

LEICESTER, LEICESTERSHIRE & RUTLAND
COMBINED FIRE AUTHORITY

INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2013-2016

If you ask, we can provide the information in this document in another format such as large print, Braille, an alternative language or audio version.

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આ દસ્તાવેજની કોઈપણ બાબત સમજવામાં જો આપ કોઈ મદદ ઇચ્છતાં હોય તો મહેરબાની કરી લેસ્ટરશાયર ફાયર એન્ડ રેસ્ક્યૂ સર્વિસ (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Glenfield, Leicester LE3 8HD પર સંપર્ક કરવો. મહેરબાની કરી આપનું નામ અને સરનામું પૂરું પાડશો અને કયાં પ્રકારની મદદ કે જો આપને જોઈએ છે, તે વિગતવાર જણાવશો.

এই ডকুমেন্ট এর যে কোনটি বুঝতে যদি আপনার সহায়তা দরকার হয় তবে অনুগ্রহ করে যোগাযোগ করুন: লেস্টারশায়ার ফায়ার ও রেসকিউ সার্ভিস (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Glenfield, Leicester LE3 8HD দয়া করে আপনার নাম ও ঠিকানা এবং আপনার কি ধরনের সহায়তা দরকার তা উল্লেখ করবেন।

ਜੇਕਰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੇ ਕਿਸੇ ਵਿਸ਼ੇ ਨੂੰ ਸਮਝਣ ਲਈ ਤੁਸੀਂ ਕੋਈ ਮਦਦ ਲੈਣੀ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਲੈਸਟਰਸ਼ਾਇਰ ਫ਼ਾਇਰ ਐਂਡ ਰੈਸਕਿਊ ਸਰਵਿਸ (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Leicester LE3 8HD ਨਾਲ ਸੰਪਰਕ ਕਰੋ। ਮਿਹਰਬਾਨੀ ਕਰਕੇ ਆਪਣਾ ਨਾਂ ਅਤੇ ਸਿਰਨਾਵਾਂ ਨਾਲ ਦਿਉ ਅਤੇ ਦੱਸੋ ਕਿ ਤੁਹਾਨੂੰ ਕਿਸ ਤਰਾਂ ਦੀ ਮਦਦ ਦੀ ਲੋੜ ਹੈ।

如需要協助理解本文件內任何資料請聯絡：里斯特郡消防及救援服務 (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Glenfield, Leicester LE3 8HD 請提供閣下姓名和地址以及說明哪條文需要幫助。

Jelzeli potrzebujesz pomocy w zrozumieniu treści tego dokumentu, skontaktuj się z (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Glenfield, Leicester LE3 8HD, podając swoje imię, nazwisko i adres i wyjaśniając, jakie pomocy potrzebujesz.

यदि इस दस्तावेज़ के किसी विषय को समझने के लिए आप कोई मदद लेना चाहते हैं तो कृपया लैस्टरशायर फ़ायर एंड रैस्क्यू सर्विस (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Glenfield, Glenfield, Leicester LE3 8HD से संपर्क कीजिए। कृपया अपना नाम तथा पता साथ भेजें और बताएं कि आपको किस प्रकार की सहायता की जरूरत है।

اگر آپ کو اس دستاویز کے کسی بھی حصے کو سمجھنے کیلئے کسی قسم کی مدد درکار ہے تو براہ کرم لیسٹر شائر فائر اینڈ ریسکیو سروس (Leicestershire Fire and Rescue Service) Anstey Frith, Leicester Road, Glenfield, Leicester LE3 8HD سے رابطہ کریں۔ براہ کرم اپنا نام اور پتہ فراہم کریں اور آپ کو جس قسم کی مدد درکار ہے اس کی وضاحت کریں۔

INTEGRATED RISK MANAGEMENT **PLAN** (IRMP) 2013-2016

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About us and this plan

The main duties of the Leicester, Leicestershire and Rutland Combined Fire Authority are contained in the Fire and Rescue Services Act 2004. The Authority is responsible for the strategic direction of the Service, determining policy and setting priorities and performance targets. Within the framework set by the Government, the Authority also sets the budget for the Service.

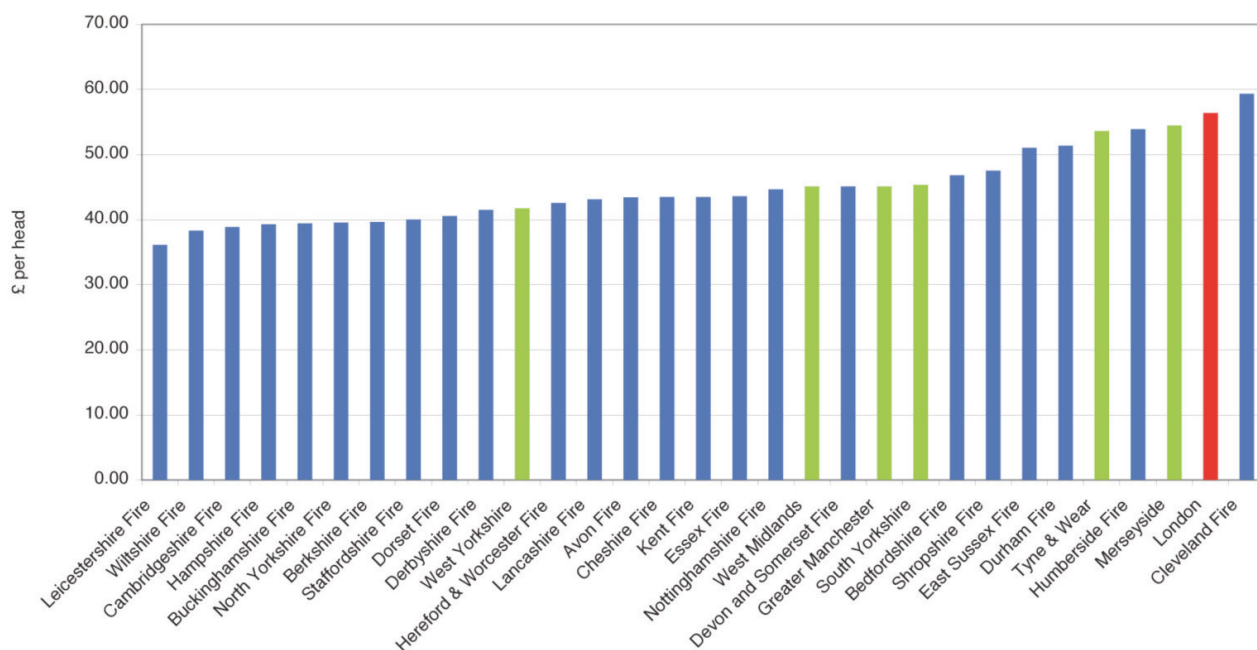
The Combined Fire Authority

The Combined Fire Authority (CFA) comprises 17 elected members determined according to each constituent authority's population share. Leicestershire County Council has eleven members, Leicester City Council five members and Rutland County Council one member. A Policy Committee and an Overview and Scrutiny Committee meet to make decisions in their specific areas of responsibility and report to the Authority where appropriate. More information about the Authority and its members including agendas, reports and minutes for the Authority and its committees and panels are available from our website at www.leicestershire-fire.gov.uk.

We are one of the lowest spending Fire Authorities in the United Kingdom when measured against the cost per head of population. In terms of income generated through Council Tax, in 2011/12, we set the lowest Band D precept of all CFAs in England at £53.38.

Below shows the a comparison of Revenue Spending Power (RSP) per Head of Population for 2011-2012 highlighting Leicestershire's position against other Fire and Rescue Services.

RSP per head of Population 2011/12



The Fire and Rescue Service is managed on behalf of the CFA by the Chief Fire and Rescue Officer. He is supported by three directors who are responsible for Community Services, Organisational Development and Finance and Corporate Services. Together, this team forms the Corporate Management Board (CMB). The role of the Board is to consider the need for policy development arising from operational, political, economic, socio-cultural, technological, environmental and legal factors that are likely to have an impact on the work of the CFA. Below CMB is the Senior Management Team (SMT), which comprises of seven Heads of Department. SMT's role is to advise the CMB on future policy and strategy development and implementation. In addition to this, SMT is responsible for the day to day delivery of the Key Projects.

Delivering Prevention, Protection and Response Services

The CFA provides emergency fire and rescue services to the City of Leicester and the Counties of Leicestershire and Rutland. In addition, it enforces fire safety legislation, provides advice on fire safety matters and carries out a wide range of community engagement and safety activities.

The Service maintains 20 fire and rescue stations that are supported by a Service Headquarters, a dedicated Training and Development Centre, an Occupational Health Unit, a Health and Safety Department, a Stores Section and a Fleet Management and Maintenance Department. In total, the CFA employs approximately 750 operational members of staff who are responsible for maintaining the operational capability of the Service. In addition, the CFA employs approximately 140 non-operational members of staff who carry out key functions including: finance, human resources, fleet management, property management, occupational health and information and communication services.

The operational resources that the CFA provides includes:

- 30 front line pumping appliances
- 2 front line aerial (high reach) appliances
- 17 front line special appliances
- 3 reserve pumping appliances
- A wide range of training, ancillary and other support vehicles

28 Control staff manage the Command and Control suite which deal with an average of 20-25,000 emergency calls every year that translate into approximately 10-12,000 emergency incidents.

Our 'Patch' – Risks and Challenges

Leicester, Leicestershire and Rutland Combined Fire Authority comprises three Constituent Authorities:

- The Unitary Authority of Leicester City Council – approximate population 306,600
- The Unitary Authority of Rutland County Council – approximate population 38,600
- The County Council of Leicestershire – approximate population 648,700

Within the County of Leicestershire, there are seven district and borough councils; Blaby, Charnwood, Harborough, Hinckley and Bosworth, Melton Mowbray, North West Leicestershire and Oadby and Wigston.

The area covered by the authority is in excess of 255,000 hectares and comprises a mixture of urban, semi-rural and rural localities. The population is growing and at present stands at around 1,000,000 people residing in just over 399,000 domestic properties. In addition, there are approximately 31,000 non-domestic properties.

Detailed demographic data describing the populations of Leicester, Leicestershire and Rutland reveals a marked variability in the economic and social conditions across the CFA area. The nature of the population is in flux and major housing and commercial developments, though temporarily slowed during the recession, are planned for the area.

In looking at our population, the key issue for the Fire and Rescue Service is the increasing vulnerability of individuals and households. The term vulnerability is used to describe the combination of social, economic and personal factors which tend to place individuals, households and communities at greater risk. Though much of the CFA area presents as a relatively affluent area, there are pockets of severe deprivation and significant inequalities of health and life expectancy, which are strategic priorities for all public services. Life expectancy and the proportion of the population over 65 are predicted to increase (outside of Leicester City) with a related rise in mobility problems and disability. For the older population, the trend is also to encourage independent living rather than relying on the state and it is noteworthy that elderly people are over represented as fatal fire casualties. Recent social and health trends surveys also suggest there is a significant likelihood of an increase in mental health problems in the population.

The Authority's risk analysis suggests strong links between socio-economic factors and fire (and RTC) deaths and injuries and recessions will often exacerbate existing deprivation. More single person households, growing fuel poverty, and the continuation of unhealthy lifestyle choices (drug and alcohol addiction for example) tend to create greater demand for the Authority's services. Whilst it is true that public services have made significant inroads into tackling these risk factors through strong partnership working, there remains a small but significant minority of difficult cases that have proved consistently hard to reach.

The strategy for devolving authority and responsibility for identifying and tackling risk at the local level, through district based working, is likely to be the best option for making further inroads into tackling vulnerability. The structural and cultural changes made in recent years are designed to enable local managers to decide where and how to use staff across a range of interventions, including community safety activity.

A further problem is emerging in relation to the built environment concerning methods and materials of construction. Innovations in less expensive methods of construction, particularly timber-framed property, have been observed to create additional risks and hazards for fire and rescue services. The fire in the Lakeland House tower block in Camberwell, south London, has raised significant concerns about the maintenance of adequate fire precautions in buildings that frequently house the most vulnerable people.

Traffic is increasing and predicted to continue growing over the next ten years and this will bring either a corresponding growth in roads and infrastructure or the problems associated with congestion. The economy has a high proportion of Small and Medium size Enterprises (SMEs) which are statistically less likely to recover from a fire (studies suggest as many as seven out of ten will not resume trading following a fire). The change in fire legislation also tends to impact more significantly on SMEs who are unlikely to maintain in-house capacity to address risk assessment requirements, unlike larger enterprises who can achieve economies of scale. This is likely to impact on the Authority's approach to inspection and enforcement.

While the Service's performance data would suggest that we are tackling many of these problems well, trends are beginning to emerge that are creating considerable pressure for the future and will require a reconsideration of how resources are used.

Achieving continuous improvement against key indicators is getting harder each year. We must seek to maintain the difficult balance between our community safety, operational response and fire safety enforcement activities (or find innovative methods of integrating them).

Success in community safety has been good for everything except operational experience. Today's firefighters and incident commanders are exposed to less real-time incident experience than their counterparts were twenty years ago and it is vital, for reasons of safety and competence, that we provide realistic operational training to counter this. Recent investments in more modern operational equipment have helped to improve operational response and to emphasise the cultural messages about operational professionalism which have had a significant beneficial effect in terms of improved behaviours and performance. While much of the focus of the next three to five years will inevitably be on efficiency issues, it is essential that this investment is maintained to ensure quality of service to the public as well as employee safety.

The range of operational roles and tasks has expanded considerably, with a number of specialisms, such as rope rescue, animal rescue, urban search and rescue and so on, and it is becoming ever more demanding to ensure that the required level of skills across the full range is successfully maintained; it seems inevitable that a more diverse and specialised workforce will need to develop.

The composition of the operational workforce, which has changed relatively little since the Authority's formation, is now facing some very difficult challenges as a result of successive pieces of employment related legislation and judgments. The recent outcome of the Part Time Workers tribunal case, together with other issues such as the Working Time Directive and Drivers' Hours Directive, may well threaten the continued existence of the On-Call service as it currently operates. It is now clear that the time has come to make significant changes to the way the current On-Call duty system operates. The National Joint Council has now reached a heads of agreement with the Fire Brigades Union on compensation and certain conditions of service changes to align with Part Time Worker legislative requirements. It is increasingly clear, however, that this is unlikely to be the conclusion of the issue that some had hoped for. The cumulative effect of various pieces of EU-derived legislation; the Part Time Workers Directive, the Drivers Hours Directive and the Working Time Directive, continue to provide managerial challenges to the On-Call duty system.

At the same time, increasing concern over the risks associated with modern firefighting and emergency response and analysis of the time it takes to train a firefighter to a safe and competent standard, suggests a conclusion that it is neither sensible nor professional to continue to rely on two to three hours a week training. At the conclusion of the ongoing RDS review, it is possible that we will require a plan to migrate On-Call duty staff to proper part time contracts. Whilst this may be controversial, and even unpopular for some, it may be a necessary and unavoidable evolution for the modern fire and rescue service. It will lead to greater assurance of staff availability and operational safety, and will enable the move towards more flexible response options required to address risk more effectively.

The full impact of the changes introduced by the Regulatory Reform (Fire Safety) Order 2004 is now starting to emerge. Although we have re-configured technical fire safety to adapt to the new role, it is evident that self-assessment and regulation is patchy at best. It is also evident that the quality of advice given by private consultants to businesses in completing their risk assessments is variable and it is a matter for concern that no formal third party accreditation scheme yet exists. At the same time we will need to respond to the emerging concerns over the rising costs to the economy of fire, particularly to the insurance industry who are increasingly concerned about rising fire losses. It is a reasonable assumption that if the insured costs are rising, the uninsured costs are also rising.

This plan, our IRMP, sets out how the Service identifies and responds to the operational requirements of the Fire and Rescue Service in the 21st Century.

Building on success

How effective is your fire and rescue service?

This section records our performance improvement journey since the introduction of independent external scrutiny.

Extract from Audit Commission performance assessment 2007

Leicestershire Fire and Rescue Service is performing well in risk analysis, operational preparedness and prevention and protection. The Service has comprehensive plans in place and clear priorities that focus on protecting, preventing and responding to risk. It has a good risk management policy and has established effective arrangements to use information to assess risk to the community.

Extracts from key findings of the Local Government Associations (LGAs) Fire Peer Challenge at Leicestershire Fire and Rescue Service (LFRS) in February 2012

There has been a strong and sustained leadership of the Fire and Rescue Service (FRS) and the Fire and Rescue Authority (FRA).

Relationships with partners, particularly local authorities and blue light services is very strong.

There is an overwhelming sense of pride from the people who work for LFRS. Staff feel well equipped, well looked after and that LFRS is a good place to work. Communication channels are effective and there is a consistency of understanding across the organisation of the forward strategy.

Changes introduced over recent years mean that the organisation has built in a degree of flexibility and agility so that it can respond to current and future challenges.

There is a sense of confidence about the future and although there is a recognition that the uncertainty of future funding will mean radical changes are necessary, staff are positive and engaged in the process.

LFRS has a number of ongoing collaborative arrangements in place such as shared control and financial systems. These arrangements with neighbouring services means that there are good foundations for extending shared services and facilitating efficiency gains further.

Fine words! Our performance figures are good too; a summary of the improvements in key measures over the past five years or so is shown at **Appendix A**.

Government's requirements of us

This plan meets the Government requirement that all fire and rescue services should produce an integrated risk management plan (IRMP) to manage the risks to their communities. Government's broader requirements are set out in FRS National Framework.

Key priorities for fire and rescue authorities in the new framework include:

- Identifying and assessing the full range of foreseeable fire and rescue related risks their area faces
- Making provision for prevention and protection activities and responding to incidents appropriately
- Working in partnership with their communities and a wide range of partners locally and nationally to deliver their service
- Being accountable to communities for the service they provide.

The Framework enables fire and rescue authorities to efficiently deliver their services against a backdrop of change and the need to cut the national deficit. (Fire and Rescue National Framework for England, July 2012).

Our vision and key strategies

Our vision is simple: to help create Safer Communities in Leicester, Leicestershire and Rutland.

In line with Government and public expectations, we deploy three key strategies for dealing with risk: Prevention, Protection and Response.

PREVENTION STRATEGIES

'Engaging with our communities to inform and educate people in how to reduce the risk of fires and other emergencies'.

Making people safer is not something that we can achieve by ourselves. We know that there are particular people who are more at risk from fire and its effects. People who are poorer, who are older or have mobility problems, those that use drink or drugs, or who smoke are at particular risk. Many of these people come into contact with a number of other organisations. We already work with many of these organisations, through partnerships.

In support of the Community Safety Strategy (Prevention), we have implemented a huge number and range of initiatives that are targeted towards making our community safer. All of the activities are supported and guided by a suite of comprehensive policies and procedures. We have established a Community Safety Support Group (CSSG) that consists of four teams.

- Community Safety Support Team
- Children, Education and Young Peoples Team
- Safer Neighbourhoods Team
- The Prince's Trust Team

The primary aim of the group is to work with our partners and support the districts and neighbourhoods within Leicester, Leicestershire and Rutland to deliver healthier, safer communities. In recognition of the diverse nature of our communities, we have appointed staff to the CSSG who are able to speak a number of different languages including Hindi, Urdu, Gujarati, Polish, Punjabi, Chinese, Hakka and British Sign Language.

The initiatives we deliver are broadly categorised as either education or diversion activities and each one has been designed to meet the needs of a target group. Examples are set out below:

- Home Fire Safety Checks. A risk based delivery programme defined by the use of Mosaic that ensures we target the most vulnerable people in our communities
- Schools Education. A comprehensive programme of community safety input provided to all Key Stage One and Key Stage Two pupils in Leicester, Leicestershire and Rutland on an annual basis
- Wasted Roadshow. A hard hitting road safety presentation targeted at Key Stage Three pupils
- Warning Zone. A bespoke community safety facility that encompasses a wide range of safety scenarios that schoolchildren visit during Key Stage One and Key Stage Two
- The Prince's Trust. A bespoke development programme for young adults aged 16 to 25 who are from disadvantaged or problem backgrounds
- Community Arson Reduction and Education. Working with partners to reduce anti-social fly tipping, arson etc. by engaging with local communities

- Firecare. A programme of counselling provided to young people who are referred to us by partners because they demonstrate an unhealthy interest in firesetting
- Fireball. A programme of safety education for schoolchildren that is wrapped into a five a side football tournament – to play you have to learn
- Firebeat. Engagement with young people in parks and areas where there is a high prevalence of anti-social behaviour by staff on bicycles
- Fireskills. A five day programme of fire safety education (including practical skills) for young people who are referred to us by schools

PROTECTION STRATEGIES

'Influencing and regulating the built environment to protect people, property and the environment from harm'.

We know that some premises, or types of premises, present more significant risks to public safety than others. We have developed sophisticated systems to identify and map these places across Leicestershire and we use that knowledge to target our protection work where it is likely to be most effective. This is not easy to achieve, as often those people and places more at risk from fire and other emergencies are also those which are harder to reach and more difficult to influence.

We welcome the new Regulatory Reform Order which has shaken up the approach to fire safety enforcement by putting the onus on those responsible for public buildings and workplaces to assess the risks from fire, the action they should take to prevent fires breaking out and to enable people to leave their building safely in the event that a fire does happen. Explaining people's responsibilities (particularly employers) to them and making sure that they meet them is a major challenge. Though the vast majority of people will act responsibly, we will use our enforcement powers for those that do not.

We have a risk-based inspection program which seeks to reduce life risk associated with sleeping and therefore focuses on hotels, hospitals, residential care premises, boarding houses etc. The system identifies trends from national incidents and enforcement actions, post fire inspections and referrals from the public and other agencies. It is therefore capable of responding flexibly to changing patterns of risk in non-domestic premises.

The focus of fire safety audit activity is derived from a combination of national guidance, statistical data (post-fire), local trends, national trends and local intelligence. We utilise specialist software, CFRMIS (Community Fire Risk Management Information System) to target the risk based audit/inspection programme selected via the job activator. We undertake around 900 planned audits every year.

ENFORCEMENT METHOD AND RESPONSIBILITY

LFRS has a duty to enforce the Fire Safety Order. The purpose of the Authority's enforcement function is to ensure that action is taken to protect people and to secure compliance with the regulatory system. The term enforcement has a wide meaning and applies to all dealings between the Authority and those on whom the law places a duty. Guidance on this role is given by Government's Regulatory Reform (Fire Safety) Order 2005, Guidance Note 1 Enforcement.

ENFORCEMENT OPTIONS

The Authority's policy on determining the level of enforcement action to take uses nationally recognised risk assessment based methods. In deciding what action to take to ensure compliance with the law, the Authority considers the following:

- The nature and seriousness of any alleged offence/s
- The risk of death or serious injury
- Previous experience and record of compliance of the responsible person
- Action taken to prevent any recurrence
- The likely effectiveness of the various enforcement options
- Any explanation offered and the circumstances and attitude of the responsible person and any statutory defence available

The Authority will always seek to use enforcement action that is proportionate to the circumstances of the offence and the risk to life, but in so doing will also consider other factors such as the size of the business or undertaking and the nature of its activities.

Choices of enforcement approach available to the Authority are:

- Educate and inform
- Statutory notice identifying the nature of the corrective action needed
- Prohibition/restriction of use
- Referral to other agencies
- Formal caution
- Prosecution

REGISTER OF ENFORCEMENT ACTION

With effect from 1 April 2010 the Authority's public register of prohibition, improvement and enforcement notices issued under the Regulatory Reform (Fire Safety) Order will be available via the Authority's external web site. This will also include copies of any detailed enforcement notices issued. The registers are maintained under the Environment and Safety Information Act 1988 and contain a summarised version of the notices issued except where the person served has successfully applied for trade secrets to be protected from disclosure. We also believe that this will not only demonstrate that we do take action where necessary but also assist building owners in understanding the actions they need to take to prevent enforcement action being taken against them.

RESPONSE STRATEGIES

'Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them'.

Providing a fast and reliable response to incidents remains vital. Fire can grow frighteningly quickly and early intervention is important. Our aim is not just to get a first fire engine to an incident quickly, but to get enough fire engines and firefighters there to safely deal with whatever the situation is. LFRS recognises that having an effective intervention system at the scene of road traffic collisions is essential to saving lives and reducing the severity of injury. Rapid notification of incidents, the provision of the right equipment and trained personnel will continue to ensure a professional and timely response.

STATION LOCATIONS AND DISPOSITION

Notwithstanding the costs (fire safety and pensions) elements of the fire funding formula, the basis on which a Fire and Rescue Service is provided is, understandably, reflective of the basis on which it is funded. In the operational context, this means that resources should be proportionately allocated and configured principally according to population, deprivation and risk factors. Other factors such as coast line and area cost adjustment (to account for the impact of London on an area) play a smaller part.

In respect of population, the total population of the LFRS area is relevant, but national research indicates that population density correlates more closely with risk outcome than population alone. This appears to be true not just for dwelling fires, but also other building fires and road traffic collisions (RTCs). Therefore, centres of population attract a higher provision of fire and rescue resources than more sparsely populated areas. This creates the challenge of providing sufficient resources to cover rural areas which is, in effect, proportionately more costly and more difficult to provide. In short, we aim primarily to balance our response options to deal with:

- Dwelling fires – which are the predominant cause of fire death and injury
- Other building fires – both those with the potential to cause large numbers of deaths in any one fire (termed Societal Risk) and fires that cause significant financial loss (Property risk fires)
- Special Services – focusing on those that involve deaths, casualties and rescues
- Major incident risks – such as aircraft incidents and train incidents

Therefore, the basis for the allocation and distribution of operational resources for Leicestershire Fire and Rescue Service, is a combination of:

- Demand led considerations – where there has been a proportionately high number of life risk incidents and/or where predictions indicate a high number of life risk incidents where, normally, the first attendance is not reinforced.
- Strategic considerations - including geography, spatial distribution, road networks, more significant commercial and industrial risks and the ability to reinforce attendance in other areas.
- Service Performance considerations – to achieve a ten minute attendance to the highest possible percentage of life risk incidents. This is clearly linked with the linked to demand led issues. The ten minute attendance is for the first appliance to arrive and begin the intervention.
- Tactical considerations – in relation of safe systems of work and effective systems for the practical deployment of resources.

KC1 4.1 Life Risk Incidents attended within 10 minutes	
Year	Percentage
2008/09	96.40%
2009/10	96.10%
2010/11	97.80%
2011/12	96.20%

KCI 4.2 Non Life Risk Incidents attended within 20 minutes	
Year	Percentage
2008/09	99.60%
2009/10	99.30%
2010/11	99.70%
2011/12	99.70%
Source LFRS Incident Recording System	

INCIDENTS TO WHICH WE WILL TRAVEL AT NORMAL ROAD SPEEDS

Some of our calls are to incidents where there is little or no risk of harm to members of the public. We do not believe that it is necessary to respond to all of these calls as if they were emergencies, that is using blue lights and sirens. Reducing our travel speed where it is sensible to do so, reduces the risks to our firefighters and to the public and helps reduce our impact on the environment.

We can determine the urgency of some calls by asking questions when people call us. We can then provide the appropriate response bearing in mind relevant risk assessments, and travel to those incidents which present little significant risk to the public at normal traffic speeds. Examples include:

- Non-emergency assistance to other authorities
- Automatic fire alarms where there is a confirmed fault by the occupiers
- Minor chemical spills where there is no life risk present
- Persons locked out or inside premises
- Animal entrapments
- Making safe storm damage

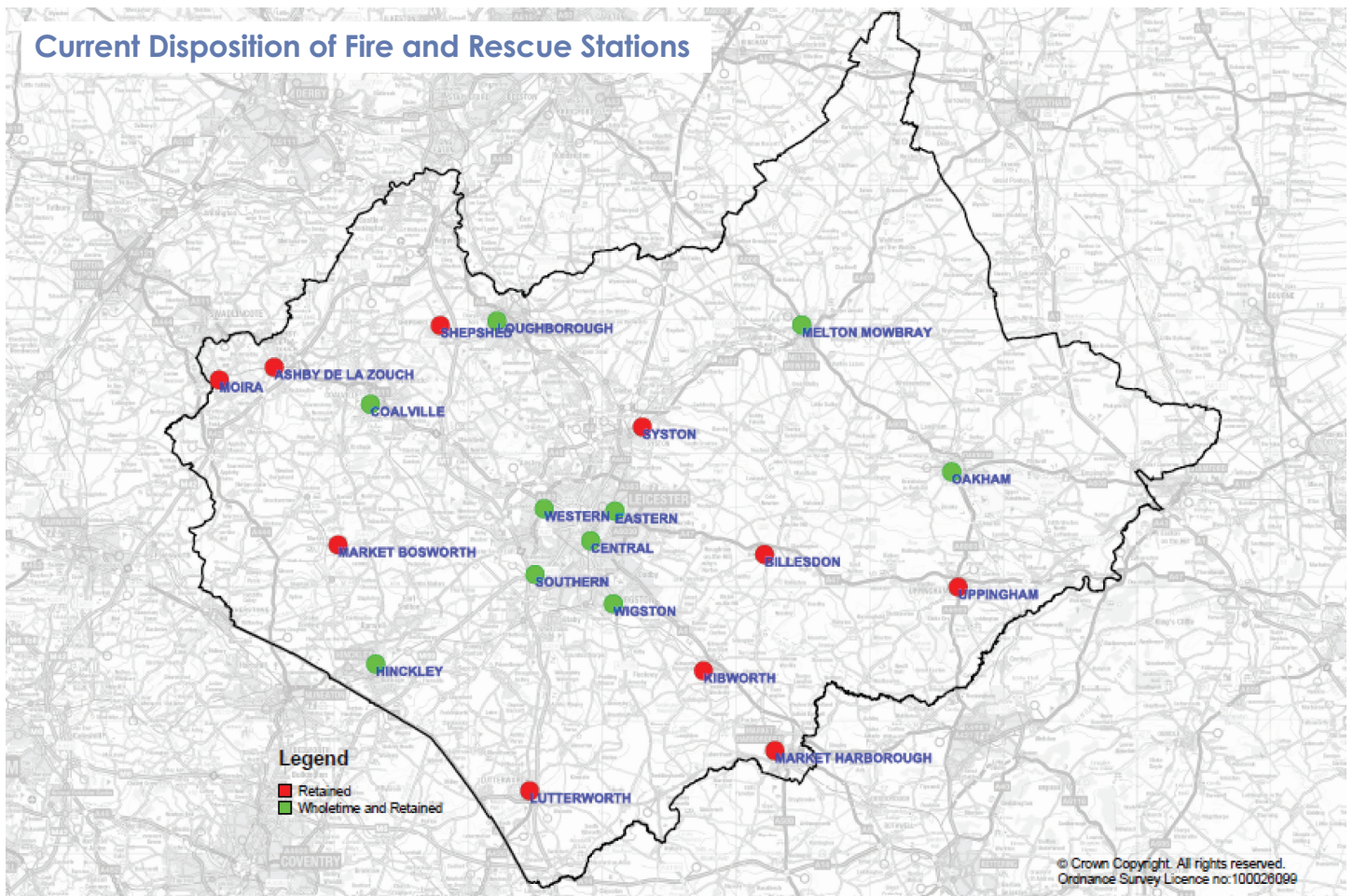
We propose to exclude from our ten minute attendance standard those incidents to which we are no longer trying to arrive as quickly as possible. We would however still seek to achieve a 20 minute response times to those incidents.

KEY STATIONS

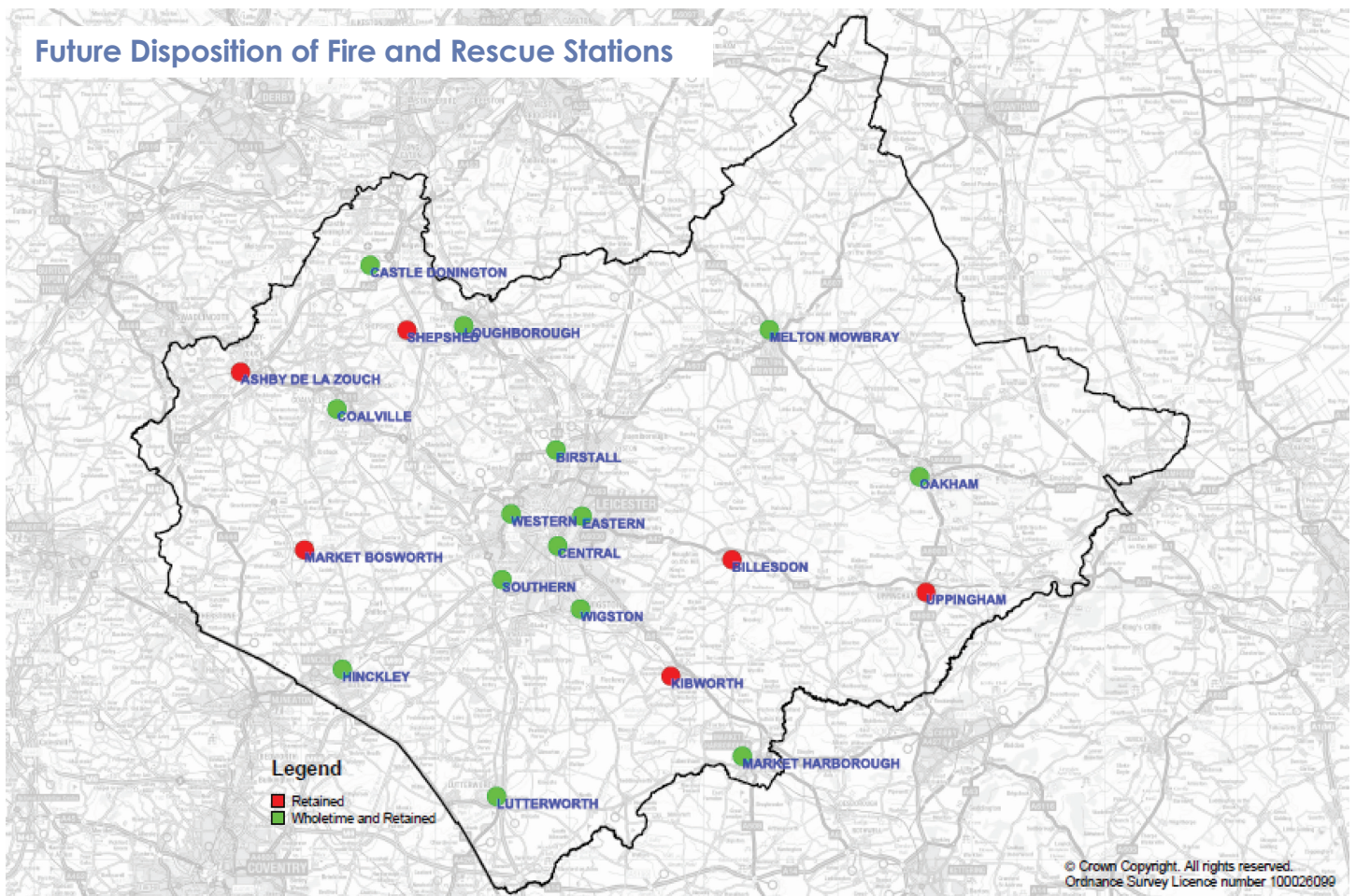
The Service must consider how resources are distributed within the dynamic context. Where certain resources are unavailable for whatever reason, the overall disposition needs to be adjusted to account for maintaining key stations across the CFA area. This provides a blueprint for strategic cover stations and the basis for degradation management.

Degradation management is carried out when the availability of fire appliances is affected either through loss of equipment, machines or the capacity to crew them at safe levels. Should 20 or less fire appliances be available, a process of planned and methodical reduction in appliance availability is adopted to achieve strategic fire cover across the CFA area.

Current Disposition of Fire and Rescue Stations



Future Disposition of Fire and Rescue Stations



CALL MANAGEMENT AND INCIDENT SUPPORT

We maintain an appropriate structure with arrangements in place to ensure the effective delivery of call management and incident support. Our current mobilising system is long overdue an upgrade and this has been delayed as a consequence of our commitment to the failed Government FiReControl project. In 2009 we undertook an impact assessment to identify any issues relating to the reliability of existing equipment and this resulted in the installation of additional terminals in both our primary and secondary control facilities. In addition, we also negotiated an extended maintenance contract with the system supplier. We are content that the system will maintain resilience until we install a new solution that is anticipated to be in place by early 2014.

We have established documented procedures for all aspects of call management and these include:

- First line maintenance and routine testing
- Fallback arrangements including phased evacuation
- Maintenance of confidence levels (crewing) including degradation
- Severe weather procedures
- Call challenge procedures
- Overflow and spate call conditions
- Additional incident support procedures– i.e. assistance partnerships with British Red Cross and Emergency Damage Management

Control staff monitor the availability of all operational resources including wholetime and On-Call crewed appliances, specialist equipment and senior operational officers. Information is refreshed periodically and any issues are reported to the duty Strategic Manager for resolution. Due to the very diverse nature of our communities, Fire Control staff have access to telephone interpreters in the event that the caller does not speak English as a first language. This facility is accessed through 'Big Word'. As a consequence of developing this facility, it has now been made accessible to other sections of the Service i.e. operational crews and fire safety officers to improve our community engagement capability.

To support larger and/or more protracted incidents, we have invested in the provision of equipment to enable us to establish a Major Incident Command facility. We exercise the arrangements on a periodic basis and involve middle and senior managers along with members of Fire Control.

STATION RESOURCES AND ATTRIBUTES

Each station provides the base position for the organisation and, generally, the mobilisation of a combination of:

- Appliances
- Equipment
- People

Appliances and Equipment

Appliances are either front line pumping appliances (i.e. fire engines) or specialist appliances which support operations. Each pumping and special appliance supports operations according to its particular function. A brief description of which is outlined in the following table:

Pump	A fire engine that carries a crew of firefighters, the equipment needed to fight fires and basic equipment for rescue work.
Pump Rescue Ladder	A fire engine that carries a crew of firefighters, the equipment needed to fight fires and a high level of enhanced equipment for rescue work.
Command Support Vehicle	A vehicle equipped with logistical, information and communications systems from which officers can exercise the command function at larger, complex or more protracted incidents.
Heavy Rescue Unit	A vehicle carrying equipment to assist dealing with major or more complex transportation incidents.
Aerial Ladder Platform	A vehicle that provides a platform at height from which firefighting, rescues and other operations can safely take place.
Combined Hazardous Materials and Environmental Protection Unit	A vehicle carrying the additional equipment necessary to manage incidents involving hazardous materials and provide decontamination. It also carries equipment that can be used to contain, limit or mitigate the extent to which spillages of hazardous materials can damage the environment.
Detection, Identification and Monitoring Unit	A vehicle carrying equipment to detect and identify gases and vapours, solids (including powders), liquids, radiological materials and biological hazards. The equipment also has the potential to assess the concentration of vapours or gases in the air.
Water Carrier	A vehicle able to supply bulk water through its own payload and its ability to repeatedly ferry water from a supply point to the scene of operations.
Hose Laying Lorry	A vehicle that carries and is able to lay long lengths of high volume hose.
Logistical Support Unit	A vehicle carrying bulk amounts of basic equipment such as generators, lighting, salvage sheets etc.
ND Prime Mover and Demountable Units	A lorry that can carry one of four containers of equipment supplied by CLG for dealing with major incidents. One USAR, Two Mass decontamination etc.
Additional resources not considered an appliance	One Fire Fogging Unit – A Ford Ranger carrying 500 litres of water and the ability to apply a high pressure water fog. Two Welfare Units – Vans providing catering and ablution facilities.

People

There are three categories of operational staff:

1. The vast majority of operational staff are allocated to the fire stations and crew the appliances. They are either wholetime duty system staff or On-Call duty system staff, or a mixture of both. There is a differentiation of role into Firefighters, Crew Managers and Watch Managers.
2. A number of non-rider staff who do not crew appliances in their day-to-day role. They carry out various non-emergency functions which require operational knowledge and competence such as inspecting premises, preparation of operational plans and operational training. These are generally either Crew, Watch or Station Managers.
3. The other operational staff are based in various other locations according to their role. These are senior officers who work various rota availability systems to provide command at larger, more complex or protracted incidents. They also undertake a number of investigations relating to discipline, health and safety or fire investigation. Again, there is a differentiation of role into Station, Group, Area and Brigade Managers

Crewing Levels at Fire and Rescue Stations

The numbers and distribution of staff is an important factor in ensuring that the Service is able to carry out operations in a safe and effective manner. Having the right number of people to carry out any given task at incidents safely and effectively, balanced against their efficient deployment is therefore a key issue. Equally important is that adequate levels of supervision of those staff is ensured. The Service Level Risk Assessment relevant to crewing levels is included in **Appendix C**.

In relation to overall numbers of staff needed to crew appliances, the question is two dimensional - how many people are needed to crew each appliance (crewing) and what overall number of people are needed to secure this number given the resilience required for leave, sickness training etc (ridership).

Pumping Appliances - LFRS consider that four is the safe minimum crew level on each pumping appliance. Special Appliances - LFRS consider that two is the safe minimum crew on each special appliance.

Other issues relevant to crewing levels at stations

- Affordability and innovation – with over 75% of the entire CFA budget being spent on staffing costs, it is clear that continuous improvement demands we deploy innovative crewing options such as the introduction of Day Crewing Plus.
- The use of pre-arranged overtime provides additional resilience and flexibility.
- The availability of firefighters at a station is primarily to ensure that appliances can be crewed. There is also a need to ensure that other important work is undertaken relating to risk inspections etc. and the type of duty system employed at the station affects the ability to do this.

Incident types – Generic Types and Specific Locations

To plan for, respond to and deal with the wide range of scenarios LFRS is called to, these scenarios need to be reasonably foreseeable, credible and classified in one way or another. This allows for Standard Operating Procedures (SOPs) to be developed and deployed at different incidents. SOPs are constructed with the aim of ensuring that incidents can be dealt with using tried and tested interventions that do not compromise the health and safety of firefighters or indeed, others.

The Management of Health and Safety at Work Regulations require employers to consider all work activities from a risk perspective and respond with suitable arrangements for managing those risks.

Consequently, Generic Risk Assessments (GRAs) identify the broad range of risks that firefighters encounter at incidents and form the basis of our SOPs.

In addition to incidents that GRAs apply to, specific information is gathered relating to known premises and events. Here, pre-planned arrangements dictate mobilising arrangements in terms of appliances, personnel and equipment (attributes).

The system used by LFRS to categorise, record, manage and communicate these arrangements is owned by Operational Planning Department and is summarised below:

Category One

Turnout Risks. These assist districts and stations with the gathering, assessing and sharing of risk information. Category One Risks are recorded on a Stations turnout sheet to inform of Risks specific to the location.

Category Two

Flash Cards. These assist districts and stations with the gathering, assessing and sharing of risk information. Category Two Flash cards are kept on an appliance Mobile Data Terminals (MDTs) providing a reference to the correct operational procedure relating to specific risks.

Category Three

Tactical Information Plans. These are produced and maintained for Premises/Sites and Events that meet any of the following criteria:

- High Life Risk
- High Risk to Firefighter Safety
- Significant Property Risk (Heritage/Contents/Infrastructure)
- Significant Environmental Risk
- Significant Economical/Community Continuity Risk

Category Four Plans

These are produced and maintained for Premises, Sites and Events.

Category Five Plans

These are Major Incident Plans.

Incident Response and Pre-determined Attendance (PDA)

The resources deployed to any particular reported incident should, so far as is reasonably practical, be suitable and sufficient to bring the incident to a satisfactory conclusion. This will not always be possible (or desirable where very large incidents are concerned) and additional resources can be mobilised following the initial incident response, should they be necessary at any stage in the incident.

The initial incident response is a standardised resource deployment of attributes to an Incident. This response is the pre-determined attendance (PDA).

The list of generic incident types are assessed in the light of the tasks required at each generic type of incident and assigned a corresponding PDA that enables the task based risk assessments to be met. This, with levels of crewing on each appliance determines the PDAs that will form the basis of Attribute Based Mobilising.

Additionally, PDAs associated with various category three, four and five plans will be recorded and held within Fire Control.

Incident Command

The provision of adequate supervision at incidents is a key control measure within the Service's safe system of work. The system that we use to manage incidents safely and effectively is the national

Incident Command System which is described in the Fire Service Operations Manual Incident Command. Our procedure on Incident Command contextualises the national manual and provides the policy document for LFRS.

Operational performance monitoring compliments the command function, allowing information to be gathered for audit and assurance purposes.

Mobilising of additional resources

All Incident Commanders have the authority to request additional resources at any stage in an incident. These fall into three categories:

1. Additional LFRS resources
2. Partner Agency resources
3. Other

The tactical considerations relating to the use and control of additional resources are contained within the Incident Command System (ICS) service procedure.

LOCAL AND NATIONAL RESILIENCE AND MUTUAL AID

Local Resilience Forums LRF

While the focus of our IRMP is on addressing local risks to life, there are new and existing requirements to fulfill and to reduce the commercial, economic and social impact of fires and other emergencies on national resilience and security. This includes responding to major incidents, which cut across local boundaries, such as flooding, civil unrest and terrorist incidents. In doing so as Category One responders, the Service supports the local resilience forum. This is a body set up under the Civil Contingencies Act 2004 to coordinate the plans and activities of local emergency responders, this work culminates in the creation of a Community Risk Register. Examples of LRF work can vary from high profile work such as planning for the Olympic Games, the visit to Leicester from the English Defence League (EDL) to everyday inclement weather contingency planning.

The Fire and Rescue National Framework puts further legal requirements on the Service. These include ensuring effective cross border arrangements with neighbouring fire and rescue services and local partners, as well as highlighting any gaps in national resilience to the Government. Arrangements are in place with our regional neighbouring services for mutual assistance in both the emergency response, intervention and fire investigation arenas, and work is being undertaken with our non-regional neighbours to ensure effective mutual assistance arrangements are in place.

The new framework also brings in further requirements on publishing information including financial, operational and performance data. This is online in an accessible format so local people can hold organisations to account.

Leicestershire Fire and Rescue has, as part of its operational response, a dedicated Technical Rescue Team which specialises in Heavy Vehicle Entrapments, Working at Height and Water Rescues and as part of the Government's New Dimensions project, a full Urban Search and Rescue (USAR) capability. This specialist function is able to be deployed both locally, nationally and internationally and has been deployed to a number of high profile international operational incidents to deal with the aftermath of earthquakes and tsunamis.

QUALITATIVE STANDARDS OF SERVICE – OUR SERVICE CHARTER

We set clear expectations in relation to the quality of service you can expect and these are set out in our service charter which can be found within Our Plan, available on our website at **www.leicestershire-fire.gov.uk**

Value for money

What it all costs

Our spending plans support the Service's aims and objectives and are set out in the Service's Medium Term Financial Plan.

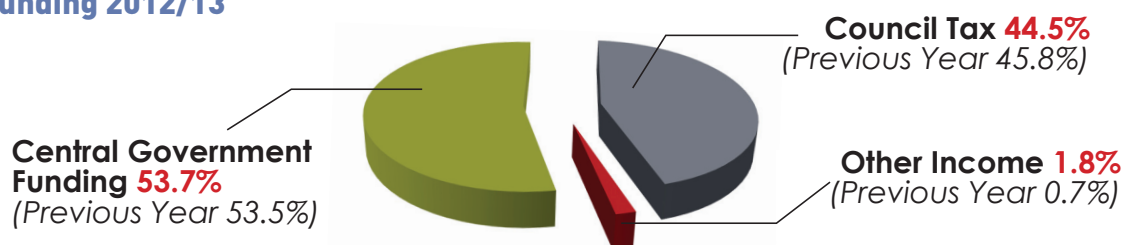
The Authority's asset base has improved enormously but much of it still requires capital investment to meet modern standards as well as being fit for purpose for the future.

It is clear that accounting or financing changes alone will not enable us to cope with the future challenges. The scale of the financial challenge is such that much more fundamental changes have to be considered and, with more than 75% of the Authority's revenue budget devoted to staff and related costs, it is inevitable that there must be consideration of staffing numbers and structures. It is difficult to see how such a challenge can be met without some very hard decisions being made. In keeping with the Authority's focus on service delivery we continue to ensure that back office and administrative functions fully support the Authorities front line provision. We have, through much improved workforce planning, managed the Service's establishment to allow for the forthcoming changes to operational shift patterns and financial constraints that have been placed upon the service.

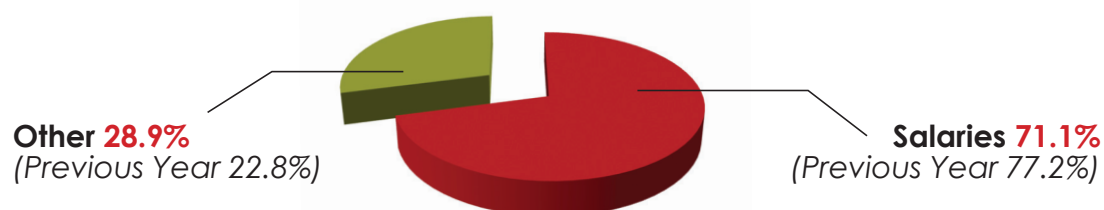
CFA Medium Term Financial Plan 2012/13

Below is a pie chart showing how Leicestershire Fire and Rescue Service is funded and how it delivers its functions with the income it receives.

Funding 2012/13



Revenue Budget 2012/13



To deliver the continuous improvement the Service's asset base requires Capital Investment, this investment is for the high purchase price items such as replacement fire appliances, firefighting equipment and building works.

Given the proportion of budget spent on staff, numbers of operational staff deployed will be a key determinant of the cost of running the Service. **Appendix B** provides benchmarking data showing the numbers of staff relative to the size of population served.

What we are going to do

IRMP, Our Plan and the Consultation Process

This IRMP is the high level driver for Leicestershire Fire and Rescue Service's planning process. Once the outcomes of this plan are agreed, they are to be developed further into action plans and placed for implementation within Our Plan. Our Plan details the actions required to be taken to address both the operational requirements placed upon us, as well as the financial restraints placed upon local authority bodies.

These operational improvements reduce the reliance upon the On-Call Service as shown within the Current and Future Disposition of Fire and Rescue Stations diagram on Page 18, whilst maintaining the CFA agreed 30 operational frontline fire fighting appliances.

Consultation

Leicestershire Fire and Rescue Service has a duty to consult on its IRMP. In conjunction with this IRMP, a separate consultation document has been produced, highlighting the specific proposals required for consultation, the rationale behind the proposals and the time scale of the consultation period.

Equality And Diversity

Leicestershire Fire and Rescue Service believes that equality and fairness at work is of fundamental importance and underpins all of its employment, management and service delivery policy and practices. The principles of equality and diversity are underpinned by the Service's strategic aims and values, as well as current Equality legislation. In recognition of the Service's commitment to equality and diversity we have been awarded the Achieving status within the Fire and Rescue Equalities Framework by the Local Government Association, with some areas of work singled out as being in line with Excellent status. All of this IRMP's outputs will be subject to their own individual Equality Impact Assessments.