



Our Plan

**Corporate and Integrated
Risk Management Plan (IRMP) 2020 – 2024**

LEICESTERSHIRE
FIRE and RESCUE SERVICE



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Blood and

Amit:

Amit receives regular blood for his blood disorder – Beta
Amit said: "Without blood transfusions I
be game over for me. I've never taken the
I receive for granted. I've never turned up and
been no blood for me. There's always a con

Foreword

Our purpose is **Safer People, Safer Places** in both our communities and our workplaces. This 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 the end users and to direct our resources efficiently and effectively.

This corporate 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 staff and our communities must feel safe and have confidence in the quality of the service we provide and 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.



Rick Taylor

Chief Fire and Rescue Officer



Nicholas Rushton

Chair of the Combined Fire Authority

About Us

We have 20 fire stations and a fleet of fire engines and other operational vehicles. We employ just over 700 staff; 562 are firefighters, and the remainder are specialist support staff. We attend and resolve over 8,000 emergency incidents each year; fires in buildings, complex rescue incidents involving road traffic collisions, hazardous materials, buildings collapsing and rescuing people trapped in water.

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 Corporate Plan and Integrated Risk Management Plan (IRMP). It provides clear leadership for residents and communities to ensure we operate with transparency and accountability.



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 420,000 domestic properties**
- over 45,000 business premises**

Our Plan

This plan sets out what we want to achieve over the next four years. It combines our corporate plan and our IRMP containing our planning priorities and objectives. We've considered how we'll respond to the key risks and challenges facing our local communities and the organisation itself.

The plan is supported by five corporate strategies that provide more detail about how we'll achieve our aims in each of our priority areas:

 **Safer Communities**

 **Response**

 **Finance and Resources**

 **People**

 **Governance**

Delivery of this plan and the five strategies will be facilitated by annual department and district level plans which will link to the development needs and prioritises for all our staff.. The Service Development Programme will support all the corporate projects arising from this plan. Our management and governance structure enables us to monitor progress of the day-to-day activities of the Service, ensuring that risk is managed and our plans are carried out.

We use indicators to monitor the performance of the Service. We measure our own annual performance as well as benchmark against other fire and rescue services.

We publish our levels of performance each year in our Statement of Accounts, Annual Report and Statement of Assurance documents. The Annual Report identifies what we've achieved in the previous financial year, which helps to inform future plans.

Appendix A to this document sets out our action plan and establishes what we intend to do during the next four years. The action plan is reviewed, refreshed and published each year in line with our performance, the progress we make in implementing our priorities, and any change to risk affecting our communities or the organisation.

Our Planning Framework

Direction

Purpose

Our Plan 2020 - 2024

Corporate Plan

Supporting Strategies

Safer Communities • Response
Finance and Resources • People • Governance

Delivery

Service Development Programme • Departmental and District Plans • Appraisals

Monitoring and Assurance

Regular Monitoring and Performance Management • Annual Report and Statement of Assurance

Purpose

Our purpose 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.



Our Values and Behaviours

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

Her 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.

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**



Our aims fall into five priority areas, each with a supporting strategy. We recognise there are overlaps within our work that contribute to more than one aim. Each aim has identified outcomes so we know what we want to achieve and can measure how we do it. The outcomes are linked to the individual district and departmental plans.

Priority	Aims	Outcomes
 <p>Safer Communities</p>	<p>Fewer incidents with lower impact</p>	<ul style="list-style-type: none"> • Targeted prevention and protection activities • Recognise and reduce the impact of hazards • Resilient operational risk information • Effective partnership working
 <p>Response</p>	<p>Respond effectively to incidents</p>	<ul style="list-style-type: none"> • 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
 <p>Finance and Resources</p>	<p>Deliver value for money quality services</p>	<ul style="list-style-type: none"> • A well-managed and transparent budget • Robust and efficient procurement activities • Reliable, secure and effective ICT systems • Fit for purpose estate, vehicles and operational equipment
 <p>People</p>	<p>An engaged and productive workforce</p>	<ul style="list-style-type: none"> • The right people • In the right place • Doing the right thing • In the right way
 <p>Governance</p>	<p>Provide assurance</p>	<ul style="list-style-type: none"> • Well-informed communities • Well-informed staff • We'll know what our communities think • We'll know what our staff think

Strategies

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

-  **Safer Communities Strategy**
-  **Response Strategy**
-  **Finance and Resources Strategy**
-  **People Strategy**
-  **Governance Strategy**



There are core statutory duties and other legislation we have to satisfy. These require us to be accountable to the diverse communities we serve and to central government. We have to embed equality, improve our performance, show we are open and accountable, and give value for money.

The most significant driver for change is the requirement to re-align the service delivery model to reflect changes in demand and risk levels. We are going to fewer fires, however other incident types are increasing and becoming more complex due to new vehicle/building technologies, designs and construction methods. This complexity in our role requires different skills and a flexible approach, particularly when working with other services, businesses and local partners to protect our communities.

Financial uncertainty will continue to present challenges whilst legislative change will direct future governance, placing broader duties on us to collaborate with others in the interests of efficiency and effectiveness. All our staff will be exposed to changes in processes and systems with greater dependence on ICT and finding out information for themselves.

During 2018, we were inspected by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the first time.

The inspection focused on three pillars which were Effectiveness, Efficiency and People. We were inspected on:

- **How effective are we at keeping people safe and secure from fire and other risks?**
- **How efficient are we at keeping people safe and secure?**
- **How well do we look after our staff**

The details of the inspection are listed in the table. Overall, we were judged as requiring improvement, although we were marked as good in four areas.

Effectiveness	Requires Improvement
Understanding the risk of fire and other emergencies	Good
Preventing fires and other risks	Good
Protecting the public through fire regulation	Requires Improvement
Responding to fires and other emergencies	Requires Improvement
Responding to national risks	Good
Efficiency	Requires Improvement
Making best use of resources	Requires Improvement
Making the fire and rescue service affordable now and in the future	Good
People	Requires Improvement
Promoting the right values and culture	Requires Improvement
Getting the right people with the right skills	Requires Improvement
Ensuring fairness and promoting diversity	Requires Improvement
Managing performance and developing leaders	Requires Improvement

We have created an HMICFRS Improvement Plan to address the areas identified for improvement following the inspection. The tasks involved are linked to our strategies and will be delivered through department and district plans.



Safer Communities Strategy

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 the risk to these represents a sizeable challenge, particularly when set against an ageing population.

We need to continue to identify and engage with those who are vulnerable to fire and other emergencies. Prevention and protection through education, encouragement and enforcement reduces the likelihood and impact of these emergencies.

We want to deliver effective services in many communities. To do this efficiently we need to work with partners. Pressures on finances and competing priorities presents a challenge. Evaluating our partnerships, and their work, will show the benefits of collaborating.

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

We need to better understand our communities so we can improve how we deliver services to them and know that we are doing this well.

Identifying the cause to incidents can be difficult but it can help us prevent further incidents. Planning both internally and externally with our partners can assist us in preventing, protecting and mitigating against the impact of these occurrences.

This planning will assist us with our operational preparedness and again help us in our aim of achieving safer people, safer places.





Safer Communities Strategy Cont'd

Meeting the Challenge:

To achieve safer people, safer places we will:

- ✓ deliver targeted, innovative safety education and inspections through skilled staff
- ✓ improve information sharing agreements with partners to enable us to identify those vulnerable to emergencies
- ✓ engage with our partners who can deliver safety messages on our behalf
- ✓ work with partners to help our communities to become warned and informed of risks as well as active and healthy
- ✓ work closely with partners to identify causes of incidents
- ✓ expand our relationships with the diverse communities we serve
- ✓ ensure that we have relevant and timely risk information
- ✓ ensure that we investigate health and safety issues in a timely and appropriate manner
- ✓ put planning arrangements in place to protect our own business from the impact of incidents and emergencies

Our Plan





Response Strategy

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, 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.

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:

- ✓ ensure that emergency calls are handled quickly and efficiently
- ✓ maximise the availability of emergency vehicles
- ✓ ensure that we respond to incidents involving a risk to life within an average of 10 minutes
- ✓ ensure that our staff meet the core competencies required to do their jobs
- ✓ work with other emergency services and local and national partners to ensure better outcomes for our communities
- ✓ ensure that when an incident occurs, our community are satisfied in the way we dealt with it



Finance and Resources Strategy

The Challenge:

We need to continue to provide quality services through the effective use of resources against a backdrop of continuing financial uncertainty.

We need to ensure that our ICT enables the Service to run securely, effectively and efficiently.

To continue to develop and maintain fit for purpose facilities, vehicles and equipment, to enable employees to work safely and effectively in secure environments.

Meeting the Challenge:

To meet the challenge, we will:

- ✓ agree a medium-term financial plan, set a balanced budget for each financial year and manage and report spend against it
- ✓ deliver effective financial services to current and ex-employees, suppliers and customers
- ✓ operate effective procurement arrangements and procedures
- ✓ ensure we have a secure and robust ICT infrastructure
- ✓ improve service delivery through:
 - the consolidation and integration of existing ICT systems
 - the implementation of new technologies
- ✓ work with others where it is financially, corporately or operationally advantageous to do so without reducing the quality of service
- ✓ develop and maintain our vehicles, estate, operational workwear and equipment





The Challenge:

Our purpose is safer people, safer places.

Within the context of our People Strategy, this means a shared ambition and belief in what we do and why we do it. Shared by a workforce who are all treated fairly and equally regardless of role or contract of employment.

To meet the challenges of 21st century, we must have the **right people** in the **right place** doing the **right thing** in the **right way**. Enabling change in culture at all levels is not a quick fix. The delivery of our aspirations will require significant time to achieve sustained improvement.

Most importantly, the safety of our staff and communities is the priority.

We need to help our staff understand the changing demands and role of the fire and rescue service.

Operational learning including the outcomes of the Grenfell reports will introduce new responsibilities that will enhance our role, whilst working in partnership making people and places safer.

The 2018/19 inspection by Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) set the people pillar as requiring improvement. The inspection also identified Leicestershire Fire and Rescue Service as one of the lowest funded unitary fire authorities in England.

This will make improving efficiency and effectiveness a challenge within current practices that could be described as out of date. Our people need to be developed and supported to assist them in delivering change with fewer resources.

We must all take ownership and be accountable for the continuous improvement of our Service.

We accept the constraints in relation to nationally agreed terms and conditions of service, diversification of role, recruitment and industrial/employee relations.

The challenge will be balancing the demand for multi-skilling with specialist skills, whilst building on the passion of our staff to reach out to new technology and new working practices. The development in the softer skills, changing behaviours and attitudes will be a key success factor in transforming the Service.

Exposure to different experiences and emotions within the broader range of activities makes wellbeing, including mental health, a corner stone of how we develop the plans that support this strategy.

On-Call availability is an increasing challenge with a reduction in available talent, reduced incidents and an expanding role that needs new skills. Our challenge is to attract, recruit and train within a reduced time frame and retain their services for longer.

It's difficult to predict the rate at which staff will leave the Service. Staff are working longer, resulting in an ageing workforce. There are new duty systems, recent transitional protections changes to the pension regulations and changes in tax laws that affect levels of reward. These reduce interest in progression or movement within the Service which particularly affects filling non-station-based operational staff roles. Limited opportunities exist for career progression for our support staff.



People Strategy Cont'd

An additional challenge is making our workforce more representative of the communities we serve. We have been recognised by the Asian Fire Service Association (AFSA) for our targeted Have a Go days which have increased the diversity of our recruits. However, the challenge is to identify which aspects need to change to appeal to women, Black, Asian and minority ethnic groups and members of our communities with other protected characteristics.

The public sector has been subject to continuous and sustained change. The key themes that will persist include the feeling of not being supported or valued, and a lack of trust influenced by perceptions of poor leadership, bias and indecisiveness. Motivation and morale, along with those perceptions, will continue to be influenced by management styles and people's ability to manage people.

We need to understand the opinions and views of our staff to identify the opportunities that this presents.

Mental health and wellbeing issues are increasing. The challenge is to minimise the impact this has on individuals and the organisation.

This strategy sets the scene for Leicestershire Fire and Rescue Service to provide a competent, professional and sustainable workforce that has outstanding leadership in pursuit of organisational excellence.

Meeting the Challenge:

The aim of the People Strategy is to achieve an engaged and productive workforce.

Our people are at the centre of change. The key to success will be a focus on organisational development with greater staff participation through early engagement. We want our staff to be equipped with the right skills to adapt, improve and evolve; having the competence and confidence to make informed decisions within the clarity of our purpose of safer people safer places.

We recognise that staff want clarity in direction along with developing new skills. This strategy acknowledges the immense value in diversity of thought, values, beliefs and feelings of our workforce, contributing to the greater good.

An early indicator of success has been our staff led initiative to develop a set of words that best describes the Service. The outcome of staff engagement has identified that our people want to be part of a Service that is:

- ✓ Professional
- ✓ Positive
- ✓ Honest

If we are to build on our success, we need to integrate these three words within business as usual. We must develop a mind-set of relevant behaviours and attitudes that are embedded within the context of everyday work life. We must create an environment of trust and confidence attracting diversity of thought, knowledge and life experience.

We need multi-skilled, competent, confident and flexible staff who engage enthusiastically and effectively with people in different environments and contexts with a focus on customer service.



People Strategy Cont'd

Fewer fires mean more training and simulation is needed that immerses our staff in realistic training scenarios to equip and prepare for emergency response.

We need to help our staff develop how they think. We recognise that it's not the answer that matters, it's how they get there. We have to create conditions to help our staff unleash the energy and ideas lying latent within the Service. We want to harness their enthusiasm to allow them to improvise and adapt to create their own solutions, enhancing ownership and accountability.

To help us define and plan the future, our objectives are based upon the six key planning areas that have been taken from the NFCC National People Strategy 2017-2022. We recognise that there is an overlap of themes in learning and developing an environment which promotes creative thinking.

We must engage our staff and, through that engagement, link it to the desired outcomes. Operational guidance can't cover every eventuality. Our staff must be trained to have the confidence to improvise and take risks when necessary.

We will:

- ✓ provide clear inspirational leadership, embed trust, motivate staff and empower them to take real ownership/accountability and possess the confidence to make the right decisions for themselves
- ✓ engage with our staff to agree expected behaviours and gather views to improve relationships and expectations of staff throughout the organisation
- ✓ develop a professional, competent customer focused workforce who are flexible and proactive in satisfying the changing needs of our communities
- ✓ ensure our staff contribute to the Service and are developed and coached appropriately, with talent being recognised
- ✓ implement a mental health and wellbeing plan that supports the staff and Service
- ✓ increase the diversity of our staff and create an open, inclusive environment where progression is based on merit and is free from bias



Governance Strategy

The Challenge:

The National Framework requires us to focus on our core work, yet it urges us to work differently. It encourages collaboration where it is efficient for us to do so and requires greater transparency of our decision-making and performance. It also requires the development of professional standards to drive the Service forward.

We want to be sure we are doing the right things for those who work for us and all the communities we serve.

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 need to ensure that our governance arrangements are robust.

Meeting the Challenge:

We will:

- ✓ engage with staff and all communities on major changes affecting our Service
- ✓ make our plans and policies available and easy to understand
- ✓ be open and seek the views of our communities on how we do things
- ✓ collect, manage and use information effectively
- ✓ inform staff and communities about the key decisions that we make
- ✓ monitor and report on our performance so everyone knows how we are doing
- ✓ be open and respond to independent audits and inspections
- ✓ publish what we are legally required to



Monitoring and Review

Monitoring the successful delivery of our Corporate Plan/IRMP, our strategies and our district and departmental plans 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 tasks monitored and challenged throughout the year depending on their corporate significance through the Senior Management Team, Tactical Management Team, Service Development Programme, departmental and other management meetings.



TECHNICAL
RESCUE

Measuring Success

The success of these strategies will come from measuring how well we achieve the outcomes.

To do this, we will 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
- ✓ 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



Integrated Risk Management Plan (IRMP)

What is an IRMP?

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. It must cover at least a three-year time period, be regularly reviewed, reflect local risk, be developed through consultation and be accessible and cost-effective. The planning process should also have regard to risks of a cross-border, multi-authority and national nature.



Our IRMP process is designed to keep people and places safe and takes account of the risks faced by our communities, including the 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 an IRMP, 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 and local development strategies. We also consider the impact of wider changes in society, including government policy, economic growth and technological progress.

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.

Assessing Risks

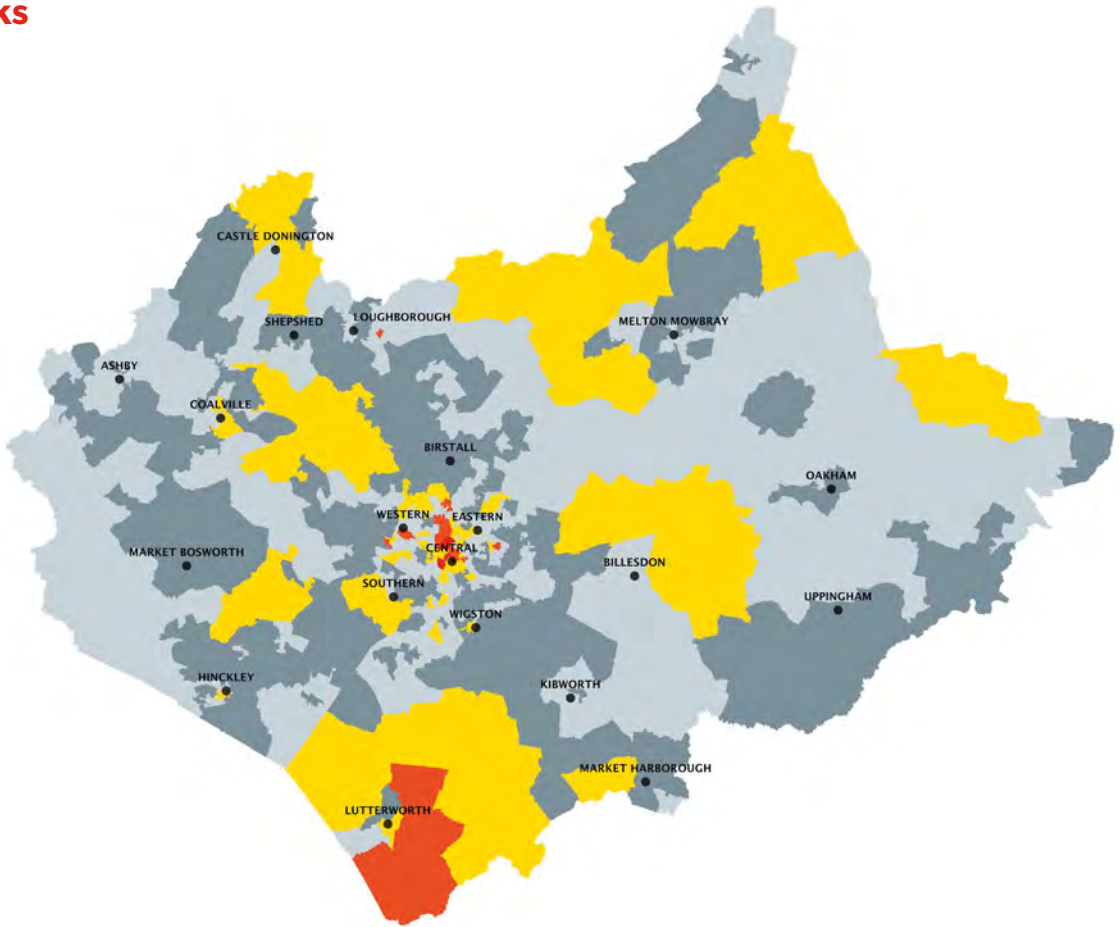
Our Community Risk Model (CRM) uses all this information to predict where a serious incident is more likely to occur, relative to other locations within our area. It combines the overall level of deprivation with historic incident data and identifies localities which are more likely to require our response, 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 risks within our communities.

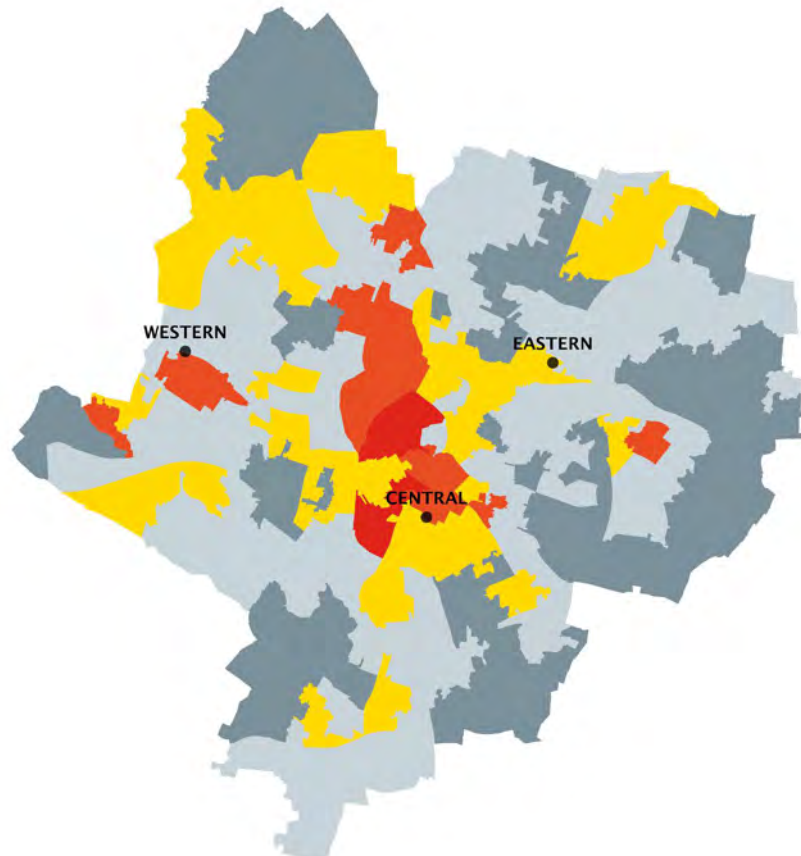
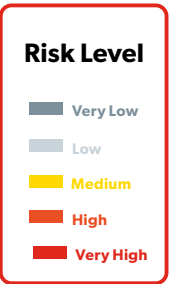
The map shows how each locality has been given a risk category depending on the level and types of incidents attended and overall levels of deprivation. Incidents which are more likely to result in death or injury have been weighted higher.

We've mapped our station locations on to the CRM to show how they are currently placed to reflect the potential risks within our communities.

County Risks



City Risks



Managing the Risks

Risks can come from anywhere. They can make things harder to do as activities need more resources or time to complete or they present opportunities to do things better, more efficiently or in a shorter timescale. All risks, whether legal, financial, operational, safety or project related, will be managed effectively using our Organisational Risk Management process. The Organisational Risk Register will list the most significant risks and what's done to reduce the impact and severity of them. For wider risks affecting our communities, please refer to our Community Risk Register.

Having identified the areas of risk, we use a variety of methods to minimise the risks to our communities. All our risk management work will be contained within individual district and departmental plans.



Our 2020 - 2024 IRMP

Proposals and Consultation

The data we have analysed supports our view that we should use our staff and fire engines efficiently and effectively in undertaking our prevention, protection and response activities. The 2020-2024 IRMP proposals will provide us with the flexibility to do this in a way that ensures we maximise the use of these resources.

The location of our stations meets the foreseeable demand and risk that the Service has to respond to. As such we will not be suggesting any changes to the locations or number of our stations during the 2020-2024 IRMP. We will need to refurbish or redesign elements of them for our staff, partners and community needs.

The seven proposals which were agreed by the CFA in June 2019 were subject to public consultation which ran for 12 weeks from 3 September to 25 November 2019.

They are to:

- ✓ use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes
- ✓ use our firefighters efficiently and flexibly to maximise our appliance availability
- ✓ purchase a second high reach appliance to replace the older one of the two vehicles
- ✓ continue to undertake our education and enforcement activities, targeting those most at risk
- ✓ continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places
- ✓ enable our staff to do the right thing to help our communities
- ✓ implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

It is estimated that over 70,000 individuals, businesses, schools, councils, community and minority groups, charities, disability and voluntary groups, staff members and interested members of the public have been engaged in the consultation via a range of different communication methods. The outcomes of the consultation were contained in the consultation summary report which was presented to the CFA in February 2020. The CFA agreed that all seven of the proposals should be implemented.

Educating and advising communities on fire and other safety matters to prevent fires and other emergencies

Responding efficiently and effectively to incidents and limiting the impact of an emergency on communities



The Relationship of IRMP Risk Management Methods

Enforcing fire safety legislation amongst businesses and public bodies to protect them from harm in the event of an incident

Ensuring we can continue to provide our services irrespective of major unplanned or unforeseen local or national risks



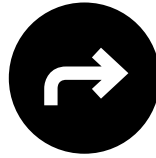
Prevention

We 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 target 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.



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 based on risk. The level of enforcement action we take increases in line with the severity of risk at each building.



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.

Our Future Resources

Our budget strategy summarises the proposed budget and shows the forecast position until 2022.

Budget and Income

	2020-21 (£m)	2021-22 (£m)
Total Forecast Spending	39.4	39.8
Council Tax	22.5	23.2
Revenue Support Grant	4.3	4.3
Business Rates Income	4.4	4.5
Business Rates Top Up Grant	5.6	5.7
Other Grants	0.8	0.8
Actuarial Review Compensation Grant	1.5	1.0
Future Authority Income	0.3	0.3
Total Forecast Income	39.4	39.8

*Note – Our Band D Council Tax cost is £67.96 per year. This is the cheapest in the East Midlands and will remain in the lowest quartile of combined fire authorities in England.

Financial Resources

Revenue Budget and Capital Programme

Our **revenue budget** pays for day-to-day firefighting and prevention work. Our **capital programme** pays for works of long-term benefit. Our programme up until 2022 consists of improvements to fire stations, purchasing response vehicles and equipment and purchasing ICT systems and equipment.

How Our Financial Strategy Supports the IRMP

The challenge for our plan is to support the re-alignment of the service delivery model described in the IRMP at a time of financial uncertainty.

We've managed to make savings and balance the budget from 2019-20 to 2021-22. This has provided capacity for limited growth, but the position beyond 2020 remains very uncertain. To secure longer term sustainability, we aim to:

- (a) avoid new borrowing or leasing, funding replacement firefighting vehicles from revenue wherever possible
- (b) set aside a budget for our estate, which we will use to improve the operational efficiency of buildings

Our Fire Stations and Firefighting Vehicles



Wholetime

Birstall 

Castle Donington 

Central  

Eastern  

Loughborough  

Southern 

Western 



On-Call

Ashby 

Billesdon 

Kibworth 

Market Bosworth 

Uppingham 

Shepshed 



Wholetime and On-Call

Coalville  

Hinckley  

Oakham  

Wigston  



Wholetime during day and On-Call at night

Lutterworth 

Market Harborough  

Melton Mowbray  

In total (as at 1 January 2020): 20 stations

Operational Staff Resources

As at 1 March 2020 we have 348 Wholetime and numerous On-Call staff working a variety of hours. We're planning further recruitment during 2020 to ensure we can balance both the Wholetime and On-Call establishment levels as staff retire or leave.

Corporate Resources

This plan is a combined document which sets out all our priorities between now and 2024. This section highlights what we plan to do to our non-operational or 'corporate resources'.

Our Estate

We maintain an estate that consists of twenty fire stations, a Service headquarters, an occupational health facility and a vehicle/equipment maintenance centre. We've completed condition surveys on these buildings and are undertaking a programme of works to deliver the required maintenance improvements. We also have a training and development centre which we are looking to relocate and improve. The level of work depends on the budget and the most cost effective solutions, be that refurbishment or redevelopment. At no time during any building works will we compromise our ability to deliver all the services we need to.

Our Fleet of Emergency and Non-Emergency Vehicles

We maintain a wide range of vehicles that enable us to respond to emergency incidents and carry out all the work we need to do each day. The fleet replacement programme is ongoing and we'll continue to replace special appliances and update our fire engines. Projects will be initiated to manage the replacements; the cost of doing so has been included within the 2020-21 capital budget.

Improving the Efficiency of Support Services

Our support services enable the frontline to operate efficiently. Some of these services are shared with other organisations to improve value for money. We'll continue to streamline processes to reduce bureaucracy and increase capacity across all support services.

Community Engagement

We're committed to transparency and openness in all that we do. We want to maintain a close relationship between decision makers, and those affected by the decisions made – our communities. Consultation and engagement with our communities is vital to us in shaping our future and our priorities.

Work to review the IRMP during 2019 involved full consultation with our communities whose feedback was used by the CFA in deciding which proposals to implement. Our plans set out how we will progress the decisions that were made and when they will be implemented.

We will review, update and publish our action plan annually, in line with progress and updated risk profiles, models and information. We will consult on any proposals that would affect the services to our communities, including the levels of emergency cover. The extent and the manner of consultation will depend on the nature of the proposal and who it will affect.

If you have any comments, or would like any more information on anything in this document, please contact us via one of the methods below.

If you wish to find out more about us, the work we do, or the authority itself, our website provides everything you need to know:

leics-fire.gov.uk

You can also keep in touch and find out more by following us on Facebook and Twitter @LeicsFireRescue.

Alternatively, you can contact us at:



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Glossary

Aerial Ladder Platform

A vehicle with an extendable ladder platform for fighting fires and facilitating rescues at height

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

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

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

Appendices



Appendix A – Action Plan 2019-22

Our corporate action plan details the main pieces of work that we plan to carry out to meet our aims and achieve our outcomes. They are the larger, more significant packages that will be carried out as projects or reviews. They will be monitored and governed in line with our policies and procedures. They don't include our day-to-day work, which takes up the majority of our time.

The actions are grouped by corporate aim, but many of them will help us achieve multiple, or indeed all, aims and intended outcomes.

The majority of actions are from our integrated risk management planning process, others from our corporate planning, previous plans, capital programme and Central Government requirements. Our target date for completion is included within the table.

The plan is monitored, reviewed and updated regularly and refreshed each year. It will be published to ensure it's current, achievable and affordable.



AIM 1:

We want to achieve fewer incidents with lower impact

To do this we will:	Target completion date:
Continue to undertake our education and enforcement activities, targeting those most at risk	MAR 2021
Deliver a new Arson Strategy	DEC 2020
Develop an assurance process to indicate how effectively we identify new risks	DEC 2020
Evaluate how effective our protection and prevention work is and use the information for future plans	SEP 2020
Deliver any required improvements identified in the reports following the Grenfell fire	MAR 2021



AIM 2:

We want to respond effectively to incidents

To do this we will:

Target completion date:

Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes



Use our firefighters efficiently and flexibly to maximise our appliance availability



Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system



Increase the availability of our On-Call appliances to respond to incidents



AIM 3:

We want to deliver value for money quality services

To do this we will:

Target completion date:

Purchase a second high reach appliance to replace the older one of the two vehicles



Relocate and centralise our Learning and Development facilities



Procure replacement Personal Protective Equipment (PPE) for our firefighters



Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places



Develop the bistro area of the headquarters building to maximise office space and explore opportunities for leasing the space to generate income





AIM 4:

We want an engaged and productive workforce

To do this we will:

Target completion date:

Enable our staff to do the right thing to help our communities	
Implement a Learning Management System to record operational competence	
Undertake a staff survey, sharing the results and developing improvement plans	
Embed the Service's values and behaviours throughout the organisation	



AIM 5:

We want to provide assurance

To do this we will:

Target completion date:

Implement a performance management system	
Complete the Black, Asian and minority ethnic community safety initiative	
Implement our HMICFRS Improvement Plan	
Implement a universal web based mapping system	
Publish Annual Data Protection Officer's report	
Improve how we communicate using social media and our website	
Improve engagement with our communities	



**SAFER
PEOPLE
SAFER
PLACES**



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