



Our Plan

**Corporate and Integrated
Risk Management Plan (IRMP) 2018 – 2021**

LEICESTERSHIRE
FIRE and RESCUE SERVICE



Contents

4	Foreword
5	About Us
6	Leicestershire Fire and Rescue Service
6	Combined Fire Authority
7	Our Plan
8	Planning framework
10	Purpose
11	Our priorities
14	Strategies
23	Monitoring and review
23	Values
24	Measuring our success
25	Integrated Risk Management Planning
25	What is IRMP?
26	Reviewing the risks
27	Assessing the risks
28	Managing the risks
31	Our Future Resources
32	Financial – budget and income
32	Financial – revenue budget and capital programme
32	Financial – how our financial strategy supports the IRMP
33	Operational resources – fire stations and fire engines
34	Our staff
34	Corporate resources
35	Community Engagement
37	Glossary
39	Appendices (updated annually)
40	Action plan
44	Performance indicator targets



8055

08



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 about 692 staff; 574 are operational, and the remainder are non-operational. 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 covers 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 a mix of urban, semi-rural and rural localities. The population is growing and ageing; at present it stands at just over one million people living in over 420,000 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 this 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**
-  **692 staff (574 operational)**
-  **8,000 emergency incidents attended each year**
-  **979 square miles coverage**
-  **over one 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

We've reviewed and agreed our purpose and aims to guide us for the next three years.

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**

 **Responses**

 **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 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 and Aims

Core plan

LFRS 2018-2021

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 want 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 2021 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.

Priority	Aims	Outcomes
 <p>Safer Communities</p>	<p>Fewer incidents with lower impact</p>	<ul style="list-style-type: none"> • fewer incidents by targeted prevention activities • reduced risk through our premises inspection programme • safer staff through greater collaboration with our partners around hazard recognition • effective partnership working to reduce the impact of incidents on our communities
 <p>Response</p>	<p>Respond effectively to incidents</p>	<ul style="list-style-type: none"> • manage calls to fires and other emergency incidents • provide a 24/7 response to local, regional, national and international incidents • supply the appropriate resources and attend incidents to meet the needs of our communities • manage our operational equipment to ensure its readiness for use • meet our community’s expectations in resolving emergencies
 <p>Finance and Resources</p>	<p>Demonstrate value for money</p>	<ul style="list-style-type: none"> • a well-managed and transparent budget • robust and efficient procurement activities • reliable and effective ICT systems • secure and effective use of data and information • a well-maintained estate and fleet
 <p>People</p>	<p>An engaged and productive workforce</p>	<ul style="list-style-type: none"> • the right people • in the right place • doing the right thing • in the right way
 <p>Governance</p>	<p>Provide assurance</p>	<ul style="list-style-type: none"> • well-informed communities • well-informed staff • we’ll know what our communities think of us • we’ll know what our staff think of us



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 statutory functions and codes of practice 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.

During 2018, we'll be inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the first time and benchmarked against other comparable services.

The most significant driver for change is the requirement to re-align the service delivery model to reflect changes in demand and risk levels over the last ten years. This constant re-shaping will continue as we work with local partners to respond to the demands of our communities and encourage resilience within them.

We are going to fewer fires, but there are more complex building materials, vehicle/building technologies, designs and construction. This complexity in our role requires different skills and a flexible approach; 'one size fits all' is no longer an option. The Grenfell Tower fire highlights the importance of a fire and rescue service that responds to the needs of the communities it serves and meets the legislative changes that result from such a national disaster. We have to work closely with other services and businesses to protect our communities.

Austerity has, and will continue to, present challenges whilst legislative change will influence 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.

This plays out within the context of national industrial uneasiness over pay, pensions, terms and conditions, and roles.

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**



Safer Communities Strategy

The Challenge:

The largest cause of deaths and injuries from fire occur accidentally in the home. When fire breaks out, it often spreads so quickly that by the time the fire and rescue service arrives, it is too late.

Fire deaths and injuries have a strong link with social deprivation and health and wellbeing. Fire has more of an impact on the elderly and vulnerable; this represents a sizeable challenge when set against a growing ageing population.

Identifying the habitual location of these vulnerable groups is not something we can do alone, so we need to work closely with our partners and other agencies to locate them. Once we've located them, we need to gain their confidence when delivering safety messages; the skills and knowledge of our staff and their interactions with the public is a high priority.

Conversely, people who live in our area are ten times more likely to die or be injured in a road traffic collisions than they are in a fire; these are most likely to occur at peak travel times, in the morning, at lunch times and during the evening. They represent a further social dimension that needs to be tackled at the root cause.

The purpose of our Safer Communities Strategy is to implement initiatives that will make the communities we serve safer.



Safer Communities Strategy Cont'd

Meeting the Challenge:

Safer People, Safer Places within Leicester, Leicestershire and Rutland: we'll do this by working with our partners to help reduce the impact of fires and other emergencies. We'll provide a high level of training for all our staff, which will improve public safety as well as secure the safety of our employees. We recognise the impact that our work sometimes has on the environment and we will do everything we can to reduce this at the incidents we attend.

Safer People

Our Community Safety team will be responsible for prevention activities such as talking to people as part of home safety checks as well as at community presentations. The team will work with our partners and in schools, and support the emergency crews with their own prevention activities.

Our Health and Safety department will be both reactive in investigating and de-briefing incidents and proactive in trying to prevent them.

Our proactive work will include:

-  building inspections on all sites that we occupy
-  completing noise evaluations and risk assessments on equipment that we use
-  providing training to all our staff

The operational guidance programme provides our staff with a standard operational approach across the service area, as well as the region. It helps our staff to identify common hazards in premises of a similar type, such as high-rise buildings, so they're better prepared and can operate safely when working in potentially hazardous situations.

Safer Places

The Fire Safety team helps businesses comply with the Regulatory Reform (Fire Safety) Order 2005, ensuring that buildings and their occupants are safe in the event of a fire.

The team are responsible for enforcement, business engagement, and partnership working. We work alongside our regulatory partners within the service area by training staff to identify fire safety hazards during their day to day work. By adopting this approach, we will be increasing organisational capacity by targeting specific premises, rather than adopting a blanket approach of certain premises types.

This is in line with central government's approach of supporting business growth, and emphasised within the 'Regulators Code' where it encourages regulators to adopt a risk-based approach. This is also in line with our commitment to the Better Business for All programme.





Response Strategy

The Challenge:

The nature and range of emergency incidents that 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 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'll have to change our operational philosophy and establish 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 modernise one of the identified constraints: the 'On-Call' duty system. We need to adopt different ways of working to support an increased availability of firefighting vehicles.

As well as meeting the expectations of the community, the Fire and Rescue Service National Framework sets out five priorities that we must undertake. These are to:

- ✓ identify and assess the full range of foreseeable fire and rescue-related risks our areas face
- ✓ make appropriate provision for fire prevention and protection activities and response to fire and rescue-related incidents
- ✓ collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of service provision
- ✓ be accountable to communities for the service we provide
- ✓ develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse



Finance and Resources Strategy

The Challenge:

We need to continue to provide a service that meets our communities' needs through the effective use of resources against a backdrop of continuing austerity and financial uncertainty.

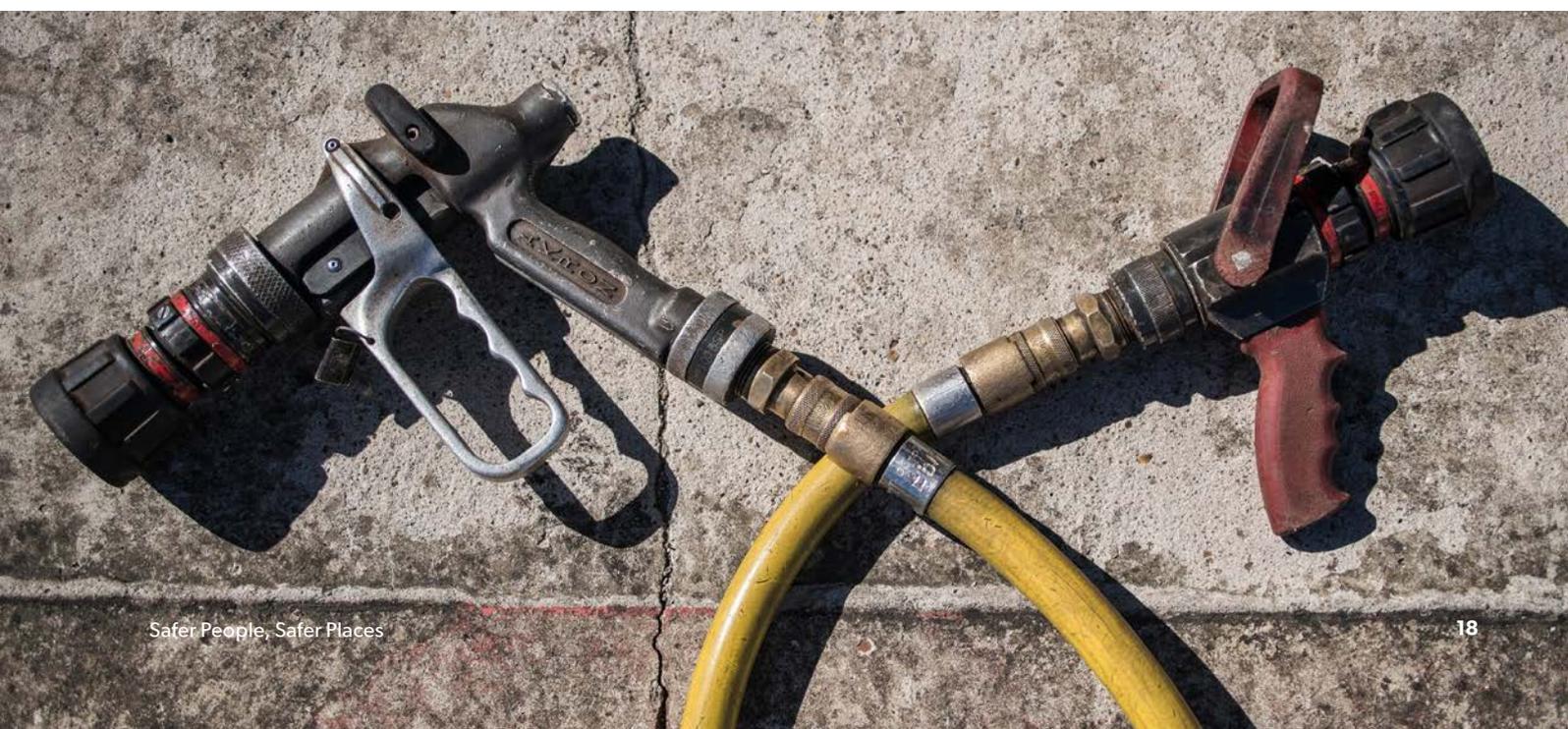
There's an ever increasing reliance on technology; we need to ensure that our ICT and data management infrastructure can enable the Service to run effectively and efficiently.

We need to develop and maintain fit-for-purpose facilities and vehicles to enable all employees to operate effectively in safe, environmentally sound and secure environments.

Meeting the Challenge:

To meet the challenge, we will:

- ✓ set a balanced budget for the current and future financial years, manage it and report spend against it
- ✓ comply with relevant standards and legislation
- ✓ create and/or publish all appropriate financial and data-related documentation in a timely and transparent way
- ✓ review and improve our procurement arrangements and procedures, embed equality and explore opportunities to work with others
- ✓ ensure that ICT and data management services are well supported and served by secure and robust infrastructure, processes and systems
- ✓ look to enhance existing systems and/or implement technologies to improve efficiency
- ✓ maintain and improve our vehicles, buildings and facilities and operational workwear and equipment and explore opportunities to work with others





The Challenge:

Our purpose is Safer People, Safer Places. For our People Strategy, this means a shared ambition and belief in what we do and why we do it, shared by a workforce who are all treated fairly and equally, regardless of role or contract of employment.

To meet the challenges of the 21st century we must have the **Right People**, in the **Right Place**, doing the **Right Thing**, in the **Right Way**. Enabling a change in culture at all levels is not a quick fix; it will take time to achieve our aspirations and sustained improvement.

The safety of our staff and communities is the priority.

We recognise that voices of deeply held beliefs can stifle discussion and that the hierarchical, command and control culture of the fire and rescue service is at odds with the aspiration of an inclusive environment that promotes innovation and creativity – in other words, a flexible and agile service.

We need to help our staff and our wider communities 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 cornerstone for how we develop the plans that support this strategy.

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

We accept the 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 the early involvement of staff and representative bodies on all proposed changes combined with the development of new skills.

On-Call availability is becoming an increasing challenge, affected by fewer emergency calls and a reducing population in rural communities. This has, in turn, reduced the pool of available talent. This is aggravated by the fact that On-Call firefighters struggle to maintain a good work-life balance in the face of their expanding role and the need to gain new skills.

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 of 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.

An Employee Attitude Survey and De Montfort University Report in 2016 identified opportunities to improve clarity of vision, communication, leadership and the resetting of values, behaviours and trust through managers.

Mental health and wellbeing have become a known area of need because people are operating within a different context in terms of expectations and activities. The challenge is to reduce the negative impact on individuals and the organisation and enhance the lives of our staff at work.

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 major incidents. This includes local and national resilience arrangements to deal with the threat of national terrorism and global warming, within the Joint Emergency Services Interoperability Program (JESIP). 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 including our leading role in the National Fire Chiefs Council (NFCC) Virtual Learning environment. We must also take advantage of e-learning.



People Strategy Cont'd

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

To help us define and plan the future, we'll focus on 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/or values and increase the diversity of opinion and views to improve relationships and expectations of staff throughout the organisation
- ✓ develop a customer service culture, with a 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 the staff and Service
- ✓ engage our communities in the promotion of diversity to 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. We can only do this by understanding what our communities need and by doing things well. We will do better in areas that are identified for improvement.

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
- ✓ 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.

Values

Our values and behaviours are currently being updated in consultation with our staff. Once agreed they will be communicated and updated here.

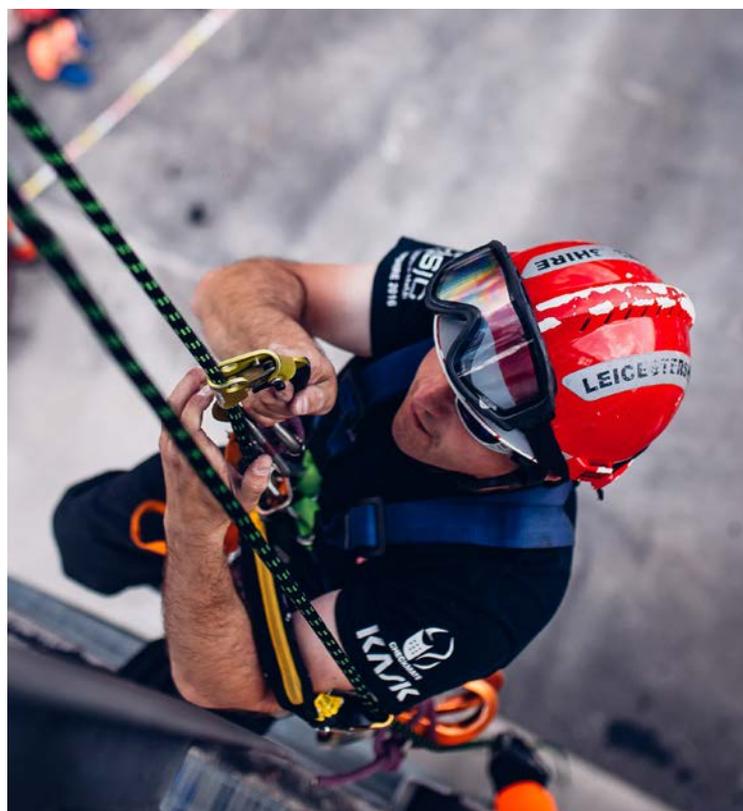
Measuring Success

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

Our current IRMP was consulted on in 2016 and is valid until 2020. We've delivered all the changes agreed previously including reducing the fire engine ridership to four, 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.

Although the duty system changes have taken place, building work is still being completed at Wigston and Lutterworth fire stations to ensure that the firefighters have suitable accommodation to meet their operational needs. This work will be completed by the summer of 2018. Work will start on the next review of the IRMP during 2018.

Reviewing Our Risks

To undertake 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 and local development strategies. We also consider the impact of wider changes in society, including government policy, economic growth and technological progress.

We analyse our own risk information using performance and trends in incidents and enforcement activity as well as how well we respond to incidents. For our emergency response capability, the key areas we look at are: availability of resources, response times to incidents and the capacity to deal with simultaneous emergency incidents. We use our risk modelling capability to better understand how our emergency responses might operate under differing demand pressures. It also helps us in future planning, reviewing our allocation of resources and methods of providing our services.

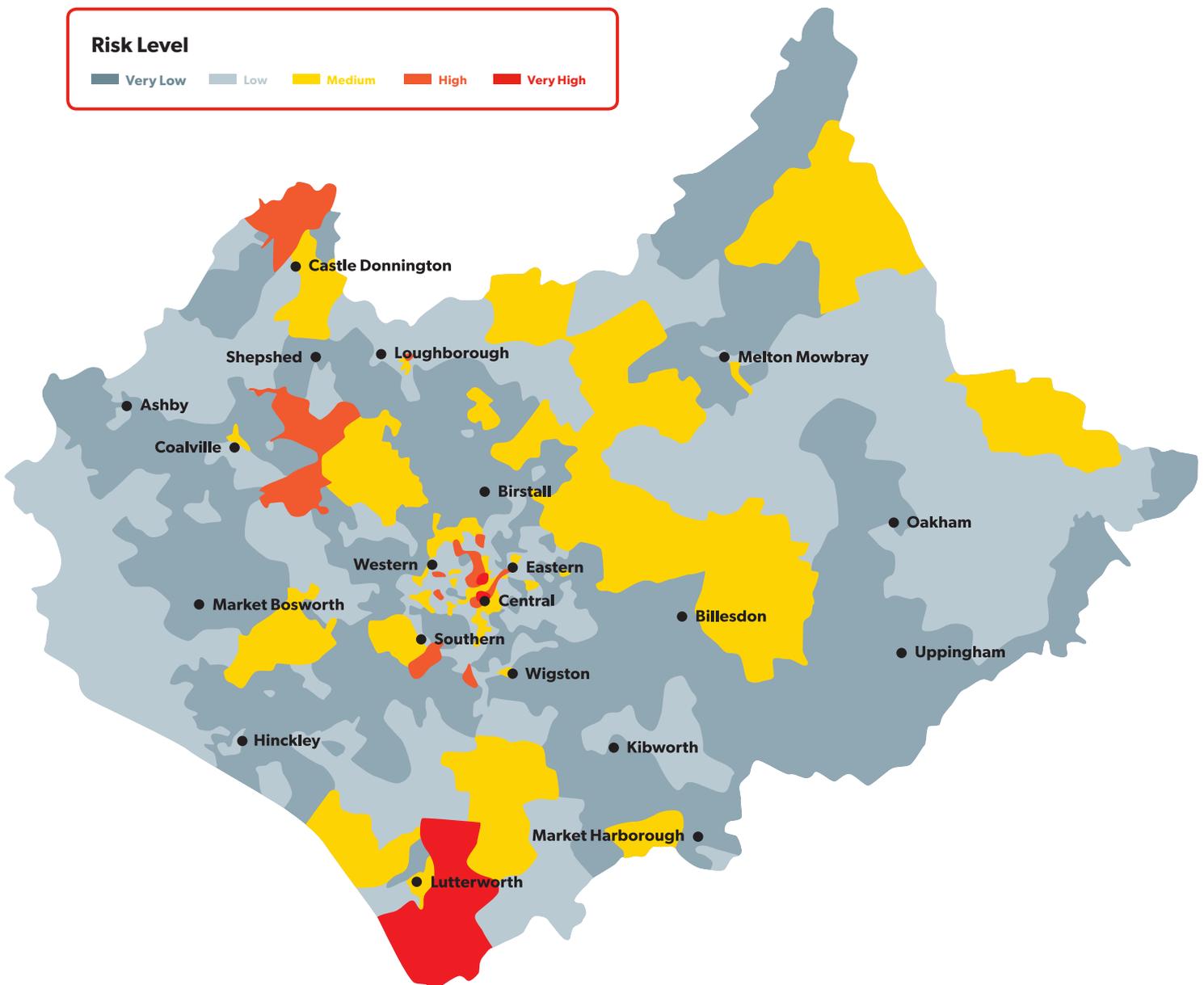
All this data and information helps us understand the needs of our communities, identify locations of potential peak demand, and assess our capacity to respond. It's also used to anticipate trends that may result in an increase in demand as well as opportunities to reduce the current levels.

Assessing Risks

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

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. Incidents which are more likely to result in death or injury have been weighted higher.

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



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. The pyramid illustrates how the resources and effort put into the bigger categories should influence and affect the smaller. 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



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 events



Prevention

We maintain a very simple philosophy: prevention is better than cure. We recognise that risk reduction begins with safe behaviours at home, at work, or on the road, leading to a safer society for all. We use our knowledge, along with that of local organisations and partners to target those people who are more likely to be affected by fire and other emergencies, according to our risk analysis 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 premises to keep people safe and businesses running. The focus of our enforcement activity is guided by a combination of: the inherent risks of the premises type, local and national incident trends, referrals and complaints from staff, local organisations and the wider public. The resulting risk-based programme of inspections consists of a mixture of premises with varying degrees of life risk. The severity of the risk will determine the action taken.



Response

When prevention and protection fail, our priority is to ensure that we can respond effectively to incidents. We ensure the effectiveness of the response by sending the right people with the right skills and the right equipment to manage and resolve the incident.



Resilience

Our main priority is to ensure that we can continue 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 and play a key role in the development and exercising of plans to deal with major incidents and risks across Leicester, Leicestershire and Rutland. This multi-agency approach ensures high levels of confidence in the emergency plans and business continuity arrangements we've developed.

Our Future Resources

Our **budget approach** summarises the proposed budget and shows the forecast position until 2021.

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

	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total Forecast Spending	35.7	36.1	36.5
Council Tax*	20.5	21.5	22.3
Business Rate Retention Scheme	9.3	9.5	13.4
Revenue Support Grant	4.8	4.2	0
Other Grants	0.8	0.5	0.5
Future Authority Income	0.3	0.3	0.3
Total Forecast Income	35.7	36	36.5

*Note – Our Band D Council Tax cost is £64.71 per year, this is the cheapest in the East Midlands and the fourth cheapest of all the 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 2021 consists of: improvements to fire stations, purchasing firefighting vehicles and equipment; and purchasing ICT equipment.

How Our Financial Strategy Supports the IRMP

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

We've managed to make savings and balance the budget from 2018/19 to 2020/21. This has provided capacity for 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 transformation fund, which we will use to review and remodel fire stations to make them more efficient and save money in the longer term

In support of the IRMP, the budget includes new money to increase the availability of On-Call provision and more funding to help us comply with regulations and standards.

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 2018): 20 stations and 29 firefighting vehicles

Operational Staff Resources

We've recruited 25 new wholetime operational staff during 2017/18. As at 1 March 2018 we have 348 wholetime and numerous On-Call staff working a variety of hours. We're planning further recruitment during 2018 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 2021, 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 have drafted a programme of works to undertake the required maintenance. 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 2018/19 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 start during 2018 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.leicestershire-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

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

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 smaller fire engine designed to deal entirely with smaller 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 2018/21

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:

Complete our Braunstone Blues project – our partnership aimed at managing demand on public services within the Braunstone Park area of Leicester



Implement a derelict building fire reduction plan



Continue to deliver our home safety check programme, targeting vulnerable people in Leicester, Leicestershire and Rutland



Implement a new arson-reduction plan



Continue to deliver our fire prevention programme





AIM 2:

We want to respond effectively to incidents

To do this we will:

Target completion date:

Procure new thermal image cameras for use at emergency incidents	
Construct a Government-funded urban search and rescue training facility	
Implement new national operational guidance procedures which update and standardise our response activities	
Implement a vulnerable persons module to our community fire risk management information system	
Procure five new firefighting vehicles and a new ariel ladder platform as part of our fleet replacement programme	
Improve our fire engine availability at On-Call stations	



AIM 3:

We want to demonstrate value for money

To do this we will:

Target completion date:

Implement a Skype for Business solution to improve communications and reduce costs	
Deliver a new fleet monitoring system to allow better management of service vehicles	
Implement the outcomes of our building condition survey	
Implement improved business intelligence to support decision making and better use of resources	
Install electric charging points to support our new electric vehicles	



AIM 4:

We want an engaged and productive workforce

To do this we will:

Target completion date:

Deliver staff self-service capability within our resource management system	
Complete the building works at Lutterworth and Wigston fire stations	
Improve wellbeing of staff, targeting mental health interventions	
Implement a new learning management and personal development records system	
Diversify our workforce by undertaking positive action activities during recruitment campaigns	
Become an accredited Skills For Justice learning and development centre	



AIM 5:

We want to provide assurance

To do this we will:

Target completion date:

Initiate the post 2020 Integrated Risk Management Plan	
Assist with the inspection process being undertaken by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services	
Continue to meet the requirements of the Transparency Code	
Undertake audits to ensure our accounts and other relevant service areas or procedures are conducted appropriately	
Deliver our full range of General Data Protection Regulation (GDPR) commitments	



Appendix B – Performance Indicators Targets – 2018-21

AIM:



We want to achieve fewer incidents with lower impact

ID	Performance Indicators	Actual  2017 /18	Targets		
			 2018 /19	 2019 /20	 2020 /21
1.1	The number of primary fires	1,270	1,293	1,267	1,242
1.2	The number of secondary fires	996	975	956	936
1.3	The number of road traffic collisions (RTC) attended	664	675	662	648
1.4	The number of other emergency special services (excluding RTC)	2,199	2,007	1,967	1,928
1.5	The number of false alarm calls from automatic fire alarms attended, domestic and non-domestic properties	1,697	1,721	1,687	1,653
1.6	The number of deliberate primary fires	416	437	428	420
1.7	The number of deliberate secondary fires	527	495	485	475
1.8	The number of accidental dwelling fires	368	391	383	376
1.9	The number of emergency first responder incidents	514	551	600	650
2.2	The number of non-fatal casualties due to primary fires	36	37	36	35
3.1a	The number of people killed in road traffic collisions (calendar year)	20	35	30	25
3.1b	The number of people seriously injured in road traffic collisions (calendar year)	270	256	251	246
5.4	The total number of hoax calls received	343	356	349	342



AIM:

Respond effectively to incidents

ID	Performance Indicators	Actual	Targets		
		2017 /18	2018 /19	2019 /20	2020 /21
4.1	The percentage of life threatening emergency incidents attended within a maximum of ten minutes	95.9%	97%	95%	95%
4.2	The percentage of non-life threatening incidents attended within a maximum of 20 minutes	99.3%	99%	99%	99%
5.14	The percentage availability of On-Call firefighting vehicles (based on crewing)	58.4%	65%	70%	75%
5.15	The percentage availability of Wholetime firefighting vehicles (based on crewing)	99.5%	99%	99%	99%
FP13	The percentage of fire safety audits that result in action plans and enforcement notices (only have last year's data new indicator)	35.9%	30%	32%	34%
8.3	The percentage of respondents to the After the Incident Survey who rate the Service received as 'satisfactory' or 'better'	98%	99%	99%	99%



AIM:

An engaged and productive workforce

ID	Performance Indicators	Actual	Targets		
		2017 /18	2018 /19	2019 /20	2020 /21
9.6	The average number of days/shifts lost to sickness by operational staff, per member of operational staff	6.53	5.30	5.04	4.78
9.7	The average number of days/shifts lost to sickness by support staff, per member of support staff	11.36	9.80	9.31	8.84

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 2872241

Fax 0116 2271330

Email info@lfrs.org

Follow @LeicsFireRescue



Images courtesy of Ian Nuttall

Images on pages 16, 24, 36, 43 and 46 courtesy of Henrik Fjoord Photographic Service

LEICESTERSHIRE
FIRE and RESCUE SERVICE