COMMUNITY LEADERSHIP SCRUTINY COMMITTEE

Thursday, 12 May 2016 6.00 pm. Alive Conference Centre, Newland, Lincoln

Membership: Councillors Karen Lee (Chair), Bob Bushell (Vice-Chair), Kathleen Brothwell, Chris Burke, Sue Burke, Gill Clayton-Hewson, Liz Maxwell and Edmund Strengiel

Substitute member(s): To be confirmed

Also in attendance: Peter Moore (Lincolnshire County Council), Nick Borrill (Lincolnshire Fire and Rescue), Councillor Fay Smith (City of Lincoln Council) and Robin Greaves

Officers attending: Becky Scott and Democratic Services

AGENDA

PLEASE NOTE: THIS MEETING IS OPEN TO THE PUBLIC TO ATTEND AND OBSERVE HOWEVER, ONLY THE EXTERNAL REPRESENTATIVES IDENTIFIED WITHIN THE AGENDA WILL BE ALLOWED TO SPEAK

SECTION A

1. Welcome and Introductions

The Chair, Councillor Lee, will provide a short introduction covering the following matters:

a. Welcome to external representatives, councillors and those attending.
b. Terms of Reference.
c. House Keeping.
d. Purpose of Meeting.

e. Order of proceedings/Time limits for verbal presentations.

This meeting will be considering the proposals as set out by Lincolnshire Fire and Rescue (LFR) in their Integrated Risk Management Planning Consultation Document and how this will affect key changes in service delivery. The committee will then agree a response on behalf of the Council. This will be made by the Executive Health and Environment Portfolio Holder.
2. **Confirmation of Minutes - 15 March 2016**

3. **Declarations of Interest**

   Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.

4. **Terms of Reference**

   Community Leadership Scrutiny Committees Terms of Reference have been attached for information.

5. **Proposed Fire and Rescue Changes to Service - Consultation**

   External representative have been given five minutes to put forward their views.

   - Peter Moore – Lincolnshire County Council’s Director of Resources and Community Safety.
   - Nick Borrill – Lincolnshire Fire and Rescue’s Acting Chief Fire Officer.
   - Robin Greave – Resident of Castle Ward.

6. **Question and Answer Session**

   Members of the Committee to discuss the implications of the proposals, and ask questions where appropriate in order to enable the Council to respond to the consultation process via the Executive member.

   **BREAK**

7. **Summary**

   The Legal and Democratic Services Manager will summarise the key findings and highlight main points that will be forwarded to the Executive Portfolio Holder for them to respond as appropriate to the consultation.

   **N.B There are no Section B items.**
Present: Councillor Karen Lee (in the Chair)

Councillors: Kathleen Brothwell, Sue Burke, Gill Clayton-Hewson, Jackie Kirk (substituted for Chris Burke), Liz Maxwell, Marika Riddick and Edmund Strengiel

Also in Attendance: Chief Superintendent Morrison and Councillor R Kirk

Apologies for Absence: Councillor Bob Bushell and Councillor Chris Burke

22. **Confirmation of Minutes - 26 January 2016**

RESOLVED that the minutes of the meeting held on 26 January 2016 be confirmed.

23. **Declarations of Interest**

No declarations of interest were received.

24. **Lincoln Anti-Poverty Strategy Annual Report**

Councillor R Kirk, Portfolio Holder for Social Inclusion and Community Cohesion presented the Lincoln Anti-Poverty Strategy Annual Report:

a. emphasised that the Lincoln Anti-Poverty strategy was being delivered through close partnership working

b. highlighted the impact of the Lincoln Anti-Poverty Strategy and the national recognition that it had received over the last 12 months

c. gave an overview of the Lincoln Against Poverty Steering Group and advised that partnership working was at the heart of the strategy

d. gave an overview of key achievements and outcomes over the last year:
   - The Lincoln Living Wage Campaign
   - The 2015 Helping Hand Summer Campaign
   - The 2015/16 Helping Hand Christmas Campaign
   - Bulk Energy Purchase Scheme
   - Support for Lincolnshire Credit Union
   - Review of Fair Debt Collection Policy
   - Employability Courses

e. outlined the key projects that assist with the preparations for Universal Credit and Welfare Reform that sit outside of the Anti-Poverty Strategy

f. advised that the Lincoln Against Poverty Workshop was held on 10th February 2016. Approximately 60 delegates from partner organisations attended to explore actions delivered to date and identified possible actions for 2016/17.

The Chair extended her thanks to James Wilkinson for all of his work on the Helping Hands Summer Campaign.
Members referred to the evidence base within the report and commented that it was encouraging to see some improvement on the levels of poverty. Simon Walters, Assistant Director of Strategic Development responded that the evidence suggested that poverty was affecting people in work as when they were coming off Job Seekers Allowance they were going into low paid jobs or part-time work.

Members further commented that they were concerned about fuel poverty and suggested a scheme similar to Nottingham City Councils Robin Hood energy scheme. Simon Walters advised that he was aware of Nottingham Councils Scheme and would be engaging with them after the scheme had been running for 12 months. He further advised that he would feed back to the committee on the scheme.

RESOLVED that the report be noted with thanks.

25. Welcome/ Introduction

The Chair opened the item by providing a short introduction; She

- welcomed Chief Superintendent Morrison from Lincolnshire Police, Scrutiny Committee Members and Officers
- summarised that the purpose of the meeting was to explore the responses to the city centre consultation where respondents raised concern with regards to issues such as begging, street drinking and use of other substances.

26. Verbal Overview by Chief Superintendent Morrison representing Lincolnshire Police

Chief Superintendent Morrison referred to his questionnaire that had been circulated to the committee and advised that he was happy to take any questions.

27. Question and Answer Session

Members asked questions of Chief Superintendent Morrison and he responded as follows:

Comment – Referred to question number 1 and expressed concern that the incidents of begging has increased since 2011.

Question – Can you identify the people that are begging?

Response – gave a breakdown of the individuals known to the police as follows:

- There were 8 beggars
- 2 of those 8 beggars were homeless
- 7 out of the 8 had a drug habit and 2 of those were engaged with Addaction
- 1 was alcohol dependent
- 1 had mental health issues
- 7 out of 8 have been convicted in court for begging

Question – Referred to question 4 and commented on the sanctions given for begging and asked if something more could be done?
Response – With regards to enforcement the sanctions given by the court were a fine or conditional discharge, more complex solutions were required to try and help people to engage with the agencies.

Question – Was there a better way for your Officers to target beggars and refer them to support agencies?

Response – Staff were trying to engage with these individuals but can always try harder to engage with them.

Comment – It was very hard to help people that did not want to be helped.

Officers asked questions of Chief Superintendent Morrison and he responded as follows:

Question – Do you support a targeted approach for example targeting patrols at key locations and times?

Response – It was something that staff were aware of and target their patrols as best they can.

Question – Could anymore be done by officers to address this issue?

Response – The primary job was to assist with calls for service. It could be something that could be looked at, instead of moving people on they could steer them towards help.

Could any more be done to brief response and patrol officers about seeking long term solutions?

Response – This is something that can be looked into.

Sam Barstow, PPASB Service Manager advised that there was a multi-agency group called SMRAC that had already been meeting and suggested that it could be a suitable forum to work together to find solutions and agree enforcement activities in relation to specific individuals.

Chief Superintendent Morrison responded that he would support the multi-agency group and collective working.

RESOLVED that the discussion be noted and fed into the final report.

28. **Summary**

Sam Barstow PPASB Service Manager summarised the key findings:

- The review had identified complex issues relating to begging.
- The group SMRAC would be trying to meet the needs identified during the review together with enforcement to address the issues.
- Public Health would engage with the process.
- The group has made a commitment to engage with clients that are difficult to engage with.

RESOLVED that the key findings be fed into the final report.
29. **Work Programme 2016/17**

Councillor Lee, the Chair

a. presented the Community Leadership Scrutiny Committee work programme for 2016/17

b. asked members to suggest topics for reviews for 2016/17

The committee discussed some of the key issues that had been identified from the review of the City Centre Management. The Chair suggested that a scope on Suicide rates be added to the work programme for the next meeting to find out if it was feasible to hold a review.

RESOLVED that the work programme be updated to add a scope on Suicide to the next meeting.
Purpose of the Committee:

1. To actively promote and strengthen the City of Lincoln Council’s community leadership role of speaking up for the people of Lincoln on any matters which affect their well being.

Terms of Reference:

1. To engage and consult with Lincoln residents to assist the Council in being fully aware of their issues, concerns and aspirations so these inform the policies and decision making of the Council, giving particular attention to the needs of disadvantaged groups.

2. To engage with all relevant stakeholders including all public, private and third sector organisations, seeking to promote effective partnerships for meeting the needs of the City.

3. To exercise the powers granted to the Council by Parliament for the scrutiny of the decisions of external organisations or groups whose decisions appear to have an impact on the people of the City of Lincoln and seek to influence these in the interests of local people.

4. To enhance the transparency of local decision making by enabling elected members to have the opportunity to hold service providers to account for their performance.

5. To scrutinise any emerging legislation which directly impacts on people in Lincoln, seeking to exert influence on behalf of local people.

6. To respond, in collaboration with the Council's Executive to any Government or other external consultation process ensuring that the Council's voice is heard on all matters affecting the well being of the City.

Membership:

1. The Committee will consist of 8 Elected Members.
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1. **Purpose of Report**

1.1 Community Leadership Scrutiny Committee are asked to provide their views and opinions on the proposed changes in order for a response to be made to the consultation process being undertaken by the Lincolnshire County Council.

2. **Executive Summary**

2.1 Lincolnshire Fire and Rescue (LFR) aim to seek the views and opinions of its stakeholders on any proposed key changes to service delivery. The Integrated Risk Management Planning (IRMP) consultation document outlines a number of proposed changes for 2016/17 seeking feedback as appropriate (attached as Appendix 1).

2.2 The consultation period started on the 1 March 2016 and is due to run until 16 May 2016.

2.3 The Community Leadership Scrutiny Committee’s Terms of Reference encompasses responding in collaboration with the Council’s Executive to any Government or other external consultation process ensuring that the Council’s voice is heard on all matters affecting the well-being of the city. In turn, each portfolio holder has the delegated power to respond or approve any response to any consultation by any national, regional or local government or other body, organisation or individual in accordance with Council policy (if any) relating to the subject matter of the consultation. As such, the Community Leadership Scrutiny Committee is requested to consider the information provided to it before making any recommendations to the relevant portfolio holder regarding the Integrated Risk Management Planning consultation.

3. **Background**

3.1 Members will be aware that many local authorities, including the City of Lincoln Council, face significant reductions in the funding provided to them from central government. Lincolnshire County Council has stated that it will need to find a further £130m in savings by 2018/19.

3.2 While members will be aware that fire and rescue is and will remain a high priority service, it is proposed that as a result of the scale of the overall savings required that further reductions in the Service’s budget would be necessary.
3.3 The potential savings target required to be met for Fire and Rescue services by 2018/19 therefore was 8% of its current budget which equates to £1.67m. Of this, £0.308m was to be saved in 2016/17 with the remaining savings delivered within the following 2 years.

3.4 In order to deliver these savings the Fire and Rescue Service has conducted an internal review to look at how the savings could be met while seeking to minimise the impact on service provision. A range of savings options have been considered resulting in the proposals outlined in the appendices and summarised below.

3.5 Having become aware of the ongoing consultation regarding these proposals, the Chair and Vice-Chair of the Community Leadership Scrutiny Committee requested that a meeting be arranged to consider the potential impact upon the proposed changes upon residents and business in Lincoln. While noting that all local authorities in Lincolnshire will be required to make reductions in expenditure, members will be keen to understand the proposals in further detail and the potential impact of the proposals upon the city.

4. Main Body of Report

4.1 In order to aid this discussion, 6 of the 7 proposals relevant to the City of Lincoln detailed in the Integrated Risk Management Plan (IRMP) Baseline Document 2016-2020 are reproduced below from paragraphs 4.3 - 4.9 Each of these proposals is being consulted upon and members are therefore requested to consider and discuss any views regarding the individual proposals and the overall impact these might have upon Lincoln if implemented.

4.2 Invitations to attend this meeting of the Community Leadership Scrutiny Committee have been issued to County Councillor Peter Robinson, Executive Councillor responsible for Fire and Rescue, Emergency Planning, Trading Standards, Equality and Diversity, Nick Borrill, Acting Chief Fire Officer of Lincolnshire Fire and Rescue, and Pete Moore, Director of Resources & Community Safety at the Lincolnshire County Council. An invitation was also issued to Ben Selby, the Chair of the Lincoln Fire Brigade Union and Matthew Corrigan, Chief Executive of Lincoln BIG. Unfortunately Mr Selby and Mr Corrigan are unable to attend the meeting however have been invited to submit written representations and will follow if submitted. In addition, Robin Greaves, a resident of Castle Ward, has been invited to offer views on behalf of the communities likely to be affected by these proposals.

4.3 Proposal 1 - IRMP Baseline Document 2016-2020

Each Fire and Rescue Authority is required to produce and publish an Integrated Risk Management Plan (IRMP), covering at least a 3 year time span. For Lincolnshire Fire and Rescue we refer to this plan as our IRMP Baseline Document. This document identifies risks to the community that the fire and rescue service, can do something about. It also outlines the key strategies that the fire and rescue service will adopt over the period to reduce those risks.

4.4 Proposal 2 - Potential Savings
The proposal to support anticipated savings is to change Lincoln South fire station from the shift duty system to the Lincolnshire Crewing System.

4.5 Proposal 3 - Reduce the Number of Rescue Support Units

There are currently 2 Rescue Support Units (RSU) serving the County. These vehicles are mobilised to provide additional support for more complex incidents including Breathing Apparatus, Chemical Decontamination and Road Traffic Collisions. Given the utilisation rate and the fact that some of the specialist equipment on the RSU is now available on front line fire engines, it is proposed that only one RSU is now required in the Service. The intent would be to locate the remaining RSU within the County to ensure maximum operational effectiveness.

4.6 Proposal 5 - Further Develop the Joint Ambulance Conveyance Project

Lincolnshire’s Joint Ambulance Conveyance Project (JACP) was designed to improve patient care through enhanced ambulance provision. This innovative joint project involving Lincolnshire Fire and Rescue, East Midlands Ambulance Service (EMAS) and Lincolnshire Integrated Voluntary Emergency Service (LIVES) has demonstrated how closer integration between partners can help improve services to the local community in a cost effective way. Given its success, and assuming appropriate funding can be identified, our proposal is that the JACP continues to operate from the 3 existing locations and is further expanded to 5 other fire stations around the County.

4.7 Proposal 6 - Introduce a cost recovery process for attendance to Unwanted Fire Signals

With an increase in the installation of automatic fire alarm and detection systems in commercial premises, there has also been an increase in the number of false alarms. The fire and rescue service have been taking steps to address this and actions taken so far have helped to reduce the number of false alarms attended. However, the figure remains relatively high and has started to rise again. This proposal aims to impose a burden to commercial properties where there are several repeat offences.

4.8 Proposal 7 - Service Priorities for 2016/17

This proposal suggests that the fire and rescue services operational and improvement priorities for 2016/17 should remain the same as the previous year:

Operational Priorities

- Reduce fires and their consequences
- Reduce road traffic collisions and their consequences
- Improve health and wellbeing

Improvement Priorities

- Ensure our Retained Duty System remains fit for purpose
- Continue to enhance the effectiveness of our collaborative working
Continue to develop our Information Communications Technology capability

5. Recommendation

5.1 That members consider the proposed changes to the operation of Fire and Rescue Services in Lincoln, focussing upon their potential impact upon the city.

5.2 That proposed responses be developed to the Integrated Risk Management Planning consultation and submitted for the consideration of the relevant portfolio holder to make such response as he or she considers appropriate.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? Appendix 1: Integrated Risk Management Planning Consultation Document
Appendix 3: Equality Impact Analysis

List of Background Papers: None

Lead Officer: Becky Scott, Legal and Democratic Services Manager
Telephone (01522) 873441
INTEGRATED RISK MANAGEMENT PLANNING

CONSULTATION DOCUMENT
2016 - 2017
INTEGRATED RISK MANAGEMENT PLANNING
CONSULTATION DOCUMENT FOR 2016/17

PART 1 - INTRODUCTION

This Consultation Document forms part of Lincolnshire Fire and Rescue’s overall Integrated Risk Management Planning (IRMP) process. It describes the progress we have made against the proposals included in the 2015/16 consultation document. It also provides an opportunity to comment on a number of new proposals which will have some impact on the way in which we deliver the service in the future. The Document is in 5 parts as follows:

- Part 1 - Introduction
- Part 2 - Background and context
- Part 3 - Progress against the 2015/16 proposals
- Part 4 - Proposals for 2016/17
- Part 5 - Feedback

We welcome any feedback on our proposals for 2016/17 which will be used to help prioritise our plans and ensure we can continue to deliver an effective service to the communities of Lincolnshire.

PART 2 – BACKGROUND AND CONTEXT

As part of the County Council, Lincolnshire Fire and Rescue is not immune to the financial challenges faced by Local Government and the public sector in particular. Notwithstanding the £129m savings already made by the Council over the last 4 years, it is expected the Council will have to find a further £130m by 2018/19. Although fire and rescue remains a high priority service, the scale of the overall savings required are such that further reductions in the Service’s budget will be necessary. While, due to the significant reductions in government funding and growing cost pressures the Council has only been able to set a one year budget, Lincolnshire Fire and Rescue is having to put plans in place now to meet its anticipated 3-year savings target.

In this context the potential savings target for fire and rescue by 2018/19 is 8% of its current budget which equates to £1.67m. Of this, £0.308m needs to be saved in 2016/17 with the remaining savings delivered within the following 2 years. In order to deliver this the Service has conducted a further internal review to look at how the savings could be met while minimising the impact on service provision. A range of savings options have been considered resulting in a number of proposals being identified. Those that will impact directly on the way in which we deliver the front line service are included as part of our IRMP consultation process and described in Part 4 of this document.

Despite the potential for reductions in service delivery in certain areas, it is vital that Lincolnshire Fire and Rescue remains innovative in its approach if it is to continue to deliver positive outcomes to the community. Working more collaboratively, focusing our efforts on those most at risk and looking at how fire and rescue can expand its role by supporting improved community health outcomes will remain core principles of that approach. And it is an approach which has enabled us to continue to ‘make Lincolnshire a safer place to live, work and visit’. Some of the key differences we made last year are highlighted in Part 3 below.

PART 3 - PROGRESS AGAINST THE 2015/16 PROPOSALS

As part of last year’s consultation we sought views on a number of proposals including a range of potential savings options. Following consideration of the consultation responses, a report was submitted to Lincolnshire County Council’s Executive in April 2015. The report recommendations were agreed and an implementation plan to deliver the changes subsequently developed.

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1 See IRMP Baseline Document 2013-2016.
Progress against each of the recommendations is shown below. Details of the original proposals are included in the 2015/16 consultation document.2

- **Savings Options**

  **Change Lincoln North fire station from the Shift Duty System to the Lincolnshire Crewing System.** The wholetime Shift Duty System at Lincoln North comprises 4 shifts of 5 firefighters. This allows the fire engine to mobilise with 4 firefighters and provide round-the-clock availability. This option involved changing to the Lincolnshire Crewing System comprising 2 shifts of 5 firefighters. It still means the fire engine mobilises with 4 wholetime firefighters round-the-clock; the key difference is that they provide on-call cover at night. The plan was for this change to take effect by summer 2016 and we are still on track to achieve this.

  **Reduce the number of Station Managers on the Flexible Duty System.** The Flexible Duty System (FDS) is a rota system which enables Lincolnshire Fire and Rescue to provide adequate supervision on the incident ground to meet the requirements of both health and safety and the national Fire and Rescue Service Incident Command System. The proposal was to reduce the number of Station Managers who undertake this duty from 20 to 16. This has now been completed.

  **Reduce the firefighter staffing level across the wholetime shift systems.** The intent was to implement this change from October 2015. However, due to a number of unforeseen circumstances the implementation has been delayed until March 2016.

- **Implementation of Alternative Crewing Arrangement for Retained Duty System Stations.** The Alternative Crewing Arrangement is used as a short term management tool to make best use of our resources at those (on-call) retained duty system stations which have difficulty in maintaining a crew of 4 firefighters over a sustained period. This proposal was for the Alternative Crewing Arrangement to be introduced, operating within specific guidelines, as core business. This has now been completed.

- **Introduction of a Revised Response Standard for Dwelling Fires and Road Traffic Collisions.** This proposal was to adopt a response standard based on the modelling of drive times and displaying the anticipated response times on a map. This has now been achieved. The map is available on our website3 and we routinely measure and report our performance against the standards, investigating any occasion where we have not met anticipated response targets.

- **Increase the number of Fire Stations which provide a Co-responder Service.** This proposal was to roll out our co-responder scheme to a further 5 fire stations around the County. This has now been completed and includes the stations at Donington, Mablethorpe, Saxilby, Skegness and Sleaford.

- **Service Priorities for 2015/16.** A summary of performance against our operational and improvement priorities to date is shown below. Further details around the activities supporting these priorities are included in our Service Plan which is available on the Lincolnshire Fire and Rescue website4.

  **Our Operational Priorities**

  - **Reduce fires and their consequences.** Between April and December 2015 we have seen a 12% increase in primary fires (equates to 93 incidents) compared to the same period the previous year, although the longer term trend remains positive. The total

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2 See IRMP Consultation Document 2015-16 for further details.
number of deaths caused by fire over the same period is slightly higher than the previous year although recorded fire injuries have reduced.

- **Reduce road traffic collisions and their consequences.** There have been 238 people killed or seriously injured on Lincolnshire’s roads between April and December 2015\(^5\). This represents a 12% reduction on the previous year (equates to 32 fewer people). This continues the longer term trend of reducing the numbers of people killed or seriously injured on our roads.

- **Improve health and wellbeing.** Between April and December 2015 we attended 3,314 co-responder incidents. Of those incidents attended, fire and rescue rendered assistance on 86% of occasions.

**Our Improvement Priorities**

- **Ensure our (on-call) Retained Duty System remains fit for purpose.** We have continued to engage with our (on-call) retained duty system workforce to understand the challenges faced by both the Service and staff. A number of enhancements have already been implemented as part of this project. The final report is due by the end of March.

- **Continue to enhance the effectiveness of our collaborative working.** Working in partnership we have increased by 5 the number of fire stations which provide an emergency medical response capability through our co-responder scheme. We have also successfully piloted a Joint Ambulance Conveyance Project providing 3 fire ambulances across the County. We have also undertaken work with the police and ambulance service to look at other potential ways in which we could work more collaboratively.

- **Continue to develop our Information Communications Technology capability to ensure it meets the needs of the Service.** We have seen increased functionality and wider usage of our Management Information System\(^6\) and its further implementation remains a priority. Our Future Control project, which is being delivered as part of a joint consortium, remains broadly on track.

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\(^5\) Figures are provisional.

\(^6\) Firewatch/Flosuite.
Proposal 1 - Agree new IRMP Baseline Document 2016 - 2020

Each Fire and Rescue Authority is required to produce and publish an Integrated Risk Management Plan (IRMP), covering at least a 3 year time span, in line with the Fire and Rescue National Framework for England7. For Lincolnshire Fire and Rescue we refer to this plan as our IRMP Baseline Document. This is a core document which identifies those risks to the community that we, as a fire and rescue service, can do something about. It also outlines the key strategies we will adopt over the period to reduce those risks. Our draft IRMP Baseline Document 2016-2020 is now available for comment on our website at http://www.lincolnshire.gov.uk/lfr. It forms part of our overall risk management planning process and provides the foundation on which to develop further detailed plans.

Our proposal is for our IRMP Baseline Document 2016 - 2020 to be introduced by June this year.

Proposal 2 – Savings Option

As described in Part 2, Lincolnshire Fire and Rescue has a savings target of £0.308m in 2016/17 and total anticipated savings of £1.67m over the next 3 years. It is proposed that around 60% of the total savings will be delivered through internal restructures, changes to the way in which we deliver our Control capability and the reduction of some of our prevention and operational support activities.

In order to find the remaining savings we have had to consider a number of potential measures which will have an impact on the way we deliver our front line service. Given the lead time to implement some of the potential options, we have to consult on these now. Other options will need to be considered in due course, and an appropriate consultation undertaken, once our final savings target has been confirmed. In defining these options the aim is to:

- minimise the impact on front line service delivery as far as possible
- maintain a balanced delivery of service across our 3 core areas of activity, namely: prevention, protection and response

The proposal we are consulting on this year to support anticipated savings is described below.

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<tr>
<th>Proposal</th>
<th>Change Lincoln South fire station from the Shift Duty System to the Lincolnshire Crewing System</th>
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<tr>
<td>Description of proposal</td>
<td>There are currently 2 fire engines based at Lincoln South fire station, the first being crewed by wholetime firefighters on the Shift Duty System, the second being crewed by (on-call) retained duty system firefighters. This proposal looks at changing the crewing arrangements of the wholetime fire engine only. The wholetime Shift Duty System at Lincoln South comprises 4 shifts of 6 firefighters with firefighters being available on the fire station 24 hours a day. This provides round-the-clock availability with an average mobilisation time during the day of 1 minute 18 seconds and 1 minute 20 seconds during the night8.</td>
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<td></td>
<td>This proposal would see the wholetime crew at Lincoln South moving onto the Lincolnshire Crewing System. This would comprise 2 shifts and a total of 11 firefighters with wholetime firefighters being available on the fire station during the day and available 'on call' within 5 minutes at night. It would still mean the fire engine is crewed with wholetime firefighters round-the-clock; the key difference is that they would be providing on-call cover at night. Suitable</td>
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8 This is the time it takes for the fire engine to be mobile to the incident. Based on 2014/15 response times.
accommodation would need to be provided to support this option. The Lincolnshire Crewing System is already in operation at 7 other stations around the County; this will increase to 8 later this year.

<table>
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<th>Impact on Service Delivery</th>
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| The main impact of this change would be an increase in mobilisation time from the fire station at night (between 1830 - 0730 hours) of around 2 minutes\(^9\). Over the last 3 years there has been an average of 41 dwelling fires a year in the Lincoln South station ground area. During this period a fire engine attended in less than 10 minutes on 88% of occasions. If this change had been in place a fire engine would have arrived in less than 10 minutes on 83% of occasions. Lincoln South attends on average 341 incidents a year during night time hours\(^10\). Of these around 35% are to fires, 1% to road traffic collisions, 12% to special service calls and 52% to false alarms. This change is likely to have only a marginal impact on the overall percentage of times a first fire engine is able to arrive within 10 minutes to a dwelling fire within the County\(^11\). A one-off capital cost would be required to provide appropriate accommodation. It is anticipated the reduction in firefighters would be managed through normal retirements and the filling of existing vacancies.

Proposal 3 - Reduce the Number of Rescue Support Units

At present we have 2 Rescue Support Units (RSU) serving the County. These vehicles are mobilised to provide additional support for more complex incidents including Breathing Apparatus, Chemical Decontamination and Road Traffic Collisions. The vehicles are currently located at our Grantham and Lincoln North fire stations. Over the last 2 years an RSU has been mobilised, on average, to 99 incidents a year. Of these, it was required to provide support to operations on just over 50% of occasions. Given the utilisation rate and the fact that some of the specialist equipment on the RSU is now available on front line fire engines\(^12\), it is considered that only one RSU is now required in the Service. This proposal would see the number of RSUs within the Service reduced to one. The intent would be to locate the remaining RSU within the County to ensure maximum operational effectiveness. The risk associated with this proposal is unlikely to be significant.

Proposal 4 - Permanently Relocate an Aerial Ladder Platform to Boston

In June 2013\(^13\) we replaced our 3 ageing Hydraulic Platforms with 2 Aerial Ladder Platforms (ALP). As part of that change it was agreed that one of the ALPs would be located at Lincoln South fire station with the second located at Boston during the winter and Skegness during the summer.

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\(^9\) The average mobilisation time is 3 minutes 25 seconds based on 2014/15 data from the 7 existing Lincolnshire Crewing Stations.

\(^10\) Based on the last 3 years data and between 1830 and 0730 hrs.

\(^11\) Based on 2014/15 response times to dwelling fires.

\(^12\) Example being the animal rescue equipment.

\(^13\) Further to IRMP consultation 2012/13.
During the period since the ALPs have been deployed in this configuration, they have been mobilised to 112 incidents. Of these they attended similar numbers of incidents in the Skegness\textsuperscript{14} and Boston\textsuperscript{15} areas.

Given that there is little evidence to support the perceived greater risk in the Skegness area during the summer months, this proposal would see the second ALP being permanently located at Boston. It is believed this will provide more equitable and improved geographical cover across the County. It would also reduce training costs as it would only be necessary to provide training to firefighters at 2 fire stations rather than the current 3.

**Proposal 5 - Further Develop the Joint Ambulance Conveyance Project**

The first ‘fire’ ambulance was despatched to a life-threatening emergency on 17th September 2014 as part of Lincolnshire’s Joint Ambulance Conveyance Project (JACP). Designed to improve patient care through enhanced ambulance provision, this innovative joint project involving Lincolnshire Fire and Rescue, East Midlands Ambulance Service (EMAS) and Lincolnshire Integrated Voluntary Emergency Service (LIVES) has demonstrated how closer integration between partners can help improve services to the local community in a cost effective way. The 12 month pilot, which has run from 3 fire stations around the County\textsuperscript{16}, has delivered significant benefits to a range of stakeholders including:

- Reduced patient transport times resulting in improved prognosis of those patients requiring speedy clinical intervention in hospital
- Increased availability of EMAS Dual Crewed Ambulances (DCA) enabling EMAS DCAs to attend more high acuity patients
- Provision of a cost effective method of meeting demand for the growing number of ambulance calls as the scheme builds on the existing fire co-responder infrastructure
- Improved patient care at the initial scene as a result of enhanced firefighter co-responder medical skills
- Strong support from service users with 95% of users rating the service as excellent or good
- Substantial returns of social value for the investment made which can be translated into real tangible financial savings
- Alignment with the national drive for closer collaboration between blue light services

Given its success and, assuming appropriate health funding can be identified, our proposal is that the JACP continues to operate from the 3 existing locations and is further expanded to 5 other fire stations around the County. The location of the additional fire stations would be selected on the basis of EMAS’ priorities and the availability of the (on-call) retained duty system firefighters to undertake this activity.

**Proposal 6 - Introduce a cost recovery process for attendance to Unwanted Fire Signals**

Over time there has been a sustained increase in the installation of automatic fire alarm and detection systems in both commercial and domestic premises. Whilst the increase in these systems is welcomed from a public safety point of view, the rise in false alarms they generate is not.

Many false alarms go unnoticed by the fire service as the person managing the premises takes appropriate action, resulting in the fire service not being notified. Where the false alarm is not appropriately managed and the fire service is called, either directly or through an automated system, this is known as an Unwanted Fire Signal (UwFS).

\textsuperscript{14} Alford, Louth, Mablethorpe, North Somercotes, Skegness, Spilsby, Wainfleet fire station areas.
\textsuperscript{15} Boston, Donington, Holbeach, Kirton, Leverton, Long Sutton, Spalding fire station areas.
\textsuperscript{16} Long Sutton, Woodhall Spa and Stamford.
We have been taking steps to address the problem of UwFS for many years and over that time our actions have helped to reduce the number of false alarms. However, the figure remains relatively high and has started to rise again.

Historically we have not been able to recover the costs incurred through attending UwFS. However, following changes to the Fire and Rescue Services Act\(^\text{17}\) this is now possible and we may now charge for attendance to UwFS at non-domestic premises where there is a persistent problem due to automatic fire alarm and detection systems having malfunctioned or been incorrectly installed.

We recognise that most businesses take their premise management responsibilities seriously and we do not wish to place any additional burden on those organisations. It is those which are responsible for repeated UwFS, and thereby impose a significant burden on the fire service, that this proposal aims to target. By way of example, last year 13% of UwFS received were caused by as few as 25 premises.

We have established that the cost of attending an UwFS is approximately £250 plus VAT (based on staffing, vehicle, fuel and administrative costs). This is favourable in comparison with other fire services currently charging for attendance at UwFS\(^\text{18}\).

Based on our proposed policy\(^\text{19}\), last year there were 77 attendances that we could have made a charge for. This would have supported us to recover over £19,000. While the main aim of this proposal is to deter businesses from generating repeated UwFS, any cost recovery would be used to help offset the impact of future budget reductions within the Service.

Our proposal is to recover some of the costs that we incur by attending UwFS through a charge that would be levied against repeat offenders. To reassure responsible businesses that this will not generate an additional burden, following a false alarm we will work with the business and advise them on how to reduce further UwFS. It will only be where we continue to attend UwFS and the business fails to take reasonable measures to prevent them that we will look toward levying a charge.

**Proposal 7 - Service Priorities for 2016/17**

Based on our key service drivers and our assessment of community risks, we believe our Service priorities for 2016/17 should remain the same as last year, namely:

**Operational Priorities**

- Reduce fires and their consequences
- Reduce road traffic collisions and their consequences
- Improve health and wellbeing

**Improvement Priorities**

- Ensure our Retained Duty System remains fit for purpose
- Continue to enhance the effectiveness of our collaborative working
- Continue to develop our Information Communications Technology capability

Our proposal is to continue with these Service priorities through 2016/17.

\(^{17}\) Section 18C of the Fire and Rescue Services Act 2004 as amended by the Localism Act 2011.

\(^{18}\) London Fire Brigade & West Yorkshire Fire & Rescue Service.

\(^{19}\) Draft Fire Safety Guidance Note 11.
PART 5 - FEEDBACK – WE WANT TO HEAR WHAT YOU THINK

We would welcome your feedback on any of the proposals described in Part 4 of this document. If you would like to provide feedback the easiest way to do this is by completing the electronic feedback form available at www.lincolnshire.gov.uk/lfr

Alternatively you can request a paper copy of the feedback form by contacting Lincolnshire Fire and Rescue at:

Knowledge and Information Manager
Lincolnshire Fire and Rescue
South Park Avenue
Lincolnshire
LN5 8EL
Telephone: 01522 582222

E-mail: communications@lincoln.fire-uk.org
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INTINTEGRATED RISK MANAGEMENT PLANNING
BASELINE DOCUMENT 3
2016 - 2020

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17. Strategies for Reducing Risk
   • Planning Strategy
   • Prevention Strategy
   • Protection Strategy
   • Response Strategy
   • Resourcing Strategy

Annex A   Lincolnshire Fire and Rescue - a Vision for 2020
Annex B   Summary of Key Risks and Strategies

Document Control

<table>
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<th>Version</th>
<th>Release Date</th>
<th>Comments</th>
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<tr>
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<td>Sep 15</td>
<td>Initial draft</td>
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<tr>
<td>1.2</td>
<td>Jan 16</td>
<td>Second draft</td>
</tr>
<tr>
<td>1.7</td>
<td>Feb 16</td>
<td>Final draft</td>
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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

<table>
<thead>
<tr>
<th>Planning Stages</th>
<th>Key Publications</th>
<th>Outline Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider key Service drivers</td>
<td>IRMP Baseline Document</td>
<td>• Refreshed every 3 years</td>
</tr>
<tr>
<td>Identify risks</td>
<td>IRMP Baseline Document</td>
<td>• Identifies key community and corporate risks</td>
</tr>
<tr>
<td>Analyse risks</td>
<td>IRMP Baseline Document</td>
<td>• Risk profiles produced for key risks based on key data sets</td>
</tr>
<tr>
<td>Develop strategies for</td>
<td>IRMP Baseline Document</td>
<td>• Outlines key strategies</td>
</tr>
<tr>
<td>mitigating risks</td>
<td>IRMP Annual Action Plan (Service Plan)</td>
<td></td>
</tr>
<tr>
<td>Develop detailed plans</td>
<td>IRMP Consultation Document</td>
<td></td>
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<tr>
<td>for delivering strategies</td>
<td>IRMP Consultation Document</td>
<td>• Enables stakeholders to influence key changes to service delivery</td>
</tr>
<tr>
<td>Consult on key changes</td>
<td>IRMP Consultation Document</td>
<td>• Updated annually</td>
</tr>
<tr>
<td>to service delivery</td>
<td>IRMP Consultation Document</td>
<td></td>
</tr>
<tr>
<td>Evaluate outcomes and</td>
<td>IRMP Consultation Document</td>
<td></td>
</tr>
<tr>
<td>overall process</td>
<td>IRMP Consultation Document</td>
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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.
THE COUNTY

6. Lincolnshire is the fourth largest county in England covering 5,921 square kilometres. The County is classified as one 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’.

7. Estimates for 2014 place the County population at 731,500, an increase of 8.8% since 2004. Current projections suggest the population will increase by 10% by 2027. Notwithstanding this, population density remains low with 124 people per square kilometre compared with an average for England of 417 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 2012 to 31% in 2037. The proportion of people over 75 years of age is predicted to increase by 101% over the same period. Further information about the County can be found on the Lincolnshire Research Observatory website.

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2 Further information on rural-urban classifications can be found at www.gov.uk.
3 See www.research-lincs.org.uk.
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:

<table>
<thead>
<tr>
<th>Key Driver</th>
<th>What it covers</th>
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<tbody>
<tr>
<td>Fire and Rescue Services Act 2004</td>
<td>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.</td>
</tr>
<tr>
<td>Fire and Rescue National Framework for England</td>
<td>Sets out the Government’s strategic priorities and objectives for the Fire and Rescue Service.</td>
</tr>
<tr>
<td>Regulatory Reform (Fire Safety) Order 2005</td>
<td>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.</td>
</tr>
<tr>
<td>Civil Contingencies Act 2004</td>
<td>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 under the direction of the Local Resilience Forum.</td>
</tr>
<tr>
<td>Fire and Rescue Services (Emergencies) (England) Order 2007</td>
<td>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 wrecks; use, on request, specialist CBRN or Urban Search and Rescue resources outside their own areas.</td>
</tr>
<tr>
<td>Cabinet Office National Risk Register of Civil Emergencies</td>
<td>Provides the public version of the Government’s assessment of the most significant emergencies that the UK could face over the next 5 years.</td>
</tr>
<tr>
<td>Lincolnshire County Council’s Business Plan</td>
<td>Sets out how the Council uses its resources to deliver its priorities.</td>
</tr>
<tr>
<td>Joint Health and Wellbeing Strategy for Lincolnshire 2013 - 2018</td>
<td>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.</td>
</tr>
<tr>
<td>Health and Safety at Work etc Act 1974</td>
<td>Places a duty on all employers to ensure, so far as it is reasonable practicable, the health, safety and welfare at work of all employers.</td>
</tr>
<tr>
<td>Fire and Rescue Equality and Diversity Strategy 2008 - 2018</td>
<td>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.</td>
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</table>

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

<table>
<thead>
<tr>
<th>Community Risks</th>
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</thead>
<tbody>
<tr>
<td>1. Fires</td>
</tr>
<tr>
<td>2. Road traffic collisions</td>
</tr>
<tr>
<td>3. Anti-social behaviour</td>
</tr>
<tr>
<td>4. East coast flooding</td>
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<tr>
<td>5. Inland flooding</td>
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<tr>
<td>6. Medical emergencies</td>
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<tr>
<td>7. Environmental pollution and major accidents</td>
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<tr>
<td>8. Severe weather</td>
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<tr>
<td>9. Chemical, Biological, Radiological, Nuclear and terrorist related incidents</td>
</tr>
</tbody>
</table>

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:

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

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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 the Fire Service Emergency Cover (FSEC) toolkit. 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 Mosaic 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 strategies. 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.

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10 Nationally developed computer based planning tool.
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 Framework. 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 independently. In helping to deliver our mission we will remain active members of the Lincolnshire Community Safety Partnership and continue to support the work of the Children and Young People’s Strategic Partnership and the Health and Wellbeing Board. 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 register 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 Board and to Members at

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14 See Service Order 53 - Partnerships.
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 our annual 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 also report on the progress we have made against any proposals from the previous year’s consultation.

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 departments\(^{18}\). We are committed, working in partnership, to ensuring people are as safe as possible

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\(^{18}\) The Royal Society for the Prevention of Accidents (ROSPA) webpage.
in their homes and will continue to educate and inform them how to minimise the risks\textsuperscript{19}.

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 Statement\textsuperscript{20} 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 Strategy\textsuperscript{21}, 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 year\textsuperscript{22}. In Lincolnshire, arson accounted for 25\% of all fire calls within the County in 2015\textsuperscript{23}.

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 People\textsuperscript{24} and the strategic outcomes agreed by Lincolnshire’s Children and Young People’s Strategic Partnership (CYPSP)\textsuperscript{25} both of which aim to ensure our children and

\textsuperscript{19} CFOA Home Safety Strategy 2013-16.
\textsuperscript{20} www.england.nhs.uk
\textsuperscript{21} CFOA Health Strategy 2015-19 - Fire and Rescue Services as a Health Asset.
\textsuperscript{22} DCLG - The economic cost of fire: estimates for 2008 - Fire Research Report 3/2011
\textsuperscript{23} 2014 calendar year.
\textsuperscript{24} CFOA Guidance Note - Working with Children and Young People 2014.
\textsuperscript{25} CYPSP Children & Young People’s Plan 2013 - 2016.
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 programmes to support young people back into employment, education or training 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 2014 there were 42 people killed and 355 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 strategy, 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 policy, 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 buildings are targeted according to risk.

b. Unwanted Fire Signals (UwFS). 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 calls are filtered prior to an appliance being mobilised in line with our current

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26 Lincolnshire Road Safety Strategy 2015 - 2025.
29 An UwFS is a false alarm from an Automatic Fire Alarm system that has been passed through to the fire and rescue service.
policy. We will maintain our close working relationships with the ‘responsible person’ for premises identified as being repeat offenders.

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 Protection.** 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 Management.** Almost 1 in 5 businesses suffer a major disruption every year and 80% of those go out of business within 18 months. 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. 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

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30 CFOA Policy for the Reduction of False Alarms and Unwanted Fire Signals dated Sep 08.
31 CLG IRMP Policy Guidance: Environmental Protection dated Aug 08.
33 British Insurance Brokers Association.
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 command.

   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 operator level in order to support this capability.

   b. **Level 2 - Technician Response**. Our level 2 response capability provides additional technical support to incidents as required. This is provided by firefighters trained to technician level operating from our wholetime fire stations.

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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 resuscitation\(^37\). 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 requirement\(^38\). 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.

e. **Level 5 - International Response.** We will provide support to the United Kingdom’s International Search and Rescue (ISAR) capability on a voluntary basis.

\(^{37}\) Service Level Agreement for the Co-responder scheme dated Sep 15.

\(^{38}\) Dependent on government funding.
basis. The mechanism for provision of this capability is outlined in a memorandum of understanding between the Department for International Development, the Department for Communities and Local Government and CFOA 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 evidence\(^39\), 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 website\(^40\). 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 threatening\(^41\) 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 spate\(^43\), 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 appropriate\(^44\).

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%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue 45</th>
<th>Capital 45</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>£19.4m (tbc)</td>
<td>£5.83m (tbc)</td>
</tr>
<tr>
<td>2017/18</td>
<td>tbc</td>
<td>tbc</td>
</tr>
<tr>
<td>2018/19</td>
<td>tbc</td>
<td>tbc</td>
</tr>
</tbody>
</table>

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 programme 46 which includes funding for the replacement of around 30 new pumping appliances starting in 2018.

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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 is due for renewal 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 2016 include the building of a new fire station at Sleaford and completion of accommodation at Lincoln North fire station. 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 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 Sector\(^{47}\), the Fire and Rescue Service Equality and Diversity Strategy 2008 - 2018\(^{48}\) and the LCC People Strategy 2012 - 2015\(^{49}\). 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. Over the next 4 years we will aim to have a workforce that demonstrates:

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.

c. **Professionalism.** 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

\(^{47}\) [http://fireprofessionalframework.co.uk](http://fireprofessionalframework.co.uk)
\(^{48}\) DCLG published May 2008
\(^{49}\) LCC published August 2012
and Development Review process. We will further develop our Service values to address the wider cultural aspects of the LCC ‘People Make it Happen’ initiative.

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 Investment in People, Peer Review and the FRS Equality and Diversity framework.

e. **Sustainability.** 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 personnel\(^5\). 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.

\(^5\) Addendum to the FRS National framework for England dated 2014.
### Lincolnshire Fire and Rescue – a Vision for 2020

<table>
<thead>
<tr>
<th>Where we want to be (Our vision)</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What it looks like (the headlines)</strong></td>
<td><strong>How we know we’re there (the difference)</strong></td>
</tr>
<tr>
<td>Fewer people will have been killed or injured</td>
<td>The average number of deaths and injuries in fires has reduced by 30% from the 2005/10 baseline average</td>
</tr>
<tr>
<td>Anti-social behaviour will have been reduced</td>
<td>The average number of arson incidents has reduced by 30% from the 2005/10 baseline average</td>
</tr>
<tr>
<td>The impact of environmental change on our community will have been reduced</td>
<td>Our capability to respond to major emergencies, such as East coast flooding, is recognised as one of the best in the country</td>
</tr>
<tr>
<td>Our partnerships will be effective and deliver value for money</td>
<td>Our strategic partnerships deliver demonstrable improvements in the community and score ‘Good’ in our external assessment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How we do things (Our values)</th>
<th>Make our communities safer, healthier and more resilient</th>
</tr>
</thead>
<tbody>
<tr>
<td>We value all our people by practicing and promoting...</td>
<td></td>
</tr>
<tr>
<td>• Fairness, respect and a willingness to forgive</td>
<td></td>
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<tr>
<td>• Recognition of merit and acceptance of challenge</td>
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<tr>
<td>• Honesty, integrity and mutual trust</td>
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<tr>
<td>• Personal development and learning</td>
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<tr>
<td>• Co-operative and inclusive working and empowering everyone to do their job</td>
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<tr>
<td>• A positive attitude and remembering to have fun at work</td>
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<tr>
<td>We value diversity in the service and the community by...</td>
<td></td>
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<tr>
<td>• Treating everyone with dignity and respect</td>
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<tr>
<td>• Being innovative, providing varying solutions for different needs and expectations</td>
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<tr>
<td>• Promoting equality of opportunity in employment and progression within the Service</td>
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<tr>
<td>• Challenging prejudice and discrimination and celebrating our differences</td>
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<tr>
<td>We value service to the community by...</td>
<td></td>
</tr>
<tr>
<td>• Working with all groups to reduce risks</td>
<td></td>
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<tr>
<td>• By being committed and working together in unity</td>
<td></td>
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<tr>
<td>• Treating everyone fairly and with respect</td>
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<tr>
<td>• Being accountable to those we serve</td>
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<tr>
<td>• Providing dynamic and effective Leadership</td>
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<tr>
<td>We value improvement at all levels of the Service by...</td>
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<tr>
<td>• Taking responsibility for our performance and celebrating our success</td>
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<tr>
<td>• Being open-minded and visionary</td>
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<tr>
<td>• Listening and responding to feedback positively</td>
<td></td>
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<tr>
<td>• Considering criticism thoughtfully and learning from others</td>
<td></td>
</tr>
<tr>
<td>• Consulting, communicating and engaging with others</td>
<td></td>
</tr>
<tr>
<td>• Being courageous in all we do</td>
<td></td>
</tr>
</tbody>
</table>

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*1 Assumed with Lincolnshire Road Safety Partnership target.  
2 As recorded by Lincolnshire police.*
### Community Risks

<table>
<thead>
<tr>
<th>Chemical, Biological, Radiological, Nuclear and terrorist related incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fires</td>
</tr>
<tr>
<td>Anti-social behaviour</td>
</tr>
<tr>
<td>Medical emergencies</td>
</tr>
<tr>
<td>Road traffic collisions</td>
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<tr>
<td>East coast flooding</td>
</tr>
<tr>
<td>Inland flooding</td>
</tr>
<tr>
<td>Environmental pollution and major accidents&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>Severe weather&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

### Corporate Risks

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

### Service Objectives

- Reduce fires and their consequences
- Improve health and wellbeing
- Reduce RTCs and their consequences
- Protect the community and environment from the impact of major emergencies
- Manage our people effectively
- Manage our resources effectively
- Govern the business effectively

### Core Strategies

**Planning**
- Risk-based approach
- Working with partners
- Setting priorities
- Business continuity planning
- Evaluating outcomes
- Statement of assurance
- Engaging the community

**Prevention**
- Home safety
- Health and wellbeing
- Arson reduction
- Youth engagement
- Road safety

**Protection**
- Support to business community
- Unwanted fire signals
- Fire protection systems
- Safe systems of work
- Environmental protection
- Business continuity management
- Primary Authority Scheme

**Response**
- Command and control
- Response levels
- Response standards
- Weight of attack
- Scale and concurrency
- Operational risk information
- Operational assurance
- Operational doctrine

**Resourcing**
- Financial planning
- Asset management
- People planning

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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.
Equality Impact Analysis to enable informed decisions

The purpose of this document is to:
I. help decision makers fulfil their duties under the Equality Act 2010 and
II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form
This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

**Please make sure you read the information below so that you understand what is required under the Equality Act 2010**

Equality Act 2010
The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics
The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010
Section 149 requires a public authority to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

**Decision makers duty under the Act**
Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

(i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
(ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
(iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
(iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

**Conducting an Impact Analysis**

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

**The Lead Officer responsibility**

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

**Summary of findings**

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.
Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?
The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” "Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.
You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.
<table>
<thead>
<tr>
<th>Title of the policy / project / service being considered</th>
<th>Lincolnshire Fire &amp; Rescue Integrated Risk Management Planning Consultation Document 2016/17</th>
<th>Person / people completing analysis</th>
<th>Lincolnshire Fire and Rescue Senior Management Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Area</td>
<td>Lincolnshire Fire &amp; Rescue</td>
<td>Lead Officer</td>
<td>John Cook</td>
</tr>
<tr>
<td>Who is the decision maker?</td>
<td>Lincolnshire Fire &amp; Rescue Service Management Board</td>
<td>How was the Equality Impact Analysis undertaken?</td>
<td>Discussions with Senior Management Team &amp; HR Advisors, early discussions with FBU</td>
</tr>
<tr>
<td>Date of meeting when decision will be made</td>
<td>07/06/2016</td>
<td>Version control</td>
<td>0.3</td>
</tr>
<tr>
<td>Is this proposed change to an existing policy/service/project or is it new?</td>
<td>Existing policy/service/project</td>
<td>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</td>
<td>Directly delivered</td>
</tr>
<tr>
<td>Describe the proposed change</td>
<td>The IRMP consultation document provides an opportunity for stakeholders to comment on any proposed changes to service delivery. The main proposals for consultation for 2016/17 are:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• IRMP Baseline Document 2016-2020</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Potential Savings Options</td>
<td></td>
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<tr>
<td></td>
<td>• Reduce the Number of Rescue Support Units</td>
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<tr>
<td></td>
<td>• Permanently Relocate an Aerial Ladder Platform to Boston</td>
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<td></td>
<td>• Further Develop the Joint Ambulance Conveyance Project</td>
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<td></td>
<td>• Initiate a cost recovery process for attendance to Unwanted Fire Signals</td>
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</tr>
<tr>
<td></td>
<td>• Service priorities for 2015/16</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Evidencing the impacts
In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes
When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment
The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: http://www.research-lincs.org.uk If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles
You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the Council's website. As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.
Positive impacts
The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state ‘no positive impact’.

<table>
<thead>
<tr>
<th>Protected Characteristic</th>
<th>Positive Impacts</th>
</tr>
</thead>
</table>
| Age                           | - We believe our proposal to permanently relocate an Aerial Ladder Platform to Boston will provide more equitable and improved geographical cover across the County which will support mobilising of this specialist vehicle to assist where necessary with rescues for older persons with mobility issues.  
- We believe our proposal, subject to funding, to continue with our Joint Ambulance Conveyance Project at 3 existing locations and expand this to 5 other fire stations around the County will offer a positive impact to almost all age groups by reducing patient transport times which results in improved prognosis of those patients requiring speedy clinical intervention in hospital. It will also offer a positive impact to all age groups by securing increased availability of ambulances to those requiring assistance. |
| Disability                    | - We believe our proposal to permanently relocate an Aerial Ladder Platform to Boston will provide more equitable and improved geographical cover across the County which will support mobilising of this specialist vehicle to assist where necessary with rescues for disabled persons.  
- We believe our proposal, subject to funding, to continue with our Joint Ambulance Conveyance Project at 3 existing locations and expand this to 5 other fire stations around the County will offer a positive impact to almost all age groups by reducing patient transport times which results in improved prognosis of those patients requiring speedy clinical intervention in hospital. It will also offer a positive impact to all disability groups by securing increased availability of ambulances to those requiring assistance. |
| Gender reassignment           | No gender reassignment specific positive impact                                                                                                    |
| Marriage and civil partnership| No marriage & civil partnership specific positive impact                                                                                          |
| Pregnancy and maternity       | - We believe our proposal to permanently relocate an Aerial Ladder Platform to Boston will provide more equitable and improved geographical cover across the County which will support mobilising of this specialist vehicle to assist where necessary with rescues for pregnant women.  
- We believe our proposal, subject to funding, to continue with our Joint Ambulance Conveyance Project at 3 existing locations and expand this to 5 other fire stations around the County will offer a positive impact to almost all age groups by reducing patient transport times which results in improved prognosis of those patients requiring speedy clinical intervention in hospital. It will also offer a positive impact to all disability groups by securing increased availability of ambulances to those requiring assistance. |
to almost all age groups by reducing patient transport times which results in improved prognosis of those patients requiring speedy clinical intervention in hospital. It will also offer a positive impact to pregnant women by securing increased availability of ambulances to those requiring assistance.

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Positive Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>No race specific positive impact</td>
</tr>
<tr>
<td>Religion or belief</td>
<td>No religion or belief specific positive impact</td>
</tr>
<tr>
<td>Sex</td>
<td>No sex specific positive impact</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>No sexual orientation specific positive impact</td>
</tr>
</tbody>
</table>

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.
- We believe our proposal to permanently relocate an Aerial Ladder Platform to Boston will provide more equitable and improved geographical cover across the County which will support mobilising of this specialist vehicle to assist where necessary for all groups regardless of protected characteristics, there would be an additional positive impact in the Boston area given that the ALP would be stationed there permanently.
- We believe our proposal, subject to funding, to continue with our Joint Ambulance Conveyance Project at 3 existing locations and expand this to 5 other fire stations around the County will offer a positive impact to almost all age groups by reducing patient transport times which results in improved prognosis of those patients requiring speedy clinical intervention in hospital. It will also offer a positive impact to all groups by securing increased availability of ambulances to those requiring assistance regardless of protected characteristics.
- We believe that our proposal to Introduce a cost recovery process for attendance to Unwanted Fire Signals will have a positive impact to all groups regardless of protected characteristics by offering an improvement in the availability of fire engines to attend real emergencies and any costs recovered offsetting the impact of future budget reductions.
### Adverse/negative impacts
You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.
If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

### Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

#### Age
- Our potential savings options proposal may increase our response times to incidents from Lincoln South fire station between 1830 - 0730 hours by around 2 minutes. Any increased risk will be offset through our fire prevention activities which are focused on the most vulnerable people.
- Our potential savings options proposal which would see the WDS fire engine at our Lincoln South fire station change from the Shift duty system to the Lincolnshire Crewing duty system, would leave no alternative duty system for our wholetime firefighters. This may have a negative impact on some firefighters with carer responsibilities due to the requirement to live locally whilst on duty, we will consider alternative posts and flexible working where possible to offset this impact.
- Our proposal to permanently relocate an aerial ladder platform to Boston may increase response times in the Skegness area during the summer months. Any increased risk will be offset through our fire prevention activities which are focused on improving the safety of the most vulnerable people in their homes and our fire protection activities which focus on safety of occupants in sleeping risk premises such as hospitals, hotels, boarding houses and residential care.
- Our proposal to continue with and further develop the Joint Ambulance Conveyance Project could have a negative impact on the response times of some of our fire engines if there is insufficient fire crew available to crew both fire engine and ambulance, evidence suggests that this occurs on few occasions. Any additional risk will be offset through our fire prevention, protection and road safety activities.

#### Disability
- Our potential savings options proposal would increase our response times to incidents from Lincoln South fire station between 1830 - 0730 hours by around 2 minutes. Any increased risk will be offset through our fire prevention activities which are focused on the most vulnerable people.
- Our proposal to permanently relocate an aerial ladder platform to Boston may increase response times in the Skegness area during the summer months. Any increased risk will be offset through our fire prevention activities which are focused on improving the safety of the most vulnerable people in their homes and our fire protection activities which focus on safety of occupants in sleeping risk premises such as hospitals, hotels, boarding houses and residential care.
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender reassignment</td>
<td>No gender reassignment specific negative impact.</td>
</tr>
<tr>
<td>Marriage and civil partnership</td>
<td>No marriage and civil partnership specific negative impact.</td>
</tr>
<tr>
<td>Pregnancy and maternity</td>
<td>No pregnancy and maternity specific negative impact.</td>
</tr>
<tr>
<td>Race</td>
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</tr>
<tr>
<td>Religion or belief</td>
<td>No religion or belief specific negative impact.</td>
</tr>
<tr>
<td>Sex</td>
<td>No sex specific negative impact.</td>
</tr>
</tbody>
</table>

activities which are focused on the most vulnerable people in their homes and our fire protection activities which focus on safety of occupants in sleeping risk premises such as hospitals, hotels, boarding houses and residential care.

- Our proposal to continue with and further develop the Joint Ambulance Conveyance Project could have a negative impact on the response times of some of our fire engines if there is insufficient fire crew available to crew both fire engine and ambulance, evidence suggests that this occurs on few occasions. Any additional risk will be offset through our fire prevention and fire protection activities.
Sexual orientation

| Sexual orientation | Sexually orientation specific negative impact. |

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

- Our potential savings options proposal which would see the WDS fire engine at our Lincoln South fire station change from the Shift duty system to the Lincolnshire Crewing duty system, would leave no alternative duty system for our wholetime firefighters. This may have a negative impact on some firefighters regardless of protected characteristics due to the requirement to live locally whilst on duty, given the location of Lincoln South fire station and the requirement to live within a specified distance from the fire station whilst on duty a negative impact may exist if no suitable housing is available within the specified area. To offset this impact we will plan to provide suitable and good quality accommodation for firefighters to utilise whilst on duty, which will allow them to continue to live in a location of their choice whilst off duty.
- Our potential savings options proposal would increase our response times to incidents from Lincoln South fire station between 1830 - 0730 hours by around 2 minutes. Any increased risk will be offset through our fire prevention activities which are focused on the most vulnerable people.
- Our proposal to permanently relocate an aerial ladder platform to Boston may increase response times in the Skegness area during the summer months. Any increased risk will be offset through our fire prevention activities which are focused on the most vulnerable people in their homes and our fire protection activities which focus on safety of occupants in sleeping risk premises such as hospitals, hotels, boarding houses and residential care.
- Our proposal to continue with and further develop the Joint Ambulance Conveyance Project could have a negative impact on the response times of some of our fire engines if there is insufficient fire crew available to crew both fire engine and ambulance, evidence suggests that this occurs on few occasions. Any additional risk will be offset through our fire prevention and fire protection activities.
Stakeholders

Stakeholders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders).

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk.

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

<table>
<thead>
<tr>
<th>Objective(s) of the EIA consultation/engagement activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>22/10/15 Meeting with Serco Organisation Development Adviser to ensure appropriate knowledge and skills to complete a suitable and sufficient EIA</td>
</tr>
<tr>
<td>18/2/16 CFO &amp; DCFO consulted</td>
</tr>
<tr>
<td>18/2/16 LCC Community Engagement team consulted</td>
</tr>
<tr>
<td>19/2/16 Area Managers consulted</td>
</tr>
<tr>
<td>Protected Characteristic</td>
</tr>
<tr>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Age</td>
</tr>
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</tr>
<tr>
<td>-----</td>
</tr>
<tr>
<td>Sexual orientation</td>
</tr>
</tbody>
</table>

**Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?**

The purpose is to make sure you have got the perspective of all the protected characteristics.

**Yes**

**Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?**

We are actively consulting on the proposed changes and will note any feedback received which could impact on this EIA. If we need to obtain better perspective from any of the protected characteristics we will engage further with them prior to any implementation.
## Actions required
Include any actions identified in this analysis for on-going monitoring of impacts.

<table>
<thead>
<tr>
<th>Actions required</th>
<th>Action</th>
<th>Lead officer</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review comments received during and once the consultation has ended</td>
<td>John Cook</td>
<td>1 March 2016 – 16 May 2016</td>
<td></td>
</tr>
</tbody>
</table>

**Signed off by**
John Cook  
Assistant Chief Fire Officer  
Lincolnshire Fire & Rescue

**Date**
29/02/2016