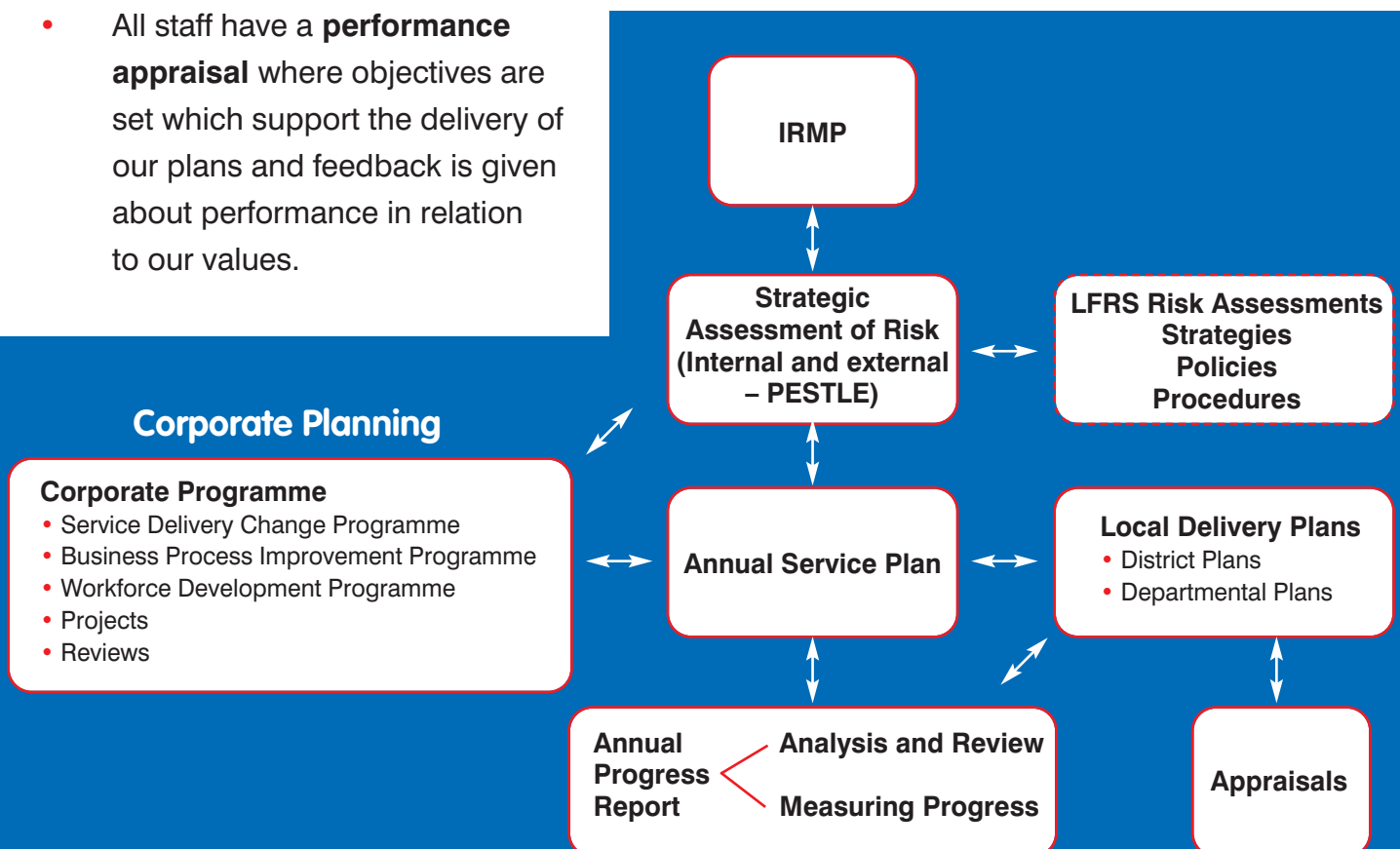


Our Integrated Risk Management Plan 2017-22 (IRMP)

- Our **Integrated Risk Management Plan (IRMP)** is our five year plan which sets out the direction of the Service and our strategic objectives. You can find the full plan on our website.
- It is informed by consideration of a **strategic assessment of risk** which assesses the internal and external operating environment for factors that will impact on our ability to deliver effective services to our diverse communities. We update the strategic assessment of risk every year and this is also available on our website.
- Our **IRMP** describes our aim, our priorities, our equality objectives and our values. These are our fundamental beliefs and the building blocks of all that we do as an organisation and as members of staff.
- Our **Annual Service Plan** details the activities we will undertake in the year to deliver the strategy we set in our IRMP. The most important of these activities are managed by the Service Management Team through the **Corporate Programme**.
- **Local Delivery Plans** (departmental and district plans) detail activity which further supports the delivery of our strategy but which is led by local teams.
- All staff have a **performance appraisal** where objectives are set which support the delivery of our plans and feedback is given about performance in relation to our values.



Our aim – what we're here for:

Making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities.

This is more extensive than simply responding to fires and other emergencies. We use our skills, experience and resources to make people safer in much broader terms across life's stages: helping people to start safe; live safe; age safe and be safe on our roads.

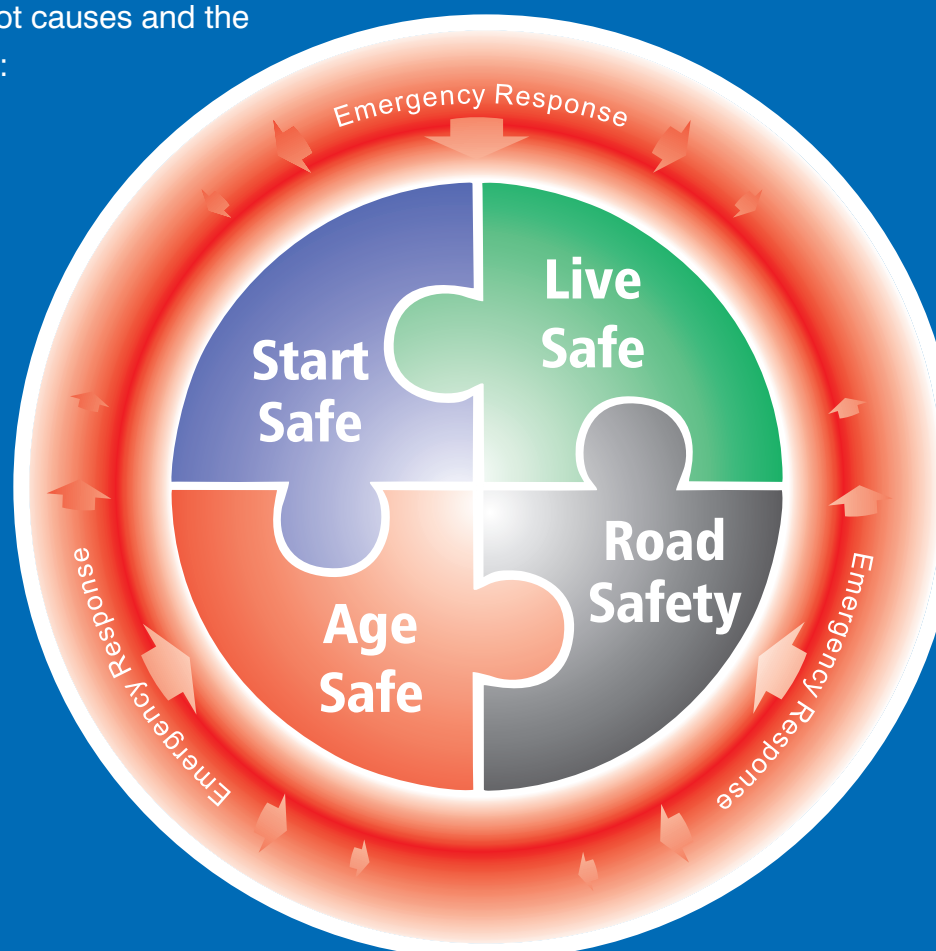
Our approach to making Lancashire safer

Our approach integrates how we prevent and protect people in these life stages with ensuring that when an emergency happens we respond quickly and competently with the right resources.

Risk is dynamic. Fire disproportionately affects certain demographic groups, and whilst the cause is often generic, it is the underlying aspects associated with the individual that is the root cause of the fire.

We therefore focus on these potential root causes and the people who are most vulnerable to them:

- Those living alone;
- Those with health issues;
- Drug and/or alcohol use;
- Those with impaired mobility;
- Those affected by socio-economic deprivation or poor housekeeping.



Our equality objectives – what we are doing to recognise diversity and promote inclusivity

We can only provide an effective service to our communities if we recognise and understand the diversity within our communities and enable our workforce to meet their needs and concerns within an inclusive organisation. Within our IRMP we have set ourselves the following equality objectives:

Our communities:

- Support local businesses to reduce the risk of fire and remain compliant within fire safety legislation.
- Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire.
- Develop and deliver a prevention service targeting our most vulnerable communities.

Our workforce:

- Promote equality in our workforce policies and workforce practices.
- Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities.

Equality, diversity and inclusion policy – some definitions

Equality

We recognise that equality is not about treating people the same but about fairness, respect and giving people an equal and fair opportunity to fulfil their potential.

Diversity

We recognise, value and take account of people's differences, backgrounds, knowledge, skills and experiences.

Inclusion

We positively strive to meet the needs of different people, taking deliberate action to create an environment where everyone feels respected and able to achieve their full potential.

Our values – what we believe in

Our values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other. We use them every day to influence how we work to achieve our priorities and guide the professional behaviours we expect of our staff which we manage through our performance appraisal.

STRIVE – WE DO OUR BEST AND MAKE EVERY EFFORT TO MAKE LANCASHIRE SAFER

S Making Lancashire safer is the most important thing we do.

SERVICE

T We trust the people we work with.

TRUST

R We respect each other.

RESPECT

I We do what we say we will do.

INTEGRITY

V We actively listen to others.

VALUED

E We contribute to decisions and improvements.

EMPOWERED

Our priorities – what we do

Our priorities are the things we think are the most important to helping us achieve our aim of making Lancashire safer and our IRMP describes our ambitions in each priority. We focus our resources on these priorities and in our IRMP we outline the key ways we aim to achieve them. These are further developed each year into specific actions which are set out every year in our Annual Service Plan.

- **Preventing** fires and other emergencies from happening.
- **Protecting** people and property when fires happen.
- **Responding** to fire and other emergencies quickly and competently.
- **Valuing** our people so that they can focus on making Lancashire safer.
- **Delivering** value for money in how we use our resources.

Preventing fires and other emergencies from happening

We will seek to prevent fires and other emergencies such as road traffic collisions, flooding, wildfire and search and rescue activities, from happening in the first place as we believe this is the best way to make Lancashire safer. We focus our efforts on helping people start safe, live safe, age safe and use our roads safely; targeting our resources at those most vulnerable.



Our ambitions:

- Seek to continue to reduce the number and impact of fire to our diverse communities.
- Bring about positive change in people's behaviours to improve their safety.
- Educate the children and young people of Lancashire in fire safety awareness.
- Reduce the number of people killed and seriously injured on our roads.

Protecting people and property when fires happen

We will reduce regulatory burden by supporting local businesses to help them reduce fire risk and remain compliant with fire safety legislation (Regulatory Reform (Fire Safety) Order 2005) and will lead effective enforcement activity where businesses fail to commit to fire safety.



Our ambitions:

- Reducing risk in buildings both for the public and our firefighters.
- Reduce the regulatory burden by supporting local businesses to reduce the risk of fire and remain compliant with fire safety legislation.
- Work with our partners to continue to reduce the number of fires caused by arson.

Responding to fire and other emergencies quickly and competently

We seek to deliver high standards of operational response. We prepare and plan for emergencies so that when an emergency happens and we have to respond, we do it quickly, with the right training, the right information and the right equipment to deal with the incident effectively and safely.



Our ambitions:

- Work with our partners to deliver collaborative response opportunities.
- Prepare and plan for emergencies so that when they occur we respond effectively and safely whilst minimising the impact to the environment.
- Learn from incidents to be better prepared and respond to future emergencies.
- Ensure we provide an effective response to fire and other emergencies at all times.
- Ensure our crewing arrangements are fit for purpose to meet the risk levels of the community.
- Ensure our firefighters are equipped with the best possible risk information whilst responding to incidents.
- Research, develop and adapt firefighting techniques and procedures to strengthen our capabilities and improve safety.



Valuing our people so they can focus on making Lancashire safer

To be successful at making Lancashire safer we seek to develop a confident, vibrant and inclusive culture where there is a shared awareness, understanding of and commitment to our aim; our direction of travel and our values and behaviours.



Our ambitions:

Our organisational development plan will help us develop this organisational culture, where:

- Delivering a safer Lancashire is our top priority.
- Our STRIVE values and behaviours are understood and practised.
- Staff are respected when they express their point of view without fear of retribution or blame.
- Line managers actively listen and decision-making is transparent.
- Staff are positive about their work and the organisation.
- Staff at the lowest level are empowered to act and make decisions.
- Staff are willing and able to respond to the changing nature of role and environment in which it operates.
- Physical and mental health and wellbeing is promoted to help improve personal resilience.
- Our workforce becomes more diverse at recruitment and throughout all levels and is highly skilled and trained.

Delivering value for money in how we use our resources

We aim to use our resources efficiently and effectively to provide the best possible, resilient fire and rescue service for the people of Lancashire.



Our ambitions:

- To produce a balanced budget which provides resources matched to the level of risk in order to deliver our Service's aim, priorities and values.
- Ensure that our resources mean that we can be in the right place at the right time, with staff that are equipped with the right skills, equipment and training to respond to any emergency that we are called upon to attend.

Our Progress

The Combined Fire Authority sets us challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success meeting our priorities. Performance against these KPIs is scrutinised every quarter at the Performance Committee. At the end of the year the Service produces a Performance Report.

