

PREVENTING PROTECTING RESPONDING



LINCOLNSHIRE FIRE AND RESCUE

**INTEGRATED RISK
MANAGEMENT PLANNING**

**BASELINE DOCUMENT 3
2016 - 2020**

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Lincolnshire
COUNTY COUNCIL
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**INTEGRATED RISK MANAGEMENT PLANNING
BASELINE DOCUMENT 3
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Document Control

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1.0	Sep 15	Initial draft
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INTEGRATED RISK MANAGEMENT PLANNING

BASELINE DOCUMENT 3

2016 - 2020

INTRODUCTION

1. Integrated Risk Management Planning (IRMP) is a holistic and flexible process that enables Fire and Rescue Authorities (FRAs) to identify, measure and mitigate the social and economic impact of fires and other emergencies. Its application helps to ensure we are well positioned to meet the duties and responsibilities placed on us by Government and deliver services to our communities which are properly focused on reducing risks.

PURPOSE

2. The purpose of this IRMP Baseline Document is to outline Lincolnshire Fire and Rescue's assessment of key risks over the next 4 years and the strategies we will adopt to mitigate those risks. It forms part of our overall IRMP process and provides the foundation on which to develop further detailed plans ensuring we can fulfil our mission *'to make our communities safer, healthier and more resilient'* in order to improve wellbeing.

IRMP PROCESS

3. The stages of our IRMP process are shown in figure 1 with a fuller

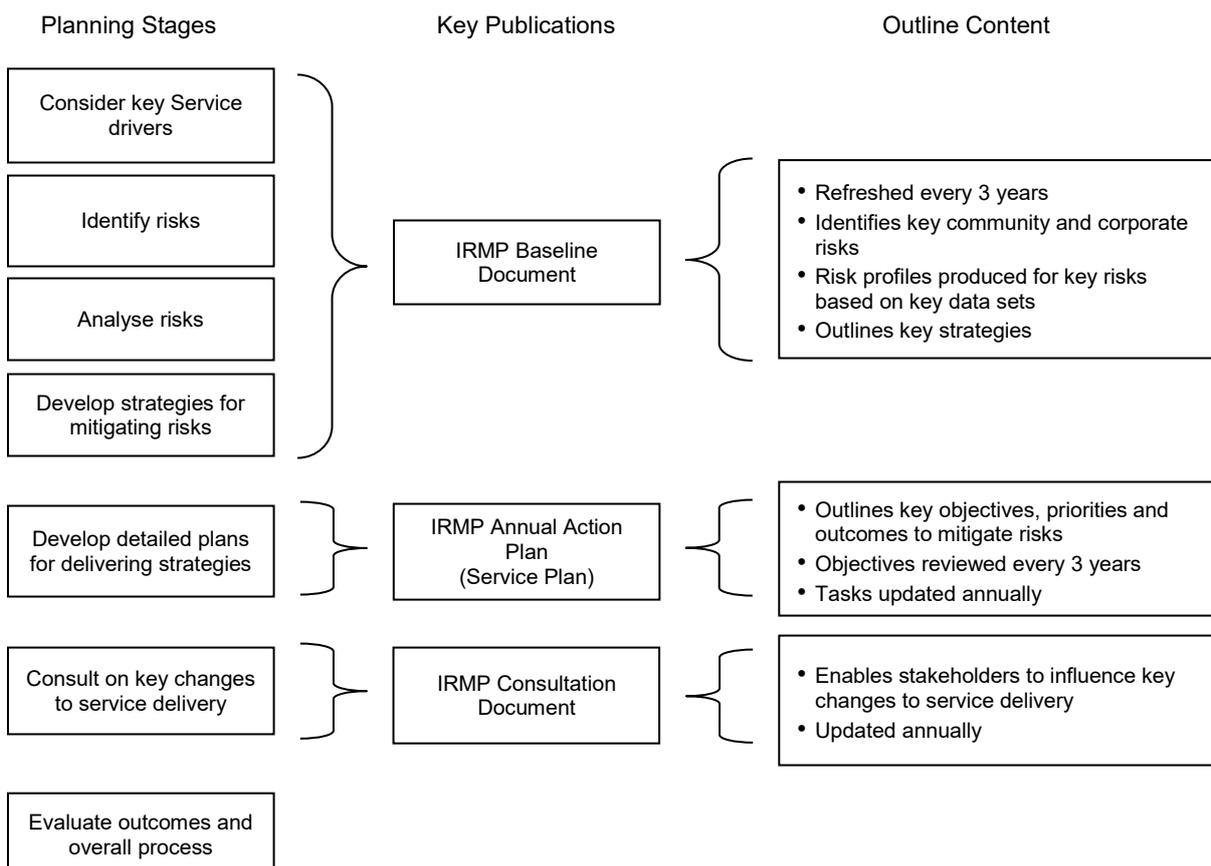


Figure 1 – IRMP Planning Stages

explanation of each stage provided in the following pages. The outputs of the process are captured in 3 key planning publications as follows:

- a. IRMP Baseline Document (this document) - The IRMP Baseline Document covers a period of at least 3 years. It identifies our key risks, describes how we analyse those risks and outlines the key strategies for mitigating those risks.
- b. Annual Service Plan - The Service Plan provides the detail on how we deliver our strategies. It outlines our key objectives, outcomes and priorities and is the mechanism by which we manage our performance. It is refreshed annually with a major review being conducted in line with the IRMP Baseline Document.
- c. IRMP Consultation Document - The IRMP Consultation Document allows us to seek the views and opinions of our stakeholders on any proposed key changes to service delivery.

LINKING IN WITH OUR VISION

4. While our mission is about 'what we do' our vision is all about 'where we want to be' in the future. Having a clear understanding of our vision enables us to shape the Service to meet future challenges, ensuring it remains fit for purpose. Our vision for 2020 is for *'a Lincolnshire which is safe and in which Fire and Rescue plays a key role in helping everyone to find and enjoy the Lifestyle that suits them best'*¹. It supports the County Council's current vision as described in their business plan and will be reviewed during the next planning cycle to ensure relevance is maintained. What our vision looks like and the key differences we are aiming to make are described in more detail at Annex A.

5. Delivery of our vision will be achieved through a staged approach as indicated in figure 2. Our strategy for each stage is captured in the relevant IRMP Baseline Document with this document describing our strategy for Stage 3.

¹ Designed to support the wider County vision as agreed in 2008 by a range of partner organisations.

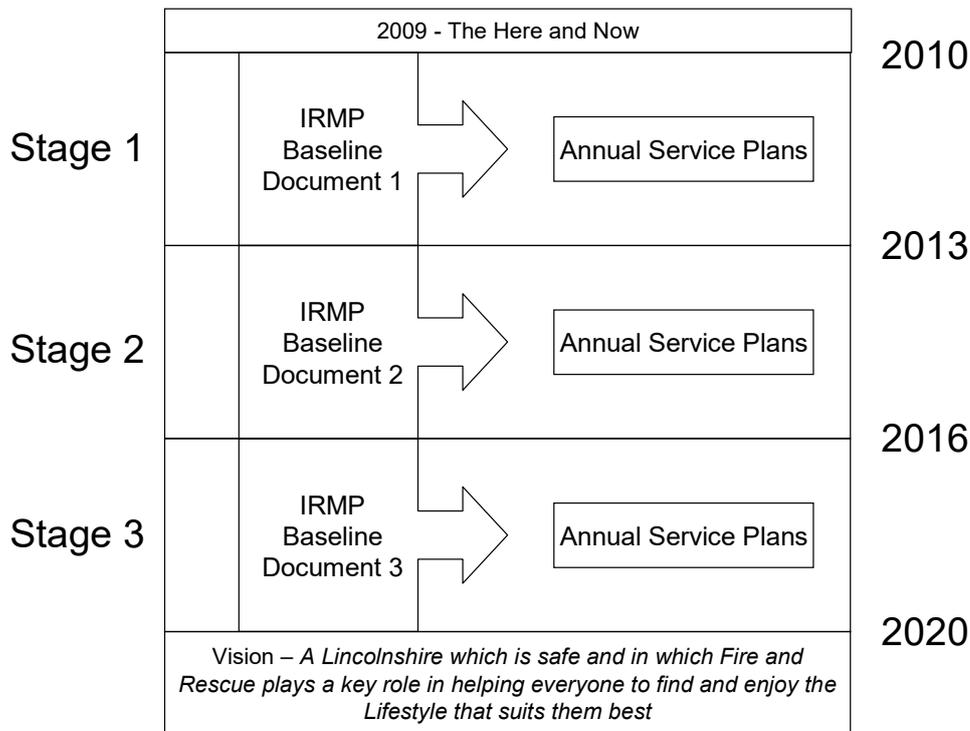


Figure 2 – Planning Framework for 2020 Vision

THE COUNTY

6. Lincolnshire is the fourth largest county in England covering 5,921 square kilometres. The County is classified as one of the most rural in England by the Department for Environment, Food and Rural Affairs (DEFRA). Five of the 7 Local Authority Districts in Lincolnshire are classified as either ‘mainly’ or ‘largely’ rural, with Boston being classified as ‘urban with significant rural’ and Lincoln as ‘urban with city and town’².

7. Estimates for 2015 place the County population at 736,700, an increase of 8.8% since 2005. Current projections suggest the population will increase by 10% by 2029. Notwithstanding this, population density remains low with 124 people per square kilometre compared with an average for England of 421 people per square kilometre.

8. Not only is the population increasing but it is also ageing with the proportion of people age 65 and over projected to increase from 22% in 2014 to 30% in 2039. The proportion of people over 75 years of age is predicted to increase by 95% over the same period. Further information about the County can be found on the Lincolnshire Research Observatory website³.

² Further information on rural-urban classifications can be found at www.gov.uk.

³ See www.research-lincs.org.uk.

SERVICE DRIVERS

9. There are a number of key drivers for the Service, some of which are statutory, which impact on our risks and therefore influence how we deliver our service. Our primary drivers include:

Key Driver	What it covers
Fire and Rescue Services Act 2004	Outlines the statutory responsibilities for Fire and Rescue Services (FRSs) including the requirement to make provision for the extinguishing of fires, protection of life and property from fire, promote fire safety, rescue people from road traffic collisions and respond to other emergencies such as flooding and terrorist attacks.
Fire and Rescue National Framework for England ⁴	Sets out the Government's strategic priorities and objectives for the Fire and Rescue Service.
Regulatory Reform (Fire Safety) Order 2005	Applies to all non-domestic premises in England and Wales and requires all responsible persons in those premises to carry out a fire risk assessment and implement and maintain a fire management plan. FRSs are responsible for the enforcement of this legislation.
Civil Contingencies Act 2004	Lays down duties for specified Category 1 responders, including FRAs, to assess, plan and advise in relation to emergencies. Includes the requirement to produce a Community Risk Register ⁵ under the direction of the Local Resilience Forum.
Fire and Rescue Services (Emergencies) (England) Order 2007	Makes it mandatory for FRS to: make provision for decontaminating people following the release of chemical, biological, radiological or nuclear (CBRN) substances; make provision for freeing people from collapsed structures and non-road transport wreckages; use, on request, specialist CBRN or Urban Search and Rescue resources outside their own areas.
Cabinet Office National Risk Register of Civil Emergencies	Provides the public version of the Government's assessment of the most significant emergencies that the UK could face over the next 5 years.
Lincolnshire County Council's Business Plan	Sets out how the Council uses its resources to deliver its priorities.
Joint Health and Wellbeing Strategy for Lincolnshire 2013 - 2018	Informs decisions about health and social care services in the County identifying the 5 health and wellbeing priorities based on the Joint Strategic Needs Assessment.
Health and Safety at Work etc Act 1974	Places a duty on all employers to ensure, so far as it is reasonable practicable, the health, safety and welfare at work of all employees.
Fire and Rescue Equality and Diversity Strategy 2008 - 2018	Requires action by FRAs on Equality and Diversity in 5 priority areas: leadership, accountability, workforce diversity, service delivery and evaluation and dissemination of good practice.
European Working Time Directive	Implemented through the Working Time Regulations (1998) it provides direction on organisation of working time.

Analysis of these drivers allows us to determine the key risks and responsibilities for the Service. These are described in the following section.

⁴ Department for Communities and Local Government dated Jul 12.

⁵ Community Risk Register for Lincolnshire 2012-2015.

KEY RISKS

10. As a result of examining the above influences we have identified 2 broad categories of risk, community and corporate risks.

- a. **Community Risks.** We have classified community risks as those risks to life, property or the environment that, as a fire and rescue service, we can help to mitigate. Our key community risks are shown below:

	Community Risks⁶
1	Fires
2	Road traffic collisions
3	Anti-social behaviour
4	East coast flooding
5	Inland flooding
6	Medical emergencies
7	Environmental pollution and major accidents ⁷
8	Severe weather ⁸
9	Chemical, Biological, Radiological, Nuclear and terrorist related incidents

- b. **Corporate Risks.** We have classified corporate risks as those risks which have the potential to impact on the Service internally preventing us from conducting our business effectively. Our key corporate risks are shown below.

	Corporate Risks⁶
1	Failure to maintain and develop the competencies and skills of the workforce
2	Failure to maintain adequate Equality and Diversity policies
3	Failure to maintain an appropriately structured workforce
4	Failure to ensure effective financial and performance management in the planning and delivery of Service activities
5	Failure to ensure appropriate Safeguarding procedures are in place
6	Failure to respond to a major disruption of service ⁹
7	Failure to manage and discharge Health and Safety responsibilities effectively
8	Failure to communicate and consult with all internal and external stakeholders
9	Failure to identify and engage with partners, both locally and nationally, to deliver efficiencies and ensure effective inter-Service and inter-agency operations

ANALYSING THE RISK

11. Having identified our risks it is important that we analyse these effectively in order to ensure we have the right resources available and that these are targeted appropriately. We use a number of risk analysis tools and sources of data to support this analysis.

⁶ Not listed in priority order.

⁷ Includes major industrial and transport accidents.

⁸ Severe weather includes: storms and gales, low temperatures and heavy snow, heat waves and drought.

⁹ Resulting from staff shortage, loss of premises, technology failure, loss of information or loss of suppliers and partners.

Community Risk

12. We will continue to develop our fire risk modelling to support analysis of our community risks. This modelling takes into account a number of different factors such as Census data, historical incident data, socio-demographic factors and intervention activities to establish the levels of risk across the County. The process is supported by a number of tools such as our Fire Risk Assessment Model (FRAM)¹⁰. This provides a robust and validated approach to risk assessment for a number of types of risk faced by the FRS. In addition, we have developed local station area profiles which use information from Mosaic¹¹ and Census data to further inform our risk profile mapping of the County. This enables us to target our most at risk groups and prioritise our resources appropriately.

13. Risk profiles associated with our community risks are maintained by our Community Risk and Intelligence department. These will be updated and audited on a regular basis and are fundamental to the development of our risk reduction strategies.

14. We recognise the importance of sharing data with other agencies, particularly in the delivery of wider community outcomes, and will continue to build on our links with the Lincolnshire Research Observatory, Lincolnshire Police, Road Safety Partnership, Clinical Commissioning Groups, Adult Social Care and Children's Services.

Corporate Risk

15. Corporate risks will be reviewed on a regular basis by Service managers and the FRA to assess the likelihood of a risk occurring and the impact it may have. This will be informed by a number of prevailing factors, both national and local. A lead officer will be responsible for each corporate risk ensuring appropriate control measures are in place.

Risk Register

16. Our assessment of risk will be recorded on corporate and community risk registers. This will help to ensure our risks are properly prioritised and resources allocated appropriately. Both risk registers will be reviewed on a monthly basis at our Service Management Board.

STRATEGIES FOR REDUCING RISK

17. We have a range of complementary strategies which are designed to mitigate our corporate and community risks. These include our Prevention, Protection and Response strategies, which cover the core business of Fire and Rescue Authorities, and our Planning and Resourcing strategies¹². Maintaining the right balance between these and ensuring our approach to risk reduction is fully integrated is key to the delivery of an effective service. This balance will be reviewed on a regular basis and informed by our risk assessments. Where appropriate, we will use relevant County Council strategies to support our business. Our key strategies are described below and summarised, along with our key risks, at Annex B.

¹⁰ Developed by Merseyside FRS and verified by RiskTec.

¹¹ Mosaic is a customer classification dataset which groups customers by demographics, behaviours and lifestyle characteristics.

¹² Each Strategy will be complemented by separate supporting papers where necessary.

18. All our strategies are underpinned by our commitment to equality and diversity and reflect the 5 performance areas identified in the FRS Equality Framework¹³. These include: leadership and promoting inclusion; accountability; effective service delivery and community engagement; employment and training; and evaluation and sharing good practice.

Planning Strategy

19. Risk-Based Approach. Our planning strategy aims to ensure we are clear on what needs to be done, how we intend to do it, what resources are required and, once implemented, what effect we have had. Our 2020 vision planning framework and IRMP process are at the heart of this strategy; both are described in the previous section.

20. Working with Partners. We recognise our mission and longer term vision can only be fully achieved through joint working with organisations and groups that share common goals and objectives. Effective partnerships add both value and capacity enabling organisations to achieve far more than they could do independently¹⁴. In helping to deliver our mission we will remain active members of the Safer Lincolnshire Partnership and continue to support the work of the Children and Young People's Strategic Partnership and the Health and Wellbeing Board¹⁵. We will continue to play a lead role in the County's Local Resilience Forum. This multi-agency partnership, established under the authority of the Civil Contingencies Act 2004, brings together the emergency services and other key organisations and agencies in order to plan for and respond to emergencies which may have a significant impact on the community. We will continue to embed the principles identified as part of the Joint Emergency Services Interoperability Programme and contribute to other relevant community and commercial partnerships which help reduce our community risks and improve value for money. Our key partnerships are listed within our partnership register¹⁶ and form an integral part of our prevention, protection, response and resourcing strategies.

21. Setting Priorities. Our annual Service priorities are shaped by the assessment of our key drivers, risks and performance. These are reviewed each year and consulted on as part of our IRMP process. Once agreed, they are reflected in our annual Service Plan.

22. Business Continuity Planning. Having robust Business Continuity Plans (BCPs) is essential if we are to minimise the impact of a disruption on our ability to deliver an effective service to the community. We will continue to maintain, develop and test BCPs to deal with major disruptions of service resulting from staff shortage, loss of premises, technology failure, loss of information or loss of a key supplier or partner.

23. Evaluating Outcomes. Measuring the effectiveness of our plans and the outcomes we achieve is a key component of the planning process. Within our performance management framework progress will be reported formally on a quarterly basis to the Service Performance Management Board¹⁷ and to Members at

¹³ CFOA and I&DeA FRS Equality Framework dated Nov 2009.

¹⁴ See Service Order 53 - Partnerships.

¹⁵ See Joint Health and Wellbeing Strategy for Lincolnshire 2013-2018.

¹⁶ Lincolnshire Fire and Rescue partnership register dated Dec 15.

¹⁷ See Service Order 1 - Organisational Management.

the Community and Public Safety Scrutiny Committee. We will undertake an external assessment on a periodic basis in the form of a Local Government Association and Chief Fire Officers Association (CFOA) sponsored operational assessment and fire peer challenge.

24. Statement of Assurance. The Fire and Rescue National Framework for England sets out the requirement for fire and rescue authorities to provide an annual Statement of Assurance on financial, governance and operational matters and to show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. Our Statement of Assurance document will reference existing plans, reports and public web pages as appropriate. It will be made available on our website in November each year.

25. Engaging the Community. In order to meet the needs of the community it is essential that we are open and transparent about our understanding of the risks to the public and about the process we follow to mitigate those risks. To that end we will continue to engage with a wide range of stakeholders who have a legitimate interest in any proposals under consideration or who may be affected by those proposals. Doing so ensures the decisions we take are appropriately informed and the service we provide can be continuously improved. The 2 main planning documents on which we will consult are:

- a. The IRMP Baseline Document (this document). We will seek views on the Baseline Document following a major refresh.
- b. IRMP Consultation Document. We will consult on any proposed changes to our Operational Service priorities and any proposed key changes in service delivery such as response standards or provision of resources for intervention services. Depending on the outcome of the consultation, resultant actions will be included in our Service Plan as appropriate.

We will report on the progress we have made against IRMP Consultation Action Plans on our website.

26. In addition to the above planning consultation we will, in conjunction with the County Council, continue to develop our processes to ensure engagement with our stakeholders is both meaningful and effective.

Prevention Strategy

27. The aim of our prevention strategy is to reduce the likelihood of fires and other emergencies occurring in the first place. Education remains central to our approach with the aim of changing the behaviour of those people assessed as most vulnerable. We use the outcomes of our risk analysis to target our prevention activities to ensure maximum impact. Our prevention strategy is built around the following themes:

28. Home Safety

- a. Every year in the UK more than 6,000 people die in accidents in the home and 2.7 million seek treatment at accident and emergency departments¹⁸. We are

¹⁸ The Royal Society for the Prevention of Accidents (ROSPA) webpage.

committed, working in partnership, to ensuring people are as safe as possible in their homes and will continue to educate and inform them how to minimise the risks¹⁹.

- b. We will continue to deliver targeted Home Safety Checks (HSC) and work with partners to signpost the residents of Lincolnshire to the most appropriate services for their needs. By sharing data and information with partners we will enhance our community risk profiles thereby improving the way in which we identify and reach those most vulnerable within the community to fires and other accidents in the home.
- c. We will focus on the reduction of cooking fires, the primary cause of dwelling fires in the County, and continue to encourage people to take responsibility for their own safety.

29. Health and Wellbeing

- a. In October 2015 a joint Consensus Statement²⁰ was published which set out how health, public health, the fire and rescue service and Age UK can work together to encourage local action to prevent and minimise service demand and improve the quality of life of persons with long term conditions. Following publication of the Statement, CFOA, as part of its Health Strategy²¹, has identified a number of priorities for developing FRS as a health asset. We fully support the strategy and will aim to implement key aspects where it delivers benefits to our communities. Our focus will be on making effective use of shared data, encouraging the uptake of 'Safe and Well' visits and exploring other areas where we can improve health outcomes by investing in upstream prevention activity.

30. Arson Reduction

- a. Arson and related anti-social behaviour have a significant impact on communities in Lincolnshire. The cost of arson in England in 2008 was estimated to be £1.7 billion which was approximately 14% of the total cost of fire in that year²². In Lincolnshire, arson accounted for 25% of all fire calls within the County in 2015²³.
- b. We are committed to driving down the incidence of arson and will remain fully engaged with the Local Authority Community Safety Partnerships to achieve this. Working together with Lincolnshire Police, our Arson Task Force (ATF) will, through education, visibility and, where necessary enforcement, reduce the impact on communities of arson and anti-social behaviour.

31. Youth Engagement

- a. Our youth engagement activities support the vision and aims set out within the CFOA guidance note on working with Children and Young People²⁴ and the strategic outcomes agreed by Lincolnshire's Children and Young People's

¹⁹ CFOA Home Safety Strategy 2013-16.

²⁰ www.england.nhs.uk

²¹ CFOA Health Strategy 2015-19 - Fire and Rescue Services as a Health Asset.

²² DCLG - The economic cost of fire: estimates for 2008 - Fire Research Report 3/2011

²³ 2015 calendar year.

²⁴ CFOA Guidance Note - Working with Children and Young People 2014.

Strategic Partnership (CYPSP)²⁵ both of which aim to ensure our children and young people are healthy and safe and can succeed and enjoy life. As a member of the Lincolnshire Safeguarding Children Board we will continue to promote, and ensure the effectiveness of, our child protection arrangements.

- b. In support of the above we will continue to run a number of initiatives including our schools intervention programme, multi-agency 'Stay Safe' days and fire-setter intervention scheme aimed at reducing the risk of harm to children and young people. Through our BTEC award scheme, Fire Cadets and other programmes, we will continue to help children and young people build self-esteem, improve resilience and achieve their potential.

32. Road Safety

- a. Although the number of road fatalities in Great Britain has been falling for many years, in 2014 there were still 1,775 fatalities on Great Britain's roads, a 4% increase on the previous year. While the general downward trend in fatalities has been reflected in Lincolnshire, in 2016 there were 59 people killed and 378 seriously injured on the County's roads.
- b. We are committed, working in conjunction with the Lincolnshire Road Safety Partnership, to '*making Lincolnshire's roads safer for all*'. Our approach, in line with the road safety strategy²⁶, is one of targeted education focused on a number of agreed priority action groups and aimed at embedding responsible attitudes towards driving within our communities. We will continue to help develop innovative and effective delivery methods such as the '*2fast2soon*' programme combined with local campaigns delivered through our fire stations.

Protection Strategy

33. The aim of our protection strategy is to educate and regulate the built environment to protect people, property and the environment from harm. Our approach is based around the following themes:

- a. Support to the Business Community. Securing compliance with legal regulatory requirements is an important element of mitigating risk. Our aim, in accordance with current policy²⁷, is to achieve compliance with fire safety legislation through education, by providing advice and guidance and by formal enforcement action where appropriate. Our approach is focussed on a risk-based inspection framework, with a prioritised inspection programme designed to ensure inspections of non-domestic properties and heritage buildings²⁸ are targeted according to risk.
- b. Unwanted Fire Signals (UwFS)²⁹. UwFS from Automatic Fire Alarms in commercial buildings place an unnecessary burden on the Service and can divert critical operational resources away from real emergencies. Our aim is to continue to reduce the number of UwFS by working together with businesses, alarm receiving centres and Telecare providers ensuring that

²⁵ CYPSP Children & Young People's Plan 2013 - 2016.

²⁶ Lincolnshire Road Safety Strategy 2015 - 2025.

²⁷ Lincolnshire Fire and Rescue – Enforcement Statement.

²⁸ CLG IRMP Policy Guidance: Protection of Heritage Buildings and Structures.

²⁹ An UwFS is a false alarm from an Automatic Fire Alarm system that has been passed through to the fire and rescue service.

calls are filtered prior to an appliance being mobilised in line with our current policy³⁰. We will continue to support the 'responsible person' for premises identified as repeat offenders. However, if UwFS persist we will aim to recover our costs where appropriate.

- c. Fire Protection Systems. Sprinkler systems can play a major role in saving lives, reducing fire losses and enhancing firefighter safety. We will continue to actively encourage the use of residential and non-domestic sprinkler systems particularly to those people residing in the most vulnerable households. We will use the Department for Children, Schools and Families (DCSF) Fire Risk Assessment tool for all new school construction projects where appropriate.
- d. Safe Systems of Work. The effective discharge of responsibility under the auspices of the Health & Safety at Work Act enables organisations to identify and mitigate risks to its personnel and the public. We will continue to develop, monitor and evaluate our safe systems of work to ensure we provide suitable equipment and adequate protection to our personnel and members of the public likely to be affected whilst undertaking our statutory duties.
- e. Environmental Protection³¹. FRSs attend incidents that have the potential to pollute air, land and water. Water courses and other aquatic environments are considered to be the most vulnerable to pollution from emergency incidents and the area the FRS can protect most readily. Consequently, pollution prevention and control measures in the FRS concentrate primarily on the protection of the aquatic environment. However, the development of pollution prevention and control in all areas is seen as important and is designed to improve the safety of the community. We will work with our Category 1 responders and the business community to identify environmentally sensitive areas and produce plans to mitigate the effect of dealing with emergency incidents that have the potential for environmental harm.
- f. Business Continuity Management³². Almost 1 in 5 businesses suffer a major disruption every year and 80% of those go out of business within 18 months³³. The consequences of such an event not only affect the business itself, but can also impact on the socio-economic well being of the wider community. The development of a business continuity plan as part of an organisation's planning cycle can help mitigate the effects of such a disruption and will be key to its successful recovery. We recognise the benefits to both the Fire Service and the community as a whole of effective business continuity management and will continue to educate and encourage the local business community to plan accordingly.
- g. Primary Authority Schemes (PAS). A PAS is a partnership between a business and a local authority. Introduced by the Regulatory Enforcement and Sanctions Act, the scheme is aimed at Local Authority Regulators with the aim of reducing the regulatory burden on business through better co-ordinated and more efficient activity. PAS commenced with 18 different categories of regulation and were first made available to fire safety regulators in April 2014.

³⁰ Fire Safety Guidance Note 11 - Reduction of Unwanted Fire Signals.

³¹ CLG IRMP Policy Guidance: Environmental Protection dated Aug 08.

³² CLG IRMP Policy Guidance: Business Continuity Management dated Aug 08.

³³ British Insurance Brokers Association.

We have been actively engaged in this scheme and will continue to support it through our partnerships with the British Frozen Food Federation, the National Association for Safety & Health in Care Services and their members. We will also look to establish other partnerships where considered appropriate.

Response Strategy

34. The aim of our response strategy is to ensure that, should an incident occur, we can minimise the impact of that incident by providing a timely, appropriate and resilient response capability. Our response strategy comprises a number of key elements as described below.

35. Command and Control.

- a. Fire Control. On receipt of emergency calls we will assess requirements and, where appropriate, deploy the most suitable assets. We will look to maintain contact with callers to provide support, gain further information and, where applicable, provide immediate lifesaving guidance. Contact will also be established and maintained with all assigned operational assets throughout the emergency event. We will continue to drive down hoax calls through our call challenge procedures.
- b. Incident Command. We will utilise the nationally recognised Incident Command System (ICS) which provides a framework for managing operational incidents and ensuring the Health, Safety and Welfare of all personnel on the incident ground. There are 4 incident command levels covering initial, intermediate, advanced and strategic incident command³⁴.
- c. FRS National Coordination Centre (NCC). The FRSNCC facilitates the deployment of national resilience assets (see below) to major incidents around the Country. We will both provide and request assistance through the NCC as required.

36. Response Levels. We have identified 5 levels of response which provide a framework for how we respond to incidents. Associated with each level are a number of capabilities. For all but the simplest type of incident, it is likely that a combination of response level capabilities will be utilised. The response levels are as follows:

- a. Level 1 - Operator Response. Our level 1 response capability is designed to deal with the initial stages of any incident. This capability is delivered by both our retained duty system and wholetime firefighters operating from a number of fire stations around the County. All our firefighters are trained to operator³⁵ level in order to support this capability.
- b. Level 2 - Technician Response. Our level 2 response capability provides additional technical support to incidents as required³⁶. This is provided by firefighters trained to technician level operating from our wholetime fire stations.

³⁴ CFOA Command Training, Assessment and Qualification - FRS Guidance dated Nov 13.

³⁵ Training requirements defined as part of our Training Needs Analysis process.

³⁶ Examples of additional support include use of gas tight suits, guide lines and rope rescue.

- c. Level 3 - Specialist Response. We will maintain a number of special appliances including our aerial ladder platforms, rescue support units and command support unit. We will also provide the specialist capabilities listed below. Specialist teams are formed from within our existing staff who receive additional skills training as appropriate.
- i. Water Rescue. We will maintain a water rescue and flood response capability across the County. This will be deployed to support both local and national (see level 4 below) risks.
 - ii. Medical Response. We will respond to medical emergencies in support of the wider health and wellbeing agenda and the FRS Health Strategy. Key elements include:
 - Co-responder. The co-responder scheme is a partnership between Lincolnshire Fire and Rescue, East Midlands Ambulance Service (EMAS) and Lincolnshire Integrated Voluntary Emergency Services (LIVES). Within this role the duties of our personnel include delivering first aid, providing oxygen therapy and administering defibrillation and cardiopulmonary resuscitation³⁷. We will continue to review the number of fire stations which provide this service based on demand and available funding.
 - Ambulance Conveyance. During 2015 we conducted a pilot project aimed at improving patient care through enhanced ambulance provision. The Joint Ambulance Conveyance Project was run from 3 fire stations and saw 'fire' ambulances being used to transport patients to hospital. We will look to continue with this scheme should appropriate funding be identified.
 - Bariatric Support. We will provide specialist advice and response in support of bariatric patients in partnership with Adult Social Care and EMAS.
 - iii. Animal and Technical Rope Rescue. We will provide both specialist animal and technical rope rescue capabilities to deal with specific risks within the County.
- d. Level 4 - National Response. The FRS has a vital role to play in providing a national resilience capability against risks such as chemical, biological, radiological or nuclear incidents, terrorist attacks or other major emergencies. Within Lincolnshire we will maintain an Urban Search and Rescue, High Volume Pumping and Mass Decontamination capability in support of this requirement³⁸. We will also continue to support a regional response to Detection Identification and Monitoring of potentially harmful substances through enhanced training of our Hazardous Materials Officers. These capabilities will also be used to support our local level 3 response when required.

³⁷ Service Level Agreement for the Co-responder scheme dated Sep 15.

³⁸ Dependent on government funding.

- e. Level 5 - International Response. We will provide support to the United Kingdom's International Search and Rescue (ISAR) capability on a voluntary basis. The mechanism for provision of this capability is outlined in a memorandum of understanding between the Department for International Development, the Home Office and CFA National Resilience.

37. Response Standards. We set response standards for our higher life risks as follows:

- a. Dwelling Fires and RTCs. Based on good practice and supporting evidence³⁹, balanced against the challenges of operating within a large rural county, our response capability is designed to support an average response time to dwelling fires of less than 10 minutes. The response time that can be expected for a given dwelling location in the County is indicated on the response map on our website⁴⁰. The map shows the areas that can be covered by a 10, 15 and 20 minute response by one of our fire engines and is the mechanism by which we measure our performance. The map is also used to indicate expected response times to RTCs.
- b. Co-responder. We have set a response standard for medical emergencies that are immediately life threatening⁴¹ of 8 minutes from the time of call on 75% of occasions. This standard applies to those incidents that are within an 8 minute turnout area of the co-responder station.

38. Weight of Attack. Ensuring our initial response is appropriate to the incident type, is sustainable and that firefighters can operate within safe systems of work is essential to our response capability. Our initial response is described within our Pre-Determined Attendance procedures which have been derived from operational experience, scenario planning and best practice. They are reviewed on a regular basis to reflect changes in risk and national guidance.

39. Scale and Concurrency. Historical analysis of incident types provides an indication of the scale and concurrency of incidents we attend. Based on this information we have assessed that, at any one time, we should plan to be able to respond to one large scale incident (9 plus fire engines), 1 medium scale incident (4 - 8 fire engines) and 4 small scale incidents (1 - 3 fire engines)⁴². In the event of spate⁴³, incidents exceeding 48 hours duration or the declaration of a major incident or emergency we would consider, where appropriate, requesting regional or national assistance.

40. Operational Risk Information. We recognise the importance of providing accurate and timely risk information to our operational crews. This process is overseen by our Operational Risk Information Group which ensures generic, site specific and community fire protection risk information is shared and disseminated as appropriate⁴⁴.

41. Operational Assurance. We regularly review our performance at operational incidents to identify good practice and areas for improvement. This information is

³⁹ ENTEC UK Ltd research data and other FRAs.

⁴⁰ Standard adopted following our IRMP consultation 2014/15.

⁴¹ Medical emergencies are classified as Red 1 (immediately life threatening and requiring a defibrillator) and Red 2 (immediately life threatening).

⁴² LFR ICS Concept paper dated Jun 15.

⁴³ Spate is when there is a larger number of incidents than usual ie widespread flooding

⁴⁴ Operational risk process detailed in Service Order 64.

used to amend policies and procedures where appropriate, inform training delivery or influence the design and purchase of new equipment.

42. Operational Doctrine. We will continue to review emerging operational concepts, practices and technology assessing its impact and potential for the Service. We recognise the benefits of the National Operational Guidance programme and will continue to update our operational procedures in line with the programme framework. We will also work to ensure our operational doctrine reflects the national Joint Emergency Services Interoperability Principles.

Resourcing Strategy

43. The aim of our resourcing strategy is to ensure the correct assets and resources are available, in a way which maximises value, to allow the Service to meet its aims and objectives and deliver its vision for future service provision in Lincolnshire. There are 3 elements to our resourcing strategy; financial planning, asset management and people planning.

Financial Planning

44. Our financial plan is based on the Lincolnshire County Council Medium Term Financial Plan which is informed by Central Government's Comprehensive Spending Review (CSR) programme. This aims to provide clarity on our financial parameters for the specified period. In the current climate the County Council have set a one year budget only which includes proposed savings for fire and rescue of 4.3%.

Year	Revenue⁴⁵	Capital
2016/17	£19.4m	£5.83m
2017/18	£18.6m	£3.0m
2018/19	£19.0m	£4.3m

Further budget reductions are anticipated in subsequent years. We will continue to review how best to minimise the impact of any proposed savings on service delivery.

Asset Management

45. Asset management focuses on managing the life cycle of infrastructure assets to achieve defined service level outcomes. The objective is to optimise the whole life business impact of costs, performance and risks of the Service's physical assets. It encompasses management, procurement, financial, customer, engineering and other business processes. Key elements of our Asset Management Plan are:

- a. Provision and maintenance of our vehicle fleet and operational equipment. The aim of our fleet management programme is to ensure all our operational equipment is appropriate, tested and fit for purpose. The way in which we manage our fleet to ensure robustness and value for money was revised in 2014 and the processes are now well embedded. We have an approved 13 year fleet capital programme⁴⁶ which includes funding for the replacement of around 30 new pumping appliances starting in 2018.

⁴⁵ Excludes fire revenue grants and other income.

⁴⁶ Fleet capital plan dated Jun 12.

- b. Provision, laundry and maintenance of our Personal Protective Equipment (PPE) and other clothing through a contracted out fully managed service renewable on a five yearly cycle. Our PPE was renewed in 2016.
- c. Provision and maintenance of our building stock. We will continue to review our building priorities as a result of current financial constraints and in order to support our service delivery model. Priorities for 2017 include completion of our new fire station at Sleaford and moving our headquarters to a shared Fire and Police headquarters at Nettleham in readiness for the redevelopment of our South Lincoln site into a Blue Light Campus⁴⁷. We will consider all opportunities to renew our stations through working in partnership with developers when they arise and will minimise the impact of our buildings and their use on the environment. We will also continue to work closely with other blue light services with a view to sharing facilities where it makes operational and economic sense to do so.
- d. Maintenance and development of our training site at Waddington to provide enhanced and realistic operational training facilities within the County. We will seek to further develop our commercial activities based at Waddington to lessen the impact of potential budget reductions.
- e. Maximisation of the use of information communication technology (ICT) to ensure we deliver the most effective service to our communities. Over the next 4 years we will continue to look at processes that can be improved through the use of ICT and implement ICT based solutions where appropriate.

People Planning

46. Our People Planning will reflect the Fire Professional Framework for the UK Fire and Rescue Sector⁴⁸, the Fire and Rescue Service Equality and Diversity Strategy 2008 - 2018⁴⁹, the Fire and Rescue People Strategy 2017/2022 and the LCC Workforce Plan 2016 & Beyond⁵⁰. It is our ambition that Lincolnshire Fire and Rescue is recognised as an employer of choice, who achieves its objectives by getting the best from its people. The key components of our people planning are:

- a. Operational Competence. We will continue to improve the level and quality of training our staff receive ensuring all staff receive regular training in accordance with our structured maintenance programme. We will ensure that all operational staff are assessed to Operator or Technician level against the National Occupational Standards appropriate to the role. We will also continue to develop and implement our electronic competence recording system.
- b. Outstanding Leadership. We will continue to develop our leadership and management development programmes including the implementation of the Core Progression Framework to build visionary, ambitious and effective leadership committed to delivering high-performing services.

⁴⁷ Lincolnshire Police, Lincolnshire Fire and Rescue, EMAS, the Police and Crime Commissioner and LCC - Blue Light Collaboration project.

⁴⁸ <http://fireprofessionalframework.co.uk>.

⁴⁹ DCLG published May 2008.

⁵⁰ LCC published August 2016.

- c. Professional Workforce. We want our staff to feel valued and enabled. We will continue to ensure our Service is managed and delivered in line with the Fire and Rescue Service National Core Values. We will continue to identify and develop key non-operational skills and knowledge through our Performance and Development Review process. We will further develop our Service values to address the wider cultural aspects of the Council Workforce Plan 2016 and Beyond.
- d. Organisational Excellence. We will address the workforce dimensions of organisational change to deliver citizen-focused and value for money services through the use of appropriate quality assurance tools including Peer Review and the FRS Equality and Diversity framework.
- e. Sustainable Workforce. We will ensure the Service is appropriately structured to meet the future demands of the Service. We will continue to take action to: recruit and retain the right workforce; address key future and occupational skill shortages; identify, develop and motivate talent; and ensure we have a process of fitness assessment and development to support operational personnel⁵¹. We will maintain our commitment to promote good employee relations and engagement, tackle any aspects of inequality in the workplace and develop a resilient organisation through programmes for change management.

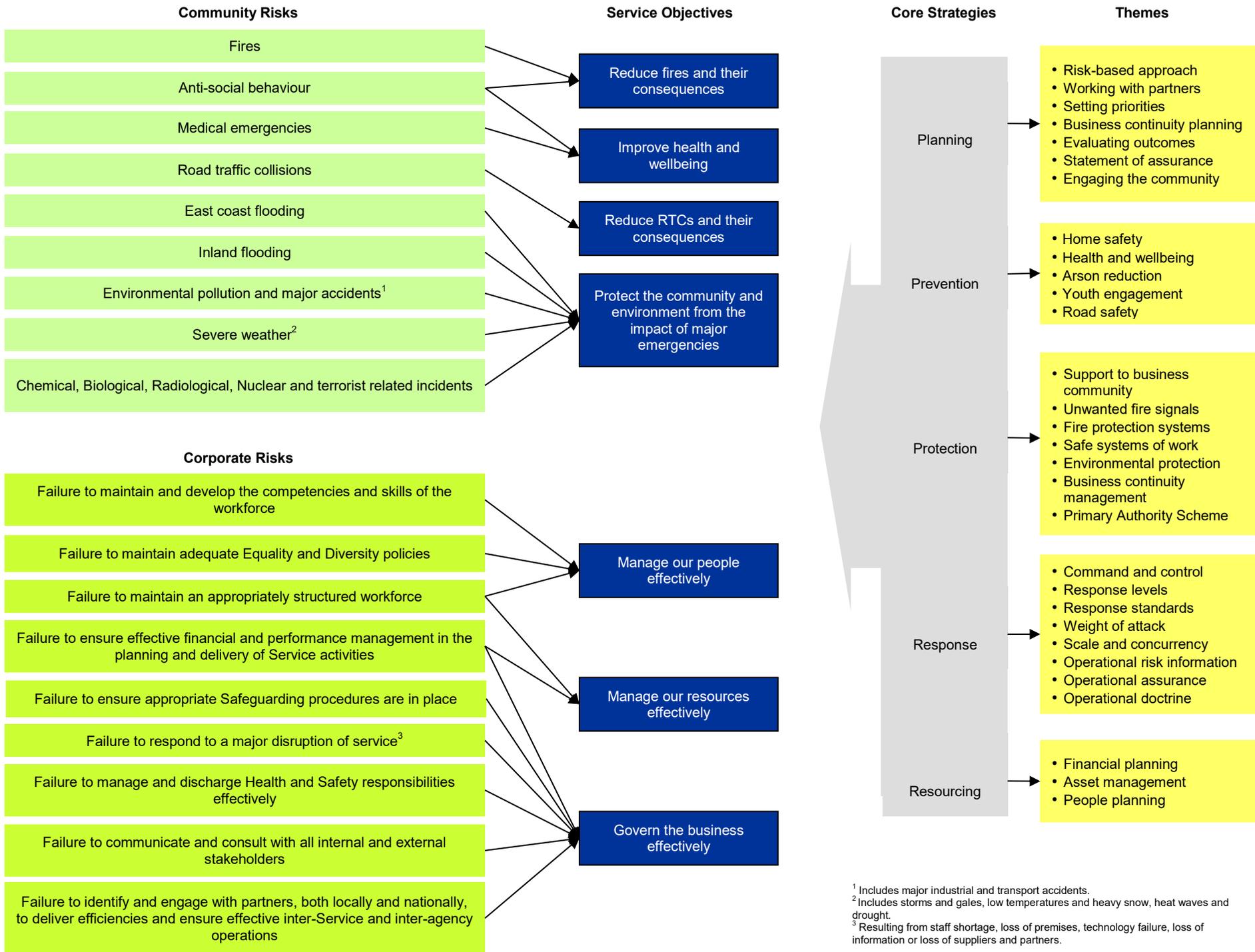
⁵¹ Addendum to the FRS National framework for England dated 2014.

Lincolnshire Fire and Rescue – a Vision for 2020

<p>Where we want to be (Our vision)</p>	<p>A Lincolnshire which is safe and in which Fire and Rescue plays a key role in helping everyone to find and enjoy the Lifestyle that suits them best</p>			
<p>What it looks like (the headlines)</p>	<p>Fewer people will have been killed or injured</p>	<p>Anti-social behaviour will have been reduced</p>	<p>The impact of environmental change on our community will have been reduced</p>	<p>Our partnerships will be effective and deliver value for money</p>
<p>How we know we're there (the difference)</p>	<p>The average number of deaths and injuries in fires has reduced by 30% from the 2005/10 baseline average</p>	<p>The average number of arson incidents has reduced by 30% from the 2005/10 baseline average</p>	<p>Our capability to respond to major emergencies, such as East coast flooding, is recognised as one of the best in the country</p>	<p>Our strategic partnerships deliver demonstrable improvements in the community and score 'Good' in our external assessment</p>
	<p>The average number of deaths and injuries in Road Traffic Collisions (RTC) has reduced by 40% from the 2005/09 baseline average¹</p>	<p>As part of the Lincolnshire Community Safety Partnership we have helped reduce the number of anti-social behaviour incidents compared with the 2005/10 baseline average²</p>	<p>Through the work of the Local Resilience Forum 80% of the community feel better prepared and informed about what to do in a major emergency</p>	<p>We have a network of local volunteers to conduct 25% of our Home Safety Checks</p>
	<p>We have helped reduced the impact of cardiovascular disease by increasing the number of occasions we render assistance at co-responder incidents by 10% compared with the 2005/10 baseline average</p>	<p>Our youth engagement work has influenced the behaviour of young people with an average of 70% of those attending our programmes since 2009/10 moving into employment, education or training</p>	<p>25% of our stations are considered to be energy efficient</p>	
<p>How we do things (Our values)</p>	<p>We value all our people by practicing and promoting...</p> <ul style="list-style-type: none"> • Fairness, respect and a willingness to forgive • Recognition of merit and acceptance of challenge • Honesty, integrity and mutual trust • Personal development and learning • Co-operative and inclusive working and empowering everyone to do their job • A positive attitude and remembering to have fun at work 	<p>We value diversity in the service and the community by...</p> <ul style="list-style-type: none"> • Treating everyone with dignity and respect • Being innovative, providing varying solutions for different needs and expectations • Promoting equality of opportunity in employment and progression within the Service • Challenging prejudice and discrimination and celebrating our differences 	<p>We value service to the community by...</p> <ul style="list-style-type: none"> • Working with all groups to reduce risks • By being committed and working together in unity • Treating everyone fairly and with respect • Being accountable to those we serve • Providing dynamic and effective Leadership 	<p>We value improvement at all levels of the Service by...</p> <ul style="list-style-type: none"> • Taking responsibility for our performance and celebrating our success • Being open-minded and visionary • Listening and responding to feedback positively • Considering criticism thoughtfully and learning from others • Consulting, communicating and engaging with others • Being courageous in all we do
<p>What we do (Our mission)</p>	<p>Make our communities safer, healthier and more resilient</p>			

¹ Aligned with Lincolnshire Road Safety Partnership target.

² As recorded by Lincolnshire police.



¹ Includes major industrial and transport accidents.
² Includes storms and gales, low temperatures and heavy snow, heat waves and drought.
³ Resulting from staff shortage, loss of premises, technology failure, loss of information or loss of suppliers and partners.