

No	Page Reference	Action	Responsible Officer	Completion date	Progress end May 18
1	4/7	Develop a vision and strategy for collaboration both regionally with other Fire and Rescue Service and locally with partners	BM Response and Corporate Support	April 18	Complete. Collaboration Strategy endorsed at May 2018 SMB meeting.
2	4/7/10	Discuss and identify possibilities for further engagement of the fire service as part of the health agenda with the Lincolnshire Sustainability Transformation Plan (STP).	AM Planning, Prevention and Protection	June 18	Complete. Lincolnshire Fire and Rescue (LFR) are now identified as a partner in the STP. The Clinical Commissioning Group delivery plan also now identifies LFR as a partner on the Neighbourhood Team Collaboration Agreement.
3	5/9	Conduct a review of appraisal processes to minimise the perceived differences between that used by Lincolnshire County Council for green book staff and that used by Lincolnshire Fire and Rescue for grey book staff	AM Corporate Support	June 18 (August 18)	Not yet actioned. Lincolnshire Fire and Rescue appraisal update delayed by requirement to complete work around Grey Book job descriptions.
4	5	Establish whether pay differentials pose a risk to Lincolnshire Fire and Rescue and effectively communicate why some roles attract a pay enhancement	AM Corporate Support	March 18 (July 18)	Commenced. Further to a number of management decisions, and in light of a proposed Service restructure, pay differentials are considered to pose little risk to the Service. Communication of the reasons that some roles attract an enhancement is still to be completed.
5	5/6/8	Establish a strategy to support engagement with Retained Duty System personnel and continuous improvement of the Retained Duty System	GM Organisational Development	July 18	Commenced. First draft of the engagement strategy which includes both employees and employers has been prepared. A paper has been submitted to

					Service Management Board recommending the formation of an 'On-Call' Support & Improvement Board. A key role of this board will be to oversee areas such as employee/employer engagement.
6	5/6/8	Effectively communicate what the Retained Duty System review has delivered so far	GM Organisational Development	Mar 18	Complete. A number of updates have been delivered throughout the course of the Retained Duty System review and more recently further updates in the weekly bulletin and fired up have elaborated and provided the current picture. The engagement strategy (mentioned against action 5) includes running three face to face workshops (one per division) to be facilitated later this year.
7	6	Effectively communicate to the workforce why firefighters wear an orange stripe on their helmet during the development phase	AM Response	February 18	Complete. Communicated through the Weekly Bulletin on 12 th March 18
8	6	Consider whether it is appropriate to allow recruit firefighters to ride a fire engine ahead of completing all recruit course modules	GM Organisational Development	March 18 (June 18)	Commenced. A draft proposal has been presented to ACFO Ruff, AM Yeates and AM Baxter. Positive feedback has been received resulting in some further work on the gap and training needs analysis (transition from old to new). This is planned to be completed at a meeting on 30 th April ahead of presentation for ratification by Service Management Board.
9	7	Establish a programme of engagement for	BM Planning, Prevention	April 18	Commenced. Initial discussion

		Lincolnshire Fire and Rescue Strategic Managers with Lincolnshire County Council (LCC) Directors, Assistant Directors and other Strategic managers in order to build relationships, develop a broader understanding of roles and contribute to setting and delivering wider LCC priorities	and Protection	(August 18)	held with Director of Finance and Public Protection, further work required. Delayed due to anticipated staff changes – revisit once structure settled.
10	7/8	Establish a programme of engagement for Lincolnshire Fire and Rescue strategic managers with Lincolnshire County Council democratic processes and raise awareness of democratic processes with middle managers	BM Planning, Prevention and Protection	February 18	Complete. Presentation regarding Lincolnshire County Council democratic processes produced and delivered. Engagement programme involving senior and middle managers attending scrutiny meetings established.
11	8	Support Service Delivery Board member development through observation at Service Management Board and other appropriate meetings and forums	BM Planning, Prevention and Protection	February 18	Complete. Service Delivery Board members encouraged to attend as observers at Service Management Board and other key meetings (discussed at Service Delivery Board)
12	9/10/13	Deliver effective reporting and data visualisation ensuring that the value of data is considered against the effort required to collect it and that it can be used effectively to manage performance and analyse trends or patterns	GM Integrated Risk	March 19	Commenced. A process of continual development has been put in place to ensure that data is processed in an effective and efficient way. Service Order 60 has been amended to reflect the 'data value chain' procedure. A new system (InPhase) is in the process of being implemented. This will significantly improve access to performance information and streamline future reporting.
13	9	Review the Service approach to project management, ensuring that project	Programme & Planning Manager	February 18	Complete. Project managers now being selected in

		managers are selected in accordance with the knowledge and skills of the manager and regardless of whether Grey or Green Book.			accordance with knowledge and skills regardless of whether Fire Staff or Fire Service Staff. Policy & procedure to be updated to reflect during planned Service Order review.
14	11	Engage key political stakeholders in activities relating to Service Planning	BM Planning, Prevention and Protection	March 18	Complete. Arrangements in place to invite Portfolio Holder and Support Councillor to engage in key planning activities and workshops.
15	11	Establish a programme of activities to allow Lincolnshire County Council executive members to develop a greater understanding of prevention, protection and community risk management work and how it complements council service delivery and impacts on fire response	AM Planning, Prevention and Protection	April 18 (July 18)	Commenced. A programme has been established promoting awareness of LFR activity at Public Protection and Communities Scrutiny Committee. Portfolio Holder and Support Officer are invited routinely to Service events. A further programme of activity is planned in support of promoting Service activity with all executive councillors.
16	11	Effectively communicate the importance of prevention and protection to all staff groups, raising awareness of the broad range of activities undertaken, how they contribute to community safety and how all staff should be engaging in campaigns	AM Planning, Prevention and Protection	March 18	Complete. A programme of awareness has been developed to demonstrate how all have a part to play in community safety campaigns. This has been piloted with divisional personnel and is now being delivered to all staff groups. Social media activity has also been increased and a campaigns calendar is now available at all stations.
17	9/10	Review prevention and protection activities and their effectiveness in meeting	AM Planning, Prevention and Protection	April 18	Complete. Alignment of our activities is now being assessed

		Lincolnshire Fire and Rescue and partner community safety objectives			against partner's objectives. Starting with the Lincolnshire Road Safety Partnership where our activities are now aligned from Lincolnshire Road Safety Partnership Board level down to delivery of service. This approach is being applied to all key partnerships. Activities are also now subject to full evaluation.
18	10	Review the consequential impact of using operational crews to deliver prevention and protection activities	GM Prevention and Protection	April 18 (July 18)	Commenced. Further to a review, it was recognised that some newly trained, inexperienced personnel were adding a burden to fire protection officers workload. This could be seen as positive, as inexperienced personnel are seeking support rather than risking the delivery of poor outcomes. There are a number of proposals to address this burden, including, additional training and a departmental restructure.
19	13	Revisit the motivators for retention and satisfaction of Retained Duty System personnel and identify possible alternatives to increasing activity	GM Organisational Development	April 18 (June 18)	Commenced. The current feeling of Retained Duty System personnel is being explored further at divisional workshops. An 'On Call' Support and Improvement Board is also being established to address Retained Duty System issues as an ongoing process.
20	13	Review the consequential impact of reducing Watch Commander Support posts in the divisional structure and establish	AM Response	April 18 (June 18)	Commenced. Initial information gathering from Watch Commander Support personnel

		whether this has affected Retained Duty System firefighter competency			complete. Currently reviewing / analysing feedback to put into summary report. Expected completion June 18.
21	13	Review the knowledge of operational risk held by Retained Duty System personnel and introduce a programme to resolve any gaps identified	GM Integrated Risk	April 18 (August 18)	Commenced. This has been incorporated into a wider review of Operational Risk Information alongside the Mobile Data Terminal review group and National Operational Guidance Programme.
22	13	Review the consistency of operational risk data collected across staff groups and the completeness of risk identification	GM Integrated Risk	April 18	Complete. The Premises Type Risk Register has recently been aligned with Experian to provide a robust and risk-led approach to risk identification. This was introduced in April 2018 and will be monitored throughout the next year.
23	14	Review effectiveness of lone working arrangements and ensure that appropriate systems are in place	Health and Safety Advisor	March 18	Complete. Further to a review the health and safety team established that some lone workers had not been identified. A risk assessment pro-forma has now been developed and will be discussed at May Service Delivery Board ahead of being completed for all lone working staff groups with appropriate controls being applied. Service Management Board have also agreed to endorse Lone Working as subject of a future themed audit.
24	11	Identify options for how Organisational Development could assist with expansion of	GM Organisational Development	April 18 (August 18)	Commenced. The new Learning Management System is now used

		prevention and protection knowledge across the Service			to provide e-learning modules for Level 1 and Level 2 response personnel (fire crews) as part of the Maintenance of Competence programme and for personal study. A further community fire safety module has also been produced to cover post-fire Home Safety Checks. Further community fire safety and fire protection training opportunities are to be agreed and progressed in due course.
25	8	Evaluate and review effectiveness of internal communications arrangements	Knowledge and Information Manager	March 18 (June 18)	Commenced. A new E-newsletter is to be launched, followed by a staff survey on all internal communications. A report will be compiled by end June 18.

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