

LINCOLNSHIRE FIRE & RESCUE

ANNUAL SERVICE PLAN 2021-2022



Lincolnshire
COUNTY COUNCIL
Working for a better future



Welcome

I would like to thank everyone for their hard work and efforts throughout the 2020-21 year, especially as it provided us with more challenges than we expected. It was great to see how we all met those challenges with the professionalism associated with us all within Lincolnshire Fire and Rescue (LFR).

For 2021-22 and beyond we have simplified our focus, for us all to work towards. Our focus is the reason why we are here; and that is to help keep Lincolnshire safe and well.

To support this focus we have our golden thread that runs throughout LFR, from understanding and mitigating our risk (our Community Risk Profile (CRP) and Integrated Risk Management Plan (IRMP)), through to what each and every one of us can do to help keep Lincolnshire safe and well (Department Plans and Personal Development Reviews).

Our annual Service Plan focuses on what we will be doing during this year to deliver against our IRMP.

We have also launched THRIVE as part of our values and behaviours concept; designed by you for us all to work within. Through THRIVE we should all be able to be the best versions of ourselves at work, to enable us to give the communities of Lincolnshire the support they deserve.

Many thanks for your continued work and support.

Mark Baxter
Chief Fire Officer



“Helping to keep Lincolnshire Safe and Well”



Response Framework – Responding to Emergencies

AMBITIONS (Managed through Service Management Board (SMB))						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
R1	We aim to provide the most effective and efficient response to a range of emergencies, both current and emerging, across the county	Area Manager Response	Response capabilities synchronised to deliver an effective response to emergency events	Attend emergencies within agreed timeframes	Performance Indicator (PI) - Call handling PI - Appliance attendance times	Quarterly
R2	We aim to provide an efficient, effective and person centred service to our communities	Area Manager Response	Response planning focused and proportionate	All Risks reviewed within identified timeframes	Premises Type Risk Register (PTRR)	Quarterly
R3	We aim to have sustainable and effective duty systems to support operational activity	Area Manager Response	Operational Duty Systems reviewed to ensure our staff are able to deliver the required response	Conduct the following meetings: Lincoln Crewing System Joint Working Group (JWG) Wholetime Crewing System JWG On Call Focus Group Flexi Duty System JWG 24 hour JWG On Call JWG	Reports to SMB	March 2022 October 2021 Quarterly October 2022 March 2023 March 2024
R4	We aim to carry out operational activity in a safe and effective manner	Area Manager Response	Continual learning and development to ensure our policies and procedures provide clear instruction and guidance	All staff maintain appropriate levels of reporting Our policies and procedures reviewed	Feedback through Staff survey	Annual
R5	We aim to continuously improve our response through active learning both locally and nationally (for example Grenfell Tower)	Area Manager Response	Operational response improved by analysing information from a range of sources and measured against local risks and current practices	Mechanisms in place to receive inputs, review and recommend improvements	Operational Learning Board (OLB) National Operational Guidance (NOG) Implementation plan Grenfell Action plan	Bimonthly

AMBITIONS (Managed through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
R6	We aim to maintain an ability to respond to national and international emergencies as required	Area Manager Response	National and International response capabilities prepared and ready to respond when a National or International request has been authorised	Relevant and agreed assurance processes completed in line with National and International requirement	Completing 3 year National Resilience Assurance Programme for High Volume Pump (HVP) and Urban Search and Rescue (USAR) (Swift Water Rescue Team (SWRT) B being developed) Attending Marauding Terrorist Firearms Attack (MTFA) National Working Group	Annual Report
R7	We aim to provide robust plans to deal with major emergencies and critical events in conjunction with other blue light and wider partners (JESIP)	Area Manager Response	Local, Regional, National (single agency and multi-agency) plans reviewed in line with agreed frequency	Mechanisms in place to receive inputs, review and recommend improvements	Joint Operational Learning (JOL) submissions Annual Exercise plan Exercise debrief reports	Six monthly report

OBJECTIVES (Managed and reported through Service Delivery Board (SDB))						
No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
R1.1	We will ensure our systems, people and equipment are prepared and able to respond to emergency events in the County where it has been identified that we can render assistance	Divisional Commanders	Response assets in attendance at incidents within identified timeframes	Initial attendance at incidents within agreed timeframe that we know are achievable based on response strategy	PIs for relevant attendance standards	SDB
R2.1	We will ensure we maintain current knowledge of all the risks in our County and that our Operational personnel are provided with the relevant plans	Divisional Commanders	All known risks reviewed within identified period and any subsequent response plans updated Through systems and local knowledge staff identify new risks and ensure they are included in the relevant inspection programme	100% of known risks to have an updated response plan	All relevant risks assessed in line with re-inspection programme and all relevant response plans current	Quarterly report into SDB following Operational Risk Information Group (ORIG)

OBJECTIVES (Managed and reported through Service Delivery Board (SDB))

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
R2.2	We will continue to carry out periodic reviews of our Pre-Determined Attendances (PDAs) in line with national and local risks and best practice, as identified by the National Fire Chiefs Council (NFCC)	Divisional Commanders Group Manager Integrated Risk	PDAs will be current and reflect any potential changes to the risk, any learning which may impact response and improvements made to Service delivery	PDAs for incident types reviewed in line with policy updates. PDAs altered for specific risks when identified through proactive response (Community Fire Protection, Risk visits, learning from incidents)	Proportionate mobilisation of assets to incidents based on risk and activity	March 2022
R3.1	We will engage with our staff to ensure we are aware of current and future duty system concerns	Divisional Commanders	Divisional Commanders will chair On-Call Focus Group meetings to ensure staff are able to share their experiences and make recommendations to improve service delivery	Report to Service Management Board (SMB) after each Focus Group meeting	Log outlining issues raised and action taken to improve or remedy situation	Quarterly
R4.1	We will fully embed National Operational Guidance by providing relevant guidance and training	Divisional Commanders Group Manager Integrated Risk	Managers will ensure when service documentation has been updated in line with NOG, personnel will be informed	All operational personnel aware of published operational information through relevant reporting	Learning Management System	DCs Formal Meeting Bi Monthly
R4.2	We will review accident/injury trends to identify cause and make recommendations to reduce future events	Divisional Commanders Group Manager Integrated Risk	Procedures and guidance will improve to ensure staff will be involved in fewer events which have resulted in damage/injury	Vehicle related Incidents reduced by 50% of previous year's total Incident ground injuries reduced to 50% of previous year's total	Health and Safety report	SDB Bi Monthly
R5.1	We will ensure in line with Service policy relevant operational incidents are audited and that the relevant level reports are completed and submitted to OLB	Divisional Commanders Group Manager Integrated Risk	Knowledge of incidents will be improved and shared throughout LFR	100% of incidents as identified by Service Order 13 audited and submitted to OLB	OLB Log	Quarterly
R5.2	We will ensure any agreed changes to operational procedures, identified through OLB, are implemented, tested and exercised	Divisional Commanders Group Manager Integrated Risk	Learning through incident audits will continually improve our response systems and where appropriate identify better equipment and suitable competencies	Learning from all relevant Operational incidents reviewed, good practice shared and improvements from issues implemented	OLB Log	March 2022

OBJECTIVES (Managed and reported through Service Delivery Board (SDB))

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
R6.1	We will ensure our National Resilience capabilities are maintaining operational competencies and our equipment is functional and maintained in line with the required standards	Divisional Commanders	Assets available for deployment whenever a request has been submitted and approved	Capability requirements maintained through testing of systems and reviewing of assurance toolkit	Reports generated through National Resilience outlining our performance	March 2022
R7.1	We will develop and embed relationships with partners to ensure we are able to deliver a collaborative response	Divisional Commanders	Response activities co-ordinated and a joint understanding at the incident established	2 Blue Light meetings 2 Over the Border (OTB) meetings per division to share information and maintain relationships	Improved awareness of risk Increase in partnership working New ways of working	March 2022

Prevention and Protection Framework

– Reducing the Likelihood of Emergencies

AMBITIONS (Managed through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
PP1	We aim to ensure our community safety activities are developed to meet the needs of communities; keeping our communities safe and well, now and in the future	Area Manager Prevention, Protection and Service Support	Community safety work will support our diverse communities focusing on identified risks reducing fatalities and injuries, reducing risk and making our communities safer	Increased number of vulnerable people who we make contact with to provide safety information and support. PIs to support risk reduction across the County	Reduction in fire related fatalities and injuries Reduction in road traffic collision related fatalities and injuries Performance reports	June 2021 Annual Quarterly
PP2	We aim to promote safety and risk reduction with businesses across the County	Area Manager Prevention, Protection and Service Support	Increased compliance with fire safety legislation making our buildings and people safer	High risk premises visited every 12 months Medium risk premises visited every 3 years. % of non-satisfactory audits will increase	Quarterly reports RBIP updated Inspection lists	Quarterly March 2022 April 2021
PP3	We aim to provide support and advice, in conjunction with our partners, to improve health and wellbeing within the communities of Lincolnshire	Area Manager Prevention, Protection and Service Support	Community safety activities focus on wider community issues and aligned to partners within the County	Our community safety activities contribute to partner priorities reducing risk	Reports Partnership evaluations	Quarterly March 2022
PP4	We aim to ensure we have sustainable, effective and appropriately skilled teams to support our specialist prevention and protection activities	Area Manager Prevention, Protection and Service Support	Community safety teams able to effectively contribute to risk reduction work, with skills to manage all scenarios focusing on safety of people and buildings	Competence records updated with required continuous professional development (CPD) carried out on an annual basis. Fire Safety Audits and Safe and Well Checks carried out to a high standard to support reduction in injuries/fatalities/fires	Quarterly reports Updated CPD logs A range of local performance indicators (LPis) will confirm reduction of operation activities (injuries and fatalities)	Quarterly

AMBITIONS (Managed through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
PP5	We will monitor national developments and updates to key pieces of legislation relating to prevention and protection activities, ensuring local policies reflect requirements	Area Manager Prevention, Protection and Service Support	Policies and procedures current and focus on nationally identified priorities	Service policy updated and agreed at Service Management Board (SMB) level	SMB minutes/actions/ decision logs	Monthly

OBJECTIVES (Managed and reported through SDB)						
No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
PP1.1	We will work with our performance and community risk team to identify hazards and areas of risk across the County to allow targeted support and advice to be given	Prevention and Protection Manager Divisional Commanders	Reduced relative risk rating of identified high risk areas	Areas of identified high risk reduced by proactive fire safety interventions	Quarterly performance reports Annual review of relative risk ratings Review of FRAM mapping	March 2022
PP1.2	We will provide safety messages and information in a variety of formats that reflects our diverse communities across the County and supports risk reduction	Community Fire Safety Manager	Safety information provided in a variety of formats and accessible to all to support sharing of safety information	Variety of safety information produced that is accessible and representative of our communities	Reduction in accidental dwelling fires, injuries and fatalities Development and increase in the number of resources Equality Impact Assessment completed to confirm suitability of resources	March 2022
PP1.3	We will carry out arson reduction activities to reduce the risk of fire and consequences across the County	Prevention and Protection Manager Divisional Commanders	Reduced number of deliberate primary and secondary fires	Partnership working will reduce the number of deliberate fires across County	Quarterly reports Annual reduction of deliberate fires Partnership Reports	March 2022
PP2.1	We will utilise our Risk Based Inspection Programme to co-ordinate inspection activities and measure compliance against fire safety legislation	Prevention and Protection Manager Technical Fire Safety Manager	Increased number of non-compliant fire safety audits and reduced level of risk across the County	% of non-satisfactory fire safety audits will increase allowing interventions Risk reduction activities completed	Quarterly reports Reduction in non-domestic premises fires Minutes from internal Enforcement review meetings Relative risk ratings of premises	March 2022

OBJECTIVES (Managed and reported through SDB)

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
PP2.2	We will engage with partners and local businesses to highlight safety requirements and effective operations	Prevention and Protection Manager Technical Fire Safety Manager	Improved compliance with fire safety legislation across the County with reduced level of risk	Business engagement plan developed to promote fire safety requirements	Strategy document produced and embedded Literature produced and shared with businesses Increased number of queries raised with fire safety team Business engagement seminars arranged	March 2022
PP3.1	We will ensure an integrated approach to delivery of community safety activities	Prevention and Protection Manager Divisional Commanders	Safety initiatives maximised with the support of partners to keep our communities safe and reduce risk across the County	Fire safety input to key partners to support identification of fire safety concerns across County	Increased number of partnership referrals received Partners supporting safe and well checks Annual formal evaluation of partnerships	March 2022
PP3.2	We will explore opportunities for collaborative working and partnership development to maximise safety messages and campaigns	Prevention and Protection Manager Divisional Commanders	Community safety activities consider wider community risks	Increased number of partnerships to support community safety delivery	New partners identified Review of current partnerships Joint safety initiatives planned and undertaken	March 2022
PP4.1	We will plan and commit to training and continual professional development programmes for our Prevention and Protection activities	Prevention and Protection Manager Divisional Commanders	Individuals able to evidence training and development and are competent and experienced to carry out required activities	Annual training plan Updated CPD logs	Quarterly review of CPD logs Training days attended by Inspectors Minutes and actions from Enforcement Group meeting	March 2022
PP4.2	We will adopt and embed updates to local policy and procedures including any emerging fire safety issues arising from incidents of special interest, with particular focus on the tragic events from Grenfell Tower fire	Prevention and Protection Manager	Local policies current and reflect national guidance and direction	Policies updated in line with outlined identified requirements	Annual review of policy documents as required Policy documents updated in line with national legislation Fire safety activities carried out in line with national legislation	March 2022
PP5.1	We will consider our community safety activities in relation to the National Fire Chiefs Council (NFCC) direction and updates	Prevention and Protection Manager	Where appropriate local activities aligned to national guidance and reflect effective and efficient ways to keep our communities safe	Policies reflect national direction	Gap analysis of new standards/policies carried out Community safety activities aligned to national updates	March 2022

People – Putting People First

AMBITIONS (Managed through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
PE1	We aim to create a positive and inclusive culture that will enable our people to thrive during their time with LFR in a safe environment, which encourages openness	Area Manager Service Development	Responses to our staff surveys will show our actions have improved Service culture and behaviours	% of staff experiencing bullying & harassment in previous 12 months % of staff feeling valued at work	Biennial Lincolnshire County Council (LCC) staff survey HMICFRS staff survey	March 2022
PE2	We aim to be an Employer of Choice which represents the diversity of our community, by welcoming and attracting under-represented groups (BAME, women, LGBTQ+)	Area Manager Service Development	Equality, Diversity and Inclusion (EDI) plan shows action to remove both internal and external barriers to enable everyone to be themselves and thrive within LFR	Increased number of recruits identifying as female or BAME Reduction in 'not known' on annual diversity returns	Annual Home Office returns	March 2022
PE3	We aim to enable all employees to have a voice (either through representative bodies, employee groups or as individuals)	Area Manager Service Development	Staff feel engaged and able to contribute to shaping the direction and policies of LFR	Increased numbers of responses to consultations Increased attendance at Staff Engagement sessions % response to staff surveys	Records of attendance at Staff Engagement sessions Biennial LCC staff survey	March 2022
PE4	We aim to ensure all our staff have good mental and physical wellbeing and know where to get help	Area Manager Service Development	Staff know about our Wellbeing and Inclusion Framework (W&I) and able to access W&I Toolkit and timely support	Use of toolkit % of staff indicating knowledge of Service provision in staff survey	HMICFRS staff survey Number of hits on new Intranet pages	March 2022
PE5 PE5	We aim to provide all our people with opportunities to reach their full potential within their careers	Area Manager Area Manager Service Service Development Development	Every person has access to a Personal Development Review (PDR) and relevant development plans to enable them to access appropriate career opportunities	% completion rate of PDR % completion rate of PDR Number of staff accessing management development programme Number of staff accessing management development programme % staff stating adequate development in staff survey % staff stating adequate development in staff survey	Recording of PDR completion on Business World Recording of PDR completion on Business World PDRPro records PDRPro records Staff survey Staff survey	March 2022 March 2022
PE6	We aim to give our people the skills required to deliver their roles to the best of their abilities	Area Manager Service Development	All roles set out skills and competences required and training/development opportunities available to achieve these	% staff maintaining operational competence % staff identifying they have all skills to do their job in staff survey	PDRPro records Staff survey	Quarterly March 2022

OBJECTIVES (Managed and reported through SDB)

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
PE1.1	We will reduce the number of staff who feel they have encountered bullying or harassment in the last 12 months	Equality, Diversity and Inclusion lead	Benchmarked in staff surveys	Taken from current survey results	Analysis of staff surveys and subsequent reports PDRs / 1:1s	March 2022
PE2.1	We will continue to target and attract talented people from all areas of our community	Group Manager Organisational Development	Increased applications from our BAME, female and LGBTQ+ communities	Benchmark for 2022	Development of process to provide breakdown of applications to join LFR and data available for 1/4/22	March 2023
PE3.1	We will promote a positive and open working environment, engaging with and understanding the views of our staff	Senior Leadership Team	Staff survey results show an increase in staff feeling they are reaching their full potential	Increased % of staff who feel they are supported and developed	Individual development plans PDRs / 1:1s	March 2022
PE4.1	We will continue to promote the work of the Wellbeing and Inclusion Board (WBI) and develop the W&I toolkit	Wellbeing and Inclusion Board	W&I toolkit available to all staff to provide a greater awareness of what LFR can offer	Benchmark for 2022	WBI action plan Notes and actions from meetings Access of tools provided within toolkit	March 2022
PE5.1	We will work to remove barriers to progression, provide wider opportunities for development for our people both in their current role and for those aspiring to gain promotion	Group Manager Organisational Development	All supervisory and managerial vacancies attract suitably qualified and skilled applicants	Numbers of individuals entering and completing CPF/migration process	CPF/migration data	March 2022
PE5.2	We will identify and develop leaders	Group Manager Organisational Development	All supervisory and managerial vacancies attract suitably qualified and skilled applicants	Vacancy factors for 2021/22	IRB minutes identifying unfilled vacancies	March 2022
PE6.1	We will ensure all staff achieve 100% competence in their core skills	Group Manager Organisational Development	Increased percentage of staff achieving 100% of their set competencies (unless absent from work)	100% operational competence	PDRPro records	Quarterly

Resourcing Framework

– Ensuring Efficient Resourcing Against our Risks

AMBITIONS (Managed and reported through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
RE1	We aim to ensure clear and robust scrutiny of budget management throughout LFR	Chief Fire Officer	Annual expenditure monitored against annual Revenue and Capital budgets and budget setting based on robust planning assumptions	Annual projected Revenue Budget and Capital budget within 1% of closure of accounts	Monthly Budget Managers meeting for Revenue and Capital with Budget Managers and LCC Budget Officers	March 2022
RE2	We aim to provide effective and efficient use of resources to meet our risks	Chief Fire Officer	Flexible and agile resource allocation to mitigate the identified risks within our Community Risk Profile	PIs against other Framework Ambitions	Outcomes of Internal Resources Board (IRB) Delivery of Capital Plan Research Development Investigation (RDI) group outcomes Programme Board delivery	March 2022
RE3	We aim to identify present and future resourcing requirements to meet the needs to mitigate our risks	Assistant Chief Fire Officer	Detailed plans of future resource requirements with appropriate funding	PIs against other Framework Ambitions Outcomes of a review of CRP Clear Workforce Planning	Annual Planning assumptions documents Published up to date CRP and IRMP	March 2022
RE4	We aim to have clear and transparent processes for decision making relating to resource requirements	Area Manager Service Improvement	Business processes to make our decision making more targeted and robust. Published outcomes from key meetings to provide staff with more reasoning behind decisions	Relevant and up to date information available on monthly basis for key meetings: IRB Budget Managers meeting PMB Programme Board	Service Order 1 remains current Meeting minutes available publicly in good time Service plan and associated core meeting minutes released in a timely manner through Intranet and Weekly Bulletin	Reviewed Apr/Dec 2021 Audit of progress by Assurance team by Oct 2021

AMBITIONS (Managed and reported through SMB)

No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
RE5	We aim to enable flexible and agile solutions for resourcing to support all other Frameworks in mitigating our risks	Area Manager Service Improvement	Capture and utilise, innovative activities (both internal from learning and external good practice) providing alternative methods of addressing risks	PIs against other Framework Ambitions	Outcomes of IRB Delivery of Capital Plan RDI outcomes Programme Board delivery	March 2022
RE6	We aim to ensure our use of technology keeps pace with the needs of LFR	Area Manager Prevention, Protection and Service Support	Access to technological solutions to enable objectives of all Frameworks to be delivered effectively and efficiently	Staff access to systems and information to deliver on their objectives	Implementation of O365. Implementation of agreed software and hardware solutions in partnership with LCC O365 Champions at all levels	March 2022

OBJECTIVES (Managed and reported through SDB)

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
RE1.1	We will ensure our budget holders have the skills and understanding to manage their budgets appropriately	Budget Holders	Demonstrate budget reports for Revenue and Capital reflecting actual and projected costs with detailed explanations for variations	Reports to Budget Managers	Department budget planning assumptions completed All budget holders complete reports and post-backs	Monthly
RE2.1	We will identify resource requirements in all areas to identify how we will mitigate those risks more effectively in the future	Department Heads	Annual updated Community Risk Profile. Planning assumption documents completed with evidence to mitigate CRP	Reviewed CRP Completed Planning Assumptions Documents Capital Plan reviewed	Rationale used to review CRP Planning Assumptions Documents Capital Plan	Dec 2021 Dec 2021 by LCC rephasing timeline
RE2.2	We will ensure consideration is given to environmental impact when developing projects and schemes of work and future ways of working	Senior Leadership Team Department Heads	Clear links to LCC's green master plan (sustainability) demonstrated within all areas of LFR's work	Service Action Plan developed Evidence of consideration within Policies and Procedures	Action plan Service assurance review of documentation to provide gap analysis	March 2022

OBJECTIVES (Managed and reported through SDB)

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
RE3.1	We will maintain a fleet of vehicles that fully meets the requirements of LFR and plan strategies that contribute to a sustainable environment	Group Manager Resources	Through fleet strategy, progressive, sustainable fleet of vehicles delivered and maintained which are fit for purpose and demonstrate good value/reduced overall carbon footprint of LFR	Creation of a Fleet Strategy for the future	SMB Papers	March 2022
RE3.2	We will explore opportunities for improving and enhancing our operational equipment and procure the right equipment to allow our staff to deal safely and efficiently with operational incidents	Group Manager Resources	Technological advances in equipment explored and the most suitable equipment procured for the risks our staff face, within our capital budget	Operational audits of incidents to ensure equipment is suitable	Audit results RDI minutes	March 2022
RE3.3	We will ensure our estate and facilities remain fit for purpose and allow the Organisation to deliver its response effectively	Group Manager Resources	Property Strategy allows us to assess and prioritise estate and facilities for work, ensuring a portfolio reflective of the standards of LCC and creates a safe, inclusive working environment for staff	Creation of a property strategy Equality Impact Assessments carried out for all estate buildings	Minutes of LCC Fire Property Board EIAs published	March 2022
RE3.4	We will ensure water provision and access to water supplies throughout the county and ensure all use of water is managed in an environmentally friendly manner	Group Manager Resources Water Manager	Risk based hydrant inspection programme maintained and operated across County Access to water supply in remote areas with processes to dispose of water used by LFR in a safe, environmentally friendly manner	Hydrant Inspection plan	Numbers of hydrant inspections carried out. Numbers of hydrant repairs reported to Anglian Water	March 2022
RE4.1	We will ensure changes to the Service Plan and associated business processes are reflected in Service Orders and the processes assured during implementation	Group Manager Integrated Risk	Service assurance (in conjunction with LCC audit if agreed) provide in-depth report to SMB detailing areas of planned changes to Service Plan which are being adhered to	Interim short report to SMB following first reporting period Full report suggesting areas to reinforce or alter to SMB	Report provided to SMB Full report to December SMB	August 2021 December 2021

OBJECTIVES (Managed and reported through SDB)

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
RE4.2	We will ensure our decision making processes utilise performance management methodologies to ensure we are not wasting resources in areas where we are having limited impact	Performance and Community Risk Team	Planned work undertaken through the formal Service Plan with SMART applied where possible and progress and impact understood locally	Tasks and activities within all departments have appropriate measures and reported to GM Integrated Risk	Through reporting on In-phase and through locally held activity plans	Quarterly
RE5.1	We will ensure our RDI process will be streamlined to ensure adequate timely consideration is given to future resourcing requirements	Chair of RDI	Fully costed approved business cases leading to project implementation	Delivered in line with agreed timeline and costs identified in Project Brief. Service Order 29 endorsed by SMB	Through précis of business case progress by Chair of RDI reported through weekly bulletin on quarterly basis	In line with Project Briefs
RE5.2	We will ensure our programme management procedures are refined to equip LFR with robust methodology which adds value to our project work	Continuous Improvement Manager	Project management processes refreshed and improved understanding of project management across LFR	Service Order 15 updated Guidance documentation Project management training for middle managers	Service Order ratified through SMB Guidance document produced Middle manager training completed	October 2021 November 2021
RE6.1	We will ensure crews are provided with current risk information for use at incidents	Group Manager Integrated Risk Divisional Commanders	Crews access up to date and relevant risk information at incidents. Risk information updated by Operational Crews via risk visits	MDT updated with current risk information	4 x Dip samples throughout year (Service assurance) will evidence currency of information	
RE6.2	We will ensure staff are trained and able to migrate profiles into O365 environment	Group Manager Service Support	Staff within LFR/EP migrated to O365 with full functionality	O365 migration project signed off with LCC	Staff able to utilise O365 throughout the service	July 2021
RE6.3	We will participate and engage in the LCC transformation programme	Group Manager Service Support	Projects identified through transformation programme implemented	Attendance at agreed tactical meetings with feedback to SLT	Attendance at meetings	As agreed by LCC

Evaluation Framework – Measuring for Success

AMBITIONS (Managed and reported through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
E1	We aim to develop a learning organisation. "A shared vision for the organisation where staff are proactively creating, acquiring, and sharing knowledge"	Area Manager Service Improvement	Improvements in all areas of LFR across the five Frameworks through our Service Plan	Annual report to Scrutiny (Statement of Assurance) to showcase improvements	2 tangible improvements for each framework highlighted	March 2022
E2	We aim to ensure our measures are aligned to the outcomes the public expects from their Fire and Rescue service	Area Manager Service Improvement	Full list of performance measures agreed through the Executive Portfolio Holder with issues highlighted to Scrutiny Committee	Report to Scrutiny documenting review of performance measures	Review Executive Portfolio Holder agreement Present to Scrutiny Committee	May 2021 June 2021 TBC
E3	We aim to ensure we have data-driven methodology which allows LFR to remain agile over the life of the IRMP and react to emerging risks to our delivery models	Area Manager Service Improvement	Community Risk Profile refined to ensure it is better able to articulate current levels of risk within County and provide data which LFR can use to alter its resourcing to risk strategies	CRP improvements report and recommendations	Report Implementation plan	December 2021 March 2022
E4	We aim to support continuous improvement throughout the organisation	Area Manager Service Improvement	Dedicated resources aimed at improving staff knowledge around continuous improvement and empower the organisation to experiment when trying to improve	Training packages and direct engagement with staff	Performance and Community Risk training SMB training SDB Training Staff package	April 2021 May 2021 July 2021 September 2021
E5	We aim to improve our analysis of data to become more effective and efficient	Area Manager Service Improvement	Short, medium and long term plan to ensure we have data capture and reporting capabilities expected of a modern Fire & Rescue Service	Report and recommendations to SMB	Initial plan 2021 Plan 2022/23 plan	May 2021 July 2021 March 2022

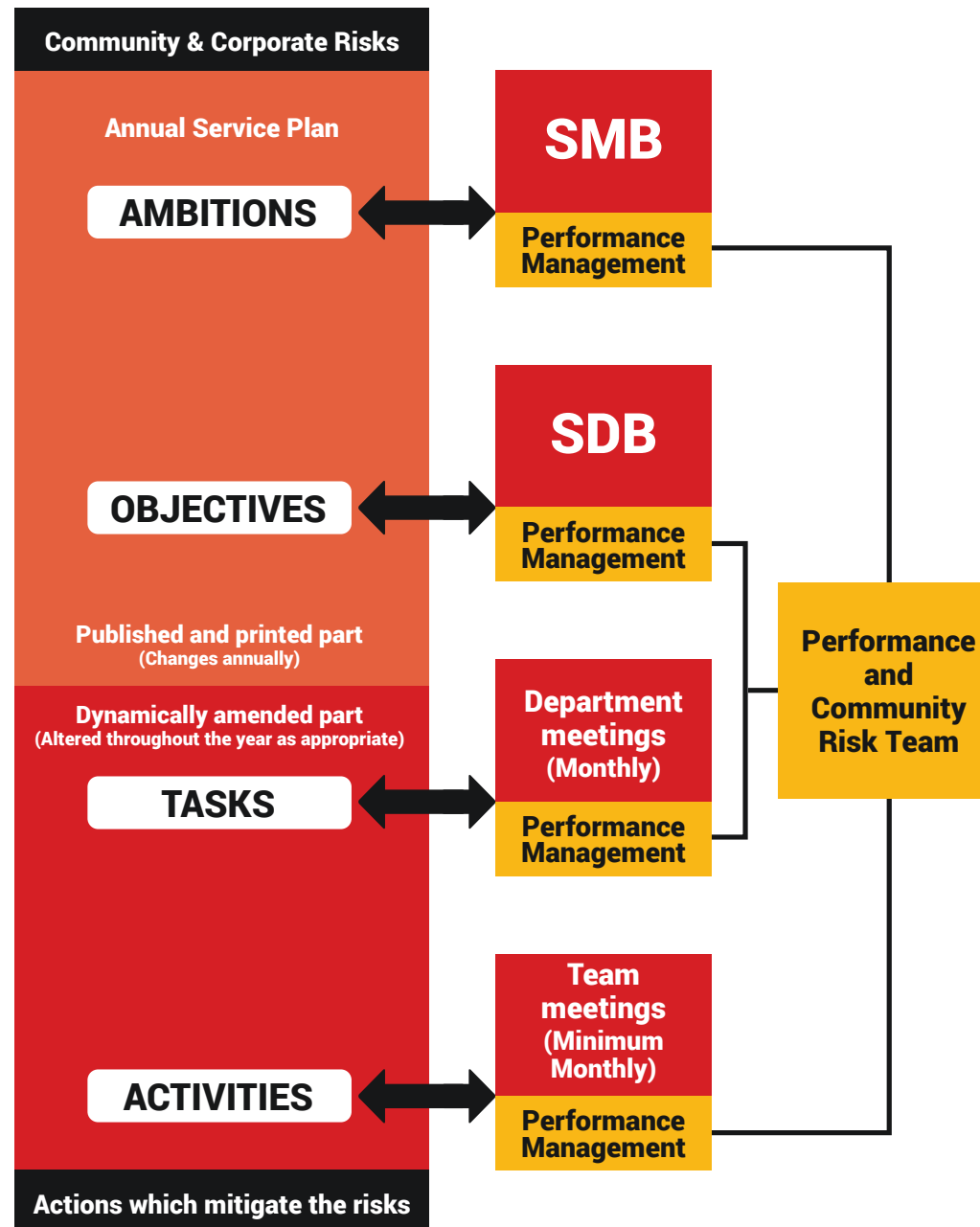
AMBITIONS (Managed and reported through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
E6	We aim to ensure our community has a clear understanding of our performance	Area Manager Service Improvement	Key performance information provided to the public which is timely, relevant, clear and transparent	Performance information available to all groups who require it	Survey of stakeholder needs Website developed	June 2021 March 2022

OBJECTIVES (Managed and reported through SDB)						
No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
E1.1	We will learn from our operational activity (through the Operational Learning Board) and our wider service activity (through the Service Delivery Board)	Group Manager Integrated Risk	Processes and procedures improved, published and embedded as a result of work through OLB and SDB log (presented to SDB)	Completed quarterly reports OLB added to In-phase	Operational Learning board minutes and log	Quarterly June 2021
E2.1	We will measure activity through a suite of appropriate national and local performance indicators and qualitative assessment	Group Manager Integrated Risk Performance and Community Risk Team	Highlighted trends in data captured, considered and appropriately actioned	Quarterly highlight report across all PIs to SLT	SMB minutes	Quarterly June 2021
E2.2	We will engage with a variety of stakeholders to ensure we capture the communities expectations of LFR	Group Manager Integrated Risk	Annual review of Community feedback to ensure it is used to shape service delivery	Annual Review fed into Service Plan for the following year	Community feedback captured and actioned	January 2022
E3.1	We will develop and refine the methods utilised to build and refresh our CRP	Group Manager Integrated Risk	Quarterly review of Community and Corporate risks Improvements suggested, trialled and embedded to enable annual CRP review	CRP refreshed at IRMP midway point	Published CRP	As appropriate through life of IRMP
E4.1	We will retain sufficient, professional, competent and knowledgeable staff within the performance and community risk team	Group Manager Integrated Risk	Team developed into new role within LFR and will be having a positive impact on performance at all levels	Team agree they have the appropriate skills and plans to succeed	Training completed for staff within team	Review IRM department structure by March 2022

OBJECTIVES (Managed and reported through SDB)

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
E5.1	We will provide robust systems to enable regular reporting of performance data	Group Manager Integrated Risk	Pertinent information presented following analysis of complete suite of PIs to SDB by exception	Trends/issues presented to SDB	SDB notes	Monthly
E5.2	We will embed a performance culture with evidence based decision making at all levels	Group Manager Integrated Risk	In-phase reporting mechanisms built and tested Performance management made simple at all levels	All managers feel more confident working with data and being able to evidence the effectiveness of their activity	Service plan Ambitions/ Objectives/ Tasks and activities show evidence of performance management	Annually through life of IRMP
E6.1	We will provide clear strategic aims with outcomes which can be measured throughout the supporting Frameworks and Service Plan	Group Manager Integrated Risk	Updated and published key documents utilising LCC Scrutiny processes (CRP/IRMP/ Frameworks/Service Plan)	Refreshed Framework documents	Published, version controlled Framework documents	Annually through life of IRMP
E6.2	We will make clear how we progress against our IRMP and annual Service Plan in an improved Annual Statement of Assurance	Group Manager Integrated Risk	The annual Statement of Assurance will correlate with the IRMP and the annual Service Plan to make clear how we are performing against our plans	New improved Annual Statement of Assurance	New format statement completed	Annually through life of IRMP

Keeping Lincolnshire Safe and Well



ANNUAL SERVICE PLAN
2021 - 2022
LINCOLNSHIRE FIRE & RESCUE



Lincolnshire
COUNTY COUNCIL
Working for a better future