

## Objective 1: Reduce fires and their consequences

### Outcomes and Targets

Indicator		Target 2018/19	Actual 2018/19	Target 2019/20
NI 49i	Primary fires per 100,000 population	141.24 (1061)	143.24 (1076) ●	137.88 (1035)
NI 49ii	Fatalities due to primary fires per 100,000 population	0.53 (4)	0.67 (5) ●	0.53 (4)
NI 49iii	Non-fatal casualties (excluding precautionary checks) per 100,000 population	3.99 (30)	3.33 (25) ★	3.33 (25)
BV 142iii	Accidental fires in dwellings per 10,000 dwellings	10.95 (354)	10.02 (324) ★	10.82 (350)
BV 143i	Fire fatalities arising from accidental dwelling fires per 100,000 population	0.40 (3)	0.27 (2) ●	0.40 (3)
BV 143ii	Non-fatal casualties (excluding precautionary checks) arising from accidental dwelling fires per 100,000 population	2.40 (18)	1.73 (13) ★	2.13 (16)
BV 144	% accidental dwelling fires confined to room of origin	94.0	94.75 ●	94.0
BV 209i	% fires in dwellings where a smoke alarm had activated	64.0	66.67 ★	65.0
BV 209iii	% fires in dwellings where no fire alarm was fitted	11.0	12.04 ●	10.0
LPI 64	% of occasions first fire engine arrives at a dwelling fire within the expected timeframe	100	89.51 ▲	100
LPI 65	% of occasions second fire engine arrives at a dwelling fire within 25 minutes	100	96.76 ●	100
LPI 13	Average mobilisation time (seconds)	<65	56 ★	<65
BV 207	Fires in non-domestic premises per 1,000 non-domestic premises	6.94 (177)	5.76 (147) ★	6.67 (170)
LPI 10	% of building regulation applications responded to within 15 days	100	97.97 ▲	100
BV 149i	False alarms in non-domestic properties caused by automatic fire detection apparatus per 1,000 non-domestic properties	32.55 (830)	32.94 (840) ●	31.37 (800)
NI 33i	Deliberate primary fires per 10,000 population	3.05 (229)	2.90 (218) ●	3.05 (229)
NI 33ii	Deliberate secondary fires per 10,000 population	3.23 (243)	3.41 (256) ▲	3.23 (243)
LPI 8	Total number of malicious false alarms per 1,000 population	0.19 (143)	0.09 (68) ★	0.18 (135)
LPI 69	Accidental cooking fires in dwellings per 10,000 dwellings	5.69 (184)	5.60 (181) ●	4.64 (150)
LPI 70	Number of false alarms due to apparatus in domestic premises per 1,000 domestic premises	2.32 (750)	2.50 (809) ▲	2.17 (700)
LPI 72	% of critical home safety and wellbeing assessments conducted in 5 days	95.0	89.28 ▲	95.0

## Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>1.1 - Provide emergency response capability to fire related incidents</b>	1.1.1 - Respond to emergency events	<ul style="list-style-type: none"> <li>All incidents responded to meet LPI 64 &amp; LPI 65 mobilising times</li> </ul>	<b>AM Response</b> DCs
<b>1.2 - Provide home safety advice and support</b>	1.2.1 - Conduct Community Fire Safety (CFS) campaigns to support local and national priorities	<ul style="list-style-type: none"> <li>Locally driven and targeted campaigns based on risk based outcome to address 4 key themed events (100 x cooking, 50 x electrical, 50 x heating, 50 x smoking) by Mar 20</li> <li>Divisional teams supported by central CFS team in identifying/delivering national/local campaigns by Aug 19</li> <li>300 CO alarms installed as required by Mar 20</li> <li>Process for quarterly CFS updates embedded at all stations by Mar 20</li> <li>All communities outside service attendance times evaluated with relevant risk based actions by Mar 20</li> <li>10 charitable service events to target risk groups within the County utilised by Mar 20</li> </ul>	<b>P&amp;P Manager</b> DCs
	1.2.2 - Reduce risk to vulnerable people from fire and accidents in the home and support a holistic approach to social and lifestyle improvements	<ul style="list-style-type: none"> <li>Home safety check (HSC) completed by operational staff developed by Aug 19</li> <li>Joint working practice embedded with neighbourhood team management and evaluation report by Mar 20</li> <li>Advocates integrated within divisional teams with a formal structure developed by Dec 19</li> <li>Links with on-call staff developed and facilitation of an On-Call CFS Conference to identify local risk groups by Sep 19</li> <li>SLA with Public Health to support accident reduction in the home reviewed by Dec 19</li> <li>All critical and high referrals attended within agreed timescales by Mar 20</li> </ul>	<b>P&amp;P Manager</b> DCs
	1.2.3 - Promote home safety intervention opportunities through the use of a Home Safety Self-Assessment (DIY)	<ul style="list-style-type: none"> <li>Proactive targeting in line with locally identified risk profiles (SHERMAN) developed by Sep 19</li> <li>Engagement Strategy developed to reach and support diverse members of the community by Mar 20</li> <li>Station social media platforms</li> </ul>	<b>P&amp;P Manager</b> DCs

		developed to increase CFS awareness by Mar 20	
	1.2.4 - Further develop risk profiling methods to support the identification of vulnerable people in their homes	<ul style="list-style-type: none"> <li>Enhanced community risk profile to identify vulnerable people developed by Mar 20</li> <li>Safer Lincolnshire partnerships priorities in relation to community safety reviewed by Mar 20</li> <li>Profiled groups targeted by local action plans by Mar 20</li> </ul>	<b>P&amp;P Manager</b> IR Manager
	1.2.5 - Deliver targeted CFS programmes to schools across the County	<ul style="list-style-type: none"> <li>100% of visits to schools where risks are identified on request</li> <li>100% of Y2 and Y6 visits requested via Edulincs</li> <li>100% of Y7 stay safe day packages identified through stay safe partnership</li> <li>Y2 &amp; Y6 packages promoted in accordance with campaigns plan</li> </ul>	<b>P&amp;P Manager</b>
	1.2.6 - Maintain the safety of the Lincoln student community	<ul style="list-style-type: none"> <li>SLA reviewed by Dec 19</li> <li>Joint inspection of student accommodation in line with SLA</li> <li>Student engagement plan reviewed by Aug 19</li> <li>Student safety packages delivered in line with student safety week</li> </ul>	<b>P&amp;P Manager</b> DC West
	1.2.7 - Provide support for community and road safety events at stations	<ul style="list-style-type: none"> <li>CFS divisional resources reviewed by Sep 19</li> <li>Central repository of standard CFS messages for use by stations developed by Jun 19</li> </ul>	<b>P&amp;P Manager</b> DCs
<b>1.3 - Provide support to the business community</b>	1.3.1 - Undertake campaigns identified by local and national trends	<ul style="list-style-type: none"> <li>National Fire Safety campaigns supported by Mar 20</li> <li>Campaigns undertaken when local or national trends highlight increased risk</li> <li>Method to review and capture issues from audit activity developed by Mar 20</li> </ul>	<b>P&amp;P Manager</b> DCs
	1.3.2 - Monitor, review and take appropriate action following all fires at non-domestic premises	<ul style="list-style-type: none"> <li>100% of fires in commercial premises followed up to deliver risk based outcome</li> <li>Key business engagement events identified and approached for representation by CFP team by Mar 20</li> <li>Communication methods developed to promote fire safety requirements by Mar 20</li> </ul>	
	1.3.3 - Reduce impact of unwanted fire signals (UwFS)	<ul style="list-style-type: none"> <li>Effectiveness of UwFS policy reviewed by Jun 19</li> <li>Recommendations to improve performance/standards made to FAMOs by Sep 19</li> <li>Attendance at all UwFS calls monitored and managed in line with Service policy</li> <li>Engagement plan developed to</li> </ul>	

		support reduction of UwFS in sheltered housing by Sep 19	
	1.3.4 - Deliver and maintain Primary Authority Schemes (PAS)	<ul style="list-style-type: none"> <li>• Benefits of existing PAS reviewed by Dec 19</li> <li>• Elected members and SMB updated quarterly</li> <li>• Collaborative opportunities with partners and engagement plan developed by Sep 19</li> </ul>	<b>P&amp;P Manager</b>
	1.3.5 - Conduct audits/visits at non-domestic premises	<ul style="list-style-type: none"> <li>• CFP Team West – 1640 hours risk reduction activities by Mar 20</li> <li>• CFP Team East – 1340 hours risk reduction activities by Mar 20</li> <li>• Qualified WCSs to complete 50 hours risk reduction activity by Mar 20</li> <li>• Minimum of 12 hazard spots per month for WT stations</li> <li>• Minimum of 6 hazard spots per month for LCS stations</li> <li>• Short audit process embedded and reviewed by Aug 19</li> <li>• RBIP methodology reviewed by Dec 19</li> </ul>	<b>P&amp;P Manager</b> DCs
<b>1.4 - Conduct arson reduction activities</b>	1.4.1 - Work to reduce deliberate fires across the County	<ul style="list-style-type: none"> <li>• Engagement Plan developed to promote arson reduction activities and update on Arson 01 form by Jun 19</li> <li>• Quarterly activity log outlining risk reduction activity and actions</li> <li>• Training delivered to Police recruits and Police CSOs at all recruit courses</li> <li>• React to identified issues to resolve and mitigate effects of arson with partners and Service personnel</li> <li>• Link with SLP ASB Core Priority Group developed with updates provided by Jun 19</li> </ul>	<b>P&amp;P Manager</b> DCs
	1.4.2 - Deliver Fire Setter Intervention Scheme (FIS)	<ul style="list-style-type: none"> <li>• 100% of FIS referrals attended within 5 working days</li> </ul>	<b>P&amp;P Manager</b>
	1.4.3 - Provide fire investigation support as per the East Midlands Regional Fire Investigation Policy	<ul style="list-style-type: none"> <li>• Level 1 Fire Investigation courses delivered by Mar 20</li> <li>• Initial training for 2 Level 2 Fire Investigators (FI) by Mar 20</li> <li>• Annual Training Plan developed and completed for Level 2 FIs by Mar 20</li> <li>• Contribution to national Streamline Forensic Report pilot with feedback to regional group by Dec 19</li> <li>• Level 5 accreditation by level 2 FIs by Mar 20</li> <li>• Regional ISO 17020 Accreditation by Mar 20</li> </ul>	<b>P&amp;P Manager</b> OD Manager

<b>1.5 - Provide call management and incident support</b>	1.5.1 - Implement future control capability as part of East Coast Consortium	<ul style="list-style-type: none"> <li>• C compliance agreement by Jan 20</li> <li>• Vision 4 and DS3000 mobilising system operational by Jan 20</li> </ul>	<b>Service Support Manager</b>
	1.5.2 - Develop Emergency Services Network (ESN) transition	<ul style="list-style-type: none"> <li>• Continued engagement with Regional and National ESN programme as required</li> <li>• Coverage testing in collaboration with other agencies completed by Apr 20</li> </ul>	
	1.5.3 - Ensure efficient mobilisation of resources	<ul style="list-style-type: none"> <li>• Station End equipment reviewed and procurement programme completed by Apr 20</li> <li>• Availability system reviewed and procurement programme completed by Mar 20</li> </ul>	
	1.5.4 - Achieve average mobilisation times within set target	<ul style="list-style-type: none"> <li>• Monthly audit of call handling times</li> </ul>	<b>Control Manager</b>
	1.5.5 - Maintain high quality emergency call handling	<ul style="list-style-type: none"> <li>• Calls audited monthly</li> </ul>	
	1.5.6 - Conduct regular controlled evacuations of control	<ul style="list-style-type: none"> <li>• 2 scenario based evacuations per watch per year</li> <li>• Evacuation process tested and embedded by Mar 20</li> </ul>	
	1.5.7 - Deliver fire safety/personal safety/fire survival guidance to callers	<ul style="list-style-type: none"> <li>• Minimum of 2 calls per operator audited per month</li> <li>• Call handling statistics reported monthly</li> </ul>	
	1.5.8 - Audit malicious calls to ensure call challenge policy has been applied where appropriate	<ul style="list-style-type: none"> <li>• All calls audited</li> </ul>	
	1.5.9 - Advise on crewing levels on all stations	<ul style="list-style-type: none"> <li>• Divisional managers advised when on-call station availability does not meet agreed strategic availability cover</li> </ul>	

## Objective 2: Reduce RTCs and their consequences

### Outcomes and Targets

Indicator		Target 2018/19	Actual 2018/19	Target 2019/20
LPI 18	Number of those killed or seriously injured in RTCs	385	503 ▲	375
LPI 66	% of occasions an appliance arrives at any RTC within the expected timeframe	100	79.64 ▲	100

### Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>2.1 - Provide emergency response capability to RTC related incidents</b>	2.1.1 - Respond to emergency events	<ul style="list-style-type: none"> <li>• All incidents responded to meet LPI 66</li> </ul>	<b>AM Response DCS</b>

<b>2.2 - Conduct road safety prevention activities in conjunction with the Lincolnshire Road Safety Partnership (LRSP)</b>	2.2.1 - Deliver road safety education activities to support LRSP campaigns	<ul style="list-style-type: none"> <li>Quarterly meetings between LFR and LRSP with outcomes and targets agreed by Mar 20</li> <li>Local engagement plans delivered with support of LRSP Advocate by Mar 20</li> <li>Key messages shared with stations to support delivery of LRSP activities</li> <li>On-call stations to receive quarterly updates on road safety information</li> <li>72 targeted events carried out by WT crews in accordance with local plan/ LRSP calendar by Mar 20</li> </ul>	<b>P&amp;P Manager</b> DCs
<b>2.3 - Enhance RTC extrication capabilities and procedures</b>	2.3.1 - Participate in RTC extrication competitions	<ul style="list-style-type: none"> <li>1 regional, national and international competition by Mar 20</li> </ul>	<b>OD Manager</b> Extrication Team Manager
	2.3.2 - Develop RTC extrication techniques in conjunction with pre-hospital care stakeholder	<ul style="list-style-type: none"> <li>6 monthly liaison meetings with pre hospital care stakeholder</li> <li>1 joint service exercise by Mar 20</li> </ul>	<b>OD Manager</b>
	2.3.3 - Update trauma care training for operational staff	<ul style="list-style-type: none"> <li>New trauma care training provision implemented by Mar 20</li> </ul>	

### Objective 3: Improve health and wellbeing

#### Outcomes and Targets

Indicator		Target 2018/19	Actual 2018/19	Target 2019/20
LPI 73	No of requests made by EMAS for co-responder resources	-	10,688	-
LPI 74	No of co-responder calls attended	-	4,360	-
LPI 75	No of co-responder calls where waiting time exceeds 60 minutes	-	1,048	-
LPI 47	% of first responder incidents attended where F&R rendered assistance	90.0	91.28 ●	90.0
LPI 68	% of occasions a co-responder resource booked mobile in under 5 minutes	70.0	52.32 ▲	70.0

#### Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>3.1 - Provide emergency medical response capability</b>	3.1.1 - Review Joint Ambulance Conveyance Project (JACP) in partnership with East Midlands Ambulance Service (EMAS) to ensure effectiveness of the scheme	<ul style="list-style-type: none"> <li>LFR response model and patient criteria reviewed by Dec 19</li> </ul>	<b>AM PP&amp;P</b>
	3.1.2 – Conduct countywide review of the co-responder scheme	<ul style="list-style-type: none"> <li>Location of co-responding assets reviewed by Sep 19</li> <li>Recommendations by Dec 19</li> <li>Expansion programme</li> </ul>	<b>AM PP&amp;P</b> AM Response DC South

		investigated and recommendations by Jan 20	
	3.1.3 - Review CQC requirements for all medical response activities	<ul style="list-style-type: none"> <li>• 10 Spot Audits by Mar 20</li> <li>• Annual review of CQC compliance with LIVES by Mar 20</li> <li>• 1 CQC Inspection conducted with the support of LIVES by Mar 20</li> </ul>	<b>AM PP&amp;P</b>
	3.1.4 - Work with adult social care and EMAS to identify potential bariatric patients	<ul style="list-style-type: none"> <li>• Quarterly bariatric multi-agency meetings</li> <li>• HSCs conducted in accordance with demand</li> </ul>	<b>TR Manager</b> OR team
	3.1.5 - Maintain bariatric skills at stations	<ul style="list-style-type: none"> <li>• Training in line with Level 2 maintenance programme at designated stations</li> </ul>	<b>TR Manager</b>
<b>3.2 - Improve the health and resilience of children and young people</b>	3.2.1 - Conduct Firebreak courses	<ul style="list-style-type: none"> <li>• Content of Firebreak course reviewed by Mar 20</li> <li>• 100% of courses requested via Edulincs delivered by Mar 20</li> <li>• Accreditation process reviewed by Mar 20</li> </ul>	<b>P&amp;P Manager</b>
	3.2.2 - Deliver Fire Cadet scheme	<ul style="list-style-type: none"> <li>• 3 sections maintained at Lincoln, Skegness and Boston.</li> <li>• New Spalding Cadet section embedded by Aug 19</li> <li>• New Cadet Instructors recruited to ensure full complement at each section by Dec 19</li> <li>• Formal qualification by Mar 20</li> <li>• 2 community/charity events per unit by Mar 20</li> <li>• Duke of Edinburgh awards explored by Sep 19</li> </ul>	<b>P&amp;P Manager</b> DCs
<b>3.3 - Continue to develop key aspects of the NFCC Health Strategy</b>	3.3.1 - Develop activities to support community health outcomes	<ul style="list-style-type: none"> <li>• HSC developed and agreed by Aug 19</li> <li>• Holistic safety check reviewed and priorities aligned with LCC public prevention strategy by Mar 20</li> <li>• Evaluation methodology for safety checks by Mar 20</li> <li>• Falls assessment and referral process embedded within advocates safety check visits by Aug 19</li> <li>• Support to the falls assessment and referral processes explored by Mar 20</li> </ul>	<b>AM PP&amp;P</b>

#### Objective 4: Protect the community and environment from the impact of major emergencies

##### Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>4.1 - Provide emergency response capability to major emergencies</b>	4.1.1 - Respond to emergency events	<ul style="list-style-type: none"> <li>• All incidents responded to in line with demand</li> <li>• All incidents subject to structured debrief</li> </ul>	<b>AM Response</b> DCs ISAR lead Service Assurance Manager

	4.1.2 - Develop, maintain and exercise appropriate plans for all significant operational risks	<ul style="list-style-type: none"> <li>• 1 themed exercise per division per quarter to reflect divisional and service risk</li> <li>• 1 service level exercise by Mar 20</li> </ul>	<b>AM Response</b> DCs
<b>4.2 - Provide support to the Local Resilience Forum (LRF)</b>	4.2.1 - Develop, maintain and exercise appropriate plans for all significant operational risks to support East Coast Inundation (ECI) plan	<ul style="list-style-type: none"> <li>• ECI operational plan reviewed by Mar 20</li> <li>• ECI FCP locations exercised by Mar 20</li> </ul>	<b>AM Response</b> DC East
	4.2.2 - Contribute to LRF Programme Management Board	<ul style="list-style-type: none"> <li>• Chair PMB for 2019/20</li> <li>• Support SCG/TCG training input</li> <li>• Training plan implemented for LRF Commanders by Mar 20</li> <li>• Attendance at LRF meetings as required</li> </ul>	<b>BM PP&amp;P</b> OD Manager Service Resilience Manager
<b>4.3 - Provide National Resilience capability</b>	4.3.1 – Support an urban search and rescue national exercise	• 1 exercise by Jan 20	<b>TR Manager</b>
	4.3.2 - Exercise marauding terrorists attack capability	• Engagement in multi-agency exercise by Mar 20	<b>AM Response</b>
<b>4.4 - Provide support to International Search and Rescue (ISAR) operations</b>	4.4.1 - Develop local ISAR lead role	• Quarterly ISAR management meetings	<b>ISAR lead</b>
	4.4.2 - Maintain ISAR training	<ul style="list-style-type: none"> <li>• ISAR competence maintained by all team members</li> <li>• Attendance at 1 national ISAR exercise by Mar 20</li> <li>• ISAR development pathway developed and published by Jun 19</li> </ul>	
<b>4.5 - Provide specialist rescue capabilities</b>	4.5.1 - Maintain capability to deal with ship fires whilst alongside in port	<ul style="list-style-type: none"> <li>• Concept of Operation reviewed by Mar 20</li> <li>• Exercise by Mar 20</li> </ul>	<b>DC East</b>

## Objective 5: Manage our people effectively

### Outcomes and Targets

Indicator		Target 2018/19	Actual 2018/19	Target 2019/20
BV 12a	Number of days/shifts lost due to sickness absence - uniformed staff including control	6.5	10.12 ▲	6.5
BV 12b	Number of days/shifts lost due to sickness absence - all staff	6.5	8.48 ▲	6.5
LPI 20	% of personal development reviews completed	95.0	90.0 ▲	95.0
LPI 42	% of new operational staff who are female	8.0	7.5 ●	10.0
LPI 43	% of new staff who are from BME or 'other white' background	2.0	2.23 ●	2.0
LPI 58	% of firefighters maintaining BA refresher competence	95.0	98 ★	95.0
LPI 60	% turnover of on-call firefighters	10.0	11.1 ●	10.0



## Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>5.1 - Ensure operational competence</b>	5.1.1 - Develop alternative Phase 1 course including full review of course content	<ul style="list-style-type: none"> <li>• Minimum of 4 modular recruits courses by Mar 20</li> <li>• Adaptions to on-call course to improve retention considered by Service and OCRB by Mar 20</li> </ul>	<b>OD Manager</b>
	5.1.2 - Facilitate delivery of the Operator Training Development Framework	<ul style="list-style-type: none"> <li>• 3 year MOC programme reviewed and delivered on a quarterly basis</li> <li>• Operator MOC programme aligned with NOG training specification by Mar 20</li> </ul>	
	5.1.3 - Facilitate delivery of the Technician Training Development Framework	<ul style="list-style-type: none"> <li>• 3 year MOC programme reviewed and delivered on a quarterly basis</li> <li>• Technician MOC programme aligned with NOG training specification by Mar 20</li> </ul>	
	5.1.4 - Develop and deliver incident command training	<ul style="list-style-type: none"> <li>• Level 1 acquisition and refresher training delivered by Mar 20</li> <li>• Level 2 acquisition and refresher training delivered by Mar 20</li> <li>• Accreditation for internal command programmes maintained</li> <li>• XVR scenarios developed through regional collaboration by Mar 20</li> <li>• Chair/attendance at quarterly EMCCUG regional meetings</li> </ul>	
	5.1.5 - Develop and deliver EFAD and LVED training	<ul style="list-style-type: none"> <li>• Regional driving connections maintained</li> <li>• EFAD/LVED training based on accident trends and to maintain competence</li> <li>• Trailer towing training implemented by Oct 19</li> <li>• E-learning package developed to cover slow manoeuvring accidents by Oct 19</li> </ul>	<b>OD Manager</b> Driving Standards Manager
	5.1.6 - Facilitate and maintain specialist training to on-call stations	<ul style="list-style-type: none"> <li>• Specialist training completed as per quarterly programme</li> </ul>	<b>TR Manager</b>
	5.1.7 - Facilitate delivery of technical rescue training	<ul style="list-style-type: none"> <li>• Awareness of technical rescue and national resilience capability delivered to all officers by Mar 20</li> </ul>	
	5.1.8 - Develop operational case studies	<ul style="list-style-type: none"> <li>• 4 case studies to supplement the operational key findings by Mar 20</li> </ul>	<b>OD Manager</b>
	5.1.9 – Develop RTC competence	<ul style="list-style-type: none"> <li>• 4 RTC Link trainer courses by Mar 20</li> </ul>	
	5.1.10 – Develop BA competence	<ul style="list-style-type: none"> <li>• 4 BA Link trainer courses by Mar 20</li> </ul>	
<b>5.2 - Demonstrate outstanding leadership</b>	5.2.1 – Promote Service values	<ul style="list-style-type: none"> <li>• Values input to all recruit courses</li> </ul>	<b>Chief Officer Group</b>
	5.2.2 – Engage with and understand the views of our staff	<ul style="list-style-type: none"> <li>• Quarterly department head engagement</li> <li>• 6 monthly middle manager engagement</li> <li>• 6 monthly supervisory manager engagement</li> </ul>	

		<ul style="list-style-type: none"> <li>• Bi-annual fire service staff briefing</li> <li>• COG inspections/visits to all watches/stations</li> </ul>	
<b>5.3 - Develop a professional workforce</b>	5.3.1 - Undertake leadership programme	<ul style="list-style-type: none"> <li>• ELP and CSLE supported</li> <li>• NFCC Leadership Development Framework incorporated into People Strategy by Mar 20</li> </ul>	<b>AM Corporate Support</b>
	5.3.2 - Link emerging service needs to budgets and training plans	<ul style="list-style-type: none"> <li>• Requirements for annual plan to OD Manager by Aug 19</li> <li>• Training plan agreed by Dec 19</li> </ul>	<b>OD Manager</b>
	5.3.3 – Develop and implement training recording system	<ul style="list-style-type: none"> <li>• PDR Pro for MOC (FF-WM &amp; Officer programme) by Jul 19</li> <li>• Development pathway for FF Phase 2 on PDR Pro by Mar 20</li> <li>• Central training course management through PDR Pro by Mar 20</li> </ul>	
	5.3.4 - Develop managerial skills for all levels of the workforce	<ul style="list-style-type: none"> <li>• Leadership and Management Development programme for CM-SM developed and implemented by Oct 19</li> </ul>	
	5.3.5 - Develop and maintain CFP competence	<ul style="list-style-type: none"> <li>• Training programme reviewed as per SO6 by Mar 20</li> <li>• New CFP staff supported to achieve competence by Dec 19</li> <li>• FSGN updated to outline requirements of mentoring and maintenance of competence for all levels of qualified CFP personnel by Mar 20</li> <li>• CPD and maintenance of competence programme for level 4 certificate holders embedded by Mar 20</li> </ul>	<b>P&amp;P Manager OD Manager</b>
	5.3.6 - Develop and maintain CFS Advocate competence	<ul style="list-style-type: none"> <li>• Training programme reviewed as outlined in SO6 by Aug 19</li> <li>• Effectiveness of specialist roles for Advocates reviewed by Sep 19</li> <li>• Apprenticeship Scheme for Advocate role explored and feedback to AM PP&amp;P by Dec 19</li> <li>• Guidance for new Advocates on requirements of mentoring and development of competence by Aug 19</li> <li>• 3 on call Safety Advocates recruited to assist when required, in rural locations by Aug 19</li> </ul>	
<b>5.4 - Demonstrate organisational excellence</b>	5.4.1 - Demonstrate quality assurance of training and development	<ul style="list-style-type: none"> <li>• Assessors/verifiers training programme maintained</li> <li>• SfFR re-accreditation by Mar 20</li> <li>• System to maintain quality assurance of supervisory managers' training input by Jul 19</li> <li>• Train the trainer courses for all on-call and WT supervisory managers by Mar 20</li> <li>• Improvements to MOC internal verification process by Jul 20</li> </ul>	<b>AM Corporate Support</b>

	5.4.2 - Ensure HR support meets the needs of the Service	<ul style="list-style-type: none"> <li>• Quarterly meetings with SERCO HR management</li> <li>• Decision on replacement of Spitfire by Sep 19</li> <li>• Rebuild of Business World and decision on use of FireWatch by Mar 20</li> </ul>	
<b>5.5 - Ensure a sustainable workforce</b>	5.5.1 - Implement LFR People Strategy	<ul style="list-style-type: none"> <li>• Strategy reviewed to incorporate NFCC Framework and Learning Pathways by Oct 19</li> </ul>	<b>AM Corporate Support</b>
	5.5.2 - Continue programme of targeted on-call recruitment	<ul style="list-style-type: none"> <li>• Employer engagement plan by Mar 20</li> </ul>	<b>OD Manager</b>
	5.5.3 - Undertake on-call staff engagement	<ul style="list-style-type: none"> <li>• 3 divisional workshops by Oct 19</li> </ul>	
	5.5.4 - Facilitate Core Progression Framework (CPF)	<ul style="list-style-type: none"> <li>• CPF promotion boards facilitated as required</li> </ul>	
	5.5.5 - Facilitate WT firefighter recruitment when required	<ul style="list-style-type: none"> <li>• WT recruits courses aligned to workforce plan</li> </ul>	
	5.5.6 – Ensure Retained Duty System remains fit for purpose for on-call staff	<ul style="list-style-type: none"> <li>• On-call review recommendations prioritised by Mar 20</li> <li>• On-call resilience board action plan agreed by Mar 20</li> </ul>	<b>AM Response</b>
	5.5.7 - Promote good employee relations and engagement	<ul style="list-style-type: none"> <li>• Quarterly ACA and IST report at DCs meeting</li> <li>• Annual review of ACA Policy</li> </ul>	<b>AM Response</b> DC West Doctrine Manager
<b>5.6 – Support the wellbeing of the workforce</b>	5.6.1 – Demonstrate commitment to Wellbeing and Inclusion (WB&I)	<ul style="list-style-type: none"> <li>• Quarterly Health Matters Newsletter published</li> <li>• Quarterly HML Occupational Health contract review</li> <li>• Monthly case conference of all long term sickness cases</li> <li>• Annual monitoring of diversity statistics through PMB</li> <li>• Membership of LCC Corporate Diversity Steering Group</li> <li>• LCC Annual Equalities Report</li> <li>• Current working practices for FBTIs reviewed once national report received</li> <li>• Accessible toolkit of resources/ initiatives developed by Sep 19</li> <li>• 6 Wellbeing Champions embedded by Aug 19</li> <li>• WB&amp;I Action Plan available to all staff by Jun 19</li> <li>• Quarterly meeting of Wellbeing Champions with updates to SMT and Department Heads</li> <li>• Terms of Reference agreed by Jul 19</li> <li>• Wellbeing Action Plan implemented by Apr 19</li> <li>• Representation at LCC Organisational Development steering group bi-monthly meetings</li> <li>• Oversee LCC Health &amp; Wellbeing Strategy</li> </ul>	<b>AM Corporate Support</b> AM PP&P CI Manager HS&W Manager

## Objective 6: Manage our resources effectively

### Outcomes and Targets

Indicator		Target 2018/19	Actual 2018/19	Target 2019/20
LPI 15	% availability of on-call appliances	91.0	78.86 ▲	91.0
LPI 16	% of defective hydrants at fire incidents	5.0	6.67 ▲	5.0
LPI 61	Net revenue spend	+/- 1%	0.2 ●	+/- 1%
LPI 71	Number of malicious false alarms attended	55	37 ★	55

### Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>6.1 - Ensure efficient use of our finances</b>	6.1.1 - Ensure robust management of revenue budget	<ul style="list-style-type: none"> <li>Monthly budget projections by budget holders</li> <li>Statement of assurance by budget holders by Sep 19</li> <li>Planning assumptions by budget holders by Sep 19</li> <li>Base budget for 2020/21 prepared by Sep 19</li> </ul>	<b>BM PP&amp;P</b> Budget Managers Budget Holders
	6.1.2 - Ensure robust management of capital budget	<ul style="list-style-type: none"> <li>Quarterly update on Capital programme to SMB</li> </ul>	<b>BM R&amp;CS</b> Budget Managers Budget Holders
	6.1.3 - Ensure budget is set in line with LCC corporate process	<ul style="list-style-type: none"> <li>Detailed budget process agreed by Sep 19</li> <li>Budget agreed by Nov 19</li> </ul>	<b>BM PP&amp;P</b> Strategic Finance Manager
	6.1.4 - Set detailed budgets in line with service objectives and gain SMB approval	<ul style="list-style-type: none"> <li>Approved by Dec 19</li> </ul>	<b>BM PP&amp;P</b>
	6.1.5 - Promote good practice in procurement and contract compliances	<ul style="list-style-type: none"> <li>Involvement with major procurement exercises on all potential purchases over £15k</li> <li>Replacement MDT procurement by Oct 19</li> <li>All projects &gt;£15k advertised on Contract Finder</li> <li>Compliance with LCC Contract and Procurement Procedure Rules</li> <li>Quarterly contract review with key suppliers</li> <li>Opportunities explored for collaboration procurement by Mar 20</li> <li>Aims of the NFCC supported in the Strategic Fire Commercial Transformation Programme by Mar 20</li> <li>New stores management system implemented by Mar 20</li> </ul>	<b>Contracts Manager</b>
<b>6.2 - Ensure fleet and operational equipment is fit for purpose</b>	6.2.1 - Review and procure operational fleet in accordance with the capital Plan	<ul style="list-style-type: none"> <li>Attendance at monthly TOG meetings</li> <li>Replacement water carrier/EP procured by Mar 20</li> </ul>	<b>Fleet Manager</b>

		<ul style="list-style-type: none"> <li>• 2 RSU &amp; 9 technical rescue vans by Mar 20</li> <li>• Disposal of vehicles in accordance with LCC policy: 2 fire cadet appliances by Apr 19 1 youth engagement/preservation appliance by Apr 19 2 Volvo training pumps by Sep 19</li> <li>• Specification/tender award/call off for replacement of 3.5t minibus by Mar 20</li> <li>• Specification/tender award/call off for replacement of 3 ops support vans by Mar 20</li> <li>• 12 WM cars replaced by Oct 19</li> <li>• 2 LEVs procured as part of light fleet replacement by Nov 19</li> </ul>	
	6.2.2 - Conduct external audit of fleet maintenance provider	<ul style="list-style-type: none"> <li>• Report by Dec 19</li> </ul>	
	6.2.3 - Reduce vehicle accidents across the Service	<ul style="list-style-type: none"> <li>• Quarterly accident reporting to SDB</li> </ul>	
<b>6.3 - Ensure effective estate and facilities management (FM)</b>	6.3.1 – Property management	<ul style="list-style-type: none"> <li>• Management of LFR estate transferred to Corporate Landlords by Mar 20</li> <li>• Waddington Tri-Service training centre contributing to LCC Managed Project Board</li> </ul>	<b>Resources Manager</b>
	6.3.2 – Undertake major projects	<ul style="list-style-type: none"> <li>• Grantham station, POD and training building project delivered by Jun 20</li> <li>• Business case for replacement of Leverton Station by Mar 20</li> <li>• Diesel tanks at Gainsborough and Wainfleet removed by Mar 20</li> <li>• Rectification work arising from Waddington Training Centre structural survey completed by Mar 20</li> </ul>	
	6.3.3 - Review existing housing stock	<ul style="list-style-type: none"> <li>• Long term unused housing review by Mar 20</li> </ul>	
	6.3.4 - Promote trading activity at Waddington Training Centre to support site costs	<ul style="list-style-type: none"> <li>• Quarterly report to Waddington Training Centre Board</li> </ul>	<b>National Resilience &amp; Fire Commercial Manager</b>
<b>6.4 - Ensure ICT provision meets the needs of the Service</b>	6.4.1 - Oversee corporate ICT projects into the Service	<ul style="list-style-type: none"> <li>• ICT Strategy in conjunction with LCC-IMT completed by May 19</li> <li>• ICT asset register established and protocols for maintenance in place by Dec 19</li> <li>• On-going engagement with LCC IMT to ensure collaboration on major ICT projects within LCC</li> <li>• New asset management system (AMS) embedded by Dec 19</li> </ul>	<b>AM PP&amp;P</b> Service Support Manager Resources Manager
<b>6.5 - Ensure provision of and access to water within the County</b>	6.5.1 - Maintain and operate the risk based hydrant inspection programme	<ul style="list-style-type: none"> <li>• Hydrant maintenance programme facilitated via WT stations Target inspections: WT stations - 3,418 Technicians - 2,400</li> </ul>	<b>Technical Services Manager</b> DCs

## Objective 7: Govern the Business effectively

### Outcomes and Targets

Indicator		Target 2018/19	Actual 2018/19	Target 2019/20
LPI 2	Number of Reports of Injuries, Diseases and Dangerous Occurrence Regulations	8	10 ▲	8
LPI 7	Following a request % of occasions contact is made within 24hrs to arrange a FIS visit	84.0	96.20 ★	86.0
LPI 59	Number of minor injuries (as reported via form PO3)	55	69 ▲	55
LPI 35	% of After Incident Survey respondents satisfied with the quality of service provided	95.0	100 ★	95.0
LPI 63	% of respondents who feel safer in their home following a Home Safety Check	95.0	97.80 ★	95.0
LPI 48	% of post RRO Fire Safety Audit respondents satisfied with the quality of service provided	95.0	100 ★	95.0

### Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
<b>7.1 - Ensure effective risk management planning</b>	7.1.1 - Develop and maintain Service level plans	<ul style="list-style-type: none"> <li>Annual Service Plan 2019/20 by May 19</li> <li>IRMP framework document by Jun 19</li> <li>IRMP community risk profile by Jul 19</li> <li>Draft 2020-23 IRMP by Oct 19</li> <li>IRMP consultation by Feb 20</li> <li>IRMP published by Mar 20</li> </ul>	<b>BM PP&amp;P</b> CI Manager
	7.1.2 - Develop risk modelling tools to support understanding of community risk	<ul style="list-style-type: none"> <li>Cadcorp risk and workload modeller developed by Mar 20</li> <li>Social data sets to support understanding of risk to migrant population developed by Mar 20</li> <li>Use of Location Centre GIS extended to BM-WCS by Mar 20</li> <li>Drive time methodology reviewed by Mar 20</li> </ul>	<b>IR Manager</b>
	7.1.3 - Develop and maintain divisional plans	<ul style="list-style-type: none"> <li>2019/20 divisional, station and control plans by Jun 19</li> </ul>	<b>AM Response</b> DCs DDCs
	7.1.4 - Develop, maintain and exercise appropriate business continuity (BC) plans	<ul style="list-style-type: none"> <li>Rolling programme for department/station plans by Mar 20</li> <li>BC plans aligned with LCC and BC model by Mar 20</li> <li>2 tactical BC plans reviewed by Mar 20</li> <li>LFR represented on local and national BC steering groups by Mar 20</li> <li>2 BC exercises by Mar 20</li> <li>BC planning and awareness embedded by Mar 20</li> </ul>	<b>IR Manager</b> Service Resilience Manager

	7.1.5 - Collect and analyse appropriate operational risk data	<ul style="list-style-type: none"> <li>• Risk data gathering process developed by Mar 20</li> <li>• 300 data gathering visits by Mar 20</li> </ul>	<b>IR Manager</b> Ops Risk Manager
	7.1.6 - Review operational risk data	<ul style="list-style-type: none"> <li>• Implementation of replacement MDTs supported by Mar 20</li> <li>• Newly devised F1184 and MDT dashboard by Mar 20</li> </ul>	<b>IR Manager</b> DCs
	7.1.7 - Develop awareness of operational risks for tactical and strategic managers	<ul style="list-style-type: none"> <li>• 12 risk familiarisation events (3 TEWC and 9 risk familiarisation visits) by Mar 20</li> </ul>	
	7.1.8 - Maintain operation of Incident Recording System (IRS)	<ul style="list-style-type: none"> <li>• Data accuracy of IRS records maintained at 'good' by Mar 20</li> <li>• IRS records published quarterly</li> </ul>	<b>IR Manager</b>
	7.1.9 - Embed culture of performance management	<ul style="list-style-type: none"> <li>• SDB Log and Divisional Reporting Tool developed within In-Phase by Mar 20</li> <li>• In-Phase for GMs-BMs embedded by Mar 20</li> <li>• Home Office IRMP returns submitted by Jun 19</li> </ul>	
	7.1.10 - Revise operational procedures in line with National Operational Guidance Programme (NOGP)	<ul style="list-style-type: none"> <li>• NOG strategic gap analysis action plan completed by Mar 20</li> <li>• Operational Guidance Framework embedded by Jun 19</li> <li>• Regional Enabling Board Plan quarterly report to SMB</li> </ul>	<b>AM Response</b> Doctrine Manager
<b>7.2 - Maintain the health and safety of our staff</b>	7.2.1 - Review, maintain and manage Operational Guidance information	<ul style="list-style-type: none"> <li>• Risk Cards replaced with TOG/AHIS by Mar 20</li> <li>• Operational guidance integrated into new MDTs by Mar 20</li> </ul>	<b>IR Manager</b> H&S Manager Doctrine Manager
	7.2.2 - Improve H&S management with emphasis on performance measurement and review	<ul style="list-style-type: none"> <li>• H&amp;S trends analysed and reported monthly at SDB</li> <li>• 12 inspections by Mar 20</li> <li>• 2 HSG 65 audits by Dec 19</li> <li>• 2 key service areas sample tested by Mar 20</li> </ul>	<b>IR Manager</b> H&S Manager
	7.2.3 - Deliver workforce H&S Strategy	<ul style="list-style-type: none"> <li>• All training packages reviewed by H&amp;S by Mar 20</li> <li>• H&amp;S training for all managers reviewed by Mar 20</li> <li>• Understanding of Risk Assessment process at all levels developed by Mar 20</li> <li>• Road risk reduction strategy in line with LCC by Mar 20</li> </ul>	
<b>7.3 - Ensure effective safeguarding procedures</b>	7.3.1 - Ensure all staff understand their safeguarding responsibilities	<ul style="list-style-type: none"> <li>• Safeguarding training in accordance with SO49 undertaken by Mar 20</li> <li>• FDS as out of hours safeguarding advisors embedded by Mar 20</li> <li>• CFS advocates as safeguarding advisors embedded by Mar 20</li> <li>• SO49 reviewed in line with LSAB/LSCB guidelines by Jun 19</li> </ul>	<b>CFS Manager</b> P&P Manager
<b>7.4 - Ensure effective collaborative</b>	7.4.1 - Ensure effective partnership management process	<ul style="list-style-type: none"> <li>• Partnership/collaboration agreements reviewed and fit for purpose by Oct 19</li> </ul>	<b>K&amp;I Manager</b>

<b>working</b>	7.4.2 - Explore collaborative opportunities with other emergency services	<ul style="list-style-type: none"> <li>• Co-located control room established by Mar 20</li> <li>• Relocation to new tri Service station by Jul 19</li> <li>• Lead/Chair Bluelight wider integration and interoperability project</li> <li>• All viable projects approved by SMB and progressed through Bluelight wider integration and interoperability board</li> <li>• Lincolnshire Lowland Search and Rescue HQ established at Wragby Fire Station by Apr 19</li> </ul>	<b>BM R&amp;CS</b>
	7.4.3 - Engage with wider estates work with Lincs Bluelight programme	<ul style="list-style-type: none"> <li>• All current wider estates projects progressed or discharged by Mar 20</li> </ul>	
<b>7.5 - Ensure effective communications support</b>	7.5.1 - Conduct targeted consultation activity	<ul style="list-style-type: none"> <li>• 2020-23 IRMP document by Mar 20</li> </ul>	<b>BM PP&amp;P</b> CI Manager
	7.5.2 - Facilitate process for comments, compliments, complaints and FOI requests	<ul style="list-style-type: none"> <li>• Six monthly report to SMB</li> <li>• End of year trend analysis to SMB by Apr 19</li> </ul>	<b>K&amp;I Manager</b> Campaigns Advocate
	7.5.3 - Ensure Service Orders are appropriate and current	<ul style="list-style-type: none"> <li>• Reviews completed in accordance with published review date</li> <li>• Quarterly report to SMB</li> </ul>	
	7.5.4 - Ensure effective communication with staff and stakeholders	<ul style="list-style-type: none"> <li>• Fired Up! - 3 editions</li> <li>• Bulletin – weekly</li> <li>• CFO briefings – as required</li> <li>• Promotion of social media</li> <li>• All website content reviewed by Mar 20</li> <li>• Future use of George Intranet reviewed by Mar 20</li> </ul>	
	7.5.5 - Ensure partner and staff achievement is recognised through award successes	<ul style="list-style-type: none"> <li>• Celebrating Success Awards by Jun 19</li> <li>• Long Service Awards by Nov 19</li> </ul>	<b>CI Manager</b>
<b>7.6 - Ensure effective Service assurance</b>	7.6.1 - Co-ordinate Service Assurance inspection programme	<ul style="list-style-type: none"> <li>• Department/station audit programme completed by Mar 20</li> <li>• Quarterly report to SDB</li> <li>• 1 x themed/policy audits completed and findings reported to SMB by Mar 20</li> </ul>	<b>Service Assurance Manager</b>
	7.6.2 - Conduct assessments of operational incidents	<ul style="list-style-type: none"> <li>• SO13 reviewed and aligned with NOL/JOL by Mar 20</li> <li>• Trends analysed and reported to Organisational Learning Board (OLB) for action by Mar 20</li> <li>• Suitable incidents identified for case studies/NOL and shared through OLB by Mar 20</li> </ul>	
	7.6.3 - Ensure effective protective security arrangements	<ul style="list-style-type: none"> <li>• Security risk register reviewed by Mar 20</li> <li>• Information governance training completed by Mar 20</li> </ul>	<b>AM Corporate Support</b> All Managers
	7.6.4 - Produce annual statement of assurance	<ul style="list-style-type: none"> <li>• Statement completed by Oct 19</li> </ul>	<b>BM PP&amp;P</b> CI Manager
	7.6.5 - HMICFRS inspection facilitated by Jul 18	<ul style="list-style-type: none"> <li>• HMICFRS action plan by Mar 20</li> </ul>	



## LIST OF ABBREVIATIONS

ACA	Alternative crewing arrangements	ISAR	International search and rescue
AM	Area manager	IST	Incident support team
AMS	Asset management system	JACP	Joint ambulance conveyance project
ASB	Anti-social behaviour	JOL	Joint operational learning
BA	Breathing apparatus	K&I	Knowledge and information
BC	Business continuity	LCC	Lincolnshire County Council
BM	Brigade manager	LCS	Lincolnshire crewing system
BME	Black and minority ethnic	LEV	Low emission vehicle
BV	Best value	LRF	Lincolnshire resilience forum
CFO	Chief fire officer	LFR	Lincolnshire Fire and Rescue
CFP	Community fire protection	LPI	Local performance indicator
CFS	Community fire safety	LRSP	Lincolnshire road safety partnership
CI	Continuous improvement	LSAB	Lincolnshire safeguarding adult's board
CM	Crew manager	LSCB	Lincolnshire safeguarding children's board
CO	Carbon monoxide		
COG	Chief officer group	LVED	Light vehicle emergency driving
CPD	Continuing professional development	MOC	Maintenance of competence
CPF	Core progression framework	MDT	Mobile data terminal
CQC	Care Quality Commission	NFCC	National Fire Chiefs Council
CSLE	Cross sector leadership exchange	NI	National indicator
CSO	Community support officer	NOG	National operational guidance
DC	Divisional commander	NOL	National operational learning
DIY	Do it yourself	OCRB	On-call resilience board
DoE	Duke of Edinburgh	OD	Organisational development
ECI	East coast inundation	OLB	Operational learning board
EFAD	Emergency fire appliance driver	P&P	Prevention and protection
ELP	Executive leadership programme	PP&P	Planning, prevention and protection
EMAS	East Midlands Ambulance Service	PAS	Primary authority scheme
EMCCUG	East Midlands command and control user group	PMB	Performance management board
		R&CS	Response and corporate support
ESN	Emergency services network	RBIP	Risk based inspection programme
F&R	Fire and rescue	RRO	Regulatory Reform (Fire Safety) Order
FAMO	Fire Alarm Monitoring Organisation	RSU	Rescue support vehicle
FBTI	Fire behaviour training instructor	RTC	Road traffic collision
FCP	Forward command point	SDB	Service delivery board
FDS	Flexi duty system	SHERMAN	Smoking, Hoarding, Elderly/lives alone, Reduced mobility, Mental/visual/auditory impairment, Alcohol/drug dependent and Needs care
FF	Firefighter		
FI	Fire investigator	SfFR	Skills for Fire and Rescue
FIS	Fire setter intervention scheme	SLA	Service level agreement
FM	Facilities management	SLP	Strategic Lincolnshire Partnership
FOI	Freedom of information	SM	Station manager
GM	Group manager	SMB	Service management board
H&S	Health & safety	SMT	Senior management team
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services	SO	Service order
HR	Human resources	TEWC	Tactical exercise without crews
HS&W	Health safety & wellbeing	TOG	Tactical operational guidance
HSC	Home safety check	TR	Technical rescue
ICT	Information communications technology	UwFS	Unwanted fire signals
IMT	Information management technology	WB&I	Wellbeing and inclusion
IR	Integrated risk	WCS	Watch command support
IRMP	Integrated risk management plan	WM	Watch manager
IRS	Incident recording system	WT	Wholetime