



Lincolnshire Fire & Rescue

Service Plan 2018 – 2019

Part 2



SERVICE PLAN – PART 2

Introduction

1. Our Service Plan is in 2 parts. Part 1 provides an overview of the Service and will hopefully be of interest to both our staff and members of the public. Part 1 of the plan can be found [here](#).

2. Part 2, this part, is aimed primarily at our staff and describes our 7 Service objectives in more detail. For each objective, information is given on the tasks and activities which need to be completed to achieve that objective. The officer responsible for overseeing each of the activities is also shown. All output dates refer to the end of the month unless otherwise stated.

3. Also included for each objective is a description of the desired outcome. This is in the form of a 'basket' of performance indicators, each indicator having a specific target. These will be used to help assess whether the overall objective has been achieved.

4. The performance indicator results for 2017/18 and the targets for 2018/19 – 2019/20 are included within the tables. For the 2017/18 result, a colour indicator shows how we performed against our targets as follows:

Better than target range	-	+
Within target range	-	•
Worse than target range	-	♦

5. With the exception of LPI64, LPI65 & LPI66 where the agreed tolerance is 10%, the tolerance levels set for each target are based on the likely total number of incidents at the end of the year and are as follows:

≤ 20 incidents	-	fixed value
> 20 incidents but ≤ 100	-	10%
> 100 incidents but ≤ 500	-	5%
> 500 incidents or % measure	-	2%

Where there are two sets of results shown in the tables, the first figure represents the derived value based on the size of the population. The second figure in brackets represents the actual number of incidents or occurrences.

6. The targets we set aim to drive continuous improvement but remain realistic. The factors we have considered in determining our performance indicator targets for 2018/19 include:

Progress towards our 2020 Vision targets

Our intent to perform in the top half nationally when compared to other FRS where data is available

The results of our Performance Indicators last year

Our Service priorities

Our drive for continuous improvement

7. A list of abbreviations used in this document can be found at [abbreviations](#).

Objective 1: Reduce fires and their consequences

Outcomes and Targets

Indicator		Target 2017/18	Actual 2017/18	Target 2018/19	Target 2019/20
NI 49i	Primary fires per 100,000 population	138.53 (1021)	147.03 (1093) ♦	141.24 (1050)	137.88 (1025)
NI 49ii	Fatalities due to primary fires per 100,000 population	0.54 (4)	0.81 (6) ♦	0.54 (4)	0.54 (4)
NI 49iii	Non-fatal casualties (excluding precautionary checks) per 100,000 population	2.85 (21)	4.71 (35) ♦	4.04 (30)	3.36 (25)
BV 142iii	Accidental fires in dwellings per 10,000 dwellings	10.95 (354)	11.53 (373) ♦	10.95 (354)	10.82 (350)
BV 143i	Fire fatalities arising from accidental dwelling fires per 100,000 population	0.27 (2)	0.40 (3) ●	0.40 (3)	0.40 (3)
BV 143ii	Non-fatal casualties (excluding precautionary checks) arising from accidental dwelling fires per 100,000 population	1.63 (12)	2.96 (22) ♦	2.42 (18)	2.15 (16)
BV 144	% accidental dwelling fires confined to room of origin	94.0	93.03 ●	94.0	94.0
BV 209i	% fires in dwellings where a smoke alarm had activated	63.0	63.08 ●	64.0	65.0
BV 209iii	% fires in dwellings where no fire alarm was fitted	10.0	11.25 ●	11.0	10.0
LPI 64	% of occasions first fire engine arrives at a dwelling fire within the expected timeframe	100	89.30 ♦	100	100
LPI 65	% of occasions second fire engine arrives at a dwelling fire within 25 minutes	100	99.12 ●	100	100
LPI 13	Average mobilisation time (seconds)	<65	<54 +	<65	<65
BV 207	Fires in non-domestic premises per 1,000 non-domestic premises	7.10 (181)	6.59 (168) +	6.94 (177)	6.67 (170)
LPI 10	% of building regulation applications responded to within 15 days	100	95.97 ♦	100	100
BV 149i	False alarms in non-domestic properties caused by automatic fire detection apparatus per 1,000 non-domestic properties	33.22 (847)	34.00 (867) ♦	32.55 (830)	31.37 (800)
NI 33i	Deliberate primary fires per 10,000 population	3.08 (227)	3.31 (246) ♦	3.05 (227)	3.05 (227)
NI 33ii	Deliberate secondary fires per 10,000 population	3.27 (241)	3.43 (255) ●	3.24 (241)	3.24 (241)
LPI 8	Total number of malicious false alarms per 1,000 population	0.21 (154)	0.19 (140) +	0.19 (140)	0.18 (130)
LPI 69	Accidental cooking fires in dwellings per 10,000 dwellings	5.69 (184)	6.25 (202) ♦	5.69 (184)	4.64 (150)
LPI 70	Number of false alarms due to apparatus in domestic premises per 1,000 domestic premises	2.16 (700)	2.51 (811) ♦	2.32 (750)	2.17 (700)
LPI 72	% of critical home safety and wellbeing assessments conducted in 5 days	100	92.74 ♦	95.0	95.0

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
1.1 - Provide emergency response capability to fire related incidents	1.1.1 - Respond to emergency events	<ul style="list-style-type: none"> All incidents responded to meet LPI 64 & LPI 65 mobilising times 	AM Response DCs
	1.1.2 - Review use of Positive Pressure Ventilation (PPV)	<ul style="list-style-type: none"> PPV trial report to SMB by May 18 	AM Response DCs
1.2 - Provide home safety advice and support	1.2.1 - Conduct Community Fire Safety (CFS) campaigns to support local and national priorities	<ul style="list-style-type: none"> 4 targeted campaigns (smoking, cooking, electrical and heating) by Mar 19 160 CFS events in line with local and national campaigns by Mar 19 400 CO alarms fitted by Mar 19 Quarterly CFS letter developed and embedded at all Stations 	P&P Manager 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"> HSC service evaluated and embedded across GP surgeries by Sep 18 HSC promoted within all hospital discharge departments by Jul 18 Strategic working practice formalised with neighbourhood team management by Mar 19 Advocates integrated with neighbourhood teams by Mar 19 SLA developed with Public Health to support accident reduction in the home by Jul 18 All critical and high referrals attended within agreed timescales 	P&P Manager 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"> Content developed to support diverse demographics by Jul 18 Evaluated by Dec 18 Pack promoted during campaigns plan events by crews and advocates Smoke alarm fitment post incident audited by Dec 18 	P&P Manager DCs
	1.2.4 - Further develop risk profiling methods to support the identification of vulnerable people in their homes	<ul style="list-style-type: none"> Working practices developed with district council housing officers by Mar 19 Profiling of vulnerable people completed by Mar 19 	P&P Manager IR Manager
	1.2.5 - Deliver targeted CFS programmes to schools across the County	<ul style="list-style-type: none"> 100% of visits to schools where risks are identified on request 100% of Y2 and Y6 visits requested via Edulincs 100% of Y7 (MAD) packages identified through Stay Safe Partnership Y2 & Y6 packages promoted in accordance with campaigns plan 	P&P Manager
	1.2.6 - Maintain the safety of the Lincoln student community	<ul style="list-style-type: none"> SLA reviewed by Aug 18 Joint inspection of student accommodation in line with SLA National Student Safety week campaign delivered in accordance with campaigns plan 	P&P Manager DC West
	1.2.7 - Provide support for community and road safety events at stations	<ul style="list-style-type: none"> Point of contact confirmed by Jul 18 	P&P Manager DCs

		<ul style="list-style-type: none"> • Maintained at all stations by Dec 18 • Communications strategy implemented by Aug 18 • Resources pack provided to all stations by Aug 18 	
1.3 - Provide support to the business community	1.3.1 - Undertake themed multi agency fire protection campaigns	<ul style="list-style-type: none"> • 3 intelligence driven campaigns per division by Mar 19 • Delivery of National Fire Safety campaigns by Mar 19 • 3 business seminars delivered by Mar 19 	P&P Manager DCs
	1.3.2 - Monitor, review and take appropriate action following all fires at non-domestic premises	<ul style="list-style-type: none"> • 100% of fires in commercial premises followed up to deliver risk based outcome • Recording and monitoring methodology evaluated by Dec 18 • Business engagement plan by Aug 18 	
	1.3.3 - Reduce impact of unwanted fire signals (UwFS)	<ul style="list-style-type: none"> • UwFS policy and procedure reviewed by Jul 18 • Arrangements with FAMO reviewed by Dec 18 • 100% of UwFS followed up • UwFS reduced by 10% in sheltered housing, HMOs and RSLs by Mar 19 	
	1.3.4 - Deliver and maintain Primary Authority Schemes (PAS)	<ul style="list-style-type: none"> • Existing schemes maintained • Elected members and SMB updated quarterly • Collaborative opportunities explored with existing partners by Sep 18 	P&P Manager
	1.3.5 - Conduct audits/visits at non domestic premises	<ul style="list-style-type: none"> • West Division - 1700 hours risk reduction activities by Mar 19 • East Division – 1700 hours risk reduction activities by Mar 19 • South Division – 1105 hours risk reduction activities by Mar 19 • Minimum of 12 hazard Spots per month for wholetime (WT) shift stations • Minimum of 6 hazard spots per month for LCS stations • RBIP methodology reviewed by Jul 18 • Short audit process implemented by Dec 18 	P&P Manager DCs
	1.3.6 - Develop working arrangements with Spatial Planning Authorities	<ul style="list-style-type: none"> • Working arrangements and planning objectives developed by Mar 19 	P&P Manager
1.4 - Conduct arson reduction activities	1.4.1 - Work to reduce deliberate fires across the County	<ul style="list-style-type: none"> • Quarterly plans formulated to resolve identified issues • Quarterly communications and action plan reviewed with partners • Training delivered to Police recruits and Police Community Support Officers at all recruit courses 	P&P Manager DCs
	1.4.2 - Deliver Fire Setter Intervention Scheme (FIS)	<ul style="list-style-type: none"> • 100% of FIS referrals attended within 5 working days 	P&P Manager
	1.4.3 - Provide fire investigation support as per the East Midlands Regional Fire Investigation Policy	<ul style="list-style-type: none"> • Level 1 Fire Investigation courses delivered by Mar 19 • Initial training for 2 Level 2 Fire 	P&P Manager OD Manager

		<ul style="list-style-type: none"> Investigators (FI) by Mar 19 Refresher training for Level 2 FIs by Mar 19 Accreditation of FIs by Mar 19 	
1.5 - Provide call management and incident support	1.5.1 - Implement future control capability as part of East Coast Consortium	<ul style="list-style-type: none"> Mobile Data Terminal (MDT) product reviewed and procurement programme commenced by Sep 18 Annex C compliance agreement reviewed by Aug 18 Connectivity to short data router by Sep 18 Performance data monitoring in place for Vision 4 by Sep 18 Vision 4 mobilising by Sep 18 	Service Support Manager
	1.5.2 - Develop Emergency Services Network (ESN) transition	<ul style="list-style-type: none"> Continued engagement with Regional and National ESN programme as required 	
	1.5.3 - Achieve average mobilisation times within set target	<ul style="list-style-type: none"> Monthly audit of call handling times 	Control Manager
	1.5.4 - Maintain high quality emergency call handling	<ul style="list-style-type: none"> Calls audited monthly 	
	1.5.5 - Conduct regular controlled evacuations of control	<ul style="list-style-type: none"> 2 evacuations per watch per year 	
	1.5.6 - Deliver fire safety/personal safety/fire survival guidance to callers	<ul style="list-style-type: none"> Minimum of 2 calls per operator audited per month Call handling statistics reported monthly 	
	1.5.7 - Audit malicious calls to ensure call challenge policy has been applied where appropriate	<ul style="list-style-type: none"> All calls audited 	
	1.5.8 - Advise on crewing levels on all stations	<ul style="list-style-type: none"> Divisional managers advised when Retained Duty System (RDS) station availability does not meet agreed strategic availability cover 	

Objective 2: Reduce RTCs and their consequences

Outcomes and Targets

Indicator		Target 2017/18	Actual 2017/18	Target 2018/19	Target 2019/20
LPI 18	Number of those killed or seriously injured in RTCs	395	545 ♦	384	375
LPI 66	% of occasions an appliance arrives at any RTC within the expected timeframe	100	77.37 ♦	100	100

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
2.1 - Provide emergency response capability to RTC related incidents	2.1.1 - Respond to emergency events	<ul style="list-style-type: none"> All incidents responded to meet LPI 66 	AM Response DCs
2.2 - Conduct road safety prevention activities in conjunction with the Lincolnshire Road Safety Partnership (LRSP)	2.2.1 - Deliver road safety education activities to support LRSP campaigns	<ul style="list-style-type: none"> Quarterly meetings between LFR and LRSP with outcomes and targets agreed by Mar 19 RDS stations to receive newsletter and updates on quarterly basis 72 targeted events carried out by WT crews in accordance with LRSP calendar by Mar 19 	P&P Manager DCs

2.3 - Enhance RTC extrication capabilities and procedures	2.3.1 - Participate in RTC extrication competitions	• 1 regional, national and international competition by Mar 19	Extrication Team Manager
	2.3.2 - Develop RTC extrication techniques in conjunction with pre-hospital care stakeholder	• 6 monthly liaison meetings with pre hospital care stakeholder • 1 joint service exercise by Mar 19	OD Manager
	2.3.3 - Update trauma care training for operational staff	• New trauma care training provision implemented by Mar 19	

Objective 3: Improve health and wellbeing

Outcomes and Targets

Indicator		Target 2017/18	Actual 2017/18	Target 2018/19	Target 2019/20
LPI 73	No of requests made by EMAS for co-responder resources	-	12,812	-	-
LPI 74	No of co-responder calls attended	-	7,285	-	-
LPI 75	No of co-responder calls where waiting time exceeds 60 minutes	-	1,691	-	-
LPI 47	% of first responder incidents attended where F&R rendered assistance	88.0	90.94 +	90.0	90.0
LPI 68	% of occasions a co-responder resource booked mobile in under 5 minutes	70.0	64.53 ♦	70.0	70.0

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
3.1 - Provide emergency medical response capability	3.1.1 - Review Joint Ambulance Conveyance Project (JACP) in partnership with East Midlands Ambulance Service (EMAS)	• Future plan developed by Dec 19	DC South
	3.1.2 - Manage co-responder scheme within existing resources	• Co-responder costing model reviewed by May 18 • RGN developed by Jun 18 • Options for expansion of scheme identified by Mar 19	AM Response DC South
	3.1.3 - Review CQC requirements for all medical response activities	• Refreshed report to SMB by Jul 18	AM Response
	3.1.4 - Work with adult social care and EMAS to identify potential bariatric patients	• Quarterly bariatric multi-agency meetings • HSCs conducted in accordance with demand	TR Manager OR team
	3.1.5 - Maintain bariatric skills at stations	• Training in line with Level 2 maintenance programme at designated stations	TR Manager
3.2 - Improve the health and resilience of children and young people	3.2.1 - Conduct Firebreak courses	• 100% of courses requested via Edulincs delivered • Accreditation of course formalised by Mar 19	P&P Manager
	3.2.2 - Deliver Fire Cadet scheme	• 3 units maintained at Lincoln, Skegness and Boston • 1 additional unit by Jun 18 • Formal qualification by Mar 19 • 2 community/charity events per unit by Mar 19 • DoE and DoC Awards explored by	P&P Manager DCs

		Jul 18	
3.3 - Continue to develop key aspects of the NFCC Health Strategy	3.3.1 - Develop activities to support community health outcomes	<ul style="list-style-type: none"> • Safe and Well (S&W) visits embedded within CFS advocates team by Jun 18 • Effectiveness of S&W visits reviewed by Dec 18 • Joint referral process with neighbourhood teams developed by Mar 19 • Falls assessment and referral process embedded within S&W visit by Jun 18 	AM PP&P

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

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
4.1 - Provide emergency response capability to major emergencies	4.1.1 - Respond to emergency events	<ul style="list-style-type: none"> • All incidents responded to in line with demand • All incidents subject to structural debrief 	AM Response DCs ISAR lead Operational Assurance Manager
4.2 - Provide support to the Local Resilience Forum (LRF)	4.2.1 - Develop, maintain and exercise appropriate plans for all significant operational risks	<ul style="list-style-type: none"> • 1 themed exercise per division per quarter to reflect divisional and service risk • 1 service level exercise by Mar 19 • ECI operational plan reviewed by Mar 19 • ECI FCP locations exercised by Mar 19 	AM Response DCs
	4.2.2 - Contribute to LRF Programme Management Board	<ul style="list-style-type: none"> • Chair Interoperability Group for 2018/19 • Assisted in delivery of command and control training seminars • Training plan implemented for LFR commanders • Attendance at Business Continuity Steering Group 	BM PP&P OD Manager Service Resilience Manager
4.3 - Provide National Resilience capability	4.3.1 - Conduct and partake in urban search and rescue (USAR) national exercises	<ul style="list-style-type: none"> • 1 exercise by Jan 19 	TR Manager
	4.3.2 - Exercise marauding terrorists firearms attack (MTFA) capability	<ul style="list-style-type: none"> • Engagement in multi-agency MTFA exercise by Mar 19 	AM Response
4.4 - Provide support to International Search and Rescue (ISAR) operations	4.4.1 - Develop local ISAR lead role	<ul style="list-style-type: none"> • Quarterly ISAR management meetings 	AM Response
	4.4.2 - Maintain ISAR training	<ul style="list-style-type: none"> • ISAR competence maintained by all team members • Attendance at 1 national ISAR exercise by Mar 19 • ISAR development pathway developed and published 	ISAR lead
4.5 - Provide specialist rescue capabilities	4.5.1 - Maintain capability to deal with ship fires whilst alongside in port	<ul style="list-style-type: none"> • Capability and training maintained in line with Concept of Operations by Mar 19 • Exercise by Mar 19 	DC East

Objective 5: **Manage our people effectively**

Outcomes and Targets

Indicator		Target 2017/18	Actual 2017/18	Target 2018/19	Target 2019/20
BV 12a	Number of days/shifts lost due to sickness absence - uniformed staff including control	6.5	6.53 ●	6.5	6.5
BV 12b	Number of days/shifts lost due to sickness absence - all staff	6.5	6.18 ●	6.5	6.5
LPI 20	% of personal development reviews completed	100	90.0 ◆	95.0	95.0
LPI 42	% of new operational staff who are female	8.0	6.81 ●	8.0	10.0
LPI 43	% of new staff who are from BME or 'other white' background	2.0	2.22 ●	2.0	2.0
LPI 58	% of firefighters maintaining BA refresher competence	95.0	98.0 +	95.0	95.0
LPI 60	% turnover of RDS	7.0	11.23 ◆	10.0	10.0

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
5.1 - Ensure operational competence	5.1.1 - Develop alternative Phase 1 course to replace/provide alternative to current course, including full review of course content	<ul style="list-style-type: none"> Minimum of 4 modular recruits courses by Mar 19 Pilot of new RDS Phase 1 course by Oct 18 	OD Manager
	5.1.2 - Facilitate delivery of the Operator Training Development Framework	<ul style="list-style-type: none"> 2 year MOC programme on LMS by Oct 18 Transition to NOGP by Mar 19 	
	5.1.3 - Facilitate delivery of the Technician Training Development Framework	<ul style="list-style-type: none"> 2 year MOC programme on LMS by Oct 18 Transition to NOGP by Mar 19 	
	5.1.4 - Develop and deliver incident command training	<ul style="list-style-type: none"> All Hazard Command training (including EFSM2) delivered by Mar 19 Skills mark accreditation for internal command programmes maintained Officer training programme aligned to NOGP by Mar 19 XVR developed through regional collaboration by Mar 19 	
	5.1.5 - Develop and deliver EFAD and LVED training	<ul style="list-style-type: none"> Regional driving connections maintained EFAD/LVED training based on accident trends Quarterly performance update 	OD Manager Driving Standards Manager
	5.1.6 - Facilitate and maintain specialist training to RDS stations	<ul style="list-style-type: none"> Specialist training completed as per quarterly programme 	TR Manager
	5.1.7 - Facilitate delivery of technical rescue training	<ul style="list-style-type: none"> Out of area response training delivered to all officers by Mar 19 	TR Manager
	5.1.8 - Develop operational case studies	<ul style="list-style-type: none"> Quarterly case study to supplement the operational key findings input 	OD Manager
5.2 - Demonstrate outstanding leadership	5.2.1 - Promote Service values	<ul style="list-style-type: none"> Values input to all recruit courses 	Chief Officer Group
	5.2.2 - Engage with and understand the views of our staff	<ul style="list-style-type: none"> Quarterly department head engagement 6 monthly middle manager engagement 6 monthly supervisory manager engagement Bi-annual fire service staff briefing COG inspections / visits to all 	

		watches / stations	
5.3 - Develop a professional workforce	5.3.1 - Undertake leadership programme	<ul style="list-style-type: none"> • ELP and CSLE supported • Leadership programme implemented by Mar 19 • Mentoring programme reviewed by Oct 18 	AM Corporate Support
	5.3.2 - Link emerging service needs to budgets and training plans	<ul style="list-style-type: none"> • Requirements for annual plan to organisational development manager by Aug 18 • Training plan agreed by Dec 18 	OD Manager
	5.3.3 - Develop managerial skills for all levels of the workforce	<ul style="list-style-type: none"> • Management development integrated into core progression framework (CPF) (SM and above) by Mar 19 • Officer management development programme in place by Mar 19 	
	5.3.4 - Develop and maintain CFP competence	<ul style="list-style-type: none"> • Training programme reviewed as per SO6 by Mar 19 • Support mechanism for maintenance of competence for Level 4 Certificate holders embedded by Mar 19 	P&P Manager OD Manager
	5.3.5 - Develop and maintain CFS Advocate competence	<ul style="list-style-type: none"> • Training programme reviewed as outlined in SO6 by Mar 19 • Advocates developed into specialists roles by Dec 18 	
5.4 - Demonstrate organisational excellence	5.4.1 - Demonstrate quality assurance of training and development	<ul style="list-style-type: none"> • Assessors/verifiers training programme maintained • Re-accreditation by SfFR by Mar 19 	AM Corporate Support
	5.4.2 - Ensure HR support meets the needs of the Service	<ul style="list-style-type: none"> • Quarterly meetings with SERCO HR management • Review of Spitfire replacement via Business World On completed by Dec 18 	
5.5 - Ensure a sustainable workforce	5.5.1 - Implement LFR People Strategy	<ul style="list-style-type: none"> • Strategy implemented by Sep 18 • Workforce plans in place by Sep 18 	AM Corporate Support
	5.5.2 - Continue programme of targeted RDS recruitment	• Targeted employer engagement programme delivered by Oct 18	OD Manager
	5.5.3 - Undertake RDS staff engagement	• 3 x divisional workshops by Oct 18	
	5.5.4 - Facilitate Core Progression Framework	• CPF promotion boards facilitated as required	
	5.5.5 - Facilitate WT firefighter recruitment when required	• WT recruits courses aligned to workforce plan	AM Response OD Manager
	5.5.6 - Ensure RDS remains fit for purpose	<ul style="list-style-type: none"> • RDS review actions embedded as business as usual • Communications/engagement plan developed by Jun 18 • Quarterly update on actions to SMB 	
	5.5.7 - Promote good employee relations and engagement	<ul style="list-style-type: none"> • Attendance at quarterly JCC • Representative bodies involved in initiatives and projects at the outset • Quarterly ACA and IST report at DCs meeting 	AM Corporate Support AM Response DC West Doctrine Manager
	5.5.8 – Demonstrate commitment to Wellbeing and Inclusion (WB&I)	<ul style="list-style-type: none"> • Quarterly Health Matters Newsletter published • Quarterly HML Occupational Health contract review • Monthly case conference of all long term sickness cases 	AM Corporate Support AM PP&P CI Manager HS&W Manager

		<ul style="list-style-type: none"> • Annual monitoring of diversity statistics through PMB • Membership of LCC Corporate Diversity Steering Group • LCC Annual Equalities Report • LFR action plan to address IFSG Implementation Strategy • Accessible toolkit of resources/ initiatives developed by Sept 18 • 6 champions established by May 18 • WB&I Acton Plan agreed by Jul 18 • Action Plan implemented by Mar 19 • Current working practices for FBTIs reviewed once national report received 	
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Objective 6: **Manage our resources effectively**

Outcomes and Targets

Indicator		Target 2017/18	Actual 2017/18	Target 2018/19	Target 2019/20
LPI 15	% availability of RDS appliances	91.0	83.84 ♦	91.0	91.0
LPI 16	% of defective hydrants at fire incidents	5.0	7.94 ♦	5.0	5.0
LPI 61	Net revenue spend	+/- 1%	1.67 ♦	+/- 1%	+/- 1%
LPI 71	Number of malicious false alarms attended	55	55 ●	55	55

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
6.1 - Ensure efficient use of our finances	6.1.1 - Ensure robust management of revenue budget	<ul style="list-style-type: none"> • Monthly budget projections by budget holders • Statement of assurance by budget holders by Sep 18 • Planning assumptions by budget holders by Sep 18 • Base budget for 2019/20 prepared by Sep 18 	BM PP&P Budget managers Budget holders
	6.1.2 - Ensure robust management of capital budget	<ul style="list-style-type: none"> • Quarterly update on Capital programme to SMB 	BM R&CS Budget managers Budget holders
	6.1.3 - Ensure budget is set in line with LCC corporate process	<ul style="list-style-type: none"> • Detailed budget process agreed by Sep 18 • Budget agreed by Nov 18 	BM PP&P Strategic Finance Manager
	6.1.4 - Set detailed budgets in line with service objectives and gain SMB approval	<ul style="list-style-type: none"> • Approved by Dec 18 	BM PP&P
	6.1.5 - Promote good practice in procurement and contract compliance	<ul style="list-style-type: none"> • Involvement with major procurement exercises on all potential purchases over £15k • All projects >£15k advertised on Contract Finder • Compliance with LCC Contract and Procurement Procedure Rules and Corporate Contracts Register by Mar 19 • Quarterly contract review with key suppliers • Opportunities explored for collaboration procurement by 	Contracts Manager

		Mar 19 • Aims of the NFCC supported in the Strategic Fire Commercial Transformation Programme by Mar 19 • Stores ordering process reviewed by Oct 18	
6.2 - Ensure fleet and operational equipment is fit for purpose	6.2.1 - Review and procure operational fleet in accordance with the Capital Plan	• Water Carrier technical specification/tender award by Dec 18 • Layflat and high pressure hose test rig paper to SMB by Jun 18 • Business case for on-line driving licence checks to SMB by Jun 18 • Attendance at monthly TOG meetings • Technical rescue vans technical specification/ tender award by Mar 19 • 3 x fire cadet fire appliances – investigate redistribution of 57 plate appliances by Mar 19 • Specification/tender award for 33 18t appliances by Sep 18 • Specification/tender award for driver training vehicle by Jun 18 • Specification/tender award for replacement light fleet by Dec 18	Fleet Manager
	6.2.2 - Review and procure operational equipment in accordance with the Capital Plan	• Hilti saws replaced by Mar 19 • Life jackets replaced by Mar 19	
	6.2.3 - Conduct external audit of fleet maintenance provider	• Report by Dec 18	
	6.2.4 - Reduce vehicle accidents across the Service	• Quarterly accident reporting, including costs, to SDB	
6.3 - Ensure effective estate and facilities management (FM)	6.3.1 – Undertake major property projects	• Sleaford new fire station occupied by May 18 • Sleaford existing and temporary stations handed back by Jul 18 • Improved welfare facilities at Waddington Training Facility by Jul 18 • Wider estates and one public estate projects programme established by Oct 18 • Projects arising from capital programme by Mar 19	Resources Manager
	6.3.2 - Review existing housing stock	• Housing rent review by Mar 19 • Annual review of long term unused housing	
	6.3.3 – Review Waddington Training Facility lease	• Regular engagement with DIO/RAF to secure long term future of Waddington Training Facility	
	6.3.4 - Promote trading activity at Waddington Training Facility to support site costs	• Quarterly report to Waddington Training Facility Board	
	6.3.5 - Property compliance	• Minimum 2 sites transferred and service housing centrally	National Resilience & Fire Commercial Manager Resources Manager

		managed by Mar 19	
6.4 - Ensure ICT provision meets the needs of the Service	6.4.1 - Oversee corporate ICT projects into the Service	<ul style="list-style-type: none"> • ICT strategy/plan developed by Sep 18 • ICT asset register established by Jun 18 • Evaluation of replacement mobile phone and succession planning in place by Sep 18 	AM Corporate Services Service Support Manager Resources Manager
6.5 - Ensure provision of and access to water within the County	6.5.1 - Maintain and operate the risk based hydrant inspection programme	<ul style="list-style-type: none"> • Hydrant maintenance programme facilitated via WT stations 	Technical Services Manager DCs

Objective 7: Govern the Business effectively

Outcomes and Targets

Indicator		Target 2017/18	Actual 2017/18	Target 2018/19	Target 2019/20
LPI 2	Number of Reports of Injuries, Diseases and Dangerous Occurrence Regulations	8	11 ♦	8	8
LPI 7	Following a request % of occasions contact is made within 24hrs to arrange a FIS visit	82.0	99.08 +	84.0	86.0
LPI 59	Number of minor injuries (as reported via form PO3)	40	56 ♦	55	55
LPI 35	% of After Incident Survey respondents satisfied with the quality of service provided	99.0	100 ●	95.0	95.0
LPI 63	% of respondents who feel safer in their home following a Home Safety Check	99.0	97.20 ●	95.0	95.0
LPI 48	% of post RRO Fire Safety Audit respondents satisfied with the quality of service provided	99	96.49 ♦	95.0	95.0

Tasks and Outputs

Tasks	Activities	Outputs	Responsible Officer
7.1 - Ensure effective risk management planning	7.1.1 - Develop and maintain Service level plans	<ul style="list-style-type: none"> • Annual Service Plan 2018/19 by May 18 • IRMP baseline document updated by Jun 18 • Annual IRMP consultation by Feb 19 	BM PP&P CI Manager
	7.1.2 - Develop risk modelling tools to support understanding of community risk	<ul style="list-style-type: none"> • Cadcorp Risk Modeller implemented by Mar 19 • Cadcorp Workload Modeller by Mar 19 • Location centre GIS developed by Mar 19 	IR Manager
	7.1.3 - Develop and maintain divisional plans	<ul style="list-style-type: none"> • 2018/19 divisional, station and control plans by Jun 17 	AM Response DCs DDCs
	7.1.4 - Develop, maintain and exercise appropriate business continuity (BC) plans	<ul style="list-style-type: none"> • All department /station plans reviewed by Jun 18 • BC plans aligned with LCC and BC model by Mar 19 • Power & ICT outage plans by Dec 18 • LFR represented on local and national BC steering groups • 2 x BC exercises by Mar 19 	IR Manager Service Resilience Manager
	7.1.5 - Collect and analyse appropriate operational risk data	<ul style="list-style-type: none"> • 350 data gathering visits by Mar 19 	IR Manager Ops Risk Manager
	7.1.6 - Review operational risk data	<ul style="list-style-type: none"> • Current MDT provision reviewed by Mar 19 	IR Manager DCs

		<ul style="list-style-type: none"> • Consistency of data collection reviewed by Mar 19 • Format of TIP/SSRI reviewed by Mar 19 	
	7.1.7 - Develop awareness of operational risks for senior managers	<ul style="list-style-type: none"> • 12 risk familiarisation events (3 TEWC and 9 risk familiarisation visits) by Mar 19 	
	7.1.8 - Maintain operation of Incident Recording System (IRS)	<ul style="list-style-type: none"> • Data accuracy of IRS records maintained at 'good' • IRS records published quarterly 	IR Manager
	7.1.9 - Embed culture of performance management	<ul style="list-style-type: none"> • InPhase PMB dashboard by Jun 18 • InPhase H&S/divisional dashboard by Mar 19 • Home Office IRMP returns submitted by Jun 18 	IR Manager
	7.1.10 - Revise operational procedures in line with National Operational Guidance Programme (NOGP)	<ul style="list-style-type: none"> • Risk card folder information migrated to MDT by Mar 19 • Suite of gap analysis completed by RIT by Mar 19 • Operational Guidance Framework reviewed and include within SO55 by Mar 19 • NOGP guidance incorporated within LMS as and when released • OINs, TBRAs, Service Action Notes and Safety Flash developed in line with Regional Enabling Board plan • Quarterly report to SMB on progress of RIT project 	AM Response Doctrine Manager
7.2 - Maintain the health, safety and welfare of our staff	7.2.1 - Review, maintain and manage Risk card system	<ul style="list-style-type: none"> • Risk cards aligned with NOGP guidance by Mar 19 	IR Manager 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"> • H&S trends analysed and reported monthly at SDB • 12 inspections by Mar 19 • 2 HSG 65 audits by Mar 19 • 4 key business areas sample tested by Mar 19 	IR Manager H&S Manager
	7.2.3 - Deliver workforce H&S Strategy	<ul style="list-style-type: none"> • MOC package developed for H&S training by Mar 19 • Road risk reduction strategy by Jun 18 	
7.3 - Ensure effective safeguarding procedures	7.3.1 - Ensure all staff understand their safeguarding responsibilities	<ul style="list-style-type: none"> • Safeguarding training in accordance with SO 49 undertaken by Mar 19 • Effectiveness of FDS as out of hours safeguarding advisors reviewed by Dec 18 • Effectiveness of CFS advocates as safeguarding advisors reviewed by Dec 18 • Safeguarding training package reviewed by Sep 18 	CFS Manager P&P Manager
7.4 - Ensure effective collaborative working	7.4.1 - Ensure effective partnership management process	<ul style="list-style-type: none"> • Partnership/collaboration agreements reviewed and fit for purpose by Oct 18 	K&I Manager
	7.4.2 - Explore collaborative opportunities with other emergency services	<ul style="list-style-type: none"> • Shared control established by Oct 18 • Collaboration Strategy agreed by Jul 18 • Wider Interoperability Group programme established by Sep 	BM R&CS AM R&CS AM PP&P

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7.5 - Ensure effective communications support	7.5.1 - Conduct targeted consultation activity	<ul style="list-style-type: none"> • 2018/19 IRMP consultation completed by Sep 18 	BM PP&P CI Manager
	7.5.2 - Establish Service Engagement strategy	<ul style="list-style-type: none"> • Engagement Strategy developed by Mar 19 	CI Manager
	7.5.3 - Facilitate process for comments, compliments, complaints and FOI requests	<ul style="list-style-type: none"> • Six monthly report to SMB • End of year trend analysis to SMB by Apr 18 	K&I Manager Campaigns Advocate
	7.5.4 - Ensure Service Orders are appropriate and current	<ul style="list-style-type: none"> • Reviews completed in accordance with published review date • Quarterly report to SMB 	
	7.5.5 - Ensure effective communication with staff and stakeholders	<ul style="list-style-type: none"> • Fired Up! - 3 editions • Bulletin – weekly • CFO briefings – as required • Promotion of social media • All website content reviewed by Mar 19 • Future use of George Intranet reviewed by Mar 19 	
	7.5.6 - Ensure partner and staff achievement is recognised through award successes	<ul style="list-style-type: none"> • Celebrating Success Awards by Jun 18 • Long Service Awards by Nov 18 	CI Manager
7.6 - Ensure effective Service assurance	7.6.1 - Co-ordinate Service Assurance inspection programme	<ul style="list-style-type: none"> • Department/ Station audit programme completed by Mar 19 • Quarterly report to SDB • 2 x themed audits completed and findings reported to SMB by Mar 19 • 2 X policy audits completed and findings reported to SMB by Mar 19 • Programme of audits of information sharing agreements implemented by Mar 19 	Service Assurance Manager
	7.6.2 - Conduct assessments of operational incidents	<ul style="list-style-type: none"> • SO13 embedded by Mar 19 • Trends analysed and reported through key findings • Suitable incidents identified for case studies and shared 	
	7.6.3 - Ensure effective protective security arrangements	<ul style="list-style-type: none"> • Security risk register reviewed by Oct 18 • Information governance training completed by Mar 19 	AM Corporate Support All managers
	7.6.4 - Produce annual statement of assurance	<ul style="list-style-type: none"> • Statement completed by Oct 18 	BM PP&P CI Manager
	7.6.5 - Co-ordinate HMICFRS inspection process	<ul style="list-style-type: none"> • HMICFRS inspection facilitated by Jul 18 	

LIST OF ABBREVIATIONS

ACA	Alternative crewing arrangements	ISAR	International search and rescue
AM	Area manager	IST	Incident support team
BA	Breathing apparatus	JACP	Joint ambulance conveyance project
BaU	Business as usual	JCC	Joint consultative committee
BC	Business continuity	K&I	Knowledge and information
BM	Brigade manager	LCC	Lincolnshire County Council
BME	Black and minority ethnic	LCS	Lincolnshire crewing system
BV	Best value	LMS	Learning management system
CFO	Chief fire officer	LRF	Lincolnshire resilience forum
CFP	Community fire protection	LFR	Lincolnshire Fire and Rescue
CFS	Community fire safety	LPI	Local performance indicator
CI	Continuous improvement	LRSP	Lincolnshire road safety partnership
CO	Carbon monoxide	LVED	Light vehicle emergency driving
COG	Chief officer group	MOC	Maintenance of competence
CPF	Core progression framework	NFCC	National Fire Chiefs Council
CQC	Care Quality Commission	NI	National indicator
CSLE	Cross sector leadership exchange	MTFA	Marauding terrorist firearms attack
DC	Divisional commander	NOGP	National operational guidance programme
DIO	Defence Infrastructure Organisation	OD	Organisational development
DIY	Do it yourself	OIN	Operational Information Note
DoC	Duke of Cornwall	P&P	Prevention and protection
DoE	Duke of Edinburgh	PP&P	Planning, prevention and protection
ECI	East coast inundation	PAS	Primary authority scheme
EFAD	Emergency fire appliance driver	PMB	Performance management board
EFSM	Emergency fire service management	PPV	Positive pressure ventilation
ELP	Executive leadership programme	R&CS	Response and corporate support
EMAS	East Midlands Ambulance Service	RAF	Royal Air Force
ESN	Emergency services network	RBIP	Risk based inspection programme
F&R	Fire and rescue	RDS	Retained duty system
FAMO	Fire Alarm Monitoring Organisation	RGN	Response guidance note
FBTI	Fire behaviour training instructor	RIT	Regional implementation team
FCP	Forward command point	RRO	Regulatory Reform (Fire Safety) Order
FDS	Flexi duty system	RSL	Registered social landlords
FIS	Fire setter intervention scheme	RTC	Road traffic collision
FM	Facilities management	S&W	Safe and well
FOI	Freedom of information	SDB	Service delivery board
H&S	Health & safety	SfFR	Skills for Fire and Rescue
HS&W	Health safety & wellbeing	SLA	Service level agreement
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services	SM	Station manager
HMO	House in multiple occupation	SMB	Service management board
HR	Human resources	SO	Service order
HSC	Home safety check	SSRI	Site specific risk information
HSG	Health and safety guidance	TBRA	Task based risk assessment
ICT	Information communications technology	TEWC	Tactical exercise without crews
IFSG	Inclusive fire service group	TIP	Tactical information plan
IR	Integrated risk	TOG	Tactical operational guidance
IRMP	Integrated risk management plan	TR	Technical rescue
IRS	Incident recording system	UwFS	Unwanted fire signals
		WB&I	Wellbeing and inclusion
		WT	Wholetime