

**CHARNWOOD COMMUNITY SAFETY PARTNERSHIP  
THURSDAY, 12TH OCTOBER 2023  
COMMITTEE ROOM 1, CHARNWOOD BOROUGH COUNCIL OFFICES  
AGENDA**

1 APOLOGIES (Chair)

2 MINUTES (Chair)

To approve the minutes of the meeting of the Community Safety Partnership on 13th July 2023, attached at **page 3**.

3 ACTION LOG (Chair)

To review actions from the previous meeting, attached at **page 11**.

4 2023/24 PERFORMANCE (Insp Dave Stokes)

5 2023/26 CSP PLAN - UPDATE (Insp Dave Stokes/Guiseppe Vassallo)

**Strategic Priority 1:** Safeguarding Communities from Violent Offences (Insp Dave Stokes). **To follow.**

**Strategic Priority 2:** To Reduce Harm Caused by Youth ASB and Youth crime (Guiseppe Vassallo), report attached at **page 12**.

**Strategic Priority 3:** To Reduce Criminal Exploitation (Insp Dave Stokes). **To follow.**

6 PSA RECOMMENDATIONS FOLLOW UP (Insp Dave Stokes)

An update on the progress of the 2023 Partnership Strategic Assessment recommendations, attached at **page 23**.

7 PROBATION SERVICE COMMUNITY PAYBACK STAKEHOLDER CONSULTATION (Chair)

To enable the Chair to feedback on the response provided to the Probation Service Community Payback Consultation.

8 PARTNER UPDATES

Updates from partners on matters affecting the Charnwood area, attached at **page 24**.

9 ANY OTHER BUSINESS (Chair)

10 FORWARD PROGRAMME (Chair)

A report to enable the Partnership to consider and manage its forward programme of work, attached at **page 80**.

Upcoming meetings;

18th January 2024 (2pm – 4pm)  
18th April 2024 (10am – 12pm)  
Summer meeting – to be scheduled  
24th October 2024 (10am – 12pm)

**CHARNWOOD COMMUNITY SAFETY PARTNERSHIP  
THURSDAY, 13 JULY 2023  
COMMITTEE ROOM 1, CHARNWOOD BOROUGH COUNCIL OFFICES  
MINUTES**

<b>Present:</b>	Councillor Liz Blackshaw	Charnwood Borough Council
	Inspector David Stokes (NPA Commander and Vice-Chair)	Leicestershire Police
	Jenny Ardley	Loughborough University
	Peter Singleton	Turning Point
	Zoe Heath	Leicestershire County Council (Resilience)
	Maddie Clay	Leicestershire Probation
	Ioni Ashford	Loughborough BID
	James O'Connell	OPCC
	Karey Summers	Charnwood Borough Council
	Gareth Harvey	Charnwood Borough Council
	Giuseppe Vassallo	Charnwood Borough Council
	Allison Fadesco	Charnwood Borough Council
	Andrew Staton	Charnwood Borough Council
	Claire Westrup	Charnwood Borough Council
	Sally Watson (minutes)	Charnwood Borough Council

1 APPOINTMENT OF CHAIR

The new Chair of the Community Safety Partnership, Councillor Liz Blackshaw (Lead Member for Communities and Neighbourhoods) was introduced to the group.

Following this, the Chair took over the meeting.

The new Head of Regulatory and Community Safety at Charnwood Borough Council, Gareth Harvey, introduced himself to the group.

2 APPOINTMENT OF VICE-CHAIR

It was agreed that Inspector David Stokes be appointed Vice-Chair of the committee for the Council year 2023-24.

3 APOLOGIES

Apologies for absence were received from the following:

Nicola Streets	OPCC
Grace Strong	Violence Reduction Network
Tim McCabe	Charnwood Borough Council
Rob Kitson	Leicestershire Fire and Rescue Service
Ant Dales	Loughborough University
Sarah Whannell	Falcon Centre
Sarah Lewis	LLR integrated Care Board
Jo Hewitt	Leicestershire County Council (Public Health)

Shauna Atkins (Deputy NPA Leicestershire Police  
Commander)

Anita Chavda

Gino Harris

Leicestershire County Council (Community Safety)

Leicestershire County Council (Resilience)

4 MINUTES

The minutes of the meeting held on 20th April 2023 were approved.

5 ACTION LOG

The action log, paused since January 2023, was reviewed and updates were provided as follows;

**COMMUNITY SAFETY PARTNERSHIP  
ACTION LOG**

<b>Meeting Date</b>	<b>Action</b>	<b>Complete By</b>
260123 Item 04	<p>Andy Thomas look at creating a more suitable action logging method, associated with strategies, risk and threat outside of the meeting.</p> <p><i>Following the departure of Andy Thomas, Gareth Harvey, Head of Regulatory and Community Safety at Charnwood Borough Council, stated that he felt the previous method of recording actions was suitable for the group. The group agreed to continue to use this method of action monitoring and would revisit this if there were any issues highlighted in future meetings.</i></p>	<p>Andy Thomas</p> <p style="text-align: center;"><i>Close</i></p>
260123 Item 05	<p>Amendments made to the CSP Terms of Reference as follows;</p> <ul style="list-style-type: none"> <li>• Delegated authority be given to the Chair and Vice-Chair of the CSP to enable amendments to the Terms of Reference where required.</li> <li>• The 'Charnwood Community Safety Partnership Membership and Voting' table should be amended to state that the Director of Customer Experience was a core member, as opposed to the Director of Housing and Wellbeing.</li> <li>• The 'Overarching Aim' be amended to read 'to deliver enhanced partnership working, collaboration and collective problem solving to create safer communities'.</li> </ul> <p><i>This action was complete.</i></p>	<p>Vicky Brackenbury</p> <p style="text-align: center;"><i>Close</i></p>
260123 Item 07	<p>Andy Thomas contact Gurjit Samra-Rai to organise attendance from Charnwood at the Harm to Hope group.</p> <p><i>Gareth Harvey stated that he would follow this up.</i></p>	<p>Andy Thomas</p> <p style="text-align: center;"><i>Reassigned to Gareth Harvey</i></p>
260123 Item 08	<p>Andy Thomas consider new and effective ways to process Community Triggers in line with legislation.</p> <p><i>Gareth Harvey was new in post and had not been involved in previous discussions around Community Triggers. Tim McCabe had been working on Community Triggers processes and Gareth Harvey agreed to liaise with Tim McCabe and update at the next meeting.</i></p>	<p>Andy Thomas</p> <p style="text-align: center;"><i>Reassigned to Gareth Harvey/Tim McCabe</i></p>

## 6 2023/24 PERFORMANCE

A presentation detailing Charnwood performance figures was provided. The following summarises the discussion:

- i. The following crime types had increased in comparison to the same period in 2022/23; total crime (+2.9%), burglary – business and community (+1.4%), theft of motor vehicle (+10.3%), shoplifting (+38.6%), cycle theft (+16.7%), violence against the person with injury (+22.8%).
- ii. The following crime types had decreased in comparison to the same period in 2022/23; burglary – residential (-15.6%), theft from motor vehicle (-16%), robbery (-36%), Sentinel reports for anti-social behaviour incidents (-19%).
- iii. It was highlighted that burglary – residential and robbery were the types of crimes which caused higher rates of fear in the community. It was acknowledged that although these crime types had significantly decreased over the past year, there was a need to reduce incidents further. The Police were using a target-hardening approach to reduce these types of crime.
- iv. The increase in crimes associated with burglary – business and community and shoplifting was partly due to the current social climate, and also due to the impact of the Drugs Strategy in place. There had been a substantial amount of work undertaken to decrease the presence of drugs in the community. As a result, drug prices had increased and more crimes of these types, which could generate money, were being committed. The Police were using a target-hardening approach and were education business owners on ways to better secure their premises against these types of crime.
- v. The Police were looking at a cocooning in the Loughborough University student community areas for the start of the new academic term. Cocooning was a target-hardening approach whereby education and information was provided in specific, high-risk areas.
- vi. The Police were using a target-hardening approach to reduce theft from motor vehicles, including increasing the presence of police on the streets during the hours in which these offences most commonly took place. This crime type had been reduced to pre-pandemic levels and it was highlighted that the reduction in this crime was a fundamental achievement, given the recent issues associated with the pandemic and the cost of living.
- vii. Charnwood Borough Council were providing Civil Powers training to Police Officers to try to increase and encourage use. It was confirmed that a probation order would usually mirror a civil order, and that if the probation order was breached then the individual would be returned to prison. Licensing conditions would not usually include an exclusion zone around shops, unless there was a civil order in place which referred to this.

- viii. Some of the businesses within the Loughborough BID area were participating in an unofficial exclusion order scheme. This was not a legal enforcement scheme and relied on individuals adhering to the scheme. The Loughborough BID was also working with businesses to encourage them to assess their own strategies in order to deter shoplifters.
- ix. There was a requirement for more target hardening around cycle thefts and it was acknowledged that more partnership working between the Police and Loughborough University would be advantageous in reducing cycle thefts. Loughborough University were encouraging staff members to liaise with students to ensure they were aware of the risk of cycle thefts in an attempt at target hardening.
- x. The increase in crimes classed as 'violence against the person with injury' was partly due to changes in crime recording. It was also due to the increase in work to encourage domestic violence crime reporting.
- xi. The decline in Sentinel reports had been the result of intensive work to reduce anti-social behaviour, including through the Safer Streets project. Despite the reduction in Sentinel reports of crime, members of the community had been actively encouraged to report crimes through official channels, indicating that the reduction was due to fewer crimes being committed.

**AGREED** that the information be noted.

## 7 ADOPTION OF THE COMMUNITY SAFETY PARTNERSHIP PLAN 2023-26

**AGREED** that following consultation, the CSP Plan 2023-26 be ratified.

## 8 CSP STRATEGIC OBJECTIVES 2023-26 UPDATE

8a. Safeguarding communities from abuse and violent offences.

8b. To reduce harm caused by youth ASB youth crime.

8c. To reduce criminal exploitation.

The following summarises the discussion:

- i. Giuseppe Vassallo was praised for his work in trauma informed approaches, and it was highlighted that the work was exceptional and added substantial benefit to the community.
- ii. County Lines within the Charnwood area had significantly reduced, and it was recognised that further work was required in order to continue to reduce this. Crime associated with County Lines caused significant vulnerability and a large amount of anti-social behaviour. The work of

the partnership was vital in addressing the vulnerability of the individuals affected by County Lines crime.

**AGREED** that the information be noted.

## 9 PARTNER UPDATES

A number of update reports from partners were provided. The following summarises the discussion on the reports circulated and also the verbal updates from partners:

- i. There was a fire safety walk around the Bell Foundry estate planned for Tuesday 18th July 2023. The walk was hosted by the OPCC and would involve demonstrations from Leicestershire Fire and Rescue Service. Partners were invited to attend the event.
- ii. It was highlighted that it would be beneficial for more exercises and training events to be delivered by the Leicestershire Resilience Forum.
- iii. A written update from Sarah Whannell (Falcon Support Services) was communicated to the group. The update stated that anti-social behaviour and drug use continued to be a problem for the Falcon Centre and that staff were reporting incidents. There had been no complaints from the medical practice and incidents had been de-escalated before affecting the wider community. It was possible that the funding for the Falcon Centre may be cut in April 2024. A survey had been sent out and it was requested that partners completed this, and attended planned consultations if they were able to. Finally, the update referred to two new Street Recovery Workers in Charnwood, which had been recruited using OPCC funding. The existing Recovery Worker was receiving some positive outcomes.

**AGREED** that the information be noted.

## 10 BASIC WATER RESCUE TRAINING

Rob Kitson of Leicestershire Fire and Rescue Service provided a written update on the Basic Water Rescue training provided by the service. The following summarises the written update and the discussion:

- i. A Water Safety video presentation, which was compiled by our Community Safety department went out to 104 schools across Leicester, Leicestershire & Rutland on 22nd June 2023, with the recommendation to be shown to all pupils from Year 7-13.
- ii. The Waterside Responder Scheme was backed by the RNLI who had delivered training to several Leicestershire Fire and Rescue Service personnel. The scheme offered basic water rescue training to employees of businesses with areas of water adjacent to their business. Various locations were currently being explored within



Charnwood, with the Moorings Public House in Barrow upon Soar being one such location.

- iii. World Drowning Prevention Day was 25th July 2023. Leicestershire Fire and Rescue Service planned to utilise social media to highlight the dangers of water and give water safety advice.
- iv. The Arson Reduction initiative within the schools and colleges proved problematic due to limited personnel and the difficulty with access to the school's busy timetables. An alternative solution would be identified for the new school year, which would possibly be similar to the Water Rescue video approach, enabling schools and colleges to deliver the video at a convenient time.
- v. There had been a significant reduction in deliberate fires in the first quarter of the year compared to last year (50% reduction). This reflects on the good work that Giuseppe Vassallo and others had undertaken on anti-social behaviour, and some of the work Leicestershire Fire and Rescue Service had done to deliver the Arson Reduction presentation.
- vi. There was a Flood Warden event taking place on 16th September 2023 at Leicestershire County Council. Partners were invited to invite delegates if required.
- vii. The Leicestershire Resilience Forum were working with the Environment Agency and the Canal and River Trust to warn and inform the public on water safety.
- viii. There was an online session on Summer Risks, delivered by the Leicestershire Resilience Forum. This included information on heat, swimming in quarries and other topics associated with summer risks and hot weather. This presentation was available to partners, and a further session was being planned on Winter Risks.

**AGREED** that the information be noted.

## 11 ANY OTHER BUSINESS

- i. There was no information available at the meeting on claiming further OPCC grant funding for the Safer Streets project. James O'Connell agreed to inquire about this and contact Giuseppe Vassallo outside of the meeting.

**AGREED** that James O'Connell inquire about claiming further OPCC funding for the Safer Streets project and contact Giuseppe Vassallo as soon as possible.

## 12 FORWARD PROGRAMME

A report to enable the Partnership to consider and manage its forward programme of work was provided.

The forward programme of work was noted.

Upcoming meetings;

12th October 2023 at 10am

<b>COMMUNITY SAFETY PARTNERSHIP ACTION LOG</b>		
<b>Meeting Date</b>	<b>Action</b>	<b>Complete By</b>
260123 Item 07	<p>Andy Thomas contact Gurjit Samra-Rai to organise attendance from Charnwood at the Harm to Hope group.</p> <p><i>Gareth Harvey stated that he would follow this up.</i></p>	<p>Andy Thomas</p> <p><i>Reassigned to Gareth Harvey</i></p>
260123 Item 08	<p>Andy Thomas consider new and effective ways to process Community Triggers in line with legislation.</p> <p><i>Gareth Harvey was new in post and had not been involved in previous discussions around Community Triggers. Tim McCabe had been working on Community Triggers processes and Gareth Harvey agreed to liaise with Tim McCabe and update at the next meeting.</i></p>	<p>Andy Thomas</p> <p><i>Reassigned to Gareth Harvey/Tim McCabe</i></p>
130723 Item 11	<p>James O'Connell inquire about claiming further OPCC funding for the Safer Streets project and contact Giuseppe Vassallo as soon as possible.</p>	<p>James O'Connell</p>



<b>Organisation</b>	Charnwood Borough Council	<b>Author</b>	Giuseppe Vassallo and Phil Martindale	<b>Date</b>	28/09/2023
<b>Subject Title</b>	Reducing the harm caused by Youth ASB and Youth Crime				
<b>Summary</b> <i>(Purpose, background &amp; context for the report update)</i>	<p><b>Priority 2 - Charnwood CSP Plan, 2023-2026</b></p> <p>Charnwood CSP has set out what will we aim to achieve under priority 2 (Charnwood CSP, 2023-2026).</p> <p>To meet those aims, Charnwood CSP is identifying vulnerable and repeat locations via intelligence analysis shared in Joint Action Groups including the Youth Joint Action Group(YJAG) and Safer Streets Project. The Safer Streets Project Officer is proactively reviewing and responding to Police Problem Management Plans (PMPs) at the earliest opportunity, providing consultation and sharing information to resolve location-based issues.</p> <p>Repeat and vulnerable victims are identified and risk assessed at an early stage and appropriate risk mitigation is put in place through 6-weekly Youth Joint Action Groups and other meetings to collaborate with local partners and identify sustainable solutions to tackle entrenched issues.</p> <p>Through the YJAG, a range of enforcement powers are utilised, and high-risk situations are managed collaboratively through court or legal restrictions where necessary, in partnership with Early Help, Including the Youth and Justice Team, where possible.</p> <p>Diversions activities to deter and prevent young people from becoming perpetrators of Youth ASB and Youth Crime are in place through the Safer Streets project and OPCC-funded projects. Working in collaboration with local delivery partners including Go Getta, who specialise in detached street-based youth work, group work and one-to-one mentoring to change the trajectory of young people at risk of negative outcomes.</p> <p>We are pleased to share that Go Getta were awarded Community Organisation of the Year, in September at <a href="#">the BBC Radio Leicester Make a Difference Awards 2023</a>, in recognition of their work to mentor young people, youth group delivery and youth support in the town centre.</p> <p>The CSP is currently working with OPCC to initiate more sports based activities through Leicester City FC and Charnwood Borough Council Sports and Active Recreation Team.</p> <p>Charnwood CSP plan states that progress will be measured by:</p> <ul style="list-style-type: none"> <li>• Number of interventions taken against young perpetrators of ASB under the LLR ASB Incremental process</li> <li>• Number of successful Anti-Social Behaviour Contracts (ABCs) completed without a breach</li> <li>• Number of young people who attend and complete diversionary activities</li> </ul>				

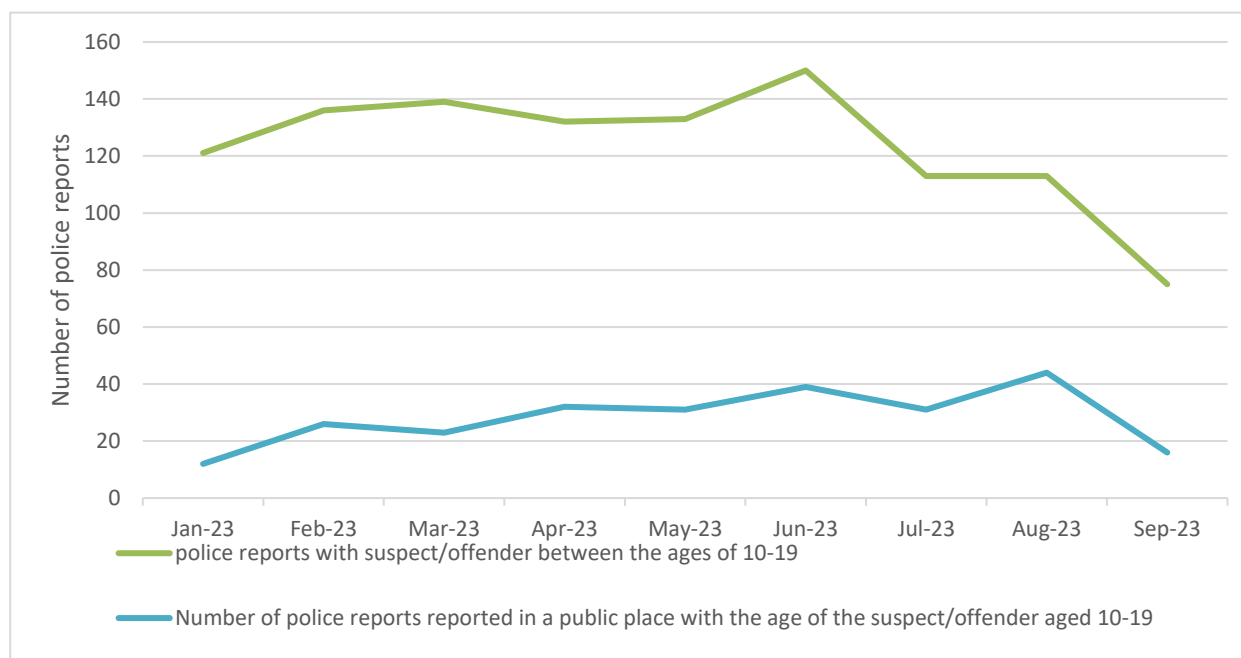


- Number of Community Trigger activations highlighting Youth ASB as an aggravating factor
- Reduction in Serious Acquisitive Crime Offences

In Q2 the CSP have eight Youth Related ASB records recorded on Sentinel where the young person has been issued with either verbal or written advice. This is one record fewer than the previous quarter. No Written **Warnings** were issued in Q2 compared to four being issued to young people in Q1. Two Acceptable Behaviour Contracts have been signed and are currently open for ASB in the Mountsorrel area. Both of these contracts have been supported by Children and Family Well-being Service (C&FWS) and their compliance is being monitored through the YJAG.

The police data for the number of crime reports committed by a suspect/offender between the ages of 10-19 shows a reduction in Q2 following a small spike in June 2023. The number of crime reports occurring in a public place and committed by a suspect/offender between the ages of 10-19 also shows a reduction in September 2023. See Figure 1.1

Figure 1.1 – Offences committed by a suspect / offender between the ages of 10-19



The safer Streets Project Officer has continued to liaise with partners and identified opportunities for early intervention through referrals to Leicester Fire and Rescue Service and our local Youth Delivery Provider Go Getta for 1:1 mentoring.

**Safer Streets**

Further to the report provided for Charnwood CSP on the 13<sup>th</sup> of July 2023, the Safer Streets Project continues to deliver interventions to address and prevent youth ASB.



The project is concluding quarter 2 of period 2 which is the last quarter for which, the project can claim Safer Streets funding. The remaining 2 quarters of this project are delivered using matched funding and officer hours only.

A Safer Streets 5, funding round has been launched by the Home Office, with all PCC's being in a position to claim funding of up to £1m for projects that target ASB, Neighbourhood Crime and VAWG.

The OPCC has conducted an analysis of data and concluded that Safer Streets 5 funded projects will be proposed for Oadby and Wigston for Neighbourhood Crime, and Melton Mowbray for ASB. Charnwood will only benefit from a county-wide project led by the VRN for VAWG.

Whilst it is disappointing that Charnwood will not receive funding under Safer Streets 5 for ASB and Neighbourhood Crime, the Borough has benefitted from Safer Streets 4 and it provides some indication that there is a greater need in other Leicestershire Districts and Boroughs, than it appears is present in Charnwood.

This report coincides with a quarterly Safer Streets 4 Project Highlight Report which will be circulated separately, providing greater detail for stakeholders on project progress.

#### **Youth ASB issues in Charnwood**

Issues emerging over the summer months have been fewer than anticipated. Expected spikes in youth ASB in former hotspots including Lodge Farm playing fields, Gorse Covert and the Park Road area have not materialised. The temporary CCTV asset which was deployed near to Lodge Farm has been removed due to a lack of activity.

There have been reports of youth ASB in the Ling Road area. Detached Youth Workers from local delivery partner, Go Getta, remain deployed and include this location in their activities to identify and engage young people involved in or at risk of involvement in ASB.

There have recently been some reports of youths climbing up on scaffolding around the shops on Wordsworth Road and onto the roof of Lloyds Bank, Loughborough Town Centre. These incidents have been captured on Town Centre CCTV. Information is shared with Police and via the YJAG.

As part of the Safer Streets Project Officer work to review and monitor all youth ASB related Police Problem Management Plans (PMPs), the project has supported a recommendation for Impact Team deployment in Shepshed to address low-level youth ASB issues in the area. The Project met with the new Impact Team Coordinator and Impact workers on the 30<sup>th</sup> of August 2023 to discuss the issues and strengthen connections with the team. Impact remain active in Shepshed and are working to connect young people with positive interventions to reduce the risk of ASB and poor outcomes.

#### **Youth Joint Action Group**

The YJAG continues to meet on a six weekly basis and currently, referrals for high-risk young people remain at the lowest levels since 2019. The YJAG presently has capacity for more proactive work to identify and engage young people at low or medium risk, and to intervene at an earlier stage to prevent escalation and crisis in individual cases.



The Safer Streets Project Officer is attending Charnwood Schools Core Group meetings to provide a further link between education partners and YJAG. The meeting discusses many of the same young people coming to the attention of YJAG and provides an additional early intervention and multi-agency working opportunity.

A new YJAG terms of reference has been created which states the YJAG intention to deliver work in alignment with Trauma Informed Practice and the Child First/Offender Second approaches we share with partner agencies. The YJAG TOR has been created in consultation with stakeholders and the Children and Families Partnership Manager has met with Early Help (Youth and Justice) senior leaders to seek their ongoing support for the YJAG and enhance the reputation of this sub-group amongst partner agencies.

### **Early Help Partnership**

A meeting of the Early Help Partnership took place on the 12<sup>th</sup> of September 2023 where attendees contributed to the Early Help strategy. A key recommendation made by the VRN was to ensure that the new Serious Violence duty was included in the strategy. The meeting also focused on the recent launch of Family Hubs, which enable greater access to Early Help support for residents. Family Hubs include the transformation of Loughborough West Childrens Centre into a Family Hub serving the 0-19 age range to increase access to a wide range of Early Help support. Family Hubs also include a digital offer through a new website that is in development.

### **Multi Agency Inspection Group**

The Multi-Agency Inspection Group (MAIG) meets on a quarterly basis to assist agencies in preparing for inspections from Ofsted, HMIP and other bodies. The MAIG also works within a Joint Targeted Area Inspection (JTAI) of multi-agency responses to specific themes. The current JTAI theme is the multi-agency response to serious youth violence.

Leicestershire is not anticipating inclusion in the Local Authorities that will be inspected under this theme, before Christmas 2023, but cannot rule out that possibility entirely and it may be that inspectors will include Leicestershire in early 2024.

The JTAI will primarily focus on statutory services, but inspectors may wish to hold discussions with other stakeholders. A presentation that was shared at the meeting is embedded in this report.



JTAI.pptx

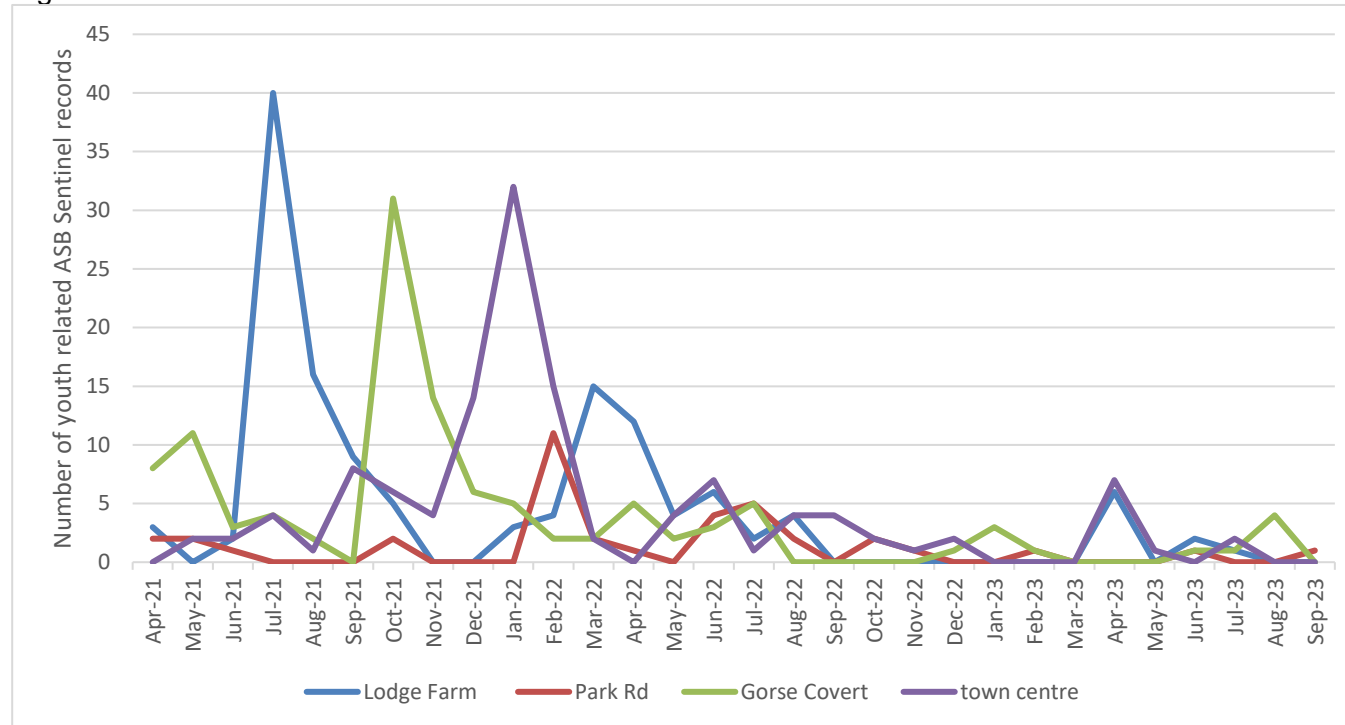
### **Statistical analysis**

The Youth ASB picture recorded on Sentinel continues to show a considerably different landscape to that seen before the summer of 2022 (highlighted in Figure 1.2 below). Spikes on the graph in August 2023 for Gorse Covert for example are



relatively small in number and are quickly brought to the attention of police colleagues, the Community Safety Team and Go Getta for extra patrols and youth outreach work.

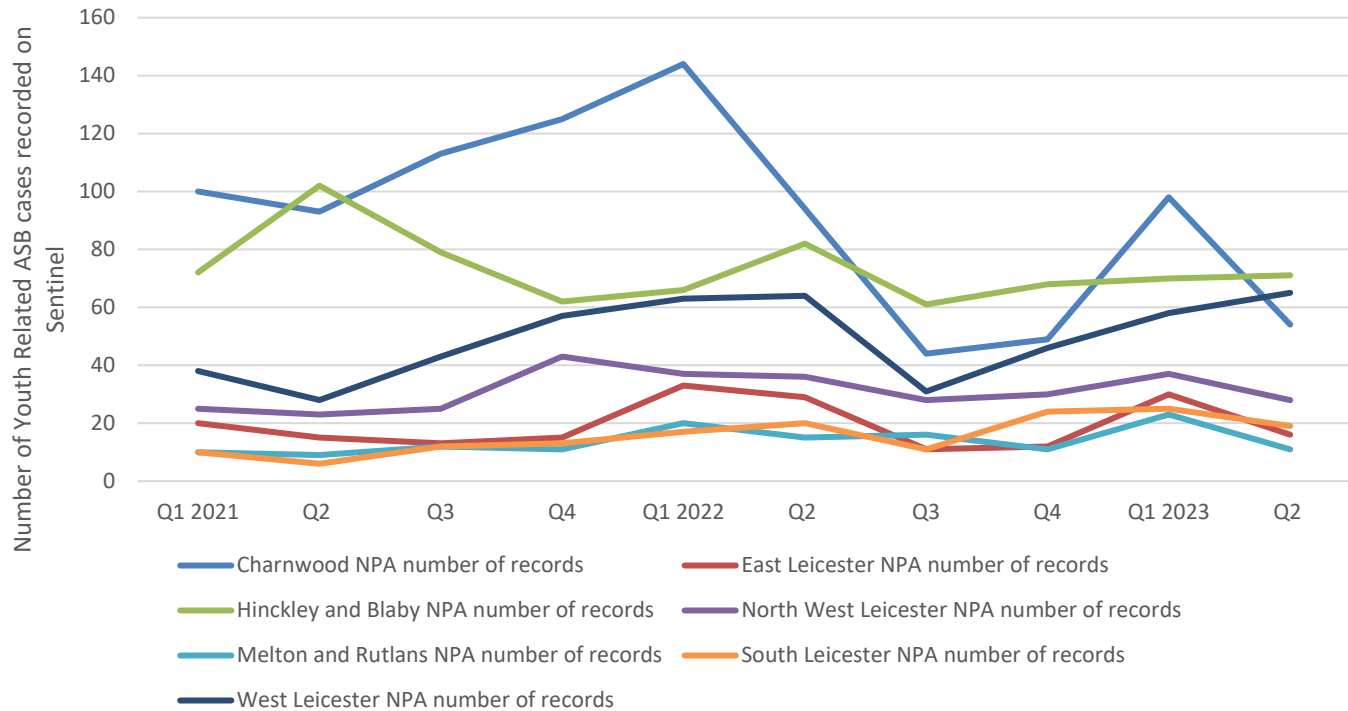
Figure 1.2 – Youth ASB incidents recorded on Sentinel in the LSOAs for Safer Streets



Charnwood as a whole has also seen a reduced number of Youth related ASB records recorded on Sentinel since Q1, with forty-four fewer records recorded in Q2. This means fewer victims of Youth related ASB and reduced demand for partners. Figure 1.3 below compares the number of Youth related ASB records for Charnwood against other policing areas. It is evident that Charnwood had the highest levels of recorded youth related ASB between Q3 of 2021 and Q2 of 2022. Charnwood saw a spike in Q1 of 2023 before reducing in Q2 of 2023. Charnwood now has the third highest recorded levels of Youth ASB. Charnwood’s levels showed the sharpest reduction since Q1.

Figure 1.3 – A comparison between Neighbourhood Policing Areas (NPA) of the number of Youth related ASB records recorded on Sentinel





**Recommendations**  
*(Any recommendations for the CSP to consider)*

- That the CSP continues to support the deployment of the Safer Streets Project Officer and the development of this role to provide wider support to the CSP, partner agencies and JAG sub groups

**Performance Data**  
*(Insert any relevant performance data)*

See above.

**Budget / Resource Implications**

Safer Streets funding ended in Quarter 2 this financial year. There is now greater reliance on OPCC allocation of funding and new funding opportunities which will be proactively identified and promoted amongst community based delivery partners.



<p><b>Any key risks / issues</b></p>	<p>Young people climbing on scaffolding is a safety concern. With significant building works taking place in the town centre and other areas of Charnwood, there may be cause for intervention or awareness raising to prevent a young person becoming seriously injured whilst climbing scaffolding and structures.</p>
<p><b>Planned activity in the next Quarter – include any specific work, initiatives, projects etc that will contribute to above CSP themes and priorities</b></p>	<ul style="list-style-type: none"> <li>• Delivery of quarter 3 Safer Streets project – updates to be provided to stakeholders in quarterly highlight reports</li> <li>• Applications for any suitable funding opportunities for new projects</li> <li>• LCC led review of Incremental Approach to include Trauma Informed principles and elements of Charnwood’s Alternative Incremental Approach to support agencies engaging young people with SEND</li> <li>• Children Families and Partnerships Manager/Community Safety Manager and Project Officer are planning a session with newly recruited local beat Sgt’s to advise on local issues, processes and procedures</li> </ul>
<p><b>Any other update, developments, achievements, challenges / opportunities</b></p>	
<p><b>Gaps/Support Required</b></p>	

# Joint targeted area inspections of the multi-agency response to serious youth violence

Inspection Framework and guidance



## Scope

- Agencies within scope are police, children's social care, education, youth offending services and relevant health services
- Focus on specific crimes committed and affecting children outside of the home. Including homicide, knife and gun crime as well as emerging threats such as use of corrosive substances as weapons. Will also include county lines and drug dealing activity (CCE)
- A focus on children aged 10 and over
- Focus on recent practice: within the last six months.
- Inspection will focus at a strategic level on multi-agency partnerships' responses to serious youth violence

## Focus

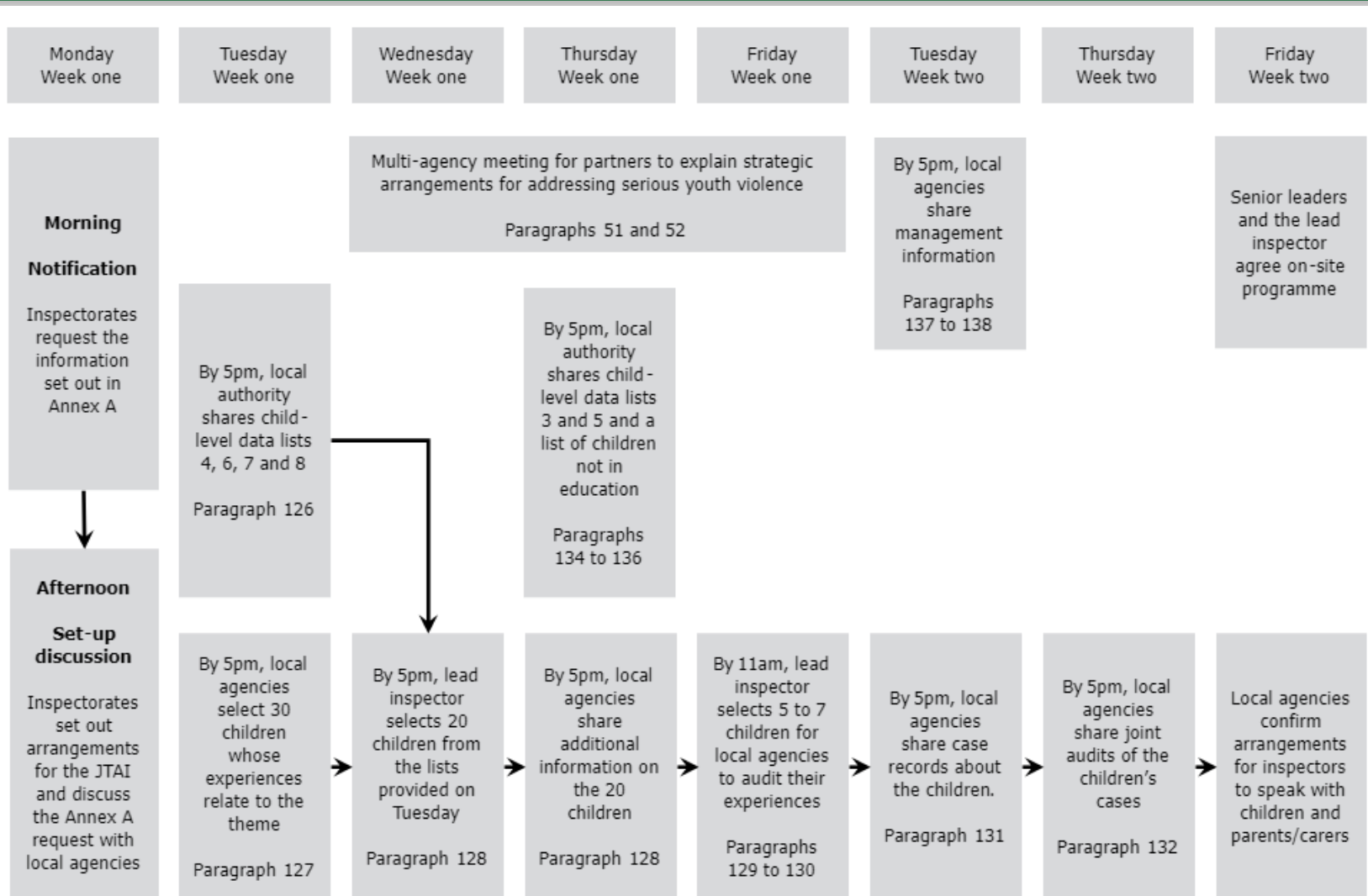
Strategic partnership responses to serious youth violence

Intervention with individual groups of children affected by serious youth violence and criminal exploitation

Intervention in places and spaces

# Inspection

- 3 weeks – Week 1 and 2 offsite. Week 3 is onsite fieldwork.
- During Week 1 inspectors will select children (between 5 & 7) and we need to evaluate those children's experiences through an audit. (due Thurs Week 2)
- Annex A requirements Lists 3, 4, 5, 6, 7, 8 with additional information identifying which children are at risk or subject to criminal exploitation/ is the child subject to physical abuse (child-on-child) and/or in receipt of full time education
- We must also provide a list of 30 children. Further information is then required for children on these lists selected by Ofsted to track / audit.
- Local authority should also provide a list of children not receiving full-time education.
- Each agency is also expected to provide performance and management information such as organisational structures, strategies, performance & annual reports, practice audits, minutes of meetings etc. Details of which for each agency are listed within the guidance  
<https://www.gov.uk/government/publications/joint-targeted-area-inspections-of-the-multi-agency-response-to-serious-youth-violence/joint-targeted-area-inspections-of-the-multi-agency-response-to-serious-youth-violence>





## Charnwood Community Safety Partnership

### 2023 PSA Recommendations



	<u>PSA Recommendations</u>	<u>Updates</u>	<u>Status</u>
1.	The CSP utilises the 2022/23 Partnership Strategic Assessment to review the key threats and risks posed to the Partnership and commissions a 2023-2026 CSP Plan targeted at key strategic priorities.	20 <sup>th</sup> April 2023: Agreed by CSP.	
2.	As part of the 2023-2026 CSP Plan, the Partnership creates a PLF spending profile that is in keeping with both the new OPPC Funding formula and the new CSP strategic priorities	20 <sup>th</sup> April 2023: Agreed by CSP.	
3.	The JAG Chair undertakes a full assessment of the LCDG and the LEDG's crime and disorder reduction strategies, with the aim being to make the tasking & coordination of partnership assets more effective in seeking to reduce crime and disorder	20 <sup>th</sup> April 2023: Agreed by CSP that process would begin and the Chair of the JAG would report back to the next CSP in July.	
4.	The locations of Beat 61 (Syston/Thurmaston) and Beat 64 (Shepshed, Hathern) are elevated to standing items on the JAG Agenda, allowing for greater focus and governance on crime reduction strategies required for those locations.	20 <sup>th</sup> April 2023: Agreed by CSP.	
5.	The CSP reviews its medium to long term youth strategy, focused upon reducing youth reoffending beyond the end of the Safer Streets project (September 2023).	20 <sup>th</sup> April 2023: Agreed by CSP but tweak the action to Youth Action Plan not youth strategy.	
6.	The CSP reviews its 2019 Charnwood Drugs Strategy and in doing so, takes an evidence-based approach as to the need for a dedicated CSP Drugs Strategy.	20 <sup>th</sup> April 2023: CSP agreed to retain a CSP Drugs Strategy & Police SPOC to be appointed as Lead	
7.	The CSP reviews its current Community Trigger Policy with the aim of creating a pool of 12 officers across the relevant authorities, who with appropriate training will be able to undertake case reviews following a trigger activation.	20 <sup>th</sup> April 2023: Agreed by CSP, but change 12 to 10, which will be from the Council and the Police	
8.	The CSP commissions a localised plan aimed at reducing violent offences within Charnwood. This plan should take a holistic approach and formatted in a way that can be supported by all partners forming the CSP	20 <sup>th</sup> April 2023: Agreed by CSP, this localised plan will be part of the Serious Violent duty and will be County Wide plan with local delivery.	
9.	The CSP commissions a review of the Night-Time Economy Strategy aimed at tackling alcohol fuelled violence and disorder	20 <sup>th</sup> April 2023: Agreed by CSP, this will be part of the Serious Violent Duty and will be County Wide plan with local delivery	

<b>Organisation</b>	Falcon Support Services	<b>Author</b>	Rachell Hall	<b>Date</b>	August 2023
<b>Subject Title</b>	Falcon Update				
<b>Summary</b> <i>(Purpose, background &amp; context for the report update)</i>	To provide the CSP with a report regarding Falcon Support Services initiatives and services undertaken to make our communities safer.				
<b>Recommendations</b> <i>(Any recommendations for the CSP to consider)</i>	N/A				
<b>Performance Data</b> <i>(Insert any relevant performance data)</i>	Impact Report 2022-2023 <a href="https://www.falconsupportservices.org.uk/uploads/images/Falcon-Annual-Report.pdf">https://www.falconsupportservices.org.uk/uploads/images/Falcon-Annual-Report.pdf</a>				
<b>Theme 1 – Making Communities Safer</b>					
<b>Priority 1 – Prevent and disrupt criminality focusing on reducing All Crime, creating safer communities, free from harm and violence</b>					
<b>Priority 2 – Proactively tackle all ASB with a focus on reducing alcohol / substance misuse related incidents and street related ASB</b>					
<b>Update/s</b> - <i>including specific work, initiatives, projects etc. that contribute to Theme 1</i>	<ul style="list-style-type: none"> <li>• Harm Reduction workers as part of a subcontract with Turning Point commissioned by Leicestershire County Council Substance Misuse Strategy delivering one to one work, referrals to Turning Point for support and CQC Rehab, Detox and aftercare support to maintain recovery.</li> <li>• Substance Misuse Navigator to accompany to mutual aid meetings and access Treatment Houses.</li> <li>• Assertive Outreach support being set up, will have identifiable backpacks and uniform to make them recognisable. They would have one hit kits, resource information leaflets, naloxone and other vital equipment, First Aid Kit, Sharps containers, water/ food.</li> <li>• Needle exchange on site, one hit kits issued as part of Assertive outreach.</li> <li>• Naloxone issued on site.</li> <li>• Issuing Needle Sharps boxes and arranging disposal as required.</li> <li>• Hep C/BBV Testing, Fibro scanning testing on site.</li> <li>• 24/7 staff accommodation to operate alcohol reduction programmes is required.</li> <li>• Sharing of social media campaigns such as Alcohol Awareness Week</li> <li>• Support with health needs, GP, hospital, mental health.</li> <li>• Hosting Recovery Week annually for those in addition or recovery.</li> <li>• Reporting of crime, drug dealing, cuckooing, ASB, in an identified targeted MSOA Loughborough Lemyngton and Hastings, and Peoples Zone area.</li> </ul>				



	<ul style="list-style-type: none"> <li>Attendance of JAG, Loughborough Central Delivery Group, CSP, People’s Zone, Adults at Risk group to provide intelligence.</li> </ul>
<b>Theme 2 – Protecting Vulnerable People</b>	
<b>Priority 3 – Prevent violence and exploitation whilst supporting victims : including criminal exploitation, serious violence, domestic / sexual violence, abuse, modern slavery and human trafficking</b>	
<b>Priority 4 – Prevent people from being drawn into terrorism and take positive action in respect of hate crime</b>	
<b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 2</b>	<ul style="list-style-type: none"> <li>Tackle modern day slavery identification and reporting.</li> <li>Keep safe venue operates out the Falcon Centre</li> <li>Police surgeries sometimes operate out the Falcon Centre</li> <li>Hate crime reporting centre operates out the Falcon Centre</li> <li>Accommodation for those who have experienced Domestic violence/sexual violence</li> <li>Specialist support for sex workers</li> <li>All staff trained in Safeguarding. Safeguarding identification and referrals.</li> <li>Trauma informed practices</li> <li>All staff trained in Prevent.</li> <li>All staff trained in Suicide Awareness as part of Leicestershire County Councils Suicide Prevention Strategy. Mental Health First Aiders also on site.</li> <li>Providing shower, laundry facilities, care of address, lockers for belongings, food and support for Rough Sleepers</li> </ul>
<b>Theme 3 – Improving Community Confidence, Engagement and Cohesion</b>	
<b>Priority 5 – Build stronger cohesive communities with a focus on increasing community confidence</b>	
<b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 3</b>	<ul style="list-style-type: none"> <li>We run a Drop In Service Monday – Friday 9am – 5pm for those socially isolated building a stronger community</li> <li>We run a volunteer/service user led allotment building confidence, improving mental health and community cohesion.</li> <li>Trained in Making Every Contact Count (MECC)</li> <li>We run an Emotional and Wellbeing team to support those struggling with mental health. Work with Vita Minds to deliver mental health support. Increase resilience with confidence sessions, anxiety workshops etc.</li> <li>Increase skills with teaching independent living skills, cooking sessions, deliver Lifewise AQA Accredited tenancy sustainment courses, employability skills, multiply and learning opportunities, getting work ready sessions.</li> <li>Support to access digital services</li> <li>Fitness activities including walks, tennis, football, fishing and more.</li> <li>Warm space operates out the Falcon Centre.</li> <li>We run a Peer mentor service encouraging people with lived experience to give back and support others</li> <li>We provide volunteer opportunities for the community, including student placements and internships.</li> </ul>
<b>Budget / Resource Implications</b>	Current agreed budget is suitable for what we deliver.

<b>Any key risks / issues</b>	Future budget is at risk should Leicestershire County Council no longer commission homeless support services the Falcon Centre may close. Should the National Lottery Community fund no longer commission the Drop In in Loughborough this may close. Both of these on 1 <sup>st</sup> April 2024.
<b>Planned activity in the next Quarter – include any specific work, initiatives, projects etc that will contribute to above CSP themes and priorities</b>	Recovery Week 4 <sup>th</sup> September 2023, including Falcon Centre Open Day Monday 4 <sup>th</sup> September, Health Day Tuesday 5 <sup>th</sup> September and other timetabled activities.
<b>Any other update, developments, achievements, challenges / opportunities</b>	Signed up to the Leicestershire County Council Healthy Workplaces programme.
<b>Gaps/Support Required</b>	<p>Any assistance from partner agencies to feed into the Leicestershire County Council consultation on homeless support is much appreciated: <a href="https://www.leicestershire.gov.uk/have-your-say/current-engagement/homeless-support-services">https://www.leicestershire.gov.uk/have-your-say/current-engagement/homeless-support-services</a></p> <p>Any innovative ideas on how to keep services going should Leicestershire County Council and/or The National Lottery not provide funding.</p>

<b>Organisation</b>	Leicestershire Fire & Rescue Service	<b>Author</b>	Station Manager Robert Kitson	<b>Date</b>	8 <sup>th</sup> September 2023
<b>Subject Title</b>	Fire & Rescue Update				
<b>Summary</b> <i>(Purpose, background &amp; context for the report update)</i>	To provide the CSP with a report regarding fire service-related incidents and the initiatives being undertaken to make our communities safer.				
<b>Recommendations</b> <i>(Any recommendations for the CSP to consider)</i>	NA				
<b>Performance Data</b> <i>(Insert any relevant performance data)</i>	  Leicestershire Fire and Resuce - Our-Plar IRMP 2020-2024.				
<b>Theme 1 – Making Communities Safer</b>					
<b>Priority 1 – Prevent and disrupt criminality focusing on reducing All Crime, creating safer communities, free from harm and violence</b>					
<b>Priority 2 – Proactively tackle all ASB with a focus on reducing alcohol / substance misuse related incidents and street related ASB</b>					
<b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 1</b>	ASB – (fire related). Initiative undertaken at various schools and colleges within the Charnwood District to educate young people on the dangers of fire setting, arson and being associated with groups of people who may engage in this activity. Aim to continue in 2024.  Water safety initiative developed and delivered for Schools and Colleges highlighting the dangers of swimming/jumping into water during the summer/winter months.  Water safety initiative to deliver basic water rescue training to businesses who may have rivers, canals, and lakes has been conducted at The Moorings public house.				
<b>Theme 2 – Protecting Vulnerable People</b>					

<p><b>Priority 3 – Prevent violence and exploitation whilst supporting victims: including criminal exploitation, serious violence, domestic / sexual violence, abuse, modern slavery and human trafficking</b></p> <p><b>Priority 4 – Prevent people from being drawn into terrorism and take positive action in respect of hate crime</b></p>	
<p><b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 2</b></p>	<p>Provide Home Safety Checks to the vulnerable to promote fire safety within the home and identify any other issues which may result in referrals to partner agencies.</p> <p>Joint Farm Fire Safety initiative with the Rural Policing team – provide information around fire safety on farms and offer home safety checks for what can be seen as a vulnerable group due to isolated locations.</p>
<p align="center"><b>Theme 3 – Improving Community Confidence, Engagement and Cohesion</b></p> <p><b>Priority 5 – Build stronger cohesive communities with a focus on increasing community confidence</b></p>	
<p><b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 3</b></p>	<p>Post incident responses following significant incidents to provide information and safety messages.</p>
<p><b>Budget / Resource Implications</b></p>	<p>Budget within our current allowance and resourced for Loughborough, Birstall and Shepshed fire stations.</p>
<p><b>Any key risks / issues</b></p>	<p>NA</p>
<p><b>Planned activity in the next Quarter – include any specific work, initiatives, projects etc. that will contribute to above CSP themes and priorities</b></p>	<p>Continued progress in line with the Fire Service IRMP 2020-2024 and the specific station District Plans for 2022-23.</p> <p>Slight increase in Road Traffic Collision's (RTC). The re instatement of the Charnwood Road Safety Committee (cancelled during Covid) will assist in identifying trends and what joint actions can be taken to reduce themes. First meeting on the 20<sup>th</sup> of September 2023</p>

<p><b>Any other update, developments, achievements, challenges / opportunities</b></p>	<p>Challenge to address ASB within the Charnwood District, specifically within the Loughborough area. School and College initiatives to continue in 2023/24 where possible to maintain reduction in deliberate fires.</p>
<p><b>Gaps/Support Required</b></p>	<p>Any assistance from partner agencies to work collaboratively to identify vulnerable people within the Charnwood District to enable home safety checks to be delivered.</p>



# Our Plan

**Corporate and Integrated  
Risk Management Plan (IRMP) 2020 – 2024**

**2022 Refresh**





# Contents

<b>4</b>	<b>Foreword</b>
<b>5</b>	<b>About Us</b>
6	Leicestershire Fire and Rescue Service
6	Combined Fire Authority
<b>7</b>	<b>Our Plan</b>
8	Planning framework
9	Purpose
10	Our values and behaviours
11	Code of Ethics
12	Our priorities
13	Strategies
23	Monitoring and review
24	Measuring success
<b>25</b>	<b>Integrated Risk Management Planning</b>
25	What is IRMP?
26	Reviewing the risks
27	Assessing risks
28	Managing the risk
29	Our 2020 - 2024 IRMP proposals and consultation
<b>32</b>	<b>Our Future Resources</b>
32	Financial – budget and income
32	Financial – revenue budget and capital programme
32	Financial – how our financial strategy supports the IRMP
33	Operational resources – fire stations and fire engines
34	Our staff
34	Corporate resources
<b>35</b>	<b>Community Engagement</b>
<b>37</b>	<b>Glossary</b>
<b>38</b>	<b>Appendices (updated annually)</b>
39	Action plan





# Foreword

Our purpose is **Safer People, Safer Places** in both our communities and our workplaces. This plan sets out how we will achieve this.

We must understand who our service users are and what services they need to ensure we can continue to deliver a well-managed service, focused on the end users and to direct our resources efficiently and effectively.

This corporate plan describes our service priorities and aims; departmental and district plans will detail how we will successfully achieve our desired outcomes.

Our prevention, protection and response teams will continue to manage the number and impact of incidents and will react effectively when they do happen. Our support teams will enable prevention, protection and response to deliver.

Our staff and our communities must feel safe and have confidence in the quality of the service we provide and the way in which we deliver it. We've agreed a range of activities within our plan to make sure we continue to achieve our statutory duties and deliver an excellent fire and rescue service.



**Callum Faint**

Chief Fire and Rescue Officer



**Nicholas Rushton**

Chair of the Combined Fire Authority

# About Us

**We have 20 fire stations and a fleet of fire engines and other operational vehicles. We employ just over 700 staff; 562 are firefighters, and the remainder are specialist support staff. We attend and resolve over 8,000 emergency incidents each year; fires in buildings, complex rescue incidents involving road traffic collisions, hazardous materials, buildings collapsing and rescuing people trapped in water.**



## Leicestershire Fire and Rescue Service

Leicester, Leicestershire and Rutland cover an area of more than 979 square miles. It has a network of major motorways, an international airport, large scale businesses, buildings of historical importance and protected wildlife sites.

It has mix of urban, semi-rural and rural localities. The population is growing and ageing. At present it stands at just over 1.1 million people living in over 430,000 domestic properties. There are over 45,000 business premises.

Leicester, Leicestershire and Rutland is diverse and multicultural, with varying degrees of affluence and social deprivation. About 25% of the population are from minority ethnic communities, with Leicester City having the highest proportion of Black, Asian and mixed-race communities at 55%.

## The Combined Fire Authority

The Leicester, Leicestershire and Rutland Combined Fire Authority (CFA) govern the fire and rescue service. The CFA is responsible for delivering both an effective fire and rescue service to Leicester, Leicestershire and Rutland and this Corporate Plan and Integrated Risk Management Plan (IRMP). It provides clear leadership for residents and communities to ensure we operate with transparency and accountability.



### Key Facts

-  **20 fire stations**
-  **a fleet of fire engines and other operational vehicles**
-  **700 staff (562 firefighters)**
-  **8,000 emergency incidents attended each year**
-  **979 square miles coverage**
-  **over 1.1 million people**
-  **over 420,000 domestic properties**
-  **over 45,000 business premises**

# Our Plan

This plan sets out what we want to achieve over the next four years. It combines our corporate plan and our IRMP containing our planning priorities and objectives. We've considered how we'll respond to the key risks and challenges facing our local communities and the organisation itself.

The plan is supported by five corporate strategies that provide more detail about how we'll achieve our aims in each of our priority areas:

 **Safer Communities**

 **Response**

 **Finance and Resources**

 **People**

 **Governance**

Delivery of this plan and the five strategies will be facilitated by annual department and district level plans which will link to the development needs and prioritises for all our staff. The Service Development Programme will support all the corporate projects arising from this plan. Our management and governance structure enables us to monitor progress of the day-to-day activities of the Service, ensuring that risk is managed and our plans are carried out.

We use indicators to monitor the performance of the Service. We measure our own annual performance as well as benchmark against other fire and rescue services.

We publish our levels of performance each year in our Statement of Accounts, Annual Report and Statement of Assurance documents. The Annual Report identifies what we've achieved in the previous financial year, which helps to inform future plans.

Appendix A to this document sets out our action plan and establishes what we intend to do during the next four years. The action plan is reviewed, refreshed and published each year in line with our performance, the progress we make in implementing our priorities, and any change to risk affecting our communities or the organisation.

## Our Planning Framework

### Direction

Purpose

### Our Plan 2020 - 2024

Corporate Plan

### Supporting Strategies

Safer Communities • Response  
Finance and Resources • People • Governance

### Delivery

Service Development Programme • Departmental and District Plans • Appraisals

### Monitoring and Assurance

Regular Monitoring and Performance Management • Annual Report and Statement of Assurance



# Purpose

Our purpose describes what we are all working towards and is at the heart of everything we do as a Service:

## Safer People, Safer Places

We aim to:

- 🌀 prevent incidents from happening
- 🌀 limit their impact when they do happen
- 🌀 respond in the right way at the right time when we're needed

We want our staff, partners and communities to work for, with and alongside us, to create safer people and safer places.



# Our Values and Behaviours

The values and behaviours of the Service should reflect how our people actually feel about working within LFRS.

Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommended that **“the service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation”**

An initiative was undertaken in 2019 which included a number of activities designed to provide all members of staff the opportunity to contribute towards establishing an agreed set of values and behaviours for the Service. These included workshop events, a staff survey and advocates seeking the views of staff.

The outcome of these activities were the behaviours our staff most commonly admired and what we will strive to be. These are:



These will become what we are and be embedded throughout the Service by positively influencing recruitment, promotion, appraisals and performance management.

Additional attributes and meanings for each behaviour were identified for clarity, and these are:

## Professional

 **Competent**

 **Reliable**

 **Respectful**

## Positive

 **Constructive**

 **Confident**

 **Enthusiastic**

## Honest

 **Truthful**

 **Trustworthy**

 **Fair**



# Code of Ethics

The National Fire Chief's Council and the Local Government Association has recently introduced a Core Code of Ethics (Core Code) which is designed to guide all Fire & Rescue Service (FRS) employees in their day-to-day conduct, providing professional standards of practice and behaviour to carry out business honestly and with integrity and to underpin organisational culture. It provides the expectations for how employees should behave in any given situation, to assist with decision-making. This code complements our own values and behaviours of Positive, Professional and Honest.

Fire and Rescue Authorities (FRAs) and FRSs will strive to conduct all our activities efficiently, to the highest ethical standards and in compliance with legal obligations.

Ethics are a cornerstone of professionalism. Ethical behaviour is crucial to maintain public trust and confidence, and to continue to build a reputation which people value and are aware of. This Core Code will also support the fire and rescue service in improving the culture and the diversity within it, and will also ensure that an ethical approach is embedded into all areas of service.

The Core Code reflects best practice principles and has been designed to underpin the way we serve our communities, carry out our role, and work together. It is intended to become the common foundation across all services in England.

The FRS Core Code of Ethics identifies five primary ethical principles that are specifically applicable to the FRS. Each of these primary principles is described by a statement that, taken together, signify what good practice by all employees of the FRSs will look like. They lay out the precise forms of ethical conduct and behaviour that every FRS will adhere to in all its activities and in ensuring its employees, feel valued and respected.

## The Five Fire and Rescue Service Ethical Principles






**Putting Our Communities First:** We put the interest of the public, the community and service users first.

**Integrity:** We act with integrity including being open, honest and consistent in everything we do.

**Dignity and Respect:** Making decisions objectively based on evidence, without discrimination or bias.

**Leadership:** We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

**Equality, Diversity & Inclusion (EDI):** We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Priority	Aims	Outcomes
 <b>Safer Communities</b>	<b>Fewer incidents with reduced consequences</b>	<ul style="list-style-type: none"> <li>• Targeted prevention, protection and resilience activities</li> <li>• Manage Business and community risk effectively</li> <li>• Effective partnership working</li> </ul>
 <b>Response</b>	<b>Respond effectively to incidents</b>	<ul style="list-style-type: none"> <li>• Manage calls to fires and other emergency incidents</li> <li>• Provide 24/7 response to local, regional and international incidents</li> <li>• Supply the appropriate resources and attend incidents to meet the needs of our communities</li> <li>• Meet our communities' expectations in resolving emergencies</li> </ul>
 <b>Finance and Resources</b>	<b>Deliver value for money quality services</b>	<ul style="list-style-type: none"> <li>• A well-managed and transparent budget</li> <li>• Robust and efficient procurement activities</li> <li>• Reliable, secure and effective ICT systems</li> <li>• Fit for purpose estate, vehicles and operational equipment</li> </ul>
 <b>People</b>	<b>An engaged and productive workforce</b>	<ul style="list-style-type: none"> <li>• The right people</li> <li>• In the right place</li> <li>• Doing the right thing</li> <li>• In the right way</li> </ul>
 <b>Governance</b>	<b>Provide assurance</b>	<ul style="list-style-type: none"> <li>• Well-informed communities</li> <li>• Well-informed staff</li> <li>• We'll know what our communities think</li> <li>• We'll know what our staff think</li> </ul>

# Strategies

Our five strategies direct how we'll achieve our aims and objectives. The strategies meet our legislative responsibilities, outline the challenges we face and how we plan to meet them.

## Our Strategies

-  **Safer Communities Strategy**
-  **Response Strategy**
-  **Finance and Resources Strategy**
-  **People Strategy**
-  **Governance Strategy**



There are core statutory duties and other legislation we have to satisfy. These require us to be accountable to the diverse communities we serve and to central government. We have to embed equality, improve our performance, show we are open and accountable, and give value for money.

The most significant driver for change is the requirement to re-align the service delivery model to reflect changes in demand and risk levels. We are going to fewer fires, however other incident types are increasing and becoming more complex due to new vehicle/building technologies, designs and construction methods. This complexity in our role requires different skills and a flexible approach, particularly when working with other services, businesses and local partners to protect our communities.

Financial uncertainty will continue to present challenges whilst legislative change will direct future governance, placing broader duties on us to collaborate with others in the interests of efficiency and effectiveness. All our staff will be exposed to changes in processes and systems with greater dependence on ICT and finding out information for themselves.

During 2018, we were inspected by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the first time.

The inspection focused on three pillars which were Effectiveness, Efficiency and People. We were inspected on:

- **How effective are we at keeping people safe and secure from fire and other risks?**
- **How efficient are we at keeping people safe and secure?**
- **How well do we look after our staff**

The details of the inspection are listed in the table. Overall, we were judged as requiring improvement, although we were marked as good in four areas.

<b>Effectiveness</b>	<b>Requires Improvement</b>
Understanding the risk of fire and other emergencies	<b>Good</b>
Preventing fires and other risks	<b>Good</b>
Protecting the public through fire regulation	<b>Requires Improvement</b>
Responding to fires and other emergencies	<b>Requires Improvement</b>
Responding to national risks	<b>Good</b>
<b>Efficiency</b>	<b>Requires Improvement</b>
Making best use of resources	<b>Requires Improvement</b>
Making the fire and rescue service affordable now and in the future	<b>Good</b>
<b>People</b>	<b>Requires Improvement</b>
Promoting the right values and culture	<b>Requires Improvement</b>
Getting the right people with the right skills	<b>Requires Improvement</b>
Ensuring fairness and promoting diversity	<b>Requires Improvement</b>
Managing performance and developing leaders	<b>Requires Improvement</b>

We have created an HMICFRS Improvement Plan to address the areas identified for improvement following the inspection. The tasks involved are linked to our strategies and will be delivered through department and district plans. The next HMICFRS inspection will take place in May and June 2022.



## Safer Communities Strategy

### The Challenge:

**Fire deaths and injuries have a strong link with social deprivation and the health and wellbeing of individuals. Fire has more of an impact on the elderly and vulnerable groups within our community. Reducing the risk to these represents a sizeable challenge, particularly when set against an ageing population.**

Putting communities first, we need to continue to identify and engage with those who are vulnerable to fire and other emergencies. We need to deliver risk based prevention and protection activities, improve community resilience and reduce the likelihood and impact of these emergencies.

We want to deliver effective services in all our communities with a person centred approach. We will do this by working with partners, evaluating and improving our engagement with communities and better understanding their needs. To do this efficiently we need to develop our staff, make best use of resources and review partnership activities.

We must be prepared to meet any challenge that reduces our ability to keep our communities safe and secure. We will do this by planning for and responding to events that impact on our staff, our infrastructure, business functions and core services.

The diverse range of domestic properties, commercial and industrial sites as well as other infrastructure within our area present varying degrees of risk, not just limited to fire. We will continue to learn from national and local incidents when developing our operational preparedness. We will ensure that our staff have access to accurate, relevant and timely information and work with partners to assist us to mitigate the impact of emergencies when they occur.



Leicestershire Fire and Rescue Service



## Safer Communities Strategy Cont'd

### Meeting the Challenge:

To achieve safer people, safer places we will:

- ✓ Develop our staff to improve their productivity and effectiveness in delivering better outcomes for our communities
- ✓ Deliver targeted, innovative safety education and inspections through skilled staff
- ✓ Better understand our communities needs through improved engagement with them
- ✓ Improve partnership working to enable us to identify, support and protect those vulnerable to emergencies
- ✓ Work with partners to promote health and wellbeing of our communities to keep them safe and well, informing and warning them of risks that may occur
- ✓ Identify and share organisational learning of local and national events to reduce the likelihood of reoccurrence
- ✓ Provide accurate, relevant and timely risk information supporting prevention, protection and resilience activities
- ✓ Create a proactive health, safety and wellbeing culture
- ✓ Develop and test arrangements to protect our own business from the impact of incidents and emergencies
- ✓ Continually monitor and evaluate the effectiveness of our activities





## Response Strategy

### The Challenge:

**The nature and range of emergency incidents we respond to has changed in recent years, but the expectation of the community remains the same. When emergencies happen, we respond in the most effective and safe way to protect and limit damage to life, property and the environment.**

We need to ensure that our staff are competent and our firefighting vehicles are available.

We will continue to be flexible in the way we manage and deal with emergencies, from receiving the call to after the incident, whilst seeking to develop collaborative opportunities in our response to emergencies.

Our key priorities must be to ensure that we have the right people, in the right place, doing the right thing, in the right way, maximising capacity, to enable us to meet our communities' expectations.

**We need to understand what our communities expect and what is important to them; only then can we deliver an effective response.**

### Meeting the Challenge:

To meet community expectations of the right people, in the right place at the right time, we need to adopt different ways of working to support the availability of emergency response vehicles.

We will:

✓ **Be ready to respond to emergency incidents;**

Emergency calls answered and managed effectively

Equipment and PPE well maintained

Fire engines available to respond with competent staff

Support the health and wellbeing of our staff

✓ **Understand the risk**

Identify the risks to the public and review plans to minimise these risks

Understand, plan and exercise for the risks our Firefighters may face

✓ **Identify those that may be vulnerable to fire**

Reduce accidental fires in the home

✓ **Review how we perform**

Review post incident and training debriefs to identify improved ways of working.

Ask those who used our services how we performed.





## Finance and Resources Strategy

### The Challenge:

**We need to continue to develop, review and work in partnership internally and externally to provide quality services, evaluating their effectiveness to maximise our resources against a backdrop of continuing financial uncertainty.**

We need to harness and develop ideas, encourage innovation and ensure that our systems are available, accessible and secure, with effective and efficient processes to support service delivery.

We need to continue to maintain, modernise and develop our estate, fleet and equipment, considerate of our environmental impact, diverse workforce and changing delivery models.

### Meeting the Challenge:

To meet the challenge, we will:

- ✓ Develop and agree a medium-term financial plan, set a balanced budget for each financial year, manage and report spend against it
- ✓ Deliver effective financial services to current and ex-employees, suppliers and customers
- ✓ Develop our workforce and work with partners to improve procurement arrangements
- ✓ Improve the security, accessibility and functionality of our ICT infrastructure
- ✓ Listen to the ideas of our workforce and deliver innovative solutions that benefits service delivery, the environment, our workforce, or realises efficiencies
- ✓ Work with others where it is financially, corporately or operationally advantageous to do so without reducing the quality of service
- ✓ Evaluate and produce plans to develop, maintain and modernise our estate, fleet and equipment provisions, ensuring they are fit for purpose, cost effective, considering the impact they have on the environment and service delivery.







## The Challenge:

The safety of our workforce and communities is the priority, however the external environment in which we operate continues to change. This can affect the type of work performed by our workforce, how much money we have to spend and the profile of our workforce.

There is the need for people to understand the part they play in ensuring the Service puts the community first and achieves our purpose of 'safer people, safer places'. We want people who can encourage innovation and creativity; motivate the people that work with them; create an engaging environment and listen to the values and views of our diverse workforce.

As well as those leadership skills, we should aim to have people who can effectively manage their teams by providing clarity and consistency along with policies and procedures that enable them to manage in a way that balances the needs of the individual with the needs of the organisation.

This is not just people in management roles, we need to help our staff understand the changing demands and role of the fire and rescue service; working in partnership with others and embracing ownership and accountability.

It's difficult to predict the rate at which people will leave the Service. There are new duty systems, pension regulations and changes in tax laws that affect levels of reward and retention. Limited opportunities exist for career progression for our support staff.

Operationally, fewer fires mean more training and simulation is needed that immerses people in realistic training scenarios to equip and prepare for emergency response.

Exposure to different experiences and emotions within the broader range of activities means our challenge is to minimise the impact that this has on an individual's physical and mental wellbeing.

An additional challenge is making our workforce more representative of the communities we serve. We need to identify which aspects need to change to increase the appeal of working for the Service to women, black and minority ethnic groups and other protected characteristics.

On-Call availability is an increasing challenge with a reduction in available people, reduced incidents and an expanding role that needs new skills. Our challenge is to attract, recruit and train within a reduced time frame, then retain their services.



## People Strategy Cont'd

### Meeting the Challenge:

We recognise that staff need clear direction along with developing new skills. This strategy acknowledges the value of diversity of thought, values and beliefs of our workforce. If we are to build on our success, we need to develop leadership behaviours that generate trust, encourage a sense of responsibility and communicate a shared purpose.

We need multi-skilled, flexible staff who engage effectively with people in different environments who focus on customer service. An essential component to all this is having a workforce that reflect the communities we serve.

We will:

- ✓ Through communication, engagement and leadership, ensure everyone who works for Leicestershire Fire and Rescue Service understands the pivotal role their individual contribution plays in contributing to achieving Our Plan and serving our community.
- ✓ Provide clear expected standards of technical and behavioural competence and ways for people to understand their own performance, governed and assured against national guidelines and standards.
  - ✓ Embed our values and behaviours and the NFCC Core Code of Ethics into all our actions.
  - ✓ Include a competency framework in relevant people processes.
  - ✓ Deliver worthwhile, regular situational feedback and performance and development reviews.

- ✓ Provide a blended range of training resources that support the development of knowledge, skills and behaviours for growth in role as well as promotion.
- ✓ Design and communicate fair and transparent career pathways that support people in reaching their full potential.
- ✓ Review the individuals and the organisation's experience of all people processes and policies; from selection through to exit.
- ✓ Align and evolve the activities that enable us to get the right people, with the right skills, in the right roles, at the right time and at the right costs; this is workforce planning.
- ✓ Understand the needs and deliver interventions to prevent physical and mental ill health. Direct people to support services when they need.
- ✓ Seek to address the barriers to recruiting a diverse workforce and creating an inclusive working environment.
- ✓ Collect and analyse people related data in order to make evidence based decisions that improve the performance of our service.



## Governance Strategy

### The Challenge:

**The core principles of good governance encourage openness and comprehensive stakeholder engagement.**

To do this, we need to understand what our communities need. We need to engage with them and have reliable, timely and understandable information to help us make informed decisions. We need to know how well we are doing and make effort to do better in areas identified for improvement.

We also need to engage internally to ensure that those who work for our organisation are given opportunities and have the ability to communicate openly and transparently. By doing this we will work together to deliver a clear direction for the future and better explain any change.

With robust governance arrangements in place, we will be ensuring that we are able to act with integrity and demonstrate a strong commitment to ethical values. This will be supported by implementing good practices in transparency reporting.

We want to be sure we are doing the right things for our diverse workforce and the different communities we serve.

### Meeting the Challenge:

We will:

- ✓ engage with staff and all communities on major changes affecting our Service
- ✓ promote open and honest communication across the Service
- ✓ make our plans and policies available and easy to understand
- ✓ seek the views of our communities on how we do things
- ✓ collect, manage and use information effectively publishing what we are legally required to do
- ✓ monitor and report on our performance so everyone knows how we are doing
- ✓ support independent audits and inspections.









# Monitoring and Review

**Monitoring the successful delivery of our Corporate Plan/IRMP, our strategies and our district and departmental plans is undertaken throughout the year.**

Our plans will have a diverse range of activities within them that link into the outcomes of the strategies. Governance arrangements for these tasks will vary. The Combined Fire Authority and Corporate Governance Committee will oversee key areas, with other tasks monitored and challenged throughout the year depending on their corporate significance through the Senior Management Team, Tactical Management Team, Service Development Programme, departmental and other management meetings.

# Measuring Success

**The success of these strategies will come from measuring how well we achieve the outcomes.**

To do this, we will compare ourselves with other fire and rescue services and ask our communities how well they think we are doing. Things we do will have their own success criteria and will feature within all our departmental and district team plans and projects.

We will:

- ✓ know how well we engaged with staff and our communities on major changes affecting the Service and if our plans were available and easy to understand
- ✓ obtain community feedback on our performance
- ✓ have audit and inspection reports telling us how we've done
- ✓ share the key decisions we make with staff and communities
- ✓ have effective data capture and management reporting
- ✓ publish our data and key performance indicators
- ✓ share information about our successes
- ✓ have an external audit unqualified opinion on our annual Statement of Accounts, Value for Money conclusion and Annual Governance Statement
- ✓ have no significant loss of functionality through ICT system downtime
- ✓ achieve all compliance standards
- ✓ meet statutory requirements for responding to Freedom of Information requests
- ✓ measure delivery against time, cost and quality on projects
- ✓ publish an Annual Report and Statement of Assurance



# Integrated Risk Management Plan (IRMP)

## What is an IRMP?

An IRMP must assess all foreseeable fire and rescue related risks to our communities, and put in place arrangements to respond to and deal with them. It must cover at least a three-year time period, be regularly reviewed, reflect local risk, be developed through consultation and be accessible and cost-effective. The planning process should also have regard to risks of a cross-border, multi-authority and national nature.



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

## Reviewing Our Risks

When we develop an IRMP, we engage with multiple partners and use a variety of sources to review existing risks and identify new ones. These sources include historical incident data, demographic data, performance data, high risk location information and local development strategies. We also consider the impact of wider changes in society, including government policy, economic growth and technological progress.

For our emergency response capability, the key areas we look at are availability of resources, response times to incidents and the individual station demand profiles. We also consider our prevention and protection activities in our future planning, reviewing the use and allocation of our available resources to mitigate the impact of identified risks.

All this data and information helps us understand the needs of our communities, identify locations of potential peak demand, and assess our capacity

to respond. It's also used to anticipate trends that may result in an increase in demand as well as opportunities to reduce the current levels.

## Assessing Risks

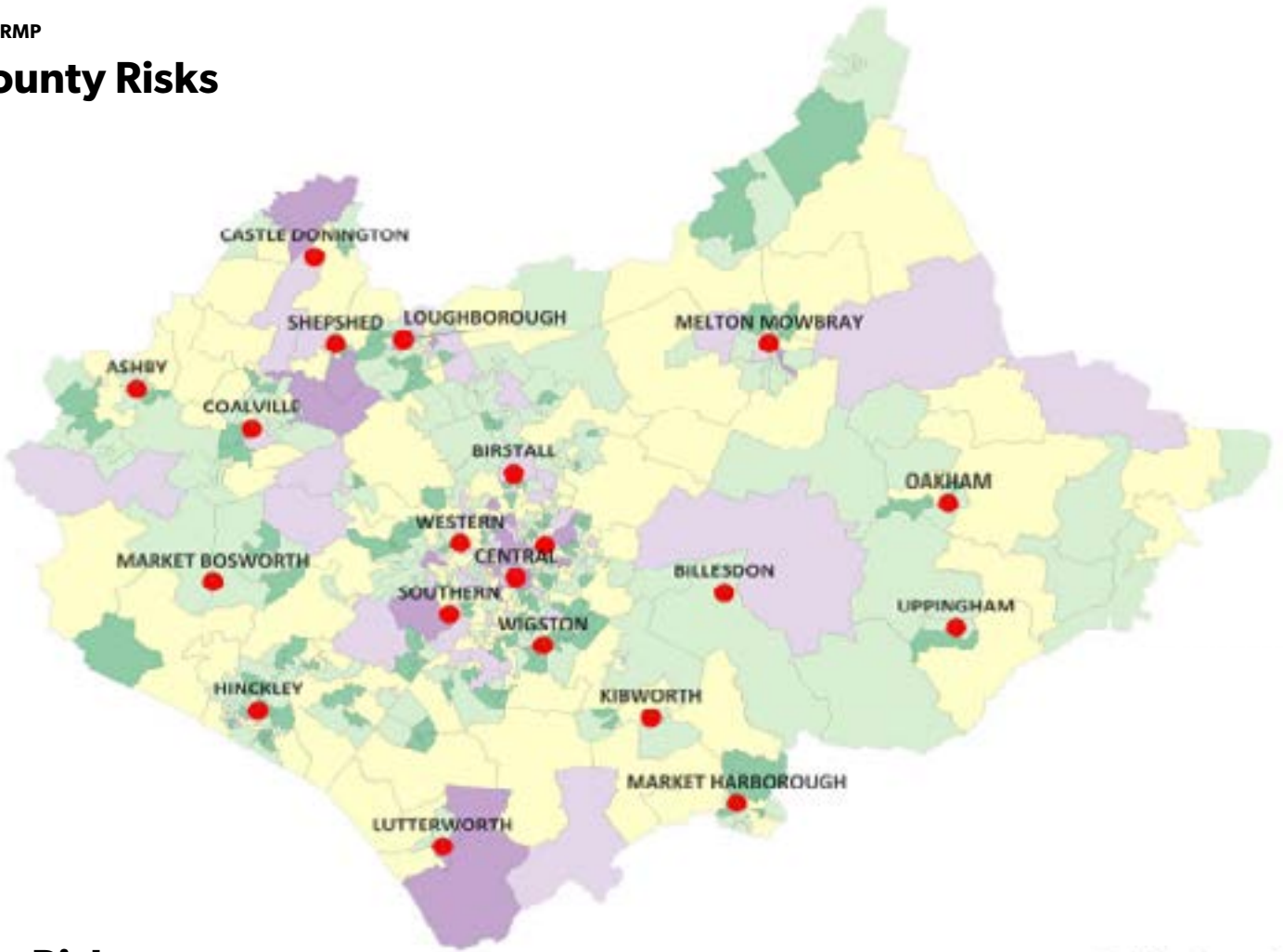
Our Community Risk Model (CRM) uses all this information to predict where a serious incident is more likely to occur, relative to other locations within our area. It combines the overall level of deprivation with historic incident data and identifies localities which are more likely to require our response,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

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

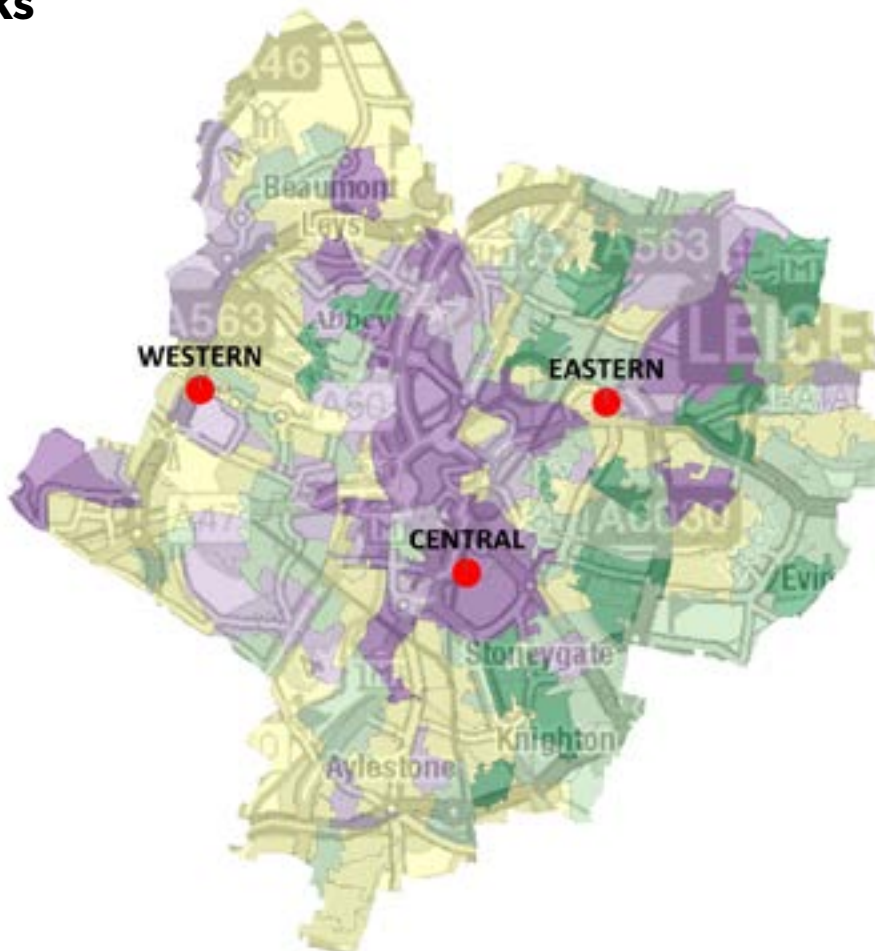
The map shows how each locality has been given a risk category depending on the level and types of incidents attended and overall levels of deprivation. Incidents which are more likely to result in death or injury have been weighted higher.



# County Risks



# City Risks



## Risk Level

- VERY HIGH
- HIGH
- MEDIUM
- LOW
- VERY LOW

# Managing the Risks

Risks can come from anywhere. They can make things harder to do as activities need more resources or time to complete or they present opportunities to do things better, more efficiently or in a shorter timescale. All risks, whether legal, financial, operational, safety or project related, will be managed effectively using our Organisational Risk Management process. The Organisational Risk Register will list the most significant risks and what's done to reduce the impact and severity of them. For wider risks affecting our communities, please refer to our Community Risk Register.

Having identified the areas of risk, we use a variety of methods to minimise the risks to our communities. All our risk management work will be contained within individual district and departmental plans.



# Our 2020 - 2024 IRMP

## Proposals and Consultation

**The data we have analysed supports our view that we should use our staff and fire engines efficiently and effectively in undertaking our prevention, protection and response activities. The 2020-2024 IRMP proposals will provide us with the flexibility to do this in a way that ensures we maximise the use of these resources.**

The location of our stations meets the foreseeable demand and risk that the Service has to respond to. As such we will not be suggesting any changes to the locations or number of our stations during the 2020-2024 IRMP. We will need to refurbish or redesign elements of them for our staff, partners and community needs.

The seven proposals which were agreed by the CFA in June 2019 were subject to public consultation which ran for 12 weeks from 3 September to 25 November 2019.

They were to:

- ✓ use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes
- ✓ use our firefighters efficiently and flexibly to maximise our fire engine availability
- ✓ purchase a second high reach appliance to replace the older one of the two vehicles
- ✓ continue to undertake our education and enforcement activities, targeting those most at risk
- ✓ continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places
- ✓ enable our staff to do the right thing to help our communities
- ✓ implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

It is estimated that over 70,000 individuals, businesses, schools, councils, community and minority groups, charities, disability and voluntary groups, staff members and interested members of the public have been engaged in the consultation via a range of different communication methods. The outcomes of the consultation were contained in the consultation summary report which was presented to the CFA in February 2020. The CFA agreed that all seven of the proposals should be implemented.

Educating and advising communities on fire and other safety matters to prevent fires and other emergencies

Responding efficiently and effectively to incidents and limiting the impact of an emergency on communities



Enforcing fire safety legislation amongst businesses and public bodies to protect them from harm in the event of an incident

Ensuring we can continue to provide our services irrespective of major unplanned or unforeseen local or national risks





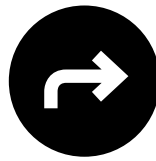
## Prevention

We believe prevention is better than cure. We recognise that risk reduction begins with safe behaviours at home, at work, or on the road. We work with local organisations and partners to target those people who are more vulnerable and likely to be affected by fire and other emergencies. This is done by sharing information and risk profiling.



## Protection

We have a legal duty to give advice and enforce fire safety standards across a wide range of commercial and public buildings to keep people safe. The focus of our protection activity is guided by a combination of the features of the building, risks of the premises type, local and national incident trends, or fire safety concerns from our communities. We carry out a programme of inspections at a variety of buildings based on risk. The level of enforcement action we take increases in line with the severity of risk at each building.



## Response

There are times when prevention and protection activity cannot stop incidents from occurring, and when they do our priority is to ensure we can respond effectively to them. We send the right number of people with the right skills and the right equipment to manage and resolve the incident.



## Resilience

We look to provide an effective emergency response service even when the levels of demand are high. To meet this requirement, we already have agreements in place with all our neighbouring fire and rescue services to provide mutual assistance and support. We are part of a national agreement and network of resources and can provide and receive support from all over the country.

In addition to the fire and rescue network of which we are a part of, we are also members of the Local Resilience Forum (LRF) and play a key role in the development and exercising of plans to deal with major incidents and risks across Leicester, Leicestershire and Rutland and those highlighted in the Community and National Risk Registers. This multi-agency approach ensures high levels of confidence in the emergency plans and business continuity arrangements we've developed.

Work with the LRF also encourages community resilience, working in collaboration with our partners to make our communities self-reliant and resilient in the event of an incident or challenging scenario e.g. severe weather, floods, snow, or water shortages.

# Our Future Resources

Our budget strategy summarises the proposed budget and shows the forecast position until 2023.

## Budget and Income

	2021-22 (£000)	2022-23 (£000)
<b>Council Tax</b>	22,886	24,873
<b>Business Rates</b>	10,104	10,821
<b>Collection Fund Surplus/(Deficit)</b>	(156)	(648)
<b>Revenue Support Grant</b>	4,343	4,475
<b>Fire Pensions Grant</b>	1,795	1,795
<b>Local Council Tax Support Grant</b>	333	0
<b>Service Grant</b>	0	621
<b>Other Grant</b>	787	1,137
<b>Fees &amp; Charges</b>	356	346
<b>Total Income</b>	<b>40,448</b>	<b>43,420</b>

\*Note – Our Band D Council Tax cost is £74.29 per year. This is the cheapest in the East Midlands and will remain in the lowest quartile of combined fire authorities in England.

## Financial Resources

### Revenue Budget and Capital Programme

Our **revenue budget** pays for day-to-day firefighting and prevention work. Our **capital programme** pays for works of long-term benefit. Our programme up until 2024/25 consists of improvements to fire stations, purchasing response vehicles and equipment and purchasing ICT systems and equipment.

### How Our Financial Strategy Supports the IRMP

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

We've managed to make savings and the increase in Council tax preset has provided capacity for growth. To secure longer term sustainability, we aim to:

- (a) avoid new borrowing or leasing, funding replacement firefighting vehicles from revenue wherever possible
- (b) set aside a budget for our estate, which we will use to improve the operational efficiency of buildings

# Our Fire Stations and Firefighting Vehicles



## Wholetime

Birstall 

Castle Donington 

Central  

Eastern  

Loughborough  

Southern 

Western 



## On-Call

Ashby 

Billesdon 

Kibworth 

Market Bosworth 

Uppingham 

Shepshed 



## Wholetime and On-Call

Coalville  

Hinckley  

Oakham  

Wigston  



## Wholetime during day and On-Call at night

Lutterworth 

Market Harborough  

Melton Mowbray  

**In total (as at 1 January 2022): 20 stations**



# Operational Staff Resources

As at 1 March 2022, we have 348 Wholetime and numerous On-Call staff working a variety of hours. We're planning further recruitment during 2022 to ensure we can balance both the Wholetime and On-Call establishment levels as staff retire or leave.

## Corporate Resources

**This plan is a combined document which sets out all our priorities between now and 2024. This section highlights what we plan to do to our non-operational or 'corporate resources'.**

### Our Estate

We maintain an estate that consists of twenty fire stations, a Service headquarters, an occupational health facility and a vehicle/equipment maintenance centre. We've completed condition surveys on these buildings and are undertaking a programme of works to deliver the required maintenance improvements. We also have a training and development centre which we are looking to relocate and improve. The level of work depends on the budget and the most cost effective solutions, be that refurbishment or redevelopment. At no time during any building works will we compromise our ability to deliver all the services we need to.

### Our Fleet of Emergency and Non-Emergency Vehicles

We maintain a wide range of vehicles that enable us to respond to emergency incidents and carry out all the work we need to do each day. The fleet replacement programme is ongoing and we'll continue to replace special appliances and update our fire engines. Projects will be initiated to manage the replacements; the cost of doing so has been included within the 2024-25 capital programme.

### Improving the Efficiency of Support Services

Our support services enable the frontline to operate efficiently. Some of these services are shared with other organisations to improve value for money. We'll continue to streamline processes to reduce bureaucracy and increase capacity across all support services.

# Community Engagement

**We're committed to transparency and openness in all that we do. We want to maintain a close relationship between decision makers, and those affected by the decisions made – our communities. Consultation and engagement with our communities is vital to us in shaping our future and our priorities.**

Work to review the IRMP during 2019 involved full consultation with our communities whose feedback was used by the CFA in deciding which proposals to implement. Our plans set out how we will progress the decisions that were made and when they will be implemented.

We will review, update and publish our action plan annually, in line with progress and updated risk profiles, models and information. We will consult on any proposals that would affect the services to our communities, including the levels of emergency cover. The extent and the manner of consultation will depend on the nature of the proposal and who it will affect.

If you have any comments, or would like any more information on anything in this document, please contact us via one of the methods below.

If you wish to find out more about us, the work we do, or the authority itself, our website provides everything you need to know:

**leics-fire.gov.uk**

You can also keep in touch and find out more by following us on Facebook and Twitter @LeicsFireRescue.

**Alternatively, you can contact us at:**



**Leicestershire Fire and Rescue Service**

**Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU**

**Tel** 0116 2105555

**Fax** 0116 2271330

**Email** [info@leics-fire.gov.uk](mailto:info@leics-fire.gov.uk)

**leics-fire.gov.uk**

**Follow** @LeicsFireRescue





# Glossary

## **Aerial Ladder Platform**

A vehicle with an extendable ladder platform for fighting fires and facilitating rescues at height

## **Automatic Fire Alarm**

Emergency incidents caused by the automatic operation of either a fire alarm or firefighting equipment (e.g. sprinklers), but on arrival there was no fire present

## **Day Crewing Plus**

Fire engine crewed by wholetime employees who work a self-rostered 24-hour shift system and are immediately available to respond to emergency incidents

## **Day Crewing**

Fire engine crewed by Wholetime employees who work a self-rostered 12-hour shift system and are immediately available to respond to emergency incidents

## **On-Call**

Fire engine crewed by employees who are available to respond to emergency incidents from home or work, alerted by a pager

## **Primary Fires**

Fires involving casualties, property or any other items that are insurable

## **RTC**

Any emergency incident that involves a road traffic collision

## **Secondary Fires**

Small fires, such as grass, rubbish, derelict or abandoned vehicles

## **Wholetime**

Fire engine crewed by Wholetime employees who work a shift system and are immediately available to respond to emergency incidents



# Appendices





# Appendix A – Action Plan 2022-23

Our corporate action plan details the main pieces of work that we plan to carry out to meet our aims and achieve our outcomes. They are the larger, more significant packages that will be carried out as projects or reviews. They will be monitored and governed in line with our policies and procedures. They don't include our day-to-day work, which takes up the majority of our time.

The actions are grouped by corporate aim, but many of them will help us achieve multiple, or indeed all, aims and intended outcomes.

The majority of actions are from our integrated risk management planning process, others from our corporate planning, previous plans, capital programme and Central Government requirements.

The plan is monitored, reviewed and updated regularly and refreshed each year. It will be published to ensure it's current, achievable and affordable.



## AIM 1:

**We want to achieve fewer incidents with reduced consequences**

### To do this we will:

Continue to undertake our education and enforcement activities, targeting those most at risk

Deliver the required improvements identified in the reports following the Grenfell fire

Ensure effective risk management at incidents by improving assurance processes

Develop and maintain plans or procedures for the top 10 risks identified on the Community Risk Register



**AIM 2:**

**We want to respond effectively to incidents**

**To do this we will:**

Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes

Use our firefighters efficiently and flexibly to maximise our fire engine availability

Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

Undertake Operational exercises with neighbouring Fire and Rescue Services and multi-agency partners to test our interoperability and ensure efficient and effective response



**AIM 3:**

**We want to deliver value for money quality services**

**To do this we will:**

Purchase a second high reach appliance to replace the older one of the two vehicles

Relocate and centralise our Learning and Development facilities

Continue to collaborate with other blue light services and our partner agencies to support our purpose of 'safer people, safer places'

Develop the bistro area of the headquarters building to maximise office and training space

Refurbish Western Fire and Rescue Station



**AIM 4:**

**We want an engaged and productive workforce**

**To do this we will:**

Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities

Implement improvements based on the staff feedback to improve the employee experience

Develop the knowledge, skills and behaviours of our leaders in order for them to engage and motivate their teams

Introduce a range of interventions that prevent workplace stress and help people manage stressful situations

Take action to get the right people, with the right skills, in the right roles, at the right time and at the right costs who represent the communities we serve



**AIM 5:**

**We want to provide assurance**

**To do this we will:**

Implement the findings from the multiculturalism and fire safety research

Implement our HMICFRS Improvement Plan

Achieve compliance with the fire standards approved by the Fire Standards Board

Improve engagement with our communities





**SAFER  
PEOPLE  
SAFER  
PLACES**



**Leicestershire Fire and Rescue Service**

**Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU**

**Tel** 0116 2105555

**Fax** 0116 2271330

**Email** [info@leics-fire.gov.uk](mailto:info@leics-fire.gov.uk)

[leics-fire.gov.uk](http://leics-fire.gov.uk)

**Follow** @LeicsFireRescue



Images courtesy of S17 photography  
and Leicestershire Fire and Rescue Service

**LEICESTERSHIRE**  
**FIRE and RESCUE SERVICE**



<b>Organisation</b>	Loughborough University	<b>Author</b>	Ant Dales	<b>Date</b>	30/8/23
<b>Subject Title</b>	University update				
<b>Summary</b> <i>(Purpose, background &amp; context for the report update)</i>	Overview of university activity				
<b>Recommendations</b> <i>(Any recommendations for the CSP to consider)</i>	none				
<b>Performance Data</b> <i>(Insert any relevant performance data)</i>	n/a				
<b>Priority 1 – Safeguarding communities from abuse and violent offences</b>					
<b>Update/s - including specific work, initiatives, projects etc. that contribute to priority 1</b>	<ul style="list-style-type: none"> <li>• Continue with proactive patrols</li> <li>• CCTV now in place and we try to attend incidents and disrupt before crime can occur</li> <li>• Property ID marking taking place</li> <li>• Purchase and selling of quality D locks at cost prices</li> <li>• Repeat reports of student ASB to be fed into police and CBC – replaces weekly ASB meeting</li> <li>• Student Street Support Scheme to resume in Freshers</li> </ul>				
<b>Priority 2 – To reduce the harm caused by youth ASB and youth crime</b>					
<b>Update/s - including specific work, initiatives, projects etc. that contribute to priority 2</b>	<ul style="list-style-type: none"> <li>• Continue with proactive patrols</li> <li>• CCTV now in place and we try to attend incidents and disrupt before crime can occur</li> <li>• Property ID marking taking place</li> <li>• Purchase and selling of quality D locks at cost prices</li> <li>• Ensure suspicious activity is shared with town centre CCTV</li> </ul>				
<b>Priority 3 – To reduce criminal exploitation</b>					

<b>Update/s - including specific work, initiatives, projects etc. that contribute to priority 3</b>	Comms to international students re fraud awareness
<b>Priority 4 – To deliver statutory duties: Preventing Extremism; Community Triggers; Tackling substance misuse; Serious Violence Duty; Domestic Homicide Reviews.</b>	
<b>Update/s - including specific work, initiatives, projects etc. that contribute to priority 4</b>	<ul style="list-style-type: none"> <li>• Training delivered to wardens, sub wardens and security re drug awareness and current trends</li> </ul>
<b>Budget / Resource Implications</b>	n/a
<b>Any key risks / issues</b>	n/a
<b>Planned activity in the next Quarter – include any specific work, initiatives, projects etc that will contribute to above CSP themes and priorities</b>	n/a
<b>Any other update, developments, achievements, challenges / opportunities</b>	n.a
<b>Gaps/Support Required</b>	n/a

<b>Organisation</b>	OPCC	<b>Author</b>	James O’Connell	<b>Date</b>	25/09/2023
<b>Subject Title</b>	People Zones				
<b>Summary</b> <i>(Purpose, background &amp; context for the report update)</i>	<p>People Zones vision is to grow safer communities by building strengths, creating connections and empower everyone to play a role.</p> <p>We follow an Asset Based Community Development (ABCD) approach, which focuses on highlighting what assets are in the area and how we can help communities to build upon and enhance them. The aim is for residents and organisations to work collaboratively to become a stronger, safer, resilient, and self-sustaining community.</p> <p>The Bell Foundry People Zone is one of three across LLR and is an initiative funded by the Office of the Police &amp; Crime Commissioner (OPCC). Having originally started in 2018, in 2022 People Zones was refreshed and refocused with a dedicated team. James O’Connell is the Community Development Officer for the Bell Foundry People Zone.</p>				
<b>Recommendations</b> <i>(Any recommendations for the CSP to consider)</i>	<p>The Bell Foundry Research Report highlighted the following themes that have dictated the direction focus:</p> <ul style="list-style-type: none"> <li>- Health &amp; Wellbeing</li> <li>- Community Safety</li> <li>- Pride of Place</li> <li>- Celebrating the People</li> </ul> <p>These key themes underpin the Bell Foundry People Zone Grant Fund. Each round is open for a 4-week period, with the most recent round running from Monday 21<sup>st</sup> August 2023 – Monday 18<sup>th</sup> September. This is the 2<sup>nd</sup> round of this financial year and is the 3<sup>rd</sup> in total.</p> <p>There is 1 more round remaining for this financial year and will open from Monday 6<sup>th</sup> November until Monday 4<sup>th</sup> December</p>				
<b>Performance Data</b> <i>(Insert any relevant performance data)</i>	<p><b><u>Bell Foundry People Zone Grant Fund</u></b></p> <p>To date, we have funded 4 projects to the total of £26, 120.67.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>- 10<sup>th</sup> Loughborough Brownies – Youth Outreach Project</li> <li>- MTC Gardening Group – ‘Back to the Fuchsias’</li> <li>- Fearon Hall – ‘Stories of Kindness’</li> <li>- ZamZam Unlimited Possibilities – ‘SmartScreen Studios’</li> </ul>				

	<p>We are hopeful of allocating further funding to projects that will directly impact the community by way of this most recent, and future rounds</p> <p><b><u>Community Payback</u></b></p> <p>Community Payback are starting to establish themselves in the area. As part of their Big Autumn Clean Up, they cleared areas around Cobden Primary School, finding and removing drug paraphernalia (needles, etc) and a large knife.</p> <p>Probation have had resourcing issues and so other projects have been delayed in starting. However, recent progress has been made by staff in costing designs to build new planters outside Fearon Hall, where a women’s only group is being implemented</p> <p>On a wider scale, talks have progressed with CBC with regards to other projects within the area to support desistance.</p>
<b>Theme 1 – Making Communities Safer</b>	
<p><b>Priority 1 – Prevent and disrupt criminality focusing on reducing All Crime, creating safer communities, free from harm and violence</b></p> <p><b>Priority 2 – Proactively tackle all ASB with a focus on reducing alcohol / substance misuse related incidents and street related ASB</b></p>	
<p><b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 1</b></p>	<p>Community Payback Projects identified and removed a large knife that may have been discarded or hidden. The same project helped to remove areas commonly used for substance use related incidents. This highlights the importance of areas being regularly maintained through collaboration with Probation, CBC and community organisations carrying out litter picks.</p> <p>Ongoing talks with Crimestoppers to launch targeted campaigns around key hotspot areas within the Bell Foundry People Zone to focus on reducing substance use related offending</p>
<b>Theme 2 – Protecting Vulnerable People</b>	
<p><b>Priority 3 – Prevent violence and exploitation whilst supporting victims : including criminal exploitation, serious violence, domestic / sexual violence, abuse, modern slavery and human trafficking</b></p> <p><b>Priority 4 – Prevent people from being drawn into terrorism and take positive action in respect of hate crime</b></p>	
<p><b>Update/s - including specific work, initiatives, projects etc. that contribute to Theme 2</b></p>	<p>10<sup>th</sup> Loughborough Brownies outreach project for young girls in &amp; around the People Zone aiming to protect this vulnerable demographic</p> <p>In implementing CrimeStoppers to an area, all people will be supported to report in a 100% anonymous fashion, will support their vulnerabilities, and combat criminal exploitation</p>
<b>Theme 3 – Improving Community Confidence, Engagement and Cohesion</b>	

<b>Priority 5 – Build stronger cohesive communities with a focus on increasing community confidence</b>	
<p><b>Update/s</b> - including specific work, initiatives, projects etc. that contribute to Theme 3</p>	<p>The very ethos of People Zones is to grow safer communities by building strengths, creating connections and empower everyone to play a role</p> <p>A Fire Safety Walk held in July brought representatives from LFRS, CBC, and other community organisations together with local residents to identify areas of concern around the People Zone. The walk highlighted common obstruction areas in community stairwells, where pushchairs are stored &amp; bikes often discarded. Other fire hazards, such as fire loading outside a flat were also identified. When LFRS returned the following week to follow up these issues, they had been resolved.</p> <p>On the day, LFRS carried out a door knocking exercise in the pursuit of identifying vulnerable people who may benefit from a Home Safety Check (HSC). Off the back of this they carried out 3 HSC's &amp; were a visible presence.</p> <p>CBC have reported to many recommendations from a Designing Out Crime Officer (DOCO) report as 'feasible'. This will be a very positive move towards improving community confidence, engagement and cohesion. At point of writing I await further update from key individuals around progress &amp; focus of those key outputs.</p>
<p><b>Budget / Resource Implications</b></p>	<p>A final People Zone Grant Fund will run between Monday 6<sup>th</sup> November and Monday 4<sup>th</sup> December, based on the same key themes and with the same £10k limit on applications. It is of note that one organisation / group / representative can apply for multiple projects in 1 grant round but the sum of those projects cannot exceed £10k</p>
<p><b>Any key risks / issues</b></p>	<p>Community awareness of People Zones is low. For the People Zone to become autonomous and to have greater impact, a comms strategy with CBC &amp; other key organisations involved is required to support positive messaging regarding People Zones</p>
<p><b>Planned activity in the next Quarter</b> – include any specific work, initiatives, projects etc that will contribute to above CSP themes and priorities</p>	<ul style="list-style-type: none"> <li>- Continue to work with and support grant funded projects</li> <li>- Progress with Community Payback initiatives</li> <li>- Work with CBC towards the area improvement project linked to DOCO</li> <li>- Bi-Monthly 'People Zone Pop Ups' to raise awareness across the community</li> </ul>



<p><b>Any other update, developments, achievements, challenges / opportunities</b></p>	<p>All project updates and documents as detailed above can be found at: <a href="#">People Zones   Leicester, Leicestershire &amp; Rutland</a></p> <p>The Bell Foundry People Zone Asset Map is embedded into the above web page but can also accessed and utilised at: <a href="#">Project: Bell Foundry People Zone   People Zones - Community Maps</a></p> <p>If anyone wishes to discuss how to access and use this map within your organisation, please contact me on <a href="mailto:James.OConnell@leics.police.uk">James.OConnell@leics.police.uk</a></p>
<p><b>Gaps/Support Required</b></p>	<p>Comms strategy</p>

**COMMUNITY SAFETY PARTNERSHIP  
12TH OCTOBER 2023**

**FORWARD PROGRAMME**

ITEM	DETAIL	DATE	ACTION BY
Appointment of Chair/Vice-chair	<p>The appointment of a Vice-chair is required at the first meeting following the start of each Council Year.</p> <p>(The terms of reference state that the Cabinet Lead Member for Community Safety will chair the Partnership)</p>	<p>First meeting of the new civic year <i>(Annual)</i></p>	<p>Committee Clerk</p>
Performance Update	<p>Standing Item</p> <p>To include information from the hate incident dashboards</p>	<p>October 2023</p>	<p>Insp D. Stokes/A. Fadesco</p>
Partner Updates	<p>Standing item, to include;</p> <p>Student Street Support Scheme Update and Loughborough University Update</p> <p>Leicestershire County Council Update</p> <p>Turning Point</p> <p>Violence Reduction Network</p> <p>Loughborough BID Update</p> <p>Leicestershire Probation Service</p> <p>Leicestershire Fire and Rescue Service</p>	<p>October 2023</p>	<p>A Dales G Samra-Rai P Singleton S Devshi G Strong I Ashford M Clay R Kitson</p>

ITEM	DETAIL	DATE	ACTION BY
CSP Plan Update	<p>Standing Item</p> <p>Safeguarding Communities from Violent Offences</p> <p>To reduce harm caused by youth ASB and youth crime</p> <p>To reduce criminal exploitation</p>	October 2023	D. Stokes / G. Vassallo
PSA Recommendations Update	To update on the PSA recommendations	October 2023	G. Harvey/T. McCabe
<b>Community Safety Partnership Scrutiny – Finance and Performance Scrutiny Committee – 28th November 2023</b>			
Scrutiny of the Community Safety Partnership	An update on the outcome of the Council's scrutiny of the Community Safety Partnership at the meeting of the Finance and Performance Scrutiny Committee	January 2024 <i>(Annual)</i>	T. McCabe/G. Harvey
Partnership Strategic Assessment and Community Safety Partnership Plan 2023-26	Update to be submitted for consideration and review	January 2024 <i>(Annual)</i>	A. Fadesco / T. McCabe
Partnership Locality Fund Update	To update on the Partnership Locality Fund.	January 2024	T. McCabe/ A. Fadesco
Draft Delivery Group Action Plans	2024/25 plans to be submitted for consideration and approval	April 2024 <i>(Annual)</i>	T. McCabe
PCC Crime Plan	To allow the partnership to review the PCC Crime Plan.	TBC	

ITEM	DETAIL	DATE	ACTION BY
<b>Future CSP Meetings</b> <b>18 January 2024 (2pm – 4pm)</b> <b>18 April 2024 (10am-12pm)</b> <b>Summer Meeting – To be scheduled</b> <b>24 October 2024 (10am – 12pm)</b>			