



**SAFER  
PEOPLE  
SAFER  
PLACES**

# Our Plan

**Corporate and Integrated  
Risk Management Plan (IRMP) 2019 – 2022**

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



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# 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 that 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; 580 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 (580 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 three 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.**





## Planning Framework

This 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 individual appraisals 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 carried out.

We use indicators to monitor the performance of the Service. We set targets within these indicators to 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 three 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. Appendix B sets out our corporate performance indicators along with annual targets. Appendix B will also be reviewed, refreshed and published each year.

## Our Planning Framework

### Direction

Purpose

### Core plan

LFRS 2019-2022

### 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 aims are what we want to achieve by 2022 and they fall into five priority areas, each with a supporting strategy. We recognise that there are overlaps within our work that contribute to more than one aim. Each aim has identified outcomes so that 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.

<b>Priority</b>	<b>Aims</b>	<b>Outcomes</b>
 <p><b>Safer Communities</b></p>	<p><b>Fewer incidents with lower impact</b></p>	<ul style="list-style-type: none"> <li>• Fewer incidents by targeted prevention and protection activities</li> <li>• Recognise and reduce the impact of hazards upon our staff and our communities</li> <li>• Resilient operational risk information and guidance that will inform operational preparedness</li> <li>• Effective partnership working to keep our communities safe and resilient</li> </ul>
 <p><b>Response</b></p>	<p><b>Respond effectively to incidents</b></p>	<ul style="list-style-type: none"> <li>• Manage calls to fires and other emergency incidents</li> <li>• Provide 24/7 response to local, regional and international incidents</li> <li>• Supply the appropriate resources and attend incidents to meet the needs of our communities</li> <li>• Meet our communities' expectations in resolving emergencies</li> </ul>
 <p><b>Finance and Resources</b></p>	<p><b>Deliver value for money quality services</b></p>	<ul style="list-style-type: none"> <li>• A well-managed and transparent budget</li> <li>• Robust and efficient procurement activities</li> <li>• Reliable, secure and effective ICT systems</li> <li>• Fit for purpose estate, vehicles and operational equipment</li> </ul>
 <p><b>People</b></p>	<p><b>An engaged and productive workforce</b></p>	<ul style="list-style-type: none"> <li>• The right people</li> <li>• In the right place</li> <li>• Doing the right thing</li> <li>• In the right way</li> </ul>
 <p><b>Governance</b></p>	<p><b>Provide assurance</b></p>	<ul style="list-style-type: none"> <li>• Well-informed communities</li> <li>• Well-informed staff</li> <li>• We'll know what our communities think</li> <li>• We'll know what our staff think</li> </ul>







# 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.**

There are core statutory duties and other legislation that we have to satisfy. These require us to be accountable to the diverse communities that we serve and to central government. We have to embed equality, improve our performance, show that 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 to be benchmarked against other services.

Areas for improvement identified during the inspection will be factored in to our corporate, district and department plans.

These strategies set the scene for us to provide a competent, professional, diverse and sustainable workforce that has outstanding leadership, working equally and effectively in pursuit of organisational excellence and safer people, safer places.

## Our Strategies

 **Safer Communities Strategy**

 **Response Strategy**

 **Finance and Resources Strategy**

 **People Strategy**

 **Governance Strategy**



### The Challenge:

**Fire does not discriminate, however fire deaths and injuries do 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 everyone, particularly 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.

The financial constraints the Fire and Rescue Service and other partner agencies are currently facing along with the differing priorities are a challenge to us delivering the services that we want to. There is a greater need now because of this, to work with our communities and partners to deliver effectively and efficiently.

Ensuring our staff and the public understand the benefits of having a safe, active and healthy lifestyle is a challenge to delivering our services. Working with partner agencies to help us deliver this message will assist us in achieving safer people, safer places.

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.

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

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 to reduce fires, road traffic collisions and water related incidents. In doing so we aim to reduce the impact on the community
- ✓ improve data 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 which will enable us to reach a wider audience
- ✓ work with partners to help our communities to become active and healthy. We know that those who are fit and healthy are less likely to be part of an emergency
- ✓ work closely with partners to identify causes of incidents
- ✓ expand our relationships with the diverse communities we serve, to ensure our protection and prevention activities are effective
- ✓ ensure buildings that present a higher level of risk have relevant and timely information so that we ensure our operational preparedness and keep people and places safer
- ✓ ensure we investigate health and safety issues in a timely and appropriate manner







## 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 appropriately with the right resources
- ✓ ensure that our staff meet the core competencies required to do their jobs
- ✓ work together with our partners and communities to improve the outcomes for those affected by incidents
- ✓ 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.**

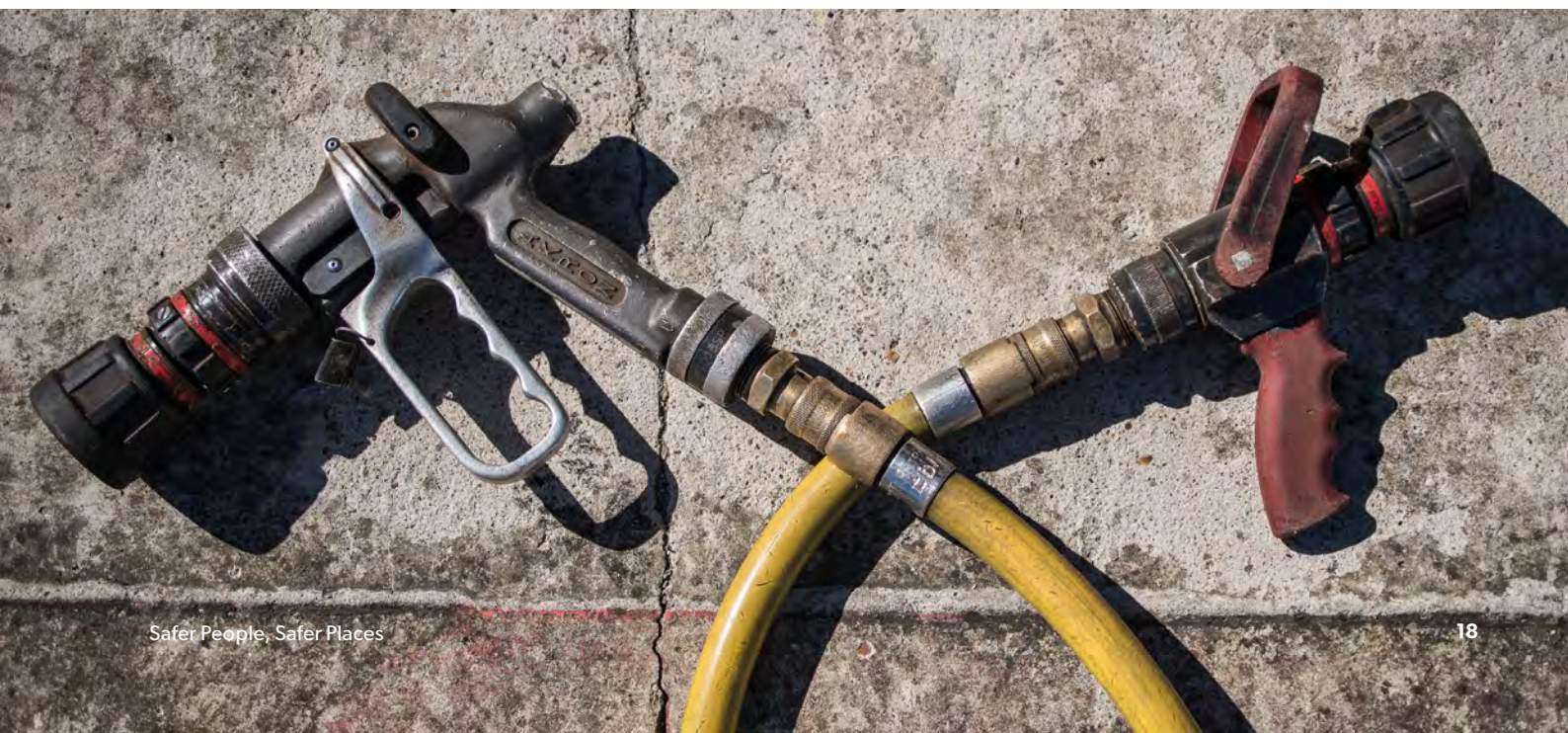
We need to ensure that our ICT enables the Service to run securely, effectively and efficiently.

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 that ICT services are well supported and served by secure robust infrastructure, processes and systems
- ✓ consolidate existing systems and implement innovative technologies to improve efficiency
- ✓ 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 work force 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.

The safety of our staff and communities is the priority.

The hierarchical/command and control culture of the Fire and Rescue Service is at odds with an inclusive environment that promotes innovation and creativity – in other words a flexible and agile Service.

We need to help our staff understand the changing demands and role of the fire and rescue service. This must include new areas of work that are entering our remit which means an evolving role, new activities and working in partnership with others.

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.

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.

Current culture, practices and daily routines are out of date and impact on the efficiency and effectiveness of our role. The Service needs to embrace ownership and accountability.

We accept that there are constraints in relation to nationally agreed terms and conditions of service, diversification of role, recruitment, learning and development and industrial/employee relations. The key to success will be staff participation and early engagement.

On-Call availability is an increasing challenge with a reduction in available people, 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, 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.

An additional challenge is making our workforce more representative of the communities we serve. The challenge is to identify which aspects need to change to appeal to women, black and minority ethnic groups and other protected characteristics.





## People Strategy Cont'd

We want to promote the diversity opinions, values and views of our staff to help us create an all-inclusive environment.

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 that 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.

We recognise that staff yearn for 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. If we are to build on our success, we need to develop new leadership skills that generate trust and attract a diversity of thought, knowledge and life experience.

We need multi-skilled flexible staff who engage effectively with people in different environments and contexts with a focus on customer service, from multi-disciplinary team approaches in prevention and protection to working across organisational boundaries in response to everyday and major incidents. An essential component to all this is having staff that reflect the communities we serve.

### Safety needs to continue to underpin all activities

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.



## People Strategy Cont'd

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 make 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 customer focussed and competent and professional 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
- ✓ develop a mental health and wellbeing plan that supports staff and the 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 that 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 efforts 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, Corporate Governance Committee and Local Pension Board will oversee key areas, with other tasks monitored and challenged throughout the year depending on their corporate significance through Senior Management Team, Tactical Management Team, Service Development Programme, Departmental and other management meetings.

# 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 with staff and communities the key decisions that we made
- ✓ have effective data capture and management reporting
- ✓ publish our data and key performance indicators
- ✓ share information about us, readily, to everyone
- ✓ 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 IRMP?

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 fulfils our purpose of safer people, safer places 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.**

Our current IRMP was consulted on in 2016 and is valid until 2020. We've completed all of the agreed changes, including implementing the day crewing plus duty system in Wigston, the day crewing duty system at Market Harborough and Lutterworth and introducing the five Tactical Response Vehicles at various locations within the Service.

We have begun work on the 2020-2024 IRMP. We've agreed the scope and approach and have analysed the risk related data and information. We presented proposals to the Combined Fire Authority (CFA) in June 2019 and will be undertaking a public consultation between September and December 2019.

A consultation summary report will be presented to the CFA in February 2020 where they will agree which proposals should be progressed.

## 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.

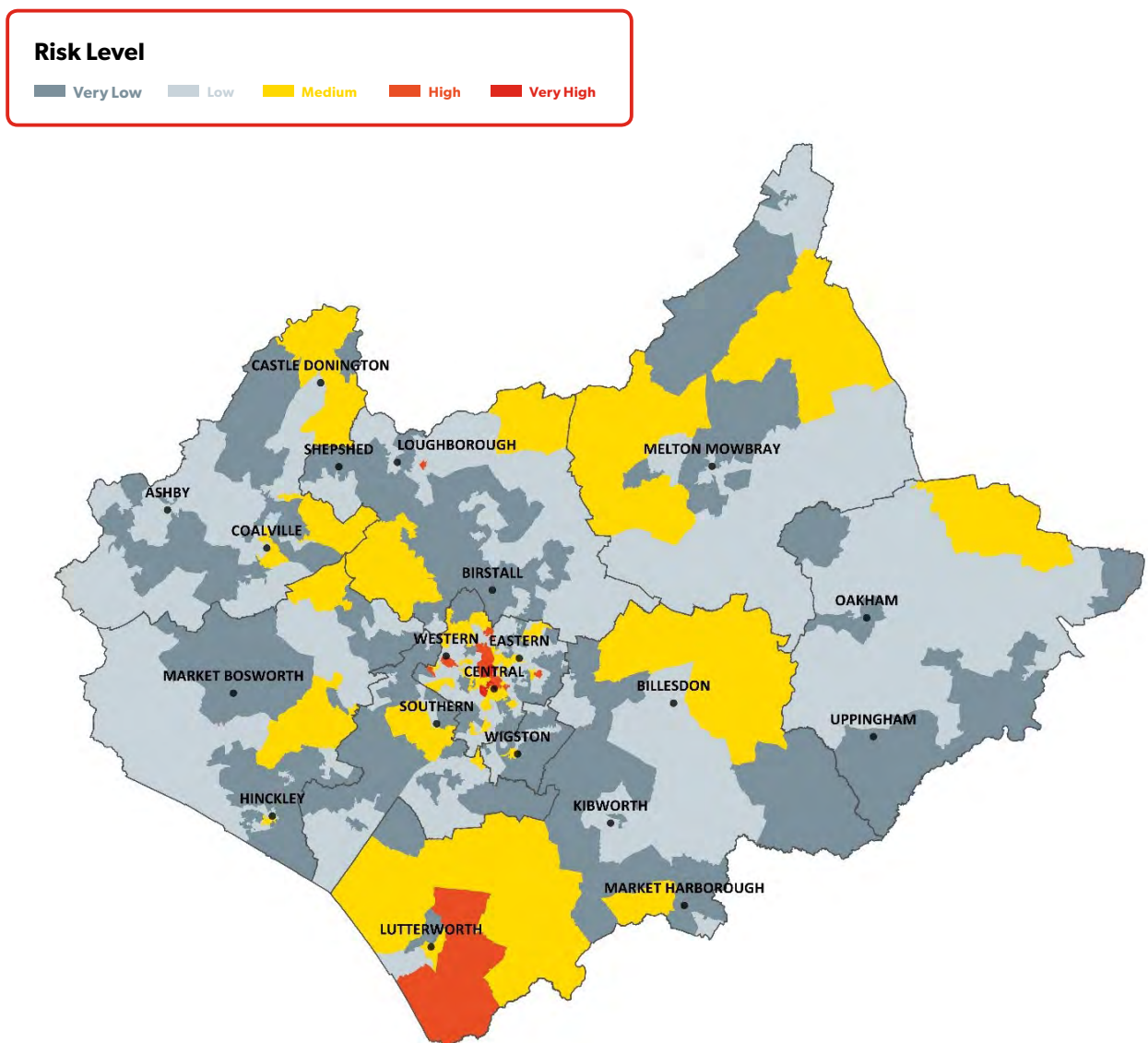
All this data and information helps us understand the needs of our communities, identify locations of potential peak demand, and assess our capacity to respond. It's also used to anticipate trends that may result in an increase in demand as well as opportunities to reduce the current levels.

## Assessing Risks

We use all this information to create a Community Risk Model (CRM) that shows areas 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 areas. 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 based on risk.

The map below shows how each locality has been given a risk category depending on the level and types of incidents attended and overall levels of deprivation. Higher risk areas are more likely to result in incidents occurring that are life threatening or present a significant impact to the community.

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.



# 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, summarised under four broad areas. All our risk management work will be contained within individual district and departmental plans.





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



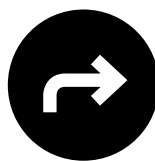
## Prevention

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 that 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, 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 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 proposals which were agreed by the CFA in June 2019 will be subject to public consultation which will run for 12 weeks between September and December 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

A consultation summary report will be presented to the CFA in February 2020 where they will agree which proposals should be progressed.



# Our Future Resources

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

The table below summarises our income assumptions for the same period.

	2019-20 (£m)	2020-21 (£m)	2021-22 (£m)
<b>Total Forecast Spending</b>	<b>36.7</b>	<b>36.6</b>	<b>37.1</b>
<b>Council Tax*</b>	<b>21.5</b>	<b>22.3</b>	<b>23.2</b>
<b>Business Rate Retention Pilot</b>	<b>14.0</b>	<b>0</b>	<b>0</b>
<b>Business Rate Retention Scheme</b>	<b>0</b>	<b>13.6</b>	<b>13.3</b>
<b>Other Grants</b>	<b>0.8</b>	<b>0.5</b>	<b>0.2</b>
<b>Future Authority Income</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>
<b>Total Forecast Income</b>	<b>36.7</b>	<b>36.7</b>	<b>37.0</b>

\*Note – Our Band D Council Tax cost is £66.64 per year (2019 - 20), 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

In support of the IRMP, the budget includes money to increase the resources available to support our objectives.

# 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 2019): 20 stations**

## Operational Staff Resources

As at 1 March 2019 we have 348 Wholetime and numerous On-Call staff working a variety of hours. We're planning further recruitment during 2019 to ensure that we can balance both the Wholetime and On-Call establishment levels as staff retire or leave.

## Corporate Resources

**Because this plan is a combined document which sets out all our priorities between now and 2022, this section of it sets out 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, a training and development centre, 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. 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 that 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 2019-20 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 will continue in 2019 and will involve full consultation with our communities whose feedback will be used by the CFA in deciding which proposals to implement. Our action plan will set out how we will progress with the decisions and changes 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:

**[www.leics-fire.gov.uk](http://www.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:**



## **Leicestershire Fire and Rescue Service**

**Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU**

**Tel** 0116 2872241

**Fax** 0116 2271330

**Email** [info@lfrs.org](mailto:info@lfrs.org)

**[leics-fire.gov.uk](http://leics-fire.gov.uk)**

**Follow** @LeicsFireRescue







# 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

**Firefighting Vehicle**

Either a traditional fire engine or a tactical response vehicle

**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

**Secondary Fires**

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

**Tactical Response Vehicle**

A fire engine designed to deal with lower level incidents, but also able to undertake initial actions at larger incidents prior to the arrival of supporting fire engines

**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, 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 (IRMP) 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:**

Review and exercise service continuity plans	
Complete a review of health and safety provision	
Deliver a new arson strategy	
Analyse data (equality monitoring) from community engagement events to help district and departments in developing action plans	
Develop an assurance process to indicate how effectively we identify new risks	





**AIM 2:**

**We want to respond effectively to incidents**

**To do this we will:**

**Target completion date:**

Reduce the time taken to mobilise resources to incidents	
Increase the availability of our On-Call appliances to respond to incidents	
Seek feedback from those that have emergencies and work to ensure the public are satisfied with our response	
Exercise and test our response activities through planned local, regional and national scenarios	



**AIM 3:**

**We want to deliver value for money quality services**

**To do this we will:**

**Target completion date:**

Relocate and centralisation our Learning and Development facilities	
Replace vehicles within our fleet (new fire engines, Tactical Response Vehicles and officer's cars)	
Implement Skype for Business to improve our telephony and communications systems	
Make the improvements to our estate identified in our building condition survey	
Procure replacement Personal Protective Equipment for our firefighters	



**AIM 4:**

**We want an engaged and productive workforce**

**To do this we will:**

**Target completion date:**

Implement a new Learning Management system	
Implement revised attendance management procedures	
Implement wellbeing interventions and processes to support health and wellbeing in the workplace	
Equip our managers with tools and skills to maximise equality, diversity and inclusion in recruitment and promotions processes	



**AIM 5:**

**We want to provide assurance**

**To do this we will:**

**Target completion date:**

Create, agree and publish the 2020-2024 Integrated Risk Management Plan	
Implement a performance management system	
Respond to the HMICFRS inspection report by creating and publishing relevant action plans	
Establish a policy framework and programme to review policies and procedures	
Implement changes in FireWatch to support a wide range of improvements to the management of employee personal data	
Implement risk assessments for new system procurements to ensure suppliers meet GDPR/DP requirements for compliance	
Incorporate a survey on our website to enable us to find out what our end user think of our website and whether it meets their needs	
Produce a communications plan to raise awareness of the whistleblowing policy, and inform staff of how to raise concerns	





# Appendix B – Performance Indicators Targets – 2019-22

**AIM:**



**We want to achieve fewer incidents with lower impact**

ID	Performance Indicators	Actual	Targets		
			2018 /19	2019 /20	2020 /21
1.1	The number of primary fires	1,249	1,187	1,163	1,140
1.2	The number of secondary fires	1,320	1,096	1,074	1,053
1.3	The number of road traffic collisions (RTC) attended	762	710	696	682
1.4	The number of other emergency special services (excluding RTC)	2,315	2,243	2,198	2,154
1.5	The number of false alarm calls from automatic fire alarms attended, domestic and non-domestic properties	1,713	1,627	1,595	1,563
1.6	The number of deliberate primary fires	373	354	347	340
1.7	The number of deliberate secondary fires	563	515	505	495
1.8	The number of accidental dwelling fires	377	358	351	344
1.9	The number of emergency first responder incidents	372	503	513	523
2.2	The number of non-fatal casualties due to primary fires	34	32	32	31
3.1a	The number of people killed in road traffic collisions (calendar year)	35	30	29	29
3.1b	The number of people seriously injured in road traffic collisions (calendar year)	306	269	264	258
5.4	The total number of hoax calls received	322	306	300	294



**AIM:**

## Respond effectively to incidents

ID	Performance Indicators	Actual	Targets		
		2018 /19	2019 /20	2020 /21	2021 /22
4.1	The percentage of life threatening emergency incidents attended within a maximum of ten minutes	95.5%	95.0%	95.0%	95.0%
4.2	The percentage of non-life threatening incidents attended within a maximum of 20 minutes	99.4%	99.0%	99.0%	99.0%
5.14	The percentage availability of On-Call firefighting vehicles (based on crewing)	56.7%	70.0%	75.0%	80.0%
5.15	The percentage availability of Wholetime firefighting vehicles (based on crewing)	98.9%	99.0%	99.0%	99.0%
FP13	The percentage of fire safety audits that result in action plans and enforcement notices (only have last year's data new indicator)	28.6%	30.0%	30.0%	33.0%
8.3	The percentage of respondents to the After the Incident Survey who rate the Service received as 'satisfactory' or 'better'	98%	98%	98%	98%



**AIM:**

## An engaged and productive workforce

ID	Performance Indicators	Actual	Targets		
		2018 /19	2019 /20	2020 /21	2021 /22
9.6	The average number of days/shifts lost to sickness by operational staff, per member of operational staff	5.84	6.00	5.75	5.50
9.7	The average number of days/shifts lost to sickness by support staff, per member of support staff	8.83	8.00	7.75	7.50

Note: 8.3 - The 2017-18 actual is a forecast figure while we await the results.

Targets are based on a three-year average.







**SAFER  
PEOPLE  
SAFER  
PLACES**



**Leicestershire Fire and Rescue Service**

**Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU**

**Tel** 0116 2105555

**Fax** 0116 2271330

**Email** [info@leics-fire.gov.uk](mailto:info@leics-fire.gov.uk)

[leics-fire.gov.uk](http://leics-fire.gov.uk)

**Follow** @LeicsFireRescue

