to protect those who are more vulnerable in our areas of responsibility.

4.8 Arson and deliberate fires are often linked with other crime such as vehicle theft, criminal damage, domestic abuse and anti-social behaviour. Tackling arson is not just important to us, but also to other agencies such as the police and local authorities. We've recently finalised a joint arson strategy with the police which increases efficiency and collaboration in dealing with incidents of arson across the county.

4.9 We've developed a programme for children and young people who consistently play with fire, or who have been through the criminal justice system, due to fire; specially trained staff from across our organisation deliver this intervention programme which is called Fire Care.

4.10 We continue to target Anti-Social Behaviour (ASB) and deliberate fire related incidents, and other operations in support of local police priorities; this includes protecting those vulnerable members of the community who face the threat of a fire attack as a result of domestic violence, witness intimidation, radicalism, honour-based and hate crime.

People killed or seriously injured in road traffic collisions (RTCs)

4.11 Injuries and deaths from RTCs are a concern across Leicester, Leicestershire and Rutland. Our attendance at RTCs has remained broadly consistent over the years (despite an increase in vehicles and journeys) this is because we're not mobilised to all RTCs and due to the prevention work of our teams.

4.12 We only attend incidents in which a rescue is required, there is a fire or a vehicle is smoking. But we help to reduce all RTCs through community prevention and education activities.

4.13 We're a key partner within the Leicester, Leicestershire and Rutland Road Safety Partnership; this brings together key players to take a strategic approach to improving road safety across the area to reduce the number of people killed or seriously injured on our roads. We also work alongside partners from the police, health, highways and local authorities to take joint responsibility for road safety initiatives and education.

4.14 Data from statutory partners is underpinned by statistics from central government to direct resources to those people who are more likely to be killed or seriously injured on our roads.

4.15 Our Prevention team, along with our response crews, will take part in activities to reduce RTCs at the request of the Leicester, Leicestershire and Rutland Road Safety Partnership, if the internal tactical forum considers intervention to be a priority activity within their local community or where the intervention forms part of a general safety event.

Children and young people education

4.16 For many years, our work with children and young people has formed part of our prevention activities; these fall into many categories.

4.17 Some activities are aligned to our core responsibilities as a fire and rescue service, aimed at protecting children and young people across Leicester, Leicestershire and Rutland. Others can be defined as initiatives with the wider scope of changing attitudes, improving behaviour and enhancing the quality of life for children and young people across the county.

4.18 We have a course called FireSkills where young people undertake an intensive 5-day programme on an operational fire station; it combines classroom-based learning with practical activities. The course is available to all young people aged between 10-18 years whose characteristics may include: risky behaviours, not currently in education, employment or training, history of truancy, low self-esteem and confidence - or they could be identified as gifted and talented!

4.19 Referrals come from schools, academies and local authorities. Operational firefighters who deliver FireSkills act as positive role models for the participants. The programme offers young people the chance to learn and develop life skills, work as part of a team, build confidence and self-esteem, and overcome fears. And, of course, it's the opportunity to find out about working within a uniformed service. We follow up the participants to monitor their progress and ensure the learning has been absorbed and the positive outcomes are still being demonstrated.

4.20 Building on the positive work of FireSkills and to offer a longer and structured programme to young people, we also have a well-established Fire Cadets programme across a number of stations in the area.

4.21 We continue to deliver targeted safety messages at key stages 1 and 2 in schools and other educational establishments, to ensure all young people accessing education receive consistent safety messages through a medium and format most appropriate to their needs.

4.22 Schools also receive road safety input at key stage 4. We develop, update and refine how we communicate our youth engagement activities and safety messages to children and young people to include social networking and media as well as working with the Youth Offending Scheme for those vulnerable youth offenders.

Underpinning support and direction

Campaigns and engagement

4.23 A Post Incident Response is an initiative coordinated by Community Safety and carried out jointly between the Community Educator's (CE's)Team and operational crews who work together to reassure communities that have recently been affected by fire.

4.24 Operational crews can organise more locally-focused campaigns and events specific to the district's population. Support from the Planning and Performance Department along with the Equality, Diversity and Inclusion Team ensure a wide engagement with community groups.

4.25 The focus on events by operational crews has allowed the team of CEs to concentrate their time around those most vulnerable members of the community. This enables them to both carry out the initial visit and carry out follow up visits if necessary. This has allowed for the completion of HSC where we can actually measure and prove vulnerability (via the prioritisation matrix) and record behavioural change.

4.26 The use of social media allows for widespread engagement with campaigns and events and we use a broad range of channels. Campaigns are aligned with the National Fire Chiefs Council campaigns/events calendar as well as other topical periods such as dementia awareness week. Social media has been most effective and efficient way to reach a large audience and ensure all community groups have access to relevant information from us.

How do we know that what we are doing is having an impact?

Measurement and review

4.27. Internal data analysts provide monthly performance statistics about incidents attended, community safety and fire prevention. Through this process, we can evaluate our activities and use it as a springboard to improve performance. It also helps us align the budget to strategic aims and organisational needs.

4.28 We're committed to working with partner agencies and the community. We use their feedback to develop and improve our approach to community safety activities; involving local communities in shaping the service they receive is crucial in meeting their diverse needs.

4.29 We aim to evaluate our activities to ensure that it is efficient, effective, relevant and directly contributes to the community safety strategy, and our purpose of Safer people, safer places.

5. Operational Response

5.1 This methodology sets out how **Operational Response**:

- contributes to our purpose
- enables us to meet our statutory duties under the Fire and Rescue Service Act 2004 under sections 7(1), in our area for extinguishing fires, protecting life and property 8(1) rescuing people in the event of road traffic accidents and promoting fire safety. The Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999
- supports the legislative responsibilities; the Fire and Rescue National Framework requires all fire and rescue authorities to make provision for responding to incidents such as fires, RTCs and other emergencies in their own areas and in other areas in line with mutual aid agreements.

5.2 Under normal operational circumstances, we aim to meet the attendance standard in the IRMP:

- ensure that we respond to incidents involving a risk to life within an average of 10 minutes

5.3 But circumstances sometimes conspire to thwart our best intentions: spate conditions, major incidents, industrial action, pandemics. When only ten fire appliances are available across the county, this triggers a state of Operational Degradation.

5.4 The rationale is based on two assumptions:

- The ability to respond to 2 x 4 pump incidents concurrently with 2 additional appliances for resilience
- The ability to respond to 1 x 8 pump incidents with 2 additional appliances for resilience

The location of these resources, aligning to operational risk and the operating environment at the time is covered in the Service Procedure - Business Continuity - Operational Degradation.

5.5 To enhance our current response, we also have seven tactical response vehicles strategically located across the county which can be crewed with less than a standard appliance. These vehicles can attend seven national incident types as a stand-alone vehicle. To all other incident types, they supplement a standard attendance. These vehicles are crewed by both whole-time and on-call personnel.

Crewing levels

5.6 Under normal circumstances, the planned crewing levels on a Pump Rescue Ladder (P1) and a Water Ladder (P2) will be no fewer than four:

- 1 x Safe to Command
- 1 x Emergency Fire Appliance Driver
- 2 x BA wearers

5.7 Under normal circumstances, the planned crewing levels on a Tactical Response Vehicle ((TRV) P3) will be a minimum of two:

- 1 x Safe to Command;
- 1 x Emergency Fire Appliance Driver.

5.8 Specialist appliances will be crewed on a ‘switched-crewed’ system. The mobilisation of vehicles will be on a priority basis.

Flexi duty officers

5.9 As well as providing fire engines, LFRS has a legal responsibility set out within the Civil Contingency Act, (2004), Part 1 Emergency Preparedness and needs to be mindful of Part 2 Emergency Response and Recovery. We must ensure the service is able to meet the requirements of the FRSA, (2004), Part 2 sections 6, 7 and 8, centred on core functions. The Fire Authority has a legal responsibility to ensure the health and safety of all staff; in the operational context, this is through the National Fire and Rescue Service Incident Command System.

5.10 To meet this requirement, we operate the following mobilisation model for Flexi Duty Officers to incidents:

Level of incident	Pre-determined officer mobilisation
Level 1 Incident – Initial (1 – 4 Appliances)	1 x Station Manager for performance monitoring
Level 2 Incident – Intermediate (5 – 8 Appliances)	2 x Station Managers 1 x Group Manager for performance monitoring
Level 3 Incident – Advanced (9 – 12 Appliances)	2 x Station Managers 1 x Group Manager 1 x Strategic Manager for performance monitoring
Level 4 Incident – Strategic (13+ Appliances)	2 x Station Managers 1 x Group Manager 1 x Strategic Manager (Area Manager or above) 1 x Principle Officer on continuous duty

6. People – Training, Supporting and Developing Staff

6.1 This section sets out how **People** elements:

- contributes to our purpose
- enables the Service to meet its statutory duties under the Fire and Rescue Service Act 2004 under sections 7(2)(b), 8(2)(b) and 9 (3)(b) which requires the Service to secure the training of personnel. The Regulatory Reform (Fire Safety) Order 2005, the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999 apply.
- supports the legislative responsibilities; the Fire and Rescue National Framework requires all Fire and Rescue Authorities to promote fire safety, including fire prevention, and have a locally-determined risk-based inspection programme to enforce compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 where it applies.
- Promotes and supports the continued development of our staff across the Service to underpin the Core Code of Ethics and our Service values of *Professional, Positive and Honest* to provide the best possible service to our communities.

6.2 The activities described in this document and indeed all of our interactions on a daily basis rely on our workforce to be effective in any activity we undertake. We need them to be suitably and sufficiently trained, skilled and developed in their roles within the Service, this is true of all our staff and is not limited to any specific area or jobs.

6.3 For many reasons some of which are outside the control of Service, such as national Pension Issues, national pay arrangements, changing shift systems (due to national court rulings) and societal/personal trends, impacts and changes (COVID-19) the need to invest and develop our staff is currently increasing.

6.4 We are seeing increased numbers of experienced and skilled staff, in particular managers, leaving the Service. This has led to an increase in recruitment into the Service. Whilst this provides some opportunities, such as increasing our workforce diversity to better represent our community, it also increases the need to develop and prepare our staff to move into managerial and leadership roles.

6.5 For these reasons we must allocate adequate resources to support the continuous improvement of workforce performance through; quality assuring the competency of our workforce, providing high quality training and development, and duty systems that are best matched to the risks within our communities.

6.6 It is proven that an engaged, empowered and skilled workforce will be more productive and as a result will provide a better service to our community.

6.7 We aim to set up our workforce planning activities to ensure we have the right people, with the right skills, in the right place at the right time at the right cost. This includes a focus on recruitment and development.

6.8 To recruit the right people into roles required to support the delivery of operational and support services we will focus on two main areas:

- External engagement and recruitment activities (including positive action) and;
- Succession planning and promotion process (including positive action) both of which aim to employ people who can perform in role and create a workforce representative of the communities we serve.

6.9 To develop our staff to be able to provide a better service for the community. We will focus on two main areas:

- Technical Development - for example the knowledge and skills required for specific roles and;
- Behavioural Development – for example, Personal, Leadership and management, development, Coaching and mentoring, Performance and development conversations, often referred to as “soft skills”.

People and Organisational Development (POD)

6.10 The POD directorate within the Service is designed to focus on all elements within the employee lifecycle, starting with recruitment and on-

boarding through to retirement or exit from the Service, and includes technical and behavioural training.

6.11 To achieve this (Post April 2022) POD is made up with the following groups:

- Human Resources
- Leadership and Organisational Development
- Operational Training
- Occupational Health Department

6.12 In addition to managing these groups the Area Manager of POD chairs the cross directorate workforce planning team and meetings.

6.13 These groups provide the POD function to the Service and address the identified issues and risks in providing a trained, skilled and developed workforce.

PART TWO

7. Resource Allocation

Background

7.1 LFRS is a combined Fire Authority and is funded through various pathways (government grant funding, precept from Council Tax, and business rates etc), but is essentially publicly funded. It has statutory requirements to provide a service and to produce, and work within, a balanced budget.

7.2 The financial resources available to us are to provide all services: operational response, fire protection, community safety, training, HR. So we need to carefully consider not only compliance with all legislation but also to ensure we continue to work towards Safer people, safer places. We achieved this by continuously reviewing and adjusting our provision to improve the service we offer to our community in terms of efficiency and effectiveness.

7.3 A full breakdown of how the service is funded can be found on www.leics-fire.gov.uk and then clicking “Your service” > “What we spend”.

7.4 This establishes the financial parameters and the LFRS leadership then allocates the resources to meet all the legislative requirements and community needs. This is then reviewed by the public and stakeholders via the IRMP and the statutory consultation process.

Community Safety Protection Resource Allocation

7.5 The RBIP will highlight risks within premises types, and ensures that FSAs will reduce the level of risk within these premises.

7.6 The size of the Fire Protection team will influence how many FSAs can be included in the RBIP. The team works on 40 weeks in a year being available to carry out fire safety work.

7.7 Due to additional demands of workloads such as building regulations, fire safety concerns, follow-up visits, a Fire Protection Inspecting Officer (FPIO) is likely to complete 2 x FSAs each week: 80 FSAs each year.

7.8 Recognising the increased risks and the number of premises within the RBIP, the resources have been increased to meet the demand during the IRMP life cycle. Based on the increased resource, once all fully qualified, the Fire Protection team will be able to carry out the following RBIP over the course of the IRMP 2020-2024:

Year	**20/21**	**21/22**	**22/23**	**23/24**
Number of Level 4 competent FPIOs	7	8	12	13
RBIP target	560	640	960	1040

7.9 We use the CFOA guidance for audit and data gathering scoring matrix to highlight the risk level within premises. The algorithm for this is built into CFRMIS and this generates a rating, depending on the information input.

7.10 There are five different risk ratings that can be attributed to a premises through this process. These are Very High, High, Medium, Low or Very Low. The figures will fluctuate year on year.

7.11 We will carry out FSAs on these premises every three years, or until their risk rating has dropped to medium (or below). Once it drops to medium, then management will decide the frequency of their re-inspection.

7.12 Past behaviour indicates future behaviour; we will re-inspect premises that have previously received a kind of enforcement action. This will be done three years after the premises has achieved compliance.

7.13 Premises that have sleeping associated with them present a greater risk from fire to the occupants. The following types of premises are included within this category:

- Hotels and guest houses
- Hospitals
- Hostels
- Care homes and sheltered accommodation
- Houses in multiple occupation
- student accommodation
- Licensed premises with associated sleeping
- Flats.

7.14 We will also include other premises types during the RBIP which we'll review each year:

- Tall buildings
- National and local Incidents
- Previous enforcement
- Local concerns
- Partner agency referrals.

7.15 The current establishment and structure of the team is in Appendix A.

Community Safety: Prevention

7.16 Community safety: prevention is a key role for us, delivering a wide range of activity and specialist advice to groups and individuals. The Prevention team leads this activity and focuses on the more specialised work, with operational crews delivering general advice and support.

7.17 We will recruit and train staff so they are able to carry out the activities required to satisfy the legislation and core functions.

7.17 The community safety: prevention team is divided into two key areas:

- Community Educators
- Road Safety

7.18 Community Educators work to ensure people stay as safe as possible from fire and other emergencies in the home, at work or elsewhere in our area; they do this by educating both adults and young people to potential hazards and how they can protect themselves and their families from harm.

7.19 We believe the most effective way to save lives, reduce injuries and other losses through fire and other emergencies is to reduce the number of incidents that occur. So we work enthusiastically with other agencies to instigate and support a range of initiatives aimed at preventing incidents.

7.20 We do this by focusing on reducing risks for vulnerable people and by raising awareness about risk to the wider community. To deliver our Safe and Well program, we adopt a risk matrix to prioritise those most at risk.

- Community Educators will visit those in priority groups 1 – 3
- Station-based staff will visit those in priority groups 3 – 7

7.21 The Community Safety team will be able to carry out the following visits over the course of the IRMP 2020-2024:

Year	20/21	21/22	22/23	23/24
Community Safety	3600	3800	3800	3800
Operational Response	4379	9450	9450	9450

7.22 In addition to supporting the Leicester, Leicestershire and Rutland Road Safety Partnership, the Road Safety team also supports various initiatives which include:

- Biker Down
- Schools Programme
- Pre-Driver days
- Youth Offending Scheme.

7.23 The number of activities the Road Safety Team can deliver each year will depend on requests from the Road Safety Partnership and the Youth Offending Scheme. All activities will be recorded within the annual Community Safety Plan.

7.24 The current make-up and establishment of the Community Safety team is in Appendix B.

Operational Response

7.25 The allocation of resources for operational response has two key drivers:

- the Fire and Rescue Service Act 2004
- our aim to respond to incidents involving a risk to life within an average of 10 minutes *(IRMP 2020-2024)*

7.26 Detailed analysis of how best to achieve this has been undertaken and is explained within the IRMP but it is based on previous events and likely future requirements.

7.27 This means our resources are allocated on demand for service *(capacity)* and the potential for incidents with the risks contained across the entire community irrespective of location.

7.28 Analysis shows we can achieve the requirements of the IRMP across the area by using twenty fire stations and associated fire appliances and equipment.

7.29 In the event of significant operational challenge we will activate the Operational Degradation procedure to maintain minimum availability.

7.30 We also have an emergency fire cover contract to support or deliver minimum needs in the event of mass staff absence.

7.31 To meet the needs of the Incident Command framework and mobilising procedures, the service operates a Flexible Duty System *(FDS)* rota – providing the following commanders on a 24/7 basis for incident command or multi-agency responses:

- 1 x Strategic Commander *(Area Manager or above)*
- 1 x Tactical Commander *(Group Manager)*
- 4 x Station Managers

7.32 To further support and sustain incidents, all three Brigade Managers are contracted to a continuous duty system. Other roles can also be further supported by recall to duty.

People and Organisational Development (POD)

7.33 The work and influence of POD touches on every element of LFRS and any and every interaction we have with the community or partner organisations. As such the work of POD is a fundamental pillar of our Service.

7.34 Unlike other areas of the Service it is often difficult to place hard statistical targets upon POD. This is because the needs will greatly vary dependant on many factors, such as the size and makeup of the Service, sickness, discipline, grievance and case work numbers along with recruitment and promotion needs of the Service.

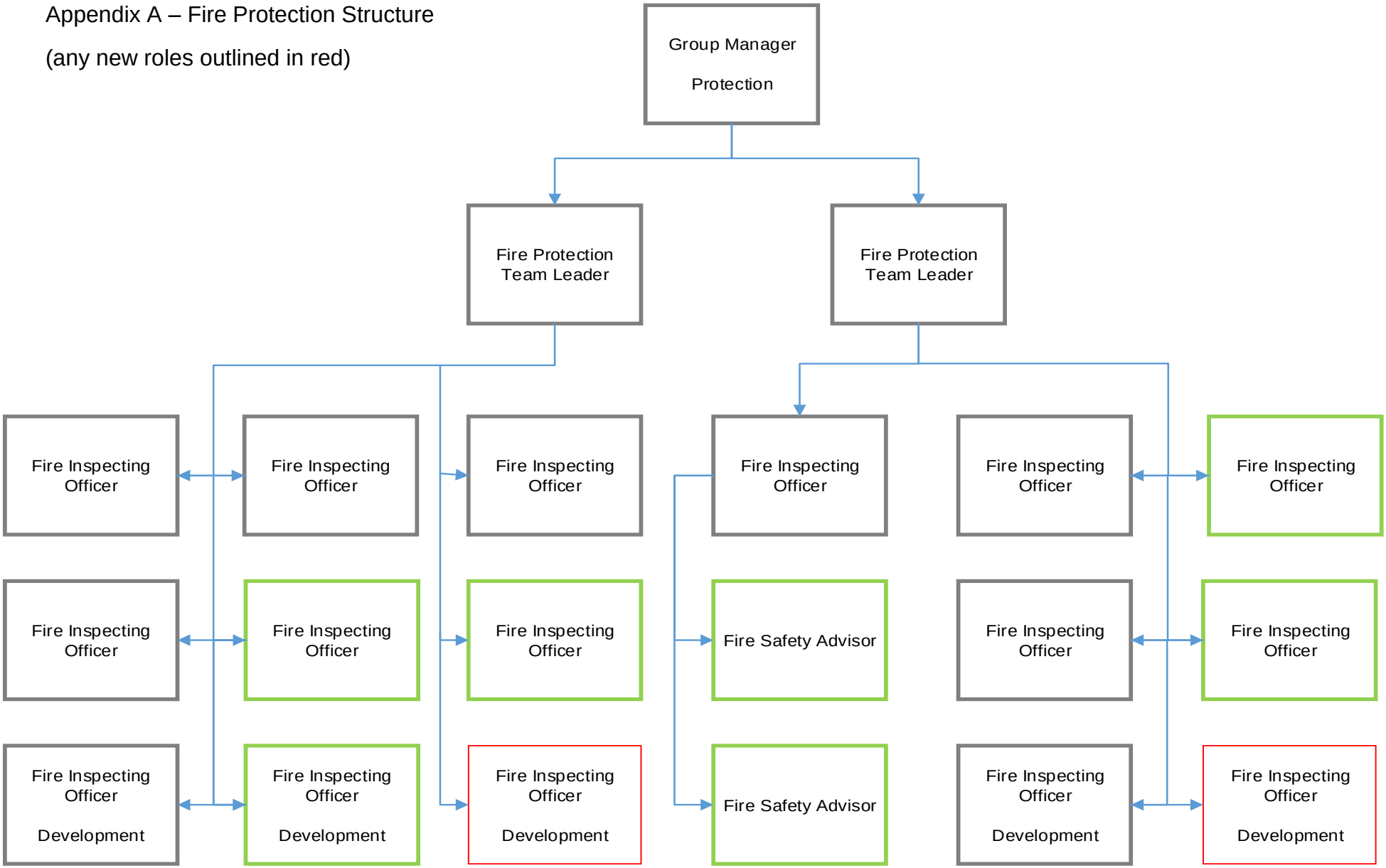
7.35 However, there are some essential functions that POD will provide (through its relevant groups) to ensure suitable and sufficient professional support to the Service, these include: -

- Develop leaders to be able to motivate their teams in order to ensure they work at their full potential.
- Provide guidance on how to create a positive working environment that ensures people are healthy and engaged in positive work.

- Design work process that support the workforce at every stage of the employee lifecycle including;
    - Professional support and advice at an appropriate level to aid managers in resolution of relevant cases and other HR based enquiries
    - HR and administrative support in recruitment, transfers and promotions within the Service.
    - Initial acquisition and maintenance training to all operational staff, relevant to their role, operational skills and responsibilities.
    - Revalidation assessments in line with National Operational Guidance for Operational roles (for example, but not limited to, Breathing Apparatus assessments and Incident Command assessments).
    - Access to a range of blended interventions that facilitate ongoing technical and behavioural development for staff across the Service.
    - An Occupational Health facility for all staff across LFRS to access and receive health and wellbeing advice and where necessary and appropriate treatment.

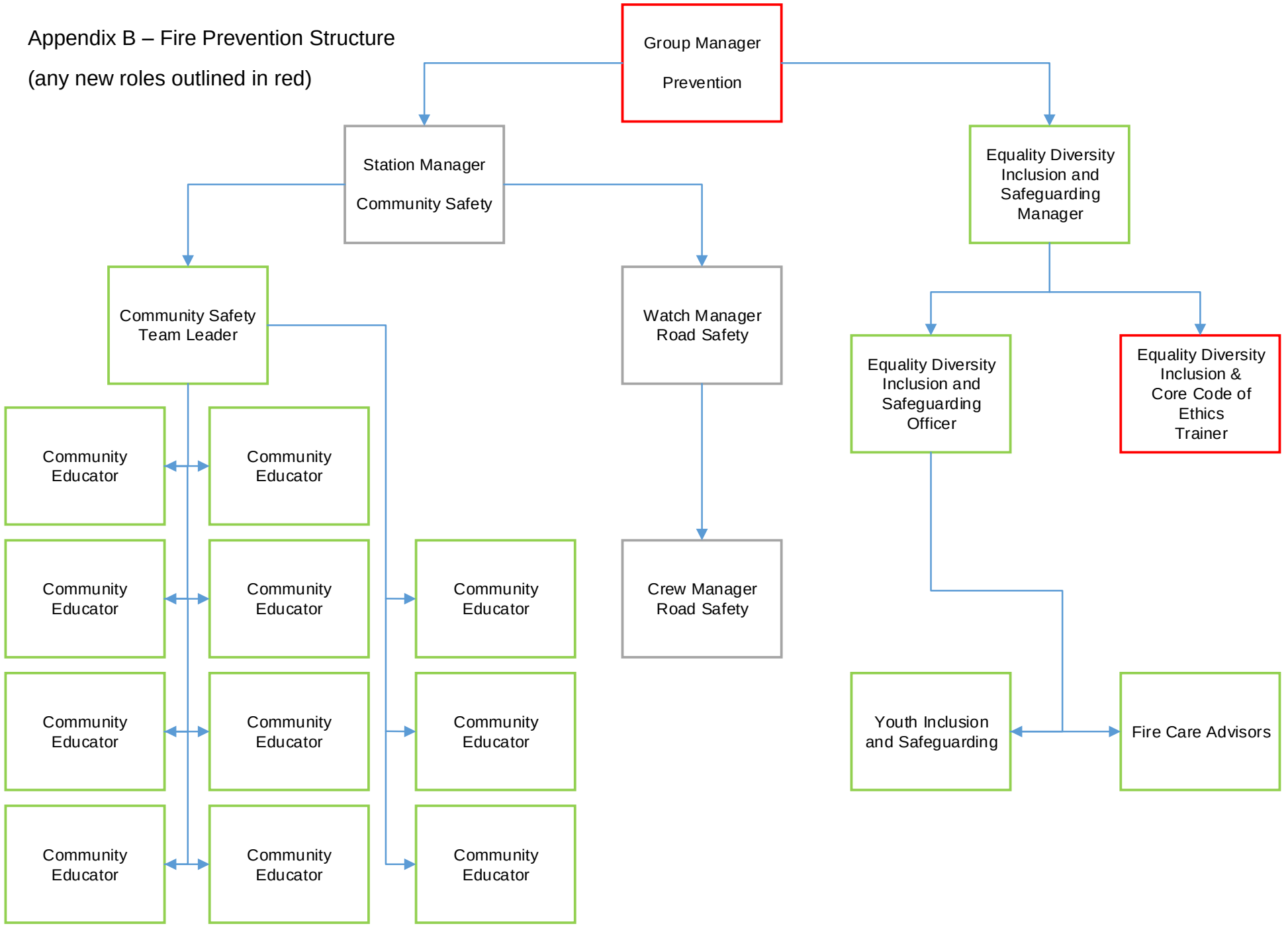
Appendix A – Fire Protection Structure

(any new roles outlined in red)



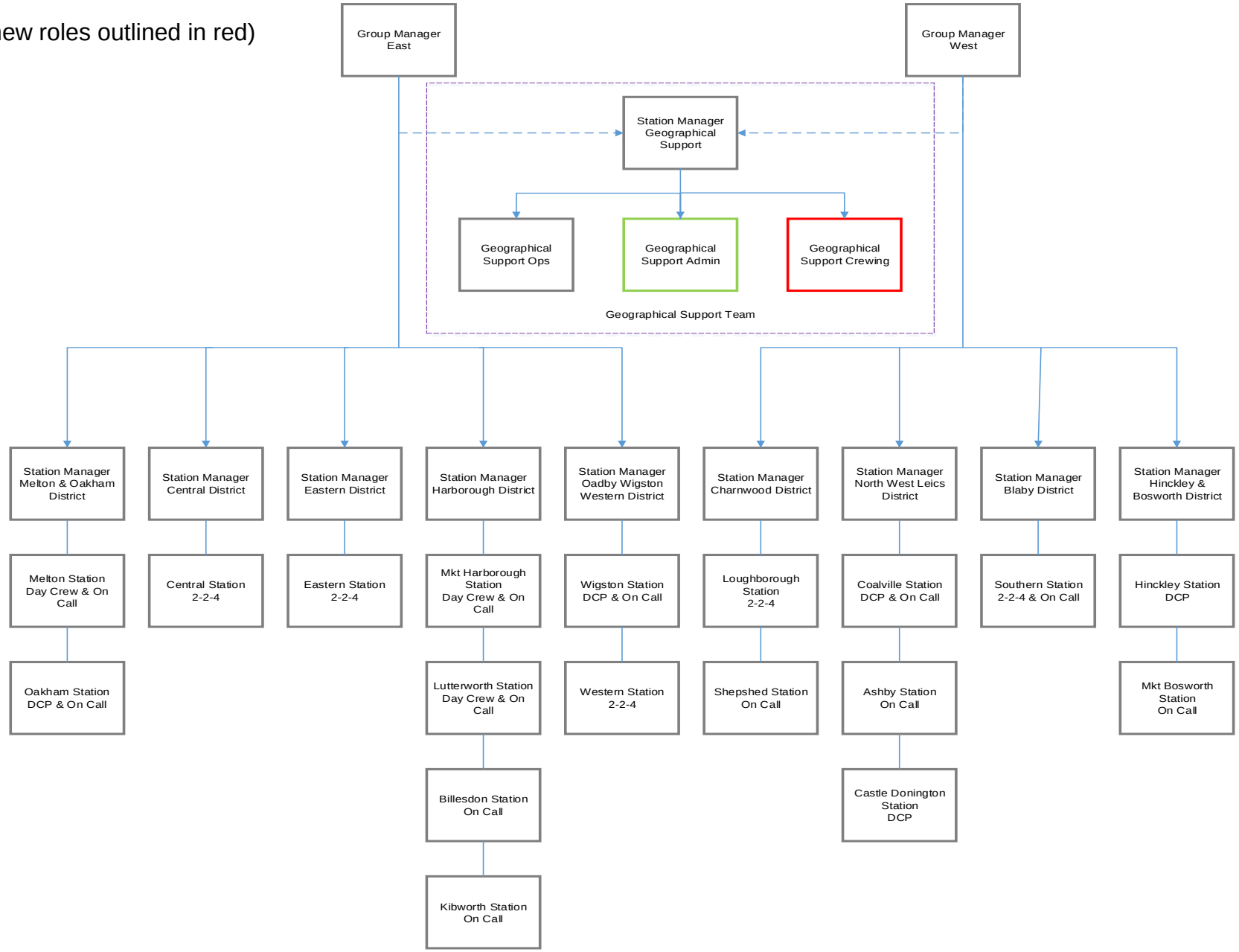
Appendix B – Fire Prevention Structure

(any new roles outlined in red)

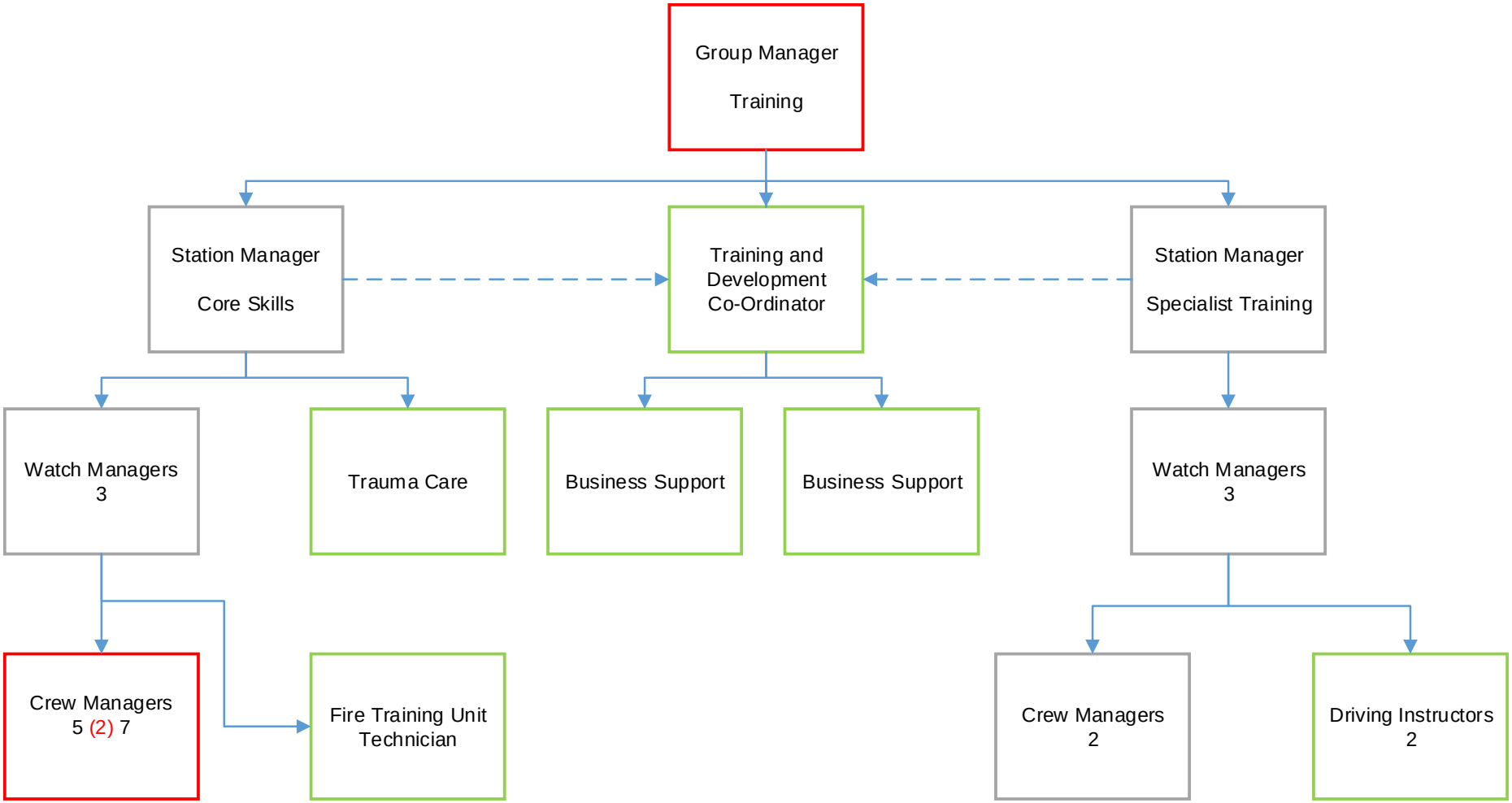


Appendix C – Operational Response

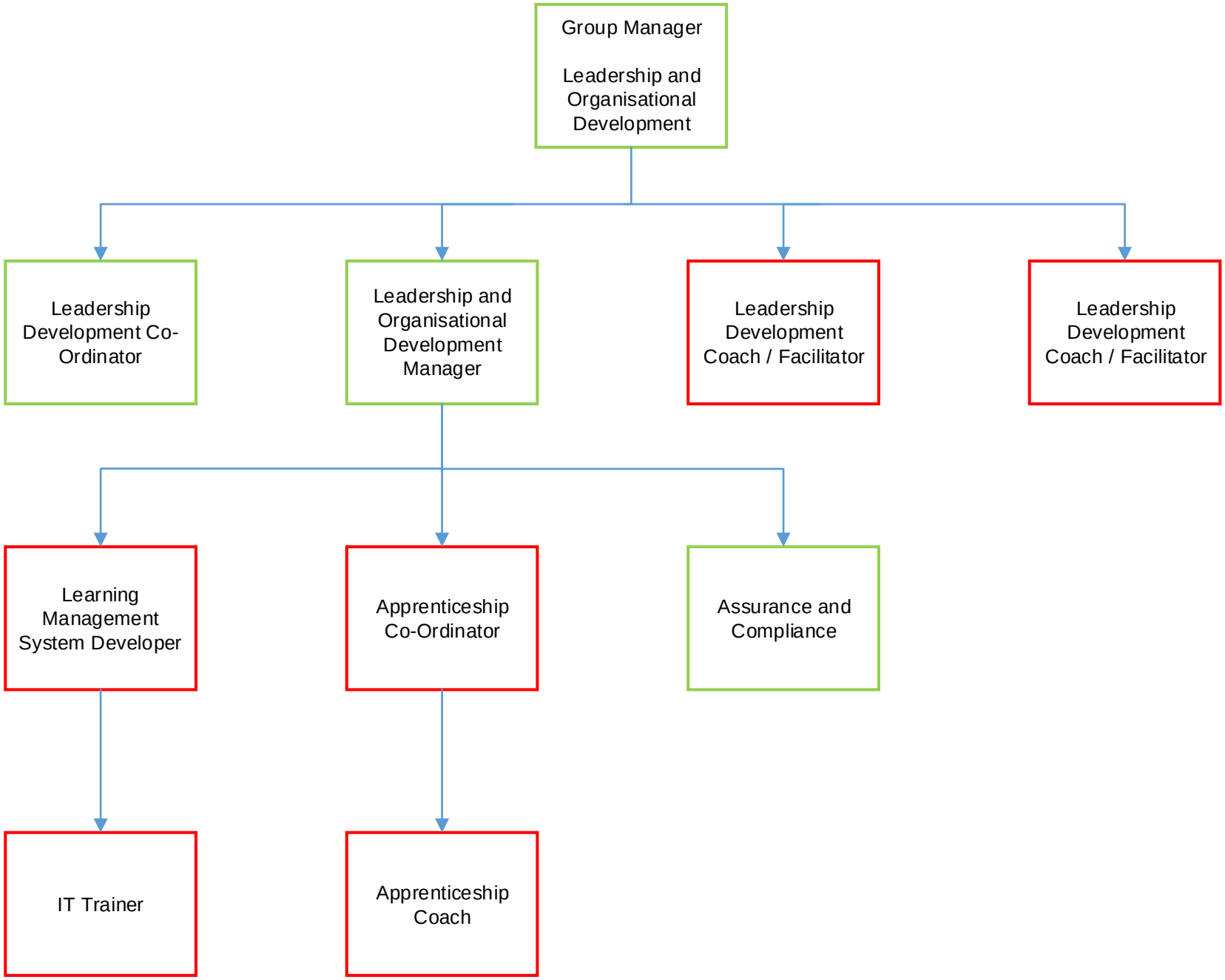
(any new roles outlined in red)



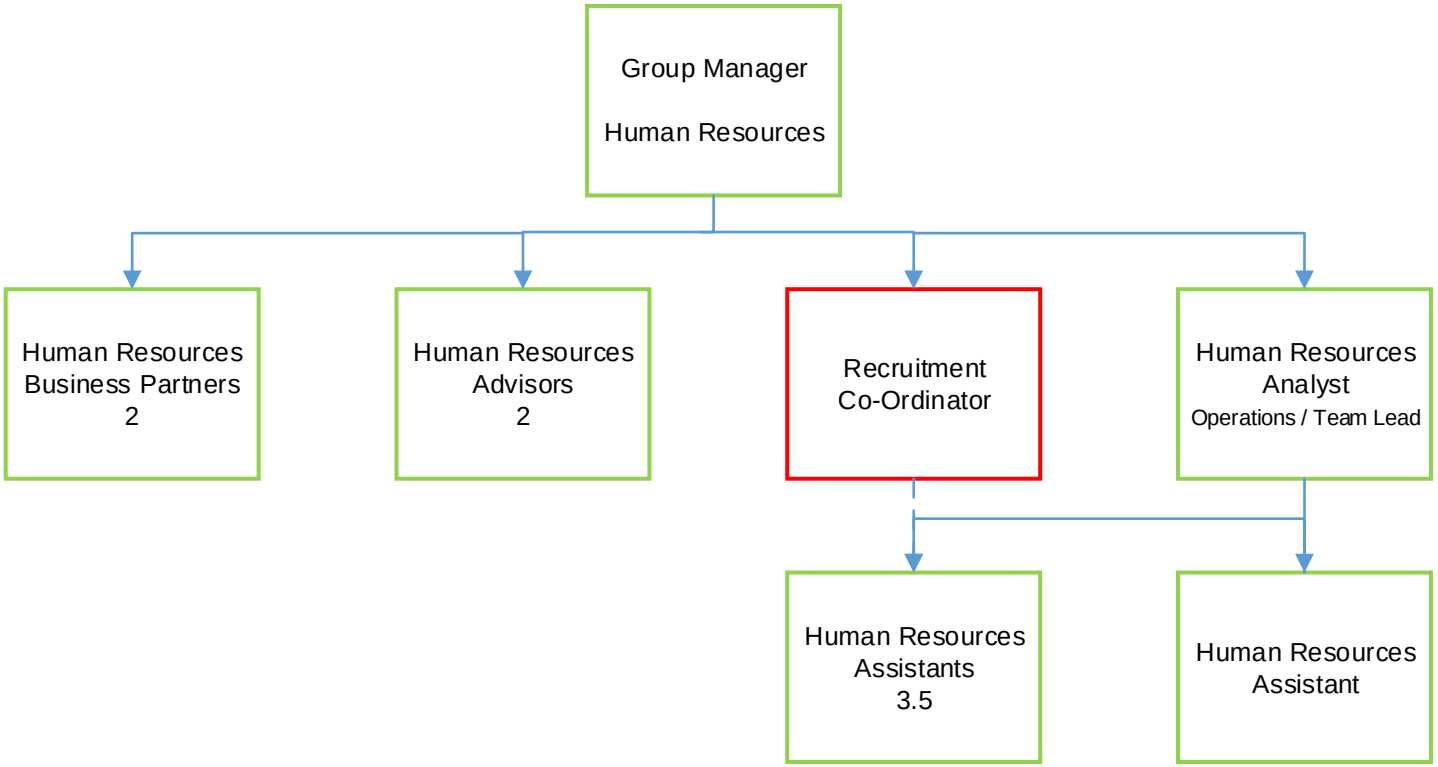
Appendix D – POD Training and Development (any new roles outlined in red)



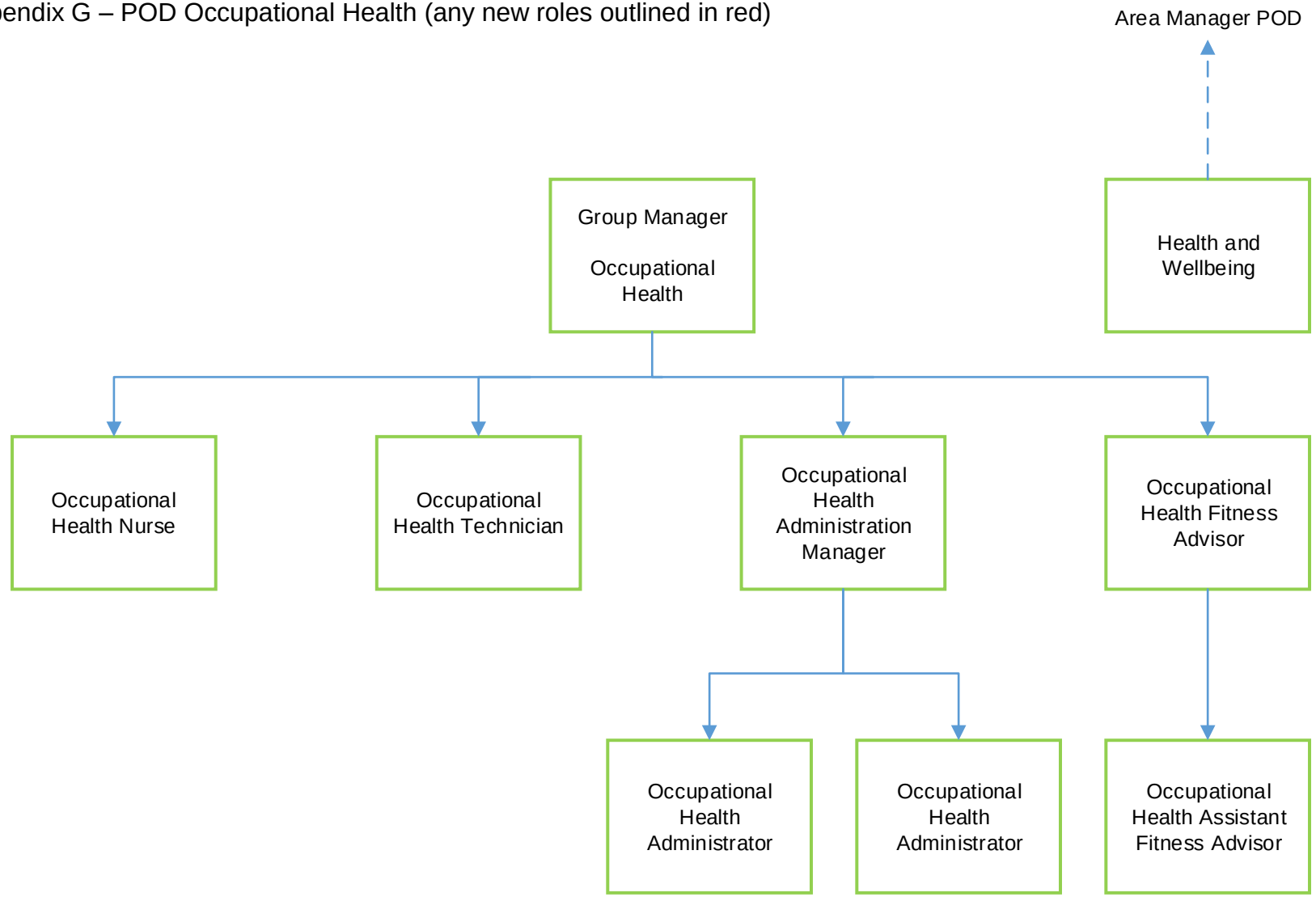
Appendix E – POD Organisational Development (any new roles outlined in red)



Appendix F – POD Human Resources (any new roles outlined in red)



Appendix G – POD Occupational Health (any new roles outlined in red)



Audit of Amendments

Date	Amendment	Author	Approved
May 2020	Introduction of Risk and Resource Methodology Document	ACFO Callum Faint	SMT 27 May 2020
June 2021	Review of Risk and Resource Methodology Document with the following changes: 1. Rewrite into plain English for accessibility and inclusion 2. Increase in Fire Protection Officers to match the risk highlighted with the document	ACFO Paul Weston	SMT 26 July 2021
April 2022	Inclusion of “People” associated risks (Pt 1, Section 6 {all}) and People resource allocation (Pt 2, Sec 7.33 – 7.35). Update on additional resource allocation following budget approval 2022/23 within Organisational charts (Any new roles outlined with red)	CFO Faint	SMT 19/4/2022

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